

Building Strong Teams



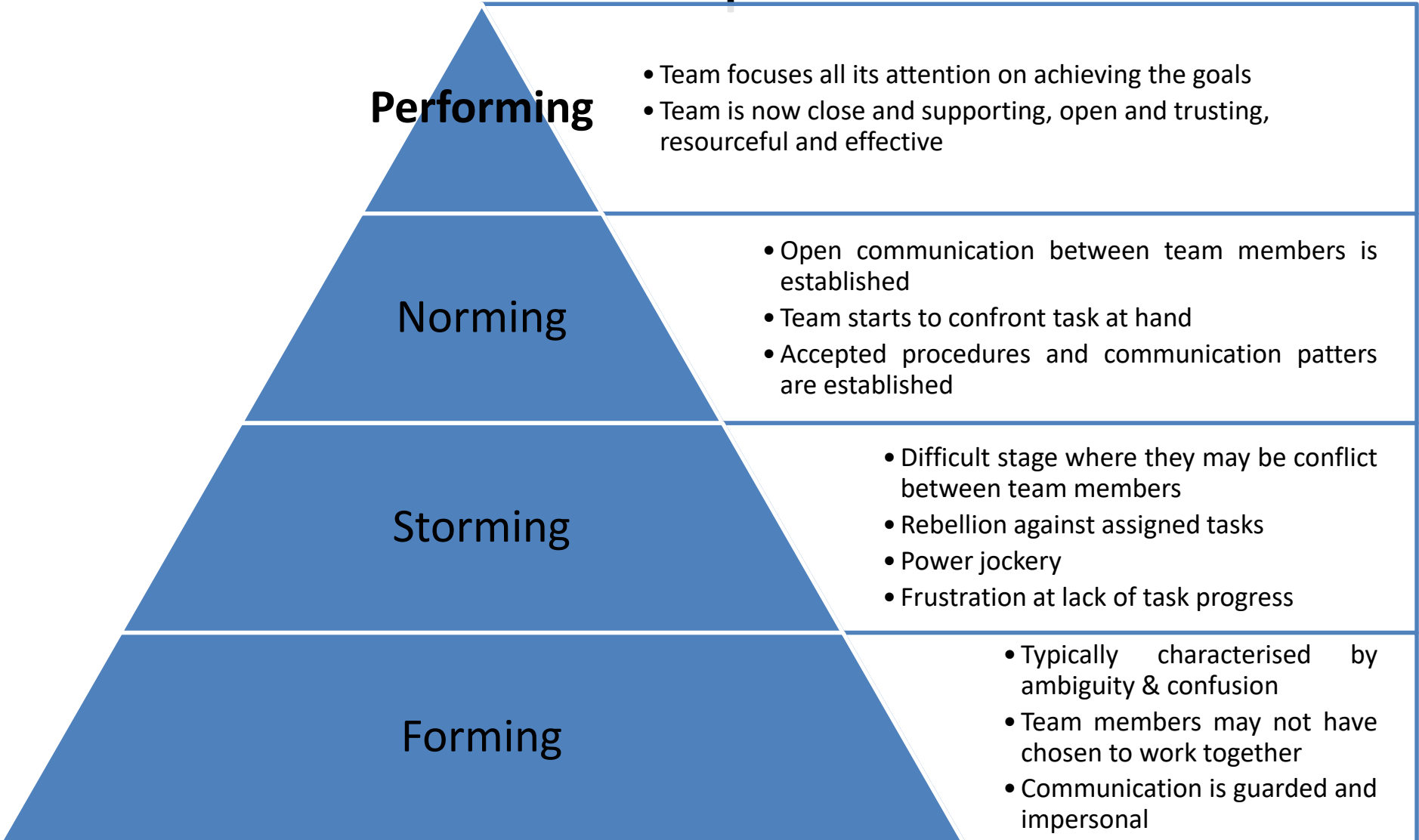
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Team Game

- Guess the word
- The aim of the game is to help your team member say the word on the card without telling her/him the word.
- 3 words for each team
- The fastest team wins



Bruce Tuckman's Stages of Team Development



Case Studies for Discussion

A Treating team did not communicate with each other

Simon, an 18 year old was brought by an ambulance to hospital. He has been involved in a fight and suffered a serious head injury when his head hit the pavement. The ambulance officers were very busy and did not have time to brief the health professionals in the emergency department. Simon wasn't able to say his name or speak clear words when he was first examined by a triage nurse then a doctor. The doctor in attendance, an intern was only weeks out of medical school. He didn't have a supervisor on that night and he and the nursing staff failed to recognise the seriousness of Simon's head injury.

Simon had been drinking and the intern decided that he was simply drunk; a diagnosis supported by Simon's rowdy and aggressive behaviour. However, such behaviour can also indicate serious head injury. Simon was prescribed medication for nausea and placed under observation. On a number of occasions, the nurses and intern separately tested his verbal and motor responses.

As time passed, the nurses documented his deteriorating condition in the clinical notes but did not communicate this directly to the intern. Unfortunately, the intern relied on verbal communications and did not take sufficient notice of the notes.

Simon died 4 ½ hours after entering the hospital.

Why is teamwork important in healthcare?

- Patients today are rarely looked after by just one healthcare professional.
- Patient safety in the context of complex healthcare system recognises effective team work is essential in minimizing adverse events.

Everyone benefits from effective teamwork

Organisational/Team benefits

- **Organizational benefits**
 - reduced hospitalization time and costs
 - reduced unanticipated admissions
 - better accessibility to patients
- **Team benefits**
 - improved coordination of care
 - efficient use of healthcare services
 - enhanced communication and professional diversity

Individual benefits

Patient

- enhanced satisfaction with care
- acceptance of treatment
- improved health outcomes and quality of care
- reduced medical errors

Team members

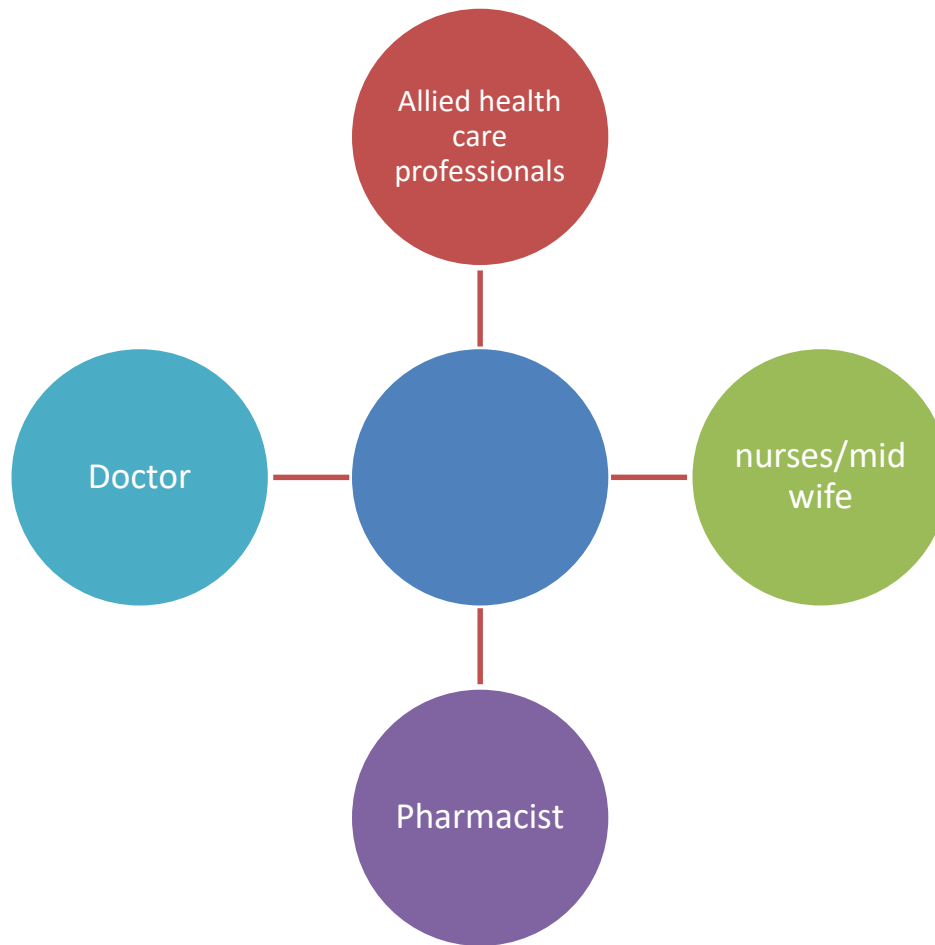
- enhanced job satisfaction
- greater role clarity and enhanced well-being

Source: adapted from Mickan SM, Roger SA. Effective healthcare teams: a model of six characteristics developed from shared perceptions. Journal of Interprofessional Care 2005

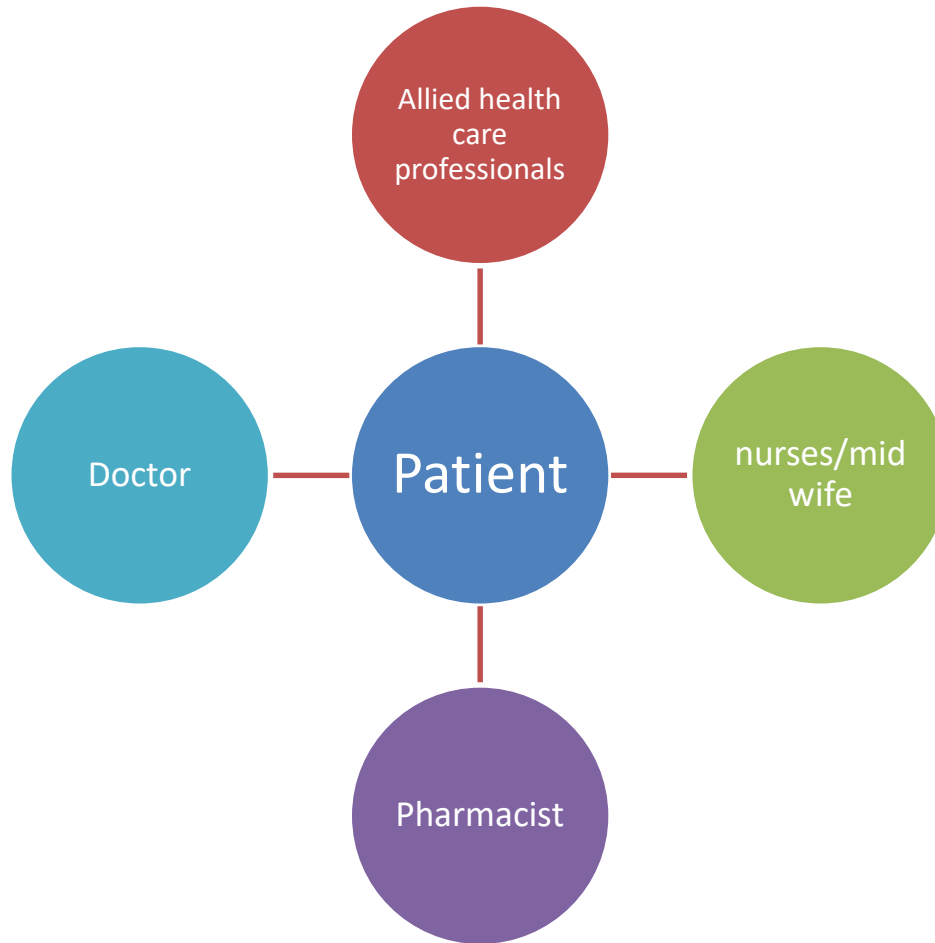
What is a team?

- A team is a group of people with complimentary skills who are committed to a **common purpose**, performance goals and approach for which they hold themselves mutually **accountable** for attaining **results**. Their work is **interdependent** and they **share responsibilities**.

Who makes up a health team?



Who makes up a health team?



The patient as a key team member

- The patient (and their carers) should always be considered an active part of the team
- This is important for:
 - shared decision-making and informed consent
 - improving the safety and quality of care
- The patient is a valuable source of information and is the only member who is present at all times during their care
- The patients are the ones with expertise in the experience of their illness or condition

Barriers and challenges to effective teamwork

- Miscommunication
- Healthcare Hierarchies
- Lack of respect and equal partnership
- Changing roles and settings/Instability of teams
- Individualistic nature of healthcare
- Lack of accountability & measurement of performance

Words of wisdom

“Coming together is the beginning

Keeping together is progress,

Working together.....
Is success.”

Henry Ford

“It is amazing how much you can accomplish when it does not matter who gets the credit”

Various (Truman, Reagan, Montague)

Summary

- Effective teamwork does not just happen. It requires an understanding of the characteristics of successful teams, knowledge of how teams function and ways to maintain effective team functioning
- How well the communication and how the team members feel about their work will determine how effective the care and treatment is