



The influential voice of Nebraska's hospitals

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

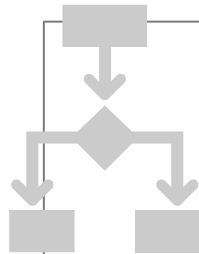


Creating the Team



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?

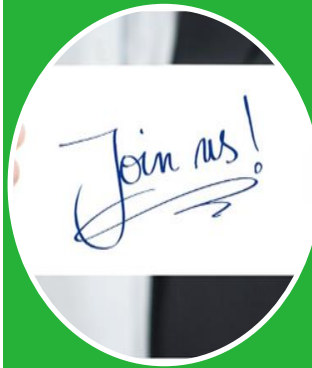


Set clear goals and
outcomes

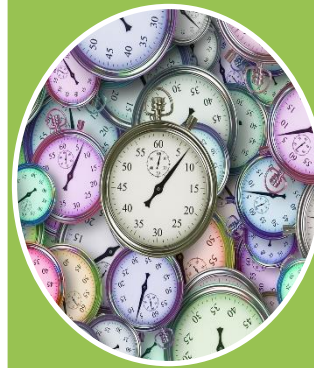
Prepare an agenda

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



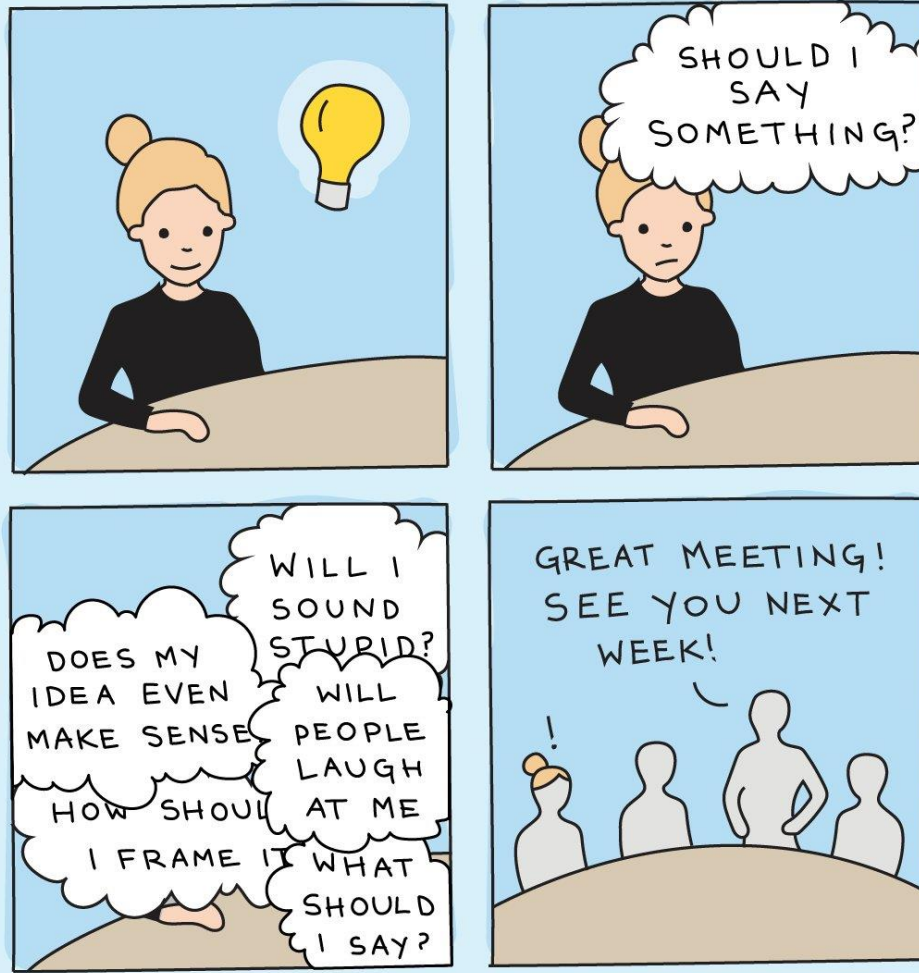
Commit to completing follow-up activities



Establish accountability structures for follow-through



THE ABSENCE OF PSYCHOLOGICAL SAFETY



@LIZ AND MOLLIE

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.ihi.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