

TEAMWORK

“The sum is greater than the parts”

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WRHA PALLIATIVE CARE PROGRAM



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Teamwork in palliative care

“ At the heart of the practice of hospice and palliative care is the notion of team”

Muir, 2008



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TEAM DEFINITION

“ A cohesive group of individuals working enthusiastically toward common goals.”

Bendaly (2001)



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MULTIDISCIPLINARY VS. INTERDISCIPLINARY

- ❖ **MULTIDISCIPLINARY:** professional identities first; share information using medical record; leader highest ranking member; team not primary vehicle for action.
- ❖ **INTERDISCIPLINARY:** team identity supersedes personal identity; goals developed interdependently; leadership shared according to task and skill required; interaction process vital



Teams exist along a continuum

- Unidisciplinary; several members within a single discipline
- Multidisciplinary; reactive model with ad hoc membership that uses a consultation format
- Interdisciplinary; members work together proactively but often without shared leadership and decision making authority
- Transdisciplinary; members create a shared team mission, benefit from role overlap, and have integrated responsibilities, training, and leadership

Otis-Green et al., 2009



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DIFFERENCE BETWEEN INEFFECTIVE AND EFFECTIVE TEAM

- ❖ Role or purpose of the team
- ❖ Communication between members
- ❖ Decision making
- ❖ Conflict and problem solving
- ❖ Team management



TEAM CHALLENGES

- ❖ Lack of trust, support, or respect
- ❖ Unclear about roles (unique ↔ overlap)
- ❖ Unrealistic expectations of one another
- ❖ Conflicting beliefs/values about teamwork
- ❖ Work in isolation or with minimal communication
- ❖ Handling power imbalance
- ❖ Star syndrome



TEAM VALUES

❖ An important positive value for my team is:

“We believe in ...”

❖ Give two examples of how this value is demonstrated by team members:

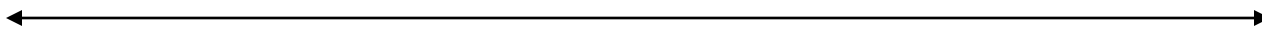
- 1.
- 2.

❖ How consistently do you believe this value is demonstrated in your team? Rate it:

1(No)

3 (Sometimes)

5(Yes)



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CLARIFYING EXPECTATIONS

Complete the following statement:

“ I expect my team members to....”

- ❖ Is this expectation realistic?
- ❖ Do others know I expect this?
- ❖ When this expectation has not been met, have I communicated my concern to the right people?



LEADERSHIP IN TEAMS

When I think of leadership in teams,

I think teams function well when.....



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TEAMS: IMPORTANT GROUND RULES

- ❖ See values and expectations
- ❖ Equality
- ❖ Sharing; keeping commitments
- ❖ Talk and Listen
- ❖ Consensus
- ❖ Stay focused
- ❖ Everything else your Mom told you!



ESSENTIAL ELEMENTS TO TEAM FITNESS

- ❖ Productive participation
- ❖ Addressing conflict
- ❖ Paying attention to warning signs
- ❖ Creating a climate/culture
- ❖ Flexibility; Resilience
- ❖ Ongoing development; evaluation
- ❖ Celebrate accomplishments; Have fun!!



“ Palliative care differs from traditional medical care of the dying in that it weaves the medical, psychosocial, and spiritual approaches to care into a holistic pattern that more closely reflects the rich, complex, textured nature of human beings. An ongoing challenge is to maintain the separate strands of interdisciplinary expertise and language, while creating a tapestry that is of one piece, an exquisite work of art and science.”

E. Causton (2003)



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