

# Principles and Values of Team-Based Care

An Institute of Medicine  
Discussion Paper

The Patient-Centered Primary Care Collaborative  
Webinar Series  
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**INSTITUTE OF MEDICINE**

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“The health care we want to provide for the people we serve—safe, high-quality, accessible, person-centered—must be *a team effort*. No single health profession can achieve this goal alone. “

Carol A. Aschenbrenner, M.D.  
Executive Vice President  
Association of American Medical Colleges - 2011

# IOM Paper “Team Members”

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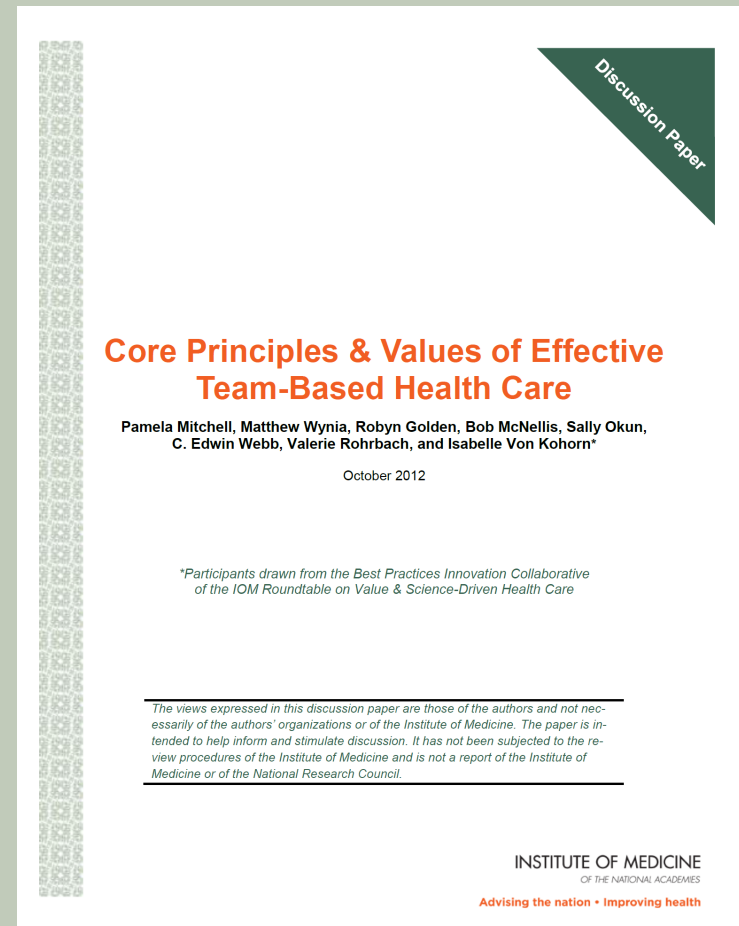
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# Best Practices Innovation Collaborative

1. Health professionals working together to advance value- and science-driven health care
2. Supporting a “learning” health care system
3. Discussion papers released on:
  - Effective patient-clinician communication
  - Principles and values of effective team-based care

## The BPIC – PCPCC “Common Ground”

- Patient-centered focus in our purpose
- Comprehensive and coordinated care delivery
- Teams are essential and teams include the patient
- Quality, safety, and affordability, with metrics
- Care must be value-driven and evidence-based
- The “triple aim” as the bedrock effort of both enterprises

# The Discussion Paper's Approach

- Work Group establishment
- Initial drafting around principles
- “Testing” of the principles
- Identification and interview of 11 teams
- Key Elements (“script”) of the interviews – what were we seeking to learn?
- Recognizing the intersection of “values” and “principles” – the individual vs. the team

# Values essential for the team member

- Honesty
- Discipline
- Creativity
- Humility
- Curiosity



# Principles for Effective Team Performance

## Shared Goals

*The team—including the patient and, where appropriate, family members or other support persons—works to establish shared goals that reflect patient and family priorities, and can be clearly articulated, understood, and supported by all team members.*



# Principles for Effective Team Performance

## Shared Goals

- Clearly articulated
- Reflect and fully embrace patient & family priorities
  - transparency, individualization, recognition, respect, dignity, and choice (Berwick)
- Fully supported & understood by all team members
- Consistently measured and evaluated to respond to dynamic circumstances of the patient

# Principles for Effective Team Performance

## Clear Roles

*There are clear expectations for each team member's functions, responsibilities, and accountabilities, which optimize the team's efficiency and often make it possible for the team to take advantage of division of labor, thereby accomplishing more than the sum of its parts.*

# Principles for Effective Team Performance

## Clear Roles

- Complex, variable, and evolving care delivery systems
- Role clarity, authority, accountability, and respect
- What is "leadership"?
- Patients as recipients of team-based care, or as members of the team?

# Principles for Effective Team Performance

## Mutual Trust

*Team members earn each others' trust, creating strong norms of reciprocity and greater opportunities for shared achievement.*

# Principles for Effective Team Performance

## Mutual Trust

- Critical role of values
  - Personal values
  - Organizational values
- Establishing and maintaining trust
  - With co-workers
  - With patients and families

# Principles for Effective Team Performance

## Effective Communication

*The team prioritizes and continuously refines its communication skills. It has consistent channels for candid and complete communication, which are accessed and used by all team members across all settings.*

# Principles for Effective Team Performance

## Effective Communication

- Should be considered an attribute and guiding principle of a team
- Incorporates many channels of communication for team members to achieve their purpose
- Recognizes the value of deep listening and engaging listening at many level
- Requires continual reflection, evaluation and improvement

# Principles for Effective Team Performance

## Measurable Processes and Outcomes

*The team agrees on and implements reliable and timely feedback on successes and failures in both the functioning of the team and achievement of the team's goals. These are used to track and improve performance immediately and over time.*



# Principles for Effective Team Performance

## Measurable Processes and Outcomes

- Process – reflect impact of care processes on outcomes
- Outcomes – reflect uniqueness of team & matter to patients
  - *Patient outcomes* can be from various sources for different purposes:
    - Condition specific patient-reported outcomes
    - Focus group input
    - Safety reports
    - Satisfaction surveys
    - Coordination of care within team and across settings of care
  - *Team outcomes* can assess team's development & maturity over time
  - *Value outcomes* can measure impact of TBC on cost of care

## Key Lessons – “Where to from here?”

- Patients on the team
- Accountability & flexibility on teams
- Education & training for teamwork

# Questions?

[www.iom.edu/tbc](http://www.iom.edu/tbc)