How Can You Turn a Team of Experts into an Expert Team?

Eduardo Salas, Ph.D.
Department of Psychology &
Institute of Simulation & Training
University of Central Florida
esalas@ist.ucf.edu

1. Highlight the **basics** of team training.
2. Discuss **best practices** for team training.
3. Provide an **illustration** of a **successful** team training program.
I. What is Team Training?
Team Training is...

- “a set of instructional strategies and tools aimed at enhancing teamwork knowledge, skills, processes, and performance”
- A systematic process; team training ≠ team building
- Long history:
  - Healthcare, oil
  - Military, nuclear
  - Aviation, NASA
  - Corporate world
- Different strategies
  - CRM/Team coordination
  - Team leader
  - Team self-correction
  - Cross-training
  - Simulation-based team training
The Anatomy of Team Training

**Tools**
- Team Task Analysis
- Task Simulation & Exercises
- Feedback
- Principles

**Methods**
- Information-Based
- Demonstration-Based
  - Video
- Practice-Based
  - Guided Practice
  - Role Play

**Strategies**
- Cross-Training
- Coordination Training
- Team Leader Training
- Others...

**Team Training Objectives**

**Content**
- Competencies
  - Knowledge
  - Skills
  - Attitudes
II. What are Best Practices for Team Training?
Before Team Training...

1. Consider Your Trainee
2. Create a Team Training Environment Conducive to Training Goals
3. Create a Supportive Learning Environment
4. Create Teamwork Conditions that Support Transfer of Training
5. Conduct a Team Needs Analysis
During Team Training...

6. Develop Content for Team-Focused Training
7. Utilize Appropriate Content Delivery Methods
8. Provide Team Development Aids
After Team Training...

9. Evaluate Team Training
10. Promote Transfer of Team Training
III. Illustration
TeamSTEPPS™

- Institute of Medicine Report...
  - Impact of Error:
    - 44,000-98,000 annual deaths occur as a result of errors
    - Medical errors are the leading cause, followed by surgical mistakes and complications
    - More Americans die from medical errors than from breast cancer, AIDS, or car accidents
    - 7% of hospital patients experience a serious medication error

Federal Action:

By 5 years;
- medical errors by 50%,
- nosocomial by 90%;
- and eliminate “never-events” (such as wrong-site surgery)

Cost associated with medical errors is $8-29 billion annually.
TeamSTEPPS™

Joint Commission Sentinel Events

Root Causes of Sentinel Events
(All categories; 1995-2005)

- Communication
- Orientation/training
- Patient assessment
- Staffing
- Availability of info
- Competency/credentialing
- Procedural compliance
- Environ. safety/security
- Leadership
- Continuum of care
- Care planning
- Organization culture

Percent of 3548 events

Targets for Teamwork
Grounded in team performance research
Applies teamwork principles and strategies that are teachable and learnable
Field tested
Comprehensive
Customizable
Evaluation Tools
Ready-to-use
Available to your organization
TeamSTEPPS™...

- **Knowledge**
  - Shared Mental Model

- **Attitudes**
  - Mutual Trust
  - Team Orientation

- **Performance**
  - Adaptability
  - Accuracy
  - Productivity
  - Efficiency
  - Safety
TeamSTEPPS™: Learning Strategies...

- Information
  - Evidence-based knowledge creates awareness
- Demonstration
  - Video vignettes and case studies
- Practice
  - Role-play, Tools, Problem Solving, Practice (simulation)
- Feedback
  - Debrief, Networking, Measures
- Remediation
  - Coaching, Continuous Improvement
Impact...

- **220** DoD healthcare facilities use it
- AHRQ: **45%** US **hospitals** use it
- Over **1M** formally trained through national implementation programs, much more informally
- Data: Improved efficiency in clinical processes
  - L&D, Trauma, Surgery
Does Team Training Work?
Does Team Training Work?

- Team training results...
  - In military, 25-45% performance improvement\(^1\)
  - In aviation, 10-34% improvement in team coordination\(^1\)
  - In medical, over 60 evaluations done
    - VA: 18% reduction in mortality\(^2\)
    - Iraq: 83% reduction in medication and transfusion errors\(^3\)
    - Labor & Delivery: 47% decrease in Adverse Outcomes Index (AOI) for gestations under 37 weeks\(^4\)
    - Improves clinical outcomes

- Team training can explain 20% of the variance of a team’s performance\(^5\)
Team Training Works When...

- Focused on **teamwork knowledge, skills, and attitudes** (KSAs) necessary for effective team functioning
- Provides opportunities to **practice** these KSAs
- Trainers give **feedback** to **diagnose** teams regarding their ability to use the KSAs
- **Tools** are provided to improve **transfer** of team training
  - Debriefs
  - Coaching
  - Checklists
Team Training Works When...

- The organizations send **signals** that teamwork matters... **Conditions!**
  - Top management support
  - Incentives, rewards
References


