

EFFECTIVENESS OF TEAM-BASED TRAINING PROGRAMS IN HOSPITALS

Abdul Azis¹, Laura Lahindah²

^{1,2}Sekolah Tinggi Ilmu Ekonomi Harapan Bangsa, Indonesia

Email: ahmeed.shuga@gmail.com

ABSTRACT

The Effectiveness of Team-Based Training Programs in Hospitals aims to evaluate the effectiveness of team-based training programs in developing the competencies of health workers in hospitals. The research is based on the importance of collaboration between health professions to improve quality of care, but is often hampered by communication and coordination gaps. The research methodology involved systematically evaluating the training program qualitatively, measuring changes in trainees' competencies, and exploring participants' perceptions and experiences. The main objectives of the study were to evaluate the effectiveness of the program in developing health worker competencies, measure changes in participant competencies, explore participant perceptions and experiences, and provide recommendations for future program improvements. It is expected to provide valuable insights into the effectiveness of team-based training programs and identify areas that require improvement. This will be used to improve future training programs, with the ultimate goal of improving health worker collaboration and the quality of health services for patients. The implications of this study include contributions to human resource development in healthcare and the promotion of a culture of collaboration between healthcare professionals. The research findings from the study on the Effectiveness of Team-Based Training Programs in Hospitals indicate several positive outcomes. First, participants reported improvements in communication, particularly in emergency situations, where teams responded more swiftly and effectively. The program also led to enhanced coordination between shifts, reducing errors in patient care and improving the overall quality of services provided.

KEYWORDS Team-Based Training, Effectiveness Programs, Health Workers



This work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International

INTRODUCTION

Effective healthcare requires close collaboration between various health professions, such as doctors, nurses, pharmacists, and other healthcare workers (Schot et al., 2020). The approach of health workers in health services has been proven to improve the quality of care, patient safety, and patient and health worker

How to cite: Abdul Azis, et.al. (2024). Effectiveness Of Team-Based Training Programs In Hospitals. Journal Eduvest. 4(10): 9126-9143
E-ISSN: 2775-3727
Published by: <https://greenpublisher.id/>

satisfaction. However, there are often gaps in communication and coordination between different health professions, which can hinder optimal care.

In Law Number 17 of 2023 concerning Health, article 273 states that every medical and health worker who will carry out practice has the right to have the opportunity to develop themselves through the development of competence, science, and career in their professional fields.

As an institution that plays a vital role in the national health system, Permata Cirebon Hospital is required to continue to improve the quality of its services (Watkins et al., 2015). However, in practice, there are still various challenges that need to be overcome, especially there are 3 (three) major problems in Permata Cirebon Hospital, namely overcoming the problems of nurses, doctors and pharmacists.

High-quality healthcare requires effective collaboration between various health professions, such as doctors, nurses, pharmacists, and other healthcare professionals (Morley & Cashell, 2017). Challenges in communication and coordination between various professions are often an obstacle in providing optimal health services. This gap can result in a decrease in the quality of care, patient safety, and satisfaction levels for both patients and health workers themselves.

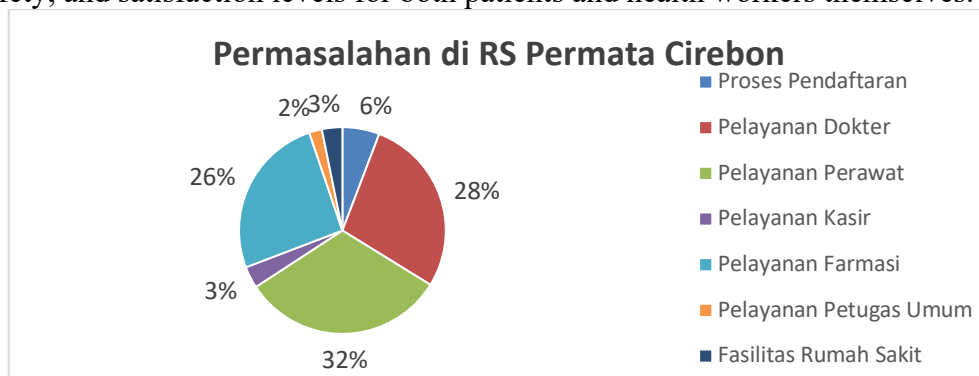


Figure 1 Recap of the problems of Permata Cirebon Hospital

To overcome the 3 (three) biggest challenges at Permata Cirebon Hospital, Permata Cirebon Hospital conducts a team-based training program to obtain valuable feedback to improve the effectiveness of the team-based training program at Permata Cirebon Hospital, especially nurses, doctors and pharmacists. A systematic evaluation of the training program will help them identify areas of improvement and make necessary adjustments such as effective communication, understanding of the roles and responsibilities of each profession, respect for the diversity of disciplines, and the ability to collaborate and make decisions together.

This problem is clearly seen at Permata Cirebon Hospital, where there are three main problems related to health workers, namely nurses, doctors, and pharmacists. These problems include a lack of effective communication, unclear roles and responsibilities, and a lack of collaborative skills between professions that hinder good teamwork. In addition, healthcare workers often find it difficult to adopt a team-based approach in their daily practices due to the work culture that is still compartmentalized based on their respective disciplines.

However, the effectiveness of this training program still needs to be evaluated thoroughly (Galipeau et al., 2015). This evaluation is needed to measure changes in the competencies of health workers, explore the perceptions and

experiences of trainees, and identify areas that need improvement. Through this approach, team-based training programs are expected to be able to create a more collaborative work environment, which will ultimately improve the overall quality of health services.

By conducting this evaluation, Permata Cirebon Hospital can not only improve the effectiveness of the training program, but also promote a stronger collaborative culture among various health professions, in order to achieve better health services for patients.

As a step to overcome this challenge, Permata Cirebon Hospital has implemented a team-based training program (Sinsel et al., 2020). The program is designed to increase interprofessional understanding of their respective roles and responsibilities, as well as strengthen communication and teamwork skills. With this collaborative learning, it is hoped that it can improve the quality of care, patient safety, and satisfaction for all parties involved.

This team-based training program is designed to facilitate collaborative learning between different health professions, improve understanding of each other's roles and responsibilities, and develop effective communication and teamwork skills. Thus, it is hoped that this program can help improve the quality of patient care, patient safety, and patient and health worker satisfaction.

However, the effectiveness of these team-based training programs needs to be systematically evaluated to ensure that the expected goals are achieved and to identify areas that need improvement. This study will evaluate the team-based training program at Permata Cirebon Hospital by measuring changes in the competency of health workers of the trainees, as well as exploring the perceptions and experiences of the participants regarding the training program.

The importance of teamwork has long been recognized, many hospitals still face obstacles in implementing effective teamwork practices. Miscommunication, interprofessional conflicts and lack of coordination are often the root causes of problems that can negatively impact patient safety and hospital operational efficiency.

This team-based training program emerged as a potential strategy to address these challenges. This approach aims to improve collaborative skills, effective communication and understanding of roles between health team members (Fu & Hwang, 2018). However, the effectiveness of this kind of program in the context of hospitals in Indonesia still needs to be evaluated comprehensively.

This study aims to fill this gap by evaluating the effectiveness of team-based training programs in the hospital environment. The study will analyze the impact of training programs on various aspects of team performance, including communication, coordination, joint decision-making and conflict resolution (Theobald, 2021).

The research findings from the study on the *Effectiveness of Team-Based Training Programs in Hospitals* indicate several positive outcomes. First, participants reported improvements in communication, particularly in emergency situations, where teams responded more swiftly and effectively. The program also led to enhanced coordination between shifts, reducing errors in patient care and improving the overall quality of services provided.

In terms of competency development, 85% of participants demonstrated a significant increase in knowledge and skills, particularly in communication and

teamwork. Additionally, behavioral changes were observed, with 80% of participants applying the skills they learned in their daily work, contributing to better collaboration and decision-making across teams. The program also resulted in operational improvements, reducing patient wait times and enhancing hospital service efficiency.

These findings support the conclusion that team-based training programs significantly enhance teamwork, communication, and the quality of patient care in hospital settings (Sari & M KM, n.d.).

The research strategies to be applied include:

1. A qualitative approach to gain an in-depth and comprehensive understanding of the effectiveness of the program.
2. Assess changes in participant performance in the training program to measure immediate impact.
3. Data triangulation uses various data collection methods (interviews, observations, literature studies) to validate findings and obtain diverse perspectives.
4. Conduct follow-up within a certain period of time to assess the sustainability of the impact of the training program.

The results of this study are expected to provide valuable insights into the effectiveness of team-based training programs in developing the competencies of health workers. These findings can be used to improve and refine future training programs, thereby facilitating better collaboration among healthcare professionals and ultimately improving the quality of healthcare services for patients.

The purpose of this study is to find out the team-based training program at Permata Cirebon Hospital to overcome the problems of nurses, doctors and pharmacists. To determine the effectiveness of the team-based training program at Permata Cirebon Hospital to overcome the problems of nurses, doctors and pharmacists.

The benefit of this study is that it can provide a better understanding of the effectiveness of team-based training programs in developing the competencies of health workers among health workers from various professions (Wong et al., 2017). Identify areas that need to be improved in team-based training programs to optimize the development of health worker competencies. Provide specific recommendations to improve and improve team-based training programs in the future, so that they can be more effective in developing the competencies of health workers. Contribute to efforts to improve the quality of healthcare through better collaboration of healthcare workers, which in turn can improve patient safety, patient satisfaction, and healthcare outcomes (Backman et al., 2016). Supporting the development of human resources in the health sector by facilitating the training and development of health workers' competencies needed to work effectively in the health worker team. Provides insight into healthcare professionals' perceptions and experiences of team-based training programs, which can help in designing training programs that are more relevant and tailored to their needs. Promoting a culture of collaboration and partnership between different healthcare professions, which can drive more integrated and holistic care for patients (Klein & Falk-Krzesinski, 2017). Raise awareness about the importance of health worker competencies in health services, so as to encourage more investment and support for relevant professional training and development programs.

RESEARCH METHOD

1. Research Venue

This study aims to evaluate the effectiveness of team-based training programs in developing the competence of health workers in hospitals. To find out, the researcher will conduct research according to the location of the research object. This research was conducted at Permata Cirebon Hospital, Cirebon Regency, West Java.

2. Research Time

This research is carried out through a series of processes, ranging from the discovery of phenomena or problems, the preparation of papers, the creation of research instruments, data collection, data processing, to the reporting of results. This research has started from June 1, 2024 to September 30, 2024.

3. Type of Research

In this study, a descriptive qualitative research approach is used, in which the researcher describes and explains the situation and conditions that occur through observation and interviews (Gallegos et al., 2017). Qualitative research methods produce descriptive data in the form of written or spoken words from people and observable behaviors. Therefore, the data analysis resulting from this study does not use statistical analysis procedures or other quantitative methods. Descriptive research is a type of research that contains data citations that provide an overview of the presentation. Research data sources can be obtained from manuscripts, interviews, notes, photos, personal documents, and other official documents.

Kirkpatrick's evaluation model is still widely used in assessing the effectiveness of health training programs (Kirkpatrick & Kirkpatrick, 2006). However, (Frye & Hemmer, 2012) suggest the use of manuscript models, interviews, notes, photographs, personal documents, and official documents for a more comprehensive analysis in the context of health education.

4. Sample Type

The sample used in this study were health workers involved in the team-based training program at Permata Cirebon Hospital. They consisted of various medical professions, such as doctors, nurses, and pharmacists, as well as hospital management.

5. Sampling Technique

The sampling technique used was purposive sampling, which is the selection of samples based on certain criteria that are relevant to the objectives of the study. In this case, the sample was selected from participants who had participated in the team-based training program and had direct involvement in interprofessional collaboration in the hospital. This selection was carried out to ensure that respondents had sufficient experience related to training and its impact on team performance.

6. Sample Analysis Technique

The analysis technique used in this study was thematic analysis, where data obtained through interviews and observations were analyzed to identify the main themes that emerged related to the effectiveness of the training (Alyavina et al., 2020).

This analysis included reviewing interview transcripts to find patterns related to changes in competency, improved team communication, and impacts on service quality. The data was also validated through triangulation, by comparing the results of interviews, observations, and literature reviews to ensure the accuracy of the findings

RESULT AND DISCUSSION

1. Company History

Permata Cirebon Hospital has and will continue to develop access to quality health services, especially in Region III Cirebon according to its vision. Given the rapid demographic growth of the middle class, the increasing public awareness of the benefits of the best service, has given birth to a demand for services that can be fulfilled by Permata Cirebon Hospital.

Hospital development, training of doctors and nurses, and availability of the latest medical services offer a better future for patients who have been served by Permata Cirebon Hospital. Development and commitment to excellence are the foundation for offering the best healthcare options, providing sustainable choices and sustainable benefits for all stakeholders.

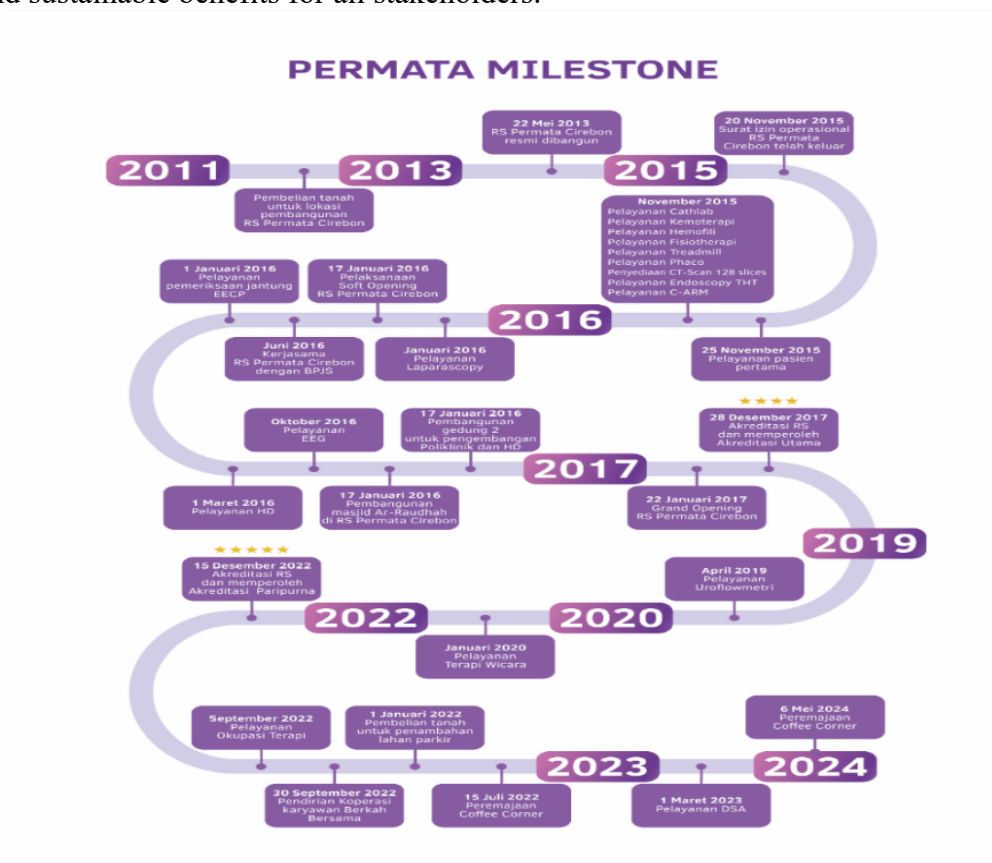


Figure 2 History of Permata Cirebon Hospital

Basic values of Permata Cirebon Hospital:

- Trusted
Building good faith and prejudice among stakeholders in a sincere and open relationship based on reliability.

- b) Integrity
Every moment of thinking, speaking, and behaving is commendable. Maintain dignity and uphold the professional code of ethics.
- c) Professional
Committed to working thoroughly and accurately on the basis of the best competence with full responsibility, be based on evidence by medical based.
- d) Customer Focus
Always make customers as the main partner who is facilitated by their rights and jointly strive for the best results.
- e) Quality
Developing and making improvements in all fields to get optimal added value and the best results continuously
- f) Worship
Making the work of serving the community as worship to Allah SWT.

FILOSOFI LOGO



Figure 3 Philosophy of the logo of Permata Cirebon Hospital

The graphic visualization of a sun umbrella resembles two clenched hands, is a source of energy that is applied to encourage human resources as well as being able to create a sense of belonging to the entire service user community because of the hospital's concern and policy in serving patients.

Five gemstones arranged in proportion are the identity of a positive "trust" of a dynamic society. The five gems illustrate the high appreciation of the community in utilizing medical services, both passive and active.

2. Company Vision and Mission

The vision of Permata Cirebon Hospital is to become the best hospital in Region III Cirebon

The mission of Permata Cirebon Hospital is as follows:

- a) Providing professional and proportional specialist services.
- b) Providing safe, comfortable, fast, precise, and healthy and harmonious work environments.
- c) Providing quality services, supported by professional resources and sophisticated equipment.
- d) Improving the competence and integrity of sustainable human resources.
- e) Creating an effective and efficient work culture.

The motto of Permata Cirebon Hospital is Serving wholeheartedly with compassion.

3. Corporate Organizational Structure

The organizational structure of a company is a framework or arrangement that shows the relationship between components in a business organization. It

includes the division of duties, authority and responsibilities among various positions and departments within the company.

There are several important points about the organizational structure of the company:

- 1) Hierarchy shows the level of authority from top to bottom structurally.
- 2) Departmentalization is a grouping of jobs and employees based on specific functions or goals.
- 3) Coordinate and organize how the various parts of the company work together.
- 4) Specialization of the division of work based on special skills.
- 5) A control range of the number of subordinates that a manager can effectively supervise.

This structure is important because it is very helpful:

- 1) Clarify the flow of communication
- 2) Defining roles and role responsibilities
- 3) Facilitating individual decision-making
- 4) Improve work operational efficiency

A company structure can be a strong foundation for improving operational efficiency, employee productivity, and ultimately the overall performance of the company. It is important to remember that a good structure must always be evaluated and adjusted as it grows and changes in the organization.

The company's structure can operate more efficiently, respond quickly to changes, and create a conducive work environment for growth and innovation. The structure of the Permata Cirebon Hospital is the basic framework that allows all elements of the organization to work together harmoniously towards the achievement of common goals.

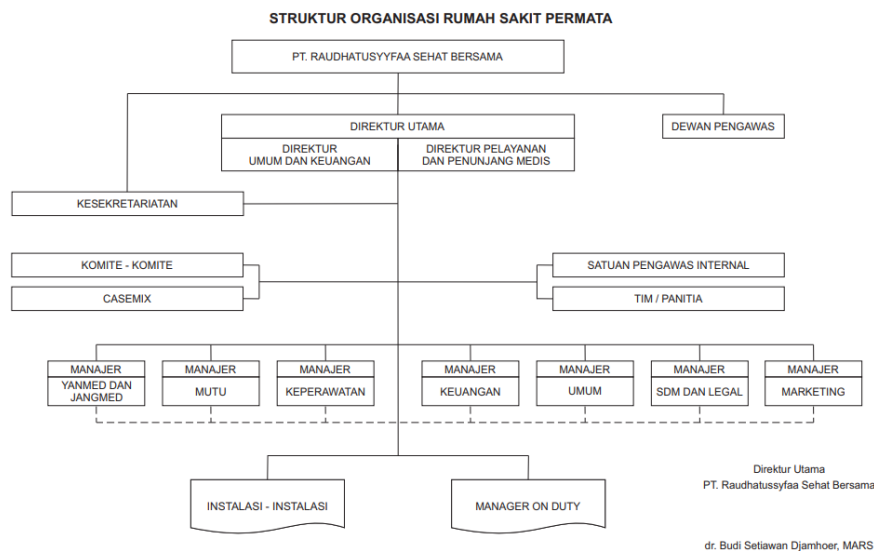


Figure 4 Organizational structure of Permata Cirebon Hospital

The definition, main duties and responsibilities of the organizational structure of Permata Cirebon Hospital:

- 1) PT. Raudhatusyfaa Healthy Together Understanding: The parent company that oversees Permata Hospital. Its primary duty is to be responsible for the hospital's general policies and strategies.

- 2) **President Director Definition:** The highest leadership in the organizational structure of the hospital. Key duties: Lead and direct all hospital operations, make strategic policies, and be responsible for overall performance.
- 3) **Supervisory Board of Understanding:** The body that oversees the running of the hospital. Main duties: Supervise the hospital's policies and performance, provide advice to the president director.
- 4) **Director of General and Finance Definition:** A leader who is responsible for general administration and finance. Main duties: Managing the finances, human resources, and general affairs of the hospital.
- 5) **Director of Medical Services and Support Definition:** The leader responsible for medical services. Main duties: Supervising and coordinating all medical services and their support.
- 6) **Secretarial Definition:** The part that handles administration. Main duties: Managing correspondence, documentation, and coordination between departments.
- 7) **Understanding Committees:** Working groups specific to a specific field. Main duties: Provide suggestions and recommendations according to their respective fields.
- 8) **Casemix Definition:** A unit that handles medical case management. Main duties: Analyze and manage medical case data for improved efficiency and quality of service.
- 9) **Internal Supervisory Unit Definition:** A unit that conducts internal supervision. Main duties: Conducting audits and evaluations of hospital systems and procedures.
- 10) **Team/Committee Understanding:** Ad hoc working groups for specific tasks. Main duties: Handle special projects or programs as assigned.
- 11) **Manager (various departments) Definition:** Functional department leader. Main duties: Manage their respective departments according to their fields (Yanmed and Jangmed, Quality, Nursing, Finance, General, HR and Legal, Marketing).
- 12) **Installation Definition:** Hospital technical implementation units. Main duties: Carry out technical services according to the functions of each installation.
- 13) **Manager on Duty Definition:** A manager who is on duty outside of normal working hours. Key duties: Handle operations and decision-making when there are no other structural officials.

4. Effectiveness of Team-Based Training Programs

This study evaluates the effectiveness of team-based training implemented at Permata Cirebon Hospital. The program is designed to improve cooperation, communication, and quality of care through collaboration between professions, such as doctors, nurses, and pharmacists. In addition, Permata Cirebon Hospital has made SOPs related to team-based training in hospitals so that they can be directed in undergoing training programs.

5. Interview Results Analysis

Interview is a data collection method that involves direct interaction with the resource person through a series of questions that have been designed in a planned and systematic manner. In this study, the interview technique was chosen because the number of resource persons was not more than 10 and became the resource person as the person involved in the training, in addition to the data of these resource persons provided a comprehensive structure to understand various

aspects that affect the effectiveness of team-based training programs in hospitals. There were 10 interview questions for the interviewees.

Table 1 Interview Questions

No.	Question
1	What do you think about the effectiveness of the team-based training program that has been implemented?
2	Did you notice any changes in the team's performance after training?
3	According to your observations, how has this training program affected communication between departments in hospitals?
4	Are there any challenges in implementing training results in the daily work environment?
5	How does this training affect your job satisfaction?
6	Does this training help in handling conflicts in the workplace?
7	How does this training affect the quality of patient care?
8	What aspects of this training program do you think are the most effective and which ones need improvement?
9	How does this training affect decision-making in the team?
10	Based on your experience, would you recommend this team-based training program to continue or expand? Why or why not?

These interviews cover theoretical foundations, aspects of learning, communication, psychology, leadership, evaluation, and hospital-specific contexts. This framework can be used as a guide in designing research, analyzing data and interpreting results related to the effectiveness of team training programs in the hospital environment. The correspondence from various health workers at Permata Cirebon Hospital.

Table 2 RA 1 (Doctors and Nurses)

No	Question	RA 1 (Doctors and Nurses)
1	What do you think about the effectiveness of the team-based training program that has been implemented?	This program is very effective in improving teamwork and communication between medical staff.
2	Did you notice any changes in the team's performance after training?	Yes, the response to emergency situations has become faster and more coordinated.
3	How does this training affect communication within the team?	Communication becomes more open and constructive, especially in case discussions.
4	Are there any challenges in implementing training results in the daily work environment?	Sometimes it is difficult to implement new methods when the workload is high.
5	How does this training affect your job satisfaction?	Very positive, I feel more appreciated as part of the team.
6	Does this training help in handling conflicts in the workplace?	Yes, we now have a better method for resolving dissent.
7	How does this training affect the quality of patient care?	Better coordination results in faster and more accurate diagnosis and treatment.
8	What aspects of this training program do you think are the most effective and which ones need improvement?	More real case simulations are needed for hands-on practice.

9	How does this training affect decision-making in the team?	Clinical decisions now involve input from a variety of professional perspectives.
10	Based on your experience, would you recommend this team-based training program to continue or expand? Why or why not?	Highly recommend, this is a worthwhile investment to improve the quality of service.

Table 3 RT 1 (Other medical teams)

No	Question	RT 1 (Other Medical Team)
1	What do you think about the effectiveness of the team-based training program that has been implemented?	Training helps us better understand the role of each team member.
2	Did you notice any changes in the team's performance after training?	Communication between shifts becomes smoother and more informative.
3	How does this training affect communication within the team?	We are more confident in expressing our opinions to doctors and nurses.
4	Are there any challenges in implementing training results in the daily work environment?	Lack of time for a complete team briefing on busy shifts.
5	How does this training affect your job satisfaction?	Feel more confident in carrying out tasks and interacting with patients.
6	Does this training help in handling conflicts in the workplace?	We are better able to manage tensions with doctors or nurses professionally.
7	How does this training affect the quality of patient care?	Patients feel more comfortable because all medical staff provide consistent information.
8	What aspects of this training program do you think are the most effective and which ones need improvement?	Specific training for communication with patients and families can be beneficial.
9	How does this training affect decision-making in the team?	We feel more heard in patient care decision-making discussions.
10	Based on your experience, would you recommend this team-based training program to continue or expand? Why or why not?	Definitely, this training helps create a more collaborative work environment.

Table 4 RA 2 (Managers and administration)

No	Question	RA 2 (Manager and Administration)
1	What do you think about the effectiveness of the team-based training program that has been implemented?	We saw a significant improvement in coordination between departments after the training.

2	Did you notice any changes in the team's performance after training?	Performance evaluation shows an increase in efficiency in patient handling.
3	How does this training affect communication within the team?	Management meetings become more productive with active participation from different levels.
4	Are there any challenges in implementing training results in the daily work environment?	Resistance to change from some senior staff became a challenge.
5	How does this training affect your job satisfaction?	Increase a sense of belonging to the vision and mission of the hospital.
6	Does this training help in handling conflicts in the workplace?	Conflicts between departments are reduced due to a better understanding of each other's roles.
7	How does this training affect the quality of patient care?	Patient satisfaction surveys show an improvement in the assessment of hospital services.
8	What aspects of this training program do you think are the most effective and which ones need improvement?	Long-term evaluation of training effectiveness needs to be added.
9	How does this training affect decision-making in the team?	The managerial decision-making process has become more inclusive and data-driven.
10	Based on your experience, would you recommend this team-based training program to continue or expand? Why or why not?	Yes, this is an important step in improving the operational efficiency of hospitals.

Table 5 RT 2 (Subordinate co-workers)

No	Question	RT 2 (Subordinate Co-Worker)
1	What do you think about the effectiveness of the team-based training program that has been implemented?	We feel more involved in the team's decision-making after the training.
2	Did you notice any changes in the team's performance after training?	There has been an increase in the use of patient safety protocols.
3	How does this training affect communication within the team?	Important information about the patient is conveyed more accurately between shifts.
4	Are there any challenges in implementing training results in the daily work environment?	Adjusting to the new procedure takes time and creates initial confusion.
5	How does this training affect your job satisfaction?	There is an increase in work morale because they feel more heard in the team.
6	Does this training help in handling conflicts in the workplace?	There was a decrease in complaints related to communication between staff.

7	How does this training affect the quality of patient care?	Errors in drug administration are reduced thanks to better team communication.
8	What aspects of this training program do you think are the most effective and which ones need improvement?	Follow-up sessions to discuss implementation and challenges after a few months.
9	How does this training affect decision-making in the team?	There has been an increase in reporting potential safety issues without fear.
10	Based on your experience, would you recommend this team-based training program to continue or expand? Why or why not?	Naturally, this increases the sense of community and common purpose among the staff.

From the results of the overall interview, there were changes in team communication, team performance, joint decision-making and increased efficiency after the implementation of team-based training at Permata Cirebon Hospital, this was very helpful to increase awareness and concern in working in addition to improving the quality of service at Permata Cirebon Hospital. The changes felt by the coresponents at Permata Cirebon Hospital:

1) Changes in team communication.

Team-based training has increased openness in communication and strengthened coordination between team members, especially in emergency handling and management meetings.

- a) RA 1 (Doctors and Nurses) Participants reported communication becoming more open and constructive, with increased collaboration when dealing with emergency situations. The team feels better equipped to communicate quickly and effectively.
- b) RA 2 (Manager and Administration) Management states that meetings become more productive, with improved communication across departments more efficient.
- c) RT 1 (Other Medical Team) Communication between shifts becomes smoother, with increased confidence in expressing opinions.
- d) RT 2 (Subordinate Co-Workers) They feel more involved in decision-making, and important information related to patients can be conveyed more quickly and clearly.

2) Changes in Team Performance

The team's performance improved significantly, especially in the rapid response to medical situations, the use of protocols and coordination between shifts.

- a) RA 1 (Doctors and Nurses) Training contributes to faster response in emergency situations, improving collaboration between team members in handling critical cases.
- b) RA 2 (Manager and Administration) Performance evaluation shows an increase in efficiency in hospital operations, with more structured and clear processes.
- c) RT 1 (Other Medical Team) Communication between shifts becomes smoother, and operational procedures run more efficiently.
- d) RT 2 (Subordinate Colleagues) There is an increase in the use of health protocols, which shows the implementation of training in daily operations.

3) Joint Decision Making

Team-based training has a positive impact on more collaborative decision-making, involving multiple parties and accelerating the decision-making process.

- a) RA 1 (Doctors and Nurses) Decision-making is more based on discussion and active involvement of all team members, especially when facing situations that require collaboration.
 - b) RA 2 (Manager and Administration) Management noted an increase in productivity in decision-making, especially with more effective cross-departmental discussions.
 - c) RT 1 (Other Medical Team) The members of the medical team feel more confident in expressing their opinions, and decision-making becomes more collaborative.
 - d) RT 2 (Subordinate Co-Workers) Subordinate teams feel more involved in the decision-making process, increasing their sense of belonging and participation.
- 4) Increased Efficiency

Efficiency improvements are seen across departments, both in terms of reducing patient wait times, improving protocols, and in the implementation of daily tasks.

- a) RA 1 (Doctors and Nurses) Efficiency in responding to emergency situations is increasing, with more organized teams and clearer protocols.
- b) RA 2 (Manager and Administration) The operational efficiency of the hospital has improved, with a decrease in task completion time and an improvement in service quality.
- c) RT 1 (Other Medical Teams) Transition times between shifts become more efficient, with more regular communication and clearer protocols.
- d) RT 2 (Subordinate Co-Workers) Increased efficiency is seen from the implementation of new procedures that help reduce errors in health services.

6. Observation Results

Observations were made to identify changes in teamwork behavior and practices at Permata Cirebon Hospital after the implementation of the team-based training program. The main purpose of these observations is to measure changes in communication, team performance, joint decision-making, and improved operational efficiency in hospitals.

a. Team Communication

Observations showed a significant improvement in communication patterns between medical team members. More open and direct communication is especially noticeable in:

- 1) Coordination meetings have become more structured with a clearer division of roles, especially in handling complex medical cases.
- 2) At the shift change, patient information is delivered in more detail and in a timely manner, reducing the potential for misinformation.
- 3) Clinical case discussions the medical team is more active in participating in discussions with increased involvement of all members in providing input.

b. Team Performance

Team-based training has been proven to be able to improve team performance in clinical situations. Observations show an improvement in performance in several aspects, namely:

- a. The team's handling of emergency situations shows better coordination and is able to respond faster to medical emergencies. Collaboration between

professions such as doctors, nurses, and pharmacists has become more integrated.

- b. The use of medical protocols and medical procedures is followed by more discipline, including in patient handling and drug administration. This improvement helps reduce errors in service.
- c. Joint Decision Making

The observation results showed a positive shift in the team's decision-making process:

- a. Discussions between professions, the decision-making process is now more collaborative by involving various medical professions in determining patient handling steps.
- b. The division of responsibilities, each team member is given the opportunity to express their opinions before the final decision is taken, which improves the quality of the clinical decisions taken.
- d. Increased Efficiency

Observations of operational efficiency show that team-based training programs have improved efficiency in several areas, namely:

- a. Reduced patient waiting time, Patients are served faster due to better coordination between medical teams. The waiting time for medical examinations and treatment is significantly reduced.
- b. Efficiency in the use of resources, the use of medical facilities and equipment has become more optimal, with a reduction in the number of complaints related to administration and services.

Overall, the observation results show that the team-based training program at Permata Cirebon Hospital has succeeded in improving communication, performance, joint decision-making and operational efficiency. While there are still some challenges in implementation, the visible changes show that this training has a significant positive impact on the performance of medical teams and the quality of healthcare services in hospitals.

7. Evaluation with the Kirkpatrick Model

It is a research result that answers the focus of the research based on the results of data analysis and the results of this conclusion are presented in the form of a descriptive form of the research object that refers to the research study.

Table 6 Evaluation of Kirkpatrick's model

Evaluation Level	Description	Evaluation Results	Findings Details
Reaction	Measure participant satisfaction with the training.	90% of participants were satisfied with the training.	Participants felt that the training was relevant to their daily tasks, provided new insights, and the training material was well delivered. Some participants suggested more relevant case studies.
Learning	Measure the increase in knowledge and skills.	85% of participants showed a significant improvement	Participants reported improved communication and team management skills, as well as a better understanding of roles and responsibilities between professions.

Evaluation Level	Description	Evaluation Results	Findings Details
		in knowledge and skills.	
Behaviour	Measure behavior change and the application of skills in the workplace.	80% of participants apply the skills learned in their daily work.	There is increased collaboration between teams, more discussion in decision-making, and a decrease in the incidence of miscommunication. However, some senior staff have difficulty adapting to the new method.
Result	Measure the impact of training on organizational performance.	There is an increase in operational efficiency and patient satisfaction.	After the training, patient waiting time is reduced and the quality of care improves. Medical teams are faster in responding to emergency situations, and patients report improvements in the quality of services.

Overall, from the results of the evaluation with the Kirkpatrick Model at Permata Cirebon Hospital, it can be concluded that the reaction level of the majority of participants is satisfied with the training. However, there are suggestions to increase the intensity of simulations and hands-on practice that are more relevant to the hospital context. For the level of learning that the training successfully improves understanding and skills in communication and teamwork. Participants can apply new knowledge well, especially in cross-departmental collaboration. The level of behavior in the implementation of training results in daily work is clear. However, resistance from senior staff requires a specific approach, such as continuous coaching to help them adapt to new skills and the level of outcomes seen in organizational training is very positive, with increased efficiency, decreased patient wait times, and overall improvement in service quality.

CONCLUSION

After analyzing several problem formulations, this study evaluates the effectiveness of team-based training at Permata Cirebon Hospital using the Kirkpatrick Evaluation Model. The results of the study show that team-based training has had a positive impact on improving coordination between professions, communication, and joint decision-making in hospitals.

The level of reaction showed that the trainees were generally satisfied with the program, but suggested an increase in the intensity of the simulations and hands-on practice. At the learning level, the training successfully improves the team's communication and management skills. In applying results in the workplace, the majority of participants were able to apply the new skills learned, although some senior staff had difficulty adapting to the new methods.

Overall, the training has contributed to improving hospital operational efficiency, reducing patient waiting times, and improving service quality.

REFERENCES

- Alyavina, E., Nikitas, A., & Njoya, E. T. (2020). Mobility As A Service And Sustainable Travel Behaviour: A Thematic Analysis Study. *Transportation Research Part F: Traffic Psychology And Behaviour*, 73, 362–381.
- Backman, C., Vanderloo, S., & Forster, A. J. (2016). Measuring And Improving Quality In University Hospitals In Canada: The Collaborative For Excellence In Healthcare Quality. *Health Policy*, 120(9), 982–986.
- Frye, A. W., & Hemmer, P. A. (2012). Program Evaluation Models And Related Theories: Ameer Guide No. 67. *Medical Teacher*, 34(5), E288–E299.
- Fu, Q.-K., & Hwang, G.-J. (2018). Trends In Mobile Technology-Supported Collaborative Learning: A Systematic Review Of Journal Publications From 2007 To 2016. *Computers & Education*, 119, 129–143.
- Galipeau, J., Moher, D., Campbell, C., Hendry, P., Cameron, D. W., Palepu, A., & Hébert, P. C. (2015). A Systematic Review Highlights A Knowledge Gap Regarding The Effectiveness Of Health-Related Training Programs In Journalology. *Journal Of Clinical Epidemiology*, 68(3), 257–265.
- Gallegos, C., Tesar, A. J., Connor, K., & Martz, K. (2017). The Use Of A Game-Based Learning Platform To Engage Nursing Students: A Descriptive, Qualitative Study. *Nurse Education In Practice*, 27, 101–106.
- Kirkpatrick, D., & Kirkpatrick, J. (2006). *Evaluating Training Programs: The Four Levels*. Berrett-Koehler Publishers.
- Klein, J. T., & Falk-Krzesinski, H. J. (2017). Interdisciplinary And Collaborative Work: Framing Promotion And Tenure Practices And Policies. *Research Policy*, 46(6), 1055–1061.
- Morley, L., & Cashell, A. (2017). Collaboration In Health Care. *Journal Of Medical Imaging And Radiation Sciences*, 48(2), 207–216.
- Sari, S., & M Km, C. R. P. (N.D.). *Manajemen Mutu Layanan Kesehatan. Manajemen Kebijakan Pelayanan Kesehatan*, 72.
- Schot, E., Tummers, L., & Noordegraaf, M. (2020). Working On Working Together. A Systematic Review On How Healthcare Professionals Contribute To Interprofessional Collaboration. *Journal Of Interprofessional Care*, 34(3), 332–342.
- Sinsel, S. R., Riemke, R. L., & Hoffmann, V. H. (2020). Challenges And Solution Technologies For The Integration Of Variable Renewable Energy Sources— A Review. *Renewable Energy*, 145, 2271–2285.
- Theobald, M. (2021). Self-Regulated Learning Training Programs Enhance University Students' Academic Performance, Self-Regulated Learning Strategies, And Motivation: A Meta-Analysis. *Contemporary Educational Psychology*, 66, 101976.
- Watkins, A., Papaioannou, T., Mugwagwa, J., & Kale, D. (2015). National Innovation Systems And The Intermediary Role Of Industry Associations In

Building Institutional Capacities For Innovation In Developing Countries: A Critical Review Of The Literature. *Research Policy*, 44(8), 1407–1418.

Wong, A. K. C., Wong, F. K. Y., Chan, L. K., Chan, N., Ganotice, F. A., & Ho, J. (2017). The Effect Of Interprofessional Team-Based Learning Among Nursing Students: A Quasi-Experimental Study. *Nurse Education Today*, 53, 13–18.