



A2.2 – Educative resources for teachers

Entrepreneurship & Teamwork

<< Lesson Materials >>

Module: 4

Sub-Module: 4.3



Introduction

Module	4. MANAGEMENT IN CAREGIVING
Sub-module	4.3. Entrepreneurship & Teamwork
Lesson nr.	#1
Duration (minutes)	60
Date	

Lesson Outcomes

1. Describe the differences between a work group and a team.
2. Define the advantages of working within a team.
3. Know the principles that define a successful work team.
4. Understand the personal values that contribute to the development of a functional work team.

Group vs. Team

Groups and Teams ...

- ❖ Do both concepts mean the same?
- ❖ If not, what are the main differences?
- ❖ Which of the two offers the greatest advantages for the day-to-day work of caregivers?

Reading and discussion

Oxford Handbook of Adult Nursing (2 ed.)

Edited by: Maria Flynn and Dave Mercer

DOI: [10.1093/med/9780198743477.003.0028](https://doi.org/10.1093/med/9780198743477.003.0028)

Group vs. Team

Group

- ✓ People who **collaborate** for mutual benefit and survival.
- ✓ A collection of people, working **independently**, with a **common** aim, and who have the ability to act in a unitary manner.

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Group vs. Team

Team

- ✓ Common aims / **shared** goals
- ✓ Complementary skills / personal abilities
- ✓ Mutual respect
- ✓ **Interdependence** and **collective accountability**

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Group vs. Team

Table 28.1 Comparison of group and team characteristics	
Group	Team
Workers are independent	Work to a common vision
Ownership and responsibilities are not always clear	Co-ownership of team goals
Lack of trust between members	Open and honest communication
Potential for conflict	Cooperate and aim to understand each other and resolve conflict
Cautious communication	Mutual respect and report
Decisions often made without discussion	Participatory decision-making
	Broad range of skills

Team

A **team** can be defined as ...

*“a distinguishable set of two or more people who interact dynamically, **interdependently** and **adaptively** towards a **common** and valued goal/objective/mission, who have been **assigned specific roles** or functions to perform and who have a limited lifespan of membership”*

Babiker et al., 2014

Team

A team is ...

*“a small number of people with **complementary** skills who are committed to a **common** purpose, performance goals and approach for which they hold each other **mutually accountable**”*

Royal College of Physicians, 2017

Successful team

A **successful** team is characterized as one where members are committed to working **well** together to a common aim to achieve the best possible results.

- Recognizing that personal achievement is dependent upon the success of **others**.
- Working to a common aim requires all team members to be **open** and **honest** and to **share** the values which underpin their practice.
- Being aware of personal and professional **values and beliefs**.

Flynn & Mercer, 2018

Successful team

Reading and discussion:

*What are the **principles** that underpin a **successful team**?*

Health care professional development: Working as a team to improve patient care

Babiker et al., 2014

Successful team

- ✓ Shared goals
- ✓ Clear roles
- ✓ Mutual trust and respect
- ✓ Effective communication
- ✓ Measurable processes and outcomes
- ✓ Leadership

Babiker et al., 2014

Health care professional development: Working as a team to improve patient care

Successful team

*Effective team is a one where the team members, including the **patients/users**, communicate with each other, as well as merging their observations, expertise and decision-making responsibilities to optimize patients' care*

Five **personal values** that characterize the most effective **members** of high-functioning teams :

Honesty, Discipline, Creativity, Humility, and Curiosity

Health care professional development: Working as a team to improve patient care

Babiker et al., 2014

A good team: how to evaluate it?

A **good team** is dependent upon how well its members *work together* to achieve shared goals.

When assessing how well a team functions, it is worth considering the following characteristics ...

- ✓ Common sense of purpose
- ✓ Clear understanding of objectives
- ✓ Resources to achieve objectives
- ✓ Mutual respect among team members

A good team: how to evaluate it?

When assessing **how well** a team functions, it is worth considering the following characteristics ...

- ✓ Values members' strengths and weaknesses
- ✓ Mutual trust
- ✓ Willingness to speak openly
- ✓ Range of skills to deal effectively with tasks
- ✓ Range of personal styles for team roles

Royal College of Physicians, 2017

Functional team

All members are able to ...

- Recognize **weaknesses**.
- Admit **mistakes**.
- Ask for **help**.
- Accept **questions** about their areas of responsibilities. Accept **contributions** to their areas of responsibilities.
- Give each other the **benefit of the doubt** before arriving at negative conclusions.

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Functional team

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All members are able to ...

- Take risks in offering feedback and assistance.
- **Appreciate each other's** skills and experiences.
- Focus time and energy on **important issues**, rather than organizational politics.
- Offer and accept **apologies** without hesitation.
- Be **open-minded** and **responsive**. Be **prepared to learn**.
- Look forward to meetings and opportunities to work as a group.

Functional team

Activity: group debate and discussion based on our experience...

What teams do you know?

Are these key characteristics met?

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Introduction

Module	4. MANAGEMENT IN CAREGIVING
Sub-module	4.3. Entrepreneurship & Teamwork
Lesson nr.	#2
Duration (minutes)	90
Date	

Lesson Outcomes

1. Define collaborative care and team-based care.
2. Describe the differences between multidisciplinary and interdisciplinary care teams.
3. Apply the principles of a good interdisciplinary teamwork.
4. Understand the competency domains for staff that facilitate person-centered care planning.
5. Differentiate the roles and functions of the professionals who make up the care team.

Collaborative care

A key concept to improve care...

- ✓ *Care that brings **together** professionals and/or organizations to work in **partnership** with people to achieve a **common purpose**.*

**People-centred and
integrated health services:
an overview of the evidence**

World Health Organization, 2015

Team-based care

Team-based (health) care is ...

- *The provision of health **services** to individuals, families, and/or their communities by at least two health providers ...*
- *who **work collaboratively** with patients and their caregivers—to the extent preferred by each patient - to accomplish **shared goals** ...*
- *within and across settings to achieve coordinated, high-quality care.*

Babiker et al., 2014

Team work in the health and social care

*A dynamic **process** involving two or more professionals with **complementary** backgrounds and skills, ...*

- *sharing **common goals** ...*
- *and exercising **concerted** physical and mental effort in assessing, planning, or evaluating user care.*

*This is accomplished through **interdependent** collaboration, open communication and **shared** decision-making.*

Nancarrow et al., 2013

Multidisciplinary vs. Interdisciplinary Care Teams

Activity: reading and discussion:

- Different concepts?
- What are the main differentiating elements?

Interdisciplinary versus multidisciplinary care teams: do we understand the difference?

Jessup, 2007

Multidisciplinary vs. Interdisciplinary Care Teams

Multidisciplinary

- *Different disciplines; each discipline approaching the patient from their own perspective.*

Interdisciplinary

- ***Integrate** separate discipline approaches into **a single** consultation. That is, the patient-history taking, assessment, diagnosis, intervention and short- and long-term management goals are conducted by the team, together with the patient, at the one time.*

Jessup, 2007

Interdisciplinary versus multidisciplinary care teams: do we understand the difference?

Interdisciplinary Care Teams

Interdisciplinary team work is ...

- *A complex process in which different types of staff **work together to share expertise, knowledge, and skills to impact on care.***

Ten principles of good interdisciplinary team work

Susan A Nancarrow^{1*}, Andrew Booth², Steven Ariss², Tony Smith³, Pam Enderby² and Alison Roots⁴

A good interdisciplinary team

❖ Video viewing and group discussion:

YouTube:

<https://youtu.be/95x3HhKILII>

Developing a great team helps to combine a group of talents efficiently to reach a common goal

Here are 5 steps for creating a great team



“Teamwork: 5 steps put together a great team”

Effective interdisciplinary team

Reading and group discussion ... *TEN COMPETENCIES*

*“We propose competency statements that an **effective interdisciplinary team** functioning at a high level should demonstrate”*

Ten principles of good interdisciplinary team work

Susan A Nancarrow^{1*}, Andrew Booth², Steven Ariss², Tony Smith³, Pam Enderby² and Alison Roots⁴

A good interdisciplinary team

Activity: **Reading** and group discussion ... *A good interdisciplinary team*

1. Leadership and management
2. Communication
3. Personal rewards, training and development
4. Appropriate resources and procedures
5. Appropriate skill mix

Ten principles of good interdisciplinary team work

Susan A Nancarrow^{1*}, Andrew Booth², Steven Ariss², Tony Smith³, Pam Enderby² and Alison Roots⁴

A good interdisciplinary team

Reading and group discussion ...*Characteristics of a good interdisciplinary team*

6. Climate
7. Individual characteristics
8. Clarity of vision
9. Quality and outcomes of care
10. Respecting and understanding roles

Ten principles of good interdisciplinary team work

Susan A Nancarrow^{1*}, Andrew Booth², Steven Ariss², Tony Smith³, Pam Enderby² and Alison Roots⁴

Competencies for staff: person-centered care

Competency Domains for Staff: reading and discussion ...

Five Competency Domains for Staff Who Facilitate Person- Centered Planning

Janis Tondora, Bevin Croft, Yoshi Kardell,
Teresita Camacho-Gonsalves, and Miso Kwak

November 2020

Competencies for staff: person-centered care

Competency Domains for Staff

Five Competency Domains for Staff Who Facilitate Person-Centered Planning

Janis Tondora, Bevin Croft, Yoshi Kardell,
Teresita Camacho-Gonsalves, and Miso Kwak

November 2020

- A. Strengths-Based, Culturally Informed, Whole Person-Focused
- B. Cultivating Connections Inside the System and Out
- C. Rights, Choice, and Control
- D. Partnership, Teamwork, Communication, and Facilitation
- E. Documentation, Implementation, and Monitoring

What professionals work in care teams?

Activity: search for **information** on the Internet and group **discussion**

✓ Roles and functions?



Introduction

Module	4. MANAGEMENT IN CAREGIVING
Sub-module	4.3. Entrepreneurship & Teamwork
Lesson nr.	#3
Duration (minutes)	45
Date	

Lesson Outcomes

1. Describe the roles and functions of the caregiver in the different areas of the person's life.
2. Understand the meaning and main elements of the entrepreneurial processes.
3. Recognize the observation of the environment and the study of changes in society as tools to determine an entrepreneurial business idea.
4. Identify innovative ideas and entrepreneurial business plans in the care sector.

What are the roles and functions of caregivers?

Group activity:

Remembering ... Caregivers:

- ✓ The main role is to **assist** the service user in several aspects of **daily living**.
- ✓ In line with an agreed **care plan**.
- ✓ Within a work **team**.
- ✓ **Changing** needs → changing functions
- ✓ What are the **functions**?

What are the roles and functions of caregivers?

Group **activity**: What activities and functions does the **caregiver** perform?

- ✓ **Basic** activities of daily living (ADLs)
- ✓ **Instrumental** activities of daily living (IADLs)
- ✓ **Leisure** and **social** participation
- ✓ **Work** and **education**
- ✓ Engaging in **therapeutic** activities (healthcare)
- ✓ Support in the context of **social care** services.

Entrepreneurship

Entrepreneurship is to devise and launch an innovation and new projects.

French word "*entreprendre*", which means "to undertake".

Entrepreneurship ...

- A **dynamic** social **process** in which individuals, alone or in collaboration, identify opportunities to *innovate* and act by *transforming* ideas into practical activities within a social, cultural or economic context.
- An attitude that reflects the motivation and ability of the individual to identify an opportunity and produce *a new* value or economic success.

Entrepreneurship

An entrepreneur is ...

*A person who assumes the responsibility and risk for discovering or creating unique opportunities to use personal talents, skills and energy, and who employs a strategic planning process to **transfer that opportunity** into a **marketable service or product***

Vogel, G. & Doleys, N. (1988). *Entrepreneuring: A Nurse's Guide to Starting a Business*. New York: National League for Nursing

A person who develops, promotes and delivers an **innovative** health/social programme or project.

Entrepreneurship

Business idea: the product or service that we think can satisfy a need detected in the market and report an economic benefit.

Where can we get **entrepreneurial** business ideas?

- ✓ **Social changes** (e.g. population aging, social demands for well-being)
- ✓ Rapid **technological** evolution (ICTs, eHealth ...)
- ✓ **Dissatisfaction** expressed by consumers of a certain service
- ✓ **Our** knowledge and experience:
- ✓ Observation of the **environment** (websites, media, other countries, etc.)
- ✓ *Legal* changes: legislative modifications that introduce innovations or new rights.

Entrepreneurship

Innovate and **differentiate** the product offered from what exists on the market.

Entrepreneurship **methodology**:

- ✓ **Redesign** the service: create a new service idea or improve an existing service.
- ✓ **Personalize** the service for individual clients, instead of offering a standard service.
- ✓ Introduce **improvements** in the service development process (work teams, space design, etc.).
- ✓ **Technological innovation** applied to the provision of the service.

Entrepreneurial plans in the care sector

Group discussion: *Let's take a look at our environment...*

- ❖ **Social** modifications/changes that can be transformed into an entrepreneurial idea?
- ❖ What aspects can we **improve** in the **services** of the care sector?
- ❖ Is it **feasible** to develop entrepreneurial business plans in the care sector?

The time is now!



Thank you!

Teachers' name

Teachers' e-mail

Date of the session

