**EVALUATING TEAM EFFECTIVENESS IN A
PRIMARY HEALTH CARE TEAM**

INTRODUCTION

Interprofessional (or interdisciplinary) service delivery is a key element distinguishing primary health care teams. An interprofessional team approach involves professionals with specialized knowledge and skills coming together to work toward the achievement of a shared goal, ensuring that clients have ready access to a range of services. Well structured interprofessional primary health care teams are groups of individuals with complementary skills working together to deliver services for which they are mutually accountable.

TEAM EFFECTIVENESS TOOL

Primary health care teams are encouraged to conduct periodic assessments of progress, preferably at least annually. The attached *Team Effectiveness Tool* has been developed to assist primary health care teams in evaluating their interprofessional approach. The instrument provides an assessment of key elements of team functioning, including team purpose and vision, roles, communication, service delivery, team support, and partnerships. Over time, completion of the *Team Effectiveness Tool* will strengthen the team by measuring its progress and providing members with practical guidance for future direction.

ADMINISTRATION

Completion of the *Team Effectiveness Tool* requires approximately 15 minutes. Each member of your team should independently complete the tool, responding according to the effectiveness of your current primary health care team. Please keep in mind that your primary health care team is more than your immediate department or work group.

Please return your completed survey through inter-office to Faye Hoium at Tatagwa View or email the completed form to faye.hoium@schr.sk.ca . The responses of all of the members of your primary health care team will be combined and provided to your team as overall team results. Individual scores will be kept confidential to ensure anonymity. The information gathered from these assessments will be used in aggregate form as part of the evaluation of individual primary health care sites as well as broader evaluation of the SCHR primary health care agenda.

Your primary health care team will be provided opportunity for facilitated discussion of the team results to make meaning of the results and plan future directions.

PRIMARY HEALTH CARE
TEAM EFFECTIVENESS TOOL

Please rate your primary health care team by circling the number on the scale that corresponds to your perceptions with respect to each statement. Rate the degree to which each component has been implemented within your team using a scale ranging from 1 (Just Started) to 7 (We're There). Space is provided on the last page to allow for further comments.

Circle only one number per item.

PRIMARY HEALTH CARE TEAM:_____ **DATE:**_____

A. TEAM PURPOSE AND VISION
An interdisciplinary team approach involves individual professionals coming together to work towards the achievement of a shared goal. Team members have a common understanding of the reason for the team's existence and future direction and share responsibility for the team's success.

Components	Just Started	On The Road	We're There
A1. Team purpose is clearly understood by all members.	… little or no understanding 1 2	… some understanding by most 3 4 5	… everyone clearly understands the purpose 6 7
A2. The team meets regularly for planning.	… no planning 1 2	… meet, but not regularly, some planning 3 4 5	… regularly scheduled planning meetings 6 7
A3. The team has a shared, common agreement about its strategies to achieve its goals.	… almost always disagree 1 2	… some agreement about strategies 3 4 5	… team almost always agree on strategies 6 7
A4. The team reviews its current effectiveness.	… do not review effectiveness 1 2	… some review, but not consistently 3 4 5	… regularly review team effectiveness 6 7

B. ROLES
Each team member has a unique perspective to offer. Members of a high performance team have a clear understanding of their roles and responsibilities, have confidence in each other's performance, and support one another.

Components	Just Started	On The Road	We're There
B1. Team members are clear on what is expected of them.	… limited or no knowledge of expectations 1 2	… some roles have clearer expectations than others 3 4 5	… clear definitions of expectations for all 6 7

	Just Started	On The Road	We're There
B2. Team members understand their role within the team.	… minimal or no understanding of roles 1　　　2	… understanding of roles, but some discrepancies 3　　4　　5	… everyone knows their role and acts accordingly 6　　　7
B3. Team members accept insights, knowledge and perspectives brought by members of professions other than his/her own.	… limited or no communication between different professions 1　　　2	… some acceptance of different insights, but could be better 3　　4　　5	… acceptance of insights from different professions 6　　　7
B4. Team-based functions are shared across professional boundaries.	… little or no team- based functions 1　　　2	… some sharing of team-based functions, but still unequal distribution 3　　4　　5	… team based functions fairly shared across professions 6　　　7
B5. The team works as a cohesive group.	… little or no cohesion 1　　　2	… some parts of team more cohesive than others 3　　4　　5	… entire team works in cohesion 6　　　7
B6. Abilities, knowledge and experience are fully utilized by the team.	… unique attributes of different professions ignored 1　　　2	… still room to better utilize unique attributes of various team members 3　　4　　5	… unique attributes of each team member fully utilised 6　　　7

C. COMMUNICATION

When a team is performing as a high performance team, communication is open and without fear of embarrassment. Team members cooperate and collaborate with one another and seek to understand the perceptions of others. There is full participation and contribution.

Components	Just Started	On The Road	We're There
C1. Team members are open and authentic when communicating.	… little or no communication within group 1　　　2	… some open and authentic communication, but improvement still needed 3　　4　　5	… open and authentic communication from all team members 6　　　7
C2. Meetings and between meeting communications are effective.	… little or no communication 1　　　2	… still room to improve the effectiveness of communication 3　　4　　5	… everyone communicates in an effective manner 6　　　7
C3. When differences occur, they are dealt with reasonably.	… ineffective resolution of differences 1　　　2	… some means in place to deal with differences in a reasonable manner 3　　4　　5	… majority of differences dealt with in a reasonable manner for all parties 6　　　7

C4. The team uses consensus decision making where possible.	… no consensus decision making	… means in place to determine consensus, but not always used	… formal consensus is sought amongst all members of the team
	1 2	3 4 5	6 7
C5. Leadership is shared and reasonably delegated in line with areas of competence.	… leadership is dominated by one part of team	… leadership mostly delegated in line with competence, but still unequally shared	… leadership shared and reasonably delegated
	1 2	3 4 5	6 7
C6. There is smooth flow of information among team members.	… no flow of information	… limited information flow	… information is efficiently shared amongst the team
	1 2	3 4 5	6 7
C7. There is limited overlap of roles among team members.	… significant overlap of roles	… some overlap of roles	… limited overlap of roles
	1 2	3 4 5	6 7
C8. Decisions are made and followed through to implementation.	… decisions are rarely made or followed through on	… sometimes follow through on decisions	… most decisions followed through to implementation
	1 2	3 4 5	6 7
C9. Common charts are used where possible.	… rarely or never used	.. used often but not consistently	… consistently used
	1 2	3 4 5	6 7

D. SERVICE DELIVERY

When a team is performing as a high performance team, there is a clear definition of, commitment to and progress toward team goals. Work is organized to accomplish goals and team members know their responsibilities.

Components	Just Started	On The Road	We're There
D1. The team is clear on how it provides its services.	… no clarity on service provision	… some team members more clear than others	… team is clear on service provision
	1 2	3 4 5	6 7
D2. The team covers the continuum of services from prevention to rehabilitation.	… some services not covered	… some services in continuum need improvement	… team consistently covers services across entire continuum
	1 2	3 4 5	6 7
D3. Working as a team has resulted in service delivery being more integrated and coordinated.	… do not effectively work as an integrated and coordinated team	… some integration and coordination	… service delivery is integrated and coordinated
	1 2	3 4 5	6 7

	Just Started	On The Road	We're There
D4. The team spends an appropriate amount of time planning and delivering preventative programs.	.. no time spent 1 2	… some time spent, more needed 3 4 5	… appropriate time spent 6 7
D5. The team does <u>not</u> lack membership from a group or profession that would significantly enhance its ability to function effectively.	… definite lack of membership 1 2	… although not required, the addition of a profession would be welcomed 3 4 5	… have everyone needed 6 7

E. TEAM SUPPORT

Team members within an effective team feel supported by one another and from the organization as a whole.

Components	Just Started	On The Road	We're There
E1. There is high trust and confidence amongst team members.	… little or no trust or confidence 1 2	… trust and confidence amongst some more than others 3 4 5	… trust and confidence amongst all 6 7
E2. Team members work as a cohesive group.	… team is fragmented 1 2	… some more cohesive than others 3 4 5	… all members work cohesively 6 7
E3. Team members feel comfortable providing feedback when expectations are or are not met	… rarely provide feedback 1 2	… feedback given only for more serious situations 3 4 5	… constructive feedback provided by all members 6 7
E4. Team members have the opportunity to develop their skills within the team.	… little or no opportunity 1 2	…some have more opportunity than others 3 4 5	…equal opportunity 6 7
E5. Strategies are in place to support team development.	… little or no strategies 1 2	… strategies in place, but not utilised 3 4 5	… formalised strategies in place and used 6 7
E6. The team provides support to individual members through difficult situations.	… little or no support 1 2	… some support available but not utilised 3 4 5	… support available and used 6 7

F. PARTNERSHIPS

An effective interdisciplinary primary health care team creates a framework of support and links with other individuals, teams and service providers outside the team, department or organization for the best results.

Components	Just Started	On The Road	We're There
F1. The team involves the community in the planning and delivery of programs and services.	… little or no community involvement 1　　　2	… room for improved community involvement 3　　4　　5	… community consistently involved 6　　　7
F2. The team effectively involves itinerant team members.	… itinerant members not involved 1　　　2	… could involve itinerant members more effectively 3　　4　　5	… effective involvement of itinerant members 6　　　7
F3. The team has developed partnerships with intersectoral groups to plan and deliver services.	… little or no partnerships 1　　　2	… partnerships in place, but could be used more 3　　4　　5	… good partnerships in place 6　　　7
F4. Committees have been established to support the core team in improving the delivery of services.	… little or no committees 1　　　2	… committees established for a selected areas 3　　4　　5	… committees in place and used effectively 6　　　7
F5. There is increased participation by the client in decisions related to self, family and community programs.	… little or no client participation 1　　　2	… good, but room for improvement 3　　4　　5	… effectively involve client in decision-making process 6　　　7

COMMENTS: (optional)

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NAME (optional):_____

ROLE (optional):_____

This tool was developed using content from the Team Effectiveness Tool (Saskatchewan Health Primary Health Services Branch, 2002) and the Community Capacity Building Tool (Public Health Agency of Canada, 2007).