Teamwork

- Teamwork among nursing staff members—licensed and unlicensed—is essential to create a strong and dependable workplace.
- Team members can be defined as two or more interdependent individuals who share skills and resources, working together to make decisions that achieve a common goal.

Relationship-Based Care

- Relationship-Based Care (RBC), a care delivery model rooted in Jean Watson’s Model of Human Caring, was begun in 2006 at Spectrum Health.
- RBC focuses on the relationships of caregivers with themselves, patients and family members, team members, and the community.
- It is hypothesized that as relationships between team members grow, teamwork increases.

Study aim and participants

- The aim of this repeated measures study is to understand overall nursing Team orientation.
- Trust
- The 2015 June survey results provide a baseline measurement of teamwork and its facets over time, as perceived by nursing staff members who share skills and resources, working together to make decisions that achieve a common goal.
- The survey was promoted at daily unit/area checkpoint meetings and a countdown calendar was provided for the 28 day data collection period.
- Human subjects considerations: This study was IRB-approved as Exempt Category 2. The potential risk of survey participants being identified is mitigated by not reporting demographic data in unit report findings. Identifying opportunities to foster improved teamwork is an anticipated benefit.

Methods

- Study design: Descriptive, comparative, longitudinal study using an electronic survey deployed every 6 months for 3 years.
- Setting: A large Midwestern health system including nursing staff from 74 units/areas or Resource Center cost centers in 11 hospitals (3 Magnet®-designated) and 2 continuing care entities.
- Participants: All nursing employees from acute inpatient, continuing or rehabilitation care units were invited (approximately 43200 individuals).
- Recruitment: An email invitation and reminder with the survey link were sent to a management leader, who forwarded them to eligible employees. The survey was promoted at daily unit/area checkpoint meetings and a countdown calendar was provided for the 28 day data collection period.
- Data analysis: The Research Team created descriptive reports for each participating unit/area, hospital, and the health system. Correlations were calculated using STATA. Statistics of survey responses by service line and hospital were shared.

Results

- Participants: The 2015 June survey was completed by 1414 people invited, for a 33.01% participation rate systemwide.
- Perceptions of adequate staffing and teamwork satisfaction
- Adequate staffing, total teamwork, and teamwork satisfaction

Discussion

- The 2015 June survey results provide a baseline measurement of teamwork and satisfaction for 74 units/areas. 5 hospital groups, and 9 service lines in the Spectrum Health system.
- Total teamwork varies significantly by hospital group (p < 0.001) and by service line (p < 0.001).
- Across hospital groups and service lines, the shared mental model subscale has the highest average and the team orientation subscale the lowest. Study participants appear to understand their roles and responsibilities and can work effectively together to meet patient and family needs. However, offering constructive criticism or holding others accountable are areas where nurses could benefit from improvement.
- A significant correlation exists between adequate staffing and total teamwork (r = 0.379, p < 0.001). A significant correlation exists between total teamwork and satisfaction with role (r = 0.194, p < 0.001) and satisfaction with current unit/area (r = 0.448, p < 0.001). All three are similar to Kalisch’s findings.7
- Units, hospital groups, and service lines may wish to consider engaging in evidence-based strategies to increase teamwork subscales. For example, to improve:

- Shared mental model: focus on role clarification and clear communication.
- Team leadership: implement purposeful rounding.
- Feedback: consider a visual or audible cue when someone needs help.
- Team communication: positively recognize constructive feedback and changes.

Lessons learned

- Conducting the pilot study was helpful to test recruitment methods, clarify survey directions, and receive feedback about report data.
- Offering conference calls to hospital leaders was valuable to promote the study.
- Sending out email reminders was effective to encourage timely data collection.

The Nursing Teamwork Survey (NTS)

- Beginning with a qualitative study of nursing teamwork, Kalisch and colleagues developed and tested a Nursing Teamwork Survey instrument.3 We used the NTS in this study with Dr. Kalisch’s permission.
- It contains 22 items that explore demographics, hours worked, nurse to patient ratio and churn in a recent shift, and satisfaction with teamwork, staffing, current role, and current unit/area.
- Another 33 items, scored as the percentage of time each occurs, comprise the total teamwork measure and its five subscales.

The Nursing Teamwork Survey (NTS)

- Adequate staffing, total teamwork, and teamwork satisfaction
- Teamwork subscales and total teamwork

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