

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

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**THERE IS**  
**NO “I”**  
**IN TEAM**

## Objectives: High-Performance Health Care Teams

- **Participants will define High Performance Health Care Teams and how they differentiate when compared to other team models**
- **Participants will identify the key characteristics of high-performance teams**
- **Participants will understand the implication of high-performance on team effectiveness and safety**
- **Participants will understand the implication of high-performance teams on the delivery of safe efficient patient care in the health care setting.**
- **Participants will identify the implication of high performance on professional standards, institutional goals, and quality metrics.**
- **Participants will identify and define teamwork competencies that facilitate high performance**
- **Participants will identify core elements of team building dynamics**
- **Participants will identify effective communication strategies that enhance high performance and apply them to their professional practice.**
- **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 and morale within health care teams**

# Understanding High Performance Health Care Teams

# TEAMWORK MATTERS

**“Suboptimal teamwork  
and poor  
communication  
remains, with ongoing  
negative effects on  
patients.”**

## SITUATIONAL AWARENESS



# 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**

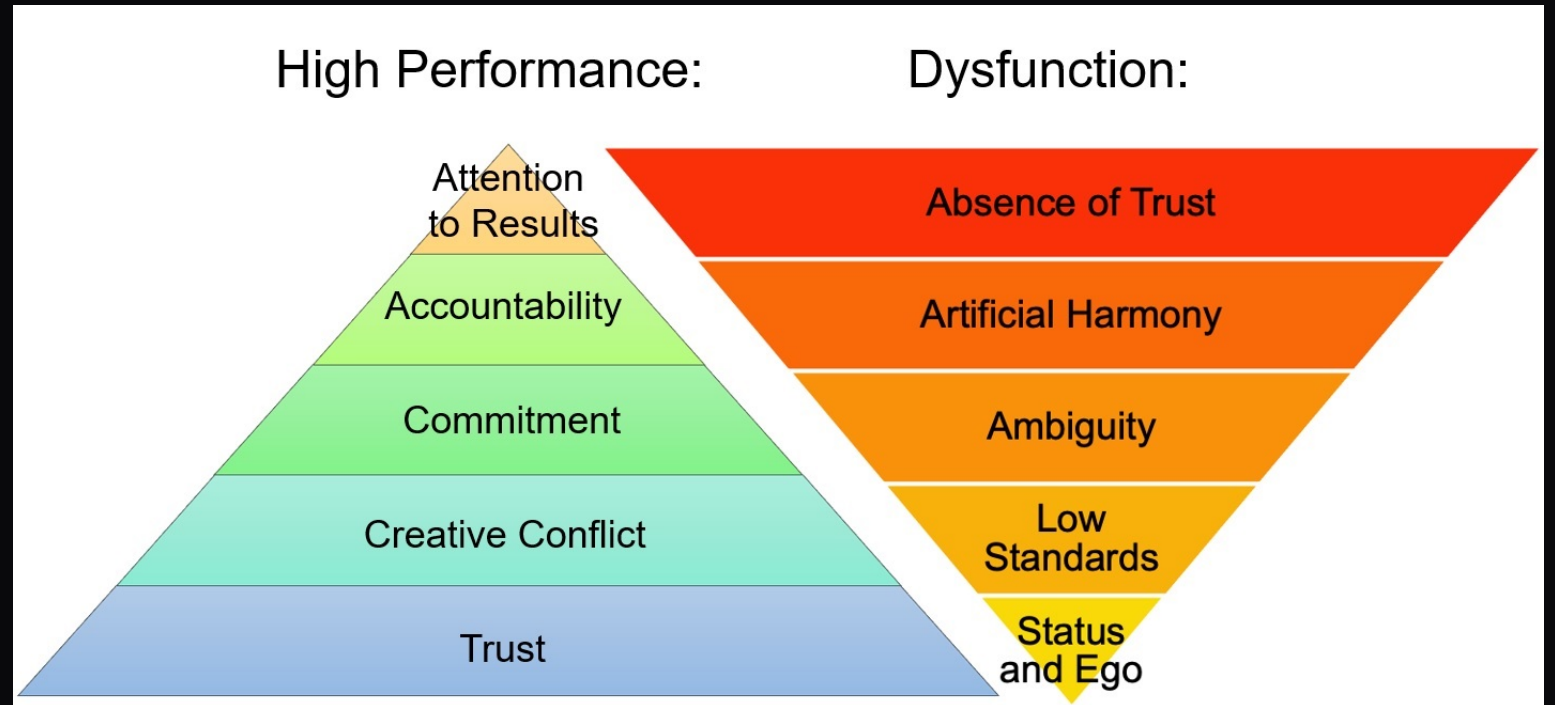
Teams adapt quickly to changing situations, ensuring patient safety and effective responses.

## **Continuous Learning**

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



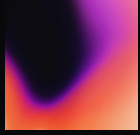
# WHAT KIND OF TEAM DO YOU WORK FOR?



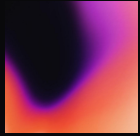
# Key Characteristics of High Performing Teams



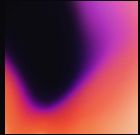
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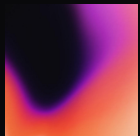
## TEAMWORK EFFECTIVENESS



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 MORBIDITY  
AND MORTALITY, AS WELL AS OTHER  
CRITICAL OUTCOMES SUCH AS  
REDUCED NURSING TURNOVER AND  
INCREASED PATIENT SATISFACTION



# Common Roles and Team Structures in Health Settings

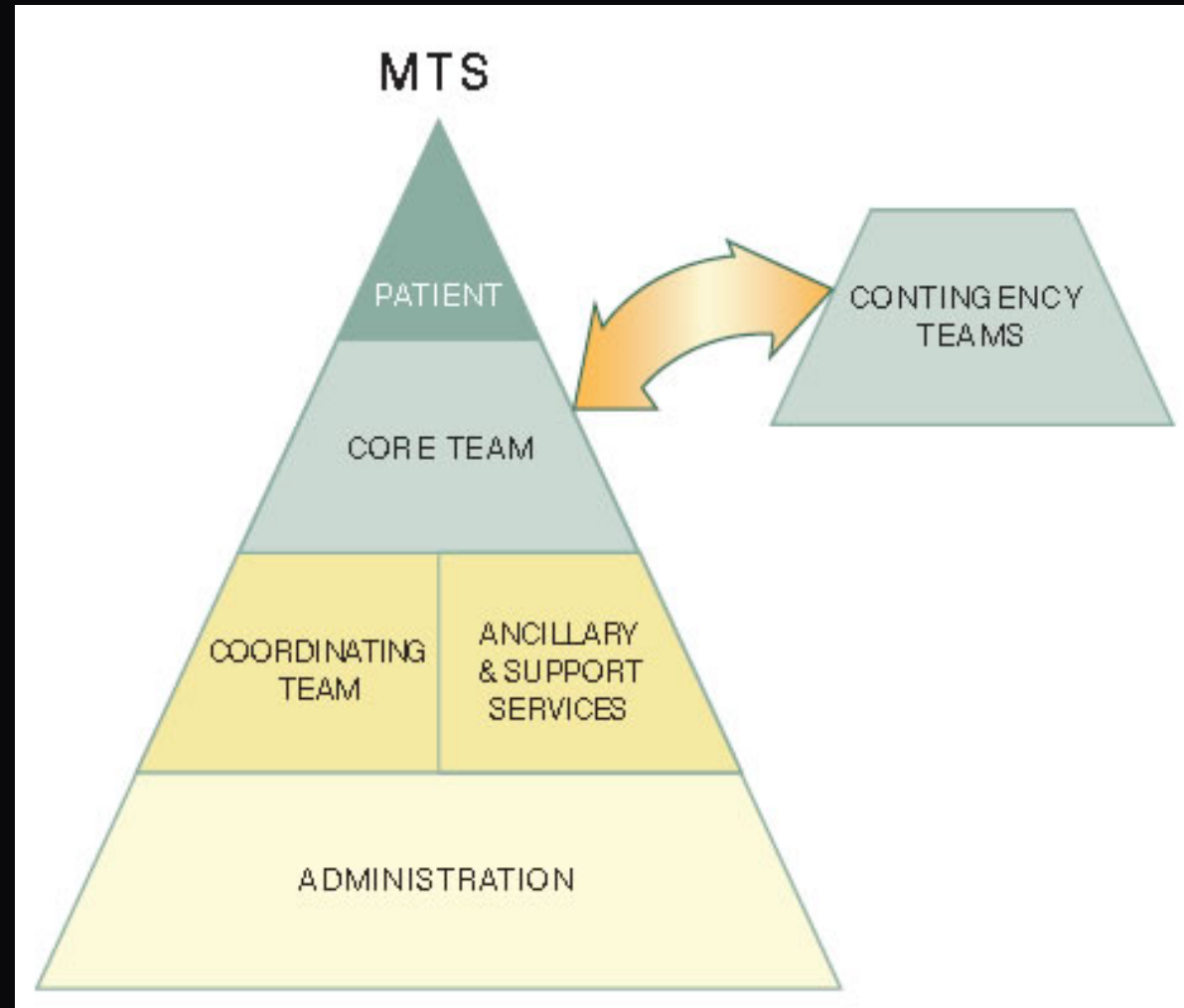
## Key Healthcare Roles

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.

# Multiteam System



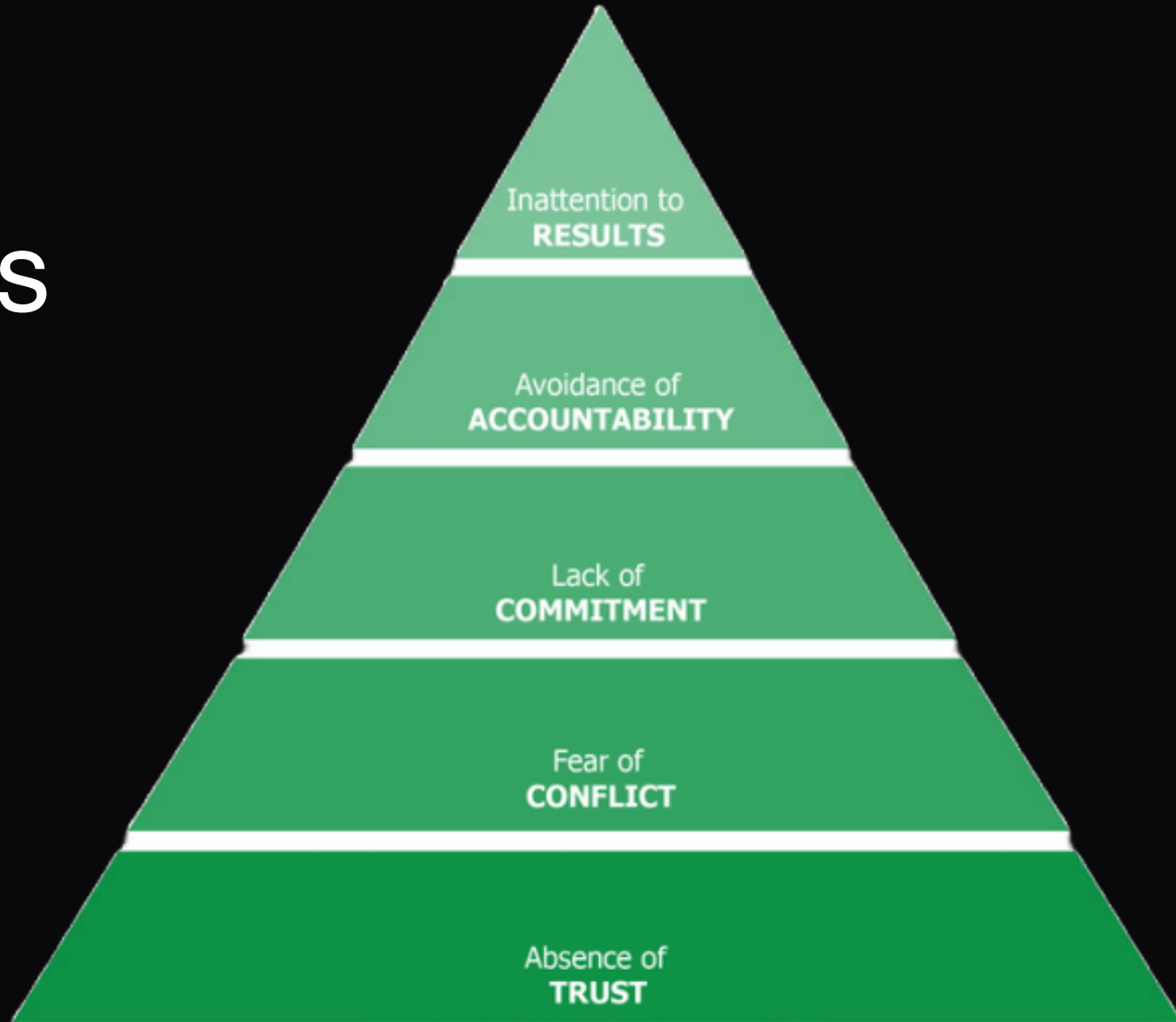
# Core Elements of Team Building Dynamics

# 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



# EFFECTIVE TEAMS



# 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.



## Effective Communication Strategies:

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

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

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

Providing and receiving feedback enhances task coordination and patient safety.

A woman wearing a blue surgical cap, face shield, and blue protective gown, looking slightly to the side.

# 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.





Team FIRST

# The 10 Teamwork Competencies in Team FIRST

- **Recognizing the criticality of teamwork** – understanding that effective teamwork is essential for patient and team outcomes.
- **Creating a psychologically safe environment** – fostering trust and openness where team members feel safe to speak up.
- **Structured communication** – using clear, consistent methods to share information.
- **Closed-loop communication** – ensuring messages are received, understood, and confirmed.
- **Asking clarifying questions** – seeking to fully understand information before acting.
- **Sharing unique information** – contributing personal or specialized insights to the team.
- **Optimizing team mental models** – aligning shared understanding of the situation.
- **Mutual trust** – building and maintaining trust among team members.
- **Mutual performance monitoring** – jointly observing and supporting each other's performance.
- **Reflection/debriefing** – reviewing actions and outcomes to learn and improve

# TEAMWORK COMPETENCIES

## HANDLING TEAMWORK 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

# TIME OUT

## Correct patient?

## Correct location?

## Correct procedure?





## 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.

# SHARED MENTAL MODEL

A **shared mental model** refers to a cognitive framework held in common by members of a team, allowing them to interpret information, anticipate each other's actions, and make decisions efficiently without constant explicit communication. It acts as a "common playbook" that aligns team members' understanding of objectives, strategies, roles, responsibilities, and available resources.



## Key Components

**Task Models:** Shared understanding of the team's objectives, strategies, and procedures

**Team Models:** Knowledge of each member's roles, skills, and responsibilities

**Process Models:** Expectations about team interactions, communication patterns, and decision-making processes

**Equipment Models:** Common understanding of tools, technology, and resources used by the team

## Strategies to achieve a "shared mental model"

*What we can do to stay on the same page...*



# MUTUAL TRUST

**Mutual trust is a reciprocal confidence between two or more parties, where each believes in the honesty, reliability, and integrity of the other.**

## Key Characteristics

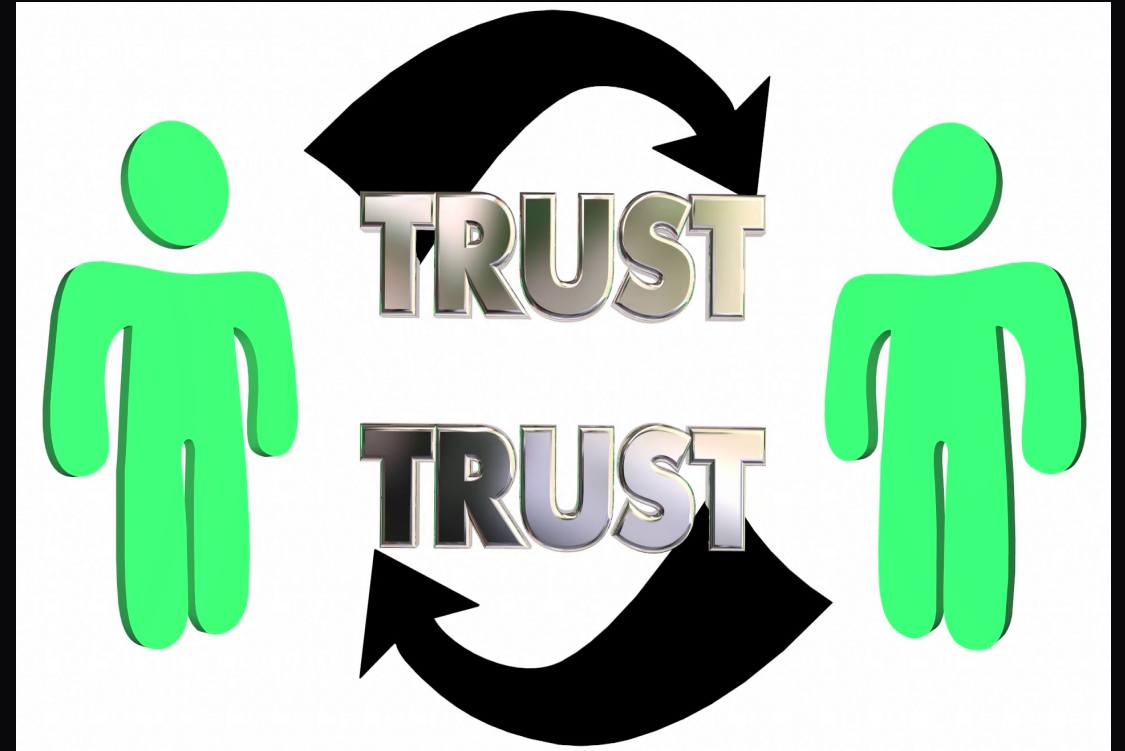
**Reciprocity:** Both parties give and receive trust, forming a two-way bond

**Honesty:** Open and truthful communication is essential to maintain trust

**Reliability:** Consistent actions and dependability reinforce confidence

**Respect:** Valuing each other's perspectives and boundaries strengthens trust

**Vulnerability:** Willingness to be open about intentions, feelings, and limitations without fear of exploitation



# MUTUAL PERFORMANCE MONITORING

Mutual performance monitoring  
is a team-based process where members  
observe and assess each other's  
work to ensure  
tasks are completed correctly  
and efficiently, enhancing  
overall team performance.

**RITE VALUES**



**Respect**

**Integrity**

**Team Work**

**Excellence**

# REFLECTION AND DEBRIEFING

Reflection refers to the deliberate, conscious process of thinking deeply about one's own thoughts, feelings, and actions to gain insight, understanding, and self-awareness

Debriefing refers to a structured process of explaining or emotionally processing an experience after it occurs, with the goal of helping participants or individuals understand what happened, correct any misunderstandings, and reduce distress

# 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.

## Qualities of an Effective Leader



# 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**...

- ❖ *Trustworthy*
- ❖ *Positive*
- ❖ *Confident*
- ❖ *Empathetic*
- ❖ *An Effective Communicator*

A strong leader is **NOT**...

- ❖ *Accusatory*
- ❖ *Close-Minded*
- ❖ *Disingenuous*
- ❖ *Self-Centered*
- ❖ *Silent*

# Best Leadership Qualities

## Top 15 Qualities of a Good Leader



# 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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