Effective QI Meeting Management and Facilitation for Nursing Homes

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July 2014

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

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.

Discussion Tools that Move Toward Decision

<table>
<thead>
<tr>
<th>Phases of Discussion</th>
<th>Description</th>
<th>Tools</th>
<th>Purpose</th>
</tr>
</thead>
</table>
| 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
QAPI Tool
Brainstorming, affinity grouping, and multi-voting

Discussion Tools: Selecting Options
• Polling: Once prioritization has identified a group preference, assure support of the option:
  – Poll
    • “I understand and can support the option and do what it takes to implement it.”
    • The option does not have to be each participants’ first choice.
  – Negative Poll
    • “Is there anyone who cannot support this option, even if it is not your first choice?”

Discussion Tools: Recording Options
• Documentation
  – Track and record discussion on computer screen or flip chart pages that can be viewed by the group.
  – Maintains a public record of the meeting.
  – Reduces misunderstanding.
  – Reduces side conversations.
  – Keeps everyone on track.
  – Provides road map for meeting summary and follow-up actions.
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

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.

Collaboration

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

<table>
<thead>
<tr>
<th>Types</th>
<th>What they do and why</th>
<th>What not to do</th>
<th>What to do</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exploding</td>
<td>Want to win; Power intimidation</td>
<td>Don't explode back, Retreat, Mock or Threaten</td>
<td>Stand firm w/ eye contact, let them run down, Address verbally once with a side chart or 1:1 at break</td>
</tr>
<tr>
<td>Digging</td>
<td>Use group and humor to undermine</td>
<td>Don't dig back, Laugh or ignore, Don't take personally</td>
<td>Use full participation process to tool, Ask writing, Multi-Voting, consult with them outside of meeting to make ally</td>
</tr>
<tr>
<td>Knowing it all</td>
<td>Right = Lead; Try to save won; Seeking security</td>
<td>Don't try to listen up or debate, Don't withdraw, but find ways to see info constructively</td>
<td>Validate their power, ask &quot;what's the worst thing that could happen?&quot; Assign projects</td>
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<tr>
<td>Wet Blanketing</td>
<td>Chronically negative; Feel powerless; Shift responsibility</td>
<td>Don't join them or ping pong by saying opposite</td>
<td>Use full participation process to tool, Ask writing, Multi-voting, consult with them outside of meeting to make ally</td>
</tr>
<tr>
<td>Pleading</td>
<td>Charm but uncutible; Fear of abandonment</td>
<td>Don't depend on them too much or get sucked in; Don't shame them</td>
<td>Look for non-verbal cues of disagreement, give them permission to disagree, help them be honest and state concerns</td>
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<tr>
<td>Indecision</td>
<td>Silence is power; Fear failure</td>
<td>Don't fill in the space where you are only commenting on silence</td>
<td>Break process up (ideas vs. decision), Ask open-ended questions, give deadlines</td>
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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

<table>
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<th>Barriers</th>
<th>Sample Solutions</th>
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<tr>
<td>&quot;We've already tried that years ago, it didn't work...&quot;</td>
<td>Recognize and bring forward organizational history and learning, build on that while encouraging new ideas and innovation</td>
</tr>
<tr>
<td>People are afraid to talk openly</td>
<td>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)</td>
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<tr>
<td>Bringing up ideas may mean more work</td>
<td>Facilitate 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</td>
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<tr>
<td>Someone monopolizes the meeting</td>
<td>Use learning circle format to give all persons given opportunities to speak</td>
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<tr>
<td>Not all team members have prepared for the meeting</td>
<td>Provide clear and realistic expectations about preparation needed prior to meeting</td>
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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 describe 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

- Holden Leadership Center, University of Oregon, Meeting Evaluation Checklist: [http://leadership.uoregon.edu/resources/exercises_tips/skills/running_effective_meetings](http://leadership.uoregon.edu/resources/exercises_tips/skills/running_effective_meetings)

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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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