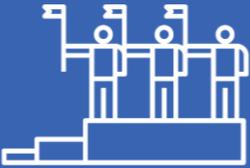


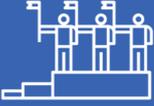


Co-Lead

ABOUT THIS MODULE



TEAM GOAL SETTING



TEAM GOAL SETTING

What is the goal of this intervention?

This intervention aims to enhance participants' understanding of the overall vision and desired goals of the team.

What is the collective leadership focus of this intervention?

- **Cooperation and coordination between members**
- **Engagement of all team members**
- **Recognising and valuing contribution of others**
- **Sharing leadership roles and responsibilities**
- **Mix of leadership and followership: People leading on topics where they have expertise and motivation**

What areas of team behaviour does this intervention focus on?

- **Cooperation between team members**
- **Cohesion and coordination**
- **Cross-monitoring**

Who is this intervention for?

All team members. Collaborative and explicit goal setting will ensure clarity among team members in their role in helping the team achieve its goals; ensures a shared mental model/vision for the team's work.

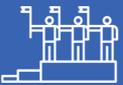
What is the patient safety impact of this intervention?

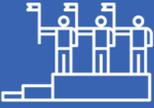
Collaborative and explicit goal setting will ensure clarity among team members in their role in helping the team achieve its goals. This will help ensure a shared mental model/ vision for the team's work.

Clarity of team goals is the single most important predictor of success in healthcare teams.^{1,2} However, many teams still do not have clear goals.

Large scale reviews of the literature have found that goal-setting has a large positive effect on improving team outcomes.^{3,4}

Team goal setting results in markedly higher performance than no goal setting.⁵





TEAM GOAL SETTING

What is the patient safety impact of this intervention? (contd.)

Creating cultures focused on high quality care requires clear, aligned and challenging goals at every level of the organisation that prioritise this standard of care.⁶ Dawson et al.⁷ found that where staff reported this type of goal in place, patients reported better care. Furthermore, patient satisfaction was found to be higher in healthcare organisations where staff indicated there were clear goals at every level, and they described experiencing good communication and high levels of involvement in their care decisions.

The most consistent predictor of team performance across many studies is the clarity of healthcare teams' goals.^{8,9} Healthcare teams that have goals in place, and which seek feedback on their performance, deliver safer and higher quality health care than other health care teams.¹⁰

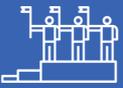
Enhancing understanding of role and responsibilities and expectations; Forum to explore misunderstandings/incorrect assumptions about colleagues' roles; Improvements in cross-monitoring behaviours and coordination of team
When roles are clear, team members are more motivated, less stressed and perform better. Role ambiguity and role conflict are key factors in the development of work stress.¹¹

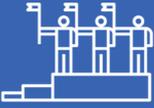
When objectives and roles are clear, teams perform significantly better, with fewer errors, greater productivity and higher levels of innovation.^{2,12}

Role ambiguity is negatively associated with role performance,¹³ team performance¹⁴ and job satisfaction.¹⁵

Useful links for more information about this module

How to do a RACI chart - <https://www.projectsart.co.uk/how-to-do-raci-charting-and-analysis.php>



**TEAM GOAL SETTING****Additional resources**

If you are not sure if the role clarity intervention is needed in your team, the diagnostic tool below can be used in advance to assess the role clarity/ambiguity on the team. This can be conducted in advance to inform the session. It will take 5 minutes for individuals to complete it and approx. 30 minutes for one person to score all responses (the UCD Co-Lead team can advise and assist with this if required); 10mins discussion to evaluate whether there is need for in-depth discussion on roles and responsibilities.

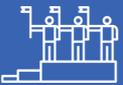
Diagnostic Tool

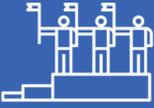
Completion of scale by all team members to assess goal (items 1-5) and role process (items 6-10) clarity in the team.¹⁶

Please indicate your response to the following statements using the scale below, where 1 indicates very uncertain and 6 indicates very certain: (* indicates item should be reverse scored)

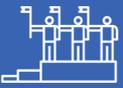
1. I am certain of my duties and responsibilities
2. I am uncertain of the goals and objectives for my job*
3. It is clear to me how my work relates to the overall objectives of my work unit
4. I am certain of the expected results of my work*
5. I am uncertain as to what aspects of my work will lead to positive evaluations*
6. I am clear on how to divide my time among the tasks required of my job
7. I am clear on how to schedule my work day
8. I am uncertain how to determine the appropriate procedures for each work task*
9. I am certain the procedures I use to do my job are correct and proper
10. Considering all your work tasks, how certain are you that you know the best way to do these tasks?

High variance in scoring between team members or a score perceived as low overall score by the team suggests need for group intervention.



**TEAM GOAL SETTING****References**

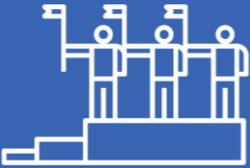
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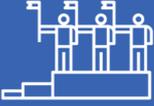


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SESSION OUTLINE



TEAM GOAL SETTING



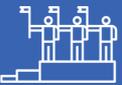
TEAM GOAL SETTING

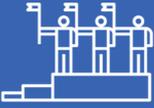
SESSION OVERVIEW

- Purpose:** This session will help teams to collectively formulate goals to work towards.
- Timing:** 60 min.
- Setup:** Introduction > Goal setting > Goal agreement > Feedback
- Outcomes:** The team will establish an agreed set of goals that align with their priorities and mission, and assign sub-groups to monitor progress.
- Facilitators:** 1-2 team members to facilitate; 1 team member to act as flipchart scribe to record ideas, discussion points, and outputs.

ADVANCE PREPARATION

- Materials:** Print OUTCOME TEMPLATE and HANDOUT documents for participants.
- Equipment:** Flipcharts, markers, pens.
- Room:** Configure for round table discussion or small groups for larger teams.
- Attendees:** If some team members cannot attend due to geographic location, they may participate remotely via teleconference. In such cases, session materials should be shared in advance via email.
- Timing:** It is important to monitor timings of session and move along when necessary. If goals are not decided during section 3 of the timetable, sub-groups can be convened to work to refine goals and measurement of outcomes.





TEAM GOAL SETTING

START OF SESSION

1) Welcome and icebreaker (10 min.)

Review team vision and mission statement previously developed. Link this goal exercise to developing the means of achieving the team mission.

Ask participants to consider the question: "What would I suggest to improve this team's working/performance?" Use 1-2-4-all approach – allow one minute to reflect on the question; 2 minutes for discussion in pairs, and 4 minutes for group discussion and feedback from small groups (make notes on flipchart paper).

2) Set 3-5 goals for the team (20 min.)

Give out Handout to read (5 minutes) and facilitate group discussion (15 minutes) on what the teams' goals should be. Communicate that these goals will be the team's targets to work towards for the year.

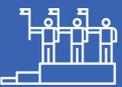
3) Group agreement on goals (25 min.)

Agree on the set of goals for the team that align to priorities and mission. Assign sub-groups to work on, monitor and report to team on progress at least on a monthly basis (sub-groups may need to meet/be in contact outside formal team meeting times where appropriate)

- Set specific and measurable outcomes to monitor performance
- Set specific, realistic time targets within which goals may be achieved

4) Close of session (5 min.)

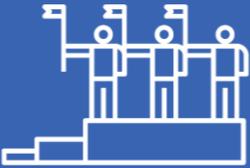
Notes can be collected and collated by one individual to maintain a record of the discussion. Take note of the goals. This can be useful for inducting new members by making explicit the roles (and sub-teams/responsibilities) of everyone on the team. Confirm goals set by team for the year and ideas on how best to monitor progress towards those goals. Give brief feedback on the session.



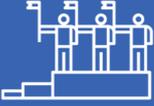


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HANDOUT



TEAM GOAL SETTING



TEAM GOAL SETTING

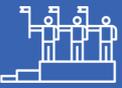
About team goals

Once a team has developed its vision and mission statement, its next step is to develop the specific goals that are focused on achieving that mission. Goals refer to specific measurable results. A team's objectives may outline what will be accomplished by certain target dates.

For example, one of several goals for a community initiative to promote care and caring for older adults might be: *"By April 2018 (by when), to decrease by half a day (how much) patients' average length of stay on the ward (of what)."*

To make sure your goals are clear and reachable, each one should be challenging and SMART:

- **Specific** (simple, sensible, significant).
- **Measurable** (meaningful, motivating).
- **Achievable** (agreed, attainable).
- **Relevant** (reasonable, realistic and resourced, results-based).
- **Time bound** (time based, time/cost limited, timely, time-sensitive).



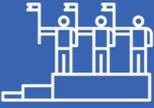
Types of goals

- Performance goals are goals that involve achieving some level of performance.
- Learning goals involve gaining knowledge or skills, new competencies or approaches

Teams may select to develop objectives in both categories. Goals should fit with organisational goals / values – how is the work of the team contributing to the organisation's pursuit of its goals?

According to West et al. (2017), most healthcare team goals should include:

1. Providing high quality and compassionate care.
2. Continually improving that care.
3. Ensuring other team members' wellbeing, growth and development.
4. Ensuring that working relationships and practices with other teams in the organisation are of high quality and continually improving.



TEAM GOAL SETTING

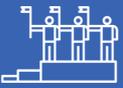
Goal setting

Teams should seek to set a maximum of five goals at any time. For example, among their goals, the Mayo Clinic have defined these as key to achieving their mission:

- **Caring with awareness.** Provide high-quality, culturally appropriate care in a welcoming environment to all patients.
- **Reflecting our community.** Increase the diversity of the patients we serve in order to develop new treatments that lead to higher quality outcomes and a reduction in health disparities for all people.
- **Welcoming to all.** Ensure an inclusive work environment where participation of diverse employees is encouraged at all levels of the organisation.

From a team-level perspective, goals can be more targeted and specific to the working of the team and the team's local priorities (and still consistent with vision and mission statements). Examples of team goals could include:

1. The team will work to achieve a 90% patient satisfaction rating for the ward by December 2019 through improving the quality of information available to patients (measurement approach: intermittent patient satisfaction surveys/interviews)
2. The team will achieve a 50% increase in patient on remote cardiac monitoring by January 2019 (measurement approach: auditing of cardiac monitoring and patient records)



Charting progress

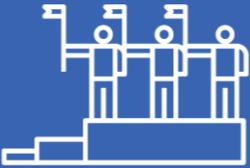
Progress towards these goals can be assessed and monitored using several evaluation approaches (some relevant to the whole organisation, others to specific teams within the organisation):

1. Patient and staff surveys and/or interviews
2. Process measures (e.g., thrombolysis pathway for stroke) to evaluate whether a team follows specific process steps which have been identified to provide timely and effective care.
3. Outcome measures – to evaluate the results over time. Examples include readmission rates and patient safety indicators, including number/frequency of foreign objects left in during procedures, accidental punctures or lacerations, and central venous catheter-related bloodstream infections.

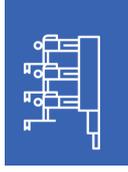


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OUTCOMES TEMPLATE



TEAM GOAL SETTING



GOAL	MEASUREABLE OUTCOME	TIMELINE	SUB-TEAM TO WORK ON AND MONITOR	PROGRESS MONITORING