Exploring Teamwork in Fluid Multiteam Systems (MTS)
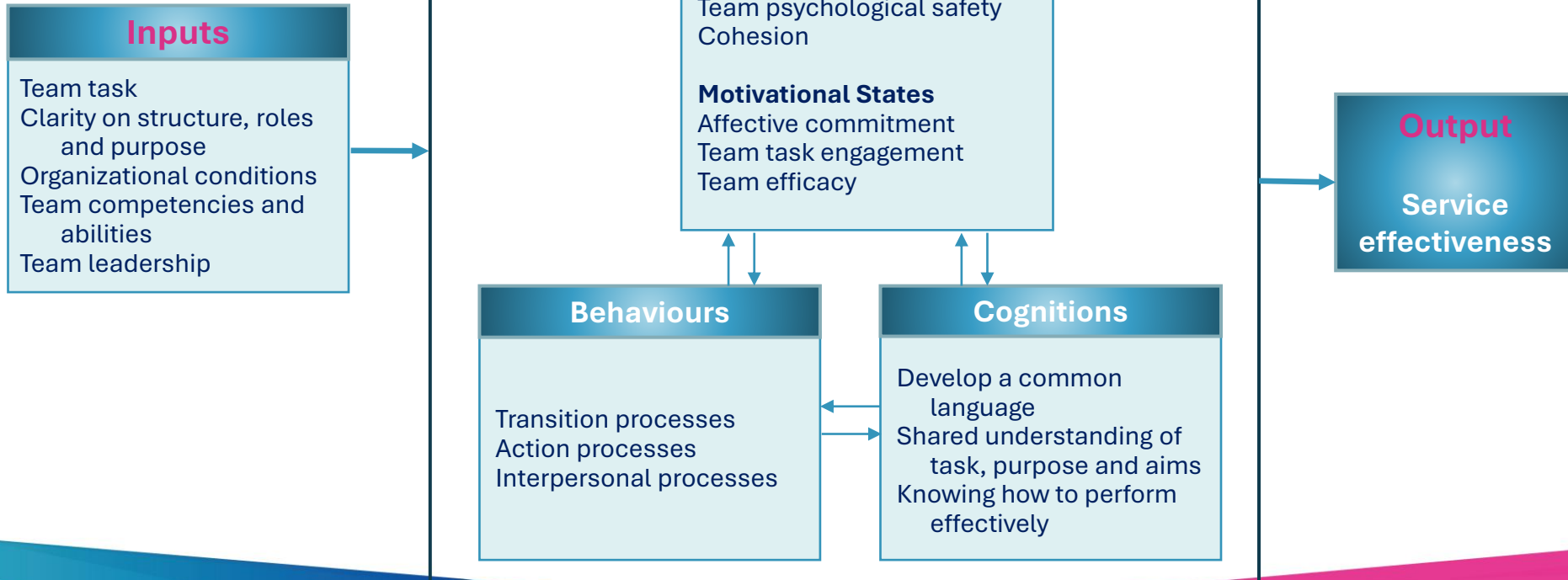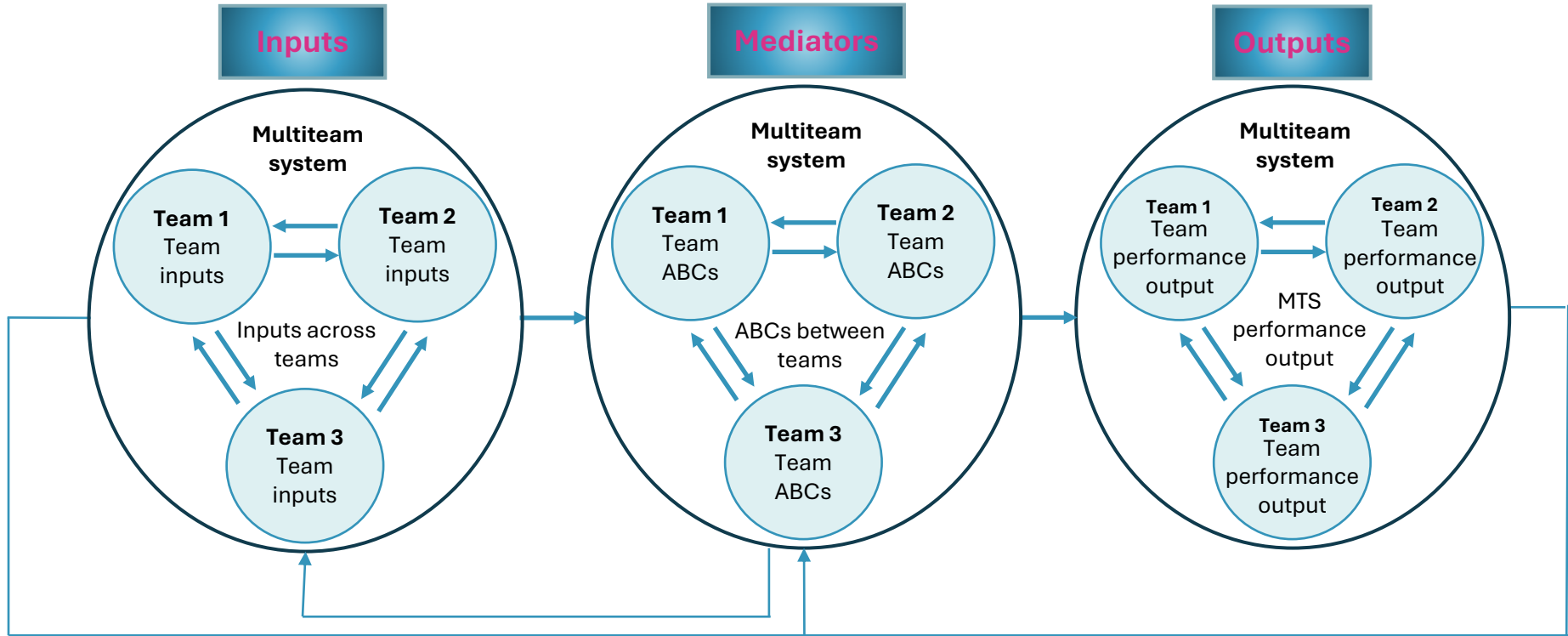
A Qualitative Case Study on Team Effectiveness in Public Health Emergency Response Teams

EHMA 2025

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IMO Framework for Multiteam Systems

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Inputs

Mediators

Outputs

Multiteam system

Team 1 Team inputs

Team 2 Team inputs

Team 3 Team inputs

Inputs across teams

Multiteam system

Team 1 Team ABCs

Team 2 Team ABCs

Team 3 Team ABCs

ABCs between teams

Multiteam system

Team 1 Team performance output

Team 2 Team performance output

Team 3 Team performance output

MTS performance output

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Research Aim

To explore team effectiveness in a fluid MTS

➢ the ability to effectively work together with component teams (taskwork)

➢ the effect of social dynamics on collaboration and cooperation (teamwork)

Methods

Qualitative case study: Public Health partnership

Gwent Test Trace Protect Service (GTTPS): partnership between the local health board and Gwent's local authorities
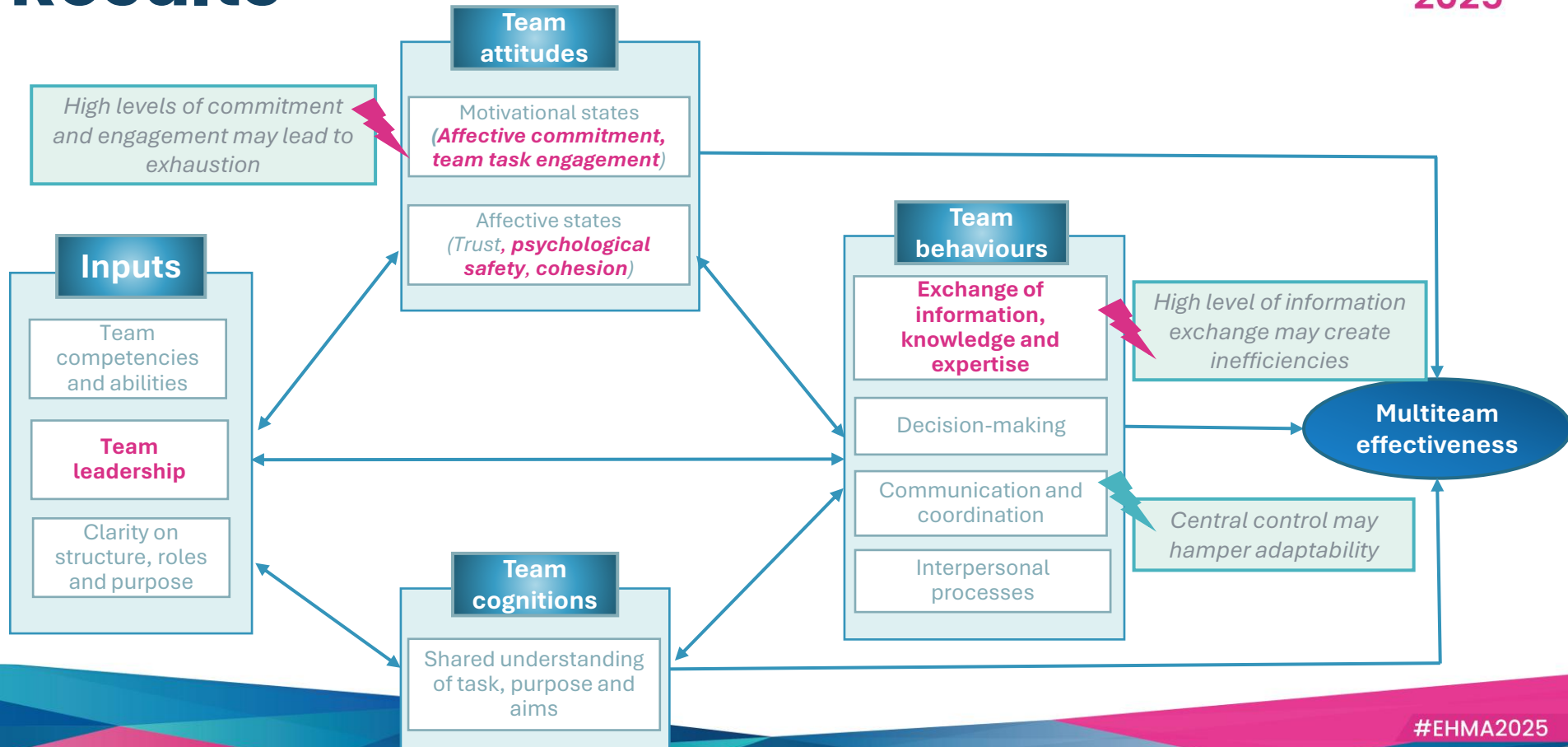
- 2 Focus groups (13 participants) from different teams, positions and organisations

- 12 Interviews with senior managers

- 2 open questions from a survey of 570 current and former team members

- 1 Feedback workshop (8 participants)

Analysis

Method: Thematic Analysis (Braun & Clarke)

Conceptual Framework: Input-Mediator-Output (IMO) Model

Results

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Team attitudes

High levels of commitment and engagement may lead to exhaustion

Motivational states (**Affective commitment, team task engagement**)

Affective states (Trust**, psychological safety, cohesion**)

Inputs

Team competencies and abilities

Team leadership

Clarity on structure, roles and purpose

Team behaviours

Exchange of information, knowledge and expertise

High level of information exchange may create inefficiencies

Decision-making

Communication and coordination

Central control may hamper adaptability

Interpersonal processes

Multiteam effectiveness

Team cognitions

Shared understanding of task, purpose and aims

Discussion & Conclusion

Power of common goals

Common goals and alignment of component teams' contributions to that goal fosters a shared identity and unites component teams

Coordination mechanisms to orchestrate MTS

Streamlining information flow within the system to update shared mental models

HR Strategies for fluid MTS

Diversity in competencies and skills
Shared values, beliefs, leadership styles, social competencies
Manage word-related stress

THANK YOU

"*And at one point it was over 500 employees that we all work together for the common aim. And that's what brings us together […] in our daily chats, we always put #TeamGwent. One team and that's what we are. We are one team working together for a common goal.*"
(Focus group 1: 2/5).

"*It's a culture of acceptance and change. It's a culture of 'it's OK to put your hand in the air and say no, this isn't working' […] It's a pleasure to be in those meetings where you can say 'Sorry'. Not sure I quite understand that. […] We just accept change and help each other through it rather than watching people stand alone and go on*"
(Focus Group 1: 2/21).

THANK YOU

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