



Original Article

Development of day center in Roozbeh hospital: A teamwork experience

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Abstract

Introduction: Team working is an important part of psychiatry but psychiatry delivery services with teamwork approach were limited in our country. Providing rehabilitation services in a coordinated and comprehensive manner requires a professional team consists of psychiatrist, psychologist, occupational therapist, social worker and their collaborative approach. The aim of this study is to present a team work experience in development of a rehabilitation service and team service providing.

Materials and Methods: We explained the experiences of 4 academic members who were involved in set up or development of day center. Furthermore, a group discussion session with staff held and their experiences in team working especially in day center were discussed.

Results: The results of these interviews emphasize on the important role of social structures, responsibility, time commitment, the need to be patient in team work, the need to create and strengthen a sense of trust between group members, the need to maintain members' motivations and to find solutions to resolve the interpersonal conflicts.

Conclusion: Finding some solutions for enhancement of responsibility, building sense of trust and dissolve interpersonal conflict is very important in team working.

Keywords: Day center, Experience, Teamwork

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Introduction

Team-work in medical sciences was introduced in the 20th century (1). In team working, members with various expertises are practicing to achieve a goal. The role of team-working in psychiatry is obvious. For effective team working it is necessary to train members (2-4). Service delivery by a team may face different challenges and is affected by some barriers and facilitators (5-8). Providing rehabilitation services for patients with severe mental illnesses in a coordinated and

comprehensive manner requires a professional team (4). In Iran as a developing country, providing psychiatric services with teamwork approach is developed in recent years. Furthermore, providing a comprehensive rehabilitation service in severe mental illness requires a team consisting of professionals from different disciplines. In this team, collaborative decision making is conducted by discussion between social worker, occupational therapist, psychologist and psychiatrist (9-11).

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Day Center Development

The idea of establishing a Day Center in Roozbeh Hospital has been proposed by some faculty members of Tehran University of Medical Sciences since 2008. The primary goal was providing skills training and psychoeducation services for patients with schizophrenia, schizoaffective and bipolar disorder and their families in a research project. Since 2014, the services were further expanded because of insurance coverage of some

psychological interventions. Then, a team made up of faculty members was formed and a list of problems and proposed solutions was prepared. It was necessary to attract trained and expert human resources. Several interviews were conducted to select our staff.

Rehabilitation service providers and different rehabilitation services are presented in Table 1 and Table 2 respectively. The aim of this study is to present a team work experience in development of a rehabilitation center.

Table 1. Rehabilitation service providers and different rehabilitation services

Rehabilitation Service	Providers in Day Center
Psychiatrist	1
Nurse	1
Psychologist	4
Occupational Therapist	2
Social Worker	2
Secretary	1
Workman	1
Security	1

Table 2. Rehabilitation services in day center

Rehabilitation Services in Day Center	
Psychoeducation for patients with severe mental illnesses	Individual or group sessions
Psychoeducation for families of patients with severe mental illnesses	Individual or group sessions
Psychoeducation for patients in first episode psychosis	Individual or group sessions
Psychoeducation for families of patients with severe mental illnesses	Individual or group sessions
Social skills training	Individual or group sessions
Life skills training	Individual or group sessions
Anger management	Individual or group sessions
Cognitive behavior therapy for psychosis	Individual sessions
Cognitive rehabilitation	Individual sessions
Occupational therapy	Group sessions
Telephone follow-up	Patients with severe mental illnesses
Home visit	Patients with severe mental illnesses

Materials and Methods

Demographic characteristics of the patients in a period of 21 months from December 2014 to the end of March 2016 were collected by reviewing patients' files.

The personal experience of four academic members who were involved in development of the center and also staff experiences were mentioned. Interviews with academic members and group discussion session with staff were

conducted and team working in Day Center and the challenges were discussed. All interviews were recorded and then written by one of the authors.

Results

Our services were provided to 343 patients in 21 month duration. Demographic characteristics of the patients are presented in Table 3.

Table 3. Demographic characteristics of patients

		N	Percentage
Psychiatric disorders	Bipolar disorder	151	44.1
	Schizophrenia	109	31.8
	Schizoaffective disorder	43	12.5
	Delusional disorder	6	1.7
	Other psychiatric disorder	34	10
Age group (years)	<= 30	132	38.6
	30-50	178	52
	>= 50	32	9.4
Gender	Female	132	38.6
	Male	210	61.4
Marital status	Single	234	68.4
	Married	65	19
	Divorced	43	12.6
Education level	Illiterate	4	1.2
	Elementary school	10	3
	Middle school	123	36.1
	High school diploma	135	39.6
	University	69	20.2
Occupation	Housewives	42	12.3
	Unemployed	229	67.2
	Employed	65	19.1
	Retired	5	1.5

Experience of four academic members:

1. The role of team work:

- Affected team working by different social circumstances
- Necessity of applying team working in proper settings
- The differences between concept of “management” and “leadership”
- Limitations regarding selection of members

2. Challenges and solutions:

Teamwork in Iran

- In Iran as a developing country, most people prefer working individually instead of a member of a team. So, training people for team working is necessary.
- Short term goals are more rewarding but to achieve long-term goals members should be more patient.
- Timing is an important issue that needs to be addressed. Sometimes the time which is spent in administrative meetings is considered to be wasted. Thinking and discussion to achieve a common goal is valuable and is

effective to improve communication, expressing comments, solving conflicts and consensus.

- The sense of responsibility and commitment in team work is necessary. Team members should respond to their superiors.
- Some members do not feel affiliated to the team. They may be members of a team for a short period of time and leave the group after a while.
- Conflicts between team members and overlapping roles are challenging. Although creating a variety of capabilities in all members could provide regular and continuous services, it might cause a variety of problems due to the roles` overlap. Feelings like competition and envy may arise between members and should be managed.
- Hardworking and responsible members may become overloaded and be at risk for burnout. Furthermore, quality of services provided to patients is affected by burnout. Therefore, it seems better to involve members according to their interests.

- Some members only act as a team leader, not as a team member.
- Building trust between members is necessary. When members are trusted, they can be more creative.
- Teams may be threatened by external or internal factors. Level of revenue generated by a center can contribute to its survival as a service delivery center.
- Members may feel unmotivated and frustrated in the process. Discussion groups, reevaluating the performance of team and emphasis on team product can be a suggested solution.
- Maintaining members' motivation is very important. Sometimes financial incentives are helpful but not enough. Occasionally, providing opportunities for promotions is more effective than financial incentives. Conducting a recreational program may be effective in establishing a sense of closeness and intimacy among the members and increasing their motivations.
- Given the limited financial and human resources, attracting volunteers seems to be a good solution. They have personal motives, which may be lost over time. They may not be committed to their responsibilities. Therefore, long-term planning on volunteers may not be feasible.

Staff Experience

In most of the staff's views, team work was a pleasant experience. They believed that although this center is a rehabilitation center, pharmacotherapy has the center role in patients and families perspectives. They emphasized on the importance of patience and confidence in team working. They believed that all the members should collaborate to solve problems.

Competitions, envies and interpersonal tensions were identified as important issues, which were also mentioned in interviews with authorities. Although the authorities emphasized on various struggles with many internal and external threats, the staff members did not experience it. On the other hand, in spite of all these concerns, the authorities seemed to provide a quiet atmosphere for the staff members.

Discussion

In this study, the challenges of providing psychiatric rehabilitation services and

teamwork have been considered. Based on the findings of this study, similar to some previous studies, members should be trained in order to play their role as a team member, collaborate to achieve the team goals and accept different therapeutic approaches of other disciplines (3,4,12). Along with other studies, the results of present study stress the importance of accountability and commitment in team members (5). Individuals may not recognize the value of their performance (13). Therefore, active listening, discussion between team members and understanding the different views are necessary in planning an individualized comprehensive rehabilitation program.

The need to consider some solutions to overcome interpersonal conflicts and roles' overlap is another finding of this study. In most studies, interpersonal conflicts in teams are considered as an important barrier to achieve the group's objectives, and the overlapping roles are a factor which can cause these conflicts (5,14,15). Contrary to the findings of this study, in another study conducted in Ireland, individuals did not complain about interpersonal conflicts and the complexity of roles' overlap. They believed that conflicts are common and can easily be solved. This difference in the findings can be attributed to cultural issues, and should be solved by team leaders (8).

Following the recruitment of staff, several training workshops were set up. After initial training, individuals were more specialized in providing specific services. One advantage of this policy is that it allowed members to provide a variety of services, but it could also have contributed to the creation of tensions between members. In studies, regular meetings and the opportunity to discuss complex cases are proposed as a solution to reduce tensions (8,9), such meetings are also held in our center. Regular weekly meetings are held in the presence of a psychiatrist, nurse, psychologist, occupational therapist and social worker, and an individualized rehabilitation program is designed in a participatory manner.

Frustration in the course of the team work is another issue that should be mentioned. As other studies have also noted, frustration can affect the quality of effective services and ultimately affect the safety of patients (16). Perhaps an effective strategy is to provide solutions to increase job satisfaction in members. Emotional commitment to activity

can be associated with increased job satisfaction (17,18). Administrative problems regarding the attraction of human resources are among the limitations of this research. Nowadays, after 8 years of providing services, team working is well established in our center and should be developed further in future. The more obvious role of psychiatric residents in assessments, proposing appropriate services in short term and long term rehabilitation programs based on patients strengths and weaknesses, collaboration as a facilitator in group sessions and considering the role as a leader in multidisciplinary teams under the supervision of an academic member are

recommended. The vague borders of different disciplines and overlap between various roles are some of the challenges that should be solved in the near future.

Conclusion

Enhancement of responsibility, building a sense of trust and dissolving interpersonal conflict is very important in team work.

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