



Teamwork and Communication

Sustaining Safe Care ~ The Penguin Project



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Adapted from "On the CUSP: Stop HAI"

Lessons Learned from the Field ~ Why Teamwork/Communication Is Important



Development of effective communication skills by all staff is important to project success



The positive effects of team collaboration should be more valued than individual achievement



Each discipline on the unit is responsible to educate and role model improvement techniques and strategies germane to their work

Key Concepts

Teamwork ~

"Never doubt that a group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has." Margaret Mead

Communication ~

- Complete
- Clear
- Brief
- Timely
- Respectful

Four Key Behaviors of Effective Prevention Leaders

1. Cultivates a culture of clinical excellence
 - Develops a clear vision
 - Successfully conveys vision to staff

2. Inspires staff
 - Motivates and energizes followers
 - Some, not all, were charismatic



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Four Key Behaviors of Effective Prevention Leaders *continued*

3. Solution – oriented

- Focuses on overcoming barriers
- Deals directly with resistant staff

4. Thinks strategically while acting locally

- Plans ahead leaving little to chance; gains support before crucial issues came to a vote in committee



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Elements That Affect Communication and Information Exchange

- Interruptions
- Task absorption
- Verbal abuse
- Fatigue
- Not following plan of care
- Ambiguous orders or directions
- Change in team members
- Work load

Barriers to Effective Nurse-Physician Communication

- Traditional hierarchical relationships
- Increasing workload
- Mobile workforce
- Differing perceptions and language
- Prior experience

What is Conflict?

- The internal or external discord that occurs as a result of differences in ideas, values or beliefs of two or more people
- Conflict is natural, neither positive nor negative
- Some level of conflict in an organization appears desirable, although the optimum level for a specific person or unit at a given time is difficult to determine

Common Causes of Organizational Conflict

- Poor communication
- Inadequately defined organizational structure
- Individual behavior
- Unclear expectations
- Individual or group conflicts of interest
- Operational or staffing changes
- Diversity in gender, culture or age

Conflict Resolution Outcomes

- Win–Win — *optimal goal in conflict resolution*
- Win–Lose
- Lose–Lose

Common Conflict Resolution Strategies

- **Avoiding**
Parties are aware of a conflict but choose not to acknowledge it or attempt to resolve it
- **Compromising**
Each party gives up something it wants
- **Competing**
One party pursues what it wants, regardless of the cost to others
- **Accommodating**
One party sacrifices his or her beliefs and wants to allow the other party to win

Common Conflict Resolution Strategies, *continued*

- **Smoothing**
An individual attempts to reduce the emotional component of the conflict
- **Collaborating**
An assertive and cooperative means of conflict resolution whereby all parties set aside their original goals and work together to establish a common priority goal

Helpful Hints

- Focus on the causes of the disagreement and not on personalities
- Try to arrive at solutions acceptable to everyone concerned
- Get all the information possible; differentiate between facts and opinions
- Listen carefully and don't prejudge
- Don't belabor how the conflict occurred. Concentrate on what should be done to keep it from recurring
- Concentrate on understanding and not on agreement

Assertion vs. Aggression

- Assertion - self respect and expressing your validly held opinions
- Aggression – disrespecting the other person and denying them their opportunity to express their opinions

Assertive Communication

- Not rude or insensitive behavior
- Having an informed voice that insists on being heard
- Reflect the speakers message back to him/her
- Repeat the assertive message
- Point out the implicit assumptions – let the aggressor know you have heard him/her. Restate the message, using “I”, not “you”
- Restate the message by using assertive language
- Question

Graded Assertiveness

- Level 1 – Express initial concern
 - *I am concerned that Ms. Smith still has a catheter even though she no longer meets criteria*
- Level 2 – Make an inquiry or offer a solution
 - *Would you like me to remove her catheter today?*
- Level 3 – Ask for an explanation
 - *It would help me to understand why you would like her catheter to be continued*
- Level 4 – A definitive challenge demanding a response
 - *In order for her not to get a CAUTI, we must remove it unless there is a medical reason to continue it*

Positive Outcomes of Effective Teamwork on Health Care

- Reduced length of stay
- Higher quality of care
- Better patient outcomes
- Greater ability to meet family member needs
- Improved patient experience with care scores
- Lower nurse turnover

Summary

1. Effective communication plays an integral role in the delivery of high-quality, patient-centered care
2. Barriers to efficient teamwork and communication influence the outcomes of the unit team
3. Research supports the connection between communication errors and patient care delivery
4. CUSP and TeamSTEPPS employ successful tools and strategies that unit teams can implement to improve the effectiveness of teamwork and communication on their units

TeamSTEPPS Pocket Guide

- Google – TeamSTEPPS
 - > TeamSTEPPS Home
 - > Tools and materials
 - > How to order TeamSTEPPS materials
 - > Multimedia Resource Kit, Pocket Guide, etc
- Choose from:
 - Online: Civilian Orders
 - Phone
 - Email



Questions?

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