

# **Developing Team-Based Care In Ambulatory Practice**

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## The Setting

- **PeaceHealth, a non-profit healthcare system in 5 Northwest regions, 3 states (Alaska, WA, Oregon)**
- **History of Innovation & Quality Improvement**
- **Senior Health & Wellness Center, The Gerontology Institute, PeaceHealth Oregon Region**
- **PeaceHealth Medical Group Team Development Initiative**

## The Team “Bundle” Intervention

- **Leadership Commitment**
  - Practice/Unit level
  - Organization
- **The Team Development Measure**
  - Feedback to team with discussion
  - Target improvements
- **Intra-staff communication skills training**
- **Patient/case-focused care conferences or “huddles”**



# The Team Development Measure (TDM)

**31 Items**

**Rasch survey measurement methodology: 0-100 scale; 4 response categories**

**Psychometric testing:**

**145 different teams; n=1195 staff**

**Rasch/IRT: person reliability=0.96**

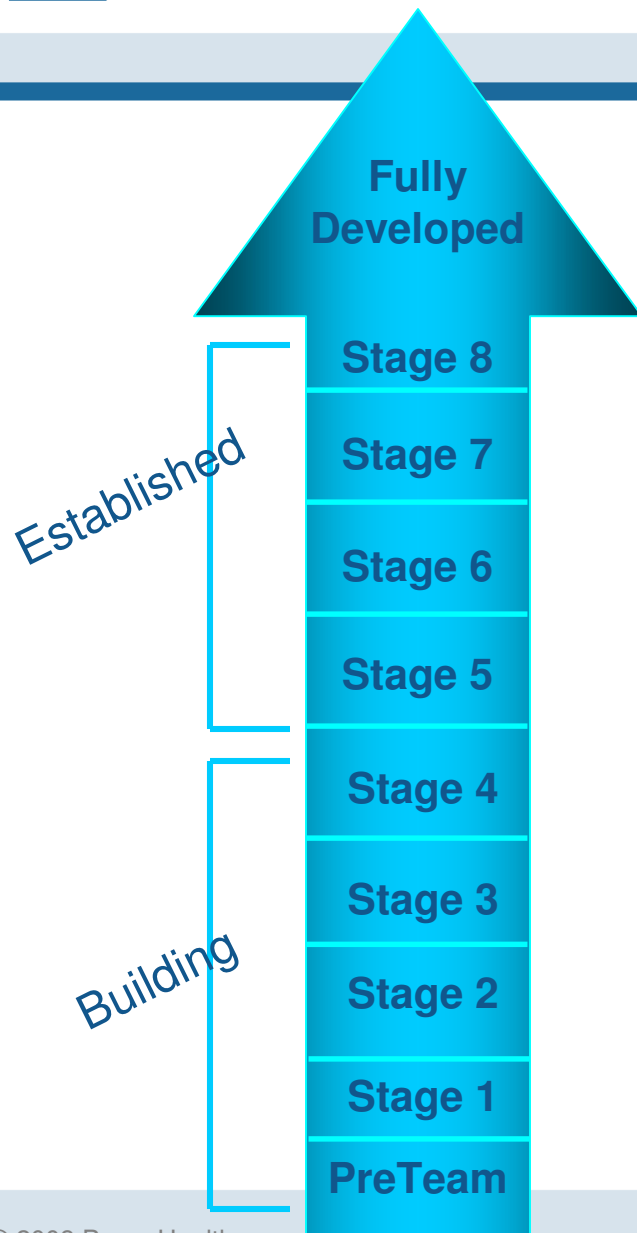
**Classical Test Theory: Cronbach's alpha=0.97;**

**Mplus exploratory factor analysis all loaded heavily on 1 factor (range= 0.656-0.850)**

**[www.teammeasure.org](http://www.teammeasure.org)**



# PeaceHealth The Team Development Measure (TDM)



## Goals Clarity

Clearly defined team goals and the means to reach these goals.

## Roles Clarity

Clearly defined roles and expectations.  
Accomplishments of the team are placed above individuals

## Communication

Team members.... Say what they feel and think; are truthful, respectful and positive; address conflict maturely

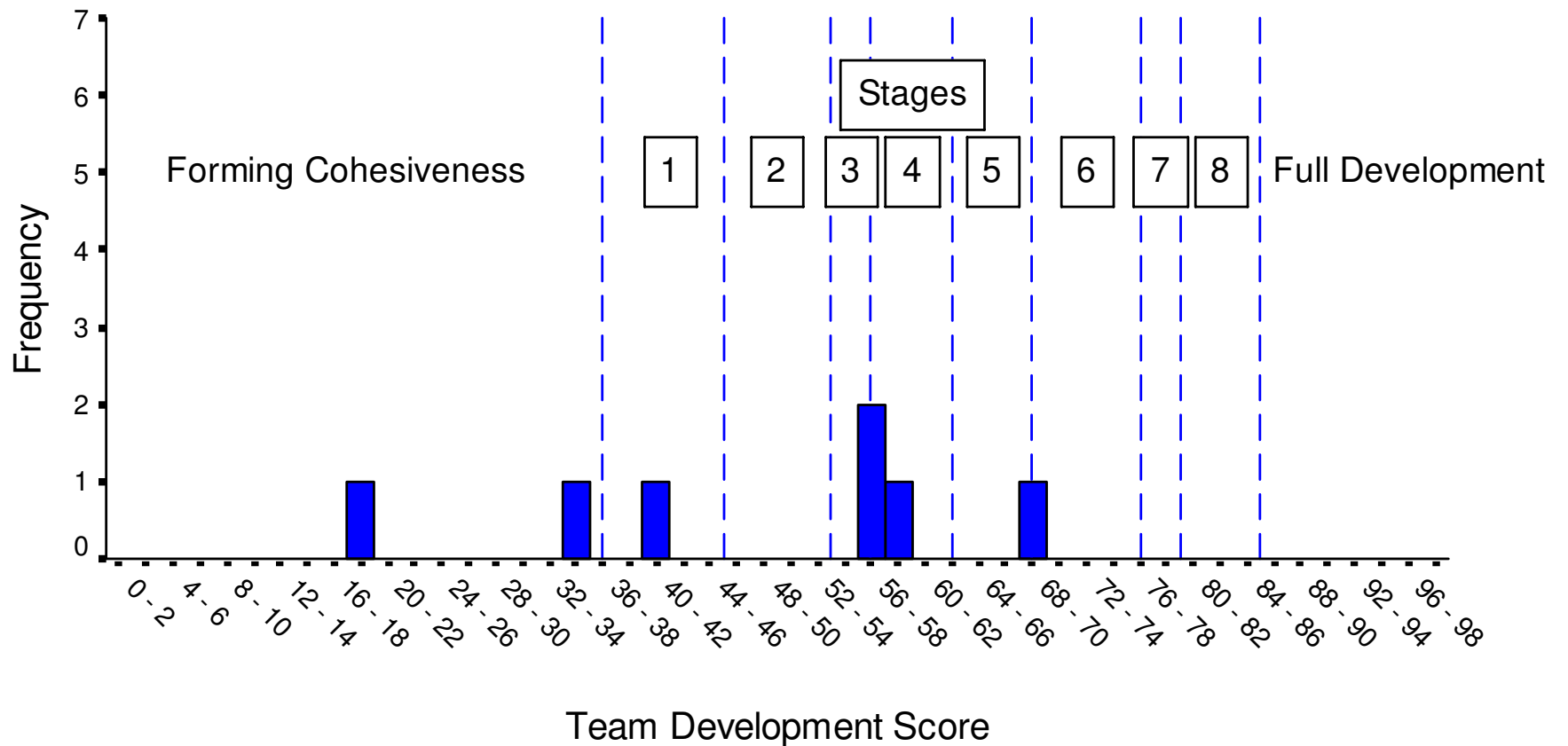
## Cohesion

“...the social glue that binds the team members as a unit.”

## Typical 1<sup>st</sup> Assessment Results

Team X

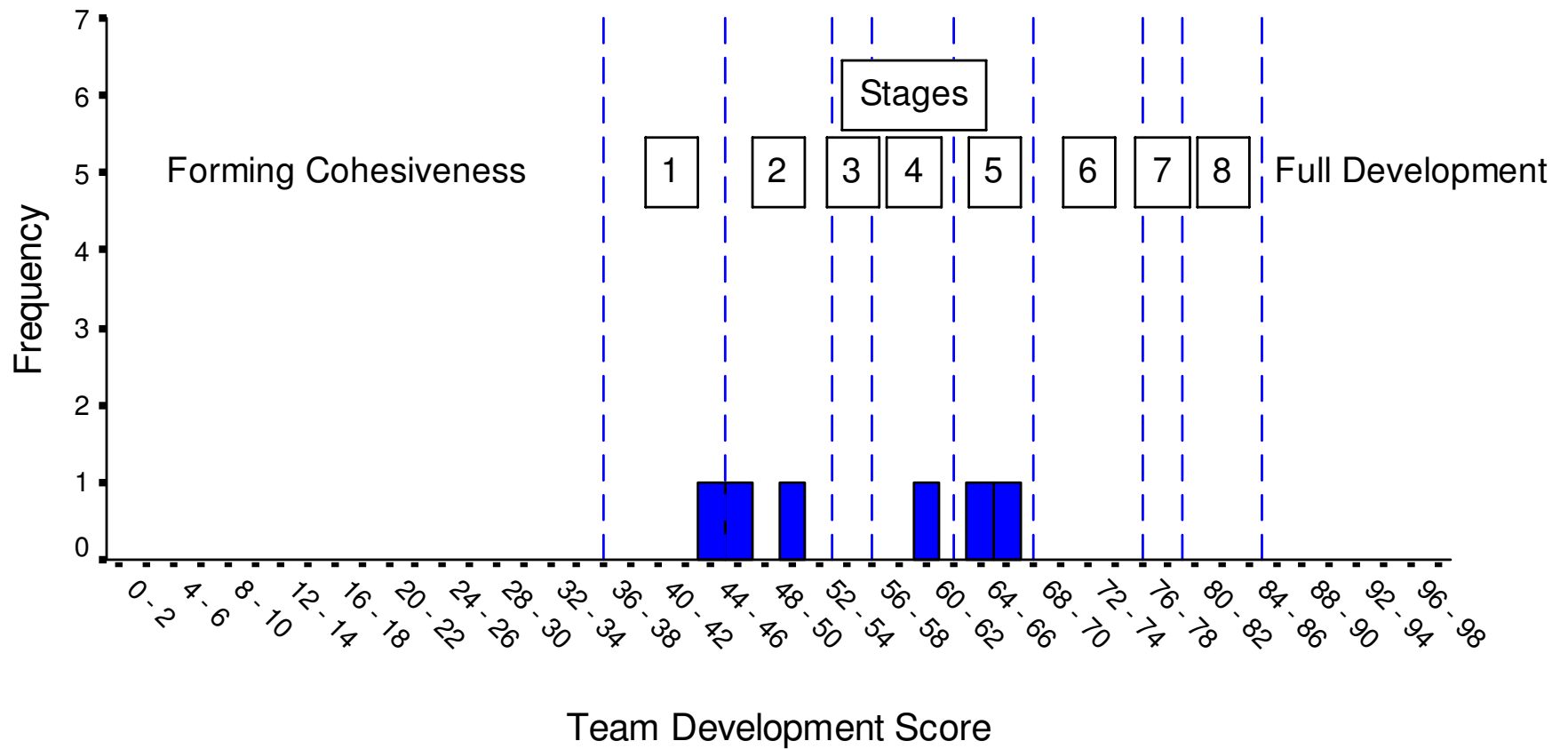
Team Development (Baseline, August, 03)



**Same Team 4 Months Later**

Team X

Team Development (December, 03)





## Challenges to Developing Teams

- **Organizational ambivalence**
- **Variable leadership skills and behaviors**
- **Time**
- **Compensation/productivity issues**
- **Size of unit/practice**
- **Team members coming and going**
- **Wide spread absence of effective communication skills**



# Summary

- **Teams don't just happen, formalized training is necessary (time & resources)**
- **Physician leadership and commitment is essential**
- **Teams must balance task/relationship work**
- **Individual, team, and organizational attributes need to be developed**
- **Requires ongoing maintenance and practice**
- **Need for continuous assessment and feedback**
- **Teams are a prerequisite for sustainable quality improvement**
- **Health and organizational health outcomes improve**



## **The Team Development Measure (TDM31)**

- 1. Team members say what they really mean.**
- 2. Team members say what they really think.**
- 3. Team members talk about other team members behind their back.**
- 4. All team members participate in making decisions about the work of the team.**
- 5. All team members feel free to share their ideas with the team.**
- 6. All team members feel free to express their feelings with the team.**
- 7. The team practices tolerance, flexibility and appreciation of the unique differences between team members.**
- 8. The team handles conflicts in a calm, caring and healing manner.**
- 9. Regardless of the topic, communication between the people on this team is direct, truthful, respectful and positive.**
- 10. The team openly discusses decisions that affect the work of the team before they are made.**
- 11. In this team, members support, nurture and care for each other.**



12. The team has agreed upon clear criteria for evaluating the outcomes of the team's effort.
13. As a team we come up with creative solutions to problems.
14. In the team there is more of a "we" feeling than a "me" feeling.
15. There is confusion about what work the team should be doing.
16. There is confusion about how to accomplish the work of the team.
17. Roles and responsibilities of individual team members are clearly understood by all members of the team.
18. All team members place the accomplishments of the team ahead of their own accomplishments.
19. The goals of the team are clearly understood by all team members.
20. All team members define the goals of the team as more important than their own personal goals.
21. I am happy with the outcomes of the team's work so far.
22. I enjoy being in the company of other members of the team.
23. This team is a personally meaningful experience for me.



- 24. I have a clear understanding of what other team members expect of me.**
- 25. The work I do on this team is valued by other team members.**
- 26. I am allowed to use my unique personal skills and abilities for the benefit of the team.**
- 27. Some members of this team resist being led.**
- 28. Information that is important for the team to have is openly shared by and with all team members.**
- 29. All members feel free to suggest ways to improve team functions.**
- 30. When team problems arise, the team openly explores options to solve them.**
- 31. On this team, the person who takes the lead differs depending on who is best suited for the task.**