



Leadership



TeamSTEPPS



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PATIENT
SAFETY

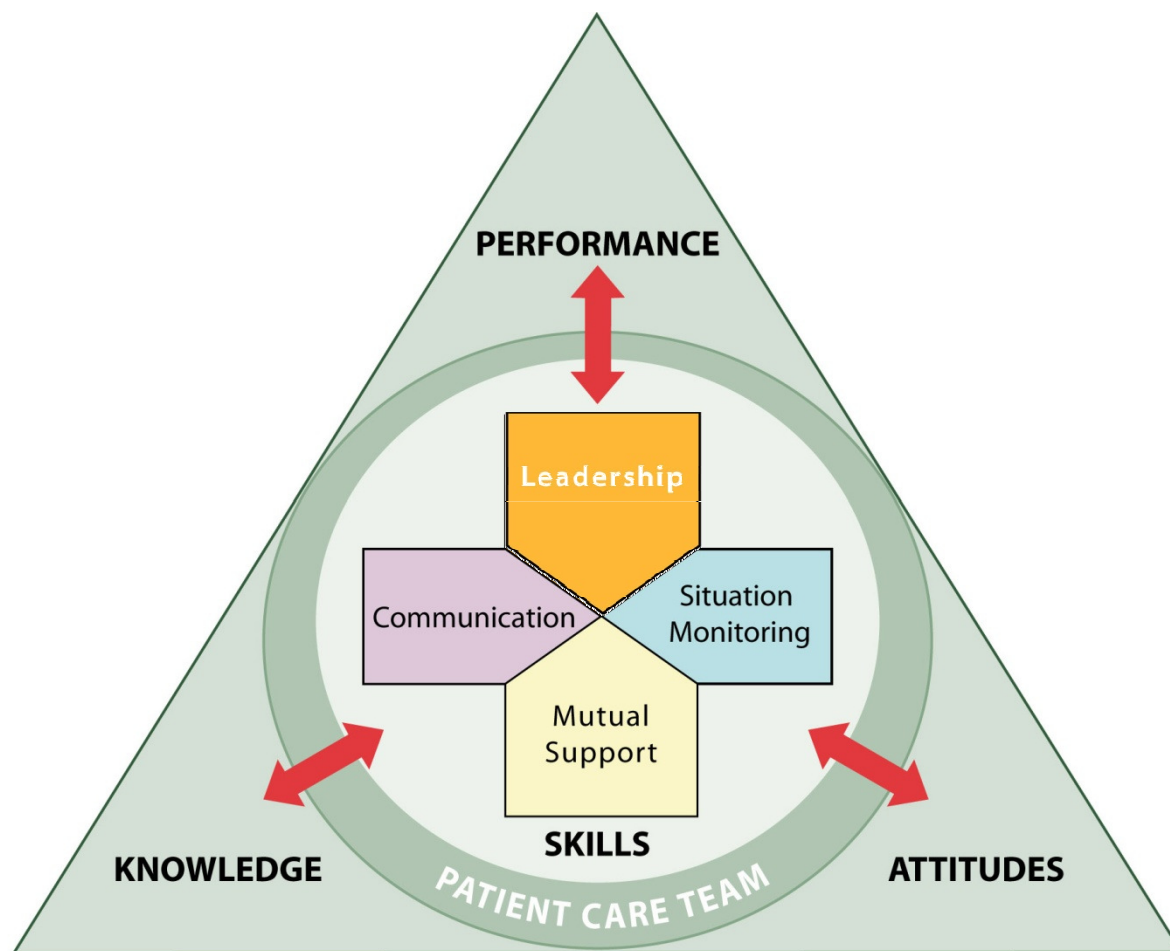


Objectives

- 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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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



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
- Actively promote and facilitate good teamwork
- Skillful at conflict resolution



Resource Management is...

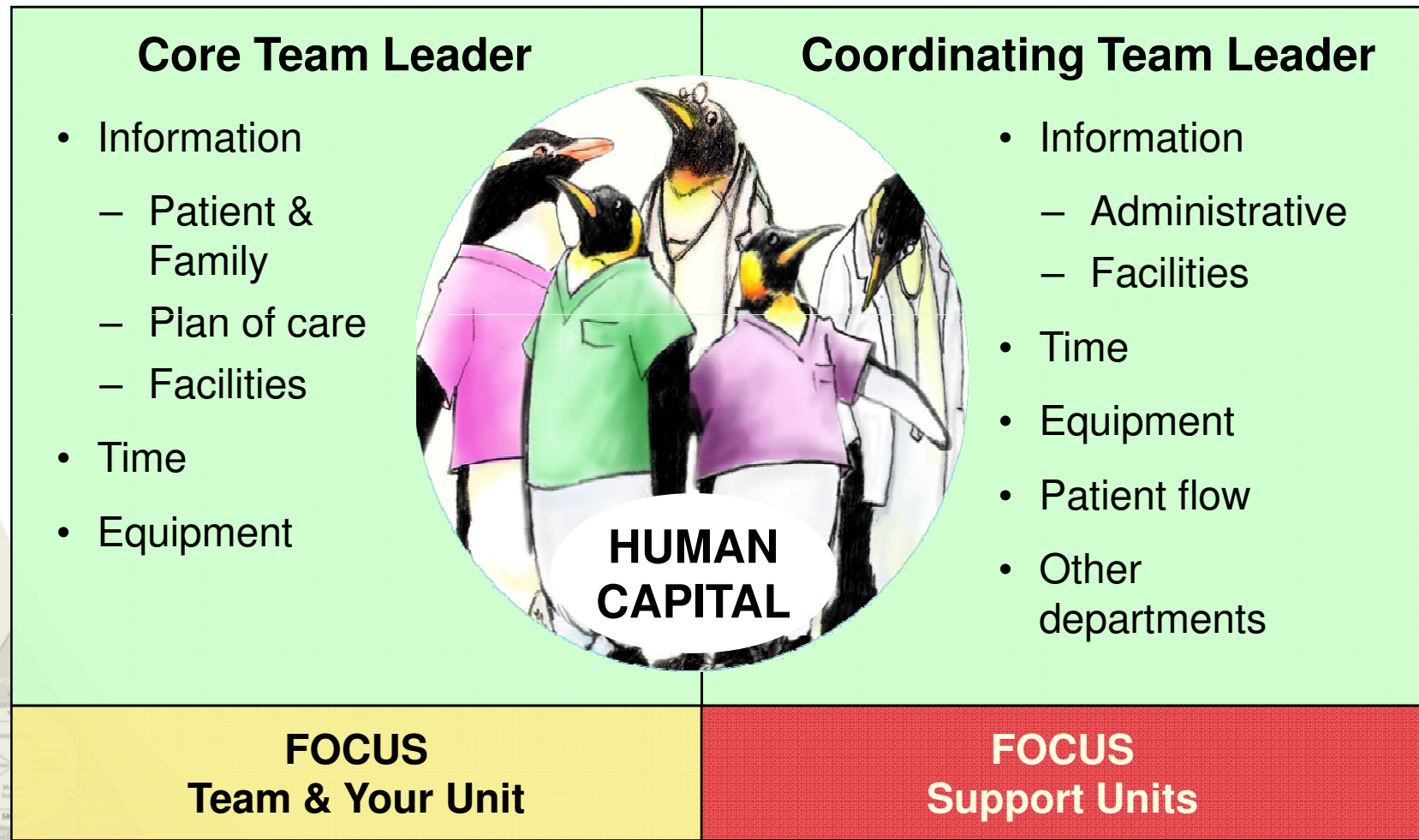
A strategy for achieving workload balance within and across teams in a unit

- 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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Resource Management



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Delegation

- Method of re-distributing tasks or assignments
- Process includes 4 steps:
 - Decide what to delegate
 - Decide to whom to delegate
 - Communicate clear expectations
 - Request feedback



Promoting & Modeling Teamwork

Effective leaders cultivate desired team behaviors and skills through:

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



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



Briefs

Planning

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



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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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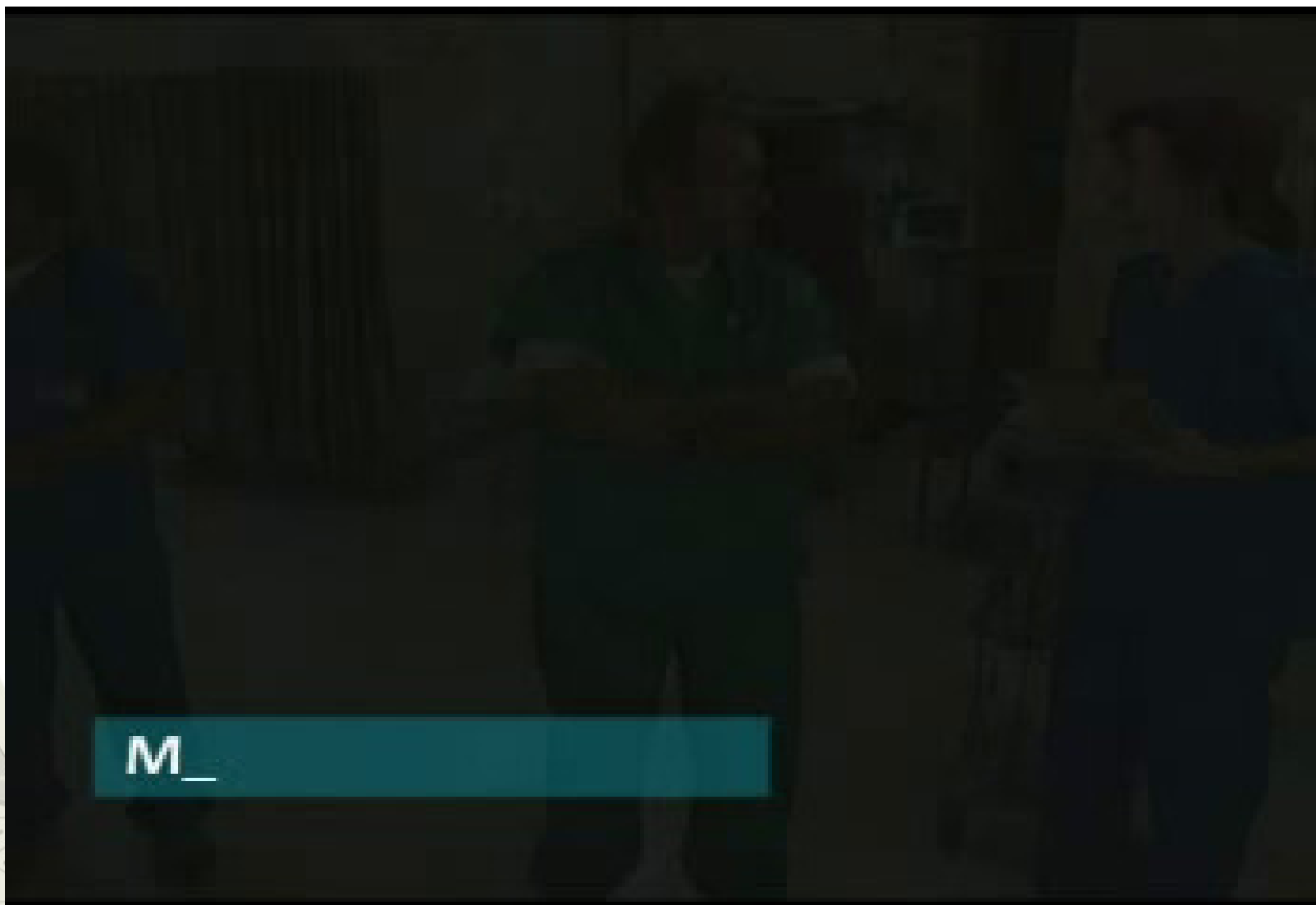
Huddle

Problem solving

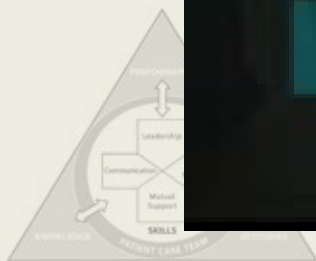
- Hold ad hoc, “touch-base” meetings to regain situation awareness
- Discuss critical issues and emerging events
- Anticipate outcomes and likely contingencies
- Assign resources
- Express concerns



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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



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



Team Formation Video



Leadership

BARRIERS

- Hierarchical Culture
- Lack of Resources or Information
- Ineffective Communication
- Conflict

TOOLS and STRATEGIES

Brief

Huddle

Debrief

OUTCOMES

- Shared Mental Model
- Adaptability
- Team Orientation
- Mutual Trust



Teamwork Actions

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

