

How Team-Based Are We? An Assessment of “Teamness” in Rural and Underserved Clinics

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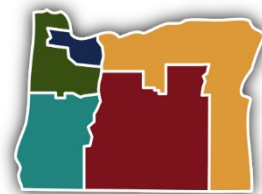
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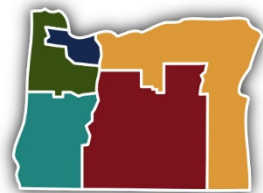
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Learning Objectives

- Participants will:

- 1) Develop an understanding of how rural and underserved clinics across Oregon view their level of “teamness”
- 2) Be able to better engage in team-based collaborative practice



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Oregon AHEC System

Oregon Pacific AHEC

www.opahec.org

Hosted by Samaritan Lebanon Community Hospital, the Center serves communities along the Oregon Coast and I-5 Corridor, including the counties of Benton, Clatsop, Columbia, Lincoln, Linn, Marion, Polk, Tillamook and Yamhill.

AHEC of Southwest Oregon

www.healthysouthwestoregon.com

Located in Roseburg, the center provides services to the counties of Coos, Curry, Douglas, Lane, Jackson and Josephine.

Oregon AHEC Program Office

Hosted by OHSU

Oregon Healthcare Workforce Institute

www.oregonhwi.org

Serving Clackamas, Multnomah and Washington Counties

Northeast Oregon AHEC

www.eou.edu/neahec

Located on the campus of Eastern Oregon University in La Grande, the center serves Baker, Gilliam, Hood River, Malheur, Morrow, Sherman, Umatilla, Union, Wallowa, Wasco and Wheeler counties.

Cascades East AHEC

www.cascadeseast.org

Hosted by St Charles Health System in Bend, the Center serves Central and Southeastern Oregon and includes Crook, Deschutes, Grant, Harney, Jefferson, Klamath, and Lake counties plus the Warm Springs Indian Reservation.



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For more information on Oregon AHEC visit: www.ohsu.edu/xd/outreach/ahec

Purpose



- AHEC Scholars
 - An interprofessional group of healthcare professions students with an interest in rural and underserved health
 - Provides a unique opportunity to fulfill degree requirements with an emphasis on rural and underserved health
- We surveyed AHEC Scholars' clinical training sites to assess teamness

This project is supported by the Health Resources and Services Administration (HRSA) of the U.S. Department of Health and Human Services (HHS) under U77HP03052 Model State Area Health Education Centers.

AHEC Scholars in Oregon

- Academic partners:
 - COMP-Northwest
 - OHSU
 - OSU
 - Pacific University
- 150-250 students state-wide each year



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AHEC Scholars

- Five different professions from nine different programs:
 - Physician (DO, MD)
 - Physician Assistant (PA)
 - Pharmacist (PharmD)
 - Family Nurse Practitioner (FNP)
 - Dentist (DMD)
 - Nursing (BSN)



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AHEC Scholars Benefits

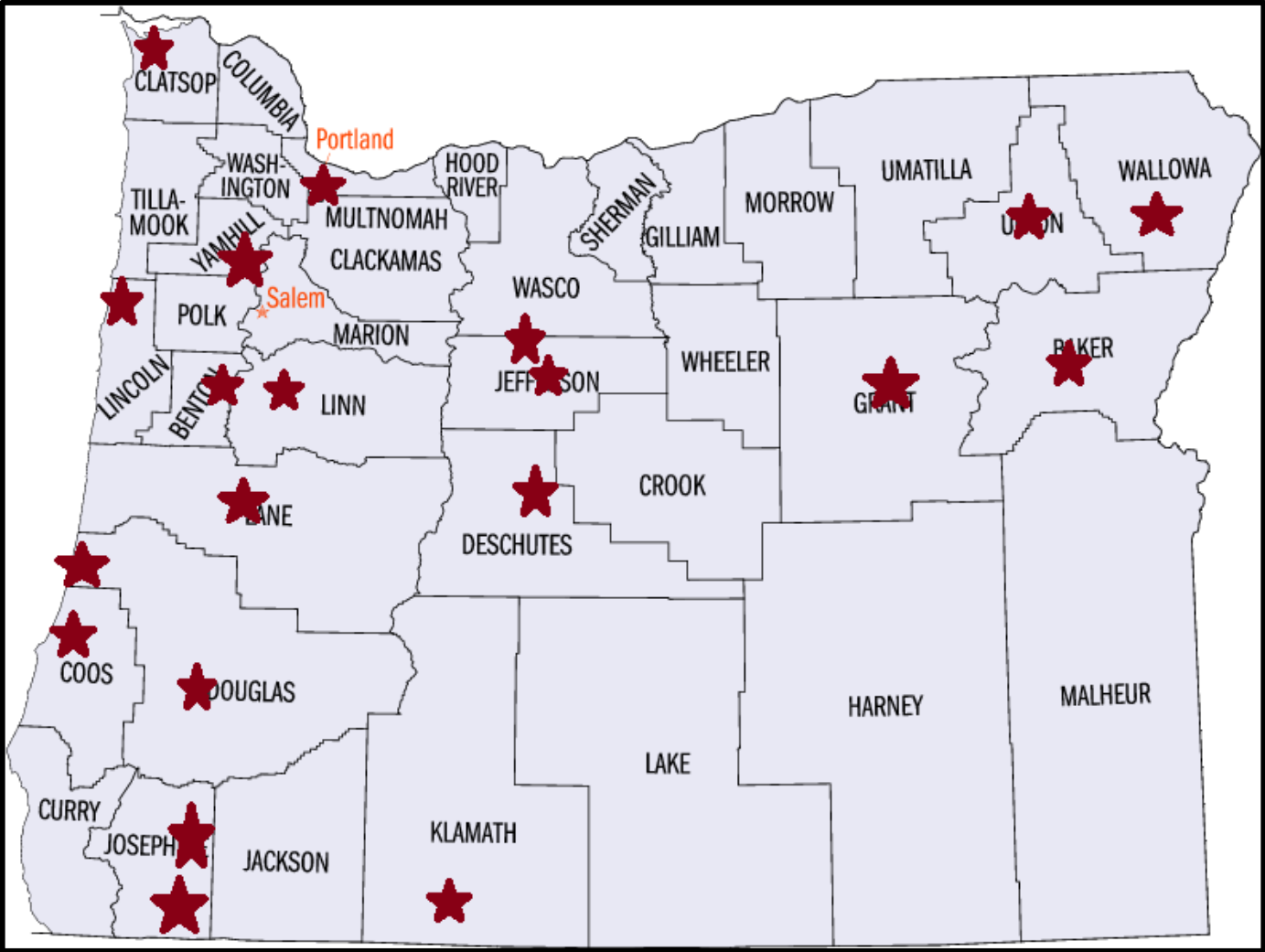
- Learn from, with, and about other students/professions
- Unique/specialized learning opportunities
- Explore rural and underserved communities
- Mentoring
- Rural Primary Care Loan Forgiveness program
- Certificate of completion
- Small one-time housing stipend



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AHEC Scholars Clinical Sites



ACE-15

- Assessment of Collaborative Environments
 - Designed for “rapid assessment of a clinic team’s level of teamwork”
 - Designed for and validated across medical environments, patients, and professions
 - Brief (under 5 minutes)
- Initially derived by an expert panel with team-based clinicians
- Validated
 - Relative to longer similar surveys
 - With focus groups



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Reference

- Tilden, Virginia, E Eckstrom, N Dieckmann. *Development of the assessment for collaborative environments (ACE-15): A tool to measure perceptions of interprofessional “teamness”*. Journal of Interprofessional Care. 2016, Vol. 30 No. 3 288-294



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Six Domains of “Teamness”

- Shared Goals
 - That reflect patient and family priorities supported by all team members
- Clear Roles
 - Team members together accomplish more than the sum of its parts
- Mutual Trust
 - Norms of reciprocity and greater opportunities for shared achievement



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Six Domains of “Teamness” (cont.)

- Effective Communication
 - Candid, complete, and continuously refined
- Measureable Process and Outcomes
 - Use to track and improve performance
- Organizational Support
 - Supports teams success



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Scoring

- Respondents rated each item using the following scale:
 - 1 = strongly disagree, 2 = disagree, 3 = agree, 4 = strongly agree
- Total score derived from each individual
- Mean and SD for the entire clinical team
 - Range of Means across all teams: 43.6 – 58 (Possible range: 15-60)
- Smaller standard deviations:
 - Indicate higher team cohesiveness
 - Range: 1.73 - 7.47



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ACE-15

Assessment for Collaborative Environments

Directions

The “health care team” refers to stable members of the care team (excluding volunteers, trainees, or other temporary team members) who provide care and support in a particular context or for a particular panel of patients. Please rate “the team” as a whole as you respond to the questions. Although some team members may differ from the majority, try to score “the team” as if it were a single entity.

	Strongly Disagree	Disagree	Agree	Strongly Agree
1. Team members contribute to setting and evaluating goals for improving the practice.	1	2	3	4
2. The team has a culture of mutual continuous learning.	1	2	3	4
3. The team fosters a culture of continuously improving communication.	1	2	3	4
4. The team is well supported by the overall organization (e.g., practice improvement is encouraged; team training is supported).	1	2	3	4
5. Team members fail to appreciate each other’s values and diversity.	1	2	3	4
6. Team members appreciate each other’s roles and expertise.	1	2	3	4
7. Team members have the autonomy to implement their part of the plan once the patient’s needs and goals are clear.	1	2	3	4
8. The team is effective in assigning and implementing administrative tasks (e.g., leadership, record keeping, meeting facilitation, etc.)	1	2	3	4
9. Team members do not feel safe bringing up concerns about roles and responsibilities for discussion, proactive improvement, and prevention.	1	2	3	4
10. All voices on the team are heard and valued.	1	2	3	4
11. The team encourages trust by paying attention to important personal or professional connections (e.g., celebrating achievements, milestones, etc.).	1	2	3	4
12. Members of the team are active listeners and pay close attention to the contributions of others, including the patient and family.	1	2	3	4
13. The team engages in routine, frequent, meaningful evaluation to improve its performance.	1	2	3	4
14. Team members tend not to recognize their own limitations in knowledge and skills.	1	2	3	4
15. The team constructively manages disagreements among team members.	1	2	3	4

Data Collection

- Provided scannable paper surveys to participating clinics
- Teams filled out the surveys at a team meeting
- Completed forms included in an envelope
- IDs only included at the team level (not team member level)
- Surveys scanned and data checked and cleaned
- Analyses occurred after cleaning



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Analysis

- Frequencies and descriptive statistics (means and standard deviations) were used to characterize responses
- A series of one-way ANOVAs (one-way analysis of variance) was conducted to compare clinics' ACE-15 scores across a variety of categories (setting, system, care, and clinic type)
- Alpha levels for statistical significance was set at 0.05 and all tests were two-tailed



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Results:

- **Response rate:** Surveys were delivered to 26 clinics and at the time of this report, 15 had returned completed forms for a 58% response rate
- **Team membership:** The mean number of team members was 11, with a range from 1 – 46. For purposes of analysis, teams were categorized by size: less than 5, 6-10, 11-15, and more than 16 team members

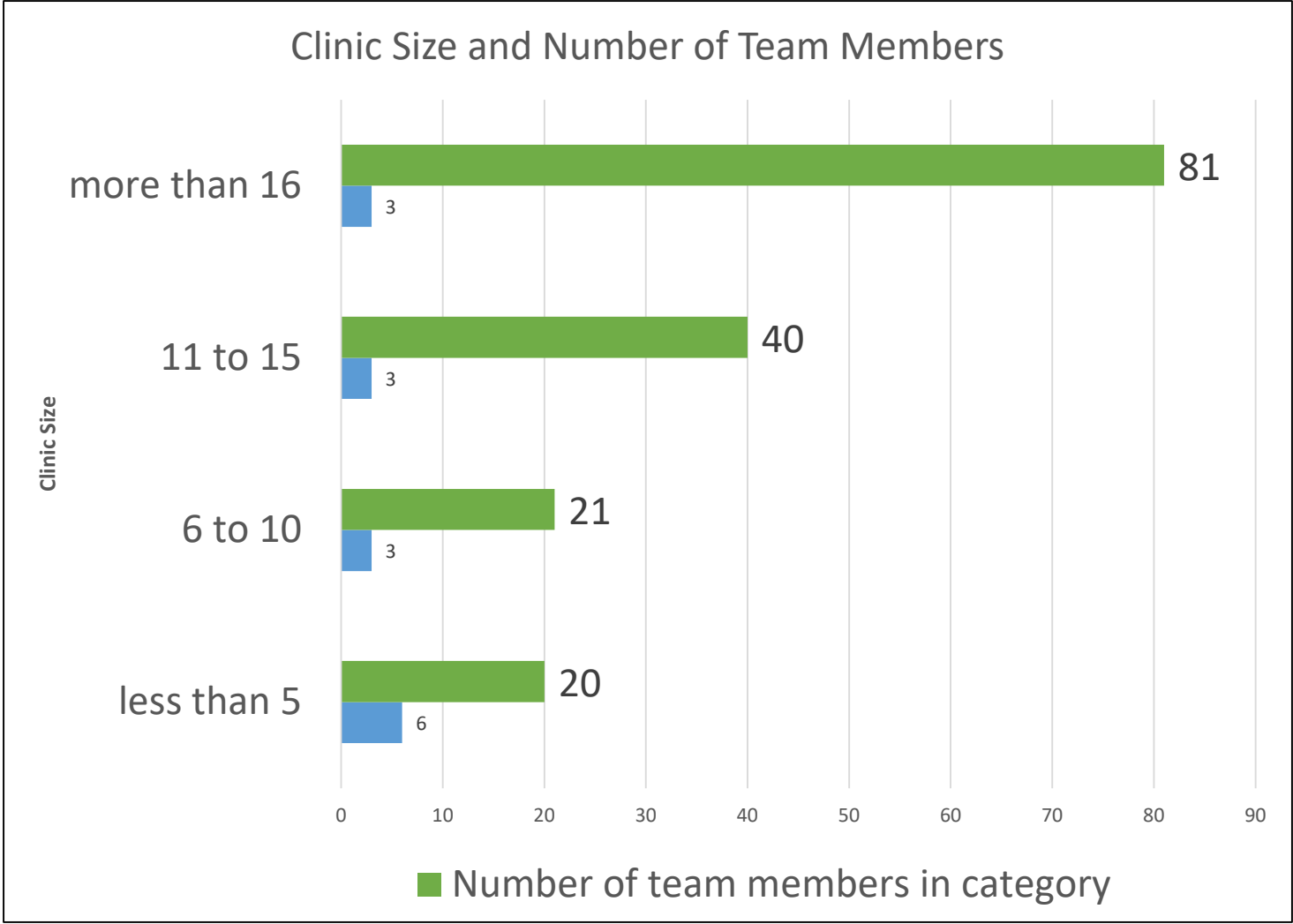


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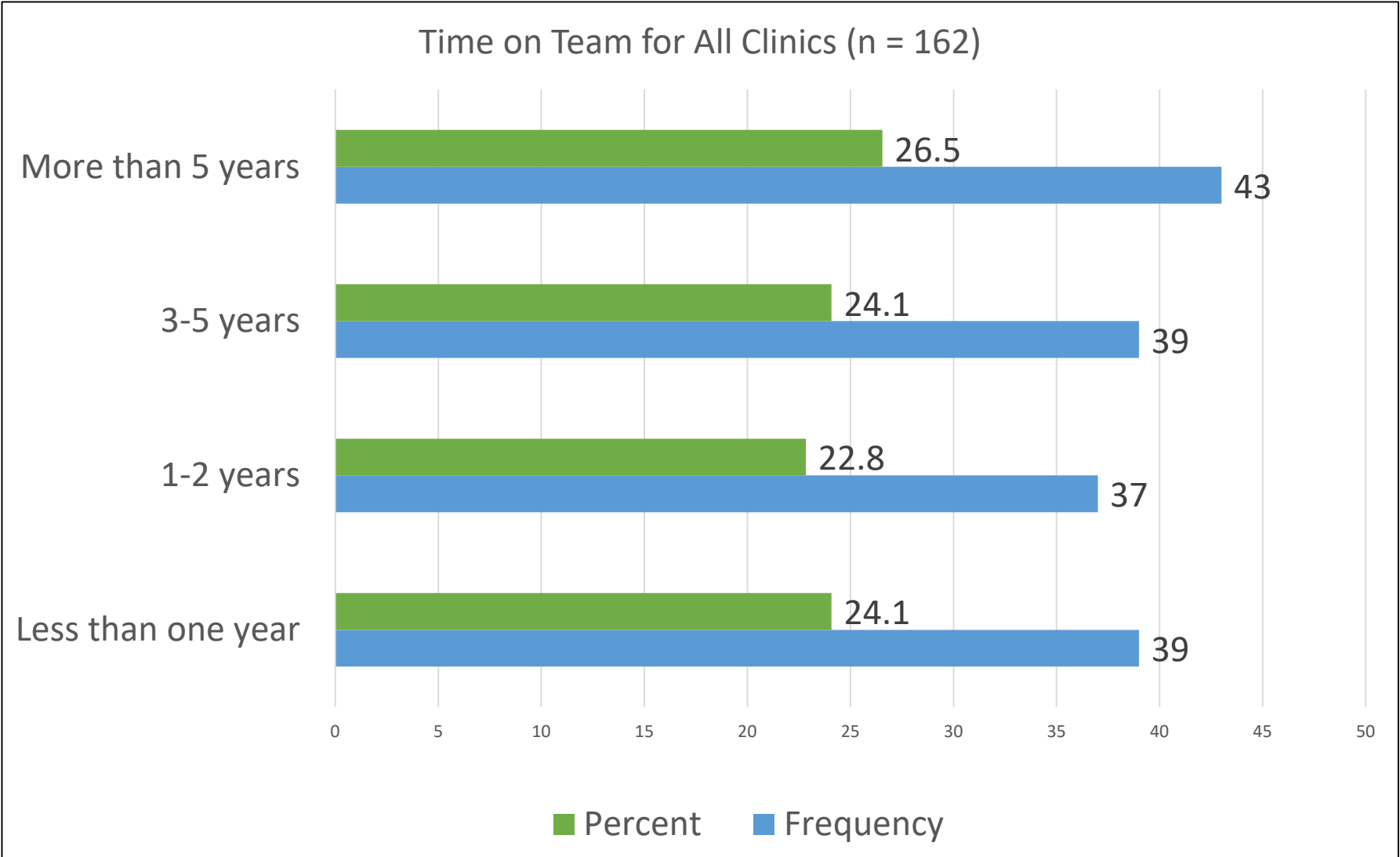
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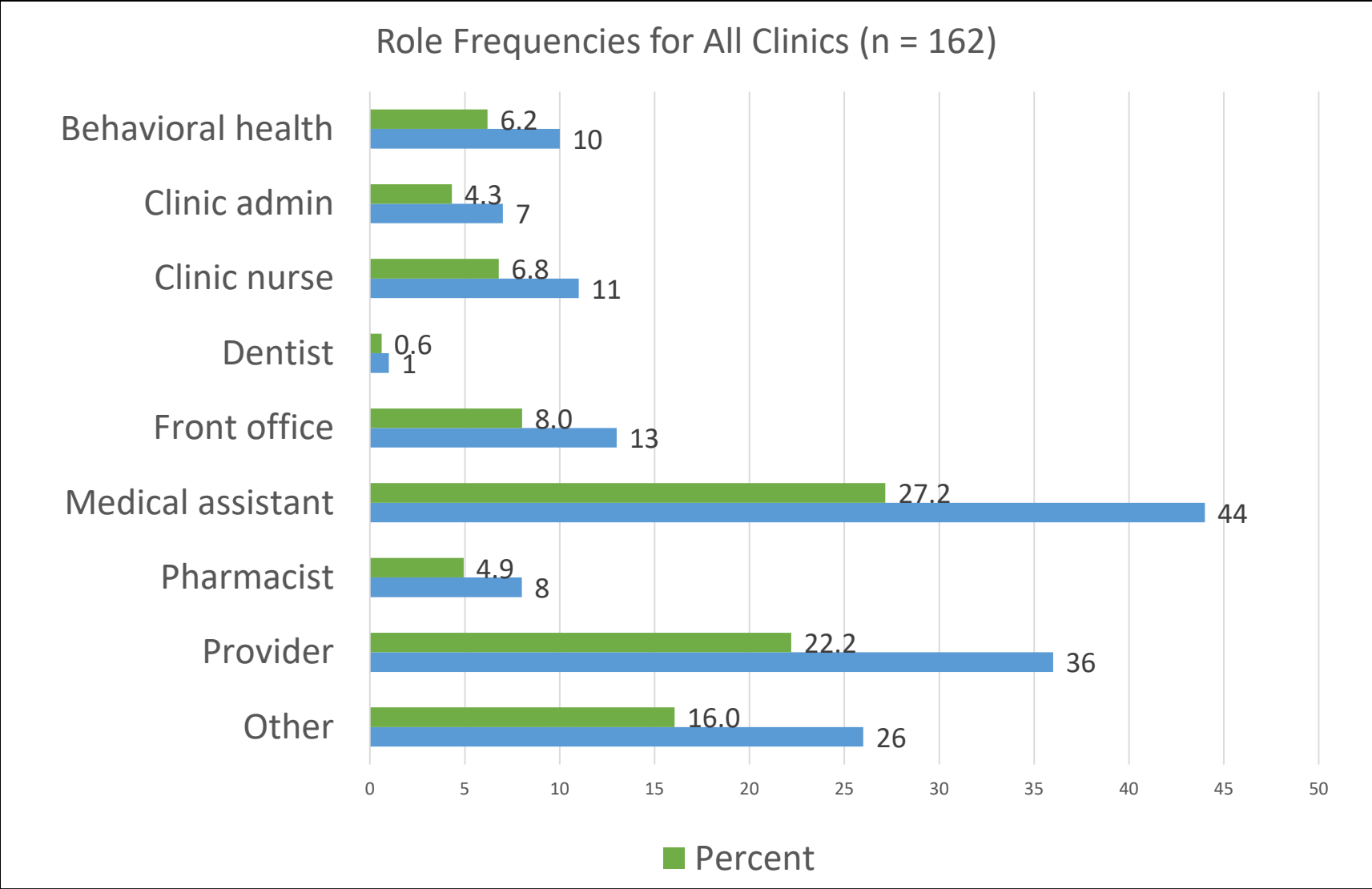
Team Configurations



Team Characteristics



Team Characteristics



Setting Characteristics

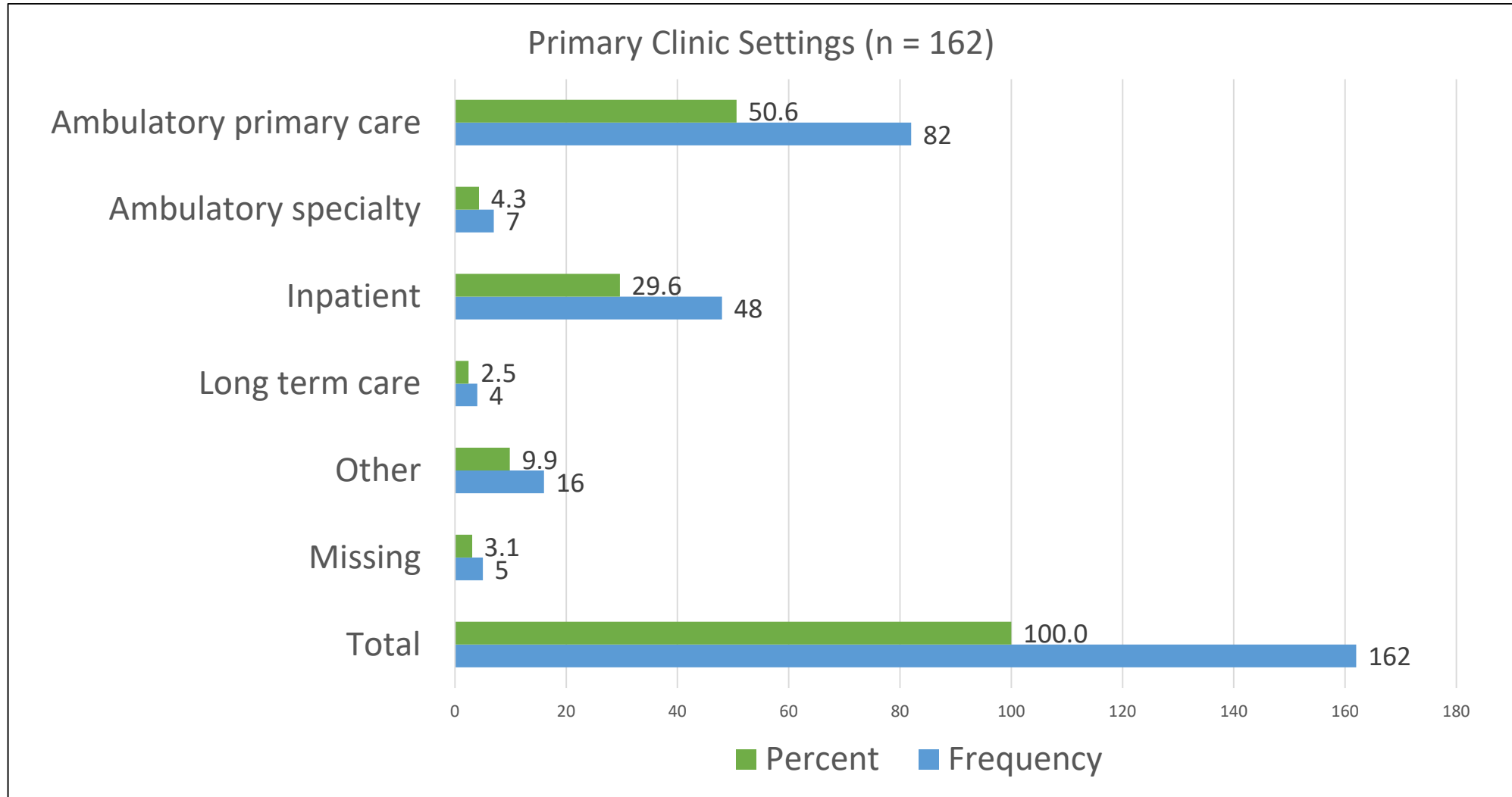




Table 1. Descriptive statistics for ACE-15 by clinic/team

Clinic	N	Mean	SD
103	48	45.1	5.63
402	16	36.4	6.00
403	17	40.9	5.20
404	13	43.2	2.13
406	5	40.8	2.95
407	1	51.0	-
411	15	37.9	6.71
502	4	38.2	9.03
507	12	38.1	5.18
508	6	42.8	5.67
509	6	38.5	3.45
510	9	42.0	3.04
513	3	44.3	4.16
514	5	42.8	2.59
515	2	40.0	0.00
Total	162	41.6	5.97



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Table 2. Team comparisons

	n	Mean	SD	p-value
Setting				
Rural	60	43.7	5.77	0.05
Urban	35	41.3	4.68	
System				
Univ. Health System	95	42.8	5.77	0.01
Rural Health System	52	40.3	5.49	
Care Type				
Traditional*	136	42.1	5.86	0.01
Non-traditional**	26	38.8	5.88	
Clinic Type				
Primary care	115	42.2	5.98	0.53
Specialty	23	41.3	5.07	

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Take Home Points

- Almost half of all team members have been on the team 2 years or less
- Clinic teams have a high amount of role diversity
- AHEC Scholars are at diverse training sites
- Rural clinics have a higher sense of “teamness”
- University clinic teams have a higher sense of “teamness”
- Traditional care teams have a higher sense of “teamness”
- No statistical difference between primary care and specialty teams

Patient Care Collaborative Team Benefits

- More comprehensive and complete care (Ponzer et al., 2004)
- Promotes collaboration, more complete care to complex patients (Mu et al., 2004)
- Coordinated care centered on the patient (Baldwin, 2007)
- Improved patient satisfaction (Jensen & Royeen, 2002)
- Better coordinating in rural areas (Crocker & Hudson, 2015; Illing & Crampton, 2015)



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Basic Principles of Patient Care Team Based Training

- Effective Communication Skills
- More cohesive work environment
- Atmosphere where all members are comfortable speaking up
- Trained to cross check each others work
- Offer assistance when needed
- Addresses errors in nonjudgmental fashions
- Debriefing and feedback giving



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Speaking the Same Language

- SBAR
 - Situation – Background – Assessment - Recommendation
- Surgery Timeout
- Check back
- Huddle



Speaking Up

- ARCC
 - Ask a question – Make a Request – State your Concern – Chain of Resolution
- CUS
 - Concerned – Uncomfortable – Safety



Example – The Operating Room

- ARCC
 - Should the patient be positioned with her head this way?
 - I would like to move the OR table so we can re-position the patient.
 - I am concerned that if we leave the head in extreme extension, there could be undo stress put on the C-spine.
 - Think through who else you could talk to if things are not resolved



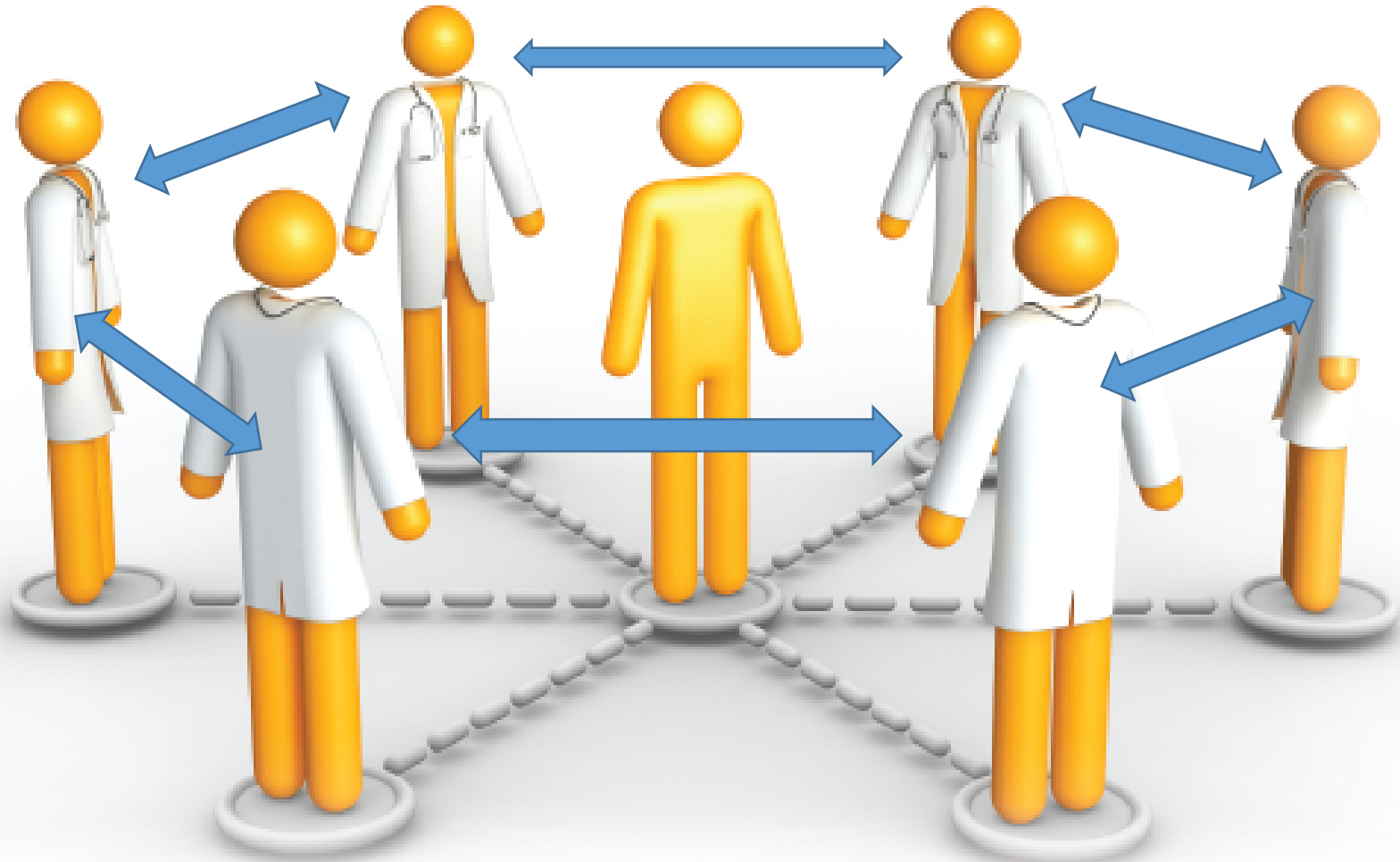
Resources



- AHRQ - TeamSTEPPS
- IHI
 - 1 Review aim
 - 2 Consider the system
 - 3 Team includes members familiar with all parts of the system
 - 4 Each team has an executive sponsor responsible for the success
- National Academy of Medicine
 - “Creating Patient-Centered Team-Based Primary Care
 - <https://pcmh.ahrq.gov/page/creating-patient-centered-team-based-primary-care>



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Thank you

Questions?



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