

Leadership



TeamSTEPPS®

AMRQ
Advancing the Science of Patient Safety
PATIENT SAFETY
TRUST

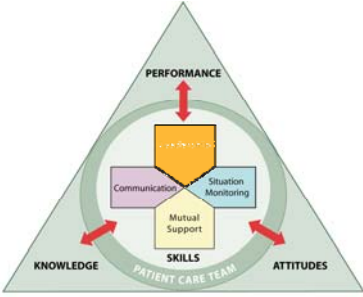
TeamSTEPPS® Leadership

Objectives

- Describe different types of team leaders
- Describe roles and responsibilities of an effective team leader
- Describe the leader's role in resource management
- Describe the delegation process
- Describe strategies for team leaders to include briefs, huddles, and debriefs
- Describe how effective team leaders facilitate conflict resolution
- Identify the barriers, tools, strategies, and outcomes of leadership

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Team Leader

Two types of leaders:

- **Designated** – The person assigned to lead and organize a designated core 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

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Effective Team Leaders

- Organize the team
- Articulate clear goals
- Make decisions through collective input of members
- Empower members to speak up and challenge, when appropriate
- Actively promote and facilitate good teamwork
- Skillful at conflict resolution

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Resource Management is...

A strategy for achieving workload balance within and across teams in a unit

- Refers to people, knowledge or information, materials and time that can be drawn upon to accomplish a task
- Goal is to prevent work overload situations that compromise situation awareness and increase the risk of error

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Resource Management


<p>Core Team Leader</p> <ul style="list-style-type: none"> • Information <ul style="list-style-type: none"> – Patient & Family – Plan of care – Facilities • Time • Equipment 	<p>Coordinating Team Leader</p> <ul style="list-style-type: none"> • Information <ul style="list-style-type: none"> – Administrative – Facilities • Time • Equipment • Patient flow • Other departments
<p>FOCUS Team & Your Unit</p>	<p>FOCUS Support Units</p>

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Delegation

- Method of re-distributing tasks or assignments
- Process includes 4 steps:
 - Decide what to delegate
 - Decide to whom to delegate
 - Communicate clear expectations
 - Request feedback



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Promoting & Modeling Teamwork

Effective leaders cultivate desired team behaviors and skills through:

- Open sharing of information
- Role modeling and effectively cueing team members to employ prescribed teamwork behaviors and skills
- Constructive and timely feedback
- Facilitation of briefs, huddles, debriefs, and conflict resolution


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Exercise: Leadership

INSTRUCTIONS:

1. Begin by selecting a leader and scribe for your group.
2. The group will have ten minutes to address the questions, record your answers, and report back to the group at large.



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Team Events

- Briefs – planning
- Huddles – problem solving
- Debriefs – process improvement

Leaders are responsible to assemble the team and facilitate team events

But remember...

Anyone can request a brief, huddle, or debrief




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Briefs

Planning

- Form the team
- Designate team roles and responsibilities
- Establish climate and goals
- Engage team in short and long-term planning




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Planning Essentials for Teams

- Leader usually initiates the planning process
- Team members are included in the planning process
- Team members have a common understanding of the problem and their roles

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Briefing Checklist



TOPIC	
Who is on core team?	<input checked="" type="checkbox"/>
All members understand and agree upon goals?	<input checked="" type="checkbox"/>
Roles and responsibilities understood?	<input checked="" type="checkbox"/>
Plan of care?	<input checked="" type="checkbox"/>
Staff availability?	<input checked="" type="checkbox"/>
Workload?	<input checked="" type="checkbox"/>
Available resources?	<input checked="" type="checkbox"/>



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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

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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 reconstruction of key events
 - Analysis of why the event occurred
 - What should be done differently next time

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Debrief Checklist



TOPIC	
Communication clear?	<input checked="" type="checkbox"/>
Roles and responsibilities understood?	<input checked="" type="checkbox"/>
Situation awareness maintained?	<input checked="" type="checkbox"/>
Workload distribution?	<input checked="" type="checkbox"/>
Did we ask for or offer assistance?	<input checked="" type="checkbox"/>
Were errors made or avoided?	<input checked="" type="checkbox"/>
What went well, what should change, what can improve?	<input checked="" type="checkbox"/>

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Debrief




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Facilitating Conflict Resolution

- Effective leaders facilitate conflict resolution techniques through invoking:
 - Two-Challenge rule
 - DESC script
- Effective leaders also assist by:
 - Helping team members master conflict resolution techniques
 - Serving as a mediator

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Team Formation Video



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Leadership		
BARRIERS <ul style="list-style-type: none"> Hierarchical Culture Lack of Resources or Information Ineffective Communication Conflict 	TOOLS and STRATEGIES <ul style="list-style-type: none"> Brief Huddle Debrief 	OUTCOMES <ul style="list-style-type: none"> Shared Mental Model Adaptability Team Orientation Mutual Trust

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Teamwork Actions

- Empower team members to speak freely and ask questions
- Utilize resources efficiently to maximize team performance
- Balance workload within the team
- Delegate tasks or assignments, as appropriate
- Conduct briefs, huddles, and debriefs
- Utilize conflict resolution techniques (i.e., Two-Challenge rule and DESC script)



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