Welcome to Teamwork and Team Effectiveness

Learning Objectives

- Familiarize participants with resources for team development
- Identify basic elements of teams within the Chronic Disease Framework
- Identify strategies for effective teams
- Have fun!
Chronic Diseases

Chronic diseases are typically characterized as having an uncertain etiology, multiple risk factors, long latency, prolonged affliction, a non-infectious origin, and can be associated with impairments or functional disability.

(Pan American Health Organization)

Creating the Shift

<table>
<thead>
<tr>
<th>Chronic Illness Is:</th>
<th>Health Care Delivery Is:</th>
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</thead>
<tbody>
<tr>
<td>Multidimensional</td>
<td>Single dimensional</td>
</tr>
<tr>
<td>Interdependent</td>
<td>Segmented</td>
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<tr>
<td>Ongoing</td>
<td>Episodic</td>
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<tr>
<td>Disabling</td>
<td>Disease-oriented</td>
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<tr>
<td>Personal</td>
<td>Institutional</td>
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</table>
Creating the Shift

Sustainability & Realignment Concerns Exist

Creating the Shift:
- Population health focus – address broader determinants of health
- Prevention – emphasis on known risk factors
- Manage disease – effectively & limit progression
- Respond to acute events – intervene appropriately

Creating the Shift

- Primary Health Care - the first level of contact with the health system where services are mobilized to promote health, prevent illnesses, care for common illnesses and manage ongoing health problems.
- Client-centred care - involves the coordination and teamwork of a group of primary health care providers, including both medical and non-medical providers.
Creating the Shift

- Are the benefits of establishing teams greater than the challenges?
- YES – multiple benefits to the health care systems, health providers, communities, client/patient and their families

GUIDING FACILITATION IN THE CANADIAN CONTEXT
Guiding Facilitation in the Canadian Context

This guide offers information on the strengths and efficacy of facilitation for leaders and facilitators of change in primary health care. It is a collaboration of Canadian health providers, facilitators, managers and researchers.

Chapters in the Guide

1. Primary Health Care
2. The Facilitation Model
3. Facilitation as a Vehicle for Change
4. Evidence-based Planning
5. Facilitating Promotion and Prevention
6. Building Community Capacity
7. Chronic Disease Prevention and Management
8. Teams
9. Collaboration and Scope of Practice
10. Health Information and Communication
Chapter 8: Teams

- Varieties of Team Formation
- Basic Elements of Teams
- Stages of Team Development
- Transforming Conflict
- Navigating Team Work
- Managing the Facilitator’s Role
- Facilitation Resources

Basic Elements for Teams

- Goals
- Tasks and Roles
- Shared Leadership & Decision Making
- Communication
- Conflict Resolution
Teamwork can be divided into two categories:

1. Team Outcomes
2. Team Process

Team Outcomes:
- Identify and support the team outcomes
- What is the team trying to accomplish?
- Setting goals for the team.
Team Process

- How the team develops
- Understanding team formation
- Elements of an effective team
- Transforming conflict

Stages of Team Development
Stages of Team Development

- All teams go through stages as they develop.
- Tuckman’s model of stages of group development continues to be utilized and applied to teams.
- Recognition of the characteristics of team functioning is helpful in
  - Understanding what is happening in the team
  - Why it is happening.
  - What to do next.

What stage of development is this team at?
Forming Stage

**Task:** Develop a positive work environment

- Become oriented
- Develop commitment
- Need some direction
  - Roles and responsibilities are unclear
- Want to be accepted and included

**Facilitators need to:**
- Clarify roles and expectations
- Set climate
- Provide structure
- Help with group building
- Answer questions to help with orientation

Storming Stage

**Task:** Deal with issues of power and control

- Consolidate influence
- Confront dependency on leader
- Manage conflict among group members
- Work level may be low

**Facilitators need to:**
- Use coaching skills
- Help to surface issues and legitimize concerns
- Encourage good communication
- Help to manage conflict
- Invite input and feedback
- Share control
- Expect and accept tension
Norming Stage

**Task: Manage conflict and establish ground rules**
- Establish group agreements
- Roles and responsibilities are clear and accepted; leader is respected
- Big decisions are made by group agreement; smaller decisions may be delegated to individuals or mini-teams
- Social activities and fun

**Facilitators need to:**
- Continue to help the team develop their working style
- Share some leadership with the team
- Leader is mainly a facilitator and enabler; is available for one-to-one consultation or coaching
- Smooth the way between the team and the other parts of the organization

Performing Stage

**Task: Function effectively as a team**
- Work is productive and aimed at shared goals
- Shared vision helps team to function on its own
- Communication is open
- Trust and respect is high
- Members look after each other
- Problem solving, decision making and conflict are dealt with in an effective and straightforward way

**Facilitators need to:**
- Collaborate
- Delegate tasks and get out of the way
Adjourning Stage

Task: Ending the work and breaking up the team

- People may feel anxiety and vulnerability

Facilitators need to:

- Help the team members to separate and say good-bye
- Adjust own leadership style
- Help people deal with endings

Act 1 Scene 1

Setting: Somewhere in the Canadian PHC landscape

Cast:

- Sharon: Team Leader (Colleen)
- Bob: Family Physician (Rick)
- Cathy: Diabetes Educator (Betty)
- Jane: Nurse Practitioner (Kristin)
- Sally: Outreach Worker (Cheryl)
Act 1 Scene 2

Setting: Still on the Canadian PHC landscape.

Cast: Same cast, different attitude

The End of Act 1
Applause Now!!
Lessons from Act 1

- To demonstrate and contrast the difference between poorly functioning teams and those that have established a foundation for success

Team Effectiveness Survey

As found in your Handout package

Instructions:

Please take 5 minutes right now to think of any team that you are on and fill in the Team Effectiveness Survey.
Team Effectiveness

Scholars of team effectiveness define high performance teams as:

“Groups of people with complementary skills who are equally committed to a common purpose, goals and a working approach for which they hold themselves mutually accountable and have members that are also deeply committed to one another’s personal growth and success”.


Communication

- Issues of communication pervade all aspects of organizational functioning
- Formal and informal communication was identified as important to reducing the stress at work
- Poor communication was identified as a barrier to resolving conflict
- It has been suggested that teams emerge through the process of communication
Collaboration

.........it is now widely accepted that interdisciplinary collaboration is essential if the highest quality primary health care is to be provided to Canadians.

Decision Making

.........successful interprofessional team functioning appears to be associated with efforts to ensure that staff are involved in critical decisions. This does not always imply consensus.

When the criteria and process for making decisions is explicit and transparent, team work is supported.
The Team Environment

Affects participation, openness and trust, ability to confront difficulties, commitment, support, risk-taking and the sense of fun.

**Shared values are the result of listening, appreciating, building consensus and practicing conflict resolution. For people to understand the values and come to agree with them, they must participate in the process; unity is forged, not forced.**


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Survey Analysis

- List the 4 areas where you scored your team the highest:
  - These are your team’s strengths

- List the 4 areas where you scored your team the lowest:
  - These are your team’s challenges
Conflict Management

Conflict & Conflict Management

- What types of conflict does your team experience?
- Do they deal with conflict in a positive way?
- What Influences our conflict styles
  - Culture
  - Gender
  - Age
Conflict Styles & Conflict Management

Conflict Styles

- Avoiding
- Accommodating
- Compromising
- Competing
- Collaborating

Learning Activity

Conflict Management
Conflict Styles & Conflict Management

- Recognize own style
  - Recognize different team members style.
- Use different styles, depending on the situation or acuity of situation.
- Work at developing skills for conflict resolution.
- Develop norms and protocols for dealing with conflict.

References & Resources

- Guiding Facilitation in Canadian Context: Enhancing Primary Health Care (*Multi-jurisdictional Collaboration*)
- Team Development in Primary Care Networks (*Alberta*)
- Building a Better Tomorrow (*Atlantic Canada*)
  merv@gov.ns.ca
Summary & Wrap-up

- Opportunity to shift the health care system to better address chronic disease
- Multiple benefits for using a team approach to chronic disease
- There are many tools and resources that can be used to build effective teams that provide quality services to a community

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Summary & Wrap-up

Thank-you!!