



# TeamSTEPPS™ Implementation: What Works?



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# Objectives

Discuss the importance of assessment, strategy and planning in TeamSTEPPS™ implementation

Describe an effective coaching model for sustaining use of TeamSTEPPS™ tools

Understand resources available and strategies for integrating TeamSTEPPS™ into ongoing safety and quality improvement

# TeamSTEPPS™

An evidence-based teamwork system to improve communication and teamwork skills among health care professionals.

Scientifically rooted in more than 20 years of research and lessons from the application of teamwork principles.

Developed by Department of Defense's Patient Safety Program in collaboration with the Agency for Healthcare Research and Quality.



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# TeamSTEPPS™ impacts safety

Producing highly effective medical teams that optimize the use of information, people, and resources to achieve the best clinical outcomes for patients.

Increasing team awareness and clarifying team roles and responsibilities.

Resolving conflicts and improving information sharing.

Eliminating barriers to quality and safety.



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# Has your facility conducted or participated in TeamSTEPPS™ training?

Yes

No

# How successful is your TeamSTEPPS™ intervention?

1 Completely successful: TS tools are fully integrated into our work in all areas

2 Somewhat successful: Some areas use some TS tools sometimes

3 Not very successful: We had the training but few use the tools

4 Not at all successful: Nothing has “stuck”

# Which TeamSTEPPS™ tools are now a part of your everyday workflow?

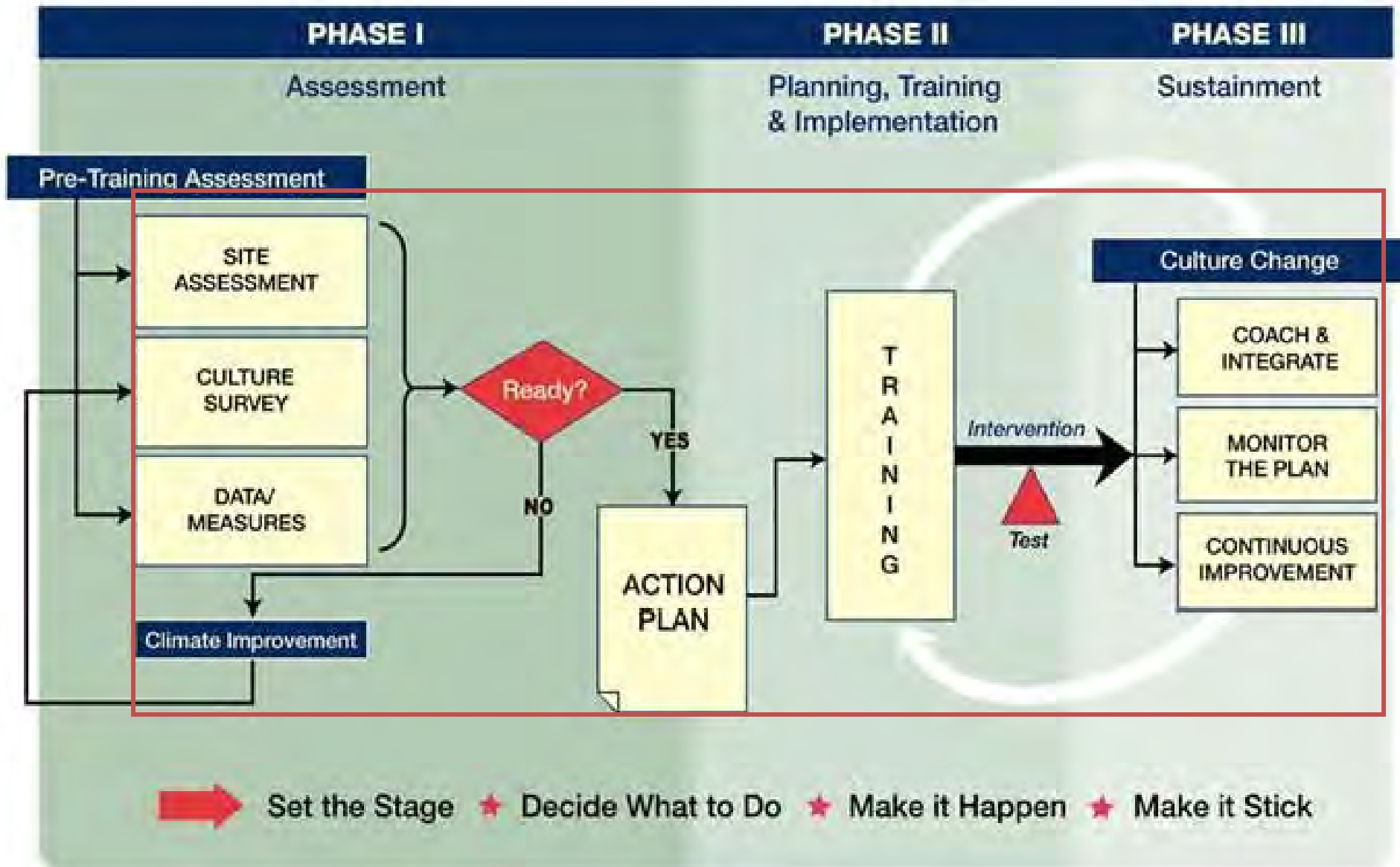
# Two key factors lead to success

Implementation strategy/Change  
management

Coaching



# Shift Towards a Culture of Safety



# TeamSTEPPS Implementation Strategies

## **Targeted – Unit Based:**

- Focus on the specific needs of a unit
- Introduce tools within a unit
- Introduce a single tool at a time as opposed to all at once

## **Targeted – Tool Based:**

- Focus on a specific problem within the facility
- Introduce the same tool across all units within the facility
- Introduce a single tool at a time as opposed to all at once

## **Transformational**

- Broad application of TeamSTEPPS
- Implement all the tools at same time
- Whole facility

# Organizational Description

Identify the areas in which TeamSTEPPS will be implemented.

Name of the healthcare system

Names of facilities will you initially work with?

Names of departments/units within the facility will you target first?

Executive Sponsor(s)



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# SWOT Evaluation

Identify the strengths and weaknesses of the area(s) in which you will implement TeamSTEPPS

**Strengths (S):**

**Weaknesses (W):**

# SWOT Evaluation

Identify the opportunities and threats in the area(s) in which you will implement TeamSTEPPS

Opportunities (O):

Threats/Barriers (T):

# Step 1: Identify the Change Team

- Consider the following:
- Choose influential/willing members
  - Ensure all health professions that work in unit are represented
  - Include education, quality, performance improvement specialists as appropriate
  - Include HR, Training Specialists
  - Identify role on change team
    - Leader
    - Member

Name	Title	Role

## Step 2: Define the Main Problems, Challenges and Opportunities

### Quality Measures

- RCAs/Event reports
- Staff Satisfaction
- Patient Experience
- Safety Culture Survey
- Patient Outcomes

### Regulatory

- NPS Goals
- NQF Safe Practices
- CMS/Other Quality Measures

Organization's Score Card

SWOT Analysis Results

What EXISTING information can be used?

What NEW information will need to be collected?

What are the main problems, challenges and opportunities?

## Step 3: Define Aims of TeamSTEPPS Intervention

Consider the following when specifying the aims of your intervention.

- Performance – The specific process that will be improved (e.g., the exchange of patient information)
- Conditions – The conditions under which the process occurs (e.g., during shift change)
- Standards – The standards of performance (e.g., Patient information will be exchanged with 100% accuracy)

What will be achieved within the unit?

Performance –

Conditions –

Standards -

How will you know the change has occurred?



## Step 4: Design a TeamSTEPPS Intervention

Consider different approaches to implementing TeamSTEPPS

- Targeted – Unit Based: Focus on the specific needs of a unit
- Targeted – Tool Based: Focus on a specific problem within the facility
- Transformational – Broad application of TeamSTEPPS. Whole facility.

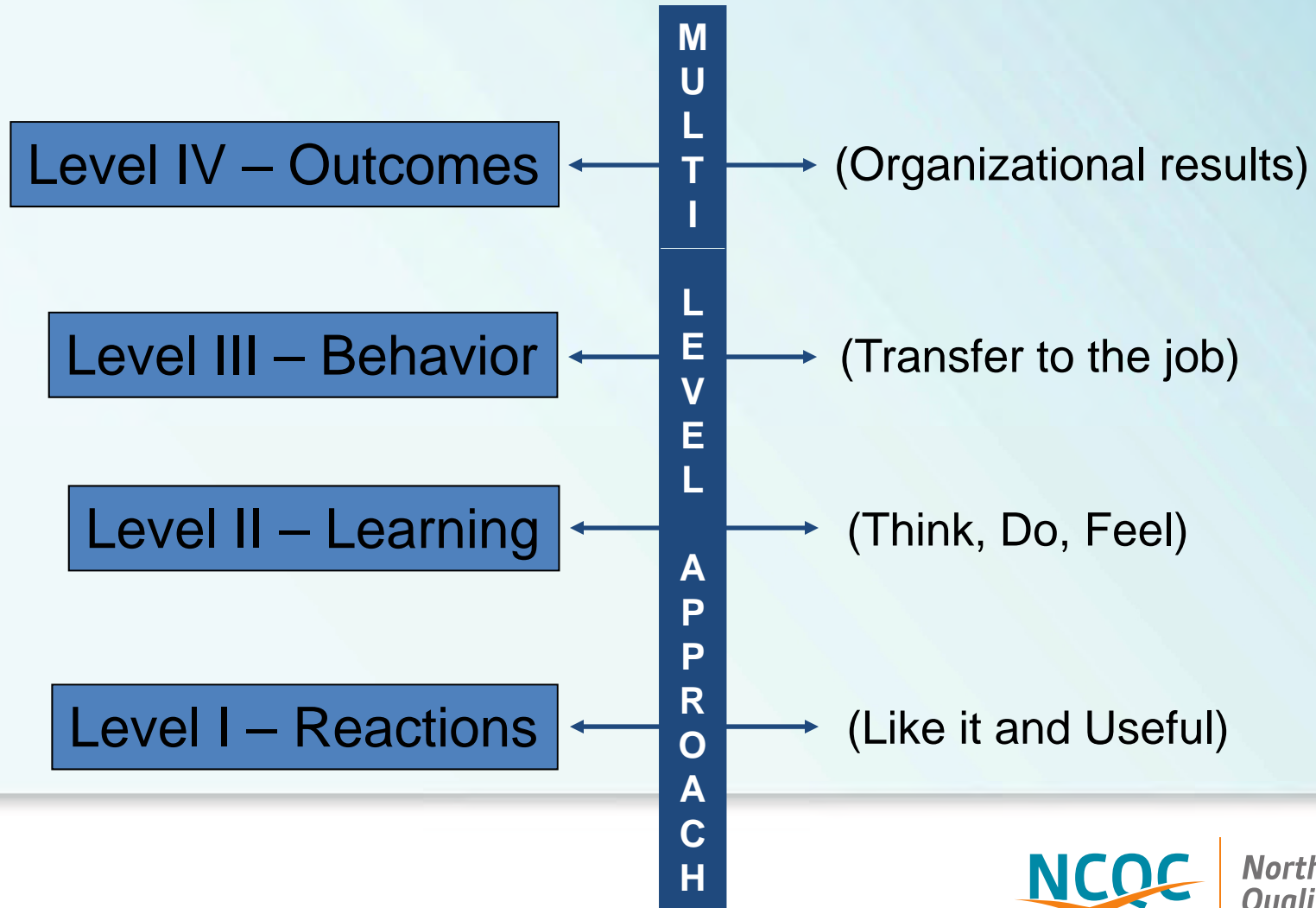
Which TeamSTEPPS tools/strategies will be used?

- 
- 
- 
- 

In what order will the tools be implemented (targeted or transformational?)

- 
- 
- 
-

# How to Measure - Kirkpatrick



# Step 5: Identify Measures and Collect Data (How will you know it worked?)

Be sure to include measures that span Kirkpatrick's four level of evaluation. Refer to Step 2 for possible measures.

## Level I – Reactions

Did they find it useful?

## Level II – Learning

Did they learn something new or can do something differently?

## Level III – Behavior

Has behavior changed on the job?

## Level IV – Outcomes

Did it impact the organization (see Step 2)?

Reactions

Learning

Behavior

Results

# Step 6. Develop Implementation Plan

Consider Kotter's change model

1. Create a sense of urgency
2. Build the guiding team
3. Develop change vision
4. Understanding/Buy-in
5. Empower Others
6. Create short-term wins
7. Don't Let up
8. Create a new Culture

How will leadership support be gained?

How will provider buy-in be gained?

How will physicians, leadership, executives, and administrators be engaged?

# Step 7: Sustainment Plan

It is important to plan how you will sustain your TeamSTEPPS program prior to implementation. Consider the following:

- Will coaches be used?
- Will the change team be the coaches or will more coaches be required?
- How will you ensure there are opportunities to use the tool(s)?
- How will ensure new behaviors will be valued and reinforced?
- How will you report progress back to staff?
- How will you celebrate your initial successes?

How will the effort be sustained?

## Step 8: Communication Plan

Create a Communication Plan targeting major stakeholders

- Consider all groups, shifts, entities (e.g., night shift)
- Identify organizational and front-line leaders
- Communication plan for each group: who, what, when, how (e.g., dept. meetings, grand rounds, emails, newsletters, posters)
- Activate change team members....state the vision

How will the initiative be communicated?

# Step 9. Write Implementation Plan

Step	Change Team Lead	Completion Date
1. Identify the Change Team		
2. Define the Main Problems		
3. Define TeamSTEPPS Aims		
4. Design Intervention		
5. Identify Measures		
6. Develop Implementation Plan		
7. Sustainment Plan		
8. Communication Plan		

## Step 9. Change Team Meetings

Purpose	Lead	Meeting Date



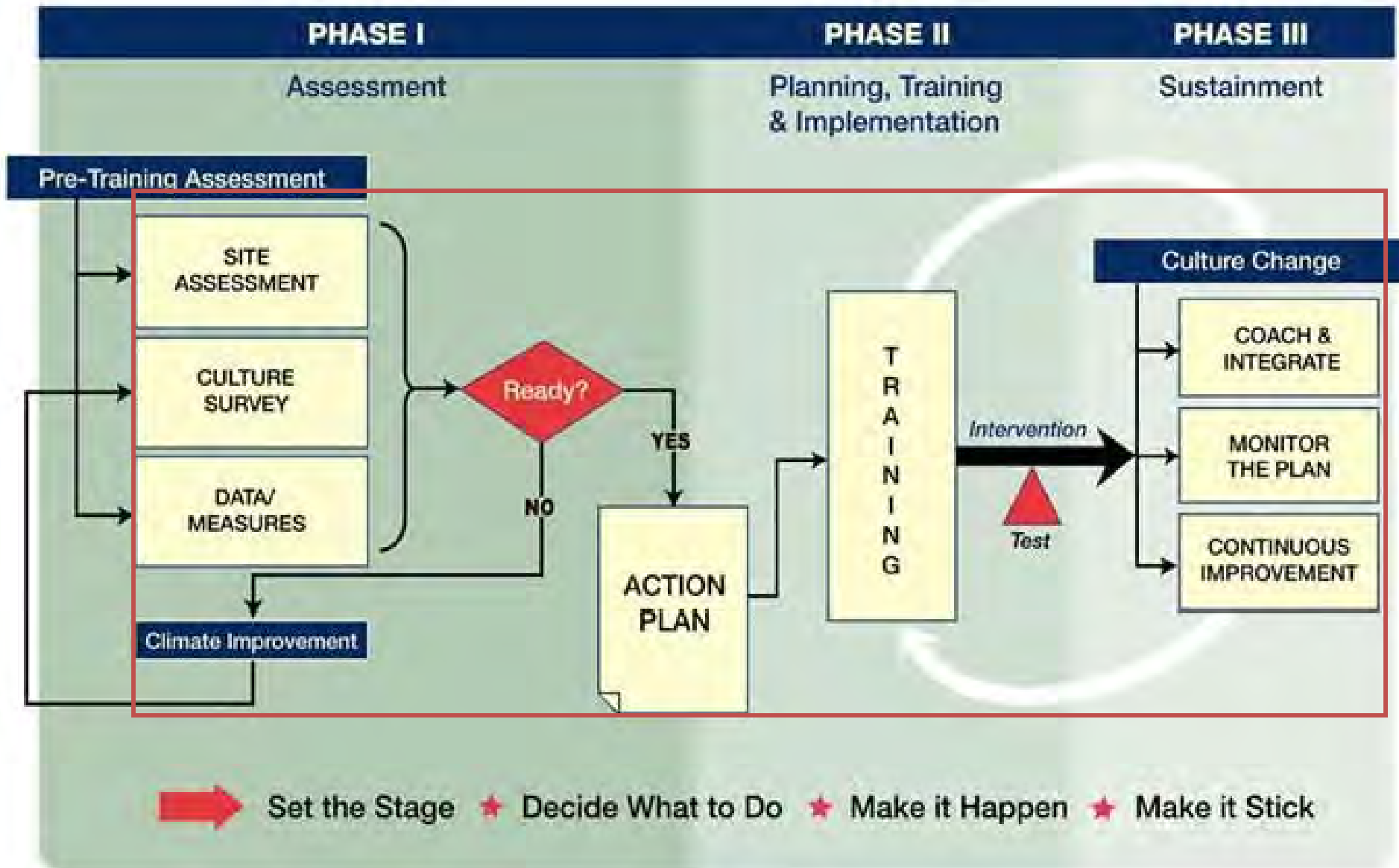
# Step 10: Review TeamSTEPPS Implementation Plan with Key Personnel

Consider having your plan reviewed by leaders in the unit and at your facility

- Who needs to review, critique and provide input to “near-final” plan?
- Have them identify potential problem areas and provide suggestions about priorities and solutions
- Modify the Implementation Plan after sufficient input and discussion

Who are the key individuals who need to review the plan?

# Shift Towards a Culture of Safety



# The Coach as Motivator

Help team members see the bridge between:

- What they value and desire and...
- The task or role for which they are responsible

Provide specific, timely observations of performance and effectiveness

Encourage belief in team members' abilities to succeed

Validate current levels of accomplishment while advocating greater achievement

Identify potential challenges, pitfalls, and unforeseen consequences

# Coaches Provide Feedback That Is....

Descriptive and nonevaluative

Meant to improve skills by making team members aware of what was right or wrong about their task performance

Considered a development tool used to enhance task performance

Two-way, that is, it allows team members the opportunity to interact and ask questions

# Feedback Should Be....

Well-Intentioned: Feedback gives information, not advice  
Effective feedback is meant to help the recipient—it is a gift  
It should not be used to “get something off of your chest”  
Feedback will not fix what you believe is wrong with another person

Nonjudgmental: Do not use terms like “good” or “bad”  
The goal of feedback is to help someone understand and accept the effects of his or her behavior on others

- The team member’s decision to change behavior is not part of the feedback process

# The Results of Good Coaching Are...

Defined and understood goals

Aligned expectations between the team leader and team members

Transfer of knowledge on a “just-in-time” basis

Increased individual motivation and morale

A more adaptive and reactive team

Improved team performance and safer patient care

# How To Implement a Coaching Strategy

Present coaching concept to leadership

Select coaches based on the characteristics and competencies of an effective coach

Conduct a session on coaching for the appointed coaches

Match coaches with team members

Leverage current performance tools or create new tools to help coaches sustain a coaching environment

# TeamSTEPPS 2.0

<http://www.ahrq.gov/professionals/education/curriculum-tools/teamstepps/instructor/fundamentals/index.html>

Module 11: Implementation Workshop

Implementation Guide

Module 10: Measurement



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# Specialty Scenarios

<http://www.ahrq.gov/professionals/education/curriculum-tools/teamstepps/instructor/scenarios/contents.html>

Ambulatory	ED
Ancillary Services	OR
Med-Surg	L&D
Dental	Neonatal ICU
Neonatal ICU	ICU

# TeamSTEPPS™ additional modules

<http://www.ahrq.gov/professionals/education/curriculum-tools/teamstepps/index.html>

Rapid Response Systems

LEP (Limited English Proficiency)

Dental

Long Term Care

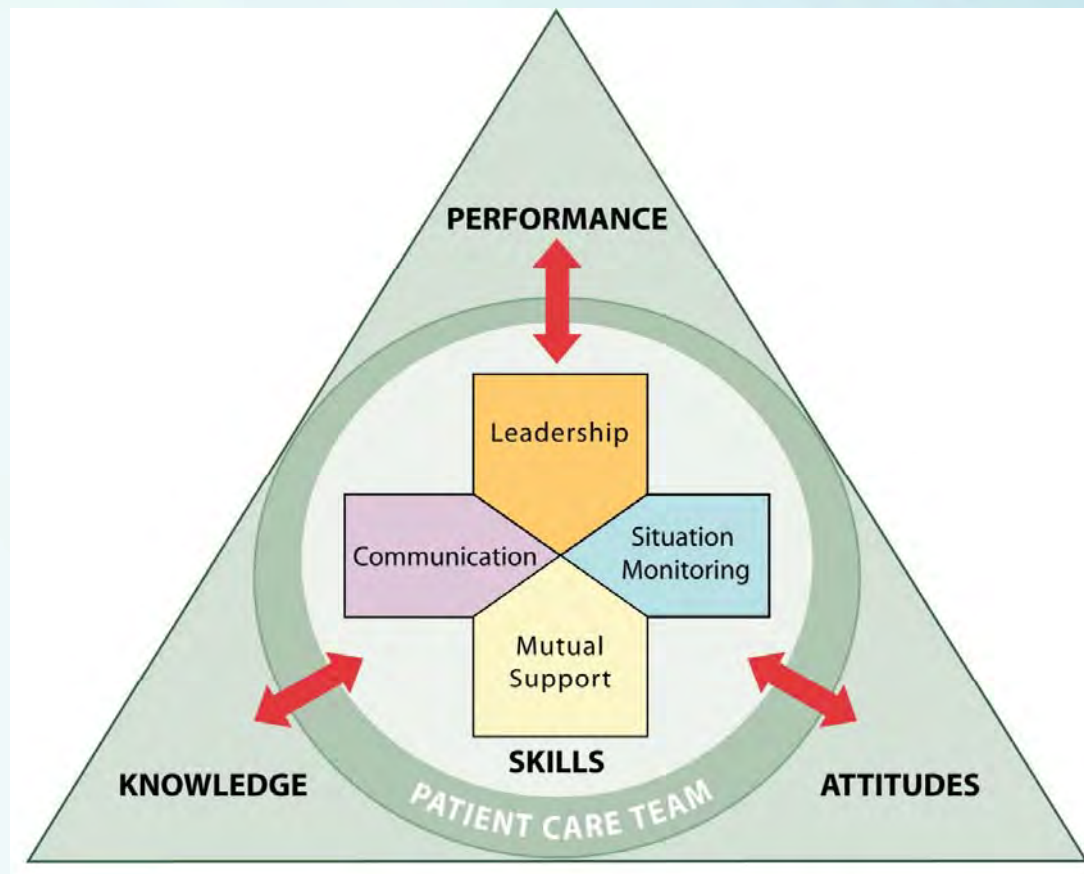
Primary Care

Simulation



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# Questions?



# Contact information

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