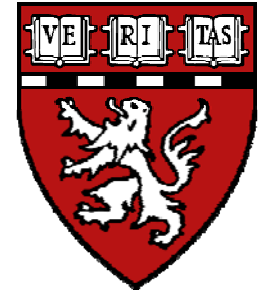


How Teams Solve Problems

Erin E. Sullivan, PhD, Research Director
Harvard Medical School Center for Primary Care



September 27, 2017 ~ 12 PM – 1 PM EST

Audience Poll



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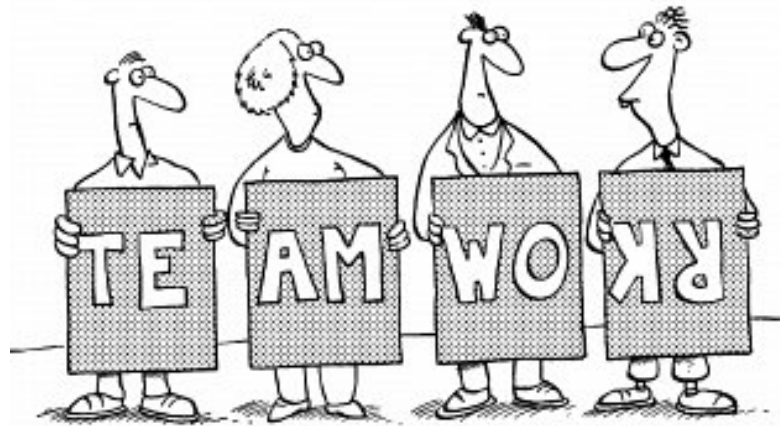
How long have you been working on a team in your practice?

1. 0-2 years
2. 3-5 years
3. 5-10 years
4. Over 10 years
5. I do not work in a team

What is a team?



- No single definition of “team”
- Team: “A team is a **bounded** and **stable** set of individuals **interdependently** working for a **common purpose**”



Team Definition



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Bounded: you need to know who is in the team and who is not

Team Definition



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Team Definition



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Common purpose: goals are shared

Conditions for Team Effectiveness



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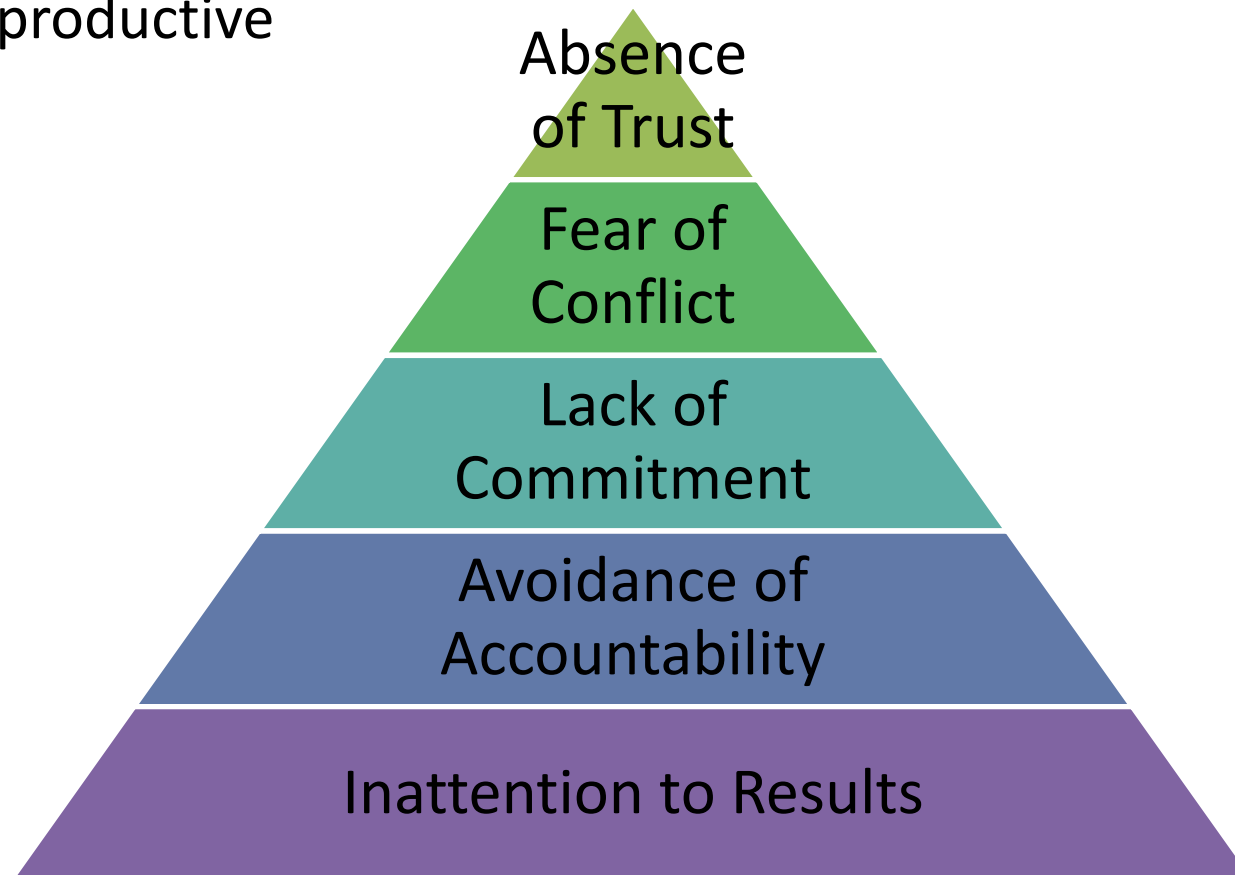
Source: Hackman, 2002

Five Dysfunctions of a Team



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Barriers to productive
teamwork



Source: Patrick Lencioni, The Table Group, 2002.

Audience Word Cloud



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In one word, describe the biggest challenge/barrier for your team.

Research Team Case Library



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Completed

Southcentral Foundation
(AK)
Martin's Point Health Care
(ME)
Utrecht (Netherlands)
Catalonia (Spain)
**Camden Coalition of
Healthcare Providers**
(NJ)
Kaiser Permanente (CA)
Qliance DPC (WA)

In Progress

**Desert Senita
Community Health
Center** – rural
community health
center (AZ)
Omada Health –
Digital health
company (CA)

Future

Health IT cases
Cuba



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Martin's Point HealthCare Bangor, ME



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“Morale Meeting”



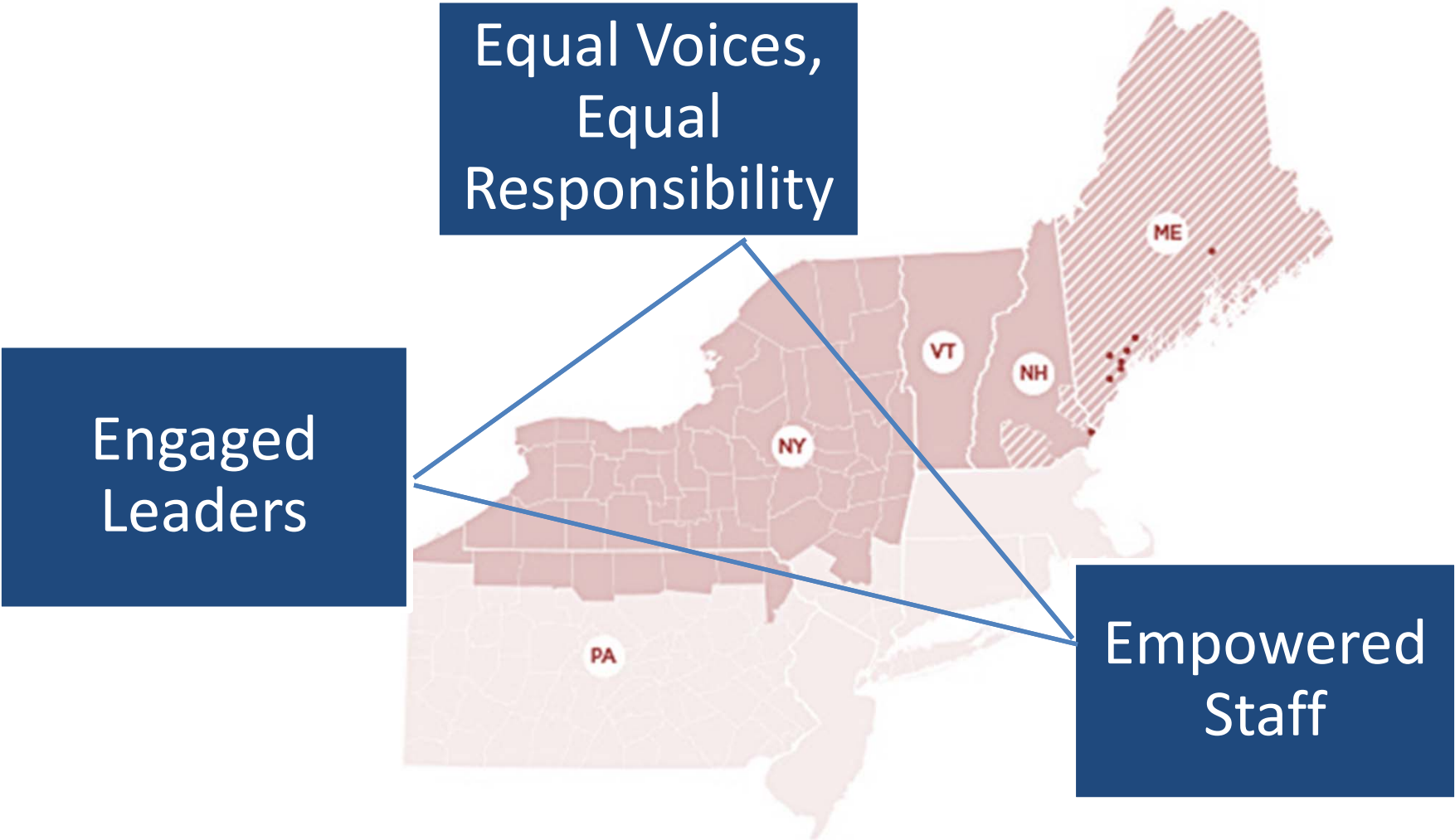
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Martin's Point Solution: Culture



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Organizational Culture



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A pattern of **shared basic assumptions** learned by a group as it solved its problems of **external adaptation** and **internal integration**... A product of joint learning. (Schein, 2004)

3 levels:

- **Artifacts** (visible)
- **Espoused beliefs and values**
- **Basic underlying assumptions**

Southcentral Foundation



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Source: Southcentral Foundation



Source: Case writing team

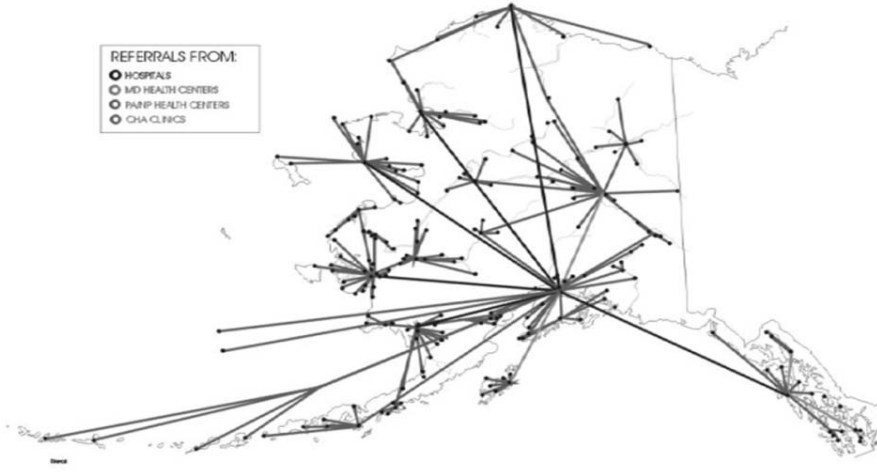
Alaska Native Health



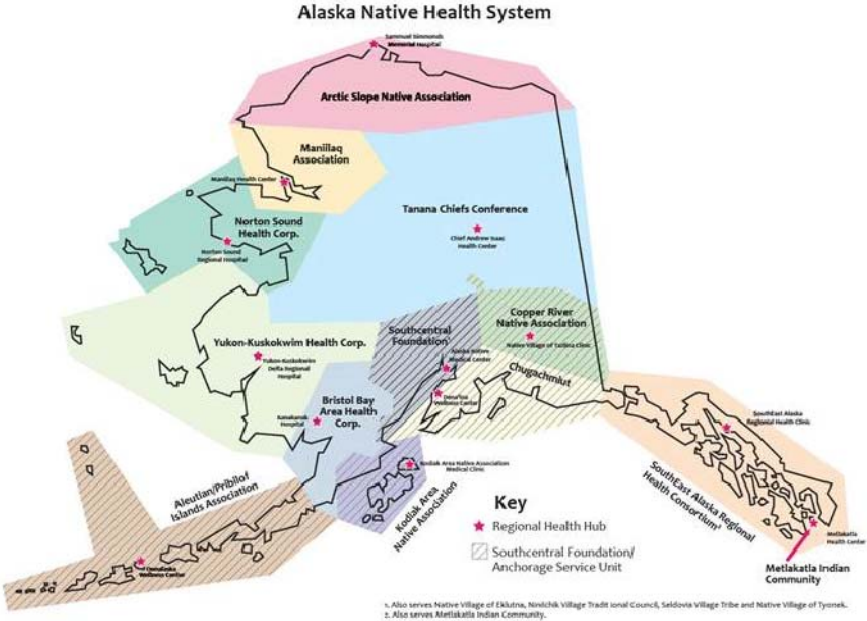
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THE ALASKA NATIVE HEALTH CARE SYSTEM

Typical Referral Patterns



Source: Sherry, P. Health care delivery for Alaska Natives: A brief overview. *Int. J. of Circumpolar Health* 2003.



Source: Southcentral Foundation

Core Concepts



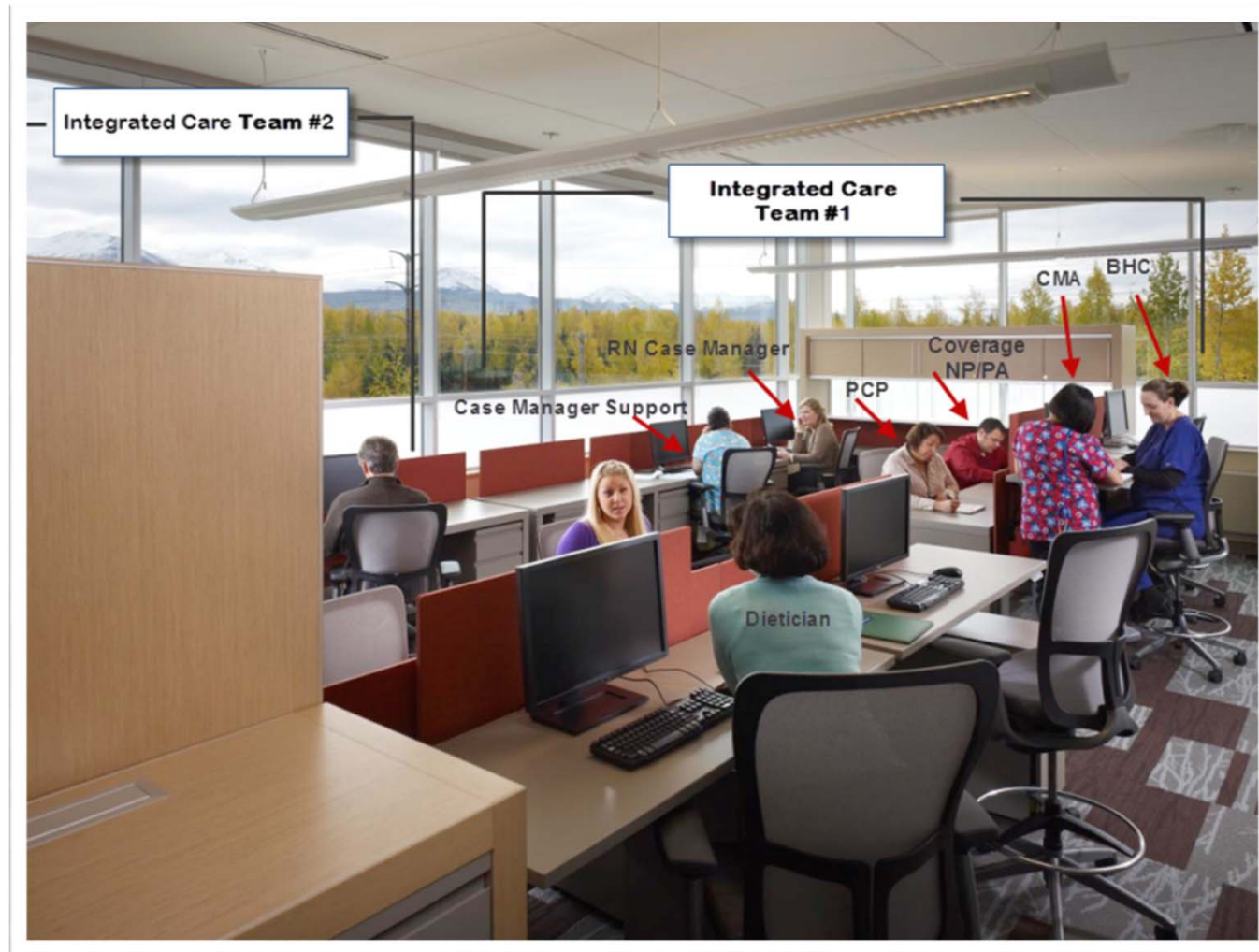
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- “Customer-owner”
- Story, communication, problem solving
- Hiring & staff development



Source: Case writing team

Transparency



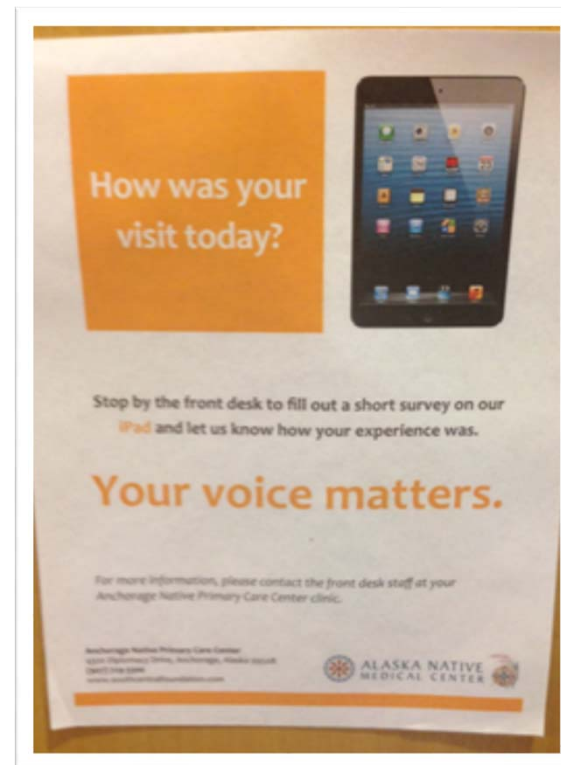
Source: Southcentral Foundation

Feedback



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- Listening to the customer-owner
 - iPad surveys
 - Social media
 - Direct feedback to SCF staff
 - SCF staff customer-owners



Source: Case writing team

Southcentral Solutions



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- Culture: Taught and Maintained
- Transparency
- Feedback, feedback, feedback

Audience Word Cloud



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If you could describe the culture of your practice or Center in one word, what would it be?

Teaming



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Teaming



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Way to **gather experts in temporary groups** to solve unique problems

Teaming can accommodate:

Speed of change

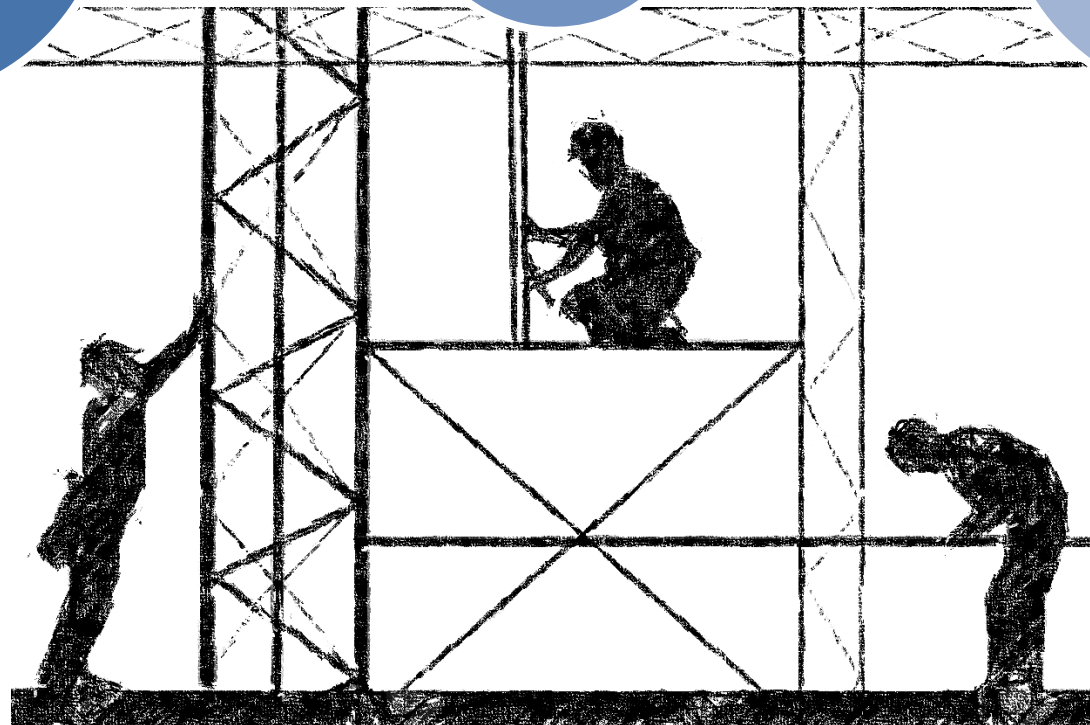
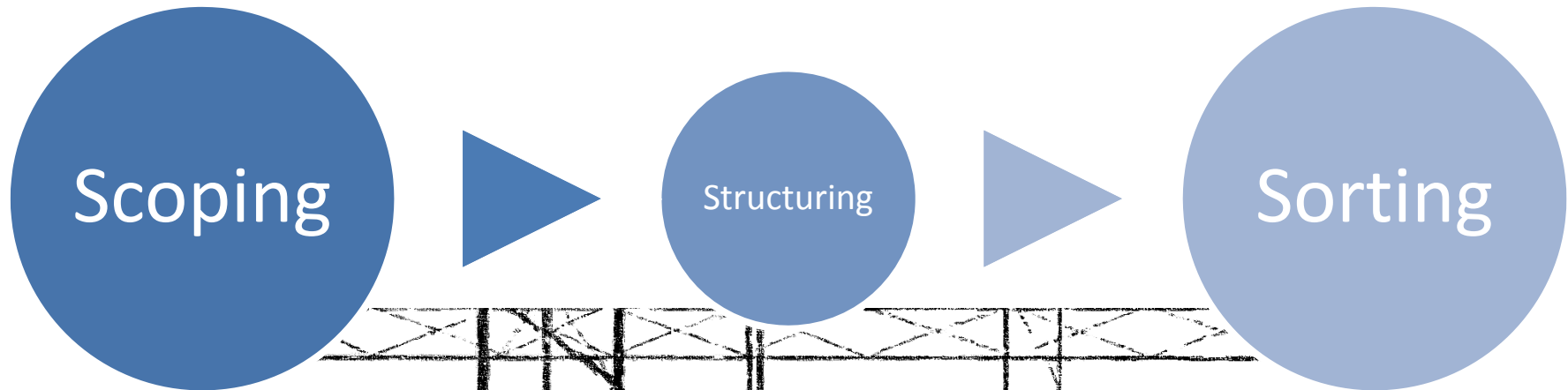
Market competition

Unpredictability of customer needs

Project Management Principles



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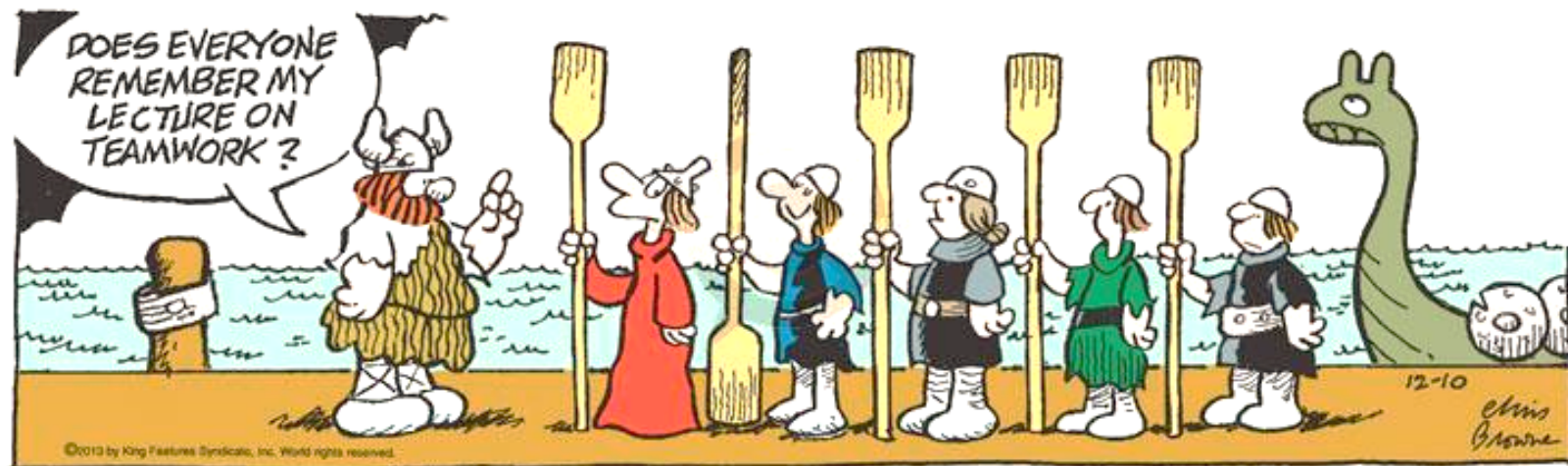


Team Leadership Principles



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- Emphasize purpose
- Build psychological safety
- Embrace failure
- Put conflict to work



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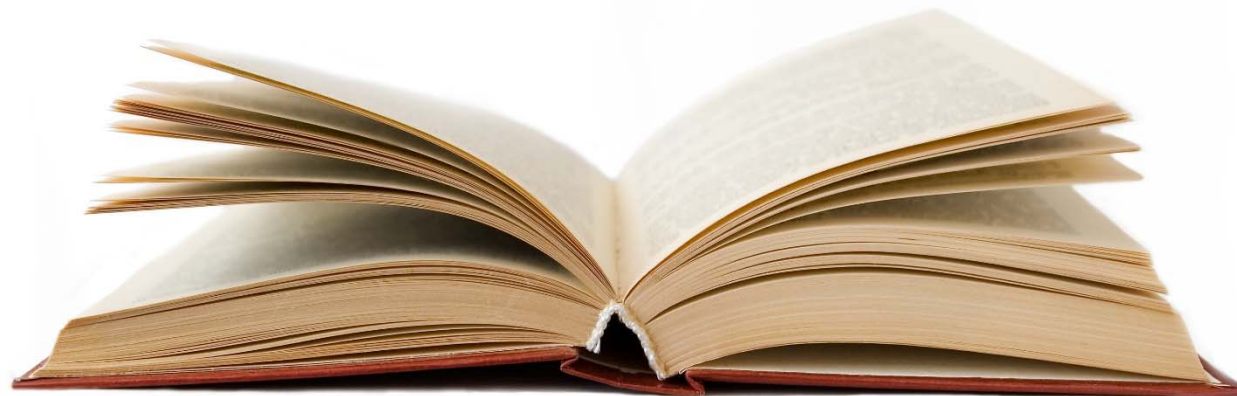
Center for Primary Care Case Collection



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The Primary Care Systems Case Collection, including the Martin's Point Case and Southcentral Case, is available online through the Case Centre

To access go to www.thecasecentre.com and search:
"Center for Primary Care"



Charting the Future of Primary Care



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Change, Payment, and Population Management

Join us on **October 26-27, 2017** for this case-based, executive education program, and learn how to successfully prepare for and navigate changes in payment.

Upon completion of the program, attendees will learn to:

- ✓ Manage change
- ✓ Align teams around a common vision
- ✓ Maximize FQHC payment and reimbursement
- ✓ Analyze various primary care delivery models
- ✓ Summarize the challenges and changes in primary care
- ✓ Assess the next generation of primary care





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THANK YOU!

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