

Tiered Huddles

Facilitator Guide

Purpose of the guide

The Complete Facilitator’s Guide comprises each of the four facilitator guides of the four tool components that make up the Tiered Huddles SMART Tool:

1. [Tiered Team Huddles](#)
2. [Huddle Boards](#)
3. [Huddle Reports](#)
4. [Huddle Action Items](#)

These facilitator guides can be used to introduce the concepts and processes associated with Tiered Huddles and provide guidance for the implementation of this SMART Tool within an organization.

Who should use this guide

Frontline Managers, Infection Preventionists, Clinical Leaders, and/or Administrative Leaders

How to use this guide

Facilitators can introduce and present the information in this guide during morning briefings, quality improvement meetings, strategic planning meetings, and frontline staff meetings. It is recommended that the facilitator uses the “Facilitator Companion Slides” when introducing the Tiered Huddles SMART Tool to hospital stakeholders. Once the facilitator guide is presented, the facilitator should identify stakeholders at each level of the hospital (e.g., Frontline Managers, Unit Leaders) who can help coordinate the implementation of Tiered Huddles across the organization.

Facilitator overview and roles

Facilitators are considered subject matter experts on Tiered Huddle processes and components. They help teams obtain the resources and skills to implement Tiered Huddles effectively. Facilitators should:

- Encourage frontline staff involvement in the implementation of Tiered Huddles.
- Gather feedback about the use of different Tiered Huddle components from the different tiers and disseminate lessons learned to improve Tiered Huddle functioning.
- Regularly update leadership from the appropriate tiers about recommended changes to Tiered Huddle processes or components (e.g., provides updates about the rollout of Tiered Huddles across the organization and discusses barriers to implementation).

After reviewing this facilitator guide, readers should be able to:

- Describe and communicate the tool components of effective Tiered Huddles
- Understand how Tiered Huddles can improve patient safety and prevent hospital acquired infections
- Identify the important roles for implementing Tiered Huddles in your organization

SAY:

In this module, we will explain how Tiered Huddles can be a useful tool to efficiently communicate patient safety concerns, such as healthcare-associated infections, or HAIs, to hospital leadership so they can be addressed.

Slide 1



SAY:

Tiered Huddles are daily meetings that occur across multiple levels, or tiers, of leadership within an organization to facilitate communication across those tiers.

Team huddles occur within each tier to:

- check the status of work
- identify problems
- take countermeasures such as escalation
- ensure that issues are addressed

Slide 2

Introduction to Tiered Huddles

Tiered Huddles are daily meetings that occur across multiple levels (tiers) of leadership within an organization.

Team Huddles occur within each tier to:

- ✓ Check the status of work
- ✓ Identify problems
- ✓ Take countermeasures such as escalation
- ✓ Ensure that issues are addressed

There are individuals who span multiple adjacent tiers, and this helps promote accurate communication of information and appropriate escalation between tiers, with the most critical issues being quickly escalated to higher tiers.

SAY:

A subset of representatives from each tier attend the team huddle of their adjacent tier to support accurate communication of information and appropriate escalation between tiers, for example, between Tier 1 and Tier 2.

Critical issues quickly escalate to senior levels, such as Tier 6.

Slide 3

Structure of Tiered Huddles

Representatives from each tier attend the team huddle of their adjacent tier to support accurate communication of information and appropriate escalation between tiers.



SAY:

The remaining sections of this facilitator guide will introduce and explain the specific tool components of Tiered Huddles:

- Tiered Team Huddles
- Huddle Boards
- Huddle Reports
- Huddle Action Items

Slide 4

Tool components for Tiered Huddles



In implementing these Tiered Huddle tool components, health care organizations can promote safer patient care and reduce HAIs by streamlining communication channels between the levels of the organization and identifying concerns that require executive-level attention.

Tiered Team Huddles

Definition

Tiered Team Huddles are brief standing meetings that occur one or more times per day and preferably at the beginning of the shift. These brief meetings enable rapid communication of safety issues between the frontline staff and the executive level.

Purpose of the guide

The purpose of this guide is to help organizations build a foundation that will support the implementation of Tiered Team Huddles. To make the implementation of Tiered Team Huddles more accessible for health care organizations, this facilitator guide outlines the characteristics of Tiered Team Huddles and can assist health care leaders in developing and adapting them in their organizations.

Who should use this guide

Frontline Managers, Infection Preventionists, Clinical Leaders, and/or Administrative Leaders

How to use this guide

Facilitators can introduce and present the information in this guide during morning briefings, quality improvement meetings, and frontline staff meetings. It is recommended that the facilitator uses the Facilitator Slides when introducing this tool component to hospital stakeholders. Once the facilitator guide is presented, the facilitator can then identify stakeholders at each level of the hospital (e.g., Frontline Managers, Administrative Leaders) who can take charge of coordinating the implementation of Tiered Team Huddles on their floor, unit, or team.

SAY:

Our first topic will be Tiered Team Huddles.

Tiered Team Huddles are brief and regimented conversations between team members within tiers that focus on the impediments of safe patient care and addressing them in a timely, efficient manner.

People from adjacent tiers attend the meetings to be able to escalate issues and communicate important information to tiers above and below.

Slide 5



Slide 6

What are Tiered Team Huddles?

- ✓ Tiered Team Huddles are brief and regimented conversations between team members within tiers that focus on the impediments of safe patient care and addressing them in a timely, efficient manner.
- ✓ People from adjacent tiers attend the meetings to be able to escalate issues and communicate important information to tiers above and below.

SAY:

Frontline staff, managers, and administrators are often confronted with competing priorities, staffing changes, and patient safety issues that require immediate attention.

However, hospital leaders may not be able to respond to these demands when they are not communicated by hospital staff.

Tiered Team Huddles offer hospitals a streamlined process for escalating issues while also ensuring that the right person in the organization can address the issue.

Slide 7
Why implement Tiered Team Huddles?

- ✓ Competing priorities, staffing changes, and patient safety issues require immediate attention.
- ✓ Hospital leaders may not be able to respond to these demands when they are not communicated by hospital staff.
- ✓ **Tiered Team Huddles offer hospitals a streamlined process for escalating issues while also ensuring that the right person in the organization can address the issue.**

SAY:

According to the Institute for Healthcare Improvement, team Huddles should:

- Take place at the start of each shift.
- Include a formal review of key metrics, problems, and action items.

Huddles should also:

- Provide staff members an opportunity to discuss incoming patients.
- Anticipate the needs or concerns of patients and team members.

Slide 8
Tiered Team Huddles overview

- ✓ Team huddles should:
 - ✓ Take place at the start of each shift
 - ✓ Include a formal review of key metrics, problems, and action items
- ✓ Huddles should also:
 - ✓ Provide staff members an opportunity to discuss incoming patients
 - ✓ Anticipate the needs or concerns of patients and team members

SAY:

Fundamentally, with the help of a facilitator, each tier will identify a Tiered Team Huddle leader—the person who will be responsible for leading the team huddle and making sure all team members feel involved. This person will be tasked with:

- Huddle time: Choosing a time to hold daily Tiered Team; huddles based on team members' availability and the meeting times of the other tiers – for example, Tier 1 Team Huddles must occur before Tier 2 Team Huddles
- Huddle location: Reserving a location to hold Tiered Team Huddles, or choose a virtual meeting platform, such as Zoom, or Skype, that allows for private team conversations

Slide 9
Designing Tiered Team Huddles: Huddle leader

- A Tiered Team Huddle leader will be responsible for leading the team huddle and making sure all team members feel involved and will be tasked with:
- ✓ **Huddle time:** Choosing a time to hold daily Tiered Team Huddles based on team members' availability and the meeting times of the other tiers (e.g., Tier 1 Team Huddles must occur before Tier 2 Team Huddles)
 - ✓ **Huddle location:** Reserving a location to hold Tiered Team Huddles

SAY:

This person will also be tasked with:

- Communication: Communicating action items and recommendations to tiers above and below
- Resource management: Proposing a list of team member roles – for example, a notetaker – and responsibilities to keep Tiered Team Huddles on task with identifying and addressing patients' and staff members' needs

Slide 10
Designing Tiered Team Huddles: Huddle leader, continued

- ✓ **Communication:** Communicating action items and recommendations to tiers above and below
- ✓ **Resource management:** Proposing a list of team member roles (e.g., notetaker) and responsibilities to keep Tiered Team Huddles on task



SAY:

Once a leader identifies team members' roles, the next task is to understand and agree on the huddle objectives. Objectives refer to the specific topics that will be discussed during the huddle. Some of the major topics for frontline staff may include:

- Current and anticipated staffing needs
- Bed occupancy
- Number of HAIs or standardized HAI rate

Objectives vary from tier to tier, align with organizational priorities, and provide a key metric or outcome to track performance.

Slide 11
Designing Tiered Team Huddles: Huddle objectives

Identify the specific topics that will be discussed during the huddle. Some of the major topics for frontline staff may include:

- ✓ Current and anticipated staffing needs
- ✓ Bed occupancy
- ✓ Number of HAIs or standardized HAI rate


SAY:

There are several additional considerations when creating a huddle.

- Establish meeting rules: It is important to lay out ground rules for participating in Tiered Team Huddles so that team members feel their opinions and ideas matter.
- Establish etiquette: Ground rules should specify when team members can vocalize their concerns and offer suggestions for improving clinical processes.
- Plan for conflict resolution: When conflicts emerge within the team, individuals should understand who they should turn to in order to resolve them.

Slide 12
Designing Tiered Team Huddles: Creating a huddle

✓ **Establish meeting rules:** Lay out ground rules for participating in Tiered Team Huddles and make team members feel that their opinions matter.

✓ **Establish etiquette:** Establish ground rules and specify when team members can vocalize their concerns.

✓ **Plan for conflict resolution:** Individuals should understand who they should turn to in order to resolve conflicts.

SAY:

In addition, you should be sure to:

- Make time for follow-up: Make time at the beginning of each huddle to close the loop on previous issues that still need to be resolved.
- Celebrate accomplishments: Celebrate small wins when one or more team members go above and beyond to prevent an HAI.

Slide 13
Designing Tiered Team Huddles: Creating a huddle, continued

✓ **Make time for follow-up:** Make time during the huddle to close the loop on previous issues that still need to be resolved.

✓ **Celebrate accomplishments:** Celebrate small wins when one or more team members go above and beyond to prevent an HAI.


SAY:

The Huddle Evaluation Form is a modifiable worksheet that can be used to observe huddle processes and to make sure that essential elements of the Tiered Team Huddle are addressed.

Use this form to observe multiple team huddles in order to provide feedback and to identify opportunities to make the huddle process more efficient.

Slide 14
Huddle Assessment Form

- ✓ Use this form to observe multiple team huddles in order to provide feedback and to identify opportunities to make the huddle process more efficient.

SAY:

Read the Tiered Team Huddle Case Study and discuss with your team members how you would answer the questions found in the activity.

Use this activity as an opportunity to engage team members in a dialogue about ways to improve huddle processes such as improving:

- Response times to problem resolution
- Team collaboration
- HAI prevention practices within the tier

Slide 15

Tiered Team Huddles Case Study



- ✓ Read the Tiered Team Huddle case study and discuss with your team members how you would answer the questions found in the activity.
- ✓ Use this activity as an opportunity to engage team members in a dialogue about ways to improve huddle processes.

SAY:

Leaders interested in implementing Tiered Team Huddles may consider the following strategies to ensure Tiered Team Huddles are implemented effectively:

- Have a communication plan: Develop a communication plan to share information and updates about team huddle successes and failures, such as when a team identifies a “near miss” event that could have led to patient harm, in a way that promotes accountability and avoids individual blame.
- Provide incentives: Leverage low-cost incentives for team huddle participation – for example, offer snacks or notes of appreciation for teams with above average attendance rates.
- Test processes: Pilot test and refine team huddle processes and encourage frontline feedback.
- Establish a schedule: Schedule a regular meeting with hospital leaders from adjacent tiers to review quantitative and qualitative feedback about the progress and quality of Tiered Team Huddle implementation.

Slide 16

Tiered Team Huddles implementation considerations

Consider the following strategies to ensure Tiered Team Huddles are implemented effectively:

- ✓ Have a communication plan
- ✓ Provide incentives
- ✓ Test processes
- ✓ Establish a schedule



SAY:

There are several best practices to keep in mind when it comes to Tiered Team Huddles.

- Maintain a regular schedule
- Use huddles as an improvement activity, not just to report issues out
- Align huddle objectives with broader organizational goals and priorities
- Keep track of huddle attendees and invite individuals to your huddle who can facilitate change

Slide 17

Tiered Team Huddles: Best practices



SAY:

Why should you use a Huddle Board? Huddle Boards:

- Provide structure and organization: Without structure, Tiered Team Huddles can quickly become disorganized and team members may lose focus of the overall goals and objectives of the organization such as patient safety, reducing HAIs, etc.
- Identify problems: Huddle Boards offer a systematic approach to identify problems that require immediate resolution by frontline staff, managers, or hospital leadership.

Slide 20
Why use a Huddle Board?

- ✓ **Provide structure and organization:** Without structure, Tiered Team Huddles can quickly become disorganized.
- ✓ **Identify problems** that require immediate resolution by frontline staff, managers, or hospital leadership.

SAY:

Huddle Boards also:

- Uncover opportunities for improvement: By routinely keeping track of key metrics on Huddle Boards, Tiered Team Huddles can ultimately become opportunities for team members to continuously improve their care processes.
- Customizable for each team and organization's needs: However, there is no one-size-fits-all approach to designing a Huddle Board. Each Huddle Board should be designed in such a way that it makes it easy for each team member to report issues on their unit.

Slide 21
More reasons to use a Huddle Board

- ✓ **Uncover opportunities for improvement:** Keep track of key metrics on Huddle Boards to help identify opportunities to improve care processes.
- ✓ **Customize your board:** Huddle Boards should make it easy for each team member to report issues on their unit.

SAY:

There are several steps to creating a Huddle Board.

- Set goals: Tiered Huddle team members should discuss and decide on which outcomes are most important to their tier, for example:
 - CAUTI and/or CLABSI reduction
 - Minimizing the use of indwelling urinary catheters
 - Maximize the use of float nurses
- Make sure goals are measurable: Make sure the outcomes or priorities that are listed on the Huddle Board can be measured and updated regularly.
- Assign responsibility: Designate one team member to update the information on the Huddle Board daily, preferably dedicating time before and after shifts to update necessary information.

Slide 22
How to create a Huddle Board

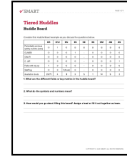
- ✓ **Set goals:** Tiered Huddle team members should discuss and decide on which outcomes are most important to their tier.
- ✓ **Make sure goals are measurable** and updated regularly.
- ✓ **Assign responsibility:** Designate one team member to update the information on the Huddle Board on a daily basis.



SAY:

Let's turn to an activity.

Facilitator note: At this time, have your group complete the Huddle Board activity and have them discuss what they have learned.

Slide 23
Huddle Board activity


- ✓ Complete the Huddle Board activity and discuss what you have learned.

SAY:

Here are some Huddle Board implementation considerations.

- **Communicate with stakeholders:** Make sure that the metrics on Tiered Team Huddle Boards align with broader organizational goals and objectives. This will require teams within and across tiers to provide feedback to each other to ensure teams are making progress on organizational goals.
- **Discuss measurement options and responsibilities:** If team members feel strongly about using a “digital” Huddle Board, as opposed to a white board approach, be sure to discuss the possible options for updating key performance indicators on a dashboard and who will be responsible for updating the data.
- **Record barriers to success and keys to achievement:** Don't just keep track of metrics, take note of the reasons why your team was successful (or unsuccessful) at reaching your goals.
 - Consider how your team will keep these notes organized and how they should be tracked on the Huddle Report.

Slide 24
Huddle Board implementation considerations

- ✓ **Communicate with stakeholders:** Make sure that the metrics on Tiered Team Huddle Boards align with broader organizational goals and objectives.
- ✓ **Discuss measurement options and responsibilities** for updating key performance indicators.
- ✓ **Record barriers to success and keys to achievement:** Take note of the reasons why your team was successful (or unsuccessful) at reaching your goals.

SAY:

Best practices for Huddle Boards include:

- Know how key metrics and targets align with broader organizational goals
- Plan for huddle board updates
- Identify reliable sources of information
- Recognize improvement or consistent high performance
- Team members should fill in all fields on the board; there should be no missing information

Slide 25
Huddle Boards: Best practices


SAY:

Huddle Reports are:

- structured data collection tools
- used during Tiered Huddles to record standard metrics
- used to compare the tier’s actual versus target performance

Operational, clinical, and organizational metrics are tracked in the Huddle Reports daily, and this makes it easier to share information across tiers and to identify individuals or teams that need to follow-up on specific issues.

Huddle Reports increase the visibility of unit operations, allowing hospital leaders to easily identify successes and areas for improvement.

Slide 28
What are Huddle Reports?

Huddle Reports are:

- ✓ Structured data collection tools
- ✓ Used during Tiered Huddles to record standard metrics
- ✓ Used to compare the tier’s actual versus target performance

SAY:

So why should you use Huddle Reports?

- They improve communication, processes, and preparation: A Huddle Report can help communicate specific issues and help hospital leaders understand if they should change staffing levels, increase supplies of necessary drugs or durable medical equipment, or prepare new safety guidelines to improve clinical processes.
- They easily record information: Because several different topics will be discussed during Tiered Team Huddles, it is important to have a system in place to make sure information is recorded and easy to retrieve afterward.

Slide 29
Why use Huddle Reports?

- ✓ **Improve communication, processes, and preparation:** Huddle Reports can help communicate specific issues and help hospital leaders understand what needs to change.
- ✓ **Easily record information:** It is important to have a system in place to make sure information is recorded and easy to retrieve afterward.


SAY:

When creating a Huddle Report, you should plan to:

- Track trends: Focus on reporting trends to better understand what clinical processes need to improve or what new metrics need to be tracked, as a result of the team improving their performance.
- Be succinct: Huddle Reports should fit on one page
- Record metrics: They should include information that is captured on the Huddle Board such as “actual” and “target” metrics.

Slide 30
How to create a Huddle Report

- ✓ **Track trends:** Focus on reporting trends and understand what processes need to improve.
- ✓ **Be succinct:** Huddle Reports should fit on one page.
- ✓ **Record metrics:** They should include “actual” and “target” metrics.



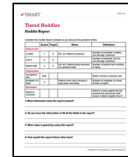
SAY:

Before your team or unit decides to design their Huddle Report from scratch, complete the Huddle Report activity and discuss how these reports can add value to your tier and across other tiers.

An example of a Huddle Report used on a hospital unit is offered in the Huddle Report Form tool.

Slide 31

Huddle Report Form



✓ An example of a Huddle Report used on a hospital unit is offered in the Huddle Report Form tool.

SAY:

Consider these points when implementing Huddle Reports.

- Make reports concise: Clear and concise Huddle Reports make it easier to escalate issues across tiers and identify opportunities for improvement (e.g., hiring more staff, modifying training protocols, etc.).
- Plan for updates: Each tier should set time aside to review and update the content that is collected because care priorities often evolve to meet the changing needs of the organization.
- Assign responsibility and track problems: Document responses to specific problems and assign individuals that will follow-up and provide an update on problem resolutions (i.e., Action Items).
- Share your reports: Have a communication plan for relaying Huddle Reports across tiers. This could be via internal mail, email, or use of the organization’s internal portal.

Slide 32

Huddle Report implementation considerations

- ✓ **Make reports concise:** Make it easy to escalate issues across tiers and identify opportunities for improvement.
- ✓ **Plan for updates:** This will help meet the needs of the organization.
- ✓ **Assign responsibility and track problems:** Follow-up and provide an update on problem resolutions.
- ✓ **Share your reports:** Have a communication plan.

SAY:

Finally, there are a few best practices to keep in mind on Huddle Reports.

- Have a process in place for sharing information to other tiers and ways to follow up.
- Periodically assess Huddle Reports for quality improvement opportunities (e.g., are the same type of problems repeatedly emerging).
- Keep team members accountable: Assign individual team members to follow-up on specific problems or issues (e.g., supply shortages).

Slide 33

Huddle Reports: Best practices

Have a process in place for sharing information to other tiers and ways to follow up

Periodically assess Huddle Reports for quality improvement opportunities (e.g., are the same types of problems repeatedly emerging)

Keep team members accountable: Assign individual team members to follow up on specific problems or issues (e.g., supply shortages)

Huddle Action Items

Definition

Huddle Action Items are specific responses to problems identified in the Tiered Team Huddles and that are documented on the Huddle Report. Action items have associated status updates and specific contacts assigned to them.

Purpose of the guide

The purpose of this guide is to help organizations develop Huddle Action Items and help them understand how to structure these tool components in the context of Tiered Team Huddles. To make the implementation of Huddle Action Items more accessible for health care organizations, this facilitator guide outlines the key attributes of Huddle Action Items and can assist health care leaders in developing and adapting them in their organizations.

Who should use this guide

Frontline Managers, Infection Preventionists, Clinical Leaders, and/or Administrative Leaders.

How to use this guide

Facilitators can introduce and present the information in this guide during morning briefings, quality improvement meetings, and frontline staff meetings. It is recommended that the facilitator uses the “Facilitator Companion Slides” when introducing this tool component to hospital stakeholders. Once the facilitator guide is presented, the facilitator can then identify stakeholders within each unit who can take charge of developing and implementing Huddle Action Items on their floor, unit, or team.

SAY:

Our final section covers Huddle Action Items.

Huddle Action Items are specific responses to problems identified in the Huddle Report. Each Huddle Action Item has:

- assignment and completion dates
- status updates
- specific contacts, that is to say, team members responsible for responding to the problem

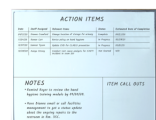
Slide 34



Slide 35

What are Huddle Action Items?

- ✓ Responses to problems identified in the Huddle Report
- ✓ Huddle Action Items contain:
 - ✓ assignment and completion dates
 - ✓ status updates
 - ✓ specific team member contacts



ACTION ITEMS		NOTES	ITEM CALL NOTES

SAY:

Why should you create Huddle Action Items?

- They improve task prioritization and completion. Huddle action items help team members prioritize the tasks that need to be fulfilled to resolve specific patient safety issues.

Slide 36
Why create Huddle Action Items?

- ✓ **Improve task prioritization and completion:** Huddle action items help team members prioritize the tasks that need to be fulfilled to resolve specific patient safety issues.


SAY:

To create Huddle Action Items, you'll need to:

- Identify and address problems: Tiered Team Huddles provide an opportunity for frontline staff, managers, and hospital leaders to identify items requiring follow-up – that is, Huddle Action Items – and to decide on how to address these issues.
- Develop a template: Tiered Huddle Teams should develop a template for how Huddle Action Items are recorded during Tiered Huddles
- Assign responsibility: Each Huddle Action Item should be assigned to individual team members to increase visibility of follow-up responsibilities and accountability.
- Assign completion dates: Each Action Item is designated an estimated completion date to ensure team members know when an update is expected.

Slide 37
How to create Huddle Action Items

- ✓ **Identify and decide** on how to address these issues.
- ✓ **Develop a template** for how Action Items are recorded.
- ✓ **Assign responsibility** to increase visibility of responsibilities and accountability.
- ✓ **Assign completion dates** to ensure team members know when to expect an update.


SAY:

Now, we'll complete the Huddle Action Item Workshop and discuss what you have learned.

Slide 38
Huddle Action Item Workshop


- ✓ Complete the Huddle Action Item Workshop and discuss what you have learned.

SAY:

When implementing Huddle Action Items, consider completing the following tasks:

- Complete the Huddle Action Item Workshop: Read and complete the Huddle Action Item Workshop activity to understand which Action Items apply to your Tiered Team Huddle.
- Customize Action Items: Keep in mind that the appropriate follow-up time for each Action Item is unique depending on the person's position in the organization and their other work-related responsibilities.
- Involve Infection Preventionists: Consider involving an Infection Preventionist to help address HAI-related Action Items.

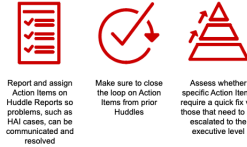
Slide 39
Huddle Action Items implementation considerations

- ✓ **Read and complete the Huddle Action Item Workshop activity** to understand which Action Items apply to your Tiered Team Huddle.
- ✓ **Customize Action Items** to the person's position in the organization and their other work-related responsibilities.
- ✓ **Involve Infection Preventionists:** Involving Infection Preventionists to help address HAI-related Action Items.

SAY:

Best practices for Huddle Action Items include:

- Report and assign Action Items on Huddle Reports so problems, such as HAI cases, can be communicated and resolved.
- Make sure to close the loop on action items from prior huddles.
- Assess whether specific Action Items require a quick fix vs. those that need to be escalated to the executive level.

Slide 40
Action Items: Best practices

SAY:

To review, here are some terms used in this presentation.

- Huddle Action Items: Specific responses that a tier can institute in response to a problem identified in the Huddle Report.
- Huddle Boards: Standard metrics typically written on dry erase (i.e., white boards)
- Huddle Objectives: Refer to the specific topics that will be discussed during the huddle. Some of the major topics for frontline staff may include current and anticipated staffing needs, bed occupancy, number of HAIs, or standardized HAI rate
- Huddle Reports: Structured data collection tools used during Tiered Huddles to record standard metrics and to compare the tier's actual versus target performance.
- Tiered Team Huddles: Brief conversations between team members within a tier.
- Tiered Team Huddle Leader: The person who will be responsible for leading the team huddle and making sure all team members feel involved.

Slide 41
Glossary of terms

Huddle Action Items: Specific responses that a tier can institute in response to a problem identified in the Huddle Report.

Huddle Boards: Standard metrics typically written on dry erase (i.e., white boards).

Huddle Objectives: Refer to the specific topics that will be discussed during the huddle. Some of the major topics for frontline staff may include current and anticipated staffing needs, bed occupancy, number of HAIs, or standardized HAI rate.

Huddle Reports: Structured data collection tools used during Tiered Huddles to record standard metrics and to compare the tier's actual versus target performance.

Tiered Team Huddles: Brief conversations between team members within a tier.

Tiered Team Huddle Leader: The person who will be responsible for leading the team huddle and making sure all team members feel involved.

SAY:

The key takeaway from this presentation is this: The use of Tiered Team Huddles, Huddle Boards, Huddle Reports, and Huddle Action Items creates effective mechanisms for bidirectional communication and ensures that important issues are addressed by the right people in a timely manner.

Slide 42
The key takeaway is ...

- ✓ The use of Tiered Team Huddles, Huddle Boards, Huddle Reports, and Huddle Action Items creates effective mechanisms for bidirectional communication and ensures that important issues are addressed by the right people in a timely manner.