



MHA MONTANA HOSPITAL ASSOCIATION
Advancing Health in Montana

PIN
Montana Flex
PERFORMANCE IMPROVEMENT NETWORK

Champions of Quality Improvement Cohort

Session 2: Facilitation & Project Management Skills March 20, 2024

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Champions for Quality Improvement

The Champions of Quality Improvement Cohort (QI Champions) is an opportunity funded by MT Flex and HQIC programs.

There is a wide spectrum of healthcare quality expertise and interest and with this opportunity we hope to provide support to healthcare staff that are highly skilled and knowledgeable in their role but may be less familiar with the workings of quality improvement. This opportunity includes education and discussion to help in developing hospital-wide competency in QI methods.

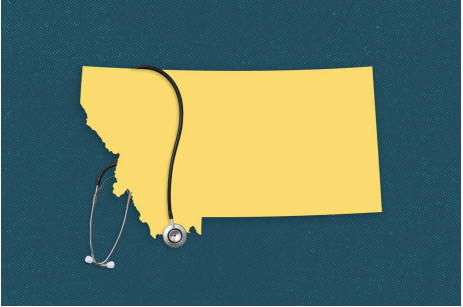


Image Source: <https://khn.org/news/article/montana-hospital-pricing-public-employees/>

MHA MONTANA HOSPITAL ASSOCIATION
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Participants

Participant Organizations:

| | |
|------------------------------------|---|
| Barrett Hospital & Healthcare | Logan Health - Conrad |
| Billings Clinic Broadwater | Logan Health - Whitefish |
| Bozeman Health | Madison Valley Manor |
| Central Montana Medical Center | Madison Valley Medical Center |
| Community Hospital of Anaconda | Memorial Hospital of Carbon County |
| Dahl Memorial Hospital Association | Montana Mental Health Nursing Care Center |
| Garfield County Health Center | Pioneer Medical Center |
| Great Falls Hospital & Clinic | Shodair Children's Hospital |
| Livingston HealthCare | Sidney Health Center |
| Logan Health | St. Peter's Health |
| Logan Health – Cut Bank | Stillwater Billings Clinic |
| Logan Health - Shelby | The Ivy at Deer Lodge |
| | Tobacco Roots Mountain Care Center |
| | Wheatland Memorial Healthcare |



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Schedule

| | |
|-----------|---|
| March 6: | Session 1: Getting to Know You |
| March 20: | Session 2: Facilitation & Project Management Skills |
| April 24: | Session 3: Engaging others in QI |
| May 1: | Session 4: Performing FMEA/RCA/etc. & Use of Discovery Tool |
| May 22: | Session 5: Data Collection, Analysis & Display |
| June 12: | Session 6: Just Culture & Communication |



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Today's topics

- Project Management
- Facilitation



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Five Features of a Project

1. Defined beginning, end, schedule, and approach
2. Use resources specifically allocated to the work
3. End results have specific goals (time, cost, performance/quality)
4. Follows planned, organized approach
5. Involves a team of people



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The Project Charter

- Agreement
- Definition of the project for senior sponsor buy-in and support:
- Clarify and summarize all key elements for team and all stakeholders
- Reference document

THE Atlantic Charter

THE PRESIDENT OF THE UNITED STATES OF AMERICA and the Prime Minister, Mr. Churchill, representing HIS MAJESTY'S GOVERNMENT IN THE UNITED KINGDOM, being met together, deem it right to make known certain common principles in the national policies of their respective countries on which they base their hopes for a better future for the world.

1. *Their countries seek no aggrandizement, territorial or other.*
 2. *They desire to see no territorial changes that do not accord with the freely expressed wishes of the peoples concerned.*
 3. *They respect the rights of all peoples to choose the form of government under which they will live, and they wish to see sovereign rights and self-government restored to those who have been forcibly deprived of them.*
 4. *They will endeavor, with due respect for their existing obligations, to further the enjoyment by all States, great or small, victor or vanquished, of access, on equal terms, to the trade and to the raw materials of the world which are needed for their economic prosperity.*
 5. *They desire to bring about the fullest collaboration between all nations in the economic field with the object of securing for all, improved*
- in safety within their own boundaries, and which will afford assurance that all the men in all the lands may live out their lives in freedom from fear and want.*
7. *Such a peace should enable all men to traverse the high seas and oceans without hindrance.*
 8. *They believe that all of the nations of the world, for realistic as well as spiritual reasons, must come to the abandonment of the use of force. Since no future peace can be maintained if land, sea or air armaments continue to be employed by nations which threaten, or may threaten, aggression outside of their frontiers, they believe, pending the establishment of a wider and permanent system of general security, that the disarmament of such nations is essential. They will likewise aid and encourage all other practicable measures which will lighten for peace-loving peoples the crushing burden of armaments.*

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Pieces of the Project Charter

Problem Statement (the problem)

Project Description (what we are doing)

Project Goals and Objectives (why...to do what)

Project Scope (what it includes)

* Project Includes

* Project Excludes

Critical Success Factors (what it needs)

The team

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Project Scope (what it includes and what it doesn't include)

The scope defines project limits and identifies the products and/or services delivered by the project.

For example:

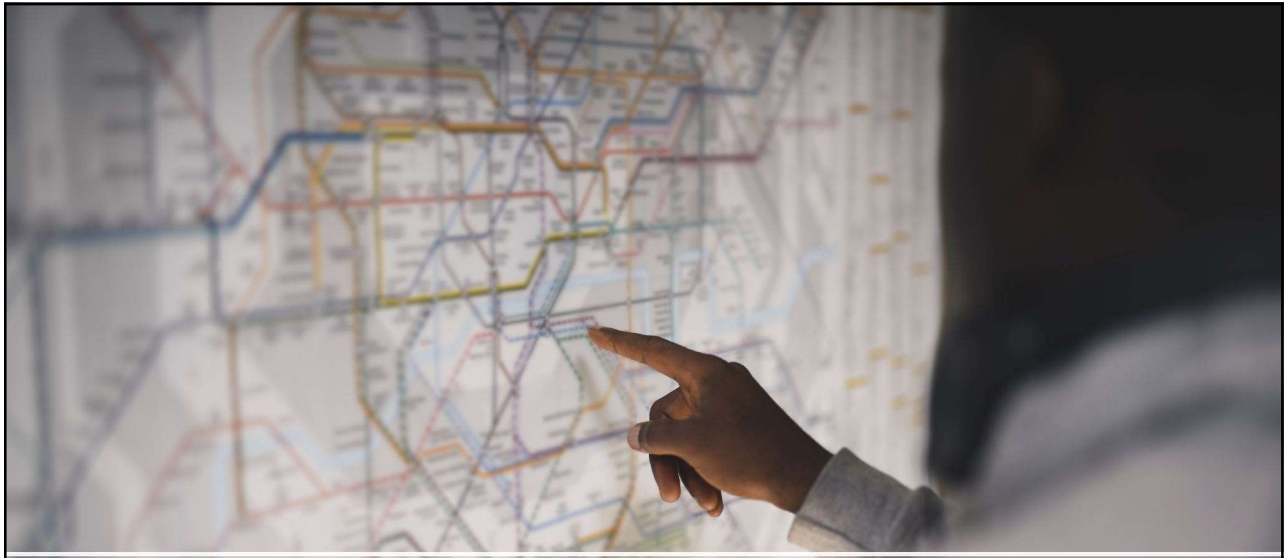
- * *Project Includes: All Emergency Department patients*
- * *Project Excludes: ED patients with a behavioral health diagnosis*



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To fail to plan is to plan to fail

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What is the project? What do you want to accomplish?



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The written plan and why it matters

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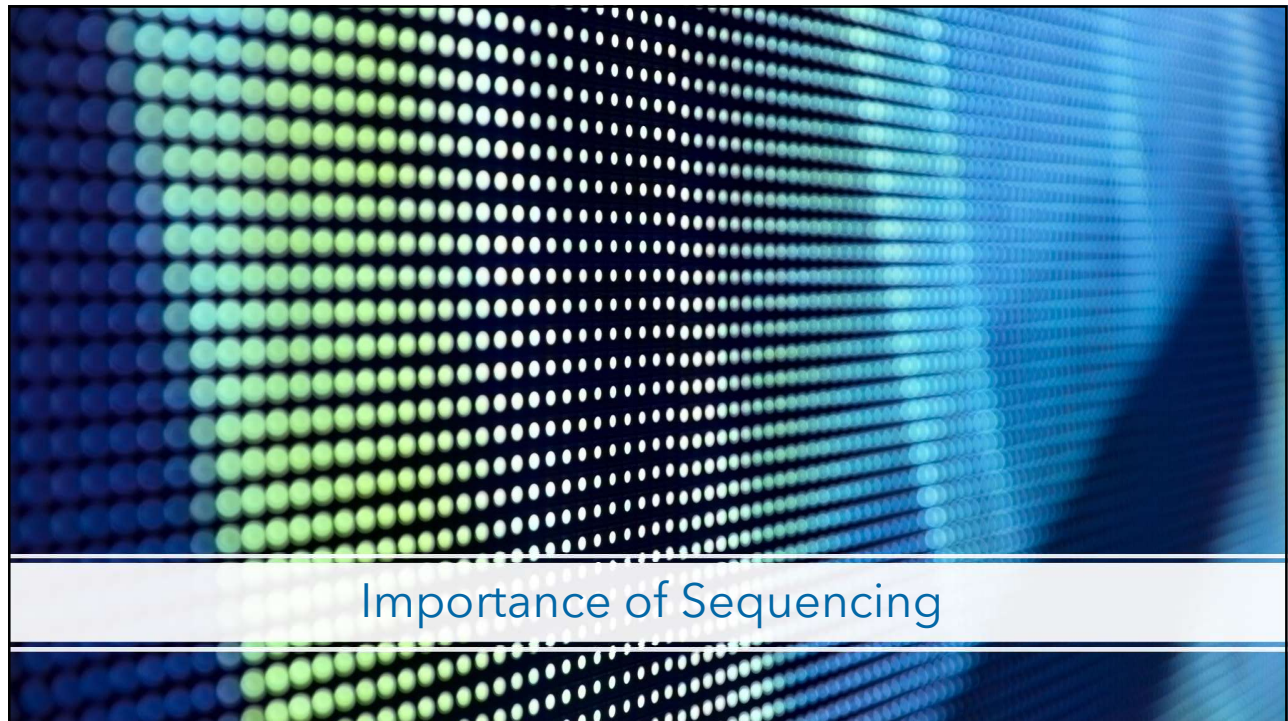
What's the project and when does it need to be done?

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Start at the end and plan backwards; key interim dates



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How long
will
activities
and receipt
of supplies
take?



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What
resources do
you need:
human and
\$\$\$



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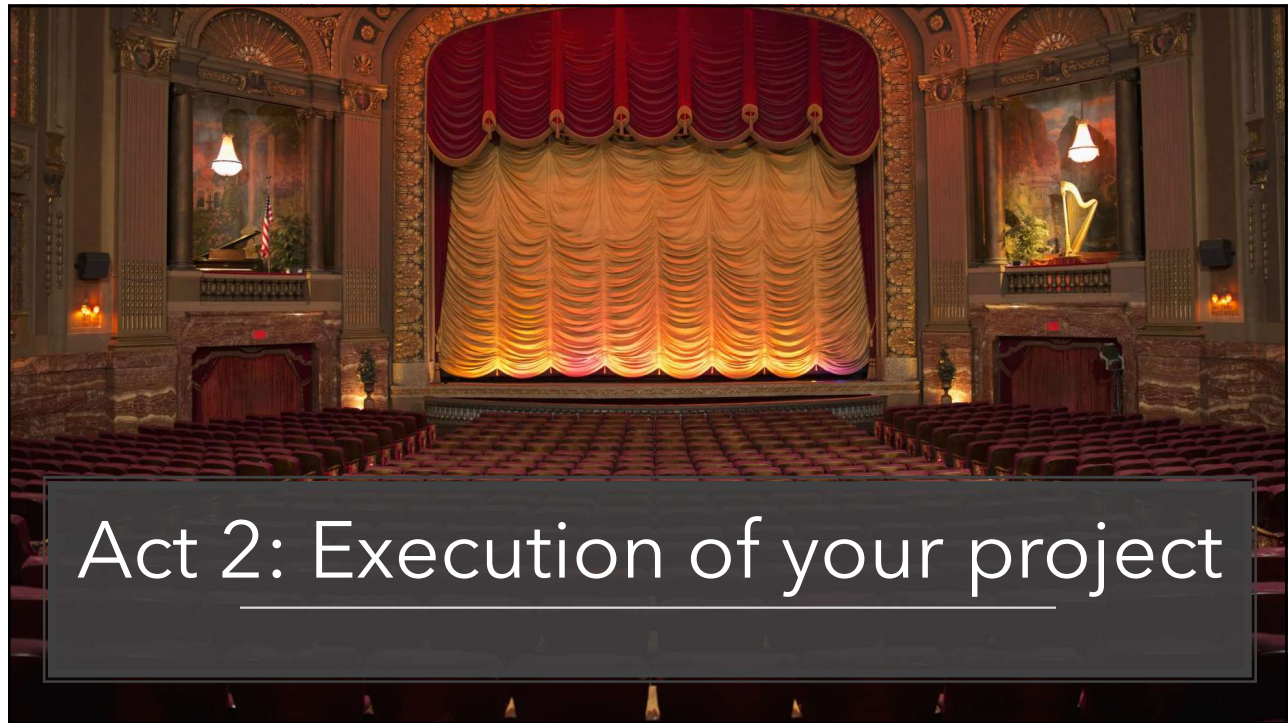
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| | Oct. 2011 | Nov. 2011 | Dec. 2011 | Jan. 2012 | Feb. 2012 | Mar. 2012 | Apr. 2012 | May. 2012 | June. 2012 |
|--------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------------|
| Beyond SCIP in-person meetings | 28-Oct | 21-Nov | | | | 15-Mar | | 21-May | |
| Beyond SCIP webinar | | | 20-Dec | | 9-Feb | | 12-Apr | | |
| Beyond SCIP Peer-to-peer call | | | | | | | | | |
| Beyond SCIP data submission | | | | | | | | | |
| ICU In-person meetings | | | 1-Dec | 31-Jan | | | | 21-May | |
| ICU webinar | | | | 19-Jan | | 28-Mar | | | |
| ICU Peer-to-peer call | | | | | | | | | |
| ICU data submission | | | | | | | | | |
| QI 101 | | 28-Nov | | 24-Jan | Cancelled | 26-Mar | | 18-May | 12-Jun |
| Excel for Quality Improvement | | | 19-Dec | | | 27-Mar | 18-Apr | | |
| Excel - Beyond the Basics | | | | 20-Jan | | | 25-Apr | | |
| Project Management 101 | | | | | | | | ? | |
| QI for Physicians | | | | | | | | | 2-Jun |
| Compass - Kathleen | | | | | | | | 15-May | 19-Jun |
| Compass - Barb | | | | | 22-Feb | 28-Mar | | 30-May | 27-Jun |
| Key Contact Meeting | | | 15-Dec | | | | | | |
| Physician Leadership Meeting | | | | 30-Jan | | | | | |
| Quality System Leader Call | | 16-Nov | | | 22-Feb | | | | |
| Newsletter | | | 30-Dec | | | 30-Mar | | | 29-Jun |
| Innovation meeting at the Foundation | | | | | | | | | |
| Innovation webinars | | | | 25-Jan | 29-Feb | 28-Mar | 25-Apr | | |

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Who do you need to report to and how often?

24



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How Do You Get Others Excited About Your Project?



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Project Execution Requires 6 Primary Components

Communication

Meeting
Management

Conflict
Resolution

Negotiation

Delegation

Accountability

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How Do We Communicate?

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Enter into chat

- When trying to communicate a key message, what do you think is most impactful?
 - 1. Your words
 - 2. Your tone of voice
 - 3. Your body language

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Words
count for
7%



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Tone of
Voice is
38%



34

Body
language
is
55%

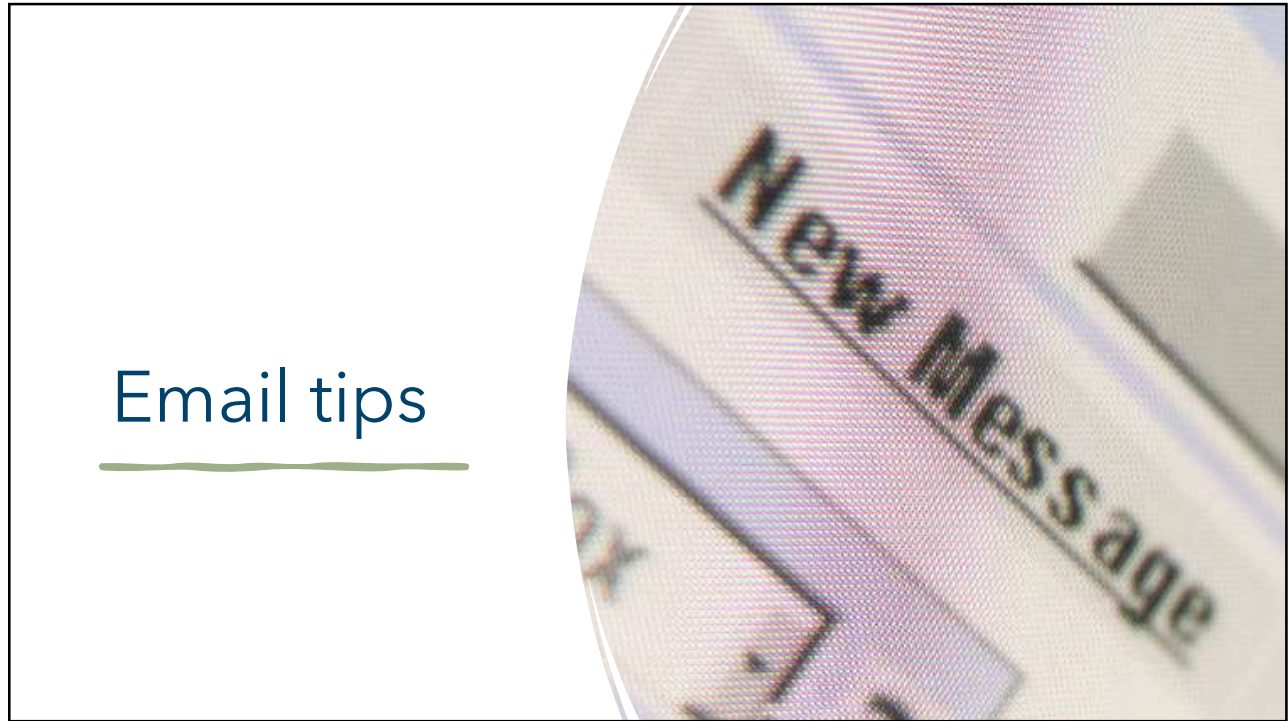


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Enter into chat

- I have sent an email that I regretted sending:
 - 1. Never
 - 2. Yes

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Top 10 email Tips



| |
|-------------------------|
| Meaningful subject line |
| Focused message |
| Attachments....beware |
| Identify yourself |
| Be kind |
| |
| |
| |

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Top 10 email Tips

| |
|-----------------------|
| Proofread |
| Privacy |
| Formal or Informal |
| Respond promptly |
| Respect and restraint |
| |
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| |
| |
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Customize the WAY You Communicate

**SHARE
INFORMATION**

**SHAPE
BEHAVIOR**

| | | | | |
|---|--|---|--|---|
| <p><u>General</u> Publications flyers newsletters videos articles posters</p> | <p><u>Personal</u> Touch letters cards postcards</p> | <p><u>Interactive</u> Activities telephone email visits seminars learning sets modeling</p> | <p><u>Public</u> Events Road shows Fairs Conferences Exhibitions Mass meetings</p> | <p><u>Face-to-face</u> one-to-one mentoring seconding shadowing</p> |
|---|--|---|--|---|

(C) 2001, Sarah W. Fraser

Adapted from Ashkenas, 1995

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What's your
elevator
speech/pitch?



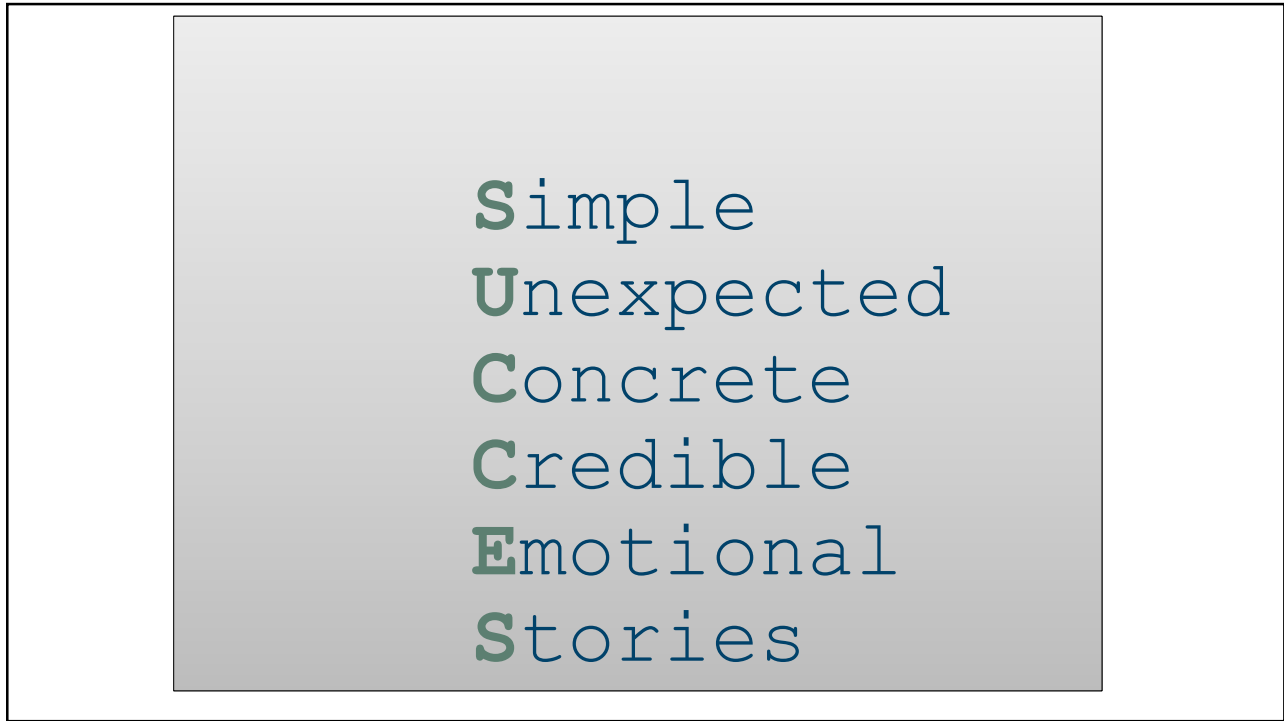
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Why Some Ideas Survive and Others Die...

MADE to STICK

Chip Heath & Dan Heath

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What Bothers You the Most About Meetings?



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Top Ranked Meeting 'Sins'

- Starting over when someone 'important' shows up
- Getting off subject**
- No goals or agenda**
- Too long
- Poor preparation
- Inconclusive
- Disorganized
- Ineffective leadership/lack of control
- No pre-meeting orientation
- Irrelevance of information
- Time wasted during mtg
- Starting late
- Not effective for making decisions
- Domination
- Rambling; redundant
- No notes or f/u
- Cancelled or postponed

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What is a Productive Meeting?

Disciplined; time

Active participation

Results in clear action items

Is evaluated

Results in agenda for next meeting

Sense among members that time was well spent

Parking lot for next steps

Evaluation of meeting at conclusion

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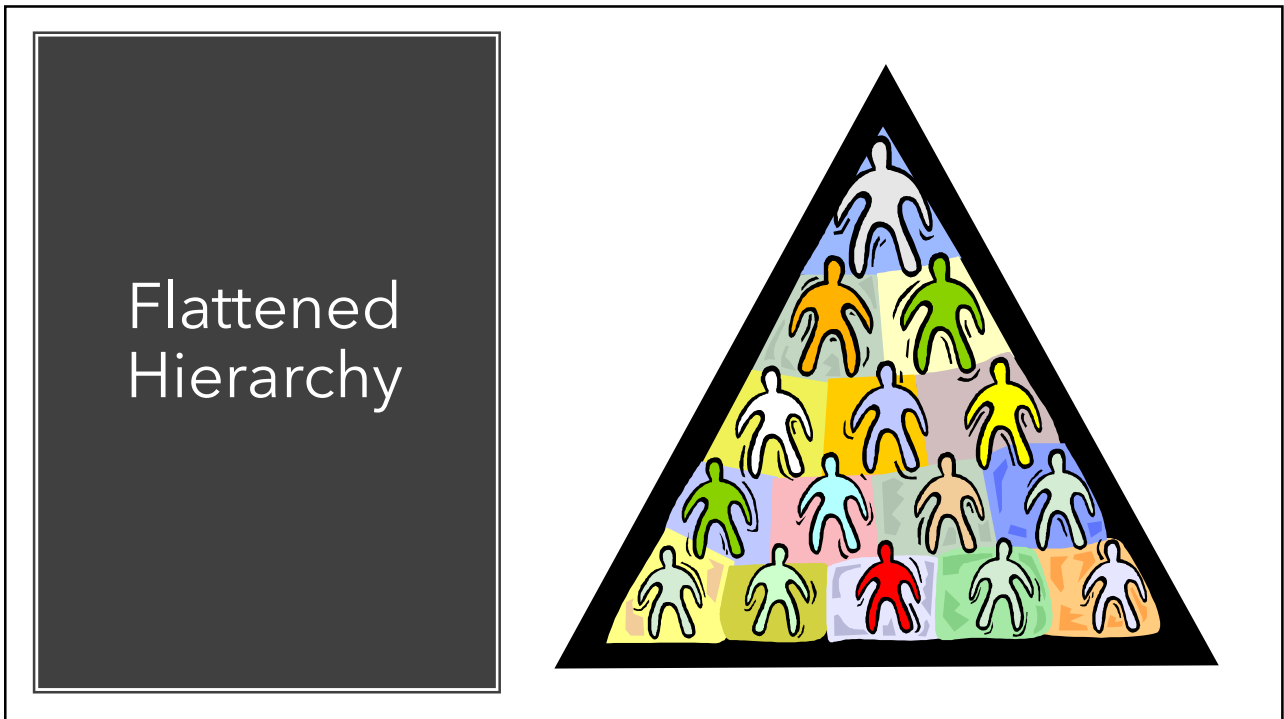


Meeting Tool Box

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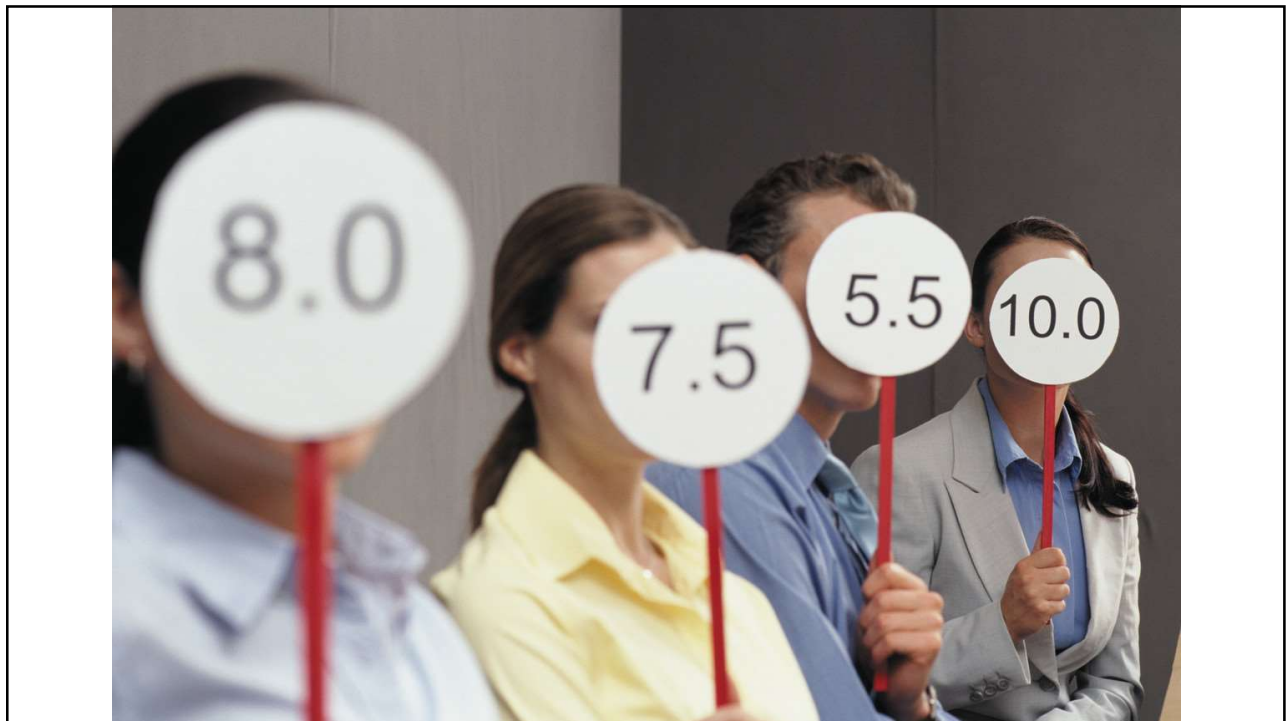
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Conflict: Why does it happen?



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Managing Conflict



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Negotiation

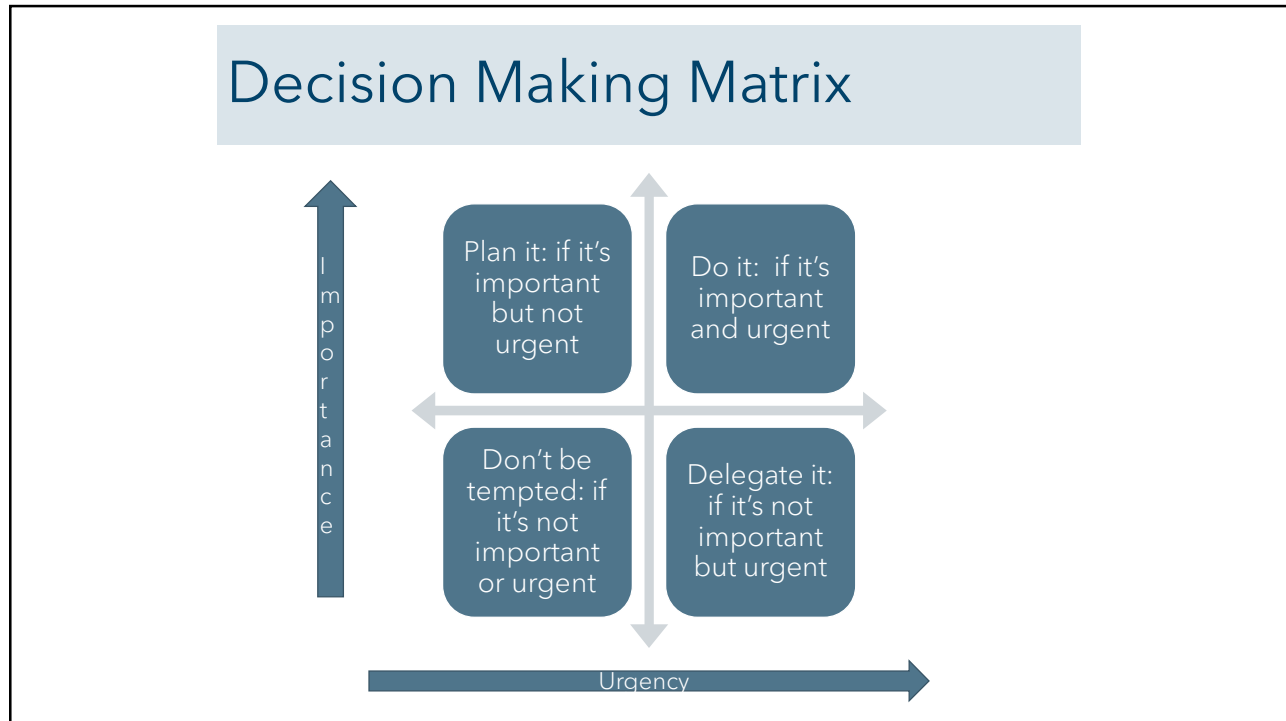
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Compromise

YOU CAN'T
ALWAYS
GET WHAT
YOU WANT.



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Delegation

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What can
you let go
of?

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Trust, but Verify

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Don't be
afraid to fail:
if you've
never failed,
you've never
lived



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- Ongoing Monitoring



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Coaching
Do's and
Don'ts



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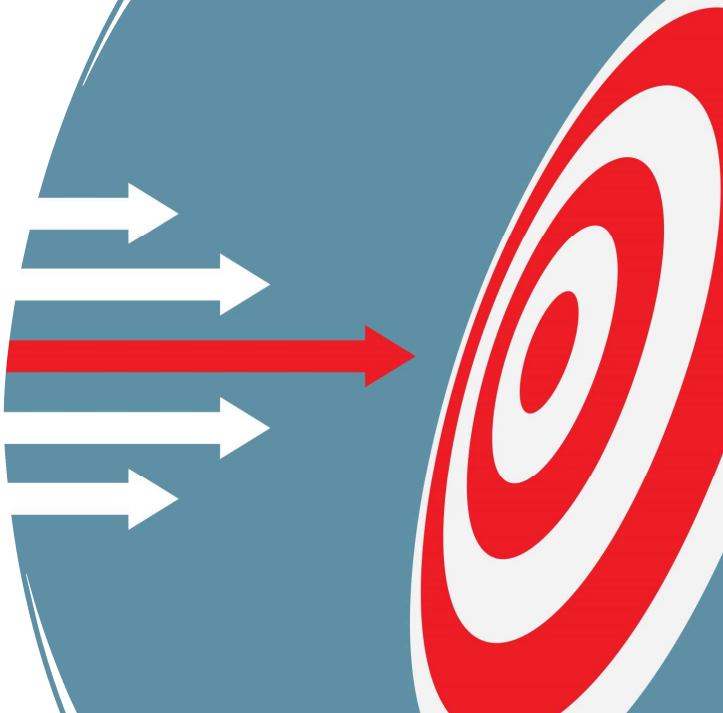
Act 3:
Closing
your
project



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There are two possible endings...pick one

- Project met goals
- Project has been suspended or canceled



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Contact

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