

Improving Team Effectiveness: Team Health and Resilience

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Genesis HealthCare



February 20, 2018

Join us for upcoming CAPC events

→ Upcoming **Improving Team Effectiveness** Series Events:

- **Improving Team Effectiveness Office Hours:** Tuesday, Feb. 27th, 2018 | 2:00 pm ET
- **Role Clarity for a Highly Effective Interdisciplinary Team:** Thursday, March 22, 2018 3:00 PM ET

→ Other Upcoming Webinars:

- **How to Use CAPC Membership:** Thursday, February 22, 2018 | 3:00 PM ET
- **Diffusing Innovation: Lessons from Palliative Care (Open to Non-Members):** Thursday, March 6, 2018 | 1:00 PM ET

→ Virtual Office Hours:

- **Pediatric Palliative Care with Sarah Friebert, MD**
 - Feb. 20th at 4:00 pm ET
- **Palliative Care Models in the Community with John Morris, MD, FAAHPM**
 - Feb. 21st at 2:00 pm ET
- **Billing for Community-Based Palliative Care with Anne Monroe, MHA**
 - Feb. 22nd, 2018 at 12:00 pm ET

Register at www.capc.org/providers/webinars-and-virtual-office-hours/

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Disclosures

→ No relevant financial disclosures to reveal for Donna Stevens or JoAnne Reifsnyder

Objectives

- At the end of the session participants will be able to:
 - Identify threats to palliative care team health
 - Articulate setting-specific team stressors
 - Describe at least three strategies to mitigate team stress and promote resilience

Poll Question #1

→ Who is in the room?

- Inpatient team
- Skilled nursing facility team
- Office-based team
- Home-based team
- Combination

What does team health look like?





Attributes of Healthy Teams

- Clear roles with mutual purpose
- Shared team values
- Demonstrated respect of individuals and the team
- Clearly stated performance expectations
- Established lines of accountability
- Open communication
- Strong leadership

How can you see team health?

- Consistent quality work is provided
- Life outside work/boundaries are respected
- Team members demonstrate respect for each other's contributions
- Commitment to each other and the work

Threats to Team Health

- Interpersonal:
 - Lack of trust/collaboration
 - Fear of conflict/poor conflict resolution
- Structural
 - Minimal team contact
- Work demands
 - Volume/Hours/Cases
 - Limited support
- Leadership/Culture
 - Poorly articulated mission, values and expectations
 - Underestimating process and relationships
 - Lack of discipline-specific role clarity
 - Lack of recognition for team members' contributions

Symptoms of team distress

- Disruptive team members
- Poor attention at team meetings
- Poor follow through on tasks
- Frequent long hours
- Poor team communication
- Focus on “me” vs. “we”
- Cliques and gossiping
- Absenteeism

Poll Question #2

- What is most challenging for you?
- Turnover
 - Tension in the team
 - Quality of care
 - Workload
 - Too many millennials....

Resilience



Resilience

1. the capacity to recover quickly from difficulties; toughness.
2. the ability of a substance or object to spring back into shape; elasticity.

Team Connectedness and Setting

- Office-Based
- Skilled Nursing Facility
- Inpatient
- Home-Based

Team Connectedness: Office

→ Challenges:

- Schedule/overbooking
- Appropriate patient referral
- Access to palliative care team members
- Conflicting views on plan of care

→ Strategies

- Regular meetings with stakeholders/hosts
- Team includes co-located/collaborating staff
- Participate in care conferences
- Clearly stated referral criteria

Team Connectedness: Skilled Nursing Facility

→ Challenges:

- Capabilities of staff
- Expectations of family members
- Inter-professional coordination/communication

→ Strategies

- Integration with clinical team
- Appreciation of staff as “family”

Team Connectedness: Skilled Nursing Facility

→ Challenges:

- Capabilities of staff
- Expectations of family members
- Inter-professional coordination/communication

→ Strategies

- Integration with clinical team
- Appreciation of staff as “family”

Team Connectedness: Inpatient

→ Challenges

- Acuity/complexity of cases
- Volume of work
- Limited time
- Expectations of referring clinicians

→ Strategies

- Deployment of team members
- “Nutritional rounds”
- Recognition of wins

Team Connectedness: Home-Based

→ Unique Challenges:

- Complexity of Cases
- Isolation
- Safety

→ Strategies

- Regular face-to-face team contact
- Access to support team and other clinical partners
- Technology
- Opportunity to debrief with team members

Teams are living entities

- Are the engine that drives compassionate palliative care
- Require care and feeding
- Are constantly changing
- Are impacted by multiple internal and external factors requiring flexible adaptation
- Experience highs and lows
- Are an expression of the culture

It's All About Culture . . .

- Egalitarian palliative care team in a hierarchical medical culture
- Articulated shared values and purpose
- Culture modeled by leadership
- Adherence to cultural norms
- A foundation of behavior and celebration

Job Summary: Interprofessional Team Member

An **interprofessional team** is a small number of people with complementary skills who are committed to a common purpose, performance goals and approach for which they hold themselves mutually accountable. The focus of team members is on the needs of the patient/client rather than on individual member contributions.

Characterized by:

- members provide care to a common group of patient/clients
- members develop common goals for patient/client outcomes and work toward those goals
- appropriate roles and functions are assigned to each member, and each member understands the roles of the other members

Description: an active member of a team that is driven by and accountable to a common purpose, a focus on the needs of the patient, and supporting his/her successful and sustainable outcomes.

Responsibilities/Accountabilities:

- understand one's own role and unique skill set/knowledge and expected contribution to the common goals of the interprofessional team
- understand the role and unique skill set/knowledge of each team member

Job Skills:

- effective formal and informal communication and interpersonal skills, including excellent listening and reflection
- flexibility in working in environment of shared decision making, with leadership responsibilities assumed by different members of the team according to situational demands
- personal responsibility for understanding and practicing at the top of one's license/skill set
- ability to effectively explain to other team members one's unique knowledge/skill set as an integral

Team Ground Rules

Care Innovations Rules of the Road



See Purpose

Consider viewing the environment in which you would most likely care for patients.

Live Motivated

Each day, week or month, the team collectively identifies a goal for the week/month.

Become a Knowledge Tank

Key Talking Points from current evidence is provided here (discussed). An open forum established for people to "Ask the Experts" on the team.

Clear your Mindframe

Engage in creative brainstorming and other activities to challenge current thinking.

Read Between the Lines

Time and resources allocated for customer to communicate needs, wants, desires. Post meeting communications and process performance to ensure "we got it". Establish "a culture of" with the patient/family.

Keep Fit

Stretch others concept. Actively moments throughout the day for patients and staff.



- Keep an open mind
- Maintain a positive attitude
- Never leave in silent disagreement
- Create a safe environment
- Practice mutual respect
- Treat others as you'd like to be treated
- One person, one voice
- No position or rank
- No such thing as a dumb question
- Understand the process
- Just do it!!!!!!

Team Engagement

What is “engagement”?



How is engagement measured?*

- Pride in employer
- Satisfaction with employer
- Job satisfaction
- Opportunity to perform well at challenging work
- Recognition and positive feedback for one's contributions
- Personal support from one's supervisor
- Effort above and beyond the minimum
- Understanding the link between one's job and the organization's mission
- Prospects for future growth with one's employer
- Intention to stay with one's employer

* Vance, R.J. (2006). Employee engagement and commitment. Society for Human Resource Management.



To drift is human

To err is human



Behaviors We Can Expect

→ Human error

- Inadvertent action; slips, lapses, mistakes

 Console

→ At risk behavior

- Behavioral choice that increases risk where risk is not recognized or is mistakenly believed to be justified
- Person thought they were in a safe place

 Coach

→ Reckless behavior

- Choice to consciously disregard a substantial and unjustifiable risk

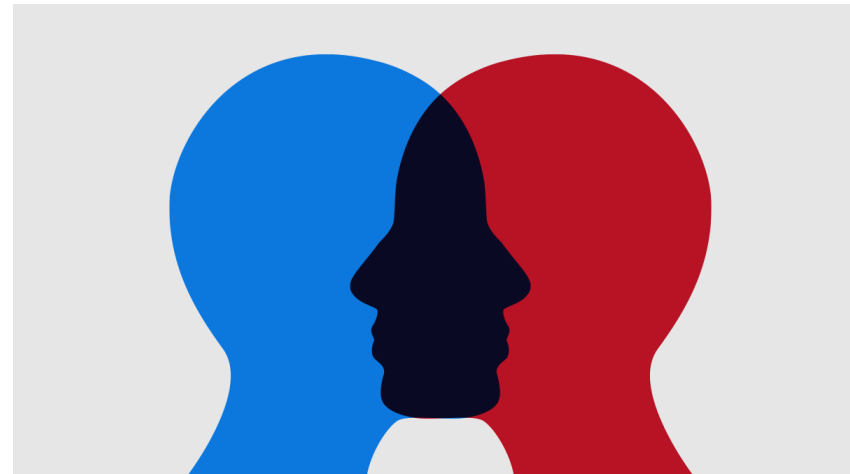
 Punish

Compassion in the Workplace

“Compassion is more than an emotion; it is a felt and enacted desire to alleviate suffering.”

A four-part process:

- Noticing
- Making meaning
- Feeling empathic
- Taking action



When cultures clash in the work place...

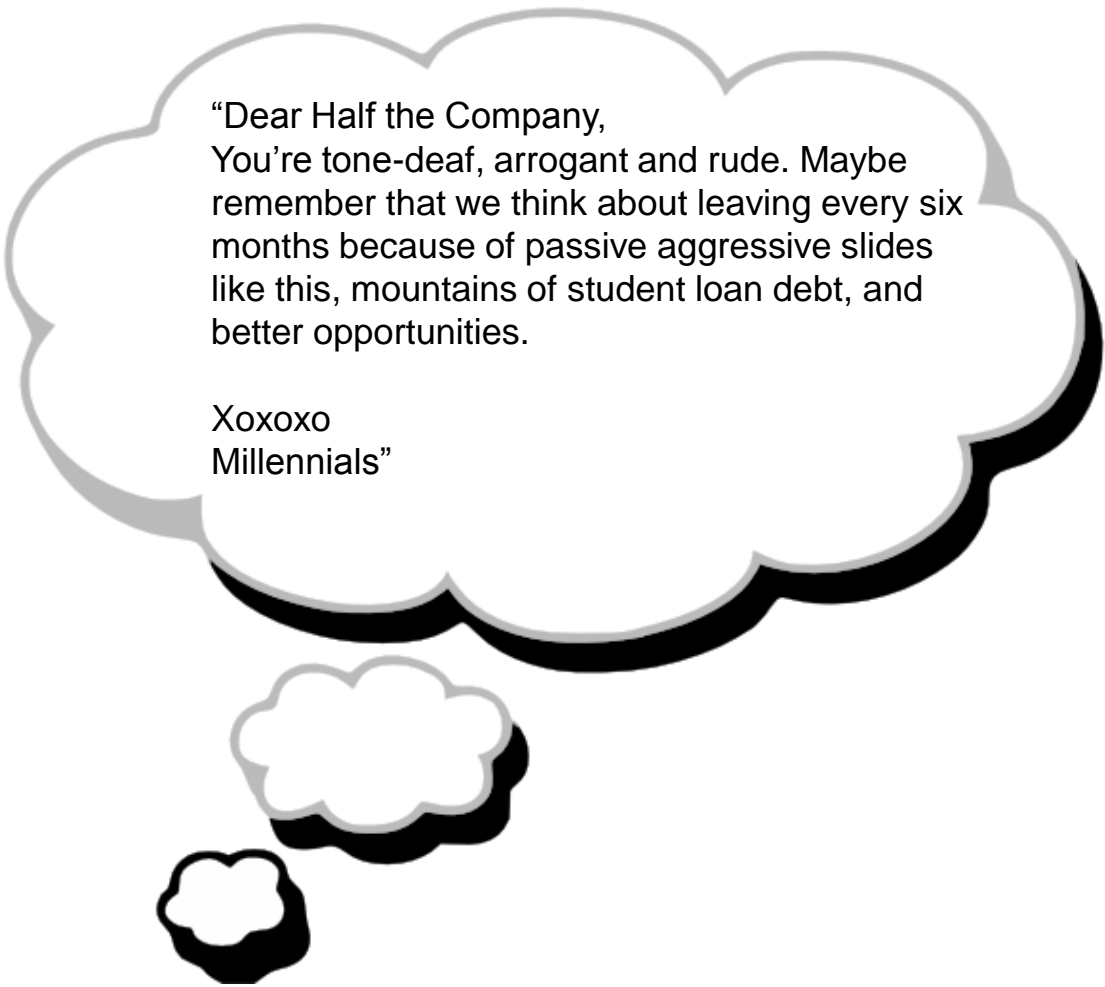
“Dear Millennials –

If you think about leaving every six months, like every other millennial, stop. RELAX. Plan for the long game. While you’re here, be in invested in (company name). Show us that you really want to learn. Be self aware about your personal career path and goals. And remember that we are crazy busy just like you. Think about how to partner with us – maybe even guide us – to get you what you need most to move your career ahead. Be patient with us – sometimes we forget just how much we know, and how much you haven’t yet had the opportunity to learn. Yes, we’re old. But we’re certainly not too old to ~~kick your a---~~ help you figure sh– out.

Sincerely,

About Half of the Company”

A Millennial response...



“Dear Half the Company,
You’re tone-deaf, arrogant and rude. Maybe
remember that we think about leaving every six
months because of passive aggressive slides
like this, mountains of student loan debt, and
better opportunities.

Xoxoxo
Millennials”

Empathy in Team



<https://youtu.be/1Evwgu369Jw>

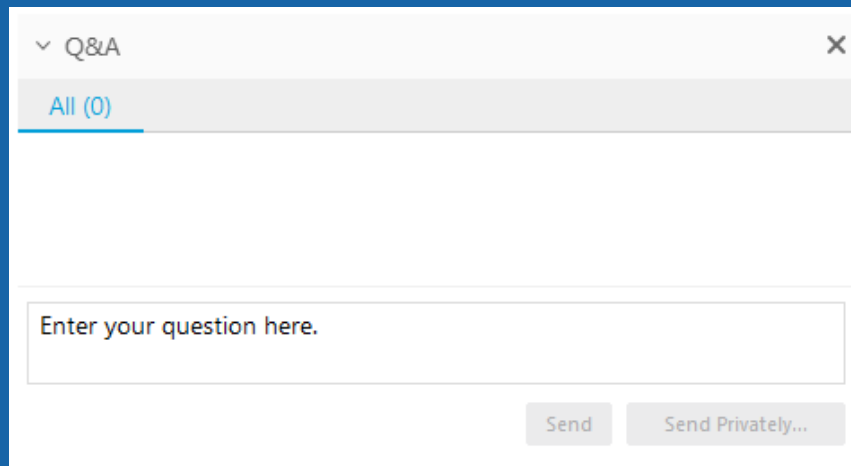
Lessons Learned

- Hold regular, scheduled meetings
- Get team members involved in joint projects
- Support individual efforts for growth
- Demonstrate transparency
- Acknowledge and celebrate the contributions of all team members
- Meaningful feedback integral to culture
- Resilience needs exist on both the individual and team level
- Intentional investment in team health efforts



Questions?

Please type your question into the questions pane on your WebEx control panel.



A screenshot of the WebEx Q&A interface. The window has a title bar with a dropdown arrow, 'Q&A', and a close button. Below the title bar is a tab labeled 'All (0)'. The main area is empty. At the bottom, there is a text input field with the placeholder text 'Enter your question here.' and two buttons: 'Send' and 'Send Privately...'.

Improving Team Effectiveness Series

- Keep the conversation going in the *Improving Team Effectiveness* virtual office hours. Next session is **February 27th at 2 pm EST**. Register on capc.org or CAPC Central Virtual Office Hours pages.
- CAPC Monograph: “Strategies for Maximizing the Health/Function of Palliative Care Teams”
- Join us for upcoming webinars on other Team Effectiveness topics:
 - **Role Clarity for a Highly Effective Interdisciplinary Team** on 3/22/18 at 3 pm EST w/ Amy Frieman, MD, MBA, FAAHPM; Kaitlyn Bender, MS, RN, CHPN; and Stephanie DePiano, MSW, LCSW, ACHP-SW

- Check out our new *Quick Tips* on the [Improving Team Effectiveness page](#) in CAPC Central

Quick Tips: Improving Team Effectiveness

capc Center to Advance Palliative Care

CAPC Quick Tips #1: Hiring New Team Members

Having a hard time finding qualified staff? In a rush to hire, do you sometimes overlook whether or not someone will be a good fit for the team? A new team member can bring wonderful energy and new skills, or create conflict and be disruptive to the rest of the team. Read on to learn how to hire for a stable, high-performing team.

Practical Tips and Lessons Learned from the Field

1. **Be clear on what is needed in the position, and make sure the entire team is aware of the position's purpose and role.** This will help not only in screening for candidates, but also with current team members who can help find good candidates.
2. **Make sure there is clear funding and support from administration.** Candidates have a lot of options and are more likely to choose a program that has demonstrated stability and commitment from the organization.
3. **Develop a plan for marketing the position.** What is distinct about your organization, the region, or this role? Why would someone take this position? Where will you post the job? Who can help you recruit? Human resources, professional recruiters, the palliative care team, and networking with other palliative care colleagues can all be helpful.

Register for all upcoming events at:
www.capc.org/providers/webinars-and-virtual-office-hours/

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