Teamness

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Welcome!

Asking Questions

Raise your hand
- or -
Type into the questions log

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Patient-Centered Primary Care Institute
History and Development

• Launched in 2012 as a public private partnership to advance PCPCH practice transformation
• Broad array of technical assistance for practices at all stages of transformation
  – Learning Collaboratives
  – Website (www.pcpchi.org) & Webinars
  – Online learning modules (coming soon)
  – Sign up for newsletter via website
• Ongoing mechanism to support practice transformation and quality improvement in Oregon
PCPCH Model of Care

Oregon’s PCPCH Model is defined by six core attributes, each with specific standards and measures

• **Access to Care**
  – “Be there when we need you”

• **Accountability**
  – “Take responsibility for us to receive the best possible health care”

• **Comprehensive Whole Person Care**
  – “Provide/help us get the health care and information we need”

• **Continuity**
  – “Be our partner over time in caring for us”

• **Coordination and Integration**
  – “Help us navigate the system to get the care we need safely and timely manner”

• **Person and Family Centered Care**
  – “Recognize we are the most important part of the care team, and we our responsible for our overall health and wellness”

Read more: [http://primarycarehome.oregon.gov](http://primarycarehome.oregon.gov)
Objectives

• Define what we mean by “teams” and “team-based care”
• Illustrate some attributes of “teamness”
• Understand how you might improve team care in your practice
• Discuss important team “issues” or challenges
“Team-based health care is the provision of health services to individuals, families, and/or their communities by at least two health providers who work collaboratively with patients and their caregivers—to the extent preferred by each patient—to accomplish shared goals within and across settings to achieve coordinated high-quality care.”

IOM, 2012
What is a team?

Multidisciplinary

Interdisciplinary

Interdependent
Team-Based Care vs. Teamwork

- “**Teamwork**” – a mode of functioning between individuals (**relationship-centric**)

- “**Team-based care**” – a specific approach to the delivery of health care that is based on facilitating teamwork among participants, often through structured protocols or processes (**process/task-centric**)

Core Attributes of a Primary Care Home

- Comprehensive
- Patient & Family Centered
- Continuous
- Accessible
- Coordinated
- Accountable
Challenges to Developing Effective Teams

- Different disciplines
- Not trained together
- Hierarchy
- Asynchronous care
- Lack of continuity
- Culture slow to change
Adaptive Reserve

• The ability of a practice to be resilient, to bend, and thrive and survive under force. Facilitates adaptation during times of dramatic change.

• Six components—relationship infrastructure, facilitative leadership, sensemaking, teamwork, work environment, culture of learning

• It is all about relationships!

Crabtree et al. Summary of the NDP and Recommendations for the PCMH. Ann Fam Med 2010. s80-s90.
Teamwork Model
(Baker et al, 2005)
Individual Teamwork Skills

• Personal skills & behaviors
• Communication
• Team Leadership
• Mutual Performance Monitoring
• Backup Behavior
• Adaptability
“HOW TO” Develop Teams
The Team Intervention “Bundle”

• Leadership Commitment
  – Organization
  – Practice/Unit level (MD and Site Leader Interview)

• Define Team, Leadership and Structure
  – Meeting format & agenda (patients; performance; operations)
  – Balance task and relationship

• The Team Development Measure
  – Feedback to team with discussion
  – Target improvements

• Intra-staff communication skills training
• Patient/case-focused care conferences or “huddles”
The Team Development Measure (TDM)

- 31 Items
- Rasch survey measurement methodology:
  - 0-100 scale;
  - 4 response categories
- Psychometric testing:
  - 145 different teams; n=1195 staff
  - Classical Test Theory: Cronbach’s alpha=0.97;
  - 4 sub-domains
- www.teammeasure.org
The Team Development Measure (TDM)

**Team Primacy:** Accomplishments of the team are placed above individuals

**Roles & Goals Clarity:** Clearly defined roles/goals and expectations

**Communication:** Team members say what they feel and think; are truthful, respectful and positive; address conflict maturely

**Cohesion:** “…the social glue that binds the team members as a unit.”
Cohesion

“...the social glue that binds the team members as a unit.”

Interventions:
• “Hiring for fit”
• Understanding team members’ “passion”
• Use the “we” language
• Celebrate/reward
Communication

Team members...

- Say what they feel and think
- Are truthful, respectful and positive
- Address conflict maturely

Interventions:

- Workshop on communication “styles”
- Practice through care-planning, “huddles”
- Leadership modeling
Building Team Roles & Goals

Clearly defined roles/goals and expectations

Interventions:

- Staff write roles and share/negotiate with team
- Flowchart clinical processes to better understand roles
- Expose team to different clinical roles
Accomplishments of the team are placed above individuals

Interventions:

- Understand organizational “Mission”
- Solicit input from all “roles” in team meetings
- Use team to develop QI agenda
- Demonstrate internal “transparency”
Leadership Roles

• Unambiguous support
• Set direction; teams are assigned authority for the “means”
• Support Managers
• Create a learning environment
• Maintain boundaries
• Inspire/Reward/Celebrate
Typical 1st Assessment Results

Team X

Team Development (Baseline, August, 03)

Forming Cohesiveness

Stages

1 2 3 4 5 6 7 8

Full Development

Team Development Score

0 1 2 3 4 5 6 7

0 6 12 18 24 30 36 42 48 54 60 66 72 78 84 90 96

Team Development Score
Team X

Team Development (December, 03)

Same Team 4 Months Later

Team Development Score

96 - 98
92 - 94
88 - 90
84 - 86
80 - 82
76 - 78
72 - 74
68 - 70
64 - 66
60 - 62
56 - 58
52 - 54
48 - 50
44 - 46
40 - 42
36 - 38
32 - 34
28 - 30
24 - 26
20 - 22
16 - 18
12 - 14
8 - 10
4 - 6
0 - 2

Forming Cohesiveness
1 2 3 4 5 6 7 8

Full Development

Stages
How Much Teamness Is There in Clinics?

Research on 42 Clinics

Mean Teamness Score of 42 Clinics
Regardless of the topic, communication between the people in my work unit / department is direct, truthful, respectful and positive.
Organizational Health

Team Intervention Clinic
All Clinics

Score

2006
81.3
62.4

2007
85.1
63.4
In XXXX clinics the single strongest predictor of overall satisfaction with care and service is:

“The teamwork of the clinic staff who took care of you during your visit.”
Important “Team” Issues

- Communication training
- Conflict management
- What to do with the non-team player?
- Where do patients and families fit in to the team?
- Leadership: formal vs informal
- Changing team membership
- Boundaries

PCPCI Webinar: Addressing Common Team Challenges
June 25th, 12pm – 1pm
Register now: www.pcpci.org
Handouts & Links

• Team Development Measure Questionnaire and Action Plan Worksheet
• Tips for Successful Teamwork
• TeamSTEPPS® Primary Care Version
• Institute of Medicine “Core Principles & Values of Effective Team-Based Health Care”

Access the handouts and links: www.pcpcri.org/resources/webinars
(also included in post-webinar email)
Final Thoughts

• Teams don’t just happen, training is necessary
• Physician/Clinician leadership and commitment is essential
• Requires ongoing maintenance and practice
• Need for continuous assessment and feedback
• Teams are a prerequisite for sustainable quality improvement
• Health and organizational health outcomes improve
Discussion

Asking Questions

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Closing

• Please fill out the survey after this presentation – you can send us additional questions

• Webinar materials can be retrieved from our website, www.pcpcci.org/webinars

• Additional questions?
  – info@pcpcci.org