NATIONAL QUALITY CENTER

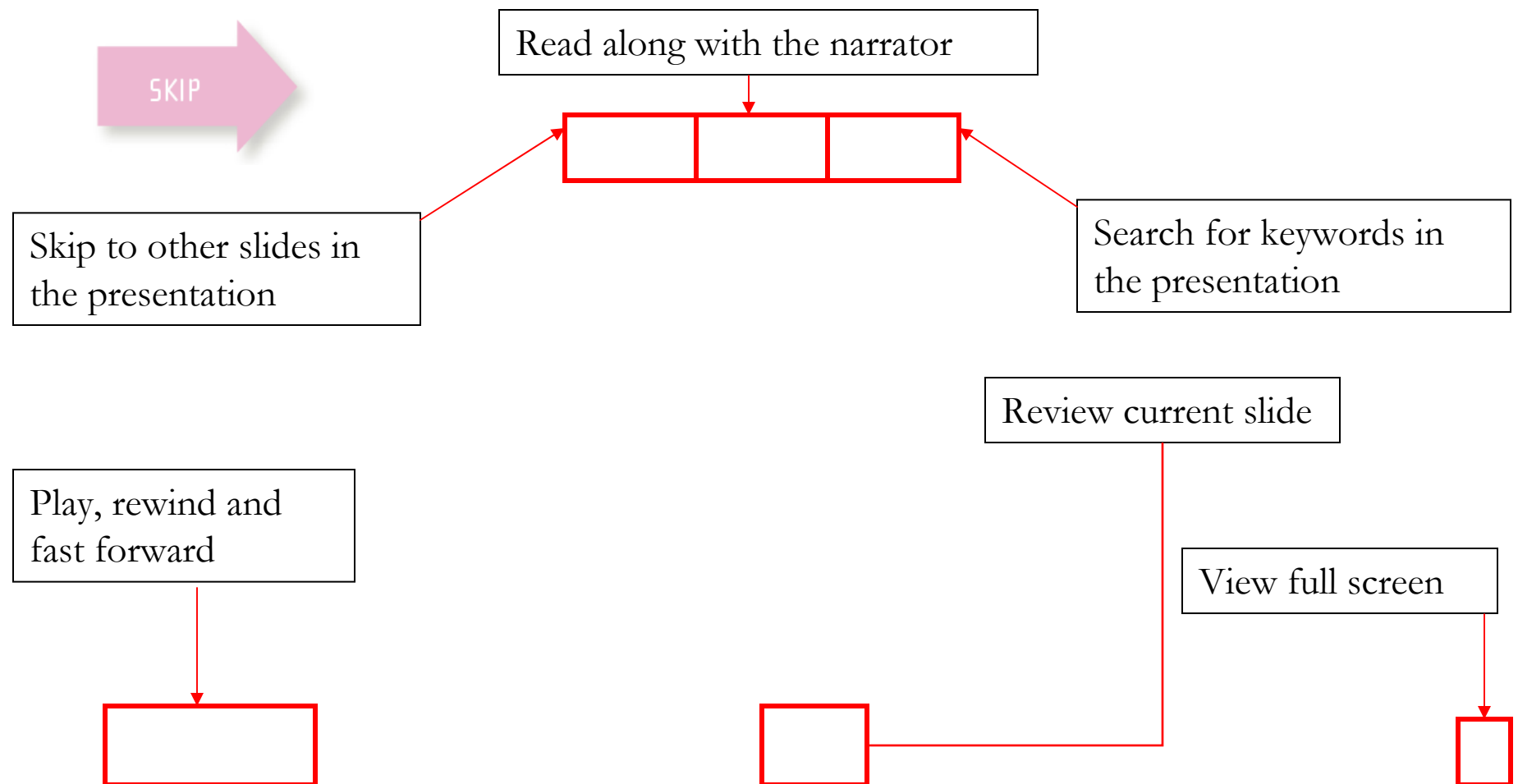# Using Teams to Improve Quality

The Quality Academy

Tutorial 11

Begin →

Learning Objectives: You Will Learn About…

- Why use teams?
- Interdisciplinary work
- Team roles and responsibilities
- Tips for teams

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Tips for Viewing This Presentation

SKIP

Read along with the narrator

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How's Your HIV Program?

COLUMN A

- Simple

- Everything's clear as a bell

- Tons of money

- No time pressure

- Everyone always has the same point of view

Select

COLUMN B

- Complex

- In need of creative answers

- We worry if we'll make payroll

- You want it ASAP

- Like herding cats

Select

How's Your HIV Program?

COLUMN B

- Complex

- In need of creative answers

- We worry if we'll make payroll

- You want it ASAP

- Like herding cats

Select

- If you chose Column A, can you let us know where you work

- If you chose Column B, welcome to the club

Teams Outperform Individuals When

- The task is complex
- Creativity is needed
- The path forward is unclear
- More efficient use of resources is required
- Fast learning is necessary
- High commitment is desirable
- The implementation of a plan requires the commitment of others
- The task or process is cross-functional

Peter Scholtes et al., The Team Handbook.

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Key Question

How can we enable teams in our HIV programs to work most effectively?

What Do Teams Need to Succeed?

- Clearly defined goals

- Well defined parameters

- Easily communicate within the organization

- Necessary knowledge and skills

- Accomplish tasks - how?

Scholtes et al., The Team Handbook

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What is This Team Missing?

"It was so frustrating, we had all these meetings but we couldn't ever agree on what to do. Some people were so defensive, and even when we did come up with an idea, we needed to change some people's schedules to make it happen and no one would support us in this."

– A quality improvement project facilitator

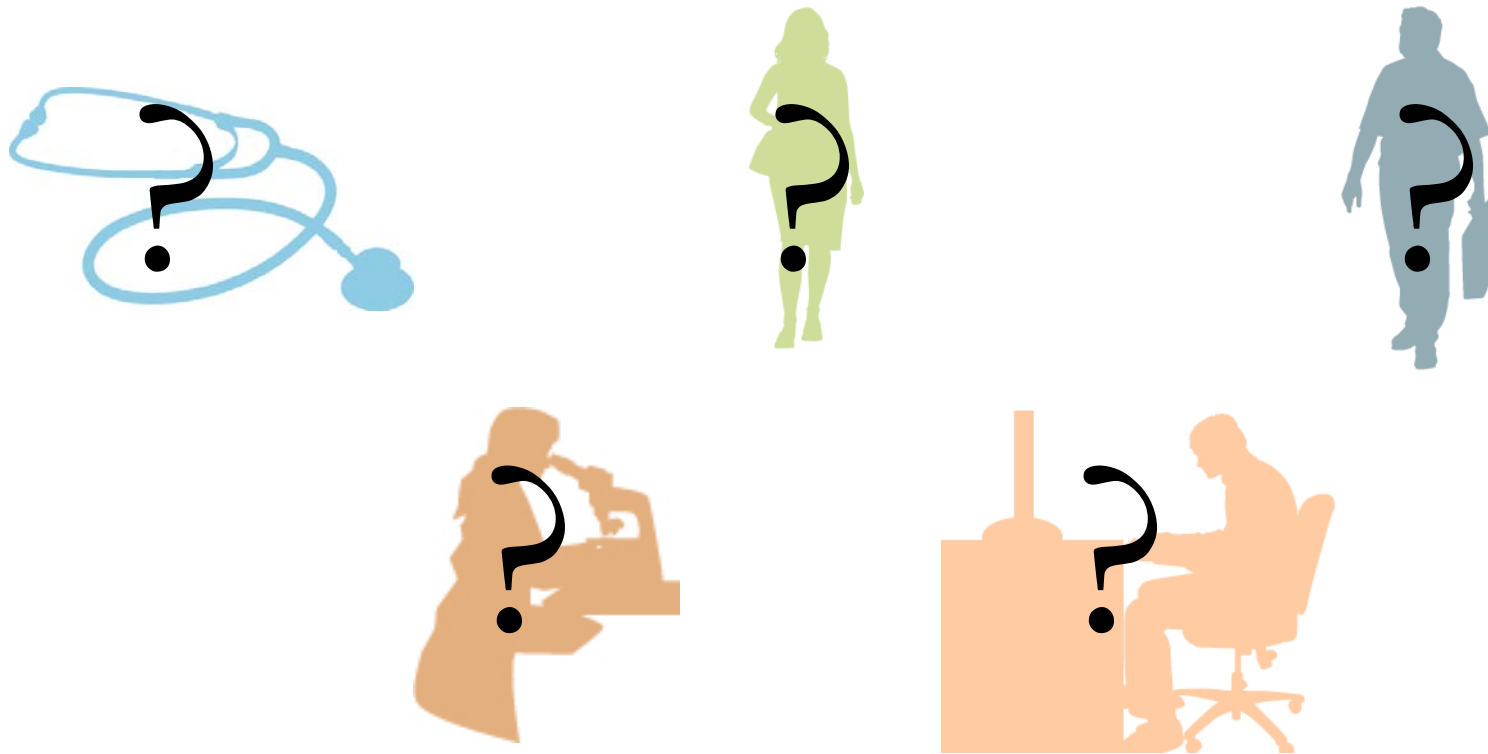# Why Does Support from the Top Matter?

Senior leadership support is especially critical to a team's success because it helps the team:

- Feel their work is valued and important
- Have appropriate empowerment to complete tasks
- Learn how to work together

Working Across Disciplines

Who knows what really goes on, day-to-day, in your clinic?
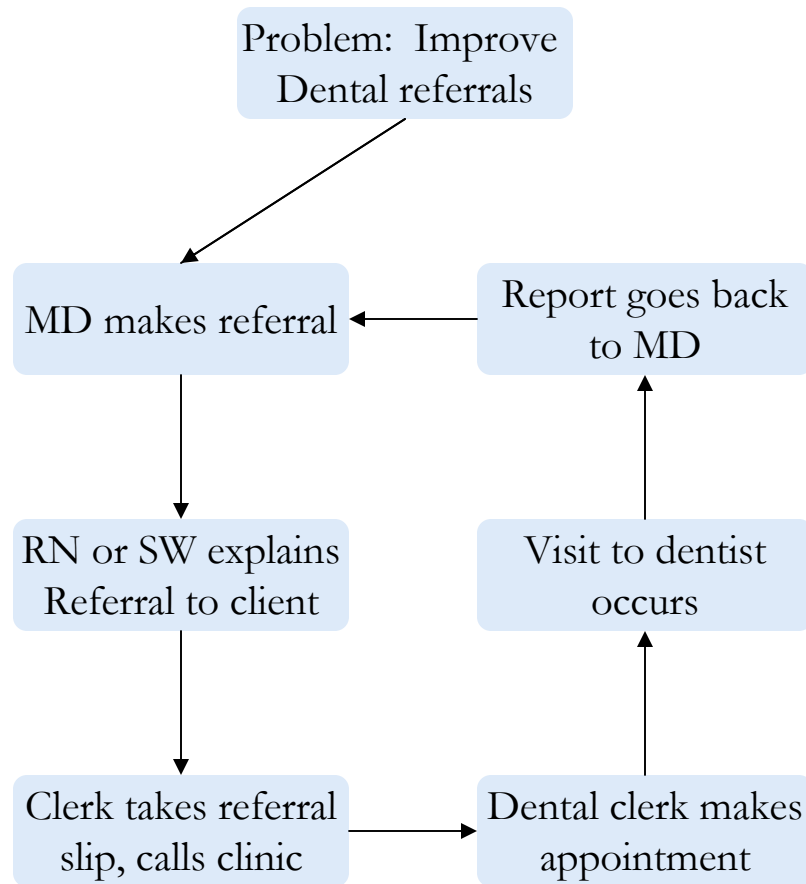
Teams Need Qualified People

"Teams need people with the knowledge and skills necessary to accomplish their tasks."

Quick Tip:

- How do you know who should be on a team?
- Draw a simple flowchart of the process you're working on
- Make sure someone who works in each box is part of your team

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Example: Dental Referral Process

Problem: Improve Dental referrals

↓

MD makes referral ← Report goes back to MD

↓

RN or SW explains Referral to client

Visit to dentist occurs ↑

↓

Clerk takes referral slip, calls clinic → Dental clerk makes appointment ↑

Team members could be:

- MD
- RN or SW
- Primary care clinic clerk
- Dental clerk
- Dentist
- Consumers

Test Question

Your HIV program seeks to improve its process for PPD testing.
Who would be good members for this team?

	Yes	No
CEO	○	○
Receptionist	○	○
Primary care doctor	○	○
Pulmonologist	○	○
Nurse	○	○

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Answers

Yes	No
• Receptionist	• CEO
• Primary care doctor	• Pulmonologist
• Nurse	

Team Roles

- Leader

- Facilitator

- Member

- Timekeeper

- Recorder

Team Responsibilities

- **Leader:** first among equals; guides the team and represents its work

- **Facilitator:** coach, helps keep things working well

- **Member:** equal participant, provides information and helps make good decisions

- **Timekeeper** and **Recorder:** rotating roles to help with meetings and record-keeping

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Real World Tips: Making the Team

- Include at least one member of the HIV quality committee on your project team
- Choose an experienced facilitator
- Include a consumer
- Take participant interests into account when assigning tasks or projects

Test Question

Match each of the tasks listed on this slide with the team member who should perform it.

Column 1	Column 2
A Conduct meetings	A. Team leader
E Complete assignments by deadlines	B. Facilitator
D Give members printed meeting notes	C. Timekeeper
B Help members resolve disputes	D. Recorder
C Announce when time is up	E. All members

Teams Grow and Develop Over Time

- **Forming:** getting to know each other. Teams will be cautious and polite

- **Storming:** it's starting to get real. Team members will protect their point of view

- **Norming:** beginning to trust each other. Teams will begin to cohere and really work together

- **Performing:** progress! And team satisfaction

What Helps?

- Understanding the stages
- Having a clear purpose
- Using team working tools

Brainstorming: Tool for Generating Ideas

- Ask an open-ended question
- Everyone provides an idea, in turn
- No criticism
- Each idea gets written down
- Keep up a good pace, ideas will build on each other
- Take a look: what can we further develop?

Test Question

Read this scenario and choose the stage that best describes this team's stage of progress.

At its most recent meeting, the treatment adherence team had a long discussion about talking to clients about adherence. As the discussion ended, the team leader said, "..well, I can see we all have different perspectives on how the clients react to counseling. Really different perspectives. But I think we did a good job explaining ourselves to each other. Thanks for that. "What stage is this team most likely in?

Teams Work Best When

- Limited to 5 or 6 members
- Members can meet without logistical headaches
- Meetings are on target and succinct
- Meetings have a clear agenda
- Notes are kept and reviewed

More Tips for Success

- State your aim at the beginning of every meeting; post it in the meeting room
- Clarify what the team should be doing (we can't say this often enough)
- "Leave your titles at the door"-try to use first names
- Encourage the team to celebrate their achievements

Key Points

- Teams outperform individuals in settings like those that provide HIV care
- In order to work well, teams need direction and resources from their organizations
- Having clearly-defined roles and responsibilities helps too
- Teams go through recognized stages of growth; some conflict is to be expected
- Team-working tools can help teams succeed

Resources

- Scholtes, Peter R., *The Team Handbook*. For more information see: http://www.orielinc.com/prod.tth3.cfm
- Tools for Grantees from the Health Resource and Service Administration's HIV/AIDS Bureau: http://hab.hrsa.gov/tools.htm

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Related Tutorials

- To learn more about defining quality indicators, study Tutorial 8
- To learn more about how to link data results to quality improvement activities, study Tutorial 10

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Did this Tutorial meet your expectations and goals?	○	○	○	○	○
Was the Tutorial clearly organized and easy to use?	○	○	○	○	○
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