Teamwork and Collaboration

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QSEN Definition Teamwork

• Old: Work side by side with other HC professionals while performing nursing skills.

• New: Function effectively within nursing and interprofessional teams, fostering open communication, mutual respect, and shared decision-making to achieve quality patient care.
Learner Objectives

• Describe the framework for the competencies
• Discuss supporting research
• List the external drivers of change
• Explore approaches to integrate teamwork and collaboration strategies into educational initiatives
Key Messages

• The focus is on interprofessional collaborative practice where the nurse as a key member of the team and has a tremendous opportunity to enhance the team’s effectiveness in achieving the triple aims.

• The nurse is in a position to lead or participate in the design and implementation of systems that support effective teamwork.
Framework for the Competencies

There are 5 core principles of Team-Based Health Care

• Shared Goals
• Clear Roles
• Mutual Trust
• Effective Communication
• Measureable Processes and Outcomes
Alignment of the QSEN Competencies & the IOM Team-Based Core Principles

<table>
<thead>
<tr>
<th>QSEN Competencies</th>
<th>IOM Principles of Team-Based Health Care</th>
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<tbody>
<tr>
<td>Value the contributions of self and others</td>
<td>Shared Goals</td>
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<tr>
<td>Function competently within own scope of practice as a member of the team</td>
<td>Clear Roles</td>
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<tr>
<td>Act with integrity, consistency, and respect for differing view</td>
<td>Mutual Trust</td>
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<tr>
<td>Value different styles of communication</td>
<td>Effective Communication</td>
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<tr>
<td>Examine strategies for improving systems to improve teamwork and collaboration</td>
<td>Measureable Processes and Outcomes</td>
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How the QSEN Competencies go beyond

- Respecting the *centrality* of the patient/family as core members of any healthcare team
- Working with team members to identify goals for individual patients and *populations*
- Valuing conflict resolution as a means to *improve team functioning*
- Applying state and national policy efforts to improved teamwork (IOM, WHO or IHI efforts)
How the QSEN Competencies go beyond

- Use of effective practices to manage team conflict
- Use patient-engagement strategies to involve patients/families in the healthcare team
- Use communication practices that minimize risks associated with handoffs among providers and across transitions of care
- Apply state and national policy efforts to practice settings that improve teamwork and collaboration
Supporting Research Effectiveness of Teamwork

• Ample evidence exists from industries outside of health care such as aviation.
• Ample evidence exists within health care in the field of anesthesia utilizing teamwork principles to achieve a significant reduction in safety incidences.
• Evidence is emerging on the effectiveness of PCMH on improving quality and reducing costs.
• Research exists on the critical component of teamwork to achieving a HRO.
Drivers of Change Promoting Teamwork

• Rapid change in the sites of health care delivery
• Growing complexity of modern health care
• Growing complexity of information
• Focus on Transitions of Care & Care Coordination
• Focus on Patient Centered Medical Homes
• Inclusion of the patient and families as the center of the team
The Effective Team

- People
  - Roles Defined
  - Knowledge
  - Skills

- Communication
  - Information
  - Shared Goals

- Processes
  - Workflow
  - Systems Focus
Examples of Teamwork Configurations

- Formation of Affinity groups across depts/orgs round some clinical performance improvements
- Advance Illness Management approaches/teams
- Hospital Rapid Response Teams
- Accountable Care Organizations
- Specialty Co-Management Teams
- Patient Centered Medical Homes
Teamwork & Communication Strategies

• Crew Resource Management Training
• Debriefing or “After Action Reports”
• Time Outs
• SBAR techniques and CUS words
• Leveraging Health Information Technology
• System Focus (Lean, Six Sigma)
• Use of Team Measurement Tools
Teaching Strategies

• Participation in a collaborative team to improve care outcomes
• Using analytic methods to critically evaluate a team’s effectiveness
• Grouping cohorts of students into teams to negotiate improvements of a health care challenge
• Grouping cohorts of students into teams to demonstrated use of system process improvement tools to address an adverse event
Teaching Strategies

- Students develop a “virtual team” to address a complex chronic condition in a given population
- Students develop a simulated consulting service to support a Nurse-led practice transform to PCMH
- Students develop a “virtual team” to help patients with advance illness make informed decisions regarding their health care in a outpatient setting
- Students develop and field a team effectiveness survey