

BEING A MEMBER OF AN EFFECTIVE TEAM

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Teamwork is essential for Patient Safety and factors such as greater complexity of diseases, increased specialization in care, increased comorbidities, shortage of workforce and increasing technological innovations are more and more present in all scenarios of patient care. The health work involves many professionals, who need to be well coordinated, and there must be good communication between them at all times¹.

The development of collective activities involving various technical interventions, interaction of professionals from different fields and built through a mutual relationship, constitutes a dynamic model, and is premised on the quality of communication between members, professional autonomy, trust, mutual respect, cooperation and conflict management^{1,2}. This way of working is essential in activities that involve the entire perioperative process.

While all agree on the importance of teamwork, this is subject to different interpretations. The results of an investigation on the Safety Culture, performed with surgical team members, showed that the chief surgeon was the only one to realize the benefits of teamwork in the team which he participated (70%). The other members of the same team, such as anesthesiologists, nurses and residents in anesthesiology, when asked about the functionality of the team they participated in, had results of 40, 30 and 10%, respectively, showing different perceptions³.

The implementation of the Safe Surgery Protocol in institutions is a necessary step for teamwork to happen. However, there is much to be done yet, and professionals need to develop skills aiming for Patient Safety, regardless of the role they exercise.

The surgical nursing professionals play an important role in the performance and development of teamwork, as they focus their attention on the needs of intraoperative care and manage the demands of the teams working in this scenario, in a time of great patient vulnerability.

However, there is still difficulty in working as a team, be it because this competence has not been developed during the training of the students or because it is not regularly exercised during the care activities in the daily life of professionals. Studies indicate that work without cohesion, with communication problems, without recognizing the importance of other professionals or in an environment in which there is fear to point out flaws in the process, significantly increases the chances of adverse events¹.

Thus, we face the challenge of looking at how teamwork has been carried out within institutions. We must stop, adjust, and then evolve to another important concept, which is the successful team.

The term comes from a model developed by researchers to whom the safety of aircrafts in flight and the prevention of aircraft accidents were the focus, and was called Crew Resource Management (CRM). It analyzes and acts on aspects of human relations in groups that are recognized as key determinants of performance of the teams responsible for the operation of an aircraft. The model strives for the skills that enable crew members, regardless of the position they hold, to satisfactorily manage the entire flight process, and especially the entire decision-making process, so that the resulting decisions are appropriate and timely in terms of safety and accuracy.

This outlines a challenge to be conquered, which is to develop skills with and among healthcare professionals, to leverage the empowerment of the people involved so that everyone can contribute to the development of the Patient Safety Culture.

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