

## Enhancing Nursing Teams' Learning: The Role of Team Accountability and Team Resources

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**Abstract :** The research considers the unresolved question regarding the link between nursing team accountability and team learning and the resulted team performance in nursing teams. Empirical findings reveal disappointing evidence regarding improvement in healthcare safety and quality. Therefore, there is a need in advancing managerial knowledge regarding the factors that enhance constant healthcare teams' proactive improvement efforts, meaning team learning. We first aim to identify the organizational resources that are needed for team learning in nursing teams; second, to test the moderating role of nursing teams' learning resources in the team accountability-team learning link; and third, to test the moderated mediation model suggesting that nursing teams' accountability affects team performance by enhancing team learning when relevant resources are available to the team. We point on the intervening role of three team learning resources, namely time availability, team autonomy and performance data on the relation between team accountability and team learning and test the proposed moderated mediation model on 44 nursing teams (462 nurses and 44 nursing managers). The results showed that, as was expected, there was a positive significant link between team accountability and team learning and the subsequent team performance when time availability and team autonomy were high rather than low. Nevertheless, the positive team accountability- team learning link was significant when team performance feedback was low rather than high. Accordingly, there was a positive mediated effect of team accountability on team performance via team learning when either time availability or team autonomy were high and the availability of team performance data was low. Nevertheless, this mediated effect was negative when time availability and team autonomy were low and the availability of team performance data was high. We conclude that nurturing team accountability is not enough for achieving nursing teams' learning and the subsequent improved team performance. Rather there is need to provide nursing teams with adequate time, autonomy, and be cautious with performance feedback, as the latter may motivate nursing teams to repeat routine work strategies rather than explore improved ones.

**Keywords :** nursing teams' accountability, nursing teams' learning, performance feedback, teams' autonomy

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