

Supplemental Digital Content 4- TEAM Instrument and Rating guide*

TEAM EMERGENCY ASSESSMENT MEASURE (TEAM)#					
Item	0	1	2	3	4
The team leader let the team know what was expected of them through direction and command.					
The team leader maintained a global perspective – Monitoring clinical procedures and the environment? Remaining hands-off? Appropriate delegation?					
The team communicated effectively. Verbal, non-verbal and written communication?					
The team worked together to complete tasks in a timely manner					
The team acted with composure and control. Applicable emotions? Conflict management issues?					
The team morale was positive. Appropriate support, confidence, spirit, optimism and determination?					
The team adapted to changing situations. Adaptation within the role of their profession? Patient deterioration? Team changes?					
The team monitored and reassessed the situation					
The team anticipated potential actions. Preparation of defibrillator, drugs, airway equipment?					
The team prioritized tasks.					
The team followed approved standards/guidelines. Some deviation may be appropriate.					
On a scale from 1 (poor) to 10 (Excellent), give your global rating of the team's performance					
0 = Never/Hardly ever 1 = Seldom 2 = About as often as not 3 = Often 4 = Always/Nearly always					
# Adapted from S. Cooper et al. Resuscitation 81 (2010) 446–452.					

Leadership: It is assumed that the leader is either designated, has emerged, or is the most senior – if no leader emerges allocate a “0” to Questions 1 & 2.

1. Team leader let the team know what was expected of them through direction and command

0= Never/Hardly Ever	4= Always/Nearly Always
<p>Team Leader:</p> <ul style="list-style-type: none"> • Not identifiable (i.e., multiple clinicians are giving orders, unclear who is responsible for medical decision making) • Does not delegate roles or distribute workload • Does not articulate or share team goals clearly (i.e., appears to assume the team implicitly knows what he/she is thinking) • Does not explicitly articulate or establish priorities 	<p>Team Leader:</p> <ul style="list-style-type: none"> • Clearly identifiable or identifies him/herself as the Team Leader • Clearly delegates roles and distributes workload • Clearly articulates or shares team goals • Explicitly articulates or establishes priorities

2. The team leader maintained a global perspective

*Prompts: Monitoring clinical procedures and the environment?
Remaining “hands off” as applicable? Appropriate delegation?*

<p>Team Leader:</p> <ul style="list-style-type: none"> • Does not share thought process • Does not summarize or recap events for the team • Assumes specific clinical tasks without explicitly handing off leadership; distracted or overly focused on tasks (i.e., intubation, chest compressions, performing patient care tasks, calling other clinicians on the phone) • Appears to be unable to maintain an overview of situation (i.e., does not remain “hands off,” does not step back, does not stand at the end of the bed or another location where global perspective is possible) • Does not delegate tasks and distribute the workload to maintain a global perspective 	<p>Team Leader:</p> <ul style="list-style-type: none"> • Shares thought process; makes thinking transparent • Summarizes and recaps events for the team • Remains “hands-off” unless specific clinical expertise or correction is required • Appears to maintain an overview of situation and steps back when situation allows (i.e., stands at the end of the bed or another location where global perspective is possible) • Delegates tasks and distributes the workload to maintain a global perspective
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Team Work: Ratings should include the team as a whole (i.e., the leader and the team as a collective (to a greater or lesser extent)).

3. The team communicated effectively

Prompts: Verbal, non-verbal and written forms of communication?

0= Never/Hardly Ever	4= Always/Nearly Always
<ul style="list-style-type: none"> • Communication and/or instructions called out into the air (i.e., not directed at a specific individual) • Orders are complex and difficult to understand (e.g., several orders are given at once, non-standardized format, information missing) • Communication is not purposeful (i.e., much extraneous talking, communication does not contribute to achieving team goals or priorities) • No observable closed loop communication • Confusion is not clarified 	<ul style="list-style-type: none"> • Communication and/or instructions are clearly directed at a specific individual (e.g., use of name, eye contact) • Orders are complete and given in a standardized or clear format • Communication is clear, concise, easily understood, and purposeful (i.e., little/no extraneous talking, communication contributes to achieving team goals or priorities) • Consistent use of closed loop communication (i.e., person receiving message confirms that it has been received and gives appropriate read-back) • Any confusion is clarified

4. The team worked together to complete tasks in a timely manner

<ul style="list-style-type: none"> • Team appears inefficient and unorganized • No evidence of coordination of activity • Multiple people doing same task, leaving other tasks unattended • People without assigned role are standing around • Task saturation goes unnoticed by team members; team members do not offer support or help 	<ul style="list-style-type: none"> • Team appears efficient and organized (i.e., a “well-oiled machine”) • Evidence of individual coordinating activity (e.g., distributing and delegating tasks) • Work is distributed amongst the team • Team members around the bed are engaged in purposeful activity (i.e., team members who are not needed are directed away from the bed) • When task saturation of a team member is noted, other team members offer support or help
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5. The team acted with composure and control

Prompts: Applicable emotions? Conflict management issues?

<ul style="list-style-type: none"> • Atmosphere appears chaotic • Team members’ voices are raised; yelling • If conflict arises, there is long discussion rather than respectful and efficient resolution 	<ul style="list-style-type: none"> • Atmosphere appears organized and controlled • Team members exhibit calm tones of voices • Alternating points of view are expressed and resolved respectfully and efficiently
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6. Team morale was positive

Prompts: Appropriate support, confidence, spirit, optimism, determination?

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| <ul style="list-style-type: none">• Team members seem unsure of themselves• Team members do not assist one another with tasks• Team members exhibit harsh and abrupt tone of voice• Team members criticize each other | <ul style="list-style-type: none">• Team appears confident• Team members assist one another with tasks• Team members exhibit collaborative, team-oriented behavior• Team members express their viewpoints in a respectful way |
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7. The team adapted to changing situations

Prompts: Adaptation within the roles of their profession?

Situation changes: Patient deterioration? Team changes?

<ul style="list-style-type: none"> Team members are not made aware of changing situation (i.e., when situation changes, no one reports the change to the group or it is noticed significantly late) Team members fixate on prior tasks and don't adapt to changing situation; new tasks remain unassigned In response to changing situations, team does not adapt or change focus to accommodate 	<ul style="list-style-type: none"> When situation changes, team member(s) report to the group in a timely fashion (i.e., change in patient hemodynamic stability, change of team roles, change of plan of care) Team roles change dynamically or may be reassigned within their profession because of change in team composition or to meet shifting priorities (e.g., O₂ sats falling, significant rhythm change on monitor, drop in BP, change in mental status) In response to changing situations, team adapts and changes focus to accommodate
8. The team monitored and reassessed the situation	
<ul style="list-style-type: none"> No verbalized reassessment of patient or situation Vital signs are not called out No team member appears to be or verbalizes who is watching monitor Team members do not exhibit situational awareness; do not verbalize changes to the team No evidence of shared mental model (i.e., no team members share thinking regarding the patient status) 	<ul style="list-style-type: none"> Team members continually reassess patient and trends or changes are verbalized (i.e., improvement or deterioration of patient status) Vital signs are called out Team members verbalize who is watching the monitor Team members exhibit situational awareness; verbalize changes to the team Evidence of shared mental model (i.e., team members share thinking regarding the patient status)
9. The team anticipated potential actions <i>Prompts: preparation of defibrillator, drugs, airway equipment?</i>	
<ul style="list-style-type: none"> Team is playing "catch up" (i.e., significant delay in critical intervention because team was not prepared - e.g. airway equipment, meds, defibrillator) No team member verbalizes concern for potential changes in situation 	<ul style="list-style-type: none"> As clinical situation allows, meds, airway equipment and defibrillator are anticipated and planned for use (e.g., potential for respiratory failure exists, team prepares airway equipment and draws up meds) Team member verbalizes concern for potential changes in situation

Task Management	
10. The team prioritised tasks	
0= Never/Hardly Ever	4= Always/Nearly Always

<ul style="list-style-type: none">• Team is doing unnecessary activities• Priorities are not clear• Critical tasks remain undone or not completed (e.g., O₂ sats are falling and team member(s) remain focused on putting in a Foley catheter)	<ul style="list-style-type: none">• Team is engaged in necessary activities• Priorities are clear and team is focused on tasks to achieve those goals• Prioritized activity to care for the patient to achieve value-added outcomes	
11. The team followed approved standards/guidelines <i>Prompts: Some deviation may be appropriate?</i>		
<ul style="list-style-type: none">• Significant deviation from critical elements and guidelines• Many items need improvement	<ul style="list-style-type: none">• Adherence to appropriate standards and guidelines• Few items need improvement	
Overall		
12. On a scale of 1-10 give your global rating of the team's performance		
1-3	4-7	8-10
<ul style="list-style-type: none">• Team is dangerous• Team exhibits activities that result in significant safety concerns	<ul style="list-style-type: none">• Team appears competent overall• Some areas of improvement needed• Team gets the job done	<ul style="list-style-type: none">• Excellent, a model of good teamwork• Not many areas of improvement

* Adapted from Cooper S, Cant R, Porter J, et al. Resuscitation 2010;81:446-52