



## A Study On the Relationship Between Staff Team Work and Patient Satisfaction in Small Hospitals At Jaipur, Rajasthan.

### KEYWORDS

patient satisfaction, Team working, Work demands, Job satisfaction, organisational commitment.

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### ABSTRACT

*In January 2008, surveys that included measures of team working were distributed to Small Hospitals in Jaipur and patient satisfaction surveys to the patients receiving treatment from these teams.*

### Introduction

The agenda for achieving improvements in patient care is to develop a new and more patient-centered service where patients are seen as active partners in their care, and have more influence over their care. Engaging with patients in the design, delivery and development of high quality health care and by better meeting patients' needs ensured high levels of patient satisfaction. Job satisfaction is one of major factor by which staff feels commitment to the organisation where they work. Small Hospitals where they work are more likely to be cooperative, helpful, empathetic and creative in their work since they bring more emotional resources to the interactions.

### The research we try to answer the following questions:

- What is the relationship between team working and patient satisfaction?
- What is the relationship between more satisfied patients and good team processes?
- What is the relationship between effectively communicated teams and their decision-making?
- What is the relationship between what teams members were trying to achieve and how they were going about it.
- What is the relationship between the level of organisational commitment reported by staff and patient satisfaction?

### Research methodology

#### The sample

In January 2008, questionnaires were distributed to members of seven Small Hospitals in Jaipur where teams are working in different departments depending upon the hospitals and to the patients being treated by these teams.

#### Team processes

These were measured using five dimensions of team working. Four were drawn from the Team Climate Inventory (Anderson & West, 1994, 1998) and two are from The Relationship between Staff Satisfaction and Patient Satisfaction: Results from Wolverhampton Hospitals NHS Trust, Dr. Carol Borrill, Professor Michael West assess levels of:

#### Team participation :

- The extent to which members of the team feel they have influence over decisions made in the team.
- The degree to which team members interact with each other on a regular basis.
- The adequacy of information sharing amongst team members. Using a five point scale respondents were asked to indicate the extent to which they agreed or disagreed with items such as; 'We have a 'we are all in it together' attitude', and 'We keep in touch with each other as a team'.

### Clarity of and commitment to team objectives:

- The extent to which team members are clear about their work-related objectives
- The extent to which they perceive objectives to be worthwhile and shared by members of the team.

Threw Using a seven point scale ranging from 'not at all' to 'completely' Respondents need to answered about their team's objectives, for example-

- How clear are you about your team's objectives?
- How worthwhile do you think these objectives are?

### Findings and analysis

#### Findings

- A significant relationship was found between the team working processes, participation, support for innovation and reflexivity, and patient satisfaction.
- Patients were more satisfied when they received treatment and support from teams that had good team processes.
- These teams communicated effectively and made decisions together.
- Team members took time out to review what they were trying to achieve and how they were going about it.
- Team members gave practical and verbal support for ideas that would lead to providing new and improved patient care.
- A significant relationship was found between the level of support team members received from their colleagues and patient satisfaction.
- Patients were more satisfied with the treatment they received from teams where members provided each other with high levels of practical and social support.
- A significant, positive relationship was found between the level of organisational commitment reported by staff and patient satisfaction.
- Patients were more satisfied with the care they received from teams where members reported higher levels of commitment to the hospital where they worked.

#### Analysis

Each of the key variables measured that was hypothesised to predict patient satisfaction were entered into a regression analysis. This analysis was conducted twice: first with no control variables and second controlling for patient expectations.

#### Result

In total 200 staff, surveys and 221 patient surveys were returned. We have included 60 teams in the survey. There were only 26 teams that had complete data sets, means sufficient numbers of responses from staff and patients. Therefore, sample used in the analysis was 26 teams, data from 140 staff surveys, 150 patient surveys.

The analysis explored five main questions. The first two concerned the relationship between team working and patient satisfaction.

The third question is concerned with the relationship between effectively communicated teams and their decision-making. Forth question was related with the relationship between what teams members were trying to achieve and how they were going about it and the last question was related to the relationship between the level of organisational commitment reported by staff and patient satisfaction.

1. What is the relationship between team working and patient satisfaction? In this analysis, the main level of team working was compared with the satisfaction gained by patient who had received health care from the members of this team.
2. What is the relationship between more satisfied patients and good team processes? In this analysis, good team processes was compared with satisfaction level of the patients. How these two factors affect each other.
3. What is the relationship between effectively communicated teams and their decision-making? In this analysis we deal with the decision making process of teams and to know how effectively they communicated.
4. What is the relationship between what teams members were trying to achieve and how they were going about it? In this analysis, the goal of team members was compared with their working means how teams were going to achieve them.
5. What is the relationship between the level of organisational commitment reported by staff and patient satisfaction? In this analysis, the level of organisational commitment reported by staff and patient satisfaction.

#### Implication

First, we can implement the initiatives in the Small Hospitals (Jaipur) to improve the work experiences of staff, such as Improving Working Lives. Second, we must develop team based working given the findings from this study and other studies in the Small Hospitals on the links between team working and staff and patient outcomes. These include effectiveness of patient care, innovation in patient care.

#### Conclusions and recommendation

The analysis of the data from three main hospital sites, Gupta Hospital & Diagnostic Centre, Gupta child & General Hospital, and Dulet Hospital Royal reveal a significant, positive relationship between the team working processes, participation, support for innovation and reflexivity. Thus, the findings from these three main hospital sites were not replicated.

It is therefore possible that the result from these three main hospital sites is due to the small sample size.

The results do however; provide further evidence that how Patients were more satisfied when they received treatment and support from teams that had good team processes.

The analysis revealed a significant positive relationship between the patients and the team members. Patients were more satisfied with the treatment they received from teams where members provided each other with high levels of practical and social support.

A significant relationship was found between the level of support team members received from their colleagues and patient satisfaction.

Patients were more satisfied with the care they received from teams where members reported higher levels of commitment to the hospital where they worked.

The results provide further evidence of contribution that effective team working makes to delivering high quality health care. Patients were more satisfied with the care they received from teams where members reported higher levels of commitment to the hospital where they worked.

In addition, patients were more satisfied with the treatment they received from teams where members provided each other with high levels of practical and social support.

There are clear implications from our research findings. First, we should continue to vigorously implement the initiatives within the three main hospital sites, Gupta Hospital & Diagnostic Centre, Gupta child & General Hospital, and Dulet Hospital to improve the work experiences of staff, such as Improving Working Lives. Second, we must develop team based working given the findings from this study links between team working and staff and patient outcomes. These include staff distress (working in effective teams is associated with lower levels of stress); staff retention; effectiveness of patient care; innovation in patient care; and patient mortality (Borrill et al., 2000; Carter & West, 1999; West et al., 2002). Third, we need to focus on what we know about the factors that influence staff satisfaction in Gupta Hospital & Diagnostic Centre, Gupta child & General Hospital, Dulet Hospital and examine the extent to which current initiatives are leading to changes in those factors (Wall et al., 1997). For example, our research reveals there is a very strong relationship between the team working processes, participation, support for innovation and reflexivity, and patient satisfaction.

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