

Using the Team Development Measure© (TDM) to Improve Team Performance

February 1, 2011



Audience

Survey: Who is on this call? (pick your primary)

- VACO/national program leaders or staff
- Facility-based leaders/staff
- VISN-based leaders/staff
- Researchers
- Other

Please write in your questions: CIPRS@va.gov or submit your questions via LiveMeeting.



Audience

Survey: Have you used the Team Development Measure (TDM) before?

Yes

No

Please write in your questions: CIPRS@va.gov or submit your questions via LiveMeeting.



Course Outline

- Introduction to the TDM/Refresher Course on the TDM
- Walk through the TDM online system
- Reviewing the TDM report
- Q&A



Presenters

- **Susanne Salem-Schatz, ScD**, Investigator, VA Center for Implementation Practice and Research Support
- **Nina Smith, MPH**, Project Coordinator, VA Center for Implementation Practice and Research Support
- **Craig Roth, MD**, Co-Chief, General Medicine, Minneapolis VA Medical Center
- **Steven Krysiak**, VISN Support Service Center (VSSC)

Team Development Measure 101

Susanne Salem-Schatz, ScD

Investigator

VA Center for Implementation Practice and
Research Support



Using Evaluation to Improve Our Work

A Resource Guide
(including the
Team Development Measure)



<https://srd.vssc.med.va.gov/Pages/UsingEvaluationToImproveOurWork.aspx>



Background

- Evaluation group chartered by Systems Redesign Steering Committee
 - Part of the Systems Improvement Subcommittee
- “to help all redesign and improvement activities maximize learning through self-evaluation of projects and sharing of evaluation results”



Using Evaluation to Improve Our Work: A Resource Guide V.1.0

- Thanks to support from OQP and QUERI and Others
 - OQP (Dede Ordin, M.D.)
 - CIPRS (Brian Mittman Ph.D)
 - Steering Committee: OSR, OQP, ONS (VACO and MC), QMO, EES
 - Edward Miech, Ph.D. Indianapolis VA



Why the Team Development Measure?

- Valid and reliable
- User-friendly
- Understandable links to core features of teams
- Promotes reflection and improvement
- Scores can be tracked over time
- Available to VHA with permission of Peace Health



Team Development Measure[©]

- Point in time assessment of Team Development
- Easy to take
- Easy to understand
- Supports reflection for team improvement
 - External facilitator is recommended
 - Teams can review on their own if needed
- Summary TDM Score can be tracked over time



Team Development Measure[©]

- 31 questions, 4 key aspects
 - cohesion
 - communication
 - clarity of team roles
 - clarity of team goals and the means to achieve them.
- 4 response categories
 - Strongly disagree
 - Disagree
 - Agree
 - Strongly agree



VHA Use of the TDM

VISN Name	VISN Total Teams
(V01) VA New England Healthcare System	27
(V07) VA Southeast Network	3
(V08) VA Sunshine Healthcare Network	2
(V10) VA Healthcare System of Ohio	1
(V11) Veterans In Partnership	8
(V12) VA Great Lakes Health Care System	5
(V19) Rocky Mountain Network	1
(V20) Northwest Network	1
(V23) VA Midwest Health Care Network	38
TOTAL	86



VHA TDM User Feedback

- The survey had face validity for leaders/facilitators
 - “The teams I think were most dysfunctional really scored the worst.”
- The process made sense to team members
 - Made sense to the team in the context of ongoing team development
 - Interested in seeing “where the team was”
 - “The survey gave them a structure to have conversations that they might not have otherwise.”
- Facilitators created Psychological Safety
 - allowed team members to participate, not “manage” the conversation.
 - really helped create sense of safety: people felt safe, so they could say what they felt
- Review process empowered team participants
 - “...willingness of LPNs and clerks to speak up in a group with some strong MDs. Might not have happened before. Puts every one on equal ground. Results don’t say who is the doctor. Everyone’s answer is equally important.”



TDM Resources

TDM Module in the Evaluation Resource Guide

<https://srd.vssc.med.va.gov/Pages/UsingEvaluationToImproveOurWork.aspx>

Automated TDM survey and reporting system 1-page overview

<http://vaww.vssc.med.va.gov/TeamDevelopmentMeasure/>

VISN 23 PACT TDM Facilitator Reference Guide, Agenda and Action Plan

<http://vaww.portal.gla.med.va.gov/sites/Research/HSRD/CIPRS/EvaluationResourceGuide/default.aspx>



Guide to the TDM online system

Nina Smith, MPH

VA Center for Implementation
Practice and Research Support



Acknowledgments

- Steve Krysiak (VSSC)
- Tony Broadie (VSSC)
- Dede Ordin (OQP)
- Jill Powers (VSSC)
- Donna Adorian Rodriguez (VSSC)
- Sharon Kwasny (Systems Redesign)
- Susanne Salem-Schatz (CIPRS)
- Deborah Jenkins (CIPRS)



Housekeeping

- Questions can be typed into LiveMeeting's Q&A function

- Email questions to ciprs@va.gov

- Slides posted to CIPRS Intranet page:

[http://vaww.portal.gla.med.va.gov/sites/Research/HSRD/CIPRS/
Evaluation Resource Guide/default.aspx](http://vaww.portal.gla.med.va.gov/sites/Research/HSRD/CIPRS/Evaluation Resource Guide/default.aspx)



Features of the TDM system

- Automated
- Anonymous
- Free
- Ability to set up multiple teams
- Ability to track team progress over time



In the beginning...

Email CIPRS@va.gov to request access to the system

VSSC
UNITED STATES DEPARTMENT OF VETERANS AFFAIRS
VHA SUPPORT SERVICE CENTER (VSSC)

Home | Questionnaires | **Team Surveys** | Reports | ADMIN ▶

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Team Development Measure (TDM) Beta Test

[Home](#) » Team Surveys

Team Development Measure (TDM) Set Up

Thank you for your interest in the Team Development Measure. To obtain access to the on-line system for creating a team survey, please send email to ciprs@va.gov requesting access to the TDM survey system. Access is generally granted within 24 hours of the request. You will receive email notification when access has been established.

If you have comments or questions about this system, please email ciprs@va.gov

[USA.gov](#) | [VA Home](#) | [VA Intranet](#) | [VHA Intranet](#) | [VHA Program Offices](#) | [VHA Intranet Documents](#) | [VSSC Intranet](#)
[Contact VSSC Help Desk & Webmaster](#) | [Intranet Privacy Policy](#) | [No FEAR Act Notice](#) | [Accessibility](#) | [Web Policies and Important Links](#)



<http://vaww.vssc.med.va.gov/TeamDevelopmentMeasure>

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VHA SUPPORT SERVICE CENTER (VSSC)

Home | Team Surveys | Reports | ADMIN ▶ VHA22\vhaglasmithnz

Team Development Measure (TDM) Beta Test

Home

Team Development Measure (TDM) Automated Online Survey

Welcome **Nina Smith** to the automated Team Development Measure (TDM) survey. Save this link to return to this page for any of the following functions:

- To create a new TDM survey that your team members will respond to, [click here](#).
- To manage a survey you have already set up: add/delete team members, check on a survey, update, send out reminder emails regarding a survey, or close out a survey and generate a report of the results, [click here](#).
- To access TDM questionnaires to which you need to respond, [click here](#).
- To access TDM team reports available to you, [click here](#).
- To allow someone else to track the progress of surveys, [click here](#). If you have set up, email: ciprs@va.gov

Complete information about the TDM, including guidance for using the system is available [here](#).

Please send questions concerning access or use of this website to the [VSSC Help Desk](#).

The Team Development Measure (TDM) is used with permission from the developer, E.R. (Bill) Manolevy, PhD.



Setting up a new TDM...

Home Team Surveys R **Start new survey** VHA22\vhaglasmithnz

Team Development Measure (TDM) Beta Test

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- To access TDM team reports available to you, [click here](#).
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Start new survey



Setting up a new TDM (cont'd)



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Home | Team Surveys | Reports | ADMIN ▶

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Team Development Measure (TDM) Beta Test

[Home](#) » Team Surveys

Team Development Measure (TDM) Set Up

Welcome. You are accessing this page as a creator of an online TDM survey. From this page you can set up a TDM survey for your team and manage the team surveys you have already set up.

Below is a table of team surveys that you have set up. Click on "Select" to change/add team members to a survey, view the number of responses to the survey, send out reminder emails for a survey, and to close out to the survey and generate a report of the results.

To start a TDM survey for your team, click on the "New TDM" button.

	Team Name	Team Type	Initiation Date	Open/Closed
Select	Clippers Beat the Lakers 99-92	vampires, zombies, and 3 mummies	01/21/2011	Closed
Select	Email test	Medical Center-Based Team	08/20/2010	Closed
Select	Email test	Medical Center-Based Team	12/14/2010	Open

[New TDM](#)

Start new survey

If you have comments or questions about this system, please email ciprs@va.gov



Setting up a new TDM (cont'd)

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Team Development Measure (TDM) Beta Test

[Home](#) » Team Surveys

Team Development Measure (TDM) Set Up

Welcome. You are accessing this page as a creator of an online TDM survey. Please answer the below questions to begin setting up a TDM survey that your team members will respond to.

Team Name:

Team Type: -- Select Team Type --

- Select Team Type --
- Medical Center-Based Team
- VISN-Based Team (two or more medical centers from same VISN)
- Team with members from two or more VISNs
- Other (please describe)

Survey Information:

Last Name:

Select VA Survey Lead: First Name:

Add/Remove Team Members

Please enter the names of your team members using the search tool below. Once you have completed this set-up, identified team members will automatically receive notification and a link to complete this survey.

Choose Team Type

Insert team name



Setting up a new TDM (cont'd)

Team Name:

Team Type: -- Select Team Type --

Survey Initiation Date: 1/28/2011

Last Name:

Select VA Survey Lead: First Name:

Insert name of survey lead

Choose survey lead

Select Survey Lead

	Name	Title	Phone Number	Email Address	Sam	City	State
Select	Krysiak Stephen	VSSC, Management & Program Analyst	330-220-9536	Stephen.Krysiak@va.gov	VHACLEKrysiS	Brecksville	OH
Select	Kryszak Stephanie	LPN Student	913.682.2000, Ext. 52828	Stephanie.Kryszak@va.gov	VHALEAKRYSZS	Leavenworth	KS

Add/Remove Team Members

Please enter the names of your team members using the search tool below. Once you have completed this set-up, identified team members will automatically receive notification and a link to complete this survey.

If you will also be responding to the TDM Questionnaire, **include your name as well.**



Setting up a new TDM (cont'd)

Add/Remove Team Members

Please enter the names of your team members using the search tool below. Once you have completed this set-up, identified team members will automatically receive notification and a link to complete this survey.

If you will also be responding to the TDM Questionnaire, include your name as well.

Last Name:

First Name:

Insert the name of each team member

Select a User

	Last Name	First Name	Title	Phone Number	Email Address	Sam	City	State
Select	Smith		student	314-652-4100 ext 56315	Nina.Smith3@va.gov	VHASTLSMITHN		
Select		Nina		(706) 733-0188	Nina.Smith2@va.gov	VHAAUGSmithN1	Augusta	GA
Select	Smith	Nina	Research Health Specialist	818-891-7711 x7666	Nina.Smith@va.gov	vhaglasmithnz	Los Angeles	CA

Choose team member



Setting up a new TDM (cont'd)

Add/Remove Team Members

Please enter the names of your team members using the search tool below. Once you have completed this set-up, identified team members will automatically receive notification and a link to complete this survey.

If you will also be responding to the TDM Questionnaire, include your name as well.

Last Name:

First Name:

Search

Reset

Smith, Nina
Krysiak, Stephen

Remove Selected Users

Return to TDM Survey Set-Up Page

Submit TDM Survey information

Click when team member
list complete



Responding to a survey

TDM Notification - Please do not reply. - Message (HTML)

Message

Reply Reply to All Forward Call IM

Delete Move to Folder Create Rule Other Actions

Block Sender Not Junk

Categorize Follow Up Mark as Unread

Find Related Select Find

Send to OneNote

From: VSSC Notification [noreply@va.gov] Sent: Fri 1/7/2011 1:07 PM
To: Smith, Nina Z.; Krysiak, Stephen J. (VSSC)
Cc:
Subject: TDM Notification - Please do not reply.

A Team Development Measure has been entered and requires your timely response.

Automated response for TDM

Team Name	Survey Initiation Date	Survey Leader
Jekyll and Hyde PACT Team	01/07/2011	Smith, Nina

Nina Smith has generated a team survey for the Jekyll and Hyde PACT Team team. Each team member completes a brief survey which is used to create a team score, and provide information for teams to improve the way they work together. This survey has 31 questions and should take between 5 - 10 minutes to complete. While completion of this survey is voluntary, each team member's views are important to accurately assess team strengths and weaknesses. All responses are anonymous and not linked to individuals by name, job title or other identifying characteristics. If you have any questions, please contact Nina Smith.

Please [click here to access the survey](#). Once the survey has been completed by the team, a report will be generated for your team to review together. You will also have access to the report on the website.

Click here for survey



Responding to a survey (cont'd)

UNITED STATES DEPARTMENT OF VETERANS AFFAIRS
VHA SUPPORT SERVICE CENTER (VSSC)

Home | Team Surveys | Reports | ADMIN ▶

VHA22\vhaglasmithn

Team Development Measure (TDM) Beta Test

Team Development Measure (TDM) Questionnaires

The Team Development Measure

You are taking the Team Development Measure (TDM) for the following team: **Working late on a Friday** . This Survey Initiation date is **01/28/2011** .

This questionnaire is a measure of team characteristics. Please indicate how much you strongly disagree, disagree, agree or strongly agree to each statement as it applies to your team at the present time. There are no right or wrong answers, just your perceptions. This survey is totally anonymous.

Are you a Team Leader for the Working late on a Friday Team?

- Yes
- No

Your VISN:

1. Team members say what they really mean.

- Disagree Strongly
- Disagree
- Agree
- Agree Strongly

2. Team members say what they really think.

- Disagree Strongly
- Disagree



Managing a survey

Home Team Surveys **Manage a survey**

VHA22\vhaglasmithnz

Team Development Measure (TDM) Beta Test

Home

Team Development Measure (TDM) Automated Online System

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- To access TDM questionnaires to which you need to respond, [click here](#).
- To access TDM team reports available to you, [click here](#).
- To allow someone else to track the progress of surveys/close out surveys you have set up, email: ciprs@va.gov

Complete information about the TDM, including guidance for using the TDM with your team, is available [here](#).

Please send questions concerning access or use of this website to the [VSSC Help Desk](#).

The Team Development Measure (TDM) is used with permission from the developer, E.R. (Bill) Mahoney, PhD.



Managing a survey (cont'd)



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Team Development Measure (TDM) Beta Test

[Home](#) » [Team Surveys](#)

Team Development Measure (TDM) Set Up

Welcome. You are accessing this page as a creator of an online TDM survey. From this page you can set up a TDM survey for your team and manage the team surveys you have already set up.

Below is a table of team surveys that you have set up. Click on "Select" to change/add team members to a survey, view the number of responses to the survey, send out reminder emails for a survey, and to close out to the survey and generate a report of the results.

To start a TDM survey for your team, click on the "New TDM" button.

	Team Name	Team	Initiation Date	Open/Closed
Select	Clippers Beat the Lakers 92	Clippers, zombies, and 3 mummies	01/21/2011	Closed
Select	Email test	Medical Center-Based Team	08/20/2010	Closed
Select	Email test	Medical Center-Based Team	12/14/2010	Open



[New TDM](#)

If you have comments or questions about this system, please email ciprs@va.gov



Managing a survey (cont'd)



UNITED STATES DEPARTMENT OF VETERANS AFFAIRS
VHA SUPPORT SERVICE CENTER (VSSC)

Home | **Team Surveys** | Reports | ADMIN ▶

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Team Development Measure (TDM) Beta Test

[Home](#) » [Team Surveys](#)

Team Development Measure (TDM) Set Up

Welcome. You are accessing this page as the creator of this survey. From this page you can change/add team members, send out reminder emails about the survey, view the number of responses to the survey, close out the survey and produce a report of the results and reopen this survey if it is closed.

0 out of 1 have completed this TDM Survey.

Send All Users listed below a Reminder to take this TDM Survey

Click to send reminder

If you would like to close the TDM survey to respondents and receive a report of the results, click the "Close TDM" button.

Close TDM

Produce report

Team ID: 163

Team Name: Email test

Team Type: Medical Center-Based Team

VISN of Team: (V22) Desert Pacific Healthcare Network

Facility of Team: San Diego HCS

Survey Initiation Date: 12/14/2010



Managing a survey (cont'd)



UNITED STATES DEPARTMENT OF VETERANS AFFAIRS
VHA SUPPORT SERVICE CENTER (VSSC)

Home | Team Surveys | Reports | ADMIN ▶

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Team Development Measure (TDM) Beta Test

[Home](#) » [Team Surveys](#)

Team Development Measure (TDM) Set Up

Welcome. You are accessing this page as the creator of this survey. From this page you can change/add team members, send out reminder emails about the survey, view the number of responses to the survey, close out the survey, view the survey results and reopen this survey if it is closed.
A reminder e-mail has been sent to the listed users.



0 out of **1** have completed this TDM Survey.

Send All Users listed below a Reminder to take this TDM Survey

If you would like to close the TDM survey to respondents and receive a report of the results, click the "Close TDM" button.

Close TDM

Team ID: 163

Team Name: Email test

Team Type: Medical Center-Based Team

VISN of Team: (V22) Desert Pacific Healthcare Network

Facility of Team: San Diego HCS

Survey Initiation Date: 12/14/2010



Managing a survey (cont'd)

The screenshot shows the VSSC website header with the logo and text: "UNITED STATES DEPARTMENT OF VETERANS AFFAIRS VHA SUPPORT SERVICE CENTER (VSSC)". The navigation menu includes "Home", "Team Surveys", "Reports", and "ADMIN". The page title is "Team Development Measure (TDM) Beta Test". The main heading is "Team Development Measure (TDM) Questionnaires". The content states: "The Team Development Measure. You are taking the Team Development Measure (TDM) for the following team: **Here We Go Again**. This Survey Initiation date is **01/24/2011**. You are not currently listed as a member of this team. For further questions please contact the Team Leader for this team, Nina Smith." Below this is a footer with contact information and links: "If you have comments or questions about this system, please email ciprs@va.gov", "USA.gov | VA Home | VA Intranet | VHA Program Offices | VHA Intranet Documents | VSSC Intranet", and "Contact VSSC Help Desk & Webpage | Privacy Policy | No FFAR Act Notice | Accessibility | Web Policies and Important Links".

Error message if team member is removed and tries to access survey



Producing a Report



UNITED STATES DEPARTMENT OF VETERANS AFFAIRS
VHA SUPPORT SERVICE CENTER (VSSC)

Home Questionnaires Team Surveys Reports ADMIN

VHA22\vhaglasmithnz

Team Development Measure (TDM) Beta Test

Home » Team Surveys

Team Development Measure (TDM) Set Up

Welcome. You are accessing this page as the creator of this survey. From this page you can change/add team members to a survey, send out reminder emails about the survey, view the number of responses to the survey, close out the survey and generate a report of the results and reopen this survey if it is closed.

2 out of 2 have completed this TDM Survey.

Send All Users listed below a Reminder to take this TDM Survey

If you would like to close the TDM survey to respondents and receive a report of the results, click the "Close TDM" button.

Close TDM

Team ID: 58

Team Name: Jekyll and Hyde PACT Team

Team Type: VA and non-VA team

Survey Initiation Date: 01/07/2011

Survey Lead: Smith, Nina

Add/Remove Team Members

Please enter the names of your team members using the search tool below. Once you have completed this set-up, identified team members will automatically receive notification and a link to complete this survey.

If you will also be responding to the TDM Questionnaire, include your name as well.

Last Name:

First Name:

Produce report



Producing a Report (cont'd)

 UNITED STATES DEPARTMENT OF VETERANS AFFAIRS
VHA SUPPORT SERVICE CENTER (VSSC)

Home | Questionnaires | **Team Surveys** | Reports | ADMIN ▾ VHA22\vhaglasmitnzh

Team Development Measure (TDM) Beta Test

[Home](#) » Team Surveys

Team Development Measure (TDM) Set Up

Welcome. You are accessing this page as the creator of this survey. From this page you can change/add team members to a survey, send out reminder emails about the survey, view the number of responses to the survey, close out the survey and generate a report of the results and reopen this survey if it is closed.

This TDM Survey has been closed.

2 out of 2 have completed this TDM Survey.

Team ID: 58
Team Name: Jekyll and Hyde PACT Team
Team Type: VA and non-VA team

Survey Initiation Date: 01/07/2011

Survey Lead: Smith, Nina

Below is the current list of team members on this survey.

To add members, enter their names one by one using the boxes above.

To remove team members, select their names and click on the Remove Selected Users button.

Survey closed!

Never mind...

New survey round



Accessing a Report

From: VSSC Notification [noreply@va.gov] Sent: Fri 1/28/2011 4:
To: Smith, Nina Z.; Smith, Nina Z.; Smith, Nina Z.
Cc:
Subject: TDM Notification - Please do not reply.

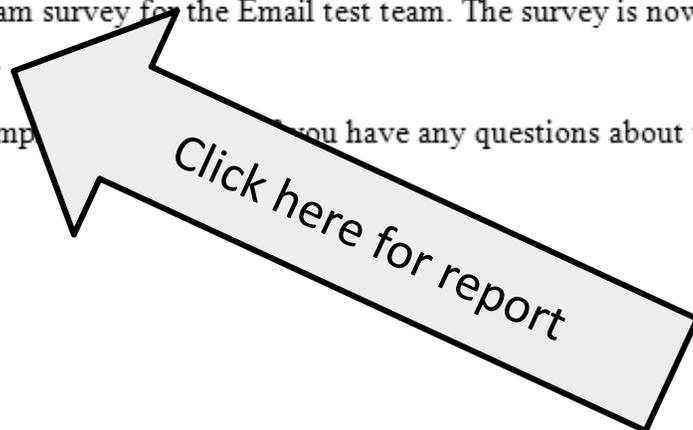
A Team Development Measure Report has been generated and is available to view.

Automated response for TDM

Team Name	Survey Initiation Date	Survey Leader
Email test	12/14/2010	Smith, Nina

Nina Smith had previously generated a team survey for the Email test team. The survey is now closed to responses and a report of the results is now available for you to view by [clicking here](#).

The report is meant to indentify ways to imp... you have any questions about the report, please contact Nina Smith.





Accessing a Report (cont'd)

Team ID

[View R](#)

1 of 11 100% Find | Next

Team Development Measure

: 0 respondents

The graph below shows how many team members see the tea

Team Development Measure® (TDM)

No Data Found

- XML file with I
- CSV (comma d
- PDF
- MHTML (web archive)
- Excel
- TIFF file
- Word

Individual TDM Scores

No Data Available



Accessing a Report (cont'd)

The screenshot shows the VSSC website interface. At the top left is the VSSC logo. The header text reads "UNITED STATES DEPARTMENT OF VETERANS AFFAIRS VHA SUPPORT SERVICE CENTER (VSSC)". A navigation menu includes "Home", "Team Surveys", "Reports", and "Access reports". The "Reports" menu item is highlighted, and a callout arrow points to it with the text "Access reports". The main content area is titled "Team Development Measure (TDM) Automated Online System" and includes a welcome message for "Nina Smith" and a list of functions. A second callout arrow points to the "Access reports" link in the list with the text "Access reports".

Home | Team Surveys | Reports | Access reports

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Team Development Measure (TDM) Automated Online System

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Tracking over time...



UNITED STATES DEPARTMENT OF VETERANS AFFAIRS
VHA SUPPORT SERVICE CENTER (VSSC)

[Home](#)

[Questionnaires](#)

[Team Surveys](#)

[Reports](#)

[ADMIN](#) ▶

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Team Development Measure (TDM) Beta Test

[Home](#) » [Team Surveys](#)

Team Development Measure (TDM) Set Up

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This TDM Survey has been closed.

2 out of 2 have completed this TDM Survey.

[Re-Open this TDM](#)

Team ID: 58

Team Name: Jekyll and Hyde PACT Team

Team Type: VA and non-VA team

Survey Initiation Date: 01/07/2011

[New Survey Round](#)

Survey Lead: Smith, Nina

New survey round

Below is the current list of team members on this survey.

To add members, enter their names one by one using the boxes above.

To remove team members, select their names and click on the Remove Selected Users button.



Tracking over time (cont'd)



UNITED STATES DEPARTMENT OF VETERANS AFFAIRS
VHA SUPPORT SERVICE CENTER (VSSC)

Home | Questionnaires | **Team Surveys** | Reports | ADMIN ▶ VHA22\vhaglasmitnHz

Team Development Measure (TDM) Beta Test

[Home](#) » Team Surveys

Team Development Measure (TDM) Set Up

Welcome. You are accessing this page as the creator of this survey. From this page you can change/add team members to a survey, send out reminder emails about the survey, view the number of responses to the survey, close out the survey and generate a report of the results and reopen this survey if it is closed.

New Survey Round, no counts available yet

New survey round started

Team ID: 58
Team Name: Jekyll and Hyde PACT Team
Team Type: VA and non-VA team

Survey Initiation Date: 1/10/2011	<input type="button" value="New Survey Round"/>
Survey Lead: Smith, Nina	

Add/Remove Team Members

Please enter the names of your team members using the search tool below. Once you have completed this set-up, identified team members will automatically receive notification and a link to complete this survey.

If you will also be responding to the TDM Questionnaire, include your name as well.

Last Name:

First Name:

Below is the current list of team members on this survey.

To add members, enter their names one by one using the boxes above.

To remove team members, select their names and click on the Remove Selected Users button.

Once you have made all the necessary changes, click on the Save New User List button.



Tracking over time (cont'd)

Below is the current list of team members on this survey.

To add members, enter their names one by one using the boxes above.

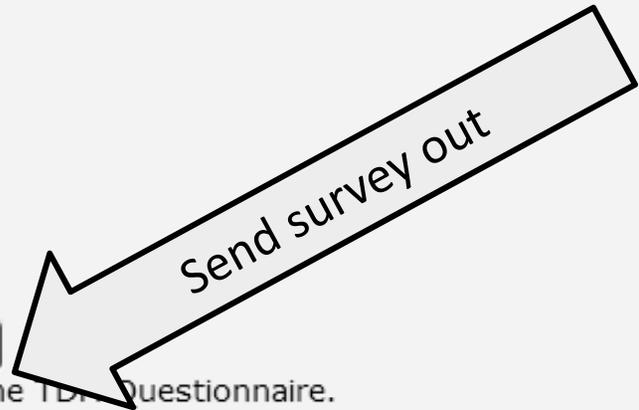
To remove team members, select their names and click on the Remove Selected Users button.

Once you have made all the necessary changes, click on the Save New User List button.

Smith, Nina

Remove Selected Users

Save New User List



Please Note: You cannot remove users if they have already responded to the TDM Questionnaire.

Return to TDM Survey Set-Up Page

Submit TDM Survey information

If you have comments or questions about this system, please email ciprs@va.gov



<http://vaww.vssc.med.va.gov/TeamDevelopmentMeasure>



UNITED STATES DEPARTMENT OF VETERANS AFFAIRS
VHA SUPPORT SERVICE CENTER (VSSC)

Home | Team Surveys | Reports | ADMIN ▶

VHA22\vhaglasmithnz

Team Development Measure (TDM) Beta Test

Home

Team Development Measure (TDM) Automated Online System

Welcome **Nina Smith** to the automated Team Development Measure (TDM) survey.
Save this link to return to this page for any of the following functions:

- To create a new TDM survey that your team members will respond to, [click here](#).
- To manage a survey you have already set up: add/delete team members, check on a survey's response rate, send out reminder emails regarding a survey, or close out a survey and generate a report of the results, [click here](#).
- To access TDM questionnaires to which you need to respond, [click here](#).
- To access TDM team reports available to you, [click here](#).
- To allow someone else to track the progress of surveys/close out surveys you have set up, email: ciprs@va.gov

Complete information about the TDM, including guidance for using the TDM with your team, is available [here](#).

Please send questions concerning access or use of this website to the [VSSC Help Desk](#).

The Team Development Measure (TDM) is used with permission from the developer, E.R. (Bill) Mahoney, PhD.



Reviewing the TDM report

Craig Roth, MD

Co-Chief, General Medicine

Minneapolis VA Medical Center



Teams

- 2 **pilot** primary care Patient Aligned Care Teams (PACTs).
- Formed March 2010.
- Members:
 - Selected by GIM Chiefs and Nursing Director.
 - Attended VA Learning Sessions in Las Vegas (April 2010) + 2 regional learning collaboratives (principles of PACT).



Approach we took

- I told leaders about TDM©, and was invited to share with teams.
- Teams embraced the idea
- I arranged to have e-mail links set up
- Members completed anonymously
- I gathered and distributed results to all members
- I facilitated discussions (~1 hr)



TDM Report Table of Contents

- Guide to Reviewing Your Team Development Measures
- TDM results
- Tips for Successful Teamwork



Sample TDM Report

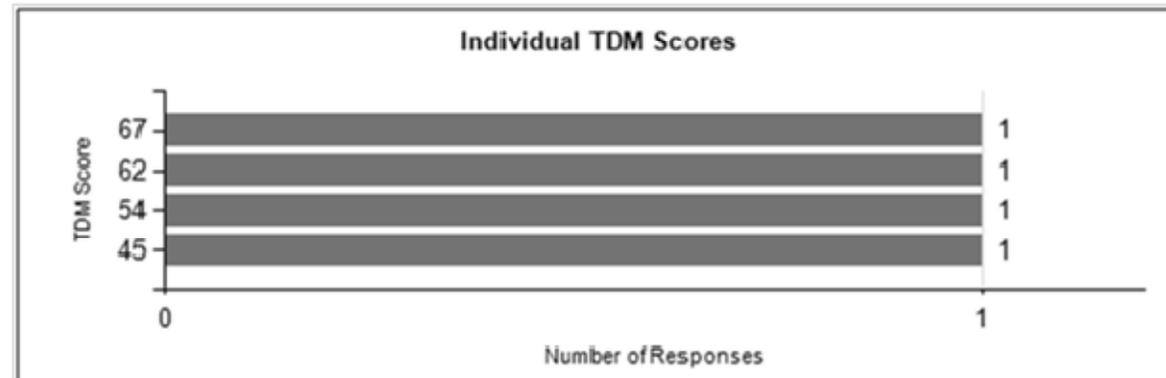
Team Development Measure

Test Team: 4 respondents

The graph below shows how many team members see the team at what stage.

Team Development Measure® (TDM)

	Fully Developed	87 - 100	All Team Attributes Fully in Place
	Stage 8	81 - 86	Goals, Means Established
	Stage 7	78 - 80	Roles Established
	Stage 6	70 - 77	Communication Established
Highest Score = 67	Stage 5	64 - 69	Cohesiveness Established
	Stage 4	58 - 63	Building Clarity of Goals, Means
Team Avg = 57	Stage 3	55 - 57	Building Clarity of Roles
	Stage 2	47 - 54	Building Communication
Lowest Score = 45	Stage 1	37 - 46	Building Cohesiveness
	PreTeam	0 - 36	Any Team Attributes are Accidental

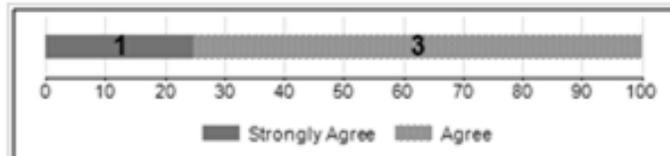




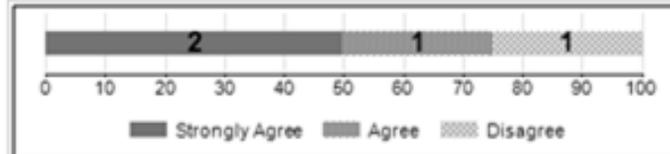
Sample TDM Report

Cohesiveness

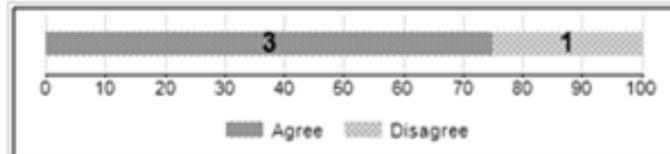
All team members feel free to share their ideas with the team



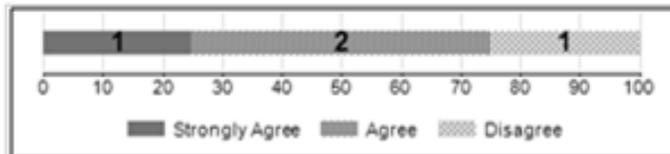
All team members feel free to express their feelings with the team



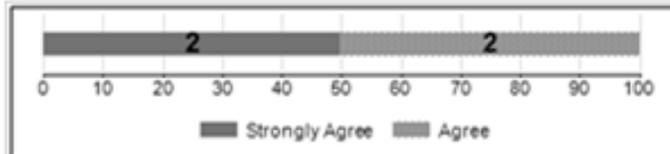
The team practices tolerance flexibility and appreciation of the unique differences between team members



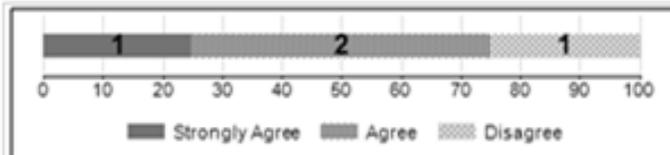
In this team, members support, nurture and care for each other



As a team we come up with creative solutions to problems



In the team there is more of a WE feeling than a ME feeling





Cohesiveness

When a team is cohesive, team members:

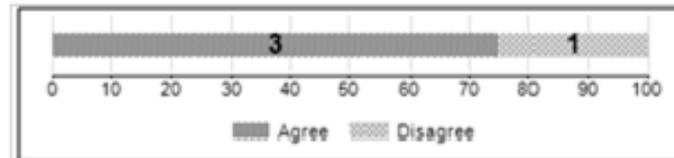
- Are attracted to the team.
 - Find membership in the team to be a personally meaningful experience.
 - Enjoy the company of the other team members.
 - Support, nurture, and care for each other.
 - Feel free to share ideas and suggest ways to improve team function.
 - Feel they are using their unique skills for the benefit of the team.
-
- Have a strong “we” feeling.
 - Routinely develop creative solutions to problems.



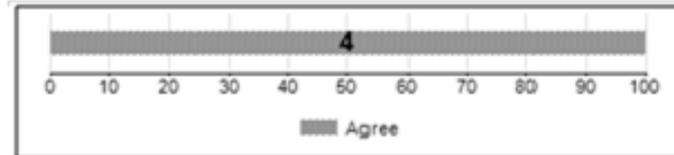
Sample TDM Report

Communication

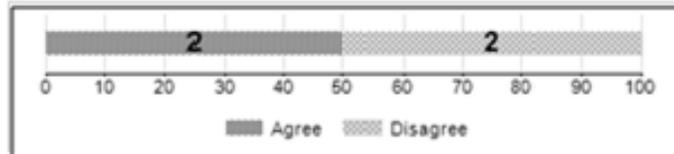
Team members say what they really mean



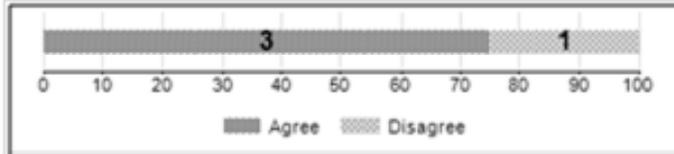
Team members say what they really think



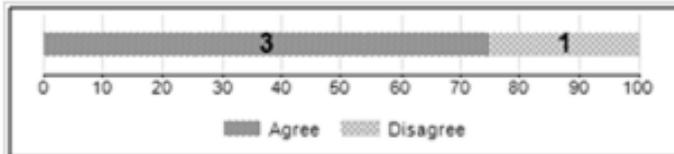
Team members talk about other team members behind their back



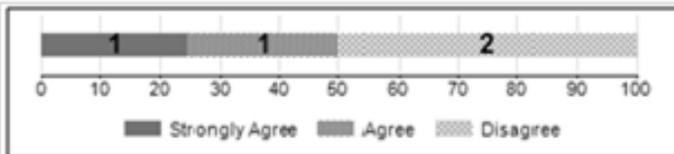
All team members participate in making decisions about the work of the team



The team handles conflicts in a calm caring and healing manner



Regardless of the topic communication between the people on this team is direct, truthful, respectful and positive





Communication

When a team is effectively communicating, team members:

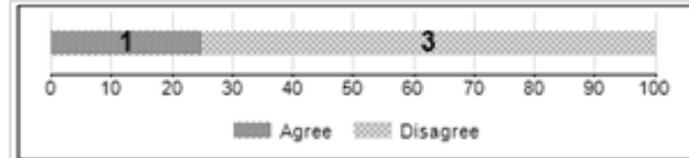
- Always freely say what they feel and think.
- Are always direct, truthful, respectful and positive.
- Openly discuss all decisions before they are made.
- Handle conflict in a calm, caring and healing manner.
- Openly explore options to solve problems when they arise.
- Do not talk about each other behind their back.
- Do not have a hidden agenda.



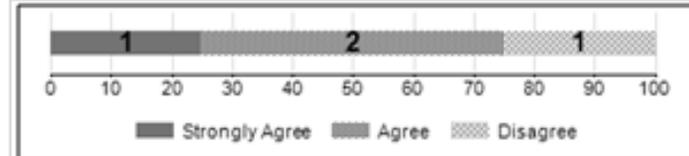
Sample TDM Report

Role Clarity

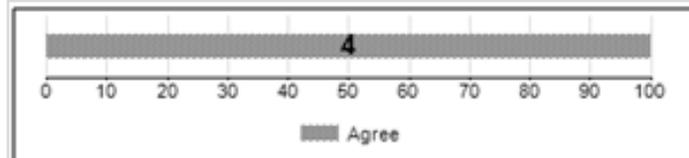
Roles and responsibilities of individual team members are clearly understood by all members of the team



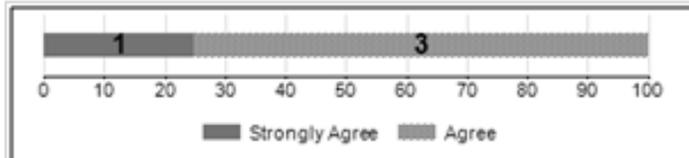
All team members place the accomplishments of the team ahead of their own individual accomplishments



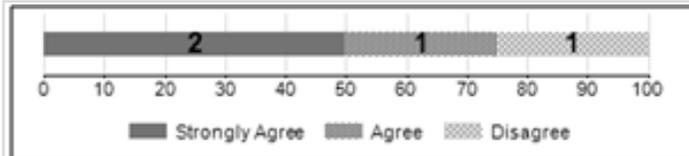
All team members define the goals of the team as more important than their own personal goals



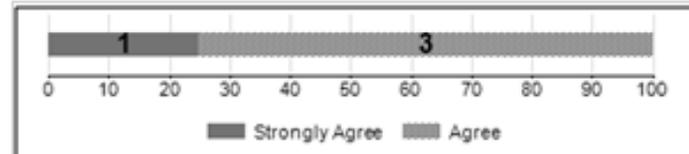
I have a clear understanding of what other team members expect of me as a team member



Some members of this team resist being led



On this team the person who takes the lead differs depending on who is best suited for the task





Role Clarity

When a team achieves role clarity, team members:

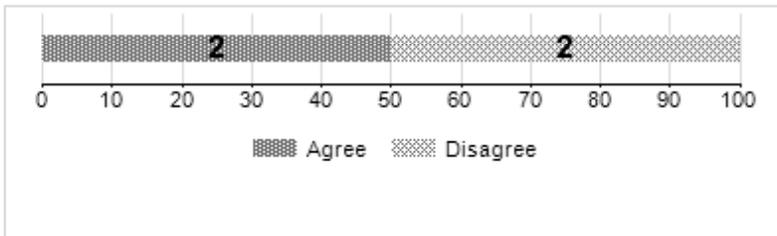
- Feel that accomplishments of the team are placed above those of individuals.
- Understand the roles and responsibilities of all other team members.
- Have a clear understanding of what other team members expect of them.



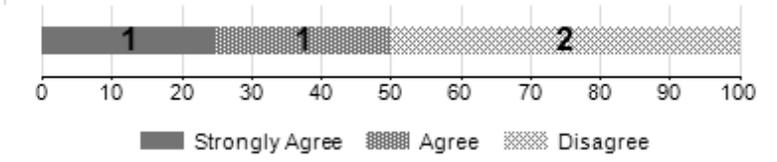
Sample TDM Report

Goals & Means

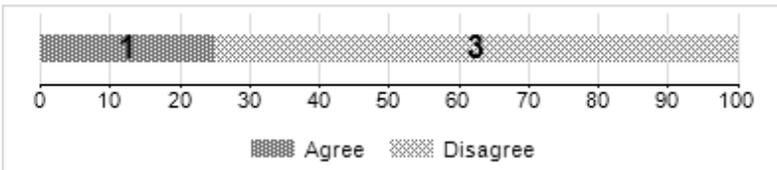
Roles and responsibilities of individual team members are clearly understood by all members of the team



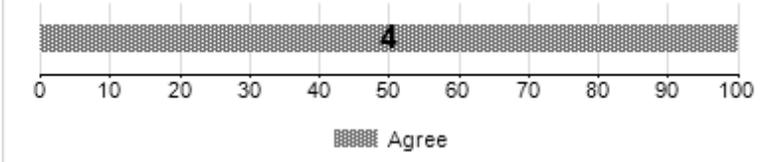
All team members place the accomplishments of the team ahead of their own individual accomplishments



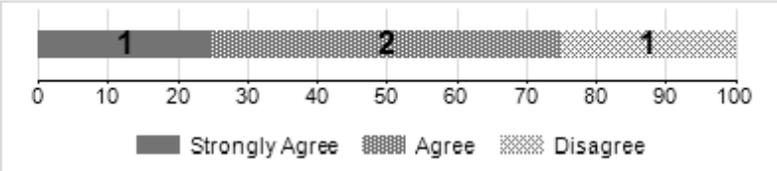
All team members define the goals of the team as more important than their own personal goals



I have a clear understanding of what other team members expect of me as a team member



Some members of this team resist being led



Use the space below for your Reflections on Goals & Means:



Goals and Means

When a team achieves goals and means clarity, team members:

- Have clarified and agreed upon what the real work of the team is.
- Clearly understand the goals of the team.
- Agree on how to reach the team goals.
- Agree upon clear criteria for evaluating the outcomes of the team.



Sample TDM Report

TIPS FOR SUCCESSFUL TEAMWORK

Adapted from The Team Handbook[®], Third Edition, Scholtes, Joiner and Streible, Oriell Incorporated, 2003

TIPS FOR IMPROVING COHESION

Establish Ground Rules

Every team should establish ground rules, or "norms," addressing how meetings will be run, how team members will interact, and what kind of behavior is acceptable. Each member is expected to respect these rules, which usually prevents misunderstandings and disagreements.

Ideally the team should:

- Openly state or acknowledge norms

Symptoms of a problem:

- Certain important topics are avoided
- No one acknowledges norms
- Recurring differences about acceptable behavior
- Behavior that signifies irritation
- Conflicting expectations

Some strategies:

- If ground rules were not established and agreed to at the start of the team, take time to do this
- From time to time, review the ground rules, adding, deleting, or revising them as needed

Encourage Balanced Participation

Since every team member has a stake in the group's achievements, everyone should



Tips for Successful Teamwork

- Includes practical tips for improving each teamwork component (cohesion, communication, role clarity, goals & means)
- Shows how the report can be used as a teaching and future planning guide



Reactions from team

- Very lively discussions. Full participation (more than previously).
- Some surprises:
 - Diversity of answers
 - Not as development as hoped
- Identified: strengths, areas to work on and feelings.
- Eager to take again to assess progress.



Reviewing TDM Results

- VISN 23 PACT TDM Facilitator Reference Guide
 - Facilitated process
 - Provided structure
 - Provided facilitation tips
- Developed by and used with permission by Aspire Consulting



Facilitator Reference Guide

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Team Development Measure™	2
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4. Interactivity	11
Handling Common Challenges	13
5. Action Planning	14
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Role of Facilitator

- Provides objective leadership
- Guides discussion
- Helps team get results
- Provide a neutral and objective perspective



Preparation

- Checklists for preparations before, during, and after the meeting

2. Preparation

Well run and effective meetings require a lot of planning and preparation. A typical meeting model is: 10% Planning; 80% Meeting; and 10% Follow-up. A much more effective model is 50% Planning; 20% Meeting; and 30% Follow-up. Use these checklists to help you effectively take action before, during and after your TDM processing meeting.

Preparation Checklist

Before the Meeting

- Reconfirm the time and location of the meeting
- Contact the team to Access a copy of their TDM results
- Distribute the meeting Agenda to all attendees
- Review the Agenda and TDM Report in detail
- Anticipate questions and/or challenges and plan your response
- Send a reminder to all attendees the morning of the meeting
- Print extra copies of the Agenda

During the Meeting

- Take note of all members present for reporting (Action Plan)
- Assign roles and responsibilities for note taking, time keeping, and parking lot
- Use the Agenda and TDM Report as leadership tools



Structure and Flow

- Sample agenda
- Tips on language to support structure
 - Structure statements “Our plan is to discuss A, B, and then C”
 - Validating questions “If I understand you correctly, you are saying...”
 - Summary statements “Now we’ve covered XYZ, accomplishing our goal for that topic today”
 - Transition statements “Let’s move on to talk about XYZ”
 - Statements of closure “Thanks for your participation and great progress”



Structure and Flow (cont'd)

- Four “P’s”
 - Purpose: Open and close the meeting with a main purpose
 - People: Reinforce the importance of team and involvement
 - Process: Highlight the process for accomplishing the goals
 - Progress: Set an expectation for how progress will be measured and reinforce how progress will be measured



Interactivity

- Techniques provided to engage all team members in discussions and action planning, i.e.,
 - Emphasize the importance of sharing ideas
 - Establish 'ground rules' for this discussion
 - Ask open ended questions to kick things off and engage the group
 - Be patient and wait for responses
 - Write ideas on a flipchart to remind people of discussion and to show progress
 - Revisit unresolved issues



Interactivity (cont'd)

- Tips for handling common challenges:
 - Silence
 - Out of control discussion
 - High levels of emotion
 - Rigid or inappropriate responses



Action Planning

The goals of the meeting are to

- process TDM results
- pinpoint broad areas of opportunity
- identify realistic action steps to support momentum in each



Facilitator Reference Guide

Facilitator Reference Guide

Action Plan- Pact Team Name

Team Member	Job Title

Team Member	Job Title

Strengths (Areas of Agreement)

1.	2.	3.
----	----	----

Differences (Variance in Responses)

1.	2.	3.
----	----	----

Opportunities (Areas of Disagreement)

1.	2.	3.
----	----	----

Q&A

Moderated by:

Susanne Salem-Schatz, ScD

Investigator

VA Center for Implementation Practice
and Research Support



Fielding the TDM Survey

Automated system by VSSC

<http://vaww.vssc.med.va.gov/TeamDevelopmentMeasure/Default.aspx>

1. Email CIPRS@va.gov to request access to the system
2. Automated by VSSC
3. Once access is granted, need the following information to set up a survey:
 - Name of team
 - Names of team members
4. Online survey link sent to team members
5. Can check on the number of respondents, close out the survey, produce a report, and distribute report to team members



Guide to the Team Development Measure

Using Evaluation to Improve Our Work: A Resource Guide

Module 3: Team Development Measure

Intranet:

http://vaww.portal.gla.med.va.gov/sites/Research/HSRD/CIPRS/Evaluation_Resource_Guide/default.aspx

Internet:

<http://www.queri.research.va.gov/ciprs/ResourceGuideV1-1.cfm>



Any additional questions can be sent to
CIPRS@va.gov