

# Teams: “They are Voluntary”

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Analyzing,  
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Patient Safety



# Why Am I Here Today?



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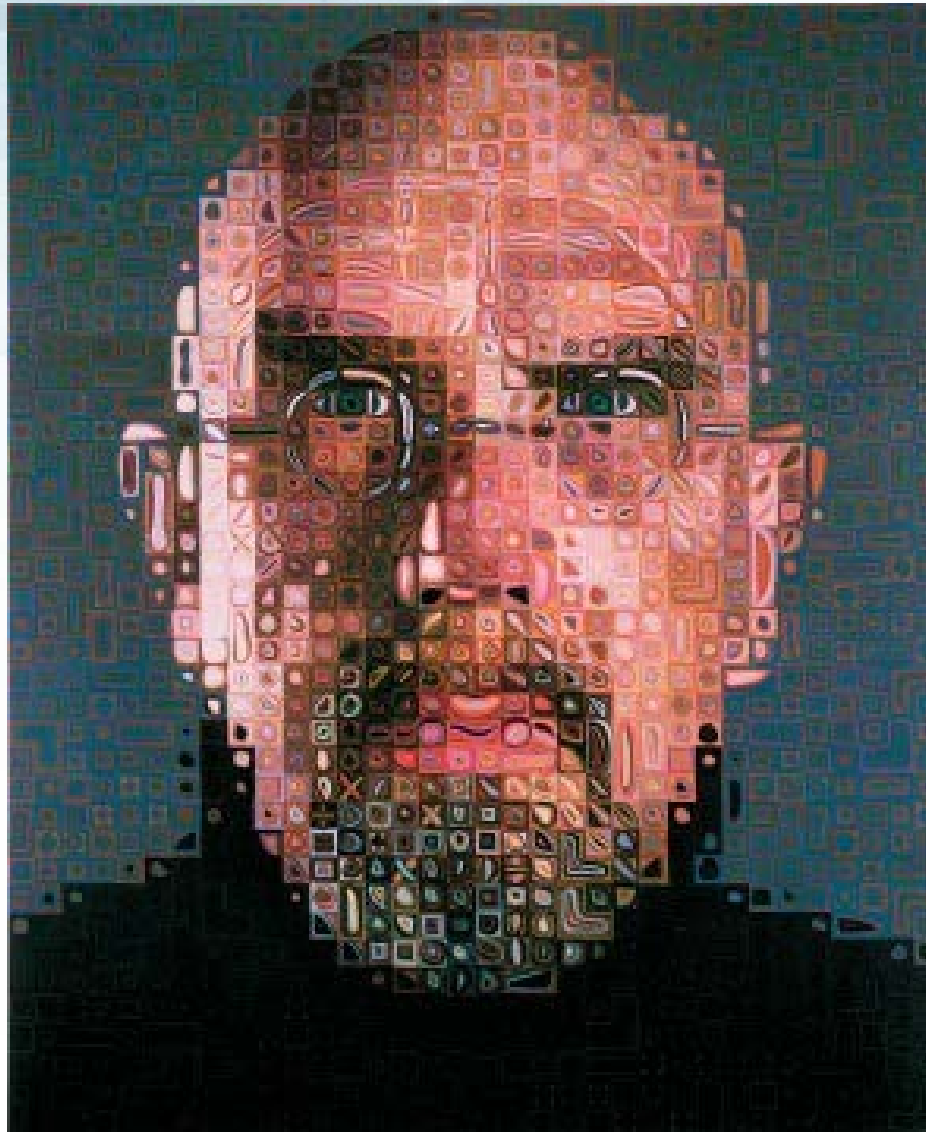
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# TeamSTEPPS



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# TeamSTEPPS

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



## Briefing



Department of Defense Patient Safety



# What is TeamSTEPPS™?

- An evidence-based teamwork system
- Designed to improve:
  - Quality
  - Safety
  - Efficiency of health care
- Practical and adaptable
- Provides ready-to-use materials for training and ongoing teamwork



# Why Use TeamSTEPPS?

- Goal: Produce highly effective medical teams that **optimize** the use of **information**, **people** and **resources** to achieve the best clinical outcomes
- Teams of individuals who **communicate effectively** and **back each other** up dramatically reduce the consequences of human error
- **Team skills** are not innate; they must be trained

# Why Invest in TeamSTEPPS?

- Cost of TeamSTEPPS is minimal compared to savings
- Annual cost is approximately 98,000 lives and \$17-29 billion
- Errors can be reduced by changes to the health care system; specifically by providing interdisciplinary team training

*Reference: Kohn LT, Corrigan, JM, Donaldson, MS. Eds. To err is human: Building a safer health system. Washington, DC: Committee on Quality of Health Care in American, Institute of Medicine, National Academy Press, 2000.*

# What Can TeamSTEPPS Do for Us?

## Operating Rooms (OR)

*After implementation of a “pre-op” brief:*

- Increased OR communication.<sup>1,2</sup>
- Increased administration of properly timed prophylactic antibiotics prior to incision from 84% to 95%.<sup>1</sup>
- Increased pre-op deep vein thrombosis prophylaxis prior to induction from 92% to 100%.<sup>1</sup>
- Error avoidance: Pre-op brief revealed seven patients (3.3%) with previously unidentified severe surgical risks — surgery cancelled.<sup>1</sup>
- A 16% reduction in nursing turnover rate.<sup>2</sup>
- A 19% increase in OR employee satisfaction.<sup>2</sup>

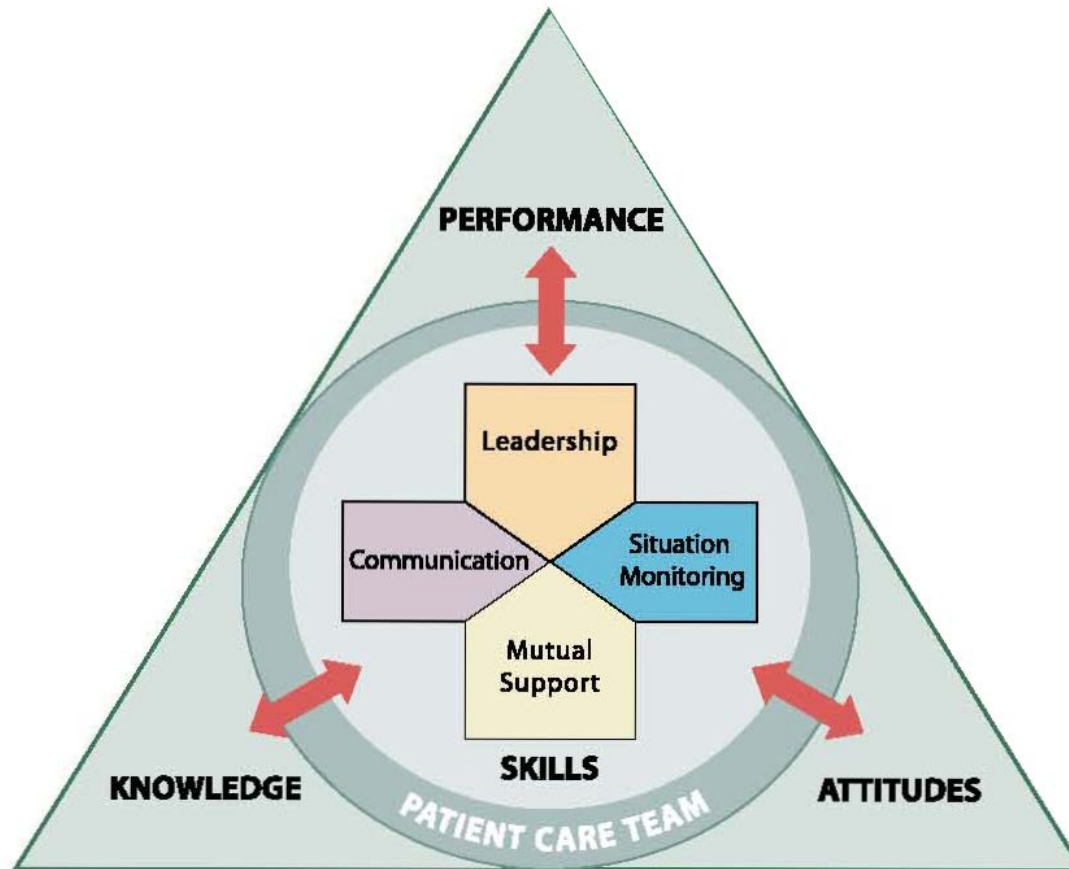
1. Awad, SS, Fagan, SP, Bellows, C., Albo, D, et al. Bridging the communication gap in the operating room with medical team training. Am J Surg 190(5): 770-4, Nov 2005.

2. Leonard, M., Graham, S, Bonacum, D. The human factor: The critical importance of effective teamwork and communication in providing safe care. Qual Saf Health Care 13 Suppl 1:i85-90, Oct 2004.

# What Makes TeamSTEPPS Different?

- Evidence-based and field-tested
- Comprehensive
- Customizable
- Easy-to-use teamwork tools and strategies
- Publicly available

# What Will Our Teams Learn?



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# How Does TeamSTEPPS Work?

## **I. Assessment**

- Clearly define the need

## **II. Planning, Training, and Implementation**

- Plan to sustain the effort
- Train individuals
- Implement and test the strategies

## **III. Sustainment**

- Integrate into daily practice
- Monitor and measure programs



# National Teamwork Initiatives

- **Accreditation Council for Graduate Medical Education (ACGME)** and the **Association for American Medical Colleges (AAMC)** include aspects of communication, coordination, and collaboration in physician competencies
- **National Quality Forum (NQF)** included teamwork training, skill building and teamwork interventions in *Safe Practices for Better Health Care: A Consensus Report (2006 Update)*
- **The Joint Commission** has increasingly included elements of teamwork in their National Patient Safety Goals and accreditation standards
- **Centers for Medicare & Medicaid Services (CMS)** included TeamSTEPPS in the 9<sup>th</sup> Scope of Work

# Importance of Communication

- Communication failure has been identified as the leading root cause of sentinel events over the past 10 years (Joint Commission)
- Communication failure is a primary contributing factor in almost 80% of more than 6000 root cause analyses of adverse events and close calls (VA Center for Patient Safety)

# Objectives

- Introduce the power of a team and collaboration
- Understand teams are voluntary
- Discuss culture and it's role in teams

# Teams

- A **TEAM** is a group of people committed to a common purpose who **CHOOSE** to cooperate in order to achieve **EXCEPTIONAL** results

# Calling Them a Team Doesn't Make Them One

- Unabridged dictionary might contain half a million words
- Collegiate dictionary averages 200,000 words
- Average American uses 1,200 words consistently
- Words are used somewhat indiscriminately
- Apply large variety of meanings
- Stretching their original intent well beyond the point of usefulness
- **TEAM** is one such word

# Calling Them a Team Doesn't Make Them One

- Word *Team* has come to mean many things:
  - Team is an entity because merely because it exists, regardless of how well it performs – football team
  - *Team* implies some level of exemplary performance in business
  - *What is different about a team and any other type of a work group?*



# Calling Them a Team Doesn't Make Them One

- Group of people with a common purpose
  - Needed but it is not sufficient
- A group of people who must coordinate their activities to accomplish a common goal
  - Mutual accountability
  - Complementary skills
  - Communication
- All elements are important however found in non-teams as well

# Calling Them a Team Doesn't Make Them One

- Ultimately, *performance* will be the unique distinguishing character that sets a team apart from any other type of groups

# Calling Them a Team Doesn't Make Them One

- Purpose of a team is to accomplish an objective and to do so at exceptionally high levels of performance
  - Teamwork is not an end in itself
  - Rather a means to an end
- Exceptional = synergy
  - SYNERGY IS THAT STATE IN WHICH THE OUTPUT IS GREATER THAN THE SUMS OF THE INPUTS
    - $1+1=5, 6$  or even  $7$

# Calling Them a Team Doesn't Make Them One



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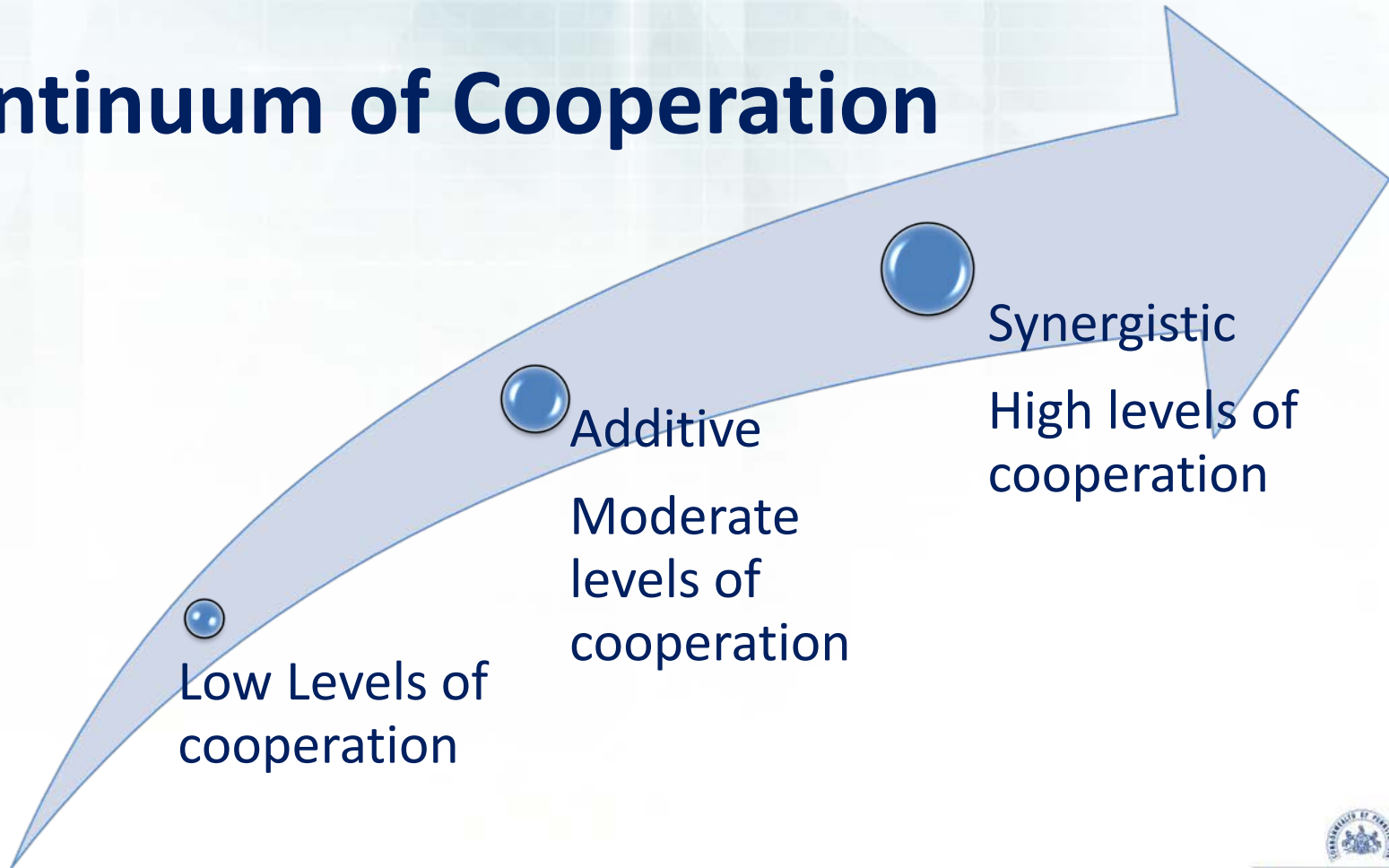
# Calling Them a Team Doesn't Make Them One

- Teamwork
  - Cooperation at its highest level
  - The level of cooperation drives the level of results
  - Not an on – off concept, but a matter of degree



# Calling Them a Team Doesn't Make Them One

## Continuum of Cooperation



# Calling Them a Team Doesn't Make Them One

## Levels of Cooperation



Low Levels

High Levels

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# Calling Them a Team Doesn't Make Them One

- Teams are **VOLUNTEER** Organizations
  - A team is a group of people committed to a common purpose who **choose** to cooperate in order to achieve exceptional results

# Characteristics of a High Performance Team

- For most of us this is rare
- If you have been there you know it
- Ever wonder what made that group “click”?
- Key first step to predictable and enhanced team performance is understanding common characteristics of teams that consistently achieve exceptional results

# Characteristics of a High Performance Team



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# Characteristics of a High Performance Team



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# Characteristics of a High Performance Team

1. Common Purpose
2. Crystal Clear Roles
3. Accepted Leadership
4. Effective Processes
5. Solid Relationships
6. Excellent Communication – TeamSTEPPS

# Characteristics of a High Performance Team

- Common Purpose
  - Single most important ingredient to team success
    - Clear
    - Common
    - Compelling task
  - Each team member's alignment to purpose
  - Task of team is to accomplish the objective
  - Do so with exceptional levels of performance
  - High performance teams will be purpose directed
  - Judged by their results

# Characteristics of a High Performance Team

- Crystal Clear Roles
  - Every team member is clear about his/her particular role(s)
  - Roles are about
    - Design
    - Divide
    - Deployment of the work team
  - This is very challenging
  - Take to extreme or not far enough
  - When you get it right = synergistic results

# Characteristics of a High Performance Team

- Accepted Leadership
  - Teams need clear, competent leadership
  - Lacking = groups lose their way
  - Largest contributor to team effectiveness
  - Inadequate leadership is the largest contributor for team ineffectiveness
  - Teams are volunteer
    - Volunteers are not managed
    - Demand accepted leadership
      - Leader should be capable of calling out the levels of initiative and creativity that motivate exceptional levels of both individual and collective performance

# Characteristics of a High Performance Team

- Effective Process
  - Team and process go together
- Team member has a clear and specific role based on
  - Their function
  - Skills
  - Expertise
- High performance teams identify, map and then master their key processes asking:
  - How are we doing?
  - What are we learning?
  - How can we do it better?

# Characteristics of a High Performance Team

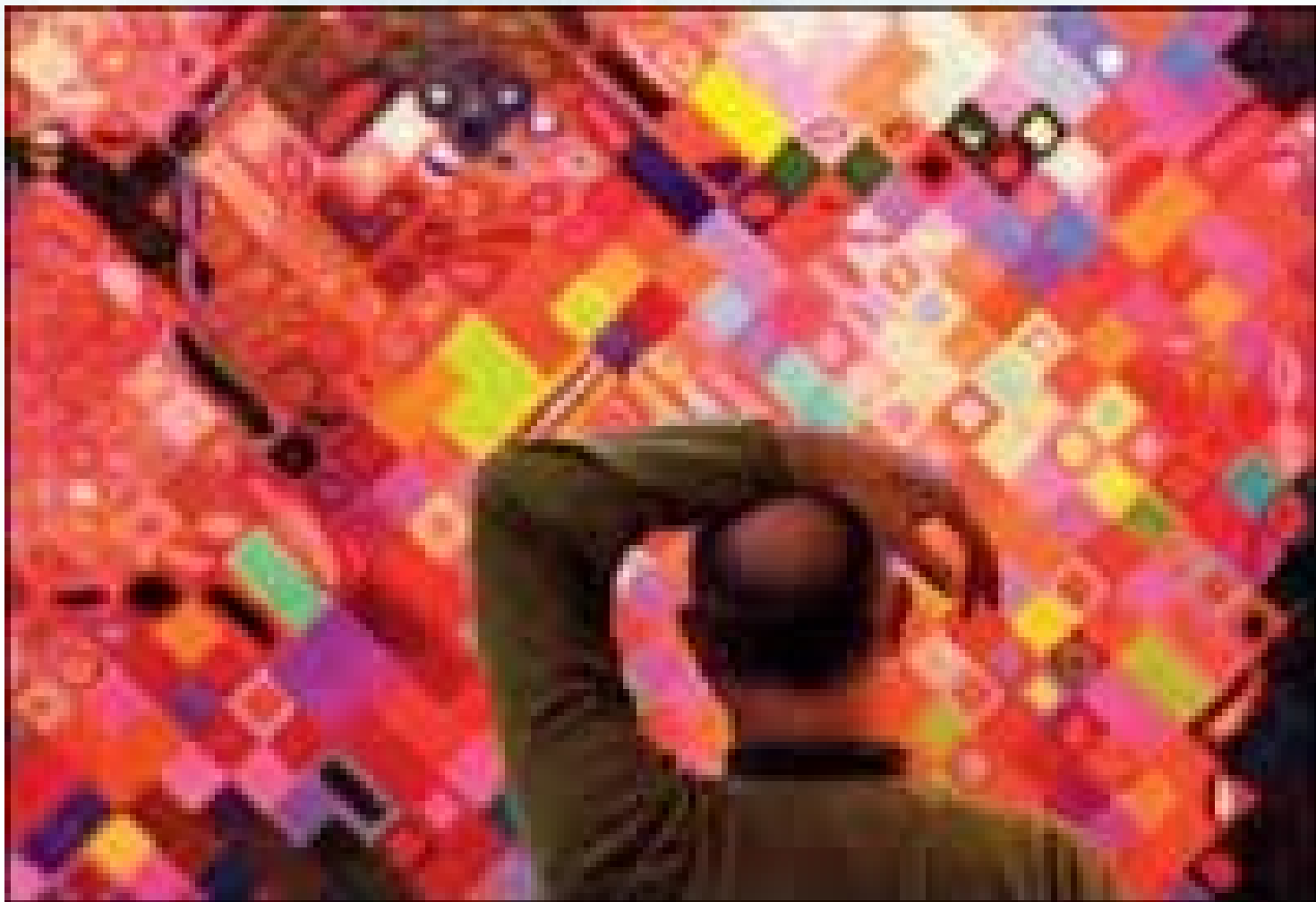
- Solid Relationships
  - Must be close comrades
    - **NO!**
  - In fact – diversity
    - Skill
    - Experience
    - Knowledge
  - Friendships = common interests
  - More diversity
    - Smarter it can be



# Characteristics of a High Performance Team

- Excellent Communication
  - Communication is the very means to cooperation
  - Team cannot move faster than it communication
  - Hallmarks of high level communication
    - Fast
    - Clear
    - Accurate
  - “Straight talk”
    - Little wasted motion from misunderstanding/confusion
    - Ideas move like “quicksilver”
  - Talk about communication a lot
    - A lot of effort:
      - Keeping it good
      - Making it better

# Characteristics of a High Performance Team



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# Characteristics of a High Performance Team

- The bottom line
  - Common purpose
  - Crystal Clear Roles
  - Accepted Leadership
  - Effective Processes
  - Solid Relationships
  - Excellent Communication - TeamSTEPPS

# Questions?



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# References

- Agency for Healthcare Research and Quality (AHRQ); [www.ahrq.gov/teamsteppstools/](http://www.ahrq.gov/teamsteppstools/)
- MacMillan, Pat; *The Performance Factor - Unlocking the Secrets of Teamwork*; B&K Publishing Group, Nashville, Tennessee; 2001.
- Video: Murphy, John J.; *Pulling together – 10 Rules for High Performance Teamwork*; Simple Truths, Naperville, Illinois; 2010.