

Team working

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Introduction

Excellence in team working lies at the very heart of a high performing ED. It is intrinsic to the smooth, effective strategic planning of a busy ED, management in the clinical area with a safety culture at its core and leads to the provision of efficient and effective care for our patients.

Purpose

This toolkit will provide some insight into the concept of teamwork, the role of the Emergency Medicine physician within various teams and some examples from around the world of specific training in teamwork.

Objective 1	Action	Evidence and Resources
To define the team, teamwork and individual roles within a team.	There are many different teams that operate within a healthcare organisation and specifically within an ED, from the management team, resuscitation room and other clinical areas through to the risk management and clinical governance group to name a few.	<p>A team is a group of individuals linked together by a common purpose. http://en.wikipedia.org/wiki/Team</p> <p>An overview of the science of 'teams' that can contribute to team effectiveness. This also describes how individual performance can be optimised. On Teams, Teamwork, and Team Performance: Discoveries and Developments, Eduardo Salas, Nancy J. Cooke and Michael A. Rosen, <i>Human Factors: The Journal of the Human Factors and Ergonomics Society</i> 2008; 50; 540 http://hfs.sagepub.com/cgi/content/abstract/50/3/540</p> <p>This article describes the process model of how teams provide input, manage and create outputs. It also examines research evidence and makes recommendations on what teams are and how to maximise team effectiveness. Teams, the challenge of co-operative work. Unsworth & West, 2013 http://papers.ssrn.com/sol3/papers.cfm?abstract_id=2182831</p> <p>The Tuckman model for team development and behaviours helps explain the different stages that a team goes through when working together; individual members of a team may be at different stages at different times. The Tuckman Model http://www.businessballs.com/tuckmanformingstormingnormingperforming.htm</p>

Objective 1	Action	Evidence and Resources
continued		<p><i>This article is on team development and structure with specific reference to the resuscitation room.</i> Resuscitation Team Organisation for Emergency Departments: A conceptual review and discussion. Mellick L, Adams B. The Open Emergency Medicine Journal 2009; 2: 18-27. http://www.benthamscience.com/open/toemj/articles/V002/18TOEMJ.pdf</p> <p><i>This systematic review identified non-technical skills associated with safety in the ED with teamwork featuring prominently.</i> Identifying Nontechnical Skills Associated with safety in the emergency department: a scoping review of the literature. Flowerdew L, Brown R, Vincent C, Woloshynowych M. Annals of Emergency Medicine 2012; 59(5): 386-94. http://www.ncbi.nlm.nih.gov/pubmed/22424651</p> <p>Innovation in top management teams. West, Michael A.; Anderson, Neil R. Journal of Applied Psychology, Vol 81 (6), Dec 1996, 680-693 http://psycnet.apa.org/index.cfm?fa=search_displayRecord&uid=1996-06918-005</p>
Objective 2	Action	Evidence and Resources
To describe different practices that help get the best out of teams and optimise patient safety.	Teams require good leadership to function effectively. A variety of leadership styles may be needed for different situations. Some situations may even require a dynamic leadership style that can respond and adapt as a situation unfolds.	<p><i>Leaders come in different guises. "Transformational leadership" is often the most effective approach to use and yet there are many others too. Leadership is not "one size fits all" and there is a need to adapt style to fit a situation or a specific group. A good overview is provided here.</i></p> <p>Mind Tools, Various leadership styles X10 - choosing the right style for the situation. http://www.mindtools.com/pages/article/newLDR_84.htm</p> <p><i>John Adair is one of the doyens of leadership development. His three needs model is a well recognised concept of looking at the 'task-individual-group'.</i> Manage Train Learn, Adair's Three Circles http://www.managetrainlearn.com/page/adairs-three-circles</p> <p><i>This breaks up leadership into 5 practices and 10 behaviours.</i> Kouzes & Posner – The leadership challenge http://www.leadershipchallenge.com/home.aspx</p> <p>Leadership and team performance, Gordy Curphy and Robert Hogan http://www.leadershipkeynote.net/articles/index_a7.htm</p>

Objective 2	Action	Evidence and Resources
continued		<p><i>This article provides a different way of looking at leadership situations and how to manage them. It includes 'The Cynefin framework' of how leaders can adopt a different framework to manage the complexity of the situation they face.</i></p> <p>A Leader's Framework for Decision Making, Snowden & Boone Harvard Business Review: 2007 http://www.mpiweb.org/CMS/uploadedFiles/Article%20for%20Marketing%20-%20Mary%20Boone.pdf</p> <p><i>An excellent review article on the factors associated with high performance in health care such as the setting of objectives, teamwork and leadership supported by a variety of enablers and drivers.</i></p> <p>Factors supporting high performance in health care organisations, National Institute of Clinical Case Studies Literature Review, 2003. http://www.nhmrc.gov.au/files_nhmrc/file/nics/material_resources/Factors%20Supporting%20High%20Performance%20in%20Health%20Care%20Organisations.pdfv</p> <p>The Effectiveness of Health Care Teams in the National Health Service, Borrill et al. 1999 http://homepages.inf.ed.ac.uk/jeanc/DOH-final-report.pdf</p> <p><i>This article discusses changing leadership style dynamically.</i></p> <p>Leadership Styles Vs Leadership Tactics, James D. Boulgarides & William A. Cohen, Journal of Applied Management and Entrepreneurship (Spring 2001, Vol. 6, No. 1pp. 59-73). http://www.stuffofheroes.com/leadership_style_vs%20leadership%20tactics.htm</p> <p><i>Step 2 is 'lead and support your staff.'</i></p> <p>Seven steps to patient safety: full reference guide, The National Patient Safety Agency (NPSA), 2004. http://www.nrls.npsa.nhs.uk/resources/?entryid45=59787&p=15</p> <p>Re-examining the components of transformational and transactional leadership using the Multifactor Leadership, Avolio, Bass et al, JOOP 2010 http://onlinelibrary.wiley.com/doi/10.1348/096317999166789/full</p>
Objective 3	Action	Evidence and Resources
To understand how the use of checklists and training can improve the safety of teams.	The use of checklists has been cited as a way of making care safer and more accountable. They can provide a structure to improve communication between teams and improve the non-technical skills of both the leader and other team members.	<p><i>The Safer Sign-Out system from the Emergency Medicine Patient Safety Foundation incorporates a checklist system for safer care that includes a team briefing as one of its steps.</i></p> <p>Safer Sign Out http://safersignout.com/</p> <p><i>This acts as an example of team checklists.</i></p> <p>WHO, Surgical Safety Checklist http://www.who.int/patientsafety/safesurgery/tools_resources/SSSL_Checklist_finalJun08.pdf</p>

Objective 3	Action	Evidence and Resources
continued		<p>A Delphi study to define assertions and recommendations for checklist implantation. Implementation of checklists in health care; learning from high-reliability organisations, Øyvind Thomassen et al, <i>Scandinavian Journal of Trauma, Resuscitation and Emergency Medicine</i> 2011, 19:53 http://www.ncbi.nlm.nih.gov/pmc/articles/PMC3205016/</p> <p>A research paper on the role of checklists to improve communication in the theatre environment. Getting teams to talk: development and pilot implementation of a checklist to promote inter-professional communication in the OR. Lingard L, Espin S, Rubin B et al. <i>Qual Saf Health Care</i> 2005; 14: 340-6. http://www.ncbi.nlm.nih.gov/pubmed/16195567</p> <p>Systematic review of safety checklists for use by medical care teams in acute hospital settings - limited evidence of effectiveness, Henry CH Ko, Tari J Turner and Monica A Finnigan, <i>BMC Health Services Research</i> 2011, 11:211 http://www.biomedcentral.com/1472-6963/11/211</p>
	<p>Regular training as a team is a useful way of maintaining skills and improving practice. Training can take a variety of forms, from web-based solutions to hi-fidelity simulation centres.</p>	<p><i>The NHS leadership academy provides a number of resources to help doctors self-assess their own leadership skills and provides a framework for developing such skills.</i> NHS Leadership Academy, The leadership framework for doctors http://www.leadershipacademy.nhs.uk/support/the-leadership-framework-for-doctors/</p> <p>Error reduction and performance improvement in the emergency department through formal teamwork training: evaluation results of the MedTeams Project. Morey J, Simon R, Jay G et al. <i>Health Serv Res</i> 2002; 37(6): 1553-81. http://www.ncbi.nlm.nih.gov/pubmed/12546286</p> <p>Teams under pressure in the emergency department: an interview study. Flowerdew L, Brown R, Russ S, Vincent C, Woloshynowych M. <i>Emerg Med Jnl</i> (2011). doi: 10.1136/emergmed-2011-200084. http://www.ncbi.nlm.nih.gov/pubmed/22186010</p> <p><i>This paper reported the use of online virtual ED tool for training trauma teams.</i> Design, development and evaluation of an online virtual emergency department for training trauma teams. Youngblood P, Harter PM, Srivastava S, Moffett S, Heinrichs WL, Dev P. <i>Simulation in Healthcare</i> 2008; 3: 146-53. http://www.ncbi.nlm.nih.gov/pubmed/19088658</p>

Objective 3	Action	Evidence and Resources
Continued		<p>A video showing the role of team training in the ED. Team Training in the Emergency Department http://www.dailymotion.com/gb/relevance/search/team+training+in+emergency+department/1#video=x6s2gr</p> <p>BEST: Better & Systematic Trauma Care ETTER & SYSTEMATIC TRAUMA CARE http://www.bestnet.no/best-stiftelsen/56-best-better-a-systematic-trauma-care</p> <p>Norwegian trauma team training from the BEST (Better & Systematic Trauma care) Foundation Training multi-professional trauma teams, Torben Wisborg, Guttorm Brattebø, Johannes Brattebø & Åse Brinchmann-Hanse, http://munin.uit.no/bitstream/handle/10037/2404/paper_1.pdf?sequence=4</p> <p>An evidence-based teamwork system to improve communication and teamwork skills among health care professionals. Agency for Healthcare Research and Quality, TeamSTEPPS http://teamstepps.ahrq.gov/</p> <p>This course by the Scottish Clinical Simulation Centre is also run at other sites in the UK. Scottish Clinical Simulation Centre, Crisis Avoidance and Resource Management course at http://www.scsc.scot.nhs.uk/courses/emergency-medicine/crisis-avoidance-and-resource-management-1</p> <p>London Trauma Courses www.londontraumacourses.nhs.uk/</p>
Objective 4	Action	Evidence and Resources
To understand what additional skills teams need to develop in order to be an effective team.	The emotional intelligence of a team is pivotal to ensuring the success of the team.	<p>Definition of emotional intelligence: http://en.wikipedia.org/wiki/Emotional_intelligence</p> <p>Creating successful teams with emotional intelligence, Ross Jones, 2009 http://www.cgrowth.com/articles/hci_whitepaper.pdf</p> <p>Team Emotional Intelligence: what it can mean and how it can affect performance, Hillary Elfenbein http://apps.olin.wustl.edu/faculty/elfenbeinh/TeamEI.pdf</p> <p>Does emotional intelligence affect successful teamwork? Joe Luca & Pina Tarricone http://www.ascilite.org.au/conferences/melbourne01/pdf/papers/lucaj.pdf</p>

Objective 4	Action	Evidence and Resources
continued		<p><i>This article may be business world-speak but easily extrapolated to healthcare.</i> What to do when things go wrong, Scott Berkun http://scottberkun.com/2012/what-to-do-when-things-go-wrong/</p> <p><i>An interesting study exploring the factors that make teamwork effective.</i> Team behaviours in emergency care: a qualitative study using behaviours analysis of what makes team work. Mazzocato P, Forsberg H, von Thiele Schwarz U. Scandinavian Journal of Trauma, Resuscitation and Emergency Medicine 2011; 19: 70. http://www.sjtem.com/content/19/1/70</p>
Objective 5	Action	Evidence and Resources
To understand how to measure the effectiveness of a team.	<p>Teams and their leaders need to know how they are performing and how well they are doing. Success may be measured in terms of system process measures, mortality rates, complication rates, staff retention / recruitment or patient experience.</p>	<p><i>An observational study attempting to find if simulation based teamwork training when added to an existing curriculum improved clinical performance.</i> Simulation based teamwork training for emergency department staff: does it improve clinical team performance when added to an existing didactic teamwork curriculum? Shapiro M, Morey J, Small S et al. Qual Saf Health Care 2004; 13: 417-21. http://www.ncbi.nlm.nih.gov/pmc/articles/PMC1743923/</p> <p><i>This article highlighted 8 evidence-based principles for effective team-training programmes.</i> Does Team Training Work? Principles for Health Care. Salas E, DiazGranados D, Weaver S, King H. Acad Emerg Med 2008; 15: 1002-9 http://www.ncbi.nlm.nih.gov/pubmed/18828828</p> <p><i>This qualitative study first identified key stressors for ED staff and then suggested interventions for improving how the ED team functions, related to leadership and teamwork training.</i> Crew Resource Management: improving team work in high reliability industries. Flin R, O'Connor P, Mearns K. Team Performance Management: An International Journal 2002; 8(3/4): 68-78. http://www.emeraldinsight.com/journals.htm?articleid=882855</p> <p>Measuring team factors thought to influence the success of quality improvement in primary care: a systematic review of instruments, Sue E Brennan, Marije Bosch and Sally E Green, Implement Sci, 2013, http://www.ncbi.nlm.nih.gov/pmc/articles/PMC3602018/</p> <p>Learning from adverse events: Fostering a just culture of safety in Canadian hospitals and health care institutions: Canadian Medical Protective Association; 2009. http://www.cmpa-acpm.ca/cmpapd04/docs/submissions_papers/com_learning_from_adverse_events_e.cfm</p>