

TEAM EFFECTIVENESS IN INTERPROFESSIONAL COLLABORATION

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Abstract

Interprofessional Collaboration (IPC) is a collaboration or interaction that occurs between two or more different professions. Collaboration will occur when there is a sense of interdependence or mutual need and respect. Collaboration will not occur if it prioritizes the ego of the profession. The ego of a profession arises when one profession feels superior to another. IPC tends to occur more frequently among health professions, although it does not rule out collaboration with other professions outside of health. IPC must start with IPE or Interprofessional Education, which is to create a learning atmosphere that already involves many professions, so that the habit of needing each other and mutual respect has been formed from the start. Sometimes we feel that the team that is running is effective, it turns out that there are many factors that affect the effectiveness of a team. An effective team affects the performance of the Interprofessional Collaboration.

Keywords:

Interprofessional, Collaboration, team, effectiveness, performance

1. Introduction

Universitas Sumatera Utara Hospital (USU Hospital) is one of the State Higher Education Hospitals in Indonesia. State Higher Education Hospital organizes education, research and services in an integrated manner, in the fields of medical professional education, continuing medical education, and education for other health workers as stated in Law No. 44 of 2009. USU Hospital is a vehicle for education for Health Workers and Non-Health Workers, especially in the province of North Sumatra.

Some workers are joining as an Inter Professional Education (IPE). IPE is two or more professions that learn with, from, and about one another to improve collaboration and quality of care. Cooperation or collaboration between different professions in the work environment is known as Inter Professional Collaboration (IPC). Gilbert [1] in his article The Status of Interprofessional Education in Canada illustrates that IPE in Canada has been started since 1960, and until now it has been reviewed to ensure that IPE runs according to its objectives.

The implementation of IPE-IPC in Indonesia has begun to develop in the last ten years, although internationally Indonesia is still lagging behind in comparison to several other countries. Several universities such as UGM Yogyakarta, UIN Jakarta, Undip Semarang, and Udayana Bali have started implementing IPE at the academic stage by including IPE in the curriculum. This condition is very possible because several health science study programs are under the same faculty, making it easier to communicate and coordinate. Meanwhile, at the University of North Sumatra, all health faculties are independent. So communication and coordination are needed to integrate IPC into a solid team.

USU Hospital tried to implement IPC at the educational stage involving students from five health faculties at USU, namely the Faculty of Medicine, Faculty of Dentistry, Faculty of Nursing, Faculty of Psychology and Faculty of Pharmacy in 2018. IPC at the educational period also uses the term IPE. Thistlethwaite [2] states that IPE can be applied to both educational and work environments.

2. Team Effectiveness in Interprofessional Collaboration

2.1. Team Definition

Collaboration literally according to the Big Indonesian Dictionary means cooperation, while a team means a work group formed to succeed the common goals of a group. Kreitner and Kinicki [3] stated that "group is two or more freely interacting people with share norms and goals and a common identity". The focus of the team in the opinion of Kreitner and Kinicki is on the existence of

rules and objectives and a common identity. Robbins and Judge [4] suggest a team is a group whose individual efforts result in higher performance than the sum of individual inputs. The opinion of Robbins and Judge emphasizes that the team will produce better performance than individual performance.

Robbins and Coulter [5] have a different opinion. Robbins and Coulter state "groups whose members work intensively on specific common goals, using their positive synergy, individual, and mutual accountability and complementary skills". The opinion of Robbins and Coulter emphasizes the meaning of the team. The team is not only a collection of people who work together intensively for specific goals but also a positive synergy within the team. Rivai and Mulyadi [6] have another different emphasis. Rivai and Mulyadi stated that a team is a group of people with complementary skills and are committed to the same mission, performance achievement, and an approach where they are interdependent with one another. According to Rivai and Mulyadi, the emphasis of the team definition is the existence of a group of people with complementary skills who are committed to the same mission.

Based on the definitions that have been described, it can be concluded that a team is two or more people who have the same desire to achieve organizational goals through individual performance so that there is a reciprocal relationship between its members. Each team that is formed has different talents and skills, different strategies and methods and communication, so that a team's goal design is needed. This new definition fits into the context of interprofessional collaboration.

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2.2. Team Characteristics

A team is not always effective, especially a team consisting of a variety of different professions. Slocum and Hellriegel [7] suggested six factors that must be obeyed by each member in order for a team to be effective, namely: (1) understanding the goals that must be achieved; (2) provide support and be guided by the rules in determining every decision; (3) can communicate openly; (4) mutual acceptance and assistance; (5) resolving conflicts openly and constructively; and (6) diagnosing each problem and increasing the ability of each according to its function.

Ezziane [8] also revealed that there are several factors that contribute to the development of a successful team, including effective communication, comprehensive decision making, safe awareness, and the ability to resolve conflicts. Eziane's opinion corroborates the views of Slocum and Hellriegel. Good teamwork will be established by sharing knowledge and skills, so that a team is able to complete tasks effectively, rather than just doing it alone.

Rivai and Mulyadi [6] have criteria that are almost the same as some of the previous opinions, but there are three important points that must be underlined, namely that each member can express their ideas, understand other points of view and consider conflict as a normal thing in the team. According to Rivai and Mulyadi, the details of the characteristics of the team members are: (1) understand good goals; (2) having a sense of mutual dependence and belonging; (3) apply their talents and knowledge to team goals; (4) can work openly; (5) can express ideas, opinions and disagreements; (6) understand each other's point of view; (7) develop skills and apply them to work; (8) recognizes that conflict is normal; and (9) participate in decisions.

2.3. Effect of Team Effectiveness on IPC Performance

A team is two or more people who have the same desire to achieve organizational goals through individual performance so that there is a reciprocal relationship between its members. Each team that is formed has different talents and skills, different strategies and methods and communication, so that a team's goal design is needed. An effective team consists of competent
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individuals who have the technical abilities and interpersonal skills needed to achieve the desired goals. The team as a collection of individuals, trying to produce a level of performance that is greater than the number of individual inputs. The work team is able to generate positive synergies through coordinated efforts.

The Inter Professional Collaboration Team in question is a preceptor originating from educational institutions and from service institutions from various health professions involved in professional education programs. Good performance will be achieved when team members are committed to the same mission to produce the best performance during professional education. An effective team will be able to complete the main tasks that have been determined. The task that has been completed is a performance or achievement of team work behavior.

The research results of Nurhidayah, Dewi and Siburian [9] entitled Influence of Team Effectiveness, Interpersonal Communication, and Emotional Quotient on the Satisfaction of Nursing Education Preceptors show that team effectiveness has an effect of 29% on the perception of satisfaction, but Nurhidayah [10] also found that there is no effect of team effectiveness on the performance of the receptors with $\rho = 0.036$ or it can be interpreted as only 3.6%. This shows that the existing team is still ineffective.

Katzenbach and Smith (1998) in Huusko and Liisa [11] describe the results of their research entitled The Lack of Skill: an Obstacle in Teamwork which states that building an effective team takes several years to reach team maturity. Based on Katzenbach's opinion, it can be interpreted that a solid team cannot be formed in the blink of an eye. Intense interaction and communication among team members will lead to togetherness, mutual understanding and interdependence. Nurhidayah and Revi [12] confirmed that a good IPC is characterized by the existence of effective communication that exists between different health professions.

Adam, Susan and Anantatmula [13] in their writing Social and Behavioral Influences on Team Process also revealed that when the team becomes more mature, the emotional reactions of team members will become more synchronized. Teams that are built in interpersonal collaboration in the field, especially for students of the health professional education program, need to be continuously fostered in order to achieve team maturity, even though the ongoing team will continue to change according to the length of the education period. If the formation of the early generation team is successful, then the next generation will just continue. This formation stage requires effort with many challenges that will accompany it.

Ket De Vries (1999) in Tarricone and Luca [14], revealed that many organizations that describe themselves as being team oriented, but in reality many organizations are still far from a team-oriented culture. Kezsbom, (1995) in Adam, Susan and Anantatmula [13], adds that group cohesiveness and unity are not formed instantly. Every individual who has a personal history will dictate his perception and show his behavior in the social environment.

The behavior and perceptions of each profession in interpreting interpersonal collaboration can be different. Martiningsih [15] explained the results of his research on Nurse-Doctor Collaborative Practices and the factors that influence it, finding that in general there are no differences in attitudes between nurses and doctors in collaborative practice. However, when viewed from the influencing characteristics, the nurse's attitude is influenced by age, education, functional position, and length of work, while the doctor's attitude is influenced by age, education and length of work.

Research from Rosa, Nurachmah, Budiharto [16] on the relationship between group cohesiveness and the attitudes of implementing nurses with the work productivity of implementing nurses in the RSUPN inpatient room. Dr. Cipto Mangunkusumo showed the results of statistical tests that there was no effect of teamwork on the work productivity of the nurses. Another study by Muhti, Sunaryo, and Khoirul [17] on the Effect of Teamwork and Creativity on Employee Performance found no significant positive effect between teamwork on the performance of UD employees. Agro Inti Sejahtera Jember. This is also in line with the research of Lawasi and Triatmanto [18] who also found that teamwork had no effect on performance.

Based on the results of research and supporting studies, it can be said that the relationship between team effectiveness and performance is not significant. Even though an effective IPE team will have an impact on patient safety. The professional perspective on risk management and patient safety in hospitals is increasingly complex according to Despina [19] who researched the Patient Safety and Collaboration of the Intensive Care Unit Team and Hinde [20] who examined A Study to Assess The Influence of Inter Professional Point of Care Simulation Training on Safety Culture In The Operating Theater Environment Of A University Teaching Hospital finds that perfect service is needed through collaboration among professionals.

The Institute of Medicine (IOM) also states that effective teamwork plays a major role in improving the patient-focused organizational system of service delivery (Patient Care Center). This condition is considered safer, more effective and efficient. IPC is one strategy to improve service quality. Therefore it is necessary to think about how to form an effective team in an interprofessional

collaboration.

Bosch & Mansell [20] stated that teamwork has become a necessity in order to achieve success in achieving goals in the hospital. Meanwhile Tang [22] stated that another impact that arose due to the IPC that did not work was the increasing dissatisfaction and increasing demands from patients or their families.

Vestergaard & Nørgaard [23] added that collaboration in teams can affect mortality rates, high complications, length of stay, high cost of treatment, patient satisfaction, therefore collaboration between professions is very important. While the results of Mawarni's [24] study found that one of the main sources of poor cooperation in hospitals is that nurses and doctors rarely listen to and consider other members' opinions regarding patient care plans. This research is in line with the findings of Fatalina [24] in her study entitled Perception and acceptance of the Interprofessional Collaborative Practice in the Field of Maternity in health workers.

Conclusion (s)

Interprofessional Collaboration (IPC) is a collaboration or interaction that occurs between two or more different professions. IPC in health care services is the occurrence of interactions between health workers with different professional backgrounds, aimed at providing comprehensive services through effective patient-centered collaboration. A good IPC is made up of an effective team. The failure of IPC has an adverse impact on the hospital, staff and patients as service recipients.

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