TeamSTEPPS™ Implementation: What Works?
Objectives

Discuss the importance of assessment, strategy and planning in TeamSTEPPS™ implementation

Describe an effective coaching model for sustaining use of TeamSTEPPS™ tools

Understand resources available and strategies for integrating TeamSTEPPS™ into ongoing safety and quality improvement
TeamSTEPPS™

An evidence-based teamwork system to improve communication and teamwork skills among healthcare professionals.

Scientifically rooted in more than 20 years of research and lessons from the application of teamwork principles.

Developed by Department of Defense's Patient Safety Program in collaboration with the Agency for Healthcare Research and Quality.
TeamSTEPPS™ impacts safety

Producing highly effective medical teams that optimize the use of information, people, and resources to achieve the best clinical outcomes for patients.

Increasing team awareness and clarifying team roles and responsibilities.

Resolving conflicts and improving information sharing.

Eliminating barriers to quality and safety.
Has your facility conducted or participated in TeamSTEPPS™ training?

Yes

No
How successful is your TeamSTEPPS™ intervention?

1 Completely successful: TS tools are fully integrated into our work in all areas

2 Somewhat successful: Some areas use some TS tools sometimes

3 Not very successful: We had the training but few use the tools

4 Not at all successful: Nothing has “stuck”
Which TeamSTEPPS™ tools are now a part of your everyday workflow?
Two key factors lead to success

Implementation strategy/Change management
Coaching
Shift Towards a Culture of Safety
TeamSTEPPS
Implementation Strategies

**Targeted – Unit Based:**
- Focus on the specific needs of a unit
- Introduce tools within a unit
- Introduce a single tool at a time as opposed to all at once

**Targeted – Tool Based:**
- Focus on a specific problem within the facility
- Introduce the same tool across all units within the facility
- Introduce a single tool at a time as opposed to all at once

**Transformational**
- Broad application of TeamSTEPPS
- Implement all the tools at same time
- Whole facility
Organizational Description
Identify the areas in which TeamSTEPPS will be implemented.

Name of the healthcare system

Names of facilities will you initially work with?

Names of departments/units within the facility will you target first?

Executive Sponsor(s)
SWOT Evaluation
Identify the strengths and weaknesses of the area(s) in which you will implement TeamSTEPPS

Strengths (S):

Weaknesses (W):

North Carolina Quality Center
## SWOT Evaluation
Identify the opportunities and threats in the area(s) in which you will implement TeamSTEPPS

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<th>Opportunities (O):</th>
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<th>Threats/Barriers (T):</th>
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Step 1: Identify the Change Team

Consider the following:
Choose influential/willing members
Ensure all health professions that work in unit are represented
Include education, quality, performance improvement specialists as appropriate
Include HR, Training Specialists
Identify role on change team
- Leader
- Member

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<thead>
<tr>
<th>Name</th>
<th>Title</th>
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Step 2: Define the Main Problems, Challenges and Opportunities

What EXISTING information can be used?

- RCAs/Event reports
- Staff Satisfaction
- Patient Experience
- Safety Culture Survey
- Patient Outcomes

Regulatory
- NPS Goals
- NQF Safe Practices
- CMS/Other Quality Measures

Organization’s Score Card
SWOT Analysis Results

What NEW information will need to be collected?

What are the main problems, challenges and opportunities?
Step 3: Define Aims of TeamSTEPPS Intervention

Consider the following when specifying the aims of your intervention.

- **Performance** – The specific process that will be improved (e.g., the exchange of patient information)
- **Conditions** – The conditions under which the process occurs (e.g., during shift change)
- **Standards** – The standards of performance (e.g., Patient information will be exchanged with 100% accuracy)

What will be achieved within the unit?

- **Performance** –
- **Conditions** –
- **Standards** –

How will you know the change has occurred?
Step 4: Design a TeamSTEPPS Intervention

Consider different approaches to implementing TeamSTEPPS

- Targeted – Unit Based: Focus on the specific needs of a unit
- Targeted – Tool Based: Focus on a specific problem within the facility
- Transformational – Broad application of TeamSTEPPS. Whole facility.

Which TeamSTEPPS tools/strategies will be used?

- ○
- ○
- ○

In what order will the tools be implemented (targeted or transformational?)

- ○
- ○
- ○
How to Measure - Kirkpatrick

Level IV – Outcomes (Organizational results)
Level III – Behavior (Transfer to the job)
Level II – Learning (Think, Do, Feel)
Level I – Reactions (Like it and Useful)
Step 5: Identify Measures and Collect Data
(How will you know it worked?)

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<tr>
<th>Measures</th>
<th>Reactions</th>
<th>Learning</th>
<th>Behavior</th>
<th>Results</th>
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<tr>
<td></td>
<td>Did they find it useful?</td>
<td>Did they learn something new or can do something differently?</td>
<td>Has behavior changed on the job?</td>
<td>Did it impact the organization (see Step 2)?</td>
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Be sure to include measures that span Kirkpatrick’s four level of evaluation. Refer to Step 2 for possible measures.

Level I – Reactions
Level II – Learning
Level III – Behavior
Level IV – Outcomes
Step 6. Develop Implementation Plan

Consider Kotter’s change model
1. Create a sense of urgency
2. Build the guiding team
3. Develop change vision
4. Understanding/Buy-in
5. Empower Others
6. Create short-terms wins
7. Don’t Let up
8. Create a new Culture

How will leadership support be gained?

How will provider buy-in be gained?

How will physicians, leadership, executives, and administrators be engaged?
It is important to plan how you will sustain your TeamSTEPPS program prior to implementation. Consider the following:

- Will coaches be used?
- Will the change team be the coaches or will more coaches be required?
- How will you ensure there are opportunities to use the tool(s)?
- How will ensure new behaviors will be valued and reinforced?
- How will you report progress back to staff?
- How will you celebrate your initial successes?
## Step 8: Communication Plan

How will the initiative be communicated?

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<th>Create a Communication Plan targeting major stakeholders</th>
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<td>- Consider all groups, shifts, entities (e.g., night shift)</td>
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<td>- Identify organizational and front-line leaders</td>
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<td>- Communication plan for each group: who, what, when, how (e.g., dept. meetings, grand rounds, emails, newsletters, posters)</td>
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<td>- Activate change team members....state the vision</td>
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## Step 9. Write Implementation Plan

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<thead>
<tr>
<th>Step</th>
<th>Change Team Lead</th>
<th>Completion Date</th>
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<tr>
<td>1. Identify the Change Team</td>
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<td>2. Define the Main Problems</td>
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<td>3. Define TeamSTEPPS Aims</td>
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<td>4. Design Intervention</td>
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<td>5. Identify Measures</td>
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<td>6. Develop Implementation Plan</td>
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<td>7. Sustainment Plan</td>
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<td>8. Communication Plan</td>
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Step 9. Change Team Meetings

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<th>Purpose</th>
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Step 10: Review TeamSTEPPS Implementation Plan with Key Personnel

Who are the key individuals who need to review the plan?

- Who needs to review, critique and provide input to “near-final” plan?
- Have them identify potential problem areas and provide suggestions about priorities and solutions
- Modify the Implementation Plan after sufficient input and discussion

Consider having your plan reviewed by leaders in the unit and at your facility
Shift Towards a Culture of Safety

- **Phase I**: Assessment
  - Pre-Training Assessment
    - Site Assessment
    - Culture Survey
    - Data/Measures
  - Climate Improvement

- **Phase II**: Planning, Training & Implementation
  - Training
  - Action Plan

- **Phase III**: Sustainment
  - Culture Change
    - Coach & Integrate
    - Monitor the Plan
    - Continuous Improvement

Set the Stage ★ Decide What to Do ★ Make it Happen ★ Make it Stick
The Coach as Motivator

Help team members see the bridge between:
- What they value and desire and…
- The task or role for which they are responsible

Provide specific, timely observations of performance and effectiveness
Encourage belief in team members’ abilities to succeed
Validate current levels of accomplishment while advocating greater achievement
Identify potential challenges, pitfalls, and unforeseen consequences
Coaches Provide Feedback That Is….

Descriptive and nonevaluative
Meant to improve skills by making team members aware of what was right or wrong about their task performance
Considered a development tool used to enhance task performance
Two-way, that is, it allows team members the opportunity to interact and ask questions
Feedback Should Be....

Well-Intentioned: Feedback gives information, not advice
Effective feedback is meant to help the recipient—it is a gift
It should not be used to “get something off of your chest”
Feedback will not fix what you believe is wrong with another person

Nonjudgmental: Do not use terms like “good” or “bad”
The goal of feedback is to help someone understand and accept the effects of his or her behavior on others
- The team member’s decision to change behavior is not part of the feedback process
The Results of Good Coaching Are…

Defined and understood goals
Aligned expectations between the team leader and team members
Transfer of knowledge on a “just-in-time” basis
Increased individual motivation and morale
A more adaptive and reactive team
Improved team performance and safer patient care
How To Implement a Coaching Strategy

Present coaching concept to leadership
Select coaches based on the characteristics and competencies of an effective coach
Conduct a session on coaching for the appointed coaches
Match coaches with team members
Leverage current performance tools or create new tools to help coaches sustain a coaching environment
TeamSTEPPS 2.0


Module 11: Implementation Workshop
Implementation Guide
Module 10: Measurement
### Specialty Scenarios

- Ambulatory: ED
- Ancillary Services: OR
- Med-Surg: L&D
- Dental: Neonatal ICU
- Neonatal ICU: ICU

TeamSTEPPS™ additional modules


Rapid Response Systems
LEP (Limited English Proficiency)
Dental
Long Term Care
Primary Care
Simulation
Questions?
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