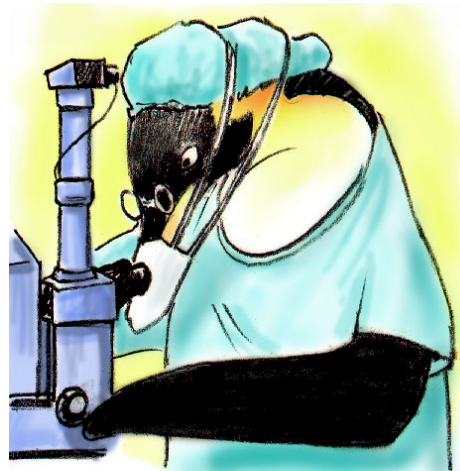


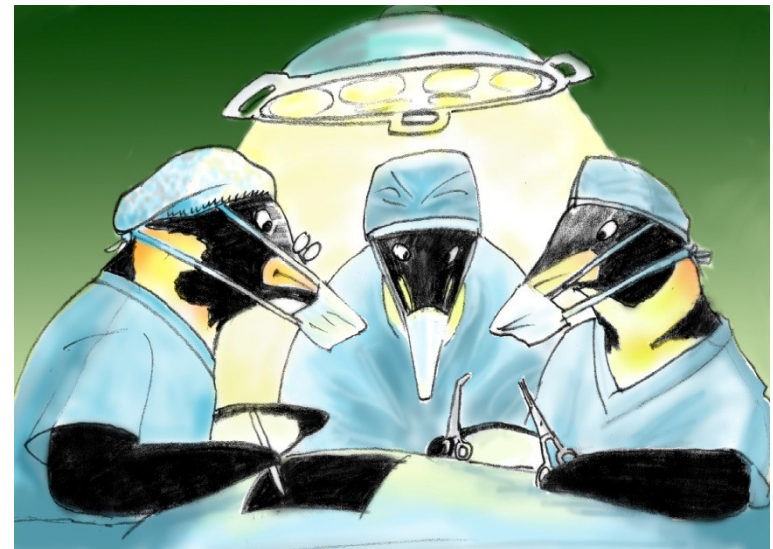


Team Structure



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

–Lewis B. Ergen



*Team*STEPPS 



PATIENT SAFETY

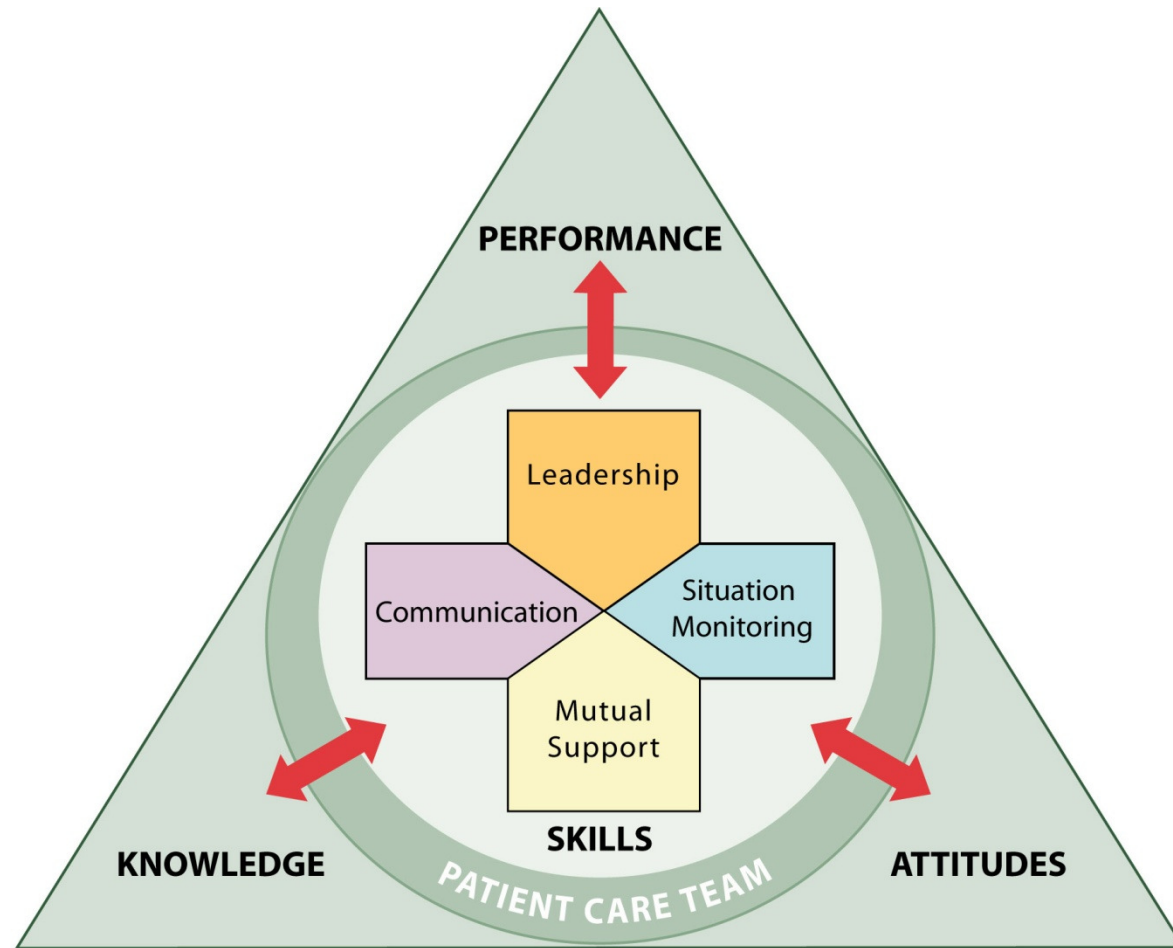


Objectives

- 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



TeamSTEPPS



Partnering with the Patient

Embrace patients as valuable and contributing partners in patient care

- Learn to listen to patients
- Assess patients' preference regarding involvement
- Ask patients about their concerns
- Speak to them in lay terms
- Ask for their feedback
- Give them access to relevant information
- Encourage patients and their families to proactively participate in patient care



TeamSTEPPS

Why Teamwork?

- Reduce clinical errors
- Improve patient outcomes
- Improve process outcomes
- Increase patient satisfaction
- Increase staff satisfaction
- Reduce malpractice claims



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)



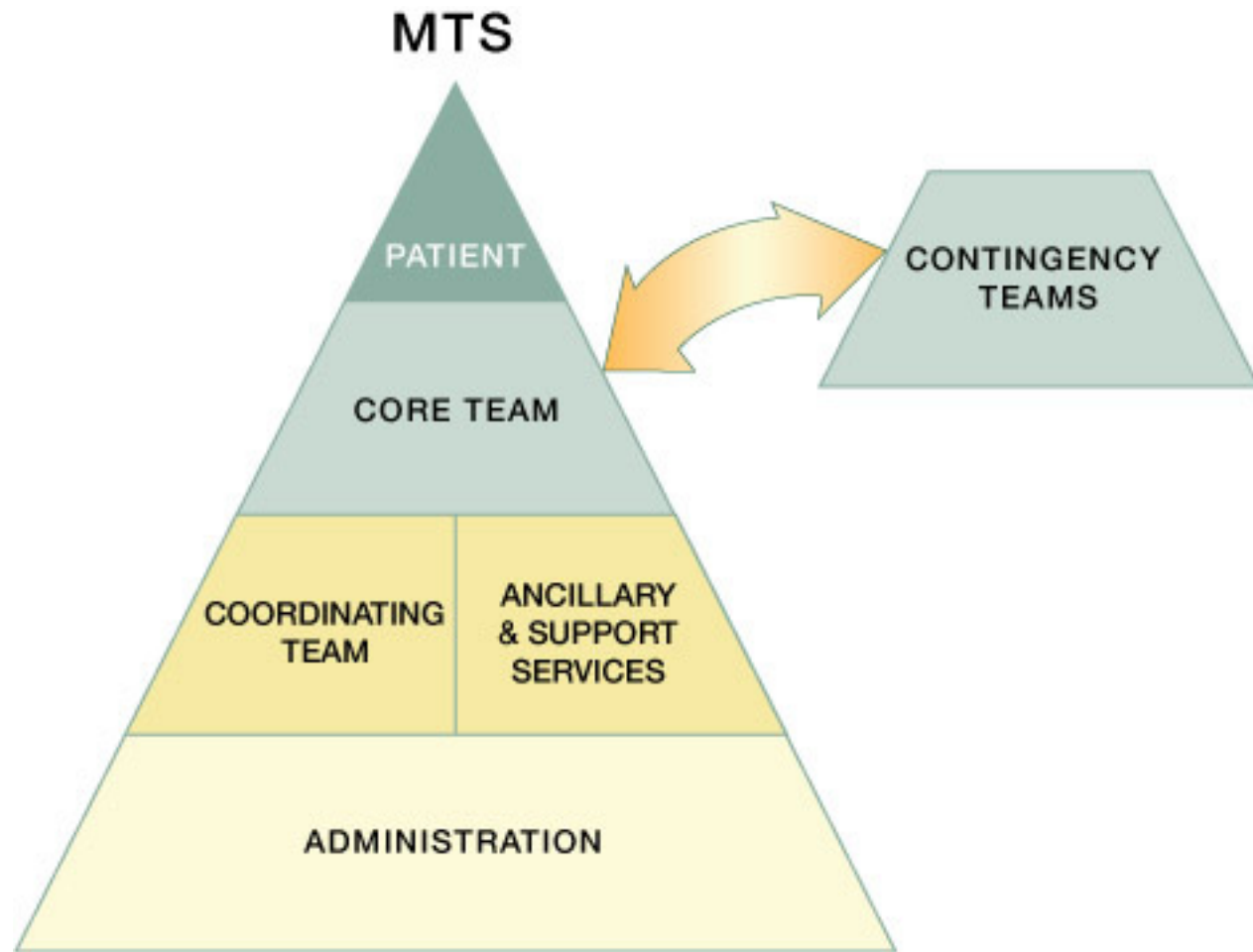
Barriers to Team Performance

- Inconsistency in team membership
- Lack of time
- Lack of information sharing
- Hierarchy
- Defensiveness
- Conventional thinking
- Varying communication styles
- Conflict
- Lack of coordination and follow-up
- Distractions
- Fatigue
- Workload
- Misinterpretation of cues
- Lack of role clarity



TeamSTEPPS

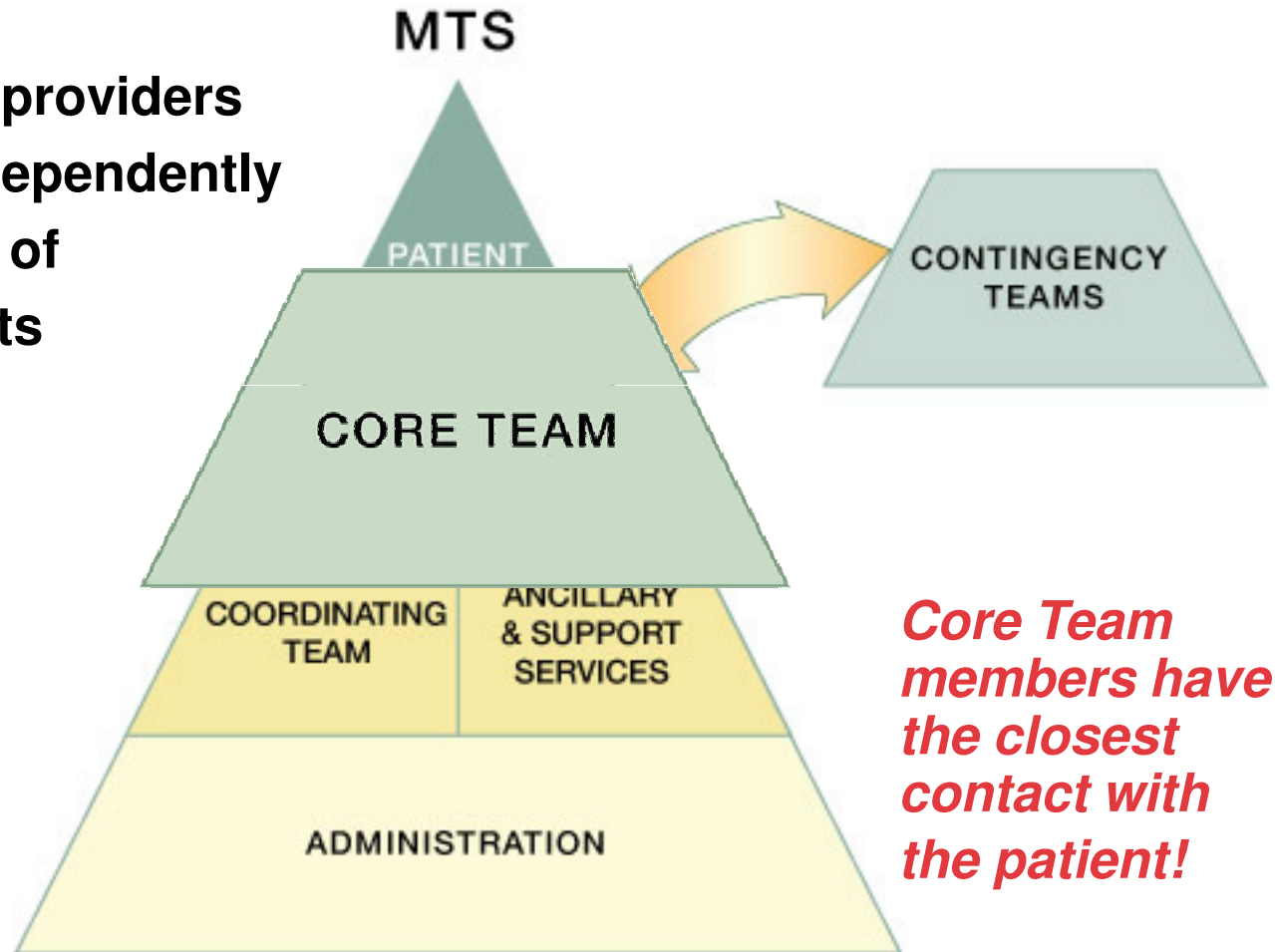
Multi-Team System (MTS) for Patient Care



TeamSTEPPS

A Core Team is...

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



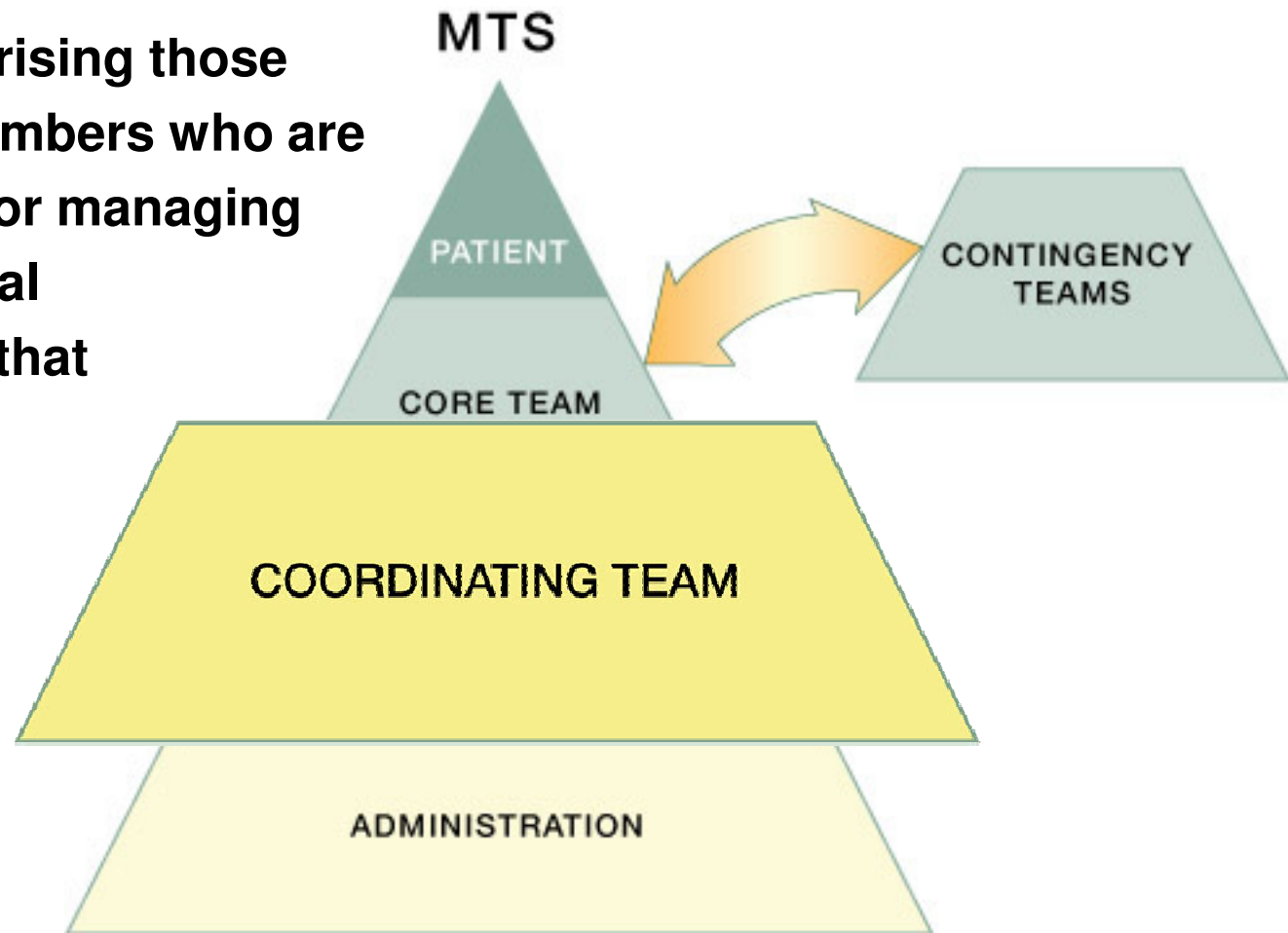
Core Team members have the closest contact with the patient!



TeamSTEPPS

A Coordinating Team is...

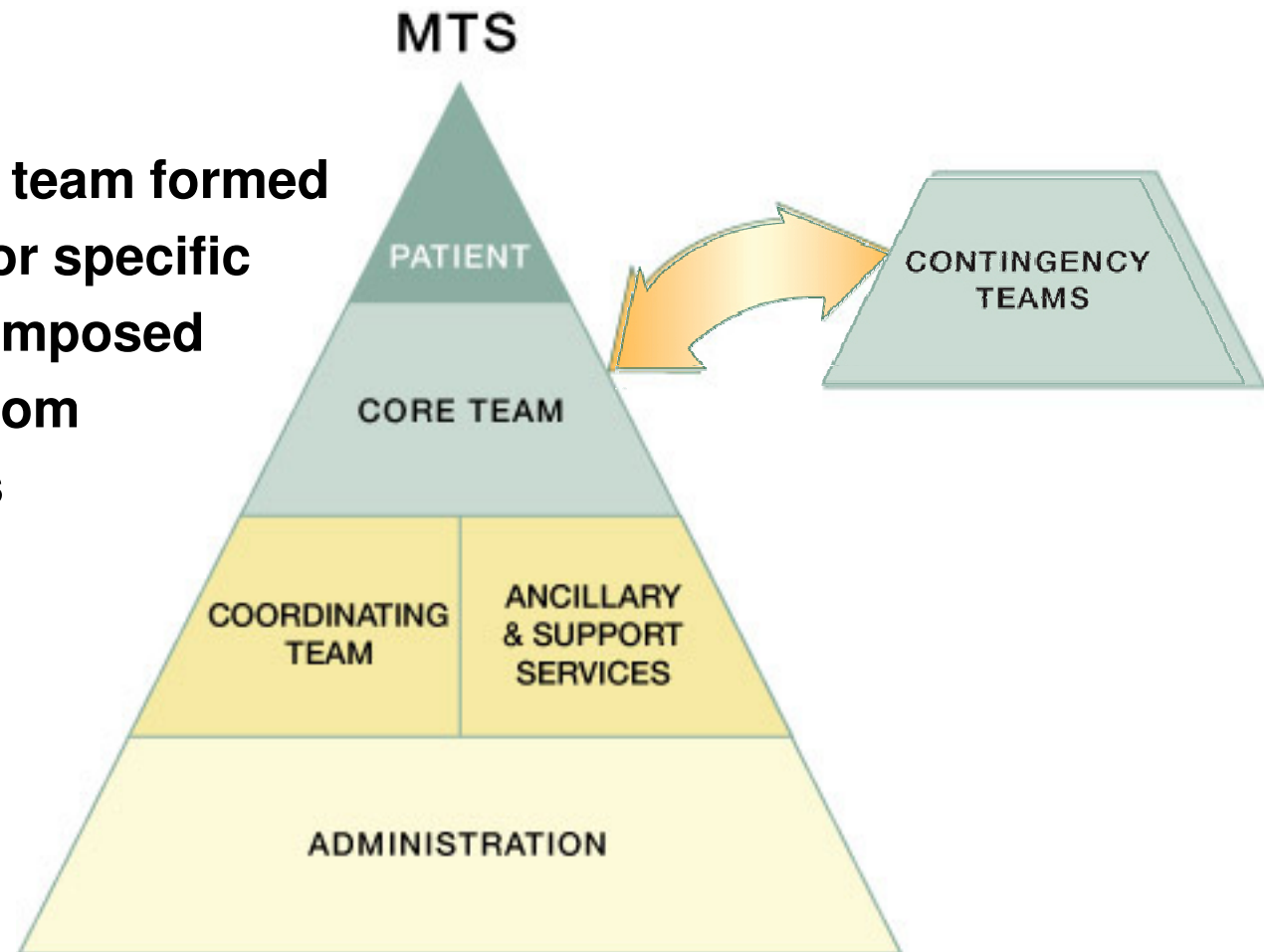
A team comprising those work area members who are responsible for managing the operational environment that supports the Core Team



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A Contingency Team is...

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

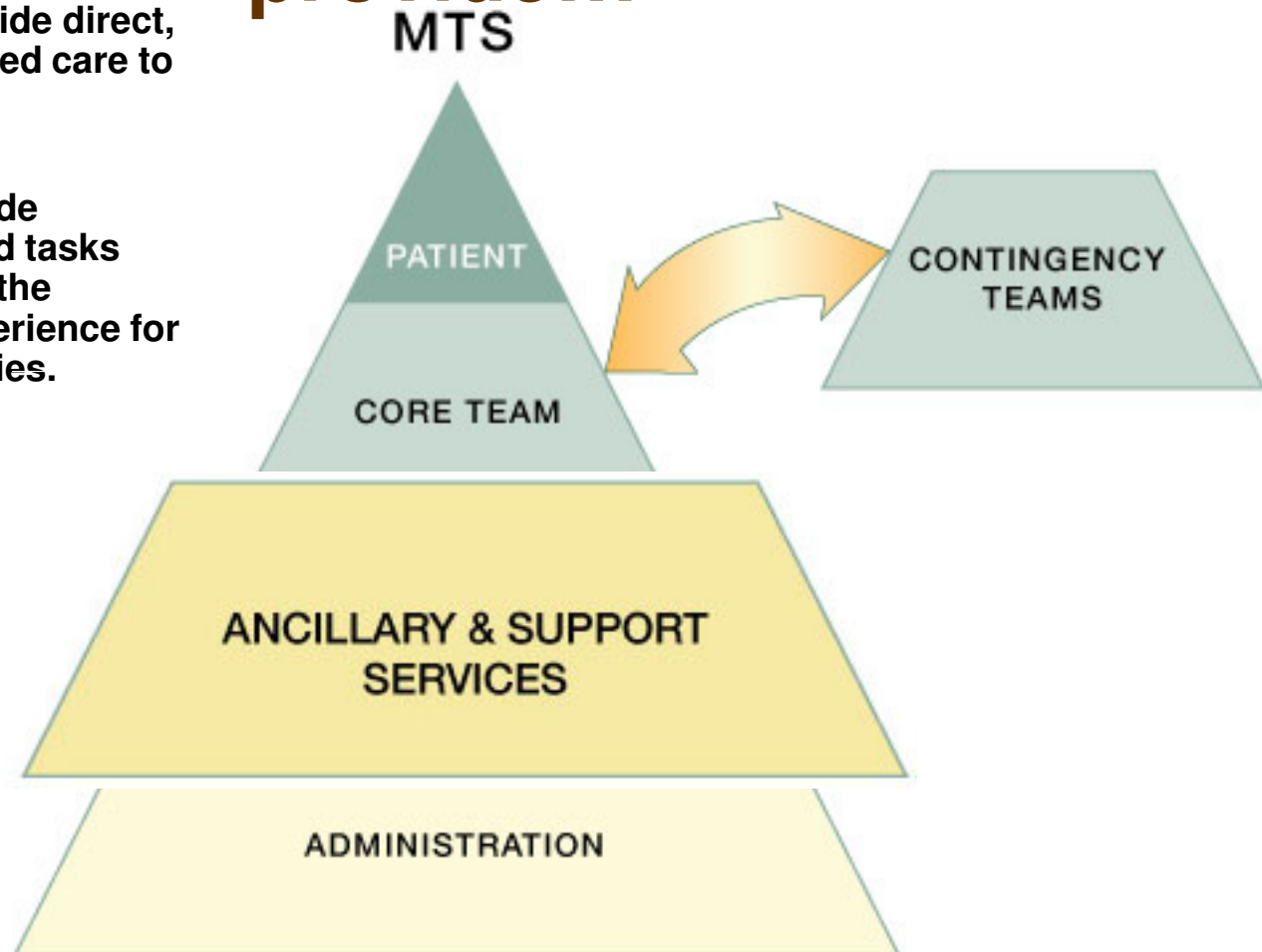


TeamSTEPPS

Ancillary & Support Services provide...

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

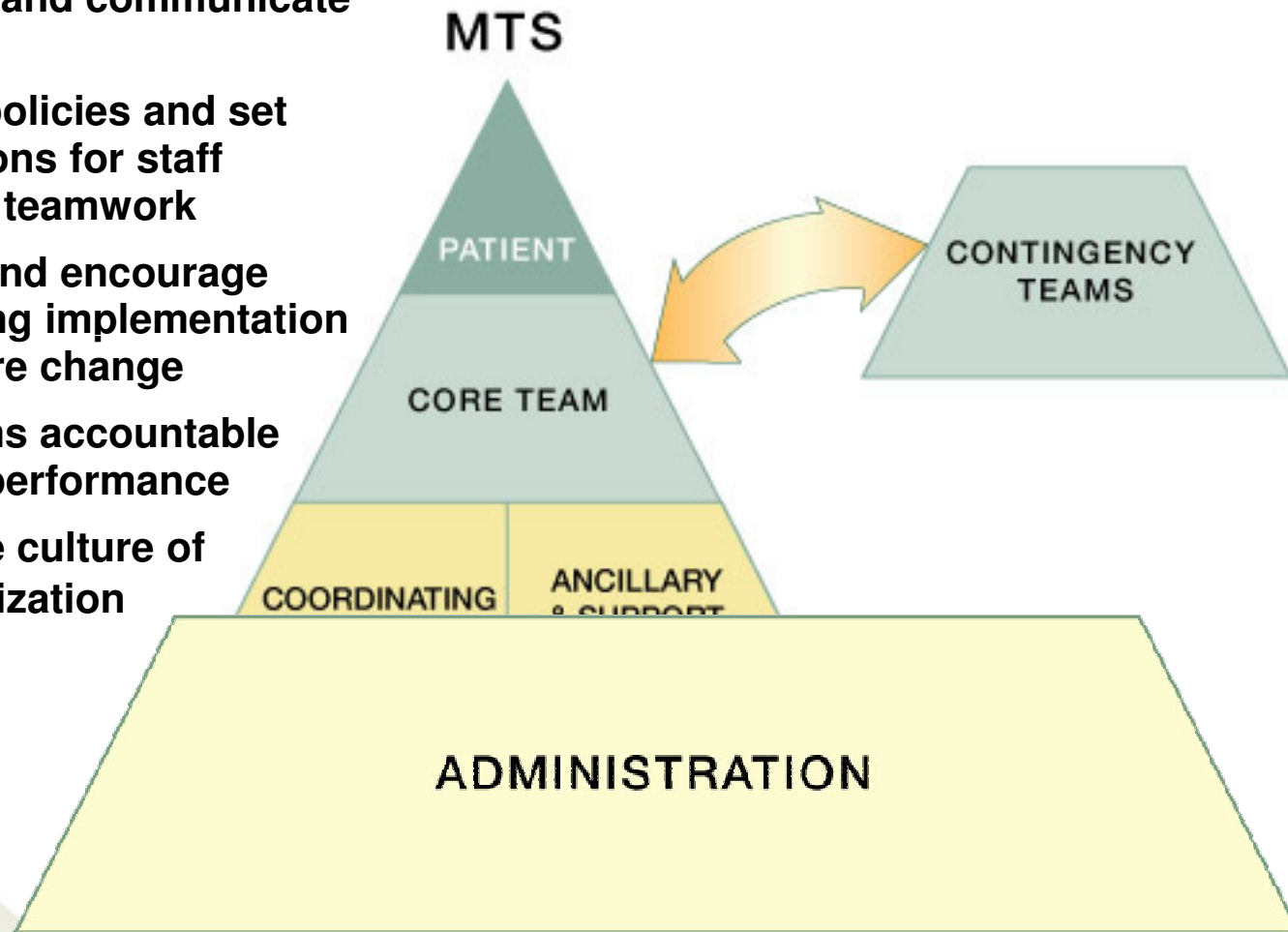
Support Services provide indirect service-focused tasks which help to facilitate the optimal healthcare experience for patients and their families.



TeamSTEPPS

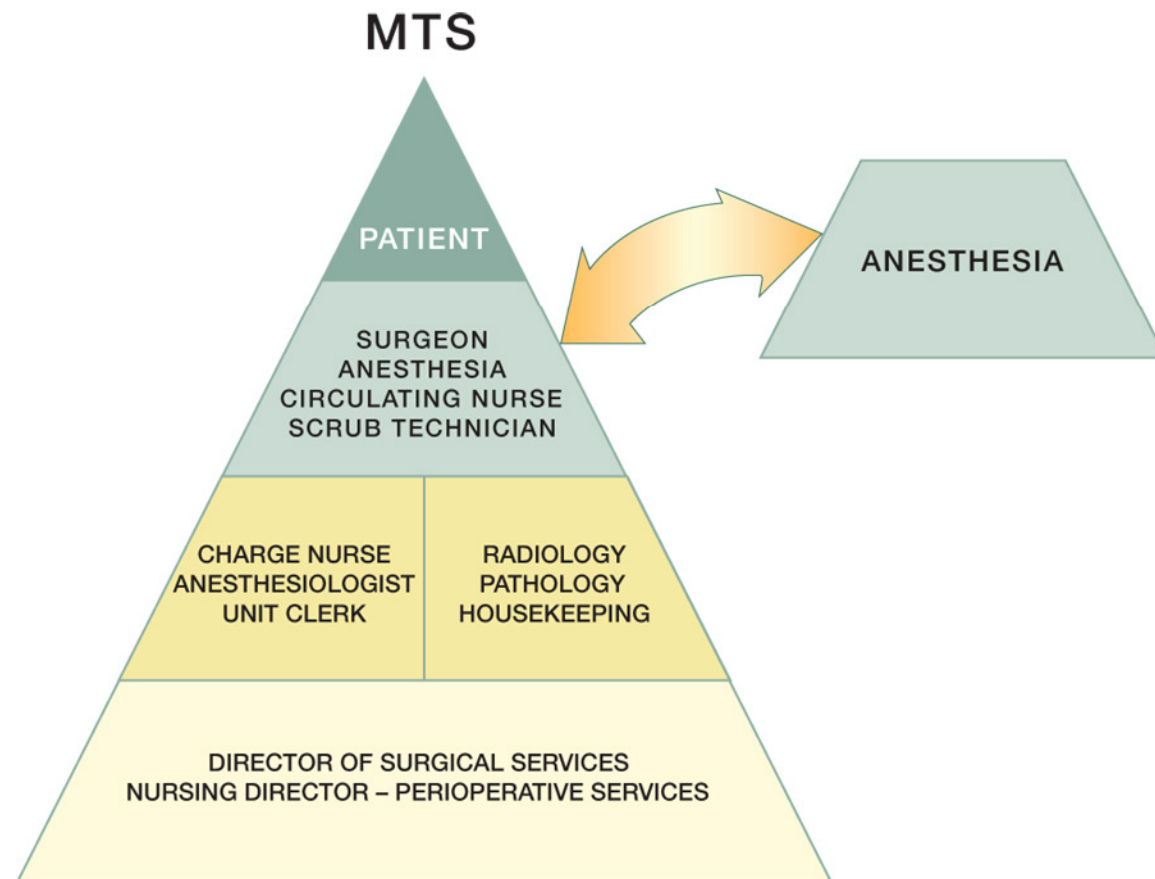
The Role of Administration is to...

- 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 organization



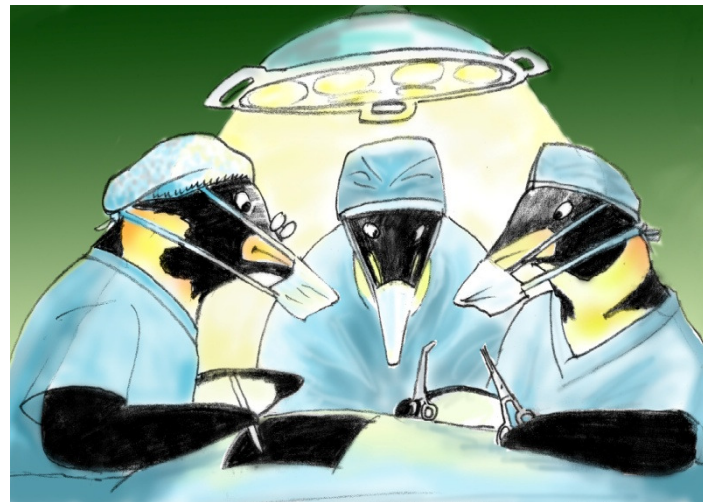
TeamSTEPPS

Example: A Multi-Team System in the OR





Team Member Characteristics



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PATIENT
SAFETY



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Team Failure Video



Teamwork Failure Video Analysis

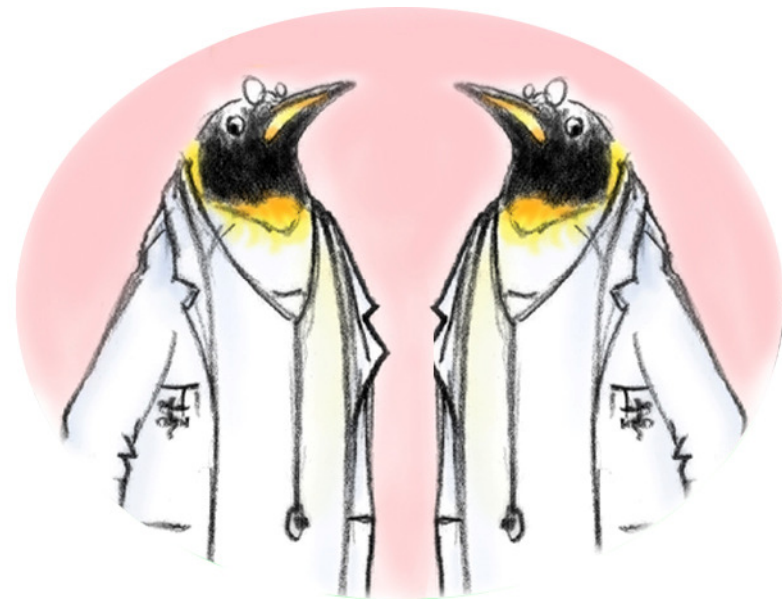
- Did the team establish a leader?
- Did the team assemble and assign roles and responsibilities to each member?
- Did the team members communicate essential information to each other?
- Did all team members contribute?
- Did the team members demonstrate mutual respect toward one another?
- Did the team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



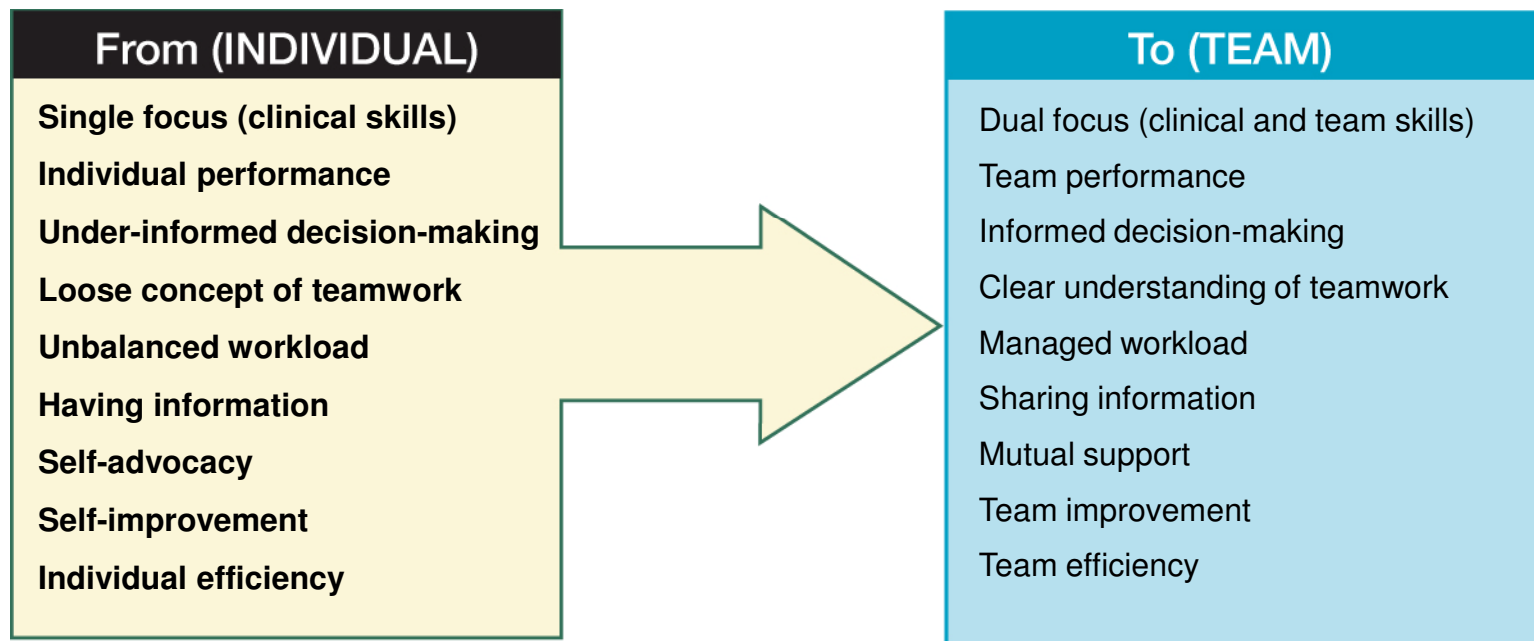
TeamSTEPPS

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



Paradigm Shift to Team System Approach



TeamSTEPPS

Effective Team Members

- Are better able to predict the needs of other team members
- Provide quality information and feedback
- Engage in higher level decision-making
- 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”



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

