



SAMHSA-HRSA Center for Integrated Health Solutions

Developing High Functioning Teams Innovation Community Webinar #2

January 13, 2015



SAMHSA-HRSA Center for Integrated Health Solutions

**Slides for today's webinar are
available on the CIHS website at:**

www.Integration.samhsa.gov

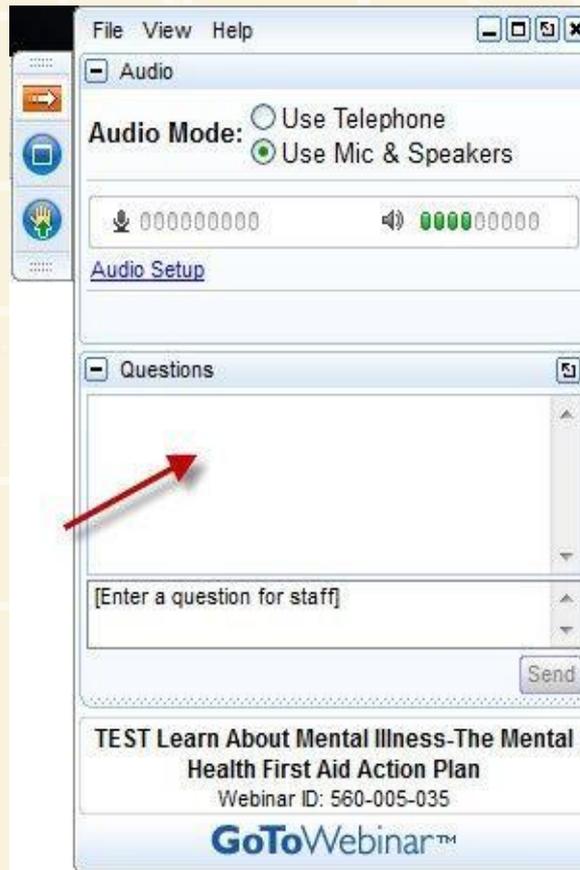
under About Us/Innovation Communities

Today's Agenda

- Welcome
- Team Assessment Progress
- Learning from Integrated Care Teams
Claire Neely, MD, ICSI
- Next Steps



Our format...



Structure

Short comments from experts
Specifics from their point of view

Polling You

Every 20-minutes
Finding the “temperature” of the group

Asking Questions

Watching for your written questions

Follow-up and Evaluation

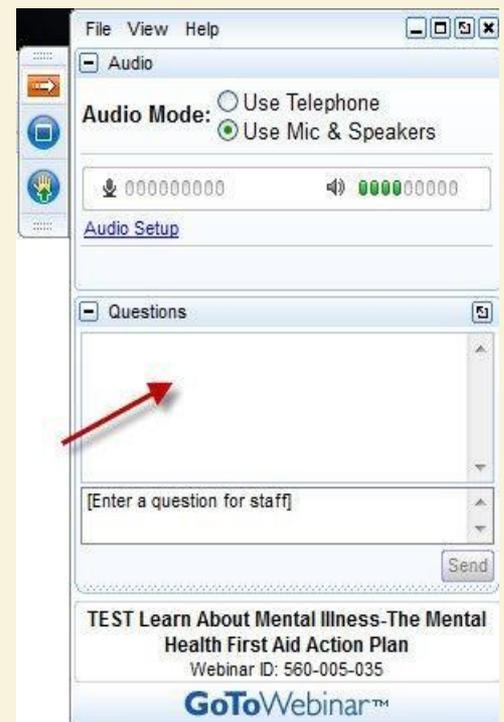
Ask for what YOU want or expect
Ideas and examples added to the
AOS Resource Center

How to ask a question during the webinar



If you dialed in to this webinar on your phone please use the “raise your hand” button and we will open up your lines for you to ask your question to the group. **(left)**

If you are listening to this webinar from your computer speakers, please type your questions into the question box and we will address your questions. **(right)**



Innovation Community Progress To Date



Pam Pietruszewski, MA
Integrated Health Consultant,
National Council for Behavioral Health

December



- 5 Innovation Communities
- Overall goals:
 1. Provide topic-specific foundational **information and best practices**
 2. Conduct innovative **implementation planning**
 3. Work toward adoption of the innovation and **sustainability**

High Functioning Teams

Focus:



Core Competencies:

1. Interpersonal Communication
2. Collaboration & Teamwork
3. Care Planning & Coordination
4. Practice-Based Learning and Quality Improvement

Jan – Feb

Deeper dive into 4 Core Components

Subject matter experts describe team experience

Step 1: Team Member Self Assessment

Step 2: Task Summary by Team Member

One hour coaching call in Jan

You Said...

- How to promote an effective **team culture** where everyone is respected for what they contribute regardless of their degrees (or no degrees)
- Expert members **in their niche** but not a lot of cross fertilization
- **Just hiring staff** and starting to introduce BH in our primary care clinic
- More about **outcome measurements** and **care coordination**
- Past **successes and failures** of integration and **lessons learned**
- Teams that are **functioning well together**, discuss how they have achieved this would be helpful



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Team Assessment

STEP 1: Staff Self-assessment

Conditions for which you plan to provide clinical care (select all that apply)

- Depression
 Anxiety (e.g. PTSD)
 Substance Abuse
 Other Mental Disorders

AIMS CENTER
Advancing Integrated Mental Health Solutions

Integrated Care Tasks

Integrated Care Tasks	Is This Your Role Now?		If No, Whose Role? Write in position title	Your Organization's Capacity with This Task?		Your Level of Comfort with This Task		Would You Like Training to Perform This Task?	
	Yes	No		High	Med/Low	High	Med/Low	Yes	No
Identify and Engage Patients									
Identify People Who May Need Help	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Screen for Behavioral Health Problems Using Valid Measures	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

What came up for you?



Use the Question Box to answer.

Learning from Integrated Care Teams



Claire Neely, MD

Medical Director

The Institute for Clinical Systems
Improvement (ICSI)

There is no **I**
in Team!

Together we can!

Surrender
the Me for
the We.

1 Team
1 Mission

Teams

**Teamwork
makes the
dream work**

Together
Everyone
Achieves
More

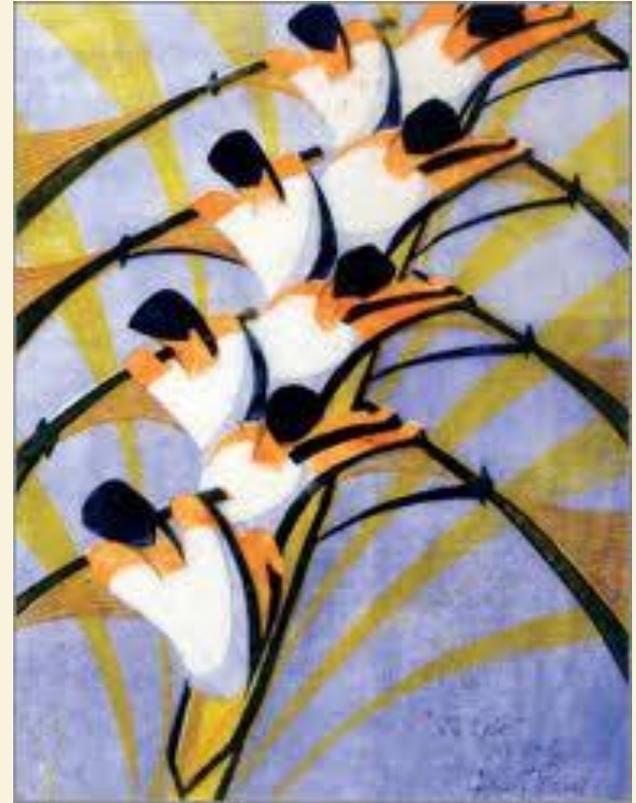
*You may be
strong, but we
are stronger!*

The Science of Teams



Girl with Balloon, Banksy, South Bank, London, UK

Who is on your team?



Types of Teams

Pooled
Sequential
Reciprocal
Intensive



Pooled

All members of the team have the **knowledge, skills and accountability** to perform the tasks needed.

Little need for interaction and **low specialization**

Responsibility to each other to really do the work

- Social loafing



Sequential

Work **flows** from one to another, usually in 1 direction

Higher **specialization**

Interdependence to meet goals

Agreed upon **process**

Accountable to each other

Higher level of **interaction** skills
are needed for problem solving.



Reciprocal

Work moves **between** team members
over time

Member's knowledge/skills are
needed at **unpredictable** times

Dependent on each applying **expertise**

Situation **monitoring**

No single person can control **quality**

Higher need for **leadership** to
coordinate the action



Intensive

Need to understand, **diagnose, create and implement** solutions to solve a new problem

Highly **complex and variable**

Constantly **changing** systems

High need for **relationship**



POLL

**What type of team is
your team?**

Pooled

Sequential

Reciprocal

Intensive



u Cherian/Solent News

Time for Questions!



Effective Teams

1. Clear Roles
2. Shared Values
3. Shared Goals
4. Mutual Trust
5. Effective Communication
6. Measureable Processes and Outcomes

Effective Teams

- 1. Clear Roles**
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Principle #1 Clear Roles

There are **clear expectations** for each team member's **functions, responsibilities and accountabilities**, which optimize the teams **efficiency** and often make it possible for the team to take advantage of division of labor, thereby **accomplishing more** than the sum of its parts.



Effective Teams

1. Clear Roles
- 2. Shared Values**
3. Shared Goals
4. Mutual Trust
5. Effective Communication
6. Measureable Processes and Outcomes

Principle #2 **Shared Values**

Honesty
Discipline
Creativity
Humility
Curiosity



Principle #2

Shared Values

Honesty

Discipline

Creativity

Humility

Curiosity

Highly valued, effective communication including **transparency** about aims, **decisions, uncertainty and mistakes.**

Critical for building mutual trust.



Principle #2

Shared Values

Honesty

Discipline

Creativity

Humility

Curiosity

Carry out roles and responsibilities even when **seems inconvenient.**

Seek/share new information to improve functioning, even when **uncomfortable.**

Stick to agreed upon **standards and protocols**



Principle #2 **Shared Values**

Honesty

Discipline

Creativity

Humility

Curiosity

Excited by the possibility of tackling new problems, finding new solutions.

See errors or other unanticipated outcomes as **learning** opportunities.

Principle #2

Shared Values

Honesty

Discipline

Creativity

Humility

Curiosity

Team members recognize differences in training, but **do not believe that one type of training inherently superior.**

Understand we all make mistakes, and that working as a team can help **recognize/avert failures.**



Principle #2

Shared Values

Honesty

Discipline

Creativity

Humility

Curiosity

Dedicated to reflecting on **lessons learned** and use insights to continually **improve functioning** of the team.



POLL: Which of these is most valued by your team?

Honesty

Discipline

Creativity

Humility

Curiosity



Shared Values

Honesty

Discipline

Creativity

Humility

Curiosity

**What other
values are
important to
your team?**

**Use the Question Box to
answer.**

Effective Teams

1. Clear Roles
2. Shared Values
- 3. Shared Goals**
4. Mutual Trust
5. Effective Communication
6. Measureable Processes and Outcomes

Shared Goals

The team works to establish **shared goals** that reflect **priorities** and can be clearly **articulated**, understood and **supported** by all team members.



Effective Teams

1. Clear Roles
2. Shared Values
3. Shared Goals
- 4. Mutual Trust**
5. Effective Communication
6. Measureable Processes and Outcomes

Mutual Trust

Team members **earn** each other's trust, creating strong norms of **reciprocity** and greater opportunities for **shared achievement**.



Effective Teams

1. Clear Roles
2. Shared Values
3. Shared Goals
4. Mutual Trust
- 5. Effective Communication**
6. Measureable Processes and Outcomes

Effective Communication

The team prioritizes and continually refines its communication skills. It has **consistent channels** for **candid** and complete communication, which are accessed and used by all team members **across settings**.



Effective Teams

1. Clear Roles
2. Shared Values
3. Shared Goals
4. Mutual Trust
5. Effective Communication
- 6. Measureable Processes and Outcomes**

Measurable Processes and Outcomes

The team agrees on and implements reliable and **timely feedback** on successes and failures in both the **functioning** of the team and **achievement** of the team's goals.



Put Data on your team

Effective Teams

- **Clear Roles**
- **Shared Values**
- **Shared Goals**
- **Mutual Trust**
- **Effective Communication**
- **Measureable Processes and Outcomes**

Types

- **Pooled**
- **Sequential**
- **Reciprocal**
- **Intensive**



Resources:

Mosser & Begun, Understanding Teamwork in Health Care, 2014, Lange

Mitchell, P, et al, Core Principles and Values of Team-based HealthCare, IOM Roundtable, October 2012 (downloadable pdf)



Thank you
cneely@icsi.org

Next Steps



- **Homework:** AIMS Tool Step 2 – Task Summary by Staff
- **Open Office Hours:** Fri, Jan 16, 9am-12pm Eastern
Pam Pietruszewski 1-202-684-7466 x253
pamp@thenationalcouncil.org
- **Next Webinar:** Wed, Feb 18, 3-4pm Eastern
Guest Speaker - Paul Ciechanowski, MD, Same Page Health

For More Information

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Thank you for joining us today.

**Please take a moment to provide your
feedback by completing the survey at the
end of today's webinar.**