

# Selecting Quality Improvement Team Members

Heather Reffett, District of Columbia Department of Health  
Margie Beaudry, Public Health Foundation (PHF)

Performance Improvement Managers Network Webinar

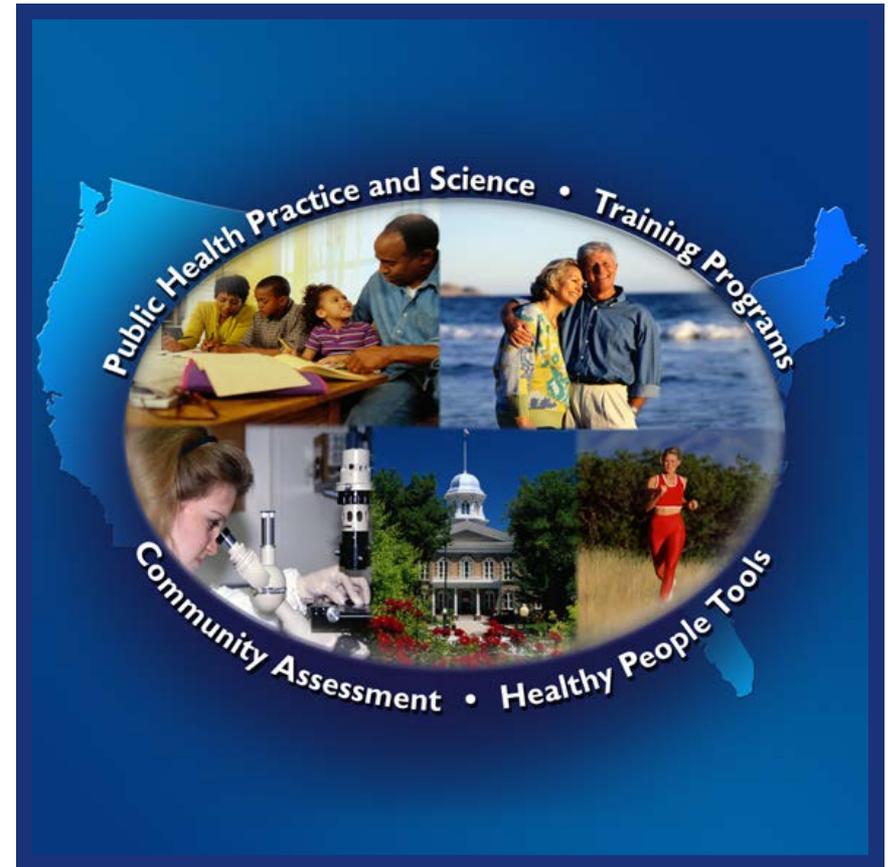
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# Objectives

- Identify points of vulnerability in team construction and potential impact on team performance
- Review Washington D.C.'s experience and how it influenced development of this tool
- Introduce a tool to support selection of quality improvement (QI) teams

# Background

- **QI Training:** Most Common Technical Assistance Request PHF Receives
- **Constructing Teams:** Most Common Question in Planning a QI Training Event
- **Team Effectiveness:** A Common Reason QI Projects Stall or Fail

# What Makes QI Teams Work?

- Positive disposition toward making an improvement
- Skills and knowledge related to the problem
- Ability to work effectively as part of a team
- Getting to the Performing Stage
  - Forming
  - Storming
  - Norming
  - Performing

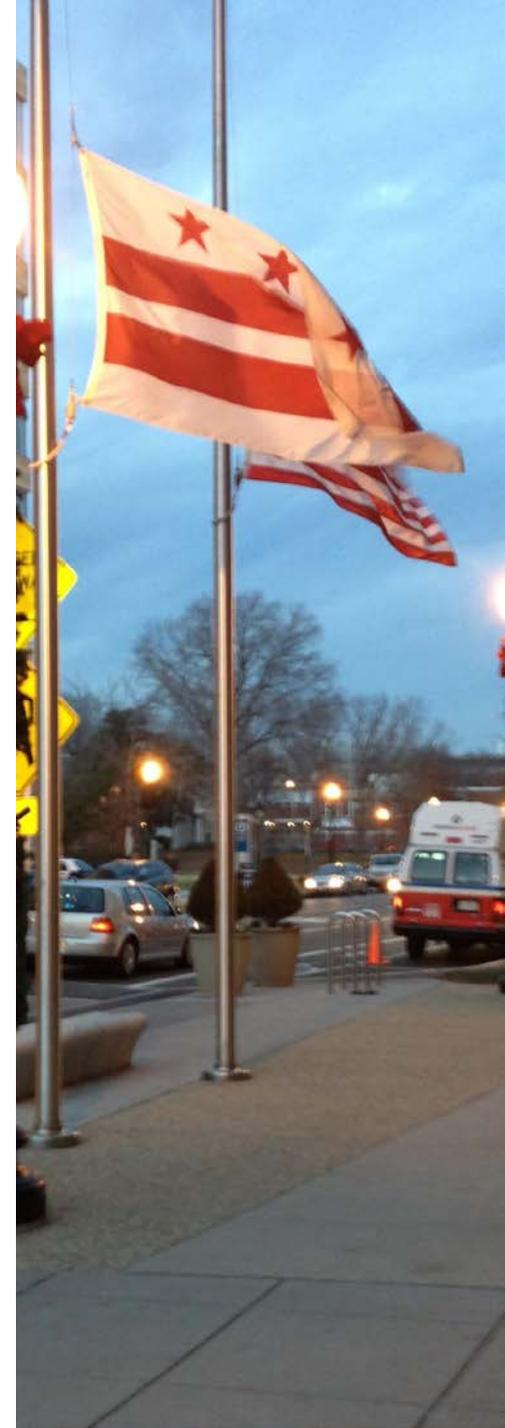
# Getting to the “Performing” Stage



*Based on Bruce Tuckman's stages of group development.*  
<http://psycnet.apa.org/journals/bul/63/6/384/>

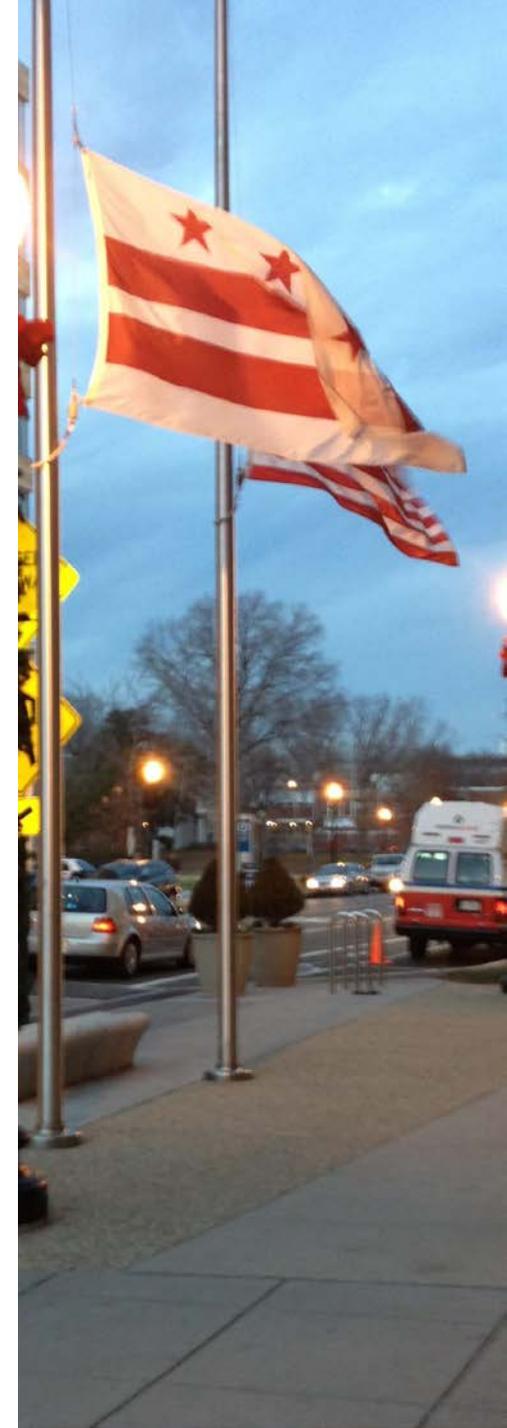
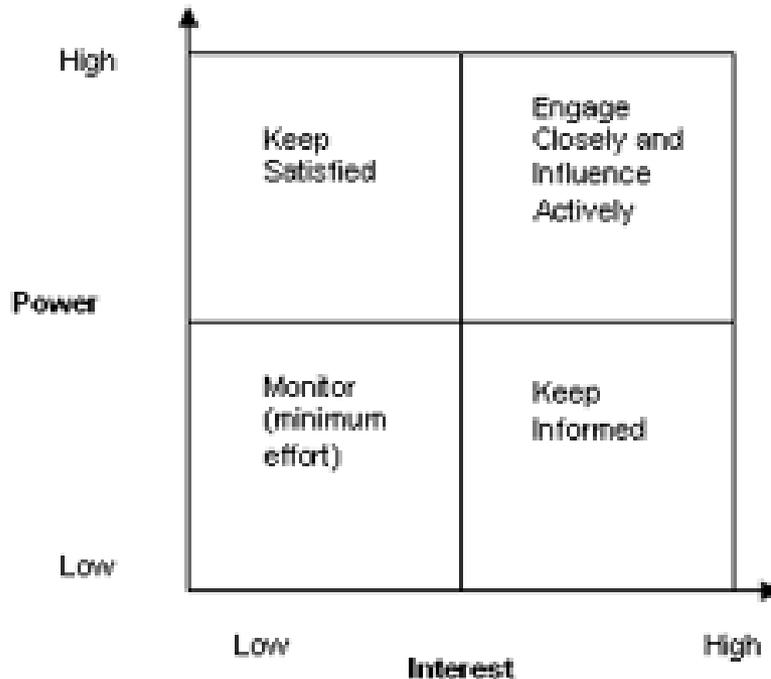
# Washington D.C.'s Experience

- DC Department of Health
  - 621 FTEs
  - \$265 M
  - State and Local functions
- Spring of 2012 began three QI projects
  - PHF: Harry Lenderman
  - Restaurant Inspections
  - Grants Management
  - QI Culture



# Washington D.C.'s Experience

- Assigned Team Roles
  - Co-leaders
  - Timekeeper
  - Note taker
  - Scribe “Vanna White”
- Initial Assessment - Stakeholder Analysis



# Washington D.C.'s Experience

- This takes forever.....
- Stages of Team Development
- Everyone rated performance
  - Workgroup performance
  - Team performance
  - Individual performance

“The commitment of the workgroup to common objectives/goals”.

“Your team has effective processes for making decisions, communication and assigning work”.

“Your contribution to the success of the QI project”.



# Washington D.C.'s Experience

- “Be the change that you wish to see in the world” – Mahatma Gandhi
- Actual: **““If we could change ourselves, the tendencies in the world would also change. As a man changes his own nature, so does the attitude of the world change towards him. ... We need not wait to see what others do.”**
- Culture change requires individuals
- Flushed out list with Harry
  - Now teach QI principles and ‘attitude’
    - Introduction to QI
    - Personal SWOT
    - QI Trainers – “How to Facilitate”



# Team Member Selection Tool

- Collaboration between DC and PHF
- 34 characteristics
- 8 categories
  - Knowledge of the problem (4)
  - Effective team player (4)
  - Reliability (2)
  - Effective communication (4)
  - Flexibility (3)
  - Effective problem solving (8)
  - Enfranchises and engages others (5)
  - Practices continuous improvement (4)
- Accompanying Excel “score sheet” (matrix)



# Accessing the Tool

> [www.phf.org/resourcestools/Pages/Team Member Selection Tool.aspx](http://www.phf.org/resourcestools/Pages/Team_Member_Selection_Tool.aspx)

## Team Member Selection Tool



Related Categories: Performance Management, Quality Improvement



Download this File



### Overview

The success of any quality improvement (QI) endeavor depends on the team working on it. It is not the number of people, but rather how well they function and work together, that makes a team successful. QI team members must respect each other, and share common goals, vision, agendas, and timelines to be successful. QI teams work best when each team member has a good disposition toward making the improvement. A person's disposition is defined as inherent qualities of mind and characteristics or an attitude and mood which is demonstrated often through their behaviors, or a tendency to act in a specified way. Some dispositions are better suited to effectively pursuing QI in teams.

*Selecting Quality Improvement Team Members*, created by Heather Reffett of the [District of Columbia Department of Health and Public Health Foundation](#) team members [Harry Lenderman](#), [Jack Moran](#), and [Mergie Beaudry](#), provides a common sense approach to constructing a QI team that is likely to succeed. Use this tool and the accompanying [Team Member Selection Matrix](#) to rate QI team candidates on 34 characteristics. The ratings can be based on observations from other teams or projects they have worked on, even if they were not QI projects.



# Tool Snapshot

Team Member Skills, Knowledge, and Dispositions	Potential Team Member 1	Potential Team Member 2	Potential Team Member 3	Potential Team Member 4	Potential Team Member 5	Potential Team Member 6
<b>Knowledge of the problem</b>						
1. Brings to the table some direct experience with one or more aspects of the problem	1			1	1	
2. Understands the context in which the problem persists		1	1		1	1
3. Engages in multi-dimensional thinking that embraces diverse perspective of organizational leaders, customers, politicians, labor unions, middle management, etc.	1		1		1	1
4. Understands the consequences of failing to solve the problem						
<b>Effective team player</b>						
5. Fits in and flows with the team dynamics		1			1	1
6. Committed to the team and the problem at hand	1	1		1	1	1
7. Treats others respectfully and supportively		1		1	1	1
8. Shows commitment to the team and the problem to be solved				1	1	
<b>Reliability</b>						
9. Documents discussions and team meetings in order to monitor and reflect on progress	1	1	1		1	

	Potential Team Member 1	Potential Team Member 2	Potential Team Member 3	Potential Team Member 4	Potential Team Member 5	Potential Team Member 6
<b>Total Scores</b>	6	21	11	22	30	19
<b>Selected? (Yes/No)</b>	No	Yes	No	Yes	Yes	Yes



# Cautions and Limitations of Use

- A starting place
- A tool *for considering* candidates for QI teams
- A tool to help find the right configuration of people
  
- *Not* a screening test
- *Not* tested for predictive validity (yet)
- *Not* the last word on who is best to do QI work

# All Teams Not Created Equal

## ➤ Learning Teams

- “little qi”: projects of short duration targeting a specific program element or process improvement. For example:
  - Reducing clinic wait times
  - Improving restaurant inspection rate
  - Increasing infant immunization rate
- Some characteristics evolve with exposure to QI; others may be more “trait” based
- The project provides a concrete focus for learning and applying QI tools and methods – get started doing QI
- All team members need not possess all characteristics; however each characteristic should be represented somewhere on the team

# All Teams Not Created Equal

## ➤ Enterprise-wide Teams

- Projects that have high visibility and consequence for the entire organization. For example:
  - Improving staff satisfaction scores
  - Reducing travel pre-approval times
- The project impacts nearly everyone in the organization
- The consequences of failure are significant
- All team members should possess all characteristics based on their performance on other teams (QI or otherwise)



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## **Margie Beaudry**

Senior Associate, Performance Improvement Services

[mbeaudry@phf.org](mailto:mbeaudry@phf.org)

202.218.4415

## **Heather Reffett**

Performance Improvement Manager

DC DOH

[heather.reffett@dc.gov](mailto:heather.reffett@dc.gov)

202.442.9186

## Discussion/Q&A

All lines are open and live!

Please remember to use your mute button or \*6

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**Please send comments and questions to**  
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