High Performance Teams in Health Care: Exploring Team Building Dynamics for Excellence

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Objectives:
High Performance
Health Care Teams

- Participants will define High Performance Health Care Teams and its implication on team effectiveness and safety

- Participants will identify core elements of team building dynamics

- Participants will identify and understand the challenges to team performance and effectiveness

- Participants will list practical strategies for team development

- Participants will understand the implications of leadership and the influence on motivation within health care teams

Understanding High Performance Health Care Teams

TEAMWORK MATTERS

"Suboptimal teamwork and poor communication remains, with ongoing negative effects on patients."

WHAT KIND OF TEAM DO YOU WORK FOR?

High Performance:

Dysfunction:

Attention to Results

Accountability

Commitment

Creative Conflict

Trust

Absence of Trust

Artificial Harmony

Ambiguity

Low Standards

Status and Ego
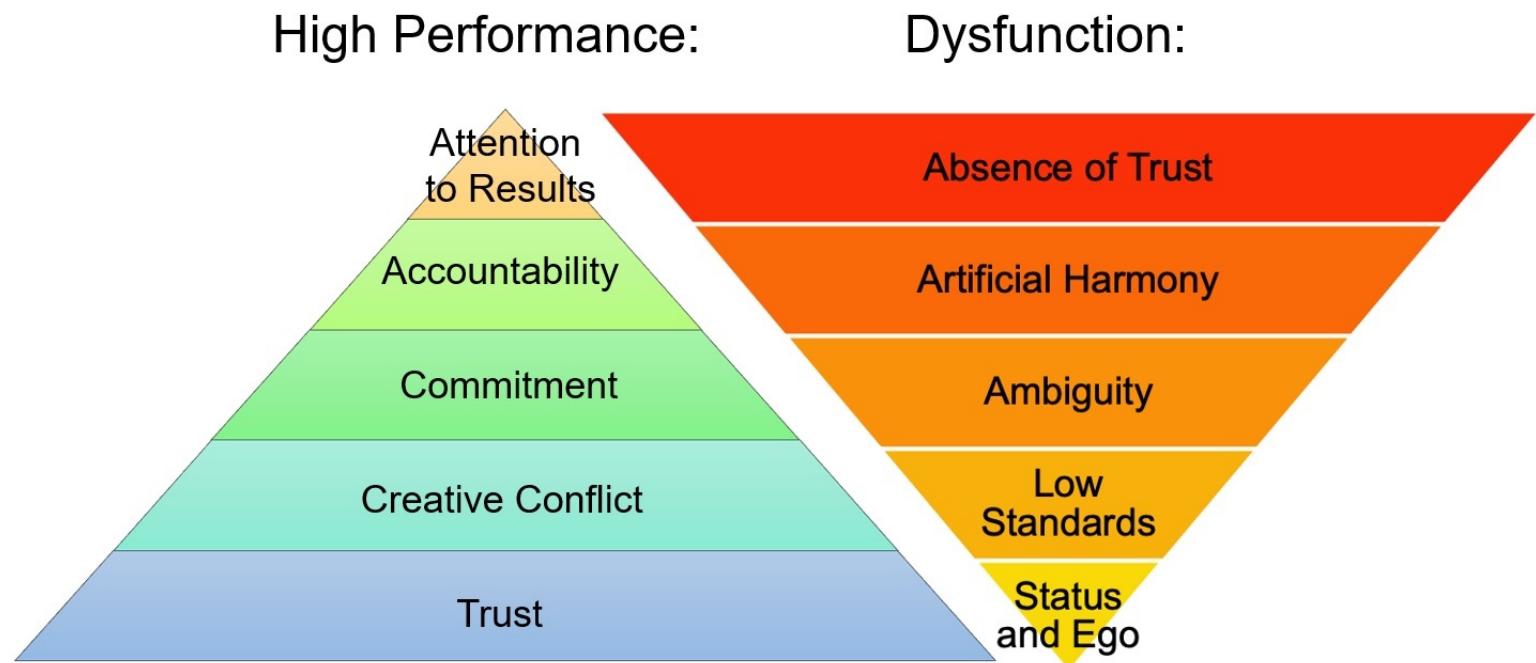
Defining High Performance in Health Care Teams

Coordinated Team Efforts

High performance healthcare teams work collaboratively to ensure seamless patient care and improve outcomes.

Adaptability in Care

Teams adapt quickly to changing situations, ensuring patient safety and effective responses.

Continuous Learning

Ongoing education and feedback help teams refine skills and improve patient satisfaction.

Sense of Purpose

Open Communication

Trust & Mutual Respect

Shared Leadership

Effective Working Procedures

Building on Differences

Flexibility and Adaptability

Continuous Learning

Source: www.dbos.com.au

Key Characteristics of High Performing Teams

Common Roles and Team Structures in Health Settings

Key Healthcare Roles

Healthcare teams consist of physicians, nurses, therapists, and support staff essential for patient care.

Team Structures

Teams are organized in multidisciplinary or interdisciplinary structures to provide comprehensive care.

TEAMWORK EFFECTIVENESS

Clinical Outcomes: Diagnostic Accuracy, Time to Response/treatment

Patient Outcomes: Complications, Length of Stay

Employee Outcomes: Wellbeing and Patient Satisfaction

BETTER TEAMWORK IS ASSOCIATED WITH LOWER PATIENT MORBITITY AND MORTALITY, AS WELL AS OTHER CRITICAL OUTCOMES SUCH AS REDUCED NURSING TURNOVER AND INCREASED PATIENT SATISFACTION
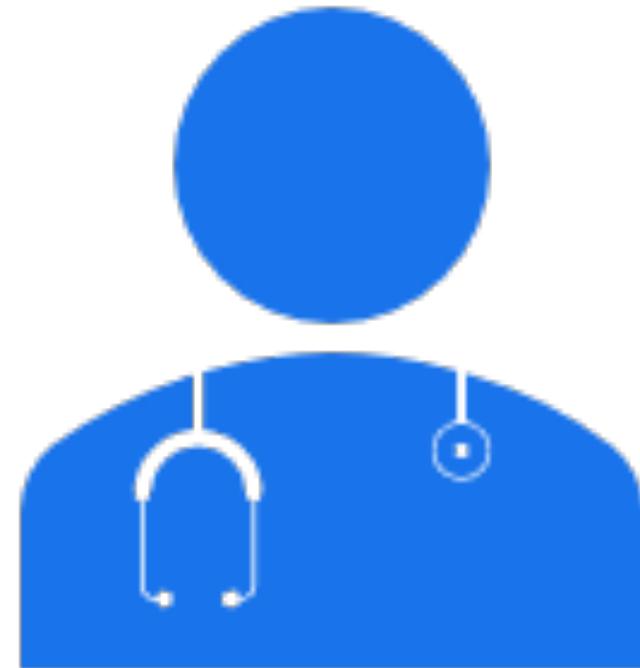
Core Elements of Team Building Dynamics

Teamwork Challenges

- High workload

- Time pressure

- Continuous change

- Lack of knowledge or expectations

- Role Uncertainty

- Unclear goals

- Lack of trust

- Personality

- Communication style

- Conflict style

Five Dysfunctions Of A Team

Inattention to **RESULTS**

Avoidance of **ACCOUNTABILITY**

Lack of **COMMITMENT**

Fear of **CONFLICT**

Absence of **TRUST**

Core Elements in Team Building Dynamics

Trust and Psychological Safety Among Team Members

Encouraging Open Communication

Psychological safety allows team members to freely voice concerns and share ideas without fear of judgment.

Fostering Innovation

Trust and safety promote curiosity and creativity, with collaboration amongst the interprofessional team members, essential for innovative solutions in patient care.

Reducing Errors

A safe environment reduces mistakes by encouraging transparency and early problem identification.

Core Elements in Team Building Dynamics

SURGICAL TIME OUT CHECKLIST
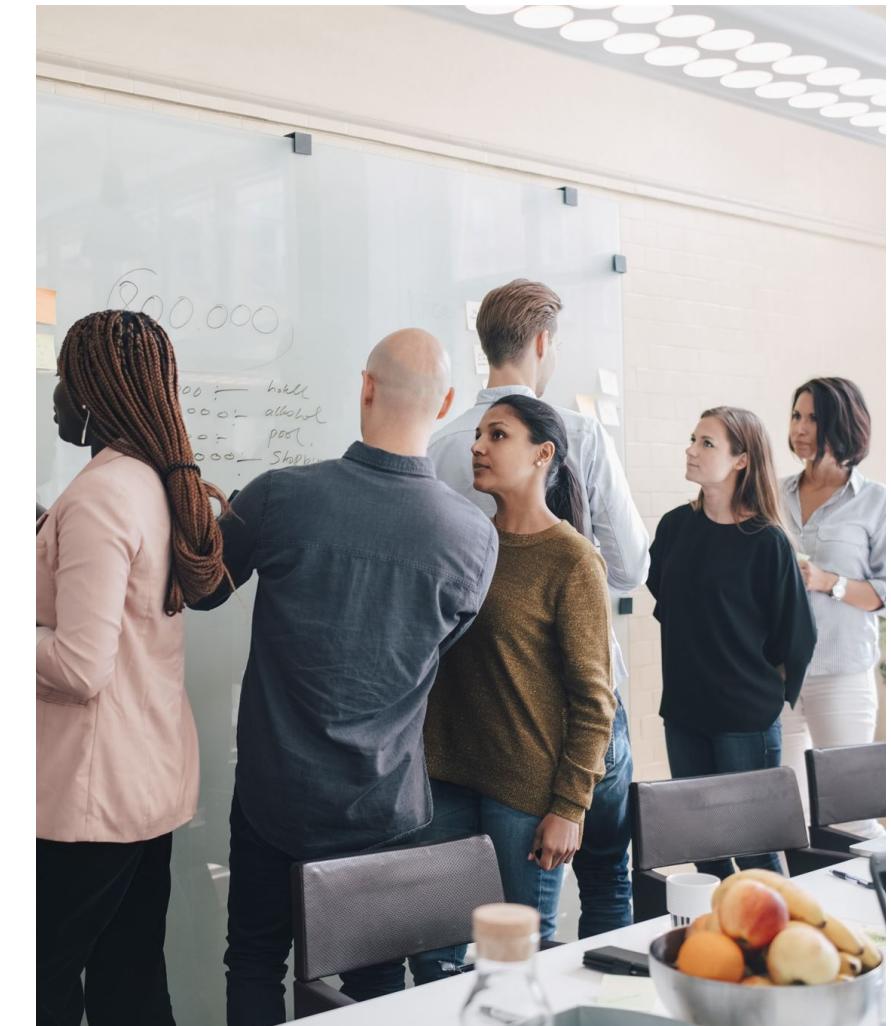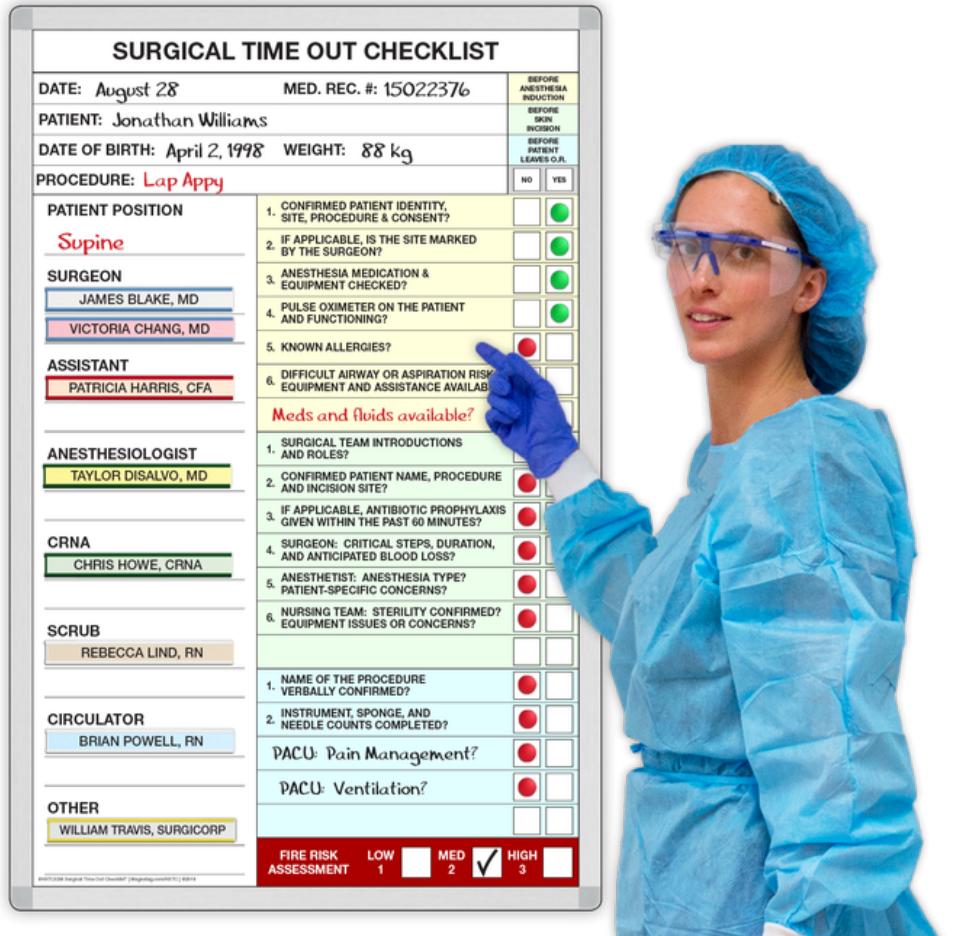
Effective Communication Strategies:

Clear and Concise Communication

Using clear and concise language reduces misunderstandings and improves healthcare coordination.

Active Listening

Active listening ensures understanding and builds trust among healthcare team members and patients.

Respectful Interaction

Respectful communication fosters collaboration and maintains patient dignity in healthcare settings.

Feedback Mechanisms

Providing and receiving feedback enhances task coordination and patient safety.

Core Elements in Team Building Dynamics

Collaboration and Shared Decision Making

Engaging Team Members

Collaborative approaches actively involve all team members in the decision-making process to utilize varied expertise effectively.

Optimizing Patient Outcomes

Shared decision-making helps improve patient outcomes by combining knowledge from multiple experts.

Enhancing Team Satisfaction

Inclusive collaboration boosts team satisfaction by valuing each member's input and expertise.

Teamwork Competencies

Handling Team-Work Challenges:

Recognizing Critical Nature of Teamwork- Recognizing the central role that teamwork plays in the provision of quality healthcare

Creating a Psychologically Safe Environment- Creating a safe environment where team members feel comfortable and safe in speaking up, asking questions, seeking   help, admitting a mistake, or offering an alternative perspective

Teamwork Competencies

COMMUNICATION SKILLS

Structured Communication-Using mutually agreed upon communication protocols and terminology to convey information succinctly and ensure that others receive the information they need.

Closed-loop Communication- Using techniques to ensure messages are received and confirmed to avoid misunderstandings

Asking Clarifying Questions- Posing questions that help others share what they know or clarify what they intended.

Sharing Unique Information- Providing information that other team members or healthcare providers may not have. It is recognizing when such information benefits others

Teamwork Competencies

COORDINATION SKILLS

Optimizing Team Mental Models- Contributing to the development and maintenance of shared understanding among team members

Mutual Trust- Taking actions that help develop and maintain trust with team members and other healthcare providers.

Mutual Performance Monitoring- Monitoring team members and providing constructive feedback, assistance, and back up to ensure quality of care. Receiving and using feedback from others constructively.

Reflection/ Debriefing- Reflecting on recent experiences and actively participating in debrief to identify what is working and where improvement is possible.

Practical Strategies for Team Development

Increasing Teamwork in the OR

- Effective teamwork throughout the patient's perioperative experience starts in the preoperative phase

- More clinicians participating during surgery

- Minimize turnover of staff

- Fixed, designated teams

- Effective interprofessional communication

Training Programs and Simulation Exercises

Skill Development

Training programs enhance individual skills essential for effective job performance.

Teamwork Testing

Simulation exercises provide realistic scenarios to test and improve team collaboration.

Crisis Management

Regular simulations strengthen coordination and response during crisis situations.

Feedback and Performance Measurement

Ongoing Feedback Importance

Continuous feedback helps teams acknowledge strengths and encourages consistent improvement.

Objective Performance Metrics

Using measurable metrics enables tracking progress and making data-driven decisions effectively.

Identifying Improvement Areas

Feedback and metrics highlight areas needing development to enhance team performance.
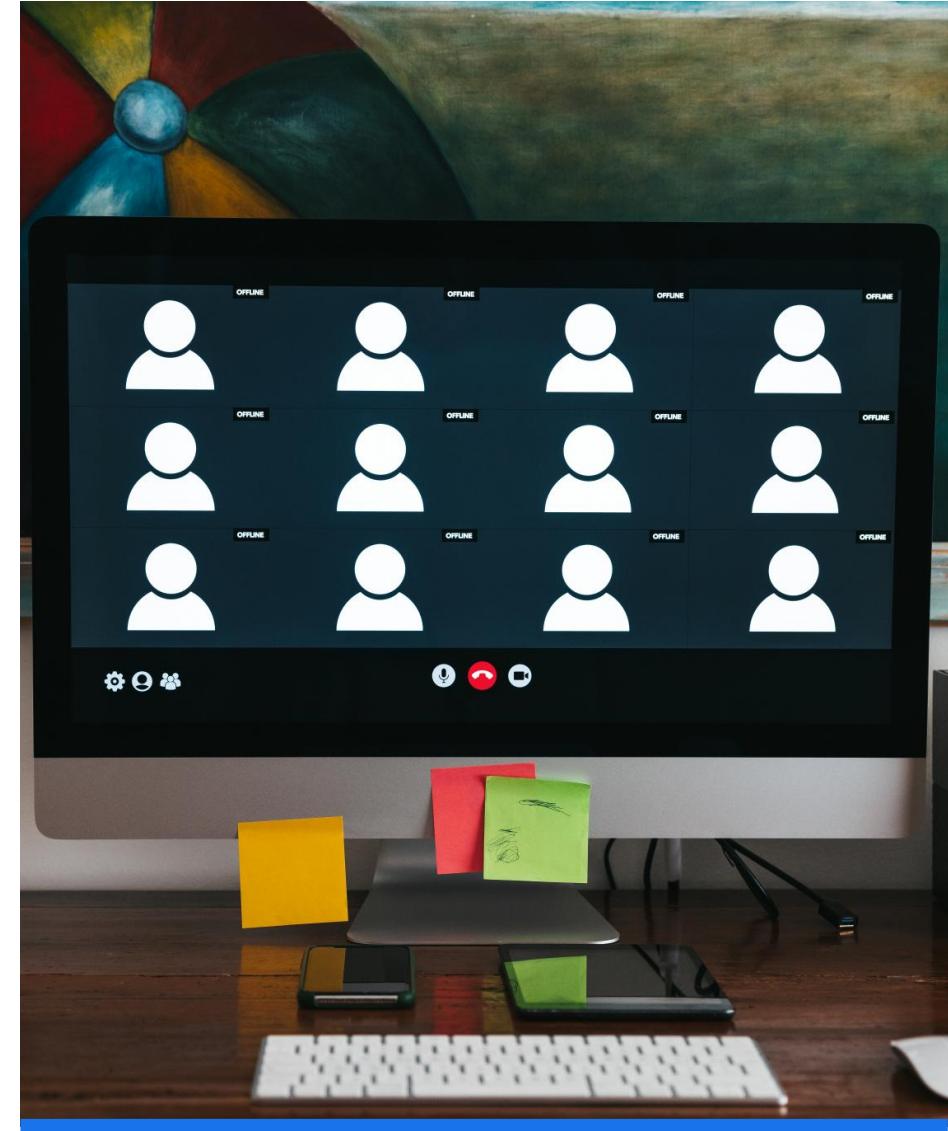
Continuous Improvement and Adaptation

Culture of Continuous Learning

Healthcare teams prioritize ongoing education to enhance skills and knowledge for better patient outcomes.

Adaptation to New Evidence

Teams adjust clinical practices based on the latest research and evidence to ensure effective care.

Responding to Patient Needs

High-performing teams tailor care approaches to evolving patient requirements and conditions.

"BUILDING **HIGH-PERFORMANCE** TEAMS MEANS CREATING A SYNERGISTIC UNIT WHERE **TRUST, COLLABORATION**, AND COLLECTIVE **EXCELLENCE** ARE THE FOUNDATION."

Leadership and Motivation Within Health Care Teams

EFFECTIVE LEADERSHIP IS CRUCIAL

The Role of Leadership in Team Success
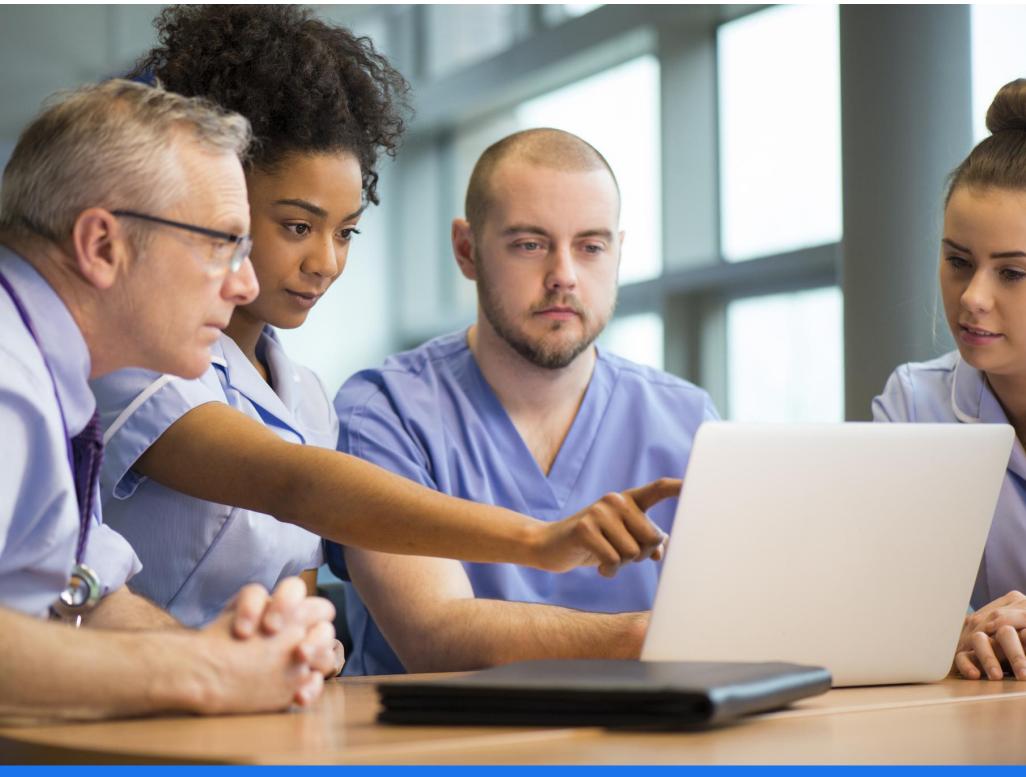
Vision Facilitation

Leaders help define and communicate a clear vision to guide team efforts and goals effectively.

Setting Expectations

Clear expectations set by leaders help align team members' roles and responsibilities for success.

Modeling Behaviors

Leaders model professional behaviors that inspire and motivate team members to perform well.

Creating Supportive Environment

Supportive environments foster collaboration and high performance within healthcare teams.

Multiteam System
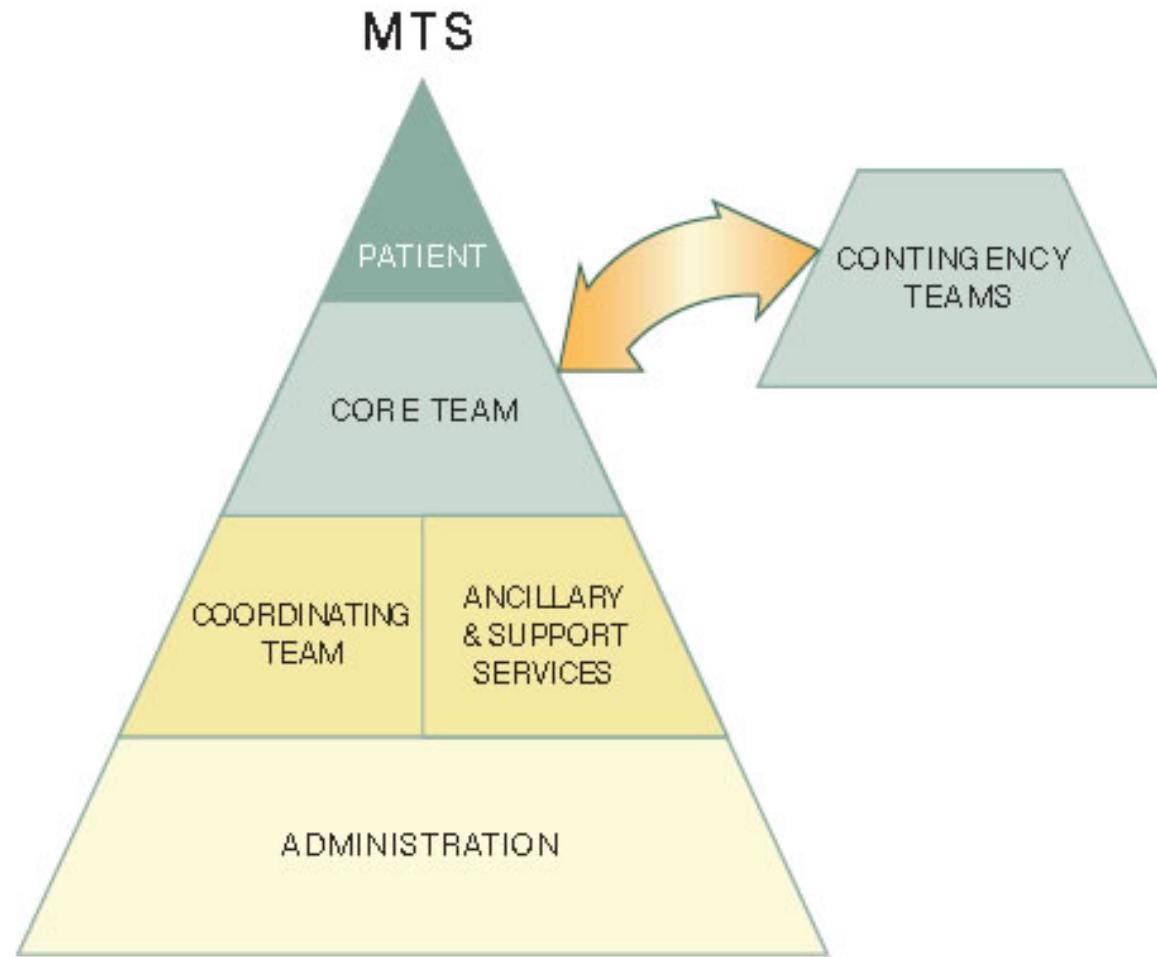
Conflict Resolution and Managing Challenges

Constructive Conflict Resolution

Address disagreements constructively to maintain team harmony and promote positive outcomes.

Maintaining Focus on Patient Care

Prevent conflict from disrupting patient care by applying effective management strategies.

Motivational Techniques for Diverse Teams

Recognizing Individual Values

Leaders identify and appreciate the unique values each team member brings to foster motivation and engagement.

Customized Motivational Strategies

Tailoring motivational approaches to meet specific needs improves team commitment and overall productivity.

Enhancing Productivity

Effective motivation leads to higher engagement levels, resulting in improved team performance and outcomes.

THERE IS NO "I" IN TEAM

QUALITIES OF A STRONG LEADER

A strong leader **IS**...	A strong leader is **NOT**...
❖ Trustworthy	❖ Accusatory
❖ Positive	❖ Close-Minded
❖ Confident	❖ Disingenuous
❖ Empathetic	❖ Self-Centered
❖ An Effective Communicator	❖ Silent

Conclusion

Team Dynamics: Understanding team dynamics is crucial for building cohesive and high-performing healthcare teams.

Strong Leadership: Effective leadership guides healthcare teams towards achieving excellence in patient care.

Effective Communication: Clear and open communication fosters coordination and reduces errors in healthcare teams.

Ongoing Development: Continuous learning and development maintain team skills and improve patient outcomes.

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