Features of Effective Teams

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Committees versus teams

a Committee

- individuals bring representation
- productive capacity = single most able member

a Team

- individuals bring fundamental knowledge
- synergistic -- productive capacity = more than the sum of all individual team members, taken together
Features of a good team

- **Safe** (no *ad hominem* attacks)
- **Inclusive** (open to all potential contributors; values diverse views; not a clique)
- **Open** (considers all ideas fairly)
- **Consensus seeking**

(An ordered checklist for team health)
Consensus is ...

- finding a solution acceptable enough that all members can support it; no member opposes it.

It is not ...

- a unanimous vote -- consensus may not represent everyone's first priorities.

- a majority vote -- in a majority vote, only the majority gets something they are happy with; people in the minority may get something they don't want at all, which is not what consensus is about.

- everyone totally satisfied.

Quality team members

Quality teams have three kinds of members:

1. a team leader
2. a team facilitator
3. process owners (people with operational, hands-on fundamental knowledge of the process)
The team leader

- schedules and chairs team meetings
- sets the agenda (printed, at each meeting)
- records team activities (working documents in binder)
- reports to management (Guidance Team)
- often a member of the Guidance Team
Meetings are a work activity

- People meet in order to accomplish work
- Every meeting has work-related goals
- The success of a meeting can be evaluated by assessing how well it achieves explicit work-related goals

- Meetings are very expensive ...
  - Those costs are often hidden within the organization
  - They include preparation time, meeting rooms, materials, etc., as well as participants salaries

- When you meet, are you getting value for the investment?
Possible meeting goals

- **Share information**
  - General coordination within a work group (e.g., staff meetings)
  - Team members "return and report" on prior assignments

- **Tap expertise**
  - Structure and understand a problem
  - Criticize and design possible solutions

- **Coordinate future problem-solving work** (e.g., assignments)

- **Generate consensus** (make "official" decisions)
Core structure

- **single most important element**: an agenda
  - sets the work goals
  - more than any other single thing, guarantees a return on investment

- **Team tools**
  - 7 QI tools
  - 8 quality planning tools
  - others?

- **Documented results**
  - tool outputs
  - task assignments, with deadlines
  - (minutes)
Team members

- chosen for fundamental knowledge
- will help implement
- should become a leader -- so choose wisely
The team facilitator

- **owns the team process** (enforces ground rules)
- **technical expert** on QI tools and theory
- **assists Team Leader**
- **teaches** while doing, within the team
Facilitator tools

- Ground rules
- Time outs
- Meta-discussions
Ground rules

● All team members and opinions are equal
● Team members will speak freely and in turn
   - We will listen attentively to others
   - Each must be heard
   - No one may dominate

● Problems will be discussed, analyzed or attacked -- not people
● All agreements are kept unless renegotiated
● Once we agree, we will speak with "One Voice" -- especially after leaving the meeting
● Honesty before cohesiveness
● Consensus vs. democracy: each gets his say, not his way
● Silence equals agreement
● Members will attend regularly
● Meetings will start and end on time
Doctor file CQI team ground rules

- Meetings will start and end on time
- No discounting of other's opinions
- One person speaking at a time
- Listen carefully to other's comments
- All team members are viewed as equals
- No complaints without suggested solutions
- No dominating others with authority or personal aggressiveness
- If you cannot attend, you must send a representative in your place
- Input and output is kept within the Team
Process

Front line workers

Guidance team
- Team leader
- Facilitator

Project team
- Team leader
- Facilitator

Direction, control (real-time)

Progress reports (e.g., weekly)

- Participation
- Ownership
- Fingerprinting

Fundamental knowledge

Process reports (e.g., weekly)
FOCUS-PDSA

Guidance team

Find a process that needs improvement
- tap voice of the customer, voice of the process; then
- prioritize -- find the "Golden Few"

Organize a project team
- select project team members
- prepare a mission statement
FOCUS-PDSA

Project team

Clarify the process
- understand the mission statement, generate objectives
- model the process, identify customers, outputs, and expectations
- identify Key Quality Characteristics

Understand the process
- measure KQCs
- identify and document (prioritized) problems
  (C&E diagrams, tally sheets, Pareto charts, etc.)

Stabilize the process
- eliminate assignable variation (SPC charts)

run Plan Do Study Act cycles
FOCUS-PDSA

Guidance team

- Implement the project team's recommendations
Juran version

The Diagnostic Journey

Find a process that needs improvement
Organize a project team
Clarify the process
Understand the process

The Remedial Journey

Stabilize the process
run PDSA cycles

Holding the gains

Implement
Insure long-term maintenance
Documenting the team process

**Storybooks:**
- put analysis -- flow charts, C&E diagrams, tally sheets, Pareto charts, SPC charts, etc., in a three ring binder
- add some text to demonstrate logical transitions
- documents each step in the improvement process
- used by team leaders to report progress to Guidance Team

**Storyboards:**
- brief, visual presentation of the storybook