Working in and between teams to create positive cultures in primary care

18th October 2016, The King’s Fund

Dr Rachna Chowla
GP Partner, Albion Street Group Practice
@rachnachowla  r.chowla@nhs.net
Contents

• Why do culture and team working matter?
• PLAT: new research in primary care
• Which factors create positive cultures in healthcare?
• What are we doing at the Albion Street Group Practice?
Why do culture & team working matter?

- Francis Report 2013 and others

- Acute data:
  - Strong correlation between positive HR policies/practices & patient mortality
  - Link between positive climate (e.g. well structured team environments, support, opportunities to contribute to improvements) and variety of performance indicators

West et al, 2015
Why do culture & team working matter?

NHS research on team effectiveness

- Patient outcomes
  - Reduced hospitalisations and costs
  - Reduced error rates
  - Lower patient mortality
  - Higher patient satisfaction
- Team outcomes
  - Increased staff engagement
  - Increased effectiveness and innovation
  - Increased well-being of team members
  - Reduced turnover and sickness absence
- Inter-disciplinary teams outcomes
  - Deliver higher quality patient care and implement more innovations

Lyubovnikova, J. & West, M.A. (2013)
Findings:

1) Statistically significant correlations between

<table>
<thead>
<tr>
<th>CQC domains</th>
<th>Safe</th>
<th>Effective</th>
<th>Caring</th>
<th>Responsive</th>
<th>Well-Led</th>
<th>Overall Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delivery of care</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>Patient-centred care</td>
<td>✔</td>
<td></td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>Team working</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✔</td>
</tr>
<tr>
<td>Management and leadership</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✔</td>
<td></td>
</tr>
</tbody>
</table>

2) CQC KLOE inter-correlations: scores on well-led highly correlated with all other KLOEs and inspection rating scores, overall
Real Teams have:

- Clear, shared objectives and they measure their performance against these objectives
- Are mutually dependent on each other/have to work closely together to achieve their objectives
- Meet regularly to review their team’s effectiveness and discuss and decide how it could be improved
Teams are more effective and innovative to the extent that they routinely take time out to reflect upon their objectives, strategies, processes and environments and make changes accordingly.

Schippers, West & Dawson, 2012
Team effectiveness

- High short-term task effectiveness
- Poor team member well being
- Short-term viability
- Moderate innovation
- High inter-team conflict

Low social reflexivity

- Poor task effectiveness
- Poor team member well-being
- Very low team viability
- Low innovation
- High inter-team conflict

High task reflexivity

- High task effectiveness
- Good team member well being
- Long-term viability
- High innovation
- High inter-team cooperation

Low task reflexivity

- Poor task effectiveness
- Average team member well being
- Short-term viability
- Low innovation
- Moderate inter-team cooperation
Key Role of Team Leadership

- Agree an inspiring vision and clear direction
- Ensure agreed, clear (5 or 6) objectives for the year focused on key issues
- Ensure regular, positive and effective team meetings
- Encourage positive, supportive relationships
- Resolve and prevent intense conflicts
- Positive group attitudes towards diversity
- Nurture team learning, improvement & innovation
- Lead inter-team cooperation
- Be attentive and listen carefully to the team - essential for compassionate leadership
Evidence in practice: Albion Street Group Practice

• What happens now?
  • Multiple teams, complex tasks, part-time working
  • We meet a lot!
    • Daily clinical de-briefs, weekly management/clinical meetings, monthly PLT, separate team meetings, separate quarterly partnership meetings

• Decision to make cultural assessment part of our due diligence process
  • Tool-based assessment ?PLAT
  • Formal OD work
References


With thanks
r.chowla@nhs.net
Back-up slides
Team functioning and patient satisfaction

![Bar chart showing patient experiences at low, moderate, and high levels of team functioning. Categories include Clarity of objectives, Reflexivity, and Support for innovation.](chart.png)
Innovation increases as professional diversity within healthcare teams

Innovation in quality of care in 100 PHC teams

Professional diversity
Healthcare team effectiveness

External ratings of innovation

<table>
<thead>
<tr>
<th>PHC Team Functioning</th>
<th>Similar findings in CMH teams</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;3.2 3.4</td>
<td></td>
</tr>
<tr>
<td>3.2 - 3.4</td>
<td></td>
</tr>
<tr>
<td>3.4 - 3.6</td>
<td></td>
</tr>
<tr>
<td>3.6 - 3.8</td>
<td></td>
</tr>
<tr>
<td>&gt;3.8</td>
<td></td>
</tr>
</tbody>
</table>
Teams harassment and violence

Odds ratio

- Harassment from colleagues
- Violence from colleagues
- Harassment from patients
- Violence from patients

Types of team working patterns

www.nhsstaffsurveys.com