

Putting Multidisciplinary Teamwork Principles into Practice

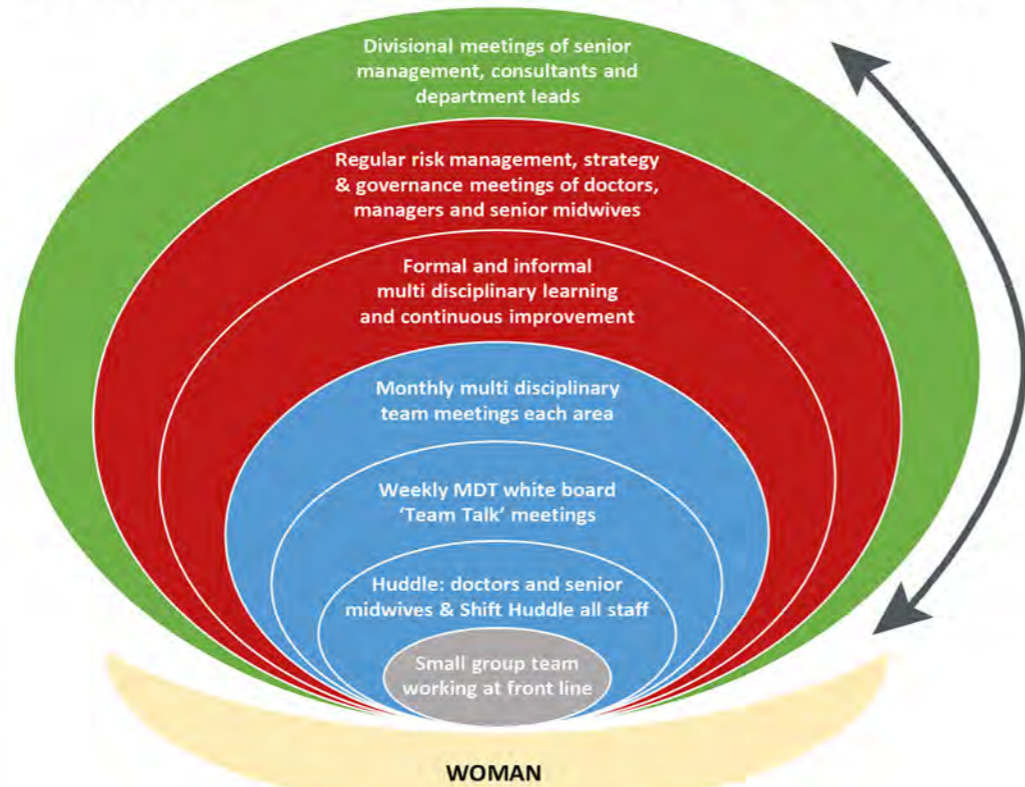
Taking those first steps to successful multidisciplinary teamworking, keeping the momentum going, getting the communication right and involving everyone!



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Workplace Innovation Limited in partnership with Southern Health and Social Care Trust (Northern Ireland) worked closely with a broad cross-section of consultants, doctors, midwives, midwifery support workers, managers, administrators, domestic staff and other professional groups, and helped their Maternity Service translate the widely accepted principles of **Multidisciplinary Teamworking** into an approach which reflects its specific local and clinical context:

Multidisciplinary Teamworking Principles in Maternity



The Multidisciplinary Team includes Midwives, Doctors, Management, MSWs, HCAs, Admin and Clerical and Domestic staff

Staff Voice
Risk Reporting - at strategic decision making levels
Feedback

Shared Learning, Reflection and Improvement
Quality improvement
Cost effectiveness
Staff engagement

Multidisciplinary Meetings
Quality
Managing risk
Problem solving

Coaching Culture and Co-operative Working
Quality
Safety
Working life - Skill mix, physical needs and taking breaks

MATERNITY SHIFT HUDDLE
5 minute update for all staff in each area

Date: _____ Time: _____

Prompts

- Enables ALL staff (including the co-ordinator MW, MSWs, Receptionists, students) to meet each other and know who is on shift.
- Aids communication about important issues -high risk women, confidentiality issues.
- Gives opportunity for new staff to be identified, welcomed and supported
- Enables staff to inform co-ordinator and each other if they have particular needs - support with suturing/IVI support/ or physical support for reduced flexibility.
- Encourages teams to self-organise their team/small group, identify team leader.
- Encourages teams to self-organise breaks and if they can't to ensure the co-ordinator is aware.
- Informs about staffing shortages either in this area or elsewhere in the unit that might affect the transfer of women or babies.
- Motivates staff - if the co-ordinator is up-beat and encouraging!
- Link with the communication white board to highlight important information/ideas/team issues for continuous improvement.
- A huddle only takes a few minutes!
- HUDDLE BEFORE YOU ALLOCATE!
- Supports and encourages effective MDT working (and all the evidence on improved engagement, involvement, job satisfaction, quality and performance. There is an evidence base for them!
- The NHS is currently promoting the use of 'safety huddles' and many Trusts are encouraging them for safety/communication/risk.

Comments for shift

UNIT HUDDLE - 5 minute update

Date: _____ Time: _____

Area	Tick (if Present)	Bottlenecks (system Holdups)	Bed Status	Admissions / EL LSCS	Discharges (Planned)	Staffing (N/L/N) / Issues	RAG (Red/Amber/Green)	Watchers (People of concern)
ANC								
ABC								
MLU								
Labour Suite - Band 7 - Consultant - Theatre								
Ward 1								
Ward 2								
NNU								
Escalation plan								

Comments /Planned Meetings Today (Audit/Forum/Prenatal/CTG/HCI)

What is a Huddle? A Huddle is a proactive and effective means of communication for the Obstetric, Midwifery and Neonatal teams, to identify and address workload pressures, to improve patient flow and quality of care throughout the Maternity Unit. How long will it take? 5-10 minutes MAX, twice a day, 7 days a week, conducted in a high involvement style!

'Team Talk' White Board for Communication & Continuous Improvement

Why: To capture your ideas and improve communication!
What do I write? Any issues, ideas, updates, reminders for your ward
When? Add to the board anytime! All available staff gather around it once a week to discuss what is on it and record the discussion and actions in the **'Team Talk' Communication Book**. Then wipe clean for the next week!
Who? Everyone in the Multi Disciplinary Team can contribute by adding to the board and attending the 'Team Talk' white board meetings.
Where does the information go? All staff can read the Communication Book for updates. Any actions will be documented for follow up (with names) and these will be discussed at the next weekly 'Team Talk' white board meeting, and your Monthly Team Meeting. Ideas and suggestions from your team meetings will be sent to the Divisional Meeting. Feedback from the Divisional Meeting will be fed back to the team meetings.

Divisional Meetings

Senior managers, consultants and departmental leads meet monthly to address strategy and governance. Attended on a rota by staff to encourage openness and transparency and inclusion of front line tacit knowledge. Improved structure and dialogue to ensure that frontline voice is heard within the strategic decision-making meetings, and that the Divisional meetings are forums for inclusive two-way communication which feeds back to the frontline staff.

Strategy, Clinical Governance and Risk Management

Regular meetings of doctors, managers and senior midwives draw on issues raised in the various multidisciplinary forums. Risky Business open sessions enable feedback and shared learning, where all staff are invited to discuss risk issues or near-miss events in a 'no blame' environment.

Multidisciplinary Learning, Training and Continuous Improvement

Multidisciplinary Continuous Improvement Group provide a continuing forum for staff-led initiatives. A comprehensive programme of multidisciplinary learning and training sessions communicated to all staff maximises participation.

Monthly Multidisciplinary Team Meetings

Regular monthly team meetings for all areas enable:

- Knowledge sharing
- Problem sharing
- Idea sharing
- Load sharing

Maternity Unit Huddle

Twice daily 'Huddles' are a dynamic and effective means of communication and collaboration for the Obstetric, Midwifery and Neonatal teams. A proforma is completed to identify and address workload pressures, improve patient flow and quality of care throughout the Maternity department. Ten minutes max, conducted in a high involvement style leads to:

- Effective multidisciplinary team working
- Reducing risk
- Enhancing staff morale
- Maximising patient flow
- Effective communication and collaboration
- Ensuring safety within the unit
- Improving quality of work

Midwifery Support Workers

MSWs and health care assistants included in mandatory multidisciplinary emergency training sessions. A forum for MSWs meeting quarterly provides them with a collective voice and opportunities for shared learning.

Shift Huddle

Each area and ward in the Maternity Department involves all staff at the start of every shift in 'Shift Huddles' to improve communication and support allocation to the small group teams. Ideas raised are put on the White Board to be discussed at the Team Talk meeting

Team Talk White Board meetings

All areas have whiteboards for staff to write up ideas, suggestions and questions. Once a week the team meet around the whiteboard for their 'Team Talk' to discuss what has been written on it. Discussion and action points from the meeting are recorded in a communication book for those who couldn't attend, and are raised at the Monthly MDT meeting. Issues can then be escalated for discussion at the Divisional meeting and fed back through the team meetings.

Small Group Team Working

All staff are encouraged to practice small group (2-5 staff) teamworking to:

- Ensure woman centred care
- Support colleagues in every day working (including physical ability)
- Support each other for breaks
- Support skill mix within small groups