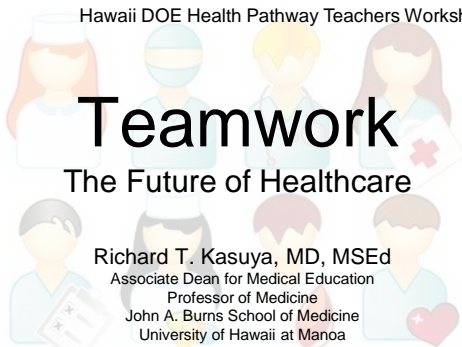Hawaii DOE Health Pathway Teachers Workshop

Teamwork
The Future of Healthcare

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Preview

- Healthcare in evolution

- What is a team?

- The benefits of teamwork in healthcare

Topic #1

Healthcare in evolution

Lots of criticism…
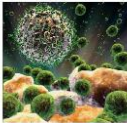

Current issues in healthcare

- High healthcare costs
- National healthcare reform efforts
- Aging population
- Healthcare disparities
- Increasing self-care by patients
- Management of chronic diseases
- Greater emphasis on patient safety

Patient safety is paramount

In 1999, the Institute of Medicine (IOM) released its landmark report, *To Err Is Human*, which stated that between 44,000 and 98,000 people die each year in US hospitals due to medical errors.

That's more than…

- Deaths from motor vehicle accidents

- Deaths from breast cancer

- Deaths from AIDS

Another perspective…

Every day-and-a-half, a fully-loaded Boeing 747 airplane would have to fall from the sky before airline passenger loss of life would surpass hospital patient loss of life.

Some practical implications

- The public deserves safer care.
- The public wants more value for their dollar.
- The public wants more acknowledgment of non-allopathic forms of health care.
- The public wants easier access to healthcare services.
- The government is getting more involved.
- Healthcare professionals need to learn to work effectively in teams, rather than as independent providers.

Patient-centered medical home

Healthcare in evolution

The "old" model	The "new" model
Patients are those who make appointments to see you.	Patients are those who are registered in your medical home.
Care is determined by today's problem and time availability.	Care is determined by a proactive plan to meet patients needs.
Patients are responsible for coordinating their own care.	Care is coordinated by a skilled team of professionals.
We rely on patients' memories and understanding of past health care.	We rely on electronic medical records.
Care is provided "in person".	Care is provided "in person" when appropriate, but also without visits.
Doctors are the "center" of healthcare.	Doctors are part of multidisciplinary teams that all work together.

Adapted from Malcolm Cox, MD. AAHC/Macy GME Conference 2010.

Topic #2

What is a team?

Question for you…

How do you define the word "team"?

A team is a group of people working towards a common goal.

"Teams are a means to an end…that end is performance superior to what members would achieve working as individuals. A real team needs both common purpose and specific goals. A common purpose sets the tone and gives teams direction, momentum and commitment."

"I valued a player who cared for others and could lose himself in the group for the good of the group. Understanding that the good of the group comes first is fundamental to being a highly productive member of a team."

John Wooden

Tips for working in teams

Understanding group development

- **Functional development**
  - getting smarter
  - getting more efficient
  - getting better results

- **Social development**
  - quality of relationships of members within the group

Stages of team development

- Forming
- Storming
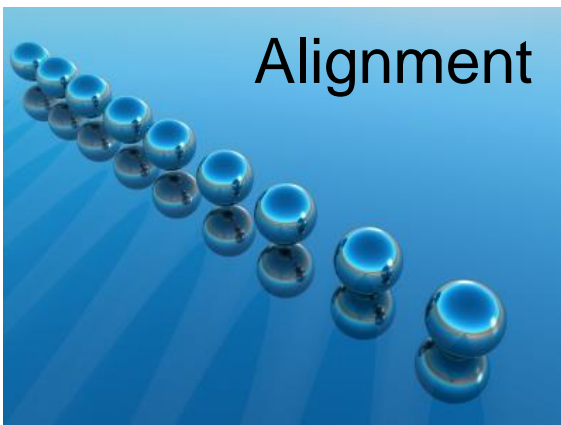- Norming
- Performing

Three important concepts

- Cooperation
- Collaboration
- Alignment

Cooperation

ME   US   YOU

Collaboration

Cooperation vs. Collaboration

- **Cooperation**
  – Helping each other reach each other's goals and objectives

- **Collaboration**
  – Working together towards a *shared* set of goals and objectives

Alignment

Alignment

- A commonality of direction, purpose, vision and an understanding of how to complement each other's efforts.

- Members of aligned teams are "all moving in the same direction".

A team whose members are aligned with its purpose, feel a challenge in their task, have a strong sense of camaraderie, feel responsibility for its outcome, and experience growth as a team and in their personal lives, will tend to sustain motivation over the long haul.

Peter Grazier

Teambuilding lessons we can learn from geese

Teambuildinginc.com

As each bird flaps its wings, it creates uplift for the bird following. By flying in a "V" formation, the whole flock adds 71% greater flying range than if one bird flew alone.

Lesson learned: People who share a common goal and sense of community can get where they are going quicker and easier by being interdependent.

Whenever a goose falls out of formation, it suddenly feels the drag and resistance of trying to fly alone, and quickly gets back into formation.

Lesson learned: Staying in formation with those who are ahead and accepting their help is important, as is being willing to give help to others.

When the lead goose gets tired, it rotates back into the formation and another goose fills in at the point position.

Lesson learned: It pays to take turns doing the hard tasks and sharing the responsibility for leadership.

When a goose gets sick or is wounded, two geese drop out of formation and follow it down to help protect it. They stay with the goose until it is able to fly again, or dies.

Lesson learned: We should stand by each other in difficult times as well as when we are strong.

2/1/2014

The role of the team leader

- Enable others to act.
- Cheer on efforts and accomplishments.
- Coach skills.
- Offer support.
- Share experience, knowledge and wisdom.
- Seek alignment and foster collaboration.

Summary

- Remember that there are two components of team building - the functional and social aspects.

- Recognize and accept that teams evolve - you can only "norm and perform" if you "storm" a bit!

- Seek alignment and collaboration.

Topic #3

The benefits of teamwork in healthcare

Question for you…

What are some ways that teamwork can help improve healthcare?

Working as a team makes a positive difference

- Improves coordination of care across all disciplines.
- Problem-solving enhanced by synergy across team members with different expertise.
- More resources to answer questions/educate patients and families.
- Increased sense of value, contribution and satisfaction for individual team members.
- Increased safety net through shared accountability.

Patient safety defined

"Freedom from unnecessary harm or potential harm associated with healthcare."

World Health Organization

"Teamwork has become a major focus in healthcare. In part, this is the result of the Institute of Medicine report entitled To Err Is Human: Building a Safer Health System, which details the high rate of preventable medical errors, many of which are the result of dysfunctional or nonexistent teamwork. It has been proposed that a healthcare system that supports effective teamwork can improve the quality of patient care and reduce workload issues that cause burnout among healthcare professionals."

Lerner S, et al. Teaching teamwork in medical education. Mt Sinai J Med. 2009

Two issues are emerging in health care as clinicians face the complexities of current patient care: the need for specialized health professionals, and the need for these professionals to collaborate. Interdisciplinary health care teams with members from many professions answer the call by working together, collaborating and communicating closely to optimize patient care.

Hall P, Weaver L. Interdisciplinary education and teamwork: a long and winding road. Med Ed 2001.

Improving patient safety

- Recognize that most patient harm is caused by bad systems and not bad people.

- Acknowledge that individuals alone cannot improve safety; it requires everyone on the care team to work in partnership.

  http://www.tubechop.com/watch/35295

Value of teams in healthcare

- Teams facilitate discussion and create a synergistic environment.

- Teams foster collaboration and commitment among people who might otherwise never meet and help to cross structural boundaries.

- Well-run teams can keep a project on schedule, promote shared enthusiasm, and meet mutual obligations.

ABIM Essentials of Quality Improvement Recertification Module

"The benefits of teamwork are obvious. Team practice has led professionals to see clients and their families as whole persons, not as parts of a whole (e.g., mouth, brain, arms, legs). An appreciation of other disciplines allows professionals to accommodate larger functional goals and integrated interventions, instead of working on isolated tasks.

From the patients' and families' point of view, it is easier to communicate with a cohesive team, rather than numerous practitioners who work in isolation. It is also less overwhelming if information related to intervention is synthesized across disciplines, rather than presented separately from each practitioner."

Catlett and Halper *Team Approaches: Working Together to Improve Quality 1992*

You are helping!

- HCO-2.2 Demonstrate the ability to work collaboratively with persons from diverse backgrounds to accomplish a goal.

- HCO-3.3 Apply interpersonal communication styles to gain or transfer information, express ideas or solve problems.
  - Collaborate with patient, family and colleagues to provide quality health care.
  - Explain how each health care team member contributes to effectively communication with patients or clients.

- Standard 7: Evaluate the interrelatedness of health care systems and providers in facilitating the delivery of quality health care.

Hawaii State DOE Health Services Core Standards 2011

It's part of professional education too

MEDICAL SCHOOL HOTLINE
SATORU IZUTSU PHD, CONTRIBUTING EDITOR

Interprofessional Education: Future Nurses and Physicians Learning Together

Damon H. Sakai MD; Stephanie Marshall RN, MSN; Richard T. Kasuya MD, MSEd; Lorrie Wong RN, PhD; Melodee Deutsch RN, MS; Maria Guerriero RN, MS; Patricia Brooks RN, MS; Sheri F.T. Fong MD, PhD; and Jill Omori MD; ('John A. Burns School of Medicine; 'School of Nursing and Dental Hygiene; University of Hawai'i)

Interprofessional education (IPE) brings students from various healthcare professions together for shared learning experiences. The goal of IPE is to prepare the healthcare force to work together collaboratively towards a more safe, patient-centered, and community-oriented health care system.[1] While new to medical and nursing school education, there is evidence that student attitudes toward interprofessional collaboration and communication may be enhanced through IPE.[2] Participating in interdisciplinary teams also gives students a better understanding of the role each discipline has in the health care system and its

Teams and Teamwork
Application of relationship-building values and the principles of team dynamics to perform effectively in different team roles including the planning and delivery of patient care that is safe, timely, effective, and equitable.

In response to these national recommendations and with the encouragement of the leadership of each school, the John A. Burns School of Medicine and the School of Nursing and

What we covered today

- Healthcare in evolution

- What is a team?

- The benefits of teamwork in healthcare