

## **Assignment 2**

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Utilizing teams to achieve the Millennium Development Goals (MDGs), particularly in reducing childhood mortality in places like Ghana, is crucial. Initiatives like Project Fives-Alive! use the Institute for Health Improvement (IHI) Breakthrough Series Improvement Collaborative Network to equip healthcare teams with quality improvement skills, enabling them to address healthcare access barriers effectively. These teams collaborate, share knowledge, enhance healthcare processes, and improve outcomes. This approach underscores the significance of well-trained teams in advancing MDGs and global health.

Turnover among team members can have various effects on team performance, both positive and negative. On the negative side, the customer satisfaction and quality of the service seem heavily affected because it impacts the employer attitude and productivity. The remaining team, at least initially, must absorb their departing team member's workload which can result in a decrease in productivity, as the team struggles to manage their existing responsibilities alongside the additional tasks (Clarity Recruitment, 2023). On the positive side, there can be opportunities for innovation, growth, and improved organizational performance. It is vital for the leader to understand that turnover is not a factor that can be controlled, that if these uncontrollable factors are planned for, negative impacts may be minimized (Burns, Bradley, & Weiner, 2022).

Some of the approaches team leaders can take is assessing team size and composition, ensuring a balanced mix of skills. Address status differences by promoting inclusion. Create a safe space for open communication amid turnover challenges. Reinforce adaptable norms and foster team cohesiveness. Define clear goals aligned with organizational objectives. Evaluate task interdependence and plan for continuity. Promote an adaptive organizational culture. Proactively adapt to external changes and leverage turnover for fresh skills and perspectives (Burns, Bradley, & Weiner, 2022).

Consumers should be involved in quality improvement teams because the definition of quality in health care has three basic domains of performance measures: structural, process, and outcome measures. Outcome measures of performance are metrics based on the results of work performed, with patient-reported outcomes (PROs) being a specific class of outcome measures that incorporate the patient's perspective into the collection of information regarding the quality of care. Patient surveys are an example of PRO. Health care managers can use the various metrics in the survey as data sources for QI interventions (Burns, Bradley, & Weiner, 2022) .

Furthermore, feedback is a key characteristic of quality improvement teams, where input from team members and stakeholders is vital. This feedback-oriented approach ensures that the improvement process is dynamic and responsive to the needs and expectations of consumers (Rapin, Gendron, Mabire, & Dubois, 2023).

To most effectively utilize consumers' knowledge and insights, team leaders should consider implementing consumer engagement strategies in their decision-making processes because involving consumers directly in implementation or quality improvement activities, such as having them serve on advisory councils, act as change agents, or participate in user testing, can provide invaluable insights. These strategies empower consumers to inform and participate in the implementation of innovations, ensuring that decisions align with their needs and preferences. While team leaders may face challenges in engaging consumers, the benefits of doing so, including improved decision quality and customer-centricity, far outweigh the obstacles (Woodward et al., 2023).

Obstacles to sustaining team improvements as well as factors that might lead to the dissolution of the improvement teams include environmental context and resources, for example staffing issues, different pay structures, abuse of power, equipment issues, disconnection between administration and frontline staff; lack of knowledge and skills; social

influences like hierarchy, unfamiliar team and social/professional role and identity such as social identity characteristic and conflicting professional norms/values/goals (Etherington et al., 2021).

To sustain change and maintain team vitality, leaders should be transformational and transactional. Transactional leadership is based on “transactions between managers and employees, such as managers initiating and organizing work and providing recognition and advancement to employees who perform well while penalizing those who do not” (Burns, Bradley, & Weiner, 2022). In contrast, transformational leadership is defined as “influencing followers by “broadening and elevating followers’ goals and providing them with confidence to perform beyond the expectations specified in the implicit or explicit exchange agreement” (Burns, Bradley, & Weiner, 2022).

Transformational leaders shift the focus of organizational members from individual goals to collective goals, such as Quality Improvement (QI) interventions. They do this by being intellectually stimulating, motivating the workforce to consider the alignment of individual and collective goals. Additionally, they provide support for implementation, allocate resources, remove barriers, and champion the work of team members. This support not only facilitates implementation success but also fosters a climate where the workforce feels comfortable offering feedback for improvement. But, transformational leadership does not exclude transactional behaviors, they are complementary and are equally needed to manage the dual challenges of QI implementation (Burns, Bradley, & Weiner, 2022).

Leaders can also take several steps to prevent the abuse of power like structuring communication networks to create greater transparency in terms of organizational decision making, implementation, and evaluation; using boards of directors and advisory groups as counterbalances to managerial authority; creating a strong code of ethics within the

organization; designing appropriate appraisal systems; and emphasizing personal integrity in the hiring function (Burns, Bradley, & Weiner, 2022)

In conclusion, effective leadership and strategies are vital for managing turnover, sustaining team improvements, and involving consumers in quality improvement initiatives. Turnover can impact teams both positively and negatively, highlighting the importance of proactive planning and adaptability. To ensure team vitality over time, leaders should use transformational and transactional leadership, fostering collective goals, providing support for implementation, and encouraging open communication. Overcoming obstacles such as resource constraints and social influences is crucial for sustaining team improvements. Additionally, preventing the abuse of power requires transparency, ethics, and personal integrity within the organization. Incorporating consumers into quality improvement teams is essential for a customer-centric approach. Embracing these principles and strategies can lead to long-term success in healthcare teams and organizations.

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