

**Solution: Human Factors/TeamSTEPPS™ Training for Community Hospital Clinicians**

**Organization:** Shady Grove Adventist Hospital

**Type:** Acute Care

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**IDENTIFICATION:**

Based upon the findings of root cause analyses, incident reporting data, and patient safety survey results, the hospital's leadership sought to improve communication and foster teamwork among care providers.

Current literature suggests that communication failures are identified as contributing root causes in approximately 70% of sentinel events reported to The Joint Commission from 1995-2005. This finding was also demonstrated in our own analyses of adverse events from 2000-2006. The hospital conducted a survey among physicians and employees in 2006 to gather data on attitudes related to patient safety. The results indicated that staff felt there was a lack of openness regarding the safety of our patient care, and 44% of the respondents felt there was a lack of teamwork across units.

**PROCESS:**

Hospital and physician leadership had previously endorsed a training program, which used aviation industry tools to improve communication and teamwork among clinical providers, but there was only limited buy-in by staff and physicians. The hospital's quality leaders looked to a new training program that had recently been developed and released by the Department of Defense and AHRQ, the Agency for Healthcare Research and Quality.

This program was available free of charge, but it required a focused approach to develop successful trainers and a comprehensive plan to provide the training. The hospital had the benefit of a physician on staff who became the physician champion for patient safety and for TeamSTEPPS™ training. This physician, along with the hospital's medical and quality leaders, adapted this training for the hospital and customized it to best fit the hospital's needs.

**SOLUTION:**

The TeamSTEPPS™ program provides a framework for planning and implementing the training, and together with consultation from the Maryland Patient Safety Center, the program has been successfully rolled out across multiple areas of the hospital since 2006.

Today over 500 of our hospital staff and physicians have completed training in Human Factors/TeamSTEPPS™.

Our training sessions are approximately 3-4 hours in length and are offered at least twice monthly. The hospital's medical staff leadership requires physicians to complete the training in order to be eligible for reappointment and continued privileges. Hospital leaders were scheduling clinical staff to attend, but in the past several months, staff members are now calling



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to register themselves because staff who have already participated speak openly about how valuable this training has been for them.

In order to measure the success of this training over time, the hospital is monitoring staff turnover rates, agency use, employee satisfaction, physician satisfaction, adverse event reports, and malpractice claims expense. From 2006-2008, the hospital has already noted reductions in the number of adverse events and malpractice claims expense, improvement in employee satisfaction, and reductions in staff turnover and agency use.

Eight staff members have been identified and trained as Coaches. Coaches are front-line staff who have the demonstrated ability to influence others and provide effective feedback, and they look for opportunities during their daily activities to help clinicians use the tools and techniques learned in TeamSTEPPS™ in order to improve communication and teamwork. Development of Coaches is aimed at helping us sustain our improved communication and teamwork across the organization.