

Effective QI Meeting Management and Facilitation for Nursing Homes

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Today's Topics

- Basics of effective meeting management and facilitation
- Overcoming common facilitation challenges
- Examples of agendas for nursing home QI meetings
- Resources



Basics of Effective Meeting Management and Facilitation



Every Group and Meeting Should Have a Purpose

- Articulates clear and well defined mission.
- Clarifies expectations and states desired outcomes of group and group meeting(s).
- Is used as a touchstone throughout process.
- Embraced and understood by all group members.
- Defines how the organization and others view the group and its role.
- *Example:* To select our nursing home's next Performance Improvement Project.



QAPI Tool: Charter

- Problem statement
- Background
- Goals
- Scope
- Time line
- Team roles, responsibilities
- Resources required
- Barriers
- Approvals

Worksheet to Create a Performance Improvement Project Charter

What is a project charter? A project charter clearly establishes the goals, scope, timing, milestones, and team roles and responsibilities for an Improvement Project (IP). The charter is typically developed by the QAPI team and then given to the team that will carry out the IP, so that the IP team has a clear understanding of what they are being asked to do. The charter is a valuable document because it helps a team stay focused. However, the charter does not tell the team how to complete the work; rather, it tells them what they are trying to accomplish.

Use this worksheet to define key charter components.

PROJECT OVERVIEW

Name of project:
Example: Reduction in use of position change alarms

Problem to be solved:
Example: Alarms going off frequently distract from a homelike environment and may give staff a false sense of security.

Background leading up to the need for this project:
*Example: Residents and families have complained about the sound of alarms going off frequently. Staff feel pressure to do "something" when a resident falls.
 (File reference specific background documents, as needed.)*

The goal(s) for this project:
*Example: Decrease the percentage of residents with position change alarms used on XX unit by 25% by X/XX/XX.
 (File: See Goal Setting Worksheet)*

Scope—the boundary that tells where the project begins and ends.
The project scope includes:
Example: Use of position change alarms on XX unit.

Every Meeting Should Plan for Resources Needed

- **People**
 - Who will be impacted by decision?
 - Who has necessary information and expertise?
 - Who must be involved in the decision?
- **Information**
 - What information is needed?
 - Do all group members have access to it?



Resources (continued)

- **Facilities, Equipment, and Financial resources**
 - What is needed to carry out the group's purpose?
 - How should we set up the logistics of group work?
- **Meeting Tools**
 - Do we have a charter, agenda, notes templates?
 - How should the room be set up to support the meeting purpose?



Who Does What? Common Group Roles

Common Group Roles
 (not all are always present, some roles are fulfilled by same person)



Meeting Facilitator

- Works with manager and/or director to prepare agenda and assure presence of critical facilitation components and resources.
- Guides group to establish and articulate framework within which it will work, e.g., group norms and decision method.
- Guides discussion through three phases of opening, narrowing and closing.
- Keeps group conscious of purpose, progress, and time.
- Periodically synthesizes and summarizes themes to test understanding.
- Assists to identify and resolve conflict.
- Assists in developing action steps, accountability plan, and group evaluation.



Manager and/or Director

- Secures organizational support and necessary resources, with the sponsor.
- Identifies and recruits members.
- Drives and manages the project; follows charter, develops workplan and timeline, ensures tests of change are implemented, oversees data collection.
- Schedules meetings and develops agenda with facilitator.
- Communicates to others outside group as needed.



Sponsor

- Determines scope and authority of group.
- Assists in defining purpose.
- Secures necessary resources for group.
- Reviews and provides feedback regarding group outcomes.
- Helps disseminate information about group's purpose and outcomes throughout organization.



Group Member or Participant

- Participates fully to support and advance purpose, goals, and processes.
- Helps gather and interpret necessary information.
- Acts as liaison with others in the organization as needed.



More Roles

- Historian
 - Maintains files to show the chronology and logic of the group's process.
- Scribe/Note taker
 - Prepares and distributes minutes covering major discussion points, conclusions and decisions, and action items.
- Time keeper
 - Monitors and keeps meetings on time.



Basics of Effective Meeting Management and Facilitation: Purpose, Charter, Members

Tips and Reflections



What Processes Will Help Us Fulfill Our Purpose?

- Establish group *norms*
- Identify appropriate *discussion tools*
- Identify *decision making method*
- Establish *action steps and accountability approach*



Group Norms

- Establish and agree on:
 - ✓ Ground rules and code of cooperation
 - ✓ Meeting times
 - ✓ Participant expectations
 - ✓ Assignment rotation
 - ✓ Follow-up responsibilities
- Agree on how norms will be used.
- Document and distribute norms.

Our CLASS Norms

- Treat everyone how you want to be treated
- Everyone gets the help they need
- Be patient
- Be safe
- Include everyone - Be positive!
- Praise each other
- Have fun!



Discussion Tools that Move Toward Decision

Phases of Discussion	Description	Tools	Purpose
Opening discussion	Generate and clarify information and ideas	-Propose -List -Brainstorm -Clarify	Narrow to broad approaches for eliciting options.
Narrowing discussion	Organize, evaluate and prioritize the information	-Combine duplicates -Prioritize (multi-voting) -Advocate	Eliminates redundancy; Offers a sense of preferences; Offers strengths of options.
Closing discussion	Reconcile differences and reach agreement	-Poll/Negative poll -Both/And	Eliminates low priority options; Measures support.



Processes and Decision Making

- Brainstorming
- Affinity grouping
- Multi-voting



Affinity Grouping



Multi-voting



Decision Making Approaches

• Types of Group Decision Making

- Decision by lack of response/non-decision
- Decision by authority/autocracy
- Decision by minority
- Decision by majority rule (voting/polling)
- Decision by consensus



More on Consensus

• What is Consensus?

- Group consensus is finding alternatives acceptable to all.
- No one opposes the decision.
- "I can support the decision even if it is not my first choice."
- Silence does not always equal consent -- ask for "yes" or "no."

• When Consensus May not be Appropriate

- Team lacks technical expertise or skill to make decision.
- A crisis situation requires immediate action.
- Decision is out of the scope of the team's authority.



Action Steps and Accountability Approach

- Regardless of whether agreement is reached, identify clear next steps and assign responsibility for each.
- Determine how group will hold itself accountable for implementation going forward.
- Document and distribute results of discussion, next steps, and future accountability.
- Evaluate the process and the group's success:
 - What did we intend to do?
 - What actually happened?
 - What did we learn or how might we do things differently?



**Basics of Effective Meeting Management and Facilitation:
Norms, Discussion Tools, Decision Making Methods,
and Action Steps**

Tips and Reflections



Facilitation Challenges



Facilitation is a critical resource in fostering group effectiveness and success



Facilitation Challenges: Conflict Resolution

Common approaches often used to manage conflict; however, typically do not result in the best outcome—

- Compromise—Both parties settle for less
- Avoidance—Issues are ignored or sidestepped
- Accommodation—Focus is on preserving relationships
- Dominance—Conflicts are managed through directives for change



TeamSTEPPS®



Conflict Resolution DESC Script

A constructive approach for managing and resolving conflict

- D**—Describe the specific situation
- E**—Express your concerns about the action
- S**—Suggest other alternatives and seek agreement
- C**—Consequences should be stated in terms of impact on established team goals

Ultimately, consensus should be reached.

TeamSTEPPS®



Collaboration

- Achieves a mutually satisfying solution resulting in the best outcome
 - All Win!
 - Includes commitment to a common mission
- Meets goals without compromising relationships

TeamSTEPPS®



Facilitation Challenges: Difficult Behaviors

Types	What they do and why	What not to do	What to do
Exploding	Want to win; Power intimidation	Don't explode back, retreat, mock or threaten	Stand firm w/ eye contact; let them run down; address seriously by recording on side chart or 1-1 at break
Digging	Use group and humor to undermine	Don't dig back, laugh or ignore; don't take personally	Address away from the group; name it and ask if really intended or clarify actual intent
Knowing it all	Right = liked; Try to take over; Seeking security	Don't try to one up or debate; Don't withdraw, but find ways to use info constructively	Use full participation process to limit (brain writing; multi-voting); consult with them outside of meeting to make ally
Wet blanketing	Chronically negative; feel powerless; shift responsibility	Don't join them or ping pong by saying opposite	Validate their power; ask "what's the worst thing that could happen?," assign projects
Pleasing	Charming but unreliable; approval seekers; fear of abandonment	Don't depend on them too much or get sucked in; don't shame them	Look for non-verbal cues of disagreement; give them permission to disagree; help them be honest and state concerns
Indecision	Silence is power; fear failure	Don't fill in the space unless you are only commenting on silence	Break process up (ideas vs. decision); Ask open-ended questions; give deadlines



Facilitation Challenges: Communication

- Invite questions and dialogue.
- Meetings should not just be about reporting out.
- Send materials in advance that don't need to take meeting time.



Potential Barriers to Effective Meetings

Barriers	Sample Solutions
"We've already tried that years ago, it didn't work..."	Recognize and bring forward organizational history and learning, build on that while encouraging new ideas and innovation
People are afraid to talk openly	Work to provide an atmosphere of psychological safety in your organizational culture. Encourage relationships of people in the room (good relationships promote trust and open dialogue)
Bringing up ideas may mean more work	Facilitator encourage other members to build on the idea and talk about how this could result in an improvement and what work could subsequently be eliminated
Someone monopolizes the meeting	Use learning circle format to give all persons given opportunities to speak
Not all team members have prepared for the meeting	Provide clear and realistic expectations about preparation needed prior to meeting.

Facilitation Challenges

Tips and Reflections





**Agenda Examples:
Nursing Home QI Meetings**



QI Planning and Prioritizing: Sample agenda items

Prerequisite: have pulled and reviewed your data sources and brought them for discussion at this meeting)

- Introduce participants and describe meeting goals (list goals on agenda)
- Clarify meeting roles: facilitator, scribe, time keeper (list on agenda)
- Review background information so that everyone has understanding of the work prior to this discussion (develop common ground for starting today's work)
 - Include summary on the agenda
- Brainstorm to identify opportunities "rising to the top"
- Discuss process to identify PIP topic to start with (e.g., use prioritization tool)
- Prioritize and select PIP
- Identify and document next steps once a PIP topic is selected (e.g., develop charter)



Topic Specific Performance Improvement Project: Sample kick-off meeting agenda items

- Introduce participants and describe meeting goals (list goals on agenda)
- Clarify meeting roles: facilitator, scribe, time keeper (list on agenda)
- Discuss and commit to charter (which team will already have), identify any clarifications needed
- Identify process that will be used to understand the problem or opportunity (e.g., flow chart, RCA, FMEA)
- Commit to process that will be used to develop, implement, and assess tests of change (e.g., PDSA)
- Develop communication plan (how will we keep others informed?)
- Identify and document next steps with assignments and due dates



Topic Specific Performance Improvement Project: Sample ongoing meeting agenda items

- Introduce participants and describe meeting goals (list goals on agenda)
- Clarify meeting roles: facilitator, scribe, time keeper (list on agenda)
- Discuss actions and findings since last meeting (e.g., RCA findings, PDSA cycles completed)
- Decide what to change in the process (based on analysis of root causes)
- Plan changes using PDSA cycles
- Review and update communication plan (how are we keeping others informed?)
- Check-in: Are we on track with charter? Are we choosing actions tightly linked to root causes and that lead to system changes? Are we making and evaluating changes? Involving the right people?
- Identify and document next steps with assignments and due dates



Root Cause Analyses Meeting: Sample agenda items

- Introduce participants and describe meeting goals (list goals on agenda)
- Clarify meeting roles: facilitator, scribe, time keeper (list on agenda)
- Discuss event to be investigated (and why it was chosen for RCA)
- Review team composition
- Decide on process to be used to described what happened
 - Collect and organize facts surrounding the event
 - Review findings
- Determine process that will be used to identify root causes
 - Thorough systematic analyses using tools such as fishbone, five whys
 - Identify root causes
- And then what? Identify and document next steps with assignments and due dates



More Resources

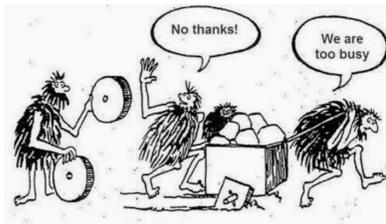
- QAPI tools: <http://www.cms.gov/Medicare/Provider-Enrollment-and-Certification/QAPI/qapitools.html>
- *Getting to Yes: How To Negotiate Agreement Without Giving In*, Roger Fisher, et al
- Holden Leadership Center, University of Oregon, Meeting Evaluation Checklist: http://leadership.uoregon.edu/resources/exercises_tips/skills/running_effective_meetings



Food for Thought

- “A facilitator is the custodian of the consensus process, a servant-leader whose purpose is to help the group make the best decisions possible.” (B. Briggs)
- I did then what I knew then, when I knew better, I did better.” (M. Angelo)





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