As part of the Scope of Work and Compensation in the Extended Faculty Agreement, each organization must provide a case study write-up to accompany their presentation. Case studies will be posted on either or both www.teamsteppsportal.org and www.teamstepps.ahrq.gov. Please fill in the template below and submit it to AHRQTeamSTEPPS@aha.org after the conference and before June 27th. We will be able to process your honorarium after receiving this document.

**Name of Organization:** University of Iowa College of Public Health  
**Type of Organization:** (e.g., primary care, hospital, surgery center, etc.) Higher Education  
**Location:** (city, state) Iowa City, Iowa  
**Web address:** http://www.public-health.uiowa.edu/  
**Description of project** (e.g., improving medication safety in the ED)  
We prospectively studied TeamSTEPPS implementation in 14 rural, critical access hospitals by conducting quarterly interviews with the hospitals’ Master Team Trainers, change team members, and executive sponsors. We gathered information on the hospitals’ decisions regarding why and how they engaged in TeamSTEPPS training and implementation as well as key implementation events (e.g., meeting, planning, training, and tool implementation).

**Location of Implementation:** (e.g., ED, ER, ICU, etc.) Exact locations of implementation varied by hospital, but included Nursing department, ED/ER, Med-Surgical unit, Laboratory and other ancillary departments.  
**Number of People Trained in TeamSTEPPS:** Fourteen Master Trainer Teams of approximately 70 individuals received the TeamSTEPPS Master Trainer Training during 2011-2012. Nine out of the 14 hospitals had organized certain form of TeamSTEPPS training in their facilities within the first nine months of implementation.

**The Problem:** (The catalyst for implementing TeamSTEPPS)  
Rural hospitals face increased challenges in implementing and sustaining TeamSTEPPS and other organization-wide quality improvement (QI) initiatives due to: 1) limited resources; 2) inadequate data and other infrastructures; 3) lack of staff time; and/or 4) competing priorities.

**The Solution/About the Initiative:** (How, why, what, when, etc. This should include challenges faced and how they were solved, any changes and current status of the program.)  
Under constrained resource conditions, we investigated five preparation steps that may help rural hospitals become strategically prepared to engage in TeamSTEPPS implementation and subsequently achieve incremental, but continuous progress. These steps include: 1) assessing needs; 2) reflecting on the context; 3) setting goals; 4) developing understanding; and 5) selecting change agents. Our study found that rural hospitals that deliberately engaged in the five preparation steps achieved better early implementation progress.

**Required Resources:** (Highlight resources needed including costs, technology implemented, FTEs required, time frame, etc.)  
- Resource 1: Change leadership – commitment of the change leader(s)  
- Resource 2: Mindfulness of both the change leader(s) and the selected change team members in performing the five preparation steps for TeamSTEPPS implementation  
- Resource 3: Adequate time for the change team to prepare for implementation

**The Results:** (Descriptions of qualitative and quantitative results)
Our study found that rural hospitals that deliberately engaged in the five preparation steps achieved better early implementation progress, which was measured by the intensity and spread of TeamSTEPPS training and tool implementation in the hospital.

**Advice for Colleagues:** (Outline if you had to do this again, what you would change or if you were starting this project today, how you would approach it, etc.)

1) Leaders of rural hospitals should deliberately assess their needs, context, goals, and select appropriate change agents to better prepare for implementing TeamSTEPPS.

2) AHRQ, TeamSTEPPS training sites, and hospital leaders should intentionally develop a better understanding of TeamSTEPPS among the rural hospitals, their decision makers and change agents, to facilitate implementation preparation before the launch of TeamSTEPPS.

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