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# High Performing Quality Improvement Teams

**Victoria Kennel, PhD**

**University of Nebraska Medical Center**

# Learning Objectives

- Compose a high performing quality improvement team
- Discuss strategies to lead effective teams
- Define desired team performance outcomes

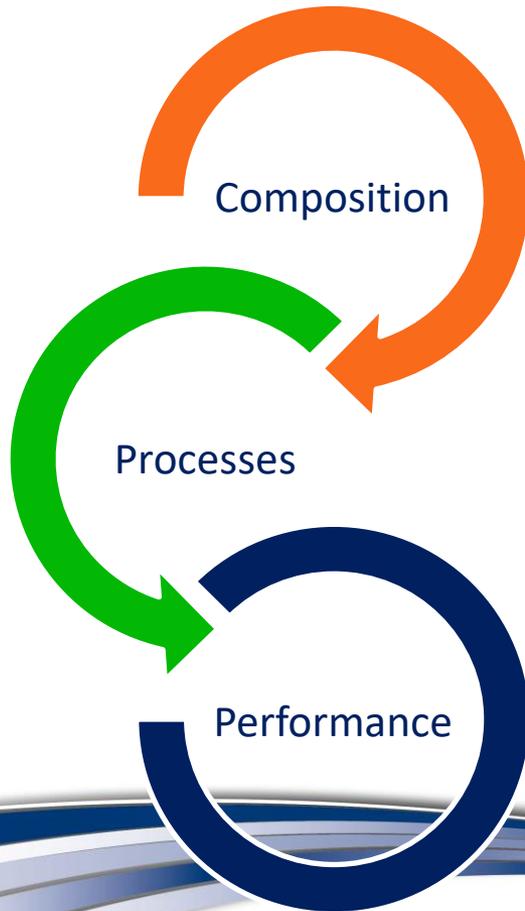
# Opening Group Discussion

- What do quality improvement teams look like in your facility?
- What successes do you experience with quality improvement teams?
- What challenges do you experience with quality improvement teams?

# Why Teams?

- QI is complex and the path to improvement isn't always clear
- Processes don't exist in a vacuum
- Multidisciplinary approach allows us to use the knowledge, skills, experiences of many professionals
- Efficient use of resources

# High-Performing Teams: Components



Composition

Who's on the team? What are we doing?

Processes

How do we interact and combine our resources to achieve our charge?

Performance

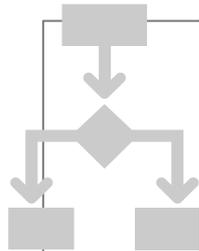
Were we effective?

# Creating the Team



## Team Goals

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



## Clear roles and responsibilities

Who does what? And by when?



## Team members

Expertise, knowledge, skills, abilities  
Personality and values

# QI Team Members

Clinical experts

Technical experts

Team leader

Project sponsor

# What to Look for in QI Team Members

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

# Leadership Strategies for QI Team Success



Align QI projects with priorities and strategic goals



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

# Make the Most of Your Meetings



Is the meeting  
(really) necessary?

Is another  
communication  
mechanism more  
appropriate?

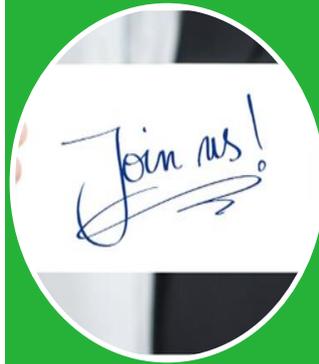


Set clear goals and  
outcomes

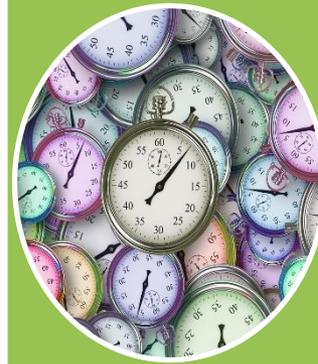
Prepare an agenda

Send it out in  
advance

Prepare for the  
meeting  
accordingly



Invite only those  
whose knowledge,  
expertise is  
needed at THAT  
PARTICULAR  
meeting



Schedule meeting  
length appropriate  
for goals

Leave time for a  
break to transition  
to next events



Does the  
technology  
support the  
meeting goals?

Does everyone  
have access to the  
technology?

Does the  
technology work?

Evidence-based practices for meeting design and preparation

# Make the Most of Your Meetings

Start on time



Follow the agenda



Take minutes and document key actions and outcomes



End on time and allow for transition



Commit to completing follow-up activities



Establish accountability structures for follow-through



# THE ABSENCE OF PSYCHOLOGICAL SAFETY



@LIZ ANDMOLLIE

# Monitoring Team Performance

- Did we achieve our goals?
- Did we make high quality decisions? Did we learn?
- Are we satisfied with the team? Our work? Our performance?
- Did we work together successfully? Are we a viable team moving forward?

# Sticky Issues

- Not enough personnel to support QI efforts
  - Multiple hats are a blessing and a curse
  - Be incredibly intentional when crafting roles, responsibilities, and your ask for their expertise and time
- Relationships among QI and senior leadership
  - Advocate for resources and support
  - Establish accountability structures to support forward progress

# QI Team Resources

- HRSA Improvement Teams
  - <https://www.hrsa.gov/sites/default/files/quality/toolbox/508pdfs/improvementteams.pdf>
- IHI Forming the Team
  - <http://www.ihl.org/resources/Pages/HowtoImprove/ScienceofImprovementFormingtheTeam.aspx>

# QI Teams Literature

- Rowlan P., Lising D., Sinclair L., & Baker G. R. (2018). Team dynamics within quality improvement teams: a scoping review. *International Journal for Quality in Health Care*, 30(6), 416-422.  
<https://academic.oup.com/intqhc/article/30/6/416/4957970>

# Wrap Up