

# TEAMS FOR IMPROVEMENT

**Critical Access Hospital Quality  
Improvement Bootcamp**

**2023**



**TEXAS DEPARTMENT OF AGRICULTURE**  
**COMMISSIONER SID MILLER**



Texas Hospital Association Foundation

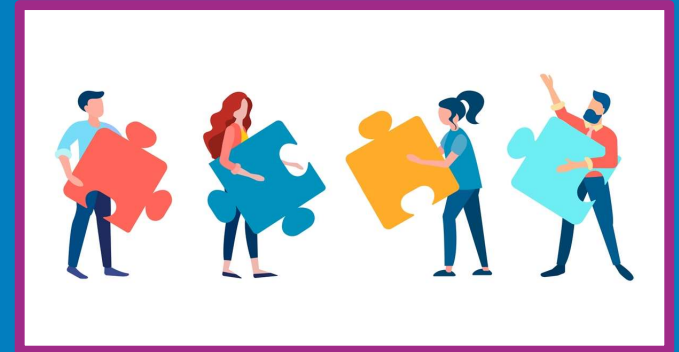
- Discuss importance of PI teams
- Identify characteristics of teams
- Identify team roles



# Learning Objectives

# What is a team?

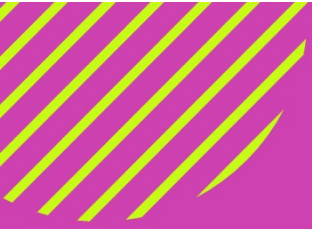
- **A group of individuals working together for a common purpose**
- **“A group of people who perform interdependent tasks to work toward accomplishing a common mission or specific objective.”**
- **Unique set of people who use their unique skills to accomplish a goal at a specific time**



Representation of team. Digital image. n.d.  
<https://www.infoq.com/articles/who-is-on-the-team/>

- **Process Improvement will always involve a team**
- **Ensure representation is present through all points of care (tracer methodology)**
- **Process Improvement almost always involve more than one department**
- **Effective and sustainable teamwork requires considerable commitment**

## **Teams and Process Improvement**



# **Advantages of a team approach**

- Opportunity to develop new skill, share expertise, utilize creativity
- Develop or increase autonomy
- Influence decisions in their workplace
- Improve job satisfaction
- New insight/appreciation for what others do



Designed by Freepik.

# For the individual

# For Leadership

- **Increased flexibility to facilitate rather than direct**
- **Increased staff support, productivity, utilization of skills**
- **Allows leaders time to spend elsewhere**



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## For the Organization

- Increased and improved
  - ✓ continuity
  - ✓ patient satisfaction
  - ✓ staff satisfaction
  - ✓ Cost efficiency
  - ✓ Productivity
  - ✓ Organizational resilience



Hospital. Digital Image. 2021.  
<https://www.hsj.co.uk/service-design/what-will-the-hospital-of-the-future-look-like/7029173.article>.



Critical to success!

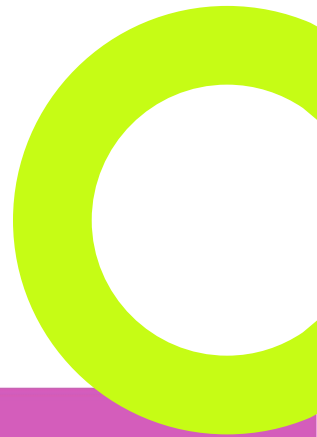
Skills of individuals should complement each other

Outcomes depend on collaboration

Consider:

- ✓ Size of team - 10 members or less is most effective
- ✓ Skills - technical, problem-solving, decision-making, interpersonal, process
- ✓ Performance Goals - allow autonomy to produce and fulfil action plans
- ✓ Encourage flexibility in working together
- ✓ Accountability - collective

# Team Structure



# WHAT MAKES A GREAT TEAM?

- **Clear goals/plans**
- **Diverse points of view**
- **Strong leadership**
- **Accountable to individual tasks**
- **Collaborate and help each other**
- **Open communication**
- **Constructive conflict resolution**
- **Feel they directly contribute to organizational success**

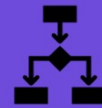


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# Tips for success



Abilities and  
skill sets



Clearly stated and  
defined outcomes



Clearly defined  
roles



Ensure adequate  
training and time



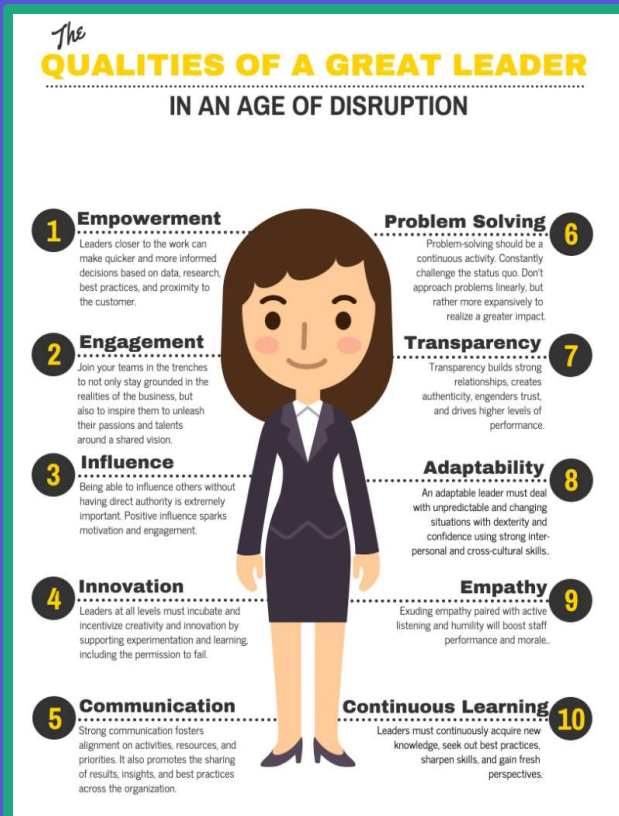
## Member Roles on a PI Team

# Facilitator



- Consults
- Builds team skills
- Keep team on track
- Provides training
- Evaluates consensus and provides feedback
- Evaluates and summarizes outcomes
- Communicates to team
- Part of the Quality department

# Team Leader



- Provides direction
- Coach
- Prepare and lead meetings
- Assign duties
- Evaluate progress
- Coordinate with other teams
- Reports to facilitator
- Communicates with team

## QUALITIES OF GOOD TEAM PLAYERS



### Reliable

Good team members must be reliable. Without reliability it doesn't matter how good of work you do.

### Know Strengths & Weaknesses

A good team member understands their own & each team members strengths & weaknesses to ensure everyone contributes and adds value.



### Communication Skills

A good team player is able to share information and resources with other team members and communicate whatever is necessary.



### Flexible

A good team player needs to be flexible to accommodate the needs of the team and to work well with others.



### Willing To Compromise

A good team player is able to compromise when their point of view or ideas are not embraced or the right fit for the team.



### Listen

A good team player knows how to listen to teammates, understanding about the team and what needs to happen, getting valuable feedback and knowing where others stand on issues.



### Committed

A good team player is always committed to the team goal and focused on the overall success of the team.



### Problem Solver

A good team player is solution focused and is actively involved in identifying and solving problems.



### Support

A good team player is always on hand to support and assist others in helping them succeed.

# Team Member

- Attends meetings
- Provides input
- Shares expertise and experience
- Completes assigned tasks
- Proposes ideas and solutions
- Reviews and interprets data

## Secretary

- ❖ Keeps meeting minutes
- ❖ Produces and/or develops documents such as agendas, reports, presentations
- ❖ Can be rotational

## Timekeeper

- ❖ Keeps meetings on time!
- ❖ Helps ensure all agenda items are addressed and meeting can progress
- ❖ Can be rotational

## Additional Roles





Should be available at first meeting!

Roles - clearly defined to include team leader

Discussion - how will meetings be managed? (agenda driven? Open discussion?)

Time - what will be time commitment

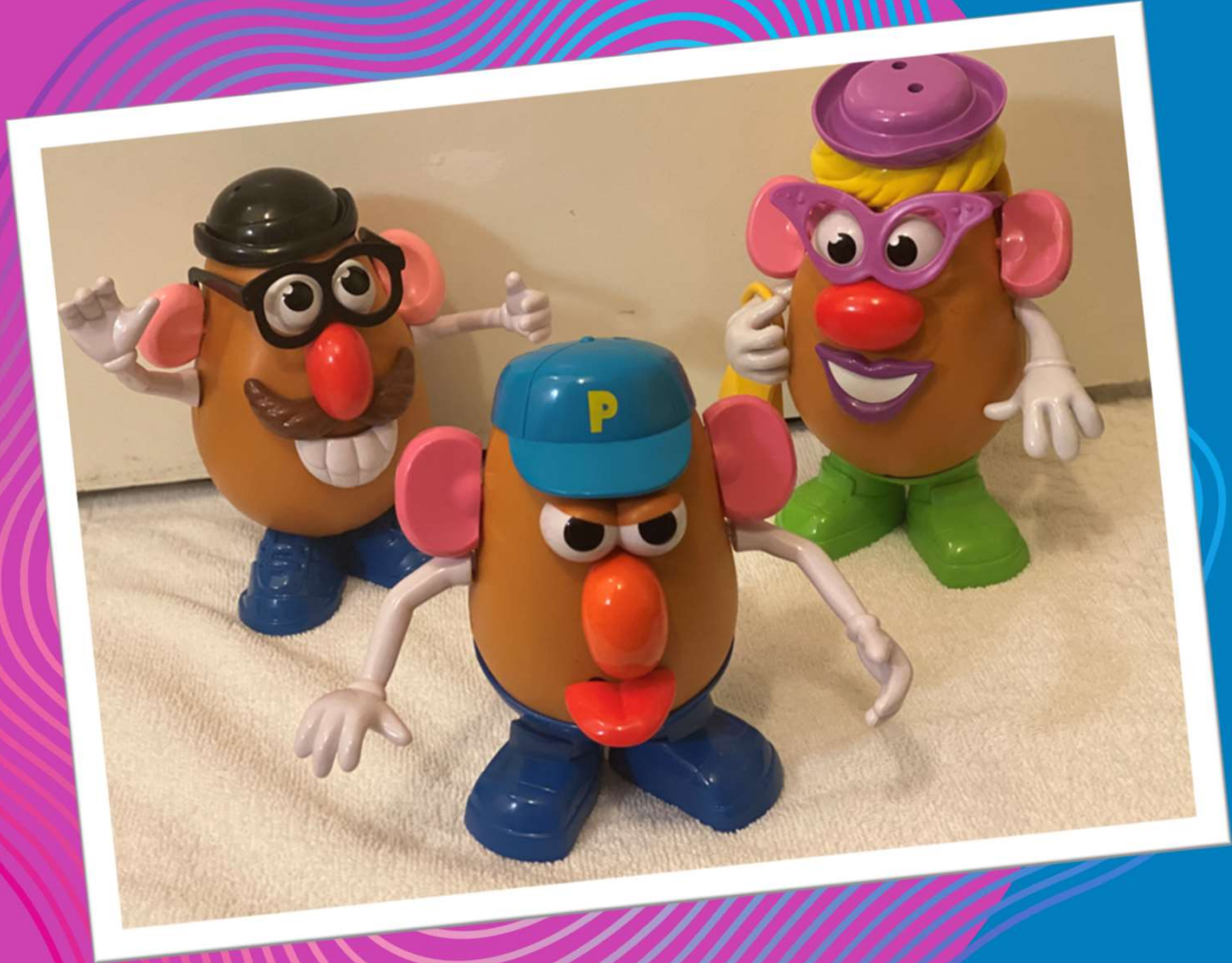
Conduct - acceptable behaviors for individuals and group

Conflict resolution - agree on triggers for conflict resolution and how resolution will be achieved

Reports - establish list of reports needed, timeline, and who is responsible

Consequences - what happens if someone doesn't hold up their end!

# Execute a Team Contract




# POTATO HEAD FAMILY





**THANK YOU!**



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## References