

Teamwork in the Nursing Professional

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Introduction

In this capstone project the issue of teamwork among nurses as an issue of quality improvement. Teamwork is a factor of unit and staff characteristics which have an impact on job satisfaction. It involves members of the functional nursing unit joining hands in offering their professional services to patients. As a result of collaboration, people in the professional nursing stand to benefit from job satisfaction. However, several studies have highlighted lack of teamwork among nurses. The relationship between collaboration and professional contentment in critical inpatient care units which requires several nurses to collaborate in service delivery has until recent years received scant scholarly attention (Judge, 2017). Most of the studies carried out in this area of service delivery in the healthcare domain have predominantly centered on per-operative and emergency scenarios and mainly focusing on interdisciplinary teams. Lack of teamwork among nurses is a critical quality problem which should be addressed to increase patient satisfaction (Kaiser & Westers, 2018). This practice problem has been selected because it is associated with healthcare service delivery which in effect has a hand in the rising mortality rates.

Literature Review

In cross-sectional research on nursing professionals from 5 hospitals and eighty patients care units, it was found that the participants had a higher level of job satisfaction with their current job post and the nursing profession in general in instances where they rated their teamwork higher. Teamwork was found to play a more significant role in staff satisfaction as compared to other factors like the staff and unit characteristics. However, the study noted that

there was better service delivery if the hospitals had more nurses who were allowed to teamwork (Kaiser & Westers, 2018).

In hospitals that do not encourage teamwork among their nursing staff often have lowly rated service delivery mechanism because lack of this essential element will affect care delivery and unit operations. Often, cooperation will be weakened by barriers that exist in patient care unit structures (Tofil et al., 2014). Such restrictions are known to exceedingly for teamwork a condition which is exhibited by various signs like obstructive physical environment, the absence of familiarity, nursing workforce instability, instability in assignment execution, and lack of shared objective and destiny. The study thus advocates for hospital management to create working environments that support teamwork among the nurses, therefore, overcoming the stated obstacles.

Various studies have shown that hospitals that create a working environment that allows nurses to work in teams records greater workforce contentment levels, augmented patient welfare, enhanced quality of care and higher patient contentment. Despite there being numerous studies conducted in functional areas of health care system, little attention has been given to the role of teamwork among the nurses in offering better services to the clients (Tofil et al., 2014). The results of the study on intervention to improve collaboration among the nursing staff indicated that there was a significant decline in patient fall rates, staff ratings of improved teamwork on the healthcare segment and decreased workforce turnover and vacancy rates. Patient satisfaction rates also increased substantially (Valentine, Nembhard & Edmondson, 2015).

Last, preceding researchers have revealed that absent nursing care is a crucial problem in critical care hospitals. Besides, some studies have also shown that teamwork among the nursing staff is a vital element in guaranteeing patient safety and quality care. In this particular study, the focus was ascertaining the influence of collaboration on missed nursing services. The study involved approximately 2215 nurses whereby teamwork accounted for eleven percent of missed care which shows that it is a vital element in ensuring that patients are given wholesome and quality care (Judge, 2017).

Quality Improvement Process

Quality nursing care is one of the essential elements of a superior healthcare system. Everyone desires to receive excellent nursing services. Teamwork is one of the key pillars in nursing that can be an indicator of healthy working relationships among the staff and better services provided to the patients. Without teamwork among the nurses, decline in work motivation and satisfaction sets in which in effect results in inadequate services and dissatisfied patients. There are several ways in which administrators of health facilities and nursing staff in these facilities can improve or strengthen the culture of teamwork thus setting the ground for job and client satisfaction (Kaiser & Westers, 2018).

First, nursing staff and the health facilities administrators must establish meaningful communication culture that centers on relaying essential messages amongst themselves. Communication is the primary pillar of teamwork to thrive without which interrelationships in the work setting are weakened (Valentine et al., 2015). Second, nursing leadership is required to create a positive culture which permits the junior nurses to air their concerns and ask questions without fear. Besides, leaders must clarify roles and responsibilities which will facilitate better

execution of tasks. Last, for teamwork to thrive, there must be mutual support among all the nursing team. Junior nurses should be free to ask for help, and the senior nursing staff must be willing to help out, therefore, guaranteeing patient safety and job satisfaction (Judge, 2017).

Evidence-based Practice (EBP) Performance Improvement Plan

In addressing the teamwork problem among the nursing staff, an Evidence-based Performance Improvement Performance Plan will be employed. The plan will span five significant steps which will underscore the status of collaboration among the nursing staff. First, senior nursing management will seek to identify the state of teamwork among the nursing staff. This step will predominantly be a data collection stage. Primarily, it will be essential to ascertain if there is any level of cooperation among the nurses. Key elements to observe is the way they relate while carrying out their official mandate and their interpersonal communication (Tofil et al., 2014). Besides, the management will be required to note any signs of disjointed discussions and interactions among the junior staff. Second, it will be important to communicate with the entire nursing staff. The basis of the communication is to underscore the importance of having to work as a team and also the need to have healthy interpersonal relationships. The discussion will be through meetings and other means like emails and memos. Importantly, the data collected in the first step will inform the whole communication process. These two steps will be time and resource intensive because teamwork experts will be contracted to train the staff, writing materials, and facilitation resources will have to be procured (Christiansen, Wallace, Newton, Caldwell & Mann-Salinas, 2017).

In the third step, the nursing management will require concerted efforts to evaluate how their juniors are faring. Here, the essential supportive pillars will be leadership and

communication. Thus the senior nurses will be needed to lead by example through the creation of teams and assigning themselves roles which will help them inculcate a sense of teamwork in the junior staff. Fourth, without planned follow-ups, a group is bound to disintegrate because team members can quickly forget their calling to cooperate and help each other. The management will find ways of ensuring that the members have internalized the spirit of teamwork. Here, regular appraisal meetings and communications will be necessary (Judge, 2017). Fifth, this is the stage where the management will be required to address weaknesses in the nursing team and their relationships at work. One of the critical elements in this step will be establishing a conflict management structure which is unbiased and transparent. To sustain teamwork, the management will be required to establish regular communication and offer leadership in various roles. Importantly, conflict management is an integral part of the teamwork process; therefore, the administration should keep it updated due to the dynamic nature of the nursing profession and their team relationships (Christiansen et al., 2017).

Resources

In supporting teamwork quality improvement process, various resources will be required. The resources will require funds, time and supplies for nursing staff education. Funds are needed to make the whole process run without any incidences of failure while supplies will be necessary for communication and leadership processes, for instance, writing memos, checklist and briefing and debriefing reports. The funds and the resources will be catered for by the hospital management as the process of establishing teamwork among the nursing staff leads to better services delivery in the hospitals. The nursing management thus will create a report which will detail their plan and the resources they will use. The report will then be forwarded to the health

facility administration for actualization. The funds will have substantial financial implication because the training will be conducted by professional team building experts who will need resources like writing materials and training materials. Besides, time is an essential resource for a health facility. The nursing staff will thus be given allowances for attending the training. The administration will also be required to organize the nursing staff into small teams for preparation so that services delivery will not be stopped. The nursing staff will be necessitated to create time to be trained on the importance of having teamwork and how to maintain it. Without these resources, cooperation among the nurses in a given healthcare setting will collapse which will also lead to the nurses lacking the motivation to perform their duties. The collaboration will also help reduce excess burdens on individual responsibilities due to the aspect of task sharing (Judge, 2017).

Conclusion

The absence of teamwork among the nursing is one of the key contributors to lack of contentment in the career. When nurses are not motivated, service delivery levels decline which in effect places the lives of the patients in danger because instances of negligence will set in leading to patient dissatisfaction scenarios. There are various elements which are necessary for teamwork to thrive in the functional nursing unit among them being leadership, communication and reciprocal support. These are the most vital element in any working environment which creates meaningful partnerships which ensure that conflicts are handled well, information is aptly shared and accommodative leadership environment which is also a factor of well-established communication structures.

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