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Healthcare is Teamwork

Louise C. Myers October 2013

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Who Manages All These Relationships?



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IMPACT MATRIX

AFFECTS	CRITICAL EVENT HERE									
	Food Service	Environmental Services	Pharmacy & Med Supplies	Laboratory	Radiology	Laundry	Nursing Units	Engineering	Emergency Department	Operating Room
Food Service										
Environmental Services										
Pharmacy & Med Supplies										
Laboratory										
Radiology										
Laundry										
Nursing Units										
Engineering										
Emergency Department										
Operating Room										

Adapted from: American Journal of Health Services – First Quarter 2012 Volume 3, Number 1 © 2012 The Clute Institute 32
Managing Disruptive Events: How To Create Interdepartmental Responses
H. Richard Prossmeyer and Mary Ann Murray, St. Mary's University, USA

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Inter-Departmental Relations – Example: O.R.



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Work Climate

“The Weather of the Workplace”

- ✓ Energized?
- ✓ Empowered?
- ✓ Excited?
- ✓ Looking forward to the next day at work?
- ✓ Impatient to get started?
- ✓ Motivated?

Managers Who Lead: A Handbook for Improving Health Services, Chapter 3: Improving Work Climate to Strengthen Performance. Management Sciences for Health – c 2006

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Factors that Create a Work Climate

- **History**—its founding, successes, setbacks, and reputation;
- **Culture**—shared work values, beliefs, assumptions, and traditions;
- **Management Strategy and Structure**—growth and job opportunities, definition of roles and responsibilities, policies regarding promotion and rewards;
- **External Environment**—the broader context of politics, regulation, workforce skills, and social barriers;
- **Managers' Practices and Competencies in leading a team.**

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Culture vs. Climate

- **Climate** – The way it feels to work in a group
 - Challenge
 - Clarity
 - Support
- **Culture** – A pattern of shared values

A manager can develop a climate that differs from the prevailing culture

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Managing Practices to Improve Work Climate

- ✓ Plan regular meetings;
- ✓ Organize management systems - promote work efficiency and information flow;
- ✓ Implement activities that move your group forward;
- ✓ Monitor progress and use mistakes for learning

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Why Poor Relations?

- ✓ Personal conflict between department managers
- ✓ Communication can be time-consuming
- ✓ Communication is not part of standard procedures
- ✓ Physical Separation
- ✓ Stereotyping
- ✓ Competition for Resources

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Formal Mechanisms

- Formal mechanisms for working-out issues
- ✓ Who initiates?
 - ✓ Who is responsible?
 - ✓ Who analyzes if it is a system issue or a one-time problem?
 - ✓ How is change communicated?

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Fixes

- Identify what information is really needed
- Work on Team-Building
- Re-Engineer Processes -Add Communication
- Implement Job Rotation
- The “JFK Communication Exercise”

Ask not what information other departments can provide to you.
Ask what information you can provide to other departments

<http://www.discovery-surveys.com/articles/tw-017.html>

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High Performing Teams

- Focus on Results
- Show Accountability
- Commit to Decisions and Plans
- Communicate Openly
- Debate Ideas

Source: Lencioni, Patrick. 2005. *Overcoming the 5 Dysfunctions of a Team: Field Guide*

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Five Dysfunctions of a Team

Source: Lencioni, Patrick. 2005. *Overcoming the 5 Dysfunctions of a Team: Field Guide*.

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Intra-Departmental Relations – Example: Nursing

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Managing Communications

- Change of Shift
- Unit Transfers

Accurate and complete communication of patient care information between nurses at shift change and unit transfer (clinical hand-off) is critical to patient safety, yet often does not occur.

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A First Time Manager

- ✓ Shift in Time Horizon
 - Dance Floor vs. Balcony
- ✓ New Priorities
 - Pay attention to and value the success of others
- ✓ New Relationships

Managers Who Lead: A Handbook for Improving Health Services, Chapter 4: Moving up the Leadership Ladder. Management Sciences for Health – c 2005

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New Manager – Tasks to Learn

- ✓ Organizing Work
- ✓ Delegating - Assigned to the Right Person
- ✓ Recruiting Staff
- ✓ Providing Resources and Support
- ✓ Networking

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Organize Staff and Assignments

Strategic Leadership and Management Workshop Trainer Guide, Bethesda, MD: SSDI-Systems, Malawi, Abt Associates, 18

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Organizing

- ✓ **Responsible:** Who does the work
- ✓ **Accountable:** Who makes sure the work gets done
- ✓ **Consulted:** Who provides input during the work
- ✓ **Informed:** Who is kept informed of progress

Delegating

- ✓ Select the appropriate candidate
- ✓ Plan for and conduct a conversation for success
- ✓ Monitor/support consistently

Strategic Leadership and Management Workshop Trainer Guide. Bethesda, MD: SSDI-Systems, Malawi, Abt Associates

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Employee Relations – Building a Program

What is “Good Employee Relations”?

An environment where people feel good about

- Who they are
- What they do
- Where they work

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Building Blocks (1)

- Employees want to believe in the mission
- Employees want an ethical and moral employer
- Employees want employers to care about their opinions and concerns
- Employees want to be productive and involved
- Employees want to be appreciated and recognized

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Building Blocks (2)

- Employees want to be paid competitively
- Employees want to have challenging work
- Employees want to achieve the highest possible results professionally and personally
- Employees want communication from management
- Employees want to balance work and life

<http://www.bizjournals.com/austin/stories/1998/03/30/focus4.html?page=all>

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Strengthening Employee Relations

- Avoid Favoritism
- Keep Jobs Interesting – Challenge with new tasks and training
- Continuous interaction – Communicate What is Happening
- Show appreciation for a job well-done
- Encourage Employee Feedback
- Provide Competitive Salaries
- Build Good Rapport

<http://www.managementstudyguide.com/employee-relations.htm>

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Employee Relations Functions - HR

- Management Consultation
- Employee Consultation
- Management Development Training
- Employee Recognition
- Performance Management
- Employee Assistance Program
- Mediation

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<http://beckershospitalreview.com/workforce-labor-management/3-must-haves-for-sustainable-employee-engagement.html>