



THE INFLUENCE OF TEAMWORK ON HEALTHCARE WORKERS DESIRE TO WORK WITH OLDER PEOPLE

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OUTLINE

- BACKGROUND
 - METHODS
 - FINDINGS
 - DISCUSSION
 - CONCLUSIONS
- 



COMPLEXITY ASSOCIATED WITH AGING

- INCREASED INCIDENCE OF CHRONIC DISEASES
 - ATYPICAL PRESENTATION OF ACUTE ILLNESS
 - CHANGING SOCIAL CIRCUMSTANCES
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RESEARCH ON TEAMWORK

- TEAMS ARE PROMOTED WHEN HEALTHCARE RECIPIENTS ARE COMPLEX
- CREATE EFFICIENCIES, SAFE EFFECTIVE CARE
- CHALLENGES TO TEAMWORK
 - HIERARCHIES
 - TIME CONSTRAINTS
 - INEFFECTIVE COMMUNICATION

TEAMWORK

- “WORK GROUP MADE UP OF INDIVIDUALS WHO SEE THEMSELVES AND WHO ARE SEEN BY OTHERS AS A SOCIAL ENTITY, WHO ARE INTERDEPENDENT BECAUSE OF THE TASKS THEY PERFORM AS MEMBERS OF A GROUP, WHO ARE EMBEDDED IN ONE OR MORE LARGER SOCIAL SYSTEM (ORGANIZATION) AND WHO PERFORM TASKS THAT AFFECTS OTHERS” (GUZZO & DICKSON, 1996, P. 308).

THEORY

- SOCIOLOGICAL RELATIONAL THEORY
 - WORKING IS A RELATIONAL ACT
 - WORKER DERIVES MEANING
- RELATIONSHIP CENTERED CARE
 - HEALTHCARE IS EMBEDDED IN HUMAN RELATIONSHIPS
 - IMPROVES OUTCOMES IN PATIENT CARE AND ORGANIZATIONAL PERFORMANCE

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AIM

- THE AIM OF THIS STUDY WAS TO EXAMINE THE NATURE OF TEAMWORK IN CARE FACILITIES AND ITS IMPACT ON THE EFFECTIVENESS OF CARE DELIVERY TO OLDER PEOPLE AND JOB SATISFACTION FOR HEALTHCARE WORKERS.

METHODS

- FOCUSED ETHNOGRAPHY
- TWO RESIDENTIAL CARE FACILITIES WHERE OLDER PEOPLE RESIDE
- 22 PARTICIPANTS

STUDY PARTICIPANTS


- 8 HCA
- 2 LPN
- 2 RN
- 3 RECREATIONAL/ACTIVITY AIDES
- 1 RECREATIONAL THERAPIST
- 1 SOCIAL WORKER
- 1 OFFICE MANAGER
- 1 DIETARY AIDE
- 1 HOUSEKEEPER
- 1 MAINTENANCE WORKER
- 1 MANAGER

FINDINGS

- PERCEPTIONS OF TEAMWORK
- CHARACTERISTICS OF A GOOD TEAM
- IMPACT OF TEAMWORK



PERCEPTIONS OF TEAMWORK

- TEAMS WITHIN TEAMS
 - CHALLENGES TO TEAMWORK
 - MANAGING TEAMWORK CHALLENGES
- 

TEAMS WITHIN TEAMS

- “I SEE ONE COMMON TEAM IN MY HEAD AND WHEN I SPEAK ABOUT IT...ITS ONE BIG TEAM” (GRACE).
- “MY TEAM IS THE OTHER HEALTHCARE AIDE I WORK WITH” (OLIVIA).

CHALLENGES TO TEAMWORK

- COMMUNICATION ISSUES
 - “NOT EVERYBODY GETS THE SAME INFORMATION...WE JUST CAN'T GET IT TOGETHER ...OR EVEN DIETARY OR PHYSIO, IT IS REALLY HARD” (JANE).
 - “THE CARE FOR THE CLIENTS IS SO CONFUSING FOR SOME OF THEM AND THEN SOME OF THEM CAN BARELY GET THEIR POINT ACROSS BECAUSE THEY CAN'T UNDERSTAND THE LANGUAGE. IT'S AN ACCENT AND COMPREHENSION OF THE ENGLISH LANGUAGE” (EMILY).

CHALLENGES CONT....

- GOSSIP
 - “YOU KNOW THE STUFF ISN’T DIRECTLY SAID TO ME. I WISH IT WERE, BECAUSE I WOULD HANDLE IT” (SAMANTHA).
- HIERARCHICAL RELATIONSHIPS
 - “YOU HAVE TO TALK TO THE LPN FIRST AND THEN THEY’LL COME AND LOOK AT IT [THE RESIDENT ISSUE] AND THEN THE LPN WILL GET THE RN TO TAKE A PEEK” (KATHERINE).

CHALLENGES CONT.....

- WORKLOAD
 - “I KNOW ONE GIRL WORKS THREE FACILITIES...SOME WORK 80 HOURS IN ONE WEEK” (MACHALA).
 - “MY BIGGEST FRUSTRATION HERE WITH TEAMWORK [IS THAT] SOMEBODY COMING HERE TO FILL IN CASUAL AND KNOWS NOTHING ABOUT THE RESIDENTS...IT’S ALL OVER THE PLACE. THERE IS NO CONTROL OVER EVERYBODY BEING CONSISTENT” (CHANTAL).

CHALLENGES CONT.....

- FEELING NOT VALUED OR RESPECTED
 - “I WAS JUST A NUMBER. I AM JUST AN EMPLOYEE” (EMILY)
 - , “WHY WOULD I GO OUT OF MY WAY TO WORK TWICE AS HARD FOR YOUR SAKE IF THERE IS NOT APPRECIATION” (DON)?

MANAGING THE CHALLENGES

- AVOIDING THE ISSUES
 - “I FLY UNDER THE RADAR AS MUCH AS POSSIBLE. I TRY TO JUST BE FRIENDS WITH EVERYONE” (MARIAM).
- RESOLVING THE ISSUE
 - “I WILL BE OPEN WITH THEM AND SAY YOU KNOW I DON’T AGREE I AM VERY STRAIGHT FORWARD WITH THEM, WE HAVE TO DO SOMETHING” (EMILY).

MANAGING THE CHALLENGES CONT....

- GOING TO THE SUPERVISOR
 - “I JUST LET MY BOSS KNOW THAT YOU KNOW THESE THINGS ARE GOING ON AND THEN THEY SAY PAY ATTENTION TO IT. THEN YOU HEAR [THAT PERSON] SAY I HAVE A SUSPENSION” (DOROTHY).



CHARACTERISTICS OF A GOOD TEAM

- GOOD RELATIONSHIPS
 - SHARING COMMON GOALS
 - HAVING OPEN COMMUNICATION
- 

GOOD RELATIONSHIPS

- “YOU CAN SEE THE ENERGY ON THE UNIT; YOU CAN SEE IT IN THE COMMUNICATION, THE JOKING, EVEN SOMETIMES IN RELATIONSHIPS OUTSIDE OF WORK”
- “A GOOD TEAM EXPERIENCE IS JUST FEELING VALUED. THE ENCOURAGEMENT, SUPPORT AND VALUING BY MY MANAGER” (JUNE).

COMMON GOALS

- TEAMWORK IS EVERYONE ON THE SAME PAGE OF GIVING THE BEST CARE THEY CAN TO THE PEOPLE THAT ARE HERE THAT WE ARE TAKING CARE OF. WHETHER IT IS LISTENING TO THEM, WHETHER ITS ACTUAL PHYSICAL CARE, RESPECTING THEIR NEEDS, THIS IS HOME, IT'S BASICALLY MAKING IT AS PLEASURABLE AS YOU CAN (EMILY).
- “WE HAVE THE SAME OUTLOOK ON THINGS SO IF WE NEED TO TAKE AN EXTRA FIVE MINUTES WITH SOMEONE. WE KNOW WE ARE DOING OUR JOBS AND THE LPNS AND RNS THEY HAVE TRUST. WE HAVE TRUST IN EACH OTHER WE KNOW THINGS ARE BEING DEALT WITH, WE ARE BEING HEARD” (EMILY).

OPEN COMMUNICATION

- “WE WORK WELL TOGETHER AND COMMUNICATION WELL TOGETHER” (OLIVIA).
- “GENUINE RESPECT FOR ONE ANOTHER, VALUING WHERE YOU ARE COMING FROM PROFESSIONALLY AND THEN, ALSO PERSONALLY WHERE YOU ARE COMING FROM. TAKING THE TIME TO LISTEN TO ONE ANOTHER AND BEING OPEN-MINDED” (SIMONE).



IMPACT OF TEAMWORK

- ON HEALTHCARE WORKERS
- ON OLDER PEOPLE



ON HEALTHCARE WORKERS

- “ITS NOT ABOUT THE JOB ITSELF IT’S ABOUT YOU CARE FOR YOUR CO-WORKERS” (RUTH).
- IT COMES BACK TO THE SATISFACTION AND THE ENCOURAGEMENT AND THE SUPPORT AND JUST THE GOOD FEELING THAT I HAVE CONTRIBUTING WHAT I’M DOING, WHERE I AM WITH THE COLLEAGUES THAT I HAVE AND MY MANAGER, IT MAKES ME JUST WANT TO STAY WHERE I AM (HAILEY).

ON HEALTHCARE WORKERS CONT....


- “ITS SO IMPORTANT. WITHOUT TEAMWORK YOU GO HOME YOUR STRESSED, YOUR ANGRY, THEN YOUR FAMILY IS STRESSED AND ANGRY AND IT JUST RICOCHETS. BUT IF YOU GO AND IT’S A HAPPY WORK DAY, THEN YOU GO HOME HAPPY” (DEBRA).

ON OLDER PEOPLE

- [THE SENIORS] WANT TO FEEL SECURE. AND IF WE FIGHT AND WE'RE THE ONES TAKING CARE OF THEM, THEN THEY FEEL LIKE THEY ARE NOT SECURE, I THINK. I HAVE SEEN CONCERN IN THEIR FACES. IT IS NOT A NICE THING TO SEE AND HEAR IN THEIR VOICES..[BUT WHEN] PEOPLE ARE HAVING FUN, THE SENIORS OF COURSE LOVE IT, BECAUSE THEY ARE WATCHING US AND SO THAT MAKES THEM FEEL MORE COMFORTABLE THAT WE ARE GETTING ALONG (MARIAM).



DISCUSSION & CONCLUSIONS

- IMPORTANCE OF TRUSTING TEAM RELATIONSHIPS
 - OPEN COMMUNICATION
 - SHARING A COMMON GOAL OF CLIENT CENTERED CARE
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THANKS



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