TEAMS IN HEALTHCARE

The high-performing team is … an essential tool for constructing a more patient-centred, coordinated, and effective health care delivery system.

Source: Mitchell P, Wynia M, Golden R et al. (2012) Core principles & values of team-based health care. Washington: Institute of Medicine. https://iii.hm/29f

> A team is a group of individuals who work together to produce products or deliver services for which they are mutually accountable. The team members share common goals and rely on each other to achieve them. Because the team holds itself collectively accountable, the work of integrating with one another is included among the responsibility of members.

Source: Royal College of Radiologists and Society and College of Radiographers (2012) Team working in clinical imaging https://iii.hm/29c

5 PRINCIPLES OF TEAM-BASED HEALTHCARE

1 Shared goals

2 Clear roles

3 Mutual trust

4 Effective communication

5 Measurable processes and outcomes

Source: https://iii.hm/29f - p.6.

WHAT MAKES A TEAM EFFECTIVE?'

An effective team is one where the team members, including the patient, communicate with one another, as well as combining their observations, expertise and decision-making responsibilities to optimise care

Source: World Health Organization (2012) Being an effective team player. https://iii.hm/29d

THE POWER OF OBJECTIVES

The clearer the team's objectives - the higher the level of participation in the team - the higher the level of commitment to quality - the higher the level of support of innovation ....the more effective, the more innovative are health care teams across virtually all domains of functioning.

Source: Borrill C, West M, Dawson J et al. (2006) Aston OD. Team working and effectiveness in health care. https://iii.hm/29e

HOW NOT TO BUILD A TEAM

- **Building plans without consultation**
- **Autocratic leadership**
- **Failing to value diversity**
- **Springing ideas on others without discussion**

Source: NHS Leadership Academy (2015) Engaging the team – healthcare leadership model dimensions. https://iii.hm/29g

INTERDISCIPLINARY TEAM COMPETENCIES

1 Identifies a leader who establishes a clear direction and vision for the team.

2 Incorporates a set of values that clearly provide direction for the team's service provision.

3 Demonstrates a team culture and interdisciplinary atmosphere of trust where contributions are valued and consensus is fostered.

4 Ensures appropriate processes and infrastructures are in place to uphold the vision of the service (for example, referral criteria, communications infrastructure).

5 Provides quality patient-focused services with documented outcomes; utilises feedback to improve the quality of care.

6 Utilises communication strategies that promote intra-team communication, collaborative decision-making and effective team processes.

7 Provides sufficient team staffing to integrate an appropriate mix of skills, competencies, and personalities to meet the needs of patients and enhance smooth functioning.

8 Facilitates recruitment of staff who demonstrate interdisciplinary competencies including team functioning, collaborative leadership, communication, and sufficient professional knowledge and experience.

9 Promotes role interdependence while respecting individual roles and autonomy.

10 Facilitates personal development through appropriate training, rewards, recognition, and opportunities for career development.

Source: Nancarrow SA, Booth A, Ariss S et al. (2013) Ten principles of good interdisciplinary team work. Hum Resour Health, 11: 19. https://iii.hm/29h

LEADERSHIP GOLD

5 TEAM MEMBER VALUES

Characteristics of the most effective members of high-functioning teams in health care.

CREATIVITY
HONESTY
DISCIPLINE
CURIOSITY
HUMILITY

Source: https://iii.hm/29f - p.5.

5 TIPS FOR LEADERS

1 Recognise talent and know how to keep it

2 Understand that change equals opportunity

3 Realise that healthcare is a business

4 Prioritise excellent customer service

5 Communicate a vision

Source: George Washington University Online Healthcare MBA program. https://iii.hm/29i

LEADERSHIP

Clear leadership involves **creating alignment** amongst team members around **shared objectives**, and **strategies** to attain them; increasing **enthusiasm** and **excitement** about the work, and maintaining a sense of **optimism** and **confidence**; helping those within the team **appreciate** each others' **contribution** and helping them to **learn** how to **confront** and **resolve differences** constructively; helping people to co-ordinate activities, and **continuously improve**; helping them to **develop** their capabilities and encouraging **flexibility**; and offering objective **analysis** of processes and encouraging **collective learning** about better ways to work together.

Source: Borrill C, West M, Dawson J et al. (2006) Aston OD. Team working and effectiveness in health care. https://iii.hm/29e