

# *Public Health Performance Management Centers for Excellence*

**Welcome!**

***Team Decision-making in Quality  
Improvement***

will begin shortly

# *Public Health Performance Management Centers for Excellence*

## ***Team Decision-Making in Quality Improvement***

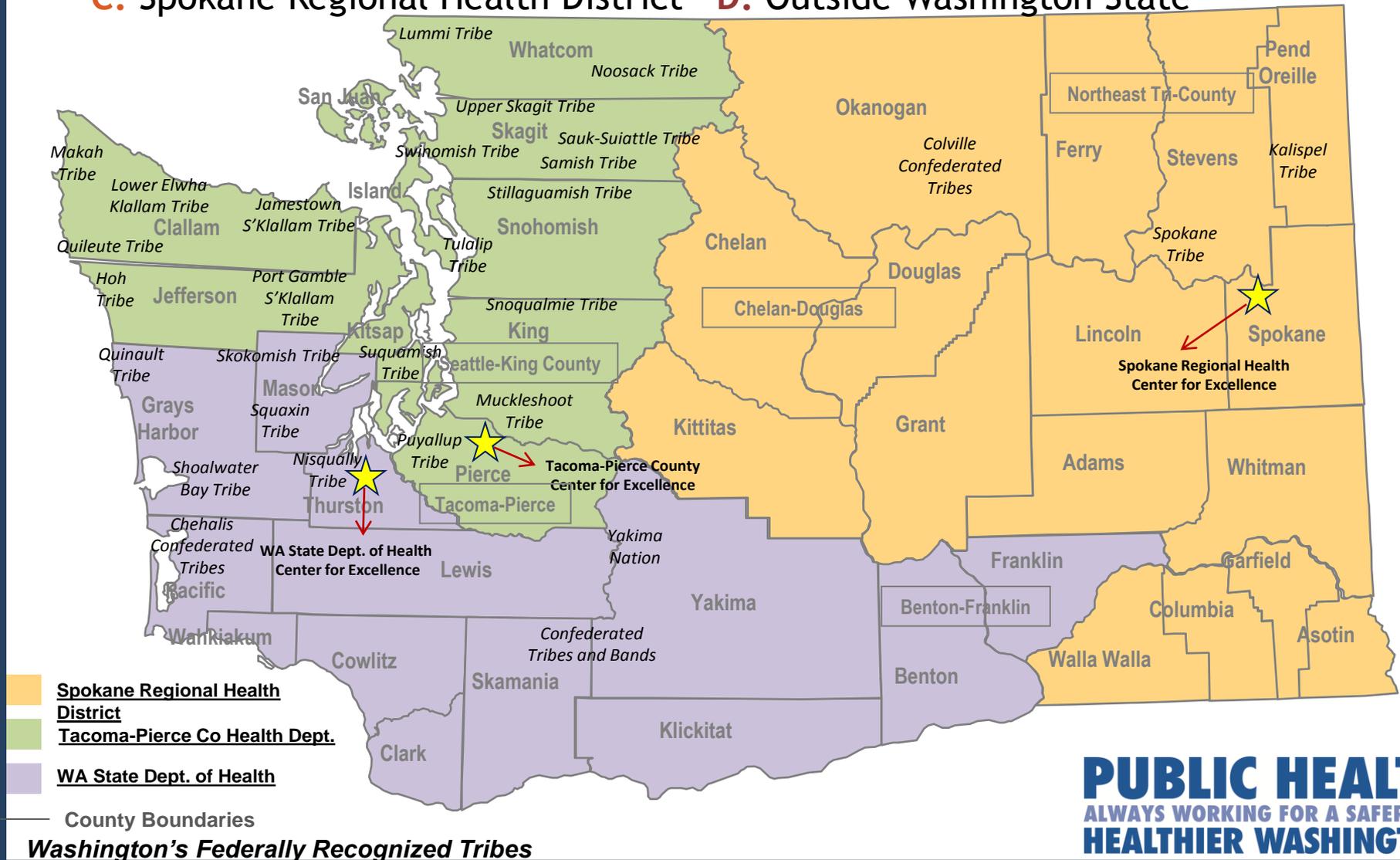
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**Modinat Ogun, Tacoma-Pierce County Health Dept.  
Megan Davis, WA State Dept. of Health**

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# Which Center for Excellence Region are you located in?

- A. Department of Health
- B. Tacoma-Pierce County Health Department
- C. Spokane Regional Health District
- D. Outside Washington State



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# Objectives

Upon completion participants should be able to:

- Describe two approaches to preventing or resolving team conflict or resistance in a Quality Improvement project
- Locate and follow instructions in the Public Health Memory Jogger II or other resource for at least two tools
- Apply two or more decision-making tools in a project

# Teaming, Decision-Making, Management & Planning Tools

- Establishing Team Dynamics
- Expressions of Team Dynamics - Avoiding or Preventing GroupThink, Conflict Resolution, Overcoming Team Member Resistance
- Decision-Making - Brainstorming, Nominal Group Technique, Multi voting, Effort/Impact
- Management & Planning Tools - Affinity Diagrams, Tree Diagrams, Activity Network Diagrams - Critical Path Methods

# Definitions - Team

A small number of people with complementary skills who are committed to a common purpose

Katzenbach and Smith, *The Wisdom of Teams*

## Team Dynamics

The culture a team adopts as it goes about its work of problem solving

# **Establishing Team Dynamics**

## Examples of team norms or ground rules

- Be on time for meetings
- At least 4-5 members must attend
- No side conversations
- Valuing diverse team membership
- Encouraging contributions from all members
- Use and review the parking lot

# **Establishing Team Dynamics**

## **Examples Team Member Roles**

- Team Leader
- Team Sponsor
- Team Members
- Subject Matter Experts
- Facilitator
- Scribe
- Time Keeper



# Expressions of Team Dynamics



Negative	Positive
GroupThink	Polite expressions of disagreement
Conflict	Reaching consensus
Team member resistance	Willingness to take on tasks
Disrespect i.e., interrupting, ignoring, talking over others	Mutual respect
Confrontation	Effectively-run meetings

# **Common manifestations of negative team dynamics**

- **GroupThink**
- **Conflict**
- **Team Member Resistance**

**An effective way to counter these is through Negotiation**

# **GroupThink – Illusion of Consensus**

- Not wanting to upset others
- Unwilling to voice dissent
- Could be caused by a power differential in the team

# **Conflict**

- Personal bias intrudes
- Competing goals or priorities
- Personalities
- Factions within the team (disagreement with team direction)

# **Team Member Resistance**

- Disagreement with team direction
- Push-back/lack of buy-in
- Disagreement with member roles
- Protecting status quo/turf
- Hidden agendas

# **Negotiation**

- Identify the point of contention or disagreement
- Clarify positions, goals, objectives
- Work on reaching consensus
- Always strive for Win-Win situation

# POLL

**WHICH OF THESE SITUATIONS HAVE  
YOU ENCOUNTERED?**

- A. GroupThink
- B. Conflict
- C. Team Member Resistance

# **Team Decision-Making**

## **Common Tools and Techniques**

- **Brainstorming**
- **Nominal Group Technique**
- **Multi-voting**
- **Effort/Impact**

# Team Decision-Making

## Common Tools and Techniques

- Brainstorming

A problem solving tool to generate as many unedited ideas – **out loud** - as possible, without discussion or review

# Team Decision-Making

## Common Tools and Techniques

- Nominal Group Technique

A problem solving tool to **silently** write as many ideas as possible, without discussion until all ideas are presented

# **Team Decision-Making**

## **Common Tools and Techniques**

- **Multi-voting**

A decision-making tool that enables a team to select the most important ideas for solutions from a brainstormed list

# **Team Decision-Making**

## **Common Tools and Techniques**

- **Effort/Impact**

A method to decide an acceptable course of action by comparing the impact of that action with the effort or expense to accomplish it

# POLL

## WHICH OF THESE TOOLS OR TECHNIQUES HAVE YOU UTILIZED?

- A. Brainstorming
- B. Nominal Group Technique
- C. Multi-voting
- D. Effort/Impact

# Management & Planning Tools

- Examples: Affinity Diagrams, Interrelationship Diagrams, Tree Diagrams, Process Decision Program Charts (PDPC), Activity Network Diagrams (program evaluation and review techniques - PERT; critical path method - CPM; activity on node diagrams - AON), Prioritization Matrices, etc.
- We will be discussing 3 of them today:
  - Affinity Diagrams
  - Tree Diagrams
  - Activity Network Diagrams (critical path method - CPM)

# Management & Planning Tools

## Affinity Diagrams

- Used for problem solving
- Technique beneficial for new or complex problems
- Similar to mind mapping technique
- Uses an organized method to gather facts and ideas to form developed patterns of thought
- Can be used in the planning stages of a problem to organize ideas and information

# Management & Planning Tools

## Affinity Diagrams

### Steps:

1. Define the problem
2. Use cards or post-its to record ideas, data, facts, opinions, etc
3. Place cards or notes on the wall or table
4. Arrange groups into similar thought patterns or categories
5. Develop a main affinity category for each group of ideas
6. Once all the notes/cards have been grouped under an appropriate affinity category, draw border around each affinity group to complete the diagram

# Management & Planning Tools

## Affinity Diagrams - example

**Problem/issue: Why is customer service sub-standard?**

**Affinity group #1:  
Human Resources  
issues**

Too much turn  
over

Untrained staff

Staff aren't  
compensated  
enough

**Affinity group #2:  
Lack of standard  
processes and  
measurement**

No standard  
systems

There is no  
measurement for  
what is and what  
isn't good service

**Affinity group #3:  
Workplace culture**

Not enough  
management  
support

Staff feel  
unappreciated

Staff morale is  
low

# Management & Planning Tools

## Tree Diagrams

- Systematic method used to outline all the details needed to complete an objective.
- Referred to as a systematic diagram.
- Orderly structure similar to a family tree chart or organization chart.
- Organization is by levels of importance e.g. why-how, goals-means.
- Used to:
  - Show the relationships of a process.
  - Create new ideas in problem solving.
  - Outline the steps to implement a project.
- Supplies needed - post-its, cards, flip charts, or a large board. Team provide ideas to be written on the cards/notes.

# Management & Planning Tools

## Tree Diagrams

### Steps:

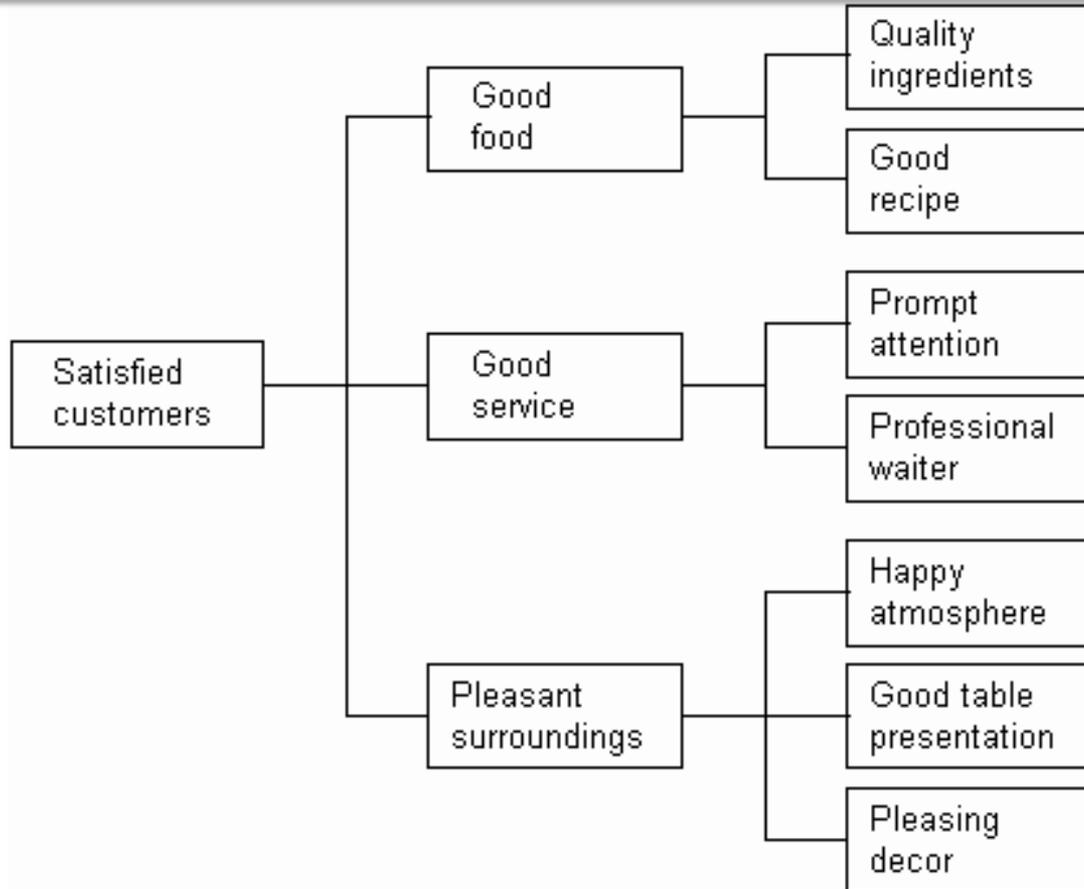
1. Determine objective, goals and function of tree diagram, write this on card/note and place on far left side of the board
2. Determine the second level of means to achieve the goal (in order words, **how** can one achieve the **why** on the left)
3. For each level of the tree, # 2 is repeated, until the final level is achieved
4. Final level occurs when all details necessary for solving the objective/goal are on the chart
5. After finishing diagram, review each step and confirm that this would lead to a successful objective/goal

Note: if an affinity diagram, cause and effect, or brainstorming session have been developed, this information can be used to populate the tree diagram.

# Management & Planning Tools

## Tree Diagrams - example

Objective/Goal: How can we achieve satisfied customers in our restaurant?



## Management & Planning Tools

# Activity Network Diagrams

- Widely used technique for analyzing and managing task sequences in projects
- Based on calculating how long it takes to complete essential steps of a process and analyzing how those steps interrelate
- CPM is a visual and mathematical technique that gives teams the ability to effectively plan, schedule, and evaluate their projects. The activities, milestones and critical times must be developed and drawn on a chart
- The chart will then provide a tool to help monitor, schedule, modify and review the project
- Use post-its/cards to prepare diagram. Planning meeting and other creative methods such as brainstorming can be used to generate activities or milestones

## Management & Planning Tools

# Activity Network Diagrams

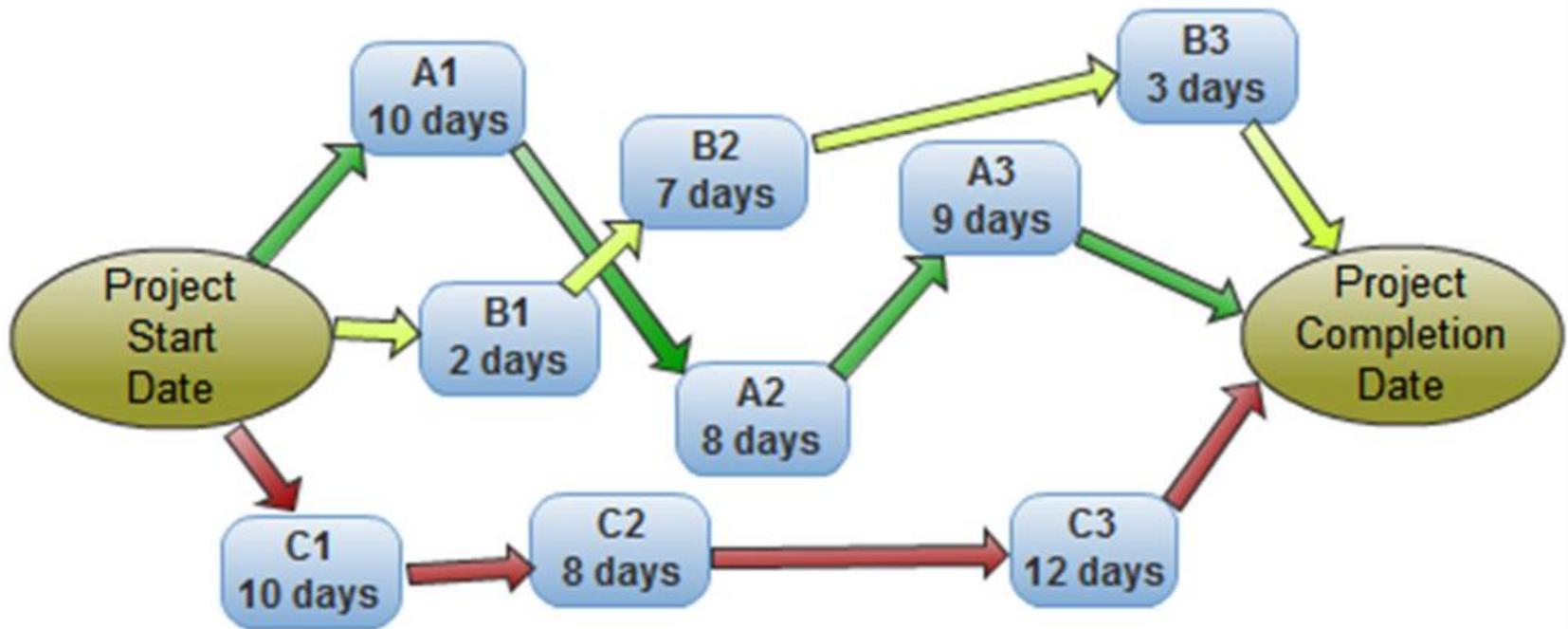
### Steps:

1. Identify activities and write them on cards/post-its and arrange in sequence.
2. Identify links to other activities.
3. Record times for each activity.
4. Verify the critical path i.e. the longest path from the beginning to the end of the project:

## Management & Planning Tools

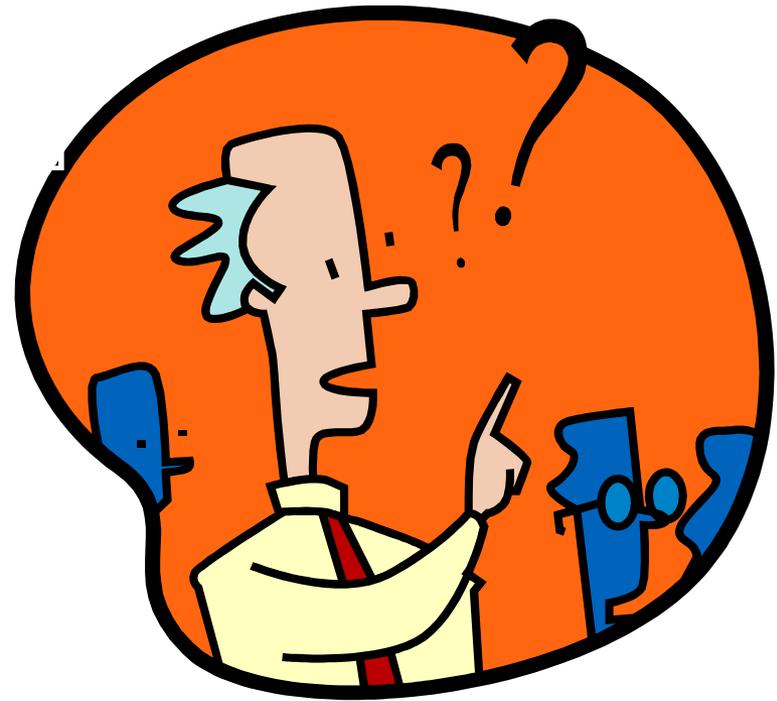
# Activity Network Diagrams - example

An example of activity network diagram with several paths on it



The Critical Path 

***What comments and questions do you have?***



# Resources and References

- Public Health Performance Management Centers for Excellence  
Web site: [www.doh.wa.gov/PHIP/perfmgtcenters](http://www.doh.wa.gov/PHIP/perfmgtcenters)
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- The Certified Six Sigma Black Belt Handbook, 2<sup>nd</sup> Edition, T.M. Kudiak & Donald W. Benbow, 2009
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- ASQ - <http://asq.org/learn-about-quality/>
- <http://asq.org/learn-about-quality/new-management-planning-tools/overview/arrow-diagram.html>