

## APPENDIX 3

### APPENDIX 3 (QIIP, 2009)

#### **Activity 5.1: Effective Teams**

#### **Common Barriers to Interprofessional Health Care Teamwork Worksheet**

Use this sheet to help you identify some of the barriers to effective interprofessional teamwork that are influencing your team (adapted from Grant et al 1995).

#### **Types of Barriers**

##### **System barriers**

- Lack of knowledge and appreciation of the roles of other health professionals
- Financial and regulatory constraints
- Legal issues of scope of practice and liability
- Reimbursement structures for different professions
- Hierarchical administrative and educational structures that discourage interprofessional collaboration

##### **Barriers at the team level**

- Lack of a clearly stated, shared, and measurable purpose
- Lack of training in interprofessional collaboration
- Role and leadership ambiguity
- Team too large or too small
- Team not composed of appropriate professionals
- Lack of appropriate mechanism for timely exchange of information
- Lack of orientation for new members
- Lack of framework for problem discovery and resolution
- Difference in levels of authority, power, expertise, income
- Interprofessional differences or different agendas
- Interpersonal conflicts
- Traditions/professional cultures, particularly medicine's history of hierarchy
- Lack of commitment of team members
- Different goals of individual team members
- Apathy of team members
- Inadequate decision making
- Clique or sub-group formation
- Reluctance to accept new team members

##### **Barriers faced by individual team members**

- Split loyalties between team and own discipline
- Multiple responsibilities and job titles
- Competition, naïveté
- Gender, race, or class-based prejudice

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- Reluctance to accept suggestions from other disciplines
- Lack of confidence in the collaborative process;
- Fear of change

### **Barriers for independent providers**

- Accustomed to assuming total responsibility
- Unease with allowing others to be involved in clinical decision-making
- Discomfort with performance review by team members of different professional backgrounds
- Legal liability for others' decisions
- Fear of dilution of traditional one-to-one relationship with patient

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### ***Activity 5.2: Identifying Enablers and Barriers in Team Functioning***

Preparation:

- Review Part A, Module 5

Activity Time Required:

- 20-30 minutes

Materials:

- Handouts
- Pens

This activity requires the following handouts for participants:

- Enablers and Barriers Force-Field Analysis Sheet

#### **Steps:**

1. Use this to discover participants' opinions of enablers and barriers to a current team issue (key factor).
2. Have everyone on the team complete the *Enablers and Barriers Force-Field Analysis Sheet* anonymously and return to one person. Be sure team members are working on the same issue, unless you want team members to identify a range of issues they feel are impacting team effectiveness.
3. Have a small group of people representing different components of your team analyze and summarize the data.
4. Report the findings of the activity to the team at the next meeting, and generate discussions among team members.

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## **Activity 5.2: Identifying Enablers and Barriers in Team Functioning** **Enablers and Barriers Force-Field Analysis Sheet**

**Key Factor:** \_\_\_\_\_

<b>Forces Working For Us (Enablers)</b>	<b>Forces Working Against Us (Barriers)</b>
----- <input type="checkbox"/>	<input type="checkbox"/> -----
----- <input type="checkbox"/>	<input type="checkbox"/> -----
----- <input type="checkbox"/>	<input type="checkbox"/> -----
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