

PHC Team Effectiveness Score
 (Indicator Set: Primary Health Care Providers)

Descriptive Definition	Average team effectiveness score based on <ul style="list-style-type: none"> • Vision; • Participative safety; • Task orientation; and • Support for innovation. 	
Method of Calculation	Numerator	Total team effectiveness score, based on: <ul style="list-style-type: none"> • Vision; • Participative safety; • Task orientation; and • Support for innovation. Inclusions <ul style="list-style-type: none"> • Score for question on how members of the practice communicate among themselves about patients and the practice • Score for question on the level of understanding others have of the respondent's scope of practice • Score for question on the respondent's level of understanding of his or her role with the team • Score for question on the respondent's level of understanding of the role of others within the team • Score for question on the frequency with which the team is able to meet as a group • Score for question on the collaboration among practice team members in setting goals and plans for patient care • Score for question on the respondent's satisfaction with his or her participation in administrative decision-making within the practice • Score for question on whether the respondent's colleagues provide useful ideas and practical help to enable the respondent to do the job to the best of his or her abilities • Score for question on whether the team members are prepared to question what the practice is doing • Score for question on the whether the practice is always seeking to improve through the development of new ways of doing or organizing things



PHC Team Effectiveness Score
(Indicator Set: Primary Health Care Providers) (cont'd)

	<ul style="list-style-type: none"> Score for question on whether it is hard to make changes in the practice because the providers are so busy seeing patients <p>Exclusions None</p>
	<p>Denominator</p> <p>Number of primary health care (PHC) provider respondents within a team.</p> <p>Inclusions</p> <ul style="list-style-type: none"> PHC provider Respondents within same team <p>Exclusions None</p>
Data Source	Canadian Practice-Based Primary Health Care Survey Tools: Provider Component ¹
Notes	<p>Team Effectiveness Score</p> <ul style="list-style-type: none"> The first 10 questions on team effectiveness are scored on a 5-point scale, as follows: <ul style="list-style-type: none"> Not at all satisfied or strongly disagree = 1 Not very satisfied or somewhat disagree = 2 Neutral or undecided = 3 Somewhat satisfied or somewhat agree = 4 Very satisfied or strongly agree = 5 The 11th and final question on team effectiveness (the question on whether it is hard to make changes in the practice because the providers are so busy seeing patients) is scored on a 5-point scale, as follows: <ul style="list-style-type: none"> Strongly agree = 1 Somewhat agree = 2 Undecided = 3 Somewhat disagree = 4 Strongly disagree = 5 To calculate the team effectiveness score for a respondent, the sum of the score for all questions is divided by the number of questions (that is, 11). <p>Definitions of Terms</p> <ul style="list-style-type: none"> A PHC client/patient is an individual who has had contact with the provider at least once in the past year and has a record with the provider dating back at least two years.

**PHC Team Effectiveness Score
(Indicator Set: Primary Health Care Providers) (cont'd)**

Interpretation	<ul style="list-style-type: none"> • A high average score for this indicator is interpreted as a positive result.
Indicator Rationale	<p>In 2000, the first ministers agreed to promote the establishment of PHC teams to support efforts to provide health promotion, disease prevention and management of chronic disease in Canada. The 2004 health accord strengthened this commitment, proposing a goal that half of Canadians would have access to interdisciplinary teams by 2011.²</p> <p>Research indicates that PHC teams can provide more comprehensive and more highly coordinated care than non-team-based PHC settings and that PHC teams lead to increased patient satisfaction, decreased use of hospital emergency departments and fewer hospitalizations.³ PHC teams have also been shown to increase provider satisfaction and reduce wait times.⁴ Compared with non-team-based PHC settings, PHC teams offer a wider range of services and use resources more effectively.⁴</p> <p>A 2007 study on interprofessional collaboration in PHC found that a range of tools exists to evaluate the effectiveness of PHC teams.⁴ Since the PHC team structure is relatively new in Canada, a standard evaluation mechanism is not yet in use. The study emphasized the importance of defining roles (for example, physician/nurse, physician/dietitian, physician/pharmacist), scope of practice and consistency of practice in collaborative teams.⁴</p> <p>Research indicates that facilitators to effective team practice include clear leadership, shared knowledge of the community, shared objectives, patient engagement and patient focus, a population health approach, a focus on quality of care and services, a match between the appropriate service and the appropriate provider, trust, respect and effective communication.⁴ Organizations with higher perceived team effectiveness can have better outcomes for patients with chronic illnesses.⁵</p> <p>One measure of team effectiveness is assessing team climate through the team climate inventory.⁶ Team climate can be defined as a shared perception of the state of an organization (that is, its policies, practices and procedures).⁷ Organizations with poor team climate can have a higher rate of employees intending to leave the organization and higher turnover rates.⁸ Methods to assess team climate include using survey questions to measure four climate factors: vision, participative safety, task orientation and support for innovation.⁷ This indicator derives a composite score from team effectiveness traits identified in the literature and survey instruments that incorporate the team climate inventory.^{7,9}</p>

PHC Team Effectiveness Score
(Indicator Set: Primary Health Care Providers) (cont'd)

	<p>Survey questions in the Canadian Practice-Based Primary Health Care Survey Tools: Provider Component¹ were developed to be specific for teams in PHC.</p> <p>Access to interdisciplinary teams in PHC provides clear benefits to the health of Canadians. Assessing the effectiveness of these teams is key to an increased understanding of this emerging practice in PHC.</p>
<p>References</p>	<ol style="list-style-type: none"> 1. Canadian Institute for Health Information. Primary Health Care: Pan-Canadian Primary Health Care Survey Questions and Tools. http://www.cihi.ca/CIHI-ext-portal/internet/EN/TabbedContent/types+of+care/primary+health/cihi006583. Updated 2011. Accessed September 5, 2012. 2. Health Canada. First Minister's Meeting on the Future of Health Care 2004: A 10-year plan to strengthen health care. http://www.hc-sc.gc.ca/hcs-sss/delivery-prestation/ftcollab/2004-fmm-rpm/index-eng.php. Updated 2006. Accessed September 5, 2012. 3. Khan S., McIntosh C., Sanmartin C., Watson D., and Leeb K. <i>Primary Health Care Teams and Their Impact on Processes and Outcomes of Care</i>. Ottawa, Ontario: Statistics Canada; 2008. 4. Barrett J., Curran V., Glynn L., and Godwin M. <i>CHSRF Synthesis: Interprofessional Collaboration and Quality Primary Healthcare</i>. Ottawa, Ontario: Canadian Health Services Research Foundation; 2007. 5. Shortell SM, Marsteller JA, Lin M, et al. The Role of Perceived Team Effectiveness in Improving Chronic Illness Care. [References]. <i>Medical Care</i>. November, 2004;(11):1040-1048. 6. Loo R. Assessing "team climate" in project teams. <i>International Journal of Project Management</i>. 2003;21:511-517. 7. Anderson NR, West MA. Measuring climate for work group innovation: development and validation of the team climate inventory. <i>Journal of Organizational Behavior</i>. May, 1998;(3):235-258. 8. Kivimaki M, Vanhala A, Pentti J, et al. Team climate, intention to leave and turnover among hospital employees: prospective cohort study. <i>BMC Health Services Research</i>. 2007;7:170. 9. Kivimaki M, Elovainio M. A shorter version of the Team Climate Inventory: Development and psychometric properties. <i>Journal of Occupational and Organizational Psychology</i>. June, 1999; (2):241-246.

For more information on the PHC indicators, data sources and reporting initiatives, visit CIHI's website at www.cihi.ca/phc or send us an email at phc@cihi.ca.