

Building a successful health team



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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

Patrick Lencioni - *The Five Dysfunctions of a Team*

- absence of trust
- fear of conflict
- lack of commitment
- avoidance of accountability, and
- inattention to results

Why is there absence of trust? – A case study of inter-professional conflict in Nigeria healthcare sector

- Crippling industrial actions with roots in inter-professional conflicts (Okon et al. 2012; Ogbimi & Adebamowo 2006; Adeniji 2010).
- More than two strike actions per year (Atoyebi 2015; Ihekweazu 2015)

“the mother and father of all strikes” vs. “jealousy strike”

24 demands made by doctors at the beginning of the strike on July 1, 2014 can be categorised as follows:

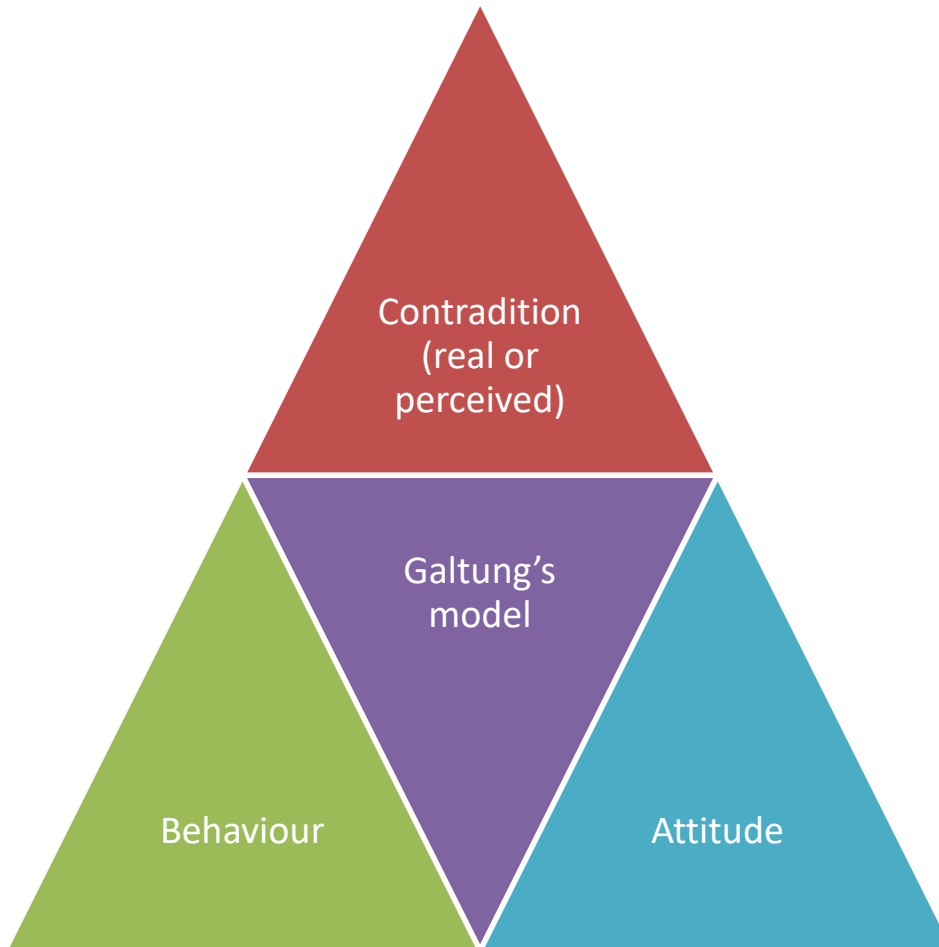
- 17 related to positions, privileges or moneys that only doctors should have within the public health sector
- 5 related to positions, privileges or moneys that other health workers should be exclude from
- Only 2 related to improvement of the health systems (1 on UHC and 1 on improving hospitals).

The image shows a screenshot of the Vanguard website. At the top, the Vanguard logo is visible in red, followed by a search bar and a navigation menu with categories: HOME, NEWS, SPORTS, POLITICS, BUSINESS, TECH, ENTERTAINMENT, and ALLURE. Below the menu is a 'BREAKING NEWS' banner. The main content area features a news article titled '2014: Ebola, strikes dominate health sector' dated December 29, 2014. Below the article are social media sharing icons for Facebook, Twitter, and Google+. A forum overlay is positioned diagonally across the lower half of the page. The forum header includes 'NairaLand Forum' and 'Nma Jealousy Strike - Health - NairaLand'. A post titled 'How To PLACE TARGETED ADS on NairaLand' is highlighted with a green box. Another post titled 'Nma Jealousy Strike' is also visible, with a snippet of text: 'Whenever I hear men who deceive the masses like the Lagos NMA Chairman, Mr Peter, I see a man who went to read medicine not as a choice but on the old self ego it once inflicted on them. These are men who do not know a dime about how medicine came about and its pathetic. I hate to incite against a profession but NMA on this deserves to be publicly dragged on the road and flogged to coma. What rubbish that one profession wants to dictate for another how it wants to practice or be addressed. What ego is it that one little profession wants to decide how'.

Aim

- There is longstanding conflict between the different professional groups. We wanted to understand why and how this might be resolved

Galtung's model



Methods

- Mined twitter feeds during the ebola outbreak and active strike by doctors - in order to search for underlying drivers of the conflict and possible ways in which it can be resolved.
- We used ebola outbreak as a key event / shock to the health system which brought into focus the views of different conflicting parties in the system and allowed access to them through publicly available data (tweets).

Summary of data

Nature and affiliation of those Tweeting and using the hashtag #NMAstrike over the period of the study

| Author Type | Tweets |
|--|--------|
| Individuals | 147 |
| Health related civil society organisations (CSO) | 68 |
| Doctors' association (NMA) | 49 |
| Other health professionals' associations | 40 |
| Non-health related civil society organisations (CSO) | 6 |
| Unclear affiliation | 1 |
| Total | 311 |

Professional affiliation of individuals Tweeting and using the hashtag #NMAstrike over the period of the study

| Author's Professional Affiliation | Tweets |
|-----------------------------------|--------|
| Doctors | 80 |
| Other health professionals | 17 |
| Non-health professionals | 11 |
| Unclear affiliation | 39 |
| Total | 147 |

Key findings

1. Underlying conflict is related to concepts of leadership within the health sector (it drives the conflict)
2. Conflicting parties do have underlying shared values ie. patient outcomes - these are not on the top of the agenda of both parties

Tweets about the concepts of leadership

Doctors

- “Every profession has a natural hierarchy & apex professional. For medicine, regardless of what the rest think, Doctors are it.” (31)
- “The title 'Consultant' confers ownership of the patient on the Specialist Doctor and shldnt be used by any other health worker #NMAStrike” (9)

Other health professionals

- “There should never be need for battle of supremacy. Everyone has a job description. Stay within your limits” (79)
- “In the USA, there is residency program for Pharmacists to become consultants. Why the oppression by Nigerian Doctors” (49)

About patient outcomes

Doctors

- “We demand for the restoration of sanity to patient's care in Nigeria” (28)
- “Doctors are the best hospital managers, study reveals” (58)

Other health professionals

- “Can som1 tell me d relationship btw Pharm. Consultant & collapse of d health care system.#Nmastrike” (35).
- “[H]ow wil[l] a consultant pharmacist interfere with a physician's role. Their roles are too distinct” (108).

What can help resolve the conflict, improve teamwork and patient outcomes?

- Raising the profile of shared value (patient outcomes)
- Changing understandings and behaviours related to leadership

THANK YOU