

EXPLORING THE RELATIONSHIP BETWEEN TEAM BUILDING AND HEALTHCARE TEAM EFFECTIVENESS

Farsana Sallihia Mohd Ismail

Centre of Global Professional & Social Development, KPJ Healthcare University
+0143030830 Email: farsana@kpju.edu.my

Wan Ahmad Fuad Wan Ahmad Kamil

Centre of Global Professional & Social Development, KPJ Healthcare University
+0145342770 Email: ucn.wanahmad@kpju.edu.my

Mohd Rizal Majid

School of Business & Management, KPJ Healthcare University
+01158588005 Email: rizalmajid@kpju.edu.my

Zamzurin Ariffin Mohd Daud

Centre of Global Professional & Social Development, KPJ Healthcare University
+0196763153 Email: zamzurin@kpju.edu.my

ABSTRACT

Teamwork in healthcare organization is pivotal as it would effect patient care and organization performance. Thus, this concept paper aims to explore how team building initiatives influence the effectiveness of healthcare team. Although the importance of teamwork is generally recognized, the specific impact of team building activities on healthcare staff remain unexplored. Comprehending this connection is important in enhancing patient care and organization success. The paper will use qualitative method and utilize semi-structured interviews and focus group discussions with healthcare staff to explore their experiences and perceptions on team building activities and its impact on team effectiveness. Thematic analysis will be used to recognize the repetitive patterns and themes within the data, enabling a thorough comprehension of the correlation between team building and the dynamics within healthcare teams. This study aims in generating insights on how team building activities effects and influences communication, collaboration, trust and unity within healthcare setting. This qualitative study is anticipated to uncover the subtle methods through which team building activities enhance the formation of effective teamwork in healthcare setting. The findings of the study will deepen the understanding on the contribution of team building to the effectiveness of the healthcare team in healthcare setting. By providing the data, the research aims to enlighten healthcare leaders on the importance of team building to healthcare team in enhancing teamwork, improving patient care and boost organizational performance in healthcare setting.

Key Word: Team work, team building, healthcare team

1. Introduction

Teamwork is important in any success of an organization especially in healthcare as it would influence both patient care and organization performance. Although the importance of teamwork in healthcare is recognized, the specific impact the activities in team building on healthcare staff is not fully explored. This concept paper aims to bridge this gap by exploring how team building activities influence the effectiveness of a healthcare team. Understanding this connection is important in intensifying strategies that enhance patient care and organizational success.

The research by West, Topakas, & Dawson (2014) has recognized that teamwork in healthcare settings has improved communication, coordination, and collaboration among healthcare professionals, leading to improved patientcare and increased in organization efficiency. However, the mechanism on how team building activities contribute to these improvements have yet to be fully explored. Team building activities are usually designed to nurture essential team dynamics such as

trust, communication and collaboration. However, there are limited study that investigates how impact of team building activities impact on team dynamic among the healthcare team (Salas, Shuffler, Thayer, Bedwell, & Lazzara, 2015).

The theoretical foundation of this study lies in the concepts of team dynamic and its crucial role in the upscaling of teamwork. The study by DeChurch & Mesmer-Magnus (2010) highlights that well planned team building can significantly enhance communication, trust and collaboration. In a healthcare setting where interdisciplinary cooperation vital, understanding the specific effect impact of team building activities to the healthcare team is crucial. Thus this concept paper hopes to uncover the method through which team building activities enhance the development of teamwork, within healthcare environment.

In order to achieve this, this study will use qualitative method, utilizing semi-structured interviews and focus group discussions with private healthcare staff. Thematic analysis will be used to identify recurring patterns and themes within the data, enabling a thorough comprehension of the correlation between team-building activities and team dynamics. By providing detailed insights into healthcare staff's experiences and perceptions, this study aims to inform healthcare leaders about the importance of investing in team-building initiatives to foster effective teamwork, thereby enhancing patient care and organizational performance.

2. Literature Review

Teamwork among healthcare professionals plays an important role in delivering high-quality patient care and improving organizational performance. Even though various studies have that emphasized on the importance of teamwork, there still remains a gap in understanding how team building activities impact the effectiveness of healthcare staff. This literature review aims to synthesize research on team dynamics, the importance of team building activities within healthcare environments and their influence on team efficiency.

Effective teamwork in healthcare has been linked to better patient outcomes and increased job satisfaction among employees and overall operational effectiveness (Braithwaite, Herkes, Ludlow, Testa, & Lamprell, 2017). Despite acknowledging these advantages there is a lack of evidence on how structured team building endeavours affect these results. As highlighted by Hughes et al. (2019) team building activities are crafted to boost communication, trustworthiness and collaboration, within teams. When implemented successfully these activities can notably enhance team dynamics leading to enhanced coordination and patient care quality.

The study by Lee, Clarke, and Carson (2019) explored the effects of team building association in healthcare setting and found that team building activities improved the interpersonal relationship among team member which eventually led to increase of trust and collaboration among the member. The effect of their trust and collaboration improved the performance of the team and eventually improved patient care. The study employed a mixed-methods approach, combining quantitative surveys with qualitative interviews, to provide a comprehensive understanding of the impact of team-building initiatives on healthcare teams.

In another study which was conducted by O'Leary, Sehgal, Terrell, and Williams (2019) it highlighted the importance of continuous team-building efforts. This study found that consistent team building help maintain the high level of team dynamic over the period of time.

This longitudinal study utilized a series of team-building workshops followed by periodic assessments to measure the changes in team performance and staff perceptions.

In addition to interpersonal and team dynamic, a study by Johnson, Nguyen, Groth, and Pilcher (2019) focused on the communication aspect of team-building activities. The research revealed that these activities significantly enhance communication skills among healthcare staff, leading to more effective information exchange and reduced errors in patient care. This study used a pre-and post-intervention design to assess the changes in communication practices among healthcare teams.

The theoretical framework for understanding the impact of team-building activities on healthcare teams is grounded in the principles of social and organizational psychology. Team-building activities aim to create a sense of cohesion and shared purpose among team members, which are essential for effective teamwork (West et al., 2014). These activities are designed to address common challenges in healthcare teams, such as hierarchical barriers and professional silos, by fostering an environment of mutual respect and collaboration.

Despite the promising findings, there are challenges in implementing team-building activities in healthcare settings. Time constraints, resource limitations, and varying levels of staff engagement can affect the success of these initiatives. Future research should focus on identifying best practices for designing and implementing team-building activities that are tailored to the specific needs of healthcare teams.

In conclusion, the literature indicates that team-building activities have a positive impact on the effectiveness of healthcare teams by enhancing communication, trust, and collaboration. However, more research is needed to understand the long-term effects of these activities and to develop strategies for overcoming implementation challenges. By addressing these gaps, healthcare organizations can better leverage team-building activities to improve patient care and organizational performance.

3. Significance of Study

The study will be significant to:

- i. **Healthcare Professionals:** Enhanced communication, trust, and collaboration among team members will lead to a unified work environment, reducing burnout and job dissatisfaction while improving patient care efficiency.
- ii. **Healthcare Organizations:** Targeted team-building activities can boost organizational performance, patient satisfaction, and overall efficiency, fostering a positive work environment that attracts and retains top talent.
- iii. **Patients:** Improved teamwork among healthcare professionals results in more coordinated and comprehensive care, leading to better patient outcomes, faster recovery times, fewer complications, and a more positive healthcare experience.

4. Research Objectives

The objective of the study is:

1. To explore the experiences and perceptions of healthcare staff regarding team-building activities.
2. To understand the impact of team-building initiatives on communication, collaboration, trust, and unity within healthcare teams.
3. To identify the key themes and patterns that emerge from healthcare staff's experiences with team-building activities.
4. To provide insights that can inform healthcare leaders on the importance of team-building activities in enhancing teamwork and organizational performance.

5. Research Questions

1. What are the experiences and perceptions of healthcare staff regarding team-building activities?
2. How do team-building initiatives impact communication, collaboration, trust, and unity within healthcare teams?
3. What key themes and patterns emerge from healthcare staff's experiences with team-building activities?
4. How can the insights gained from healthcare staff's experiences inform healthcare leaders about the importance of team-building activities in enhancing teamwork and organizational performance?

6. Research Hypotheses

1. **Experiences and Perceptions:** Healthcare staff have predominantly positive experiences and perceptions regarding team-building activities.
2. **Impact on Team Dynamics:** Team-building initiatives significantly improve communication, collaboration, trust, and unity within healthcare teams.
3. **Emerging Themes and Patterns:** Common themes such as enhanced interpersonal relationships, increased job satisfaction, and improved problem-solving skills emerge from healthcare staff's experiences with team-building activities.
4. **Informing Healthcare Leaders:** Insights from healthcare staff's experiences with team-building activities can provide healthcare leaders with evidence of the positive impact of these activities on teamwork and organizational performance, leading to more strategic investment in team-building initiatives.

7. METHODOLOGY

7.1 Research Design

This research will use a qualitative study which aims to explore healthcare staff's experiences and perceptions of team-building activities and their impact on team effectiveness. The qualitative approach will allow detailed understanding of how team building activities influence communication, collaboration, trust, and unity within healthcare teams.

7.2 Data Collection Methods

Two primary methods will be used for data collection:

1. Semi-Structured Interviews:

- **Participants:** Private hospital healthcare staff, including nurses, administrative staff, and support personnel, selected through purposive sampling.
- **Procedure:** Conduct with open-ended questions, interviews will last 15-20 minutes and be audio-recorded with consent. Questions will focus on experiences with team-building activities and their impact on team dynamics.

2. Focus Group Discussions:

- **Participants:** Groups of 6-8 healthcare staff members from various roles and departments.
- **Procedure:** Moderated discussions lasting about 20 minutes, audio-recorded with consent. Topics will include the benefits and challenges of team-building activities and their impact on team effectiveness and patient care.

7.3 Data Analysis

Thematic analysis will be used to analyse the data. The process includes:

1. **Transcription:** Audio recordings will be transcribed verbatim.
2. **Coding:** Systematic coding of transcripts using both predefined and emerging codes.
3. **Theme Development:** Grouping codes into categories to identify key themes and patterns.
4. **Analysis:** Examining themes to understand the relationship between team-building activities and team dynamics.

7.4 Trustworthiness

To ensure credibility, the study will use:

- **Triangulation:** Collecting data from multiple sources.
- **Member Checking:** Allowing participants to review transcripts and preliminary findings.

7.5 Ethical Considerations

Ethical approval will be obtained, and informed consent will be secured from all participants. Their data will be anonymized and used solely for research purposes.

This methodology aims to provide in-depth insights into the effects of team-building activities on healthcare teams, informing leaders on enhancing teamwork and organizational performance.

8. Conclusion

This research proposal aims to explore the impact of team-building activities on the effectiveness of healthcare teams, addressing a critical gap in the existing literature. The study employs a mixed-methods approach, qualitative interviews and focus group discussions, to gain a comprehensive understanding of how team-building initiatives influence team dynamics, communication, trust, collaboration, and overall team effectiveness.

Qualitative method will explore into their experiences and perceptions through semi-structured interviews and focus group discussions. Thematic analysis will be used to identify recurring patterns and themes within the qualitative data.

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