Team Structure

The ratio of We’s to I’s is the best indicator of the development of a team.
—Lewis B. Ergen

Objectives

- Identify the characteristics of high-performing teams
- Discuss benefits of teamwork and team structure
- Describe components and composition of a multi-team system (e.g., Core Team, Coordinating Team, Contingency Team, Ancillary Services, and Administration)
- Understand what defines a team
- Define the roles and effectiveness of team members
Partnering With the Resident

Embrace residents as valuable and contributing partners in their care
- Learn to listen to residents and their families
- Assess the resident’s preferences regarding involvement
- Ask residents about their concerns
- Speak to them in lay terms
- Ask for their feedback
- Give them access to relevant information
- Encourage residents and their families to proactively participate in resident care

Why Teamwork?

- Reduce clinical errors
- Improve resident outcomes
- Improve process outcomes
- Increase resident satisfaction
- Increase family satisfaction
- Increase staff satisfaction
- Reduce staff turnover
- Reduce resident and family grievances and complaints

High-Performing Teams

Teams that perform well:
- Hold shared mental models
- Have clear roles and responsibilities
- Have clear, valued, and shared vision
- Optimize resources
- Have strong team leadership
- Engage in a regular discipline of feedback
- Develop a strong sense of collective trust and confidence
- Create mechanisms to cooperate and coordinate
- Manage and optimize performance outcomes

(Salas, et al., 2004)
Barriers to Team Performance

- Inconsistency in team membership
- Lack of time
- Lack of information sharing
- Hierarchy
- Defensiveness
- Conventional thinking
- Varying communication styles
- Conflict
- Lack of coordination and followup
- Distractions
- Fatigue
- Workload
- Misinterpretation of cues
- Lack of role clarity

Exercise: Teams and Teamwork

Write down the names (or positions) of the people in your immediate work area or unit who contribute to successful resident care.

Multi-Team System (MTS) for Resident Care
A Core Team is...
A group of care providers who work interdependently to manage a set of assigned residents from point of assessment to discharge.

A Coordinating Team is...
A team comprising those work area members who are responsible for managing the operational environment that supports the Core Team.

A Contingency Team is...
A time-limited team formed for emergent or specific events and composed of members from various teams.
Ancillary and Support Services provide direct, task-specific, time-limited care to residents. Support Services provide indirect service-focused tasks that help to facilitate the optimal health care experience for residents and their families.

The Role of Administration is to...

- Establish and communicate vision
- Develop policies and set expectations for staff related to teamwork
- Support and encourage staff during implementation and culture change
- Hold teams accountable for team performance
- Define the culture of the nursing home

Example: A Multi-Team System in a Nursing Home
Exercise: Your Multi-Team System

Team Member Characteristics

Team Failure Video
TeamSTEPPS®

Team Structure

Teamwork Failure Video Analysis

- Did the team establish a leader?
- Did the team members communicate essential information to each other?
- Did all team members contribute?
- Did the team members demonstrate mutual respect toward one another?
- Did the team address issues and concerns?
- What are some specific actions that could have been taken to improve the outcome?

TeamSTEPPS®

What Defines a Team?

Two or more people who interact dynamically, interdependently, and adaptively toward a common and valued goal, have specific roles or functions, and have a time-limited membership.

TeamSTEPPS®

Paradigm Shift to Team System Approach

From (INDIVIDUAL)
- Single focus (clinical skill)
- Individual performance
- Underinformed decisionmaking
- Loose concept of teamwork
- Unbalanced workload
- Having information
- Self-efficiency
- Self-improvement
- Individual efficiency

To (TEAM)
- Dual focus (clinical and team skills)
- Team performance
- Informed decisionmaking
- Clear understanding of teamwork
- Balanced workload
- Sharing information
- Mutual support
- Team improvement
- Team efficiency
Effective Team Members

- Are better able to predict the needs of other team members
- Provide quality information and feedback
- Engage in higher level decisionmaking
- Manage conflict skillfully
- Understand their roles and responsibilities
- Reduce stress on the team as a whole through better performance

“Achieve a mutual goal through interdependent and adaptive actions”

Teamwork Actions

- Assemble a team
- Establish a leader
- Identify the team’s goals and vision
- Assign roles and responsibilities
- Hold team members accountable
- Actively share information among team members
- Provide feedback

“Individual commitment to a group effort—that is what makes a team work, a company work, a society work, a civilization work.”

– Vince Lombardi