



## Teamwork in Health Care Quality Improvement: Executing Successful Team Meetings March 15, 2024

**Objectives:** By the end of the session, Fellows will:

1. Examine how to address gaps in communication during team meetings.
2. Describe effective team dynamics in quality improvement during team meetings.
3. Explain the practical issues associated with administration, physicians, APPs, nursing and other professionals working together in teams.

**Required Reading:**

- Shojanian, K.G., & Levinson, W. (2009). Clinicians in quality improvement: A new career pathway in academic medicine. *JAMA*, 301(7):766-768.

**Useful Resources:**

- Association of American Medical Colleges (AAMC), *Leadership Lesson: Tools for Effective Team Meetings*:  
[https://www.aamc.org/members/gfa/faculty\\_vitae/148582/team\\_meetings.html#.Usy\\_DRDucw](https://www.aamc.org/members/gfa/faculty_vitae/148582/team_meetings.html#.Usy_DRDucw)
- Katzenbach, J. and Smith, D. (2005). The Discipline of Teams. *Harvard Business Review*:  
<http://hbr.org/2005/07/the-discipline-of-teams/ar/1> (link contains executive summary to full article)
- Institute for Healthcare Improvement. (2011). *Science of Improvement: Forming the Team*:  
<http://www.ihl.org/knowledge/Pages/HowtoImprove/ScienceofImprovementFormingtheTeam.aspx>
- Institute for Healthcare Improvement. (2011). *Use Regular Huddles and Staff Meetings to Plan Production and Optimize Team Communication*:  
<http://www.ihl.org/knowledge/Pages/Changes/UseRegularHuddlesandStaffMeetingstoPlanProductionandtoOptimizeTeamCommunication.aspx>

**Suggested Readings:**

- Pronovost, P., Berenholtz, S., Dorman, T., et al. (2003). Improving Communication in the ICU Using Daily Goals. *J Crit Care*, 18(2): 71-75.
- Berenholtz, S.M., Schumacher, K., Hayanga, A.J., et al. (2009). Implementing standardized operating room briefings and debriefings at a large regional medical center. *Jt Comm J Qual Patient Saf*, 35(8):391-7.
- Watts, B., Augustine, S., & Lawrence, R.H. (2009). Teaching quality improvement in the midst of performance measurement pressures: mixed messages? *Qual Manag Health Care*, 18(3):209-16.
- McChrystal, SA (2015). *Team of Teams: New Rules of Engagement for a Complex World*. Portfolio/Penguin