

the

# HEALTH CARE TEAMBook

**TIM PORTER-O'GRADY,**

PhD, EdD, FAAN

*Tim Porter-O'Grady Associates, Inc.  
Atlanta, Georgia*

**CATHLEEN KRUEGER WILSON,**

RN, PhD

*President and Senior Partner  
Specialty Applications  
Phoenix, Arizona*



St. Louis Baltimore Boston Carlsbad

Chicago Minneapolis New York Philadelphia Portland

London Milan Sydney Tokyo Toronto

**PUBLISHER**

Nancy L. Coon

**EDITORS**

Lisa Potts & Yvonne Alexopoulos

**ASSOCIATE DEVELOPMENTAL EDITORS**

Aimee E. Loewe &  
Kimberly A. Netterville

**PROJECT MANAGER**

Dana Peick

**PROJECT SPECIALIST**

Catherine Albright

**MANUFACTURING SUPERVISOR**

Don Carlisle

**BOOK DESIGNER**

Amy Buxton

**ILLUSTRATOR**

Chris Sharp

**Copyright 1998 by Mosby, Inc.**

ISBN: 1-55664-504-X

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted, in any form or by any means, electronic, mechanical, photocopying, recording, or otherwise, without prior written permission from the publisher.

Permission to photocopy or reproduce solely for internal or personal use is permitted libraries or other users registered with the Copyright Clearance Center, provided that the base fee of \$4.00 per chapter plus \$.10 per page is paid directly to the Copyright Clearance Center, 222 Rosewood Drive, Danvers, MA 01923. This consent does not extend to other kinds of copying, such as copying for general distribution, for advertising or promotional purposes, for creating new collected works, or for resale.

Printed in the United States of America

Composition by Mosby Electronic Production  
Printing/binding by R.R. Donnelley

Mosby, Inc.  
11830 Westline Industrial Drive  
St. Louis, Missouri 63146

*To Mark, whose inspiration and dedication to growth and to building partnership serves as a beacon to all whose lives he touches*

*To Mardie and Tom, whose lives are a reminder to live fully in each day and to make the choices that advance the quality of our own lives*

*To Andrea, sister and best friend, who works with love, respect, and caring in all that she does; she leads by her example*

TIM PORTER-O'GRADY  
CATHLEEN KRUEGER WILSON



# Preface

Anyone in health care who is unaware of the major transformation currently underway is either dead or has been living in a cave for the past two decades. There is no person in health services who has not had a personal experience or felt the impact of the redesign, downsizing, reconfiguring, and integrating of health services.

Many books have been written over the past decade on change in health care and how to confront it, challenge it, mold it, or manage it. There are more than sufficient resources available today to assist in dealing with the vagaries associated with such a major change. In addition there is much written on what the changes imply for the future of health services, including several written by the authors of this text.

As health services move toward a much more integrated and continuum-based approach to service delivery, a new mindset around the nature of work and the processes associated with it becomes critical to sustainability in health care. With the recognition that teams are the basic unit of work comes the demand to retool the workplace to build on team processes rather than continue to focus on individual roles and behaviors.

There are many implications for the organization in the move to team constructs:

- Focus on the individual now becomes the obligation of team members rather than of the organization's management.
- Performance evaluation now is a team process looking horizontally at each team member and his or her contribution to the work of the team.
- Focus on work now shifts to viewing outcomes rather than process alone with the understanding that there must be a tightness-of-fit between the two to create truly value-driven results.
- Resource considerations now must be a part of everyday clinical decision making.
- More often decisions must be made in the same place where they will be implemented and by the same people who will implement them.
- Relationship becomes more important than control in ensuring effectiveness in a horizontally linked service structure.
- Systems are membership communities rather than employers enclaves demanding inclusion and empowerment as a part of the operating milieu.

The workplace is not the same place the majority of us entered into in the initial days of our work experience. The conditions and circumstances that define work and prescribe it are much different from what they used to be. We can no longer assume that the "old" rules for work are viable and that we can depend on them to define the parameters or content of work. The "teaming takeover" is a response to a different context and a new set of needs in place and necessary to support the requirements of work.

Teams require a different format and framework to ensure their viability. Much of the effort in the next two decades will be centered on creating the conditions, processes, and structures that support the use of teams. New behaviors will be required to ensure that the dynamics of the team are promulgated and outcomes sustained. Structure and process will have to converge to provide the supporting context for the continuous and consistent

achievement of outcomes. This interface between supporting structure, effective process, and defined outcomes becomes the defining interface necessary to support the work of teams.

The work of the time is to prepare people to live within the context of teams. Changing focus and relationship is clearly a significant task on the part of every worker who finds himself or herself in the throes of adapting and working within a team format. Becoming a team is just the first step in a series of experiences that will transition the style, process, and intersection of work into a different formula for success. The diversity and interaction that is necessary to thrive in this set of circumstances is challenging to say the least. The work of the time is to prepare the worker to not only live within the context of team relationships but to be able to become a fully invested and participating member of the team and to build the relationships necessary to thrive there.

This TEAMbook is designed to provide some of the initial tools necessary for both teams and members to thrive in the context of teams. The focus here is not only on skills and adaptation to team living and working but also on the environment, context, and structure necessary to sustain teamwork. Many books address behavior and skills for and of teams; however, few of them spend any time on the structure and organizational framework necessary to sustain teams. The authors believe that this interface creates a more comprehensive support for helping organizations and people adapt to working within a team framework.

Creating teams is much easier than sustaining them. Many organizations for a team approach and spend many hours and resources on making them work. This TEAMbook is designed to simplify the process of development by focusing on the key variables essential to the team-building and team-maintaining process. The tools included in this book are designed to assist team leadership in the development of essential elements and characteristics necessary for an effective and continuously functioning team. These tools include the following:

**Focus boxes** to target specific, supplemental information and considerations that are essential to management.

**Notes in the margins** about the health care system, teams, definitions, and so on that supplement information found in the text.

**Team Tips** to provide helpful hints for team members.

**Words of Wisdom** to give sound advice to team members.

**Tool Chests** that include team-building tools to provide specific, practical help in forming and operating within a health care system.

The goal of this TEAMbook is to provide the key elements and processes on which teams can build real effectiveness and support their ability to continue to thrive.

No resource is sufficient alone to inform the reader with all that is necessary to sound action. This TEAMbook serves as one tool that, when combined with other resources, provides a database the reader can use to expand understanding and application of concepts and processes that ensure good team development. The authors believe that the key elements essential to successful team design and process are enumerated for the leader in a way that can be effectively applied in any setting.

Health care institutions are unique. Team development within the health service framework is not the same as that which unfolds in the business service arena. The unique service needs imbedded in creating a healing relationship and environment require a specific application of team process and format. The caring environment so necessary to generate the healing elements between provider and patient and within the patient requires a specific sensitivity and application of the team dynamic within the care continuum. The key theme of this TEAMbook centers on the healing relationship and the healthy interactions necessary between team members essential to meaningful health service across the service continuum.

The need for constructing the continuum of care, creating the essential linkages, and building the relationships and behaviors necessary to ensure good outcomes flows through each page and chapter of this book.

This is an exciting time in health care. The landscape for building real health-based approaches to service provision is shifting daily. The foundations for building partnership and accountability in teams are consistent, however, and simply require that the principles be consistently applied to the formation and functioning of teams. This TEAMbook provides those foundations and can serve as a valuable tool in the successful implementation and operation of teams within any health care setting. The authors hope that it will be a valuable handbook in the leader's armamentarium of developmental resources for creating and functioning in teams.

Tim Porter-O'Grady  
Cathleen Krueger Wilson