

High Reliability Management Teams

A Workshop to Optimize Teamwork in Healthcare

The Vital Need for Teamwork

Since the release of the Institute of Medicine's (IOM) report on medical errors in 1999, the healthcare industry has struggled to implement the error reduction strategies recommended in the report. One of those strategies – teaching healthcare workers to function effectively as teams – has also been recommended by the Joint Commission on Accreditation of Healthcare Organizations (JCAHO). The importance of effective teamwork in reducing errors and improving patient satisfaction also has been confirmed by researchers. It has also been cited as a critical strategy in achieving highly reliable performance.

In this Patient Safety Advantage (PSA) workshop, participants acquire a profound appreciation for why teamwork is so vital ... and how to make it consistently successful.

One of the workshop's key lessons is the importance of creating an atmosphere in which reliance on individual vigilance against error is replaced by systemic mindfulness practiced by the entire team. Critical teamwork behaviors addressed in the workshop include the following practices:

- ◆ Standardized and closed-loop communication patterns to prevent communication failures, the leading root cause of sentinel events
- ◆ Mutual performance monitoring to help detect and prevent developing errors
- ◆ Back-up behaviors to assist team members as needed to complete tasks, avoid work overload and improve performance
- ◆ Adaptability and flexibility to enable the team to respond to changes in a complex work environment without compromising performance and results
- ◆ Support for team members to express concerns about potentially unsafe practices or conditions that imperil patient safety, without fear of retribution

A Proven Model for Success

The aviation model of teamwork, crew resource management (CRM), has a proven track record in reducing errors and improving communication in the aviation industry, and provides the most comprehensive approach to teamwork in healthcare. This unique workshop teaches healthcare managers essential behaviors that make the CRM model of teamwork so effective in other safety-critical industries. Participants acquire the tools and the knowledge they need to improve not only their own performance, but to inspire better performance among everyone with whom they work.

Highly reliable patient care requires coordination of activities and functions not only of direct caregivers, but of multiple departments and services throughout the organization. We at Patient Safety Advantage (PSA) believe that effective teamwork behaviors must be taught at multiple levels of the organizations, not just the “sharp end.” By teaching the managers and leaders of these various departments and services how to work more effectively as a team, they can not only enhance their own performance, they can inspire better performance in those they supervise. The end result is more effective care and a better patient experience.

Multi-Level Learning

The workshop combines an array of learning experiences with dramatic insights from the acclaimed film from Partnership for Patient Safety (p4ps) — *First, Do No Harm*®. Your organization will receive a copy of that film in either video or CD format, along with slides and scenarios used in the workshop.

As a result of their experience in this workshop, participants will:

- ◆ Attain an in-depth understanding of the CRM-based model of teamwork in healthcare
- ◆ Understand why and how teamwork leads to and supports highly reliable performance
- ◆ Develop a preliminary plan for implementing the teamwork model in their own work to improve their performance and that of the people who report to them



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Modern health care presents the most complex safety challenge of any activity on earth. However, we have failed to design our systems for safety, relying instead on requiring individual error-free performance enforced by punishment, a strategy abandoned long ago by safer industries such as aviation and nuclear power.”

Leape, et al.
Journal of the American Medical Association.
October 28, 1999.

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Organizational Commitment

This workshop is designed for organizations that are committed to achieving highly reliable performance and understand the importance of engaging staff at all levels in attaining this goal.

Organizations interested in providing this workshop as a tool for developing and inspiring its supervisors, managers and leaders must be prepared to make the following commitments to ensure ultimate success:

- ◆ Encourage workshop attendees to “think big” in terms of changes and enhancements that could be made to improve teamwork, performance and reliability
- ◆ Embrace, within the limits of its resources, the changes recommended by workshop attendees to enhance teamwork, performance and reliability
- ◆ Support the lessons and messages of the workshop when participants strive to apply what they have learned

Who Can Benefit

Anyone with supervisory or leadership responsibilities can benefit from this workshop. By understanding how effective teamwork supports highly reliable performance, healthcare managers and leaders can improve their own personal effectiveness ... and inspire better performance among others. The workshops can be designed for either interdisciplinary or homogeneous groups. Potential participants include:

- ◆ Nurse managers
- ◆ Service line leaders
- ◆ Department directors
- ◆ Shift supervisors
- ◆ Division directors
- ◆ Executive leaders

Workshop Contents

This 1½ -day workshop uses a rich combination of learning methods, including videos, story-telling, role-playing, scenarios, visioning and didactic training. As with other PSA workshop offerings, the techniques of Appreciative Inquiry (AI) will be used to help participants create a vision of what they want to achieve, drawing on the existing strengths of the system. The following concepts from the high reliability and teamwork literature will be covered:

1. **Sensitivity to operations** — closed loop communication, standardized communication and terminology, situation awareness, performance and risk auditing, support of “sharp end” workers.
2. **Commitment to resilience** — back-up behavior, mutual performance monitoring, shared mental models, error management, error drills.
3. **Deference to expertise** — assertiveness and conflict resolution, team orientation, creating and maintaining expertise, “sharp end” problem solving.
4. **Reluctance to simplify** — adaptability and flexibility, planning, conflict resolution.
5. **Preoccupation with failure** — error reporting, error management, performance feedback, error drills, team self-correction.

In addition, workshop participants will develop a preliminary plan, with guidance from workshop instructors, to apply the teamwork principles in their own work environments.

Related Offerings:

- ◆ Appreciative Inquiry (AI)
- ◆ Quality Leadership Renewal

About Patient Safety Advantage

Patient Safety Advantage (PSA) products are offered by the Partnership for Patient Safety (p4ps), a patient-centered initiative to advance the reliability of healthcare systems worldwide. Established in 2000, p4ps is a leader in developing programs and tools to improve patient safety outcomes for organizations nationwide. Among its many tools is a series of videotapes that has been acclaimed throughout the healthcare community. AHRQ has recognized the original video — *First, Do No Harm*® — as a “Patient Safety Classic.”

The PSA team combines expertise from a variety of backgrounds including medicine, nursing, executive leadership, administration, organizational development, employee communications, public health, law and marketing. Members of the team share a commitment to helping organizations foster cultures of safety and high reliability, which boosts their reputation for patient safety leadership in the marketplace. Our ultimate, common mission is to ensure safe, reliable healthcare for everyone in the community.

For additional information about PSA staff, programs and services, go to the website for the Partnership for Patient Safety at www.p4ps.org.

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Patient Safety Advantage

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