



# IMPLEMENTATION



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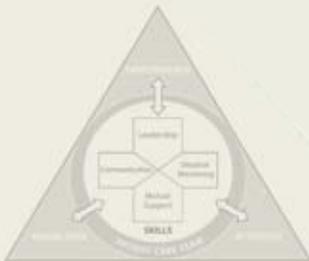
PATIENT  
SAFETY



**TRICARE**

*TeamSTEPPS*

# IMPLEMENTATION



## SUBSECTIONS

- Course Management Guide
- Guide to Developing a TeamSTEPPS Action Plan
- Teamwork Actions

**TIME:** 4 hours 30 minutes

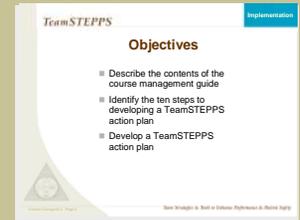
# OBJECTIVES

## Implementation

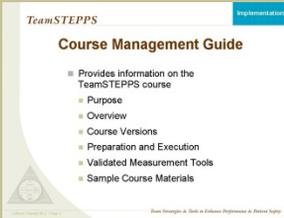
### SAY:

In this module, we will:

- Describe the contents of the Course Management Guide
- Identify the 10 steps to developing a TeamSTEPPS Action Plan
- Develop a TeamSTEPPS Action Plan



### Slide

**Slide****SAY:**

Once you have determined that TeamSTEPPS training is right for your nursing home, there is a Course Management Guide that provides information on how to conduct the course. At a high level, it includes:

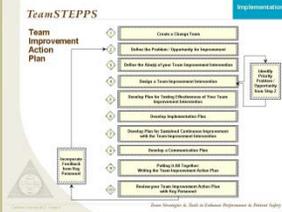
- The purpose of TeamSTEPPS training
- An overview of TeamSTEPPS
- The different course versions that are available
- How to prepare for and execute the course from one month out to after the course has been conducted
- Validated measurement tools
- Sample course materials such as agendas, course evaluations, measurement tools, and training techniques to assist your nursing home if those materials do not already exist

### SAY:

We saw this slide in the change management module. In this module we are going to focus on Phase II and III to start developing an action plan for your nursing home.



Slide



## Slide

**SAY:**

A carefully developed plan is critical to the success of any health care quality or safety improvement program. It establishes the strategy and focus for the entire effort. Time spent developing a detailed, information-driven plan will prevent countless wasted hours and setbacks during the implementation phase of your improvement program.

For the purposes of this guide, team improvement *action* refers to the improvement effort in its entirety, from defining the problem through the sustainment phase. The 10 steps will assist change teams in developing a *plan* or roadmap for how they will proceed through each phase of the improvement effort. Team improvement *intervention* refers to the specific team strategies and tools that change teams will implement to “fix” their defined problems. The “intervention” is therefore analogous to a “risk reduction strategy,” as defined by the Joint Commission, aimed at preventing the recurrence of a sentinel event.

The TeamSTEPPS action plan is based on the principle of improving health care quality and safety by improving clinical processes. A *process* is simply a series of steps toward a desired endpoint.

Examples of clinical processes include (a) admitting a patient, (b) administering a medication, and (c) transferring a patient from one unit to another.

Key first steps in a *clinical process improvement effort* are to identify a recurring *problem* that you want to fix, such as incomplete communication of critical patient information during weekend staff shift changes, and then to *flowchart* or *map* the clinical process during which that problem occurs.

To flowchart or map a process, you write down the process steps from beginning to end in sequential order and identify who is doing what, when, with what tools. In our example, we would flowchart how the staff normally communicates patient information during weekend shift changes.

By creating and studying the process flowchart or map, you will then be able to identify weak points in the process where things could go wrong and lead to a recurrence of your problem. These weak points are called “potential failure points” or “*risk points*.”

Continued...

### SAY:

Once you have identified these risk points, you can design and implement process improvement interventions aimed at eliminating the risk points, which in turn will prevent the problem from recurring.

This plan focuses specifically on interventions that improve clinical processes by enhancing medical team performance.

The next phase of a clinical process improvement effort includes testing the intervention to ensure that it did in fact improve the clinical process and reduce the problem.

Finally, if the test shows that the intervention was successful, the change team must sustain the process change and continue to monitor its effectiveness.

TeamSTEPPS Interventions are most successful when they focus on improving processes within the change team's own clinical workspace.

The primary goal of medical teamwork is to optimize the timely and effective use of information, skills, and resources by teams of health care providers for the purpose of enhancing the quality and safety of patient care.

Specifically, medical teamwork aims to ensure that the RIGHT INFORMATION is provided to the RIGHT PERSON(S) at the RIGHT TIME resulting in the RIGHT ACTION(S). To meet that aim, medical teams require optimal:

- Team Structure: composition, size, distribution—the right people with the right skills in the right place
- Leadership: ability to coordinate, resource, and facilitate optimal team performance
- Awareness: clear understanding at all times of team goals, of task responsibilities (who should be doing what with what tools and supplies), and of situational information critical to goal achievement, such as status of patient, of self, of team members, of operating environment, and of progress toward the goal—having the right information at the right time

Continued...

## TeamSTEPPS ACTION PLANNING (continued)

### SAY:

- Team Skills: (a) Situation Monitoring: ability to continually gather and assess situational information to maintain awareness; (b) Mutual Support: ability to provide timely mutual support/backup, both verbal and task related, to team members; (c) Communication: ability to exchange information among team members—*gathering and communicating the right information at the right time to the right person(s) resulting in the right actions*

The approach to process improvement using team strategies is based on three fundamental questions ([www.ihl.org](http://www.ihl.org)):

- What are we trying to accomplish with a team improvement action?
- How will we know that a change is an improvement?
- What changes (using team strategies and tools) can we make that will result in improvement?

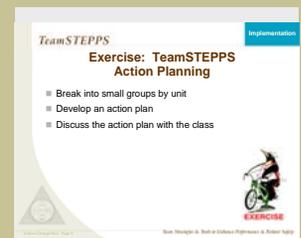
 **Instructor Note:** Use the TeamSTEPPS Implementation Guide to review each of the steps with the participants. Describe how to use the documents included in the Implementation Guide (refer to Contents).



**👁️ Instructor Note:** Where the participants are in their action plans will dictate where you start the activity. For example, if the participants have not started designing an action plan, start the activity at Action Planning Worksheet Step One. If the participants have started an action plan, review what they have completed thus far and start with the next step.

### DO:

- Have the participants break into groups of three or four that correspond to their work units if possible.
- Guide the participants to the Implementation Guide and the Action Planning Worksheets.
- Have the groups develop an action plan using the guide and worksheets.
- Circulate through the room and answer questions as needed.
- Bring the group together and review each group's action plan.



Slide



### TIME:

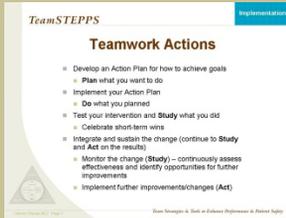
2 hours, 30 minutes



### MATERIALS:

- Implementation Guide
- Action Planning Worksheets

## TEAMWORK ACTIONS



### Slide

### SAY:

Teamwork actions include:

- Developing an action plan for how to achieve goals
  - Plan what you want to do
- Implementing your action plan
  - Do what you planned
- Testing your intervention and studying what you did
  - Celebrate short-term wins
- Integrating and sustaining the change (continuing to study and act on the results)
  - Monitor the change (Study)—continuously assess effectiveness and identify opportunities for further improvement
  - Implement further improvements/changes (Act)

Your nursing home may be familiar with the Plan-Do-Study-Act improvement methodology. These process steps align with the action plan. Feel free to use process improvement tools your nursing home prefers.

 **Instructor Note:** You should revise and customize these as appropriate based on where the participants were in the action planning process.

### ASK:

What teamwork actions will you begin to implement?

## REFERENCES

- Almeida, S.A., MD, MPH, *Guide to Developing a TeamSTEPPS Action Plan*. (Developed under Contract No. GBR-04-USUHS-2002-001) DoD Patient Safety Program for Healthcare Team Coordination At TRICARE Management Activity. Falls Church, VA, April 2006.
- Almeida S. A. and P. A. Almeida. *A Primer for Patient Safety: Evidence-based Requirements, Standards, and Recommendations for Program Development and Implementation, Third Edition*. (Developed under Contract No. GBR-04-USUHS-2002-001) USUHS Publication. Bethesda, MD: DoD Center for Education and Research in Patient Safety at the Uniformed Services University of the Health Sciences, March 2006.
- Godfrey M., E. Nelson, P. Batalden et al. *Clinical Microsystems Action Guide*. Hanover, NH: Trustees of Dartmouth College, 2004.
- Institute for Healthcare Improvement Web site. ([www.ihl.org](http://www.ihl.org)) (free tools and tutorials).
- Joint Commission on Accreditation of Healthcare Organizations. *Tools for performance Measure in Health Care: A Quick Reference Guide*. Oakbrook Terrace, IL: Joint Commission Resources, 2002.
- Kirkpatrick, D. L. *Evaluating Training Programs: The Four Levels* (2nd Edition). San Francisco: Berrett-Koehler Publishers, Inc., 1998.