Unit 3 – Building Multi-Disciplinary Teams

HOW TO SET UP AND DEVELOP SUCCESSFUL MDT WORKING IN YOUR PCN?

Collaborative leadership ①   Shared vision ②   Business case ③   Innovation and design ④   Transform ⑤   Operate and improve ⑥

© 2017 Shared Service Architecture Ltd

sharedservice architecture

Leveraging your organisations

Shared Approach

Hearts and Behaviours

Common Purpose

The building blocks of successful multi-disciplinary teams

shared service architecture

Hearts and Behaviours

Understanding each other as individuals. Going beyond the skills they bring, understanding the passions and interest. Getting to the heart of each team members. Understanding how best we work together, agreeing house rules, commitments and conducts.

Common Purpose

Understanding our common purpose. Going beyond activities to determine noble cause. Establishing the ties that bond us.

Shared Approach

Understanding how best we contribute to the innovation process. Having a shared approach to problem solving.

Leveraging your organisation

Willingness to bring your own organisation's capacity and capabilities to bear when delivering on the common purpose. Willingness to take risks and challenge the status quo.

Hearts and Behaviours

Understanding each other as individuals. Going beyond the skills they bring, understanding the passions and interest. Getting to the heart of each team members. Understanding how best we work together, agreeing house rules, commitments and conducts.

- **Know me** – I am more than my job title – what other skills do we bring to the MDT Team outside our role?

- **Know my profession** – we are more than the stereotypes. What are the stereotypes surrounding our roles and what are the realities?

- **How do we best work together?** – Agreeing our house rules

shared service architecture

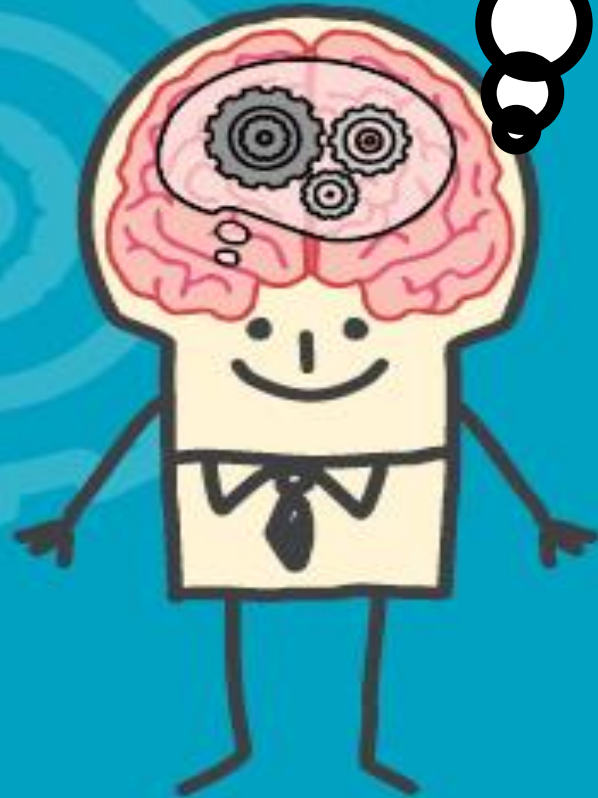## Hearts and Behaviours – Know me

Understanding each other as individuals. Going beyond the skills they bring, understanding the passions and interest. Getting to the heart of each team members.

Understanding each other

By way of introduction, can you please complete this mini CV as a means of introducing yourself to the wider team:

What is your job title?	
What do you do? What are the key responsibilities in your day job?	
What can you bring? What skills, experiences and networks can you bring in collaborative working? (i.e. beyond your day job)	
How can you contribute? How do you feel you can best contribute to the team in its role (i.e. to accelerate the transformation and integration of services) ?	
What are your challenges? Intuitively, what do you feel are the biggest challenges we will experience?	
Who do you know? Which contacts do you have, who you feel could add value to the team and help extend its knowledge?	

We are more than just our job titles.

- *Ask yourself what other skills, knowledge and experiences you can bring to the team outside of your professional role or discipline.*

sharedservice architecture

Hearts and Behaviours – Know my role

Understanding each other as individuals. Going beyond the skills they bring, understanding the passions and interest. Getting to the heart of each team members.

What could be the impact on multi-disciplinary teams of role stereotyping?

Stereotype

An exaggerated belief, image or distorted truth about a person or group

Prejudice

An opinion, prejudgment or attitude about a group or its individual members

Discrimination

A behaviour that treats people unequally because of their group memberships
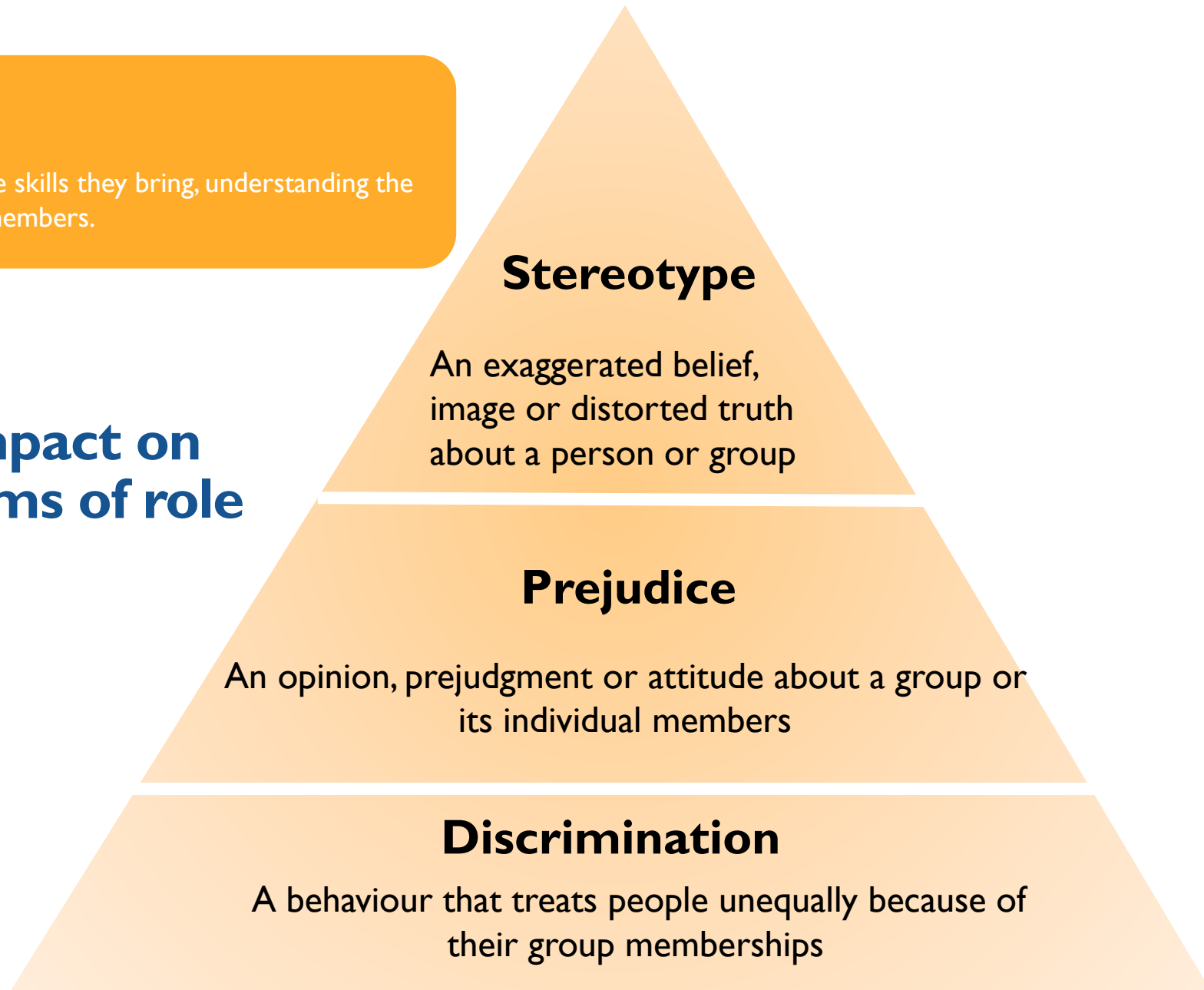
Self-Activity 12: Busting professional stereotypes

Using the padlet link in your workbook, list the misconceptions and stereotypical opinions you hear about your profession or discipline.

Then in the next column bust these myths by explaining the reality of the role and the real benefits you bring.

sharedservice architecture

Hearts and Behaviours – How do we work together?

Understanding how best we work together, agreeing house rules, commitments and conducts.

- **How the team shares the leadership -** recognising the role of the chair, facilitator and of the team members.

- **How to allocate tasks -** these should include agreement on roles. As a top tip, you should always encourage team members to buddy up to undertake tasks, rather than allocating these individually.

- **How the team members address their differences -** resolving conflict by co-creating a shared set of conduct, values and behaviours. '*Good news travel fast, bad news travel faster*' - the house rules should also provide the licence for team members to legitimately raise concerns about conduct and behaviours without having to resort to using power and authority.

HOUSE RULES

LOVE EACH OTHER
BE YOURSELF, EVERYONE ELSE IS TAKEN
PICK UP AFTER YOURSELF
IF YOUR DREAMS DON'T SCARE YOU THEY'RE NOT BIG ENOUGH
HOLD YOUR HEAD HIGH
NEVER GIVE UP USE KIND WORDS
ALWAYS TELL THE TRUTH
LAUGH A LOT
SAY PLEASE & THANK YOU
ENJOY THE LITTLE THINGS
FORGIVE WHEN IT'S HARD
BE CONTENT TRY NEW THINGS
EMBRACE YOUR INNER WEIRD
BE RESPECTFUL
DON'T PLAY BALL IN THE HOUSE
KEEP YOUR PROMISES
DO WHAT YOU LOVE
BE GRATEFUL LISTEN TO YOUR PARENTS
DON'T FORGET TO BE AWESOME

sharedservice architecture

Self-Activity 13: How do we work together? Our House Rules

Consider the MDT you are part of or any team that you are working collaboratively within across your PCN.

Using the padlet link in your workbook, think of the house-rules that need to be in place around the three areas:

- *How you share the leadership?*
  - *How to allocate tasks?*
- *How to address conflict and differences?*

Common Purpose

Understanding our common purpose. Going beyond activities to determine noble cause. Establishing the ties that bond us.

What is the use of living, if it be not to strive for noble causes...

Winston Churchill

quotefancy

shared service architecture

Shared Approach

Understanding how best we contribute to the innovation process. Having a shared approach to problem solving.

COLLABORATIVE INCUBATOR MODEL

Initiate Phase: where the challenge is defined, stakeholders aligned and teams mobilised

Step 1: Conceptualise the challenge

Step 2: Align the funders

Step 3: Organise and mobilise

Incubate Phase: where teams are formed, ideas incubated and formulated into solutions

Step 4: Group Launch

Step 5: Explore and Educate

Step 6: Vision

Step 7: Plan

Implementation phase: where resources are committed and accessed, business plans developed and implemented

Step 8: Implementation and spin-out

What change methodology have you adapted across your PCN?

We will explore this in depth in Module 3

sharedservice architecture

Leveraging your organisation

Willingness to bring your own organisation's capacity and capabilities to bear when delivering on the common purpose. Willingness to take risks and challenge the status quo.

- *What does your practice want from PCN working?*

- *What is your practice prepared to contribute to realise the benefits of PCN working? What is on and off the table?*

- *Why is PCN working important for your practice?*

- *What are the top 5 things other practices need to know about your practice?*

- *What are your constraints and capabilities?*

Tool 5

© 2018 Shared Service Architecture Ltd

Understanding my organisation

To introduce your organisation to the other partners, please complete this simple form and be prepared to share it with others

Name of organisation	
What we want from collaborative working between xxx and xx is...? *List the areas of service and back office support where you see benefit in more collaborative and joint working.*	
What are you prepared to contribute to realise these benefits? *What are we prepared to put on the table and where are our red-lines?*	What's on the table? What's off the table?
Why is this important to your organisation? *What goals do you want to achieve as a result?*	
Where are we coming from....? Understanding my organisation *What are the top 5 things others will need to understand about our organisation, to make a success of this new way of working together?*	
How we work together? *What must we do differently to make our partnership a success? List the characteristics and behaviours sought of the partners.*	
Your Challenges *Intuitively, what are the challenges your organisation is facing when working with others?*	

shared service architecture

What kind of team are we?

DIFFERENT TEAM TYPES = DIFFERENT RECIPES

Understanding the difference between

COMMITTEES	TEAMS
Strong leader/Chair	Shared leadership
Individual accountability	Mutual accountability
Committees purposes defined by partnership	Specific team purpose that the team itself delivers
Efficient agenda driven meetings	Encourage open-ended discussion and active problem-solving meetings
Measure effectiveness indirectly by its influence on others	Measure performance directly by assessing collective work products
Discuss, decide, and delegate	Discuss, decide, and do real work together

Top tip

When attending a standing or regular meeting ask yourself if it is intended to be a team or a committee. If unsure, ask the delegates to discuss. It will help you manage your expectations of them and theirs of you.

shared service architecture

Different recipes = different results: Why team form is important

Multi-Agency Panel v Multi-Agency Team

Integrated Team

Formal v Informal

Uni-Disciplinary v Multi-Disciplinary v Trans-Disciplinary Teams

shared service architecture

	ADVANTAGES	DISADVANTAGES
Multi-agency Panel	• No recruitment or HR issues as panel members remain employed by the home agency • Panel members have the opportunity to co-ordinate their activities and share intelligence • No need for a permanent base or IT infrastructure	• A lack of frequent contact means it's harder to build a team spirit. The focus is on outcomes not team relationships • Panel members tend to identify themselves as representatives rather than as team players • Case conferencing panels can be very time consuming
Multi-agency Team	• A real sense of team identity • Co-working is at the heart of the teams approach • Training and development is team based • Opportunities to innovate and improve practice and service delivery • Communication is more straight-forward	• Some tensions might arise between team objectives and home agency • Team members will need to be recruited and have HR support • Some teams are not based together. Virtual teams can present challenges for team working and communication • They are resource intense both in time and costs • Home agency support is essential for multi-agency team working to succeed
Integrated Team	• Opportunities to focus the range of services around the needs of the patient/service user/ project beneficiary • Greater scope for innovation, efficiency and service effectiveness • Ability to tailor the service offer to meet local needs • Higher levels of cross discipline and inter-organisational working	• High resource costs in set up • Need real clarification on the operating model • Home agency collaborative leadership at the system level required • Managing issues of differentials on pay and conditions • Maintaining a long-term commitment to the integrated model for delivery

sharedservice architecture

Top tip

Consider your team's accountability - is it formal or informal in nature?

| Type of collaboration	Description	Key characteristics of collaborative teams *(Lank, 2006)*
Communities of purpose	Project teams, task forces, steering groups	A group of people held accountable for delivering an objective – for example completing a project, winning a bid, reducing costs etc. Normally set-up by leaders and time bound, e.g. start and finish groups with clear performance measurements.
Communities of practice	Groups of professionals who fulfil the same role or practice	Like-minded peers who are keen to learn from one another and improve the standards of practice. Differs from communities of purpose in that they tend to be self-determined and self-governed without direct interference from leaders. Benefits of collaboration and learning from each other emerge over time rather than being measured on any pre-set objectives.
Communities of interest	People interested in the same subject even though they may have different roles	These groups may develop ideas about how to address complex issues such as 'child obesity', be interested in common themes such as social media or emerging social trends, or legislative developments. They are not held collectively responsible for any outcome and therefore are not a community of purpose – and they have different types of responsibility, so they are not communities of practice. Membership is often fluid. Communities of interest can form for fun, interest, or to lobby and influence. They are less likely to forge working relationships outside of area of interest

General model for the Continuum of Multidisciplinary team working

Diagrams read from left to right, 1-4.

Unidisciplinary ←——————————————————————→ Transdisciplinary
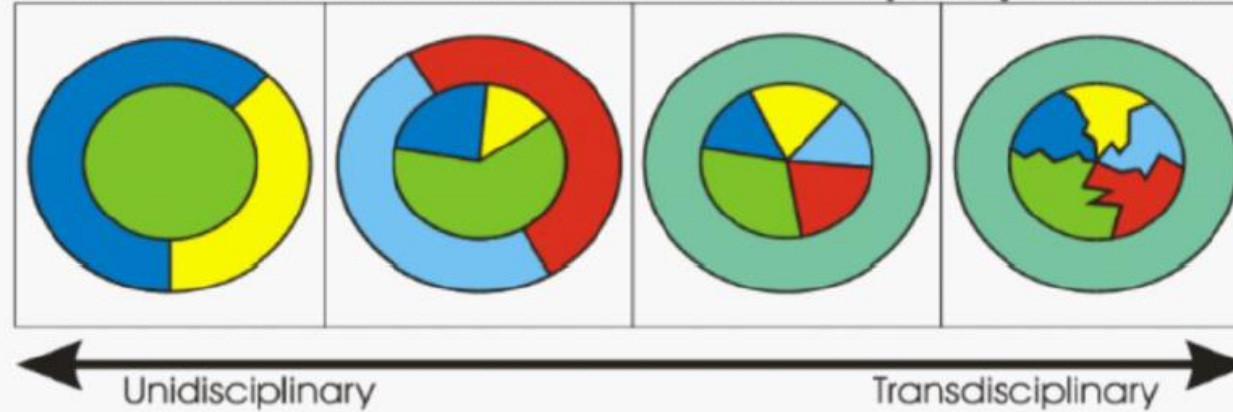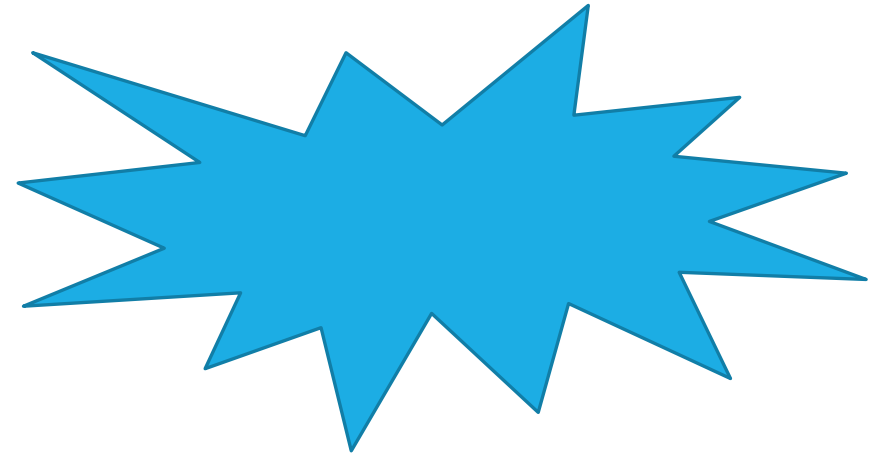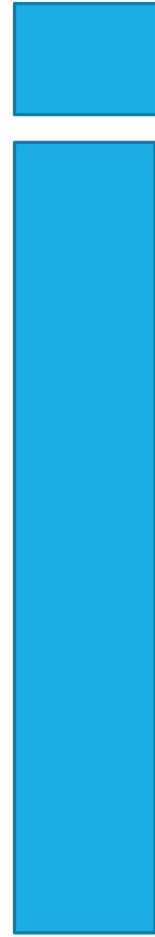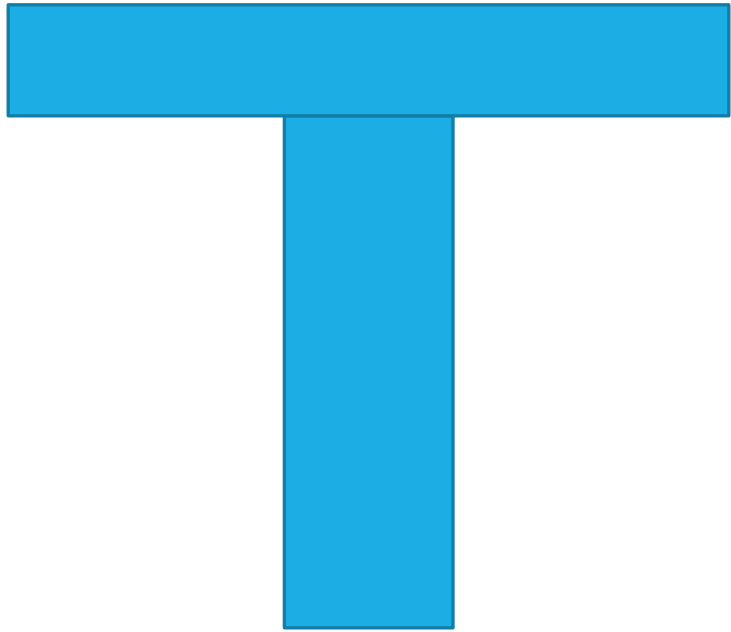
- 🟩 'Person with continuing professional responsibility' (usually GP or Consultant)
- 🟦 Clinician/s from same employer as the 'person with continuing professional responsibility', could be any professional
- 🟨 Patient/Client
- 🟥 Clinicians from other employers aligned to the team in diagram 2 and attached to the team in diagrams 3 and 4
- 🟦 Clinicians from other employers/agencies aligned to the team in diagram 2 and attached to the team in diagrams 3 and 4
- 🟩 A wider group of professionals who interface with or have a relationship with the core group

1. Person with continuing professional responsibility manages patient. Other clinicians are attached to multi-disciplinary team (MDT)
2. Those with same employer and set up as MDT work closely together; professionals from other employers attached to team
3. Multi-disciplinary/ multi-agency team set up for particular client group, each discipline maintains their professional role but work closely. A wider group of professionals interface with/ have relationship with the MDT
4. Professional roles within the MDT are deliberately blurred with team members taking on specific responsibilities and roles on behalf of each other. The team members transcend their discipline in the interests of the whole effort of the team being greater than the sum of its parts.

Peter Kohn, 28/7/14

Top tip

Use the NHS Continuum to assess the level of inter-professional working sought by the team.

sharedservice architecture

Amount of collaboration

	High	Medium	Low
	Symbiotic	**Mutual**	**Transactional**
Relationship description	• Close • Same objectives • Loyal to the group • Lots of time together • **They are really one of us**		• Distant • Separate objectives • Loyal to my employer • Little time together • **They give us a good deal**
Area of focus	Service	People	Tasks
Team Form	Integrated Hub	Multidisciplinary team working	Panel

©Archer & Cameron, 2009 - ©Adapted Shared Service Architecture 2018

Top tip

Thinks about the kind of relationships you want between team members when considering the type of team you form.

shared service architecture

Be clear on team roles

The facilitator

- To provide independent impartial facilitation for the self-determined problem-solving groups
- To provide the link and connection between the group and the stakeholder champion
- To provide the group with any logistical support and material necessary to undertake the task
- To arrange meetings and maintain communication across the group

Subject Area Expert

- To provide the self-determined groups with access to knowledge, know-how and networks that will support the problem-solving work undertaken by the group
- Acting on behalf of the group, seek out and collect data and information that will support the group
- To help the group interpret data
- To help the group develop an effective language (provided agreed definitions for key words and terms

Champion

- To provide strategic support to the facilitator and group
- To be the point of leverage between the self-determined group and the stakeholders
- To resolve partnership issues hindering the progress of the self-determined group
- To ensure that the baton is effectively passed back to the stakeholder

Key Lessons:
Team roles comprise champion, facilitator, subject area experts and team members – diversity in teams is good.

Teams don't need to have responsibility for delivery of solution. Their responsibility is to identify workable solution

sharedservice architecture