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# EFFECT OF TEAMWORK ON HEALTH RECORDS MANAGEMENT PRACTICES IN LOCAL GOVERNMENT AREAS OF OSUN STATE, NIGERIA

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# EFFECT OF TEAMWORK ON HEALTH RECORDS MANAGEMENT PRACTICES IN LOCAL GOVERNMENT AREAS OF OSUN STATE, NIGERIA

BY

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## ***Abstract***

*The study reported the influence of teamwork on health records management practices in local government areas of Osun State, Nigeria, with a view to contributing to finding solutions to problems associated with teamwork in relation to health records management practices in local government areas.*

*Survey research design was adopted for the study. The population of the study was three hundred and six (306) medical and health officers in the 30 local government areas of Osun State. Total enumeration technique was used to cover all the 306 health care professionals in the 30 local government areas. A validated questionnaire was the instrument used for data collection. The response rate of 93.1% was obtained and data were analyzed using descriptive and inferential statistics.*

*Findings revealed that positive and significant relationship exists between teamwork and health records management practices ( $Df = 283, N = 285, r = .732^{**}, p < 0.05$ ). It implies that a unit increase in teamwork will increase the tendency for health records management practices in the studied area.*

*The study concluded that teamwork has significant influence on health records management practices in the local government areas of Osun State. The study recommended that: State government and LGAs should ensure provision of information infrastructure that supports effective health records management practices: State and LGAs should ensure that roles and responsibilities are clearly defined to enhance job specialization and State government should provide a reliable system for training and sharing of uniform value system among health care professionals in the LGAs.*

***KEY WORDS: Teamwork, health records management practices, Medical and Health Professionals***

## **1.0 Introduction**

Health records are collection of recorded facts concerning a particular patient, his or her illness and the events occurring in the course of professional care for the purpose of providing the best medical care to the patient, for teaching, research, study appraisal of medical practice and legal requirements (Benjamin, 2001). Osundina (2014) opines that patients' records contain history of illness, medical investigations and tests, results of examinations, diagnosis and treatment. Patient's record helps in the planning process through availability of health data, which serves as a record of response to patient's health conditions and as a guide to future therapy. Hence, records should be managed to serve the purpose for which they were created.

Popoola (2008) describes records management as the area of general administrative management, concerned with achieving economy and efficiency in the creation, maintenance, use, and disposition of patient information, during their entire life cycle. It is the application of the systematic and scientific control over recorded information that is required in the operations of an organization's business. Such control is exercised over the creation, distribution, utilization, retention, storage, retrieval, protection, preservation and final disposal of all types of patient information within an organization

Effective application of records management life cycle is critical to the management of patients' records in the local government health facilities in OsunState. Popoola (2000) asserts that recorded information has a life similar to that of a biological organism in that, it is born (creation phase), it lives, (maintenance and use phase), and it dies, (final disposition). He went further to state that as soon as patient records are created in the hospital during registration, consideration must be given to storage facilities, retrieval tools, filing and classification. Therefore, if the hospital management fails to act on the mentioned issues the growth of records can consume the available space in the hospital, and cause inefficiency and poor management of patient health records.

Merriam Webster Online Dictionary, (2016) defined teamwork as work done by several associates with each doing a part but all subordinating personal prominence to the efficiency of the whole. Teamwork can be an important part of an effective workplace. An efficient team can be trained as a group, help each other maximize their job performance, and help to make an

inviting and productive atmosphere for new team members. Certain elements of teamwork in the workplace should be in place for your company to benefit from group organization. A team is only effective when the members understand their roles and responsibilities within the group, and endeavor to execute them effectively. A task given to a group is completed more effectively when the responsibilities are distributed fairly among the group members. Each member is assigned a part of the task based on his role within the group and his level of expertise (George. 2016).

Tasks in health information management practice require teamwork. This is the reason why Fatiregun, (2006) asserted that health records management practice is a combination of people, equipment, data collection and processing methods, coordinated to produce information in support of planning, decision making and management of health care system. Also Olumide, (2006) opined that health records management practice is a collection of data base personnel, procedures, and instruments which are organized to develop and utilize available facts to become information which will be used to facilitate decision making.

The submission of Osundina, (2007) also supported the above by pointing out that, health information management practice involves all the tools, techniques, devices and human resources used for recording clear concise and accurate history of a patient's life and illness, written from the medical point of view, including the significant characteristics of a patient and events occurring in the course of professional care for the purpose of providing the best medical care to the patient, teaching, research, medical care evaluation studies and legal requirements.

It is therefore assumed that effectiveness of health records management practice depends on efficient teamwork, for generation of accurate and reliable health information for action. Based on this assumption, this paper examined the influence of teamwork on health records management practices in Local Government Areas of Osun State.

### **1.1 Statement of the Problem**

Health records management practices enhance generation of accurate and reliable health information for action. Haphazard management of health records may result from inefficient teamwork among health care professionals in the local government areas. This is why Adegbesan (2014) noted that improper management of patient records at the health facility levels hampers

the production of accurate and reliable health information for action. It has been observed by the investigator that improper management of health records generated within the health care facilities usually result from inefficient teamwork which use to have negative impact and grave consequences on health records management practice in the local government areas.

The problem therefore is that, the extent to which health care professionals in the local government areas pay attention to teamwork for effective health records management practice is not clear. Therefore, it is important to find out empirically the influence of teamwork on effective health records management practice. It is in the light of this that the study investigated the influence of teamwork on health records management practice in the local government areas of Osun state; with a view to contributing to finding solutions to problems associated with teamwork in relation to health records management practice in local government areas of Osun State.

## **1.2 Objective of the Study**

The specific objectives of the study are to;

1. examine the existing methods of managing health records in the local government areas of Osun State;
2. ascertain the nature of teamwork among health care professionals in the local government areas of Osun State;
3. find out the relationship between teamwork and health records management practices in the local government areas of Osun State

## **1.3 Research Questions**

The research questions for the study are;

1. What are the existing methods of managing health records in the local government areas of Osun State?
2. What is the nature of teamwork among health care professionals in the local government areas of Osun State?

## **1.4 Hypothesis**

The study was tested under the following research hypothesis at 0.05 level of significance:

**H<sub>0</sub>:** Teamwork has no significant relationship with health records management practices in the local government areas of Osun State.

### **1.5 Scope of the Study**

This study investigated the influence of teamwork on health records management practices among medical and health officers in the local government areas of Osun State.

### **1.6 Significance of the Study**

Findings of this study would be of significance to the health care professionals, because the information generated from this study would enable them to address inefficient teamwork issues at the health facility level. The outcome of this research would help to identify the need for collaborative teamwork which would allow effective health records management practices in the local government areas of Osun State.

The study would help to correct the attitude of health care professionals towards health records management practices which use to contribute to insufficient information gathering and the possible ways to reduce the deficiencies that would support health records management practices in local government areas of Osun State. The results of the study would be useful to the local government authorities to understand the need to provide a collaborative working environment which would enhance efficient teamwork that may lead to effective health records management practices within their catchment areas.

## **2.0 Review of Literature**

### **2.1 Methods of Managing Patient Records**

Health records is a complete compilation of scientific data about patient's life and illness, derived from many sources, coordinated into an orderly documented file, packaged by the medical record department and finally filed away for various uses, both personal and impersonal (Omosanya, 2016). Health records may be managed manually or electronically (Olaniyan, 2014):

**1. Manual Method:** This involves the use of paper, ink and paper product in the creation, storage, maintenance and use of patient records. The strategies used in the manual method include the adoption of the basic health records management systems such as; numbering system, tracing system, filing system, appointment system, coding and indexing system. These systems are operational in a health records department with adequate space, equipment and qualified

personnel in the health institution, via various sections of the department such as, registration, admission and discharge, coding and indexing, statistics, and library sections. Information is made available to the users manually based on their needs and requests (Makata, 2015).

**2. Electronic Method:** This involves the application of computer system and other electronic devices into the creation, maintenance and use of patient records. The strategies used in electronic health records method include the use of hardware, software, human ware, procedures and storage devices. Application packages, such as multipurpose hospital information system (MPHIS), Microsoft Word, Microsoft Excel, District Health Information System – 2 (DHIS-2), Statistical Package for Social Sciences (SPSS), Electronic Coding Procedures and Instructions (ECPI), including storage devices like hard disc, CDROM, flash drive, network and internet services are adopted for effective management of patient records and sharing of information with complete accuracy (Oyeniran, 2013).

The stages in life span of health records as explained by Popoola (2000) are; creation, maintenance, use, evaluation (i.e. active, semi-active and inactive categorization of records after proper evaluation of the patient records) and records disposal

**(a) Creation of Patient Records:** Health records creation starts with the documentation and registration of patient in the health information management department of the health institution. This will be followed by entering of clinical information such as; patient's complains, diagnosis, reports of medical investigations and treatment rendered into the record. At the registration point, a unique hospital number would be assigned to the patient record to facilitate distinct identification of the record.

**(b) Maintenance of Patient Records:** Records' maintenance phase involves storage facilities, retrieval tools, filing and classification. This is applicable to patient records management practices which consist of the provision of appropriate infrastructure, the establishment of mechanisms and procedures, for collecting and analysis health data, to provide needed information to be used as management tool for informed decision making. Effective maintenance of patient records requires the adoption of appropriate filing system, numbering system, appointment system, tracing system, storage system, coding and indexing systems. Applications of these systems enhance accessibility to patient records for specific use.

**(c) Patient Record's Use:** Health records use begins with an initiation stage, during which the information user first becomes aware of the need to gather information from the existing records, by recognizing the initial need for information, and attempt to facilitate effective use of the records through systematic organization pattern of the patient records based upon his / her needs. Coding and indexing systems are the tools that facilitate patient records use. These systems involve the process of assigning numeric or alphanumeric representations to clinical documentation (i.e. specific diseases, diagnoses and or procedures) as stipulated in the appropriate classification system such as international classification of diseases, volume 10 (ICD-10). And indexing is the process of preparing a catalogue which denotes the various processes involved in the preparation of entries and maintenance of a catalogue. Coding and indexing are processes of grouping which involve putting together like entities and separating unlike entities by assigning a classification mark to an item through which the item may be easily identified and located for use when the need arises (Omole, 2016).

**(d) Evaluation of Patient Records:** Evaluation is a process of determining the value of records for further use, and the length of time for which that value will continue. Evaluation must be done based on the existing policy, which will stipulate how long records should be kept in their original form and what to be done after the expiration of the stipulated period. Record's content, record's value, record's form, reference value, research value, operating value, fiscal value, legal value, and archival value of the records must be considered during the evaluation process. Evaluation helps in the categorization of patient records into active, semi-active and inactive records.

**(i) Active Patient Records:** Active patient records are records needed to perform current operations (such as direct patient care and treatment) they are subject to frequent use and usually located near the user, and may be managed in a centralized or decentralized health records library.

**(ii) Semi-active Patient Records:** Semi-active phase occurs, when the patients have been discharged home and only need to visit the hospital on appointment or at will. Records of discharged patients are processed in the health information management department and stored in the health records' library. These categories of records are seldomly retrieved for patient care and research purposes.

**(iii) Inactive Patient Records:** An inactive record is a record that is no longer needed to conduct current business but is being preserved until it meets the end of its retention period as stipulated in the enabling policy. Inactive patient records are those records that are dormant on the shelves, which their owners or the patients have cease coming to the hospital, over a given period of time and records of dead patients that are kept in the health records library. These categories of records are made to reside in the secondary storage area of the library in order to create space for active records on the shelves, because of their reference value during disease surveillance and notification activities especially when carrying out trend analyses of diseases over a period of time (Popoola, 2000).

**(e) Records Disposal:** When the records are no longer useful, a decision is taken whether the records should be preserved or disposed. This decision is based on the existing policy that is related records disposition in the organization (Agrell, 1998). Therefore the goal of patient records management practices are to support the process of decision making to improve patient outcomes, improve health care documentation, improve patient safety, treatment and services, improve performance in patient care, including improvement of management support processes, towards generation of accurate and reliable health information for action in the society.

Therefore, health records management professionals carefully generate and collect health information, take custody of health information, manage health information and selectively disseminate them to the legitimate members of the society for quality health care service that guarantee socio-economic development of the nation. It is the health records managers as professionals that are behind provision of accessible, affordable, and cost effective health care services to the society, through teamwork and effective health records management in health care institutions. In view of this teamwork promotes professionalism and best practices which should be regular part of a dynamic health records management practice.

## **2.2 Teamwork**

A team is a group of two or more individuals, who perform some work related task, interact with one another dynamically, have a shared past, have a foreseeable shared future and share a common fate. Teamwork is those behaviors that facilitate effective team member's interaction (Omole, 2015). Also, Osundina (2014) asserts that teamwork is the interdependent components of performance which is required to effectively coordinate the performance of multiple

individuals. Hence, team work is nested within the broader concept of team performance which also includes individual level task work. This is why a team must be nurtured through appropriate training and sharing of uniform value system in order to motivate them towards achieving the corporate goal. It is also important to recognize the skill of everybody in the team, which can only be mostly discovered through organization of meetings in the most effective way. A good leader must be ready to build an effective team and learn how to manage conflict.

Root (2013) posits that a good and efficient team contributes to the success of the organization. When you work in an environment that is team-oriented, you automatically produce better results. The fact that you are in a particular department and have a particular job to do does not negate the fact that you are united with other members of the organization to successfully accomplish objectives of the company. The opinion of George (2016) agrees with the above that team work can be important part of an effective work place. An efficient team can be trained as a group, help each other maximize their job performance, and help to make an inviting and productive atmosphere for new team members. Certain elements of teamwork in the workplace should be in place in your company to benefit from group organization. These are, collaboration, conflict resolution, roles and responsibilities and differing points of view.

### **2.2.1 Benefits of Teamwork**

Dave (2015) posits that two heads are better than one as contained in an old adage which encouraged team work. Teamwork in the work palace facilitates answer for wining sales and here are the six ways that teamwork benefits you in the work place. These are: Teamwork fosters creativity and learning, teamwork blends complementary strengths, it builds trust and confidence, it teaches conflict resolution skills, teamwork promotes a wider sense of ownership and teamwork encourages healthy risk-taking.

Also, Billie and Demand (2016) outlines the benefits of teamwork in the work place as follows: Teamwork promotes Espirit de corps, teamwork enhances job satisfaction, it promotes efficient resource utilization, it provides atmosphere for creative environment, teamwork enhances learning environment and teamwork promotes effective communication.

In health care, teamwork is a dynamic process involving two or more health care professionals with complementary background and skills, sharing common health goals and exercising

concerted physical and mental effort in assessing, planning, or evaluating patient care (Olumide, 2006). Therefore teamwork needs competence. Good teamwork emerges when the team feels that all its members have the skill, knowledge and capability to handle issues or have the necessary access to all the help needed to accomplish the mission the team was created for.

### **2.3 Teamwork and Health Records Management Practices**

Since health records management practices are to be implemented by the health care professionals in the local government area, the value of effective teamwork must be shared and identified with the health care professionals. There should be established protocols for team interaction in order to make each member's goals clear, foster the best relationships, express the value of cooperation, share team members' strengths, manage conflict effectively, and cultivate emotional awareness in your team.

Leaders should communicate clearly that collaboration and teamwork are expected and that no one really owns a process or work area all by him/herself; because teamwork as well as individual achievement promote successful implementation of various methods of managing health records in order to enhance generation of accurate and reliable health information for action towards improving the health status of all citizens in the community.

### **3.0. Methodology**

Survey research method was used. This study investigated the influence of teamwork on health records management practices among medical and health officers in local government areas of Osun State. The instrument used for data collection was questionnaire. The instrument was administered to medical and health officers in the 30 local government areas of Osun State. Administration and collection of the instrument lasted for three months. Retrieved data were analyzed and presented with the use of descriptive and inferential statistics that is: frequencies, percentages, means, standard deviation and simple correlation table.

### **4.0. Findings and Discussions**

Data were collected through the questionnaire. Data generated through questionnaire were collated, coded, and analyzed using descriptive and inferential statistics that is: frequencies, percentages, means, standard deviation and simple correlation in analyzing the responses of the medical and health officers. The return rate of 306 copies of the questionnaire dispatched to the

medical and health officers in the 30 local government areas of Osun State show that 285 copies representing 93.1% were duly completed and returned while 21 copies representing 6.9% of the questionnaire were not duly completed. Therefore the results presented in the following sections were based on the 285 copies of the questionnaire that were duly completed and returned.

#### 4.1 Answers to Research Questions

This section consists of the results from the descriptive statistics on the account of the two Research Questions posed in the study:

#### Research Questions 1: What are the existing methods of managing health records in the local government areas of Osun State?

**Table 4.2: Showing the existing methods of managing health records in the local government areas of Osun State**

S/N	Items	SD (%)	D (%)	A (%)	SA (%)	Mean	Std. Dev
1	Health Records are created to provide evidence of patient treatment in the health facility	-	-	68 23.9	217 76.1	3.76	.427
2	Coding and indexing of health records facilitates effective use of records for epidemic control	-	16 5.6	81 28.4	188 66.0	3.60	.594
3	Health records are managed manually in the health facility	3 1.1	30 10.5	188 66.0	64 22.5	3.10	.603
4	Electronic devices are available for management of health records in the health facility	26 9.1	54 18.9	136 47.7	69 24.2	2.87	.885
5	Health records are assigned hospital numbers for easy retrieval	-	4 1.4	73 25.6	204 71.6	3.71	.484
6	Health records serve as source of information at health facility level	-	7 2.5	110 38.6	161 56.5	3.55	.546
7	Semi-active health records management system is in place	7 2.5	42 14.7	168 58.9	61 21.4	3.02	.687
8	Demographic information supplied by health records enhances unique identification of each patient	-	12 4.2	133 46.7	140 49.1	3.45	.577
9	Evaluation is done regularly to determine the value of existing health records	4 1.4	27 9.5	145 50.9	109 38.2	3.26	.684
10	Effective health records management depends on teamwork among health care professionals	-	24 8.4	125 43.9	136 47.7	3.39	.639

11	Health records management unit is in place in the health facility	3 1.1	21 7.4	129 45.3	125 43.9	3.35	.668
12	Health records are maintained until they meet the end of their retention period	4 1.4	14 4.9	113 39.6	154 54.0	3.46	.658
13	Health records serves as source document for statistical data on health services and events	-	33 11.6	89 31.2	163 57.2	3.46	.694
14	Reliable health records storage and security control are available in the health facility	3 1.1	25 8.8	151 53.0	106 37.2	3.26	.659
15	Health records disposal is done based on existing management policy	7 2.5	30 10.5	153 53.7	95 33.3	3.18	.712

**Source: Field Survey, 2016**

**SD = 1 = Strongly Disagree, D = 2 = Disagree, A = 3 = Agree, SA = 4 = Strongly Agree**

**X = Mean, Std. Dev. = Standard Deviation**

The result in Table 4.1 reveals that (using the mean), respondents strongly agreed that health records are created to provide evidence of patient treatment in the health facility ( $\bar{x} = 3.76$ ), as records are managed through the process of records management life cycle; that is, records creation, records maintenance, records use, records evaluation and disposition of patient records. It shows that health records are maintained through allocation of hospital number ( $\bar{x} = 3.71$ ) and their uses are facilitated via appropriate coding and indexing system ( $\bar{x} = 3.60$ ), records evaluation is done regularly ( $\bar{x} = 3.39$ ) and records disposal is done based on existing policy ( $\bar{x} = 3.18$ ) This established the fact that health records should be well managed because they serve as source document for statistical data on health services and events ( $\bar{x} = 3.46$ ) and effective health records management depends on teamwork among health care professionals ( $\bar{x} = 3.39$ ) in the local government areas

**Research Questions 2: What is the nature of teamwork among health care professionals in the local government areas of Osun State?**

**Table 4.2: Showing the nature of teamwork among health care professionals in the local government areas of Osun State**

S/N	Items	SD (%)	D (%)	A (%)	SA (%)	Mean	Std. Dev
1	Teamwork is nested within a broader concept of team performance in my LGA	6 2.1	20 7.0	148 51.9	111 38.9	3.29	.684

2	Training and sharing of uniform value system are enhanced via teamwork in my L.G.A.	6 2.1	46 16.1	176 61.8	53 18.6	2.97	.663
3	Recognition of the skill possessed by everybody in the team can be discovered through teamwork in my L.G.A.	9 3.2	31 10.9	140 49.1	105 36.8	3.21	.754
4	Teamwork fosters unity and contributes to effective health records management in my local government Area.	3 1.1	40 14.0	144 50.5	87 30.5	3.16	.697
5	Collaboration exists among health care professionals in my L.G.A.	6 2.1	19 6.7	114 40.0	143 50.2	3.42	.711
6	Conflict resolution strategies are in place among health care professionals in my LGA	3 1.1	19 6.7	123 43.2	140 49.1	3.42	.663
7	Roles and responsibilities are clearly defined to enhance job specialization among health care professionals	3 1.1	24 8.4	160 56.1	98 34.4	3.24	.644
8	Different points of view are usually harnessed for effective decision making	-	6 2.1	150 52.6	129 45.3	3.43	.537
9	Teamwork fosters creativity and learning environment	6 2.1	9 3.2	105 36.8	165 57.9	3.51	.664
10	Teamwork facilitates job satisfaction and efficient resource utilization	3 1.1	6 2.1	133 46.7	143 50.2	3.46	.596
11	Teamwork encourages healthy risk-taking among health care professionals	6 2.1	19 6.7	141 49.5	119 41.8	3.31	.689
12	Teamwork promotes wider sense of ownership among medical and health officers	6 2.1	18 6.3	144 50.5	117 41.1	3.31	.683
13	Teamwork promotes Espirit de corps among health care professionals in the LGA	3 1.1	25 8.8	120 42.1	137 48.1	3.36	.688
14	Teamwork teaches conflict resolution skills and promotes effective communication among health workers.	-	16 5.6	160 56.1	109 38.2	3.33	.577

**Source: Field Survey, 2016**

**SD = 1 = Strongly Disagree, D = 2 = Disagree, A = 3 = Agree, SA = 4 = Strongly Agree**

**X = Mean, Std. Dev. = Standard Deviation**

The findings in Table 4.2 shows that (using the mean), people strongly agreed that Teamwork fosters creativity and learning environment ( $\bar{x} = 3.51$ ). It revealed that Teamwork facilitates job

satisfaction and efficient resource utilization ( $\bar{x} = 3.46$ ). Teamwork promotes *Espirit de corps* among health care professionals ( $\bar{x} = 3.36$ ) and that Teamwork teaches conflict resolution skills and promotes effective communication among health workers ( $\bar{x} = 3.31$ ). Results also show that Different points of view are usually harnessed for effective decision making ( $\bar{x} = 3.43$ ) and Roles and responsibilities are clearly defined to enhance job specialization among health care professionals ( $\bar{x} = 3.24$ ). Hence, it could be inferred that teamwork fosters unity and contributes to effective health records management in my local government areas ( $\bar{x} = 3.16$ ), because creative and learning environment facilitate effective documentation of health care services in the local government areas

#### 4.2 Test of Research Hypothesis

This section consists of the results from the inferential statistics on the account of the one hypothesis tested:

**H<sub>0</sub>: Teamwork has no significant relationship with health records management practices in the local government areas of Osun State.**

**Table 4.3: Pearson Product Moment Correlation summary table, showing the relationship between Teamwork and health records management practices in the local government areas of Osun State**

Variables	N	Mean	Std. Dev	Df	R	P	Sig
Health records management practices	285	50.356	5.404	283	.732**	.000	Sig
Teamwork	285	49.583	5.710				

**Source: Field Survey, 2016**

Table 4.3 shows positive and significant relationship between teamwork and health records management practices (Df = 283, N = 285,  $r = .732^{**}$ ,  $p < 0.05$ ). The p-value associated with the r statistics is less than the 0.05 level of significance. Based on this, the null hypothesis is rejected. Therefore, there is a significant relationship between teamwork and health records management practices. The table further revealed a positive significance exerted by teamwork on health records management practices. It implies that a unit increase in teamwork will increase the tendency for health records management practices in the studied area. To further understand the proportion of weight exerted by teamwork with a determinant of coefficient  $r^2 (.732)^2$  was estimated = 0.53582. This means that teamwork factor accounted for 53.6% variation for the

prediction of health records management practices. That is a unit increase in teamwork improves health records management practices by 53.6%.

## **5.0 Summary of Findings**

Major findings of the study are outlined below:

1. Findings established that health records are created to provide evidence of patient treatment in the health facility, as records are managed through the process of records management life cycle; that is, records creation, records maintenance, records use, records evaluation and disposition of patient records in the local government areas.
2. The findings showed that teamwork fosters unity and contributes to effective health records management in the local government areas, because creative and learning environment facilitate effective documentation of health care services in the local government areas.
3. The result showed that there is positive and significant relationship between teamwork and health records management practices in the local government areas of Osun State.

## **6.0 Conclusion**

The inference from this study established that teamwork influences health records management practices in the local government areas. The effectiveness of health records management practices depends on efficient teamwork for generation of accurate and reliable health information for action. Health records management practices depend on the extent to which teamwork is taken seriously by health care professionals in the local government areas. Therefore, effective health records management practices can only be achieved through collaborative teamwork that placed premium on creative and learning environment which facilitates effective health records management practices in the local government areas.

## **7.0 Recommendations**

On the basis of the findings and conclusion of this study, the following recommendations are made;

1. State government and LGAs should ensure provision of information infrastructure that supports effective health records management practices via collaboration and teamwork among health care professionals.

2. State and LGAs should ensure that roles and responsibilities are clearly defined to enhance job specialization and promote Espirit de corps among health care professionals in the LGA
3. State government should provide a reliable system for training and sharing of uniform value system among health care professionals which enhance collaborative teamwork for capacity building in relation to health records management practices in the LGA.

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