

Our History and Evolution

Since 1976, CRICO/RMF has been the medical malpractice company owned by and serving the Harvard medical community. Our data-driven approach to claims management and patient safety is the outcome of years of service to our members. In 1998, the establishment of RMF Strategies (RMFS) allowed us to reach beyond the borders of our own community to create new partnerships among physicians, health care systems, and their medical malpractice insurers, using what works: comparing analyses of claims data, sharing effective patient safety practices, and promoting dialogue among a national community of peers.

In 2005, RMFS entered into a joint project with clinicians from BIDMC to offer teamwork training in obstetrics to hospitals on a fee-for-service basis. This program was

developed through BIDMC's collaboration with the American Institute of Research and the U.S. Department of Defense (DoD) in a research study (2001–2002) to apply principles of crew resource management in health care settings. The resulting Team Performance Plus (TPP) program is based on more than 20 years of research and experience in crew resource management within all three branches of the U.S. military, commercial aviation, and medicine.

As senior practitioners at a lead civilian hospital in the study, physicians at BIDMC were actively involved in development of both the program curriculum and a measure of maternal/fetal outcomes that would quantify and track performance gains associated with improved team effectiveness.

CRICO/RMF is proud of its association with BIDMC's obstetrics unit, and congratulates them on their recent prestigious awards.

- **Recipient of the National Quality Forum (NQF) and the Joint Commission's annual John M. Eisenberg Patient Safety and Quality Award; honored for Innovation in Patient Safety and Quality at the National Level (September 2007)**
- **Winner of the first Blue Cross Blue Shield of Massachusetts Health Care Excellence Award (April 2007)**



101 Main Street, Cambridge, MA 02142
617.495.5100 ■ www.rmfsstrategies.com
RMF Strategies is a division of CRICO/RMF

Team Performance Plus Faculty

Benjamin P. Sachs, MD, BS, DPH, FACOG
Senior Vice President of Tulane University & Dean of the School of Medicine
The James R. Doty Distinguished Professor and Chair

Susan Mann, MD
Director of Quality Improvement in the Obstetrics and Gynecology Department, Beth Israel Deaconess Medical Center
Clinical Assistant Professor in Obstetrics and Gynecology and Reproductive Biology, Harvard Medical School

Steven Pratt, MD
Director of Quality Improvement, Department of Anesthesia and Critical Care
Clinical Director of Obstetric Anesthesia, Beth Israel Deaconess Medical Center

Mary L. Salisbury, RN, MSN
A patient safety health care provider, performance coach, and consultant in various settings for nearly 40 years.

Penny Greenberg, RN, BSN
Director of Health Care Quality and Patient Safety, Beth Israel Deaconess Medical Center–Needham

Ronald Marcus, MD
Administrative Director of Labor and Delivery, and Director of Outpatient Services, Beth Israel Deaconess Medical Center

Dana Bissett Siegal, RN, CPHRM
Program Director, Risk Management Services, RMF Strategies (a division of CRICO/RMF)

Contact Information

Rachel Fennell
phone: 617.679.1363
fax: 617.679.1237
email: rfennell@rmf.harvard.edu



Team Performance Plus

Engage your culture of patient safety

- Learn team training principles taught by award-winning physician and nurse trainers from Beth Israel Deaconess Medical Center
- Implement change with proven tools and methods
- Measure results using obstetric-specific Adverse Outcome Index
- Sustain long-term culture change through ongoing support and coaching



Our Methodology for Continuous Patient Safety

RMF Strategies employs a six-step strategy to guide health care organizations through continuous patient safety improvement. These basic components are the foundation for helping both leadership and front line providers identify patient safety vulnerabilities, prioritize the most imposing risks, and successfully drive change within their organization.

Team Performance Plus

OB, ED, OR, ICU. When things go wrong, they go very wrong. Severe injuries, million-dollar indemnities, sky-high premiums. In high-risk health care environments, every moment, every interaction has a potential for catastrophe.

Team Performance Plus (TPP) is an integrated training program based on the principles of Crew Resource Management and developed for implementing a team-based culture of patient safety in the hospital environment.

TPP is a unique training program, developed in partnership with and taught by award-winning Master Trainers from Beth Israel Deaconess Medical Center (BIDMC), in Boston. It was initially designed to improve

communication and team effectiveness within the Obstetrics department and is now being expanded to other specialty areas, including Emergency Medicine and Surgery.

Unlike other team training courses, TPP prepares your organizational leaders to be champions and coaches among your staff. In addition to customized training, coaches are provided with tools and methods to help them support team-based skills, and sustain long-term change within their hospital.

Teamwork is a solution

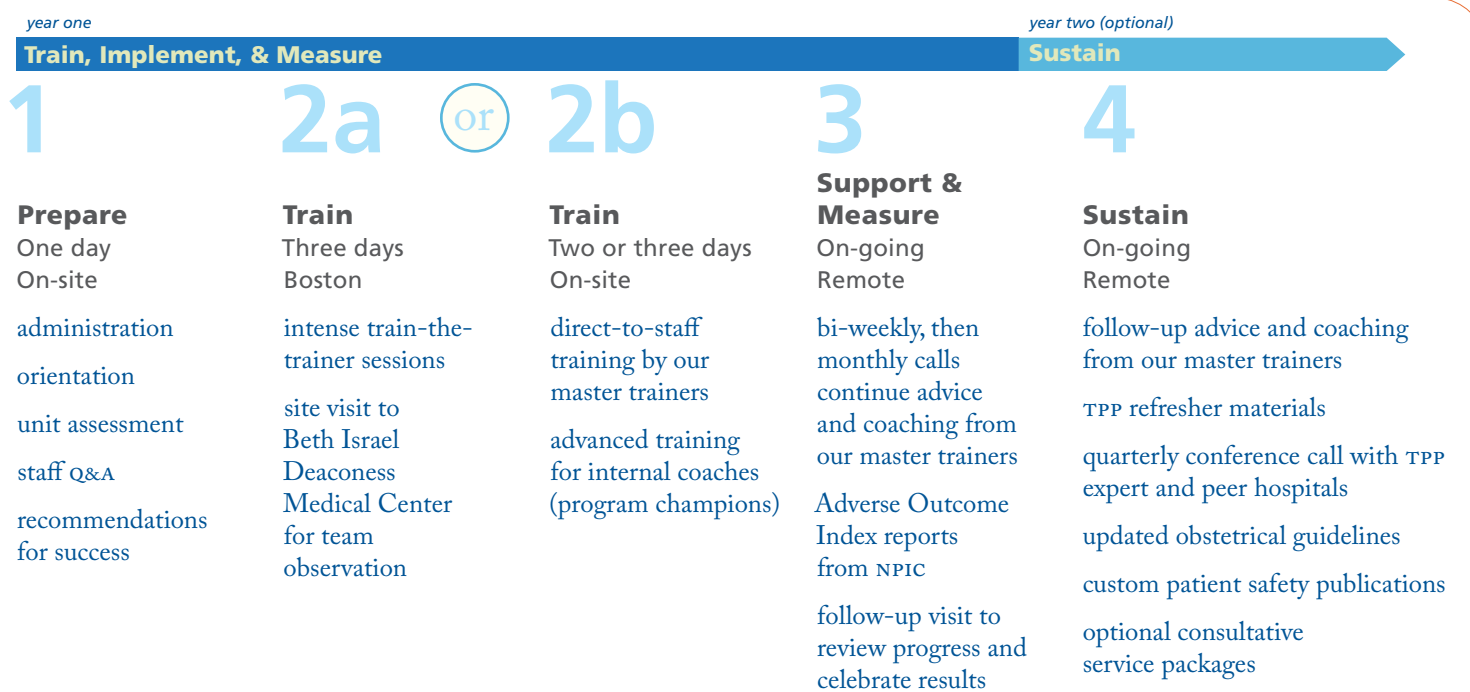
You may work with some of the most skilled clinicians in the world, but if you are not working as a team, errors can occur and patient safety may be compromised. Unidentified, uninterrupted errors cause harm. Professionals trained in team behaviors are best prepared to recognize, manage, and mitigate the impact of unfolding error.

A 10-year study of closed obstetrics-related medical malpractice claims in the Harvard system found that 42% of the claims could have been mitigated or prevented had teamwork behaviors been employed. In a separate finding, the Institute of Medicine (IOM) identified poor clinical teamwork as a consequential contributor to patient care delivery problems, medical error, and adverse events.

The Joint Commission reported that "...the majority of perinatal death and injury cases reported root causes related to problems with organizational culture and communication among caregivers," and recommended that "organizations conduct team training in perinatal areas to teach staff to work together and communicate more effectively."

Team training provides both the infrastructure and the tools to maximize communication and improve decision-making among caregivers. Information flow, via a common language and shared expectations, creates a culture of increased patient safety. On team-trained units, both patients and providers experience measurable improvements in safety and satisfaction outcomes.

Program Structure



“The TPP initiative at St. Charles Hospital has had a profound impact on patient care in the Labor and Delivery Suite. Through staff education, interdisciplinary cooperation, and ongoing mentoring, patient satisfaction scores were improved by five percent.”

—Ann Shea-Lewis, MBA, RN
Director of Maternal Child Health, St. Charles Hospital, CHSLI

Culture change is a process

Team training is more than a set of tools to improve communication. When done effectively, it engenders a fundamental change in the culture and functionality of the unit. TPP leverages solid culture change principles, involving senior leaders and front line clinical staff, to ensure a shared understanding of the needs and expectations of the program. By providing services that assist in the preparation of your organization, as well as ongoing support after implementation, TPP offers a comprehensive program that best positions your team training initiative for long term success.

As with any improvement strategy, team training takes time and perseverance. Therefore, it is crucial to establish and follow a specific plan for successful implementation. Our TPP program structure, includes advance preparation, two training options, and post implementation support for measuring and sustaining your improved culture of safety.

Excellence is the benchmark for success

The need for team training and the recent CMS mandate require organizations to assess all available training options. Which approach will yield long-term, sustained culture change?

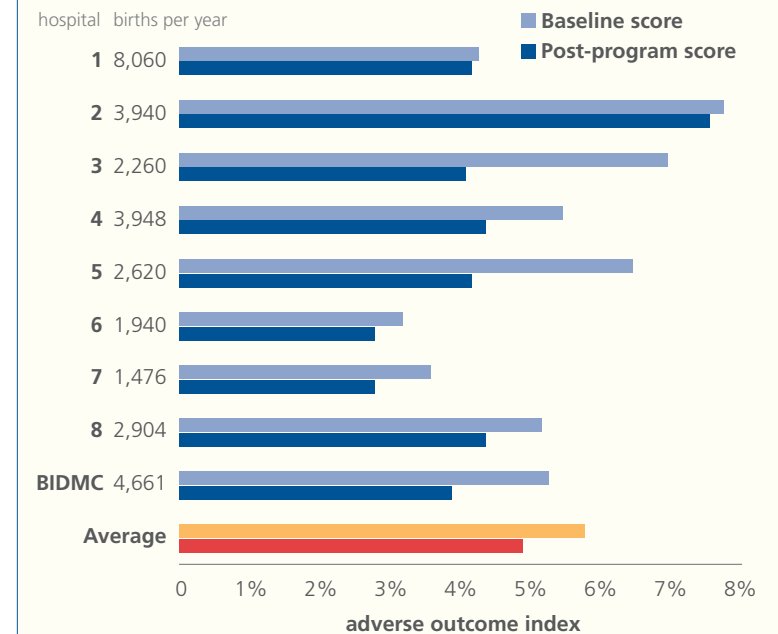
TPP has been developed by clinicians, for clinicians who want to excel at patient safety and reduce the chance of adverse outcomes and associated malpractice claims. TPP is unlike off-the-shelf safety guidelines, independent consultants, or online programs. TPP's partnership between experts and your practitioners creates a customized program to meet the specific needs of your organization.

With an engaging and interactive style, our team of physician/nurse trainers tackles the complex human and operational issues that can undermine patient safety. Using a variety of educational media, they deliver comprehensive training and share expertise to:

1. Create team structures that ensure a shared vision,
2. Maximize communication through shared language and expectations,
3. Develop leadership and coaching to model and sustain team skills,
4. Implement specific error prevention strategies.

Team Performance Before and After TPP

The Adverse Outcome Index (AOI) measures the percentage of deliveries complicated by one or more of the identified outcomes. For example, a hospital with 1,000 annual births that had 93 of the identified outcomes would have an AOI of 9.3%.



All hospitals shown have completed one year of post-implementation data. Baseline data period is two years for most hospitals. Some reflect a shorter baseline period.

Measure your progress and outcomes

To measure progress, TPP has partnered with the National Perinatal Information Center (NPIC) to provide an OB-specific AOI. Your participation includes pre- and post-training reports that track your progress and benchmark against other TPP-trained organizations.

For example, at BIDMC, implementation of team training in 2002 had a notable impact. By 2004, BIDMC saw a 47% drop in the AOI among gestations under 37 weeks, and a 14% drop for gestations over 37 weeks. Improvement for the entire patient population was 16%.

The graph above demonstrates the AOI outcomes for 8 TPP clients and BIDMC. While team training is still a fairly young initiative in many organizations, early indications consistently show a decrease in the AOI for TPP trained clients.

“When it comes to the importance of teamwork, I think Babe Ruth said it best: ‘You may have the greatest bunch of individual stars in the world, but if they don’t play together, the club won’t be worth a dime.’”

—Benjamin P. Sachs, MD
Senior Vice President of Tulane University & Dean of the School of Medicine