

Mutual Support

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**PENNSYLVANIA
PATIENT
SAFETY
ADVISORY**

Analyzing,
Educating
for and Collaborating
Patient Safety



Objectives

- Define mutual support
- Identify attributes of high performing teams
- List barriers, tools, strategies, and outcomes of mutual support

Mutual Support

- The essence of teamwork
- Referred to as “back-up behavior”
- Protects team members from overload situations that may reduce effectiveness and decrease the risk of error



Source: TeamSTEPPS. <http://teamstepps.ahrq.gov/abouttoolsmaterials.htm>

Back-up Behaviors

- Offering Assistance
- Filling in
- Cautioning about unsafe situations
- Self-correcting
- Work assignments
- Reroute/Delay work
- Feedback
- Encouragement

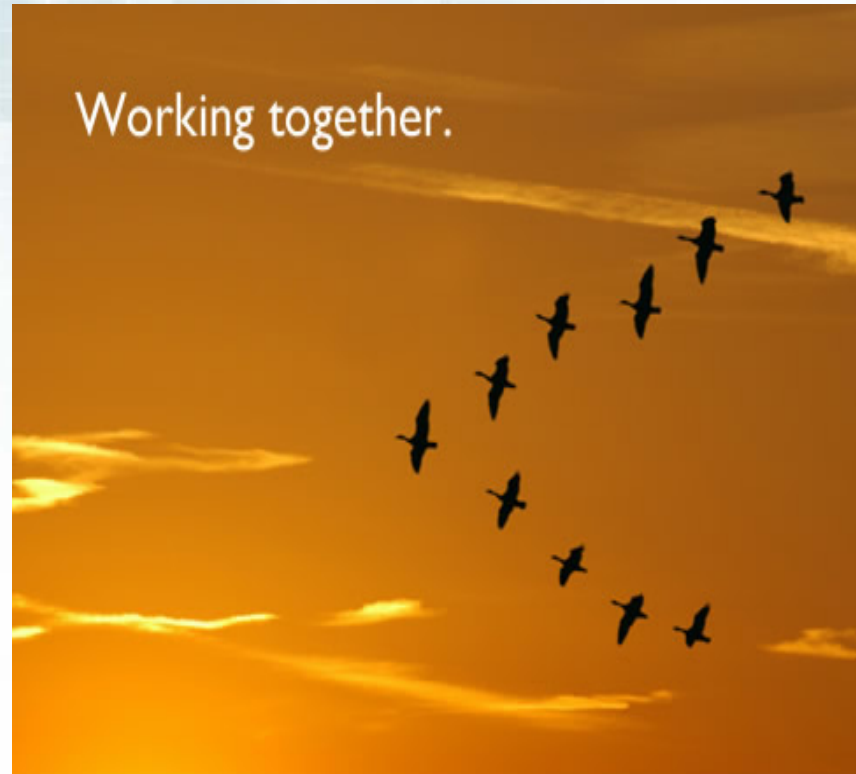


Source: TeamSTEPPS. <http://teamstepps.ahrq.gov/abouttoolsmaterials.htm>

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How Do You Get There?

- Willingness
- Preparation
- Leadership
Encouragement
- Role modeling
- Communication



Complexities of Healthcare



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High-Performing Teams

- Hold shared mental models
- Have clear roles and responsibilities
- Have clear, valued, and shared vision
- Optimize resources
- Have strong team leadership
- Engage in a regular discipline of feedback
- Develop a strong sense of collective trust and confidence
- Create mechanisms to cooperate and coordinate
- Manage and optimize performance outcomes



Source: TeamSTEPPS. <http://teamstepps.ahrq.gov/abouttoolsmaterials.htm>



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Barriers

- What is blocking your efforts???



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

Source: TeamSTEPPS. <http://teamstepps.ahrq.gov/abouttoolsmaterials.htm>

The Four Worst Words in Healthcare



IT MUST BE RIGHT!!??

Source: Wachter, R. 2012.

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Empowerment



Two Challenge Rule

- Invoked when an initial challenge is ignored
- Assertively voice your concern two times to make sure it was heard
- Member being challenged must acknowledge
- If outcome not acceptable
 - Take stronger course of action
 - Use chain of command



Source: TeamSTEPPS. <http://teamstepps.ahrq.gov/abouttoolsmaterials.htm>

Strategies for Leading Change

- **Engage** – How do I create an organization that is safe for patients and rewarding for staff?
- **Educate** – How do I engage board and medical staff?
- **Execute** – Do the board and medical staff support the plan and have the skills and vision to implement? How do I know the team has sufficient resources, incentives, and organizational support?
- **Evaluate** – Are patients safer? Is the work climate better?

Source: PJ Pronovost, SM Berenholtz, et al . 2006

Outcomes

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



Source: TeamSTEPPS. <http://teamstepps.ahrq.gov/abouttoolsmaterials.htm>

Questions?



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Thank You!



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