Optimizing Team Structures & Building High Functioning Teams

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CHS: We go where the grass is brown

- Blended behavioral and primary care
- Outreach and care coordination
  - Telehealth
- Training healthcare providers
  - Value-based contracting
- Healthcare analytics
Populations/Communities Served

• Rural Appalachian
• Black/African American
• Migrant/Agricultural Farm Workers
• Latino/Hispanic
• Homeless
• Public Housing
• Refugee – Africa, Middle East, Eastern Europe/Russia
Giving our Best for Those Most in Need

Improving Access and Outcomes for the Underserved

Calendar Year 2018

72,911 Patients Seen
383,230 Services Provided
16,690 New Patients
CHS’ Behaviorally Enhanced Healthcare Home

- Behaviorist on Primary Care (PC) team
- Consulting Psychiatrist on PC Team
- Shared patient panel and population health goals
- Shared support staff, physical space, and clinical flow
- BH Access and collaboration at point of PC
- PC Team based co-management and care coordination
- Shared clinical documentation, communication, and treatment planning
An Integrated Team Based Model

- Functions of care delivery shared across team
- Access to BH expertise “where behavioral problems shows up”
- Improved communication
- Improved care coordination
- Expanded health management support
- Supported patient engagement
The “Secret Sauce” is .... TEAMWORK
Effective teams can have a positive impact...

Patient
- Quality of Care
- Health Outcomes
- Satisfaction
- Access

Team
- Coordination
- Communication
- Job Satisfaction
- Well-being

Organization
- Efficiency
- Value
- Outcomes
- Retention

A Team of Experts ≠ An Expert Team

Experts work well on tasks.

Expert teams work well together (communicate, cooperate, coordinate)
# 7 “Cs” of Teamwork

<table>
<thead>
<tr>
<th>Driver</th>
<th>Key Question</th>
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<tbody>
<tr>
<td>1. Competence</td>
<td>Right people with the right mix of KSA’s?</td>
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<td>2. Cooperation</td>
<td>Right attitudes about and willingness to team?</td>
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<td>3. Coordination</td>
<td>Demonstrate necessary teamwork behaviors?</td>
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<td>4. Communication</td>
<td>Communicate effectively with each other and outside?</td>
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<td>5. Cognition</td>
<td>Possess a shared understanding (e.g., priorities, roles, vision)?</td>
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<td>6. Coaching</td>
<td>Leader and/or team members demo leadership behaviors?</td>
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<td>7. Conditions</td>
<td>Have favorable conditions (e.g., resources, culture)?</td>
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Teamwork: Things that Matter

- **Practice Conditions** that support or hinder effective teamwork

- **Team cognition** shared understanding & synchronicity of team goals, roles, and how members will work together as a team; allows team members to understand intuitively how their teammates will think & act

- **Leadership and Coaching** mutual feedback among members that promotes teamwork and moves the team closer to achieving its goals

- **Cooperation** supported by an emotionally safe climate that supports expression and resolution of conflict and builds team trust and cohesion

- **Coordination** including adoption of processes that optimize efficient performance of interdependent activities among team members; and

- **Communication**, particularly regular, recursive team cycles involving planning, action, and debriefing

Fiscella, Kevin et al. Improving Care Teams' Functioning: Recommendations from Team Science Joint Commission Journal on Quality and Patient Safety, Volume 43, Issue 7, 361 - 368
Choosing the Individual Team Members: Valuable Deep-Level Attributes

<table>
<thead>
<tr>
<th>Conscientious</th>
<th>Sociability</th>
<th>Optimism</th>
<th>Value Teamwork</th>
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<tr>
<td>Responsible</td>
<td>Agreeableness</td>
<td>Positive Affect</td>
<td>Collectivism</td>
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<tr>
<td>Hardworking</td>
<td>Emotional Stability</td>
<td>Team Contagion</td>
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<tr>
<td>Back Up</td>
<td>Friendly</td>
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<td></td>
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<tr>
<td>Monitor</td>
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(Bell et al, 2018)
Project Aristotle: In Search of the Perfect Team

In 2016, Google “discovered the secret ingredients for the perfect team”

Study of 180 Google teams to understand why some teams stumbled and others succeeded.

- Do members have similar interests?
- Are they motivated by the same rewards?
- Do they socialize outside the office?
- Do they eat together during work?
- Do they share the same hobbies?
- Do they have similar educational backgrounds?
- Are they outgoing or shy? Introverted or extraverted?
- Does the mix of these matter?
- Does gender balance matter?
- Does the length of time the teams works together matter?

The Perfect Team...What is “Critical”?

- How teammates treat one another
- High degree of communication between members
- Psychological Safety

Balancing Team Member Characteristics

- **Results-oriented** (take charge, confident, competitive, energetic)
- **Relationship-focused** (attuned to others’ feelings, builds consensus, warm, diplomatic)
- **Process and rule followers** (reliable, organized, conscientious)
- **Innovative and disruptive thinkers** (imaginative, curious, open)
- **Pragmatic** (practical, hard-headed, challengers of new ideas, prudent)

Take Away # 1: *Mayonnaise (and not Jumbo Jet)*
Complicated systems have many parts but when they interact, they do not change each other. Complex systems have rich interconnectivity between parts that have irreversibly transformed each other.
Take Away #2 Title Versus Function

...NO... IT'S YOUR JOB TO CLOSE THE DOORS...

ROLE CLARITY
Meet Brad:
Hi Brad!
Take Away #3: Resilience

CHS
Chattanooga
Clinic (#4)
Trauma and Drama: Staffing
Trauma and Drama: Car Crash
In memory—December 9, 2013

It was just days before Christmas and all through the place Every creature was stirring—The cops had a case.

Someone had shouted “He ran in there!” The door burst open, the cops yelled “Where?”

Guns were drawn, the cops were running, the dog was barking. It was almost funny.

Then ‘Barney’ came in through a door on the right And yelled “Where’s the dog? He better not bite!”

With no criminal found, he closed the door—tried to holster his gun...then killed the floor.

This is what’s left from that memorable day—A hole in the tile, but we’re all ok.

The bad guy was caught at the store next door. This is truly what happened when the cops killed our floor.
Trauma and Drama Antidote: Cake, Ugly Sweater Contests, Uplifting Notes
Take Away # 4: Conflict Management
One of my favorite people at CHS

Meet Andy
Hi Andy!
Early EHR Discussions...
Team Culture Learning Framework: Passive Strategies
Team Culture Learning Framework: Active Strategies

- Experiential
  - Shadow multiple providers
  - Direct patient care
  - Participate in team meetings

- Didactic
  - Inter-disciplinary seminars
  - Teaching other team members
  - Practice guidance

- Supervision
  - Mentorship
  - Role Modeling
  - Inter-professional practice focus
Orientation Checklist

- Human Resource Orientation
- Electronic Health Record Basic Training
- Electronic Health Record Clinical Training
- Tour Clinic and Meet Staff
- Integrated Care Readings/Modules
- Review Clinic Policies and Procedures
  - Use of Interpretation Services
  - Crisis Protocol
- Review Integrate Care Clinical Workflow
- Shadow Primary Care Providers
- Shadow Behavioral Health Consultants
- Shadow other team members
  - Nurse
  - Health Coach
  - Specialty Behavioral Health Providers
- Attend Team Huddle and/or Treatment Team
- Meet with Supervisor/Preceptor
- Observe clinical groups
Where is your Pop Health team on the continuum? Where should it be? What would it take to get there? What are the challenges? Who needs to be on the team that isn’t?
“It is easy to believe we are each waves and forget we are also the ocean.”
— Jon J. Muth
Thank you!

Questions?

Suggestions?

Comments?

Ideas?