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.

<table>
<thead>
<tr>
<th>RECOMMENDATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Individual/Team Recommendations</strong></td>
</tr>
<tr>
<td><strong>1.0 Nursing Collaborative Practice Individual / Team Recommendations</strong></td>
</tr>
</tbody>
</table>
| 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:
  - Inform themselves about the attributes of supportive teams
  - Articulate their belief in the value of teamwork
  - Demonstrate their willingness to work effectively with others |
| 1.2 Nurses contribute to a culture that supports effective teamwork by:
  - Demonstrating accountability for actions, enthusiasm, motivation and commitment to the team
  - Actively and constructively participating in the nursing team
  - 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
  - Being accountable for and respectful in the manner in which they communicate
  - Being proactive in seeking out information they require about their work and workplace
  - Seeking opportunities and assuming the responsibility to share a nursing perspective in interprofessional forums, including informal and formal settings |
| 1.3 Nurses initiate and maintain collaborative processes within the team, especially in situations of increasing patient/client complexity, to improve patient/client outcomes. |
| 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:
  - Establishing processes for conflict resolution and problem solving
  - Establishing processes to develop, achieve and evaluate team performance, common goals and outcomes
  - Developing systems and processes to recognize and reward successes
  - Building capacity for systematic problem solving and improving quality of care
  - Participating in the development and implementation of guidelines to support enhanced collaboration at the functional and organizational level
  - Incorporating non-hierarchal, democratic working practices to validate all contributions from team members
  - Incorporating processes that support continuity of care with patients/clients to enhance staff satisfaction, staff self-worth and patient/client satisfaction
  - Developing and implementing processes that clarify their understanding of the unique and shared aspects of roles within the team
  - 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
  - Establishing processes for decision-making for a variety of circumstances such as:
    - emergencies;
    - day-to-day functioning;
    - long-term planning;
    - policy development; and
    - care planning. |
**RECOMMENDATION**

<table>
<thead>
<tr>
<th>Individual/Team Recommendations</th>
<th>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.</th>
</tr>
</thead>
</table>
|                                 | 1.6 Nursing teams establish processes which promote open, honest and transparent channels of communication by:  
  ■ Establishing processes to ensure that full-time, part-time and casual staff seek out and receive effective communication on all shifts  
  ■ Establishing verbal, written and/or electronic processes in order to effectively document the communication  
  ■ Developing skills in active listening |

<table>
<thead>
<tr>
<th>Organization Recommendations</th>
<th>2.0 <strong>Nursing Collaborative Practice Organization Recommendations</strong></th>
</tr>
</thead>
</table>
|                                 | 2.1 Organizations implement specific strategies that encourage and enable effective teamwork.  
  These may include the provision of:  
  ■ Physical space or technology that enables people to come together  
  ■ Administrative support  
  ■ Orientation and continuing education funding  
  ■ Compensation opportunities to promote participation  
  ■ Recognition and rewards  
  ■ Participative decision-making opportunities related to development and implementation of policy  
  ■ Evaluation processes focused on the impact of nursing teams on patients/clients, nurses, and the organization and the development of specific outcome measures |
|                                 | 2.2 Organizations ensure a culture that supports effective teamwork and conveys administrative support by:  
  ■ Ensuring that team members are included in the development and implementation of unit policies  
  ■ Supporting a culture in which participative decision-making is promoted  
  ■ Developing clear and consistent policies concerning role responsibilities  
  ■ Developing values, structures and processes to foster effective intra and interprofessional collaborative relationships  
  ■ Ensuring that resources are allocated for teams to balance delivery of care and professional practice development and evaluation  
  ■ Endorsing a professional practice model that supports practice accountability, autonomy and decision authority related to the work environment and care  
  ■ Incorporating behavioural objectives into the performance development and management processes related to effective teamwork |
|                                 | 2.3 Organizations support systems and processes that promote team functioning and continuity of patient/client care. |
|                                 | 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:  
  ■ Evaluating the impact of nursing teams on patients/clients, nurses and the organization  
  ■ Systematically evaluating nursing teams  
  ■ Identifying obstacles to completing evaluation processes |
|                                 | 2.5 Organizations provide support to leaders who use evidenced-based transformational leadership practices to create healthy work environments. |
### RECOMMENDATION

#### 3.0 Government

3.1 All levels of government ensure sustainable financial resources to support collaborative nursing teamwork by allocating funding for:
- Team development and evaluation initiatives
- Professional nursing development initiatives
- Direct and indirect patient/client care activities
- Developing strategies for professional practice
- Collaborative patient/client centred practice
- Interprofessional education initiatives
- Practice evaluation
- Technologies to support team interaction
- Research

#### 4.0 Research

4.1 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.

#### 5.0 Accreditation

5.1 Accreditation bodies of health service organizations include evidence-based standards and criteria on effective teamwork as part of their standards.

#### 6.0 Education

6.1 Educators/educational institutions value, promote and role model a culture of professionalism and effective team functioning by:
- Identifying and implementing a leadership/champion role accountable for the implementation of the infrastructures required to support team focused curriculum
- 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:
  - Case studies depicting realistic team issues and scenarios that become increasingly complex throughout the educational program;
  - Course electives which focus on teams and team functioning;
  - Course electives which focus on conflict resolution; and
  - Learning objectives that focus on social/relational domains.

6.2 Nurse Educators select clinical placements that promote and demonstrate team effectiveness by:
- Assuring that students obtain accurate knowledge about the roles and responsibilities of nurses and other providers in the health system
- Developing innovative practicums that support communities of practice amongst both nursing teams and interprofessional teams

#### 7.0 Nursing Professional/Regulatory

7.1 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:
- Discussing roles and responsibilities associated with their education, skills and knowledge
- Mutual sharing and consultation in the development of regulatory documents

7.2 The scopes of practice of various regulated nursing professionals are reviewed regularly and in response to health professional regulatory changes.

7.3 Professional associations and regulatory bodies work with educators, practitioners, unions and policy makers to clarify nursing roles within interprofessional teams by:
- Examining similarities and differences in the educational content of various professional nursing programs
- Discussing with other allied health professionals similarities and differences in the roles and educational preparation of other professionals
- Working to develop a common language across disciplines