

Team Formation Guide

Team Formation Guide

Description of Roles and Responsibilities

Creating a Quality Improvement Team

After the decision to conduct a quality improvement (QI) project has been made, the next step is to create a team. It is recommended that the team have no more than 10 interdisciplinary members, and should include the professions and roles that “touch” the process. This means any of the staff members who may:

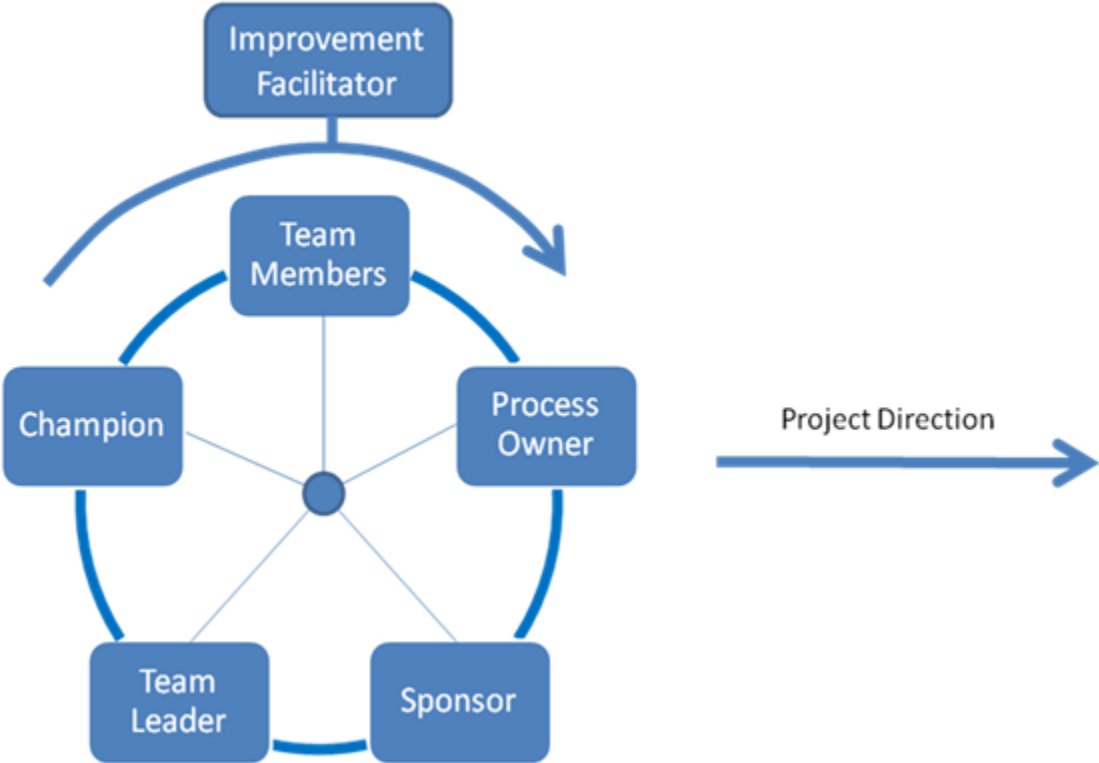
- perform one or more of the process steps
- provide an input to the process
- receive an output from the process

In whichever Resident Home Area (RHAs) or department you decide to “pilot” the changes made to a process, that is from where you should select your team. The Supply, Input, Process, Output, Customer (SIPOC) tool is invaluable in helping Improvement Facilitators (IF) identify team members and subject matter experts (SMEs) to involve in the initiative.

For example, imagine an organization that has five RHAs where the same process is performed in each area. The “pilot” test of the process changes is being conducted on RHA 3 North. Your QI team should therefore have the most members from 3 North.

Thus, the team’s composition should appropriately reflect where the process occurs, and where the physical changes are being made.

The IF facilitates the entire QI team towards determining the direction of the project, and guides them in getting there through “forced reflection”. Forced reflection comes about through the asking of key questions that “force” a person to think about the answer.



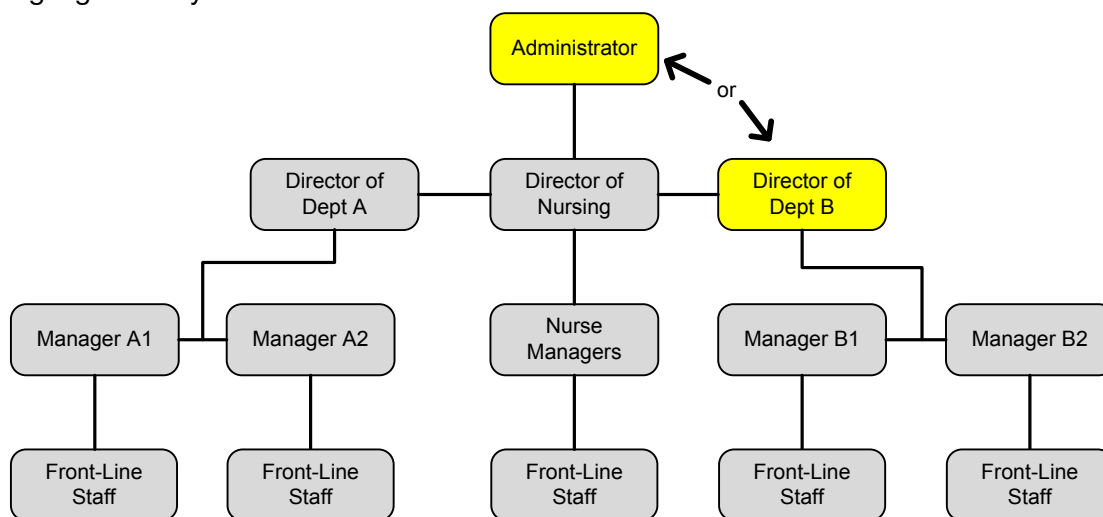
Sponsor

The Sponsor is usually at the senior executive/administrative level of the organization and has authority over the area where the improvement project is taking place. Sometimes the Sponsor and the Champion is the same person.

The role of the Sponsor is to:

- lead the LEAN initiative at the corporate level
- support the LEAN event and empower the team
- remove corporate barriers and provide resources

The Sponsor is usually at the senior executive/administrative level, or the director level, as highlighted in yellow below.



When determining your project Sponsor or Champion, it is important to select the proper Director. In the diagram above, for example, if the QI project was specifically around a nursing process, the Champion would be the Director of Nursing. If, however, the process to be improved in the QI project involves front-line staff in multiple departments or RHAs, your Champion should be someone who has authority over those relevant areas.

Responsibilities:

- to act as a buffer for the team that keeps them out of confrontations with Managers/Directors over territorial disputes, thus allowing the IF and the team to focus on the main issues
- ensure the operational projects are in line with the strategic level objectives
- if the project slows, the Sponsor must create a sense of urgency. This can be done, for example, by requiring regular report-outs on project's progress or the improved process' performance.
- Attend strategic parts of the QI Initiative
- to be part of the celebration process!
- to turn negative energy (resistance to change) into positive energy for change. This is done by:

- articulating the vision of the organization and how improving the process aligns with the organizational vision
- facilitating the identification and prioritization of projects
- maintaining project timelines
- drive and communicate results implementation
- ensure that the realized benefits are sustained

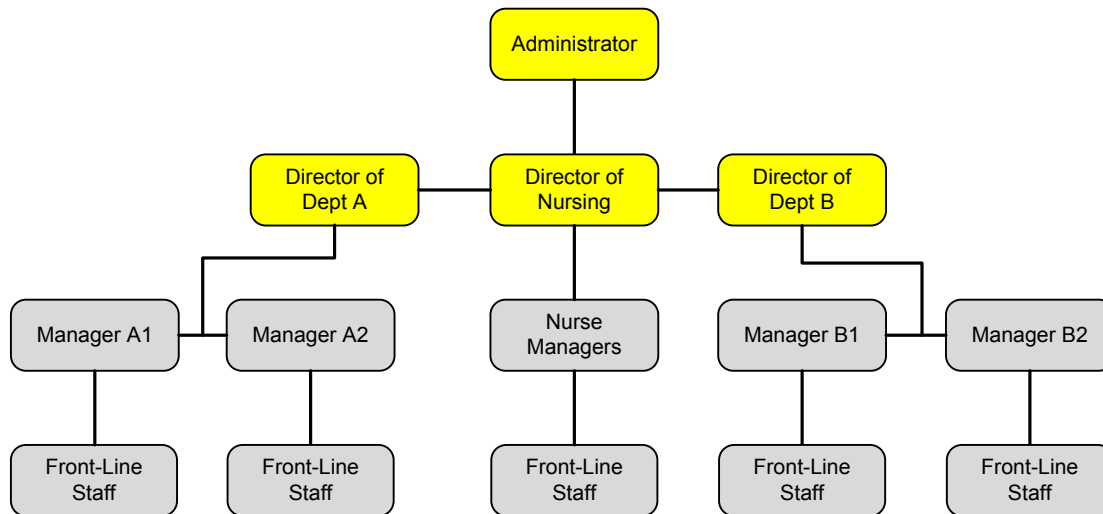
Champion

The Champion is usually at the upper management level. The Champion is fundamentally someone who sees the benefits of quality improvement. Sometimes the Champion and the Sponsor is the same person.

The role of the Champion is to:

- support the LEAN event within the home and advocate for spread of improvements
- provide on-going leadership to ensure the positive changes continue as time goes on
- participate in, and help facilitate, the celebration

The Champion is usually someone from the director level (any of the Directors), but could also be the Administrator, as highlighted in yellow below.



Improvement Facilitator (IF)

The IF is someone who has knowledge and experience in the use of LEAN principles and tools, and uses those to facilitate quality improvement events.

The role of the IF is to:

- provide guidance and support to the Process Owner, Champion, and Sponsor during preparation for the event
- facilitate the event
- support the process owner during the sustaining period

Responsibilities:

- Identify the needs of the organization and the QI team
- To use the DMAIC process as the framework in facilitating improvement:
 - **Define:** Define and describe elements of a project charter and develop a problem statement, including baseline and improvement goals. Define who the customers are, their requirements and expectations. Define project boundaries (the start and stop of a process).
 - **Measure:** Develop a data collection plan for the process. Collect data from many sources creating a baseline for defects and metrics. Create and compare to customer survey results for opportunities.
 - **Analyze:** Using the data collected and the LEAN Process Team create a process map to determine root cause of defects and opportunities for improvement. Identify gaps between current and goal performance, prioritize opportunities and identify sources of variation.
 - **Improve:** Using LEAN tools target process issues by designing creative solutions to fix and prevent problems. Create innovative solutions using technology and discipline and develop and deploy implementation plan.
 - **Control:** Designed to keep improvements to the process on track, prevent reverting back to “old way”. Develop, document and implementation of an ongoing monitoring plan. Institutionalize the improvements through the modification of systems and structures.
- Identify and use the appropriate QI tools for the project (e.g., process mapping, 5-whys, etc)
- Train the team in the basics of using the tools and gathering and reporting measures
- Support the QI team in generating project status reports
- Participate in the celebration!

Process Owner/Team Leader

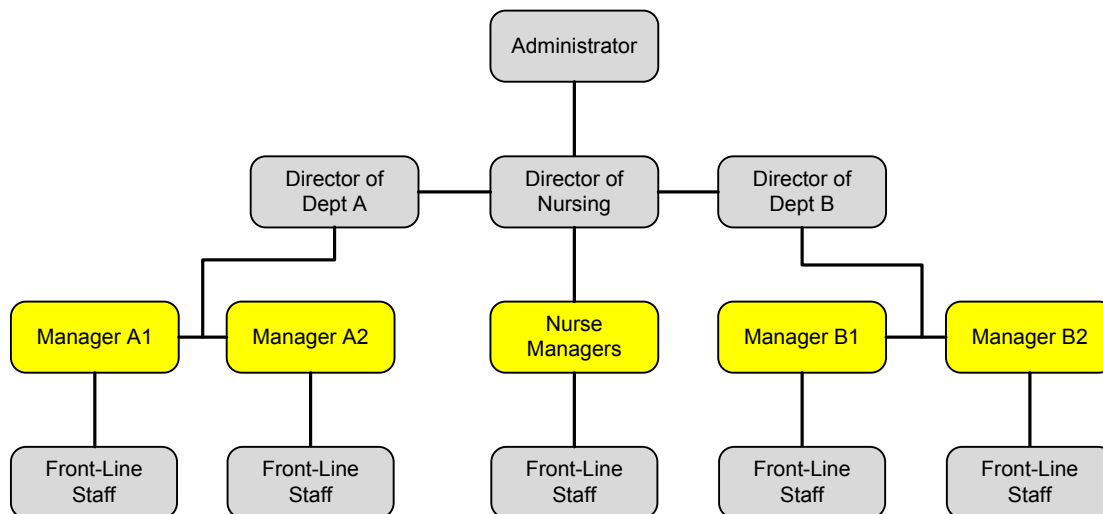
The Process Owner and Team Leader are usually at the “managerial” level (as highlighted in yellow below) and are accountable for the process being improved. Process Owners frequently have authority over the process being improved.

The role of the Process Owner is to:

- ensure implementation of the improvements to the enhanced process
- ensure and support adherence to the new process
- apply local resources to ensure continued improvements, even after the event is over
- monitor performance measures and report on the process’ current performance

The role of the Team Leader is to:

- manage participation and disruptive behaviors of QI team members during the event
- assist, as required, with preparation for the event
- keep the QI team on track and focused
- encourages, involves, educates and communicates with the team and the process owners
- support the Process Owner during the sustainment period after the event



Responsibilities

- actively participate in training
- actively participate in brainstorming
- report and communicate progress and risks to the rest of the team
- to keep their project on track during the sustaining stage (“Control” in DMAIC)
- coordinate the time of team members in order to ensure completion of team projects
- gather project reports from team members and communicate progress to team members
- ensure timeliness and targets are on track
- conduct quality huddles
- ensure data and measures are collected
- participate in the celebration!

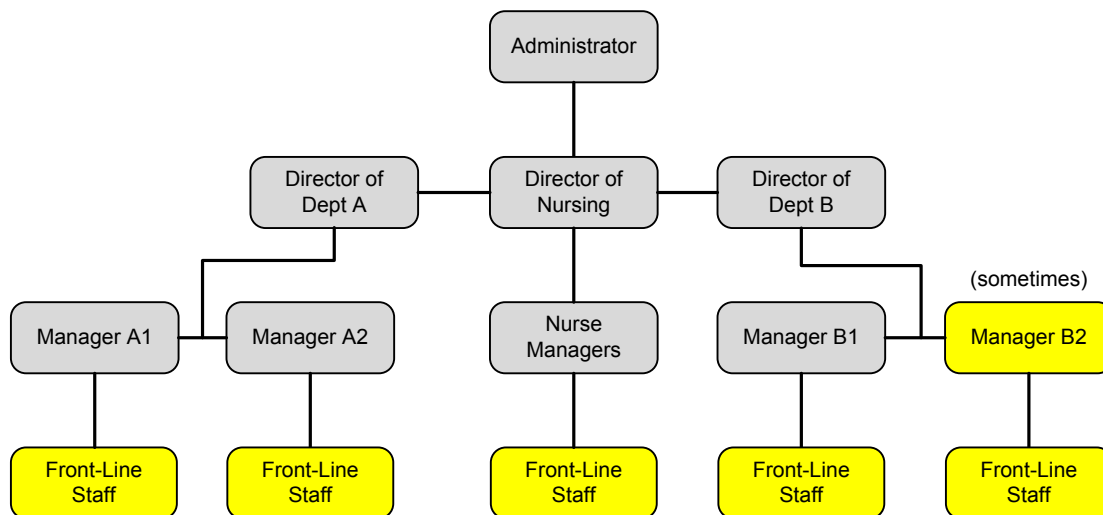
Team Members

Team members are usually front-line staff who works in the process being improved.

The role of a team member is to:

- identify, develop and implement solutions
- use their own knowledge and experience of the focus area to identify waste, generate solutions and implement proposed changes that support the project aim
- coach colleagues (who were not part of the improvement event) in the changes being implemented,
- provide support for the new process

Team members are typically front-line staff (and sometimes Managers) who “touch” the process, so it is quite likely, and desirable, to have a multi-disciplinary team that crosses departmental and professional boundaries, as highlighted in yellow below



Responsibilities

- actively participate in QI training
- actively participate in activities during the QI event
- contribute ideas to improving the process
- report and communicate actions to fellow team members and Team Leader
- actively participate and support changes made by the QI team. Recognize that not all team members will agree with the changes, but support a willingness to test new methods
- help the Team Leader with data collection and monitoring performance measures
- participate in the celebration!

Subject Matter Experts (SMEs)

SMEs can be internal or external to your organization. SMEs are vital participants in helping the QI team design the new and improve process, and are usually involved on an ad hoc basis during an improvement event to share insights or clarify questions that the team cannot answer on its own. Prior to an improvement event, staff throughout the organization should be made aware that they can be “called in” to the event in order to provide their expert opinions.

The responsibilities of the SME are to:

- participate in the improvement event if they are called upon
- answer the team’s questions
- provide expert of advice in their area of expertise

Process Improvement (QI) Coach

The QI Coach is someone who will coach the QI team. The QI Coach may be your internal Improvement Facilitator, or may include an external coach. While the facilitation of the improvement event is still done by the IF, the QI Coach is available for help and guidance if necessary.

The responsibilities of the QI Coach are to:

- coach and guide the team during the event
- ensure content matter (i.e., concepts, tools, etc) is properly explained and used