



Leading Teams






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Leading Teams

Exercise: Leadership

INSTRUCTIONS:

1. Begin by selecting a leader and scribe for your group.
2. The group will have 10 minutes to address the questions, record your answers, and report back to the group at large.



EXERCISE

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Objectives

- Describe how leadership affects team processes and outcomes
- Identify different types of team leaders
- Describe the activities involved in successfully leading teams
- Describe the tools for leading teams, including briefs, huddles, and debriefs
- Apply the tools for leading teams to specific nursing home scenarios



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Leadership

- Holds a teamwork system together
- Ensures a plan is conveyed, reviewed, and updated
- Facilitated through communication, continuous monitoring of the situation, and fostering of an environment of mutual support

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Types of Team Leaders

- **Designated** – The person assigned to lead and organize a 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

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Effective Team Leaders

- Define, assign, share, monitor, and modify a plan
- Review the team's performance
- Establish "rules of engagement"
- Manage and allocate resources effectively
- Provide feedback regarding assigned responsibilities and progress toward the goal
- Facilitate information sharing
- Encourage team members to assist one another
- Facilitate conflict resolution
- Model effective teamwork

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Defining the Plan

■ When developing a plan, team leaders should consider:

- Time – How much time is available to complete all the necessary tasks and activities?
- People – Do the available staff have the necessary knowledge and skills to perform their roles?
- Equipment – Is the necessary equipment available and working?
- Information – Has all of the necessary information been collected and reviewed?



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Case Study Discussion

After attending TeamSTEPPS Master Training, two CNAs at a nursing home recommend to the director of nursing that the home develop a more effective plan for responding to resident emergencies that occur outside of the home. For example, the nursing home occasionally holds outdoor picnics on its property, which include most of the residents and some of their family members, staff from several departments, and volunteers. When emergencies have occurred at these events in the past, many people come running and there is general chaos. In addition, because these events do not occur within a unit, but involve residents and staff from multiple units and departments, staff who may be the first to respond may not know the resident.



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Assigning Tasks and Responsibilities

- Determine the tasks and roles to be assigned
- Determine which roles must be filled and allocate tasks appropriately
- Communicate clear expectations of what team members need to do
- Request feedback



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

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Sharing the Plan: Briefs

- A team briefing is an effective strategy for sharing the plan
- Briefs should help:
 - Form the team
 - Designate team roles and responsibilities
 - Establish climate and goals
 - Engage team in short- and long-term planning








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Briefing Checklist Tool

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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Exercise: Briefing

INSTRUCTIONS:

- Break into small groups.
- Identify when, why, and where briefings might be conducted. Note who should lead the brief and who should participate.
- Develop a checklist for guiding the brief.
- Discuss what outcomes you expect to see as a result of implementing briefs.
- At the end of the exercise, present and discuss your plans with the group.



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Monitoring & Modifying the Plan: Huddle

Problem Solving

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

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Reviewing the Team's Performance: Debrief

Process Improvement

- Short information exchange and feedback sessions
- Occur after an event or shift
- Designed to improve teamwork skills
- Designed to improve outcomes
 - An accurate recounting of key events
 - Analysis of why the event occurred
 - Discussion of lessons learned and reinforcement of successes
 - Revised plan to incorporate lessons learned




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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 Video

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Facilitating Conflict Resolution

- Effective leaders:
 - Facilitate conflict resolution to avoid compromising resident safety and quality of care
 - Do not allow interpersonal or irrelevant issues to negatively affect the team
 - Help team members master conflict resolution techniques

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Promoting & Modeling Teamwork

Effective leaders cultivate desired team behaviors and skills through:

- Open sharing of information
- Role modeling and effective cuing of team members to use prescribed teamwork behaviors and skills
- Constructive and timely feedback
- Facilitation of briefs, huddles, debriefs, and conflict resolution
- Mitigation of conflict within the team

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Team Formation Video






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Tools & Strategies Summary

BARRIERS	TOOLS and STRATEGIES	OUTCOMES
<ul style="list-style-type: none"> ■ Inconsistency in Team Membership ■ Lack of Time ■ Lack of Information Sharing ■ Hierarchy ■ Defensiveness ■ Conventional Thinking ■ Complacency ■ Varying Communication Styles ■ Conflict ■ Lack of Coordination and Followup With Coworkers ■ Distractions ■ Fatigue ■ Workload ■ Misinterpretation of Cues ■ Lack of Role Clarity 	<p>Communication</p> <ul style="list-style-type: none"> • SBAR • Call-Out • Check-Back • Handoff <p>Leading Teams</p> <ul style="list-style-type: none"> • Brief • Huddle • Debrief 	<ul style="list-style-type: none"> ■ Shared Mental Model ■ Adaptability ■ Team Orientation ■ Mutual Trust ■ Team Performance ■ Resident Safety!!



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Applying TeamSTEPPS Exercise

1. Does the team experiencing the issue in your nursing home have a designated leader? Who is it?
2. Is your teamwork issue related to the team's leadership?
3. If yes, what is the leadership issue?
4. Which of the tools and/or strategies for leading teams might you consider implementing to address the issue?





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