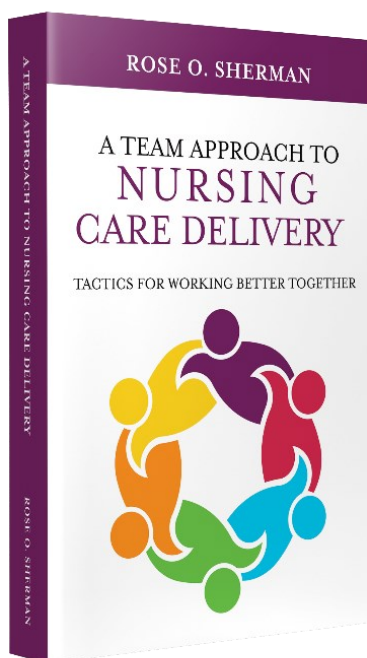


A Team Approach To Nursing Care Delivery

Tactics for Working Better Together
Book Club Discussion Guide



Overview of the Book

The United States now has one of the most severe labor shortages ever experienced in nursing and healthcare. Staff turnover and vacancy rates have skyrocketed even in the best health systems. The current nursing care delivery models rely on the availability of many nurses and are unsustainable. The gap between the number of nurses needed to practice primary nursing and the number of nurses available cannot be effectively bridged even with a significant ramp-up in enrollments and certainly not in a cost-effective way.

Outside of a few specialty areas, future care delivery models will necessitate a team-based approach with professionals and support staff all working at the top of their scope of practice. While we once had the luxury of assigning nurses to non-nursing tasks, the situation has changed, and we no longer can. Yet, the transition to a team or collaborative care model is challenging despite the need. Most young nurses today lack the leadership skills to delegate care and manage a team of care providers. It will also require a change in mindset among nurses from thinking about "my patients" to "our patients" as nurses co-manage more patients.

This book, *A Team Approach to Nursing Care Delivery: Tactics for Working Better Together*, provides a roadmap of what to consider as you redesign care and rebuild teams. In an easy-to-read format, each chapter in this book includes stories of challenges and successes that leaders have shared with me about team-based care delivery and efforts to promote effective teamwork. Let this book be your toolkit and practical guide to fostering effective team-based care delivery regardless of your clinical setting.

Many nurse leaders have found it helpful to use this book and the following questions to help catalyze a leadership team discussion about nursing care delivery redesign.

Book Club Discussion Questions

Chapter One Understanding the Forces for Change

1. What changes have you seen with your nursing workforce over the past three years?
2. How have workforce shortages impacted your unit/organization?
3. What are the current demographics of your nursing staff?
4. What are your ideas for a different way to deliver care?
5. What concerns do you have about a team-based care delivery model?

Chapter Two Planning for a Team Approach to Care Delivery

1. How would you redesign care if you were planning a new hospital and had the opportunity to start over?
2. What are the most time-consuming activities for RNs in your unit/organization that others could do?
3. What team members are or could you consider adding to your care delivery teams?
4. Which units within your hospital/health system might be good choices for a pilot project?
5. How will you manage resistance to change when planning a different care delivery method?

Chapter Three Resetting the Role of Nurse Manager

1. How has the current healthcare environment impacted the role and activities of managers in your organization?
2. How effective are nurse managers in establishing work boundaries in the current environment?
3. Is the one-and-done philosophy of job tenure prevalent in your organization?
4. What challenges would nurse managers face in becoming a nurse leader coach?
5. How are you currently managing communication with different generational preferences?

Chapter Four Leading in a Teaming Environment

1. How has team turnover impacted team effectiveness in your setting?
2. What is the tenure of your current team members delivering care in acute settings?
3. Are nurse leaders modeling the behaviors you want to see from your teams?
4. What changes have you made in your leadership in the past three years to respond to workforce changes and team turnover?
5. How do you seek feedback about your leadership?

Chapter Five Teaching Nurses to Lead Teams

1. Do you anticipate pushback from nurses if asked to assume the team leader role? If yes, what concerns would they have and how could you address them?
2. What incentives could you offer to nurses to accept team leadership roles?
3. How much experience do your nurses have in delegating and supervising the care given by ancillary healthcare team members or virtual RN staff?
4. What challenges would you anticipate in adding roles other than RNs to your teams?
5. What leadership/training skills will your RN staff need to shift to a team-based model of care?

Chapter Six Building a Strong Team Foundation

1. How could you build increased trust and psychological safety within your current teams?
2. Do your current nursing teams have shared values?
3. What issues would you anticipate with role clarity if you add roles other than RNs to your teams?
4. Do your current team members have a team-first mindset?
5. Does your professional staff clearly understand your state's scope of practice regulations?

Chapter Seven Assessing Team Functioning

1. What SWOT analysis questions would you recommend asking your current team members to gain insight into team functioning?
2. Have you noticed a cultural drift in your organization in the post-Covid environment?
3. How situationally aware are your staff about what is happening on their teams?
4. What efforts are you making to re-engage your staff in their work?
5. How are leaders managing staff negativity in the current environment?

Chapter Eight Managing Team Communication

1. What are the most common communication challenges you see on your teams?
2. What aspects of team communication need improvement to use a team approach to care in your environment?
3. Are you currently using some or all of the strategies recommended in TEAMSTEPPS ® on your teams?
4. What parts of the end-of-shift report might need to change if you implement team-based care?
5. Have you observed aspects of the Dunning-Krueger effect when giving feedback?

Chapter Nine Navigating Conflict on Teams

1. Which of the five modes of managing conflict is your default conflict management style?
2. What are you doing to build the conflict management skills of your team members?
3. How do you promote the sharing of diverse viewpoints to discourage group thinking?
4. Have you observed arguments about political viewpoints among your staff? If yes – how have you managed them?
5. Which one of the seven difficult team member archetypes is most challenging for you?

Chapter Ten Focusing on Quality and Safety

1. What quality or safety metrics seem harder to achieve in today's environment?
2. Have you assessed the level of missed nursing care with your team?
3. What nursing practices have you addressed that were normalized on your team but deviated from expected standards of care?
4. What challenges are you having holding staff accountable for their role expectations?
5. Have you observed an increase in incivility and bullying among staff?

Chapter Eleven Creating a Sense of Community

1. Which strategies are you using to help staff become more connected?
2. Would using the net promoter assessment be helpful for your team?
3. What rituals did you lose on your teams during the COVID experience?
4. How can you make team collaboration a value for staff in your organization?
5. Are there outside work activities the organization could sponsor to help staff connect with one another?

Chapter Twelve Teaching Teamwork Skills

1. Is teamwork an essential value in your organization?
2. Do you evaluate teamwork as part of performance reviews?
3. What is the level of team backup on your teams today?
4. Are you using the DAISY team award or other ways to recognize teamwork in your setting?
5. Do you have remote staff, and if yes, how do you keep them engaged as team members?

Chapter Thirteen Fostering Emotional Intelligence

1. Which of the four components of emotional intelligence do your teams have the most challenges achieving?
2. What strategies are you using with staff who demonstrate destructive behaviors and tell others – *this is who I am*?
3. How can leaders influence staff without being logic bullies?
4. How could the IHI work styles assessment be used to improve team emotional intelligence?
5. What can you do as a leader to promote strengths-based teamwork?

Chapter Fourteen Recruiting and Retaining New Team Members

1. Is teamwork a competency you currently look for when recruiting new staff?
2. How could the onboarding of new team members be improved in your environment?
3. What strategies do you use to integrate agency and travel nurses into your current teams?
4. How can you use STAY interviews to improve your retention efforts?
5. Do you do strategic offboarding with valued staff who leave your organization?

Chapter Fifteen Promoting Team Wellbeing

1. How knowledgeable are you about wellbeing programs offered by your organization?
2. Have you done the net-thriving score with your team, and if yes – what did you find?
3. Which social determinants of work health are problematic for your team members?
4. Has the level of mental health coaching needed by staff increased for your frontline nurse leaders?

5. What could you do right now to promote a healthier work environment for your team?

Other Questions to Discuss

1. Given your knowledge about teamwork, how would you assess your organizational readiness to adopt a team-based care model?
2. Based on your readings, what would need to be true that is not true now for your organization to adopt a team-based approach to care?
3. What content in this book would you like to see your organization implement to improve teamwork?
4. What aspects of your leadership will you modify or change to build a stronger nursing team?
5. How can nurse leaders support and promote each other's wellbeing during this challenging time?

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About the Author

Rose O. Sherman, EdD, RN, NEA-BC, FAAN, is nationally known for helping current and future nurse leaders develop their leadership skills. In 2020, she was selected for the American Association of Critical Care Nurses' *Pioneering Spirit Award* for her innovative work in nurse leader development. She edits a popular leadership blog, www.emergingnleader.com, read by thousands of nurse leaders weekly, and is Editor in Chief of the journal *Nurse Leader*, the official journal of the American Organization of Nurse Leaders. Rose is an emeritus professor at the Christine E. Lynn College of Nursing at Florida Atlantic University and a faculty member in the Marian K Shaughnessy Nursing Leadership Academy at Case Western Reserve University. She is a Gallup-certified strengths coach and author of the books, *The Nurse Leader Coach: Become the Boss No One Wants to Leave* and *The Nuts and Bolts of Nursing Leadership: Your Toolkit for Success*. Contact Rose at roseosherman@outlook.com