Developing High Functioning Teams
Innovation Community
Webinar #2
January 13, 2015
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
• 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
## Team Assessment

**STEP 1: Staff Self-assessment**

<table>
<thead>
<tr>
<th>Integrated Care Tasks</th>
<th>Is This Your Role Now?</th>
<th>If No, Whose Role?</th>
<th>Your Organization's Capacity with This Task?</th>
<th>Your Level of Comfort with This Task</th>
<th>Would You Like Training to Perform This Task?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Identify and Engage Patients</strong></td>
<td>Yes</td>
<td>No</td>
<td>Write in position title</td>
<td>High</td>
<td>Med/Low</td>
</tr>
<tr>
<td>Identify People Who May Need Help</td>
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<tr>
<td>Screen for Behavioral Health Problems Using Valid Measures</td>
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</tbody>
</table>
What came up for you?

Don't look at me, it's his responsibility.

Browman

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!

1 Team 1 Mission

Together we can!

Surrender the Me for the We.

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
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**
2. Shared Values
3. Shared Goals
4. Mutual Trust
5. Effective Communication
6. Measureable Processes and Outcomes
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
Highly valued, effective communication including transparency about aims, decisions, uncertainty and mistakes.
Critical for building mutual trust.

Discipline
Creativity
Humility
Curiosity
Principle #2

Shared Values

Honesty

Carry out roles and responsibilities even when seems inconvenient.

Discipline

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

Creativity

Humility

Curiosity

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

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.
Effective Teams

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

Types

- Pooled
- Sequential
- Reciprocal
- Intensive
Questions?
Resources:

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

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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Questions? SAMHSA-HRSA Center for Integrated Health Solutions
integration@thenationalcouncil.org
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.