

TEAMWORK

“The sum is greater than the parts”

Fred Nelson, MSW, RSW
Psychosocial Specialist

Mike Harlos, MD, CCFP, FCFP
Medical Director

Brenda Hearson, RN, MN, CHPCN(C)
Clinical Nurse Specialist

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



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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



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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



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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:

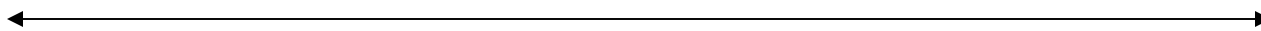
- 1.
- 2.

❖ 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?



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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!



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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!!



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“ 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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Your Turn

- Questions, concerns, comments
- Your experience of teamwork
- What works ... what doesn't work as well

Contact: fnelson@wrha.mb.ca



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