

# Summary of the Recommendations for Collaborative Practice Among Nursing Teams

The following recommendations were organized using the key concepts of the Healthy Work Environments Framework and therefore identify:

- Individual/Team recommendations;
- Organizational recommendations; and
- External/Systems recommendations.

RECOMMENDATION	
Individual/Team Recommendations	<b>1.0 Nursing Collaborative Practice Individual / Team Recommendations</b>
	<p>1.1 Nurses develop knowledge about the values and behaviours that support teamwork and the impact of teamwork on patient/client safety and patient/client outcomes. As such nurses:</p> <ul style="list-style-type: none"> <li>■ Inform themselves about the attributes of supportive teams</li> <li>■ Articulate their belief in the value of teamwork</li> <li>■ Demonstrate their willingness to work effectively with others</li> </ul>
	<p>1.2 Nurses contribute to a culture that supports effective teamwork by:</p> <ul style="list-style-type: none"> <li>■ Demonstrating accountability for actions, enthusiasm, motivation and commitment to the team</li> <li>■ Actively and constructively participating in the nursing team</li> <li>■ Understanding their own roles, scope of practice and responsibilities as well as seeking information and developing an understanding about other roles and scopes of practice</li> <li>■ Being accountable for and respectful in the manner in which they communicate</li> <li>■ Being proactive in seeking out information they require about their work and workplace</li> <li>■ Seeking opportunities and assuming the responsibility to share a nursing perspective in interprofessional forums<sup>6</sup>, including informal and formal settings</li> </ul>
	<p>1.3 Nurses initiate and maintain collaborative processes within the team, especially in situations of increasing patient/client complexity, to improve patient/client outcomes.</p>
	<p>1.4 Nursing teams establish clear processes and structures that promote collaboration and teamwork that leads to quality work environments and quality outcomes for patients/clients by:</p> <ul style="list-style-type: none"> <li>■ Establishing processes for conflict resolution and problem solving</li> <li>■ Establishing processes to develop, achieve and evaluate team performance, common goals and outcomes</li> <li>■ Developing systems and processes to recognize and reward successes</li> <li>■ Building capacity for systematic problem solving and improving quality of care</li> <li>■ Participating in the development and implementation of guidelines to support enhanced collaboration at the functional and organizational level</li> <li>■ Incorporating non-hierarchical, democratic working practices to validate all contributions from team members</li> <li>■ Incorporating processes that support continuity of care<sup>6</sup> with patients/clients to enhance staff satisfaction, staff self-worth and patient/client satisfaction</li> <li>■ Developing and implementing processes that clarify their understanding of the unique and shared aspects of roles within the team</li> <li>■ Ensuring that the composition of the team is adequate to achieve their goals and meet their responsibilities to the needs of the patient/client population</li> <li>■ Establishing processes for decision-making for a variety of circumstances such as: <ul style="list-style-type: none"> <li>• emergencies;</li> <li>• day-to-day functioning;</li> <li>• long-term planning;</li> <li>• policy development; and</li> <li>• care planning.</li> </ul> </li> </ul>

RECOMMENDATION	
Individual/Team Recommendations	<p>1.5 Nursing teams recognize how their goals contribute to, impact and/or complement the goals of other teams and the organization in achieving quality patient/client care.</p>
	<p>1.6 Nursing teams establish processes which promote open, honest and transparent channels of communication by:</p> <ul style="list-style-type: none"> <li>■ Establishing processes to ensure that full-time, part-time and casual staff seek out and receive effective communication on all shifts</li> <li>■ Establishing verbal, written and/or electronic processes in order to effectively document the communication</li> <li>■ Developing skills in active listening</li> </ul>
Organization Recommendations	<p><b>2.0 Nursing Collaborative Practice Organization Recommendations</b></p>
	<p>2.1 Organizations implement specific strategies that encourage and enable effective teamwork. These may include the provision of:</p> <ul style="list-style-type: none"> <li>■ Physical space or technology that enables people to come together</li> <li>■ Administrative support</li> <li>■ Orientation and continuing education funding</li> <li>■ Compensation opportunities to promote participation</li> <li>■ Recognition and rewards</li> <li>■ Participative decision-making opportunities related to development and implementation of policy</li> <li>■ Evaluation processes focused on the impact of nursing teams on patients/clients, nurses, and the organization and the development of specific outcome measures</li> </ul>
	<p>2.2 Organizations ensure a culture that supports effective teamwork and conveys administrative support by:</p> <ul style="list-style-type: none"> <li>■ Ensuring that team members are included in the development and implementation of unit policies</li> <li>■ Supporting a culture in which participative decision-making is promoted</li> <li>■ Developing clear and consistent policies concerning role responsibilities</li> <li>■ Developing values, structures and processes to foster effective intra and interprofessional collaborative relationships<sup>6</sup></li> <li>■ Ensuring that resources are allocated for teams to balance delivery of care and professional practice development and evaluation</li> <li>■ Endorsing a professional practice model that supports practice accountability, autonomy and decision authority related to the work environment and care</li> <li>■ Incorporating behavioural objectives into the performance development and management processes related to effective teamwork</li> </ul>
	<p>2.3 Organizations support systems and processes that promote team functioning and continuity of patient/client care.</p>
	<p>2.4 Organizations develop and utilize specific outcomes to evaluate the effectiveness of teams while ensuring that high quality nursing care is being delivered by:</p> <ul style="list-style-type: none"> <li>■ Evaluating the impact of nursing teams on patients/clients, nurses and the organization</li> <li>■ Systematically evaluating nursing teams</li> <li>■ Identifying obstacles to completing evaluation processes</li> </ul>
	<p>2.5 Organizations provide support to leaders who use evidenced-based transformational leadership<sup>6</sup> practices to create healthy work environments.</p>

RECOMMENDATION	
External/System Recommendations	<b>3.0 Government</b>
	<b>3.1</b> All levels of government ensure sustainable financial resources to support collaborative nursing teamwork by allocating funding for: <ul style="list-style-type: none"> <li>■ Team development and evaluation initiatives</li> <li>■ Professional nursing development initiatives</li> <li>■ Direct and indirect patient/client care activities</li> <li>■ Developing strategies for professional practice</li> <li>■ Collaborative patient/client centred practice</li> <li>■ Interprofessional education initiatives</li> <li>■ Practice evaluation</li> <li>■ Technologies to support team interaction</li> <li>■ Research</li> </ul>
	<b>4.0 Research</b>
	<b>4.1</b> Researchers work with governments, educational and health service organizations to conduct research on the impact of teamwork on nurses, teams and patient/client outcomes and on competencies for collaborative practice.
	<b>5.0 Accreditation</b>
	<b>5.1</b> Accreditation bodies of health service organizations include evidence-based standards and criteria on effective teamwork as part of their standards.
	<b>6.0 Education</b>
	<b>6.1</b> Educators/educational institutions value, promote and role model a culture of professionalism and effective team functioning by: <ul style="list-style-type: none"> <li>■ Identifying and implementing a leadership/champion role accountable for the implementation of the infrastructures required to support team focused curriculum</li> <li>■ Utilizing a variety of teaching and learning strategies that provide opportunities to learn about effective teams and teamwork. Opportunities may include but are not limited to:               <ul style="list-style-type: none"> <li>• case studies depicting realistic team issues and scenarios that become increasingly complex throughout the educational program;</li> <li>• course electives which focus on teams and team functioning;</li> <li>• course electives which focus on conflict resolution; and</li> <li>• learning objectives that focus on social/relational domains.</li> </ul> </li> </ul>
	<b>6.2</b> Nurse Educators select clinical placements that promote and demonstrate team effectiveness by: <ul style="list-style-type: none"> <li>■ Assuring that students obtain accurate knowledge about the roles and responsibilities of nurses and other providers in the health system</li> <li>■ Developing innovative practicums that support communities of practice amongst both nursing teams and interprofessional teams<sup>6</sup></li> </ul>
	<b>7.0 Nursing Professional/Regulatory</b>
	<b>7.1</b> Provincial and national nursing professional/regulatory bodies work together to help their respective members to become more informed about their own and their colleagues' roles in the health system by: <ul style="list-style-type: none"> <li>■ Discussing roles and responsibilities associated with their education, skills and knowledge</li> <li>■ Mutual sharing and consultation in the development of regulatory documents</li> </ul>
	<b>7.2</b> The scopes of practice of various regulated nursing professionals are reviewed regularly and in response to health professional regulatory changes.
	<b>7.3</b> Professional associations and regulatory bodies work with educators, practitioners, unions and policy makers to clarify nursing roles within interprofessional teams by: <ul style="list-style-type: none"> <li>■ Examining similarities and differences in the educational content of various professional nursing programs</li> <li>■ Discussing with other allied health professionals similarities and differences in the roles and educational preparation of other professionals</li> <li>■ Working to develop a common language across disciplines</li> </ul>