

HRSA Ryan White HIV/AIDS Program

**CENTER FOR QUALITY  
IMPROVEMENT & INNOVATION**

# Building Effective Quality Improvement Meetings and Teams

**Technical Assistance Webinar**

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December 28, 2023



**Department  
of Health**



HRSA Ryan White HIV/AIDS Program

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# Common Acronyms

CQM – Clinical Quality Management

QI – Quality Improvement

QA – Quality Assurance

QM – Quality Management

PCN – Policy Clarification Notice

MFI – Model for Improvement

PDSA – Plan-Do-Study-Act methodology

PM – Performance Measure

RWHAP – Ryan White HIV/AIDS Program

HRSA – Health Resources & Services Administration

HAB – HIV/AIDS Bureau



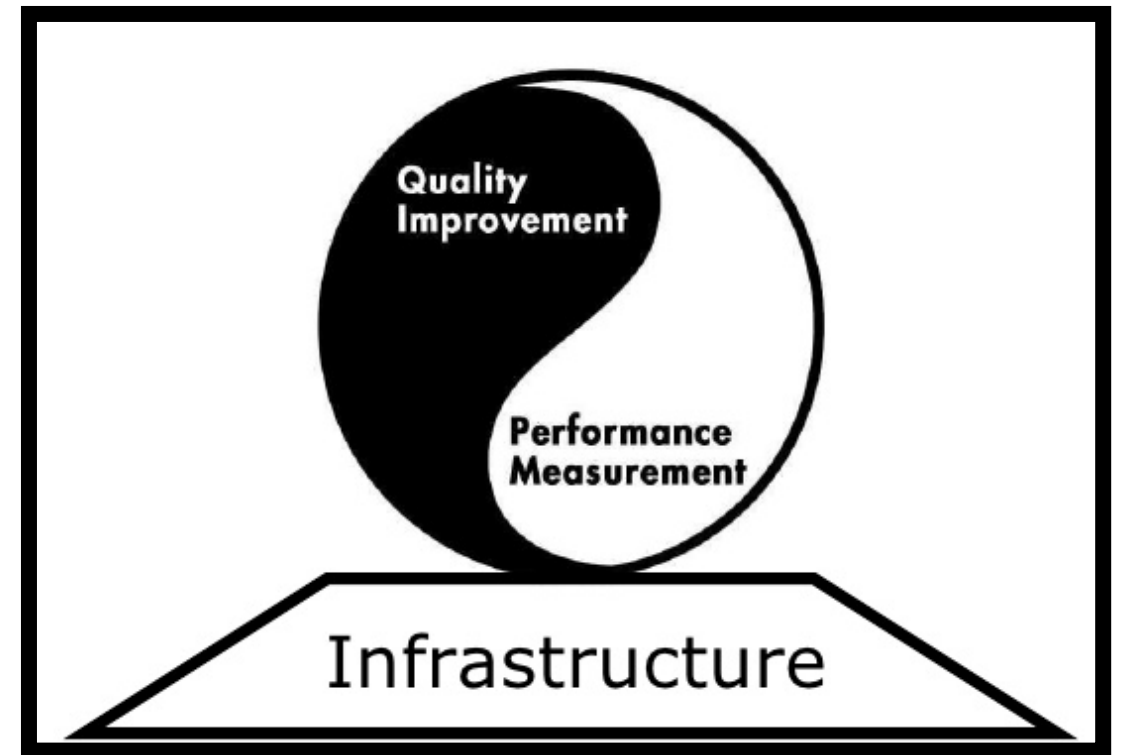
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# Fundamentals

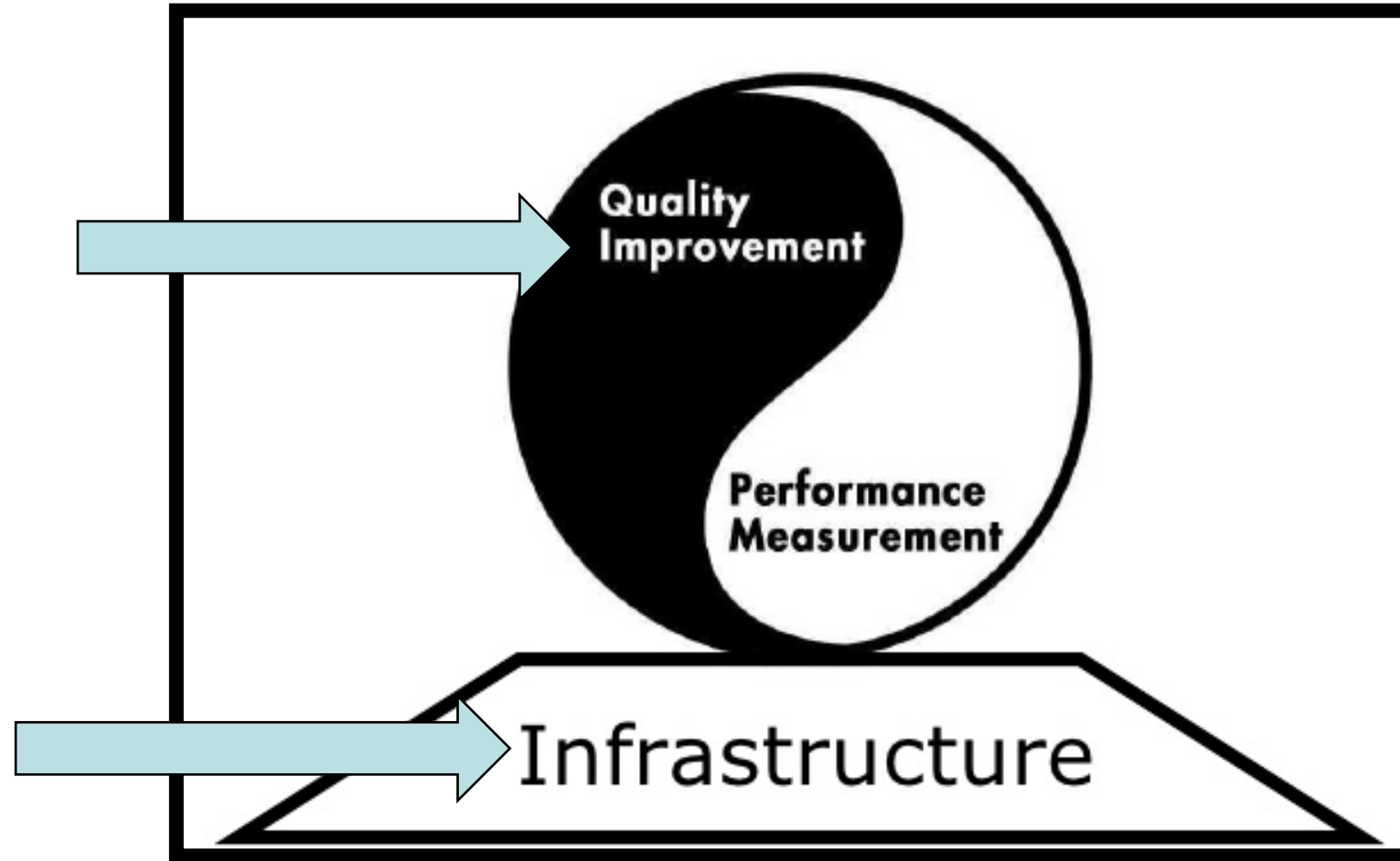


## *Refresher: Components of a CQM Program*

- Recipients are required to implement quality improvement activities aimed at improving patient care, health outcomes, and patient satisfaction [Policy Clarification Notice 15-02]
- Components of a CQM program
  1. Infrastructure
  2. Performance measurement
  3. Quality improvement



# Building Effective Quality Improvement Meetings and Teams



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# Effective QI Meetings

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# Learning Objectives: You Will Learn About....

## Meeting Effectiveness

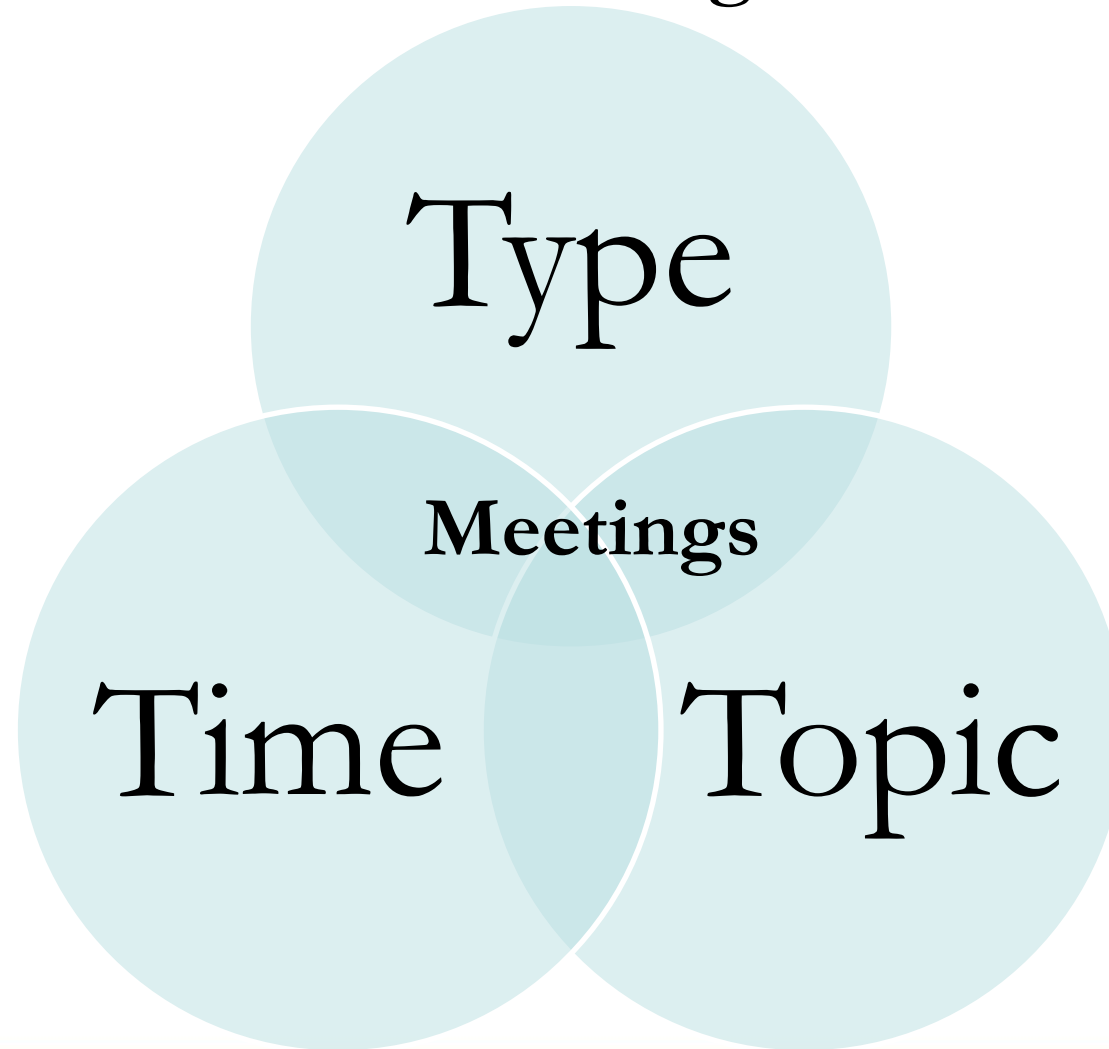
- Understand the importance of planning and designing effective meetings
- Share tools to improve meeting effectiveness
- Understand the importance of a well designed Agenda
- Consider how environmental issues affect meeting planning

## Facilitation

- Understand importance of planning facilitation when planning and designing group activities
- Explore the necessary skills needed for effective facilitators
- Understand the roles and responsibilities of facilitators

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# Considerations for Effective Meetings





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# How to Improve Virtual Meetings

1. Establish a strong foundation of relationship and trust
2. Develop and follow virtual meeting norms. Involve ALL participants in virtual meetings.
3. Keep priorities and Action Plans visible to all and promote group accountability.
4. Leverage collaboration tools to save discussion time.
5. Test you meeting and your tools.
6. Train your team on meeting technology and collaboration methods.
7. Use culturally-competent language and consider your audience

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# Planning Considerations – The Environment

**The Environment matters – be aware: You never win.**

## **Virtual Environment**

- Virtual Platform Invite, Link, Passcode, Meeting ID
- Access (waiting room, co-hosts)
- Virtual Equipment, flipchart/whiteboard
- Free from interruption (muting, background blur)
- Functioning equipment, audio, video, chat, share screen
- Others?

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# Planning Considerations – The Environment

**The Environment matters – be aware: You never win.**

## **In-Person Environment**

- Room size, layout, adequate chairs & tables
- Meeting location options, ease of travel
- Other access issues (security)
- Training Equipment, flipchart/whiteboard
- Availability of space to post items on walls
- Free from interruption
- Functioning equipment, speaker phone, computer, projector
- Others?



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# Preparation – Prior to 1<sup>st</sup> Meeting You Should...

- Define the expectations and purpose of the team
- Ensure the right people are involved
- Understand the context
- Key Questions
  - What are the objectives?
  - What are team member roles (capture meeting minutes, capturing Action Items, etc.)?
  - What are the group timetable expectations?
  - What physical or financial resources are available?
  - What skills do members bring?
  - What is the meeting frequency?
  - What challenges or constraints can be expected?
  - What is the past history of this group?



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# Cool Tools

- Icebreakers
- Ground Rules
- Parking Lot
- Agenda
- Action Planning Form
- Meeting Minutes
- Meeting Debrief

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# Types of Participants



# Personality Types of Participants



Ramblers

Complainers and Negativists



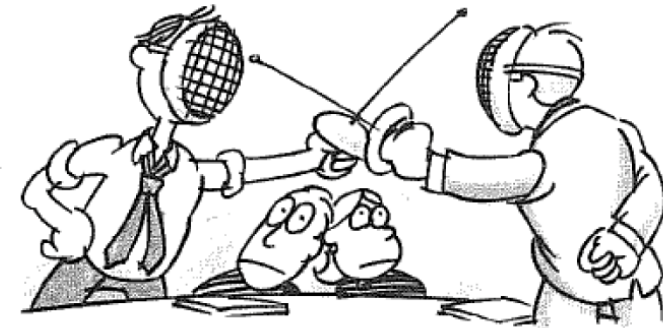
Flounders

# Personality Types of Participants

Indecisives/Silent-unresponsives



Super-agreeable



Hostile-aggressives



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# Tips form the Trade – Advice from Facilitators!

- Be positive, supportive and approachable; often compliment the group
- Always be respectful and don't take sides; be CALM in the time of emotion
- Cope with uncertainty and allow disagreement; remove distractions and be aware of group think
- Actively Listen – summarize/paraphrase; do NOT make assumptions; challenge them
- Use language familiar with the group
- Observe non-verbal communications; think about pace
- Be clear about YOUR role
- Don't talk too much; “facilitate NOT participate”

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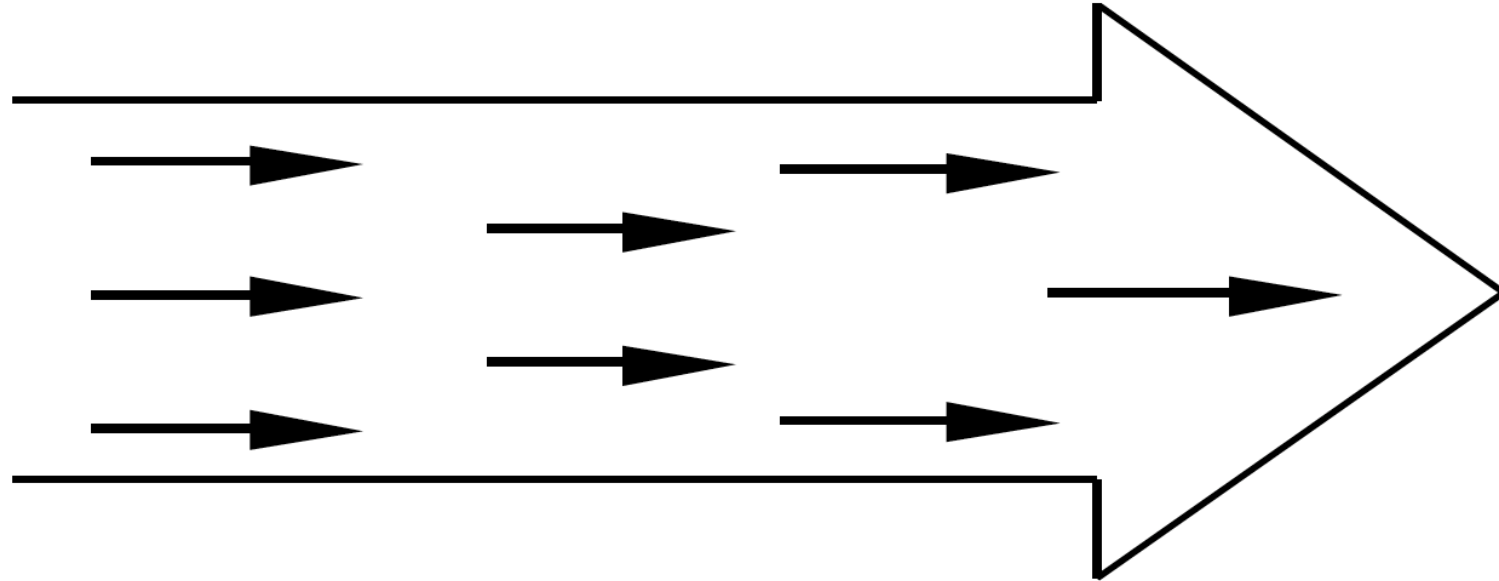
# Effective QI Teams

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## Learning Objectives: You Will Learn About....

- Creating alignment within a QI Team
- CQM Committee relationship to effective QI Teams
- Clarifying roles and responsibilities of teams
- Explore characteristics of high performing teams
- Identify key trainings to grow QI Team competencies

# Creating Alignment



## Alignment:

A condition in which a group of people **share a common understanding of a vision** and set of strategies, **accept the validity** of that direction, and are willing to **work toward** making it reality.

*A Force Change*  
*John P. Kotter*

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# Aids to Alignment

1. A clear strategic direction around quality
2. Communicating the quality direction in a way that makes sense to the listener
3. Frequent repetition of the QI strategy being used to achieve increased quality
4. Consistent demonstration of appropriate QI behavior by individuals in leadership positions
5. Candid feedback to individuals and groups to assist everyone in staying "on course"

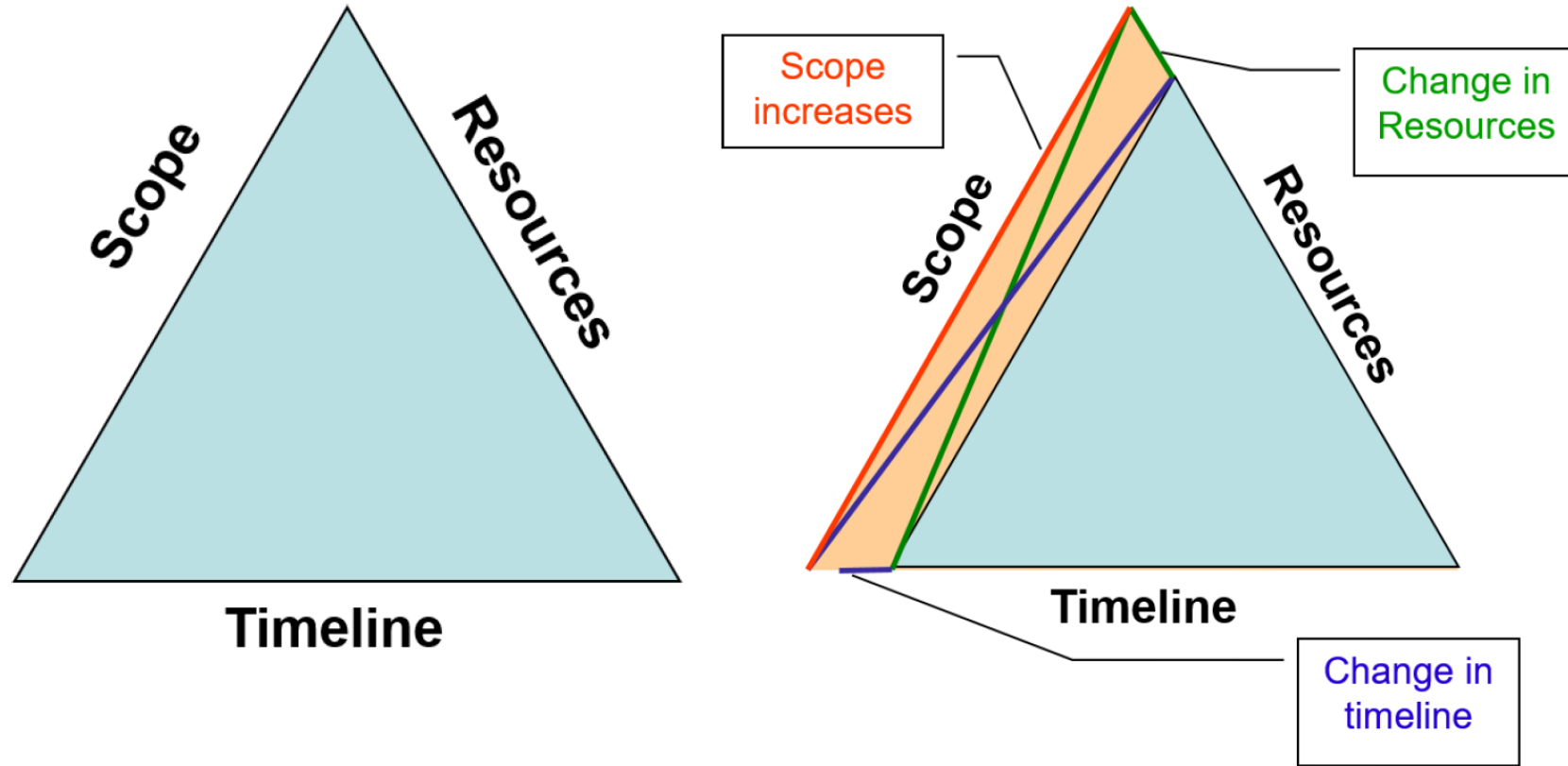
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# Teams Outperform Individuals When...

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

- Peter Scholtes et. al, The Team Handbook

# 3 Dimensions of Project Management



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# The Quality Management Committee

- Per PCN 15-02, “Develops the CQM program and corresponding activities.”
  - This includes QI Project selection, Methodology and Team Identification.
- Builds CQM program capacity and capability for quality improvement and QI Teams.
  - Includes training on QI Methodology, How to Prioritize QI Projects and more!
- Involving program leaders and other key staff ensure diversity on the QI Team and necessary supports (approval of staff time and resources; increased care coordination)
- Can feed and assist in focusing the quality of work in order to make it sustainable and effective (leveraging subcommittees, subrecipients, and more!)
- In a large organization, links the CQM program with the organization’s overall quality program (e.g., CQM Committee for Ryan White HIV/AIDS Program services in a larger FQHC)



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# Roles in the Quality Management Committee

- Chair Person (or even co-Chairs)
- Members
- Facilitator
- Note Taker
- Subject Matter Experts
- Guests/Observers



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# Characteristics of a Effective Quality Management Committee

- Multidisciplinary representation
  - People with Lived Experience, Clinical staff, Non-Clinical Staff, Administrative
- Regular meetings
  - Consistent! Good attendance!
- Visible trajectory of projects
  - From Planning to Implementing to Evaluating
- Lessons learned
  - Are documented and built upon
  - QI Teams track the results of their QI Projects

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# Characteristics of Higher Performing Teams

- Reward individual performance that supports the team
- Communicate effectively
- Practice effective dialogue instead of debate
- Identify and resolve group conflicts
- Vary levels and intensity of work
- Provide a balance between work and home
- Critique the way they work as a team, regularly and consistently
- Practice continuous improvement



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# Characteristics of Higher Performing Teams

- Share a common purpose/goals
- Build relationships for trust and respect
- Balance task and process
- Plan thoroughly before acting
- Involve members in clear problem-solving and decision making procedures
- Respect and understand each other's diversity
- Value synergism and interdependence
- Emphasize and support team goals



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# QI Teams

- Draw from various corners of your organization!
- Involve the people directly part of the process/outcome you aim to improve.
- Members are trained in QM and QI methods
- All QI Projects are structured!
- What activities are QI Teams planning which are tied to the overall organization's mission? The jurisdiction?
- Does anything happen at the state level which aligns with a QI project?
- Training 😊 😊 😊
- Projects are selected on data, priorities and relevance to participating sites.

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# Fundamental Training Support for QI Teams

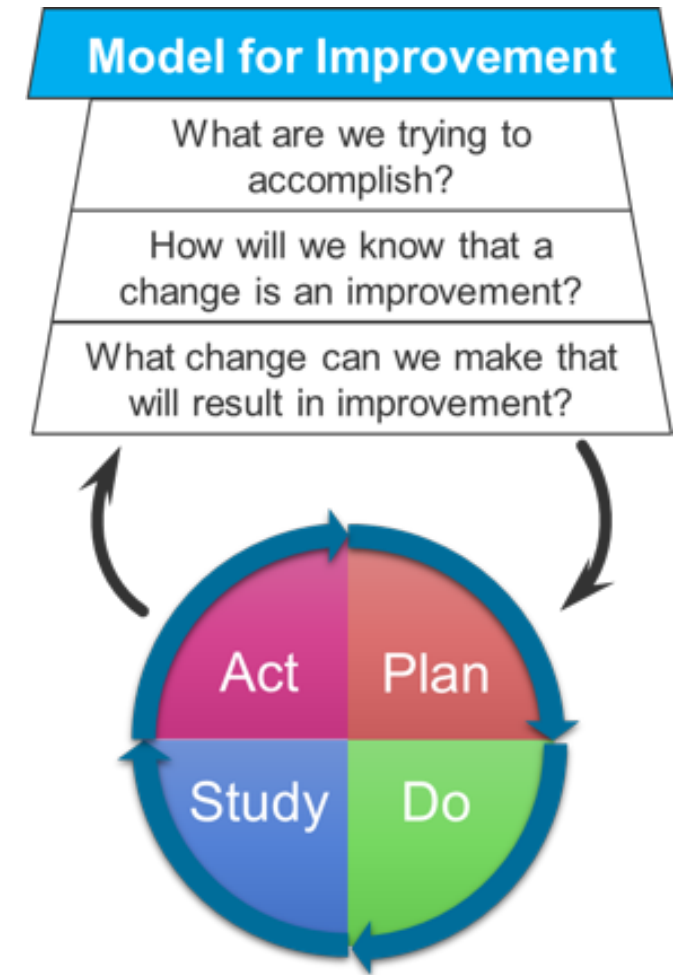
- CQM Ball & Pedestal
- What is a QI Project Lifecycle?
- What is Quality Improvement?
- What are QI Methods?
- What are QI Tools?
- How does data support QI?
- How does our organization document QI projects?
- What would a QM Committee (or other stakeholders) like to know about our project?

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# Model for Improvement

# The Model For Improvement

- **Three strategic questions followed by PDSA cycles**
  - PDSA cycles can inform/modify strategic answers
- **Questions PLUS PDSA cycles encapsulate the QI project lifecycle**
  - Setting aims (*discovery*)
  - Setting measures (*fleshed from discovery learnings*)
  - Identifying change ideas (*taking root causes into account*)
  - Testing change ideas (*implementation*)



Courtesy of the Institute for Healthcare Improvement



# Model for Improvement & PDSA Cycle

What are we trying to accomplish?

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How will we know that a change is an improvement?

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What change can we make that will result in improvement?



Set an AIM; time specific,  
measurable



Establish Measures



Select Changes; maximize your  
efforts

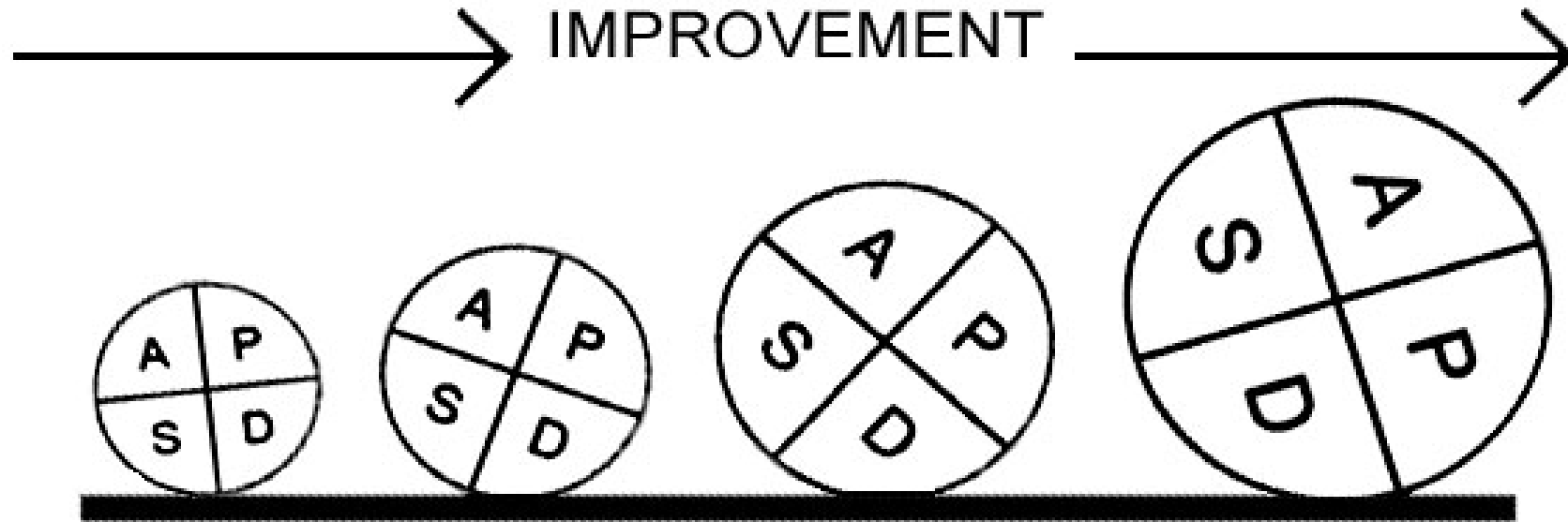
- **Plan** - Plan a change
- **Do** - Try it out on a small-scale
- **Study** - Observe the results
- **Act** - Refine the change as necessary

## PDSA Cycle



*Elements of the PDSA Cycle.*

# Start Small and Build



Small-scale test

Follow-up test

Wide-scale tests

Implementation

*Photo courtesy of the Center for Quality Improvement & Innovation*

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# Wrap-up

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## Effective QI Meetings

- Supports overall CQM infrastructure and QI
- Preparation is key!
  - Agenda
  - Environment
  - Action Items
  - Facilitation
- Ensure everyone has a role



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## Effective QI Teams

- Will need a common purpose/shared vision
- Draw from ALL corners of your organization
- Also supports CQM activities
- Utilizes the 3 phases of a QI Lifecycle
- Should implement a QI methodology



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**Thank You!**

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This project is supported by the Health Resources and Services Administration (HRSA) of the U.S. Department of Health and Human Services (HHS). The contents are those of the author(s) and do not necessarily represent the official views of, nor an endorsement, by HRSA, HHS or the U.S. Government.