



Capital Health

QUALITY WORKBOOK #2

TEAMWORK



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QUALITY WORKBOOK

TEAMWORK

Once your team has been defined, it is time to bring Quality Improvement !

PURPOSE

The purpose of the workbook is to:

- Assist teams in setting objectives.
- Outline the basics of how your quality team will work together.

SETTING TEAM OBJECTIVES

First things first ...

Objective: The breakdown of a higher priority. Objectives are concrete, measurable steps to achieve identified goals – Healthy Workplace, Healthy Operations, and Healthy Community.

- Clearly state your team objectives:
 - What is it that you want to accomplish this year?
 - Consider the elements of the touchstone (acceptability, appropriateness, continuity, competence, efficiency, effectiveness, safety) when setting objectives, as well as activities or processes that are high risk, high cost, high volume or problem prone.
 - Include numerical indicators – how will you know if you achieve your objective?
- Set stretch objectives:
 - The objective or aim should not be set so low that it can be achieved by simply tweaking the system.
 - A stretch objective clarifies immediately that maintaining the status quo is not an option. Once this is clear, people begin to look for ways to overcome barriers to achieve the stretch objectives.
- Avoid objective drift:
 - Once an objective has been set, don't back away from it without careful assessment !

- One way of avoiding this is to review the objectives regularly. Start each meeting with a review of the team objectives. If you do need to change an objective, state why it was changed.
- Be prepared to refocus team objectives:
 - Although an overall team objective drives the team to improve, consider smaller objectives to assist with recognition of small improvements.

Characteristics of Effective Objectives

- Are Your Objectives SMART?
 - Specific?
 - Measurable?
 - Attainable?
 - Realistic?
 - Timely?

 - Which elements of the Touchstone do the objectives relate?
 - Do they include the desired end result?
 - Do they include a numerical objective?
 - Are they easy to understand?
 - Are they challenging?

Our Team Objectives:

FUNCTIONING OF THE TEAM

In order to ensure efficient functioning of the team, roles need to be defined and assigned to specific individuals.

Terms of Reference

- Develop a Terms of Reference which reflects the:
- Purpose of the Team:
 - Outline the mandate and the scope of the committee's activities.
 - Note how the committee relates to the organization (Mission, Goals)

- Functions:
 - To whom is the committee accountable? (usually a person or committee)
 - What are the typical duties of the committee?
 - Is the committee advisory or will it make decisions?
 - When will the self-monitoring activities take place – i.e. when will the Terms of Reference be reviewed?
 - What will be the publication, distribution and location of the minutes?

- Proposed Composition – How many people do you need on your team?
 - Who are the stakeholders and representatives that need to be on the team?

- Terms of Membership
 - Outline committee membership by member type (i.e. position). Keep membership to 10-12 participants.
 - Note that new members may be sought as required.
 - Consider additional membership which may include resource people on specific topics; note if their role is information sharing only or if they participate in decision making.
 - How long will members remain on the team?
 - Considering staggering terms of appointment to ensure continuity.
 - Note who approves the membership.
 - Consider how the Team Leader and Notetaker are chosen 0- consider sharing or rotating the role.
 - Define quorum.

- Commitment:
 - Estimate meeting frequency, will meetings also be at the Call of the Team Leader?
 - What are the timelines for the committee’s activities?

- Accountability:
 - Consider the financial implications or budget of the committee, including structure, decision-making and the approval process.

Please refer to Appendix A for a sample Terms of Reference.

Roles

- There are some common roles that your team may create. These are to be used as guidelines. Please customize the roles to your team needs.
- Team Leader:
 - Calls the meeting.
 - Opens the meeting.
 - Reviews the agenda and makes changes as appropriate.
 - Keeps track of time or appoints a timekeeper.
 - Facilitates discussion and decisions.
 - Gathers discussion items for the next meeting.
 - Reviews team quality objectives.
- Building Your Team Leader Skills:
 - Rotate the team leader role – give everyone on the team a turn
 - Take your time

- Use the agenda as your guide
 - Delegate responsibilities to other team members
 - Involve all team members in discussions.
- Notetaker:
 - Identify key points and action items on flip chart.
 - Capture the key points for each agenda item.
 - Highlight decisions, action items, and issues that will be deferred until future meetings.
 - Prepare and circulate Agenda for meetings. Review agenda items with Team Leader if required.
 - Copying minutes and seeing they are distributed and posted.
 - Building Your Notetaking Skills:
 - Speak up if you do not understand what is being said or what decision is being made.
 - Use a standard form that provides space for key items your team wants to capture.

The Team Memory Jogger Pages 81 & 82

- All Team Members
 - Represent your area of expertise.
 - Provide input into discussion as appropriate.
 - Participate in decisions.
 - Be a champion for quality.
 - Take on quality action items, moving quality forward in your work area.
 - Building Your Team Member Skills:
 - Encourage other team members to participate.
 - Maintain a positive attitude.
 - Support change.
 - Collaborate with non-team members.

Ground Rules

- Establishing ground rules will help team members recognize and use appropriate behaviour which will result in meetings that are more productive, open and ultimately more fun.
 - Consider meeting discussions confidential unless indicated otherwise.
 - Listen openly to other people's points of view.
 - Don't use jargon.
 - Say what you mean.
 - Honour commitment.
 - Acknowledge and appreciate others.
 - Encourage divergence of opinions on all topics.
 - Help keep discussions on track.
 - Allow everyone the opportunity for equal participation.

- Avoid placing blame on someone when things go wrong. Instead, review the process and discuss how it could be improved.
- Keep It Short – Remember the SNIT Analogy
- S Say your piece and listen to understand what others have to contribute
- N No finger pointing
- I No interrupting – seek the group’s wisdom
- T Towards alignment.
- Agree on how team members will give and receive feedback:
 - Give constructive feedback.
 - Do not judge or label the other person, describe a specific behaviour or incident.

CONDUCTING EFFECTIVE MEETINGS

- Structure:
 - Determine meeting frequency – how often does the team plan on meeting?
 - Meeting location and time – will you always meet at the same time and place?
 - Typing and Photocopying – who can assist with these things?
 - Agendas – Notetaker to circulate meeting Agenda and meeting minutes. Will there be a standardized form?
 - Use Microsoft Word Agenda Wizard® to help you create an agenda
- Examples:
 - Detailed Agenda:

Meeting Agenda				
Date: Feb 8, 2003				
Time: 2:30 – 3:30				
Location: Boardroom				
Purpose: Identify Job Reassignments				
Time	Item	Who	How	Outcome
2:30	Check In	All	Round Robin	
2:35	Review purpose and agenda	Jan	Review	Agree on agenda items
2:40	Recap of where we were last meeting	Bob	Report	Establish where we were
2:50	Review proposed changes (Attachment A)	Jill	Report and discussion	Understand proposal
3:05	Identify concerns and issues	All	Brainstorm	List of concerns

- Meeting Minutes – Determine circulation process and time frame.
 - You may choose to set a standard form.

Form for Minutes:

Date: Tuesday May 31, 2003		
Recorder: Chris		
Agenda Item	Key Points	Outcomes
Data collection	Next week is bad for some but others have free time. The first step is to develop form. Try to get form draft by the 17 th .	ACTION: Jean and Bob agree to develop data collection form by Friday. Will bring to next meeting for comments.

WHAT'S NEXT?

- Once team membership has been determined, terms of reference outlined, and meeting dates set, the team can get started!
- Spend the first meeting identifying team objectives and time lines for achievement of those objectives.
- Subsequent meetings will determine quadrant goals and indicators for goal measurement, action plans for other quality initiatives, follow up and evaluation of team and achievement of team objectives.



APPENDIX

Sample Terms of Reference

Care Group / Service Department Quality Committee Sample Terms of Reference

1. Purpose

Provides a quality focus to the Care Group/Service Department and implements the SDH Framework. This is also a forum for sharing and learning about different approaches to building quality into everyday activities of the Care Group / Service Department.

2. Functions

- a. To develop, review and monitor a quality framework for the Care Group / Service Department based on the SDH Quality Framework.
- b. To be responsible for ensuring that any accreditation recommendations pertaining to the Care Group/Service Department are addressed and implemented.
- c. To participate in SDH quality events and activities.
- d. To organize staff education sessions on the Quality Framework and other related quality activities.
- e. To develop and present the Care Group / Service Department Balanced Scorecard.
- f. To assist in the development of Clinical Pathways/Algorithms within the Care Group and with other Care Groups/Service Departments.
- g. To support and integrate quality thinking into all aspects of the Care Group/Service Department programs and services.
- h. To provide quarterly reports to the management team of the Care Group/Service Department, Operations Committee and staff (Communications Book, staff meetings, etc.)
- i. To support committee members to attend the Quality Forum, Research and Quality Fair, etc.
- j. To assess the membership and operations of the committee annually and to recommend changes as required.
- k. To coordinate and direct the Accreditation process within the Care Group/Service Department.
- l. To be responsible for ensuring that any accreditation recommendations pertaining to the Care Group/Service Department are addressed and implemented.

3. Membership

- a. Rotating membership consisting of:
 - i. General Manager/Director
 - ii. 2 or 3 – Managers (2 year term)
 - iii. 2 – Operations Committee Representatives (one 2 year term, one 3 year term)

- iv. 3 – Staff Representatives (one 3 year term and two 2 year terms)
 - v. 1 – Organization Development Facilitator (2 or 3 year term)
 - vi. Ad Hoc members as required e.g. SHIPS representatives, physicians, project workers, etc.
- b. The 2 and 3 year terms will expire in September.
 - c. The Chairperson will either be the General Manager/Director or a Manager.
 - d. To invite other management or staff participation as required.
 - e. A recorder for minutes will be assigned from the committee members or brought in as needed.
 - f. To hold a meeting, quorum shall be 50% of membership. The Chairperson may cancel a meeting if quorum is not available.
4. Commitment
- a. The committee shall meet about once per month at the call of the Chairperson.
 - b. This is a standing Committee of the Care Group/Service Department.
 - c. The decision making process will be to work towards consensus of the key stakeholders. All those at the table will have a voice. If quorum is not met, a plan for consultation will be developed and their viewpoints sought on any major decision. As a last resort, if consensus cannot be reached, democratic rules will be applied.
5. Accountability
- a. Accountable to the Care Group/Service Department Management Team.

Approved

_____, 2003.

REFERENCES AND NOTES

Martin, P., Tate, K. (1997), Project Management Memory Jogger. A Pocket Guide for Project Teams: GOAL/QPC: Methuen, MA.

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