Interprofessional Education and Practice

Creating a Culture of Quality & Safety Through Interprofessional Collaboration

The Team Training Tower

Adapted from University of Washington Medical School WISH Program Team Tower Training and AHRQ TeamSTEPPS
Objectives

• TeamSTEPPS leadership, communication, situation monitoring, and mutual support strategies will be utilized to improve team performance across three teamwork simulations.

• Specific Strategies Include:
  • Effective Leadership and Effective Team Member Characteristics
  • A Shared Mental Model, Task Assignment, Briefs, Huddles and Debriefs
  • Closed Loop Communication
  • Situational Awareness, Situation Monitoring and Cross Monitoring

• The SBAR, CUS, and the Two Challenge Rule will be introduced to aid in effective team communication.
Landing on the Hudson
The Crew

Jeff Skiles, FP
15,000 hrs – only Boeing Experience 1st Paxs Flight on A-320

C Sullenberger, NFP
19,000 hrs – Designated Captain Had never before met Jeff Skiles
A Crisis in Health Care

1999
Institute of Medicine (IOM)
*To Err is Human: Building a Safer Health System*

Approximately **100,000** patients die in the hospital each year from medical errors and **72%** resulted from *communication errors*. 
Actual Numbers may be higher than the IOM 1999 report:

*Estimate 210,000 to 440,000 Patients Die From Preventable harm in the hospital each year.*

3rd leading cause of death behind heart disease (1st) and cancer (2nd)
A Crisis in Health Care

Most Frequently Identified Root Causes of Sentinel Events Reviewed by The Joint Commission by Year

The majority of events have multiple root causes. Look Closely at the Top Three Factors for 2011, 2012 and 2013

<table>
<thead>
<tr>
<th></th>
<th>2011 (N=1243)</th>
<th>2012 (N=901)</th>
<th>2013 (N=887)</th>
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<tbody>
<tr>
<td>Human Factors</td>
<td>899</td>
<td>614</td>
<td>635</td>
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<tr>
<td>Leadership</td>
<td>85</td>
<td>557</td>
<td>563</td>
</tr>
<tr>
<td>Communication</td>
<td>760</td>
<td>532</td>
<td>547</td>
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<tr>
<td>Assessment</td>
<td>689</td>
<td>482</td>
<td>505</td>
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<tr>
<td>Physical Env.</td>
<td>309</td>
<td>203</td>
<td>155</td>
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<tr>
<td>Information Mgmt</td>
<td>233</td>
<td>150</td>
<td>138</td>
</tr>
<tr>
<td>Operative Care</td>
<td>207</td>
<td>95</td>
<td>103</td>
</tr>
<tr>
<td>Care Planning</td>
<td>144</td>
<td>93</td>
<td>97</td>
</tr>
<tr>
<td>Continuum of Care</td>
<td>137</td>
<td>91</td>
<td>77</td>
</tr>
<tr>
<td>Medication Use</td>
<td>97</td>
<td>81</td>
<td>76</td>
</tr>
</tbody>
</table>

The reporting of most sentinel events to The Joint Commission is voluntary and represents only a small proportion of actual events. Therefore, these root cause data are not an epidemiologic data set and no conclusions should be drawn about the actual relative frequency of root causes or trends in root causes over time.
A Crisis in Health Care

Not only are Safety and Quality at issue in the U.S. Health Care System

It’s Also… *Most Costly in the World*

17% of the (GDP) gross domestic product

Projected growth by 2020 to 20% of the GDP

What If it were...

Your Loved One

How Safe Would You Feel Sending them to the Hospital?
What About Safety in the Ambulatory Care Setting

Ambulatory visits constitute an overwhelming majority of care.

2004 IOM report concluded: Number of errors affecting outpatients likely far exceeds those in the inpatient setting.

Consequence and Costs of Ambulatory care errors…
comparable or even greater than in the inpatient setting.

We now know that...

*Effective collaboration among health professions teams*

Is a factor in...

- Improving patient safety,
- The overall patient experience
- And the health of the nation.
Good Clinical Care Requires Team Work

Good Communication is a Necessary Skill

Otherwise Patient Care and Safety Will be Derailed
Exercise # 1

Rules

• You have **1 MINUTE** to build the **tallest tower**
• You must follow the building pattern
  
  **one large, three small**

• No two blocks of the same color may touch
• There are:
  
  **RUNNERS**- only can be runners, can’t build
  
  **BUILDERS**- only can be builders

• Only 5 items per runner/per trip
• All unused materials must be returned before
  
  “TIME” is called
100 Level Debrief

Process Improvement

• A Debrief is an informal information exchange and feedback session
• Occurs after an event or shift
• Designed to improve teamwork skills
• Designed to improve outcomes
  • An accurate reconstruction of key events
  • Analysis of what worked or did not work and why
  • What should be done differently next time
• Recognizes good team contributions or catches
100 Level Debrief

2 Minutes

Within your team discuss how your team performed on the exercise.
100 Level Debrief

3 – 5 Minutes

• Exercise # 1 Debrief
  • What went well; what did you do well?
  • What could you have done better?
  • What will you do differently next time?
Effective Team Members

- Support the goals and vision of the team
- Understand their roles and responsibilities
- Provide quality information and feedback
- Are better able to predict the needs of other team members
- Engage in higher level decision making
- Manage conflict skillfully
- Reduce team stress as a whole through better performance
Effective Communication must be:

- **Complete**: relevant information avoiding unnecessary detail
- **Clear**: standard terminology, minimize acronyms
- **Brief**: be concise
- **Timely**: avoid delays, verify, validate or acknowledge
What did you say?

https://www.youtube.com/watch?v=_JmA2ClUvUY
We need a common language

https://www.youtube.com/watch?v=z78V_oo21Kc
Level 2 Simulation
Concept Review: Closed Loop Communication

Step 1: CALL-OUT

A strategy used to communicate important or critical information (often unrequested information)

• It informs all team members simultaneously during emergency situations

• It helps team members anticipate next steps

Director asks Admin.
"Lanee please schedule a TeamSTEPPS training with the HSC Fellows for Friday 3/18"
A closed-loop communication strategy used to verify a request has been received correctly. Sender initiates request or message, receiver confirms the message that he/she has received.

Validating a request by the team leader.

Admin. confirms by saying: “You’d like me to schedule a TeamSTEPPS training with the HSC Fellows for Friday”
Cross-Check Example

- https://www.youtube.com/watch?v=9DhWbs1gLUU
Providing feedback that the task has been completed.

Admin checks back: "I have scheduled the training for Friday 3/18"
Customer orders...
Cashier: One Tall Pike’s Roast coffee
Barista: One Tall Pike’s Roast coffee
Barista: I have a Tall Pike’s Roast coffee for...
A communication technique which provides a standardized framework through which to communicate important information.

State the **Situation**

Give a brief **Background** of the situation

State your **Assessment** of the situation

Give your **Recommendations or Requests**

[https://www.youtube.com/watch?v=fsazEArBy2g](https://www.youtube.com/watch?v=fsazEArBy2g)
Farmer, David

To: UNTHSC Leadership Fellows
Subject: Use of SBAR to Improve Communication

UNTHSC Fellows,

**Situation:** Results of a recent institutional survey on communication indicate the need to enhance communication institution wide.

**Background:** SBAR is a communication strategy being used to improve quality and safety in health care organizations. SBAR is a structured way to convey information in this format: Situation, Background, Assessment, and Recommendations or Requests.

**Assessment:** Improved communication institution wide will require that communication skills and strategies be taught to enhance communication within and across departments. SBAR can be a useful strategy to enhance communication at UNTHSC.

**Recommendation:** Please consider utilizing SBAR as a strategy to structure discussions, memos and emails within and across departments as a way to enhance communication.

Thank you for your thoughtful consideration of this matter,

David

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Exercise # 2

RULES

• You have **30 seconds** to conduct a **brief**
• You have **2 MINUTES** to **build** the **tallest tower**
• You **must follow** the **pattern** outlined in provided algorithm
• There are:
  • **RUNNERS** – can only be runners, can’t build
  • **BUILDERS** – can only be builders, can’t run to get materials
• Only **5 items** per runner per trip
• All unused materials must be returned before “TIME” is called
200 Level Debrief

2 Minutes

Within your team discuss how your team performed on the exercise.
200 Level Debrief

3 – 5 Minutes

• Exercise # 1 Debrief
  • What went well; what did you do well?
  • What could you have done better?
  • What will you do differently next time?
## Effective Team Leaders (p. 15)

<table>
<thead>
<tr>
<th>Concept</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shared Mental Model</td>
<td>Team Goals and Vision</td>
</tr>
<tr>
<td><strong>Brief</strong> (p. 16)</td>
<td>Short planning session prior to start</td>
</tr>
<tr>
<td>checklist (p. 17)</td>
<td></td>
</tr>
<tr>
<td><strong>Huddle</strong> (p. 16)</td>
<td>Team Regroup to reestablish awareness and planning</td>
</tr>
<tr>
<td><strong>Debrief</strong> (p. 16)</td>
<td>Informal information exchange session designed to review and improve team performance through lessons learned and reinforcement of positive behaviors</td>
</tr>
<tr>
<td>Checklist (p. 18)</td>
<td></td>
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</table>
Shared Mental Model

- https://www.youtube.com/watch?v=wPOgvzVOQig
Leadership

Leadership Involves:

• Team Organization
• Articulation of Team Goals and Vision
• Task Assignment
• Task Prioritization
• Task Reassignment
• Develop Shared Mental Model
• Mutual Support
Effective Leaders

- Organize the team
- Identify and articulate team goals and vision
- Make decisions based on input of team members
- Utilize resources efficiently to maximize team performance
- Balance workload within the team

- Delegate tasks or assignments as appropriate
- Conduct briefs, huddles, and debriefs
- Empower team members to speak up and openly challenge when appropriate
- Role models teamwork behaviors
- Resolve conflict
<table>
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<tr>
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</thead>
<tbody>
<tr>
<td><strong>Situation Monitoring</strong></td>
<td>The process of continually scanning and assessing a situation to gain and</td>
</tr>
<tr>
<td>(p. 20)</td>
<td>maintain an understanding of what’s going on around you.</td>
</tr>
<tr>
<td><strong>Situation Awareness</strong></td>
<td>The state of knowing what’s going on around you.</td>
</tr>
<tr>
<td><strong>Cross Monitoring</strong></td>
<td>Monitoring actions of other team members “Watching each other’s back”</td>
</tr>
<tr>
<td>(p. 23)</td>
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Handoff

• **Handoff** (p. 12)
  
  • The transfer of information (along with authority and responsibility) during transitions in care across the continuum. It includes an opportunity to ask questions, clarify, and confirm. SBAR is a structured way to complete a handoff.
  
  • Examples of transitions in care include shift changes; transfer of responsibility between and among nursing assistants, nurses, nurse practitioners, physician assistants, and physicians; and patient transfers.
Monkey Business

• https://www.youtube.com/watch?v=IGQmdoK_ZfY
Exercise # 3

• Instructions
• Each team will designate a leader
• Again will build the tallest tower using a specified algorithm
• Leader will receive a copy of the algorithm, only one allowed to see it.
• Leaders will not be allowed to view the construction, must rely on their team for communication
• 3 minutes to build the tower
Exercise # 3

Rules

• You have **30 seconds** to conduct a **brief**
• You have **3 MINUTES** to build the **tallest tower**
• You **must follow the pattern** outlined in provided algorithm
• There are
  • **RUNNERS** – can only be runners, can’t build
  • **BUILDERS** – can only be builders, can’t run to collect materials
• Only **5 items per runner** per trip
• All unused materials must be returned before “TIME” is called
300 Level Debrief

2 Minutes

Within your team discuss how your team performed on the exercise.
300 Level Debrief

3 – 5 Minutes

- Exercise # 1 Debrief
  - What went well; what did you do well?
  - What could you have done better?
  - What will you do differently next time?
Team Conflict

• https://www.youtube.com/watch?v=ZnrTq9Y-uJY
The point is to have a process for speaking up:
Could be CUB ...I am concerned, I’m uncomfortable, This is a budget issue
Could be CUW...I am concerned, I’m uncomfortable, This is a work flow issue
Could be CUV...I am concerned, I’m uncomfortable, This is a values issue
## TeamSTEPPS Tools to Address Conflict

### Two-Challenge Rule

<table>
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<tr>
<td>Two-Challenge Rule</td>
<td>A technique to empower all team members to “stop the line” if they sense or discover an essential safety breach</td>
</tr>
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</table>

(p. 29)
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 that the concern has been heard

• If the safety issue still hasn’t been addressed.
  • Take a stronger course of action
  • Use supervisor or chain of command
Remember to Use These Tools and Strategies

- To Grow as a team leader
- To Enhance communication within and across the teams you work with
- To Improve overall Team Performance

- Keep and Review Your TeamSTEPPS Pocket Guide
Reflection

Reflect on how you will make application of TeamSTEPPS tools and strategies with the team(s) you lead?
Contact

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Questions?