



Complex Care Startup Toolkit

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Team and leadership development: **Team and staff ongoing improvement**

This document is part of the Complex Care Startup Toolkit, a practical collection of guides, templates, and other tools to launch and grow a new complex care program. Find the full toolkit at www.nationalcomplex.care/startup-toolkit.

High-functioning staff and teams enable quality care delivery for populations with complex needs and in vulnerable situations. Organizations must be proactive in fostering an environment where interprofessional teams can thrive and adapt to stressful and ever-changing work environments.

Key considerations

1. Working closely with individuals with complex health and social needs can lead to burnout, fatigue, and vicarious trauma. Anticipating the stress of the work of complex care, organizations must put into place protective practices and protocols to support their workforce. What's your organizational strategy to promote staff wellness and resiliency?
2. What's your management strategy for promoting teamwork and communication?

Below, find resources you can use as you work through each of these key considerations.

Resources

Key consideration # 1: Working closely with individuals with complex health and social needs can lead to burnout, fatigue, and vicarious trauma. Anticipating the stress of the work of complex care, organizations must put into place protective practices and protocols to support their workforce. What's your organizational strategy to promote staff wellness and resiliency?

- **Battling burnout: Self-care and organizational tools to increase community health worker retention and satisfaction**

This article and resource helps you to inform your strategies to counteract work overload, lack of care team integration, lack of proper supervision, lack of autonomy, and lack of consistent training.

- **Developing a self-care plan worksheet**

This worksheet helps you to help team members address and manage vicarious trauma.

- **Professional Quality of Life (ProQoL) measure**

This measure helps you to evaluate the negative and positive effects of helping others who experience suffering and trauma. The ProQOL has sub-scales for compassion satisfaction, burnout and compassion fatigue.

Key consideration # 2: What's your management strategy for promoting teamwork and communication?

- **Team-based care**

This course helps you to support team-based care.

- **Daily team huddles**

These courses, case studies, and resources help you to implement and improve daily huddles.

- **Strategies for maximizing the health/function of palliative care teams**

This collection of resources, tools, and strategies help you to build resilient and impactful teams for those in service to individuals and families living with serious illness.

- **SBAR: Situation-Background-Assessment-Recommendation**

This framework helps you to improve communication between members of the healthcare team about an individual's condition. SBAR is an easy-to-remember, concrete mechanism useful for framing any conversation, especially critical ones, requiring a clinician's immediate attention and action. It allows for an easy and focused way to set expectations for what will be communicated and how between members of the team, which is essential for developing teamwork and fostering a culture of safety.



- **Role clarity activity**

This facilitation guide helps you to discuss and establish role clarity within a team.

About the Camden Coalition of Healthcare Providers

We are a multidisciplinary nonprofit working to improve care for people with complex health and social needs in Camden, NJ, and across the country. The Camden Coalition works to advance the field of **complex care** by implementing person-centered programs and piloting new models that address chronic illness and social barriers to health and well-being. Supported by a robust data infrastructure, cross-sector convening, and shared learning, our community-based programs deliver better care to the most vulnerable individuals **in Camden** and **regionally**.

The **National Center for Complex Health and Social Needs** (National Center), an initiative of the Camden Coalition, connects complex care practitioners with each other and supports the field with tools and resources that move complex care forward. The National Center's founding sponsors are the Atlantic Philanthropies, the Robert Wood Johnson Foundation, and AARP.