



AHA Team Training

Shrinking the Change and Leveraging Bright Spots in Your TeamSTEPPS Implementation

January 8, 2020



AHA CENTER FOR HEALTH
INNOVATION

Rules of engagement

- **Audio for the webinar can be accessed in two ways:**
 - Through the phone (*Please mute your computer speakers)
 - Through your computer
- **A Q&A session will be held at the end of the presentation**
- **Written questions are encouraged throughout the presentation and will be answered during the Q&A session**
 - To submit a question, type it into the Chat Area and send it at any time during the presentation

Continuing Education Credit

AHA Team Training is pleased to offer continuing education credit for our 2020 webinars. To receive 1 CE credit hour for this webinar please follow these directions:

1. You must be registered for this webinar.
2. Make sure that you have created your Duke OneLink Account. Instructions are in your confirmation email. You can also email TeamTraining@aha.org with questions.
3. You will receive a code that you can use to claim the credit during the live webinar. You must be live to receive this credit.

Upcoming Team Training Events

Courses

Our first TeamSTEPPS courses of the year are filling up! Whether you are new to TeamSTEPPS, looking for implementation assistance or something in between, we offer something for every step on your TeamSTEPPS journey. [Register now](#) for a Master Training course, Fundamentals course, or Next Steps workshop.

Conference

June 3-5 | New Orleans

[Early bird registration](#) is now open! Our national conference is the meeting place where diverse, interdisciplinary teams of health care professionals come together to share practical tips and new ideas for improving team-based care. [Learn more](#) about the premier team training event of the year!

Webinar

February 19, 2020 | 12:00 – 1:00 PM EST

[Register](#) for the February 2020 webinar: Measuring Teamwork Culture Utilizing the TeamSTEPPS Teamwork Perceptions Questionnaire

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Today's Presenters

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Objectives

Objective #1

Identify “bright spots” in the implementation process and how to leverage them

Objective #2

Understand the need to evaluate the process frequently and adjust the plan as needed using a 30-60-90 day approach

Objective #3

Understand the difference between ownership and buy-in and why ownership is essential in implementation

The Change Team

- Interprofessional
- Front-line and leadership members
- Provides ownership versus buy-in
- Meet monthly
- Design the implementation
- Lead the trainings
- Serve as ambassadors

Ownership Versus Buy-in

- Ownership by the people doing the work
 - “TeamSTEPPS is happening, but you get to decide how it happens”
 - Change team designs the implementation
 - Not a top-down approach

-Henri Lipmanowitz, Liberating Structures.org

Direct the Rider

Develop a Destination Postcard

- Change is easier when you know where you are going and why it's worth it
- What looks like resistance is often lack of clarity

Find the Bright Spots

- Investigate what's working and clone

Script the Critical Moves

- Don't think big picture, think in terms of specific behaviors

Motivate the Elephant

Find the Feeling

- Knowing something isn't enough to cause change, make people feel something

Shrink the Change

- Break down the change until it no longer spooks the elephant

Grow Your People

- Cultivate a sense of identity and instill the growth mindset

Shape the Path

Tweak the Environment

- When the situation changes, the behavior changes, so change the situation

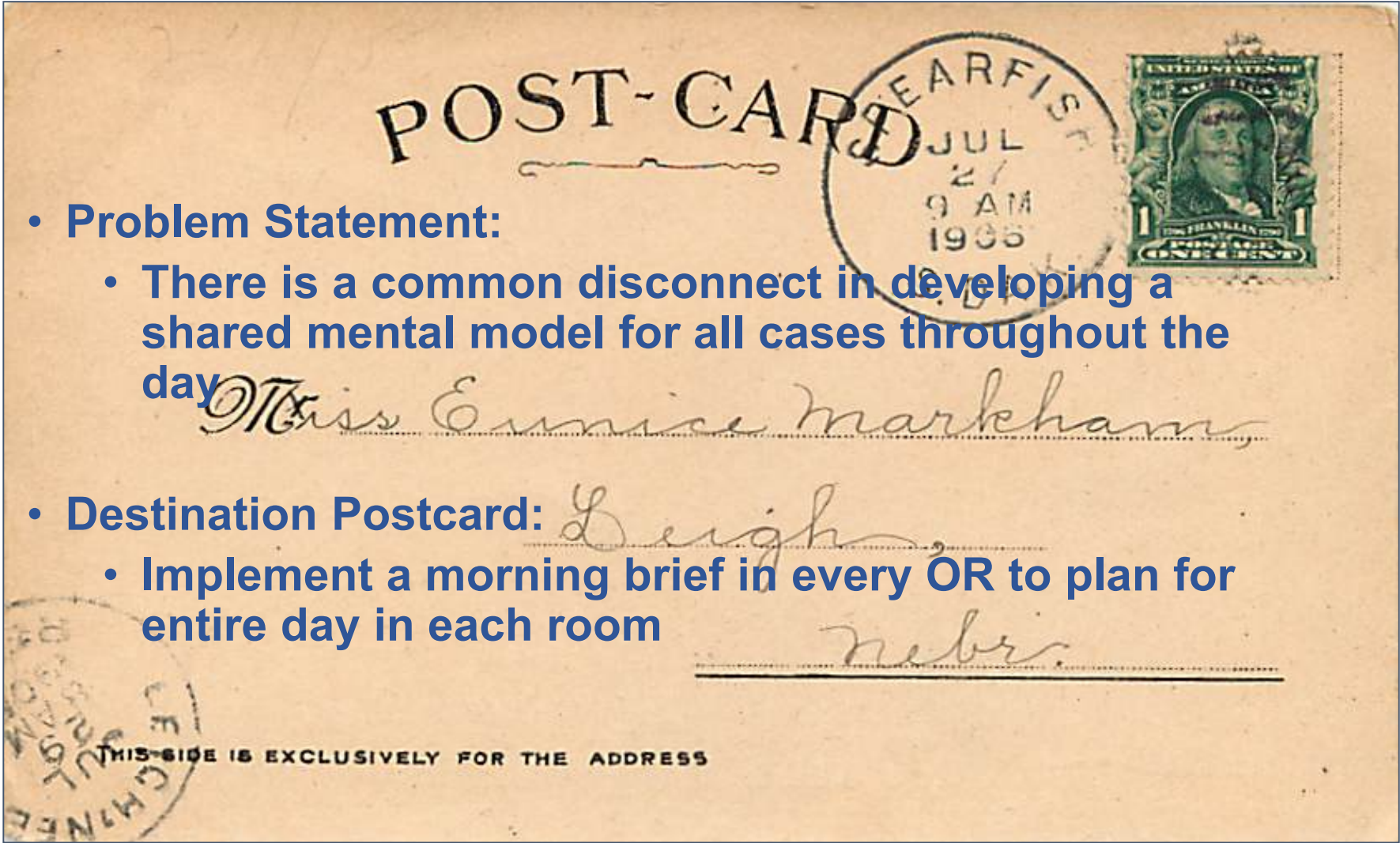
Build Habits

- When behavior is habitual, it's "free" – it doesn't tax the rider

Rally the Herd

- Behavior is contagious - Help it spread

Destination Postcard



- **Problem Statement:**
 - There is a common disconnect in developing a shared mental model for all cases throughout the day
- **Destination Postcard:**
 - Implement a morning brief in every OR to plan for entire day in each room

Why Do We Resist Change?

Observable Behavior	Often Misread as	Usually Caused by	Resolved through
Delays and excuses	Incompetence or poor attitude	Confusion over roles and /or priorities	Explicit instructions and proactive management of competing commitments
Obsessive questioning and need for hand-holding	Reluctance or skepticism	Cognitive overload and/or pace of change	Adapt to strength for better fit
Errors	Lack of engagement	Role confusion and/or immature team infrastructure	Role clarity and cross-functional agreements
Derailing or acting out	Resisting the change itself	Style conflict and/or excessive complexity	Candid feedback Mentoring/coaching

Resistors - FEAR

- **Effects of Fear:**
 - Fear of change stops us from taking action
- **Fear of:**
 - Unknown
 - Failure
 - Loss
 - Upsetting others
 - Leaving a comfort zone
- **How to help:**
 - Allow team to identify and share their concerns and fears.
 - Buy-in vs. Ownership

Fear

Resistors – LACK OF COMMUNICATION

- **Effects of Lack of Communication:**

- Creates conflict
- Lack of information fuels rumors and increases anxiety

- **Lack of Communication due to:**

- Not communicating at all
- Delivering communication in a way not recognized by all

- **How to help:**

- Messaging can get lost (too many emails, memos, etc.), avoid assumptions that new info has been read
- Destination Postcard – Change team will be ambassadors for this
- Listen to your team

**Lack of
Communication**

Resistors – FAD and Initiative Fatigue

- **Effects of Fad:**
 - Disengagement, many times fads = failure to deliver
 - Failure to move change forward
- **How Initiative Fatigue and Fads Foster Resistance:**
 - “We’ve tried that before”
 - “Not another thing on my plate”
 - “How is this different from what we’ve done before”
- **How to help:**
 - Emphasize TeamSTEPPS is integrated into what you are already doing
 - Not an additional initiative

Fad

Resistors – LACK OF UNDERSTANDING

- **Effects of Lack of Understanding:**
 - Create delays and excuses
- **Lack of Understanding due to:**
 - Lack of information
 - Not conveying why the change is necessary
- **How to help:**
 - Buy-in vs. Ownership
 - Set the stage for the “why”

**Lack of
Understanding**

Bright Spots

- What's working and how do we build off of that?
 - TBU
 - Interprofessional Rounding
 - SBAR report
 - OR briefs
 - SBAR telephone encounters
- Focus on the people who are already committed to change

Find the Feeling

- Tap into the unconscious side of the brain
- What's in it for me?
 - Everyone is different
- “How can I get this group of people to do what I want them to do?” versus, “How can I get this group of people to do what they want to do?”

Shrink the Change and Script the Critical Moves

- Develop a 30-60-90 Day Plan
 - Developed by Change Team
 - Provides ownership of the process
 - Keeps the team focused
 - Has to be realistic
 - Integrate into what you are already doing
 - Every area is different
 - Consider competing priorities

<i>100 Level Skills</i>	<i>200 Level Skills</i>	<i>300 Level Skills</i>
<p>Request</p> <p>Call-Out</p> <p>Cross-Check</p> <p>Check-Back</p> <p>SBAR</p> <p>Brief</p>	<p>Huddle</p> <p>Debrief</p> <p>Handoff</p> <p>Cross-Monitoring</p> <p>STEP</p> <p>Task Assistance</p> <p>Shared Mental Model</p>	<p>CUS</p> <p>Two-Challenge Rule</p> <p>DESC</p> <p>I' M SAFE</p>

What Does this Look Like?

- 30-60-90 Day plan updated each month at change team meeting
 - Ownership (again)
- Start with one to two tools (shrink the change)
 - Look for low-hanging fruit
- Identify next steps and who is responsible
- Allow for flexibility

What is the specific problem, challenge or opportunity for improvements that will be the target of the TeamSTEPPS Initiative?

There is a common disconnect in developing a shared mental model for all cases throughout the day

Develop a Destination Postcard based on your identified problem, challenge or opportunity:

Implement a morning brief in every OR to plan for entire day in each room

What are the critical moves for the 30/60/90 day implementation regarding this problem, challenge or opportunity for improvement?

30 Days	60 Days	90 Days
Finalize Oversight Committee Expectations Set up a regular meeting Distribute “Switch” -Chip and Dan Heath “Book” dates for training <ul style="list-style-type: none"> - Timeline of training - Finalize TPQ 	Present to Surgical Council Identify possible metrics Administer TPQ Provide “Switch” to OC Set dates for training Identify potential pilot teams for brief Develop brief template	Start brief pilot Review TPQ results Revised template based on pilot feedback

What specific action needs to occur to accomplish the above plan, and who is responsible for overseeing completion?

30 Days	60 Days	90 Days
Step 1 – Kat, Arnold and Elizabeth to draft OC expectations with help from Ross Step 2 – Kat to send out doodle poll to set standing meeting date/time Step 3 – Ian to work with Ross on final TPQ intro Step 4 – OC to discuss timeline for training	Step 1 - Eileen and Ian present to SC the plan Step 2 - TPQ sent out by profession Step 3 - Becky to purchase books Step 4 – OC team to discuss training plan Step 4 – Elizabeth will draft a brief template for OC meeting Step 5 – ask for volunteers for Pilot	Step 1 – 3 service lines to conduct pilot 45 day pilot Step 2 – Ross will collate TPQ results and share with OC Step 3 – PDSA of pilot and template done by participants and OC

What is the specific problem, challenge or opportunity for improvements that will be the target of the TeamSTEPPS Initiative?

Inconsistent communication between all roles within the Women and Children’s division.

Develop a Destination Postcard based on your identified problem, challenge or opportunity:

Systematically implement the TeamSTEPPS 100 level communication tools to improve communication among the team.

What are the critical moves for the 30/60/90-day implementation regarding this problem, challenge or opportunity for improvement?

30 Days	60 Days	90 Days
Create Schedule of Tools of the Month Create TeamSTEPPS Wall	Continue with Tools of the Month Reward and Recognize	Plan for TPQ questionnaire repeat Report results to stakeholders

What specific action needs to occur to accomplish the above plan, and who is responsible for overseeing completion?

30 Days	60 Days	90 Days
<p>Step 1 – Standard communication for roll-out of the tools of the month (who, how, when). Start with Closed Loop Communication- Nov/Dec, then SBAR</p> <p>Step 2 – Update the TeamSTEPPS board with current tools in BC, NICU, Peds-Done</p> <p>Step 3 –Template card for “I saw Use Today” for easy recognition in a fun design Done</p> <p>Step 4 – TeamSTEPPS highlight report in “Reminders, Changes and What's Coming” format-Template made, will start with first week of the month publications in Dec.</p>	<p>Step 1 – Continue to update the TeamSTEPPS board with current tools in Birth Center, NICU and Peds SBAR in mid-Dec</p> <p>Step 2 – Select Recognition cards to highlight successes at LIP and Nursing Dept Meetings-</p> <p>Step 3 – Continue with TeamSTEPPS highlight report in “Reminders, Changes and What's Coming” format</p> <p>Step 4- Create value in TeamSTEPPS tools (example: daily briefing compliance in each unit)</p>	<p>Step 1 – Continue to update the TeamSTEPPS board with current tools in Birth Center, NICU and Peds</p> <p>Step 2- Continue with TeamSTEPPS highlight report in “Reminders, Changes and What's Coming” format</p> <p>Step 3-Pull available metrics:</p> <ul style="list-style-type: none"> • Safety Event Reports regarding communication-6 for the last 6 months • Daily Briefing compliance-goal 80% <ul style="list-style-type: none"> • Future goal-Information received makes a difference in

References

- Liberating Structures <http://www.liberatingstructures.com>
- Switch: How to Change Things When Change is Hard; Chip and Dan Heath, 2010



Questions? Stay in Touch!

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