

Leadership

TeamSTEPPS®

TeamSTEPPS® Leadership

Objectives

- Describe different types of team leaders
- Describe roles and responsibilities of an effective team leader
- Describe the leader's role in resource management
- Describe the delegation process
- Describe strategies for team leaders to include briefs, huddles, and debriefs
- Describe how effective team leaders facilitate conflict resolution
- Identify the barriers, tools, strategies, and outcomes of leadership

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TeamSTEPPS® Leadership

PERFORMANCE

KNOWLEDGE SKILLS ATTITUDES

PATIENT CARE TEAM

Leadership

Communication Mutual Support Situation Monitoring

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Team Leader

Two types of leaders:

- **Designated** – The person assigned to lead and organize a designated core team, establish clear goals, and facilitate open communication and teamwork among team members
- **Situational** – Any team member who has the skills to manage the situation at hand

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Effective Team Leaders

- Organize the team
- Articulate clear goals
- Make decisions through collective input of members
- Empower members to speak up and challenge, when appropriate **D4**
- Actively promote and facilitate good teamwork
- Are skillful at conflict resolution

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Resource Management is...

A strategy for achieving workload balance within and across teams in a unit

- Refers to people, knowledge or information, materials, and time that can be drawn upon to accomplish a task
- Goal is to prevent work overload situations that compromise situation awareness and increase the risk of error

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Slide 5

- D4** This bullet is shown as two bullets on Web page. It needs to be fixed to look like it does here.
DHHS, 5/23/2012

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Resource Management

<p>Core Team Leader</p> <ul style="list-style-type: none"> • Information <ul style="list-style-type: none"> – Resident and family – Plan of care – Facilities • Time • Equipment 	<p>Coordinating Team Leader</p> <ul style="list-style-type: none"> • Information <ul style="list-style-type: none"> – Administrative – Facilities • Time • Equipment • Resident flow • Other departments
<p>FOCUS Team & Your Unit</p>	<p>FOCUS Work Flow</p>

HUMAN CAPITAL

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Delegation

- Method of redistributing tasks or assignments
- Process includes four steps:
 - Decide what to delegate
 - Decide to whom to delegate
 - Communicate clear expectations
 - Request feedback



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Promoting and Modeling Teamwork

Effective leaders cultivate desired team behaviors and skills through:

- Open sharing of information
- Role modeling and effective cuing of team members to use prescribed teamwork behaviors and skills
- Constructive and timely feedback
- Facilitation of briefs, huddles, debriefs, and conflict resolution

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Exercise: Leadership

INSTRUCTIONS:

1. Begin by selecting a leader and scribe for your group.
2. The group will have 10 minutes to address the questions, record your answers, and report back to the group at large.



EXERCISE

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Team Events

- Briefs – planning
- Huddles – problem solving
- Debriefs – process improvement

Leaders are responsible to assemble the team and facilitate team events

But remember...

Anyone can request a brief, huddle, or debrief



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Briefs

Planning

- Form the team
- Designate team roles and responsibilities
- Establish climate and goals
- Engage team in short- and long-term planning




EXERCISE

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Planning Essentials for Teams

- Leader usually initiates the planning process
- Team members are included in the planning process
- Team members have a common understanding of the problem and their roles

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Briefing Checklist

TOPIC	
Who is on core team?	<input checked="" type="checkbox"/>
All members understand and agree upon goals?	<input checked="" type="checkbox"/>
Roles and responsibilities understood?	<input checked="" type="checkbox"/>
Plan of care?	<input checked="" type="checkbox"/>
Staff availability?	<input checked="" type="checkbox"/>
Workload?	<input checked="" type="checkbox"/>
Available resources?	<input checked="" type="checkbox"/>

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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



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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

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Debrief Checklist



TOPIC	
Communication clear?	<input checked="" type="checkbox"/>
Roles and responsibilities understood?	<input checked="" type="checkbox"/>
Situation awareness maintained?	<input checked="" type="checkbox"/>
Workload distribution?	<input checked="" type="checkbox"/>
Did we ask for or offer assistance?	<input checked="" type="checkbox"/>
Were errors made or avoided?	<input checked="" type="checkbox"/>
What went well, what should change, what can improve?	<input checked="" type="checkbox"/>

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Debrief




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Facilitating Conflict Resolution

- Effective leaders facilitate conflict resolution techniques through invoking:
 - Two-Challenge rule
 - DESC script
- Effective leaders also assist by:
 - Helping team members master conflict resolution techniques
 - Serving as a mediator

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Team Formation Video



Team Formation Success: Long-Term Care

Team Formation Success: Sub-Acute Care

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Leadership

BARRIERS	TOOLS and STRATEGIES	OUTCOMES
<ul style="list-style-type: none"> ■ Hierarchical Culture ■ Lack of Resources or Information ■ Ineffective Communication ■ Conflict 	<ul style="list-style-type: none"> Brief Huddle Debrief 	<ul style="list-style-type: none"> ■ Shared Mental Model ■ Adaptability ■ Team Orientation ■ Mutual Trust

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Teamwork Actions

- Empower team members to speak freely and ask questions
- Use resources efficiently to maximize team performance
- Balance workload within the team
- Delegate tasks or assignments, as appropriate
- Conduct briefs, huddles, and debriefs
- Use conflict resolution techniques (i.e., Two-Challenge rule and DESC script)



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