

# TEAMWORK AND VITALITY

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## Objectives

- Utilize Healthcare Team Vitality Instrument© as diagnostic tool for targeting changes for improvement
- Describe high leverage changes to promote staff vitality
- Demonstrate effective strategies to optimize teamwork and communications

## TCAB Themes and High Leverage Changes....the “what” of TCAB

- Safe and Reliable Care
- ***Vitality and Teamwork***
- Transformational Leadership
- Patient-Centered Care
- Value-added Care Processes

## TCAB Design Target

- *“I work within a joyful and supportive environment that nurtures professional formation and career development with effective care teams continually striving for excellence.”*

## “Vitality Defined”

- 1 a: the peculiarity distinguishing the living from the nonliving  
b: capacity to live and develop; *also: Physical or mental vigor especially when highly developed*
- 2 a: power of enduring  
b: lively and animated character

-Merriam-Webster Online Dictionary

## Vitality and Teamwork

“Within a joyful and supportive environment that nurtures professional formation and career development; effective care teams continually strive for excellence.”

### High Leverage Changes:

- Building capabilities of front-line staff in innovation and process improvement
- Develop Clinical Leaders to lead transformation
- Optimize communications and teamwork among clinicians and staff

## Measuring Vitality

### Possible Measures:

- Voluntary Turnover Rates
- AHRQ Culture of Safety Survey can be useful
- Healthcare Team Vitality Instrument ©  
*(required 3 times)*

### Consider:

- Some hospitals also track vacancy rates, but these are more prone to variation in interpretation depending upon economic climate

## HTVI as a Diagnostic Tool

- **Health Care Team Vitality Instrument © (HTVI)**
- **4 Dimensions:**
  - Support structures
  - Engagement and empowerment
  - Patient care handoffs
  - Team communication

**Transforming Care at the Bedside (TCAB)  
Healthcare Team Vitality Instrument (HTVI)**  
(Enter Hospital Name here)

The following questions ask you about your current work environment. Circle the number that most closely indicates the extent to which the item is present in your current job:

Please specify by checking the Respondent Type that most closely matches your position

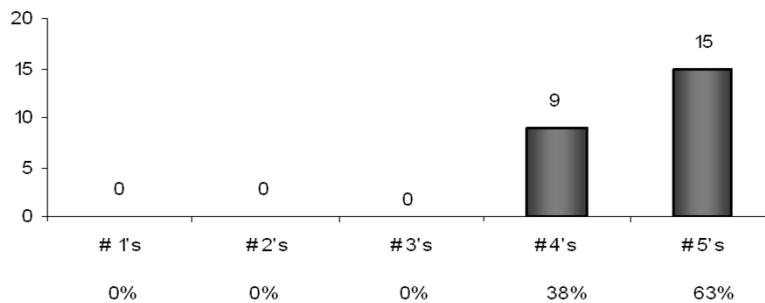
<input type="checkbox"/> Registered Nurse	<input type="checkbox"/> Dietary personnel
<input type="checkbox"/> Physician	<input type="checkbox"/> Respiratory Therapist
<input type="checkbox"/> LPN	<input type="checkbox"/> Physical Therapist
<input type="checkbox"/> Nursing Assistant	<input type="checkbox"/> Other
<input type="checkbox"/> Unit Clerk	

**Circle the correct numeric response to each question**

#	Question	Survey Scale: 1=Strongly Disagree 2=Disagree 3=Neutral 4=Agree 5=Strongly Agree				
		1	2	3	4	5
1	I have easy access to the supplies and equipment I need to do my work on this unit.					
2	The support services to this unit respond in a timely way.					
3	I can discuss challenging issues with care team members on this unit.					
4	My ideas really seem to count on this unit.					
5	I speak up if I have a patient safety concern.					
6	Care team members on this unit feel free to question the decisions or actions of those with more authority.					
7	Important patient care information is exchanged during shift changes.					
8	If I have an idea about how to make things better on this unit, the manager and other staff are willing to try it.					
9	Care professionals communicate complete patient information during hand-offs.					
10	Essential patient care equipment is in good working condition on this unit.					

## Team TCAB Vitality: Survey Results

If I have an idea about how to make things better on this unit, the manager and other staff are willing to try it.



# Analyze Your Results

- Work in your teams
- Analyze your data:
  - For which questions do you have mostly “top box “ results (strongly agree – 5’s)?
  - For which questions do you the most room for improvement (disagree + strongly disagree - 1’s and 2’s)?

## HTVI Dimensions and Questions

Dimensions	Questions
<b>Support Structures</b>	1. I have easy access to the supplies and equipment I need to do my work on this unit. 2. The support services to this unit respond in a timely way. 10. Essential patient care equipment is in good working condition on this unit.
<b>Engagement and Empowerment</b>	8. If I have an idea about how to make things better on this unit, the manager and other staff are willing to try it. 4. My ideas really seem to count on this unit. 6. Care team members on this unit feel free to question the decisions or actions of those with more authority.
<b>Patient Care Handoffs</b>	7. Important patient care information is exchanged during shift changes. 9. Care professionals communicate complete patient information during hand-offs.
<b>Team Communication</b>	3. I can discuss challenging issues with care team members on this unit. 5. I speak up if I have a patient safety concern.

## ***What are we trying to accomplish?***



### Setting AIMS

- By when?
- What?
- For whom?
- How much?

## Examples of Vitality Aims



- 80% of staff will select one of the top 2 boxes in each of the questions from the vitality survey by January 2012
- We will improve team communication on 2BC. 95% of staff will answer a 4 or a 5 on HTVI question #3 – I can discuss challenging issues with care team members on this unit by January 2012.
- We will improve workforce vitality on 2BC so that voluntary turnover is reduced to below 4% per year by June 2012.

## Support Structures

*Do the team members feel supported in getting the job done?*

1. I have easy access to the supplies and equipment I need to do my work on this unit.
2. The support services to this unit respond in a timely way.
10. Essential patient care equipment is in good working condition on this unit.

## Support Structures

Equipment Parking Lot



Supplies at the Bedside





## Engagement and Empowerment

*Does the team believe they can provide optimal patient care?*

8. If I have an idea about how to make things better on this unit, the manager and other staff are willing to try it.
4. My ideas really seem to count on this unit.
6. Care team members on this unit feel free to question the decisions or actions of those with more authority.

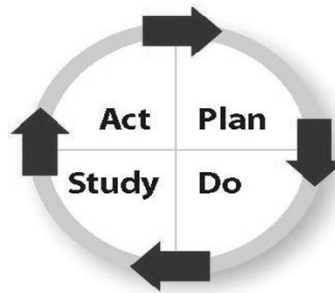
## What is engagement?

An "engaged employee" is one who is fully involved in, and enthusiastic about, his or her work, and thus will act in a way that furthers their organization's interests.

- Wikipedia the free encyclopedia

What does staff engagement means to you and why is that so important?

## Engagement and Empowerment Snorkel



## Patient Care Handoffs

*Do the team members feel they work well together?*

7. Important patient care information is exchanged during shift changes.
9. Care professionals communicate complete patient information during hand-offs.

## Patient Care Handoffs

### Bedside Report



## Team Communication

*Do team members feel empowered to contribute and transform?*

3. I can discuss challenging issues with care team members on this unit.
5. I speak up if I have a patient safety concern.

# Team Communication

**Multidisciplinary Rounds**



**Red, Yellow and Green Status Board**



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## Effective TCAB Teams

- Membership
  - Key to have at least one physician, one nurse on team who have a good working relationship
  - These members are well-respected quality champions who will help work with colleagues
  - Patient & family member to keep the focus of the improvement from patient perspective
  - Staff who are actually doing the work

## Effective TCAB Teams

### Include a Technical Expert

- Someone with background in performance improvement
- Someone who knows the work
- A person who can develop tools, measurements, tests, display data, interpret data

## How to Select Members

- “Possibility” thinkers
- Experts in the processes
- Users (Patients/ Families) of the process
- Someone from a different department to ask “why?”
- New staff members who can ask “why not?”
- Others?

## Team Communication

- Think about where teamwork happens in your department.
- Think about where you saw teamwork happening in other places and industries.
- Was it in a meeting? Was it a basketball team? Was it in your community?

## Exercise

- Pair up – discuss experience with optimally functioning team (any kind of team – sports, work, committee, etc.)
- What were the unique characteristics of this team?
- Describe the relationships between team members.
- What do you think made this team different from most?

-Video-

## Creating Trust



### Key Changes: Optimizing Teamwork and Communication

1. Promote assertive, effective communication among multidisciplinary team members
2. Encourage staff to communicate effectively during “difficult” or “crucial” conversations
3. Enhance multidisciplinary and unit-based teamwork
4. Improve handoffs and transitions



## Advocacy and Assertion Tools

- Promote inter-professional collaboration
  - Two Challenge Rule
  - CUS
    - I am concerned
    - I am uncomfortable
    - This is a safety issue
  - SBAR

TeamSTEPPS™

## Two Challenge Rule

- It is your **responsibility** to assertively voice your concern at least **two times** to ensure it has been heard
- Any member of the team is empowered to “**stop the line**” if he or she senses or discovers a safety breach

## Conflict Resolution Tools

- “Difficult” or “Crucial” Conversations
  - Simulations and role play for learning
  - Integrate core competency demonstrations
- Everyone likes to feel their opinions matter
- Create respect among team members

## S-B-A-R

Situational  
Briefing  
Model

- **Situation** – the punch line in 5-10 seconds
- **Background** – the context, objective data, how did we get here
- **Assessment** – what is the problem?
- **Recommendation** – what do we need to do?

-SBAR video-

## Clear and Complete Communication

**SBAR** - a tool to communicate a situation requiring immediate attention, a decision, or action.



Situation  
Background  
Assessment  
Recommendation

**S**  
**B**  
**A**  
**D R A W**

© Seton Family  
of Hospitals

Diagnosis  
Recent changes  
Anticipated changes  
What to watch for



**DRAW** is a tool to communicate hand-off information

## Team Recognition



## Action Planning

- Team Survey Action Planning Tool
  - Work in team
  - Review the change ideas
  - Decide what change you want to test



TeamSTEPS – Agency for Healthcare Research and Quality

The DISC Model

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- *Appreciative Inquiry Commons - a worldwide portal devoted to the fullest sharing of academic resources and practical tools on Appreciative Inquiry and the rapidly growing discipline of positive change*. <http://appreciativeinquiry.cwru.edu/>