**Script- Teamwork**

**Slide 1:** Welcome to the 'Teamwork in Healthcare' Educational Module, which is part of the Learning Unit WP3 - H-Pass. We're thrilled to have you join us as we explore the crucial role that teamwork plays in delivering high-quality healthcare.

**Slide 2:** In this module, we’ll dive into several important topics:

First, we’ll discuss the rationale behind teamwork in healthcare.

Next, we’ll explore the team life cycle—how teams evolve over time.

Then, we’ll touch on managing effective meetings.

And finally, we’ll cover how to give and receive feedback in teams, an essential skill for continuous improvement.

**Slide 3:** By the end of this module, you will:

* Understand why teamwork is so important for delivering patient-centered care.
* Learn the difference between complicated and complex systems and how this affects teamwork in healthcare.
* Explore the stages of team development and how they shape group dynamics.
* Recognise the role of leadership in managing team interactions and guiding processes.
* And, you’ll walk away with best practices for organizing, conducting, and wrapping up productive meetings in a healthcare setting.

**Slide 4:** Let’s begin by introducing the topic of teamwork in healthcare. As you know, modern medical environments are incredibly complex. With professionals from various disciplines working together, effective collaboration becomes essential. Not only does teamwork improve patient outcomes, but it also helps reduce errors and leads to more innovative solutions. By understanding how teams develop and how to navigate complex systems, healthcare professionals can work more cohesively, continuously improve, and ultimately provide better care.

**Slide 5:** Now, why is teamwork so essential in healthcare?

Teamwork is a necessity because healthcare operates within complex systems, where professionals must integrate their skills and work together. When experts from different disciplines collaborate, they gain a more comprehensive and integrated view of the challenges at hand, allowing them to develop creative and adaptable solutions.

**Slide 6:** Now, let’s shift our focus to the multidisciplinary approach and how it relates to patient-centered care.

A well-rounded team can address diverse patient needs, leading to a more personalized approach. When team members communicate effectively, they reduce clinical errors and improve patient safety. Additionally, teams that draw on multidisciplinary expertise can make more informed decisions, ensuring continuity of care across various specialties. In emergency situations, cohesive teams can respond quickly and efficiently, improving outcomes. Collaboration also fosters continuous learning, allowing healthcare professionals to stay updated on best practices and new technologies.

**Slide 7:** However, it’s important to note that for a group to work effectively, it needs both cohesion and meaning. Teams need a clear process of identification, defined by external boundaries and internal operating rules. Without these, the group may struggle to function effectively.

**Slide 8:** Let’s now turn our attention to the team development model, which outlines the five stages of group life. You might wonder, why is this model useful? Well, it helps us understand what to expect when creating a new team or when new members join an existing team. Each stage represents a critical step in team formation and progress.

**Slide 9:** Any team leader should be aware of these five stages:

Forming, Storming, Norming, Performing, and Adjourning. Each of these stages plays a vital role in the development of a team. So, let’s break them down in more detail.

**Slide 10:** Phase 1: Forming. This is the ice-breaking phase. Team members are often uncertain and anxious about their roles, responsibilities, and goals. At this stage, trust is low, and people tend to be polite, hesitant to share their opinions. Everyone looks to the team leader for guidance, trying to understand why their presence is needed.

**Slide 11:** So, what should the team leader do during this phase?

It’s important for the leader to clearly communicate the team’s purpose and objectives. They should create a space where team members can introduce themselves and get to know one another. By doing this, the leader sets the foundation for future collaboration and success.

**Slide 12:** Phase 2: Storming. This is often referred to as the ‘probationary period.’ Trust is still low, and group members begin to test the waters. Differences emerge about what should be done and how. People may compete to have their ideas accepted, and this can cause tension within the group.

**Slide 13:** During storming, individuals test both the leadership of the team leader and the dynamics of the group. Subgroups may form, and the group may experience conflict. But this stage is crucial—it’s when teams work through their differences and begin to clarify their roles.

**Slide 14:** So, what’s the best leadership style for the team leader to adopt at this stage?

The team leader should guide members through conflicts, ensuring that disagreements don’t fracture the team. They must be attentive to any signs of intolerance and provide feedback to help the group stay focused on the task at hand. At this point, the leader’s role is still directive, and they must actively intervene to keep the team moving forward.

**Slide 15:** Phase 3: Norming. At this stage, group cohesion starts to build. Members trust each other more, and they’re committed to achieving the group’s goals. Internal rules are established, and the team begins to function as a cohesive unit. The team is starting to settle into a rhythm.

**Slide 16:** At this point, the team leader can begin to delegate more tasks. They still need to provide feedback and supervision, but the group is now collaborating more independently. The leader should ensure that communication remains open and that everyone is working together effectively.

**Slide 17:** Phase 4: Performing. Now the group is fully functioning, and members are working efficiently towards their goals. The atmosphere is one of open communication and mutual support. The team is achieving high levels of productivity and can handle complex tasks with minimal supervision.

**Slide 18:** At this stage, the team leader takes on more of a supportive role, maintaining the team’s momentum. They ensure that the rules of engagement are followed and work to strengthen the team’s sense of belonging.

**Slide 19:** Finally, we reach Phase 5: Adjourning. Once the group has completed its task, it’s time for the team to disband. This can be an emotional moment for high-performing teams, as members may feel a sense of sadness about parting ways. However, it’s also an important opportunity to reflect on what was accomplished and celebrate the group’s success.

**Slide 20:** Now, let’s recap some key messages.

Effective teamwork doesn’t happen overnight—it takes time for a group to function at its best. Building cohesion requires commitment and clear communication. Teamwork is a powerful tool for solving complex problems, but it depends on everyone understanding their roles and responsibilities. It’s also important to remember that teams are dynamic—when changes occur, such as someone leaving or a new member joining, the team’s balance will shift, and the leader may need to step in to guide the team through the transition.

**Slide 21:** Remember, the stages of team development don’t happen in isolation or in a strict sequence. Teams may move backward or forward between stages as circumstances change. The role of the leader is crucial during these moments of transition. They must help the team readjust and reassign tasks as needed to maintain momentum.

**Slide 22:** Let’s now explore the nine roles that Meredith Belbin, a British researcher, identified by studying how people contribute to teamwork.

Belbin’s Team Roles Model serves as a valuable tool for understanding how individuals can effectively contribute to collaborative efforts. According to Belbin, an effective team comprises members who fulfill complementary roles, allowing each person to naturally gravitate toward one or more roles that enhance overall team performance.

**Slide 23:** Belbin’s roles are classified into three primary categories: people-oriented roles, thinking-oriented roles, and action-oriented roles. The first category, people-oriented roles, emphasizes interpersonal relationships and collaboration within the team. The second category, thinking-oriented roles, focuses on analysis and innovation. Finally, the action-oriented roles center around execution and practical implementation. By delving deeper into each of these categories, we can better appreciate their significance in fostering effective team dynamics.

**Slide 24:** Within each of these categories, Belbin identified specific roles that individuals can assume to contribute to the team’s success. In the realm of social roles, we find the Resource Investigator, Teamworker, and Coordinator. These roles emphasize communication and collaboration. In the thinking-oriented category, the roles of Plant, Monitor Evaluator, and Specialist come into play, highlighting the importance of analysis and creativity. Lastly, the action-oriented roles include the Shaper, Implementer, and Completer Finisher, which focus on getting things done efficiently. Together, these roles illustrate how diverse contributions can enhance teamwork and productivity.

**Slide 25:** Let’s start with the Social Roles.People in these roles focus on communication and collaboration within the team.

The **Coordinator** acts as a natural leader, promoting teamwork and effective delegation, though they may sometimes appear detached from the group. The **Teamworker** is essential for encouraging cohesion and harmony among team members, even if they occasionally avoid confrontation. The **Resource Investigator** brings extroversion and curiosity to the team, connecting members with external ideas, although they may struggle to maintain focus over time.

**Slide 26:** Next, we have the Thinking Roles, where members concentrate on analysis and innovation:

The **Plant** is known for their creativity and ability to generate original solutions, yet they can sometimes overlook practical considerations. In contrast, the **Monitor Evaluator** takes on an analytical role, critically assessing ideas and ensuring objectivity; however, they may be perceived as overly cautious in their evaluations. Meanwhile, the **Specialist** provides deep expertise in a specific area but might focus too narrowly, potentially limiting their contributions to the broader team objectives.

**Slide 27:** Finally, we arrive at the Action Roles, where members focus on getting things done.

The **Implementer** takes charge of organizing tasks and translating plans into action, although they may resist changes to established methods. The **Completer Finisher** is detail-oriented, ensuring that tasks are completed and maintaining high-quality standards, yet they may experience anxiety or become overly perfectionistic. Finally, the **Shaper** is driven and motivational, pushing the team toward achieving their goals, although they can sometimes come across as aggressive in their approach.

**Slide 28:** Belbin’s model offers several key insights into effective teamwork. It highlights the importance of balanced roles within a team to avoid gaps, such as a lack of creativity or excessive analysis. Additionally, team members often fulfill multiple roles based on the team’s needs and their individual strengths, which can further enhance collaboration. Understanding team composition through this model aids in recognizing strengths and weaknesses, thus optimizing teamwork. Finally, it is crucial to appreciate the dynamics of each role, as they contribute unique strengths and challenges. Balancing these roles effectively, along with establishing clear objectives, fosters a dynamic and adaptable team structure capable of meeting its goals.

**Slide 29:** Now, let’s talk about meetings. What exactly is a meeting? It’s a tool that enables information exchange between multiple people working toward a common goal. To be effective, meetings must balance content and relationships. And to be efficient, they need to use time and resources wisely.

**Slide 30:** Meetings have both pros and cons. On the plus side, they allow for collective problem-solving, encourage collaboration, and promote a sense of belonging within the group. However, not every situation requires a meeting. If the objective can be achieved through individual or smaller group interactions, or even with an email, it’s best to avoid calling a full meeting.

**Slide 31:** When we think about meetings, we need to consider both the content—what’s being discussed—and the process—how the meeting unfolds in terms of relationships and communication.

**Slide 32:** As the team leader, your tasks during a meeting include managing relationships between team members, negotiating objectives, and ensuring that the meeting stays focused and productive.

**Slide 33:** Now, let’s break down the stages of a meeting: Preparation, Coordination, Conclusion, and Verification. Like teams, meetings follow a process. Proper planning and execution ensure that meetings achieve their purpose efficiently.

**Slide 34:** Another crucial component of teamwork is giving and receiving feedback. Feedback, when given correctly, helps teams grow and improve. Focus on facts, not personality traits, and deliver feedback in a timely manner. Always frame feedback using 'I' statements, which keeps it constructive and grounded in observation.

And when you’re on the receiving end of feedback, ask specific questions. Rather than asking a general question like, 'Did you like my presentation?' try 'What were my strengths and weaknesses?' This leads to more useful, actionable feedback that can help you improve.

One of the biggest barriers to effective teamwork is miscommunication. It occurs when people don’t say what they mean, or their message isn’t understood the way they intended. To prevent miscommunication, it’s important to be clear, concise, and to always ensure that what you’ve communicated is understood by others.

**Slide 35:** In conclusion, mastering teamwork in healthcare requires an understanding of both the complexity of systems and the stages of team development. With strong leadership, clear communication, and effective feedback, healthcare teams can navigate challenges, deliver high-quality care, and continuously improve. Meetings, when managed well, further support these objectives.

**Slide 36:** Thank you for following along with this module on teamwork in healthcare. If you’d like to explore further, here are some references that informed this presentation. We hope you found the session useful and that you can apply these concepts to your own team environment.