

# Team Building through Quality Improvement



Roosa Consulting LLC

Mathew Roosa, LCSW-R

[matroosa@gmail.com](mailto:matroosa@gmail.com)

315-727-4565



Health &  
Human  
Services

Organizational  
Development

Technical  
Assistance

Quality/Process  
Improvement

Training

Planning

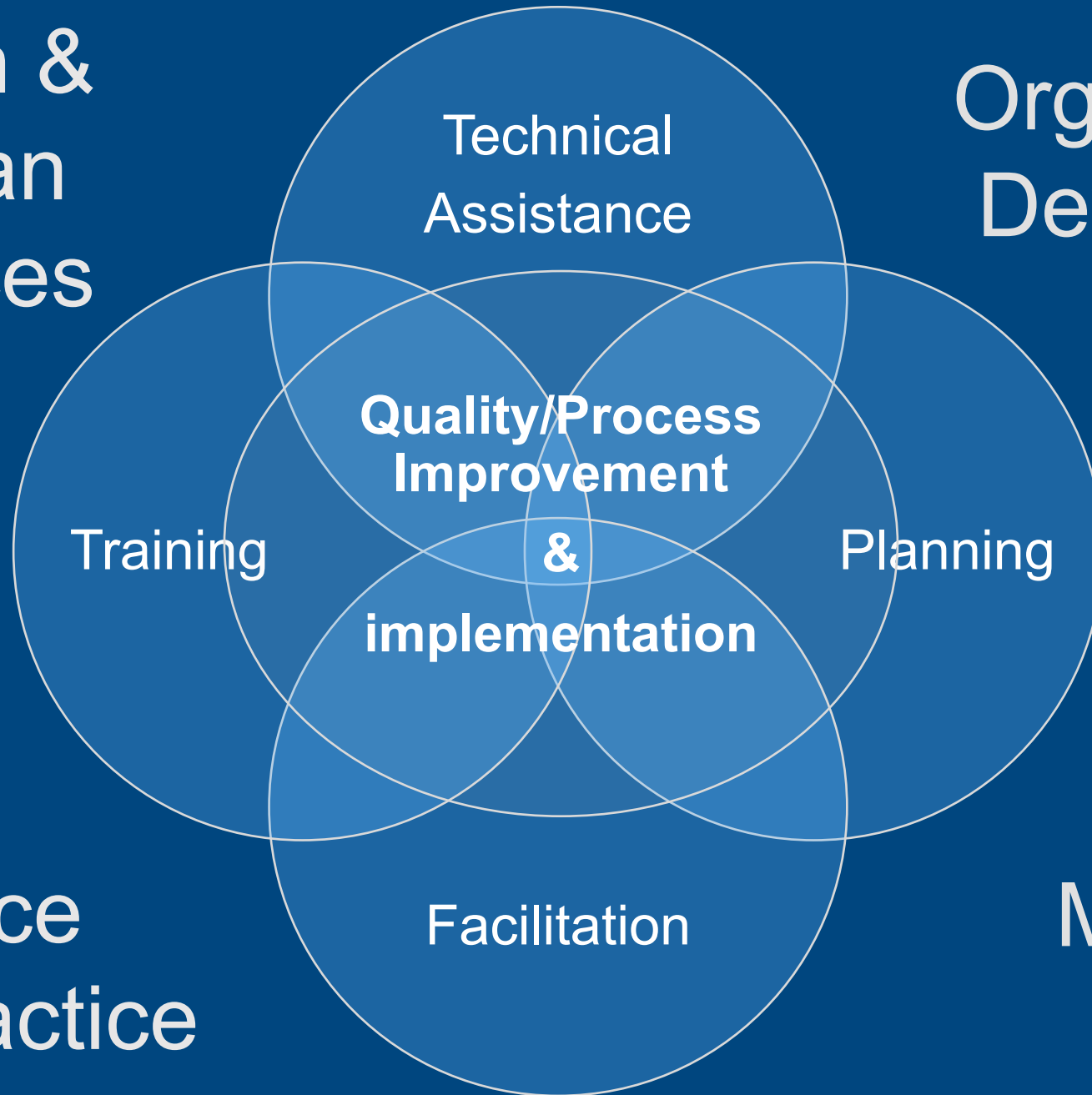
&

implementation

Facilitation

Change  
Management

Evidence  
Based Practice





# More about us

- The Great Lakes ATTC, MHTTC, and PTTC are funded by the Substance Abuse and Mental Health Services Administration (SAMHSA).



# Disclaimer

This presentation was prepared for the Great Lakes ATTC, MHTTC, and PTTC under a cooperative agreement from the Substance Abuse and Mental Health Services Administration (SAMHSA). All material appearing in this presentation, except that taken directly from copyrighted sources, is in the public domain and may be reproduced or copied without permission from SAMHSA or the authors. Citation of the source is appreciated. Do not reproduce or distribute this presentation for a fee without specific, written authorization from the Great Lakes MHTTC. For more information on obtaining copies of this presentation, email [greatlakes@MHTTCnetwork.org](mailto:greatlakes@MHTTCnetwork.org).

At the time of this presentation Dr. Miriam Delphin-Rittmon serves as Assistant Secretary for Mental Health and Substance Use. The opinions expressed herein are the views of the speakers and do not reflect the official position of the Department of Health and Human Services (DHHS), SAMHSA. No official support or endorsement of DHHS, SAMHSA, for the opinions described in this document is intended or should be inferred.

Month Year

# Funding Statement

This work is supported by  
cooperative agreements from  
the Substance Abuse and  
Mental Health Services  
Administration:

Great Lakes ATTC

1H79TI080207-03

Great Lakes MHTTC 1H79SM-  
081733-01

Great Lakes PTTC 1H79SP081002-  
01

# **Team Building through Quality Improvement**

**Using NIATx QI Tools to  
strengthen your Team**

# Our Series:

**October 20, 12:30-1:00 p.m.**

Team As a Verb: Building by Doing

**November 3, 12:30-1:00 p.m.**

Charting the Current State: Knowing Your Team Challenges

**November 17, 12:30-1:00 p.m.**

Finding Solutions: Activating Team Members

**December 1, 12:30-1:00 p.m.**

Testing and Improving: Data-Driven Team Coaching

**December 15, 12:30-1:00 p.m.**

Retaining Your Team with a Continuous Quality Improvement Culture



# Team Building through Quality Improvement

**Session 1:**  
**Team as a Verb-**  
**Building by Doing**

NIATx Intro & Walk through

# Team as Verb



# We just added a great new member to our team!



## Not yet you didn't!

- Value/ Potential?: YES!
- Team member?: No

# To Team...the act of Teaming...



To put together in order to do something  
or to achieve a particular effect.



***If you want to go fast,  
go alone...***

***If you want to go far,  
go together.***

***African proverb***

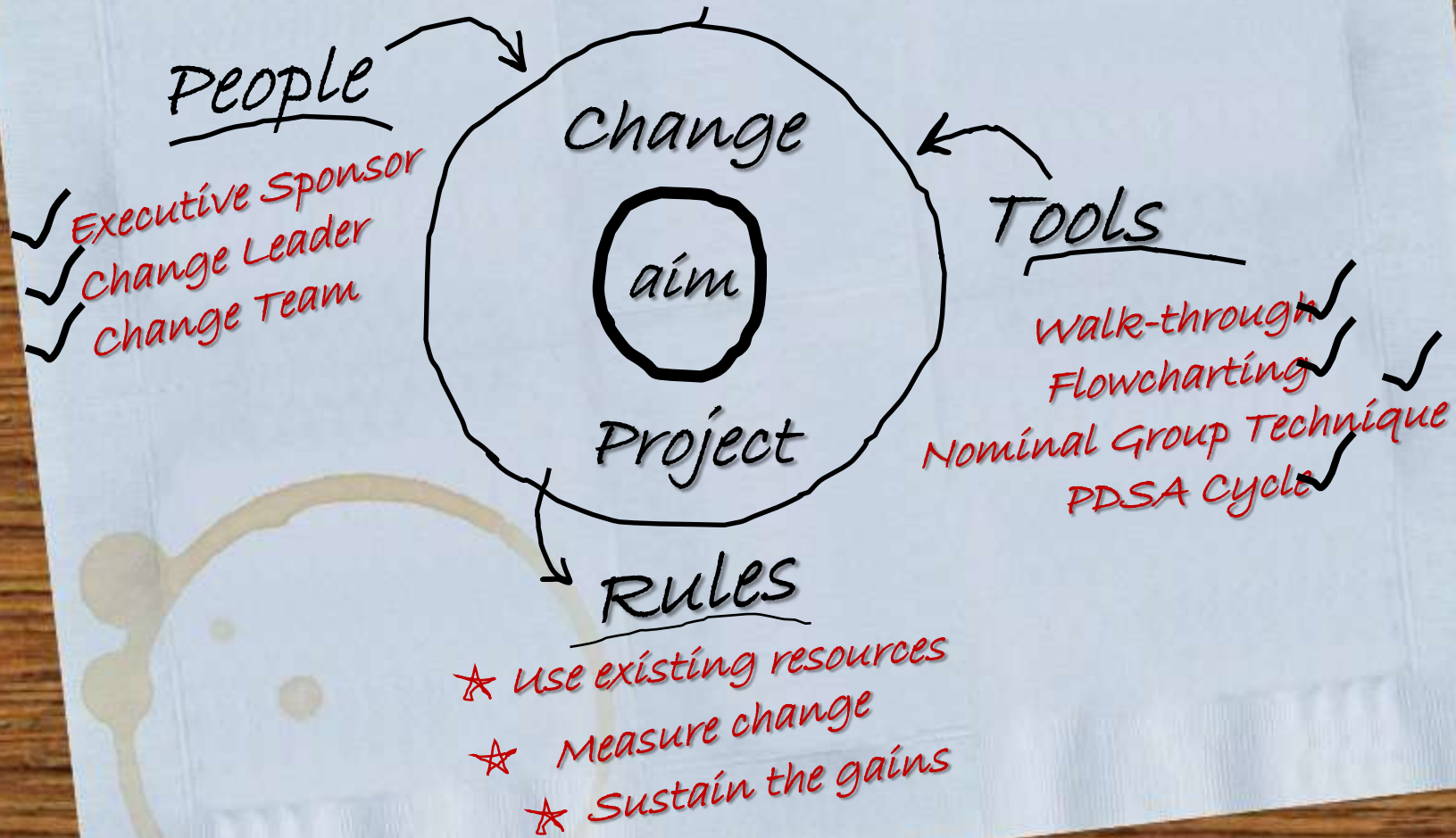


# Traits of Strong Teams

1. **Trust** each other to perform with commitment.
2. Communicate and **share ideas**, successes, challenges.
3. Diligently **focus on the details** and fundamentals of success.
4. Have **diverse experiences**, skills, and ideas.
5. Have a clearly articulated **common mission/ goal**.
6. Learn and **adapt quickly** to change.



# Process Improvement Model



# www.niatx.net



[ABOUT](#) [LEARN](#) [TOOLS](#) [RESOURCES](#) [PROJECTS](#) [NEWS](#)

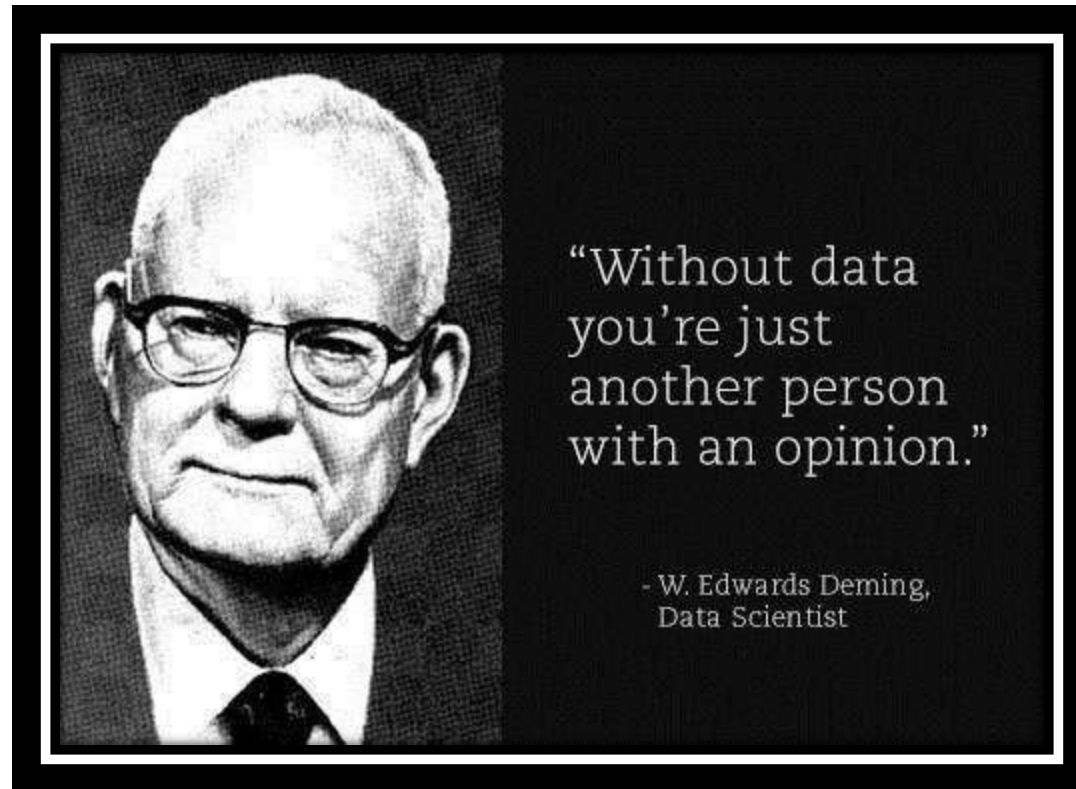
A photograph of four diverse professionals (three men and one woman) sitting around a wooden table in a modern office setting, engaged in a collaborative discussion. They are looking at documents and gesturing. The background shows large windows and office furniture.

Easy and Powerful Process Improvement  
for Behavioral Health



# The NIATx Model and Deming's Influence

1. All work is a process.
2. 85% of customer problems are due to poor processes, not people.
3. To fix the problem you must focus on understanding and improving the process.
4. Rely on data to guide you.
5. Know your customer and involve front-line workers.



# The Five NIATx Principles



*David Gustafson,  
PhD*



*Todd Molfenter,  
PhD*

***Organizations that are good at change: What do they do differently?***

- Looked at 640 organizations in 13 industries.
- Examined a total of 80 factors.
- 5 factors surfaced as being key – *NIATx Principles*



# 1. Understand and involve the “customer”

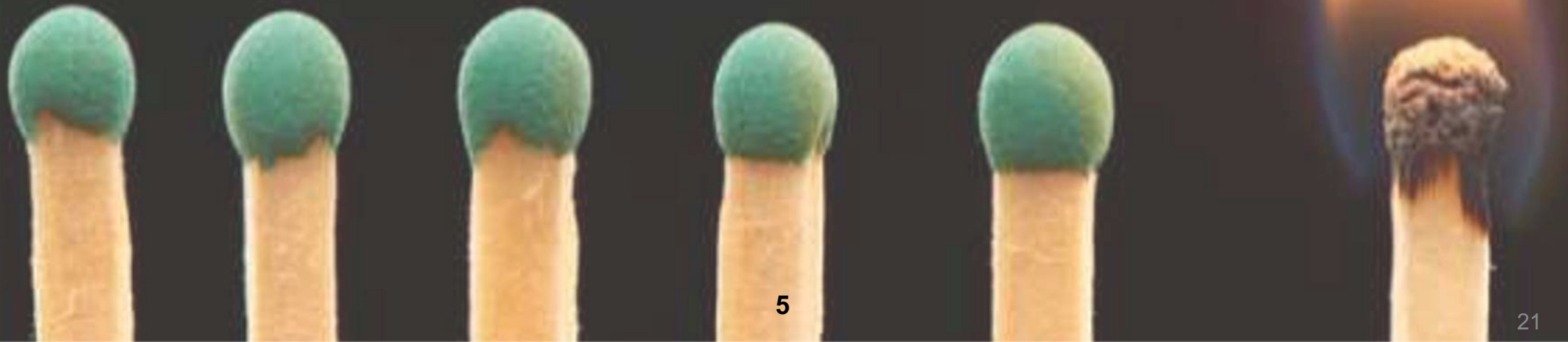




2. Fix key problems that keep Leadership awake at night.



### 3. Pick a powerful change leader



4. Get ideas  
from outside  
the organization  
or field.



5. Use rapid-cycle testing to establish effective changes (PDSA cycles).





Usually  
don't see the water we swim in...

Two goldfish are swimming in an aquarium. The background is a bright blue wall with some green and purple light patterns. The bottom of the tank is covered with red gravel. The goldfish on the left is slightly behind the one on the right. Both fish have large, round eyes and are looking towards the viewer.

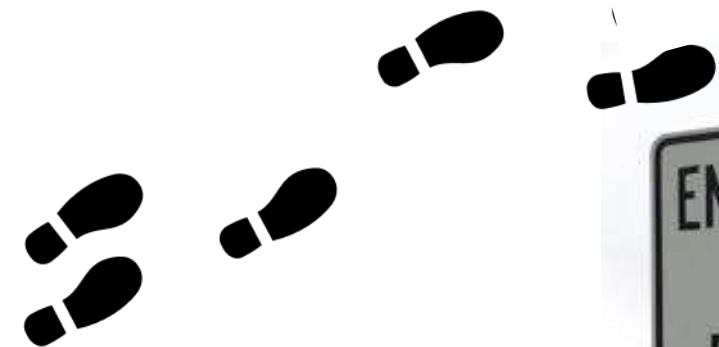
*What  
Water?*

*How's the  
Water?*

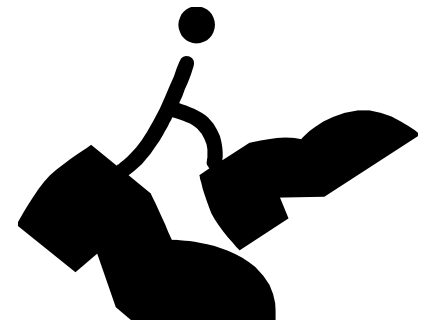


# Tool #1 - Walk through





# walk through tips



A Structured role play that allows you to experience the customer perspective, and reveal change opportunities.

- Inform staff
- 2 participants
- Do a piece, do it all
- Plan your role
- Stay in role
- Take notes
- Focus on emotional experience

With each step ask:

Is this step needed?

Is this step the best it can be?

Source: IHI

## **The Tool:**

Work with a partner to walk through a process and document your experience.

## **The Teaming:**

Get together with your team and make a list of the things that you do that are “team as verb”  
Teaming



*Give it  
a Try!*

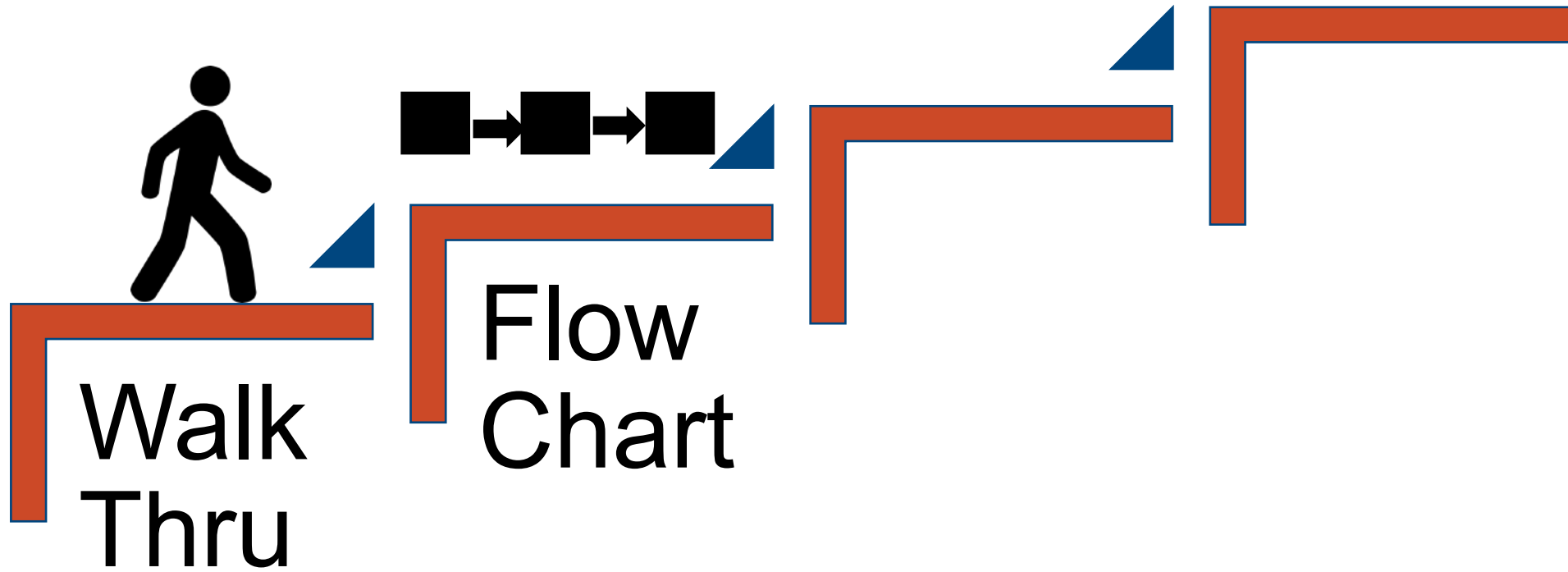
# Team Building through Quality Improvement

## **Session 2:**

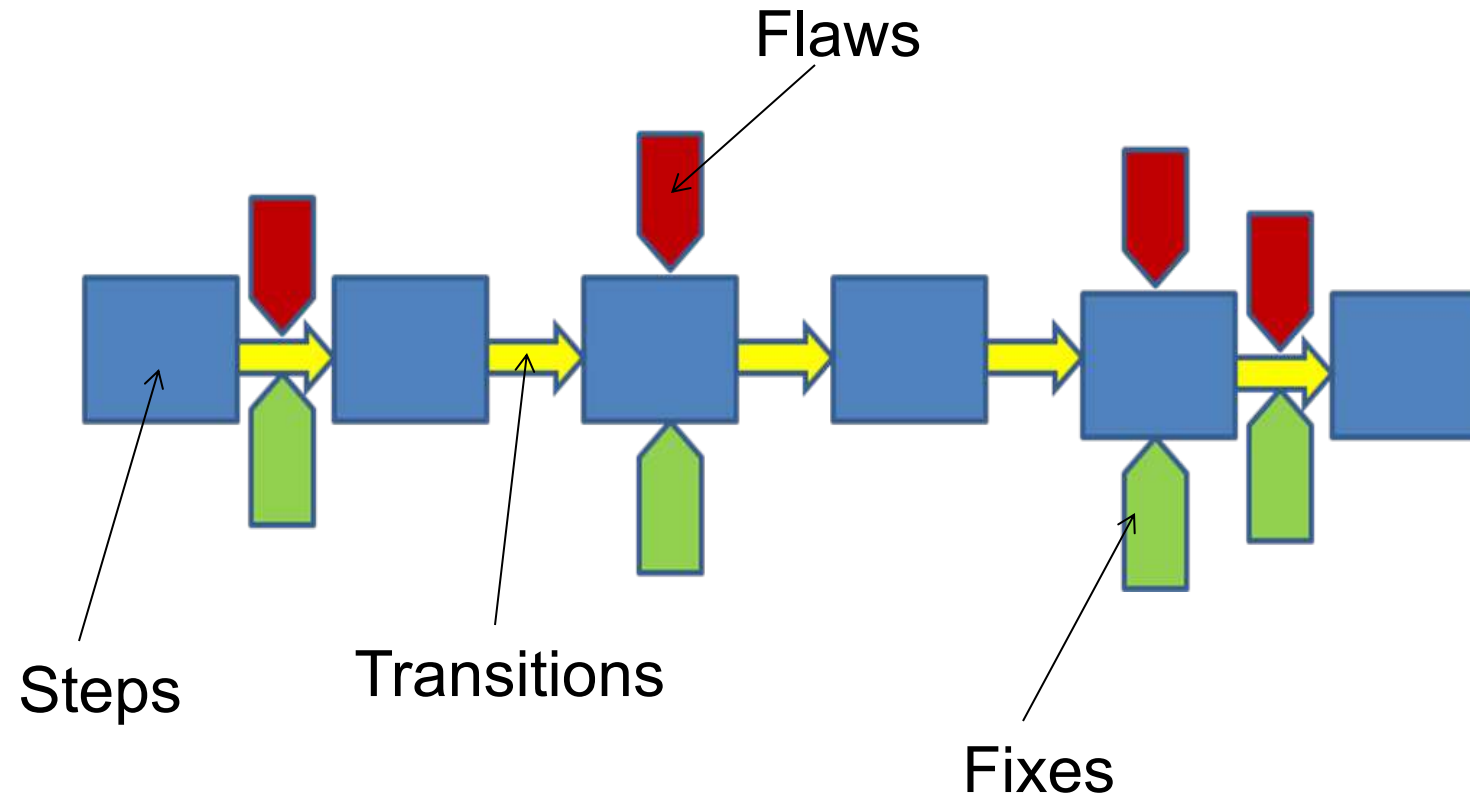
**Charting the current state-  
Knowing your Team Challenges**

Flow charting

# The NIATx Tools



# Flow chart





# Flowcharting

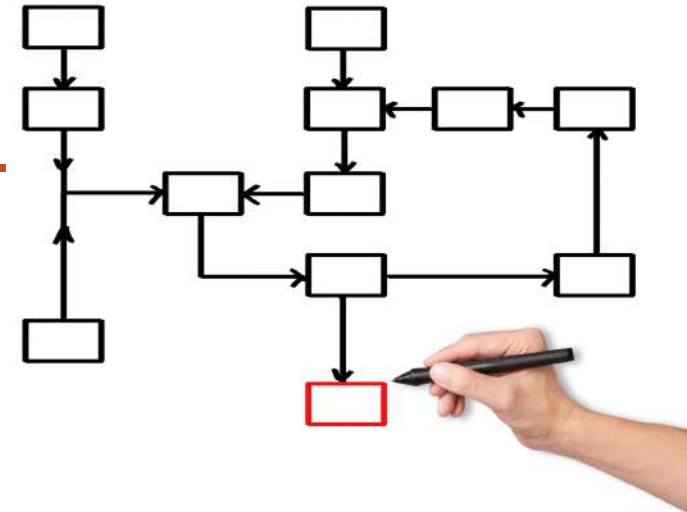
A **flowchart** creates a **visual map** of a process – designed to show *steps* and *transitions* in the process.

## Helpful for finding:

- Bottlenecks
- Road blocks/barriers
- Other challenges that prevent smooth flow of the process

## Team Benefits:

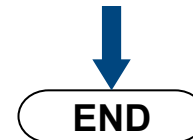
- Team agreement on what the current process is.
- Team discussion around identified problem areas, bottlenecks & transitions.



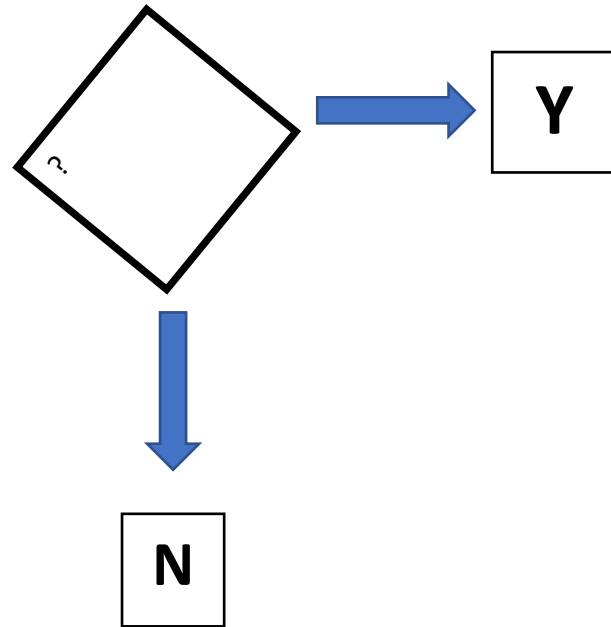


# Flowcharting How-To

1. Write the **name** of the process and draw the *first* and *last* steps.
2. Fill in all the **steps** & **transitions** of the process (this can include decision steps by using diamonds)
3. Note any **flaws** in the process (e.g. steps that receive complaints; transition takes too long; etc.)
4. Note any possible **fixes** for the flaws
5. Use insights gained to help direct next steps for change project



# Flow chart elements



## **The Tool:**

Draw a flow chart of a process that you walk thru, or that you think you can improve.

## **The Teaming:**

Include at least three people with three different roles/ perspectives



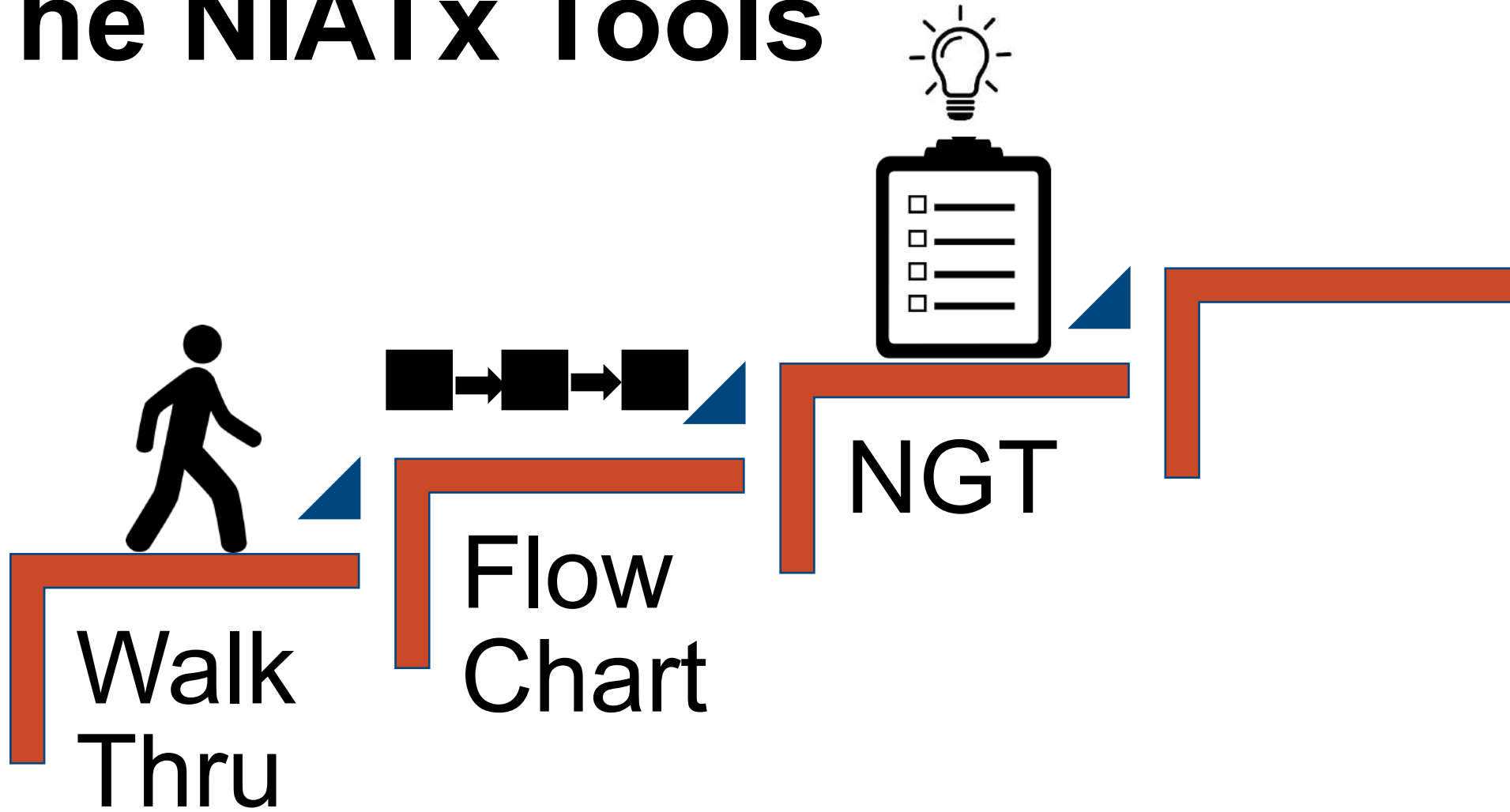
*Give it  
a Try!*

# Team Building through Quality Improvement

**Session 3:**  
**Finding Solutions-**  
**Activating Team Members**

Nominal Group Technique

# The NIATx Tools



What is  
Brainstorming  
Like for you?



## **Good Brain storming IS...**

- structured/facilitated by a leader.
- focused on a specific question or problem.
- Includes all participants.
- Encourages all ideas.
- Engages individuals in a team effort.
- Generates a wide range of new ideas.



# Teaming through Good Brainstorming

## The 4 steps of Nominal Group Technique

1. Silent Generation of ideas based on a strong question.
2. Round Robin Report and Record.
3. Discussion for Clarification.
4. Voting.

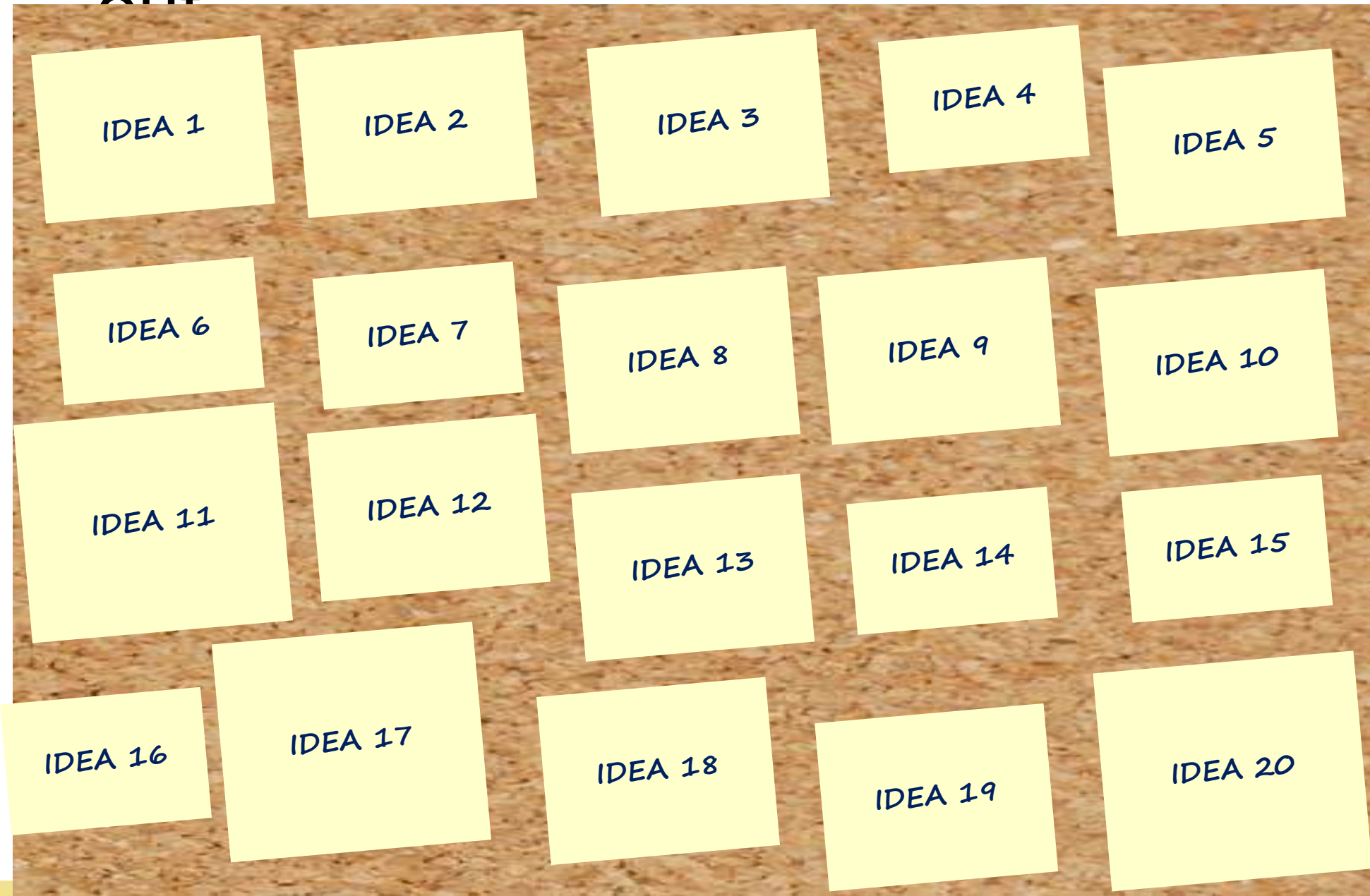




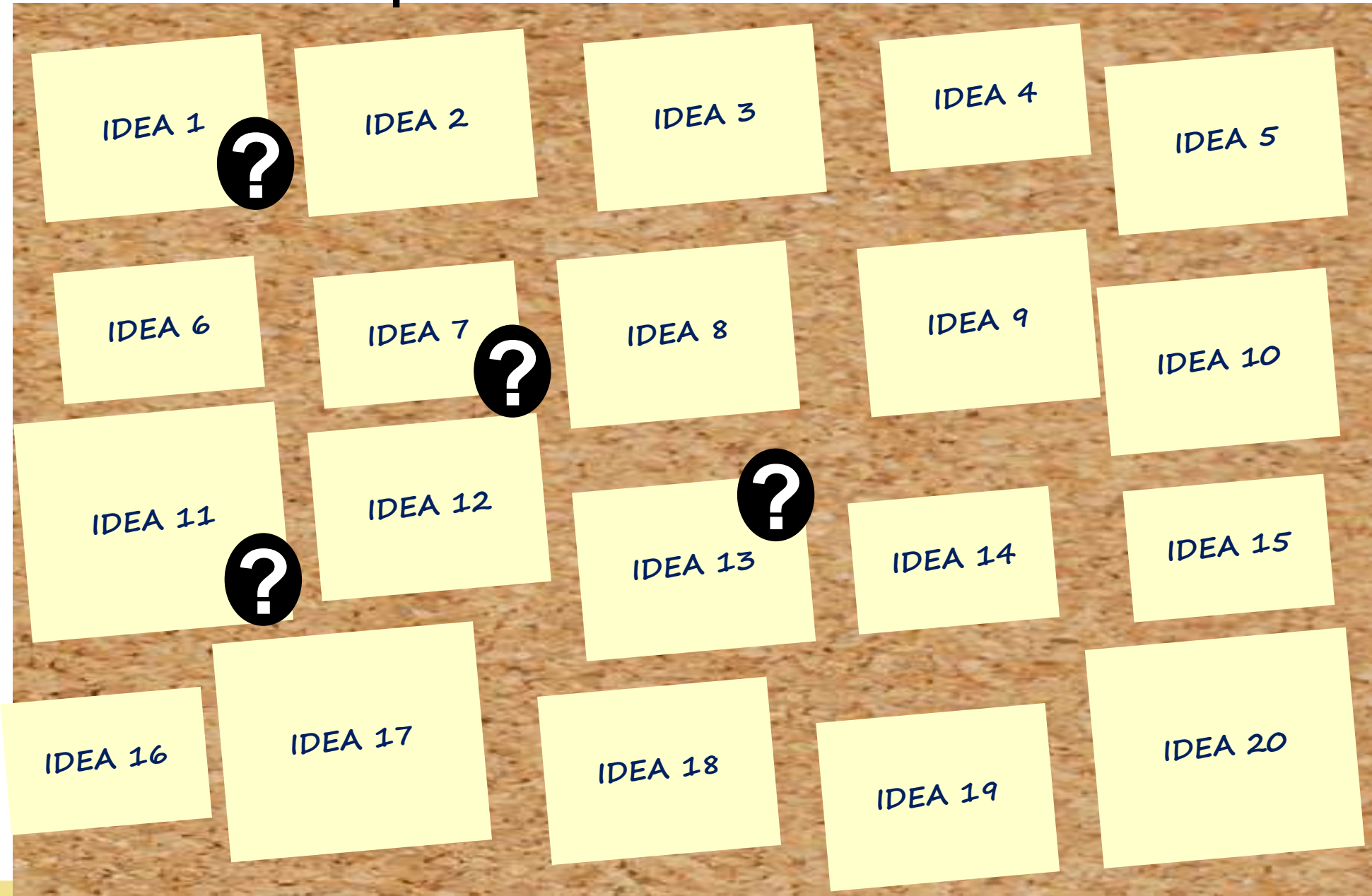
# How can I create a strong question for my NGT?

- 4 common NGT question problems:
- Altitude is **too high**, and lacks focus/ direction:
  - *E.g. How can we make the program better?*
- Altitude is **too low**, and limits creativity:
  - E.g. How can we be friendlier when we answer the phone?
- Question is **prejudicial** and leads the group.
  - E.g. How can we become more like organization X?
- Question is **closed**, and can generate only a finite number of options
  - E.g. What magazines should we get for the waiting room?

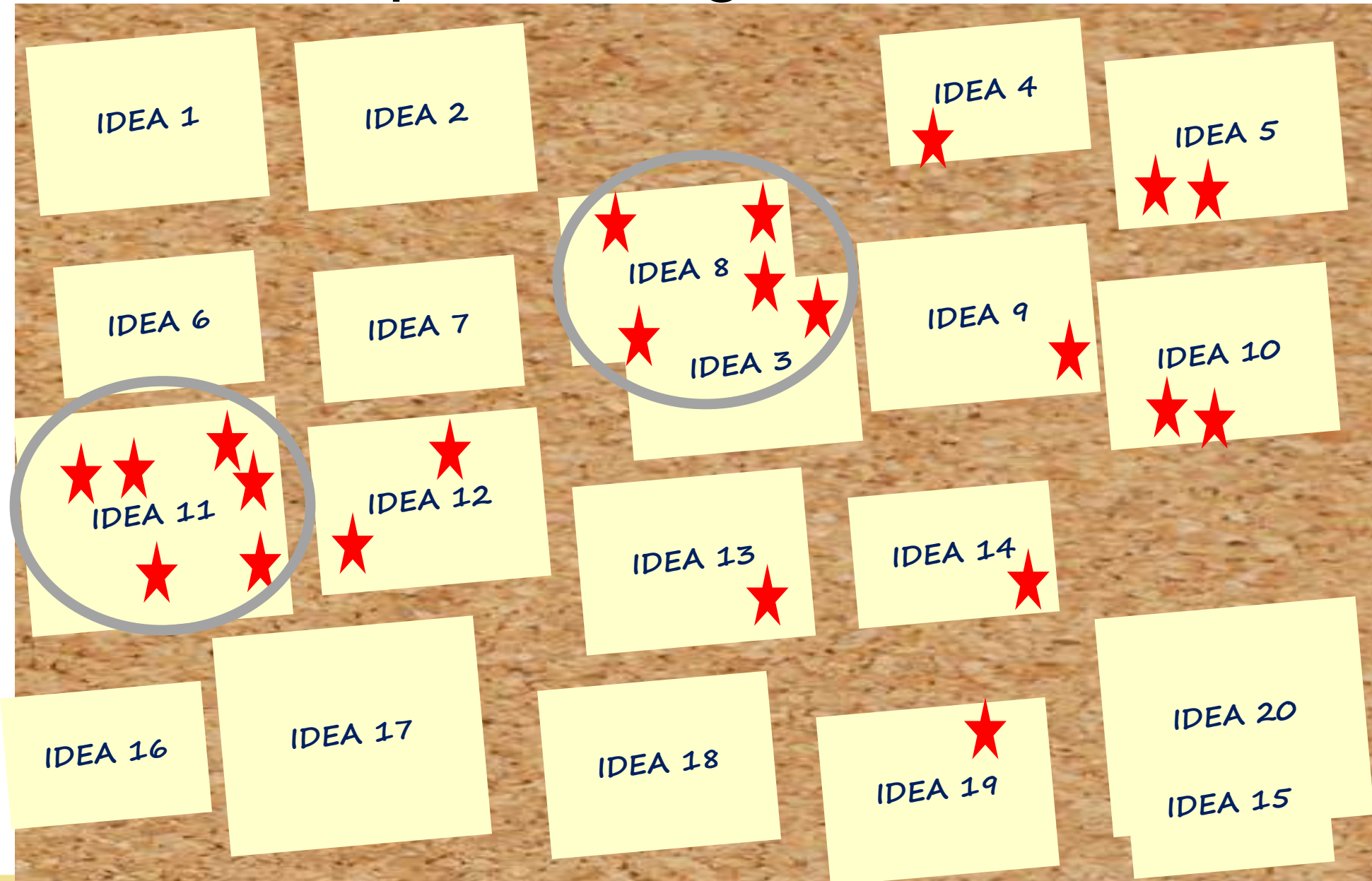
# NGT Step 2: Round Robin report out



# NGT Step 3: Clarification

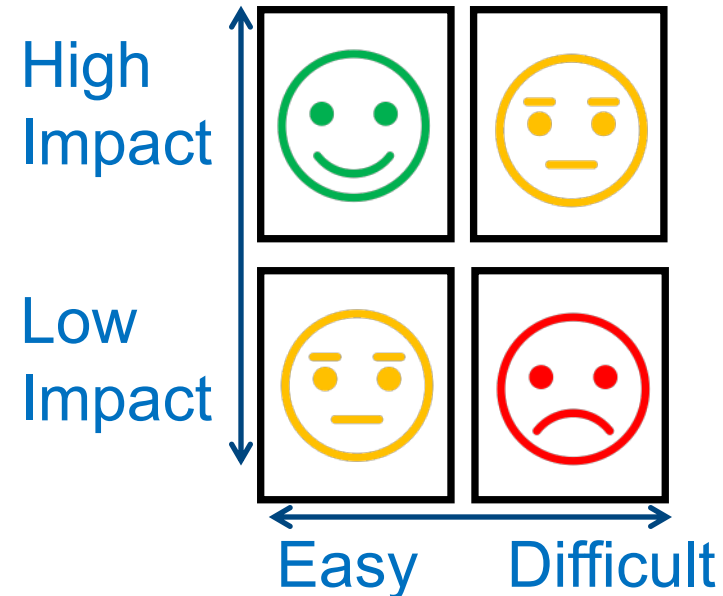


# NGT Step 4: Voting



# NGT Tips:

1. Keep silent generation silent
2. Avoid discussion and judgement during round robin.
3. Focus on meaning not quality during clarification.
4. Create a forced choice in voting (allow votes for only 10-15% of items)
5. Vote for the Best Ideas.
  - Best=Ease+Impact
  - Do multiple rounds as needed





## **The Tool:**

Complete a Nominal Group Technique with your team using a strong question about how to improve something.

## **The Teaming:**

Ask your team members to share their experiences with past brain storming



*Give it  
a Try!*

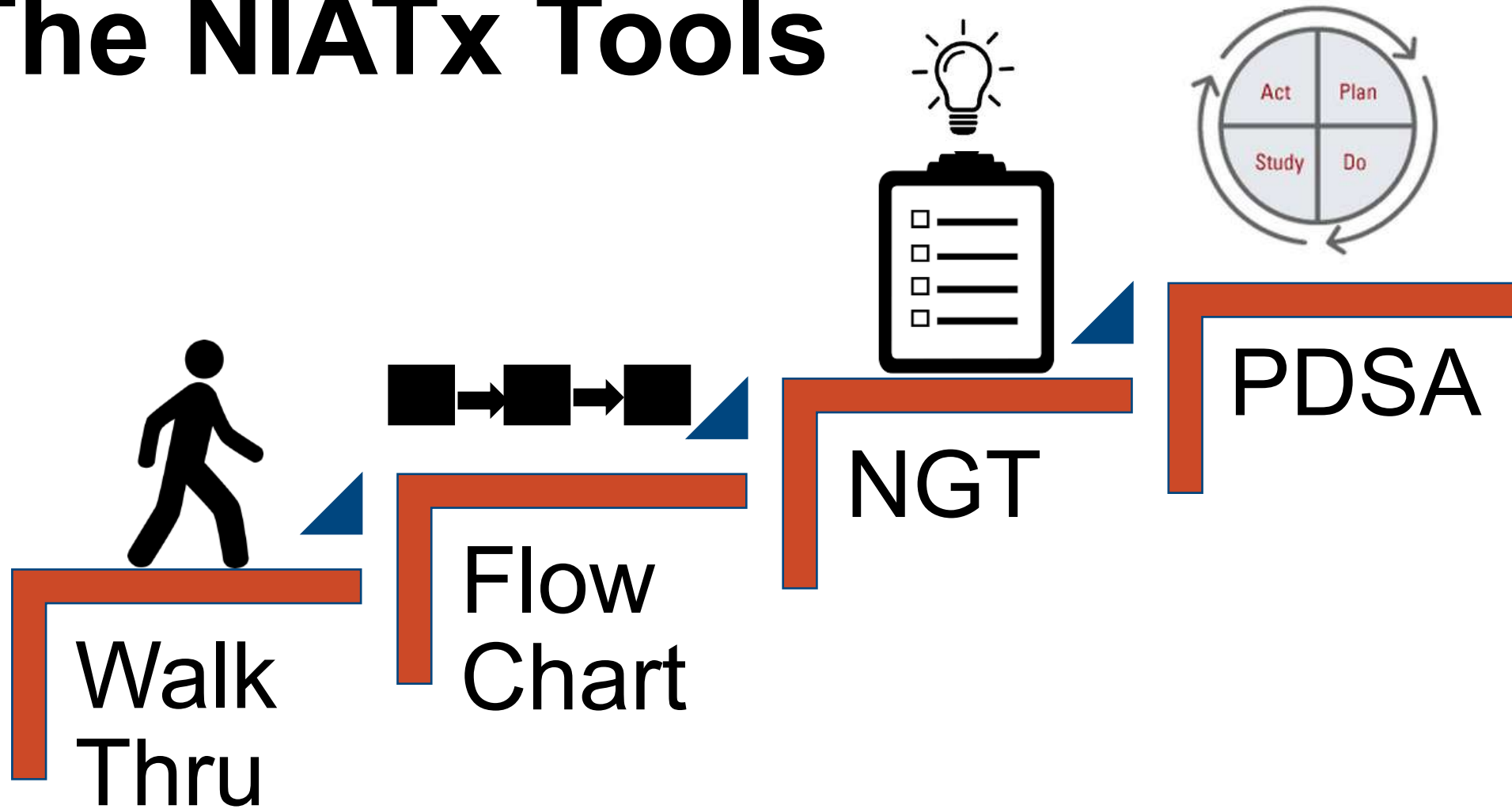


# Team Building through Quality Improvement

**Session 4:**  
**Testing & Improving-**  
**Data Driven Team Coaching**

Rapid Cycle PDCA Change

# The NIATx Tools





- What changes in the next cycle?
- Abandon?
- Adapt?
- Adopt?

ACT

PLAN

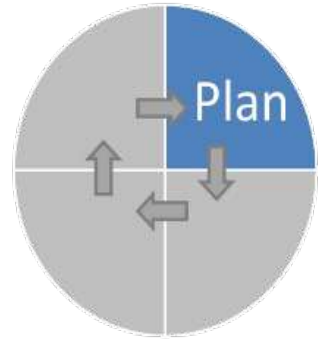
- Questions
- Predictions
- Who, What Where, When

- Analyze data
- Compare data to predictions
- Summarize lessons learned

STUDY

DO

- Carry out the plan.
- Document observations
- Begin data review



**What is your Goal? (Aim= Improve A from B to C by Date D)**

What will you test and how will you test it?

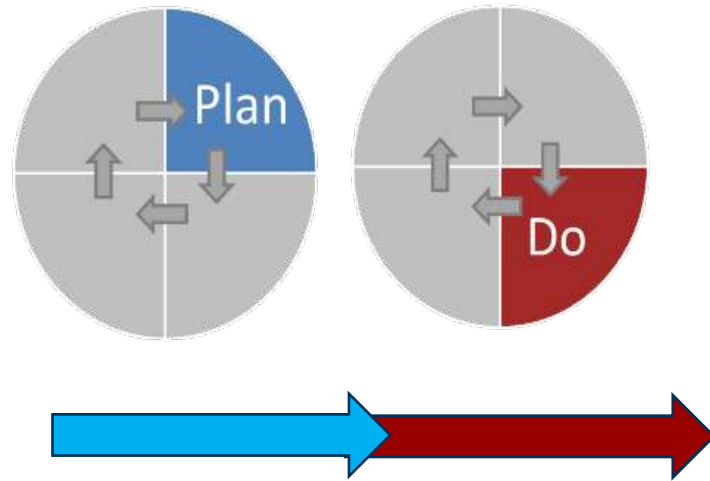
What questions are you trying to answer with this test?

What do you expect will happen and why?

How will you measure the results of this test?

Data collect: What? Where? When? How? Who?





**What are you learning as you go?**

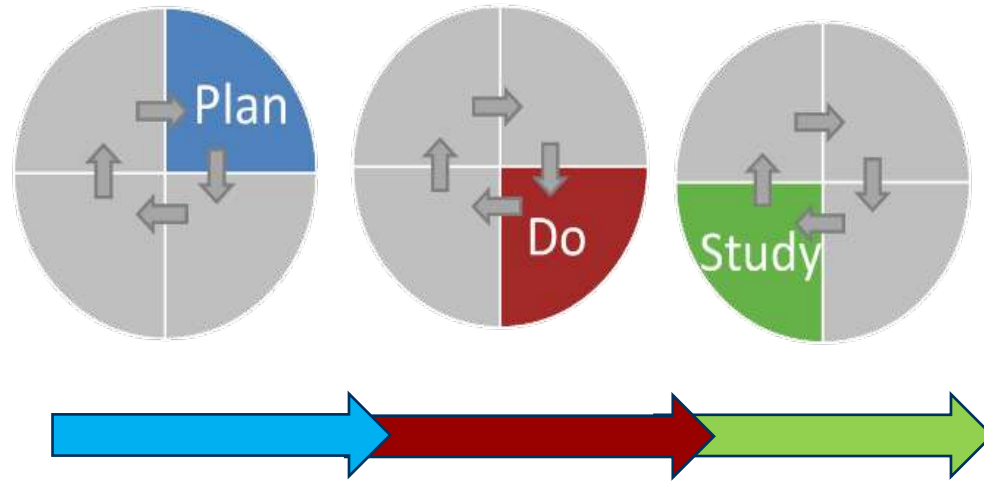
What is going well?

What problems have you had with the test?

What has surprised you?

What problems have you had collecting data?

What is the data showing?

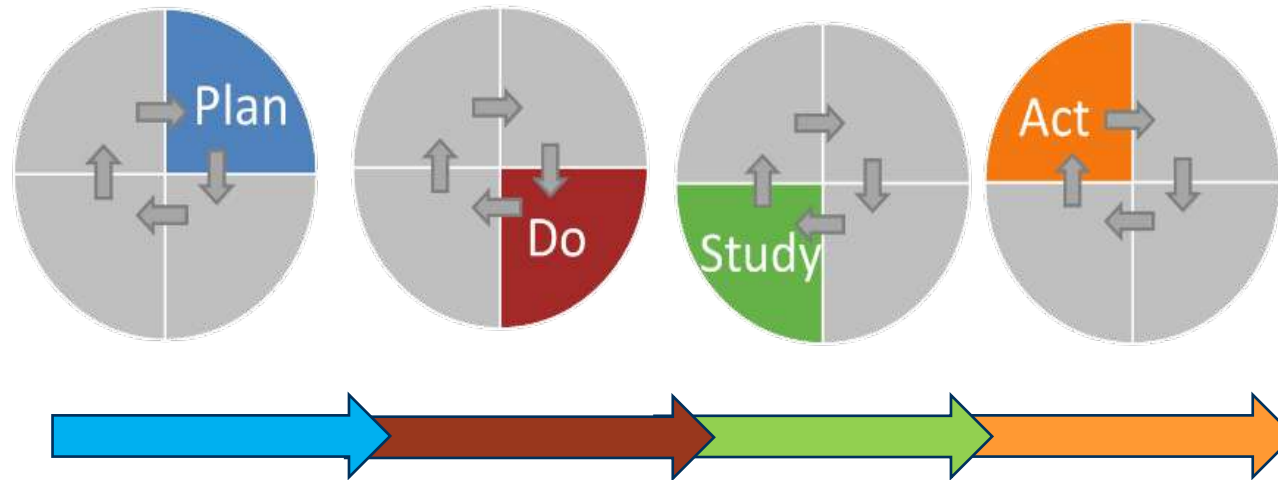


**What do the data tell you?**

What issues arose during the Do phase?

How do the results compare to your prediction?

What have you learned?



**What did you learn from the study?**

Did you experience problems?

Did you achieve your goal? (in part? in full?)

If full achievement, are you ready to **adopt**?

If partial, are you ready to **adapt**? (next cycle ideas?)

If failed, are you ready to **abandon**? (consider a different test?)

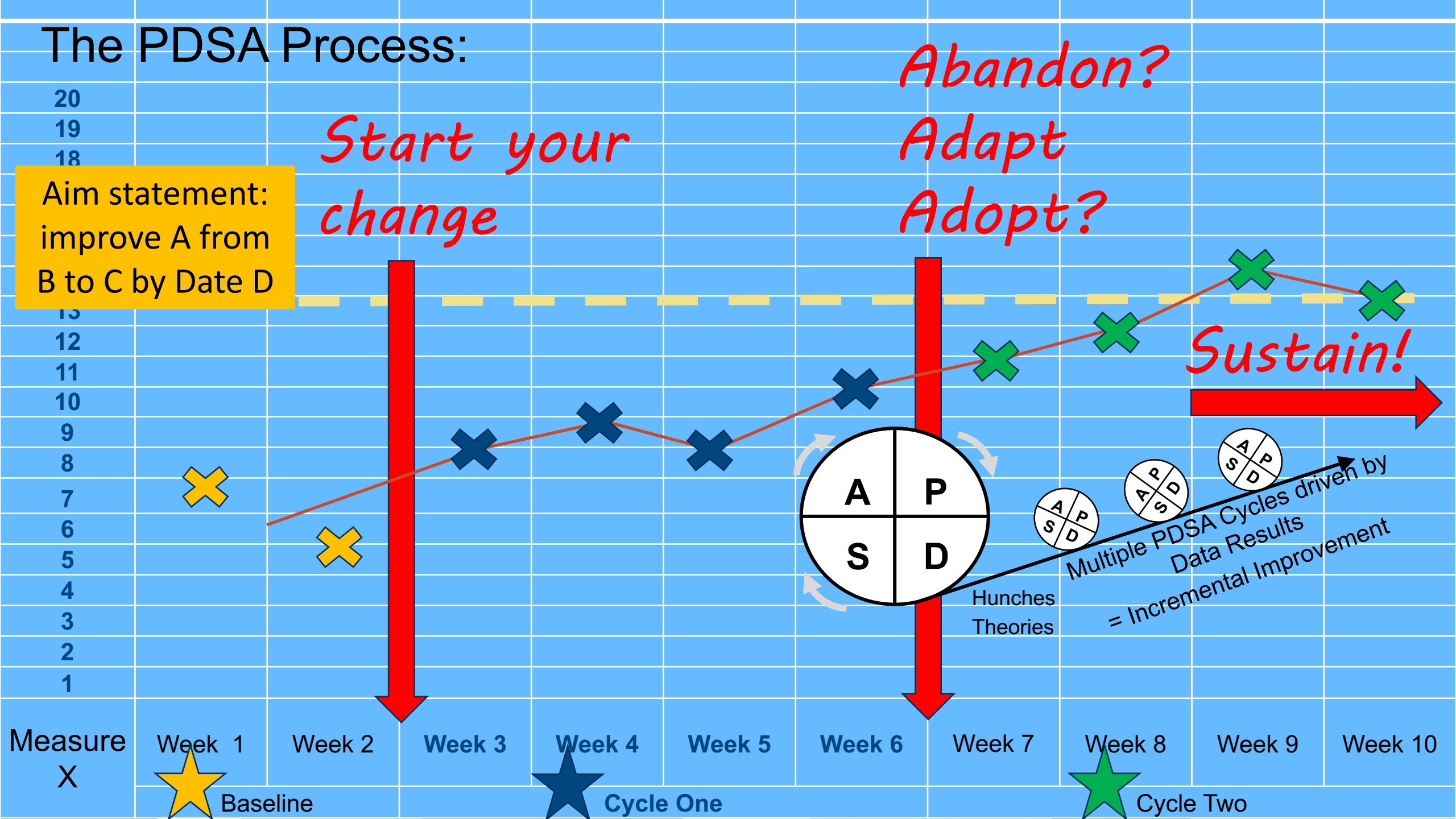
# The PDSA Process:

Aim statement:  
improve A from  
B to C by Date D

Start your  
change

Abandon?  
Adapt  
Adopt?

Sustain!



## The Tool:

Consider ideas for improvement, from your NGT. Try to write an Aim Statement with your team: We will do X to *improve A from B to C by date D*

## The Teaming:

Discuss how your team members could function as a change team. Who will take on the key roles.

1. Exec sponsor
2. Change team leader
3. Data coordinator
4. Team member



Give it  
a Try!



# Team Building through Quality Improvement

## Session 5: Retaining your Team with a CQI Culture

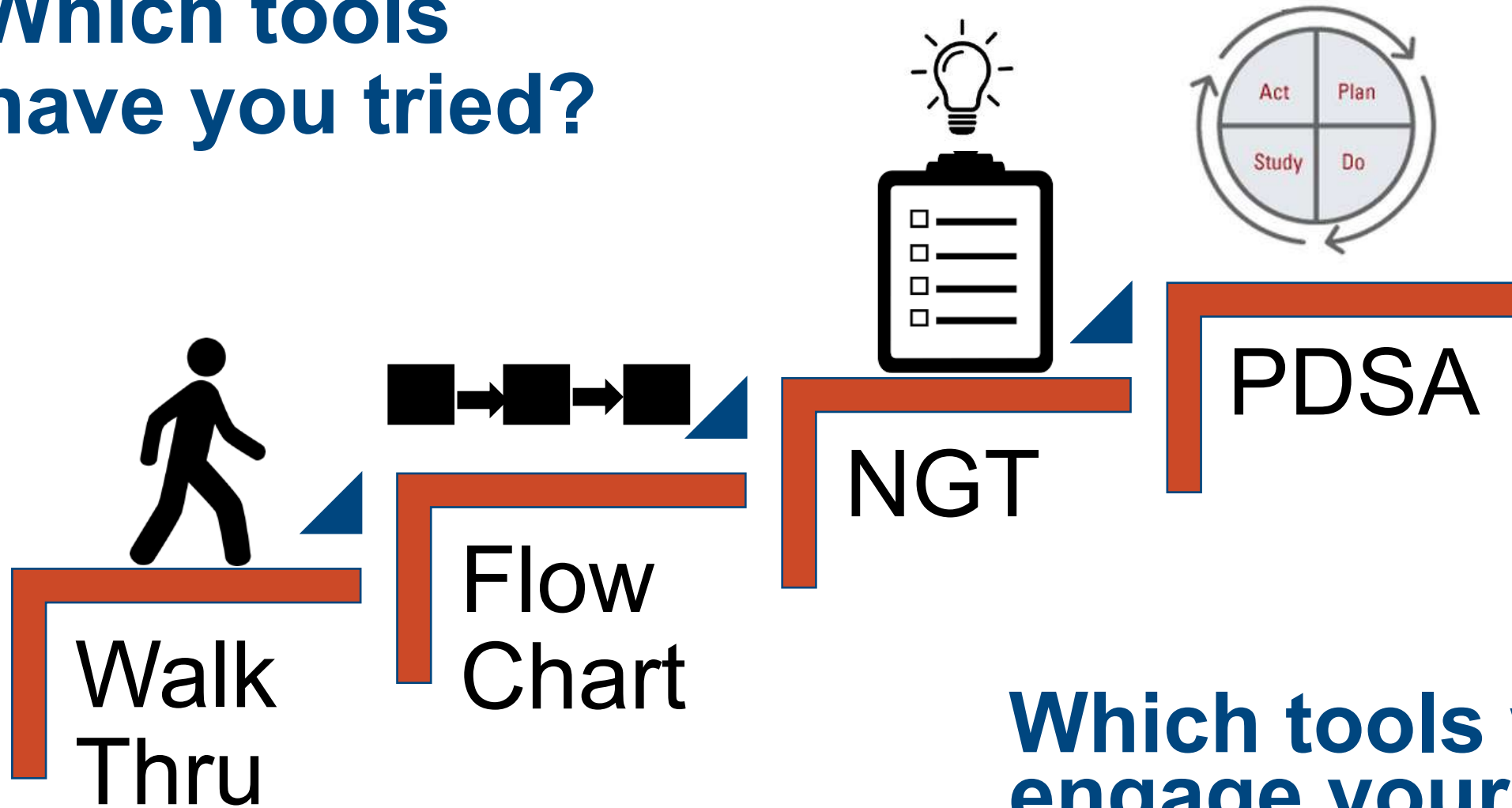
Tools Dialogue

# **Workforce Engagement Dilemma**

**The more you need it,  
the harder it is to do.**

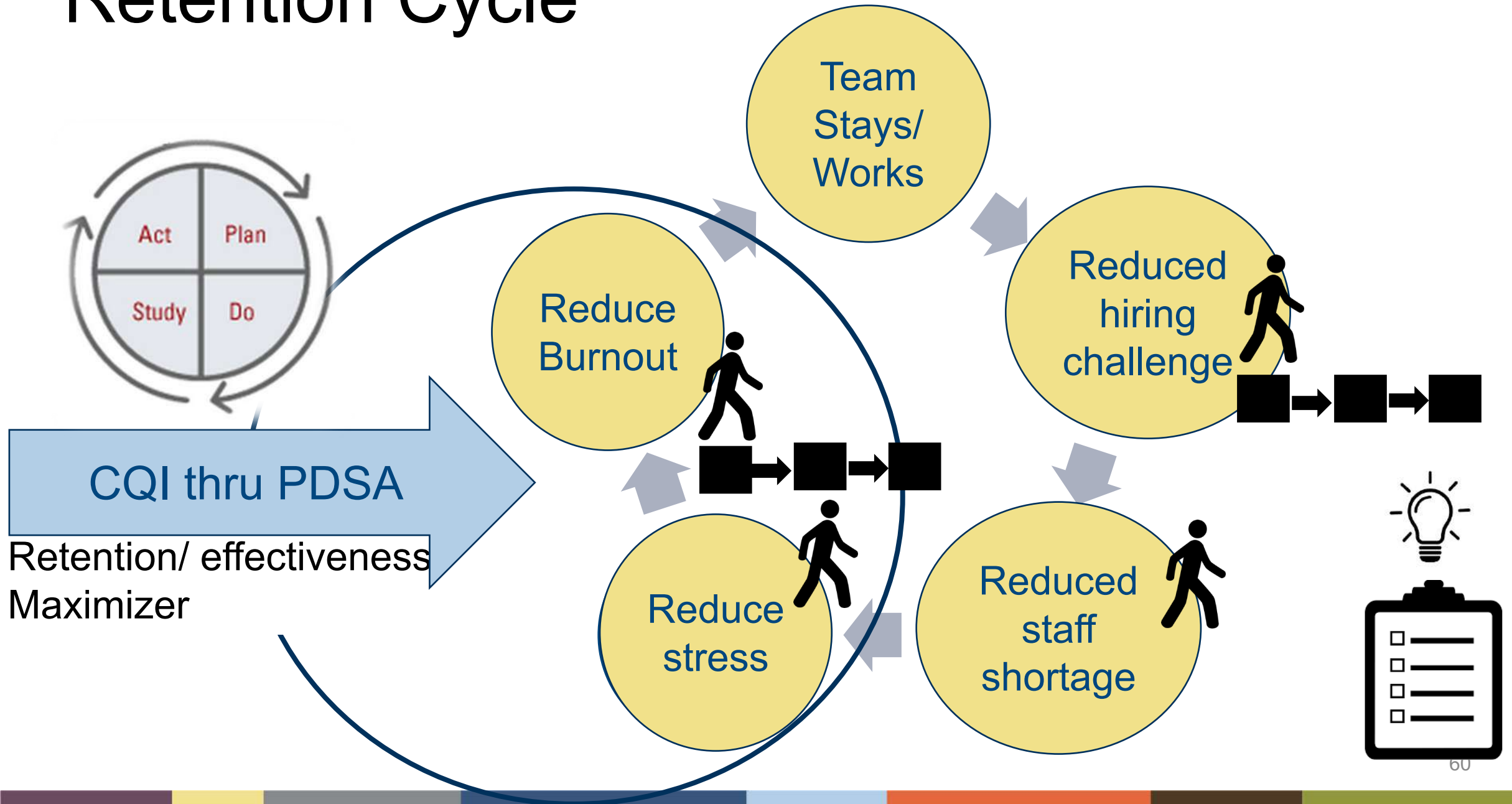


# Which tools have you tried?

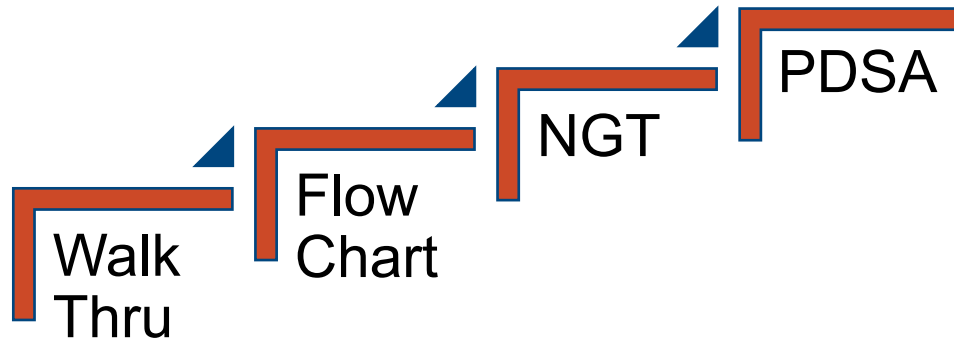


## Which tools will engage your team?

# Retention Cycle



## The Tools:



## The Teaming:

Use the tools to provide new meaning and purpose for your team members.

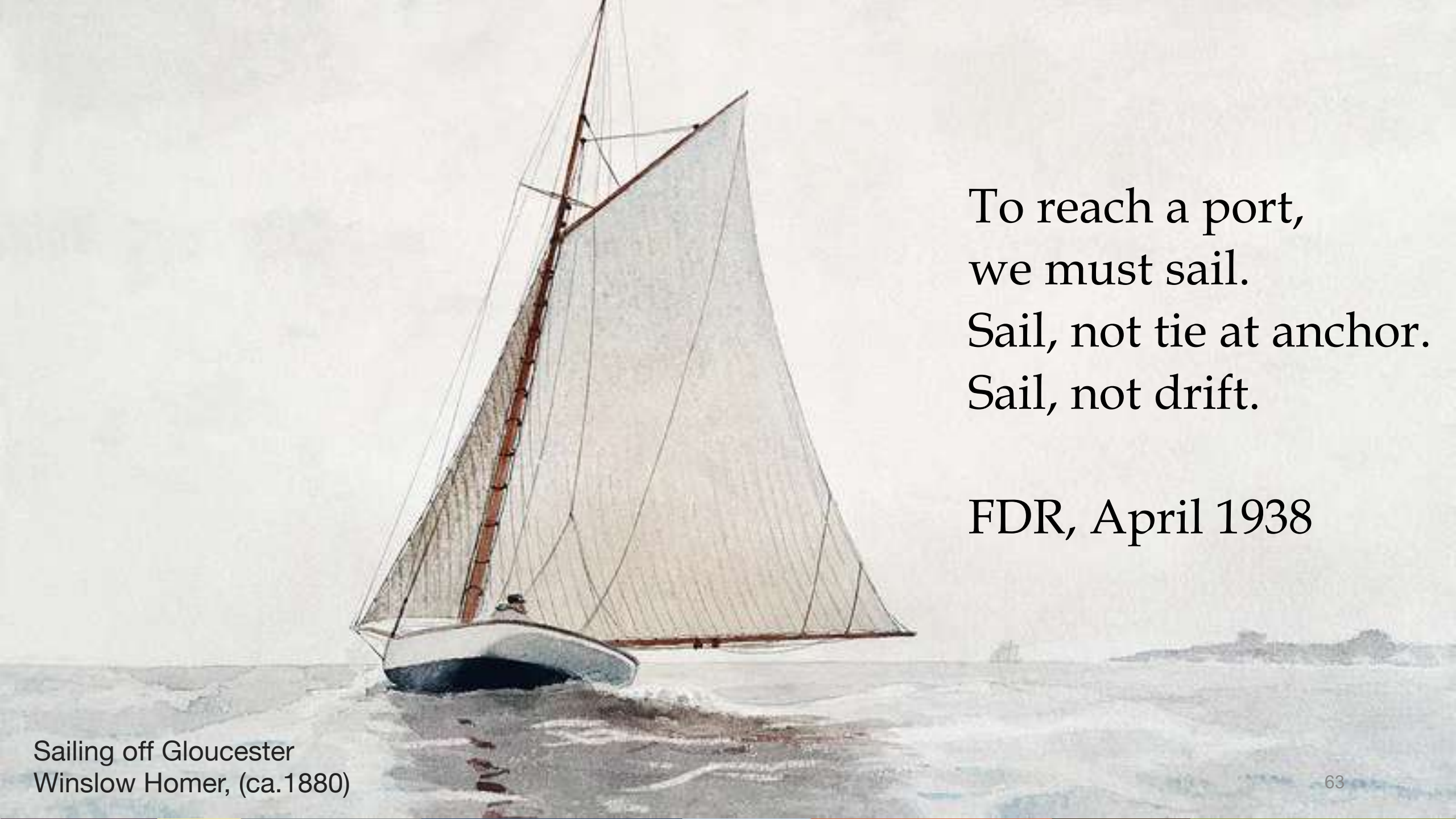
*Give it  
a Try!*



A large, powerful ocean wave is crashing, creating a massive wall of water and a thick spray of white foam. The water is a deep blue-green color. A seagull is flying above the wave, its wings spread. The sky is a pale blue.

# A Bias Toward Action





To reach a port,  
we must sail.  
Sail, not tie at anchor.  
Sail, not drift.

FDR, April 1938

Sailing off Gloucester  
Winslow Homer, (ca.1880)



# Team Building through Quality Improvement

Thank you!



Roosa Consulting LLC

Mathew Roosa, LCSW-R

[matroosa@gmail.com](mailto:matroosa@gmail.com)

315-727-4565

