Teamwork and Collaboration
Description

Description: This lesson will provide the nurse with the knowledge, skills, and abilities needed to work collaboratively within the health care team. It will teach the strategies that effective teams use, communication and conflict resolution skills, and how to build collaborative relationships that improve patient care, interprofessional relationships, and organizations. The principles learned will help the nurse communicate and collaborate more effectively with other members of the interprofessional health care team.
Objectives

• Describe the features of effective and ineffective teams.
• Become proficient in communication and conflict management and be able to function effectively within a team.
• Identify the benefits of collaborative practices.
• Describe the use of interprofessional education to enhance teamwork and collaboration.
Teamwork and Collaboration
Teamwork and Collaboration (cont.)

Quality and Safety Education in Nursing definition of competency:

- The ability to function effectively within nursing and interprofessional teams, fostering open communication, mutual respect, and shared decision-making to achieve quality patient care.
Strategies of an Effective Team

• Team Strategies and Tools to Enhance Performance and Patient Safety (TeamSTEPPS) training:
  o Leadership
  o Mutual support
  o Situation monitoring
  o Communication
Teamwork: Mutual Respect and Trust are Primary Goals
Mutual Respect and Trust

• Primary team goals
• Independent of authority, status, or hierarchy
• Paramount in interprofessional collaborations
• Must exist for effective team communication
Mutual Goals

- Mutual respect and trust allow a team to identify mutual goals.
- A shared purpose helps a team build goals.
- Without mutual goals, debate and conflict result.
- Mutual goals are at risk if team members are defensive, make accusations, have hidden agendas, or circle back to the same topic.
- Teamwork thrives on mutual goals.
Characteristics of Ineffective Teams

• Lack of Leadership
  o Hierarchical team structures
    ▪ Teams run by person with the highest rank and the most power
  o Divided professional disciplines, leading to a lack of leadership

• Lack of communication
  o Team members not speaking up when a leader or higher-ranking member is about to make a mistake
    ▪ Increases errors
    ▪ Decreases patient safety

• Lack of situation monitoring
  o Experts work individually
  o Work system becomes fragmented
  o Team lacks organization and coordination
Factors that Hinder Team Performance

• Social identity theory
• Hierarchical structure of health care
• Fragmentation
• Communication breakdowns through a violation of mutual respect
Communication Breakdowns

• Improved communication allows health care team members to collaborate more effectively.
• Communication breakdowns that lead to conflict most frequently involve:
  o interdepartmental transfers
  o transfers from primary care
  o high-acuity settings
  o shift-to-shift hand-off
  o interprofessional information sharing.
Conflict Management Skills

Apologize: If mutual respect has been violated, a sincere apology will help to rebuild respect.

AN APOLOGY IS A GOOD WAY TO HAVE THE LAST WORD.
Conflict Management Skills (cont.)

• Contrast: Stating what a team member does and doesn’t mean will help clear up a misunderstanding.

• Communicating well under pressure: The team member should state the facts, tell how the facts make him feel, ask for the other person’s perception, talk sensitively, and encourage another viewpoint.
Conflict Resolution
Conflict Resolution (cont.)

• Identify and address conflict situations before the relationship deteriorates.
• Interprofessional team members should receive training that provides skills to communicate effectively and respectfully.
• Initiate a “crucial conversation.”
Interprofessional Information Sharing

Structured information transfer

SBAR:

• **Situation:** What’s going on with the patient that warrants this communication?
• **Background:** What’s the patient’s clinical background and health history that has led to this situation?
• **Assessment:** What are the assessment findings?
• **Recommendation:** What would help to resolve this issue?
Structured Hand-Off

- Hand-offs are susceptible to miscommunication.
- A structured strategy enhances information exchange during transitions in care.
- Acronyms and other tools can help team members remember what essential information to pass on during hand-off communication.
Effective Communication Strategies

• Call-out
• Check-back
• Two-challenge Rule
  o CUS words: "I am Concerned," "I am Uncomfortable," "This is a Safety issue"
• Accurate hand-off
Benefits of Collaborative Practice

• Fewer errors
• Increased safety, trust, satisfaction, and efficiency
• Improved clinical outcomes and communication
Strategies to Enhance Collaborative Relationships

- Educating interprofessional teams together
- Simulation training and debriefing
Impact of Collaborative Relationships

• Patients: improved care transitions
• Team members: improved collaborative relationships
• Organizations: improved outcomes
Interprofessional Collaborative Practice
Collaborative Practice: The Nurse and Physician in the Workplace

• Promoting excellent nurse-physician relationships requires:
  o promoting sustainable interprofessional collaborative relationships
  o beginning relationship building immediately upon hiring.
Interprofessional Education (IPE)

• Professionals from two or more disciplines learn together, about each other and from each other.
• IPE enables effective collaboration in a learning environment that can be incorporated into future practice.
IPE Benefits

Interprofessional simulation training:
• improves team structure, situation monitoring, and communication
• leads to stronger interprofessional relationships
• allows practice and refinement of skills.
IPE Barriers

- Conflicting schedules
- Hierarchical structure
- Status difference between men and women
- Segregated nursing and medical education programs
IPE to Enhance Teamwork and Collaboration

• Nurses and practitioners have interdependent relationships
• Interprofessional teamwork core competencies
Summary

• Effective teams follow the principles of TeamSTEPPS training (leadership, mutual support, situation monitoring, and communication).
• Effective communication and conflict management skills are essential to a healthy teamwork environment, safe patient care, and high-quality outcomes.
• Conflict management tools include a sincere apology when appropriate, learning to contrast to state one’s intentions, and communicating well under pressure.
• Working collaboratively leads to fewer errors, improved patient outcomes, and increased safety, trust, satisfaction, efficiency, and communication for the health care team.
• Sustainable interprofessional relationships should be promoted, and relationship building should begin immediately upon hiring.
• Teams should be educated and trained together to enhance a collaborative practice; simulation training and debriefing enhance collaborative practice relationships.