Facilitating Integrated & Collaborative Performance Teams For Athlete Support & Success

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Background

Nothing but a pot of chili…
Ingredients: Parents, Winckler, Pfaff, Gambetta, Knowles, Whalen, Fergusson, Lindsey, Ramogida, Giles, Radcliffe, Evans, a lot of Track, Hambly, Boo, host of fellow sports medicine & performance colleagues, more Winckler, books, blogs, random ingredients, journals, boy scouts, small town roots, daydreams….
Disclaimers:

-Opinions are my own, not mentors or current employer.
-I do not have this figured out. Still major work in process. At times experiment, not position.
-One individual can’t MAKE a collaborative effort work.
-Huge emphasis on culture, yet see big lack of focus on identification of structures and systems that drive or destroy culture. (5 dysfunctions of a team/Debrief)
-Integration and collaboration are great philosophies and practices, but accomplishing lasting feats is significant challenge.
-Will always be environment and personnel specific.
-Integration & collaboration are HARD.
Integrated Performance Teams-Initial thoughts

“Integration of the support team and coaching staff is demanded by the interconnected nature of performance” - Sporer & Wendt

“Each member of the support team and coaching staff brings a specialized skillset best suited to manage specific aspects of athletes’ health or performance. True integration happens when decisions are reached collaboratively, with individuals bringing to the table their specific perspectives and ‘toolkit’, while leaving egos and agendas at the door.”
Integrated Performance Teams

What does this look like and how do we get there?

Collegiate setting model
Integrated Performance Teams

Altis Model:
Coach-Therapist-Athlete

“If you have a coach, athlete, and therapist working together, you will be successful. It’s all you need: The Performance Trinity.” –Dan Pfaff
Challenges to integration

The biggest challenge to solving performance problems lies in the roots of the 1985 systems, philosophies, professional belief sets, egos, mentors, professional bravado, and myopic approaches that still affect the professionals & professions, who should be engaged in collaboration to solve problems.
Challenges to Integration

Obstacles to Patient-Centered Care

- Egotism (Overconfidence)
- Autonomy (Entitlement)
- Secrecy (Insecurity)
- Possessiveness (Turf Protection)
- Self-Interest

Courtesy Dr. Gary Wilkerson
Integrated Performance Teams

What does this look like and how do we get there?
6 Steps for Building an Integrated Performance Team

- Define a scope of practice and role delineation
- Invest in dialogue
- Develop a nomenclature & start templates
- Focus on Big Rocks & Low-Hanging Fruit
- Evaluate and Address KPIs (I is for inhibitors)
- Build systems & frameworks that drive collaboration
Steps for Building an Integrated Performance Team

Scope of practice is identified and defined by three main categories. When met, these categories set precedent for that employee’s professional domain, area of expertise, ability to practice, and for being supported administratively for a professional decision that is made. The categories establishing scope of practice are:

- **Education & Training**: Has the Person been educated academically or on the job and have documentation proving education to do the job/practice the skill in question.
- **Governing Body**: Does the State or Federal Government, the NCAA, or conference, have legislation, regulations, or a policy that regards or oversees the skill or profession that oversees, enforces or regulates the profession, role, practice, or skill in question?
- **Institution**: Does the University and DIA allow a person or profession to do the item in question?
Steps for Building an Integrated Performance Team

Working through scope of practice is a difficult process as all parties want to drive the bus. Must reflect on two previous graphics:
More thoughts on dialogue on scope of practice/role delineation:
-Everyone needs to get out of their own way.
-Don’t get offended when people explore fields outside of their own. “-Evans”
-Collaboration isn’t easy. Figure out how to plant seeds and ask questions that drive reflection and action.
-Quick reminder, you’re not Dan Pfaff & likely don’t work at Altis.
# Steps for Building an Integrated Performance Team

## ATHLETIC DEPARTMENT

### SCOPE OF PRACTICE

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<tr>
<th>Professional Role Delineation</th>
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<tbody>
<tr>
<td><strong>Coach</strong></td>
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<tr>
<td>Conductor of Performance</td>
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<tr>
<td>Steward of Student Athletes</td>
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<td>Technical/Tactical</td>
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<td>Facilitator of Team Culture</td>
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<td>Individual Counselling &amp; Intervention</td>
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<td>Team Fueling Education &amp; Consultant</td>
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Steps for Building an Integrated Performance Team

Invest in dialogue
-“Trust & Purpose are inefficient. Getting to know your colleagues intimately & acquiring a whole system overview are big time sinks. Sharing of responsibility generates redundancy. But this overlap & redundancy are precisely what imbues teams with a high level of adaptability & efficacy.” -“Team of Teams”

-Build relationships, and start basic: Who, what, why, how?
Steps for Building an Integrated Performance Team

Develop a nomenclature & start templates

- Biggest challenge in sport & performance world is there is no nomenclature. This inhibits communication and hinders collaboration. During dialogue ensure all team members use same nomenclature for drills, exercises, postures, positions, mechanics, etc. Takes time by over long-term pays big dividends.
- In working through nomenclature, share warm-ups, circuits, drills etc. Brainstorm how to build templates for return to competitions rehab scenarios and build templates. Facilitates plan B programming and ensures everyone speaks same language and on same page.
Steps for Building an Integrated Performance Team

Focus on Big Rocks, low hanging fruit and unclaimed property.

Performance Big Rocks: Sleep, Nutrition, Global Wellness
Low-Hanging Fruit: Sleep, hydration, routines,
Unclaimed property: Areas, not traditionally in one scope of practice.
Examples: mobility work. Cool downs.
Steps for Building an Integrated Performance Team

Evaluate & Address KPIs (I is for Inhibitors)
- In today’s world, most athletes need tremendous focus on foundational athletic development pieces. For many, the things that inhibit their performance probably play a greater role than things that influence or may be deemed most important indicators.
- Sharing dialogue on what each individual sees as the greatest limiting factor is great both for developing programming but also getting insight and understanding of fellow staff members.
Steps for Building an Integrated Performance Team

Build systems & frameworks that drive collaboration
- Develop practices that force people to give input and take ownership.
- Identify, develop, & implement profiles & frameworks that facilitate communication & collaboration to address risk, while promoting consistent training and increase tolerance & thresholds.
Examples:
  Intake mobility/movement/performance testing
  RTP rehab template discussions
  Season debriefs
  Injury trend debriefs
Steps for Building an Integrated Performance Team

Building Athlete Profiles
Steps for Building an Integrated Performance Team

None of these are easy, & they all take time & energy
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Steps for Building an Integrated Performance Team

A Couple last reminders:

- Scapegoats, sacred cows and silver bullets don’t work for multi-factoral challenges or in multi-disciplinary teams.
- Mitigation is a necessity & a skill
  - Mitigating poor collaborators
  - Mitigating real life
  - Mitigating mistakes
    (Defensiveness & accusation aren’t mitigation)
- When hiring, take into account soft skills as much/more than hard skills.
Steps for Building an Integrated Performance Team

Biggest Take home message:
-Make time for Listening, Dialogue, Reframing, and lots of questions.

Questions/Thoughts?
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