

## TEAM PREPARATION AND TEAM BUILDING FOR BEHAVIORAL HEALTH PROFESSIONALS WORKING WITH OLDER ADULTS

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### LEARNING OBJECTIVES

To describe why teamwork is essential to providing a person-centered environment

To describe the professions that typically contribute to a behavioral health team

To identify and describe the different types of teams (multidisciplinary, interdisciplinary, transdisciplinary)

To discuss what makes teams effective and ineffective

Describe how-to resolve conflict within a team, maximize communication, develop a shared language

## TEAMWORK

### TEAM,

from Old English, is actually defined as  
“a group of animals harnessed together to draw some vehicle”.

**Person-Centered Care**  
is an approach to care  
that respects and  
values the uniqueness  
of the individual, and  
seeks to maintain,  
even restore, the  
personhood of  
individuals.

**We do this by  
creating an  
environment  
that  
promotes:**

*Personal Worth  
& Uniqueness*

*Social  
Confidence*

*Respect*

*Truthfulness*

*Independence*

*Engagement*

*Hope*

## BEHAVIORAL HEALTH DEFINITION

encompasses:

behavioral factors in chronic illness care

care of physical symptoms associated with stress rather than diseases

health behaviors

mental health and substance abuse conditions and diagnoses.

## INTEGRATED BEHAVIORAL HEALTH CARE

*The care a person experiences as a result of a **TEAM** of primary care and behavioral health clinicians, working together with patients and families, using a systematic and cost-effective approach to provide person-centered care.*

*Can include:*

mental health and substance abuse conditions

health behaviors (including their contribution to chronic medical illnesses)

life stressors and crises

stress-related physical symptoms

## INTEGRATED BEHAVIORAL HEALTH FOR OLDER ADULTS

### WHO:

Neuropsychiatric disorders among the older adults account for 6.6% of the total disability (DALYs) for this age group.

Approximately 15% of adults aged 60 and over suffer from a mental disorder.

Currently estimated that  
2% of the older population  
has a severe mental illness  
- Cohen, C.I. (2003)

Older persons  
with severe mental  
illness (SMI)  
may have unique  
needs related to:

Physical health

Mood

Socialization

Memory

Medication side effects

## WHAT'S IN A NAME?

### MULTIDISCIPLINARY



### INTERDISCIPLINARY



### TRANSDISCIPLINARY

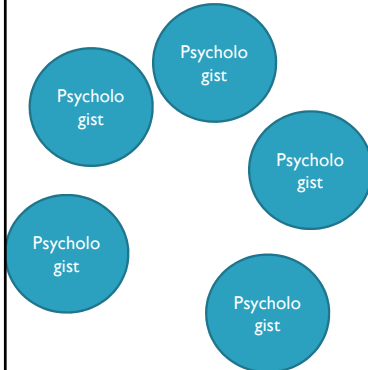


Redrawn from: <http://simonpriest.altervista.org/RS.html>

## THE UNIDISCIPLINARY TEAM

Professionals from one discipline with team members at similar levels of training/skill.

**EXAMPLE:** a team of psychologists providing care in an in-patient setting



### Hallmarks include:

- Professionals from a single discipline
- Team members share the same or similar skills and training
- Team members speak a common professional language

### PROS:

Same language  
Same goals  
Same skills

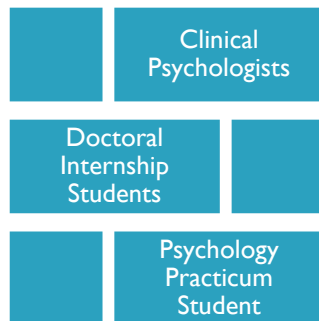
### CONS:

Lack of variety in skill/training  
Lack of skill beyond discipline  
Lack of learning across disciplines

## THE INTRADISCIPLINARY TEAM

Professionals from one discipline but team members are at *different* levels of training/skill.

**EXAMPLE:**  
A Geriatric Outpatient Behavioral Health Clinic Team of:



### Hallmarks include:

- Professionals from a single discipline
- Team members showcase different levels of training and skill
- Team members speak a common professional language

### PROS:

Same language  
Same goals  
Shared history

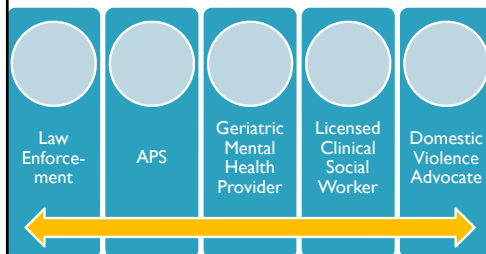
### CONS:

Lack of richness (various perspectives)  
Lack of learning across disciplines  
Group Think

## THE MULTIDISCIPLINARY TEAM

Professionals from more than one discipline working in parallel across settings, interacting formally.

EXAMPLE: An Elder Abuse Multidisciplinary Team of:



### Hallmarks include:

- Team members work in parallel
- Information is shared at meetings attended by all
- Each provider is responsible for their area of care
- Separate care plans
- Team is hierarchical with a team leader who draws all the threads together

### PROS:

Offers a breadth of services to older adult  
Brings professionals together across disciplines  
Can build relationships

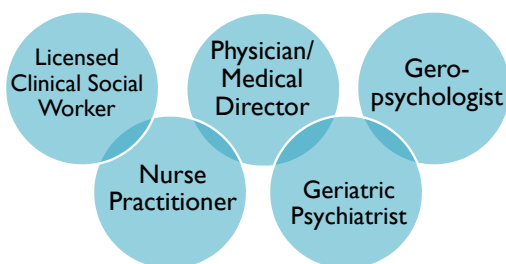
### CONS:

Serial evaluations  
Communication may be lacking across disciplines  
Does not treat the older adult holistically

## INTERDISCIPLINARY TEAMS

Professionals from more than one discipline working interdependently in the same setting, interacting formally and informally.

EXAMPLE: A Collaborative Care Team Working in a SNF:



### PROS:

Rich picture of perspectives from different disciplines  
Continuous inter-communication and collaboration  
Integrated plan of care to which all contribute  
Interdisciplinary cooperation leading to modification of individual contributions  
Common goal/treatment plan

### CONS:

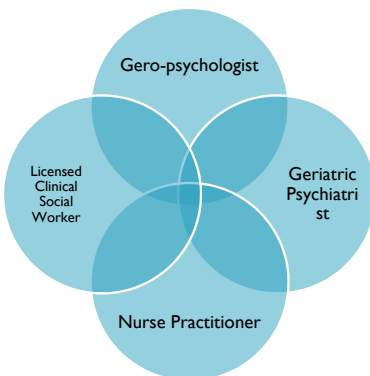
Requires effort to integrate disciplines  
Disciplines may need to modify their approach

## TRANSDISCIPLINARY TEAMS

Professionals from more than one discipline working across disciplinary boundaries in the same setting.

### EXAMPLE:

*A Mental Health Treatment Team Working in a Geropsychiatric Hospital:*



### Hallmarks include:

- Blurring of disciplinary lines
- High degree of sharing of role functions
- Strong emphasis on shared team responsibilities
- Non-hierarchical
- Multi-skilled professionals

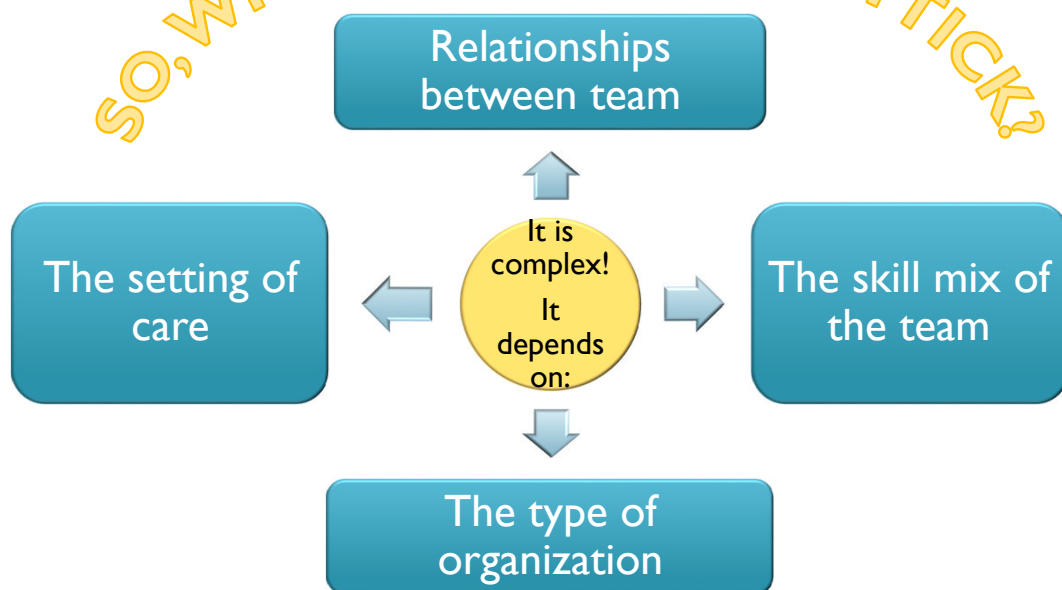
### PROS:

Rich picture of perspectives from different disciplines  
Common goal/treatment plan  
Reduces risk of overwhelming older adult

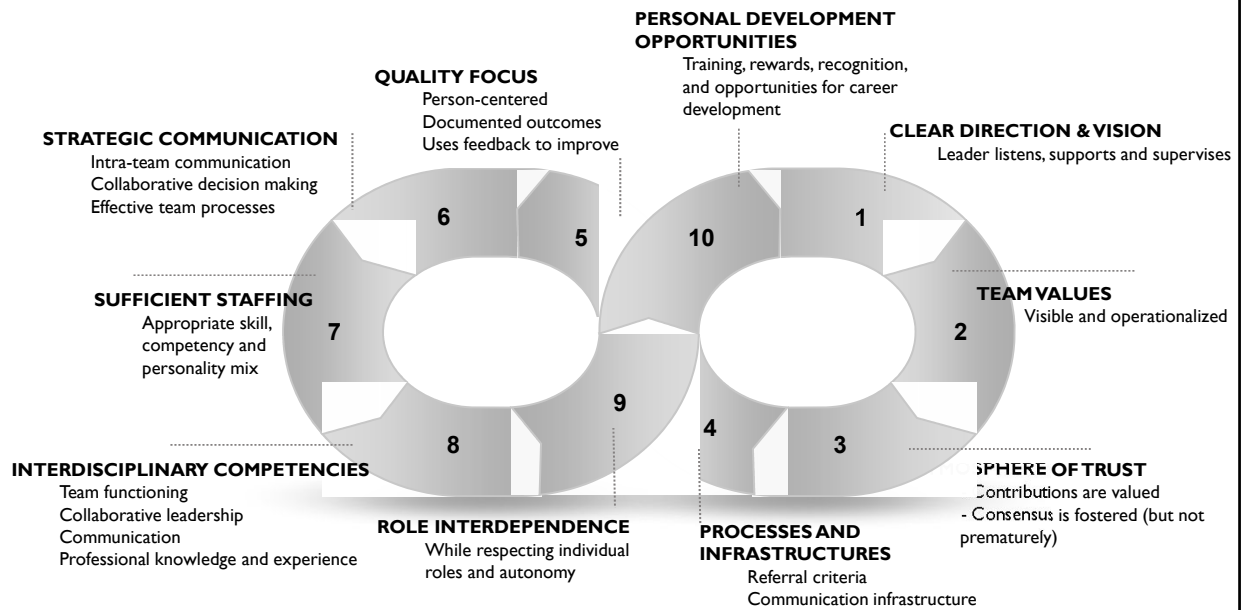
### CONS:

There are limits to boundary blurring (licensure)  
Requires a deep investment of time/energy  
Leadership may be a contentious issue

SO, WHAT MAKES A TEAM TICK?



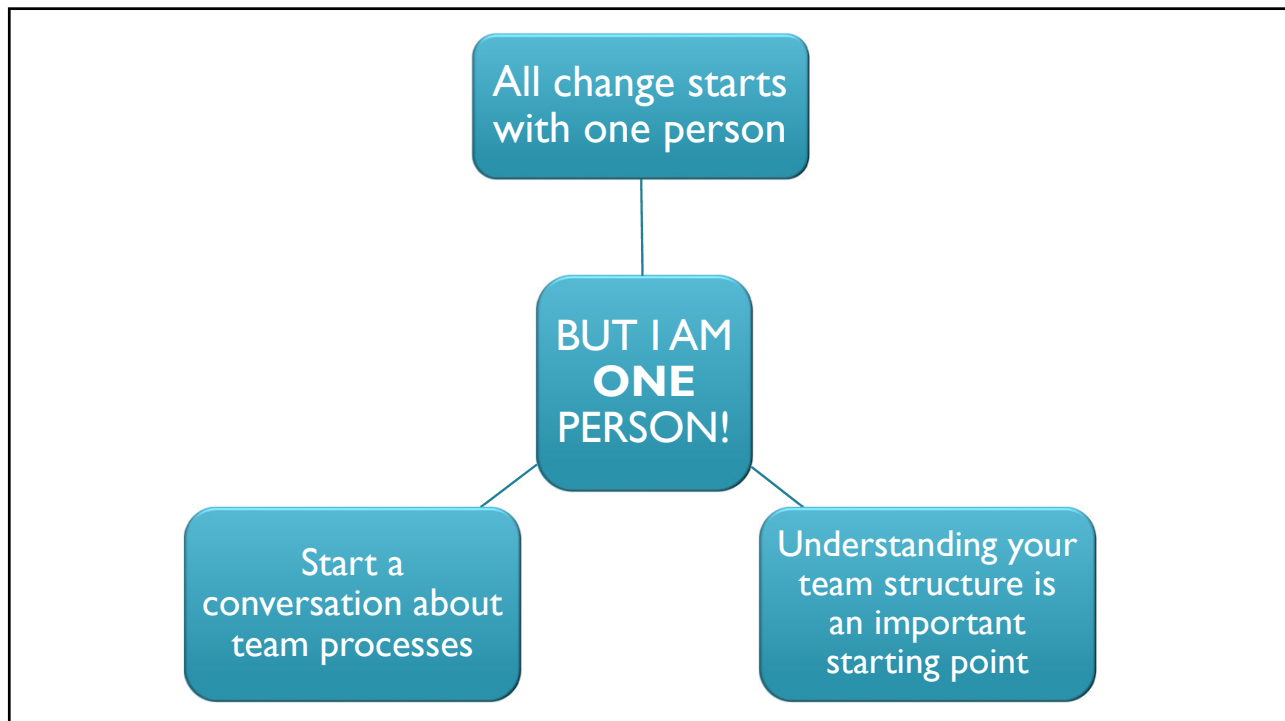
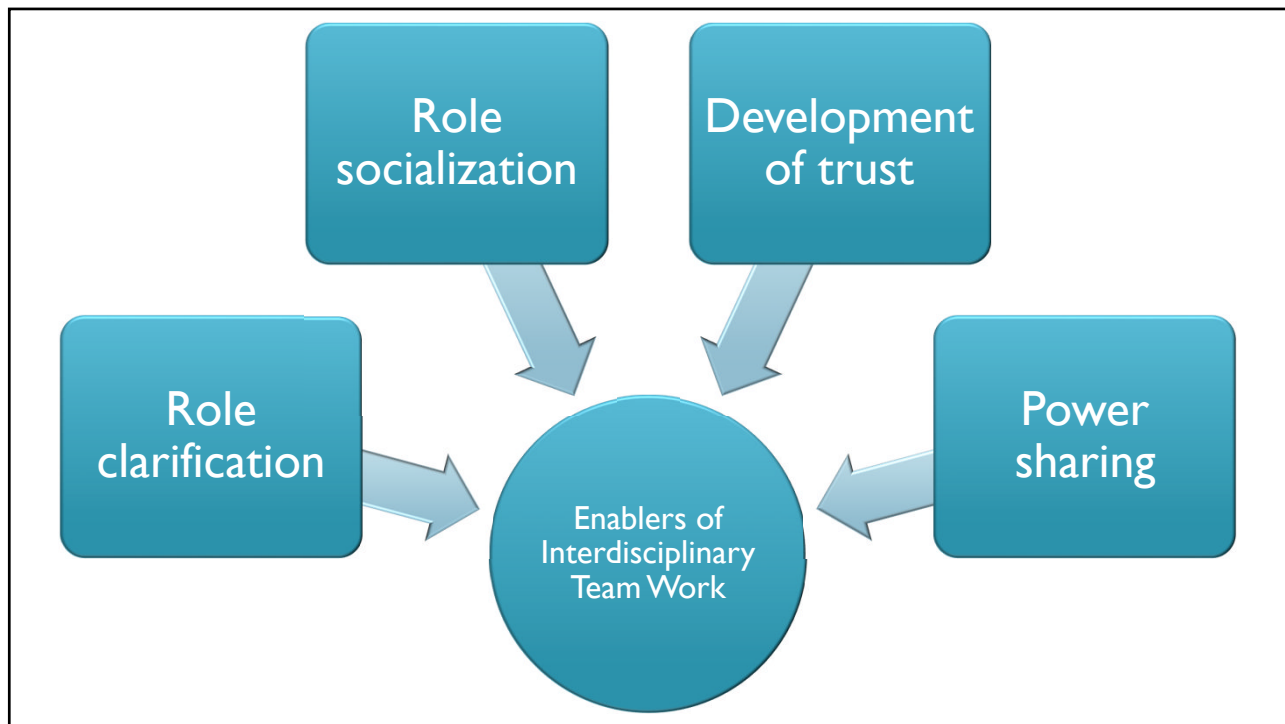
## 10 COMPETENCIES OF A HIGH PERFORMING INTERDISCIPLINARY TEAM



## COMMON BARRIERS TO INTERDISCIPLINARY TEAM WORK







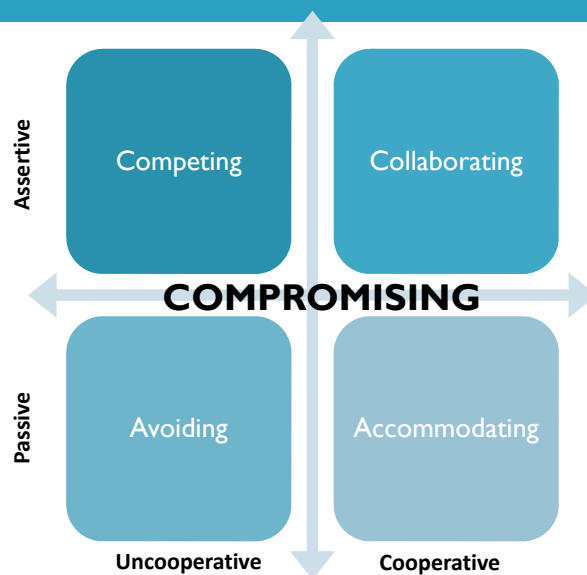
## LEARN ABOUT OTHER DISCIPLINES

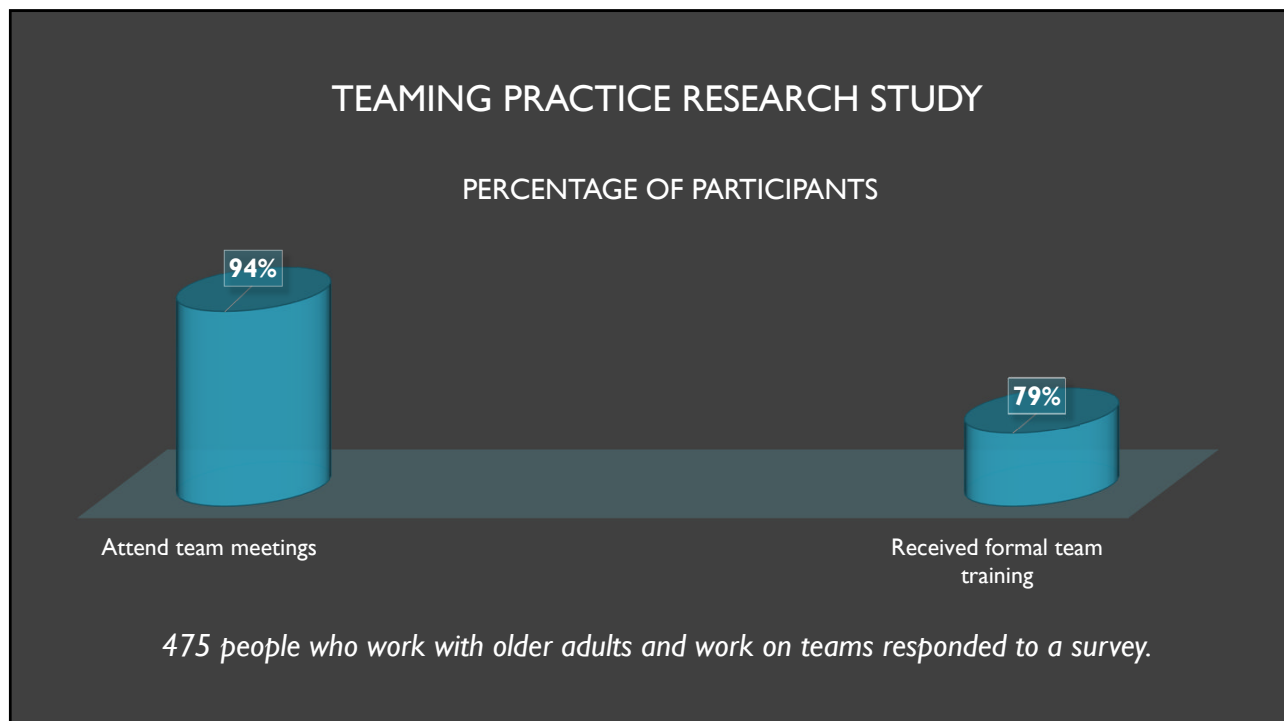
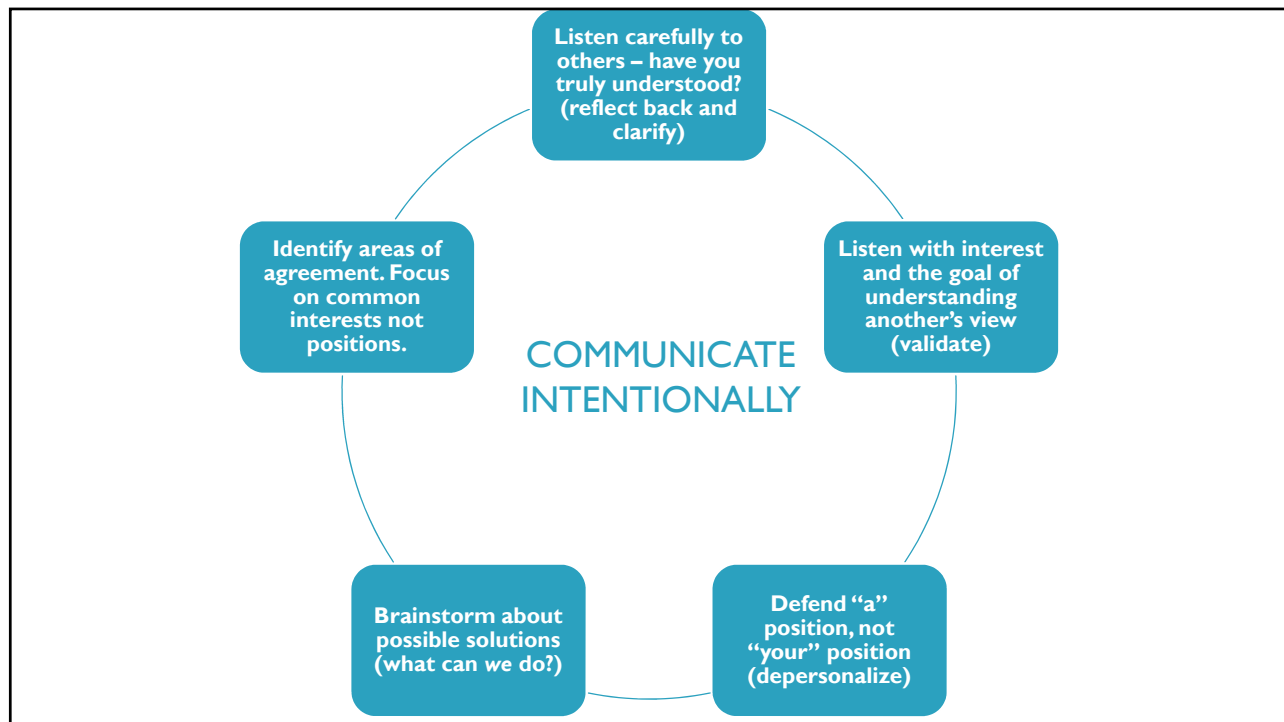
You know the stereotypes – but do you really know what other disciplines do/who they are?

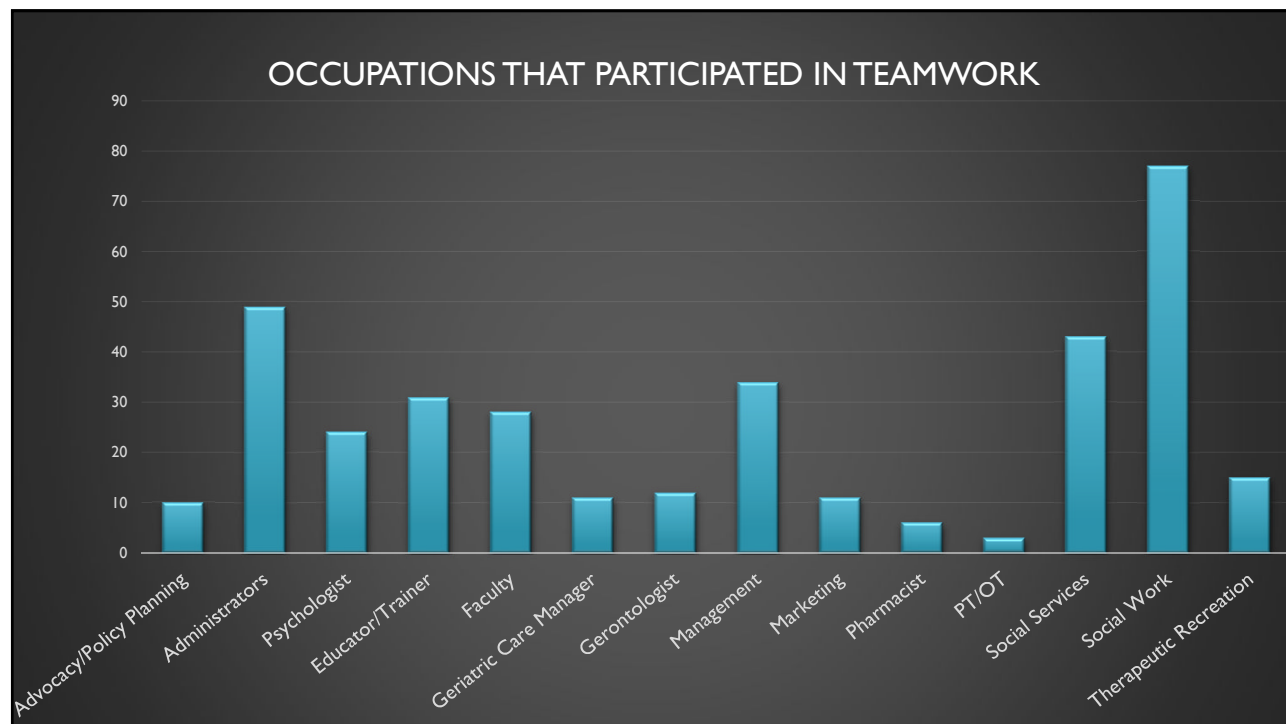
Invite teammates to present on their disciplines

- History
- Philosophy
- Values
- Codes of Ethics

## CONFLICT IS INEVITABLE. COMBAT IS OPTIONAL.







## IS TEAMWORK IMPORTANT TO YOUR JOB AND, IF SO, WHY?

### Essential to the job

- Teamwork was described as contributing to both the efficiency and effectiveness of job performance.

### Importance of a good team

- The importance of a good team that functions together was described in qualifying words and phrases such as “competent,” “quality,” “being on the same page”

### Shared responsibility and disciplinary perspectives

- Viewed as contributing to functionality and the importance of teamwork. “It takes a village,” and “many hands make for light work.”

### Person-centered care

- Emerged in descriptions of how teamwork promotes an approach to care that improves positive client outcomes

### Personal and professional benefits

- A sense of belonging among group members and increased satisfaction within the job, both personally and professionally resulted from team participation.

### Communication

- Emphasis was placed on sharing information to find solutions and to work together toward a common goal.

## QUESTIONS OR COMMENTS?



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