“ACT” - A Frontline Coaching Methodology to Hardwire TeamSTEPPS Behaviors
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Problem:
What is the best method to hardwire TeamSTEPPS tools and strategies into the daily behaviors of 38,000 employees across 14 hospital sites comprising the North Shore-LIJ Health System (NSLIJHS)?

Evidence:
While conducting “Team Rounds” at the 15 NSLIJHS sites (acute and long term care), the Health system’s TeamSTEPPS Implementation Team (TSIT) observed that the TeamSTEPPS tools and strategies taught in the fundamental training class were being practiced inconsistently. The TSIT observations identified a gap between training and behaviors.

Strategy:
ACT, a three step process was developed to “bridge the gap”.

1. Assessment of current team behaviors utilizing direct observation (ACT Rubric)
2. Coaching “In the Moment” using a 3R Process: reinforcement, re-direction, and re-education
3. Transformation of knowledge re-assessment

Practice Change:
1. Coaching dyads systematically round at the unit level at all sites to assess current TeamSTEPPS behaviors.
2. “In the moment” feedback is provided. Feedback includes: reinforcement of desired behaviors, re-direction through role playing, and/or re-education as needed.
3. Scheduled re-assessments at all 14 sites validates the adoption of TeamSTEPPS behaviors.

Evaluation:
Transfer of TeamSTEPPS behaviors into practice is evaluated utilizing the ACT Rubric. A multi-site tracking tool is used to document the outcomes of team observations across the health system. This tool provides direction for further intervention.

Results:
North Shore-LIJ employees at the 15 sites across the health system have adopted desired TeamSTEPPS behaviors.

Recommendations:
1. A structured, systematic coaching team approach is key
2. Frontline coaching must be inclusive of the interdisciplinary team
3. Frontline coaching builds self-efficacy of novice TeamSTEPPS practitioners
4. Rounding by the TSIT builds relationships and fosters mutual trust

Lessons Learned:
Training alone will not translate knowledge into desired behaviors.
Bibliography:


