

What enables high performance dispersed teams of health professionals in community settings?: an exploratory study.

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Research team

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Why?

High performance health care teams =

- Safe, high quality care (Ezziane et al. 2012; West et al. 2017)
- Innovation and creativity (Kumar, Deshmukh & Adhish 2014)
- Greater patient and staff satisfaction (Kumar, Deshmukh & Adhish 2014)



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What factors enable high performance of dispersed teams of health professionals in community settings?

Community settings



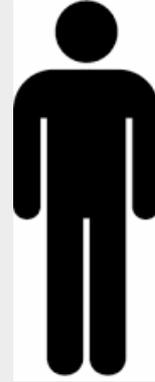
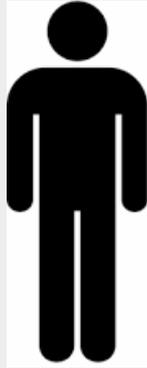
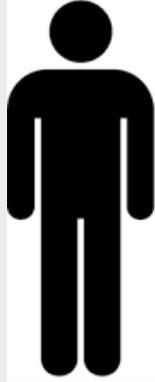
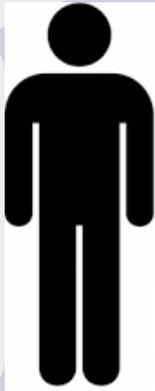
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Health professionals

- Allied health
- Nursing
- Medical



Dispersed team



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High performance teams

- Trust
- Healthy conflict
- Commitment to team goals
- Accountability
- Collective orientation to results
- Leadership
- Communication

(Lencioni 2003; Srivastava & Jain 2017)



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Methods

Design

- Explorative, qualitative study
(Bryman 2016)

Participants

- 13 face-to-face semi-structured interviews

Data Collection

- Frontline managers of dispersed teams
- Primary & Community Health(PCH), Mental Health and Drug Health.

Data Analysis

- Inductive thematic analysis
(Gate et al. 2013)

Interview questions

Interview questions

1. What does 'high performance' team mean to you?
2. Can you tell me some specific examples of what your team does to make it high performing?
3. What is unique and different about providing health services in the community rather than the hospital?
4. What is unique about managing a dispersed team in a community setting?
5. How does being in the community setting impact on a team becoming a high performing team?
6. What role does communication play in performance of a dispersed team?
7. How do you enable communication in a dispersed team?
8. What do you think is the role of the manager/leader in enabling high performance of a dispersed team?
9. What challenges do you face managing/leading a dispersed team?
10. What is required to enable a dispersed team to function effectively? What are the particular strategies that support team performance?
11. How does cohesion develop among dispersed team members ? How do you maintain cohesion in dispersed teams?
12. What challenges do you face maintaining cohesion in a dispersed team?
13. Reflecting on what you have already said, is there anything additional that your individual team members do that contribute to team performance?
14. What might cause a dispersed team from becoming high performing or impact on maintaining high performance?
15. What could the organisation do to assist managers of dispersed teams to enable high performance in their team?
16. That brings us to the end of the questions. Is there anything additional you would like to add about enabling high performance of dispersed teams?



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Findings – Factors that enable high performance

1. Service delivery meets the needs of the community

2. Team acknowledge challenges of being dispersed

3. Develop characteristics of high performance team

1. Service delivery meets the needs of the community

- **Deliver** services in a variety of settings **accessible** to the community
- Maintain **connection** with the community
- Provide **safe, comfortable, non-confronting settings**

‘We need to look at different ways of working to meet the needs of the community ...’ P5

“... we need to be connected, in touch and aware of what our community need if we are high performing”. P3



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2. Team acknowledge challenges of being dispersed

- Limited face-to-face interaction
- Large geographical distance = extensive travel times
- Developing clinically competent staff
- Employees who are autonomous yet willing to work as team
- Ensuring consistent, excellent quality care

'... the major challenge apart from communication is really about building a team that's connected'. P1

'... there is a complexity to organising things'. P13

3. Develop characteristics of high performance team

- Effective communication
- Leadership
- Trust
- Able to resolve conflict
- Commitment to team goals
- Accountability
- Collective orientation to results
- Clinical governance, support and supervision
- Opportunity Face-to-face interaction

'... there has to be trust that develops. I need to trust them and they need to trust me ...' P8

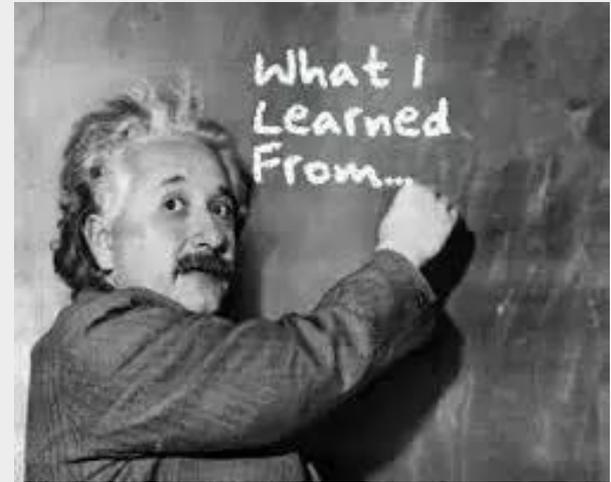
'... a good supervision structure ... clear standards of practice to ensure everyone is working safely and in scope'. P10

Factors that enable high performance



Take home message

- High performance teams deliver safe, high quality care
- Bring your team together
- Have open, honest conversations
- Develop a team strategy



Questions to ask yourself and your team ...

- Are you meeting the needs of your client group?
- What are the challenges for your team?
- How do you bring dispersed team members together?
- Do you have systems/processes that develop trust and effective communication?

Questions to ask yourself and your team ...

- How do you ensure safe, high quality care? What are your governance structures? What does support and supervision look like?
- Is everyone in your team working toward common goals?
- Does everyone know their role in the team?
- Are you recruiting staff who can work autonomously as well as part of a team?



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