Keeping Kids Safe
TeamSTEPPS Essentials

A partnership for advanced pediatric care

Children’s Health
University Health System
UT kids
UT MEDICINE SAN ANTONIO

TeamSTEPPS Leadership Team

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No member of the TeamSTEPPS Leadership Team have a relationship with commercial companies to disclose.

Course Objectives

– Increase team awareness
– Clarification of team roles and responsibilities
– Identify tools and strategies useful in:
  ◦ Enhancing patient safety
  ◦ Improving information sharing
  ◦ Resolving conflicts

Course Agenda

– Introduction to TeamSTEPPS
– Team Structure
– Communication
– Leadership
– Situation Monitoring
– Mutual Support
– Putting It All Together

Introduction to TeamSTEPPS
**TeamSTEPPS**
Team Strategies & Tools to Enhance Performance & Patient Safety

- Based on more than 30 years of research and evidence
- Team training programs have been shown to improve attitudes, increase knowledge, and improve behavioral skills
- Salas, et al. (2008) meta-analysis provided evidence that team training had a moderate, positive effect on team outcomes ($p = .38$)

**Ice Breaker Exercise**

**Why Teamwork?**

- Reduce clinical errors
- Improve patient outcomes
- Improve process outcomes
- Increase patient satisfaction
- Increase staff satisfaction
- Reduce malpractice claims

**Teamwork Is All Around Us**

**Sue Sheridan Video**

**Barriers to Team Performance**

- Inconsistency in team membership
- Lack of time
- Lack of information sharing
- Hierarchy
- Defensiveness
- Conventional thinking
- Varying communication styles
- Conflict
- Lack of coordination and follow-up
- Distractions
- Fatigue
- Workload
- Misinterpretation of cues
- Lack of role clarity
What Makes Up Team Performance?

Knowledge Cognitions “Think”

Skills Behaviors “Do”

Attitudes Affect “Feel”

Team Competency Outcomes

- Knowledge
  - Shared Mental Model
- Attitudes
  - Mutual Trust
  - Team Orientation
- Performance
  - Adaptability
  - Accuracy
  - Productivity
  - Efficiency
  - Safety

Key Principles

Team Structure

- Identification of the components of a high-functioning team that can work together effectively to achieve performance.
- Communication: Effective exchange of information and ideas among team members.
- Leadership: Ability to lead the team by setting goals and expectations. Team members are accountable and are transparent about their responsibilities and performance.

Team Structure

- Two or more people who interact dynamically, interdependently, and adaptively toward a common and valued goal, have specific roles or functions, and have a time-limited membership.
Partnering With the Patient

Strategies for involving patients in their care
- Include patients in bedside rounds
- Conduct handoffs at the patient’s bedside
- Provide patients with tools for communicating with their care team
- Involve patients in key committees
- Actively enlist patient participation

Clinical Team Responsibilities

Embrace patients and their families as valuable and contributing partners in patient care
- Listen to patients and their families
- Assess patients’ preference regarding involvement
- Ask patients about their concerns
- Speak to them in lay terms
- Allow time for patients and families to ask questions
- Ask for their feedback
- Give them access to relevant information
- Encourage patients and their families to proactively participate in patient care

Patient and Family Responsibilities

- Provide accurate patient information
- Comply with the prescribed plan of care (e.g., schedule and attend appointments as directed)
- Ask questions and/or voice any concerns regarding the plan of care
- Monitor and report changes in the patient’s condition
- Manage family members
- Follow instructions of the clinical team

Multi-Team System (MTS) for Patient Care

Communication

- Effective communication skills are vital for patient safety
- Enables team members to effectively relay information
- The mode by which most TeamSTEPPS strategies and tools are executed
Communication is...
- The process by which information is exchanged between individuals, departments, or organizations
- The lifeline of the Core Team
- Effective when it permeates every aspect of an organization

Information Exchange Strategies
- Situation – Background – Assessment – Recommendation (SBAR)
- Call-Out
- Check-Back
- Handoffs

SBAR Provides...
A framework for team members to effectively communicate information to one another
Communicate the following information:
- Situation—What is going on with the patient?
- Background—What is the clinical background or context?
- Assessment—What do I think the problem is?
- Recommendation—What would I recommend?

SBAR Exercise

Baby Z. is 3 weeks old infant in NICU, nursery 2. He was at 27 weeks gestation when delivered. He has been progressing well after a short period of CPAP and remains in 24% flow support. He is receiving continuous tube feedings. He has demonstrated a steady weight increase.

For the first time today, he has had a couple of episodes of apnea. When Sue, the evening nurse, came on and did her assessment she noted he was tachypneic with a respiratory rate of 75. As she was documenting her assessment, Baby Z. had a bradycardia episode and his oxygen saturation decreased to 75. His heart rate returned to 130 with stimulation and Sue increased the oxygen to 28%. He also had some regurgitation of formula. His muscle tone is diminished and his coloring is mottled. She listened to his breath sounds and noted that they were equal and clear. His abdomen is soft and not distended. The day nurse reported that he had slept a lot today and his mother felt he wasn’t as alert as usual.

Call-Out is...
A strategy used to communicate important or critical information
- It informs all team members simultaneously during emergency situations
- It helps team members anticipate next steps
Check-Back is...

Sender initiates message
Communication
Closed
Sender verifies message was received
Receiver accepts message, provides feedback confirmation
LOOP

Handoff is...

• The transfer of information during transitions in care across the continuum
  — Includes an opportunity to ask questions, clarify, and confirm

Handoff Consists of...

• Transfer of responsibility and accountability
• Clarity of information
• Verbal communication of information
• Acknowledgment by receiver
• Opportunity to review

“I PASS THE BATON”

Introduction: Introduce yourself and your role/job (include patient)
Patient: Identifiers, age, sex, location
Assessment: Present chief complaint, vital signs, symptoms, and diagnosis
Situation: Current status/circumstances, including code status,
level of uncertainty, recent changes, and response to treatment
Safety: Critical lab values/reports, socioeconomic factors, allergies, and alerts
(Falls, isolation, etc.)
Tel:
Background: Comorbidities, previous episodes, current medications, and family history
Actions: What actions were taken or are required? Provide brief rationale
Timing: Level of urgency and explicit timing and prioritization of actions
Ownership: Who is responsible (nurse/doctor/team)? Include patient/family responsibilities
Next: What will happen next? Anticipated changes? What is the plan? Are there contingency plans?

Other Example Handoff Tools

• ANTICipate
  — Administrative Data; New clinical information; Tasks to be performed; Illness severity; Contingency plans for changes
• I PASS
  — Illness severity; Patient Summary; Action list for the new team; Situation awareness and contingency plans; Synthesis and “read back” of the information
• SHARQ
  — Situation; History; Assessment; Recommendations/Result; Questions

Leadership
Leadership
- Holds a teamwork system together
- Ensures a plan is conveyed, reviewed, and updated
- Facilitates through communication, continuous monitoring of the situation, and fostering of an environment of mutual support

Types of Team Leaders
- **Designated** – The person assigned to lead and organize a team, establish clear goals, and facilitate open communication and teamwork among team members
- **Situational** – Any team member who has the skills to manage the situation at hand

Effective Team Leaders
- Define, assign, share, monitor, and modify a plan
- Review the team’s performance
- Establish “rules of engagement”
- Manage and allocate resources effectively
- Provide feedback regarding assigned responsibilities and progress toward the goal
- Facilitate information sharing
- Encourage team members to assist one another
- Facilitate conflict resolution
- Model effective teamwork

Team Events
- **Brief**
  - Share the plan
- **Huddle**
  - Monitor and modify the plan
- **Debrief**
  - Review the team’s performance

Sharing the Plan: Briefs
- A team briefing is an effective strategy for sharing the plan
- Briefs should help:
  - Form the team
  - Designate team roles and responsibilities
  - Establish climate and goals
  - Engage team in short- and long-term planning

Briefing Checklist Tool
<table>
<thead>
<tr>
<th>TOPIC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Who is on core team?</td>
</tr>
<tr>
<td>All members understand and agree upon goals?</td>
</tr>
<tr>
<td>Roles and responsibilities understood?</td>
</tr>
<tr>
<td>Plan of care?</td>
</tr>
<tr>
<td>Staff availability?</td>
</tr>
<tr>
<td>Workload?</td>
</tr>
<tr>
<td>Available resources?</td>
</tr>
</tbody>
</table>
Monitoring & Modifying the Plan: Huddle

Problem Solving
- Hold ad hoc, “touch base” meetings to regain situation awareness
- Discuss critical issues and emerging events
- Anticipate outcomes and likely contingencies
- Assign resources
- Express concerns

Reviewing the Team’s Performance: Debrief

Process Improvement
- Brief, informal information exchange and feedback sessions
- Occur after an event or shift
- Designed to improve teamwork skills
- Designed to improve outcomes
  - An accurate recounting of key events
  - Analysis of why the event occurred
  - Discussion of lessons learned and reinforcement of successes
  - Revised plan to incorporate lessons learned

Debrief Checklist

<table>
<thead>
<tr>
<th>TOPIC</th>
<th>Communication clear?</th>
<th>Roles and responsibilities understood?</th>
<th>Situation awareness maintained?</th>
<th>Workload distribution?</th>
<th>Did we ask for or offer assistance?</th>
<th>Were errors made or avoided?</th>
<th>What went well, what should change, what can improve?</th>
</tr>
</thead>
</table>

Situation Monitoring

A Continuous Process

- Situation Monitoring (Individual Skill)
- Situation Awareness (Individual Outcome)
- Shared, Mental Model (Team Outcome)
How Shared Mental Models Help Teams

- Lead to mutual understanding of situation
- Lead to more effective communication
- Enable back-up behaviors
- Help ensure understanding of each other’s roles and how they interplay
- Enable better prediction and anticipation of team needs
- Create commonality of effort and purpose

Shared Mental Model?

Status of the Patient

- Patient History
- Vital Signs
- Medications
- Physical Exam
- Plan of Care
- Psychosocial Condition

Team Members

- Fatigue
- Workload
- Task Performance
- Skill Level
- Stress Level

Environment

- Facility Information
- Administrative Information
- Human Resources
- Triage Acuity
- Equipment
Progress Toward Goal

- Call a Huddle!
- Status of Team’s Patient(s)
- Goal of Team
- Tasks/Actions That Are or Need To Be Completed
- Plan Still Appropriate

Cross Monitoring

- A harm error reduction strategy that involves:
  - Monitoring actions of other team members
  - Providing a safety net within the team
  - Ensuring that mistakes or oversights are caught quickly and easily
  - “Watching each other’s back”

I’M SAFE Checklist

I = Illness
M = Medication
S = Stress
A = Alcohol and Drugs
F = Fatigue
E = Eating and Elimination

An individual team member’s responsibility …

Mutual Support

- Dependent upon information gathered through situation monitoring
- Moderated by the communication of information
- Enhanced by leaders who encourage and role model mutual support behaviors
Mutual Support

Mutual support involves members:
1. Assisting each other
2. Providing and receiving feedback
3. Exerting assertive and advocacy behaviors when patient safety is threatened

Task Assistance

Team members foster a climate in which it is expected that assistance will be actively sought and offered as a method for reducing the occurrence of error.

What Is Feedback?

Feedback is information provided for the purpose of improving team performance

Characteristics of Effective Feedback

Effective feedback is—
• Timely
• Respectful
• Specific
• Directed toward improvement
• Helps prevent the same problem from occurring in the future
• Considerate

Advocacy and Assertion

• Advocate for the patient
  — Invoked when team members’ viewpoints don’t coincide with that of a decision maker
• Assert a corrective action in a firm and respectful manner

The Assertive Statement

• Nonthreatening and ensures that critical information is addressed
  — Make an opening
  — State the concern
  — State the problem
  — Offer a solution
  — Reach an agreement
Two-Challenge Rule

Invoked when an initial assertion is ignored...  
- It is your responsibility to assertively voice your concern at least two times to ensure that it has been heard  
- The member being challenged must acknowledge  
- If the outcome is still not acceptable  
  - Take a stronger course of action  
  - Use supervisor or chain of command

Please Use CUS Words  
but only when appropriate!

Conflict Resolution DESC Script

A constructive approach for managing and resolving conflict

D—Describe the specific situation  
E—Express your concerns about the action  
S—Suggest other alternatives  
C—Consequences should be stated

DESC-It

Let's “DESC-It!”
- Have timely discussion  
- Work on win-win  
- Frame problem in terms of your own experience  
- Choose a private location  
- Use “I” statements; avoid blaming statements  
- Critique is not criticism  
- Focus on what is right, not who is right

Putting It All Together
### Tools & Strategies Summary

<table>
<thead>
<tr>
<th>BARRIERS</th>
<th>TOOLS and STRATEGIES</th>
<th>OUTCOMES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inconsistency in Team Membership</td>
<td>Communication - SBAR, Call-Out, Check-Back, Handoff</td>
<td>Shared Mental Model</td>
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<tr>
<td>Lack of Time</td>
<td>Leading Teams - Brief, Huddle, Debrief</td>
<td>Adaptable</td>
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<tr>
<td>Lack of Information Sharing</td>
<td>Situation Monitoring - STEP, I'M SAFE, SAFER</td>
<td>Team Orientation</td>
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<tr>
<td>Hierarchy</td>
<td>Mutual Support - Task Assistance, Feedback, Assertive Statement</td>
<td>Mutual Trust</td>
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<tr>
<td>Fatigue</td>
<td>Two-Challenge Rule, CUS, DESC, Script</td>
<td>Team Performance</td>
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<tr>
<td>Workload</td>
<td>Conflict</td>
<td>Patient Safety!!</td>
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<td>Absenteeism of Care</td>
<td>Varying Communication Styles</td>
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<tr>
<td>Lack of Role Clarity</td>
<td>Inconsistency in Team Membership, Lack of Time, Lack of Information Sharing</td>
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**Thank You!**

To learn more about TeamSTEPPS visit the TeamSTEPPS website at [http://www.teamsteppsportal.org](http://www.teamsteppsportal.org)