



Assessment tools in the literature

- **Communication and Teamwork Skills (CATS)
Assessment to Measure Health Care Team Performance**
 - Jt Comm J Qual Patient Saf. 2007 Sep;33(9):549-58.
- **Objective measures of situation awareness in a simulated medical environment**
 - Qual Saf Health Care 2004;13(Suppl 1):i65-i71.
- **Performance Measurement in Simulation-Based Training**
 - Simulation & Gaming 2009;40(3):328-376.



Assessment tools in the literature

- A measurement tool for simulation-based training in emergency medicine: the Simulation Module for Assessment of Resident Targeted Event Responses (SMARTER) approach.
 - Sim Healthcare 3:170-179, 2008.
- Validation of a Tool to Measure and Promote Clinical Teamwork.
 - Sim Healthcare 3:217-223, 2008



Summary of Observation Tools

- No one tool is appropriate for every type of simulation
- Use the SMARTER approach to develop scenarios designed to elicit desired behaviors
- Develop an observation tool relevant to the goal(s) of the simulation

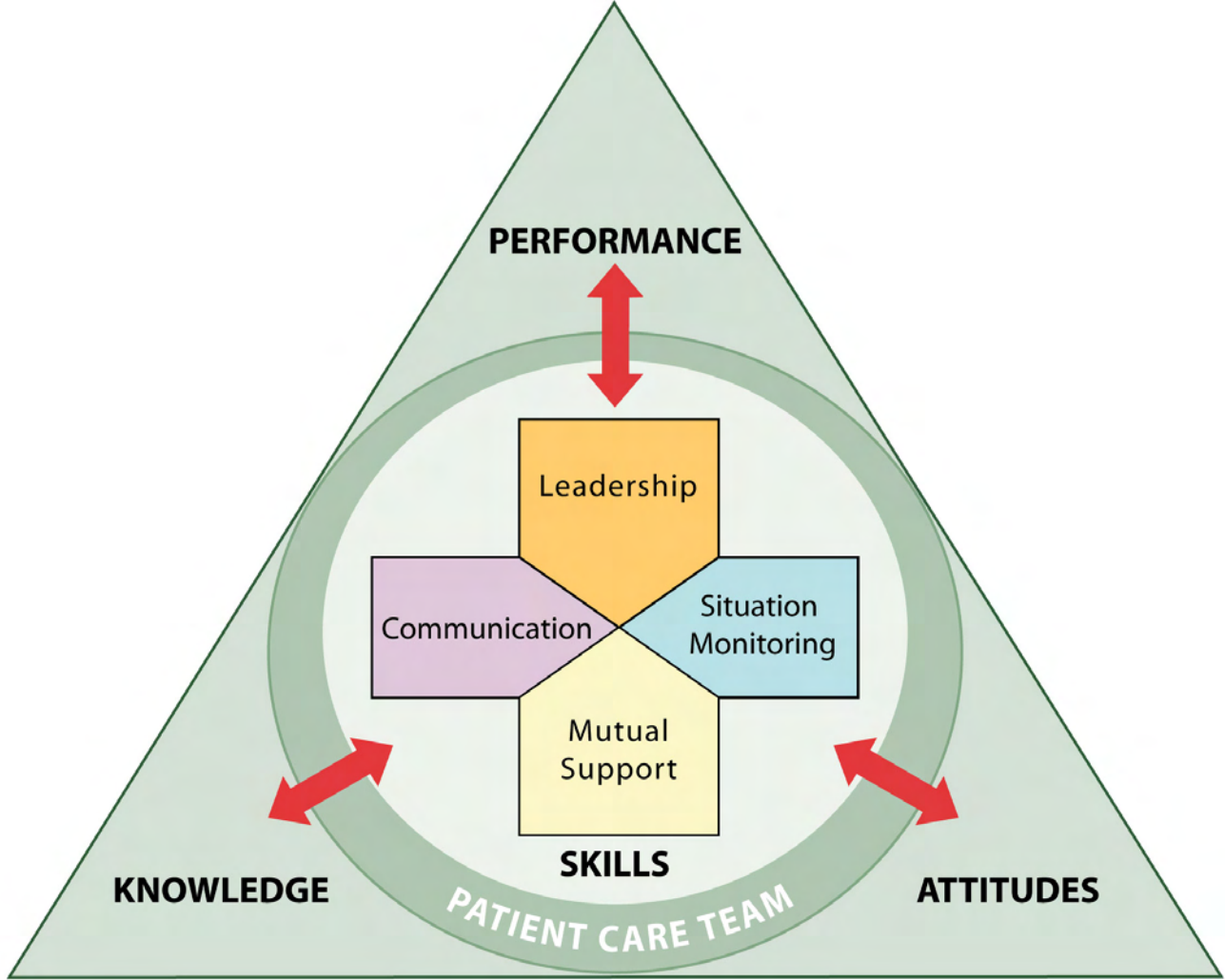


Observation

- Define the behaviors you will elicit in the scenario and observe
- Develop an observation form
- Use trained observers to maintain inter-rater reliability
- Focus on team behaviors - not the procedure
- Document findings
- Use to develop listing of “Best Practices” already in use in the area and present to the team

The Training

Leadership





Leadership

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



Pre-procedure Briefing Tool



Briefing

Pertinent PMH?

Risks and contingencies?

DNR status and actions to be taken

NCC Nurse update:

- Status and med changes last 12 hrs?
- GOAL PARAMETERS for the procedure (BP, CPP, ICP)

If anyone has a concern or concern, please voice it for resolution



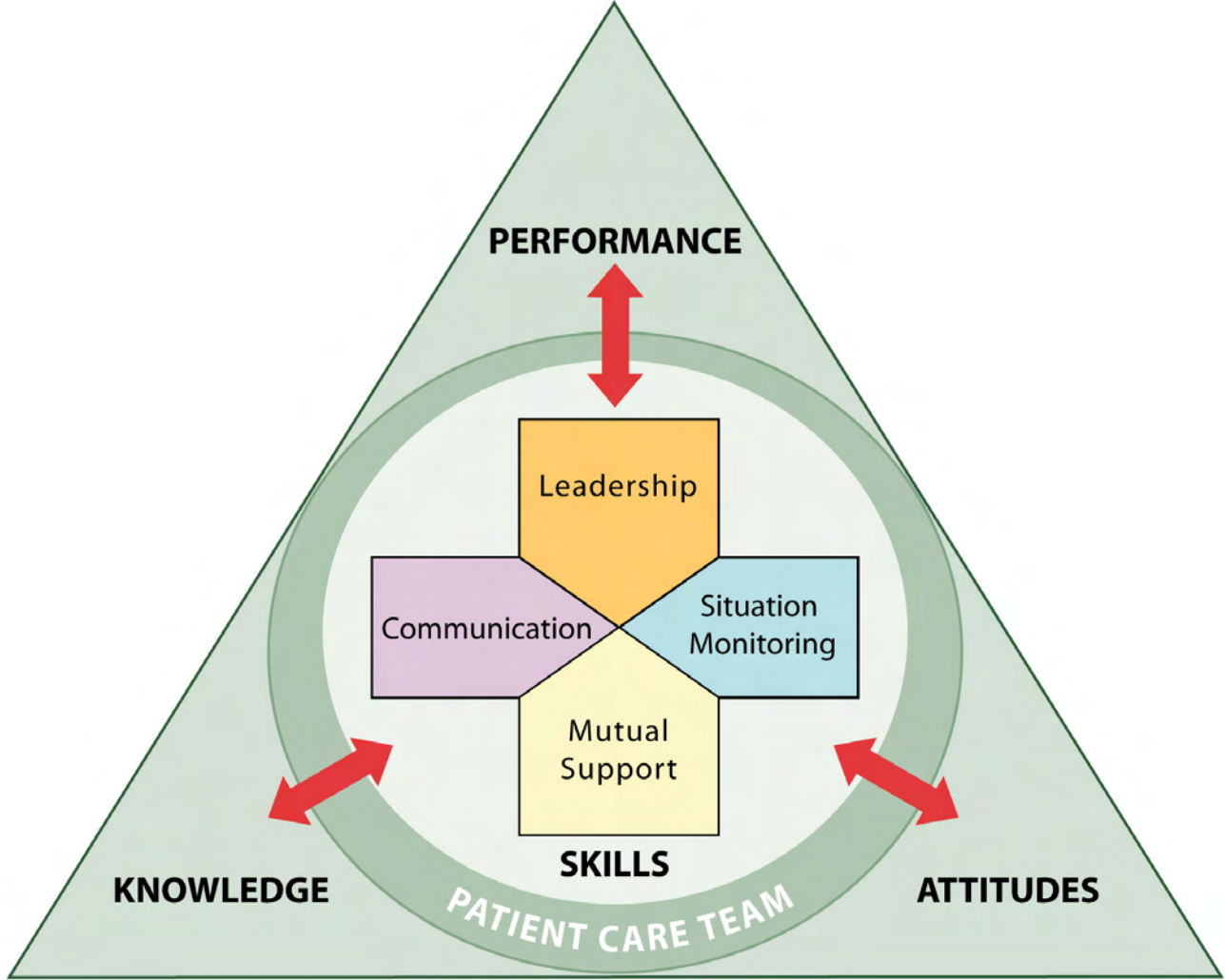
Debrief Checklist



Debrief

- Specimen labeled and ready?
- Next steps for this patient?
- What went well?
 - Situation awareness maintained?
 - Communication?
 - Did we ask for or offer assistance?
- What could we have done better?
- Any concerns to note for further discussion?

Situation Monitoring





Video

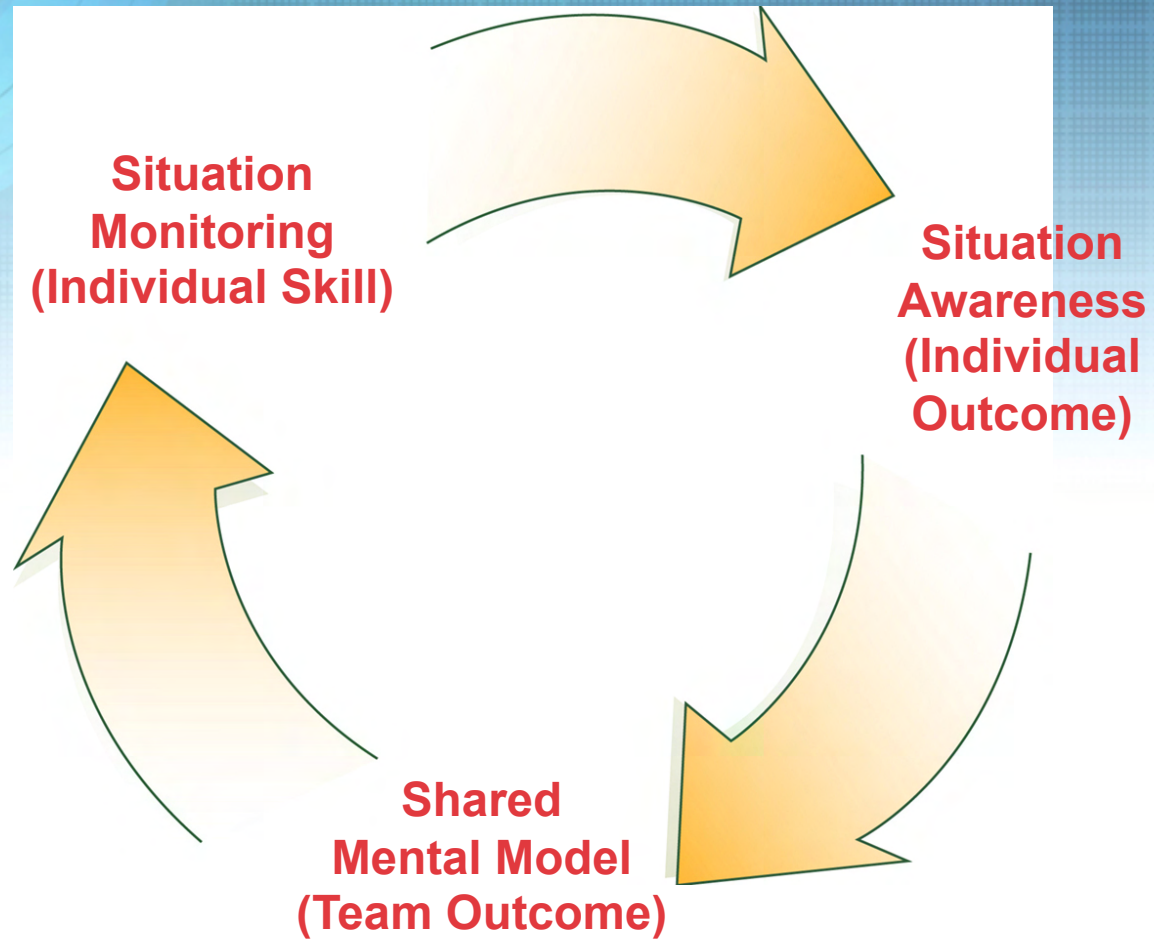


You Tube – Person Swap – Derren Brown

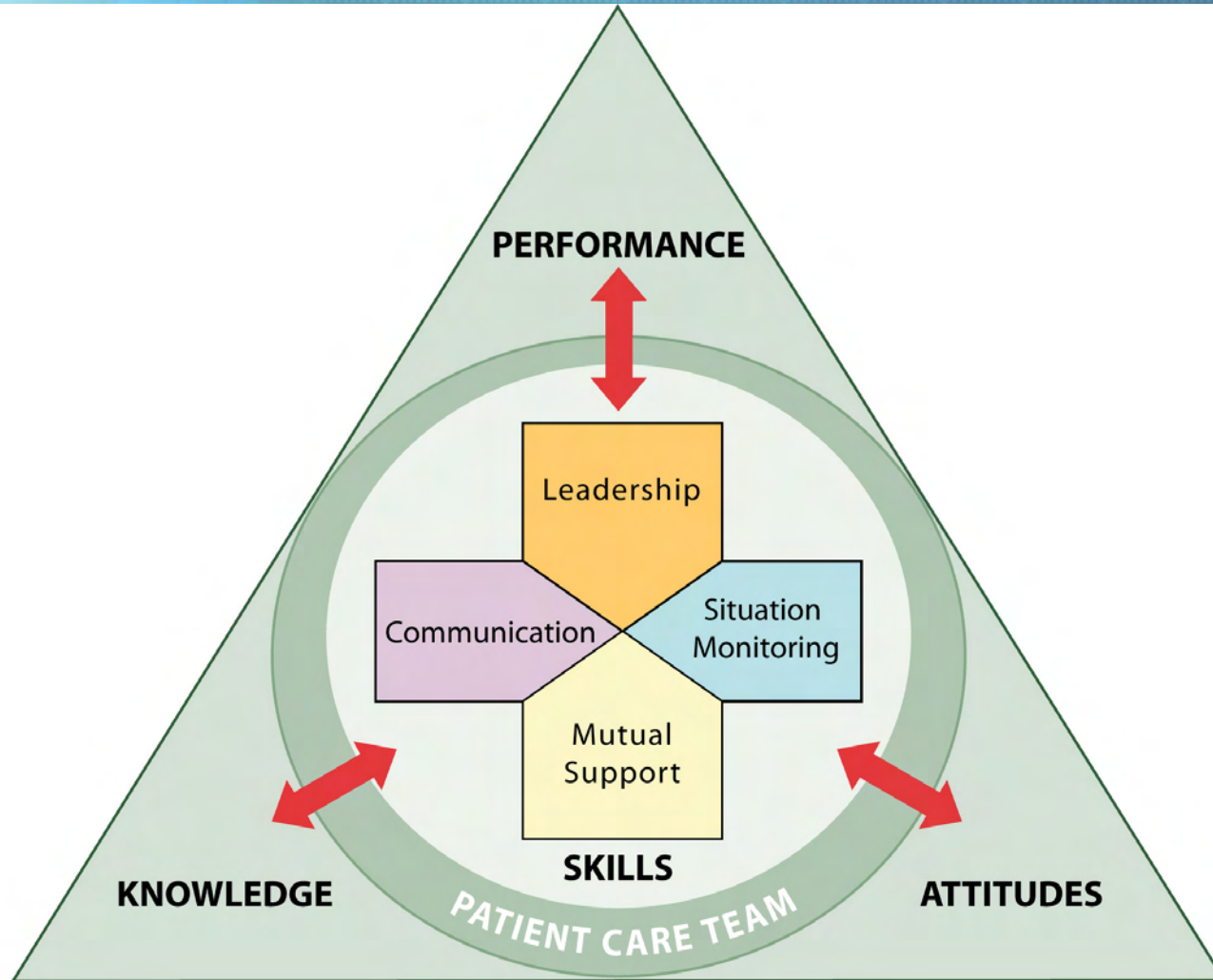


Situation Awareness

A Continuous Process



Mutual Support





Types of Feedback

- Can be formal or informal
- Constructive feedback
 - Is considerate, task-specific, and focuses attention on performance and away from the individual (*Baron 1988*)
 - Is provided by all team members
- Evaluative feedback
 - Helps the individual by comparing behavior to standards or to the individual's own past performance (*London, Larson, and Thisted 1999*)
 - Most often used by an individual in a coaching or mentoring role



Two-Challenge Rule

Invoked when an initial assertion is ignored...

- It is your *responsibility* to assertively voice your concern at least *two times* to ensure that it has been heard
- The member being challenged must acknowledge
- If the outcome is still not acceptable
 - Take a stronger course of action
 - Use supervisor or chain of command





Please Use CUS Words but *only* when appropriate!

I am **C**oncerned!

C



I am **U**ncomfortable!

U

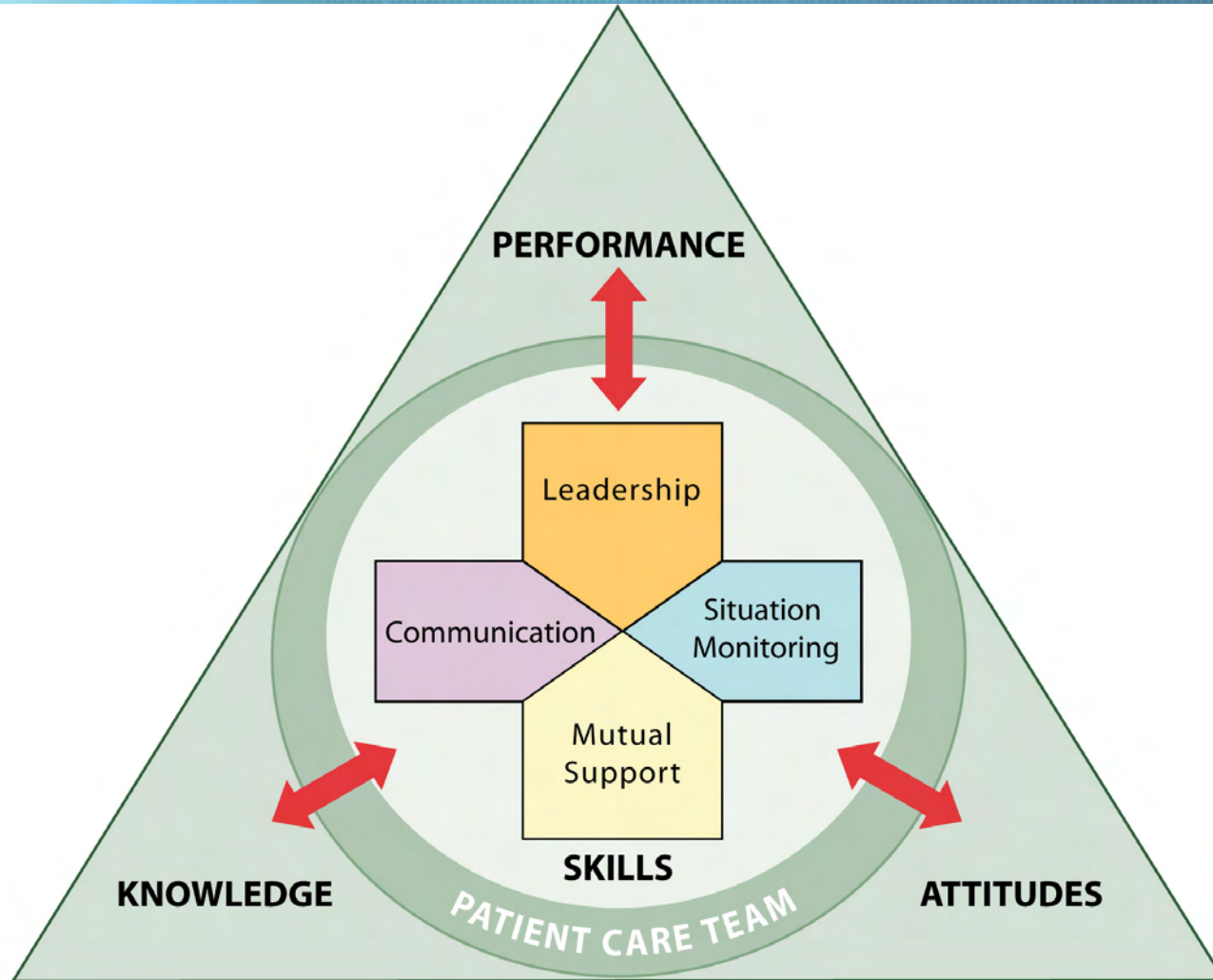


This is a **S**afety Issue

S
STOP!



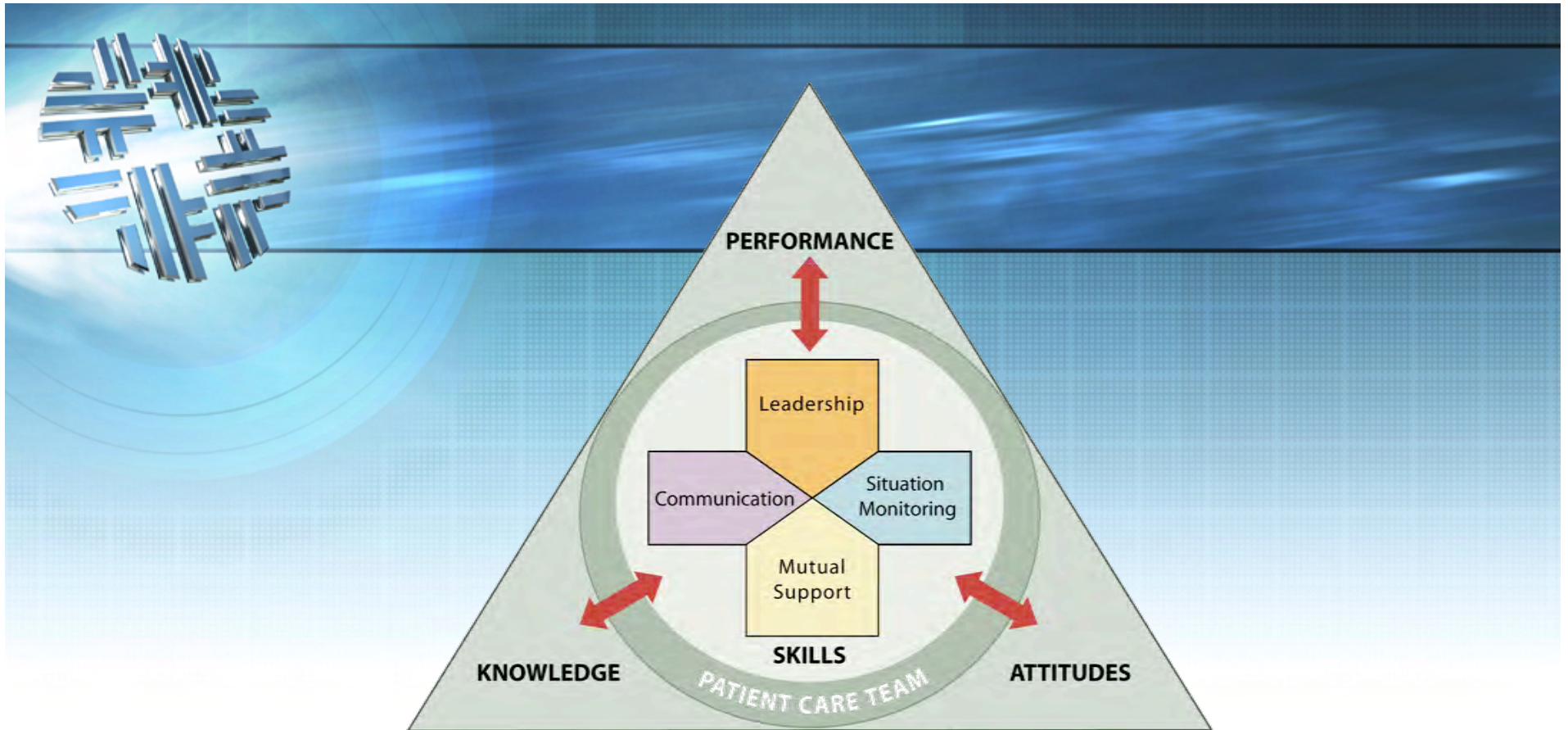
Communication





Information Exchange Strategies

- Call-Out
- Check-Back
- Handoff
- SBAR
 - Situation
 - Background
 - Assessment
 - Recommendation



TeamSTEPPS

Strategies and Tools to Enhance Performance
and Patient Safety



Summary of TeamSTEPPS

BARRIERS

- Inconsistency in Team Membership
- Lack of Time
- Lack of Information Sharing
- Hierarchy
- Defensiveness
- Conventional Thinking
- Complacency
- Varying Communication Styles
- Conflict
- Lack of Coordination and Follow-Up with Co-Workers
- Distractions
- Fatigue
- Workload
- Misinterpretation of Cues
- Lack of Role Clarity

TOOLS and STRATEGIES

- Brief
- Huddle
- Debrief
- Cross Monitoring
- Feedback
- Advocacy and Assertion
- Two-Challenge Rule
- CUS
- SBAR
- Call-Out
- Check-Back
- Handoff

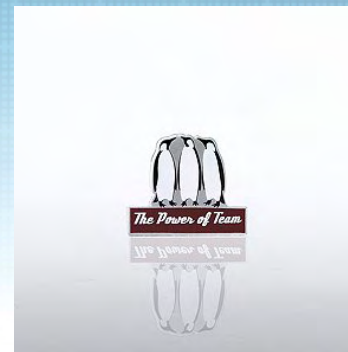
OUTCOMES

- Shared Mental Model
- Adaptability
- Team Orientation
- Mutual Trust
- Team Performance
- *Patient Safety!!*



The Details

- **Materials**
 - Slides as handouts
 - Pocket cards
 - Posters for rooms
- **Celebrate!**
 - Kick-off celebration
 - Food and coupons
 - Leadership rounding
- **Sustainability**
 - Quarterly sessions for new associates
 - Annual or bi-annual simulation to enhance skills





TeamSTEPPS

PRE-PROCEDURE BRIEFING

- Pertinent Past Medical History
- Risks and contingency plans
- DNR status and appropriate actions
- Request NCC nurse update
 - Patient status past 12 hrs
 - GOAL PARAMETERS (BP/ CPP/ ICP)
 - Med/lytic changes past 12 hrs
- **Red flag statement** – PLEASE voice concerns



DEBRIEFING

- Specimen verification
- Patient disposition and follow-up?
- What did the team do well?
- What can the team do to improve?
- Document concerns for follow-up



Summary

- Teamwork and communication skills are not generally taught in professional academia - they are assumed.
- Didactics without role-play or simulation are less effective at affecting behavior changes.
- Literature is expanding on the use (and effectiveness) of team training and/or simulation training.
- Teamwork and interprofessional education are priority areas designated by the Lucian Leape Institute