

How does your team's culture perform?

- Frequent
 - Timely
 - Accurate
 - Problem solving
- 
- Communication
- Shared knowledge
 - Shared goals
 - Mutual respect

Teamwork training: What it is and why you need it

Christine W. Hartmann, Ph.D.

A. Lynn Snow, Ph.D.

Camilla B. Pimentel, Ph.D.



Teamwork Training Hub:

Collaborative Frontline Huddling for Quality Improvement

Interactive Learning

Write in

1. Question on screen
2. Type your answer in Q&A box

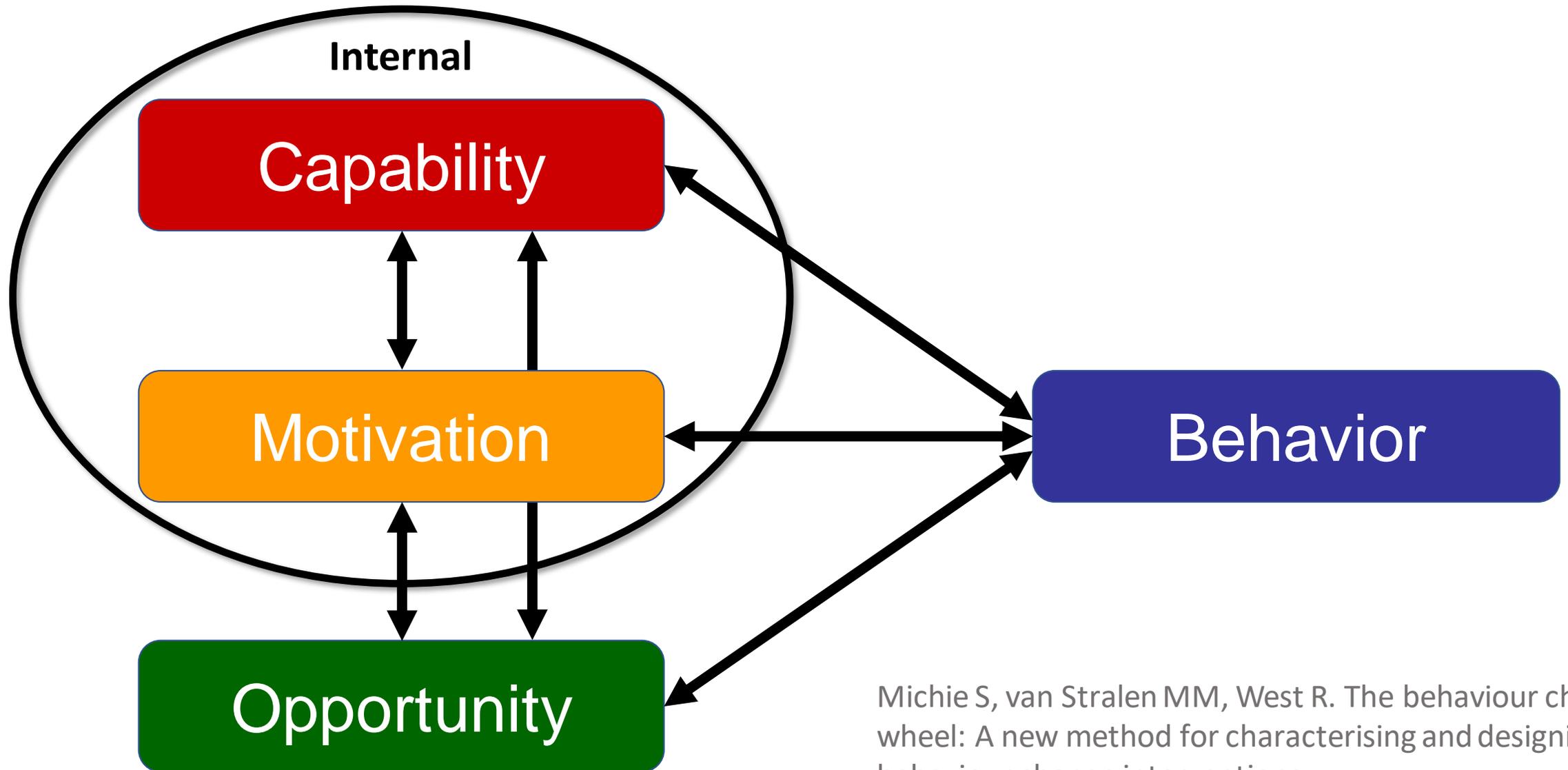
What one thing would you like to change about your team's culture?

Creating Learning System





Behavior change



Michie S, van Stralen MM, West R. The behaviour change wheel: A new method for characterising and designing behaviour change interventions. *Implement Sci* 2011;6:42.



'A FANTASTIC BOOK' WIRED

How to change things

Switch

when change is hard

Chip & Dan Heath

NEW YORK TIMES NO. 1 BESTSELLER

THE POWER OF MOMENTS



CHIP HEATH & DAN HEATH

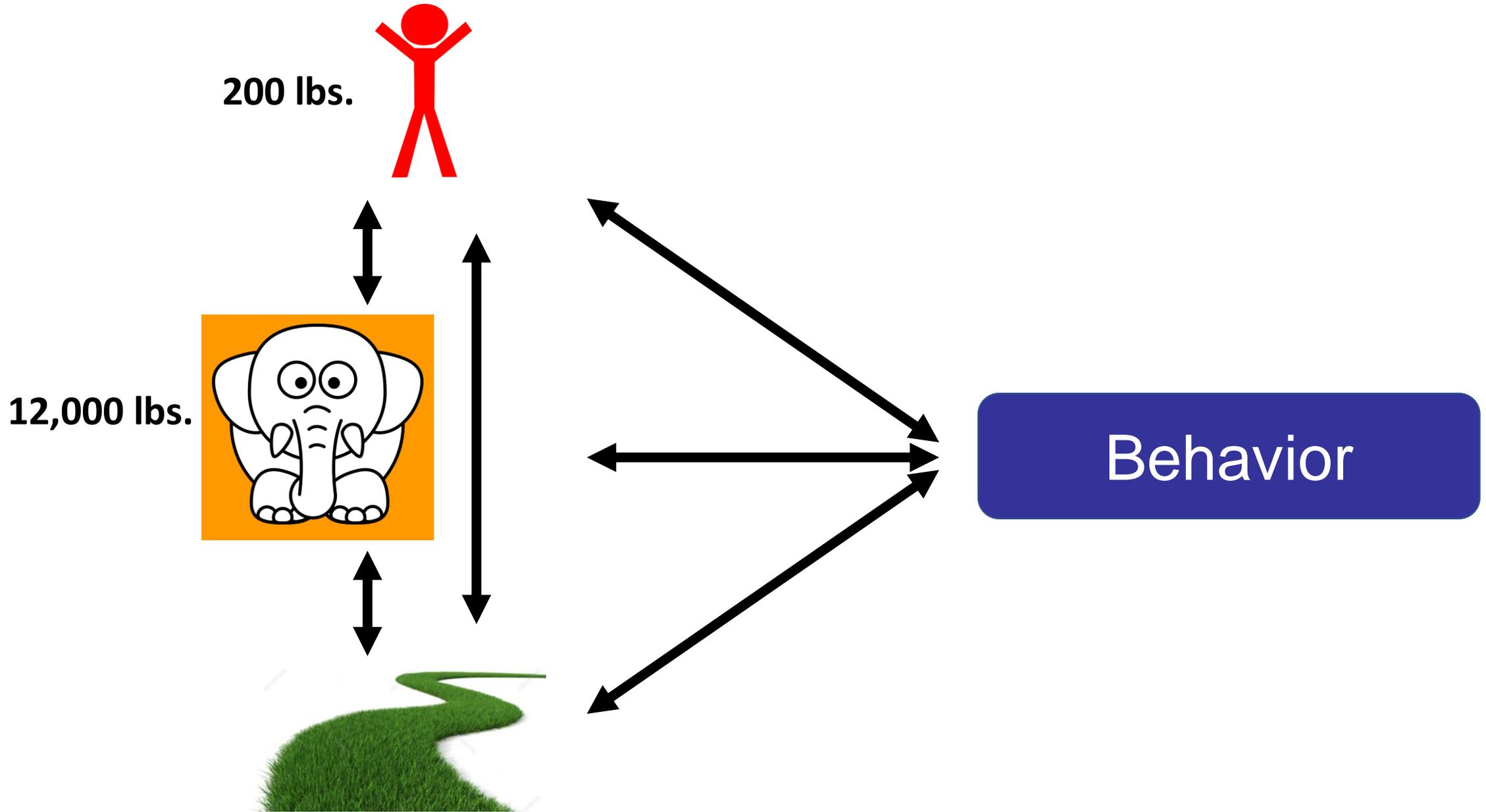
DECISIVE



CHIP HEATH & DAN HEATH

MADE TO STICK

Chip and Dan Heath



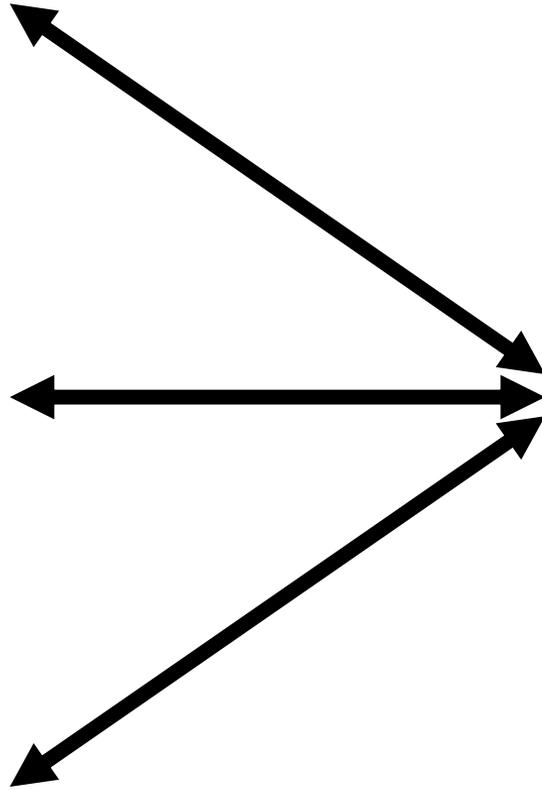
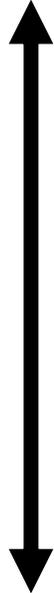
 **Direct the rider**



Motivate the elephant



Shape the path

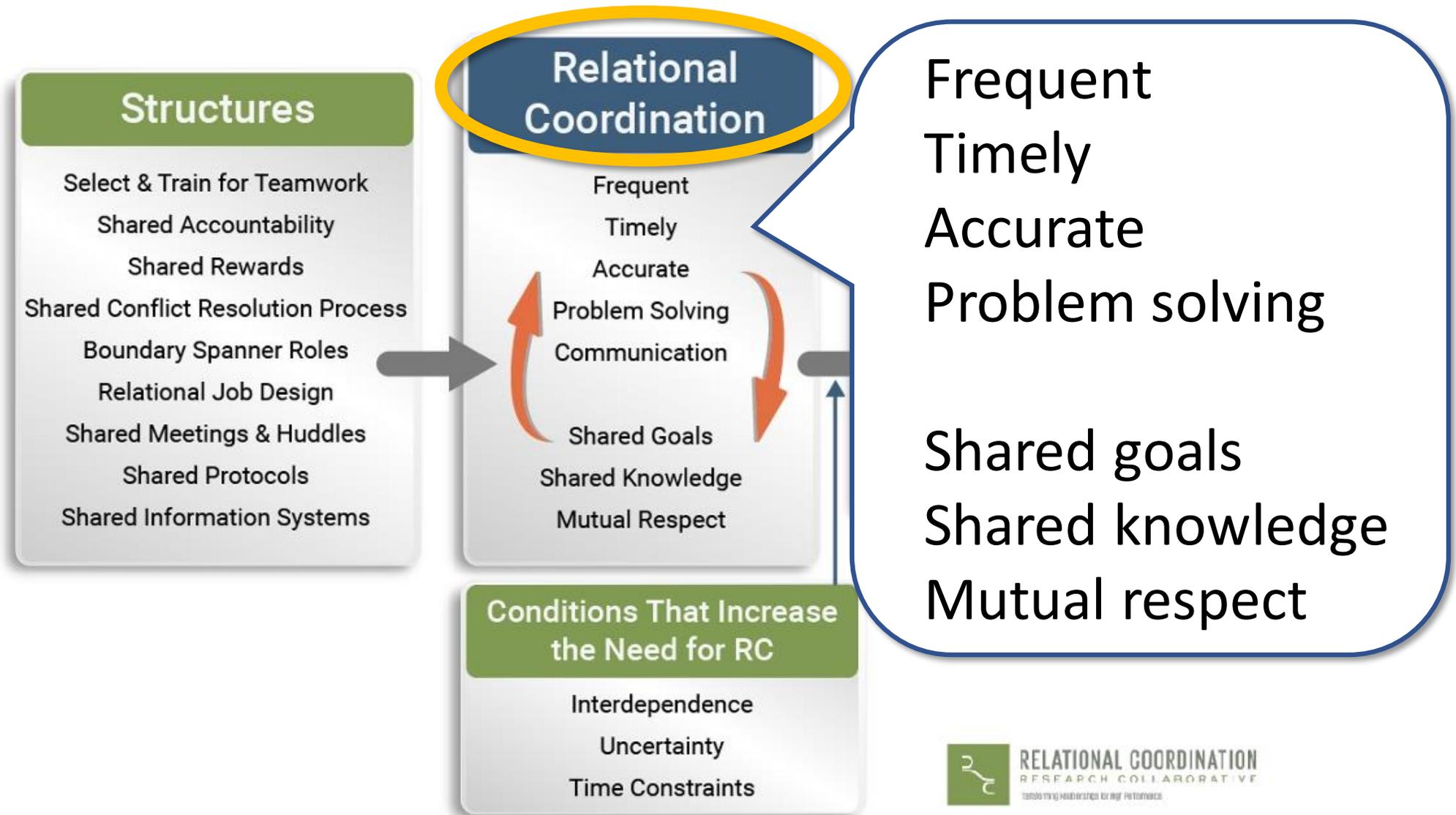


Behavior

What would you implement to change your chosen culture?



Changing teamwork culture



On which does your culture perform best?

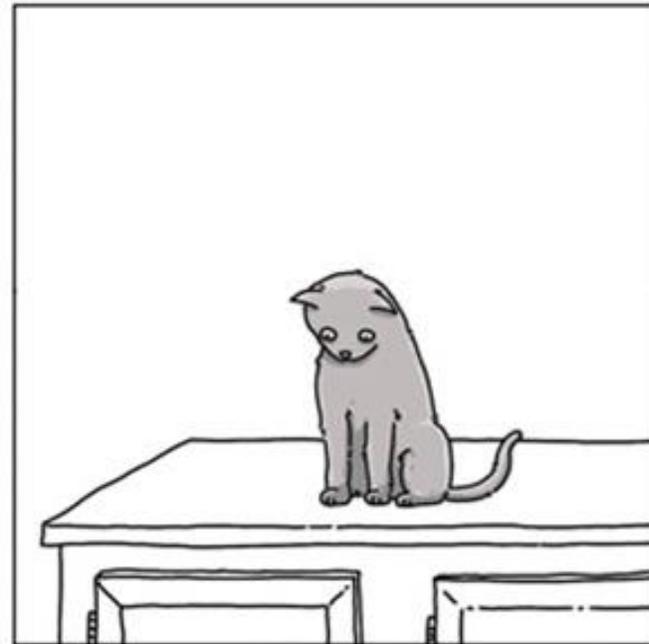
- Frequent
 - Timely
 - Accurate
 - Problem solving
-
- Shared knowledge
 - Shared goals
 - Mutual respect

On which does your culture perform worst?

- Frequent
- Timely
- Accurate
- Problem solving

- Shared knowledge
- Shared goals
- Mutual respect

Continuous use of same system



LOCK Implementation Framework



Observe

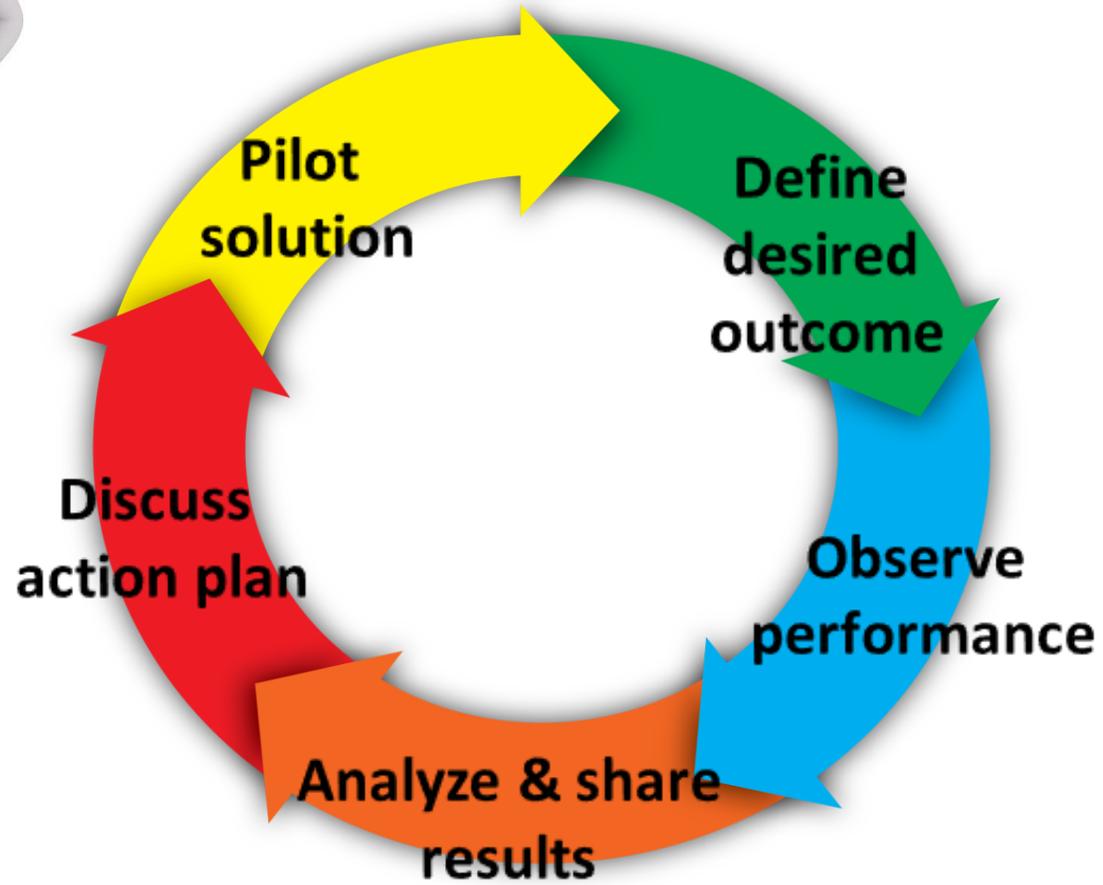


Look for
bright
spots



Keep
things bite
size

Collaborate in frontline huddles



Intervention Research

Applying a Theory-Driven Framework to Guide Quality Improvement Efforts in Nursing Homes: The LOCK Model

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Jennifer A. Palmer, MS, PhD,⁴ A. Lynn Snow, PhD,^{5,6,7} Nancy J. Wewiorski, PhD,⁴
Rebecca S. Allen, PhD, ABPP,^{5,6} and Christine W. Hartmann, PhD,^{4,8}

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JAMDA 20 (2019) 810-815



ELSEVIER

JAMDA

journal homepage: www.jamda.com



Methods Discussion

Blended Facilitation as an Effective Implementation Strategy for Quality Improvement and Research in Nursing Homes

Camilla B. Pimentel, PhD, MPH; Whitney L. Mills, PhD; Jennifer A. Palmer, PhD, MS; Kristen Dillon, PsyD; Jennifer L. Sullivan, PhD; Nancy J. Wewiorski, PhD; Andrea Lynn Snow, PhD; Rebecca S. Allen, PhD, ABPP; Susan D. Hopkins; Christine W. Hartmann, PhD

plementary skills and expertise of external and researchers may use to improve ch performed in nursing homes.

straints, top-down flow of communication, al application of blended facilitation and its building, and skill building), using examples inistration nursing homes.

ers to be equal partners in QI and research s to QI and research performed in nursing and stakeholders, may accelerate imple-

nursing homes, quality improvement, re-

Intervention Research

Impact of Intervention on Staff Interactions and En

Christine W. Hartmann, PhD,^{1,2,*} Whitney L. Mills, PhD,³ Jennifer A. Palmer, MS, PhD,⁷ Rebecca S. Allen, PhD,¹ Jennifer A. Palmer, MS, PhD,⁷ Nancy J. Wewiorski, PhD,¹ Jennifer A. Palmer, MS, PhD,⁷ Valerie Clark, MS, RD,¹ Dan R. Berlowitz, MD,^{1,2} and Kristen Dillon, PsyD,¹¹

Original Study

Nursing Home Staff Perceptions of Barriers and Facilitators to Implementing a Quality Improvement Intervention

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Psychological Services
2017, Vol. 14, No. 3, 337-346

Adaptation of a Nursing Home Culture Change Research Instrument for Frontline Staff Quality Improvement Use

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Enhanced interpersonal relationships and meaningful resident engagement in daily life are central to nursing home cultural transformation, yet these critical components of person-centered care may be difficult for frontline staff to measure using traditional research instruments. To address the need for easy-to-use instru-

In the public domain
<http://dx.doi.org/10.1037/ser0000137>

Results



“Watch list huddles saved our team.”

Nursing Home	Current Star Rating	Star Rating, FY19, 3 (points)
A	5 stars (830)	5 stars (830: +380)
B	4 stars (735)	4 stars (735: +245)
C	2 stars (550)	4 stars (735: +180)
D	1 star (470)	4 stars (690: +220)
E	2 star (550)	3 stars (635: +85)
F	1 star (465)	2 stars (600: +135)
G	1 star (485)	2 stars (570: +85)
H	2 stars (585)	2 stars (565: -20)

Watch list huddles for high-risk nursing home residents

- Who are you worried about? Who keeps you up at night?
 - Fragile, complex
- Who are your staff worried about?
 - Emergent issues before they become full blown



Reducing Cycle Time

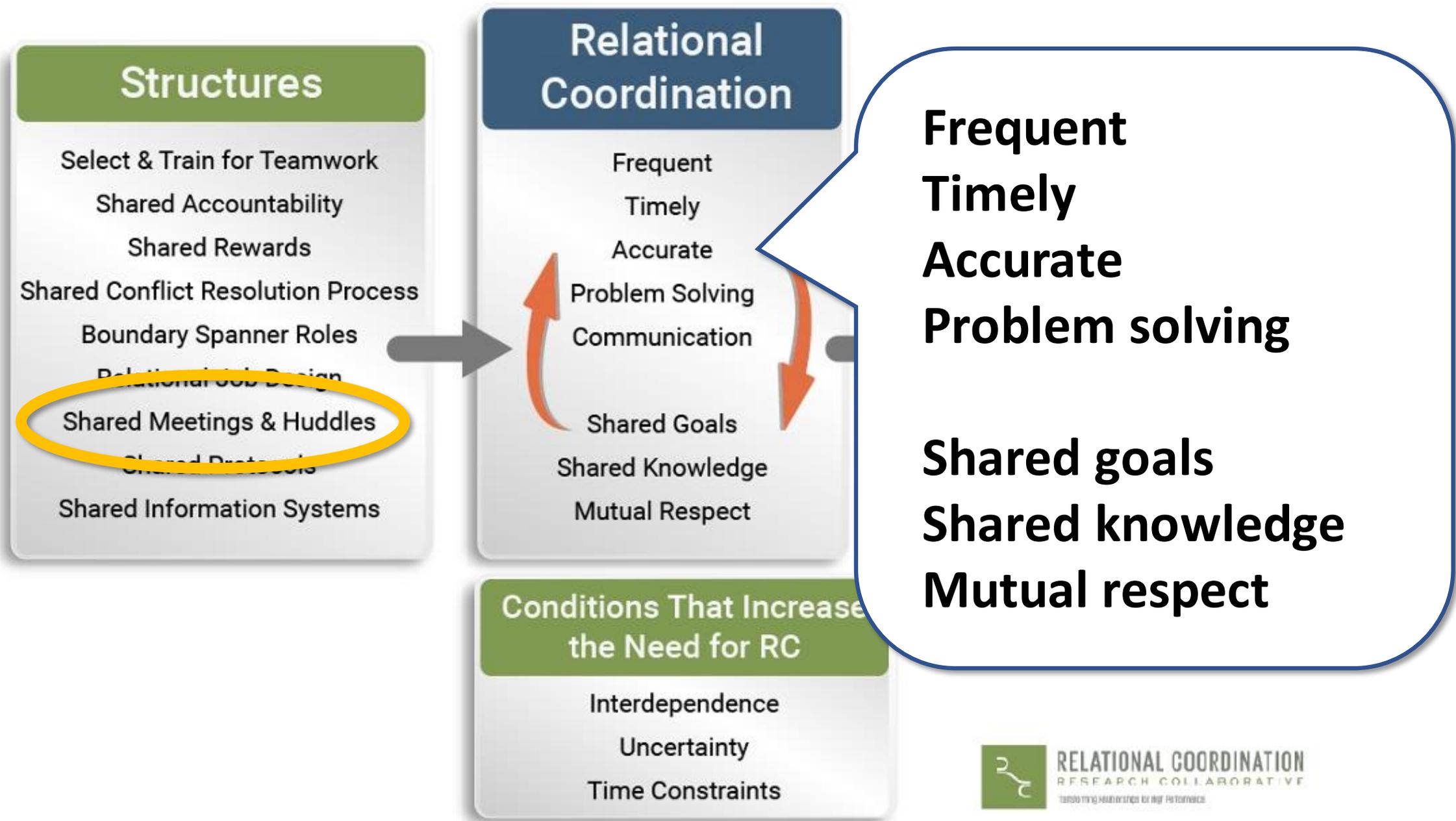


Move from reactive to proactive

Today's at-risk patients
are represented in
tomorrow's quality measures

Think about your culture's current cycle time...

Are you comfortable with the current cycle time?



Watch List Huddles

create the system
by which
teams share information

Watch list huddle agenda

- Explain concerns
 - Just-in-time teaching
- Ask for current status/situation
- Share updates
- Brainstorm
- Decide on action steps (or removal from watch list)

Huddle implementation barriers

- Huddle goes too long
- Huddle doesn't start on time
- Buy-in (leadership & staff)
- Silos
- Lack of visible leadership involvement and mentorship
- Not hearing from front-line staff



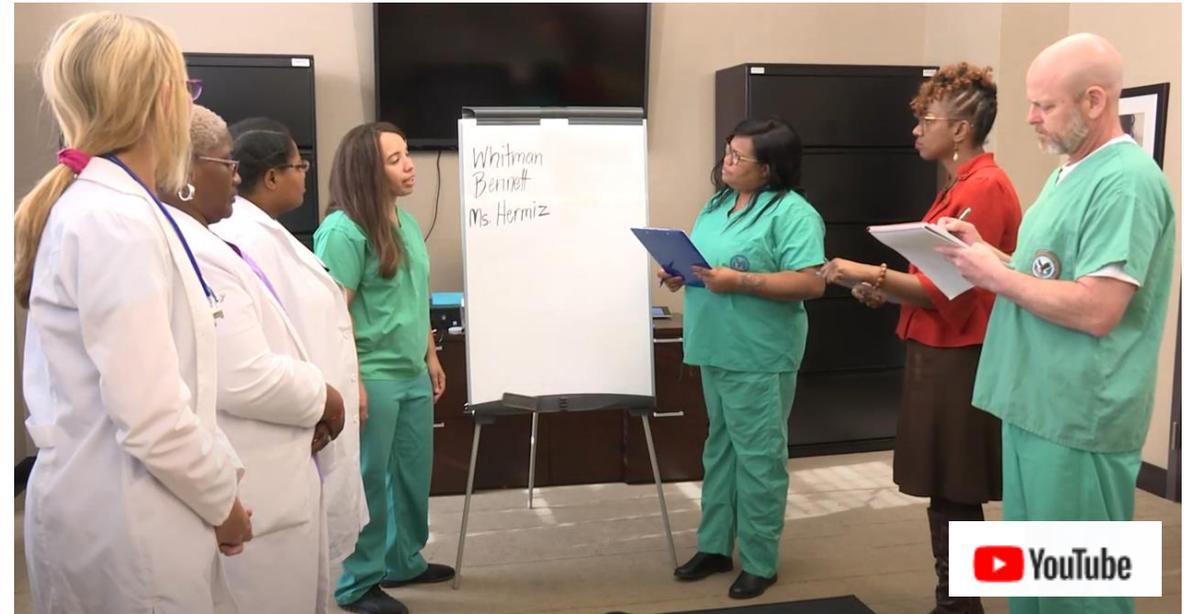
Good Huddle Facilitation

🖱️ Managing Time Successfully

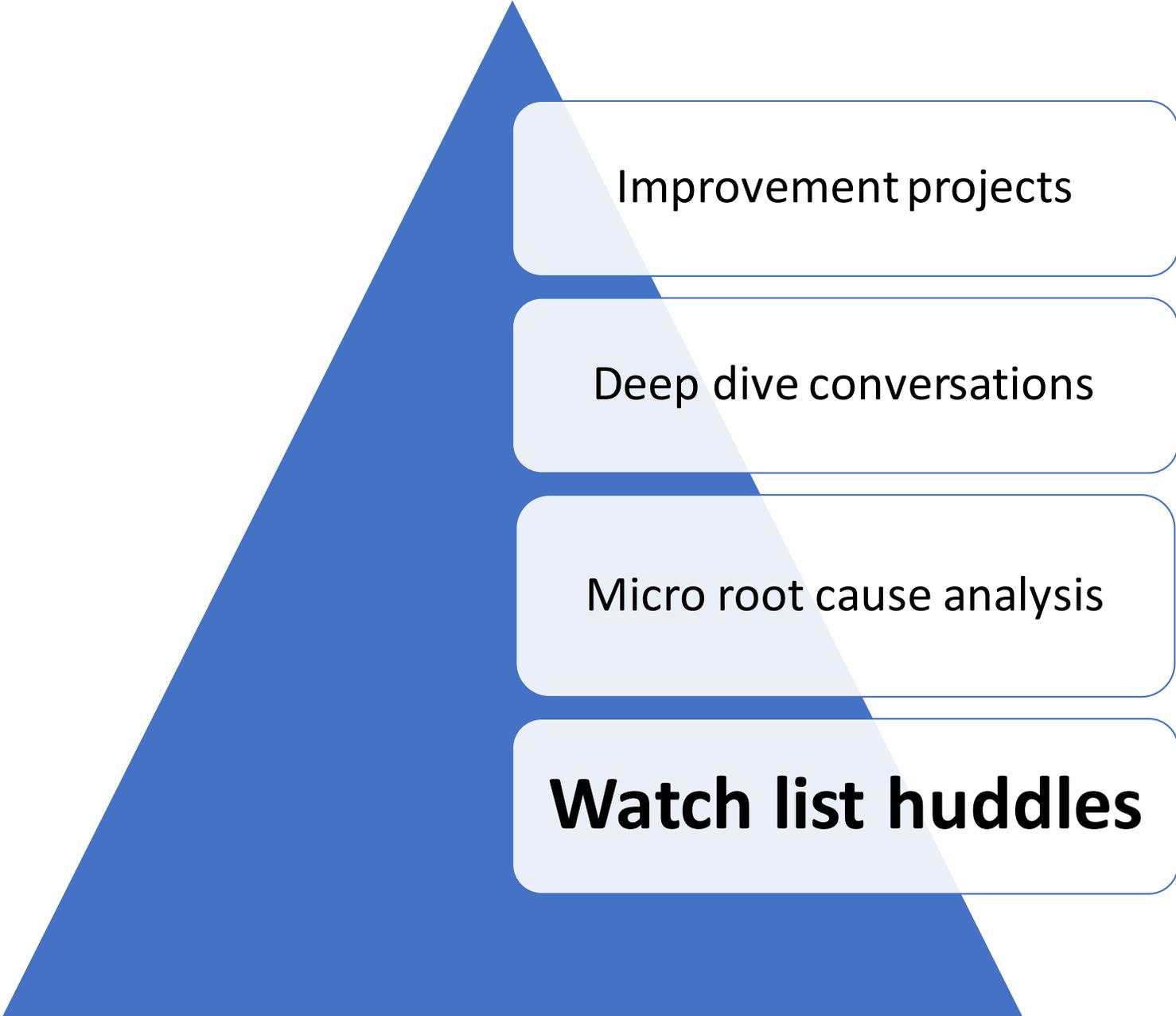
🖱️ Disinterested Participants

🖱️ Difficult Participants

🖱️ Off Topic Interruptions



Where you work, what conditions or treatments require watching, teamwork, escalation?



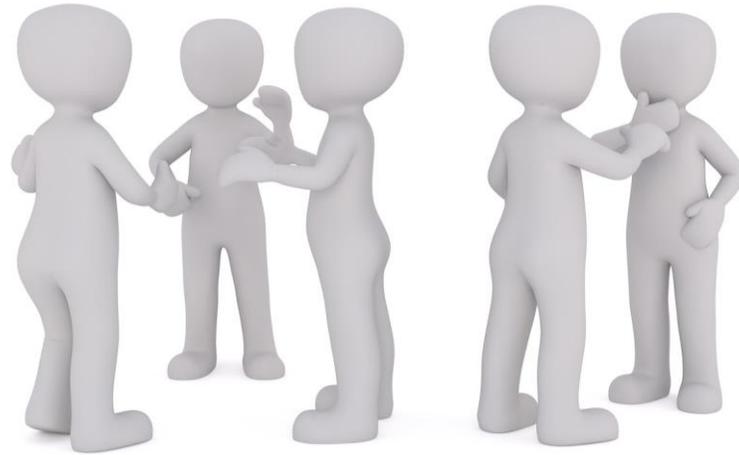
Improvement projects

Deep dive conversations

Micro root cause analysis

Watch list huddles

How would huddles help change
your culture?



Questions



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