



WHAT IS TEAM-BASED CARE?

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What is team-based care

Team-based health care is the provision of health services to individuals, families, and/or their communities by at least two health providers who work collaboratively with patients and their caregivers—to the extent preferred by each patient—to accomplish shared goals within and across settings to achieve coordinated, high quality care.¹

Health care has not always been seen as a “team sport.” However, as health care evolves and multiple clinicians now provide care to the same patient or family, the model for care is also shifting. Those clinicians must become a team, working together with the common aim of providing the best possible care.¹

What is patient-centered care?

As more health practices implement or expand team-based care, there is a continued emphasis on providing patient-centered care. Patient-centered care is defined as care that is respectful of, and responsive to, individual patient preferences, needs and values, and ensuring that patient values guide all clinical decisions. Promoting patient-centered and team-based care is important to providing high-quality care.²

With a patient-centered approach, developing good relationships with patients is a key component of high quality care. In using the approach, health providers actively seek and appropriately respond to patients’ preferences and values, and work to support patients in achieving their health goals.³

Who are the key players? ³

The patient is at the center of team-based care.

“The ‘patient’ refers to the patient themselves plus any family members or caregivers the patient wishes to be involved.”

The “provider team” is a group of practitioners who identify as members of a team and work together to provide care for a panel of patients. This team can be comprised of a range of providers including, but not limited to, physicians, nurse practitioners, physician assistants, nurses, care managers, dietitians, pharmacists, social workers, receptionists, and peer counselors. ²

“Patient-centered care teams” are customized teams that form to provide care for the individual patient. The patient is included in this team. The members of these teams may vary across practices and among patients at different times in the same practice.

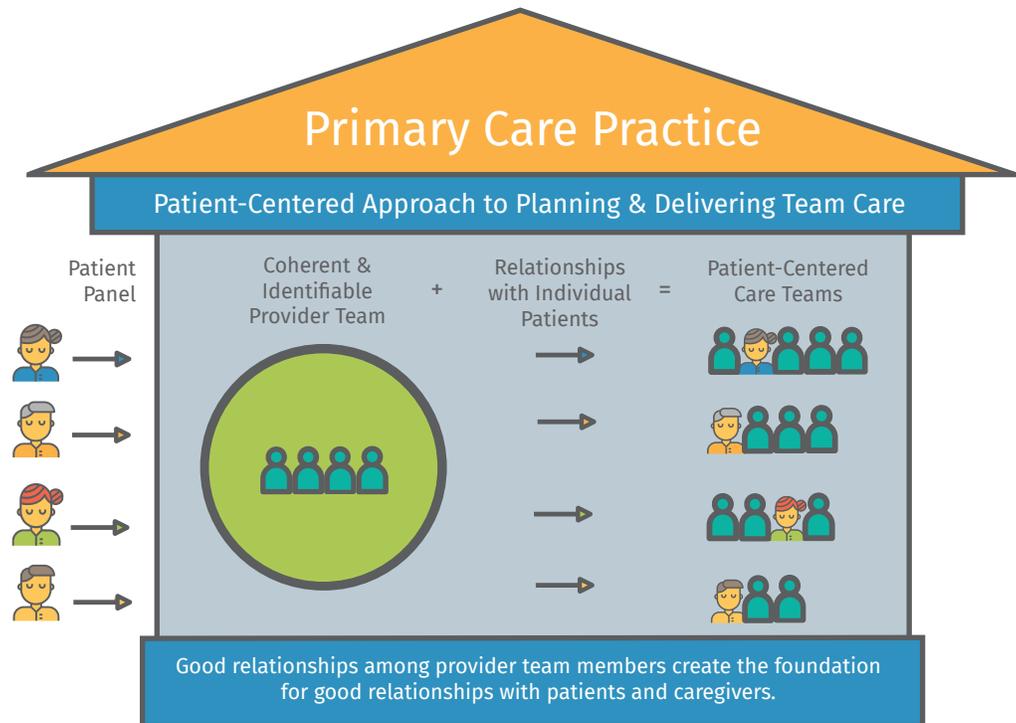
What does team-based care look like?

With a team-based care approach, the patient encounters a united provider team that has good relationships among its members. Ideally, it looks and feels to the patient like a well-functioning unit working collaboratively to meet their health care needs. Teams in health care can take many forms.

“Teams can be large or small, centralized or dispersed, virtual or face-to-face. Their tasks can be focused and brief or broad and lengthy.”¹

In Figure 1 from the Agency for Healthcare Research and Quality (AHRQ), patient-centered care teams are shown in several different ways to indicate where the patient fits into the team. The figure depicts how multiple patient-centered care teams that vary in size and configuration develop depending on the patient’s needs and preferences.³

Figure 1. Conceptual blueprint for the provision of patient-centered team-based care



Source: Schottenfeld Lisa, Petersen Dana, Peikes Deborah, Ricciardi Richard, Burak Hannah, McNellis Robert, Genevro Janice. *Creating Patient-Centered Team-Based Primary Care*. AHRQ. 2016; 16-0002-EF.

What is the patient role in team-based care?

Participating in shared decision making is a key role of patients and families.⁴ The patient role in health care teams can include:

- Participation in group education programs
- Expressing their values and preferences for end-of-life care in team meetings
- Practicing self-management
- Sharing knowledge
- Collaborating with the health care team as an improvement partner
- Participating in bedside reporting during shift changes
- Planning and evaluating services
- Participating in care planning
- Understanding and using tools to monitor their own health (e.g. pedometer, glucose monitoring, and blood pressure monitoring)
- Setting and endorsing treatment goals

What are the essential components of team-based care?⁵

Team-based care typically includes activities to:

- Facilitate communication and coordination of care support among various team members
- Enhance use of evidence-based guidelines by team members
- Establish regular, structured follow-up mechanisms to monitor patients’ progress and schedule additional visits as needed

- Actively engage patients in their own care by educating them about medication; providing adherence support (for medication and other treatments); and offering tools and resources for self-management (including health behavior change)

Effective health care teams are guided by basic values and principles that can be measured, compared, learned, and replicated to achieve appropriate, high-value team-based health care.¹

Core Values for Team-Based Care: ^{1,2}

Discipline	Carry out roles and responsibilities even when inconvenient, and seek out and share information even when uncomfortable.
Creativity	Be excited by the possibility of tackling new or emerging problems, seeing errors and unanticipated bad outcomes and potential opportunities to learn and improve.
Humility	Recognize differences in training, but do not believe that one type of training or perspective is uniformly superior; recognize that team members are human and will make mistakes.
Curiosity	Delight in seeking out and reflecting on lessons learned and using those insights for continuous improvement.
Honesty	Put a high value on open communication within the team, including transparency about aims, decisions, uncertainty, and mistakes.

Guiding Principles for Team-Based Care: ⁶

- Patients and families are central to and actively engaged as members of the health care team.
- The team has a shared vision.
- Role clarity is essential to optimal team building and team functioning.
- All team members are accountable for their own practice and to the team.
- Effective communication is key to quality teams.
- Team leadership is situational and dynamic.

What makes a team effective?

High-functioning health care teams are characterized by the strength of relationships, processes, interactions among the individuals who form the team, and goal-directed activities. Effective health care teams include a mix of people, talents, and capabilities that perform interdependent functions to fulfill the needs of patients with whom they partner.

Building blocks for effective team-based care focus on: ²

- Respectful interaction
- Rich communication
- Mindfulness
- Trust
- Continuous learning
- Shared, explicit goals and accountability
- The presence of dynamic, participatory leadership

Good relationships among provider team members create the foundation for good relationships with patients. These relationships are essential to the formation of successful patient-centered care teams.

What about technology?

To facilitate communication among providers and improve patient care, electronic medical records that have interoperability between settings and reflect real-time data should be used in practices when possible. All health care providers involved in the patient’s care should have the opportunity to document care in a patient’s electronic medical record, and the electronic medical record should be accessible by all health care team members.⁶