

The Connected Team: Building Morale and Support

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November 8, 2021

We have no conflicts of interest to disclose

🌐 Respond at PollEv.com/lorenregier185

📱 Text **LORENREGIER185** to **37607** once to join, then text your message

Plan for Today

- ✓ *Context*: Teams everyone wants to play for
- ✓ *Building Support*: Finding common ground and higher ground
- ✓ *Building Morale*: Being the “glue”
- ✓ *Strengthening Connections*: Getting help and understanding resources

Teams everyone wants to play for

What is a team?

A team is a group of individuals working together to achieve their goal. (Wikipedia)



What is one characteristic of a good team?

Poll Everywhere – Word Cloud

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What is one characteristic of a good team?

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Teams everyone wants to play for

Who are typical AD team members?



Teams everyone wants to play for

Internal

- Academic Detailers
- Administrative support
- Budget experts
- Content developers
- Program managers

External

- Target audience champions
- Stakeholders (e.g. payors, professional societies)



*Remember someone
had to fly the plane!*

Teams everyone wants to play for

1997 Academic detailing pilot project; 2017, still going strong! Saskatoon City Hospital serves as home base. Below – In 2000, Brent joins Loren & soon we start hearing "I use the RxFiles charts everyday!"

Above – The core of our program is our academic detailing service in Saskatchewan! The charts are a by product of these fun & fruitful discussions.

RxFiles Academic Detailing
Celebrating 20 years, May 1997-2017

RxFiles, c/o Saskatoon City Hospital, 701 Queen Street, Saskatoon, SK, S7K 0M7, Canada. Ph (306) 655-8505, Fax (306) 655-7980 www.RxFiles.ca

Saskatoon RxFiles Head Office Team - Feb, 2017
Loren Regier *MD* - Program Coordinator – Academic Detailer
Brent Jensen *MD* – Information Specialist, Chief Editor, RxFiles Charts
Lynette Kosar MSc, BSP, Information Specialist & Academic Detailer
Colette Regier – Administrative Assistant

Provincial Information Support
Alex Crawley BSP – Information Support Pharmacist
Marlys LeBras PharmD – Information Support Pharmacist
Caitlin Coons - Pharmacy Student, medSask
medSask – U. of S., College of Pharmacy
Tessa Laubscher MF, ChB, CCFP, FCFP, Lead Physician Advisor
Program Advisory Committee - SK

RxFiles Pharmacist Academic Detailers
North Battleford (P. Karlson), Prince Albert (L. Rutherford)
Regina/Moose Jaw (Z. Dumont, B. Schuster, L. Slusen)
Esterwan/Weyburn (V. Johnson), Yorkton (T. Nystrom)

Thanks to the many physicians, pharmacists, program advisors & specialist reviewers who provide ongoing assistance in the development & review of our information. Thank also to Saskatoon Health Region & Saskatchewan Health for hosting and supporting this effort!

How could we see that far?
From our physician advisors & colleagues above, to the opportunities to share, discuss, present, & facilitate – we have enjoyed the journey. Some of these pictures come from those who have taken RxFiles to Africa, Asia & the Americas. Thank you to everyone on our team, & all our users who serve patients & help make the world a better place!

@NaRCAD
@FMF

Awards (on right):
-FMF Best booth x5
-SK CME for FM
-Shea Award – SK
-Afghanistan: for helping to rebuild
-CFPC-SK Branch

Colette's Bravo Award - Service Excellence

Celebrating after the hard work of publishing RxFiles!

Hey team! So many of you have joined in, worked hard & taken time to enjoy the results, the camaraderie, and the unique entity that is RxFiles. Physicians, pharmacists, students, nurse practitioners...whether clinical or academic, you are highly valued for your part in this work. To the immediate, full time "home team", Brent, Lynette & Colette, you are amazing & always give above & beyond!!! Thank you!!! Ldr



Finding common ground

Having a vision of a successful program – *What do a few of the experts say?*

Forbes	Entrepreneur
<ul style="list-style-type: none">• Get to know the team• Clearly define roles and responsibilities• Be proactive with feedback (don't wait for the problem)• Always celebrate success• Acknowledge and reward• Be aware of how you work	<ul style="list-style-type: none">• Know each other• Focus on roles• Value each role• Communicate• Set goals• Celebrate successes and failures
https://www.forbes.com/sites/glennllopis/2012/10/01/6-ways-successful-teams-are-built-to-last/?sh=5fa7e5532b55	https://www.entrepreneur.com/article/274001

Which of these characteristics feels most important to you?

Finding common ground

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Finding common ground

Having a vision of a successful program – *What do a few of the experts say?*

Forbes	Entrepreneur	Loren and Amanda's Additions
<ul style="list-style-type: none">• Be aware of how you work• Get to know the team• Clearly define roles and responsibilities• Be proactive with feedback (don't wait for the problem)• Acknowledge and reward• Always celebrate success	<ul style="list-style-type: none">• Focus on roles• Value each role• Communicate• Set goals• Celebrate successes and failures• Know each other	<ul style="list-style-type: none">• Care• Fun• Respect (Ditch the hierarchy of importance/ego)• Vision (own it, learn it, wrestle with it, embrace it, contribute to it)
https://www.forbes.com/sites/glennllopis/2012/10/01/6-ways-successful-teams-are-built-to-last/?sh=5fa7e5532b55	https://www.entrepreneur.com/article/274001	

Shaky ground...

What things does your academic detailing team disagree on?

Poll Everywhere – Word Cloud

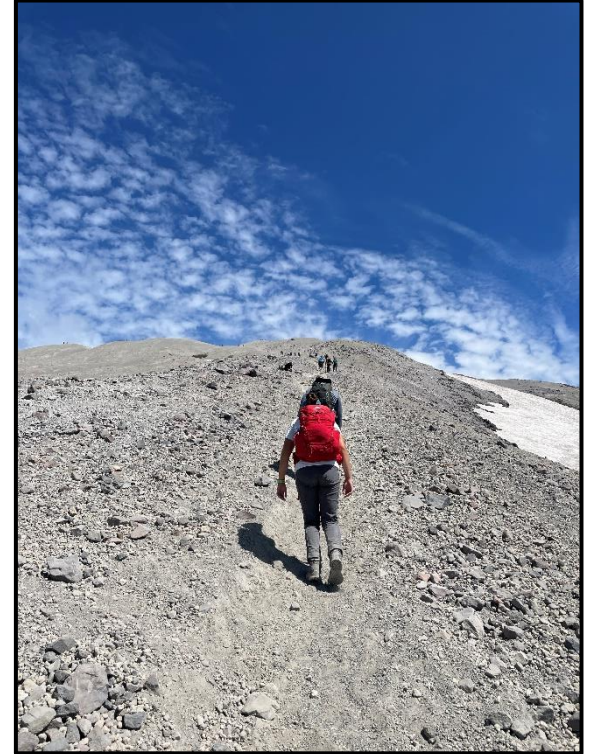


What things does your academic detailing team disagree on?

Finding “higher ground”

There is “high ground” for academic detailing teams

- Committing to the Best Evidence
- Embracing Uncertainty
- Respecting Clinical Experience
- Sharing a common interest of Patient and Society



Practical Tips for Finding “higher ground”

Clinical Experience

- Structured team discussions to promote respect and understanding

Content

- Journal club and article discussions

Individual Style

- Motivational interviewing

The need to be a team

- Have a process for celebrating successes

Let's talk about you...

We've discussed the characteristics of good teams, building successful teams, finding common ground, and finding higher ground.

Those are all group “things”

What about you as an **individual** team member?

Being the “glue”

What do you (and your team members) need, beyond individual assignments, to be a good teammate as part of a thriving team?



Poll Everywhere – Word Cloud

What do you (and your team members) need, beyond individual assignments, to be a good teammate as part of a thriving team?

Things that make you a good teammate

We surveyed academic detailing teams from Canada and the US

- Q1: What is one desirable characteristic of an academic detailing team?
- Q2: What is the most important characteristic of a good teammate in academic detailing?
- Q3: What is the first word that crosses your mind when you think of a challenge that your academic detailing team faces in functioning as a successful team?

Q1. What is one desirable characteristic of an academic detailing team?



1. Collaborative/Supportive (Working together) – 25%
2. Good communicators – 18%
3. Conscientious/Trustworthy (Credible, Honest) – 16%

Other notable characteristics: Flexible/Adaptable (Patience), Cohesive (no drama), Engaged, Multifaceted/Diverse, Eagerness, Fun

Q2. What is the most important characteristic of a good teammate in academic detailing?



1. Adaptability/Flexibility (Easy-going, Self-less, Team-player, Cooperative, Humility) – 16%
2. Good communicators/listeners – 14%
3. Thorough/Self Initiative (persistent, inquiring) – 10%

Other notable characteristics: Supportive, personable, honest, collaborative, enthusiastic, willingness to share ideas, Positivity, Happy, Practical, Non-judgmental, Available, Dependable

Q3: What is the first word that crosses your mind when you think of a challenge that your academic detailing team faces in functioning as a successful team?



1. Distance (staying connected, silo-syndrome)– 33%
2. Time – 26%
3. Tie: Communication and Indifference (commitment, ego) – 7%

Other notable characteristics: lack of engagement, defensiveness, renewal

Other survey comments

Friendship helps

Good leadership

Consistency in messaging

Value and respect for ALL teammates and roles

Avoid the ivory tower syndrome

Option to “team up”

Applaud each other’s successes

Easy for some detailers to do their own thing and fall off the radar

Differences in opinion on content and style of materials

Being the “glue”

Being a good teammate – *What do a few of the experts say?*

You...	You...
<ul style="list-style-type: none">• Understand the team’s goals• Encourage your teammates• Are honest with your team, its leaders, and yourself• Keep your commitments• Deliver both good and bad news• Don’t talk behind people’s backs• Set boundaries (e.g. keep commitments so comfortable stating you don’t need to work weekends)• Address conflict• Value your teammates’ contributions• Are committed to your and your teammates’ career development	<ul style="list-style-type: none">• Understand your role• Welcome collaboration• Hold yourself accountable• Are flexible• Have a positive attitude• Commit to the team
<p>https://www.forbes.com/sites/lizryan/2017/01/21/ten-characteristics-of-a-real-team-player/?sh=3e892dfa6d76</p>	<p>https://www.rochester.edu/emerging-leaders/6-qualities-that-make-a-great-team-player/</p>

Understanding your psychological team role

Psychological Team Role	Role	Attributes
Innovative and disruptive thinkers	Anticipates problems and recognizes when the team needs to change	imaginative, curious, open to new experiences
Pragmatic	Practical, challenges ideas	prudent, emotionally stable, level-headed
Process and rule followers	Pays attention to details	reliable, organized, conscientious
Relationship-focused	Focuses on relationships and building cohesion	warm, diplomatic, approachable
Results-oriented	Organizes work and takes charge	socially self-confident, competitive, energetic

<https://hbr.org/2017/01/great-teams-are-about-personalities-not-just-skills>

Breakout Reflections

Psychological Team Role

Innovative and disruptive thinkers

Pragmatic

Process and rule followers

Relationship-focused

Results-oriented



Practical tips for being a better teammate

Actively listen

Be a problem-solver

Coach and be coached

Communicate

Make others' shine!

Offer to help

Reflect

Respect others

Adapted from:
<https://www.rochester.edu/emerging-leaders/6-qualities-that-make-a-great-team-player/>

Strengthening Connections

NaRCAD Resources (Blog)

[Teamwork Makes the Dream Work: The Makings of a Strong Detailing Team](#)

[Leveraging Relationships: New Mexico's Approach to Team Building, Networking, & Gaining Access](#)

[Understanding the Needs of Detailers: A Program Manager's Approach to Supporting a Detailing Team](#)

Other Resources

[6 Ways Successful Teams are Built to Last](#)

[6 Steps to a Strong Team](#)

[20 Tips For Building Successful Virtual Teams in 2021](#)

[To Improve Your Team, First Work on Yourself](#)

[The Psychology of Teamwork: The 7 Habits of Highly Effective Teams](#)

[Everything You Need to Know About Building a Strong Employee Morale](#)

[How to Boost Morale Among Your Employees](#)

["Dinizens of the Core" in Malone, Michael S. \(2009\). *The future arrived yesterday*. New York : Crown Business. \(Chapter 7 of Book\)](#)