

Team Effectiveness in Hospital Management: A literature Review

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Abstract

Objectives: The purpose of this paper is to review the research on team effectiveness in hospital management. The literature was reviewed to regulate how the idea of team effectiveness, defined and what recommendations have been made as to how to manage hospitals.

Review methods: A search of OVID recourses, ISI Web of Science and googlescholar was conducted which combined the keyword search terms “team”, “team effectiveness”, “hospital”, “hospital management”, “management”, “administration”, High quality studies were selected and collective with studies identified to the authors. The article was further developed according to the management knowledge of the author in hospital management. We also contacted manufacturers and researchers in the field and considered articles published in english language.

Results: The results relating to team effectiveness were few; therefore ‘hospital management’ was included which increased the amount of material. References that were deemed useful from bibliographies of relevant journal articles were included. The inclusion criteria were articles that provided information about the effectiveness and, hospital management backgrounds.

Conclusion: Most of the literature emphasizes on the cognitive aspects of hospital management. This generic approach can, lead to hospital management. A growing body of literature also confirms that effective work groups have become more important in hospitals, as pressures grow to manage resources more effectively and complexity increases. The paper shows that team working approach can help to manage resources, improve task performance, learning and communication.

Key words: Team effectiveness, hospital, management

Introduction

Most managers believe teamwork is important to the success of their department and company [1]. Research into team effectiveness has traditionally searched for characteristics of effective teams. Quantitative evaluations of specific interventions have largely been inconclusive and emphasized the need for further research [2]. There is a great interest in studying organizational teams. This interest is concerned with the increasing use of teams in hospitals [3]. Members of organizational teams are interdependent in a number of ways. In many cases, team members depend on each other for individual task completion. Such task interdependence needs to be distinguished from outcome interdependence, that is, the extent to which team members’ outcomes depend on their personal or team performance [4]. The importance of teamwork to delivering healthcare, a better understanding of how teams function effectively will be invaluable for educating and developing teams. Hospitals and other organizations can be dissected into anatomical and physiologic subsystems: space, equipment, personnel, tasks, policies and rules, hierarchy, cost control, governance, etc. These systems have to work together to achieve organizational goals and in doing so form healthy and effective beings. Hospital effectiveness has made enormous strides in the last two hundred years. Hospital management is much more sophisticated today.

The last years have seen its development from amateur status to skilled professionalism. This might explain why administratively caused efficiency differences may have diminished. Currently, two parts of hospital organization lag far behind: medical staff organization and governance. Physicians are only beginning to become interested in management and most trustees remain amateurs. Perhaps

this is why studies in these areas show strong associations with hospital effectiveness. Perhaps in twenty years these areas will have improved sufficiently that these correlations will vanish. Healthcare teams are often large, due to norms of professional representation, regardless of contribution to patient care. Further, it is often unclear as to whether patients and their families are team members[5]. The purpose of this paper is to report on a team effectiveness literature review. While almost concentrated on team effectiveness in hospital management, this paper broadens the focus to include team effectiveness in hospital management. Also, while it is important to recognize team effectiveness sources and effects prior to exploring hospital management, this study addresses these foundational matters but then emphasizes team effectiveness in hospital management interventions and research articles on management teams were reviewed to determine the methods used to study these teams, with the aim of developing an understanding that can serve as the base for research of team effectiveness in hospital management.

Defining team and team effectiveness

There are many typologies have identified different types of teams. Work teams, Parallel teams, Project teams, Management teams. The research in management teams define effectiveness as firm performance and use objective measures. The most common rated variables are return on equity[6, 7] return on assets[8, 9] sales growth[10, 11] total return to shareholders change in sales and change in profitability.[11] Nevertheless, other studies consider decision quality[12, 13] contribution to decision[14] Share information[6] and task performance.[15, 16]

Variables at the team-level of analysis and rated with subjective measures. Attitudinal outcomes are also taken into account for assessing effectiveness of management teams. Specifically, some of these variables are consensus understanding and commitment to the decision[16] And satisfaction. Few studies focus on behavioral outcomes, although turnover from both the team and the firm is studied the most.

There is general agreement that teams contain a small, manageable number of members, who have the right mix of skills and expertise, who are all committed to a meaningful purpose, with achievable

performance goals for which they are collectively responsible[17]. Teams are an important part of the functioning of an organization. They can be significant contributors to the effectiveness of organizations or can cause problems and restrict organizational success [18]. Teams are defined as work groups that are charged with the fulfillment of a performance task that requires joint cooperation. This distinguishes them clearly from other groups, which might instead seek to attain individual learning results that are acquired in groups, or merely cultivate social and other forms of contacts [19]. Teams have become a basic building block in organizations [4, 20]. In this paper we are defining management teams.

The research in management teams define effectiveness as firm performance and use objective measures. The most common rated variables are return on equity, return on assets, sales growth, total return to shareholders, change in sales and change in profitability[3]. team members must integrate and synchronize strategies and activities to achieve the objections of the team [21]. To better understand team effectiveness, team performance is evaluated in terms of inter-team productivity and intra-team productivity. Team effectiveness is based on team performance, which is the extent to which the groups' productive output meets the approval of customers, interdependent functioning, which is the extent to which the team is inter-reliant on one another, and team satisfaction, which is the extent to which the team is satisfied with team membership[22]. Other categorized dimensions related to group member behavior in problem-solving situations as socio-emotional, task, and negative reactions[23]. Team effectiveness can be evaluated by five broad principal variables: performance, behavior, attitude, team member style, and corporate culture[1]. The effectiveness of a health care team improves clinical outcomes, patient safety, the care environment for the patient and his or her family, and the work atmosphere and culture for practicing clinicians [24].

Origins of team effectiveness

There is broad consensus in the literature about the defining features of teams. Regular communication, coordination, distinctive roles, interdependent tasks and shared norms are important features. Most

commonly, teams are viewed as a three-stage system where they utilize resources (input), maintain internal processes (throughput) and produce specific products (output). Assuming this model, the necessary antecedent conditions (input) together with the processes (throughput) of maintaining teams define the characteristics of effective teams. Analysis of antecedent conditions and team processes often highlight issues for team development and training. In contrast, outcomes (output) are generally used to judge or evaluate team effectiveness [5]. Sources of team effectiveness in management were previously categorized in two types of models of team effectiveness can be distinguished. The first one is unidimensional and uses objective measures of team performance or of the degree of real productivity. The second one is multidimensional, since it supposes that team effectiveness depends on something else apart from performance or productivity. Several models have been developed under the multidimensional perspective. Thus, apart from performance, satisfaction was aggregated by Shiflett[25] and Gladstein[26]. Cummings [27] and Hackman [28] and colleagues considered satisfaction and commitment, Sundstrom[29] et al. clustered satisfaction and commitment in team viability. Finally, Cohen and Bailey categorized effectiveness into three major dimensions according to the team's impact:[30]

1. Performance effectiveness (productivity, efficiency);
2. Attitudinal outcomes (satisfaction, commitment and trust in management); and
3. Behavioral outcomes that included absenteeism, turnover or safety.[3]

Team effectiveness is defined as performance and employee satisfaction [26]. More explicitly, [31] defines it as the degree to which a group's output meets requirements in terms of quantity, quality, and timeliness (performance); the group experience improves its members' ability to work as a group in the future (behavior), and the group experience contributes to individual satisfaction (attitude). This definition makes team effectiveness a function of performance, attitude, and behavior. There are different models available in the literature to measure team effectiveness and each of them makes reference to specific and necessary characteristics for teams to become effective.

Trying to identify the most relevant and common characteristics among these models, Adams et al.

Developed a framework to assist in the facilitation and measurement of effective teamwork[32]. In this model, seven constructs were identified as characteristics that need to be present during the team process for it to be effective. The seven constructs are productive conflict resolution, mature communication, accountable interdependence, clearly defined goals, common purpose, role clarity and psychological safety.

Adams et al. presented this functional relationship symbolically as: $TE = f(p, b, a)$

(Team effectiveness (TE) is a function of performance (P), behavior (B), and attitude (A).) Functional relationship can be expanded to include corporate culture (C):

$$TE = f(p, b, a, m, c)$$

Team effectiveness (TE) is a function of performance (P), behavior (B), attitude (A), team member style (M), and corporate culture (C.)

A simple alternative representation of this relationship is shown in figure 1.



Figure 1. Relationship of team effectiveness function

Team effectiveness in hospital management

Teams in health care organizations have a long, established tradition. However, despite health teams' potential contributions to diagnosis, problem solving, and patient well-being, experienced team practitioners have warned of the teams' fragility.

It is important to remember that teams have thin skins; there are not many forces holding them

together in relation to those potentially able to pull them apart. The forces that hold a team together are patient needs, institutional support, satisfaction with effective work, respect and friendship, and an understanding of the diagnostic process. Professional rivalries, misunderstanding the role of patient splitting, personal competitiveness, and lack of understanding of the collaborative problem solving process [33].

Hospitals have been offering health promotion in response to external social, political, and economic forces. These include community benefit laws, unsustainable health care spending, low rankings internationally for health status measures, decreasing workforce productivity, and desire for improved quality of life [34]. The tasks of hospital management can be described as pertaining to two large areas: quality management and allocation of resources [35]. Cooperation and communication has become even more important in health care, and teams can be seen at many levels in health care organizations, for example between professionals in primary health care and in special projects such as child protection. Inside and between departments in hospitals, communication and cooperation is necessary for the protection of both staff and patients, as regulation and public accountability becomes ever more unforgiving [36].

Literature review methodology

This review emphasized the team effectiveness in hospital management literatures given the central importance of the team effectiveness literature to this area and the author's home discipline of hospital management. Literature from social and organizational and interprofessional practice perspectives remain to be thoroughly considered.

Search methods for identification of studies

We searched the Ovid Resources and web of sciences ISI for related reviews and the following electronic databases for primary studies Ovid Resources:

- Journals Ovid Full Text December 30, 2011,
- EBM Reviews - Cochrane Central Register of Controlled Trials 4th Quarter 2011,
- EBM Reviews - Cochrane Database of Systematic Reviews 2005 to December 2011,

- EBM Reviews - Database of Abstracts of Reviews of Effects 4th Quarter 2011,
- Ovid MEDLINE(R) In-Process & Other Non-Indexed Citations and Ovid MEDLINE(R) 1948 to Present,
- Ovid MEDLINE(R) Daily Update November 16, 2011
- ISI Web of Science (1975 to present)
- Search strategies for primary studies incorporate the methodological component of the OVID sources search strategy combined with selected index terms and free text terms. We translated the OVID search strategy into the other databases using the appropriate controlled vocabulary as applicable.

Full strategies for all databases are included in Appendix A.

Searching other resources

- We hand searched the Google scholar.
- We browsed the reference lists of all papers and relevant reviews identified.
- We e-mailed authors of other reviews in the field of effective qualified practice apropos relevant studies of which they may be conscious.

Search terms

The terms used for search purposes included, but were not limited to: search terms "team", "team effectiveness", "hospital management", "management", "administration". Exclusion/inclusion criteria due to the breadth of subjects covered, the literature review concentrates on research published from 2001 to 2011. The study excluded research published before 2001 and also excluded non-English language publications.

One hundred and eighty-one unique papers were referenced in the OVID resources, ISI web of sciences and googlscholar database. One hundred and sixty-six papers were dropped because they clearly fell outside the fundamental parameters of the literature review. Fifty papers to be considered it had to focus on team effectiveness. The 6 remaining papers were excluded because irrelevant setting Finally 8 paper include for this study. Figure 2, Appendix 1

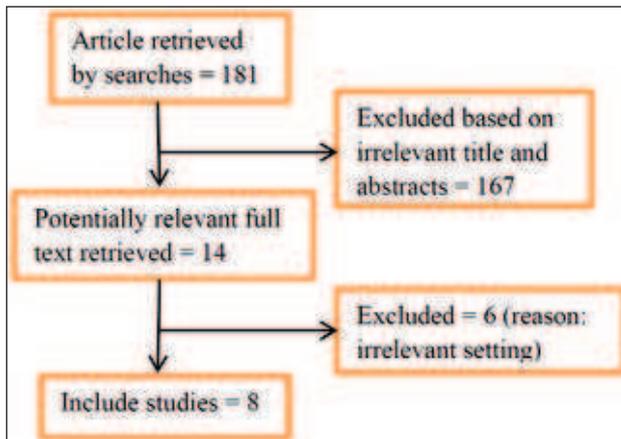


Figure 2. Diagram of team effectiveness study

Discussion

In the hospital environment, there is a greater need for both quality outputs and the judicious use of resources, and it is suggested that improved teamwork can help to achieve these aims. Work in hospitals requires people to collaborate in small groups and teams can be defined as effective work groups. Such collaboration is needed both for planning and managing the work (management groups) and for carrying out work tasks in hospital environments. Research suggests that working in teams can benefit for hospital organizations, but only if teams work with each other. This means that functional teams must communicate with each other and with outsiders. Additionally, management and efficient teams need to comprehend and respect each other, if they are to cooperate with each other to achieve their goals. It is the task of management to plan resources for the future and the teamwork approach demands that this is done collaboratively and sensitively. Learning in organizations is not just about self-development, but requires an open and questioning attitude on the part of all concerned. Teams of managers and employees can also be set up to look at difficult organizational problems concerning, for example, quality, systems and processes. There are many examples in the literature of such teams who have not only solved work-based problems, but also gained deeper understandings in the process.

Conclusion

This paper has given an account of and the reasons for study team effectiveness in hospital management require observing management teams in their work environment. The main conclusion to be drawn from this study has shown how effective work groups have become more important in hospitals, as pressures grow to manage resources more effectively and complexity increases. The following conclusions can be drawn from the present study shows how the team working approach can help to manage resources, improve task performance, learning and communication. The illustrations quoted validate that it is possible to work efficiently in teams if those afraid are open-minded and motivated. Team approach to service delivery is not a managerial fad, nor an organizational ideal. The climate must first be set by management who need to establish a clear vision for the future and ensure that supervisory and operational staff clearly understands these goals. The creation of cross functional and management teams can help to cement relationships, create inter-team dialogue and solve difficult organizational problems such as hospitals. The evidence is that effective teamwork is not easily achieved but that it is worth striving for hospital management teams and Effective teams utilize health care services more efficiently. The results of this work can support future research on teams. Although considerable headway has been made in team effectiveness studies, there is still research to be done.

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Appendix A

Literature Review Search Strategy

We searched the Ovid Resources: Journals@Ovid Full Text December 30, 2011, EBM Reviews Cochrane Central Register of Controlled Tri-

als 4th Quarter 2011, EBM Reviews - Cochrane Database of Systematic Reviews 2005 to December 2011, EBM Reviews - Database of Abstracts of Reviews of Effects 4th Quarter 2011, Ovid MEDLINE(R) In-Process & Other Non-Indexed Citations and Ovid MEDLINE(R) 1948 to Present, Ovid MEDLINE(R) Daily Update November 16, 2011, ISI Web of Science and googlescholar. Search terms were limited to publication dates ranging from 2001 to 2011 (inclusive). We also contacted manufacturers and researchers in the field. A summary of the database searches that were performed during the process of conducting the review is set out below.

Database Searches

Database Searched	Search Terms	Results
ISI Web of Science	team effectiveness + management	20
	team effectiveness + management + hospital	8
	Team + management + hospital	33
	hospital + administration + team	6
Journals@Ovid Full Text December 30, 2011,	Management + hospital	2
	Team effectiveness	4
	Management + effectiveness + hospital	3
	Management + Team + hospital	2
	Team effectiveness + Management	26
EBM Reviews - Cochrane Central Register of Controlled Trials 4th Quarter 2011,	Management + hospital	1
	Team effectiveness	-
	Management + effectiveness + hospital	2
	Management + Team + hospital	-
	Team effectiveness + Management	-
Ovid MEDLINE(R) In-Process & Other Non-Indexed Citations and Ovid MEDLINE(R) 1948 to Present,,	Management + hospital	8
	Team effectiveness	14
	Management + effectiveness + hospital	10
	Management + Team + hospital	9
	Team effectiveness + Management	32
Ovid MEDLINE(R) Daily Update November 16, 2011	Management + hospital	-
	Team effectiveness	1
	Management + effectiveness + hospital	-
	Management + Team + hospital	-
	Team effectiveness + Management	-
Total		181