



Henley
Business School

UNIVERSITY OF READING

Team Work and Healthcare Excellence

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A Quick Quiz

My team and I always work closely together in a tight, co-ordinated way.

Strongly Disagree		Disagree		Neither Agree nor Disagree		Agree		Strongly Agree	
1	2	3	4	5	6	7	8	9	10

A Quick Quiz

My team and I share several common objectives which are clear and which we have all agreed upon.

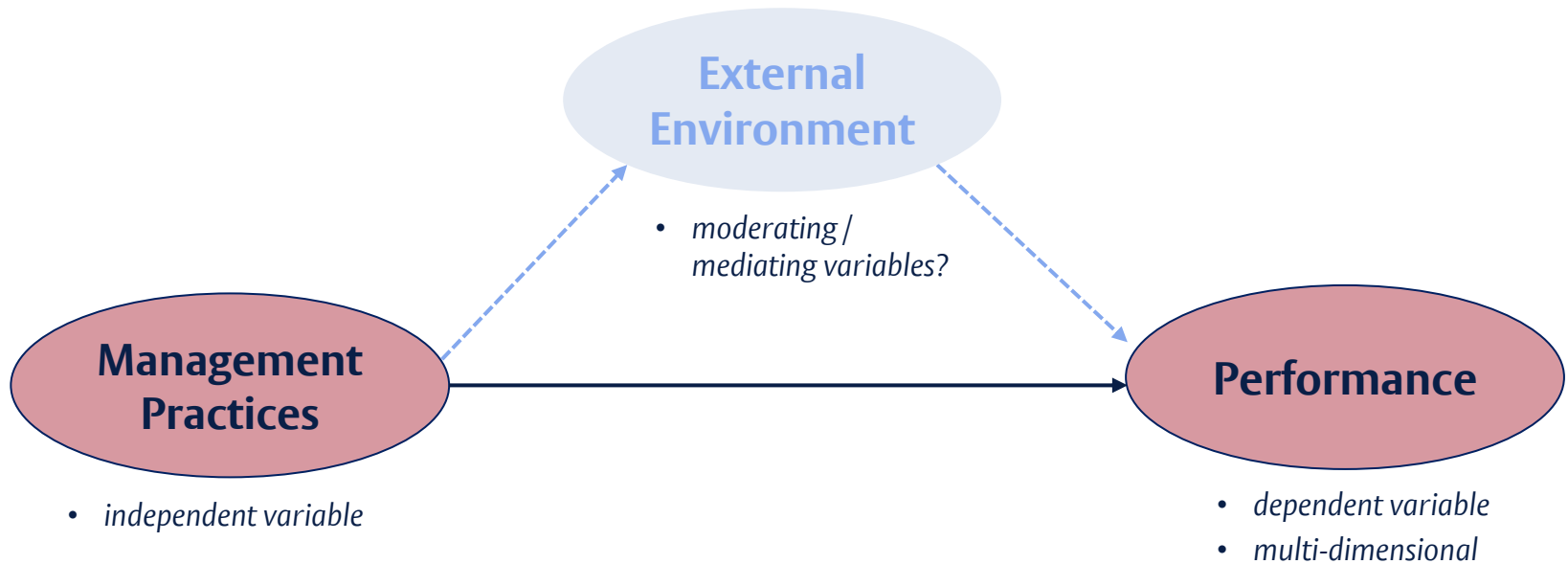
Strongly Disagree		Disagree		Neither Agree nor Disagree		Agree		Strongly Agree	
1	2	3	4	5	6	7	8	9	10

A Quick Quiz

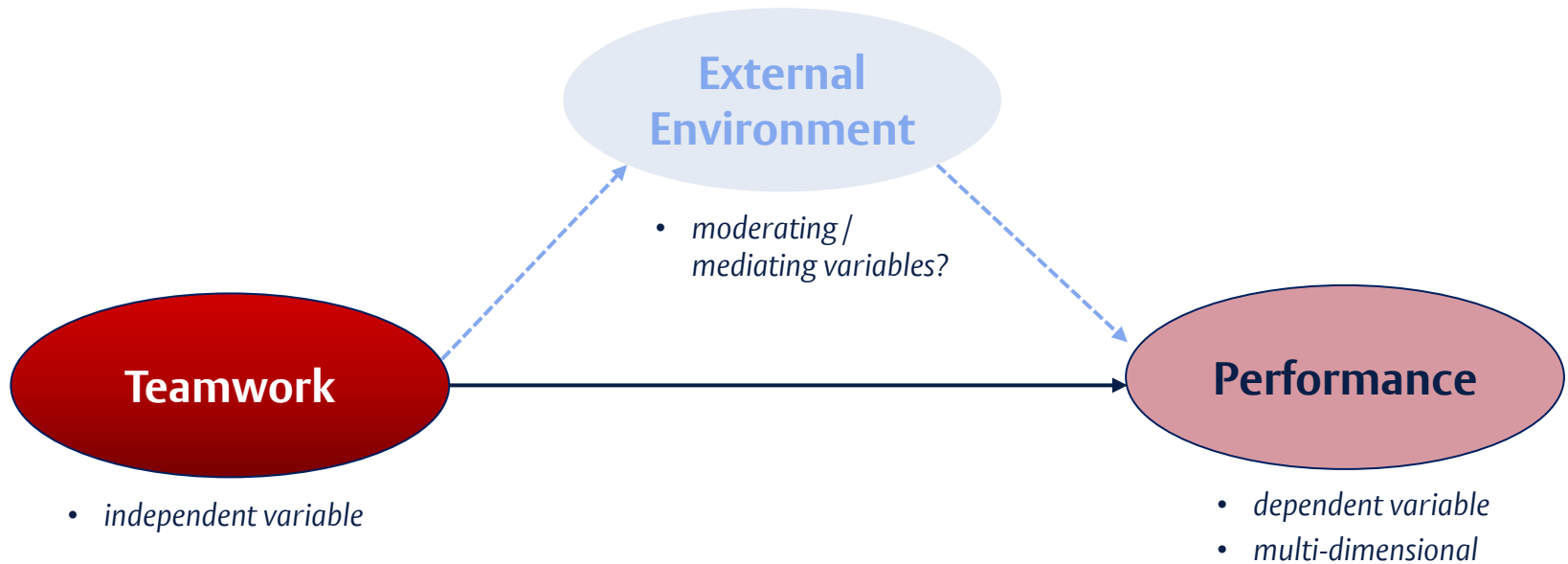
My team and I regularly and systematically review our performance and adapt our future team objectives and care processes accordingly.

Strongly Disagree		Disagree		Neither Agree nor Disagree		Agree		Strongly Agree	
1	2	3	4	5	6	7	8	9	10

Context



Context



Significance

Impact	Source
<ul style="list-style-type: none">• reduced medical errors	<ul style="list-style-type: none">• Manser (2009)
<ul style="list-style-type: none">• increased patient safety	<ul style="list-style-type: none">• Firth-Cozens (2001)
<ul style="list-style-type: none">• lower staff absenteeism and turnover	<ul style="list-style-type: none">• West <i>et al</i> (2011)
<ul style="list-style-type: none">• more effective use of resources	
<ul style="list-style-type: none">• greater patient satisfaction	
<ul style="list-style-type: none">• reduced patient mortality	<ul style="list-style-type: none">• West <i>et al</i> (2001)
<ul style="list-style-type: none">• streamlined and cost-effective patient care	<ul style="list-style-type: none">• Ross <i>et al</i> (2000)
<ul style="list-style-type: none">• reduced physician visits and hospitalisation rates	<ul style="list-style-type: none">• Sommers <i>et al</i> (2000)

Significance

- There is a lot of evidence of the importance of teamwork in healthcare for –
 - patient safety
 - quality improvement
 - patient-centred care
 - productivity
- Despite this, too many of us work in mere ‘pseudo’ teams – we think we’re a team, but we’re not!
- Teamworking is central to **all** competence models.

Aims of this Presentation

- Understand what the evidence tells us are the practices that deliver team performance in healthcare
- Identify interventions that could improve the effectiveness of *your* team!

Evidence-Based Management

Evidence-based Medicine

‘ The conscientious, explicit and judicious use of current best evidence in making decisions about the care of individual patients. ’

Source: Sackett *et al* (1996)

Evidence-based Management

‘ The explicit use of the current best evidence in management and decision-making. ’

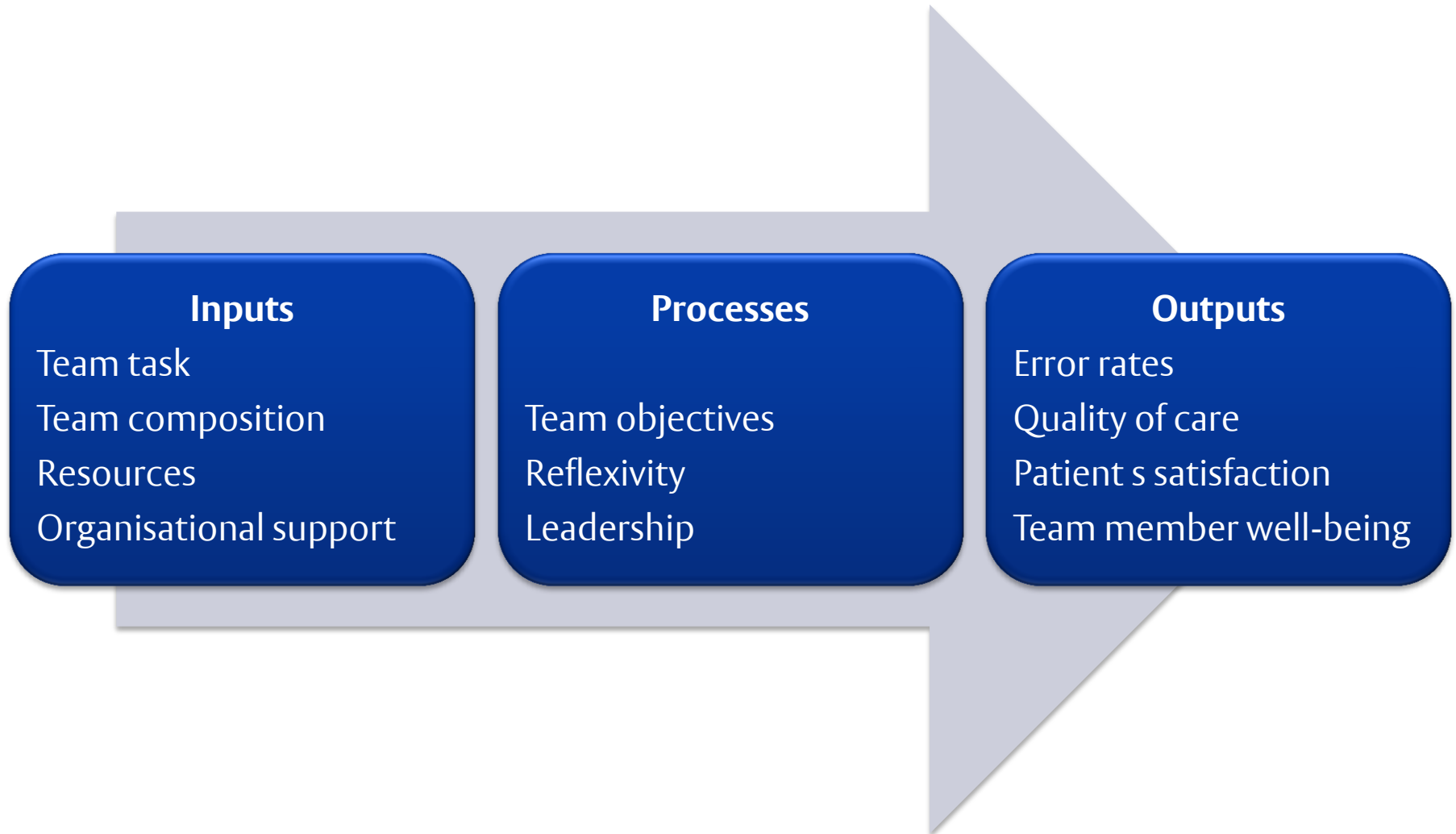
Source: Pfeffer & Sutton (2006)

Pseudo v. Real Teams

Pseudo Teams	Characteristic	Real Teams
<p>Healthcare team members work largely on their own, with little requirement to interact or communicate with each other.</p>	<p>Interdependence</p>	<p>Healthcare team members work closely together in a tightly co-ordinated way.</p>
<p>The objectives which healthcare team members report their team is working towards are largely disparate and/or unknown.</p>	<p>Shared objectives</p>	<p>Healthcare team members share several common objectives which are clear and agreed upon in the team.</p>
<p>Healthcare team members rarely meet together to exchange information and reflect on performance, resulting in little or no innovation in care processes.</p>	<p>Reflexivity</p>	<p>Healthcare team members regularly and systematically review their performance and adapt future team objectives and care processes accordingly.</p>

Source: West & Lyubovnikova (2013)

The IPO Model



Interventions That Work

Intervention	Explanation	Source
TeamSTEPPS	Team Strategies and Tools to Enhance Performance and Patient Safety – develops communication, leadership, mutual support and situation monitoring	Baker <i>et al</i> (2010)
SBAR	Situation – Background – Assessment – Recommendation	Leonard <i>et al</i> (2004)
ATFP	Aston Team Facilitation Programme	Aston Organisation Development (2003)
Care Pathways	Complex interventions for the mutual decision-making and organisation of care for a well-defined group of patients during a well-defined period.	Deneckere <i>et al</i> (2012)

Recommendations

- Just because you call yourself a team doesn't make you a team!
- Be very mindful of whether you are real team or a pseudo-team.
- If you fear you are a pseudo team, change your inputs and processes, especially your –
 - interdependence
 - shared objectives
 - reflectivity
- Enhance team effectiveness using interventions that work.

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