

Teamwork, Professionalism, & Development

About Myself.....

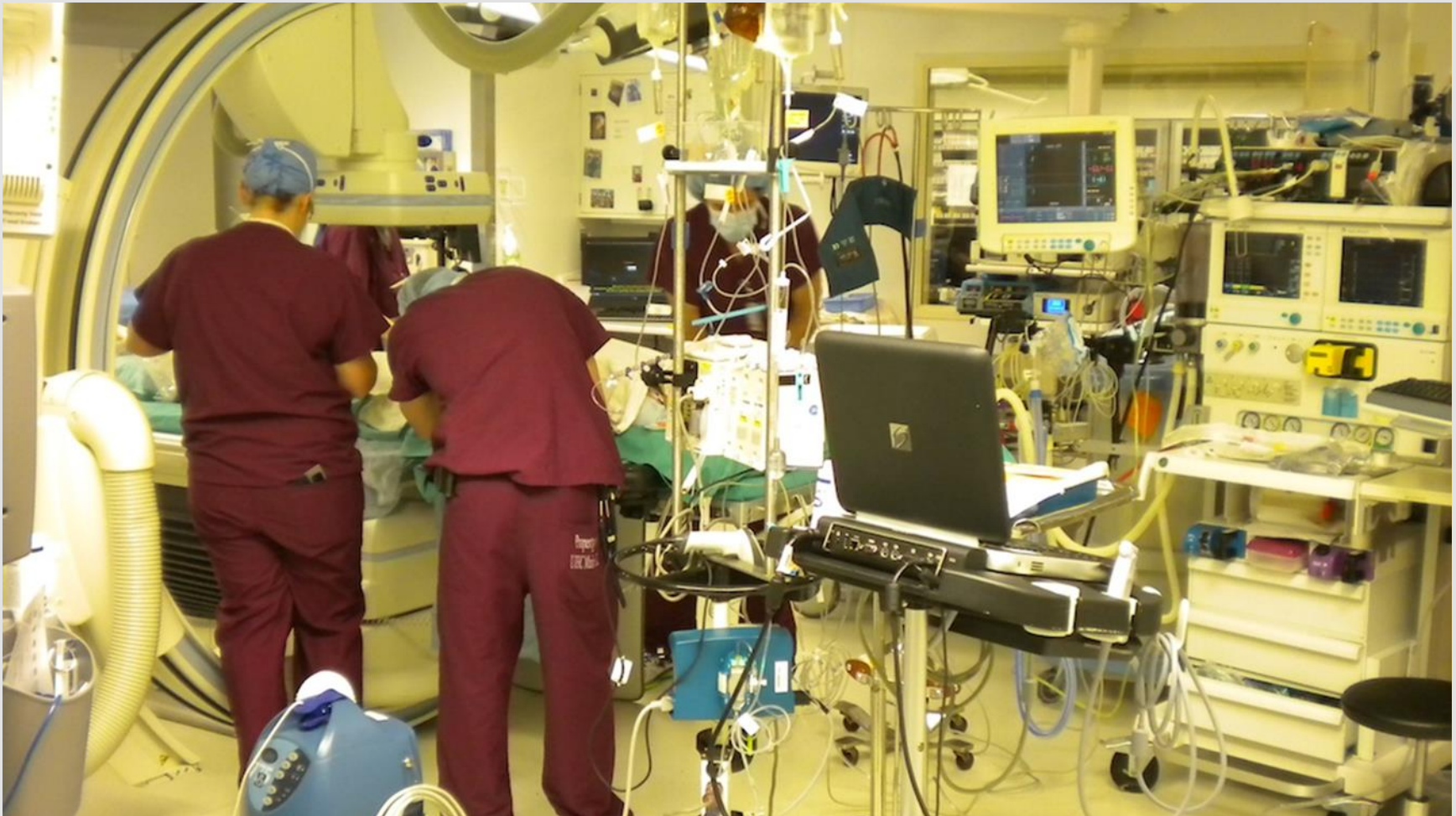
TeamSTEPPS (Strategies and Tools to Enhance Performance and Patient Safety)



- One way we have chosen to solidify our teams.
- Rolled out in several areas.
- Here's a story from our OR TeamSTEPPS rollout

Hybrid room. Note cameras,
IVs, Ventilator, and Patient!

TeamSTEPPS®
Strategies and Tools to Enhance
Performance and Patient Safety



Situational Awareness

- Massive transfusion in progress
- Surgical plan changed twice within minutes, requiring complex repositioning of cameras, IV setups, anesthesia machine, and patient
- Patient successfully sedated
- Prepping for surgery, invasive lines placed
- Members of two surgical teams, nursing team, imaging team, anesthesia team with extra help and technicians, all present

Situational Awareness

- A continuous howl of alarms sounding from the moment the patient arrived, no time to silence them
- After 35 minutes - ready to go
- Then – Arrhythmia/Cardiac arrest
- 'Anesthesia' included a paralytic
- At some point the ventilator had been turned off and not turned back on
- CPR unsuccessful

Two Minute Breakout

Think

In your usual role, in your usual team, what would you want to do differently in similar circumstances?

02:00

Discussion Timer

Teaching Points

- Silos
- Mutual support
- Situational Awareness
- Distractions
 - No surgical safety checklist - multiple plan changes
 - Alarm fatigue or irrelevance

- A Team is a “small number of people with complementary skills who are committed to a common purpose, (common) set of performance goals, and are committed to an approach for which they hold themselves mutually accountable”

Not All Groups Are Teams: How to Tell the Difference

Working Group

- > Strong, clearly focused leader
- > Individual accountability
- > The group's purpose is the same as the broader organizational mission
- > Individual work products
- > Runs efficient meetings
- > Measures its effectiveness indirectly by its influence on others (such as financial performance of the business)
- > Discusses, decides, and delegates

Team

- > Shared leadership roles
- > Individual and mutual accountability
- > Specific team purpose that the team itself delivers
- > Collective work products
- > Encourages open-ended discussion and active problem-solving meetings
- > Measures performance directly by assessing collective work products
- > Discusses, decides, and does real work together

Katzenbach, JR and Smith DK. The Discipline of Teams. Harvard Business Review. July/Aug 2005.

Emotional Intelligence (EI)

- 1990: John Mayer (University of New Hampshire) and Peter Salovey (Yale)
 - “a set of skills hypothesized to contribute to the accurate appraisal of emotion in ONESELF and in OTHERS, the effective regulation of emotion in self and others and the use of feelings to motivate, plan, and achieve in one’s life”
 - to be able to evaluate the emotions of yourself and others, control those emotions, and use this knowledge to be successful, through optimal interactions with others

Highly Effective Teams

- Highly effective teams have a culture of
 - Effective processes
 - Complete member engagement
- High EI teams create expectations of
 - Mutual trust
 - A sense of group identity
 - A sense of group efficacy

Druskat VU, Wolff S. Building the Emotional Intelligence of Groups. Harvard Business Review. 79(3), p80 – 90, March 2001.

- Interpersonal Understanding
 - Seeing and acknowledging the social and emotional factors of team members
- Perspective taking
 - Making it positive – “smooth feathers not fan flames”
- Confrontation
 - Seems counterintuitive, but necessary
 - Hold team members accountable to team expectations
- Caring
 - Notice
 - Deliver

- Recognize the emotions and needs of other groups
 - A focus only on your team will not allow the larger team to succeed
- The most important team we are on is the UI Health Care Team
 - For you as providers and leaders, it is important to balance the needs of the greater team with the needs of the local team
 - May require compromise within your team at times

Our Clinical Teams

- Have a common purpose to care for our patients by delivering exceptional and efficiently patient care with high quality and intentional safety, in a patient/family centered way.
- This is our common purpose.
- Everyone must be accountable to their role in this and we must function as a cohesive team to accomplish this.

Professionalism

- Our Profession:
 - “a person skilled in the art of healing; *specifically* : one educated, clinically experienced, and licensed to practice medicine”
- Professionalism
 - “the skill, good judgment, and polite behavior that is expected from a person who is trained to do a job well”

- UI Health Care Shared Values
 - Innovation
 - Collaboration
 - Accountability
 - Respect
 - Excellence

Overview

- The Vanderbilt Patient Advocacy Reporting System[®] (PARS[®]) and Co-Worker Observations Reporting System (CORS[®]) supports hospitals and medical groups to use patient complaints and staff observations to :
 - Identify physicians at increased risk for malpractice claims
 - Implement system-wide surveillance for behavior that undermines a culture of safety
 - Promote behavioral and practice changes that enhance the safety culture and reduce risk.

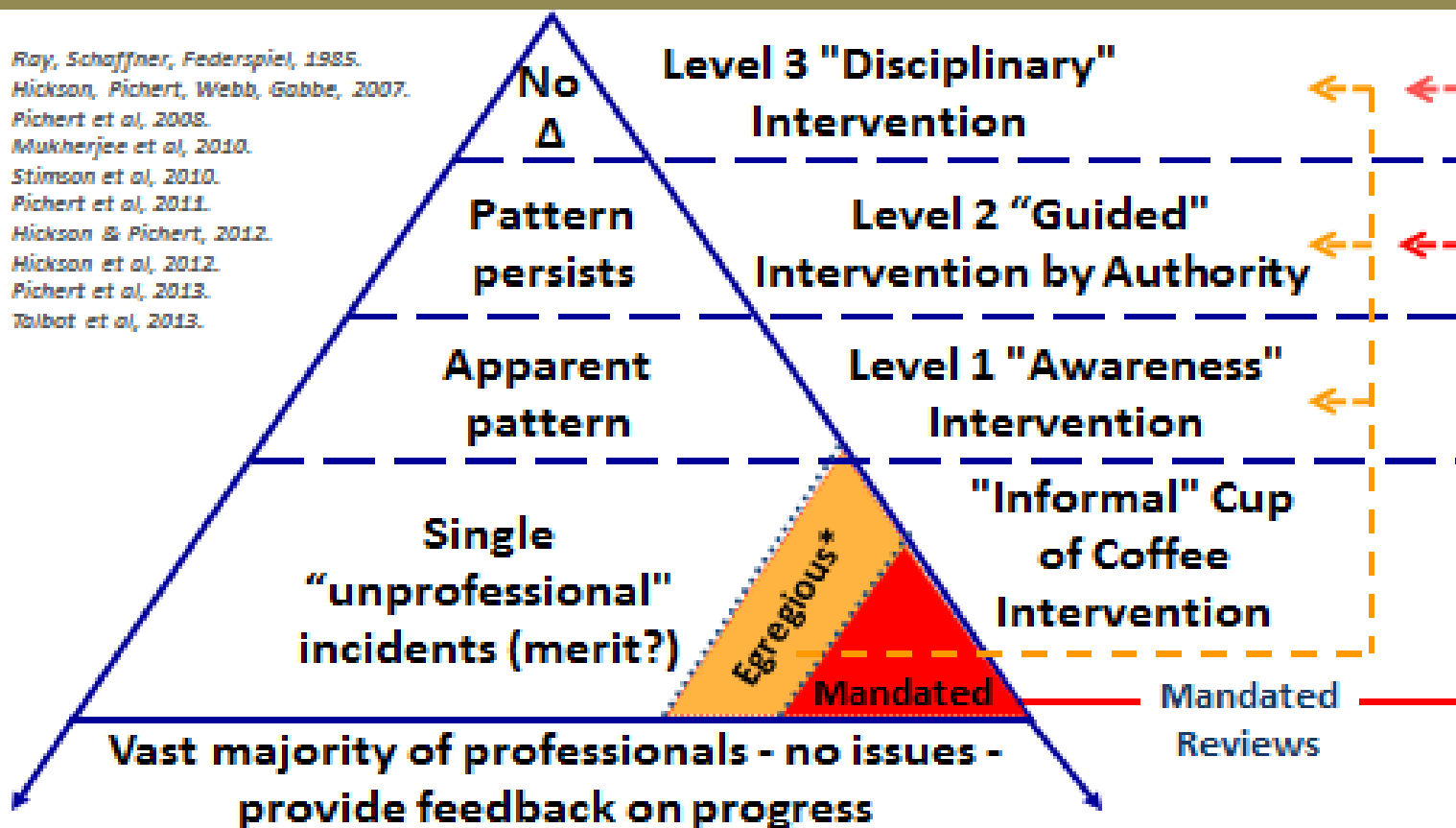
PARS and CORS

- PARS
 - Utilizes patient complaints (not patient satisfaction comments)
 - Benchmarks against the Vanderbilt database
 - Compares to UIHC
 - Compares to entire database
 - Compares to specialty-specific database
- CORS
 - Presently submitted through PSN
 - Coworker observations of behavior that undermines the team and the overall culture of safety



Promoting Professionalism Pyramid

Ray, Schaffner, Federspiel, 1985.
Hickson, Pichert, Webb, Gabbe, 2007.
Pichert et al, 2008.
Mukherjee et al, 2010.
Stimson et al, 2010.
Pichert et al, 2011.
Hickson & Pichert, 2012.
Hickson et al, 2012.
Pichert et al, 2013.
Talbot et al, 2013.



Leadership and Professional Development

- Opportunities for professional development
 - “My UI Training”
 - Employee Self Service
 - https://login.uiowa.edu/uip/auth.page?type=web_server&client_id=hris&redirect_uri=https%3A%2F%2Fhris.uiowa.edu%2Fportal%2Findex.php&response_type=code&scope=workflow.api.hris

Welcome to the Finance and Operations (FO) Web Applications Portal

This is your single point of access for FO Web Applications including Self Service, Workflow, PCard, GL DSS, and the HR Data Access Applications. Please sign in using:

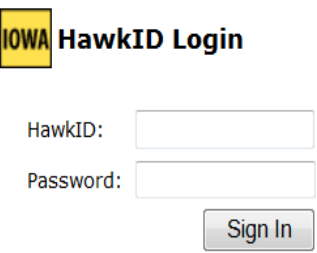
1. Your HawkID, and
2. Your HawkID Password

→ IMPORTANT INFORMATION

- **Employees using shared computers** are advised to click sign out and then exit the browser after completing their session.
- **This is a secure site.** Your ID and password are encrypted as they are sent for authorization.
- **Per Session Cookies** must not be disabled on your browser. We store temporary data in system memory to keep you logged in as you navigate the site.
- **FO Web Applications are generally available 24 hours a day.** There may be occasional breaks in service for routine maintenance, especially on Saturdays after 10pm
- **Please feel free to submit feedback.** Thank you!
- **New employees** receive their HawkID and password shortly after starting employment with the University.
- **If you are a former employee**, you may access Employee Self Service for 18 months after your employment ends with the University; however you will need to [reset your HawkID password](#) on the [HawkID web site](#). For off-campus access to tax forms and other financial information, please sign up for [two-step verification](#).

For questions or problems logging in, contact the ITS Help Desk, 319-384-HELP (4357), its-helpdesk@uiowa.edu.

[The University of Iowa - Human Resources](#)

**HawkID Login**

HawkID:
Password:

Links to Common Questions

- [Don't know your hawkid?](#)
- [Forgot your password?](#)
- [More hawkid information...](#)

My UI Career

- [Annual Goals and Performance Review](#)
- [Annual Total Compensation Statement](#)
- [Appointment & Salary History](#)
- [My ePersonnel File](#)
- [Review Higher Education Degrees](#)
- [Review Licenses/Certifications](#)

General

- [Manage Duo 2-Step Verification](#)
- [Change HawkID Password](#)
- [Change HealthCareID Password](#)
- [Demographics](#)
- [Emergency Contacts](#)
- [My eConflict of Interest Disclosure](#)
- [My Faculty Catalog Information](#)
- [My HR Rep / Workflow Admin / Dept Admin](#)
- [Stop Paper Mailings](#)
- [University Bill](#)
- [Academic & Professional Record \(APR\)](#)

Name, Address & Hawk Alert

- [Email Routing](#)
- [Name/Address/Phone Change](#)
- [Hawk Alert Change](#)

Travel

- [Create New Trip/Request Cash Advance](#)
- [Create TEV \(Travel Expense Voucher\)](#)
- [My Reimbursements](#)
- [Other ProTrav Functions](#)

My Parking

- [My Parking](#)

Payroll

- [Set Up/Change Direct Deposit](#)
- [View Paycheck History](#)
- [Set Up/Change Tax Withholding \(W-4\)](#)
- [View Year-End Tax Information](#)
- [WE ARE PHIL - Faculty and Staff Giving](#)
- [Charitable Giving](#)
- [Savings Bonds Enrollment](#)
- [Information Release Form](#)
- [Charging and Payroll Deduction](#)

Time Reporting

- [Effort Reporting](#)
- [Vacation/Sick Leave Report](#)
- [Preliminary Vacation/Sick Report](#)

Benefits

- [Benefits Enrollment](#)
- [Current Benefits](#)
- [Benefit Change Request](#)
- [Information Release Form](#)
- [Manage Beneficiaries](#)
- [Spending Account Recap/Forms](#)
- [Voluntary Retirement Savings Program \(VRSP\)](#)
- [Workers Compensation - First Report of Injury](#)

Learning and Development

- [Mary Jo Small Award Application](#)
- [My Training](#)
- [myquickcoach](#)
- [Lynda.com](#)

Sexual Harassment Prevention Edu.

Universal Workflow

Inbox, History & Initiated

- [Workflow Inbox](#) 0
- [Workflow History](#)
- [My Initiated](#)

Help

- [New Inbox Help Videos](#)

Self Service Workflow

Maintenance

- [Ad Hoc Approvers](#)
- [Delegates](#)
- [Out of Office](#)
- [Personal Profile \(Set E-mail\)](#)
- [Workflow Test Transactions](#)

Help

- [Workflow Manual](#)

Self Service Messages

Direct Deposit

CATEGORY: EMPLOYEE NOTICE

Home Address and Telephone Publication Restriction


CATEGORY: EMPLOYEE NOTICE

Contact Us

- [Self Service Suggestions](#)

Harvard Business Review

- Available online through the Hardin Library
- <https://thepoint.healthcare.uiowa.edu/default.aspx>



https://thepoint.healthcare.uiowa.edu/Pages/dt

SharePoint

Brennan, Theresa

Get in The Loop: UI Health Care people, events, news, a market, and more

Administration and Staff

Clinical

College of Medicine and Research

Departments and Groups, Hospital

Initiatives and Committees

Safety, Compliance, and Emergency

Top Links

- Clinical Applications Web Links
- Compliance Helpline 384-8190
- Culture Vision
- Downtime Workflows
- Emergency Management**
- Emerging Infectious Disease Info
- ELMS Login | ELMS Training
- Epic
- HCIS Help Desk Self Service
- HealthCareID password change
- Medical Managed Care
- Nursing Intranet
- Patient Education
- Patient Safety Net (PSN) Reporting
- Policies and Procedures**
- Recognize Someone
- Remote Desktop Access
- Quality and Safety Reports
- Stroke Program
- What's to Eat?

Office of The Patient Experience

- Service Excellence Resources
- Nominate a Service Star

Patient Satisfaction Updates

PATIENT SATISFACTION

9:39 AM 8/5/2016

Web Links - Home

SharePoint

BROWSE PAGE

SHARE FOLLOW

University of Iowa Health Care

Web Links

The Point The Loop UI Health Care HCIS Support

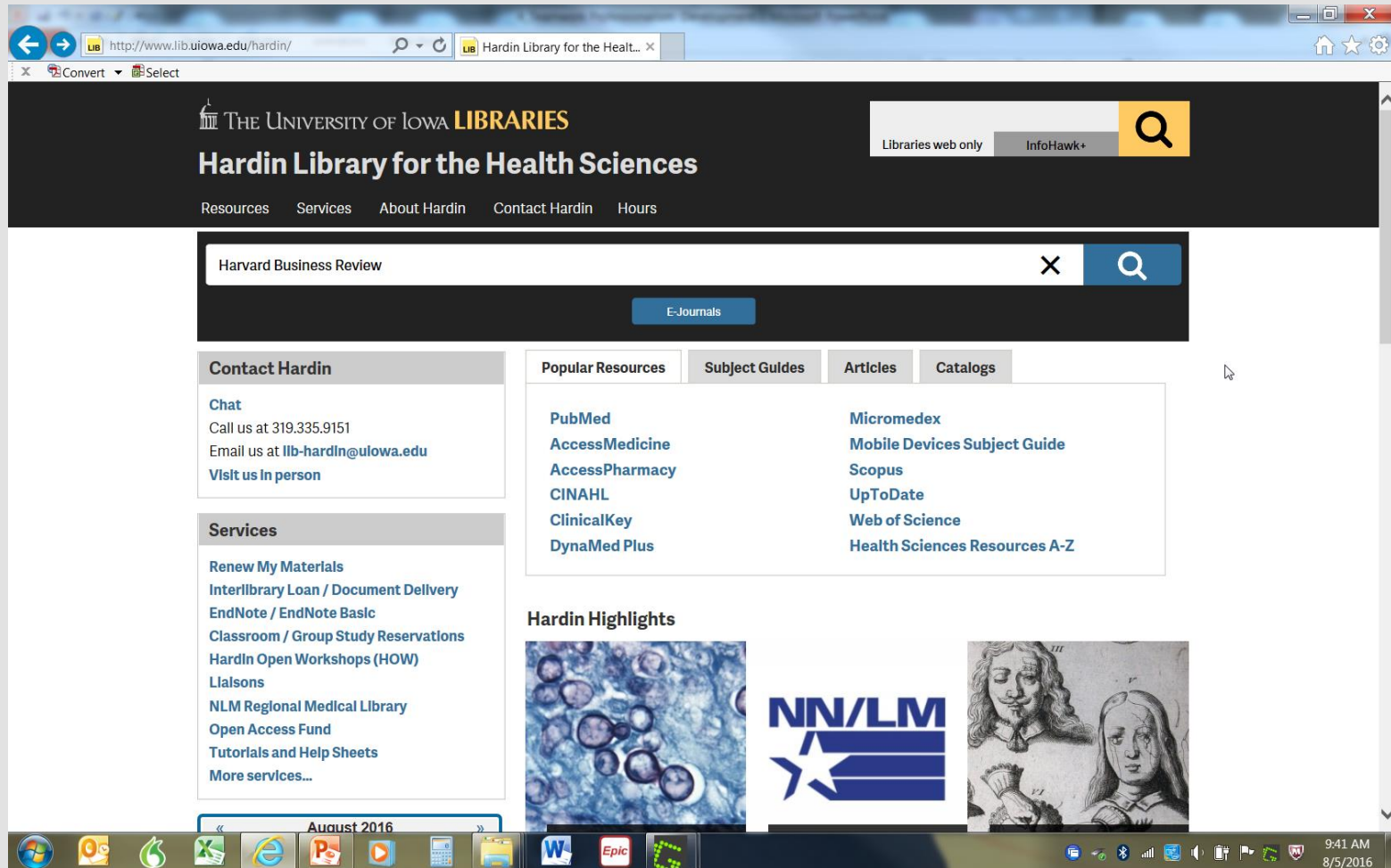
Search this site

[View The Point Homepage](#) | [View Nursing Services Homepage](#) | [View Epic Resources A-Z](#) | [View Downtime Workflows](#)

<p>UIHC Clinical Practice Reference</p> <ul style="list-style-type: none"> Administration of Respiratory Care Medications Alaris Infusion Devices User Manual Anticoagulation Management Antimicrobial Therapy: Guide to Choice of (Antibiogram) Assessment Scales/Tools Bloodborne Pathogen Exposures (BBP) - Needlesticks and Other Exposures <ul style="list-style-type: none"> Instructions for the Person Exposed: <ul style="list-style-type: none"> What to Do if I Am Exposed to Blood/Body Fluids Needlestick/Bite/Sharp Object Exposure Form Splash Exposure Form Source Patient Lab Ordering Instructions Source Patient Hepatitis and HIV Exposure Pre-Test Informational Handout Burn Rotation Resident Manual Clinical Documentation Handbook Care Maps & Order Sets Core Measures BPA Coronary Stent Management Guidelines Culture Vision Fasting Guidelines McKesson AcuDose-Rx Manual Medical Record Forms <ul style="list-style-type: none"> General Consent for Operation/Procedure Forms Other Specific Consent Forms Other Medical Record Forms 	<p>General Clinical Textbooks/Literature</p> <ul style="list-style-type: none"> ACP Pier/Journal Club American College of Physicians Online CINAHL (MDConsult) Cochrane Databases of Systematic Reviews DynaMed Plus Electronic Books Electronic Journals FCC Patient Information (Restricted to FCC only) FPInfo (Family Practice Information) - Patient Education and Clinical Resources Hardin Library Home Page <ul style="list-style-type: none"> Medicine Resource Guides Nursing Resources E-Journals PubMed Medline Search Pediatric Digital Library UpToDate VisualDx <p>UI Health Care Department Links</p> <ul style="list-style-type: none"> Access Facilitation Cancer Center Intranet Disaster/Bio-Emergency ED Antibiotics for Major Infections
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http://www.lib.uiowa.edu/hardin/

9:41 AM 8/5/2016



The screenshot shows a web browser window displaying the Hardin Library for the Health Sciences website. The browser's address bar shows the URL <http://www.lib.uiowa.edu/hardin/>. The website header features the University of Iowa Libraries logo and the title "Hardin Library for the Health Sciences". A search bar is visible with the text "Libraries web only" and "InfoHawk+". Below the header, there is a navigation menu with links: Resources, Services, About Hardin, Contact Hardin, and Hours. A large search bar contains the text "Harvard Business Review". Below the search bar, there is a section titled "Contact Hardin" with contact information: Chat, Call us at 319.335.9151, Email us at lib-hardin@uiowa.edu, and Visit us in person. To the right of the contact information, there is a section titled "Popular Resources" with links to PubMed, AccessMedicine, AccessPharmacy, CINAHL, ClinicalKey, DynaMed Plus, Micromedex, Mobile Devices Subject Guide, Scopus, UpToDate, Web of Science, and Health Sciences Resources A-Z. Below the popular resources, there is a section titled "Hardin Highlights" featuring a microscopic image, the NN/LM logo, and a historical illustration. The website footer shows the date "August 2016" and the time "9:41 AM 8/5/2016".

Other Opportunities

- Medical Director Program
 - Unit Based Medical Directors
 - Predominantly geographically located
 - Partner with Nurse Manager or Administrative leader
 - Focused on leading the unit to improved outcomes (quality, safety, patient satisfaction, efficiency)

- Pre-eminent Leaders who will become key leaders at UI Health Care in the future
- <https://medcom.uiowa.edu/hr/executive-leadership-academy/>

Academy Goals

- University of Iowa Health Care has designed a comprehensive program that addresses core characteristics and skills needed to lead effectively in an academic health care environment. Overall academy goals include:
 - Expanding participants' leadership knowledge, skills, and abilities which are critical in today's changing academic health care environment.
 - Demonstrating outcomes in leading and increasing the effectiveness of project, operational, research, or clinical teams.
 - Strengthening our UI Health Care culture by building networks to provide ongoing feedback and support systems.

Master of Health Care Delivery Science at Dartmouth College

- The degree program, a joint collaborative effort between the Dartmouth Institute for Health Policy and Clinical Practice and the Tuck School of Business, is designed to develop leaders who will eventually transform health care delivery.
- Sponsored by VPMA Dr. Robillard
- <http://mhcds.dartmouth.edu/index.html>

Contact

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