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 <u>minimizing adverse events</u>.

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).

Aim

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

Galtung's model
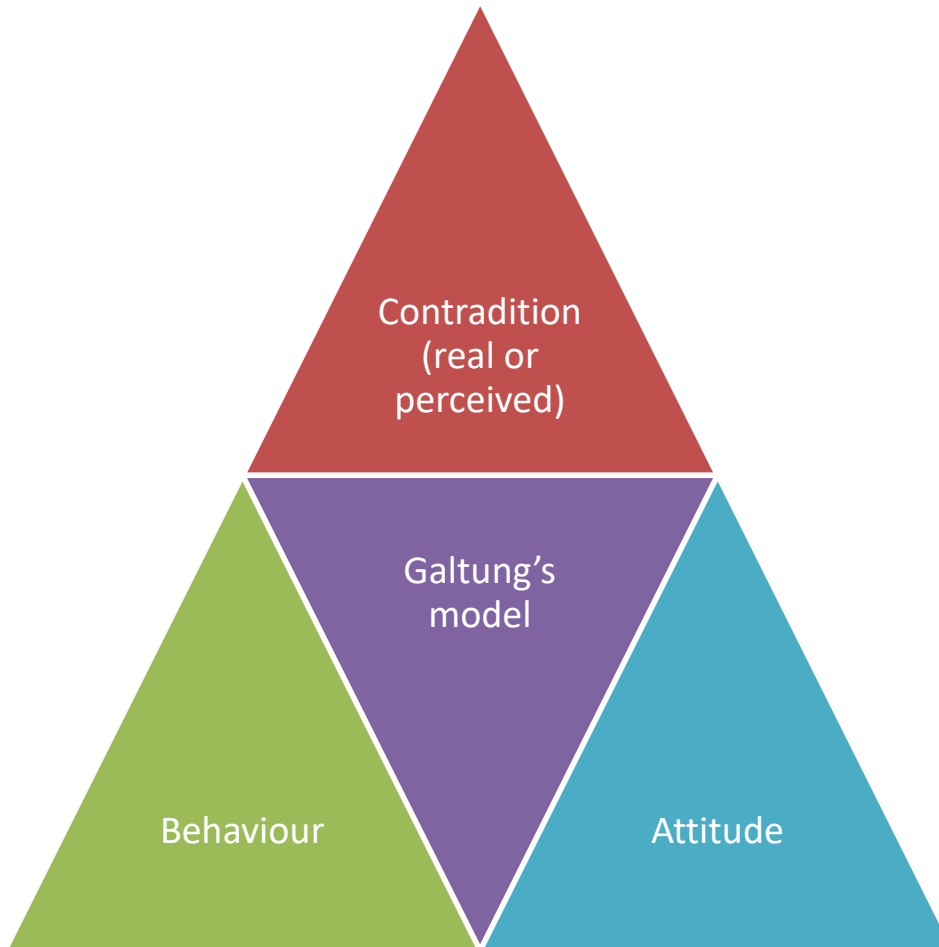
Methods

- 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