

How to Support Team Work to Create Value for High Performing Teams and Population Health Management

Practice Transformation has been described as requiring epic re-imagination of all aspects of current primary care practice. This includes changes in how primary care staff work together to manage the care for a panel of patients to provide access, continuity and improved outcomes and experience.

Several ingredients are needed for care teams to be able to rise to this challenge. These include:

- Regularly scheduled off-line time for the team to work together effectively to review the results of their work to provide effective proactive care for their panel of patients. (Lencioni Model)
- Data about their panel (registries) for population health management and data on their panel for specific operational and clinical measures over time.
- On-going training and coaching support (as needed over time to ensure high-performance and results) to enable the team to use a learning and improvement approach to examine and improve the results of their team-based care for their panel of patients. (Model for Improvement)

Provide a Roadmap for Effective Team Performance

“The true measure of a team is that it accomplishes the results it sets out to achieve.”¹ Patrick Lencioni describes five dysfunctions that teams must overcome to achieve their goals. These five dysfunctions include.



A coach can work with teams to:

- Help enable teams to learn and understand the Lencioni model for team performance
- Help teams to recognize and act to change behaviors that are associated with each dysfunction

Providing this support is essential because teamwork deteriorates if even one dysfunction continues.

By focusing the team on the results for clinical outcomes, access and continuity and patient experience, providing the data on their panels and the support they need to use the Lencioni model for effective

¹ Lencioni, Patrick, The Five Dysfunctions of a Team, Jossey Bass, 1996

How to Support Team Work to Create Value for High Performing Teams and Population Health Management

teamwork, the time provided to teams for regular work sessions will provide the results and a positive return on the investments made by the organization to support their care teams.

Tips for Effective Work Sessions²

Help your teams optimize the effectiveness of each work session. Many of these tips support the development of behaviors to support the most effective team performance as described by Lencioni in his model for developing high performing teams.

- Schedule the work sessions at a time that will allow the full team to attend, arrive on time, and participate without interruptions.
- Provide the team with access to a room of the right size and the tools the team needs for its work such as flip charts, flip chart pens, a computer with projection screen to enable the team to view data and other electronic documents necessary for the team's work.
- Set a standard for an on-time start with everyone present. Help the team maintain this standard.
- Encourage the team to have team members take specific roles, such as facilitator, timekeeper, and recorder/scribe to document the discussions, to support the effectiveness of each work session.
- Encourage the team to establish ground rules for how the team will work together to ensure the most productive, respectful, honest discussions to ensure continuous learning and improvement and achievement of goals (See Lencioni.)
- Encourage the team to begin each work session by asking and answering the question: "What are we trying to achieve by the end of this work session?"
- To help teams maintain momentum in their work, encourage the use of a "parking lot" to capture ideas and concerns that could take a team off-track. Encourage the team to review the parking lot frequently to determine which items need attention and when. Some items may never rise to the level of needing attention.
- Encourage the team to pay attention to participation by all team members.
- Help teams learn to *Discuss, Decide and Commit*.^{3 4 5} With the support of a coach, help teams learn how to have robust discussions on important topics even when there are differences of opinion, and also preserve team relationships. Encourage movement to decisions to which the full team commits. Without commitment and accountability, the achievement of results is not likely.
- At the end of the work session, the team should review decisions and follow-up items including the what, who and by when, to support continued momentum.
- Evaluate the work session. This can be done quickly by asking the team to share feedback on what worked and what needs improvement to keep the work sessions as effective as possible.

² Scholtes, Peter R., et. al. The Team Handbook, 3rd Edition, Oriel Incorporated, 2003

³ American Academy on Communication in Healthcare: www.AACHOnline.org

⁴ WIHI: Transforming Tensions and Tempers on Health Care Teams (slides & podcast). Accessed on April 5, 2017 at <http://www.ihl.org/resources/Pages/AudioandVideo/WIHITensionsHealthcareTeams.aspx>

⁵ Patterson, Kerry, et.al. Crucial Conversations. McGraw-Hill, 2012; Crucial Confrontations, McGraw-Hill, 2005

How to Support Team Work to Create Value for High Performing Teams and Population Health Management

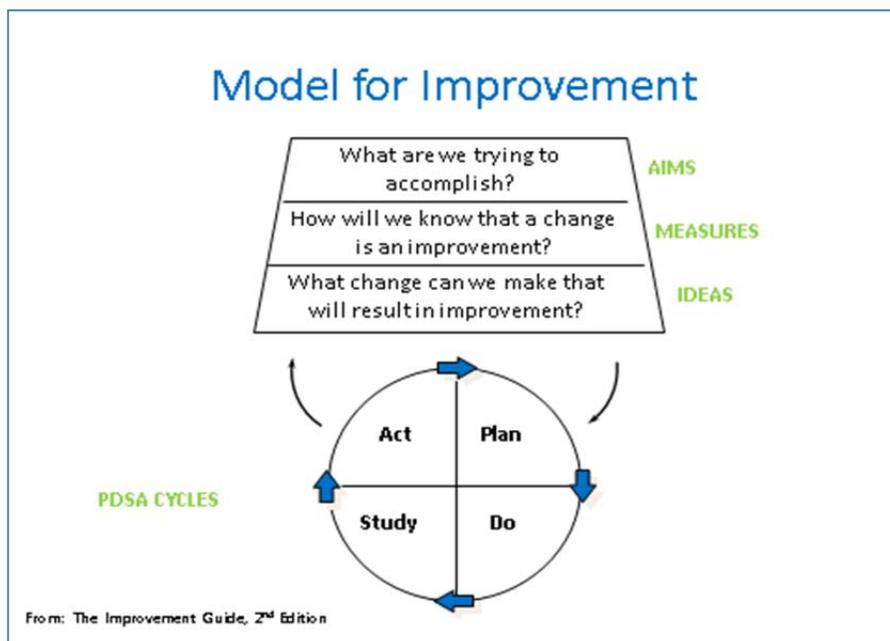
Real-time Learning and Improvement – Use the Model for Improvement^{6 7}

Improvement comes from action. To promote continuous learning and improvement, teams need to identify opportunities for improvement related to their overall goals for clinical outcomes and patient experience. The Model for Improvement provides a systematic approach that is flexible, powerful and can be used by staff at all levels to learn which changes drive improvements. High performing teams learn and rely on the Plan, Do, Study, Act (PDSA) cycles that allow for real-time testing and learning which can accelerate improvement.

A trained coach can help teach teams about the model and guide them in its use to support the team as it learns which changes drive improvements that help achieve their goals for patient outcomes and experience. This helps to keep the team focused on achieving the results desired for patients and the organization..

The three figures below illustrate

1. The key parts of the Model for Improvement
2. The important details for the effective use of the PDSA cycle to support accelerated learning and improvement
3. An overview of how the Model for Improvement can be used by teams within clinical practice settings to test and learn which changes drive specific improvements.



⁶ The Safety Net Medical Home Initiative. Implementation Guide, Quality Improvement Strategy: Tools to Make and Measure Improvement, May 2013, pp. 10-16.

⁷ Langley, Gerald J., et.al. The Improvement Guide, A Practical Approach to Enhancing Organizational Performance, 2nd Edition, Jossey-Bass, 2009

How to Support Team Work to Create Value for High Performing Teams and Population Health Management

