

# Unit Three - Shakers and Movers

## Teamwork - Lecture Notes

### The Good Old Days . . .

- In the mid 1900's, what was medicine like?
  - Physician controlled medical care.
  - Physician "prescribed" other modalities and told other professionals exactly what to do and how to do it.
  - Physician was autonomous and received little input from other health professions.
- In the 1970's, health care began its reform and physicians began to depend on allied health professionals to assist with patient care functions.

### Times Have Changed!

- Managing the care of individuals and populations often requires participation in team-based efforts.
- Allied health professionals have learned how to maximize their opportunities, and to affect the direction of health care reform.
- Many allied health professions are now respected patient care providers with much to contribute to the health care system.

### The New Paradigm

- Teams and teamwork represent the basis of a new paradigm in health care.
- Shifts in:
  - Where employees work
  - What functions they perform
  - In which disciplines they work
  - How they interact with each other
- Increasing numbers of workers are now expected to cross-train and function as effective team members.

### Teamwork

- Quality health care depends on every health care worker doing his/her part.
- Professionals with different backgrounds, different education, different ideas, different responsibilities, and different interests all work together to provide appropriate quality care.
- Well coordinated teamwork across the health professions can provide effective and cost-effective patient care.

- In almost any health care career, you will be a part of an interdisciplinary health care team (practitioners from different professions who share a common patient population and common patient care goals with responsibility for complementary tasks).
- The team concept was created to provide quality holistic health care to every patient.
- It is essential that you learn to become a “team player” and learn to work well with others.
- The members of the team may change from day to day, depending on the medical situation.
- The team’s goal stays the same - - to provide quality health care for patients that will:
  - Help patients get well and/or stay well.
  - Contribute to diagnosing diseases or conditions.
  - Make patients more comfortable or otherwise improve the quality of their lives.

### **Teamwork Model**

- Components:
  - Common group of patients.
  - Common goals for patient outcome and shared commitment to meeting these goals.
  - Member functions are appropriate to an individual’s education and expertise.
  - Team members understand each other’s roles.
  - Mechanism for communication.
  - Mechanism for monitoring patient outcome.
  - Strong sense of team identity.
- Values/Behaviors:
  - Trust among all parties
  - Knowledge and trust remove the need for supervision
  - Joint decision making
  - Mutual respect for the expertise of all members of the team – this respect is communicated to the patient
  - Communication that is not hierarchic but rather two-way facilitating sharing of information & knowledge
  - Cooperation & coordination promote the use of the skills of all team members, prevent duplication, and enhance the productivity
  - Optimism that this is the most effective method of delivery of quality of care

### **Advantages of Teamwork**

- For Patients:
  - Improves care by increasing coordination of services, especially for complex problems.
  - Empowers patients as active partners in care.
  - Can serve patients of diverse cultural backgrounds.
  - Uses time more efficiently.

- For Health Care Professionals:
  - Increases professional satisfaction.
  - Enables the practitioner to learn new skills and approaches.
  - Encourages innovation.
  - Allows provider to focus on individual areas of expertise.
- For the Health Care Delivery System:
  - Holds potential for more efficient delivery of care.
  - Maximizes resources and facilities.
  - Decreases burden on acute care facilities as a result of increased preventive care.

### **Example**

- Surgical Team:
  - Admitting clerk (admission information)
  - Insurance representative (approval for surgery)
  - Nurses or patient care technicians (prep pt)
  - Surgeons, one or more
  - Anesthesiologist
  - Operating room nurses
  - Surgical technicians
  - Housekeepers (clean and sanitize OR after procedure)
  - Sterile supply techs (clean instruments)
  - Recovery room personnel
  - Dietitian
  - Social worker
  - Physical therapist
  - Occupational therapist
  - Home health personnel

### **Interdisciplinary Teams**

- In contrast to:
  - Disciplinary or independent medical management approach
    - in which a practitioner works autonomously with limited input from other practitioners.
  - Multidisciplinary approach
    - which involves various health care professionals working independently - - not collaboratively - - with each responsible for a different patient need.
  - Consultative approach
    - in which one practitioner retains central responsibility and consults with others as needed.

## **Understanding Roles**

- Health professions education remains largely segregated by profession.
- Health professions students have few opportunities to learn about or with students in other professions.
- Key professionals whose roles and practice traditions you should understand include:
  - Nurses, physicians, physician assistants, pharmacists, social workers, dietitians, physical therapists, occupational therapists, speech/language pathologists, psychologists, and dentists – as well as those who manage the context of patient care: office managers, receptionists, medical records workers, health plan employees, etc.
- In order for a team to function properly, every person on the team must understand the role of each team member.
- Most teams have frequent patient care conferences, and, in some instances, the patient is an active participant.
- Opinions are shared, options are discussed, decisions are made, and goals are established.
- During the conference, each team member must listen, be honest, express his/her own opinion, and be willing to try different solutions.

## **Leaders**

- A leader is an important part of any team.
- Leadership is the ability or skill to encourage people to work together and do their best to achieve common goals.
- A leader is an individual who leads or guides others, or who is in charge or in command of others.
- A myth exists that leaders are born. In fact, leaders develop by their own efforts.
- Leaders combine visions of excellence with the ability to inspire others. They promote positive changes that benefit their professions and the people they serve.
- Historically the leader and primary decision-maker has been a physician – but now that role is shared.
- The leadership in the group passes from person to person as each individual contributes to the achievement of the groups' goals.

Common characteristics of leaders:

- Respect rights, dignity, opinions, & abilities of others.
- Understands principles of democracy.
- Works with group & guides them towards a goal.
- Understands own strengths & weaknesses.
- Displays self-confidence & willingness to take a stand.
- Communicates effectively.
- Show self-initiative, willingness to work, & completes tasks.

- Shows optimism, is open-minded, & can compromise.
- Praises others & gives credit to others.
- Dedicated to meeting high standards.

### **Types of Leadership**

- Democratic Leader:
  - Encourages the participation of all individuals in decisions that have to be made or problems that have to be solved.
  - Listens to the opinions of others and then bases decisions on what is best for the group as a whole.
  - Allows the group to take responsibility for the decision.
- Laissez-faire Leader:
  - More of an informal type of leader.
  - Believes in non-interference in the affairs of others. (“Hands-off” policy)
  - Strive for only minimal rules or regulations and allows the individuals to function in an independent manner with little or no direction.
  - Usually avoids making decisions until forced by circumstances to do so.
- Autocratic Leader:
  - “Dictator”.
  - This individual maintains total rule, makes all of the decisions and has difficulty delegating or sharing duties.
  - Seldom asks for the opinions of others, emphasizes discipline, and expects others to follow directions at all times.
  - Individuals might follow this type of leader because of a fear of punishment or because of extreme loyalty.
- All types of leadership have advantages and disadvantages.
- The democratic leader is the most effective for group interactions.
  - By allowing a group to share in deciding what, when, and how something is to be done, members of the group will usually do what has to be done because they want to do it.

### **Interpersonal Relationships**

- Good interpersonal relationships are also essential.
- Poor interpersonal relationships among team members can harm the quality of care and prevent the team from meeting its goals.
- Good interpersonal relationships can improve the quality of care.

#### Ways to Develop Good Interpersonal Relationships

- Have a positive attitude & learn to laugh at yourself.
- Be friendly & cooperative.
- Assist others when you see that they need help.

- Listen carefully to others.
- Respect opinions of others even if you don't agree.
- Be open-minded & willing to compromise.
- Avoid criticizing others.
- Learn good communication skills.
- Support and encourage other team members.
- Perform your duties to the best of your ability – be dependable.

### **Collaboration**

- Joint communication and decision-making process with the goal of satisfying the health care needs of a target population.
- Belief that quality patient care is achieved by the contribution of all care providers.
- A true collaborative system has no hierarchy.
- The contribution of each health care worker is based on knowledge and expertise.
- Members of a team will have different cultural and ethnic backgrounds, genders, ages, socioeconomic statuses, lifestyle preferences, beliefs, and levels of education.
- Each team member must understand that these differences affect the way a person thinks and acts.
- Each person must be sensitive to the hopes, feelings, and needs of other team members.
- Treat others as you would want to be treated!

### **Conflict**

- Conflict among individuals with different personalities is a problem that can occur when a group of people is working as a team.
  - Example – “turf” issues
- When conflict occurs, it is essential for each person to deal with the conflict in a positive way.
- If a team is to meet its goals, conflict must be resolved.
- Conflict may encourage innovation and creative problem-solving.
- Successful resolution of differences may foster increased trust and understanding among team members.
- Failure to deal effectively with conflict, however, may lead to low morale, withdrawal, condescension, anger, and burn-out.

## **Resolving Conflict**

1. Separate people from the problem – diffuse the emotional component of the conflict.
2. Clarify the conflict & recognize the problem.
3. Involved parties need to agree to work towards a solution.
4. Deal with one problem at a time, beginning with the easier issues.
5. Brainstorm about possible solutions.
6. Focus on common interests, not positions.
7. Use objective criteria when possible.
8. Invent new solutions where both parties gain.
9. Implement the plan.
10. Evaluate and review the problem-solving process after implementation.

## **Outcomes of Conflict**

- Avoidance
  - conflicting members avoid each other or conflicting issues are avoided in team discussions; leads to stagnation.
- Capitulation/domination
  - leaves “winners and losers”; divisive for team.
- Compromise
  - each party gives up something important.
- Collaborative problem-solving
  - each party states clear, observable terms; solutions are sought that maximize net gains for all parties; members feel positively about a solution that is of greatest benefit to the team.

## **Legal Responsibilities**

- Each member of a team must be aware of the legal limitations on duties that can be performed.
- All members must function within legal boundaries.
- No team member should ever attempt to solve a problem or perform a duty that is beyond the range of duties legally permitted.

## **Communication**

- Effective communication is needed to facilitate coordinated care.
- An ideal communication system would include a well-designed record system, regularly scheduled meetings to discuss patient care issues, and a mechanism for communicating with external systems.

## **Team Activities**

- Define the problem and decide on goals.
- Gather information about the problem.
- Seek opinions about the problem from appropriate team members.
- Discuss and expand the problem, each contributing his/her own unique professional perspective.
- Develop potential solutions or management plans.
- Offer potential solutions or management plans.
- Offer opinions about each potential solution.
- Evaluate potential solutions and choose the best one or integrate several into one.
- Summarize the plan and agree on distribution of tasks across team members.

## **Is There A Benefit to Teamwork?**

- Many employers, employees, and patients would say “Yes!”
  - Well functioning teams enhance communication, coordination, and continuity of care.
  - Information is shared and work processes are streamlined.
  - Decisions are made more quickly by those who work closely with the patient.
  - Patient satisfaction and customer service increase, as does quality of care.
  - Employers appreciate the increased flexibility, versatility, and productivity of the staff, and enhanced cost-effectiveness in the use of limited resources.
- Workers also report several benefits of teams:
  - Job challenge increases as workers take on more responsibility.
  - Team members have more input as to how things are done, and are able to see the “big picture” of what’s going on with each patient.
  - Self-esteem rises along with job satisfaction and job security.
  - Workers are more marketable, and enjoy enhanced opportunities for advancement.

## **Go Team!**

- Research is showing that the coordinated efforts of practitioners from many disciplines provide the best outcomes for the sickest patients.
- Health professionals must work interdependently in carrying out their roles and responsibilities, conveying mutual respect, trust, support, and appreciation of each discipline’s unique contributions to health care.