

# Team Building Enhances Patient Safety @ Graythwaite Rehabilitation 5

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## Aim

- The focus of the project was to improve teamwork and communication to enhance patient safety on Graythwaite 5.



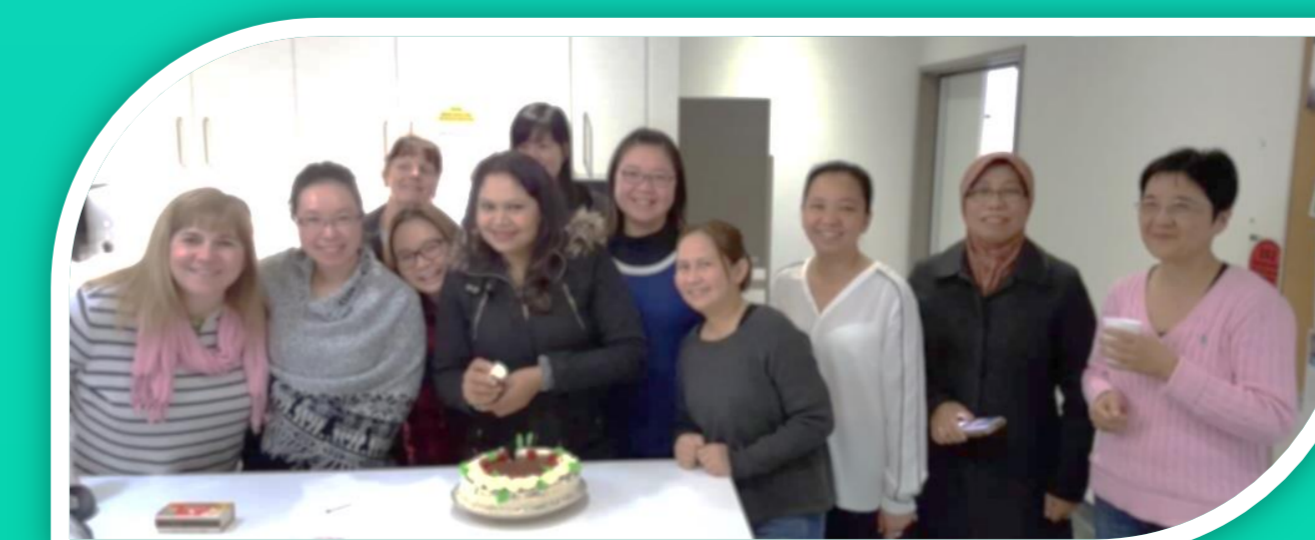
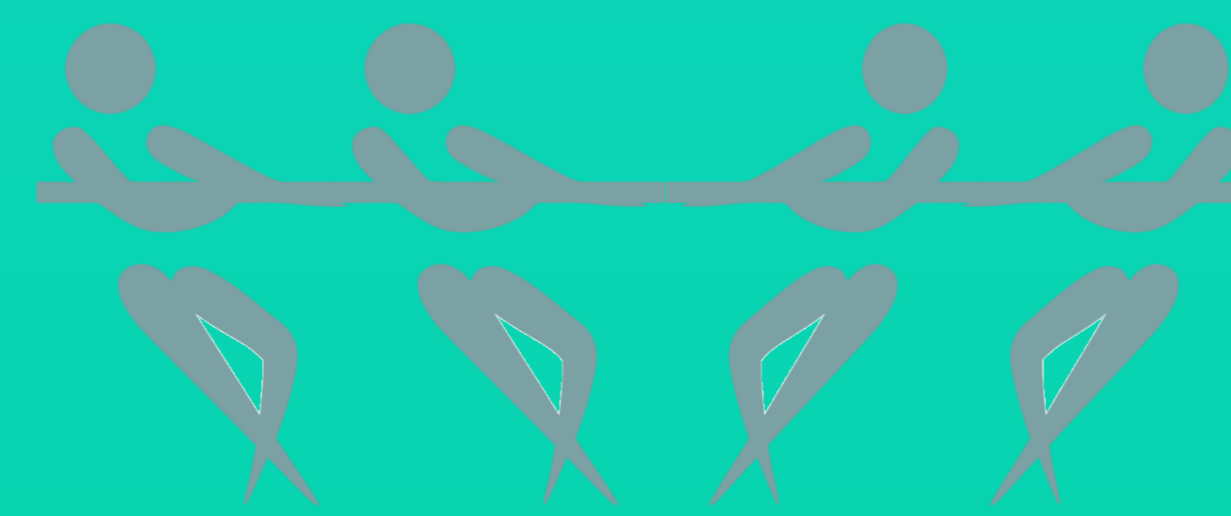
## Introduction

- Targeting patient safety through team development aligns with current research on the importance of creating a culture of patient safety and the vital role of effective teamwork (Weller, Boyd, Cumin 2014).
- Graythwaite 5 provides rehabilitation services to patients recovering from a variety of complex conditions. Due to the nature of patient complexities and interventions performed in this ward including regular physical activity, there is often a high risk of falls. Over the 6 months before the project commenced, there were 54 IIMS reported falls and 20 formal complaints.
- Poor communication with the underpinning theme of ineffective teamwork was evident when examining the underlying cause of the falls rate and complaints.



## Methodology

- Nurse Strategy Reserve Funding supported team building workshops where the *Five Behaviours of a Cohesive Team*™ by Patrick Lencioni: trust, commitment, accountability, conflict, and results, were explored.
- Workshops allowed collaboration between new and existing staff to review insights from the previous workshop, explore what they felt was working, what was not, and what processes could be implemented for improvement.
- Staff surveys were conducted pre and post workshops which provided staff an opportunity to feedback, identify specific aspects of teamwork to improve upon, and assess impact on staff.
- Post workshops, and regular Claims, Concerns and Issues sessions allowed staff an opportunity to critically reflect on the progress of the five identified aspects of team work.



## Outcomes

Results from the initial workshops showed a significant improvement in all *Five Behaviours of a Cohesive Team* that were targeted in training. In particular, commitment has now become an area of strength for the team (Box 1).

Six months post workshop, 100% of staff reported via a repeat staff survey that their team has functioned more effectively and become more productive since the second workshop (Box 2).

## IMPROVING TEAMWORK HAS SIGNIFICANT IMPACTS ON THE PATIENT EXPERIENCE AND PATIENT SAFETY.

An increase in IIMS reporting indicated the staff are more vigilant in preventing potential falls and willing to report near misses.

This can be observed by the increase in SAC 4 (defined as a near miss) reports from 2 to 21 (Box 3).

Complaints have reduced by 55% (N = 20 to 9).

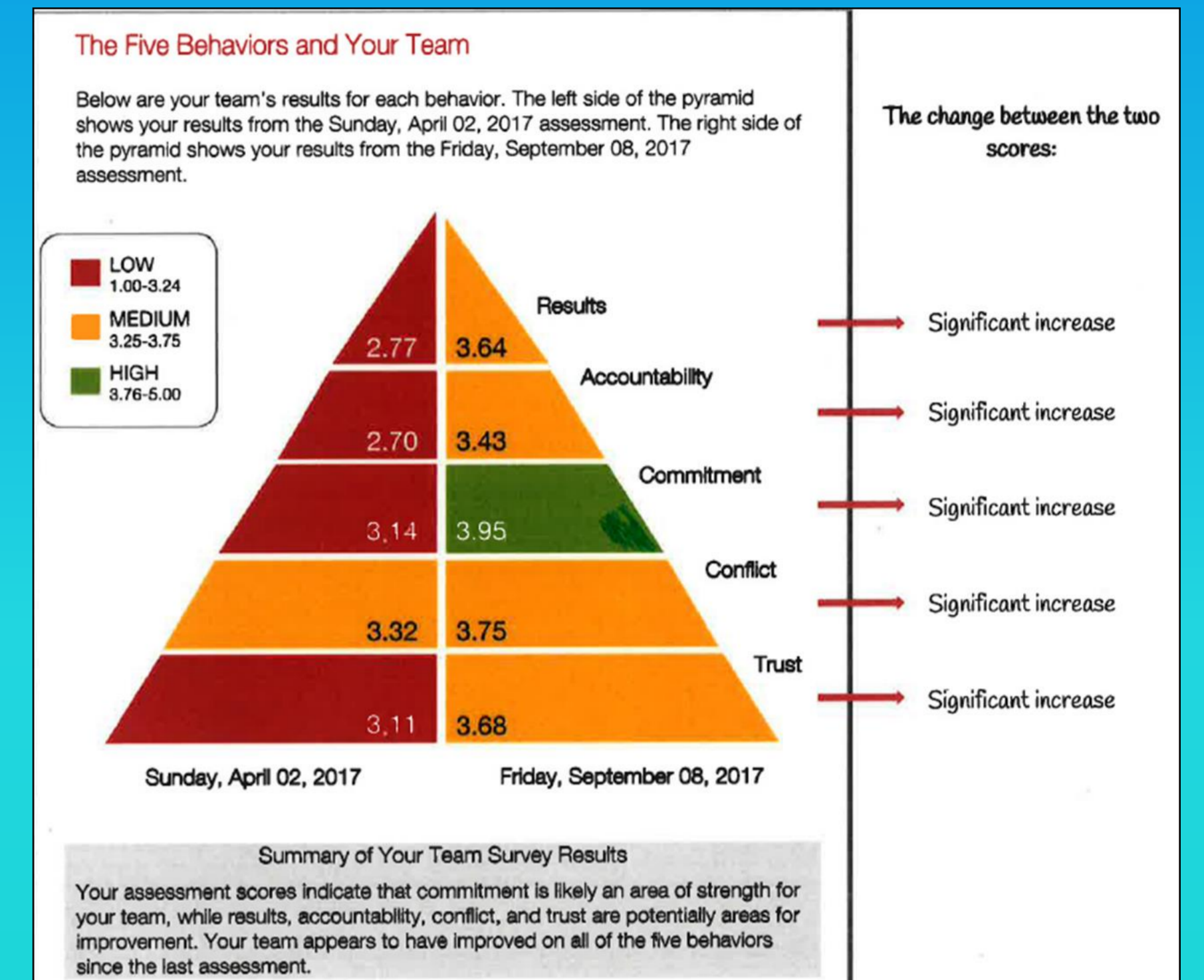
## Next steps

Our initiative demonstrates that staff are engaged and willing contributors to enhancing a culture of safety in the ward.

Graythwaite 5 team are now a cohesive team strongly aligned to NSW Health CORE values.

Moving forward, the focus will be maintenance of a cohesive team and patient safety to create a safe, person-centred culture.

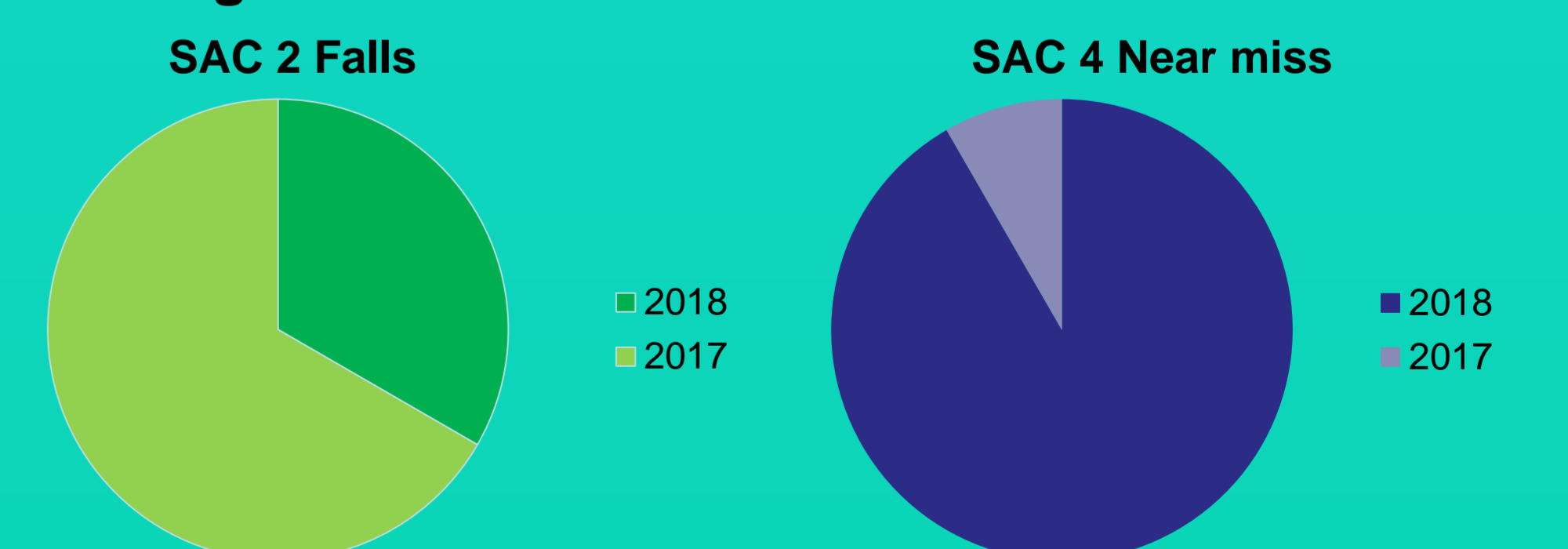
## Box 1: The Five Behaviors and Your Team 2017



## Box 2: Follow-up Staff Survey, March 2019

- Everybody has got their own working styles, behaviours and attitudes. Once we learn a person's behaviour and attitudes, it is easy to involve and accept everyone the way they are. It can prevent many conflicts
- Listening to each other and understanding we are all from different backgrounds and this can affect how we understand what each person is trying to say
- Everyone is getting the right message and is clear
- I believe we have a good team. Spending time together in a non-clinical setting, helps us to get to know each other and have some fun
- We are here to lift each other up

## Box 3: Enhanced patient safety: increased vigilance and reduction in falls rate 2017 - 2018



## References

- Petersen, K. (2014) The Five Behaviors of a Cohesive Team. Published by powered by EVERYTHING Disc.
- Weller J, Boyd M, Cumin D., (2014) Teams, tribes and patient safety: overcoming barriers to effective teamwork in healthcare. *Postgraduate Medical Journal*;90:149-154