TEAM BUILDING:
Overcoming Burn-Out and Compassion Fatigue for the Wellness of Future Generations

2014
Continuing Medical
Education Best Practices &
GPRA Measures Conference

Today's Stuff

- What's a team?

- Attributes of an effective team

- Barriers to team effectiveness

- Improving team effectiveness

- Develop an I.H.S. Provider Support Network for independent consultation.

- Increase the Understanding of Multidisciplinary Teamwork and the Role of Behavioral Health Providers in the Multidisciplinary Team.

What Is A Team in Indian Healthcare?

A Team, . . . is a collection of individuals striving for the same goal
~   Providing The Highest Quality Healthcare for the Purpose of Reversing the Intergenerational impact of Historical Traumas! **(ACE's)**

~   AI/AN Cultural Competence informs us with the fact that in a good team, . . . the Whole is better than the sum of the parts!
~   In healthy traditional tribal communities, the focus on The Collective meant the ***young*** and the ***elderly*** were cared for and ***the adults in-between*** were healthy, thriving and able to fulfill their roll.

(Mallory, 1991; Altamirano, 2014,... a second ago. Your heard it here 1st)

Good Reasons for a Team

- To solve challenges by drawing on the multidisciplinary talents of our healthcare team,… because someone else may know more about that patient, and their family than we do!

- To foster togetherness in the workplace while tackling daily encounters with a Trauma-Informed, Customer Service Approach in our minds and hearts.

- To develop or increase communication among staff members about policies, procedures, improving quality patient care and not engaging in the gossip of the day.

- To heighten productivity by encouraging an atmosphere of cooperation, collaboration and mutual Interdisciplinary Respect.

- To achieve a solution that might be unpopular to some, but is the desire of the majority, and in the patients best long-term interest, . . .

  - Address Secrets,…

10 Attributes of An Effective Team

According to the US National Library of Medicine, National Institutes of Health, . . .

The 10 Foundational Characteristics of Effective Interdisciplinary Teamwork:

- ➢ Positive leadership and management attributes;
- ➢ Communication strategies and structures;
  - ➢ Personal rewards, training and development;
  - ➢ Appropriate resources and procedures;
    - ➢ Appropriate skill mix;
    - ➢ Supportive team climate;
      - ➢ Individual characteristics support interdisciplinary team work;
        - ➢ Clarity of vision;
          - ➢ Quality and outcomes of care; and, ... Drum roll...
          - ➢ Respecting and Understanding Each Others Roles.

Barriers to Team Effectiveness

➢ When we can't take in what others are saying because they say it differently.

  ➢ Unclear or unproductive communication

➢ When individuals approach things differently so they don't know where their team mates are coming from & don't develop trust.

  ➢ Different approaches result in individual being untrusting of others

➢ When the process by which they make decisions is different so they can't make consensus decisions.

  ➢ The team can't make consensus decisions when required

➢ When a group is highly interdependent but they don't understand what the rest of the teams roles are, they just know they need something from them to do their role.

  ➢ Team doesn't understand their other team members roles

➢ The common goal is not clearly defined or bought into by all team members.

  ➢ Team is not clear and bought into the common goal

Improving Team Effectiveness Barriers

1. **Unclear or unproductive communication**

   a. Practice actively listening, where they repeat back what they heard. The individual who is communicating the original idea can correct the understanding and both members and those observing can see where the differences originate and have a deeper understanding of how to communicate more effectively.

2. **Different approaches result in individual being untrusting of others**

   a. Work through a simple problem and document the steps they would take to solve the problem. Then have each member review with the group how and why the approached it in their unique way. The group should see there are many ways to work through things and gain an appreciation for different approaches.

3. **The team can't make consensus decisions when required**

   a. Decisions shouldn't always be made through consensus but there are times when all team members need to have a say to buy in and carry the decision through. So if the team is having trouble making decisions look into why that is, challenge the team to identify why they are having trouble and brain storm on suggestions on how to improve.

4. **Team doesn't understand their other team members roles**

   a. If time and skills permits, swap roles for a day or an hour. Often we think we know what someone else does until we are actually challenged with doing it ourselves. If time or skills don't permit, take time out of each team meeting to have individuals give a little review of their role and how they go about it.

5. **Team is not clear and bought into the common goal**

   a. Some people enjoy the social interaction of team so naturally adjust well to working in a team, others however would prefer to be individual contributors. If individuals do not understand the common goal they are less likely to stretch themselves to work together as a team to accomplish. Ensure the group understand the goal they are trying to achieve as a team and the benefits of working together as a team.

The Team of the Future: Everyone Takes Respectful Responsibility for ALL Tasks!
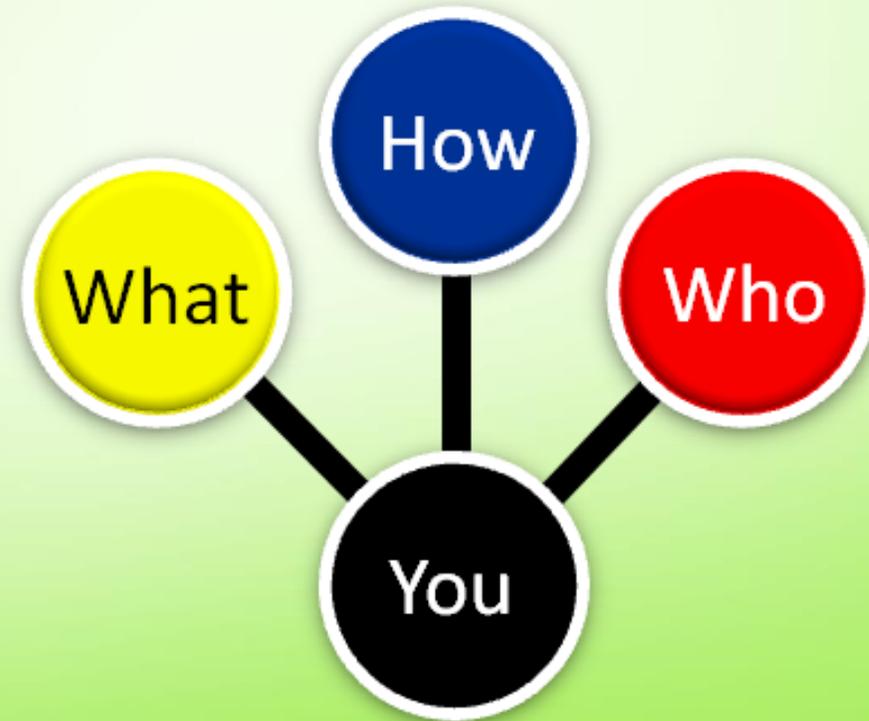
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The Days of "it's not my job" are Gone!

Traditional Work Groups	Teams
Leaders dominates and controls the team	The leader is facilitator and coach
Goals set by organization	Goals set by team members
Leader conducts meetings	Meetings are participative discussions
Leader assigns work	Team plans work assignments

Traditional Work Groups	Teams
Emphasis on individual performances	Emphasis on team performances
Workers compete against each other	Team members work as cooperative unit
Communication flows down from leader	Communication flows upward and downward(to and from leader)
Information is often hoarded by workers	Information is shared
Decisions made by leader	Decisions made by entire team

Striving To Be the Best Team Player
Leads To You Influencing Positive Outcomes

Prevention • Intervention
Wellness for Future Generations

How

What

Who

You

Connections at work

Guess The Message

Grieving her best friend

Pain Isn't Always Obvious
KN**O**W
THE SIGNS
Suicide Is Preventable

Understanding Multidisciplinary Teamwork & Being Part of the Multidisciplinary Team.

What's The Message?

Compassion Fatigue: Exercise

Please make a list for 13 answers.
Answers will range from 1-10

Never/Rarely   Sometimes   Very Often

1   2   3   4   5   6   7   8   9   10

Table 2 — Short Compassion Fatigue Scale[5,12]

Consider the following items about your work/life situation. Write the number that best reflects your experiences using the following rating scale, 1 through 10:

Never/Rarely				Sometimes				Very Often	
1	2	3	4	5	6	7	8	9	10

___ a. I have felt trapped by my work.

___ b. I have thoughts that I am not succeeding in achieving my life goals.

___ c. I have had flashbacks connected to my patients.

___ d. I feel that I am a "failure" in my work.

___ e. I experience troubling dreams similar to those of a client of mine.

___ f. I have felt a sense of hopelessness associated with working with clients/patients.

___ g. I have frequently felt weak, tired, or rundown as a result of my work as a caregiver.

___ h. I have experienced intrusive thoughts after working with especially difficult clients/patients.

___ i. I have felt depressed as a result of my work.

___ j. I have suddenly and involuntarily recalled a frightening experience while working with a client/patient.

___ k. I feel I am unsuccessful at separating work from my personal life.

___ l. I am losing sleep over a client's traumatic experiences.

___ m. I have a sense of worthlessness, disillusionment, or resentment associated with my work.

Vicarious Trauma = c, e, h, j, l[a]; **Job Burnout** = a, b, d, f, g, i, k, m[b]

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[a] A score of 15+ suggests that **vicarious trauma** may be present.

[b] A score of 30+ suggests that **job burnout** may be present.

Vicarious Trauma & Burn Out

How Can You Change This, . . .????

Key Points to Keep in Mind

- Understand how and why people work together- the psychology of team-building – and consistently put your knowledge to use.

- Set goals, objectives and checkpoints to keep team projects on track

- Select the right people to be on your team. Look for their full potential and cultivate it.

Key Points to Keep in Mind

- Demand the most from yourself and your skills as team leader. Challenge yourself and the team throughout the project, and inspire others to follow you.

- Delegate with tact and thoroughness. Let others' skills help you do your work. Allow others to grow through the tasks you assign them.

Key Points to Keep in Mind

- Motivate your team by giving them their needs and wants, and by rewarding them.

- Communicate with your team in a concise manner. Have the team give you feedback to demonstrate they understand your message.

- Eliminate problems quickly when they arise. Confront the difficult situation, determine what action you should take, keep team members informed, if appropriate, then move on to other matters.
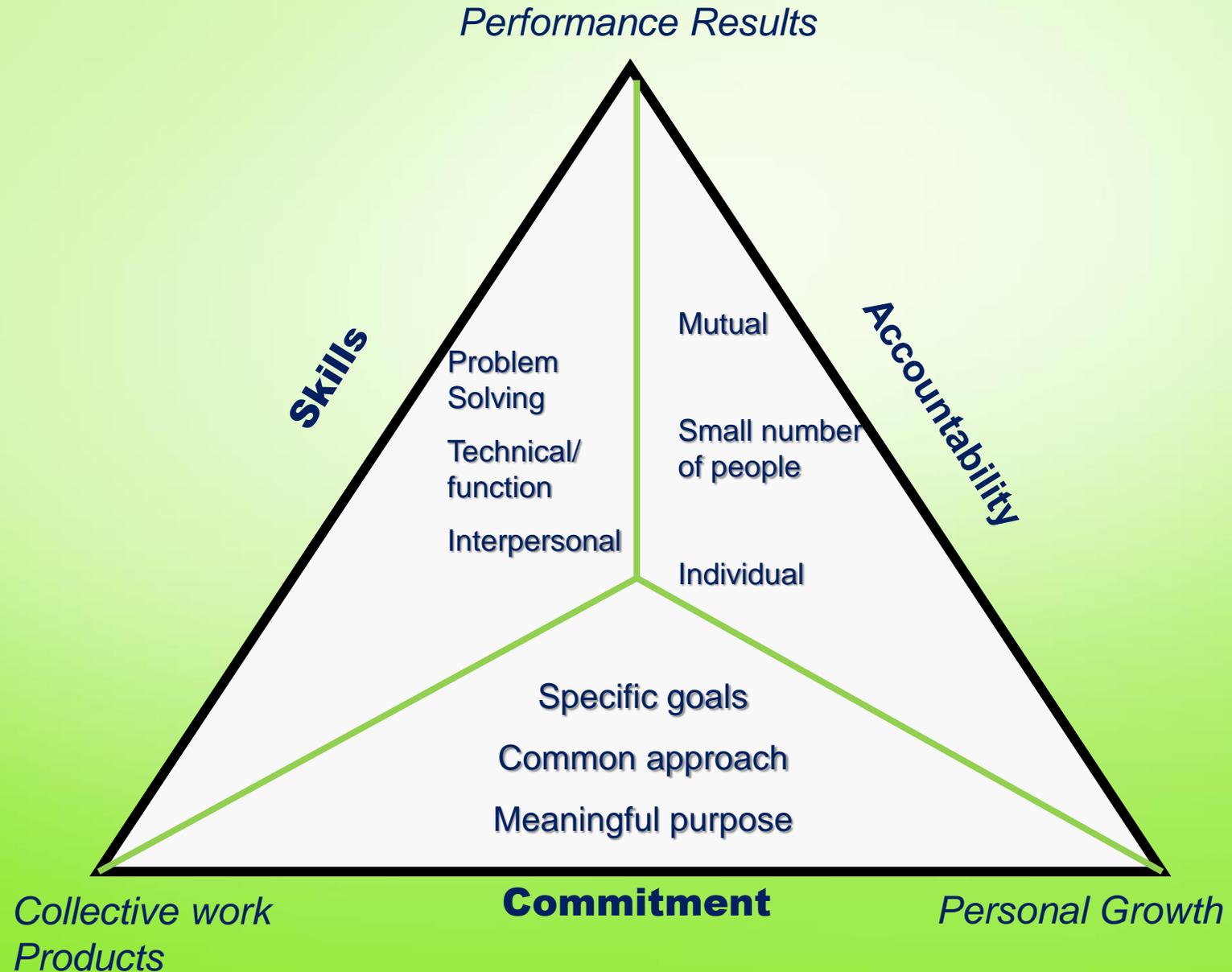
Key Points to Keep in Mind

- Give rewards. Reward the whole team, not individuals.

- Instill team spirit. Monitor team morale and togetherness, and keep it running at an optimum pace.

EACH
MIND
MATTERS

California's Mental
Health Movement

Focusing on Team Basics

How to Make Teams Really Work
Inverting the Organizational Pyramid

CUSTOMERS

▾

Customer satisfaction Teams

Vendor Relationship Teams

Partnerships & Joint-Venture Teams

▲

Operating Teams

Natural Work Teams

Cross-functional Teams

Corrective Action Teams

Hybrid Teams

▲

Management Team

Function and

Department Heads

▲

Senior Team

CEO

VPs

Eight Characteristics of
Effectively Functioning Teams
(Larson and LaFasto, 1988)

- A clear elevating goal

- A results –driven structure

- Competent members

- Unified commitment

- A collaborative climate

- Standards of excellence

- External support and recognition

- Principled leadership

Team Building Morality Prayer

  Help us, . . . Believe in each other; Believe that each team member will bring superior skills to a task or responsibility; Reasonably work out disagreements or opposing views so that each member's view will be treated seriously and with respect; Help us give our best effort at all times and keep the team's overall best interest at heart; Help us make the quest for excellence become our sustained reality and, . . .

  . . . In the end, . . . Help us find a way to focus this cooperation to ensure Wellness for Future Generations. ~

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