

Chapter 4

Measuring and Evaluating Team Performance in Healthcare Practice: Two Major Scales

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ABSTRACT

Background: The purpose of this study is to translate the AITCS (Assessment of Inter-professional Team Collaboration Scale), a measurement scale of IPC (Inter-Professional Collaboration), and the AICLS (Assessment of Interprofessional Leadership Scale), a measurement scale of leadership in IPC, into Japanese and to examine their reliability and construct validity. Methods: AITCS and AICLS were translated from English into Japanese, AITCSII-J and AICLS-J were created, and their reliability and construct validity were examined. Results: The Cronbach's α coefficient for AITCSII-J was 0.9, indicating excellent internal consistency. For AICLS-J, Cronbach's α , which indicates good reliability of the data, was 0.987, indicating good internal consistency of the questions. The original AICLS scale consists of 28 questions, but was refined to 10 questions after verification. Conclusion: AITCSII-J and AICLS-J show acceptable evidence of validity and reliability, suggesting that these scales are useful for measuring IPC in Japanese healthcare settings.

INTRODUCTION

Collaborative leadership, a new form of leadership style, is essential for effective multidisciplinary collaboration. Collaborative leadership is a concept based on or-

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ganizational learning, and is applied in the context of action learning, where leaders appropriately guide teams toward goals to promote strategies in which teams work collaboratively to solve problems. This term, collaborative leadership, is understood to better fit within healthcare to reflect the ever-changing strategies that need to be implemented with each patient. The AICLS (Assessment of Inter-professional Collaborative Leadership Scale) was developed by a team at Western University in Canada (Sinclair & Orchard, 2019). The original questionnaire consisted of 28 items and four subscales (Symbiotic relationships, Mindfulness, Shared assets, Capacity to lead). In this paper, we will describe a survey using the Japanese version of the Collaborative Leadership Scale at medical facilities in Japan and will report on the results that verified the reliability and validity of the Japanese version of the scale. Collaborative leadership is generally considered to be a current need to cultivate and strengthen leadership in the management of welfare and medical facilities and integrated community care systems (Matsushita, 2010). On the other hand, regarding leadership, various discourses have been proposed, from servant leadership (Greenleaf, 1977) to humble leadership (Schein, 2018). In recent years, collaborative leadership has been attracting attention as a leadership theory that leads to multidisciplinary collaboration in healthcare and contributes to improving the quality and safety level of healthcare. According to Orchard et al., in multidisciplinary collaboration and patient-centered healthcare practice, team leadership has a significant impact on providing better quality care and safety to patients and healthcare users (Orchard & Rykhschhoff, 2015). In previous research, multiple pieces of evidence have shown that Inter-professional Collaboration Education (IPE), which contributes to inter-professional collaboration, has a high learning effect and influences healthcare outcomes (Hammick et al., 2007; Reeves et al., 2007). There are also reports that link inter-professional collaboration and the need for organizational learning in healthcare settings to share member's mental morel, (Matsuo 2009; Yamamoto 2014; Yamaguchi 2017). However, research that quantitatively examines multi-disciplinary collaboration from a leadership perspective is rare.

METHOD

Reliability of the AICLS was calculated using Cronbach's α coefficient, and exploratory factor analysis and confirmatory factor analysis were used for validity. In accordance with the previous studies of AITCS, Cronbach's alpha was chosen to evaluate the reliability of this psychometric construct. The internal consistency of a scale is to measure the degree to which different statements intend to measure the same characteristic. Statements that are supposed to measure the identical characteristic should be highly correlated with each other. Consequently, Cronbach's alpha

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