



## **NADONA TeamSTEPPS Certificate of Mastery Program Information Packet**

Thank you for your interest in the industry's leading educational program for healthcare communication, teamwork, and advancing interprofessional collaboration: TeamSTEPPS. This exciting program is based on the twenty-five plus years of experience with the Agency for Healthcare Research and Quality with the TeamSTEPPS curriculum. NADONA is excited to deliver this ten module, self-paced, online education program for our members and other healthcare stakeholders as an official Certificate of Mastery offered through NADONA's Certification Center.

TeamSTEPPS is a teamwork system designed for health care professionals that is:

- A powerful solution to improving patient safety within your organization.
- An evidence-based teamwork system to improve communication and teamwork skills among health care professionals.
- A source for ready-to-use materials and a training curriculum to successfully integrate teamwork principles into all areas of your health care system.
- Scientifically rooted in more than 20 years of research and lessons from the application of teamwork principles.
- Developed by Department of Defense's Patient Safety Program in collaboration with the Agency for Healthcare Research and Quality.

TeamSTEPPS provides higher quality, safer patient care by:

- Producing highly effective medical teams that optimize the use of information, people, and resources to achieve the best clinical outcomes for patients.
- Increasing team awareness and clarifying team roles and responsibilities.
- Resolving conflicts and improving information sharing.

- Eliminating barriers to quality and safety.

TeamSTEPPS has a three-phased process aimed at creating and sustaining a culture of safety with:

- A pretraining assessment for site readiness.
- Training for onsite trainers and health care staff.
- Implementation and sustainment.

The Requirements for Successful Completion of this Program include:

- 1) Complete the Pre/Post TeamSTEPPS Self-Assessment online.
- 2) Listen to all ten modules either during a live broadcast or online.
- 3) Satisfactory Completion of a TeamSTEPPS implementation project.
- 4) Completion of Post-Assessment Examination with score of at least 80%. One additional retake of the post-assessment will be provided if needed at no additional costs. Additional attempts at the post-assessment will require the participant to register for the course again and pay the appropriate tuition.

At the conclusion of the program, participants that meet all requirements above will earn their TeamSTEPPS Certificate of Mastery and 12.0 hours of continuing education. This CNE activity has been jointly provided by Terri Goodman & Associates collaboratively with the National Association of Directors of Nursing Administration Long Term Care (NADONA). Terri Goodman & Associates is an approved provider of continuing nursing education by the Texas Nurses Association - Approver, an accredited approver by the American Nurses Credentialing Center's Commission on Accreditation. Those that only complete partial components will only receive continuing education hours for those components completed.

#### **Post-Assessment Requirements:**

To successfully earn your certificate of mastery, you must pass the post-assessment examination with a score of 80%. You may have one additional retake of the examination if you fail the first attempt, you may receive one additional attempt at no additional charge. If you fail the examination a third time, you will be required to complete the entire program over and register for the program a second time.

#### **TeamSTEPPS Program Course Project Requirements:**

To complete the certificate program and earn your certificate of mastery, you will be required to prepare a TeamSTEPPS project for your facility and submit it to the course facilitator for

review. The program must address all the core elements described above and how you will implement them within your institution. The plan should be prepared in a word format and may be supplemented with PowerPoint, images, and web resources as appropriate.

### **Three Phases of the TeamSTEPPS Delivery System**

The three phases of TeamSTEPPS are based on lessons learned, existing master trainer or change agent experience, the literature of quality and patient safety, and culture change. A successful TeamSTEPPS initiative requires a thorough assessment of the organization and its processes and a carefully developed implementation and sustainment plan.

#### **Phase 1—Assess the Need**

The goal of Phase 1 is to determine an organization's readiness for undertaking a TeamSTEPPS-based initiative. Such practice is typically referred to as a training needs analysis, which is a necessary first step to implementing a teamwork initiative.

#### **Phase 2—Planning, Training, and Implementation**

Phase 2 is the planning and execution segment of the TeamSTEPPS initiative. Because TeamSTEPPS was designed to be tailored to the organization, options in this phase include implementation of all tools and strategies in the entire organization, a phased-in approach that targets specific units or departments, or selection of individual tools introduced at specific intervals (called a "dosing strategy" in TeamSTEPPS parlance). As long as the primary learning objectives are maintained, the TeamSTEPPS materials are extremely adaptable.

#### **Phase 3—Sustainment**

The goal of Phase 3 is to sustain and spread improvements in teamwork performance, clinical processes, and outcomes resulting from the TeamSTEPPS initiative. The key objective is to ensure opportunities exist to implement the tools and strategies taught, practice and receive feedback on skills, and provide continual reinforcement of the TeamSTEPPS principles on the unit or within the department.

## **Details of a TeamSTEPPS Site Assessment**

A site assessment entails identifying opportunities for improvement; determining the readiness of the institution, such as leadership support; identifying potential barriers to implementing change; and deciding whether resources are in place to successfully support the initiative. Each part of the Phase 1 assessment is described below.

- 1. Establish an organizational-level change team.**
  - The organizational-level change team should consist of a multidisciplinary group that represents the breadth of health care professionals within the organization. Successful change teams are comprised of organizational leaders who are committed to changing the current culture.
- 2. Conduct a site assessment.**
  - A site assessment, also called team training needs analysis, is a process for systematically identifying teamwork deficiencies so training programs can be developed to address those deficiencies. This information is then used to identify critical training and develop training objectives.
- 3. Define the problem, challenge, or opportunity for improvement.**
  - The team must identify the recurring problem that threatens patient safety and then determine how this problem results from existing processes and procedures. The team should devise a flowchart or map of the process during which the problem occurs. With information and processes properly mapped, it becomes clear what interventions are needed, what the objective of these interventions should be, and how ready the organization is to engage in these interventions.
- 4. Define the goal of your intervention.**
  - List the goals that will reduce or eliminate the risk to safe patient care. For each goal, state in one sentence what will be achieved, who will be involved (whose behavior will change), and when and where the change will occur. Ideally, a team process goal, a team outcome goal, and a clinical outcome goal will be defined.

## **Details for Planning, Training, and Implementation of TeamSTEPPS**

The tools and strategies needed to address opportunities for improvement in an organization will be determined by the Phase 1 assessment. The next step is to develop a customized

Implementation and Action Plan, followed by training and implementation. Below is a brief description of steps for planning, training, and implementation.

**1. Define the TeamSTEPPS intervention.**

- Decide whether "whole training" (all the tools in one sitting) or "dosing" (specific tools targeted to specific interventions) is the best intervention tactic. Whole training optimizes teamwork but does not maximize learning. It can also lead to overload or uncertainty about which tools best fit improvement opportunities. Dosing is the recommended approach because it allows for direct linking of tools and strategies with specific opportunities for improvement to minimize training fatigue and overload.

**2. Develop a plan for determining the intervention's effectiveness.**

- There are a variety of ways to evaluate the impact of training. The plan should assess whether trainees have acquired new knowledge, skills, or attitudes at the end of training; if individuals are taking their learning back to the workplace and using it on the job; and organizational outcomes.

**3. Develop an implementation plan.**

- Assess what groups will be trained, the order in which they will be trained (if not together and all at once), and what level of training they will receive. Include in the plan who will conduct training and where and when training will take place.

**4. Gain leadership commitment to the plan.**

- Inform leaders of all facets of the plan, including how much time will be used for training and the desired resources to support it. Leadership commitment often yields plan refinement. The key is to know what elements of the plan cannot be altered.

**5. Develop a communication plan.**

- Develop a plan for communicating what will be done and how the goal will be achieved. Leaders (both designated and situational) should provide information to all those in their departments or units about the initiative. It is crucial to tie together all activities that will take place with the overall goal for the initiative (i.e., improved patient safety).

**6. Prepare the institution.**

- For any initiative to be fully successful, transfer of training must be achieved. Transfer is achieved by ensuring new knowledge or skills are learned and applied in the work environment. The change team must ensure the work environment is prepared to foster transfer of training so new tools and strategies are applied on the job.

## 7. **Implement training.**

- The most effective strategy for delivering the training initiative is one that involves teams of trainers that include physicians, nursing staff, and support staff. A combination of the curricula is recommended when training different sets of staff independently. The TeamSTEPPS system includes three different medical team training curricula and a complete suite of multimedia course materials:

### **Details for Sustaining a TeamSTEPPS Intervention**

The designated change team manages sustaining interventions through coaching and observing team performance. An effective sustainment plan should account for ongoing assessment of the effectiveness of the intervention, sustainment of positive changes, and identification of opportunities for further improvements. Below is a brief description of the steps to include in a TeamSTEPPS sustainment plan.

#### 1. **Provide opportunities to practice.**

- Any TeamSTEPPS based initiative will be much more successful if the change team accounts for opportunities to practice these behaviors. It is important to embed opportunities for practice in day-to-day functions.

#### 2. **Ensure leaders emphasize new skills.**

- Leaders play a critical role in sustainment because they are responsible for emphasizing daily the skills learned in TeamSTEPPS training. The goal is for leaders to engage in activities that will ensure continuous involvement in teamwork.

#### 3. **Provide regular feedback and coaching.**

- Regular feedback and coaching are key to ensuring interventions are sustained. Change team members, champions from the unit, and leaders should develop and use a coaching and feedback plan that allows for sufficient observation and feedback opportunities.

#### 4. **Celebrate wins.**

- Celebrating wins bolsters further sustainment and engagement in teamwork. When using a TeamSTEPPS-based initiative, it is critical to celebrate successes for two reasons. First, it recognizes the efforts of those who were engaged from the beginning, and second, it provides detractors or laggards a tangible example of how teamwork has improved the current operations.

#### 5. **Measure success.**

- The change team should measure success by demonstrating satisfaction with training, learning, the effective use of tools and strategies on the job, and changes in processes and outcomes. It is useful to ensure that measurement of pretraining factors is parallel with post-training factors so changes can be assessed.

## 6. Update the plan.

- The final stage in any TeamSTEPPS-based intervention is to revise the plan as the organization's needs change. The change team should determine when organizational needs have changed and ensure the sustainment plan continues to focus on the needs of the organization or unit where the intervention has been implemented.

If I can be of any assistance to you throughout the program, please do not hesitate to let me know. I have included my contact information below for your reference. To register for the program, please visit [www.nadona.org](http://www.nadona.org). Cohorts begin on the 1<sup>st</sup> day of each month and registration is accepted on a rolling basis.

Welcome again and congratulations on embarking in this journey.



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## Program Faculty



### **Biography for Dr. Hudson Garrett Jr.**

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Dr. Hudson Garrett is currently employed as the Executive Vice President and Chief Clinical Officer for NADONA. He holds a Bachelor of Science degree in Biology/Chemistry and Nursing, a dual Masters in Nursing and Public Health, a Post-Masters Certificate as a Family Nurse Practitioner, a Post-Masters Certificate in Infection Prevention and Infection Control, and a PhD in Healthcare Administration and Policy. He has completed the Johns Hopkins Fellows Program in Hospital Epidemiology and Infection Control, and the CDC Fundamentals of Healthcare Epidemiology program. He is board certified in family practice, critical care, infection prevention, vascular access, moderate sedation, infection prevention, legal nurse consulting, and as a director of nursing in long term care. He is also a Fellow in the Academy of National Associations of Directors of Nursing Administration in Long Term Care and the American Academy of Project Management. Dr. Garrett also holds the prestigious TeamSTEPPS Advanced Master Trainer Certification through the Agency for Healthcare Research and Quality and completed his training at the Duke University School of Medicine and the American Hospital Association.

Dr. Garrett currently serves on the Society for Healthcare Epidemiology of America Pediatric Subcommittee, Industry Liaison for the National Board of Directors for the Association for the Healthcare Environment (AHE), a personal membership group of the American Hospital Association, as President of the Board of Directors, for the Vascular Access Certification Corporation, is the past Education Chair/Webmaster for the Greater Atlanta Chapter of the

Association for Professionals In Infection Control and Epidemiology Board of Directors, a National Faculty Member for the Emergency Care and Safety Institute, member of the Education Committee for the Association for Healthcare Resource and Materials Management, President of the Board of Directors, for the Southeast Chapter of the Infusion Nurses Society, the Industry Liaison for the Board of Directors for the Association for the Healthcare Environment, a member of the Clinical Practices Advisory Committee for the Association for Vascular Access, and a past member of the Recommended Practices Advisory Board for the Association of Perioperative Registered Nurses. In addition, he received a Presidential Citation from the Society of Critical Care Medicine in 2011 in recognition for his advancement of critical care nursing and infection prevention. He is the lead faculty member for the Association for the Healthcare Environment's Online Certificate Program in the Essentials of Infection Prevention for Environmental Services Professionals. He is also a three-time nominee for the Association for Vascular Access Herbst Award. He also served as a reviewer for the 2013 Best Practices in Adult Peripheral Vascular Access Resource Guide for the Association of Vascular Access, and is the second author for the second revision of the Association for Vascular Access Pediatric Special Interest Organization Guidelines and also an author for the AVA CVC Best Practices Resource guide. He was also recognized as a 2013 "Who's Who in Infection Prevention and Control" by Infection Control Magazine. Dr. Garrett also chairs the NADONA Public Policy Committee.

He has published in many publications including Infection Control Today, Managing Infection Control, Provider, The Assisted Living Journal, and in the American Journal of Long Term Care, American Journal of Critical Care, McKnight's, and also in several Mosby Saunders medical textbooks. He previously served as a member of the Recommended Practices Advisory Board for the Association for Perioperative Registered Nurses, and an author for the Association for the Healthcare Environment Practice Guidance for Environmental Cleaning. He also serves on the editorial review board for the Journal of the Association of Vascular Access, OSAP Newsletter, the Journal of Healthcare Risk Management, the Journal of Infusion Nursing, and The Director Journal. He currently serves as the Editor-In-Chief for The Director: Journal of the National Associations for Directors of Nursing Administration in Long Term Care.

He is currently an active member of many professional organizations including: Association of Professionals in Infection Control and Epidemiology, the Association for the Healthcare Environment, the Society of Hospital Epidemiology of America, Infectious Disease Society of America, Association for Healthcare Resource and Materials Management, Association for Vascular Access, Infusion Nurses Society, the American Society for Professionals in Patient Safety, Society of Critical Care Medicine, Association for Perioperative Registered Nurses, American Medical Directors Association, American Association of Moderate Sedation Nurses, the American College of Healthcare Executives, National Associations of Directors of Nursing in Long Term Care, American Association for Long Term Care Nursing, American Association of Nurse Assessment Coordinators, and the American Academy of Nurse Practitioners.

## TeamSTEPPS Certificate of Mastery Course Outline

- Module 1: Introduction
- Module 2: Change Management: How to Achieve a Culture of Safety
- Module 3: Coaching
- Module 4: Leading Teams
- Module 5: Situation Monitoring
- Module 6: Measurement
- Module 7: Implementation and Support
- Module 8: Communication
- Module 9: Mutual Support
- Module 10: Leadership

### TeamSTEPPS Certificate of Mastery:

Upon successful completion of the TeamSTEPPS Certificate of Mastery, you will earn your official Certificate of Mastery from the NADONA Certification Center. This program does not award a credential or designation, therefore certification is not conferred. Participants interested in obtaining certification as a Master Trainer must complete the required Master Trainer course through the US Agency for Healthcare Research and Quality.

### Course Facilitator Contact Information for Dr. Hudson Garrett

- Email (Preferred) : [Hudson.garrett@nadona.org](mailto:Hudson.garrett@nadona.org)
- Phone: 513-791-3679, ext. 199