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A guide to using Team Management Systems (TMS) for learning and teaching quality improvement in health care teams
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A GUIDE TO USING TEAM MANAGEMENT SYSTEMS (TMS) FOR LEARNING AND TEACHING QUALITY IMPROVEMENT IN HEALTH CARE TEAMS

**A resource developed by the
'Building teams for quality learning in clinical placements' project**

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2011

Student learning in clinical placements

Clinical placements, where students work alongside health care professionals, are a key part of health profession education programs.

In clinical teams, student engagement and learning are enhanced when there is a clear understanding among clinical team members and students of team attributes, individual member care responsibilities and work preferences.

Health care involves a range of different tasks and workload can be unpredictable on a day-to-day basis. Work roles and responsibilities shift among clinical team members in response to the demands of different care activities. Addressing student learning in addition to work responsibilities requires skilful management of day to-day activities by clinical staff.

A project was undertaken to test the utility of TMS as a support for developing clinical team learning and teaching capacity. The aim was to assist individual team members to identify their roles and responsibilities for facilitating and supporting student learning within a range of health care settings.¹

TMS proved a highly successful tool in the context of the project.

¹ O'Keefe M, McAllister S, Burgess T, Stupans I, LeCouteur A 2011 '*Building teams for quality learning in clinical placements*' Australian Learning and Teaching Council Ltd. Sydney



Using TMS

What is TMS?

Team Management Systems (TMS, www.tmsoz.com) is a business model for leadership development within work teams. TMS offers mechanisms for teams to clarify 'who is doing what and why' within the team, and to develop clear lines of communication and quality improvement strategies. A particularly important aspect of the TMS approach is that it takes account of, and values, the individual diversity that exists within teams.

Getting started

The TMS process offers a number of profiles that are completed by team members individually. These profiles are then analysed and the results are provided to individual team members. Teams select profiles from the range available according to their particular situation and requirements.

Each profile activity includes individual clinical team member questionnaires, individual feedback and a facilitated workshop conducted by an independent TMS-trained facilitator.

Why did we choose TMS?

TMS was selected as a tool in our project to identify and build capacity within health service clinical teams for quality student learning because:

- it had been extensively field-tested in business and other settings
- it supported a process in which team members developed a better understanding of their individual work preferences and potential contributions
- it explicitly valued the diversity of experience and skills that is present in clinical teams.



Suggested profiles to use: Team Management Profile

As a starting point, it is recommended that all participants in TMS complete the Team Management Profile. This initial profiling of individual team member management preferences provides an understanding of the range of existing work preferences within the clinical team. Participants are asked to complete the profile in relation to their preferences for managing student learning.



***Margerison-McCann Team Management Wheel
(reproduced with permission from Team Management Systems)***

The Team Management Profile

Team Management Systems' Team Management Profile Questionnaire (TMPQ) is a 60-item assessment focused on enhancing understanding of an individual's approach to work. Based on the responses to the TMPQ, the Personal Team Management Profile provides constructive, work-based information outlining an individual's work preferences, based on the Team Management Wheel, and the strengths that an individual brings to a team.

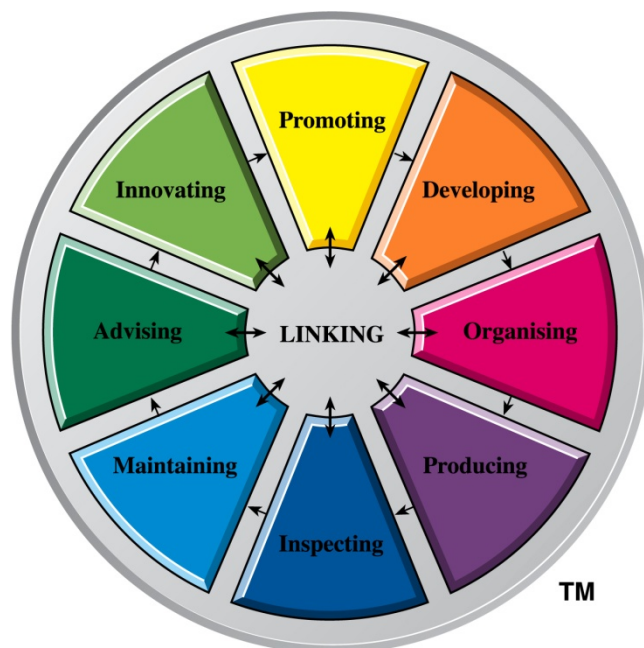


- To commence the TMS process, clinical team members complete an online questionnaire and then attend a one-day facilitated workshop. Drawing on these individual profiles, the clinical team develops a profile of existing team building skills for quality student learning experiences.
- Clinical team members receive a report on their personal work preferences and information on the team building skills they bring to support learning in the clinical context.
- Priorities for improvement are identified in the second part of the workshop.
- Clinical team members are then invited to share their individual profiles with the rest of the clinical team.



Suggested profiles to use: Team Performance Profile

Six months after completing the Team Management Profile, it is suggested that clinical team members complete the Team Performance Profile. This second profiling activity guides clinical teams in the assessment of improvements that have been made, the identification of additional changes that are required, and strategies that may be effective in achieving these goals.



Margerison-McCann Types of Work Wheel

(reproduced with permission from Team Management Systems)

Team Performance Profile

For high performance in teams, ongoing assessment is a requirement. The Team Performance Profile Questionnaire (TPPQ) and resulting profile are tools developed to support this process. The TPPQ is a 54-item multi-rater instrument that focuses on assessing a team's performance in nine team performance factors associated with high performing teams.



- Each clinical team member completes this 360-degree feedback questionnaire to rate their team's performance as a clinical learning environment for students.
- Individual team member ratings are combined to generate an overall team performance profile.
- This performance profile provides information on the extent to which the team demonstrates key skills and behaviours to ensure quality learning.
- Once again the clinical team attends a one-day facilitated workshop. The first part of the workshop involves feedback on the Team Performance Profile.
- Each clinical team member receives a detailed report as a starting point for discussion on the team's current performance in relation to facilitating and supporting student learning in the workplace.
- The clinical team's quality improvement plan and progress on implementation strategies are reviewed in relation to this Team Performance Profile.



Frequently asked questions

1. Who should be part of a TMS process?

We suggest a small group – no fewer than six and not more than ten people. A critical mass of participants is required so people can learn from each other. Students are important to include as team members.

2. Where should TMS happen?

As this is a tool to support learning and teaching capacity development in the workplace, it is important to use it in the workplace in preference to a neutral environment. Staff seminar rooms in health care services are ideal.

3. When is the best time to implement TMS?

TMS can be used at any time in the life cycle of a clinical team. It can contribute to the development of a new team or the renewal of an existing team. The most important factor to consider is the readiness of the team for development and change. Support for the TMS process from senior management is also needed.

4. Is it just two workshops?

If at all possible, team members should come together informally between the two workshops and after the process is completed to discuss their ideas and progress.

5. Are there other profiles?

There is a suite of different profile activities available. It is usual, however, to commence any TMS process with the Team Management Profile.

6. Can the workshops be timed differently?

Yes, each workshop can be held over a single day or spread over two half days.

7. Is an independent facilitator necessary?

An experienced TMS facilitator is an essential part of the process. They bring expertise in using the tools, facilitating discussion and an independent perspective.

8. What does it cost?

This depends on the number of participants (accurate at time of printing). For a team of eight people, the approximate cost is \$6,400, consisting of:

- \$300 per person for profiling (a total of \$2,400)
- \$4000 for independent facilitation.

Other costs, such as venue hire and catering, have not been included.

9. Where can further information be found?

The TMS website, at <http://www.tmsoz.com>



