High Performing Quality Improvement Teams

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Learning Objectives

- Compose a high performing quality improvement team

- Discuss strategies to lead effective teams

- Define desired team performance outcomes

Small Group Discussion

- What do quality improvement teams look like at your organization?

- What works well?
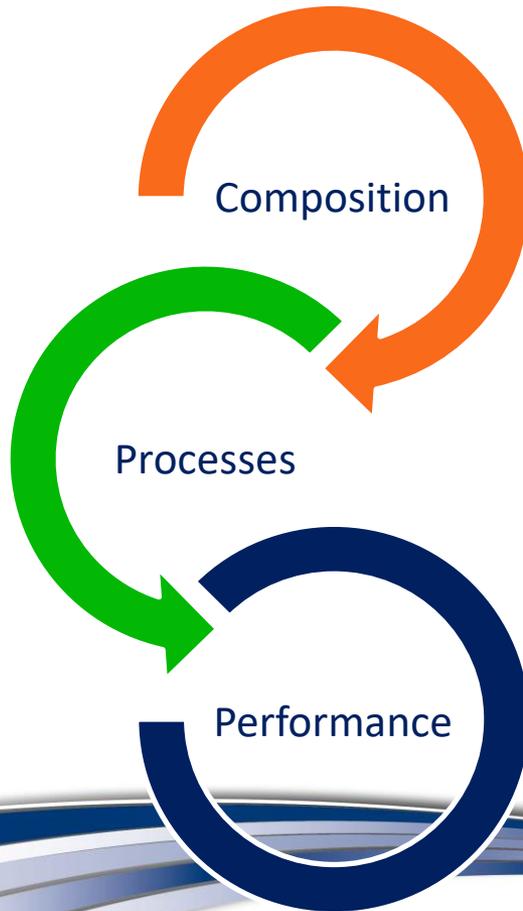
- What challenges do you encounter?

Why Improvement Teams?

➢ Quality improvement is complex and the path to improvement isn't always clear

➢ Processes don't exist in a vacuum

➢ Interprofessional approach allows us to use the knowledge, skills, experiences of many professionals

➢ Efficient use of resources

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https://www.hrsa.gov/sites/default/files/quality/toolbox/508pdfs/improvementteams.pdf

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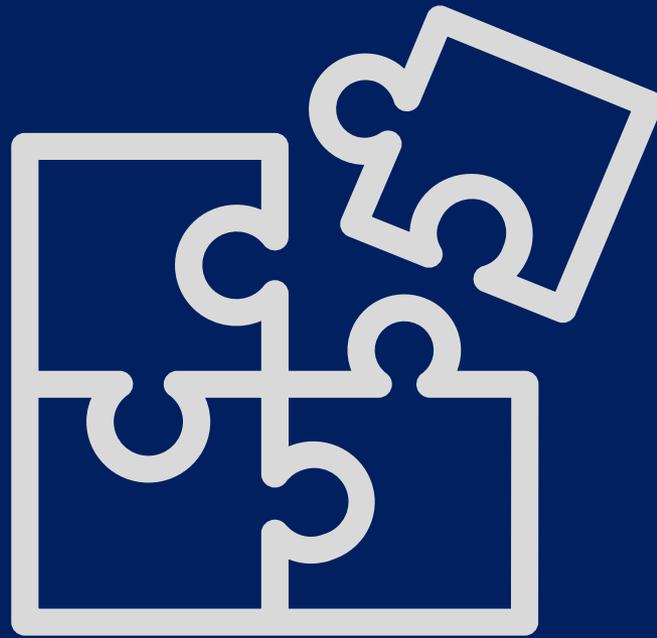
Components of High-Performing Teams

Composition

Processes

Performance

What are our goals?
Who is on the team? What expertise, knowledge, skills, etc. do members bring to the team?
What are our roles and responsibilities?

How do we work together combine our resources to achieve our charge?

Were we effective?
What does success look like for our team?

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Creating the Team

The right people, in the right roles, doing the right work
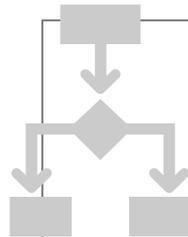
Team Goals

What is our charge? Revisit project aim statement, strategic goals/plans

Team members

Expertise, knowledge, skills, abilities

Personality and values

Clear roles and responsibilities

Who does what? And by when?

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Team Goals

- An aim or objective (an 'end') toward which effort is directed

- Provide initial direction about what needs to be done and how much effort is required

- Specific, challenging goals related to better performance for individuals and teams

https://www.dictionary.com/browse/goal ; https://www.merriam-webster.com/dictionary/goal
Locke, E. A., & Latham, G. P. (2002). Building a practically useful theory of goal setting and task motivation: A 35-year odyssey. *American Psychologist, 57*(9), 705–717. https://doi.org/10.1037/0003-066X.57.9.705
Kleingeld, A., van Mierlo, H., & Arends, L. (2011). The effect of goal setting on group performance: a meta-analysis. *The Journal of applied psychology*, *96*(6), 1289–1304. https://doi.org/10.1037/a0024315

Team Members: Roles

Project sponsor	Team leader	Improvement expert(s)
Clinical and technical expert(s)	Knowledge and experience with the process	Customer, patient perspective

Ogrinc, G. S., Headrick, L. A., Moore, S. M., Barton, A. J., Dolansky, M. A., & Madigosky, W. S. (2012). *Fundamentals of health care improvement: A guide to improving your patient's care*. (2nd ed). Institute for Healthcare Improvement.

Resource: IHI QI Team Member Matrix Worksheet

QI Team Member Matrix Worksheet

Effective QI teams are multidisciplinary and include different areas of expertise. Write the names of your team members along the top row. Check off the boxes below to reflect the expertise they bring or perspective they are representing.

What will each person bring to your QI project team?							
Project sponsor Consider: Can this person relieve barriers to your work and ensure you have the resources you need? • Tip: The project sponsor might be a committee chair, department director, or executive leader. He or she should be kept informed but may not regularly attend meetings.	☐	☐	☐	☐	☐	☐	☐
Day-to-day process owner Consider: After the project ends, will this person continue to be involved in implementing and maintaining the improvement? • Tip: The process owner is usually the team leader.	☐	☐	☐	☐	☐	☐	☐
Experience with improvement science Consider: Has this person participated in past improvement initiatives or undergone formal training in QI? • Tip: A free online course is available from the IHI Open School to help QI novices learn the basics.	☐	☐	☐	☐	☐	☐	☐
Technical/clinical expertise Consider: Does this person have subject matter expertise in an area relevant to the project?	☐	☐	☐	☐	☐	☐	☐
Knowledge of the system/process Consider: Does the problem or opportunity affect this person? • Tip: Try to include a range of perspectives on the same process, e.g., include patients, providers, people with historical or institutional knowledge, etc.	☐	☐	☐	☐	☐	☐	☐
Customer/patient experience Consider: Can this person represent the point of view of the patient or customer? Tip: Improvement work should always be customer-centered. Think about the end user in your design and design *with* instead of *for* that person.	☐	☐	☐	☐	☐	☐	☐
What other expertise or perspective would you add?	☐	☐	☐	☐	☐	☐	☐
	☐	☐	☐	☐	☐	☐	☐

https://www.ihi.org/resources/Pages/Tools/Quality-Improvement-Team-Member-Matrix-Worksheet.aspx

Team Members: Ideal Qualities

Well respected by others	Team player	Strong, active listening skills	Strong communication skills
Proven problem solvers	Frustrated with the current situation	Creative and willing to offer solutions	Flexible, adaptable
Expertise in improvement area	Willing to learn	Assume responsibility for tasks	Committed to success of the project/team

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https://www.hrsa.gov/sites/default/files/quality/toolbox/508pdfs/improvementteams.pdf

Team Members: Responsibilities
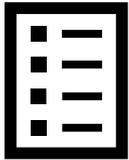
- Tasks and duties assigned to each team member or team role

- Leverage team member knowledge, skill, ability, etc. when assigning responsibilities
  - Consider opportunities for team members to develop new skills

- Creates a foundation for accountability

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Resource: Creating an Improvement Team Worksheet

Creating an Improvement Team Worksheet

Team Goal(s)/Aim Statement:				
Team Member	**Professional Role and Area(s) of Expertise**	**Improvement Role on the Team**	**Responsibilities on the Improvement Team**	**Other Notes**

Additional notes regarding the improvement team:

Created by Victoria Kennel, PhD, University of Nebraska Medical Center   *Last updated April 2023*

Resource created by Dr. Kennel
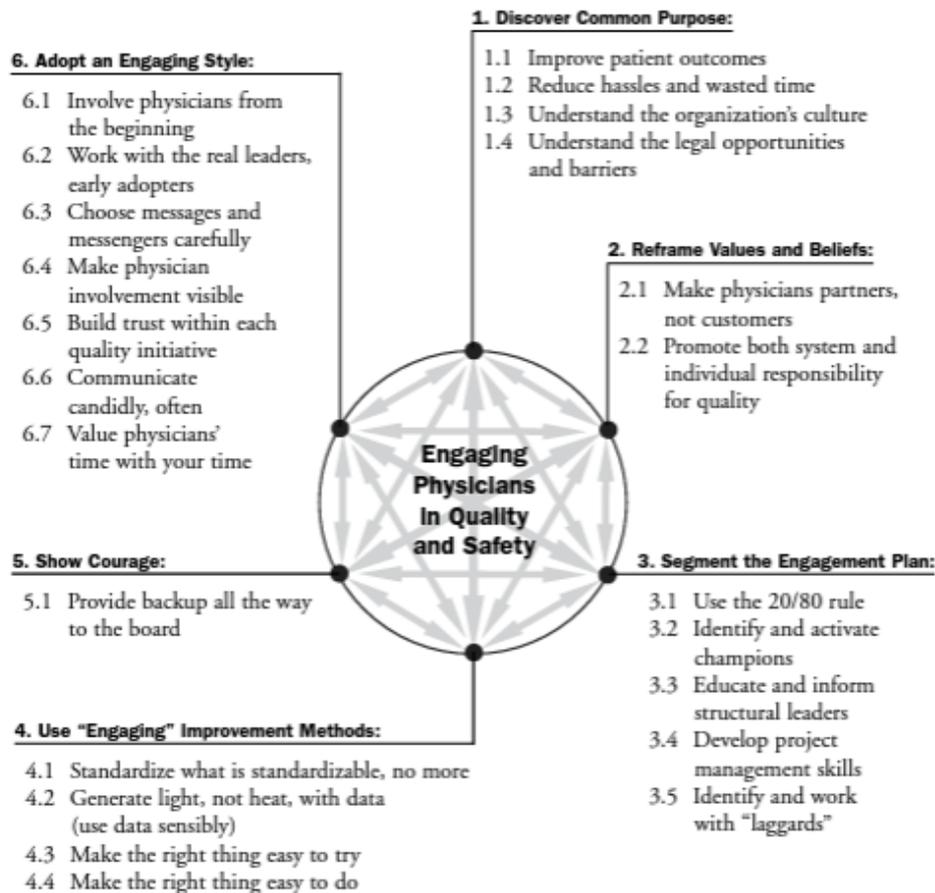
Sticky Team Composition Issues

- Not enough personnel to support QI efforts/always the same people
  - Multiple hats are a blessing and a curse
  - Be incredibly intentional when crafting roles, responsibilities, and your ask for their expertise and time
- Physician engagement
  - IHI Engaging Physicians in a Shared Quality Agenda
  - Be incredibly intentional when crafting roles, responsibilities, and your ask for their expertise and time
- Relationships among QI and senior leadership
  - Project sponsor role is key
  - Advocate for resources and support
  - Establish accountability structures to support forward progress

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Resource: IHI Engaging Physicians in a Shared Quality Agenda

Figure 1. IHI Framework for Engaging Physicians in Quality and Safety

6. Adopt an Engaging Style:

6.1 Involve physicians from the beginning
6.2 Work with the real leaders, early adopters
6.3 Choose messages and messengers carefully
6.4 Make physician involvement visible
6.5 Build trust within each quality initiative
6.6 Communicate candidly, often
6.7 Value physicians' time with your time

1. Discover Common Purpose:

1.1 Improve patient outcomes
1.2 Reduce hassles and wasted time
1.3 Understand the organization's culture
1.4 Understand the legal opportunities and barriers

2. Reframe Values and Beliefs:

2.1 Make physicians partners, not customers
2.2 Promote both system and individual responsibility for quality

5. Show Courage:

5.1 Provide backup all the way to the board

3. Segment the Engagement Plan:

3.1 Use the 20/80 rule
3.2 Identify and activate champions
3.3 Educate and inform structural leaders
3.4 Develop project management skills
3.5 Identify and work with "laggards"

4. Use "Engaging" Improvement Methods:

4.1 Standardize what is standardizable, no more
4.2 Generate light, not heat, with data (use data sensibly)
4.3 Make the right thing easy to try
4.4 Make the right thing easy to do

Engaging Physicians in Quality and Safety

Reinertsen JL, Gosfield AG, Rupp W, Whittington JW. *Engaging Physicians in a Shared Quality Agenda.* IHI Innovation Series white paper. Cambridge, MA: Institute for Healthcare Improvement; 2007

Your Capstone Project

Leading Improvement Teams

Align QI projects with priorities and strategic goals

Establish clear standards and expectations for how the team will work together

Create an effective team meeting process to maximize time spent together, and minimize meeting burden

Ensure fidelity to QI methodologies and be willing to rigorously test and evaluate improvements

Track progress, outcomes to encourage accountability and allow for replicability

Advocate for programs and resources

Develop relationships with leadership and make the team's work visible

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Resources: Team Meeting Agenda and Minutes Templates

[Add Committee Name]
[Add Committee Mission/Charge Here]
MEETING AGENDA

Meeting Information
Date:
Time:
Location:
Remote Location Participation Information:

Preparation for Members
- *Please review:*
- *Please bring:*

Meeting Objective(s) (proposed outcomes or goals of meeting)
✓
✓

Agenda Items

Time	Agenda Items	Presenter
	1. Brief Review/Update of Key Outcomes of Last Meeting	Chair
XX:XX	2. Add description of agenda item ✓ Goal:	All (or name if applicable)
XX:XX	3. Add description of agenda item ✓ Goal:	All (or name if applicable)
XX:XX	4. Add description of agenda item ✓ Goal:	All (or name if applicable)
XX:XX	5. Add description of agenda item ✓ Goal:	All (or name if applicable)
XX:XX	Other business?	All (or name if applicable)
XX:XX	Summarize decisions made, action steps to take (and by whom) for next meeting	All (or name if applicable)

Next Meeting
Date:
Time:
Location:

[Add Committee Name]
[Add Committee Mission/Charge Here]
MEETING MINUTES

Meeting Information
Date:
Time:
Location:

Members present:
Members absent:

**Meeting Objective(s)**
✓
✓

Meeting Minutes

Agenda Items and Important Discussion Points and Decisions Made
1. Agenda item ✓ Goal: ✓ Key Discussion Points: ✓ Action Step(s): Owner(s): Deadline:
2. Agenda item ✓ Goal: ✓ Key Discussion Points: ✓ Action Step(s): Owner(s): Deadline:
3. Agenda item ✓ Goal: ✓ Key Discussion Points: ✓ Action Step(s): Owner(s): Deadline:
4. Agenda item ✓ Goal: ✓ Key Discussion Points: ✓ Action Step(s): Owner(s): Deadline:
Other business?

Next Meeting
Date:
Time:
Location:

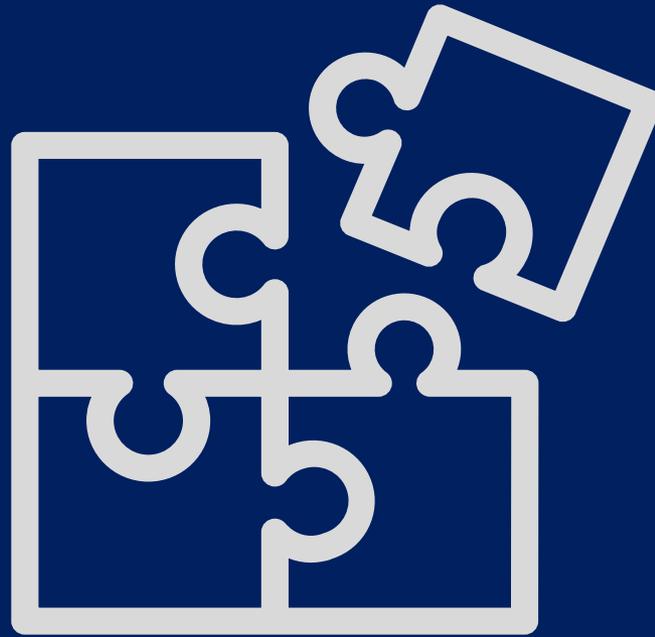Resources created by Dr. Kennel

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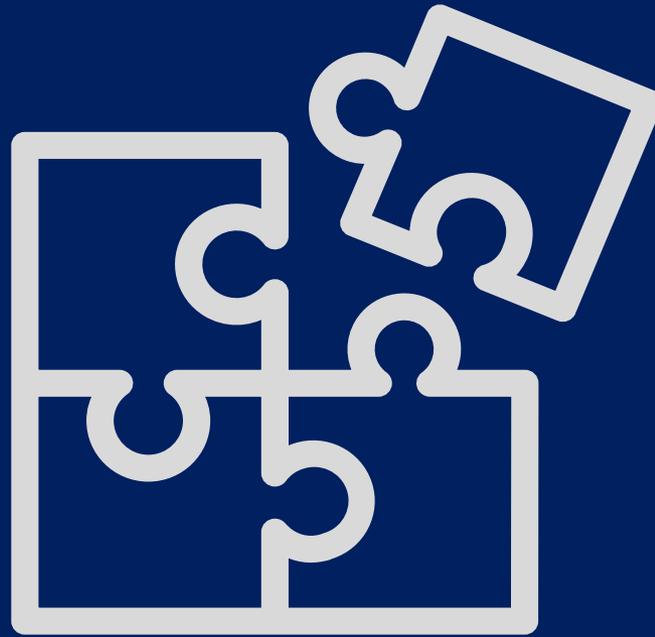
Monitoring Team Performance

- Did we achieve our goal(s)/aim(s)?

- Are we satisfied with the team? Our work? Our performance?

- Did we make high quality decisions? Did we learn?

- Did we work together successfully? Are we a viable team moving forward?

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Your Capstone Project

Wrap Up