Nursing Teamwork in Health System Hospitals: A Multisite Longitudinal Study
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RN-SHGR New Graduate Float Pool

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Team Changes for 2016:

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The NTS team extends acknowledgment and thanks to the original principal investigator, Karen Vander Laan, PhD, MSN, RN for her conception, support, and leadership in the first round of this study.
Objectives

Summarize the June 2015 Nursing Teamwork Survey data for the Spectrum Health System

Analyze implications initial results
The Results

Participation:
- 1414 people responded out of 4284 people invited.
- This is a 33.01% participation rate
Job Role Distribution

- Staff Nurse (RN): 53.04%
- Staff Nurse (LPN): 8.84%
- Nursing Assistant (e.g., Nurse Technician, Nurse Assistant, Nurse Aide): 4.24%
- Unit Clerk / Secretary: 4.10%
- Charge Nurse: 2.40%
- Manager / Assistant Manager / Supervisor / Other management role (e.g., administrators on the unit): 1.70%
- Clinical Nurse Specialist / Educator / Other specialist or leadership team role: 1.34%
- Other: 1.20%
- Prefer not to answer: 0.00%
Experience

Experience in your role (%)

- Up to 6 months: 27.23%
- Greater than 6 months to 2 years: 4.95%
- Greater than 2 years to 5 years: 6.44%
- Greater than 5 years to 10 years: 18.25%
- Greater than 10 years: 24.05%
- Prefer not to answer: 19.09%
Experience

- The total teamwork score of those with up to 2 years experience is significantly higher than those with more than 5 years of experience.
- The score of those with 2-5 years of experience is also significantly higher than those with greater than 10 years of experience.
Missed Work

In the past 3 months, how many days or shifts did you miss work due to illness, injury, extra rest, etc. (exclusive of approved days off)?

- None: 58.56%
- 1 day or shift: 28.50%
- 2 to 3 days or shifts: 11.39%
- 4 to 6 days or shifts: 0.99%
- Over 6 days or shifts: 0.57%
Missed Work (within the past 3 months)

- The total teamwork score of those without missed work is significantly greater than those who missed 2-3 days
Plans to Leave

Do you plan to leave your current position? (%)

- 74.33%: No plans within the year
- 15.13%: In the next year
- 10.54%: In the next 6 months

Evidence NK2-2, Nursing Teamwork Study Presentation
Plan to Leave

Plans to Leave

- The average total teamwork score for those with no plans to leave their position within the next year is significantly greater than of those who plan to leave within the next 6 months or within the next year.
Satisfaction with Position and Role

Satisfaction with Position
- The average total teamwork score for those who are “very satisfied” with their current position is significantly greater than of all other levels of satisfaction.

Satisfaction with Role
- The average teamwork score of those who are “very satisfied” with their current role is significantly greater than of those “satisfied” or “neutral”
Satisfaction with Position

How satisfied are you in your current position on your unit/area?

System average score: 69.55

- Very satisfied: 25.48%
- Satisfied: 46.11%
- Neutral: 18.39%
- Dissatisfied: 9.19%
- Very Dissatisfied: 2.83%
Satisfaction with Role

Independent of your current job, how satisfied are you with being a nurse, or a nurse assistant, or a unit clerk/secretary, etc.?

System average score: 82.04
Adequate Staffing

Staffing

- The average total teamwork score is highest with a higher perception of adequate staffing
- As the perception of adequate staffing decreases, the average teamwork score decreases
Adequate Staffing

How often do you feel the staffing is adequate on the unit you are evaluating?

Of these participants, 1336 (94.48%) evaluated the unit where they spend the majority of their working time.

System average score: 62.98

<table>
<thead>
<tr>
<th>Percent</th>
<th>100% of the time</th>
<th>75% of the time</th>
<th>50% of the time</th>
<th>25% of the time</th>
<th>0% of the time</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>9.12</td>
<td>50.28</td>
<td>26.31</td>
<td>11.95</td>
<td>2.33</td>
</tr>
</tbody>
</table>
Satisfaction with Teamwork

Satisfaction with the level of teamwork
- Correlates with total average teamwork score
- The majority were “satisfied” or “very satisfied” with the level of teamwork (77%)
Satisfaction with Teamwork

How satisfied are you with the level of teamwork on this unit?

System average score: 75.65

- Very satisfied: 36.07
- Satisfied: 40.74
- Neutral: 14.50
- Dissatisfied: 7.14
- Very dissatisfied: 1.56
Teamwork Subscales

The next slides show subscale graphs which take the 33 teamwork items and divide them into 5 subscales.

- Shared Mental Model
- Team Leadership
- Back-up
- Trust
- Team Orientation
Shared Mental Model

Shared Mental Model (7 items)

All team members understand their role and responsibilities and thus respectively work together to achieve a quality work outcome.
Shared Mental Model

![Shared Mental Model Subscale and Total Averages](chart)

- **SM 1**: All team members understand what their responsibilities are throughout the shift.
- **SM 2**: Team members know that other members of their team follow through on their commitment.
- **SM 3**: My team believes that to do a quality job, all of the members need to work together.
- **SM 4**: The shift change reports contain the information needed to care for the patients.
- **SM 5**: Team members respect one another.
- **SM 6**: Team members are aware of the strengths and weaknesses of other team members they work with most often.
- **SM 7**: Team members understand the role and responsibilities of each other.

**Total Shared Mental Model**: 80.18
Team Leadership

Team Leadership (4 items)

Those who serve as charge nurses or managers adequately monitor, distribute, balance and willingly assist the workload of the nurses.
Team Leadership

Team Leadership Subscale and Total Averages

<table>
<thead>
<tr>
<th>Subscale</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>TL 1 (charge nurses or team leaders monitor the progress of the staff members throughout the shift)</td>
<td>76.78</td>
</tr>
<tr>
<td>TL 2 (when changes in the workload occur during the shift (admissions, discharges, patients problems, etc.), a plan is made to deal with these changes)</td>
<td>71.85</td>
</tr>
<tr>
<td>TL 3 (the nurses who serve as charge nurses or team leaders balance workload within the team)</td>
<td>74.73</td>
</tr>
<tr>
<td>TL 4 (the nurses who serve as charge nurses or team leaders give clear and relevant directions as to what needs to be done and how to do it)</td>
<td>73.76</td>
</tr>
<tr>
<td>Total Team Leadership</td>
<td>74.78</td>
</tr>
</tbody>
</table>
Backup

Back-up (6 items)

Team members willingly aid and help one another when they recognize someone is busy or overloaded with work
Backup Subscale and Total Averages

- **BU 1**: Team members frequently know when another team member needs assistance before the person asks for it.
- **BU 2**: The nurses who serve as charge nurses or team leaders are available and willing to assist team members throughout the shift.
- **BU 3**: Team members notice when a member is falling behind in their work.
- **BU 4**: When the workload becomes extremely heavy, team members pitch in and work together to get the work done.
- **BU 5**: Within our team, members are able to keep an eye out for each other without falling behind in our own individual work.
- **BU 6**: Team members willing respond to patients other than their own when other team members are busy or overloaded.

**Average Scores**
- BU 1: 64.14
- BU 2: 75.57
- BU 3: 63.61
- BU 4: 74.40
- BU 5: 65.22
- BU 6: 70.19
- Total Backup: 68.86
Trust

Trust (7 items)

Team members trust each other enough to communicate ideas and information and to value, to seek, and to give each other constructive feedback.
Trust

Trust Subscale and Total Averages

| Trust 1: Team members communicate clearly what their expectations are of others | 68.94 |
| Trust 2: My team readily engages in changes in order to make improvements and new methods of practice | 64.06 |
| Trust 3: Team members readily share ideas and information with each other | 72.35 |
| Trust 4: Team members clarify with one another what was said to be sure that what was heard is the same as the intended message | 70.95 |
| Trust 5: Team members seek and give each other constructive feedback | 60.38 |
| Trust 6: When someone does not report to work or someone is pulled to another unit, we reallocate responsibilities fairly among the remaining team members | 75.95 |
| Trust 7: Team members trust each other | 75.71 |
| Total Trust | 69.76 |
Team Orientation

Team Orientation (9 items)

The team works together in improving each other’s weaknesses efficiently and effectively.
# Team Orientation

## Team Orientation Subscale and Total Averages

<table>
<thead>
<tr>
<th>Subscale</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team Orient 1: Team members ignore many mistakes and annoying behavior</td>
<td>63.53</td>
</tr>
<tr>
<td>Team Orient 2: Some team members spend extra time on breaks</td>
<td>77.92</td>
</tr>
<tr>
<td>Team Orient 3: When a team member points out an area for improvement, the</td>
<td>72.12</td>
</tr>
<tr>
<td>response is often defensive.</td>
<td></td>
</tr>
<tr>
<td>Team Orient 4: If the staff on one shift is unable to complete their</td>
<td>57.21</td>
</tr>
<tr>
<td>work, the staff on the oncoming shift complains about it.</td>
<td></td>
</tr>
<tr>
<td>Team Orient 5: Staff members with strong personalities dominate the</td>
<td>54.24</td>
</tr>
<tr>
<td>decisions of the team.</td>
<td></td>
</tr>
<tr>
<td>Team Orient 6: Most team members tend to avoid conflict rather than</td>
<td>54.14</td>
</tr>
<tr>
<td>dealing with it.</td>
<td></td>
</tr>
<tr>
<td>Team Orient 7: Nursing assistants, nurse aides, and other staff work</td>
<td>85.56</td>
</tr>
<tr>
<td>well together as a team.</td>
<td></td>
</tr>
<tr>
<td>Team Orient 3: Feedback from team members is often judgmental, and</td>
<td>77.97</td>
</tr>
<tr>
<td>nurses do not work together better than helpful.</td>
<td></td>
</tr>
<tr>
<td>Team Orient 6: Team members are more focused on their own work than</td>
<td>59.53</td>
</tr>
<tr>
<td>working together to achieve the total work of the team.</td>
<td></td>
</tr>
<tr>
<td>Total Team Orientation</td>
<td>65.99</td>
</tr>
</tbody>
</table>
Subscale Averages

Teamwork Subscales and Total Averages

- Total Shared Mental Model: 83.18
- Total Team Leadership: 74.78
- Total Backup: 68.86
- Total Trust: 69.75
- Total Team Orientation: 66.89
- Total Teamwork: 72.09
## Service Lines

<table>
<thead>
<tr>
<th>Service Line</th>
<th>Total (%)</th>
<th>Shared Mental Model</th>
<th>Team Leadership</th>
<th>Backup</th>
<th>Trust</th>
<th>Team Orientation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rehab</td>
<td>83.81</td>
<td>87.18</td>
<td>87.93</td>
<td>82.95</td>
<td>80.76</td>
<td>80.24</td>
</tr>
<tr>
<td>Adult MedSurg</td>
<td>76.37</td>
<td>83.37</td>
<td>78.51</td>
<td>72.76</td>
<td>75.02</td>
<td>72.15</td>
</tr>
<tr>
<td>Pediatric MedSurg</td>
<td>73.77</td>
<td>81.03</td>
<td>77.15</td>
<td>72.79</td>
<td>70.54</td>
<td>67.36</td>
</tr>
<tr>
<td>Adult Progressive Care</td>
<td>73.61</td>
<td>81.02</td>
<td>78.34</td>
<td>69.98</td>
<td>70.76</td>
<td>67.95</td>
</tr>
<tr>
<td>Community Hospitals</td>
<td>71.83</td>
<td>81.68</td>
<td>75.27</td>
<td>71.02</td>
<td>70.81</td>
<td>60.39</td>
</tr>
<tr>
<td>Adult Critical Care</td>
<td>71.48</td>
<td>80.26</td>
<td>74.77</td>
<td>67.52</td>
<td>67.94</td>
<td>66.93</td>
</tr>
<tr>
<td>Women &amp; Infants</td>
<td>70.35</td>
<td>81.01</td>
<td>70.27</td>
<td>69.39</td>
<td>68.66</td>
<td>62.41</td>
</tr>
<tr>
<td>Peds Critical Care/Progressive</td>
<td>68.90</td>
<td>77.68</td>
<td>71.03</td>
<td>66.29</td>
<td>66.67</td>
<td>62.84</td>
</tr>
<tr>
<td>MedSurg Pediatric / Psych</td>
<td>65.37</td>
<td>75.35</td>
<td>68.35</td>
<td>60.89</td>
<td>62.21</td>
<td>60.04</td>
</tr>
<tr>
<td>Continuing Care</td>
<td>58.80</td>
<td>68.54</td>
<td>60.89</td>
<td>54.84</td>
<td>56.56</td>
<td>53.17</td>
</tr>
<tr>
<td>System</td>
<td>72.09</td>
<td>80.18</td>
<td>74.78</td>
<td>68.86</td>
<td>69.76</td>
<td>66.89</td>
</tr>
</tbody>
</table>
Conclusion

The Shared Mental Model subscale scored the highest

- Roles and responsibilities are clear

The subscale with the lowest score was Team Orientation

- Integrity of the team, supportive attitude, shared responsibilities, conflict resolution

Gender, education, and overtime hours did not correlate with the average teamwork score.

Experience, missed work, plans to leave, satisfaction with position, satisfaction with role, staffing and satisfaction with teamwork correlate with the average total teamwork score to some degree
Future Research

Do teamwork and HCAHPS have a positive relationship?

Does teamwork improve when nursing units reduce the number of work partners that employees experience?

Do teamwork and turnover have a negative relationship?

Do safety/caring/staff satisfaction/quality and teamwork have a positive relationship?

Do Nurse Sensitive Indicators/30-day readmissions/medication errors/documentation errors and omissions and teamwork have a negative relationship?
Next Survey

Please encourage all of your colleagues to participate in the next Nursing Teamwork Survey. The date of this survey will be announced, stay tuned!

Our investigator team will welcome a few additional members. If interested, please contact a member of the team for more information.


