"BUILD AND MAINTAINING AN EFFECTIVE TEAM"

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OBJECTIVES:

01
Explain effective team building strategies for your department

02
Explain how to keep a team cohesive

03
Discuss Principles to engage your team

04
Discuss team building and promote collaboration

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WHY IS TEAMWORK IMPORTANT

- Effective teams will almost always outperform people working individually, particularly in high-pressure situations or when multiple skillsets are needed.

Rosalind Cardinal
Principal Consultant of Shaping Change, a consulting firm that helps companies leverage the talents of their team members.
https://www.huffingtonpost.com/rosalind-cardinal/5-steps-to-building-an-effective-team_b_7152406.html

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TEAMS SHARE – THE GOOD AND THE BAD

- Unity is the essence of a team, where a group of individuals collectively work toward a common goal. But all too often, when things go wrong, joint accountability dissipates and finger-pointing occurs, resulting in a breakdown of team dynamics. That is where teamwork then becomes individualized

DEVELOPING AN EFFECTIVE TEAM BUILDING STRATEGY By Michelle Eggleston
https://cdns3.trainingindustry.com/media/16377156/catalyst_developing_an_effective_team_building_strategy.pdf

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TEAMWORK IS A CULTURE

- Fostering teamwork is creating a work culture that values collaboration. In a teamwork environment, people understand and believe that thinking, planning, decisions, and actions are better when done cooperatively. People recognize, and even assimilate, the belief that "none of us is as good as all of us."

BY SUSAN M. HEATHFIELD How to Build a Teamwork Culture in Your Organization
Updated January 15, 2018 https://www.thebalancecareers.com/how-to-build-a-teamwork-culture-1918509

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EFFECTIVE TEAMS

Organizations are recognizing the importance of team building and are trying to foster it in the workplace.

Building effective teams requires more than an abstract commitment to teamwork; it requires input from everyone to foster it.

When you foster team building you can unite your team around a common goal

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TEAM BUILDING

It isn't something that can be achieved in a short time and then forgotten.

It is an ongoing process

The Result:
Team members will begin to trust and support one another and share their skill sets and effort in order to more effectively achieve better outcomes in our shared goal = **patient safety.**

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TEAM BUILDING

While teamwork is often considered a simple concept, there is a lack of understanding around the complexity of team dynamics.

It takes high levels of discipline and persistence to maintain an effective team.

Without a team building strategy in place, there is a risk of developing a dysfunctional team that will negatively affect patient outcomes

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SOME TIPS FOR TEAM BUILDING

| FORM TEAMS TO SOLVE REAL WORK ISSUES | BUILD FUN SHARED OCCASIONS INTO THE ORGANIZATION'S AGENDA | CELEBRATE TEAM SUCCESSES PUBLICLY | USE ICEBREAKERS AND TEAMWORK EXERCISES AT MEETINGS |

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8 BASIC STRATEGIES FOR EFFECTIVE TEAM BUILDING

1. Common goal
2. Clarity goal
3. Commitment from each team member
4. Assemble your best team
5. Human factors
6. Good communication
7. Work as a team, play as a team
8. Everyone can't lead

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1. COMMON GOAL

- For a team to be successful there must be a clear single goal. Many teams fail when there are multiple agendas.
- Teams that succeed are those that have communicated that common purpose and goal.

Patient safety

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2. CLARITY OF GOAL

- With all communication clarity is a must.
- Great communication keeps team members from aborting the core of the goal, due to lack of understanding of the overall purpose.
- Frequent communication of the goal purpose can be vital in keeping the team on track.

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3. COMMITMENT OF TEAM MEMBERS

For a group of people to function as a productive team, there has to be a commitment from each team member to the team.

This can be the fall of many teams when there is a lack of commitment.

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4. ASSEMBLE YOUR BEST TEAM

The best teams have members with specific skills that collaborate to accomplish your common task.

Purpose in which an individual is selected is based on their skills that they bring to the task.

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5. HUMAN FACTORS

- The hardest attitude to overcome in playing a role on a team is selfishness
- It not about your resume, what others will think, it's about playing a role to accomplish the goal or task that has been given.
- The hardest challenge to any team lead or manager is getting a group of individuals to function as a team and place their personal ambitions to the side.

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6. GOOD TEAMWORK NEEDS GOOD COMMUNICATION

Not only is communication of the goal vital, but frequent updates of the task is important.

With multiple tools at our fingertips like email, mobile phones, software, to not communicate is a sure sign of lack of commitment from team members.

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7.WORK AS TEAM, PLAY AS A TEAM

You can tell when teams have spent time together both in a working and social environment.

Successful teams can anticipate what others will do and how they will respond. This can only happen by being together.

Any person that is responsible for building teams will factor in the importance of spending time together both on tasks, and in non-working events.

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8. A TEAM NEEDS A LEADER

Every task must have a Team lead. There are many ways to choose a lead. Some are chosen by an individual's area of expertise, their ability to communicate, facilitate tasks, and human relation skills.

The ideal situation is to delegate an individual that is skilled in all areas.

Some decisions can't be made by committee

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IF YOU WANT TO BE A GOOD TEAM MEMBER, ASK YOURSELF A FEW QUESTIONS?

What areas as a team player can you improve on?

What areas in your work life can you see the value of team building?

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TEAMWORK CAN BECOME YOUR DEPARTMENTS NORM

Committing to fostering team attitudes will pay off.

Teamwork becomes infectious.

Collaboration and teamwork will begin to happen on its own.

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ENGAGEMENT

Drive staff engagement

- Encourage participation in meetings / in-services
- Encourage questions that helps everyone understand the process / goal
- Allow staff to feel ownership

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4 PRINCIPLES TO HELP ENGAGE YOUR TEAM

1.Accessibility

2. Consistency

3. Openness

4. Humor

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1. ACCESSIBILITY

Be reachable
- Make sure your team can reach you easily i.e. return phone calls, emails, etc.

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2. CONSISTENCY

Treat everyone the same every time
- Be the same person every day. Not doing so can create confusion and distrust among your team

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3. OPENNESS

Leaders talk but they also listen

- Encourage team members to express their ideas even if they are different from yours. Dialogue among team members can be very productive when ideas flow freely

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4. HUMOR

Don't take yourself too seriously.

- Humor can diffuse tension or resentment.
- Be sure humor is work appropriate and unoffensive but laugh once in a while

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GENERATIONS AND TEAMS

Teamwork is becoming more frequently found with the entry of millennial employees into the workplace

Raised by the baby boomers and the Gen Xers, millennials grew up participating in teamwork settings.

Encouraged heavily in school – team projects

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GENERATION AND TEAMS

- Generation Z employees are serving as interns & employees in departments, so four generations are now working side-by-side.
- So, you may have four different expectations of teamwork

BRIDGING THE GA

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Desterilized training programs (mentorship is very common)

This makes key teamwork concepts like clarity of goal, human factors and of course good communication.

TEAMS & TRAINING

It will also require good documents

| Training guides | SOPs |

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WHY YOUR TEAM-BASED TRAINING MUST WORK WELL

IC.02.02.01 Medical Equipment, Devices and Supplies is the second most frequently cited standard
- Findings are situational and dependent on a combination of factors, some examples include:
  - Did not follow the minimum standards for reprocessing based on intended use
  - Failure to follow manufacturer's instructions for use
  - Do not follow or do not use evidence-based guidelines or national standards for high level disinfection and sterilization
  - Do not comply with the facilities stated or written policies and procedures
  - Lack of staff training, education and competency assessment related to high level disinfection and sterilization
  - Lack of leadership oversight of high-level disinfection and sterilization processes

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THE PLUSES OF TRAINING BY TEAM

Engages current staff

- Being involved in training makes staff members feel like they have a higher stake in the department and how well it runs

Builds adaptability and enables onboarding of multiple trainees

- In times when more than one person is being trained or when something unexpected happens to the person assigned to training, being able to quickly plug someone else in and know the training will still be done properly is a huge plus

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THE PLUSES OF TRAINING BY TEAM

Keeps staff current with internal practices

- A good trainer must keep on top of any and all changes to practice documents / SOPs

Creates relationships for future questions

- Communication is key to a smooth running, cooperative training program and CS department in general. The more staff a trainee works with the easier communication becomes

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MAKE SURE YOU CONSIDER THESE FACTORS BEFORE INSTITUTING A TEAM-BASED TRAINING PROGRAM

- Can lack consistency
- Can lack continuity
- Requires training the trainer program
- The mentor must want and have the skill to be a good trainer

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RISK ASSESSMENTS & TEAMS
ST90

B.2 General considerations

• It is critical to consider risk management…

• Therefore, a risk management program should

  a) be established, defined, and documented within the department or facility's quality management system;

  b) be constructed and conducted by a risk management team consisting of stakeholder personnel with knowledge of process interactions, an understanding of the risk concepts being applied, and awareness of the impact of risk on the organization, facility, or department;

  c) include a risk analysis that follows and incorporates all applicable regulatory guidance (e.g., Centers for Medicare and Medicaid Services [CMS] regulations, state and local requirements);

  d) be evaluated on a regular basis but at least annually; and

  e) require that a risk assessment be performed whenever there are significant changes that could have an impact on existing risks or raise new or potential risks.

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ST79 & THE USE OF TEAMS

14.2.3.1 General considerations

A CQI program should include a risk analysis that

  a) follows all applicable regulatory guidance (e.g., Centers for Medicare and Medicaid Services [CMS], state, and local requirements);

  b) is performed at least annually;

  c) is re-evaluated whenever there are significant changes; and

  d) includes risk assessment, risk management, and risk communication.

• *Rationale:* Risk analysis is a means to involve a cross-functional team in an activity to set policies to identify the potential risk of sterilization failures and other defects in reprocessing practice. …

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A TEAM TO COMBAT WET PACKS

• The occurrence of wet packs should be documented. Finding the cause and cure of wet packs and/or wet loads is not always easy. Many factors need to be taken into consideration. A team should be formed to help solve the wetness problems because of the complexity of the issue.

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TEAM INPUT TO DESIGN

- The physical design of the sterile processing department/area should support safe patient care, workplace safety, and security. The health care organization should create a multidisciplinary team that is responsible for the oversight of any sterile processing area construction or renovation project.

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"MULTIDISCIPLINARY" TEAM

a multidisciplinary team (e.g., facility engineer, infection preventionist, risk manager, sterile processing manager or other designated personnel)

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TEAMS AND ENDOSCOPES

12.11.5.5 Implementation of product and process improvements

There is no single right way to implement a CQI program. The program should be customized to the individual facility.

However, a team approach has been proven to be successful, because it allows direct input from multiple employees and results in a superior program.

ST91

Employees who are actively involved in and responsible for the day-to-day functions outlined in the plan should be members of the team. This approach should generate input from those most knowledgeable in methods of effectively improving the program. Additionally, such involvement may promote a sense of ownership that may lead to a higher degree of commitment on those endoscope processing team members implementing the program.

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TEAMS ARE A WIN WIN

- Create a practice review committee
  - Practices must be reviewed on a defined basis
  - Use a team to help accomplice this
- All team members become more conversant about department's SOPs
- Assigning responsibility for updating then presenting the updated document to the team again creates a sense of ownership

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BE PART OF YOUR TEAM

As a department manager or director you may have duties that require you to be out of the department often
- Make time to interact with your staff
  - Taking lunch with your staff is an easy way to stay connected
- Schedule "open door" time
  - We wish we could have an open door all day everyday but since this is not always possible schedule time for it daily/weekly
- Be interested
  - Whenever talking with a staff member make sure they know that at that moment they are your focus

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A POSITIVE TEAM IS A PRODUCTIVE TEAM

Members on a team WILL disagree	• Do not let differences of opinions turn into arguments
Keep everyone in the conversation	• When the discussion is dominated by one or two people others may stop participating and stop producing
Don't let a bad attitude spread	• Set some guidelines for acceptable behavior of team members and hold members to them

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DELIVERING A POSITIVE MESSAGE IS POWERFUL

Recognize those who deserve it.
- Since every person is different, recognize when anyone is excelling whether it is a veteran employee solving a complex issue (acting fast to find a substitute item to avoid a case delay) or a new staff member reaching an early milestone (passing a certification exam)

Thank your staff
- Simply saying "thank you" to someone can make their day

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IN CONCLUSION:

Teams and teambuilding are important aspects in CSSD

Teams that work well are boosters to attitude and production

Multidisciplinary teams are important in making sure all angles are covered

Being the leader of a team is a tough job but is rewarding when the team succeeds

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THANK YOU

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