

## A VIEW OF MULTIDISCIPLINARY HEALTH PROMOTION TEAMS

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### SAŽETAK

Uspeh savremenih programa promocije zdravlja, koji su uspostavljeni političkom odlukom na lokalnom, nacionalnom i međunarodnom nivou, zavise od efikasnosti timova za promociju zdravlja. U ovom preglednom radu je dat osvrt na multidisciplinarni pristup, kao savremeni pristup timskom radu u promociji zdravlja, koji je i preduslov za efikasna dostignuća unapređenja zdravlja. Multidisciplinarni pristup obuhvata široki spektar stručnjaka u javnom zdravlju, sa različitim znanjima, kvalifikacijama i veštinama, koji su okupljeni kako bi svako sa svog aspekta dao svoj doprinos u cilju pružanja usluga promocije zdravlja.

**Ključne reči:** promocija zdravlja, multidisciplinarni, timski rad

### ABSTRACT

The success of modern health promotion programs, which have been brought about by political decision at the local, national, and international levels, depend on the effectiveness of health promotion teams. In this article, the multidisciplinary approach is reviewed as a modern approach to teamwork for health promotion, which is a prerequisite for effective health promotion. The multidisciplinary approach includes a wide range of experts in public health, with different knowledge, qualifications, and skills, brought together to contribute to the provision of health promotion services from their own perspective.

**Keywords:** health promotion, multidisciplinary, teamwork

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## UVOD

Danas su programi promocije zdravlja kreirani politikom na lokalnom, nacionalnom i međunarodnom nivou, a njihovo uspešno sprovođenje i rezultati zavise od efikasnosti relevantnih grupa i timova za promociju zdravlja [1]. Međutim, razvijati i održavati timski rad u promociji zdravlja zahteva svesne i kontinuirane napore, jer ovi timovi su često deo većih koalicija, koje zahtevaju mnogo organizacionih aktivnosti i kontrole, kao i ulaganje velikih suma novca. Umesto termina koalicija, često se kao sinonimi koriste drugi termini kao što su savezi, horizontalna integracija, partnerstva i saradnje [2,3]. Dakle, u pitanju je svojevrsni savez partnerstva između pojedinaca, grupa predstavnika različitih organizacija unutar zajednice, i institucija, koji pristaju da rade zajedno kako bi postigli zajednički cilj [4]. Cilj, formiranja pomenutog "saveza" za promociju zdravlja je da omogući ljudima da povećaju svoj uticaj na faktore koji utiču na njihovo zdravlje i blagostanje.

Prioriteti Otavske povelje o promociji zdravlja predstavljaju ujedno i oblasti rada timova za promociju zdravlja, a to su osnaživanje pojedinca, promovisanje društvene odgovornosti za zdravlje, i stvaranje okruženja za podršku razvoju ličnih veština, i jačanje delovanja zajednice [5]. Principi promocije zdravlja predstavljaju temelje uspešnog timskog rada [5]. Timski rad je ključ efikasne promocije zdravlja u okviru primarne zdravstvene zaštite [6]. Pored kvaliteta pojedinaca, ono što timski rad čini zaista uspešnim je i način na koji članovi multidisciplinarnog tima rade zajedno [7]. Multidisciplinarni pristup obuhvata širok spektar stručnjaka u javnom zdravlju, sa različitim znanjima, kvalifikacijama i veštinama, koji okupljeni zajedno, svako iz svog aspekta, doprinose pružanju usluga promocije zdravlja.

Martin, Čarlzvolt i Henderson [8] navode da se timovi za promociju zdravlja veoma često bore sa pitanjima koja dramatično utiču na živote ljudi, a neretko pojedini članovi tima snose i određene lične žrtve.

U ovom preglednom radu, dat je osvrt na multidisciplinarni pristup kao savremeni pristup timskom radu za promociju zdravlja, koji je i preduslov za efikasno unapređenje zdravlja.

## MATERIJALI I METODE

Ovaj rad predstavlja pregled literature koji je nastao pretraživanjem publikacija objavljenih u periodu od 1986. do 2022. godine, uz pomoć ključnih reči „promocija zdravlja“, „multidisciplinarni“, „timski rad“, na srpskom i engleskom jeziku. Najvažniji rezultati iz pregleda literature su, nakon analize, sintetizovani i kategorisani, kako bi opisali barijere u timskom radu na promociji zdravlja, i značaj multidisciplinarnog pristupa.

## INTRODUCTION

Nowadays, health promotion programs are created by politics at the local, national and international levels, and their successful implementation and results depend on the effectiveness of relevant health promotion groups and teams [1]. However, developing and maintaining teamwork in health promotion requires conscious and continuous efforts, because these teams are often part of larger coalitions, which require a lot of organizational activities and control, as well as the investment of significant sums of money. Instead of the term coalition, other terms such as alliances, horizontal integration, partnerships and collaborations are often used as synonyms [2,3]. Therefore, it is a kind of alliance of partnerships between individuals, groups of representatives of different organizations within the community, and institutions, agreeing to work together to achieve a common goal [4]. The goal of the formation of the aforementioned 'alliance' for health promotion is to enable people to increase their influence on the factors that affect their health and well-being.

The priorities of the Ottawa Charter for Health Promotion also represent the areas of work of health promotion teams. Namely, empowering the individual, promoting social responsibility for health, and creating an environment to support the development of personal skills, and strengthening community action [5]. The principles of health promotion represent the foundation of successful teamwork [5]. Teamwork is the key to effective health promotion within primary health care [6]. In addition to the qualities of the individuals involved, what makes teamwork truly successful is the way members of a multidisciplinary team work together [7]. The multidisciplinary approach includes a wide range of experts in public health, with different knowledge, qualifications and skills, who, when brought together, each from their own aspect, contribute to the provision of health promotion services.

Martin, Charlesworth and Henderson [8] state that health promotion teams very often struggle with issues that dramatically affect people's lives, and individual team members often pay a certain personal price.

In this article, a review of the multidisciplinary approach, as a modern approach to teamwork for health promotion, which is a prerequisite for effective health improvement, is presented.

## MATERIALS AND METHODS

This paper is a literature review which was compiled by searching publications from 1986 to 2022, with the help of the keywords 'health promotion', 'multidisciplinary', 'teamwork', published in both Serbian and English. After being analyzed, the most important results

## TIMSKI RAD U PROMOCIJI ZDRAVLJA

Prema Naidou i Vilsu [9] termin „promocija zdravlja“ vodi poreklo iz 19. veka, kada je pojava epidemija raznih bolesti uslovlila neophodnost sprovođenja sanitarne reforme u prenatrpanim industrijskim gradovima, koja je uključivala edukaciju stanovništva u cilju očuvanja i unapređenja zdravlja ljudi u borbi protiv zaraznih bolesti [10].

Dostignuća u promociji zdravlja u 20. veku bila su najistaknutija u Velikoj Britaniji [11]. U ovoj zemlji se, u stručnim krugovima, sve više isticala ideja da se zdravstvena politika ne može samo ograničavati na pružanje kurativnih usluga, jer zdravlje svakog pojedinca zavisi od stila života kao i sredine u kojoj živi [12]. Ove debate dovele su do pokreta za promociju zdravlja, kroz Otavsku povelju [5], koja je iznedrila definiciju promocije zdravlja koja se danas uobičajeno koristi. Naime, promocija zdravlja se definiše, ne samo kao delovanje usmereno na jačanje veština i sposobnosti pojedinaca da povećaju kontrolu nad svojim zdravljem i da ga poboljšaju, već i delovanje usmereno na promenu socijalnih, ekoloških i ekonomskih uslova, kako bi se ublažio njihov uticaj na javno zdravlje i zdravlje pojedinca.

Promocija zdravlja se u velikoj meri oslanja na „armiju“ stručnjaka iz zdravstvenog sektora, ali i iz drugih oblasti, kao što su sektor obrazovanja, sektor socijalne zaštite, predstavnici medija, predstavnici lokalnih vlasti, i slično [13], a koji imaju različite javnozdravstvene uloge, kao konsultanti, istraživači, vođe projekata, zagovarači, koordinatori, i slično [14].

Iako se termini „grupa“ i „tim“ koriste kao sinonimi, neophodno je napraviti razliku između ova dva pojma. Prema Martinu, Čarlzvertu i Hendersonu [8] grupa je svaka skupina ljudi koji međusobno komuniciraju jer doživljavaju da imaju sličnu svrhu ili slična interesovanja, dok je tim grupa ljudi sa osećajem zajedničkog cilja ili zadatka, koja zahteva saradnju i koordinaciju aktivnosti svojih članova. Dakle, grupa ljudi je označena kao tim jer njihov lider ili čak oni sami očekuju da efikasno rade zajedno u pravcu saradnje i dobre koordinacije. Ti ljudi iz različitih organizacija i profesija dele zajednički cilj i deluju na različite načine u skladu sa različitim znanjima, kulturnim tradicijama i ciljevima [15].

Koalicije imaju mnoge osobine koje imaju i konvencionalni timovi ali se i razlikuju od njih, što zahteva drugačiji pristup njihovom formiranju. Prvo, koalicije obično jesu sastavljene od reprezentativnih grupa u kojima svaki član ima obaveze prema drugoj organizaciji [3], a ova raznolikost garantuje jedinstvene veze sa različitim zainteresovanim stranama u fokusnom okruženju tima. Drugo, koalicije se često formiraju kada ti-

from the literature review were synthesized and categorized, in order to describe the barriers in teamwork for health promotion, and the importance of a multidisciplinary approach.

## TEAMWORK IN HEALTH PROMOTION

According to Naidoo and Wills [9], the phrase ‘health promotion’ originates from the 19<sup>th</sup> century, when the emergence of epidemics of infectious diseases necessitated the implementation of sanitary reform in overcrowded industrial cities, which included educating the population in order to preserve and improve people’s health in the fight against infectious diseases [10].

The greatest achievements in health promotion in the 20<sup>th</sup> century were in Great Britain [11]. In this country, in the professional circles, the idea that health policy cannot be limited merely to the provision of curative services, due to the fact that the health of each individual depends both on lifestyle as well as on the environment in which a person lives, became more and more prominent [12]. Debates regarding this issue led to the health promotion movement, via the Ottawa Charter [5], which gave rise to the definition of health promotion that is commonly used today. Namely, health promotion is defined not only as action aimed at strengthening the skills and abilities of individuals to increase control over their health and to improve it, but also as action aimed at changing social, ecological and economic conditions, in order to mitigate their impact on public health and the health of the individual.

Health promotion relies greatly on a plethora of experts from the health sector, but also from other areas, such as the education sector, the social protection sector, media representatives, representatives of local authorities, etc. [13], who have different public health roles, i.e., as consultants, researchers, project leaders, advocates, coordinators, and other [14].

Although the words ‘group’ and ‘team’ are used synonymously, it is necessary to distinguish between these two terms. According to Martin, Charlesworth and Henderson [8], a group is any collection of people who communicate with each other because they perceive that they have a similar purpose or similar interests, while a team is a group of people with a sense of a common goal or task, which requires cooperation and coordination of the activities of its members. Ergo, a group of people is labeled as a team because their leader, or even they themselves, expect them to work effectively together towards achieving cooperation and good coordination. These people come from different organizations and professions but share a common goal and act in different ways according to their different knowledge, cultural traditions and goals [15].

movi doživljavaju veliki pritisak i sukobe [16]. Treće, koalicije se obično suočavaju sa drugačijim očekivanjima od onih na koje nailaze konvencionalni radni timovi. Od njih se često očekuje da se uključe u složenu mrežu spoljašnjih partnera kako bi se identifikovale jedinstvene potrebe zajednice, kao i da upravljaju koordinacijom, prenosom znanja i političkim manevrisanjem kako bi zajednicama donele inovativne javnozdravstvene planove i programe [17,18].

Koalicije koje se bave pitanjima zdravlja podstiču angažovanje i unapređuju osećaj pripadnosti i posvećenosti svih onih koji se bave zdravljem. Ako politika promovisanja zdravlja teži da unapredi zdravlje i blagostanje stanovništva, onda je saradnja među različitim organizacijama od suštinskog značaja [19]. Gillis [20] navodi da je takva saradnja od suštinskog značaja za zdravstvenu zaštitu koja razume ciljeve promocije zdravlja. Međutim, timski rad i saradnja treba da se izgrade na poštovanju osećanja i autonomije pojedinaca, čak i ako je to veoma težak izazov. Ključni izazov sa kojim se suočavaju koalicije koje imaju za cilj da rade na osnovu više strategija jeste da razviju kvalitetne veze sa drugim grupama u svojem bliskom okruženju.

Vrlo je bitno da formiranje koalicije bude u skladu sa fazama i ciljevima projekta, umesto da se koalicija formira na osnovu drugih kriterijuma [21]. Ukoliko je cilj promovisanje implementacije planova zdravstvenog vaspitanja, dovoljna je homogena koalicija sa niskom profesionalnom raznolikošću članova te koalicije, koja ima čvrsto omeđenu strukturu u okviru koje se zna ko jeste a ko nije član, i gde je definisan način na koji će svaki član doprineti koaliciji i koliko dugo, a koja malo koristi usluge stručnjaka sa strane. Ukoliko je cilj implementacija više različitih strategija promocije zdravlja, čini se adekvatnijom labavo omeđena struktura u kojoj su često koriste usluge spoljnih stručnjaka [21]. Nažalost, mnogi menadžeri koji upravljaju koalicijama imaju poteškoća u prilagođavanju njene strukture, kao odgovor na promenljivo spoljašnje okruženje [22].

## MULTIDISCIPLINARNI PRISTUP PROMOCIJI ZDRAVLJA I IZAZOVI

Multidisciplinarni pristup promociji zdravlja obuhvata široki spektar stručnjaka u javnom zdravlju, sa različitim znanjima, kvalifikacijama i veštinama, koji su okupljeni kako bi svako sa svog aspekta dao svoj doprinos u cilju pružanja usluga promocije zdravlja [23].

Iako pojedini stručnjaci u oblasti javnog zdravlja smatraju da imaju značajniju, čak vodeću ulogu u promovisanju i unapređenju zdravlja stanovništva, sinergija grupe, kvalitet međuljudskih odnosa i dobra ko-

Coalitions share many characteristics with conventional teams, but they also differ from them, which requires a different approach to their formation. Firstly, coalitions are usually composed of representative groups wherein each member has duties and commitments to a different organization [3], and this diversity guarantees unique connections with different stakeholders in the team's focal environment. Secondly, coalitions often form when teams experience high pressure and conflict [16]. Thirdly, coalitions typically face different expectations than conventional work teams. They are often expected to engage with a complex network of external partners to identify unique community needs, as well as manage coordination, knowledge transfer, and political maneuvering in order to bring innovative public health plans and programs to communities [17,18].

Healthcare coalitions encourage engagement and enhance the sense of belonging and commitment of all health professionals. If health promotion policy aims to improve the health and well-being of the population, then collaboration between different organizations is essential [19]. Gillis [20] states that such collaboration is essential for health care that understands the goals of health promotion. However, teamwork and cooperation should be built on the respect for the feelings and autonomy of individuals, even if this is a very difficult challenge. A key challenge faced by coalitions that aim to operate on the basis of multiple strategies is to develop quality connections with other groups in their immediate environment.

It is very important that the formation of the coalition is in accordance with the phases and goals of the project, instead of it being formed based on other criteria [21]. If the goal is to promote the implementation of health education plans, it is sufficient to have a homogeneous coalition with low professional diversity of members, a firmly defined structure where it is known who is and who is not a member, where the way in which each member will contribute to the coalition (and for how long) is defined, and where the services of outside experts are seldom used. If the goal is the implementation of several different health promotion strategies, a loosely bound structure, wherein the services of external experts are often used, seems more adequate [21]. Unfortunately, many managers in charge of coalitions have difficulties in adapting its structure in response to the changing external environment [22].

## MULTIDISCIPLINARY APPROACH TO HEALTH PROMOTION AND ITS CHALLENGES

A multidisciplinary approach to health promotion involves a wide range of experts in public health, with different knowledge, qualifications and skills, who are

munikacija u timu su odlučujuće u implementaciji programa u oblasti javnog zdravlja [24]. Izgradnju podržavajućeg okruženja, u kojem stanovništvo može da živi i radi, ne može da sprovedi samo jedna struka ili samo zdravstveni sektor. Sastav tima za promociju zdravlja treba da je multidisciplinarnan, a znanje stečeno tokom zajedničkog rada unapređuje proces promocije zdravlja. Od suštinskog značaja za efikasnu promociju zdravlja jeste i međusektorska saradnja različitih stručnjaka u javnom zdravlju, kako iz državnog tako i iz privatnog sektora [25].

Multidisciplinarna priroda timova za promociju zdravlja često predstavlja velika snagu, ali se čini da su timovi ranjivi na novi skup izazova. Zaista, istraživanja pokazuju da različitost zasnovana na znanju ima tendenciju da poboljša učinak tima jer članovi mogu da sagledavaju izazove iz šireg spektra različitih perspektiva, iskustava i stručnosti [26]. Međutim, ovi timovi takođe mogu da imaju više poteškoća u integrisanju svojih znanja, razmeni informacija i donošenju odluka [27,28]. Stoga, multidisciplinarni timovi imaju potencijal da poboljšaju timsku kreativnost i učinak, ali samo ako su u stanju da prevaziđu izazove povezane sa integracijom različitih perspektiva, uključujući tu izazove koji su u vezi sa dvosmislenošću uloga u timu, konfliktima unutar tima i psihološkom sigurnošću [27].

Usled različitosti u sastavu tima mogu se dogoditi poteškoće tokom razmene informacija i donošenja odluka. Naučnici su dokazali da timovi unutar kojih se članovi često menjaju mogu imati poteškoća prilikom dodeljivanja uloga i odgovornosti [29].

Multidisciplinarni timovi će možda imati veće šanse da iskuse konflikt [30] upravo zbog toga što stručnjaci iz različitih oblasti mogu imati različita mišljenja o najboljem načinu da se izvrši zadatak, ili mogu imati lične nesuglasice zbog načina na koji se resursi raspoređuju. Konflikti uzrokuju nezadovoljstvo kod pojedinih članova tima, čime se smanjuje efektivnost tima u postizanju rezultata.

Naučnici opisuju tri tipa konflikta među članovima tima [31]. Prvi se odnosi na konflikt oko zadataka grupe a nastaje zbog različitih ideja i perspektiva među članovima grupe. Drugi tip konflikta je procesni konflikt, koji se odnosi na različite pristupe pojedinih članova grupe u odnosu na tok izvođenja aktivnosti. Treći tip konflikta nastaje kao rezultat loših odnosa među članovima grupe.

Konflikt može pozitivno da utiče na rad članova grupe ukoliko je to samo konflikt oko zadataka grupe sa niskim nivoom međuljudskog konflikta i konflikta procesa [32,33]. Disfunkcionalnost tima nastaje ukoliko postoji međuljudski konflikt i konflikt procesa visokog nivoa [34].

brought together so that each one of them, from their own aspect, can contribute to the provision of health promotion services [23].

Although some public health experts believe that they have a more significant, even leading role in promoting and improving the health of the population, the synergy of the group, the quality of interpersonal relationships, and good communication in the team are decisive in the implementation of public health programs [24]. Building a supportive environment, where the population can live and work, cannot be carried out by a single profession or the health sector alone. The structure of the health promotion team should be multidisciplinary, and the knowledge gained during joint work improves the health promotion process. The intersectoral cooperation of different experts in public health, both from the state and the private sector, is essential for effective health promotion [25].

The multidisciplinary nature of health promotion teams is often a great strength, but the teams appear to be vulnerable to a new set of challenges. Indeed, research shows that knowledge-based diversity tends to improve team performance because members can view challenges from a wider range of different perspectives, experiences, and expertise [26]. However, these teams may also have greater difficulty in integrating their knowledge, sharing information and reaching decisions [27,28]. Therefore, multidisciplinary teams have the potential to improve team creativity and performance, but only if they are able to overcome the challenges associated with integrating diverse perspectives, which includes challenges related to team role ambiguity, intra-team conflict, and psychological safety [27].

Due to the diversity in the composition of the team, difficulties may occur during the exchange of information and decision-making. Scientists have proven that teams within which members change frequently can have difficulties when assigning roles and responsibilities [29].

Multidisciplinary teams may be more likely to experience conflict [30] precisely because experts from different fields may have different opinions about the best way to accomplish a task or may have personal disagreements over how resources should be allocated. Conflicts cause dissatisfaction among individual team members, which reduces the effectiveness of the team in achieving results.

Researchers describe three types of conflict among team members [31]. The first one refers to conflict over group tasks, which arises due to different ideas and perspectives among the group members. The second type of conflict is process conflict, which refers to the different approaches of individual members of the

Psihološka sigurnost je još jedan značajni aspekt funkcionisanja tima, posebno multidisciplinarnog, kakav se sreće u programima promocije zdravlja. Psihološka sigurnost je veća što je manja hijerarhijska razlika među članovima tima, pri čemu tada pojedinci u timu pomažu jedni drugima da razmene ideje, brže i funkcionalnije reše određene zadatke, kao i da izraze neslaganje jedni sa drugima, ukoliko postoje različita mišljenja [35,36]. Ukoliko je hijerarhija među članovima tima veća, što se često sreće među zdravstvenim stručnjacima, psihološka sigurnost tima je manja [37].

Iako postojanje dvosmislenosti uloga, timskog sukoba i niske psihološke sigurnosti mogu da predstavljaju jedinstvene izazove timovima za promociju zdravlja, postoje brojne tehnike kojima se može pomoći timovima da prevaziđu ove prepreke, a koje moraju biti sastavni deo obuka za timove za promociju zdravlja. Jedna od tih tehnika je održavanje kratkih timskih sastanaka bilo pre, u toku ili nakon završenih zadataka, koji mogu da pomognu da se promoviše psihološka sigurnost [38] i smanji dvosmislenost uloga u timu [39]. Zatim, *team building*, kao tehnika upravljanja konfliktom može da unapredi međuljudske odnose, socijalnu interakciju i uspostavljanje zajedničkih timskih ciljeva [40]. Takođe, veoma značajno za promovisanje psihološke sigurnosti u okviru tima, jeste stvaranje takvog okruženja gde članovi tima imaju slobodu da postavljaju pitanja i dobiju adekvatnu povratnu informaciju od vođe tima [41].

Uspešan timski rad može da propadne, ukoliko se ne razmišlja o potencijalnim izazovima. Pojedinci i grupe koje rade zajedno će imati percepciju uloge svakog ponaosob i možda neće razumeti načine na koje druge organizacije funkcionišu. To bi moglo dovesti do nerazumevanja različitih organizacionih kultura i ograničenja druge organizacije [42]. Izazovi koje mogu da se pojave u timskom radu uključuju nedostatak posvećenosti na višem nivou, profesionalno rivalstvo, posebno kod članova tima sa razlikama u profesionalnom statusu, uključivanje novih partnera, nedostatak odgovarajućih veština, nedostatak zajedničkih ciljeva [42]. Nepostojanje svesti da određene organizacije deluju na različitim nivoima, počev od nacionalnog do okružnog odnosno lokalnog, te da pokrivaju različite populacije, može da utiče na uspeh ili neuspeh implementacije programa promocije zdravlja [43].

Još jedna potencijalna prepreka jeste konkurencija između javnog i privatnog sektora. Očigledno je da su privatne kompanije finansijska preduzeća zainteresovana za proširenje svojih tržišnih udela na konkurentnom tržištu. Nasuprot tome, javni sektor ima ograničene resurse za zdravlje [44]. Veliki izazov je i

group in relation to the course of activities. The third type of conflict stems from bad relationships between group members.

Conflict may positively affect the work of group members if it is only a conflict regarding group tasks with a low level of interpersonal conflict and process conflict [32,33]. Team dysfunction occurs if there is interpersonal conflict and high-level process conflict [34].

Psychological safety is another important aspect of the functioning of a team, especially a multidisciplinary one, as can be found in health promotion programs. The smaller the hierarchical difference between the team members the greater the psychological safety, since individuals in the team help each other exchange ideas, solve certain tasks faster and more functionally, as well as express disagreement amongst each other, if there are differing opinions [35,36]. If the hierarchy among team members is greater, which is often found among health professionals, the psychological safety of the team is lower [37].

Although the existence of role ambiguity, team conflict, and low psychological safety can present unique challenges to health promotion teams, there are a number of techniques that can help teams overcome these obstacles, and they must be an integral part of training for health promotion teams. One such technique is holding short team meetings either before, during, or after tasks are completed, which can help promote psychological safety [38] and reduce team role ambiguity [39]. Furthermore, team building, as a conflict management technique, can improve interpersonal relationships, social interaction and the establishing of common team goals [40]. Also, very important for promoting psychological safety within the team, is the creation of such an environment where team members have the freedom to ask questions and receive adequate feedback from the team leader [41].

Successful teamwork can fail if potential challenges are not thought through. Individuals and groups working together will have different perceptions of each other's roles and may not understand the ways in which other organizations operate. This could lead to a misunderstanding of the different organizational cultures and limitations of another organization [42]. Challenges that may arise in teamwork include lack of commitment at a higher level, professional rivalry, especially among team members with differences in professional status, inclusion of new partners, lack of appropriate skills, and the lack of common goals [42]. The lack of awareness that certain organizations operate on different levels – from the national to the district or local level, and that they cover different populations,

razmena informacija među učesnicima višesektorskih koalicija. To je značajna barijera koju bi timovi trebalo da pokušaju da prevaziđu. Postoji zabrinutost u vezi sa kontrolom tačnosti podataka i možda je praktično nemoguće integrisati baze podataka sastavljene od nestandardizovanih elemenata podataka, kodiranih na mnogo različitih načina i u nekompatibilnim formatima [45]. Sa druge strane, efikasan rad na promociji zdravlja zahteva dobar kvalitet timskog rada i koordinacije, kako sa kolegama u istom odeljenju, tako i sa onima koji pripadaju drugim disciplinama i profesijama [46,47].

Idealni tim ima određene suštinske karakteristike: zajednički zadatak ili svrhu, članovi se biraju zato što imaju specifičnu stručnost, članovi znaju sopstvene uloge i uloge drugih članova, članovi podržavaju jedni druge u zadatku, članovi dopunjavaju jedni druge svojim veštinama i znanjima, članovi moraju da se obavežu da će ispuniti zadatke, postoji lider koji vodi tim i preuzima odgovornost [42]. Razvoj jasne svrhe je suštinski korak za uspešno partnerstvo. Sposobnost da se održi fokus proizilazi iz jasnog razumevanja svrhe tima [48]. Nasuprot tome, nejasni prioriteti demotiviraju saradnju jer zadatak izgleda prevelik. Pokazalo se korisnim angažovanje edukovanih moderatora na strateškim tačkama, a u cilju promovisanja dobrih odnosa između članova tima [45]. Postizanje uspeha je veoma važna tema za tim kao i za pojedince u timu [49]. Tokom sastanaka tima je neophodno da se vodi promišljena diskusija o tome šta se dobro realizuje, gde su barijere i kako ih prevazići. To je dobar trenutak kada se može prepoznati ostvarenje kratkoročnih ciljeva od strane učesnika, što je neophodno proslaviti, jer to pomaže razvijanje prisnijeg odnosa među članovima tima. Jansen [42] tvrdi da je veoma važno proslaviti uspehe unutar tima jer to može da uključuje praćenje procesa napretka, procenu nivoa posvećenosti i učešća, nivoa realizacije aktivnosti, a takođe može da meri ishode, kao i ostvarivanje prvobitnih ciljeva.

Lideri moraju da vode svoje timove, da ih motiviraju i da planiraju i koordinišu oblast rada. Odgovarajuće kvalifikacije su veoma značajne kod imenovanja vođe tima i često su povezane sa iskustvom i znanjem [50]. Savestan vođa tima treba da uzme u obzir sve prethodne korake u izgradnji snažne saradnje kako bi postigao uspeh na svom zadatku [51]. I lideri i članovi tima moraju da poseduju znanja i veštine komunikacije, veštine učešća na sastancima, vođenja papirologije, upravljanja vremenom i radom u grupi [42].

Brojne su dobiti od multidisciplinarnog pristupa promociji zdravlja. Tim koji radi na promociji zdravlja je u stanju da okupi javne ili privatne organizacije i gru-

can affect the success or failure of the implementation of health promotion programs [43].

Another potential obstacle is competition between the public and the private sector. It is obvious that private companies are financial enterprises interested in expanding their market shares in a competitive market. In contrast, the public sector has limited resources for health [44]. The exchange of information among the participants of multi-sector coalitions is also a big challenge. This is a significant obstacle that teams should try to overcome. There are concerns about controlling data accuracy, and it may be practically impossible to integrate databases composed of non-standardized data elements, coded in many different ways and in incompatible formats [45]. On the other hand, effective work on health promotion requires good quality of teamwork and coordination, both with colleagues in the same department as well as with those belonging to other disciplines and professions [46,47].

The ideal team has certain essential characteristics: a common task or purpose, members are chosen because they have specific expertise, members know their own roles and the roles of other members, members support each other in the task, members complement each other with their skills and knowledge, members must commit to fulfill the tasks, there is a leader who leads the team and takes responsibility [42]. Developing a clear purpose is an essential step for a successful partnership. The ability to maintain focus stems from a clear understanding of the team's purpose [48]. Conversely, unclear priorities demotivate cooperation because the task seems too big. The engagement of educated moderators at strategic points, in order to promote good relations between team members, has proven to be useful [45]. Achieving success is a very important topic for the team as well as for the individuals in the team [49]. During team meetings, it is necessary to have a reflective discussion about what is being implemented well, where the barriers are, and how to overcome them. This is a good time to recognize the achievement of short-term goals by the participants, which should be celebrated, because it helps to develop a closer relationship between team members. Jansen [42] claims that it is very important to celebrate successes within the team because it can include monitoring the process of progress, assessing the level of commitment and participation, the level of realization of activities, and it can also measure outcomes, as well as the achievement of the original goals.

Leaders must lead their teams, motivate them, and plan and coordinate the field of work. Adequate qualifications are very important when appointing a team leader and are often related to experience and

pe u promovisanju zdravlja, pri čemu timski rad povećava znanje tih organizacija, pomažući da se razjasne sopstvene uloge u timu i prevaziđe rivalstvo [42]. Kroz ovaj proces, saradnja pruža širi spektar znanja i iskustava, koja dolaze od svih profesionalaca koji su deo tima [52]. Zajednički rad pruža još jednu važnu prednost. Naime, timski rad omogućava pristup mrežama svih partnera javnog zdravlja u lokalnoj zajednici, što čini sprovođenje aktivnosti, prevazilaženje barijera i planiranje usluga zasnovanih na sveobuhvatnoj slici lokalnih potreba mnogo lakšim [42]. Zajednički rad i saradnja povećavaju nivo zadovoljstva poslom za stručnjake koji rade na promociji zdravlja jer podižu moral u timu kao celini i pružaju uzajamnu podršku članovima tima u njihovom radu [53].

## ZAKLJUČAK

Stručnjaci za promociju zdravlja odavno su prepoznali prednosti multidisciplinarnog rada, uprkos barijerama koje mogu da se pojave, jer očuvanje i unapređenje zdravlja predstavlja više od odsustva ili lečenja bolesti, a promocija zdravlja zahteva zainteresovanost i rad brojnih profesionalnih grupa i sektora. Multidisciplinarni timski rad je preduslov za efikasna dostignuća u unapređenju zdravlja. U promociji zdravlja postoji uspostavljeni konsenzus oko karakteristika uspešne saradnje, a praktična iskustva multidisciplinarnih stručnjaka u promociji zdravlja podržana su istraživačkim studijama.

**Sukob interesa:** Nije prijavljen.

knowledge [50]. A conscientious team leader should take into account all the previous steps in building a strong collaboration, so as to achieve success in his/her role [51]. Both team leaders and team members must possess knowledge and skills in communication, participation in meetings, managing paperwork, time management, and group work [42].

There benefits of a multidisciplinary approach to health promotion are numerous. A health promotion team is able to bring together public or private health promotion organizations and groups, whereby teamwork increases the knowledge of those organizations, helping to clarify one's own roles in the team and overcome rivalry [42]. Through this process, collaboration provides a wider range of knowledge and experiences, which come from all of the professionals who are a part of the team [52]. Working together provides another important advantage. Namely, teamwork enables access to the networks of all public health partners in the local community, which makes implementing activities, overcoming obstacles, and planning services based on a comprehensive insight into local needs, much easier [42]. Joint work and cooperation increase the level of job satisfaction for health promotion professionals because they strengthen morale within the team as a whole and provide mutual support to team members in their work [53].

## CONCLUSION

Health promotion experts have long since recognized the benefits of multidisciplinary work, despite the obstacles that may arise, because the preservation and improvement of health is more than the mere absence or treatment of disease, and health promotion requires the interest and work of numerous professional groups and sectors. Multidisciplinary teamwork is a prerequisite for effective achievements in health promotion. In health promotion, there is an established consensus about the characteristics of successful cooperation, while practical experiences of multidisciplinary experts in health promotion are supported by research studies.

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