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

External ratings of innovation

Ratings of team effectiveness

- <3.2
- 3.2 - 3.4
- 3.4 - 3.6
- 3.6 - 3.8
- >3.8
Health care team innovation

Innovation in quality of care

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

<table>
<thead>
<tr>
<th>Source</th>
<th>Status</th>
<th>Sample Size</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>BHPS</td>
<td>Employed</td>
<td>5,001</td>
<td>17.8%</td>
</tr>
<tr>
<td>NHS</td>
<td>Employed</td>
<td>11,291</td>
<td>26.8%</td>
</tr>
</tbody>
</table>
Team working and mental health

Not in a team  | Pseudo team  | Work in a team
--- | --- | ---
35% | 30% | 25%
Team functioning and patient satisfaction

- Clarity of objectives
- Reflexivity
- Support for innovation
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

**Inputs**
- Team task design
- Effort and skills
- Organisational support
- Resources

**Processes**
**Team Processes**
- Objectives
- Reflexivity
- Participation
- Task focus
- Team conflict
- Creativity and innovation

**Leadership**
- Leading
- Managing
- Coaching

**Outputs**
- Individual satisfaction
- Attachment
- Team effectiveness
- Inter-team relationships
- Team innovation
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

Inter-professional teams

Multi-disciplinary 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

Environmental complexity and fluidity

Simple puzzles

Complex puzzles

Problems

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”

Circle of Trust

- Contact
- Values
- Risk
- Respect
- Positive conflict
- Shared fate
- Altruism
- Communication

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