Effective QI Meeting Management and Facilitation Webinar Transcript*

July 9, 2014

This transcript was provided the WebEx contractor. Moderate alterations to the text have been made by the Improving Individual Patient Care (IIPC) National Coordinating Center (NCC). This includes correction of speaker names and relative language used within the 10th SoW under the contract of Centers for Medicare & Medicaid Services (CMS). The transcript may contain computer-generated mistranslations of stenotype code or electronic transmission errors, resulting in inaccurate or nonsensical word combinations, or un-translated stenotype symbols which cannot be deciphered by non-steno typists. The IIPC NCC reserves the right to make further correction to transcript errors.

Event ID: 2405232
Event Started: 7/9/2014 4:49:36 PM ET

Hello and welcome to this webinar entitled Effective QI Meeting Management and Faciliation. This webinar is provided through the improving individual patient care national coordinating center as a part of the quality improvement organization program. This is Kelly O'Neill, the program manager with the National Coordination Center. I would like to introduce Dr. Jennifer Lundblad, president and CEO of Stratis Health, an independent and non-profit quality improvement organization based in Bloomington, Minnesota. Stratis Health leads collaboration and innovation in healthcare quality and patient safety. Jennifer has an extensive background in leadership, organization development, and program management in both nonprofit and education settings. She is frequently asked to facilitate and lead various state and national committees, groups, and panels. We have asked her to share some of her meeting management and facilitation expertise and tips with us today. Jennifer

---

Thank you, Kelly. I am pleased to be here with everyone focusing on this topic. Quality improvement is a team effort and as a result we spend a lot of time in quality improvement activities working in groups and teams and the effective management of these meetings and effective facilitation of the meetings is really essential and foundational for success.

We hope today to do a couple of things with you. First, we want to cover the basics of effective meeting management and facilitation and reviewing for you what you probably already know but may have forgotten about what good meeting management is all about. Secondly, we will provide some common challenges and provide you with some strategies for overcoming those. Then, I will be turning the presentation over to Kelly and she will review a few examples of typical agendas for some common topics that come up in quality improvement for nursing homes and how you might set up or establish some of the is agendas. Last we will be briefly offering you some additional resources that were not referenced during the course of the presentation.

Let's start with the basics of effective meeting management and facilitation. First and foremost, every group and meeting should have a purpose. While this seems that we are stating the obvious, we have all had the experience of being in a meeting and not quite being sure why they were there. So, a purpose helps us to articulate clear and well-defined missions but it clarifies expectations and states a desired outcome of the group and the group meeting. It really tells us why we are here what we're trying to accomplish. The group purpose is used as a touchstone throughout the process which is particularly true when groups and teams are meeting over some extended time. The purpose is embraced and understood by all group members. The purpose also defines how the organization and others who are not a part of the team or meeting view the group and its role.

A simple example is included on the slide of a meeting purpose. To select our nursing homes next performance improvement project.

What we are providing is a tool that is available through the QAPI website at CMS which is a team charter. A project charter clearly establishes the goals, scope, timing, milestones and team roles and responsibilities for performance improvement project -- PIP -- a common purpose for coming together in quality improvement. The charter is typically developed by the QAPI team and given to the team that will carry out and do the work of the PIP so that the team has a clear understanding of what they are being asked to do. The charter is a valuable document because it helps the team to stay focused. However, the charter does not tell the team how to complete its work, rather it tells them what they are trying to encompass. It is incredibly useful to have a charter as you are launching a team effort and having the associated meetings along with it.

If we start with the purpose and the charter, the next important thing is that every meeting should plan for the resources needed. This is often overlooked step but it is critically important as we look at the people, information, facilities, and meeting tools necessary for an effective meeting. For people, we need to ask ourselves who will be impacted by the decisions being made by the team or in the course of the meeting or meetings. Who has the necessary information or expertise to contribute a good decision or action or outcome? Who must be involved in the decision and how would the decisions be made? In terms of information resources, it is important to ask prior to a meeting and in planning for a meeting what information is needed and what data are available and what we will need to have in front of us to be able to have a productive discussion. And, do all group members have access to it?

In terms of facilities equipment and financial resources, we need to ask ourselves for every meeting and team what is needed to carry out the group's purpose and how we should set up a logistics of the group work to have it the most effective.

Lastly, the specifics around the meeting tools. Do we have a charter, agenda, notes template and how are we using those and simple things but again, often overlooked -- how should the room be set up to support the meeting purpose and how to support the dialogue or decision-making that we will be undertaking?

Who does what? There are some common roles that occur during the course of a meeting. Not all are always present and some individuals may serve in more than one role at any given time. This diagram shows you the various roles that are often or most commonly a part of the meetings and teams and groups. The facilitator, manager or director, group member or participant, group historian, scribe or note taker, and the sponsor.

Again, these can be overlapping and sometimes they are the same person but each has a distinct purpose and responsibility.

Let's start with the the meeting facilitator. This person works with the manager or director or in some cases might be the same person as the manager or director to prepare the agenda and assure the presence of the critical facilitation components and resources needed. They have a hopefully asked and answered all of the questions that we talked about in terms of resources.

The facilitator guides the group to establish and articulate the framework within which it will work, for example, group norms and decision methods, both of which we will cover in a few minutes.

The facilitator guides the discussion through three typical phases of opening, narrowing, and closing of a meeting which is true when a meeting is focused on decision-making.

The facilitator keeps the group conscious of purpose and progress and time as the group is doing it’s work in a meeting and periodically synthesizes and summarizes the theme. This seems to help test the understanding of the group members and makes sure that everyone continues to be on the same page, so to speak.

The facilitator identifies and helps resolve conflict and assists in developing action steps, accountability plan and the group evaluation that will occur after the meeting with the team is done with its work.

The manager or director role or responsibility with the team in a meeting is really to secure the organizational support and necessary resources working with a sponsor to do so. Team needs someone with enough authority in the organization to test and implement a change that has been suggested and deal with the issues that arise because they are bound to arise during the course of the process. The team leader understands the clinical implications of proposed changes in the consequence is that such a change might trigger organizationally or in other parts of the system.

This person is the driver of the project, identifying and recruiting members, driving and managing the project, ensuring that there is a charter and that the charter is followed, identifying and developing the work plan and timeline and looking at the PDSA test of change and ensuring that these are occurring and that we learn from them over time and overseeing any data collection that is a part of the work of the team and reviewed at the meeting.

The manager or director also schedules the meeting and develops the agenda working closely with the facilitator and especially important communicates to others outside the group as needed.

In addition to the working members of a team at the meeting, the successful improvement team needs a sponsor, someone with the executive level authority that can provide a liaison with other areas of the organization, serve as a link to senior managing and the strategic aims of the organization and provide resources and overcome barriers on behalf of the team, provide accountability for the team members. The sponsor is not typically a day to day participant in team meetings or in the tests of change, but should be reviewing the team's progress on a regular basis. This person oversees the financing and resources for the project.

The group members participate fully to support and advance the purpose, goals, and processes. They are very active in the course of the meeting in every meeting. They help gather and interpret necessary information. Sometimes this comes from unique perspective that together make a group -- a group decision and process better than any single person acting alone and they act as a liaison with others in the organization, something that you see commonly across all members of the team and all meeting participants.

You saw in the diagram of the team roles a few other roles that I want to mention briefly. The first is the historian. This is the person who might maintain the information or files that reflect the chronology and history of the group's progress over time. This is especially important for long-standing team or teams that are addressing long-standing issues so you can bring forward the history and previous success of previous learning from things that didn't work and apply them as the team continues to work together and meet together.

The scribe or note taker has the all-important role of preparing and distributing the minutes of the meeting which cover the major discussion point, conclusions, and decisions and what the action items are.

The timekeeper monitors and keep meetings on time.

After we talk about roles and responsibilities, next we want to focus in terms of effective meeting management, on processes. What processes will help us fulfill our purpose? We will cover four of these today's. Establishing group norms, identifying appropriate discussion tools, identifying decision-making method, and establishing action steps and accountability approach.

Group norms -- this is how the group agrees together to work together. This is establishing the ground rules or the so-called code of cooperation among team members and meeting participants. This is how the group decides they want to establish meeting times and if appropriate meeting places. This is what articulates the participant expectations of each other and for themselves. If there is any assignment or rotating responsibilities, the group norms would articulate those as well as the follow-up responsibilities. The group not only agrees on the norms but how the norms will be used. Will you revisit them every time at the start or end of the meeting? Will you check or evaluate your processes against the group norms? How will you keep the norms in front of the group so they reflect the commitment you have made to each other. This is the importance of documenting and disturbing in determining how the norms will be used.

We included an example of how a class agreed on the norms. They said they want to treat everyone how they want to be treated. Everyone gets to the help they need. Be patient. Be safe. Include everyone and be positive. Praise each other. Have fun.

This is a great example of a set of group norms.

The second set of processes around discussion tools. Particularly the tools that move toward a decision. Many other quality improvement activities that are the cause of meetings are about making a decision or recommendation. So, I mentioned briefly before that there are 3 typical phases of a meeting that the meeting is intended to make a decision or recommendation. The opening discussion, narrowing discussion, and closing discussion.

In the opening discussion we are trying to generate and clarify information and ideas. Tools used to do that are to propose, list, brainstorm, or to clarify. The purpose is to elicit as many options as possible and reasonable for the purpose you are trying to achieve.

After opening those and generating the list, the next phase of discussion is about narrowing. This is about organizing, evaluating, and prioritizing what you generated. The tools to be used there are combining duplicates, prioritizing to such approaches as multi-voting and advocating.

The purpose here is to eliminate redundancy, offer a sense of the preferences of the group, and offer strengths or weaknesses of the options presented.

The third phase is the closing discussion. This is where the group is reconciling the differences and ultimately reaching an agreement. Tools to be used include polling. The purpose here is to eliminate the low priority options and focus on the high priority options and measure and test support and again to reach a conclusion.

Three tools commonly used in QI meetings and meetings that are aimed at reaching a decision are brainstorming, affinity grouping, and multi-voting. Brainstorming is an idea generating tool designed to produce a large number of ideas to the interaction of a group of people. Its focus is really on quantity -- generating a lot of ideas -- because quantity can then lead quality. During brainstorming you are withholding criticism or evaluation. This is not about assessing the options, but creating the options. This is where unusual ideas are welcome. New ways of thinking may provide better solutions in the course of brainstorming.

Affinity grouping is brainstorming -- a method in which participants organize their ideas and identify common themes. Perhaps you generated a long list of ideas in the brainstorming part of your work. The task of affinity grouping is to -- using cards or Post-it notes -- cluster these ideas in areas that make sense together in terms of themes or related ideas or activities. Each person in a group or team at the meeting contributes to this and there are a number of ways of the planning this exercise. You continue to do this grouping until all items have been group tours that decide and then you look at those and identify the themes to help you narrow your options and move onto the next set of activities.

Multi-voting is a logical next step after affinity grouping. You have your brainstormed list that has been clustered together through the affinity group process. So, you can now do a multi-voting process which is a structured series of votes by a team in order to narrow down a broad set of options to a fewer set of options.

Again, if you brainstorm and then cluster them, what you would do is number or identify in some way each of the items and each person chooses approximately 1/3 of the items. You could have voting done by each person submitting their votes privately to the person tallying the votes or each person sharing the vote publicly or each person marking their choice -- perhaps putting a colored dot on the flipchart

---

When you tally this, this allows you to eliminate items with the fewest votes and prioritize the action activities and recommendations may be, because the group has expressed their knowledge and desire and interest or preference through the multi-voting process.

If the decision is clear you can stop or otherwise repeat the multi-voting process with the remaining items until you know it down to the numbers that will make the most sense for what you are trying to accomplish.

We have included another tool from the QAPI set of tools available that describes in more detail brainstorming affinity grouping and multi-voting. You’ll see a link to all of these resources and materials we get to the end of the session.

Once you have the options created and you are at the point where you want to select and begin to move to a decision process, polling is an effective way to move forward once the prioritization has occurred. Polling is often done by asking people to affirm that they understand and can support the options and do whatever it takes to implement it. This option, by the way, does not have to be each participant first choice. Again, that they can understand and support the option. There is also an approach that has you doing a negative pole to reach a similar conclusion -- asking the reverse of the question which is is there anyone who cannot support this option, even if it is not your first choice? In this way you're able to take the pulse of the group and understand how close you are to reaching the group decision.

Throughout these processes and throughout the meetings it is really important to be recording and documenting the options and how the group has progressed. Tracking and recording the discussion either on the computer screen as you go along or in a flip chart page -- either option is fully available can be viewed by the group. This maintains a public record of the meeting. Public could be within your organization or within your community. It helps to reduce misunderstandings. Reduce side conversations, as people are focused on what is being written and are we articulating exactly what we want to in terms of the consensus are focus of the group. It helps keep everyone on track. Apparently, it provides a roadmap for the meeting summary and the follow-up actions.

Let's talk about the meeting process and group process of decision-making. There are a variety approaches to this. We have listed a set of the most common ones here.. Decision making by lack of response or non-decision. You have probably all seen this occur whether it was intentional or not.

There is decision by authority in which one person has the authority to make a final decision. He or she may seek input from the group or team and doing that through the course of the meeting, but that individual person has the authority and responsibility to make the final decision.

There can be decision by minority. Maybe it is not just one person, but a small group of people. Maybe it’s the administrator and the DON that together have the final decision-making authority.

There is decision by majority rule which requires voting so that you know the majority of the voting members of the team have affirmed that this is the choice or decision you want to make.

Then there is decision by consensus. There is no one right way to make a decision. The important thing is to convey what the decision approach will be and to do that as early as it is known. I think there is nothing worse than going into a meeting and going into a group process again you have a different voice or role in decision-making then you really do. That can be a disenfranchising process to say the least. To be clear about the decision basis will be and who has the authority and what the decision-making approaches is the most critical thing about decision-making.

We do want to talk for a few minutes particularly about consensus of the decision-making approach. Consensus is often seen as the gold standard around decision-making, but we want to emphasize again that it can be and it can be appropriate, but it also not the right decision approach for every situation.

Group consensus is finding alternative acceptable to all and reaching a decision based on what everyone can accept. No one opposes the decision. Again, you might hear or test statements like I can support the decision even though it is not my first choice. It is important to note here that silence does not always equal consent or assent. If you are using a consensus approach you need to ask each member for a yes or no.

There aren't situations as I mentioned when consensus may not be appropriate. Perhaps the team lacks the technical expertise or a skill to make the decision. They can help inform but they are not the right group to be making the decision. Or perhaps it is a crisis situation requiring immediate action. Consensus is often something that takes quite a bit of time to achieve and some decisions need to be made in a more timely manner then consensus allows.

Perhaps the decision is outside of the scope of the teams authority. They have relevance to the work and it is important to them, but they really are not -- the decision is really not within their authority.

Again, the important thing is to be clear about what the decision basis is and how it will be implemented.

The fourth of the process area is action steps and accountability. This occurs after the meeting is done and you prepare for the next step. Regardless of whether agreement or decision is reached, it is important to identify clear next steps and to be sure the responsibility is assigned for each of the steps. For the group to know how it is holding itself accountable for implementation of whatever the actions are. Again, this is where documentation and distributing of the information is critical so that the next steps in future accountability are shared in common knowledge and there is a clear understanding of where you're heading as a group or team. It is always helpful to a evaluate with the process and the group's success in their meeting in the work together. What did we intend to do and what actually happened and what we learned along the way -- how we might do things differently next time?

That covered quickly the basics of effective meeting management and facilitation. We know that things don't always go as perfectly as planned. We wanted to spend a little bit of time also talking about common challenges that occur in meetings and in facilitation and present you with some strategies for overcoming the common challenges.

Facilitation is of course a critical resource in fostering group effectiveness and success. But, facilitation also is important in dealing with the challenges that arise throughout the group or team meeting process.

The first of the facilitation challenges is around conflict. How to resolve conflict. There are some common approaches that are often used to manage conflict. Sometimes they work but typically they do not always result in the best outcome. If you think about ways to manage conflict, you can also think about some of the implications. Compromise is a common way to resolve conflict, but in that instance both parties settle for less. Again, that could be the right approach or it could have other implications. There is also commonly conflict avoidance -- issues are ignored or sidestepped. Unfortunately, they often pop up later. Sometimes unexpectedly if they are not resolved at the time.

Accommodation is another conflict management strategy. This arises when the focus ends up being on the relationship and preserving the relationship to the sacrifice of whatever the decision or action is.

Last, dominance is a strategy for overcoming -- a commonly used approach for overcoming conflict. Conflicts are managed through directives for change. Simply said, this is how it will occur or this is how it will happen.

What we want to offer for you -- borrowing from TeamSTEPPS -- a conflict resolution approach -- DESC. Describe, express, suggest, and consequences. We think this provides a productive way to address conflict as it arises as it occurs and to move together to reach resolution in team and group meeting setting.

D -- Describe the specific situation. Sometimes it is helpful to name the conflict.

E -- Express concerns about the action. Trying to express them in as neutral terms as possible, focusing on the implications and concerns you may have.

S -- Suggest other alternatives and seek agreement. This isn't about throwing it over the fence and saying this won't work but instead saying this won't work from my perspective and this is why and here's what I suggest as an alternative.

C -- Consequences – should be stated in terms of the impact it will have on team goals, this is when it is helpful to have a clear sense of purpose and the team charter, both of which we talked about what began because you can turn back to those documents again and again to check yourselves in resolving a conflict about what it is we are trying to achieve.

Again, ultimately the goal is consensus or whatever decision approach is appropriate for that situation.

I can't say enough about the positive contributions that a collaborative culture and environment makes to achieve a mutually satisfying solution resulting in the best outcome -- a win-win situation. Including the commitment to the common mission -- common purpose and the commitment to the charter for the group. Again, collaboration allows meeting goals without comprising relationships.

In addition to conflict management, another common challenge is difficult behaviors. Included in this table are some common behaviors that occur that can derail or detract from the purpose and activities of a meeting and team. This includes exploding, digging, know it all, wet-blanketing, pleasing, and indecision. I suspect that all of us have seen these behaviors at certain times. This slide provides you with an overview of why a person might choose to use this deliberately or not deliberately a particular type of behavior and some suggestions about what not to do in terms of responding to the behavior and what might be some effective strategies.

When someone explodes at a meeting and has an emotional response that is inappropriate or borderline inappropriate, they are typically doing this because they want to win or perhaps intimidate to showing some of their power. What is generally not helpful is exploding back at them, retreating, mocking them, are threatening them. Instead it is about standing firm, letting them run down and express what they need and address it seriously by recording it and perhaps having a side conversation -- either the facilitator, director, or leader of the work.

Digging is a negative behavior. It is used by a person using group and humor to undermine authority or credibility. Again, what not to do is dig back, laugh, ignore, or take it personally. This is the sort of behavior that should be addressed away from the group -- to name it specifically and ask the person if they intended to be so hurtful or harmful by making a dig at someone else.

The know it all -- typically looking to be liked. Perhaps trying to take over a role or seek security out of an insecure base. Typically we would recommend not to try to one up the person in a debate or withdraw but to instead find ways to use their contributions constructively. Again, there are tools and strategies we suggested like brainstorming and multi voting that engages the full participation of the group and limits the person trying to play the know it all role.

Wet blanket -- the chronically negative person -- they are often doing so because they feel powerless or feel a shift in responsibility that they don't seem to be in their advantage and they are just offering a negative response to anything suggested. Again, what we would advise is not joining them or going back and forth with them -- ping-ponging by saying the opposite thing -- that gets into a cycle that perhaps doesn't end. Instead there is a benefit to validating their power -- ask them what's the worst thing that could happen here? Engage them by assigning tasks or responsibility to help turn the negativity to positivity. There is also the pleasing behavior -- this person is often charming but sometimes unreliable because they are only giving the pleasing answer. They're seeking approval and they have a fear of rejection or abandonment. -- What not to do -- don't depend on them too much or get sucked into that role. Also, don't shame them. Look for nonverbal cues of disagreement and try to draw them out by giving them permission to disagree or express a differing opinion and help them to be honest and find ways to state their concerns.

Last, indecision. In this instance silence is power and there is a fear of failure. The response should not be trying to fill that space unless you are commenting on the silence, but instead break up the process. Move to some of the detailed strategies that we previously described. Ask open-ended questions and give them life and try to move the group forward.

Again, common difficult behaviors -- there are strategies for overcoming this.

Communication is critically important and underlines all of these strategies suggested in response to the difficult behaviors. We encourage inviting questions and dialogue. We know meetings are not nearly as effective when they are simply reporting out about various tasks or activities or data. Instead, sending those materials in advance that don't need to take meeting time and using the meeting time for the things that require engagement discussions, dialogue and using some of the process tools we described before.

We want to share some potential barriers to effective meetings. You've heard all of these at some point in your quality improvement work.

The first on the table is -- we tried that years ago and that didn't work. At potential solution to that is to recognize and bring forward the organizational history and learning that you had to really recognize that it has been important that you have learned things and build on that while encouraging new ideas and innovation. Honoring the past but moving forward in new ways.

A second barrier that people are afraid to talk openly. This really gets at the atmosphere and the organizational structure the you have in your striving to support where people feel that it is open and save to be making their comments. It is about encouraging the relationships that promote open trust and open dialogue.

And barriers that we know exist in resource constrained environments like nursing home is that if I bring up a good idea it might mean more work for me and I don't know how I would fit this into my day. This is a legitimate concern, and I think this should be addressed head-on. A facilitator can encourage other members to build on ideas and talk about how the new activity or idea or project could be implemented and most importantly how the work could be eliminated or what might be more efficient or effective you made these changes.

Another barrier is that someone monopolizes the meeting. This is where some of the process strategies can be helpful. Learning circles give a format – allow a format for all people to have the opportunity to speak as does multi-voting in some of the brainstorming or affinity group work as well.

Last, not all team members are prepared for the meeting. This is a common occurrence in our busy lives and workdays. But, it is up to the facilitator as well as the project sponsor and director to provide clear and realistic expectations about the preparation needed prior to the meeting to ensure that the materials are available with enough time to be able to review the materials and then setting the group norm to be that people arrive prepared and ready for the meeting.

I will turn the next segment over to Kelly and have her walk through some examples of typical quality improvement meetings and how agendas might be set for the common focus.

Thanks, Jennifer. One of the most helpful ways to have an effective meeting is to have a clear agenda. We frequently receive requests for samples of agendas but because they are different types of quality meetings with different goals there is not a one size fits all agenda. There are key components that will help structure the meeting and guide the group process. If provided in advance the agenda can help people prepare for the meeting and complete any pre-work and come compared to participate fully in the discussion. Sending an agenda ahead of time also helps the participants feel more assured that the time will be well spent. A good agenda demonstrates the value of the meeting. I'll vague agenda might signal that it could be a waste of time. A good agenda is detailed and specific for each meeting. A vague agenda says that it is repetitive.

We will share four for your consideration. For quality improvement planning and prioritizing meeting, a topic specific performance improvement meeting or ongoing PIP meetings and lastly for a meeting to plan for or work on a cost analysis.

The team may need to consider opportunities for improvement and prioritizing the opportunities. For this example, you will note that we suggest that before bringing the group together to make a decision on what to focus on that we work might include review of different data sources available that reflect a wide range of processes and outcomes. Only key findings are brought to the meeting. For example, the director of nursing might bring clinical quality indicators that have fallen below the organization’s goal or threshold. The administrator might bring the latest staff and resident satisfaction survey findings, noting areas that are not meeting the goals are thresholds. Dietary or other departments might bring evaluation or audit results that may need further follow-up, but the key is that not every piece of data needs to be poured over by the group at the meeting. Not every finding needs airtime and many reports can be reviewed outside of the meeting time.

The idea is to bring items that would benefit from group discussions. As Jennifer said, is not just about reporting out all the findings. If the group is ready to review potential opportunities for improvement and make decisions about what to focus on, the agenda on this slide may be of help to plan for this meeting. The first three items could be standard for most meetings and if enough information is provided on the agenda they should take little time. You can get to the meat of the discussion quickly. List the goals of the meeting on the agenda. Make sure that everyone knows who is in the room and what the goals are for the meeting. Discuss meeting roles and provide brief introductory or background, is to get everyone on the same page as much as possible. Again, including summary information on the agenda so people have it in advance will be helpful.

Based on the data, start to brainstorm opportunities for improvement. What are the areas rising to the top that could benefit from multidisciplinary team improvement work? Once you identify potential topics, decide on a process that you will use to help clarify, narrow, and make decisions. Think about criteria you will use to guide decision-making. One tool that might be useful for this purpose is the CMS PIP prioritization tool. You can rate each one using various criteria to help guide decision making about a PIP focused area.

And agenda items to include is to be clear about next steps. Jennifer highlighted the importance of this. What needs to happen based on the decisions the group has made. Will do what and by when? Document your decisions.

Also as Jennifer mentioned earlier, you can always add an agenda item at the end of a meeting to a quick evaluation of your meeting. Or maybe do it periodically.

Here is a sample agenda for a PIP kickoff meeting -- the first two items are pretty standard as are the third -- this is meant to get everyone on the same page and in this case -- review the project charter given to the team. Note the specificity in the agenda item -- the goal is to discuss and commit to the charter and identify any clarifications needed.

Next -- for example, the model for improvement -- the group might identify the process that they will use to better understand the problem or opportunity they are being asked to work on. In order to plan and make changes that truly address the root causes. For example, depending on the problem or opportunity the team might flow chart of process and conduct a root cause analysis or a failure mode effect analysis. Depending on the meeting time and complexity of the topic, some of this work could start during the kickoff meeting.

Based on findings, the group can discuss and commit to the process used to identify the changes to make and how to plan, implement, and monitor the results of the changes. For example, you might use a PDSA. The last two items are pretty standard.

Here is a sample agenda for ongoing PIP meetings with some of the standard agenda items at the beginning and end, focusing on the changes that are being tested in the PIP and the results of those tests of change.

The idea during these meetings is to review the PDSA cycles -- asking what changes we need to make based on analysis and keeping the changes linked to the root causes and changes that will truly lead to system change not just focused on weaker interventions like re-education and reminding and disciplining staff. Make clear plans to implement your changes. As you test changes, study the results. Then, based on the results, decide to adopt, adapt or abandon your changes.

Last, here is a sample agenda for a meeting to plan. And or conduct a root cause analysis depending on the time you have. The standard opening and closing agenda items apply -- key items for this type of meeting are to be very clear who is a part of the team and why and deciding the process to be used to describe what happened and how you're going to identify the root causes. Use tools to help structure your processes such as the QAPI guidance for root cause analysis tool available on the CMS QAPI website. Depending upon the club complexity of the event analyze, more than one meeting could be needed.

Hopefully this provided a tip or two. I will turn it back to you, Jennifer.

Thank you, Kelly. This brings us to the final section of the session today. We listed some additional resources and in the first instance provided the website for the QAPI tools that we referenced throughout the section. There are a great set of resources that support QAPI and specifically related to today's topic -- it can support effective meeting management and facilitation and we identified some of those for you today. We also recommend a book -- Getting To Yes – How to negotiate the agreement without giving in. It has been around for a long time. It is a small book available in paperback. Since conflict is such a common problem and barrier and is so difficult for so many people to address we included this because it gives some practical, helpful strategies to think about your position in negotiating and her position in conflict and how to get to Yes -- how to get to the win-win outcomes. Again, it is highly recommended.

The third thing is a website -- a link to the Holden Leadership Center at University of Oregon. A meeting evaluation checklist. This is a useful tool that categorizes the like planning for the meeting, how well organized the meeting was, the level of participation in the meeting, the value of the meeting, and the attitude of the meeting. This gives specific questions we would encourage you to use on a regular basis as part of team meetings on an occasional basis for the work of a team as you move forward. Again, useful, practical suggestions.

As we wrap up we want to leave you with a couple of things -- food for thought. A facilitator is the custodian of the consensus process. A servant leader whose purpose is to help the group to the best decisions possible.

This is good advice for those that will be serving the facilitator role.

Then, a favorite of mine -- I did then what I knew then, when I knew better, I did better. This captures the spirit of continuous quality improvement in a positive and forward thinking way.

So, we hope we have given you tools and strategies around effective meeting facilitation so that you won't be like the folks in the cartoon here -- they are so busy that they don't recognize the good idea that is chasing them down the road.

We appreciate your time and attention and we hope we have given you present strategy for effective meeting management facilitation. Thank you.

[Event concluded]