



Innovations in Teamwork for Health Care

Understanding the building blocks of effective teamwork is vital for leaders in the diverse and dynamic field of health care. Through a series of exercises, examples, and videos, learners will be introduced to the key concepts of teaming as they apply to today's dynamic health care environments.

Modules	Case Studies	Takeaways	Key Exercises
Module 1	Teaming • Mining Accident and Rescue: André Sougarret, the engineer who led the rescue of 33 trapped miners in Chile, demonstrates teaming in action. • Cleveland Clinic: The CEO and Chief Caregiver Officer share their approach to teamwork in health care and discuss the organizational structures they implement to achieve their vision.	• Understand the concept of teaming and how it can be applied to the health care industry.	• Brainstorm how to organize with a team to rescue 33 trapped miners. • Analyze the problems solved and new challenges created by organizational structures that were implemented to facilitate teamwork at the Cleveland Clinic. • Outline and analyze an individualized teaming breakdown for your organization.
Module 2	Psychological Safety • NASA: How a lack of psychological safety contributed to the space shuttle Columbia disaster. • Google: Julia Rozovsky describes her study of teams, which revealed the foundational role of psychological safety.	• Collaborate with team members and leadership to create a space of psychological safety.	• Identify the indicators of psychological safety in a group. • Analyze data from Project Aristotle's study of teams at Google. • Consider how past experiences can affect current feelings of psychological safety.
Module 3	Joint Problem-Solving Orientation • Cleveland Clinic: Implementation of tiered daily huddles that gave employees a structure for sharing problems and solutions. • Boehringer Ingelheim: Justine Rochon discusses the company's transformation toward a joint problem-solving approach to innovation. • Cincinnati Children's Hospital Medical Center: How they improved care for cystic fibrosis patients by including them in their teaming structure.	• Implement a joint problem-solving orientation in which team members view problems as shared and solutions as requiring collaboration.	• Match different types of diversity in the workplace with the interpersonal boundaries that they imply. • Articulate what you bring to a team and what you might need from others. • Walk down the ladder of inference to get to the root of a problem.

Modules		Case Studies	Takeaways	Key Exercises
Module 4	Team Learning	- Virginia Mason Medical Center: Gary Kaplan, CEO, relates how his organization modeled a medical system after Toyota that fostered organizational improvement through team learning. - Institute for Healthcare Improvement: Donald Berwick, President Emeritus, explains team learning processes that are essential to health care improvement.	Cultivate an organization where team learning is valued and mobilized for improved performance.	- Identify different kinds of work on the process knowledge spectrum. - Brainstorm how a nursing team could learn from an accidental morphine overdose.
		- Julian Castro's Presidential Campaign: Maya Rupert, Campaign Manager and Political Strategist, outlines the shift from being a subject-matter expert to a leader of teaming. - Wellframe: Trishan Panch, Co-founder, explores teaming for innovation from a startup perspective.	- Practice leadership skills that include coaching, enabling, and ensuring that the right voices are present or represented within the team structure. - Utilize the Leader's Toolkit to become a more effective leader.	Learn the difference between confirmatory and exploratory responses.

Learning requirements: In order to earn a Certificate of Completion from Harvard Online, participants must thoughtfully complete all 5 modules, including satisfactory completion of the associated quizzes, by stated deadlines.