

Team Structure

The ratio of We's to I's is the best indicator of the development of a team.

—Lewis B. Ergen

TeamSTEPPS®

Logos: AHRQ, Patient Safety, and others.

TeamSTEPPS® Team Structure

Objectives

- Identify the characteristics of high-performing teams
- Discuss benefits of teamwork and team structure
- Describe components and composition of a multi-team system (e.g., Core Team, Coordinating Team, Contingency Team, Ancillary Services, and Administration)
- Understand what defines a team
- Define the roles and effectiveness of team members

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TeamSTEPPS® Team Structure

PERFORMANCE

Leadership

Communication Situation Monitoring

Mutual Support

SKILLS

KNOWLEDGE **PATIENT CARE TEAM** **ATTITUDES**

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TeamSTEPPS® Team Structure

Partnering With the Resident

Embrace residents as valuable and contributing partners in their care

- Learn to listen to residents and their families
- Assess the resident's preferences regarding involvement
- Ask residents about their concerns
- Speak to them in lay terms
- Ask for their feedback
- Give them access to relevant information
- Encourage residents and their families to proactively participate in resident care

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TeamSTEPPS® Team Structure

Why Teamwork?

- Reduce clinical errors
- Improve resident outcomes
- Improve process outcomes
- Increase resident satisfaction
- Increase family satisfaction
- Increase staff satisfaction
- Reduce staff turnover
- Reduce resident and family grievances and complaints

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TeamSTEPPS® Team Structure

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)

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TeamSTEPPS® Team Structure

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 followup
- Distractions
- Fatigue
- Workload
- Misinterpretation of cues
- Lack of role clarity

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TeamSTEPPS® Team Structure

Exercise: Teams and Teamwork

Write down the names (or positions) of the people in your immediate work area or unit who contribute to successful resident care.

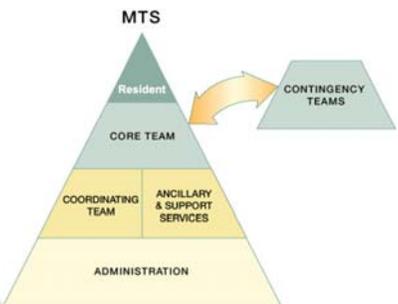


EXERCISE

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TeamSTEPPS® Team Structure

Multi-Team System (MTS) for Resident Care



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TeamSTEPPS® Team Structure

A Core Team is...

A group of care providers who work interdependently to manage a set of assigned residents from point of assessment to discharge

MTS

Resident

CORE TEAM

COORDINATING TEAM ANCILLARY & SUPPORT SERVICES

ADMINISTRATION

Core Team members have the closest contact with the resident!

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TeamSTEPPS® Team Structure

A Coordinating Team is...

A team comprising those work area members who are responsible for managing the operational environment that supports the Core Team

MTS

Resident

CORE TEAM

COORDINATING TEAM

ADMINISTRATION

CONTINGENCY TEAMS

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TeamSTEPPS® Team Structure

A Contingency Team is...

A time-limited team formed for emergent or specific events and composed of members from various teams

MTS

Resident

CORE TEAM

COORDINATING TEAM ANCILLARY & SUPPORT SERVICES

ADMINISTRATION

CONTINGENCY TEAMS

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TeamSTEPPS® Team Structure

Ancillary and Support Services provide...

Ancillary Services provide direct, task-specific, time-limited care to residents

Support Services provide indirect service-focused tasks that help to facilitate the optimal health care experience for residents and their families.

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TeamSTEPPS® Team Structure

The Role of Administration is to...

- Establish and communicate vision
- Develop policies and set expectations for staff related to teamwork
- Support and encourage staff during implementation and culture change
- Hold teams accountable for team performance
- Define the culture of the nursing home

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TeamSTEPPS® Team Structure

Example: A Multi-Team System in a Nursing Home

Resident

Charge Nurse
Medications
Treatment Nurse
Nursing Assistants
Restorative Aides
Attending Physician

Unit Manager
Unit Secretary
Dietician
Nursing Supervisor

Medical Director
Director of Nursing
Administrator

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TeamSTEPPS® Team Structure

Exercise: Your Multi-Team System

The diagram illustrates the transition from a detailed Multi-Team System (MTS) to a simplified version. On the left, the MTS pyramid is divided into four levels: Administration (bottom), Coordinating Team, Ancillary & Support Services, and Core Team (top). A Feedback loop connects the Core Team back to the Administration. An arrow labeled 'CONTINGENCY TEAMS' points from the Core Team to a separate trapezoidal shape. An arrow points from this entire structure to a simplified pyramid on the right, which has a question mark in its center and another question mark in a small trapezoid to its right. A small graphic of a person on a bicycle is labeled 'EXERCISE'.

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Team Member Characteristics

An illustration of a diverse group of penguins standing in a line. They are dressed in various professional and casual attire, including a chef's hat, a lab coat, a business suit, and a winter jacket, representing different roles and backgrounds within a team.

Agency for Healthcare Research and Quality | AAAHC | AHRQ

TeamSTEPPS® Team Structure

Team Failure Video

A video thumbnail showing a group of people in a meeting room. Two people are seated at a table with a computer monitor, while others stand around them. The scene appears to be a collaborative discussion or a meeting.

TeamSTEPPS Opportunity: Long-Term Care **TeamSTEPPS Opportunity: Sub-Acute Care**

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TeamSTEPPS® Team Structure

Teamwork Failure Video Analysis

- Did the team establish a leader?
- Did the team members communicate essential information to each other?
- Did all team members contribute?
- Did the team members demonstrate mutual respect toward one another?
- Did the team address issues and concerns?
- What are some specific actions that could have been taken to improve the outcome?

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What Defines a Team?

Two or more people who interact dynamically, interdependently, and adaptively toward a common and valued goal, have specific roles or functions, and have a time-limited membership



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TeamSTEPPS® Team Structure

Paradigm Shift to Team System Approach

From (INDIVIDUAL)	To (TEAM)
Single focus (clinical skills)	Dual focus (clinical and team skills)
Individual performance	Team performance
Underinformed decisionmaking	Informed decisionmaking
Loose concept of teamwork	Clear understanding of teamwork
Unbalanced workload	Managed workload
Having information	Sharing information
Self-advocacy	Mutual support
Self-improvement	Team improvement
Individual efficiency	Team efficiency

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TeamSTEPPS® Team Structure

Effective Team Members

- Are better able to predict the needs of other team members
- Provide quality information and feedback
- Engage in higher level decisionmaking
- Manage conflict skillfully
- Understand their roles and responsibilities
- Reduce stress on the team as a whole through better performance

“Achieve a mutual goal through interdependent and adaptive actions”

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TeamSTEPPS® Team Structure

Teamwork Actions

- Assemble a team
- Establish a leader
- Identify the team's goals and vision
- Assign roles and responsibilities
- Hold team members accountable
- Actively share information among team members
- Provide feedback

“Individual commitment to a group effort—that is what makes a team work, a company work, a society work, a civilization work.”

—Vince Lombardi

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