Diverse sources of teamwork information (meetings, work descriptions) before the launch of teamwork.

Change Team (CT) that directed, monitored, coached and corrected behaviors every day shift during the first 3 months. CT was coordinated internally and with a performance consultant. CT focused on both what and why.

Single half-day training on interpersonal teamwork skills, e.g. feedback.

Change management mandate was weak and unclear. Limited and unstructured activities to direct, monitor, coach and correct staff behavior.

RCNs and NAs same as the Section of Internal Medicine. Attended the same half-day training.

Changes in physical environment, staffing and schedules. Specialist functions to support staff (coordinator and specialist physician).

Initial changes in physical environment, staffing and schedules. Specialist functions to support staff (coordinator and specialist physician). Most changes were reversed the following months.

Introduction of a systematic approach to continuous problem identification and improvements using short (daily) iterations that involve all staff; led by CT. Adaptations were formally determined and disseminated to all staff.

Problem-solving not aligned with teamwork. Adaptation was done on an individual basis rather than formally determined and disseminated.

CT monitored, coached and provided feedback on team progress and results. CT overall showed interest and encouraged performance.

Very limited managerial resource to follow up, monitor and provide any kind of feedback or organizational incentives.

CT feedback that clarified connection between staff behavior and results.

Perceived effect of teamwork