



Team Working in Health and Social Care

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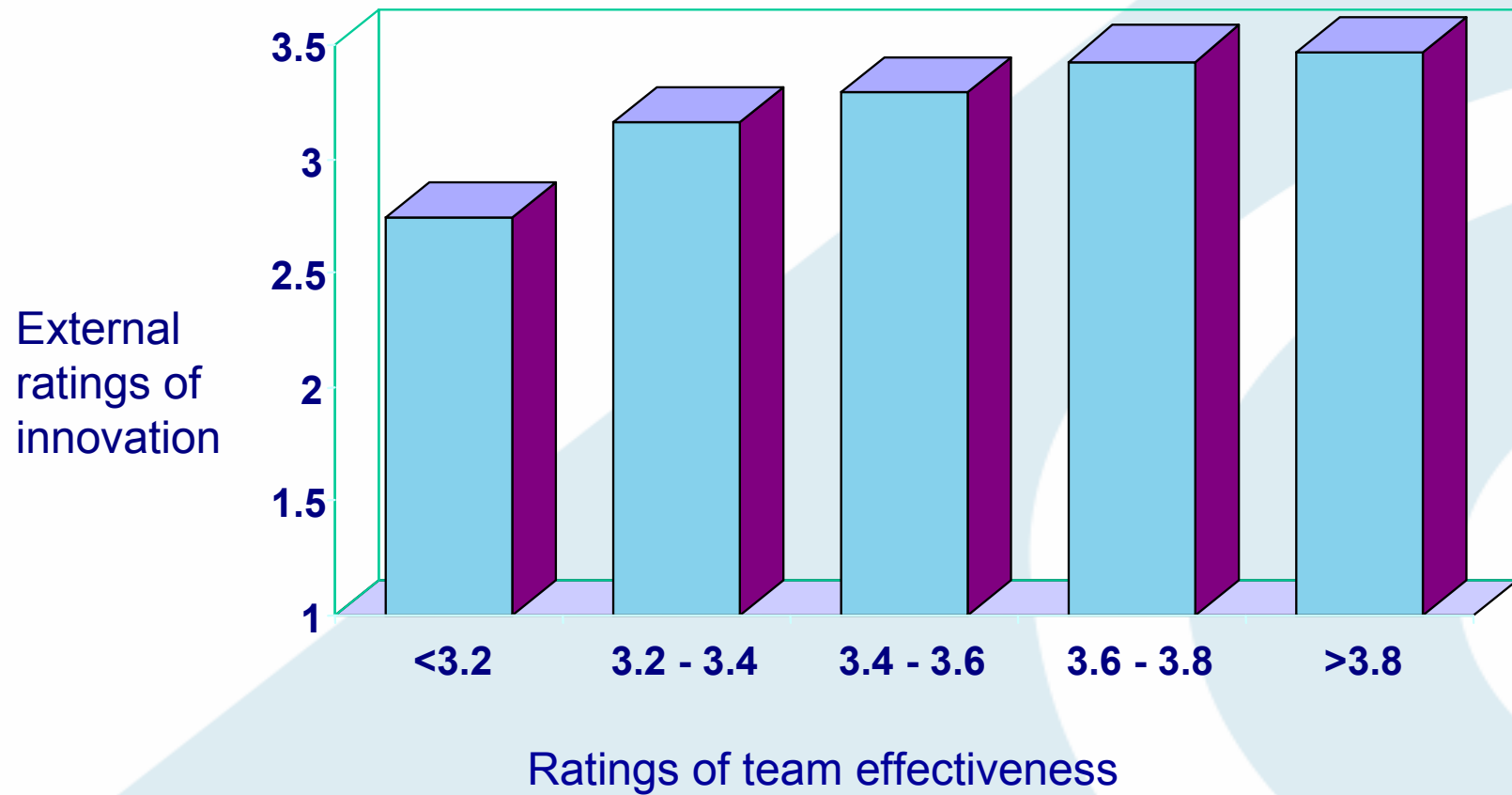
Workshop Aims

- Explore the links between team working and service user outcomes
- Identify the key dimensions of effective team working
- Make plans to create and maintain effective team working

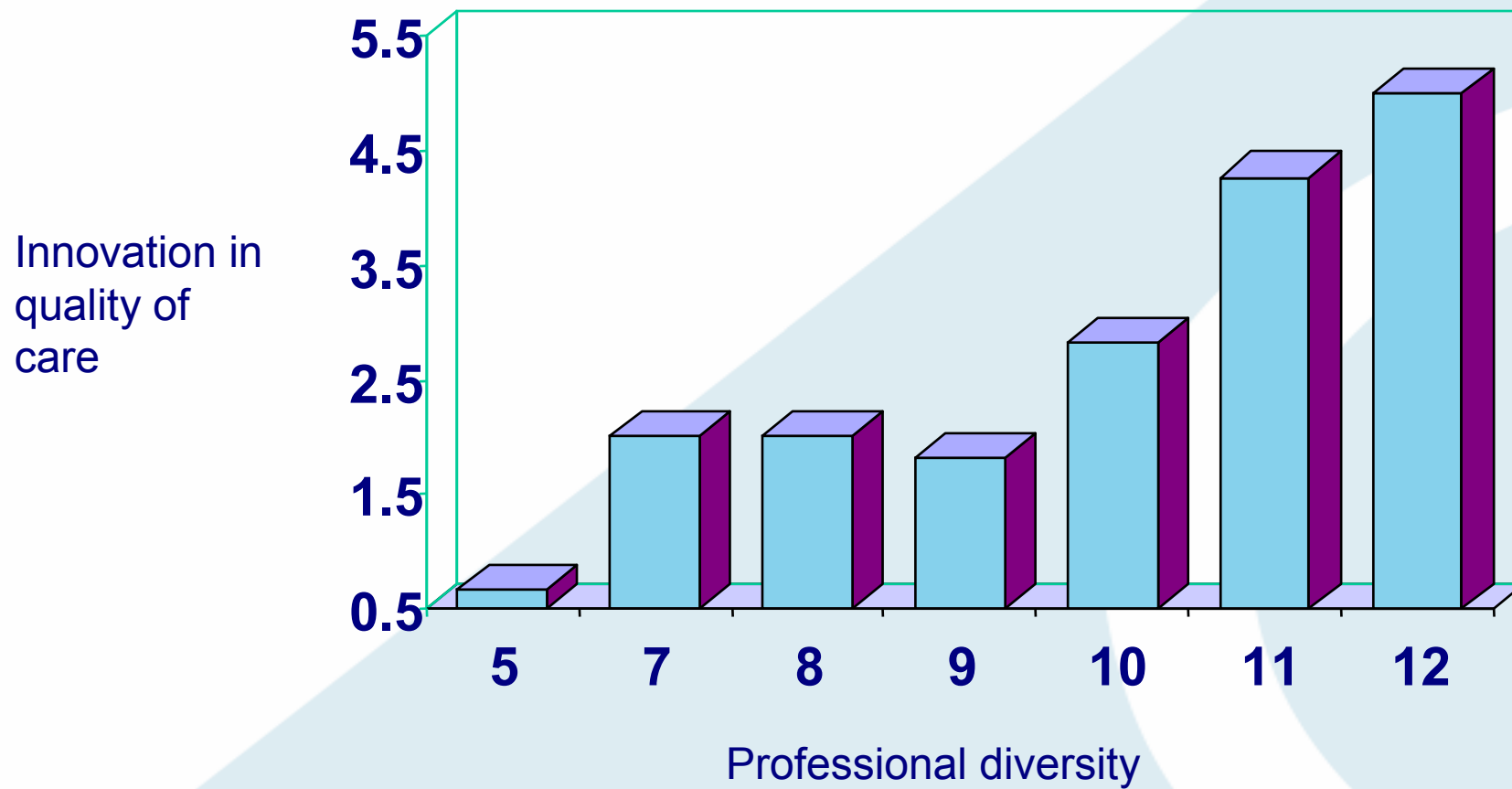
Team Based Working and Healthcare Organisation Effectiveness - the research evidence

- **Reduced hospitalisation and costs**
- **Increased effectiveness and innovation**
- **Increased well-being of team members**
- **Multi-disciplinary teams deliver higher quality patient care and implement more innovations**
- **Lower patient mortality**
- **Reduced error rates**
- **Reduced turnover and sickness absence**
- **Higher levels of patient satisfaction**
- **Reduced levels of violence and aggression from patients / clients**

Health care team effectiveness



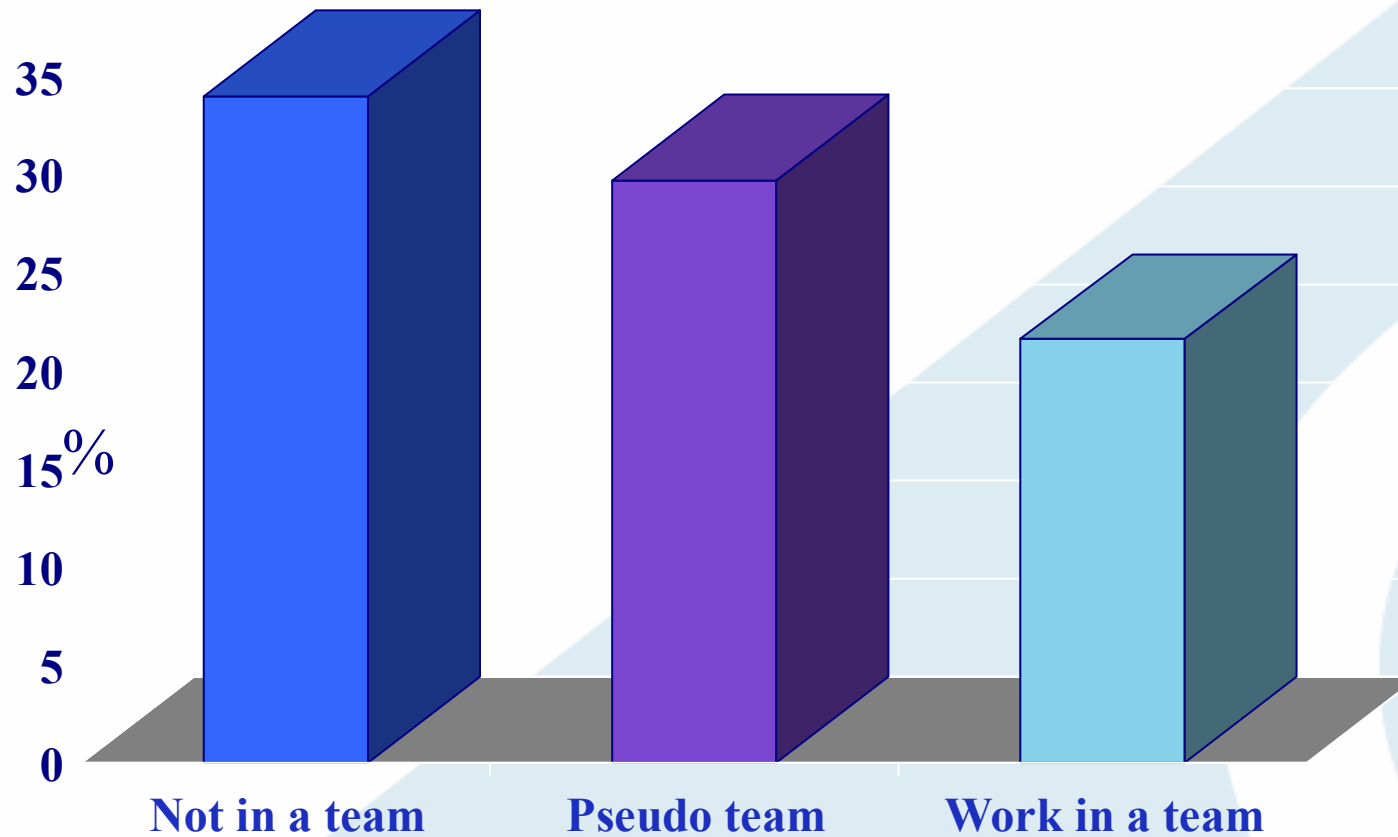
Health care team innovation



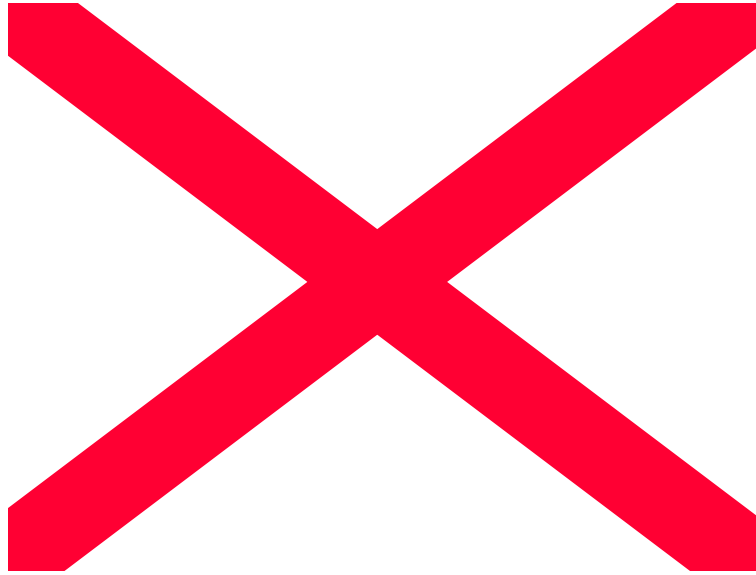
A Comparison of GHQ-12 Findings from the BHPS¹ and the NHS Sample

Source	Status	Sample Size	Percent Case
BHPS	Employed	5,001	17.8%
NHS	Employed	11,291	26.8%

Team working and mental health

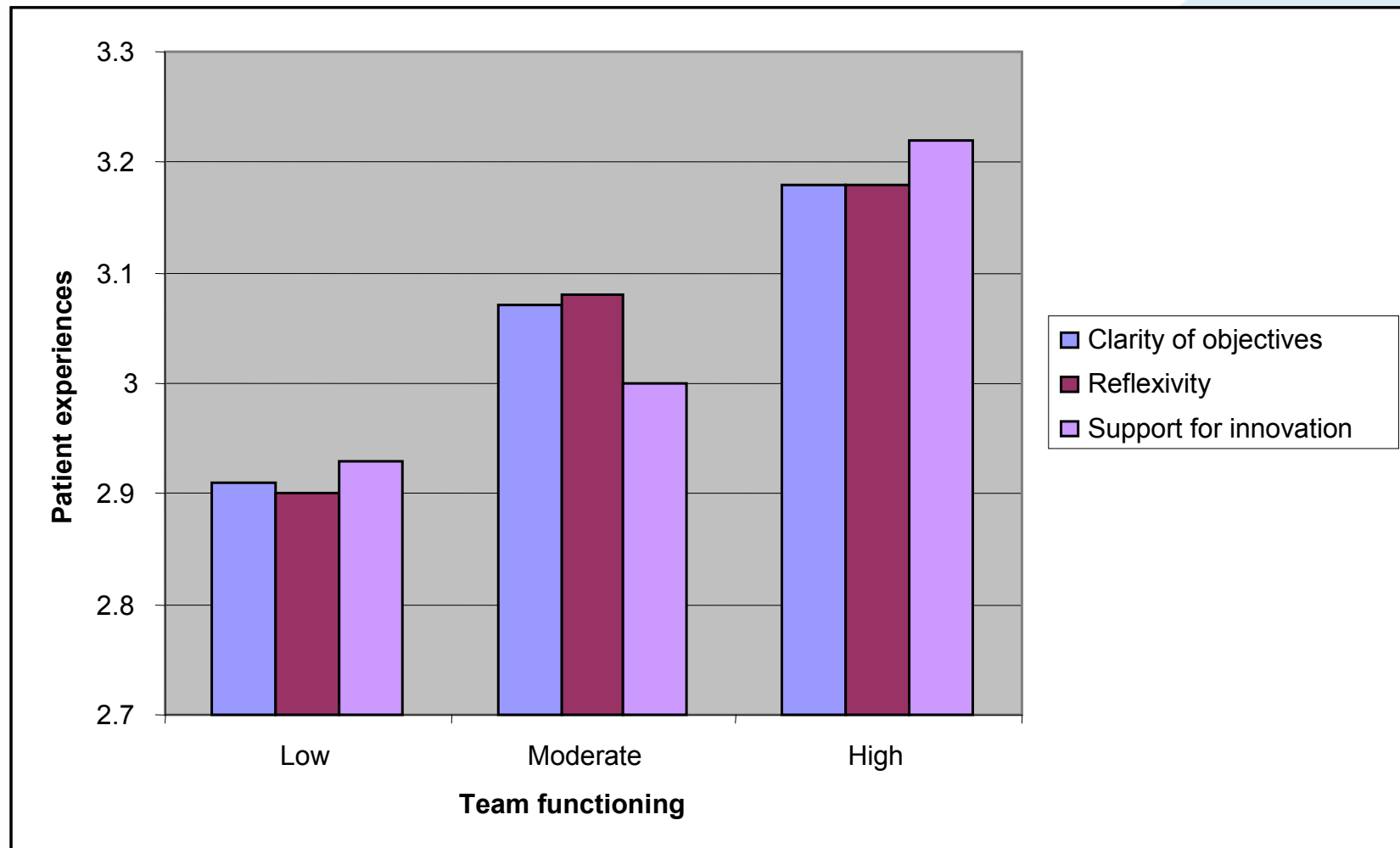


Mean mortality index




%staff working in teams

Team functioning and patient satisfaction



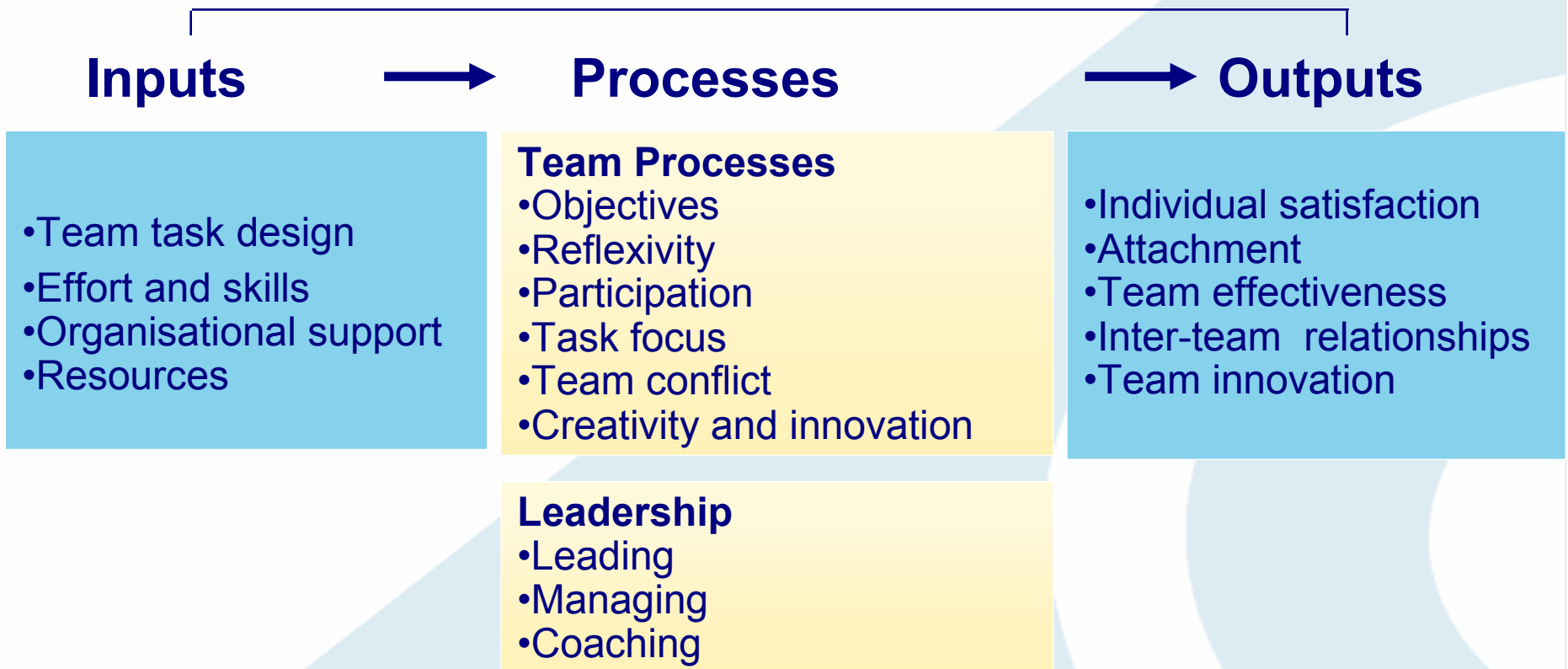
Organisational level findings

- Working in a well-structured teams predicted *lower* levels of injuries and illness among staff, and *lower* levels of errors and near misses witnessed by staff in the previous month
- NHS National Staff Survey 2003 & 2004 & 2005



**The key dimensions for team
and organisational success**

Aston Team Performance Inventory



Developing effective team working

- Establish clear identity
- Develop clear shared vision and objectives
- Ensure role clarity
- Foster high levels of participation
- Promote reflexivity – reflection and adaptation
- Nurture effective inter-team relationships
- Establish clear leadership
- Maintain a supportive organisational culture

Team Identity



What is a Team?

- **Typically no more than 12 members who:**
 - **Have shared objectives in common**
 - **Need to work together to achieve these objectives**
 - **Have different and defined roles in the team**
 - **Have a team identity**

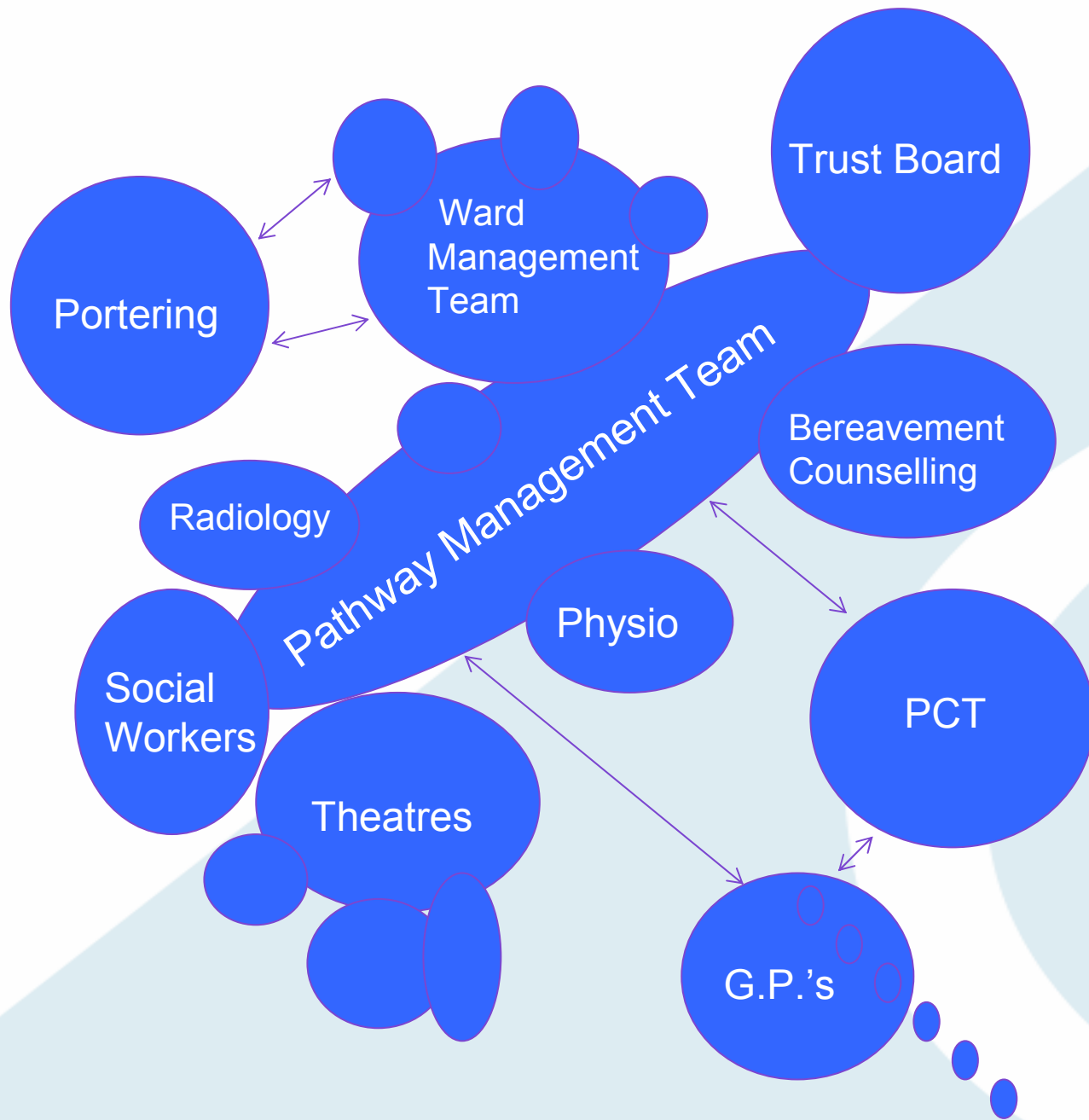
Home teams and team communities

- **Home team**

The team who's objectives direct your actions in all the other teams in which you work

- **Team community**

A collection of teams which need to work together to achieve an outcome or provide a service – their outcomes are interdependent



Types of teams

Uni-disciplinary teams

Multi-disciplinary teams

Inter-professional teams



Types of teams

- Uni-disciplinary – single professional background - planning, co-ordinating and delivering service
- Inter-professional – more than one professional background - planning, co-ordinating and delivering service
- Multi-disciplinary – many professional backgrounds ***working interdependently on a daily basis*** to deliver service

Requirement for
group member
interdependence

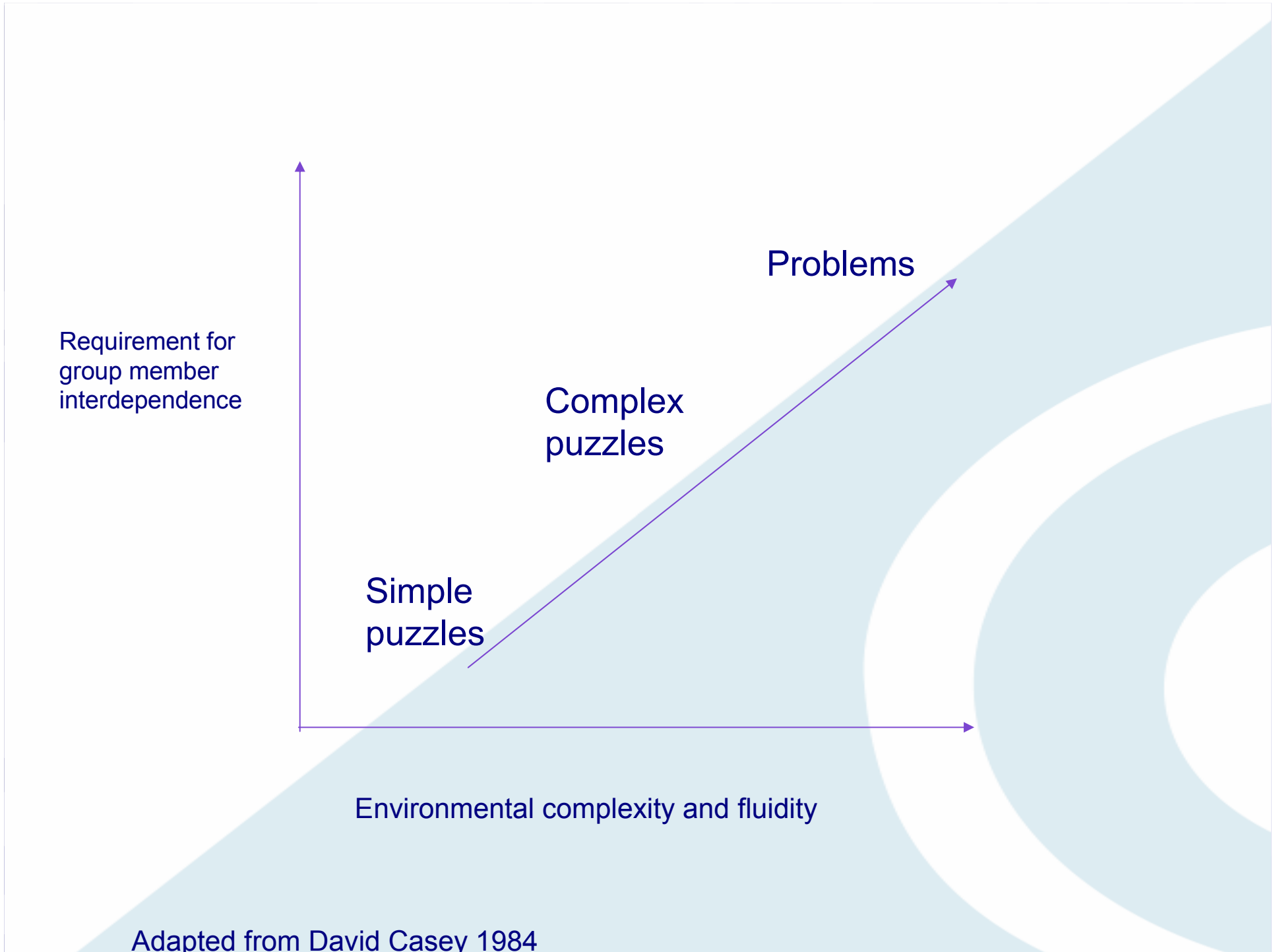
Problems

Complex
puzzles

Simple
puzzles

Environmental complexity and fluidity

Adapted from David Casey 1984



Skills for inter-professional team working



“interdisciplinary care, whilst not denying the importance of specific skills, seeks to blur the professional boundaries and requires trust, tolerance and a willingness to share responsibility”

M Nolan (1995) Towards an ethos of interdisciplinary practice. BMJ

Circle of Trust

