

ACHE CHAPTER PANEL DISCUSSION TEMPLATE

#IP29: In-Person Learning Environment

For ACHE In-Person Education Credits

Developing High Performing Teams

Length: 1.5 hours

Target Audience: Early- to mid-careerists.

Description: Today's workplace calls for the development of high performing work teams to manage dynamic healthcare environments. While positive outcomes are the end goal, it's impossible to get there without strong processes and collaborative relationships across and within teams. In this session, panelists will share information on the core components of high performing teams, and present strategies to design and implement collaborative work systems. The program will begin with a brief presentation by the moderator, followed by remarks from each of the panelists. The program will conclude with a 30-minute question-and-answer period.

Faculty: *Each session should feature a moderator plus two to three panelists.*

Moderator: The moderator should be a consultant with expertise and experience working with a variety of clients on teams or a senior executive with similar experience.

Panelists: Panelists should be senior-level healthcare executives with responsibility for creating and evaluating the effectiveness of management teams. Potential panelists might include CNOs/CMOs, COOs, CFOs, CIOs, and members of their respective teams.

Interactivity: *All sessions must feature a minimum of 10 minutes of dedicated audience Q&A time at the end of the session. Additional small-group breakouts or discussions are optional but encouraged.*

Presentation: *An optional presentation template has been included for use if the Chapter sees fit. If used, the presentation should include required slides as designated in the template, and no more than 3 additional content slides.*

Questions for Discussion:

- How does the culture of your organization embrace teamwork/collaboration?
- How are individual contributions to team efforts rewarded?
- What were the characteristics of the highest and lowest functioning teams in which you have participated?
- How have individual vs. team-based expectations evolved over time?
- How can leaders foster equitable dynamics in teams?
- What is the benefit of interprofessional teams?
- What is the difference, if any, in how different types of teams perform (e.g., operational, financial, clinical, etc.)?
- What is the benefit of team-based leadership, e.g., dyads and triads? What are the challenges?
- How do you measure team success?
- What is the one piece of advice you would give to healthcare leaders looking to improve their team's performance?

Materials for Distribution:

Frisina, M. "The Secret Sauce of High-Performing Teams." *ACHE Blog* (May 2023).

Van Dyke, M. "Untangling Healthcare's Workforce Challenges." *Healthcare Executive* (May/June 2023).

Birk, S. "Peak Performance." *Healthcare Executive* (May/June 2023).

Additional Resources:

<https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/developingandsustaininghigh-performanceworkteams.aspx>

<https://hbr.org/2021/10/5-things-high-performing-teams-do-differently>

<https://hbr.org/2023/08/what-makes-some-teams-high-performing>