Building High Functioning Teams – Where Is My TeamSTEPPS Coach?

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INTRODUCTION

“Initiative based on evidence derived from team performance...leveraging more than 25 years of research in military, aviation, nuclear power, business and industry...to acquire team competencies”
So What?
Who Cares?
What’s in it for Me?
What are all these penguins about?
Teamwork Is All Around Us
Outcomes of Team Competencies

- **Knowledge**
  - Shared Mental Model

- **Attitudes**
  - Mutual Trust
  - Team Orientation

- **Performance**
  - Adaptability
  - Accuracy
  - Productivity
  - Efficiency
  - Safety
Why Teamwork?

- Improve outcomes
- Increase patient satisfaction
- Increase staff satisfaction
- Reduce liability
- Reduce errors
Introduction
High-Performing Teams

Teams that perform well:

- 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

(Salas et al. 2004)
Barriers to Team Performance in our ED

- 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
Team Events

- Briefs – planning
- Huddles – problem solving
- Debriefs – process improvement
**Briefing Checklist**

<table>
<thead>
<tr>
<th>TOPIC</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Who is on core team?</td>
<td>✔️</td>
</tr>
<tr>
<td>All members understand and agree upon goals?</td>
<td>✔️</td>
</tr>
<tr>
<td>Roles and responsibilities understood?</td>
<td>✔️</td>
</tr>
<tr>
<td>Plan of care?</td>
<td>✔️</td>
</tr>
<tr>
<td>Staff availability?</td>
<td>✔️</td>
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<tr>
<td>Workload?</td>
<td>✔️</td>
</tr>
<tr>
<td>Available resources?</td>
<td>✔️</td>
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</tbody>
</table>
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
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
Debrief

- What went well?
- What went not so well?
- What needs to change right away?
- Who needs to know?
Handoff

The transfer of information (along with authority and responsibility) during transitions; to include an opportunity to ask questions, clarify, and confirm.
**TeamSTEPPS**

**Brief**

**Clear**

**Timely**

*Notice-Public Water*

Our Public Water is Currently CLOSED
Because it is Not OPEN.
The MANAGEMENT

*Warning Sign*

DANGER
SEALS In WATER
Don’t SWIM
Information Exchange Strategies and Opportunities

- Situation—Background—Assessment—Recommendation (SBAR)
- Call-Out
- Check-Back
- Checklists
SBAR provides…

- A framework for team members to effectively communicate information to one another
- Communicate the following information:
  - Situation—What is going on?
  - Background—What is the background or context?
  - Assessment—What do I think the problem is?
  - Recommendation—What would I recommend?
**Situation Awareness is...**

The state of knowing the current conditions affecting the team’s work

- Knowing the status of a particular event/team
- Understanding the operational issues affecting the team
- Maintaining mindfulness
- Way of “watching each other’s back”
What do you see?
TeamSTEPPS
TeamSTEPPS

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TAKE: 
SCENE: 
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We need a “Shared Mental Model”

- Help ensure that teams know what to expect, so if necessary, can regroup to get on the “same page”
- Foster communication to ensure care is synchronized
- Ensure that everyone on the team has a picture of what it should look like
- Enable team members to predict and anticipate better
- Create commonality of effort and purpose
Shared Mental Model?
What Do You See?
Mutual Support

Mutual support is the essence of teamwork

- Protects team members from work overload situations that may reduce effectiveness and increase the risk of error
Task Assistance

Team members foster a climate in which it is expected that assistance will be actively *sought* and *offered* as a method for reducing the occurrence of error.

“In support of a culture of safety, it’s expected!”
Introduction

What Is Feedback?

“Feedback is the giving, seeking, and receiving of performance-related information among the members of a team.”

(Dickinson and McIntyre 1997)

Good Feedback is—

- TIMELY
- RESPECTFUL
- SPECIFIC
- DIRECTED toward improvement
  - Helps prevent the same problem from occurring in the future
- CONSIDERATE

“Feedback is where the learning occurs.”
Advocacy, Assertion, and Conflict Resolution
Please Use CUS Words

What happens if CUS doesn’t work?
“I Need Clarity”

- Stop-the-line phrase
- Means I need you to stop and listen to me right now
- Any member of the team can speak up and stop the line
- Escalate to supervisor or human resources
Conflict Resolution
DESC Script

A constructive approach for managing and resolving conflict

D—Describe the specific situation
E—Express your concerns about the action
S—Suggest other alternatives
C—Consequences should be stated

Ultimately, consensus shall be reached.
DESC-It

Let’s “DESC-It!”

- Have timely discussion
- Frame problem in terms of your own experience
- Use “I” statements to minimize defensiveness
- Avoid blaming statements
- Critique is not criticism
- Focus on what is right, not who is right
So Where Does Coaching Fit?

- Has this happened in your ED?
  - A new process is developed
  - Emails are sent to the team explaining the new process
  - Go live date is selected
  - 30 minutes into go live the process is not being done
  - 2 days into go live and what is being utilized is now a hybrid of what was initiated
Where did we go wrong?

- Does everyone read their email?
- What is the expectation in your department for reading, understanding and responding to email?
- What types of learners are you working with?
  - Visual learners LOVE email
  - Not a great delivery method for kinesthetic or auditory learners
- Adult learners want
  - Real life experiences
  - Instant feedback
Let’s try another approach

- Peer to peer feedback
- Real time
- Consistent message
- Praise
What is coaching?

- A process that enables learning and development to occur and thus performance to improve (OCM)
- A two way interchange of energies and learnings (Bill Cole)

OCM – Oxford School of Coaching and Mentoring
Characteristics of an effective coach

- Respectful
- Respected
- Role models
- Walks the talk
- Exceptional listening skills
- Power of observation
- Change agents
- Continuous learner
- Humble
- Nurturing
- Perceptive
- Intuitive
- Curious
- Inquiring
To be a successful coach requires a knowledge and understanding of process as well as the variety of styles, skills and techniques that are appropriate to the context in which the coaching takes place (OCM).
Goals of coaching

- Help ensure the team has what they need to be successful
  - Skills
  - Knowledge
  - Opportunities
  - Capabilities
- Provides
  - Positive, real time feedback
  - Sets the stage for success
A quick example

- Behavior being coached: Team Huddle
- Physician to physician coaching
- EMS report and moment of silence
- What was missing from the equation
- How was it coached?
- What was the outcome?
Introduction

Catalytic event drives need for change

Build team, strategy, buy-in, establish goals

Implement Action Plan, Train, Empower Others

Monitor, Integrate, Continuous Process Improvement

TeamSTEPPS Change Coaching

Develop Action Plan

Test Intervention (Outcomes)

Prepare the Climate

Celebrate wins! Staying the course Sustaining

Roadmap to a Culture of Safety

I’m staying right here. Yeah they’ll be back.

What are they doing?

Why do we need change?

CataSTic event drives need for change

JCAHO
Status QUO
FUTURE
Errorville

Roadmap to a Culture of Safety

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