

# There's No "I" in Team

HOW A MULTI-SITE TECHNICAL TEAM USED A WELL-DEFINED  
STRUCTURE TO BOOST ENGAGEMENT AND PRODUCTIVITY

Presented by:

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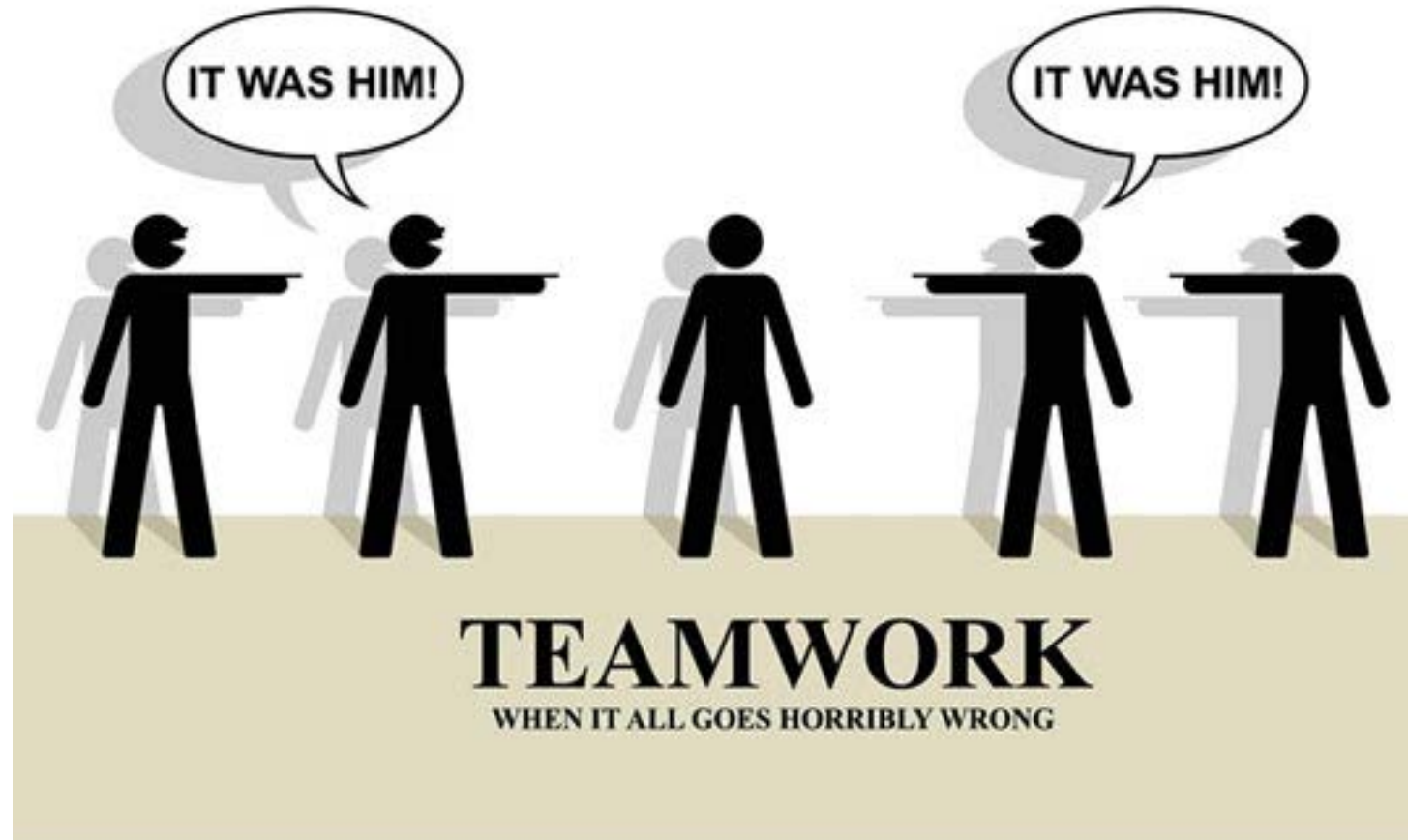
Department of Pathology & Laboratory Medicine, Henry Ford Health System



BREAKOUT SESSION 3-3:50PM  
TUESDAY OCTOBER 2016  
LAB QUALITY CONFAB, NEW ORLEANS



# Why are we here?



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To Learn:

1. How to cope with change
2. Understand how teams work
3. Leverage teams to do superior work

# Warning!

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Change is inevitable

Survival is not!

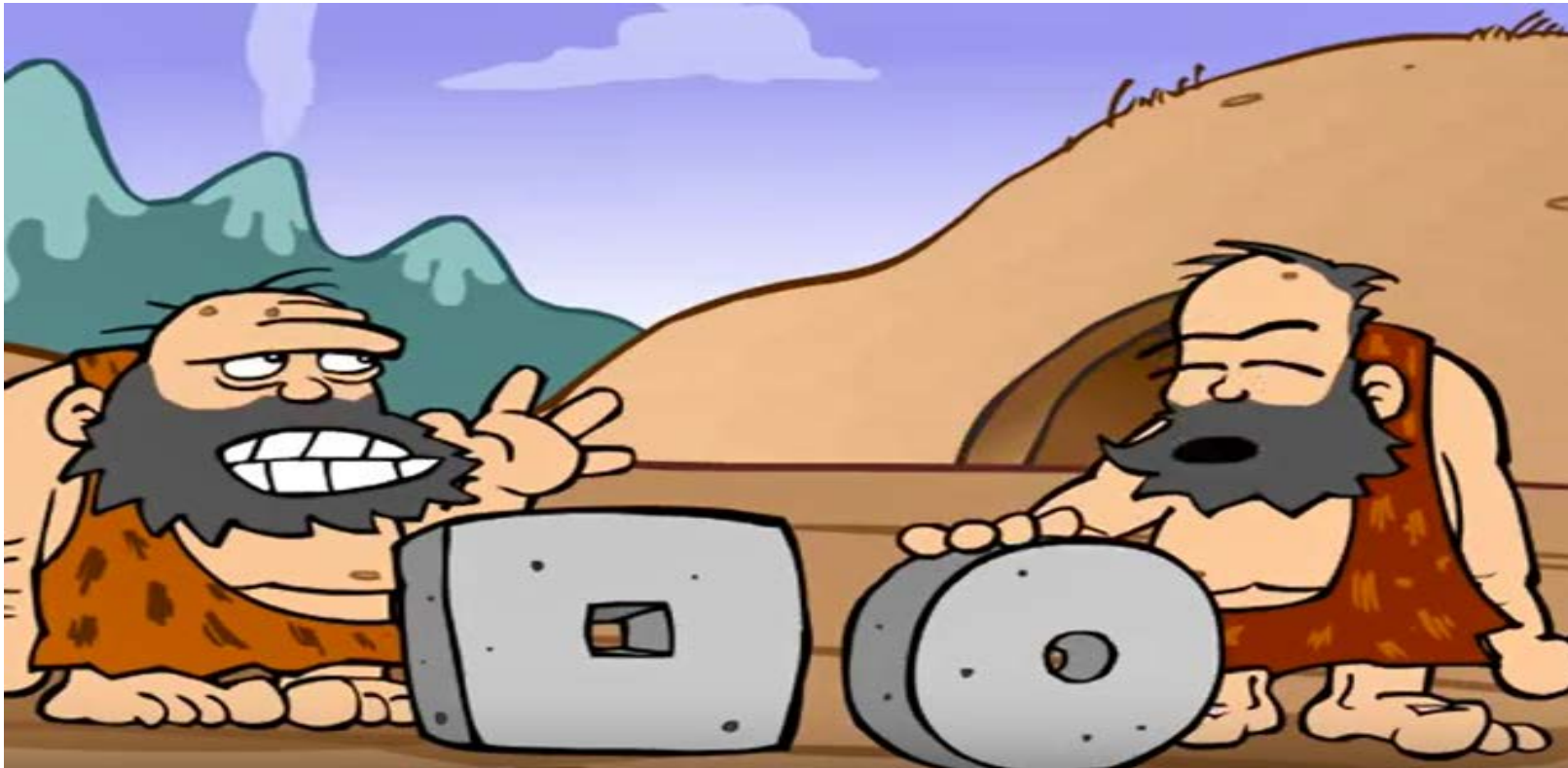
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# What is happening here...?

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# Psychology behind change resistance

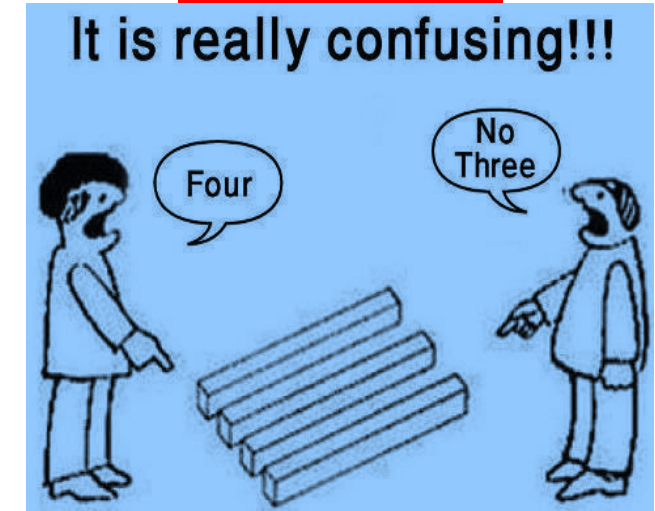
Self Interest

What's in it for  
**ME?**

Misunderstanding



Misperception



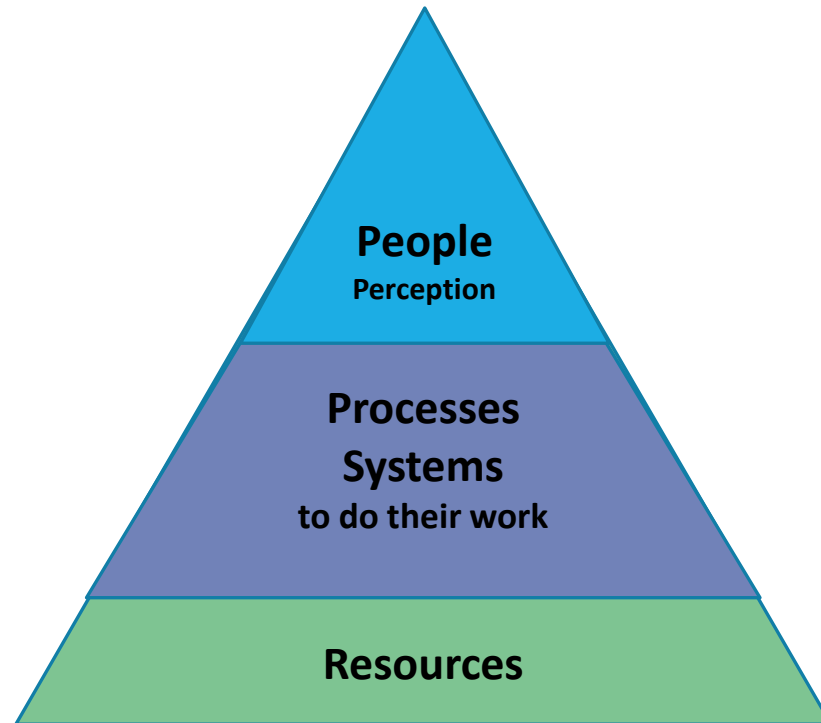
Overt/Hidden  
Resistance to Change

Kotter and Schlesinger 2008

# What constitutes a team?

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## TEAM





# Q. How do teams work?

## A. Teamwork= Mission + Role + Rules



1. My mission is to score a goal



2. I have a role- I play mid-field



3. Everyone must play by a pre-defined set of rules...!

# Recall your 'Difficult Team'

Did your goal keep changing?

Was there confusion about your role and responsibilities?

Did someone enforce agreed upon rules of business?



# Our POC Team

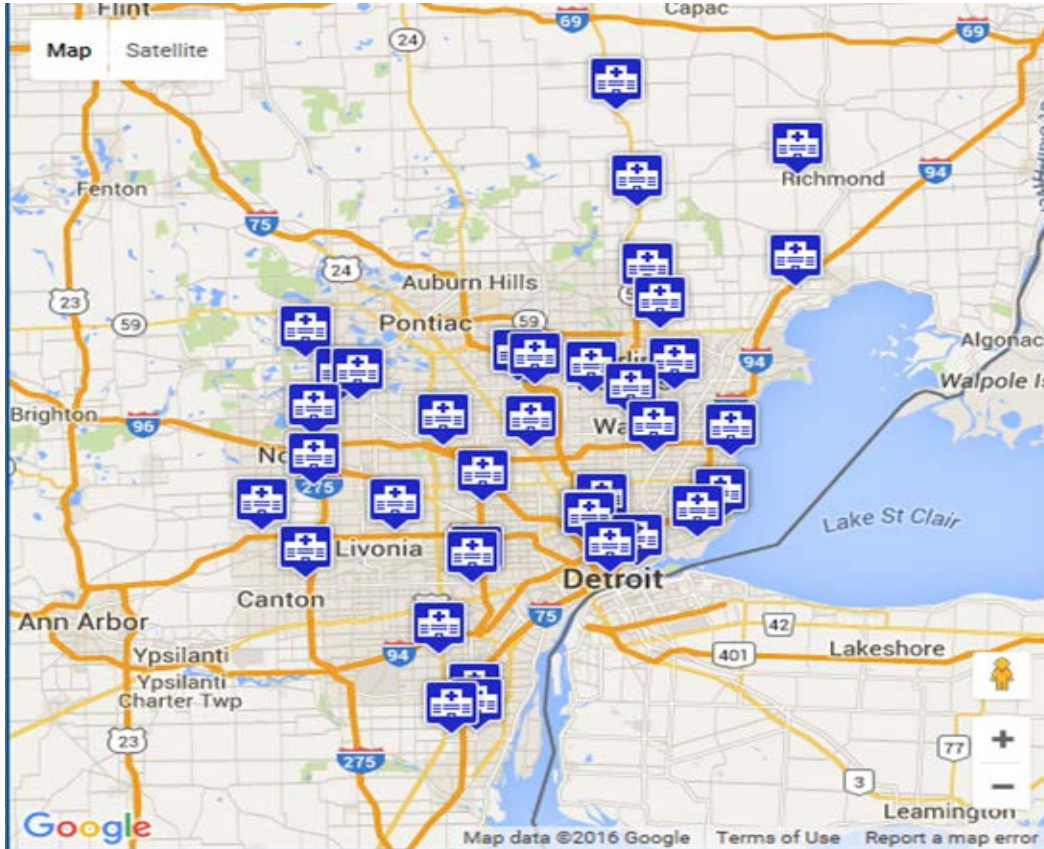


## 16 Individuals

(8 fulltime 8 part time)



# Our Challenge #1: Geography



A WIDELY DISPERSED GROUP OF INDIVIDUALS  
WITH OVERSIGHT OF POC OPERATIONS.

4 hospitals

25 medical ctrs

>7000 Operators

# Challenge #2: Lack of Structure/Process



Meetings : organized each month  
Lack of a process to prepare an agenda  
Lack of a process to control and guide discussion  
Lack of a process to prioritize work assignments

**IQCP** Customer expectations  
Staff changes

Change

Our team could not accommodate all expectations and new deliverables (e.g. IQCP , value based purchase requests etc.

We had to develop a new agile, responsive and Pro-active way to collaborate.

# Talking about it $\neq$ Collaboration

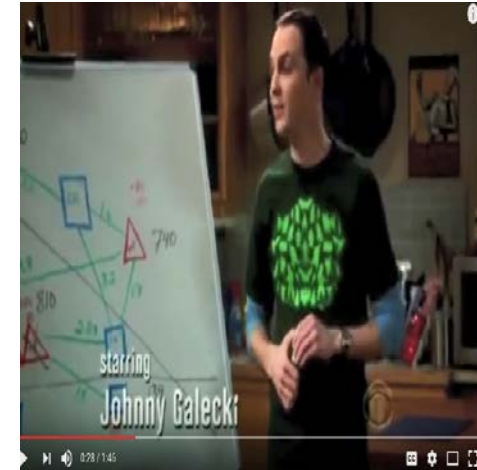
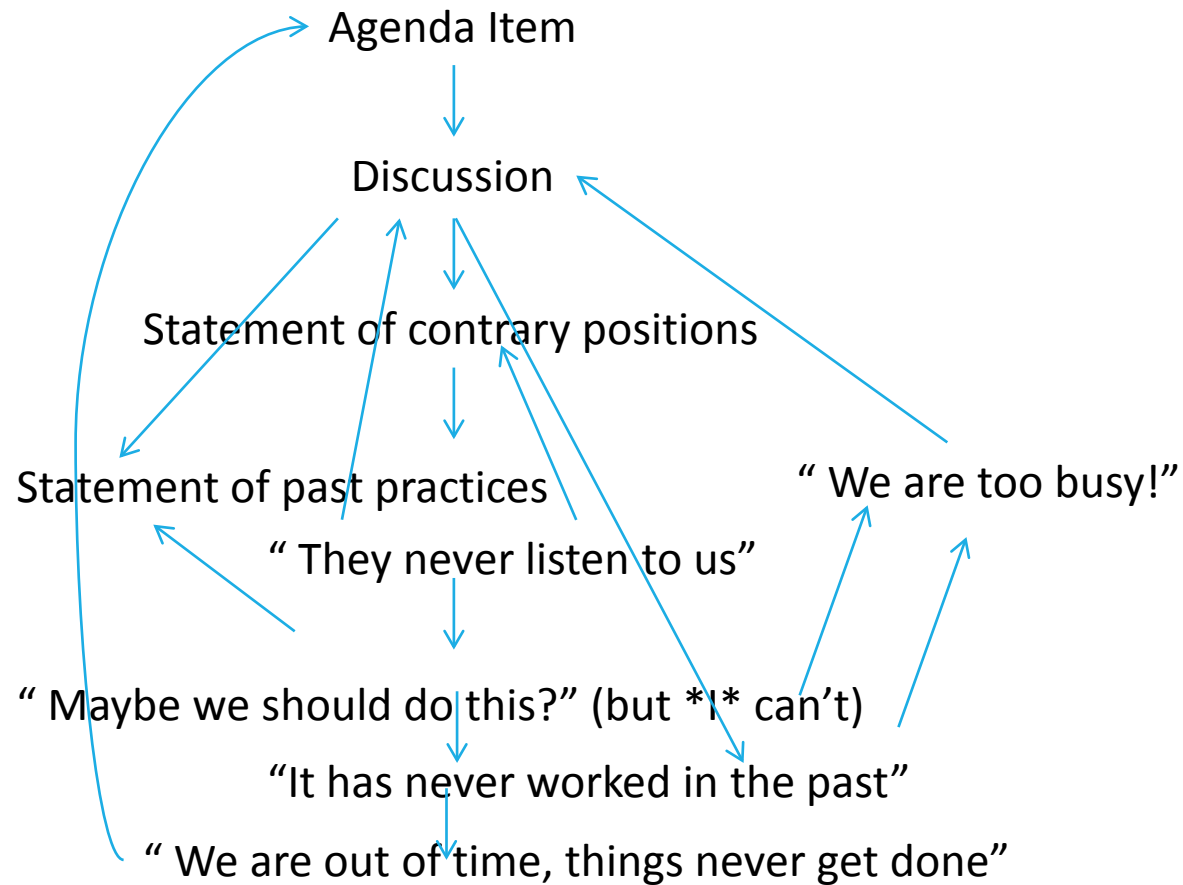
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# “Let’s Talk-about it” Meetings





# Challenge #3: Changing Expectations



Each hospital and medical center had their own staff that did not circulate to other sites

Site-level variation was customized to the workflow of individual units

Inter-site Variation → Non-Interoperability  
High POC maintenance

Change



System level consolidation and roll out of a Single EMR allowed sites to share staff and organize services as 'product lines'

Site-level variation was problematic for new or visiting staff from other sites → patient care

Product lines (i.e. our customers) demanded common Enrollment and Operation standards across all sites

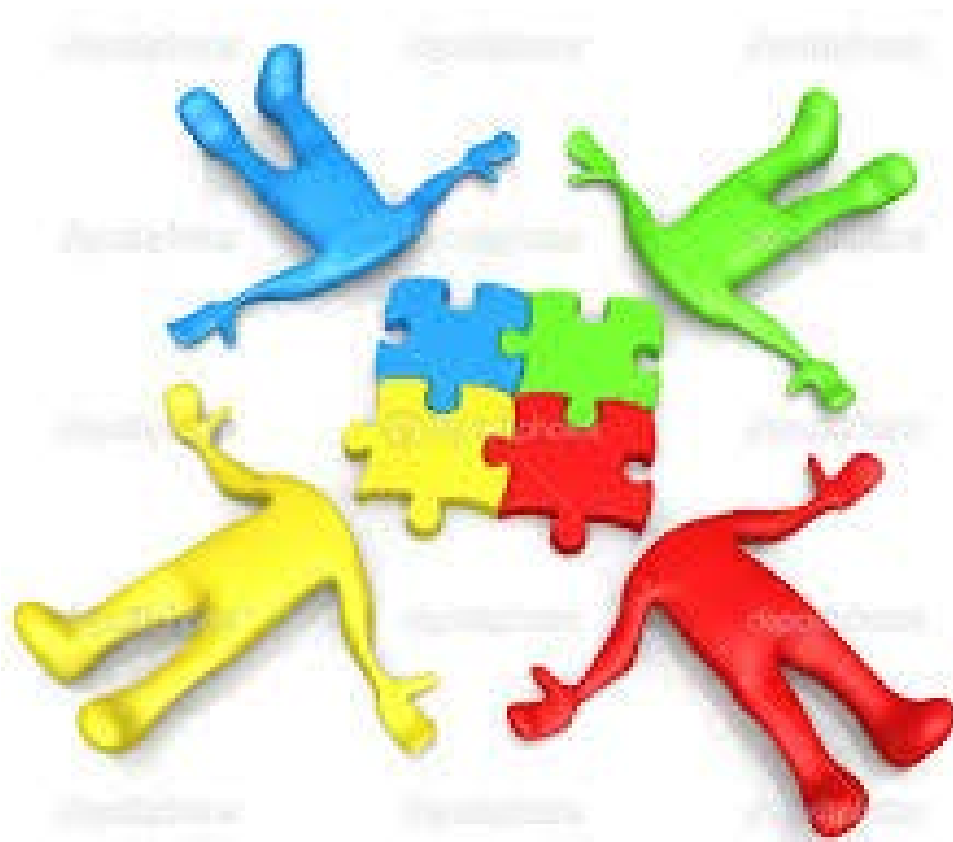
# Solution #1: Counter geography by starting weekly tele-conferences...

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*Parkinson's Law: "work expands to fill the time available for its completion"  
If you schedule the meeting for an hour, it will take an hour even if you only needed 15 minutes....*

- Blocked a specific day and time
- Weekly conferences , 1-2 hours each
- Agendas distributed ahead of the meeting
- This was not a huge improvement ☹
  - Lack of free communication or trust
  - Folks were often multi-tasking/not available
  - Items could not be gathered for agenda
  - No workflow on deliberations- members speaking over each other or not speaking up at all
  - Limited follow up and accountability on action items.



# Psychology behind Effective Teamwork

# Employee Reaction to Change





Participation and involvement

Facilitation and support

Education/communication

Negotiation and agreement

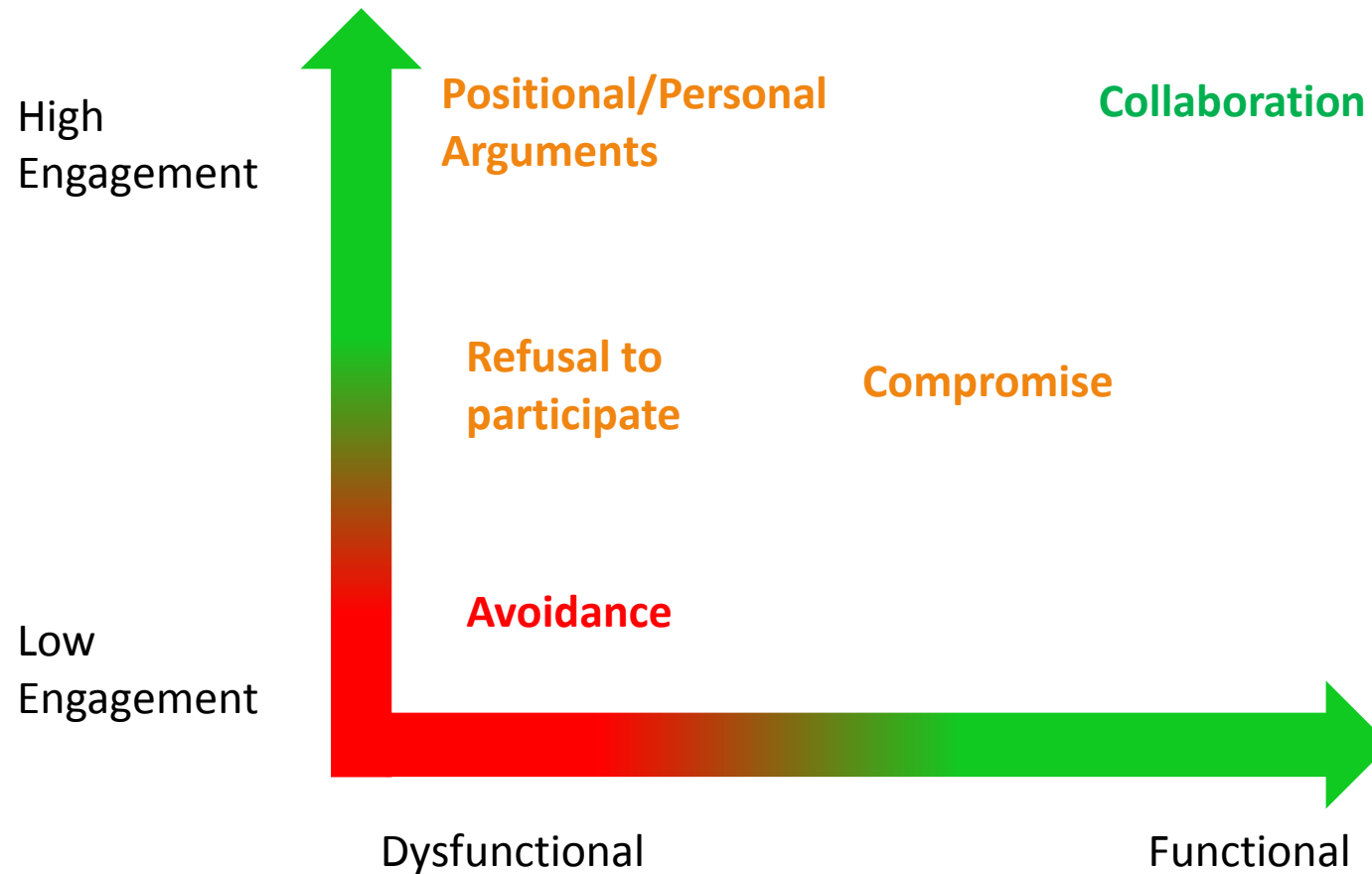
Co-opting

Discipline/Censure

Dealing with Change Resistance

# How individuals behave in a group deliberation

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# Types of Conflict

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## Relationship-based

Personal  
Destructive  
Ego-focused  
Negative outcomes



## Task-based

Objective  
Constructive  
Goals-focused  
Positive outcomes

# What if we disagree?

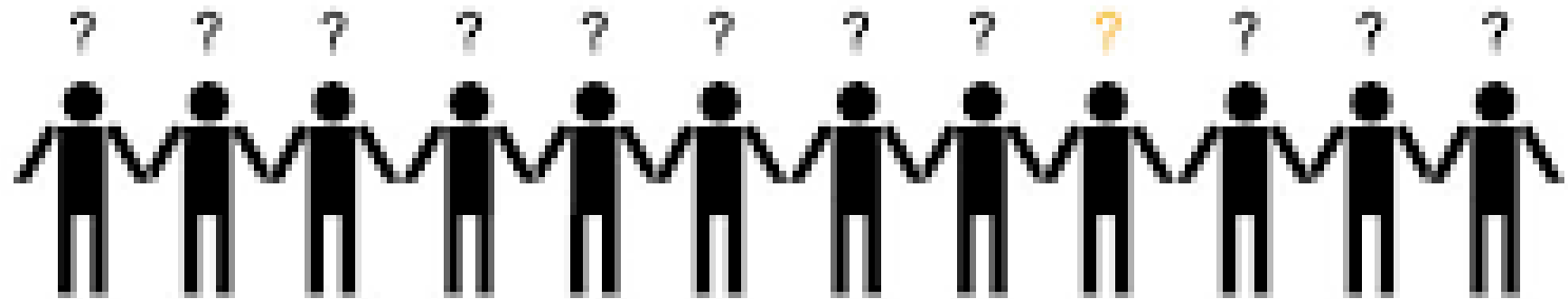
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- Provides for most perspective
- Stimulates most innovative solutions
- Beware of GROUP-THINK!



WHEN ALL THINK ALIKE,  
THEN NO ONE IS THINKING

-WALTER LIPPMAN-



# How to handle Disagreement

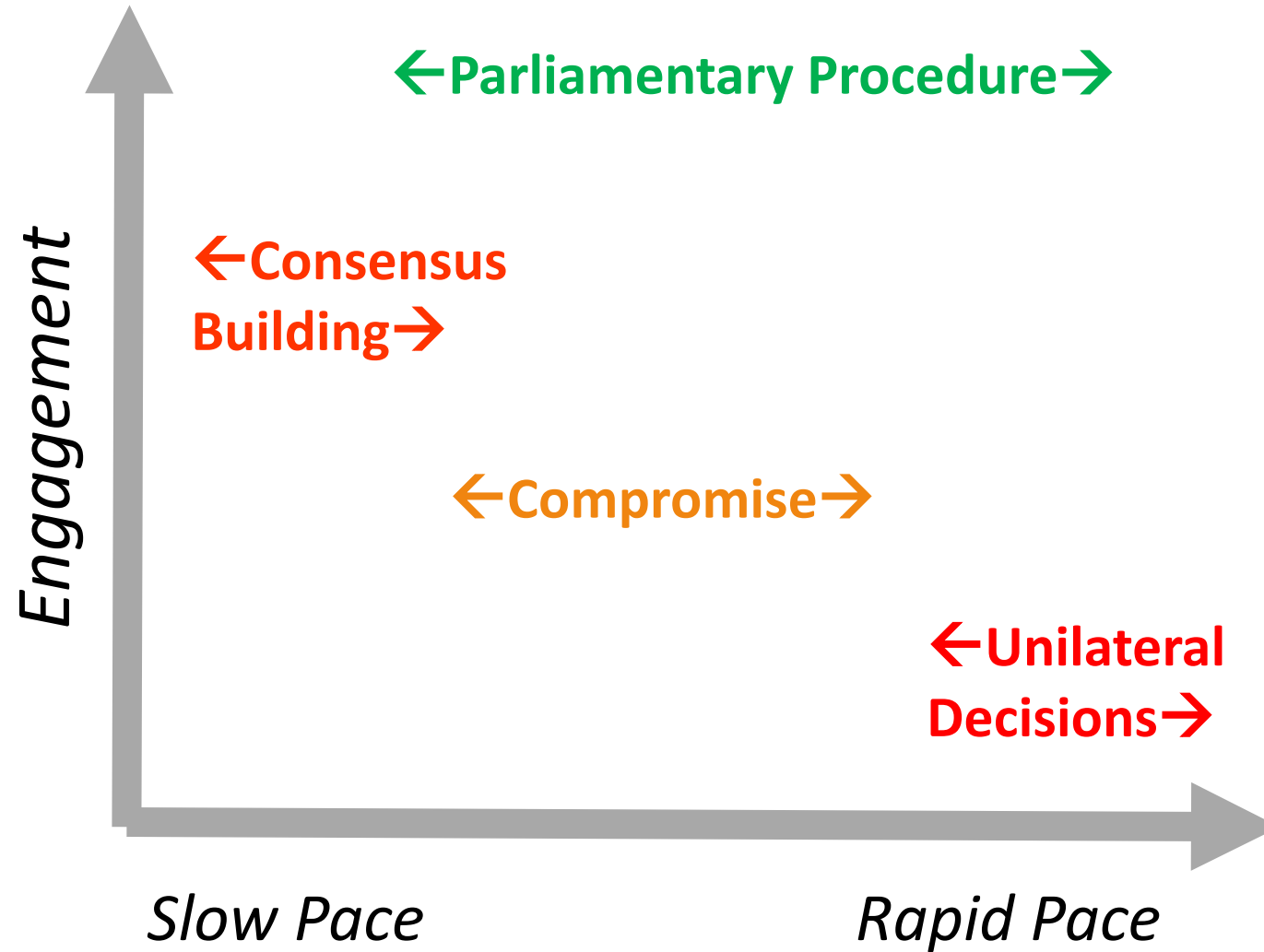
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1. Acknowledge that dissent is healthy (dissent  $\neq$  disloyalty)
2. Discuss the details of 'action', not how you 'feel' about it
3. Prefer active dissent over passive resistance
4. No data  $\rightarrow$  No basis for decision
5. Facts trump authority



A leader is in trouble if:

- (1) Everyone disagrees with the leader
- or
- (2) No one disagrees with the leader



Group Deliberation: Choose your method carefully....

# Change Management is Team Job #1

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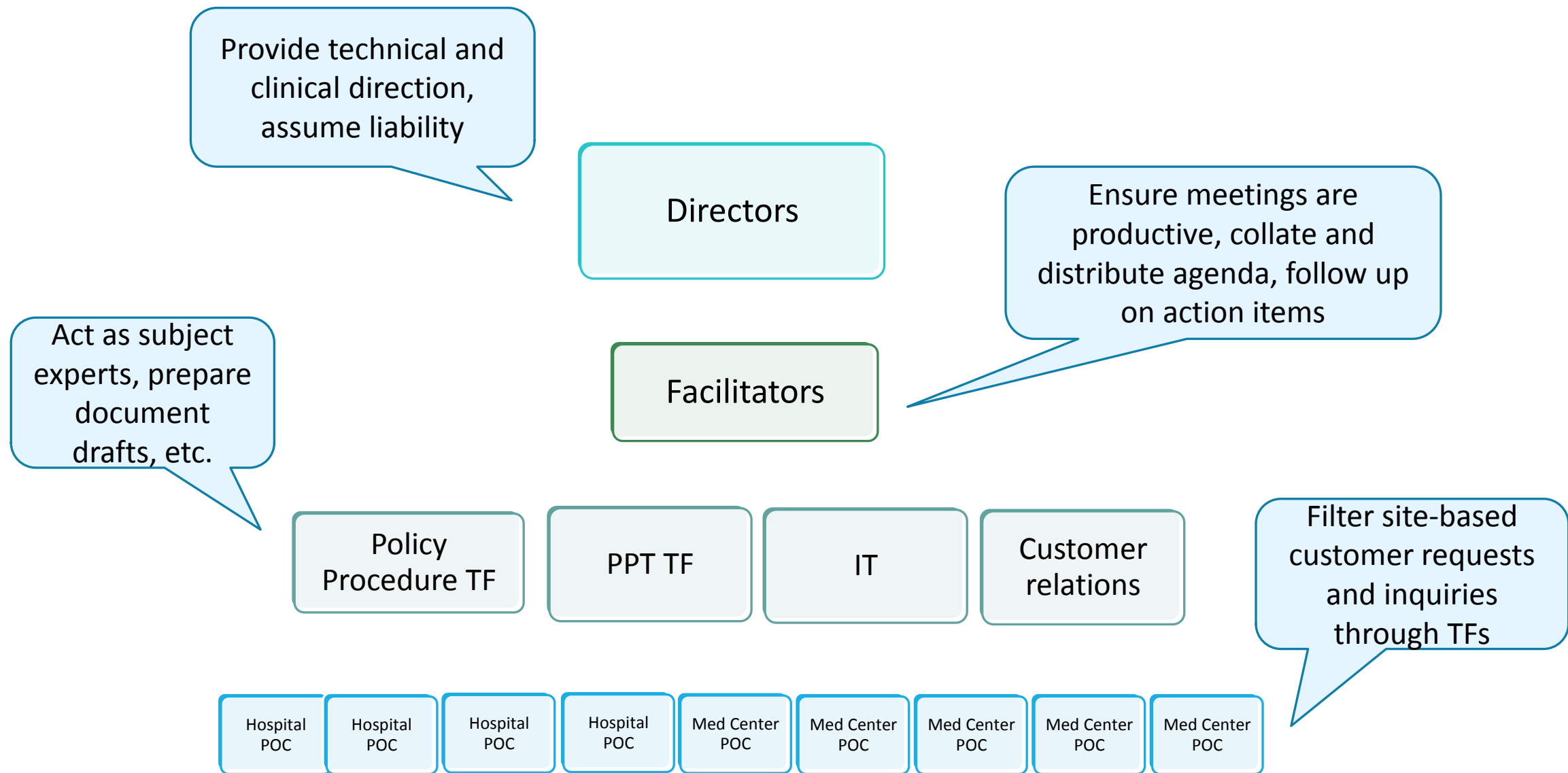
# Solution #2: Create a discussion and decision making structure

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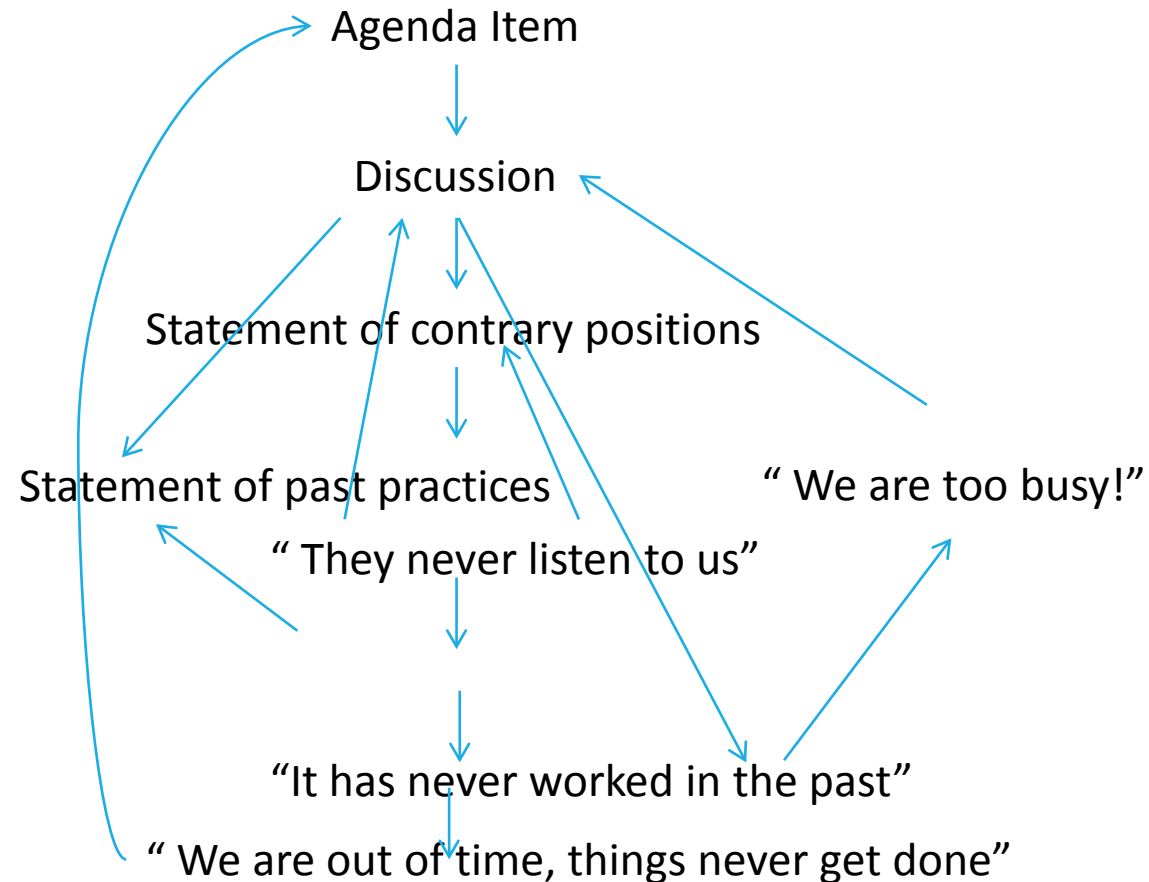


- Changes made:
  - Robert's Rule of Parliament Procedure adopted
    - Defined the roles
    - Defined workflow

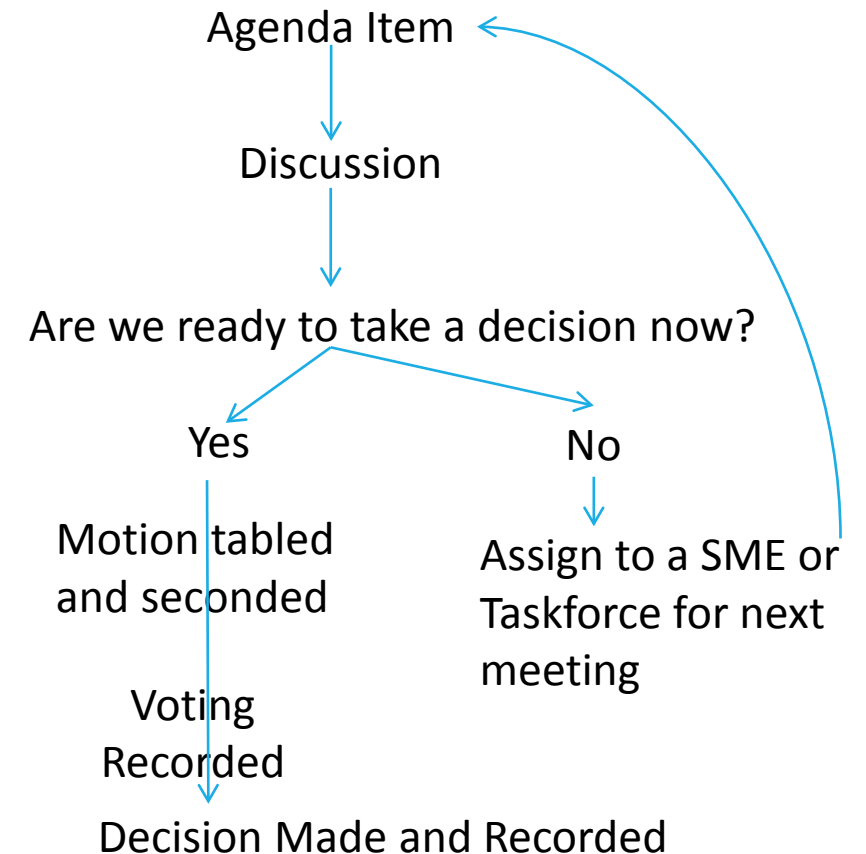
All views equal and no one more equal than others...



# “Let’s talk about it” Meeting



# Robert’s Rules Meeting





# “Let’s talk about it”

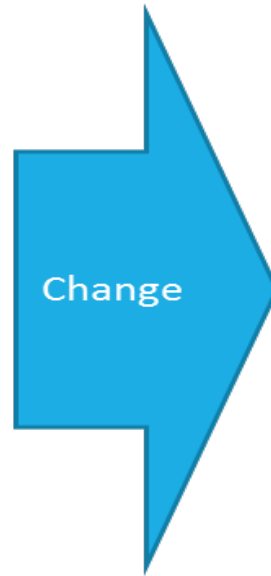
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12 months 2014-2015

## No Goal

- 30 HOURS

- 5 projects



## Robert’s Rules

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First 9 months 2016:

## 4 defined goals

- 60 hours meeting time
- 22 Projects
- 33 Motions
- 75% procedures standardized
- 0 citations

**Evaluation- POC TT Meetings**

Welcome to the FIRSTsurvey of Point of Care Technical Team Teleconferences

We're conducting a short survey on your assessment and evaluation of our POC Technical Team (Virtual) Teleconferences.

The group seeks your opinion on what your experience has been with the Teleconferences and what strengths and weaknesses that you perceive. The survey should take 5-10 minutes. Responses will be collated and discussed at a future teleconference.

1. Technical team teleconferences help us have a structured way of introducing new agenda topics:

☐ Yes

☐ No

If no, please cite specific examples

2. The meeting agenda is prepared and distributed in advance

☐ Yes

☐ No


3. Meeting attendees are given an opportunity to participate in the discussion

☐ Yes

☐ No

4. Meeting discussion is captured in notes that are accessible after the meeting

☐ Yes

 **SurveyMonkey®**

# Effectiveness Check

**100%** of team members agreed the Robert's Rules method helped us have a structured way of introducing new agenda topics.

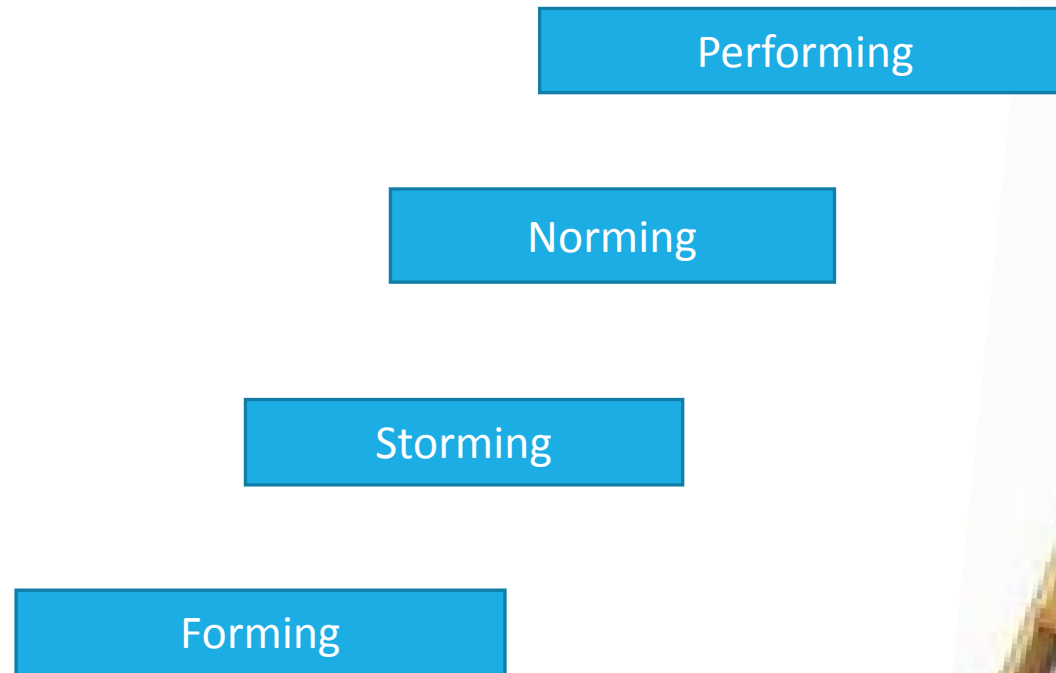
**100%** of team members agreed that attendees are given opportunity to participate in discussion

**85%** agreed that forming task forces was useful.

**85%** have seen progress being made on agenda items

# Tuckman Ladder

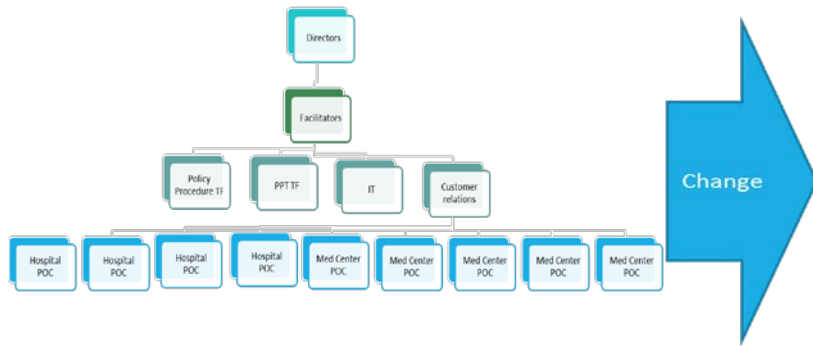
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Bruce Tuckman, 1965

# Solution #3: Structure to customer need not your need

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Standardized  
Structure



Standardized  
Touch Points



Satisfied  
Customers

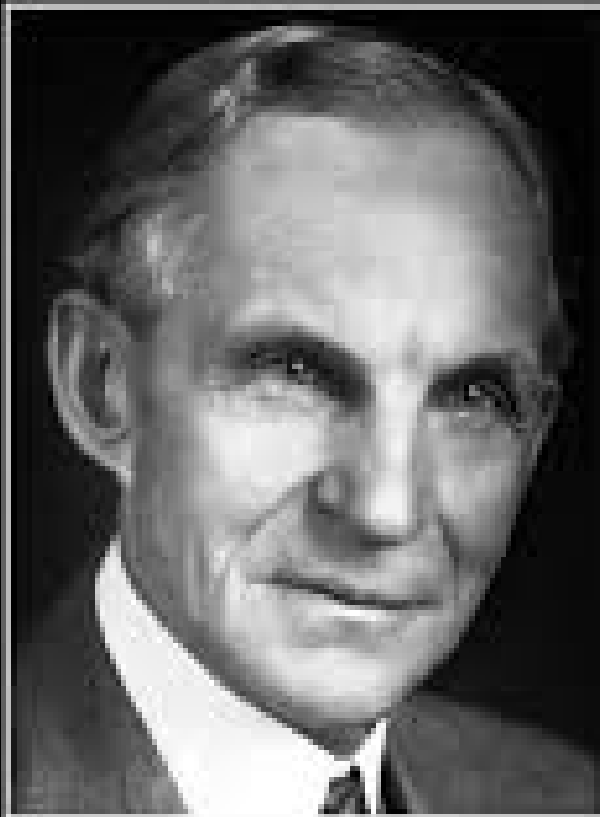


“Teamwork divides  
the task and  
multiplies the  
success

—unknown



Fun Teamwork@ HFHS POC TT!



Coming together is a beginning;  
keeping together is progress;  
working together is success.

— *Henry Ford* —

AZ QUOTES