

Facilitating and Leading Quality Improvement Teams and

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**JURAN'S  
BREAKTHROUGH**

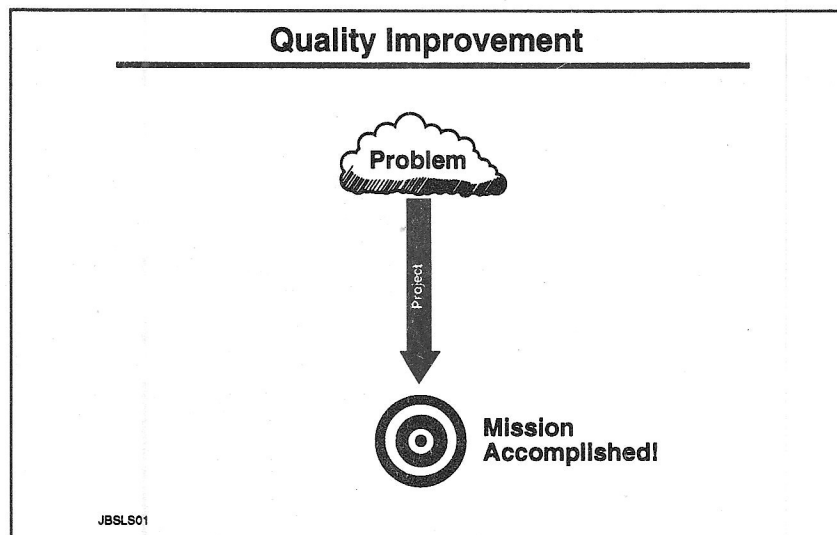
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Quality Improvement Teams

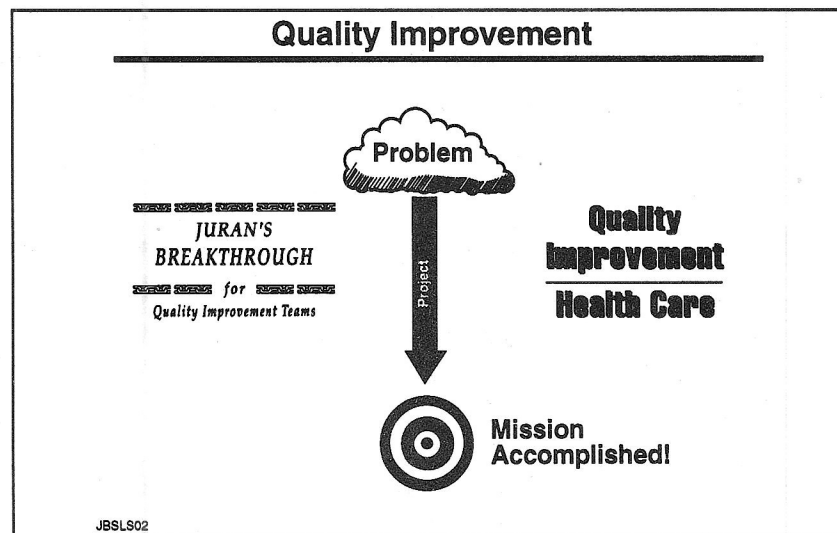
**Quality
Improvement

Health Care**

Introduction



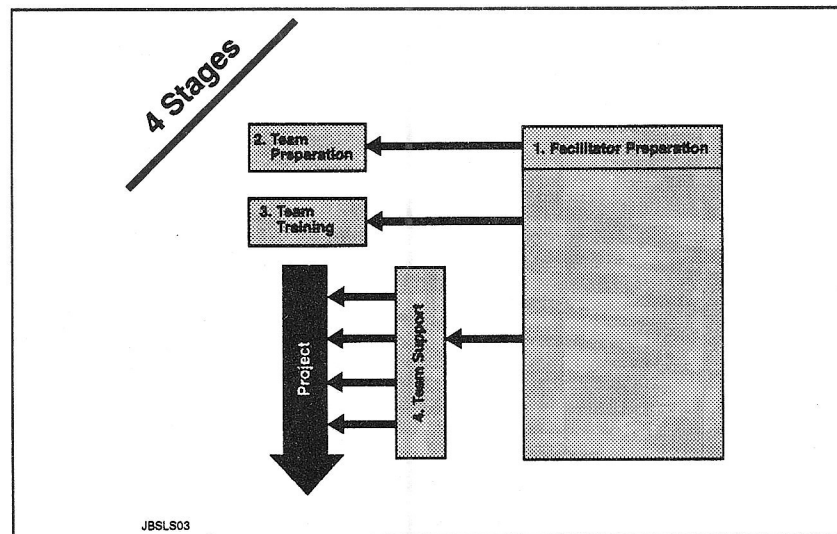
The role of the team facilitator and leader is to train and support a quality improvement team in its efforts to accomplish its mission and resolve a major quality problem. The **Facilitating and Leading Quality Improvement Teams™** workshop prepares facilitators and leaders to provide that team training and support.



The training systems, Juran's Breakthrough for Quality Improvement Teams™ (JBQIT) and **Quality Improvement in Health Care™** (QIHC), provide all the materials facilitators need to train and support the ongoing work of the team back in the organization. These comprehensive systems provide *everything* needed to

assure that the team is trained to accomplish its quality improvement project successfully.

Four Stages



There are four stages to the training system.

Stage 1

Facilitator Preparation assures that the facilitator has the knowledge and skills to help a quality improvement team accomplish its mission.

Stage 2

Team Preparation introduces the basic quality concepts and provides an understanding of the specific problem the team has been asked to solve.

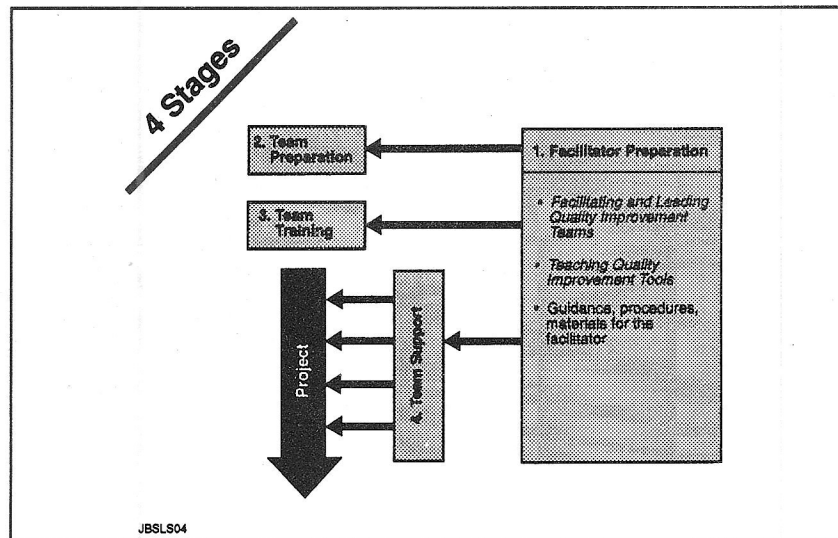
Stage 3

Team Training gives the team a full appreciation of all the steps of the quality improvement process and introduces many of the needed tools and teamwork skills.

Stage 4

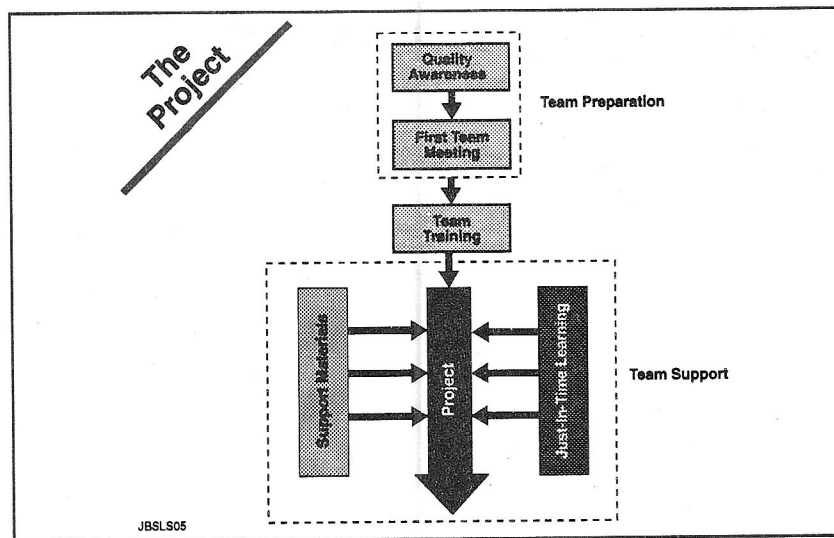
Team Support provides the materials to support and continue to train the quality improvement team as it completes its project.

Stage 1: Facilitator Preparation



There are three major components of Stage 1, Facilitator Preparation.

- The five-day workshop, **Facilitating and Leading Quality Improvement Teams**: Participants learn the steps in the Juran Quality Improvement Process, experience teaching through practice presentation exercises, and develop team interaction skills necessary to guide a team through its project.
- The five-day workshop, **Teaching Quality Improvement Tools**: Participants learn how and when to use ten quality improvement tools through practice teaching sessions and a simulated improvement project.
- Materials, guidance, and procedures for the facilitator in the quality improvement training system.



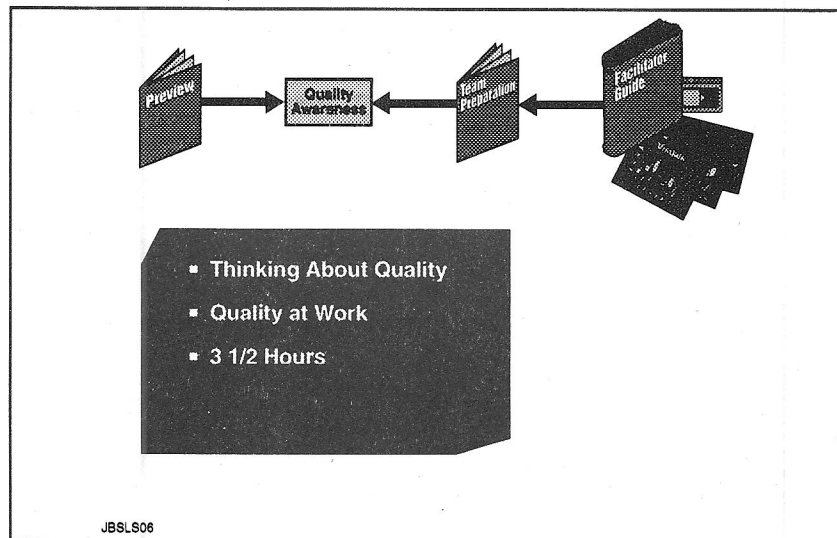
Once you have attended FLQIT and TQIT, that is, you have learned the quality improvement process steps and the tools necessary to get through a project, the third component of Stage 1 is a self-study program of becoming familiar with the quality improvement training system and preparing for Stage 2: Team Preparation and Stage 3: Team Training. The *Facilitator Guide* includes detailed instructions for preparation of the facilitator.

- Section 1: Program Overview explains the program's conceptual framework and indicates the sequence of activities.
- Section 2: Facilitator's Preparations outlines the steps required to plan and organize the training sessions. It includes sample invitation and confirmation letters, detailed agendas for running the sessions, and agendas in lesser detail for session participants.
- Section 3: General Procedures defines the purpose of the training materials and activities, provides general instructions and guidelines, and explains the how-tos of using the *Facilitator Guide*.
- Section 4: Skills and Techniques for Handling Groups provides recommendations for monitoring performance, giving feedback, and conducting group sessions.

Stage 2: Team Preparation

Once you have studied these sections, it is recommended that you read through the *Facilitator's Guide*, referring to the *Team Preparation Workbook*, to prepare for your organization's Quality Awareness session. Refer to the step-by-step instructions in your *Facilitator Guide* Team Preparation section to run this session and the First Team Meeting. The *Color Overheads* of key points are supplied, along with *Quality Improvement Videos* containing key concepts. Usage of these tools is fully explained in the *Facilitator Guide*.

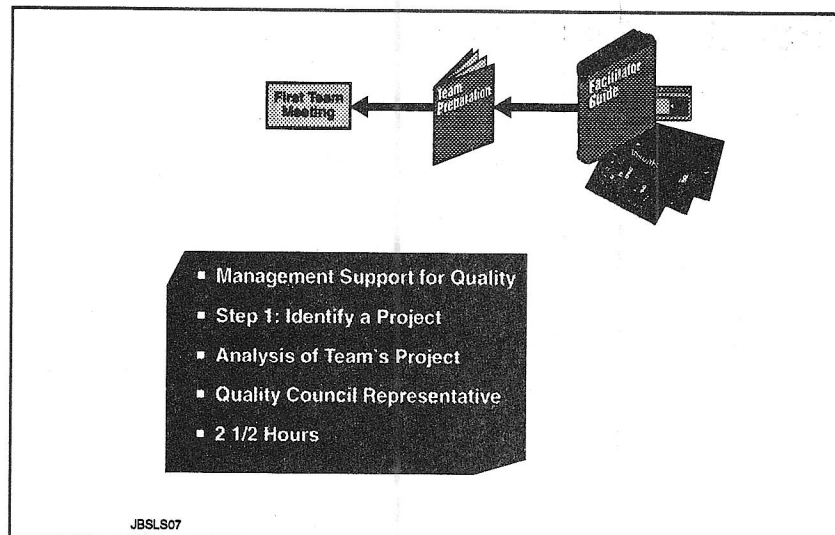
Quality Awareness Training



Quality Awareness is a three and one-half hour module that introduces members from several teams to basic quality concepts, such as the definition of quality, external and internal customers, and the three quality processes of the Juran Trilogy[®]. Your *Facilitator Guide* will instruct you on how to use the first two chapters of the *Team Preparation Workbook* for this session.

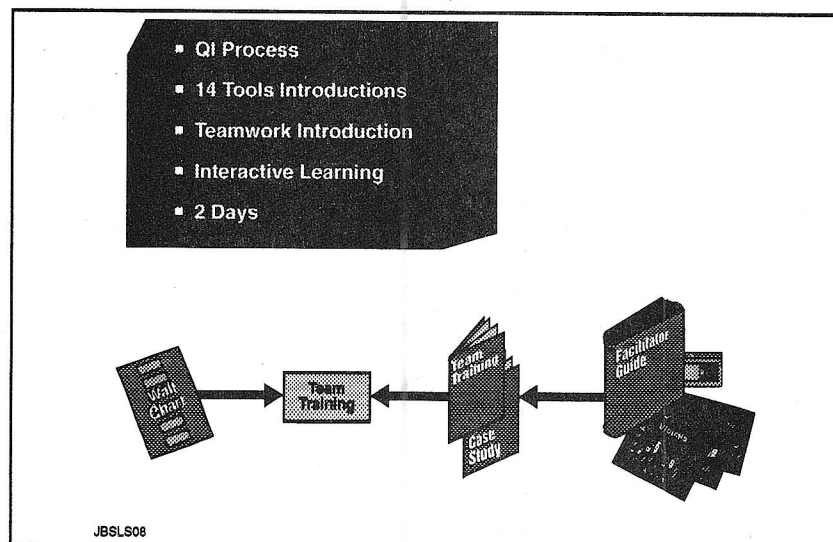
The system includes a short *Preview Booklet* that can be included with an invitation from the Quality Council to heighten the sense of importance and commitment to the project.

The First Team Meeting



The First Team Meeting helps the quality improvement team members understand their organization's quality structure, the role of the Quality Council, and teamwork. They will learn about the first step in the quality improvement process, Identify a Project. It is suggested that during this meeting the team have a discussion with a member of the Quality Council about its own quality improvement project. Your *Facilitator Guide* will instruct you on how to use chapters three and four of the *Team Preparation Workbook* for this session.

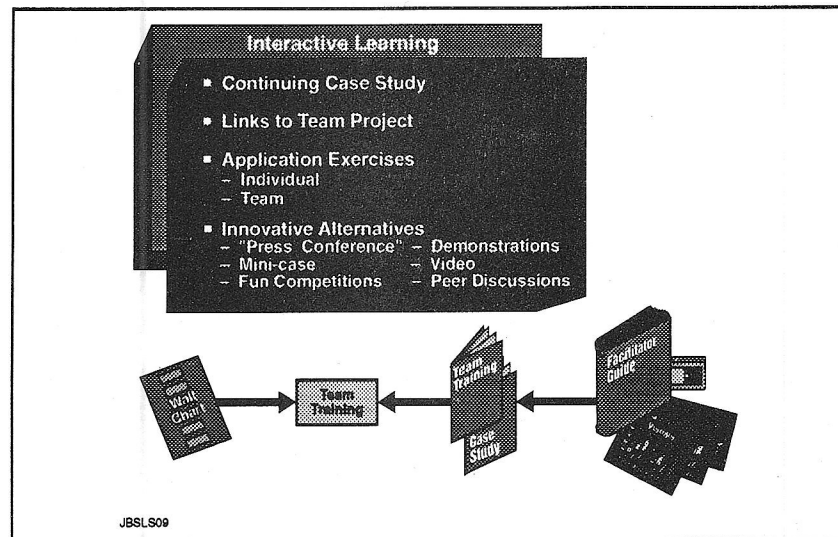
Stage 3: Team Training



The step-by-step instructions in your *Facilitator Guide* *Team Training* section has this two-day team training

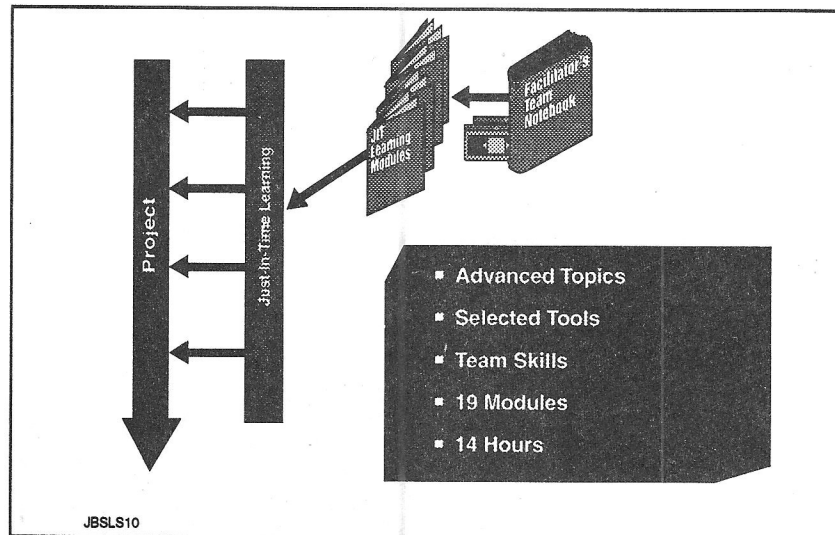
session fully organized for you. Becoming familiar with your *Facilitator Guide*, *Case Study*, and *Team Training Workbook* (along with your experiences in **Facilitating and Leading Quality Improvement Teams** and **Teaching Quality Improvement Tools**), will enable you to teach the next five steps of the quality improvement process effectively, introduce fourteen key quality tools, and describe the team interaction skills that will help the team solve problems effectively.

Interactive Learning



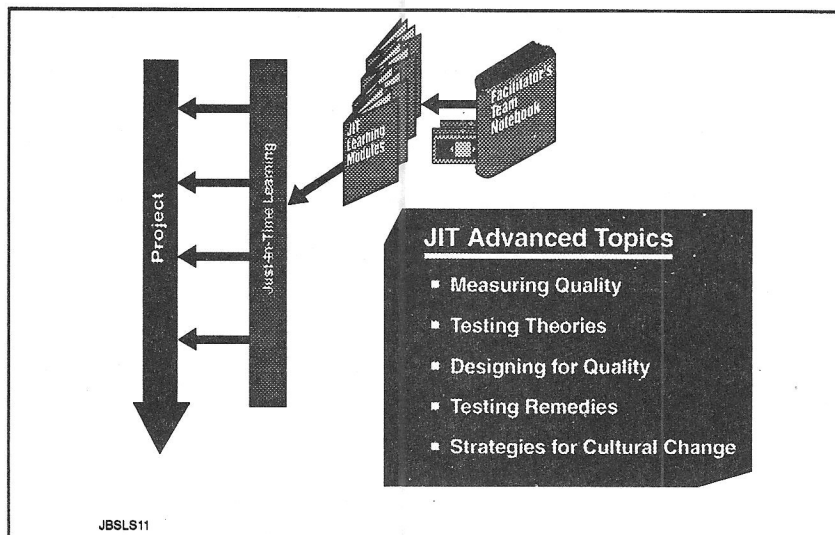
The realistic case study, exercises, and simulations build skills the team can apply to its own quality improvement project. You are provided with innovative alternate exercises that make the learning fun, while building the team's skills and knowledge.

Stage 4: Team Support



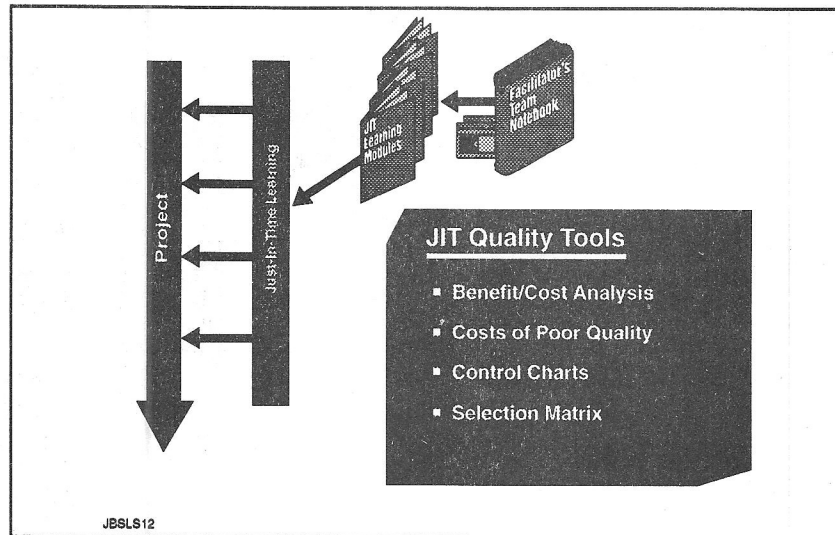
As you move through your mission with the quality improvement team, the *Facilitator Team Notebook* will help you with the just-in-time learning modules provided to make learning continuous. The fourteen hours of learning on various subjects are done as modules at the right time during team meetings.

JIT Advanced Topics

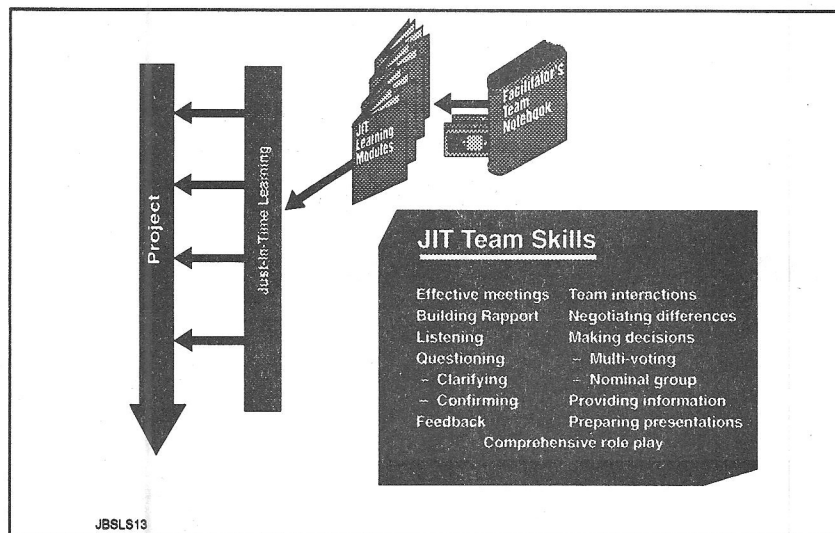


There are five training modules on advanced topics: measuring quality, testing theories, designing for quality, testing remedies, and strategies for cultural change.

J-I-T Quality Tools

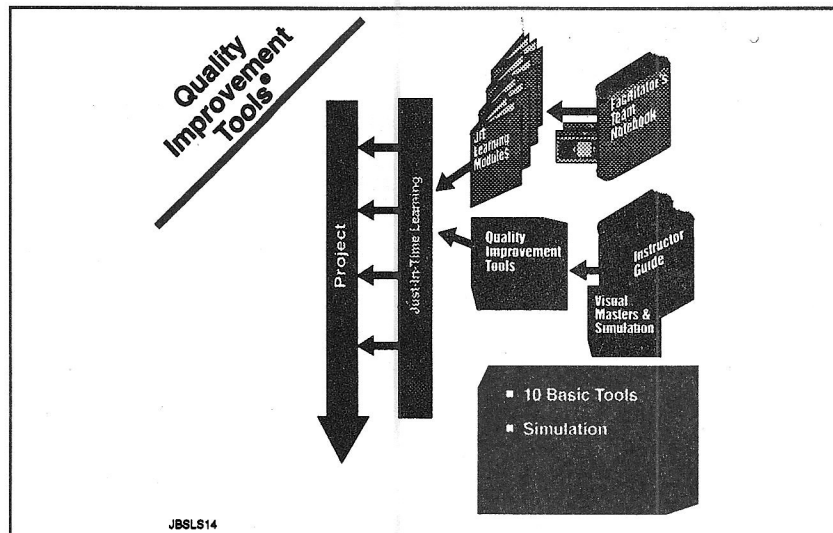


The J-I-T quality tools modules cover four supplementary tools: benefit/cost analysis, costs of poor quality, control charts, and selection matrix.



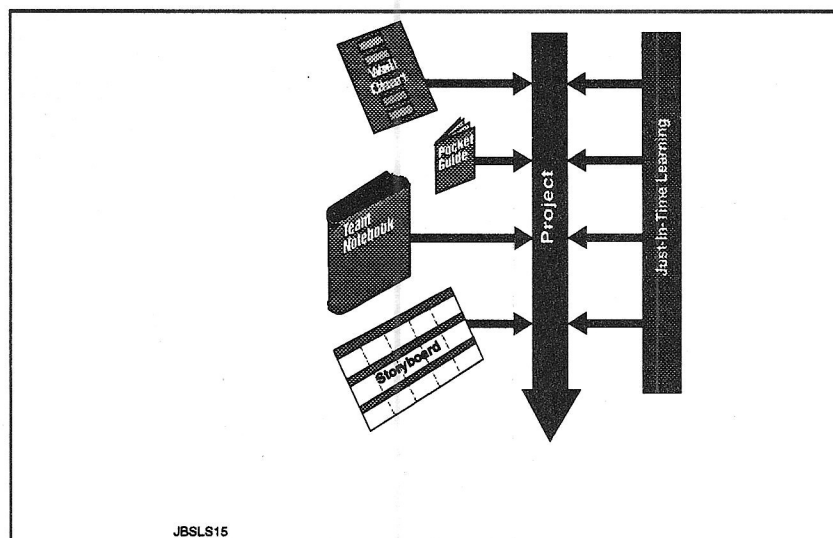
The **Teaching Quality Improvement Tools™** workshop prepares the facilitator to train teams on the ten basic quality improvement tools that are used most frequently by every quality improvement team. A two-volume *Instructor Guide*, a *Simulation*, and *Visual Masters* will help the facilitator teach these core quality improvement tools to team members.

J-I-T Team Skills



Finally, there are ten just-in-time Team Interaction Skills modules: effective meetings, building rapport, listening, questioning, feedback, team interactions, negotiating differences, making decisions, providing information, and preparing presentations. In addition to exercises for individual skills, a final, comprehensive set of role plays gives team members an in-depth, integrated opportunity to practice these skills.

Team Project Resources



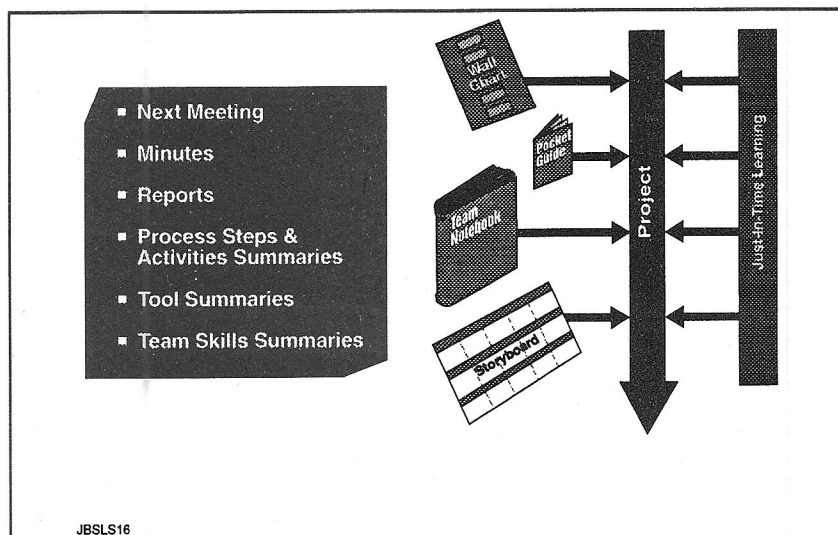
There are four major resources that the team can use during its quality improvement project to help accomplish its mission successfully.

Wall Chart The *Wall Chart* displays each step of the quality improvement process and is designed to be rolled up in the cardboard mail tube for easy carrying to each quality improvement team meeting.

Storyboard The *Storyboard* is an excellent vehicle to document and display a quality improvement team's progress. Each of the boxes represents an activity that the quality improvement team will complete.

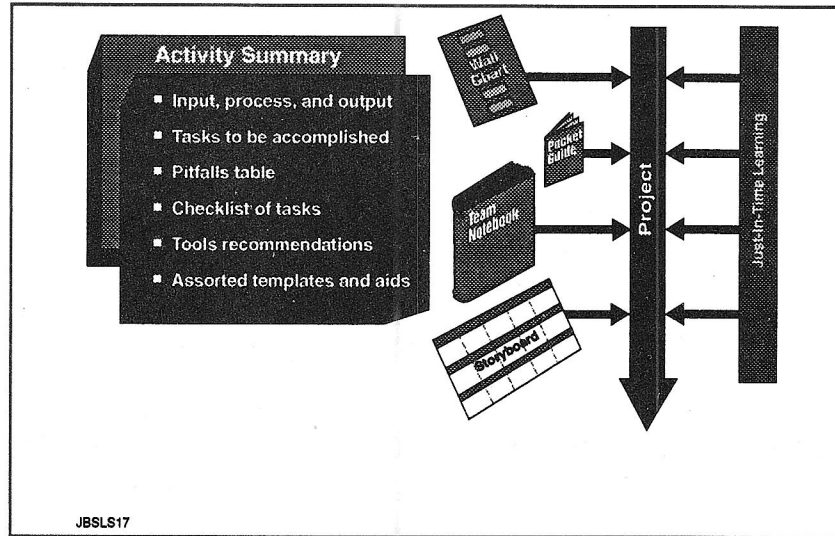
Pocket Guide Each team member is supplied with his/her own *Pocket Guide* that summarizes the quality improvement steps, the quality improvement tools, and the team skills.

Team Notebook The *Team Notebook* is one of the most powerful and useful elements of Juran's Breakthrough in Quality Improvement Teams system and is used on an on-going basis by the quality improvement team as they tackle their project.



The content of the *Team Notebook* includes six major sections: material for your next meeting, minutes of past meetings, team reports, activity summaries for each process step, tools summaries, and team skills summaries.

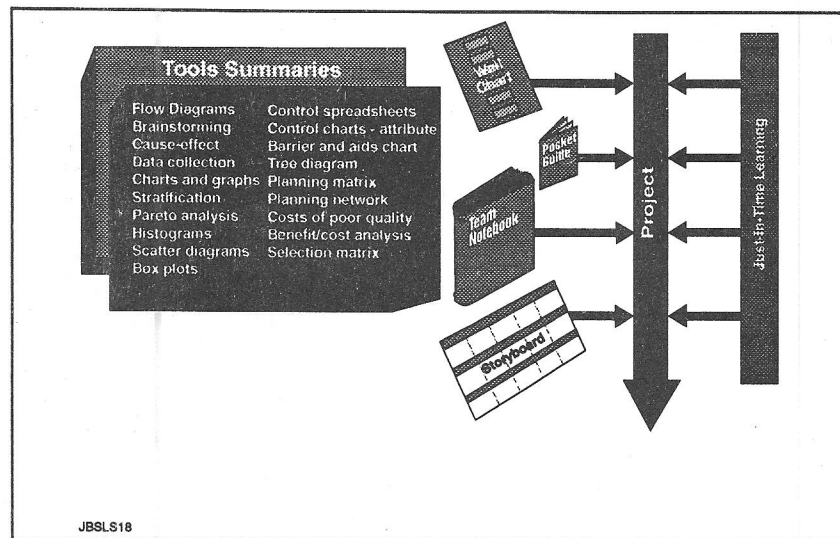
Activity Summaries



One of the major features of the *Team Notebook* is its Activity Summaries for each of the six steps to the quality improvement process. Each of the activities includes:

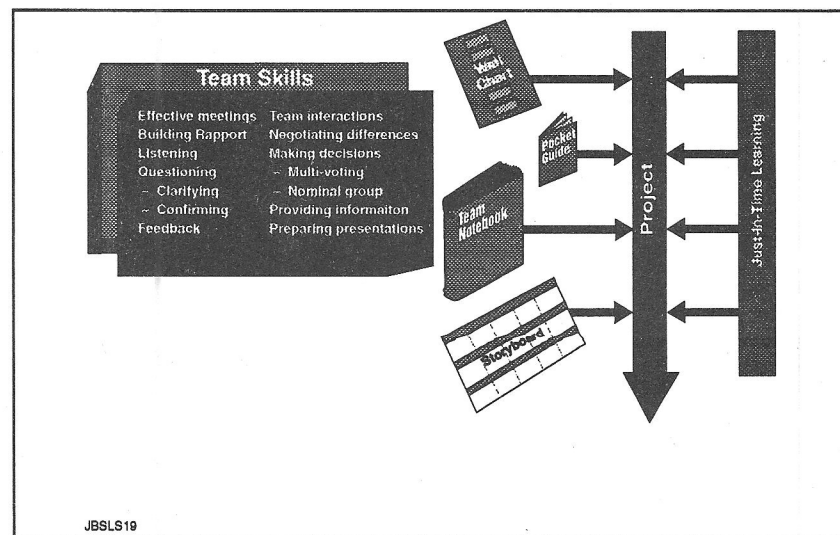
- a graphic representation of inputs, the team process, and outputs
- the list of tasks to be accomplished
- typical pitfalls and methods to avoid them
- a checklist of specific tasks to be accomplished and results achieved before the activity is completed
- recommended tools
- templates and aids

Quality Tools Summaries



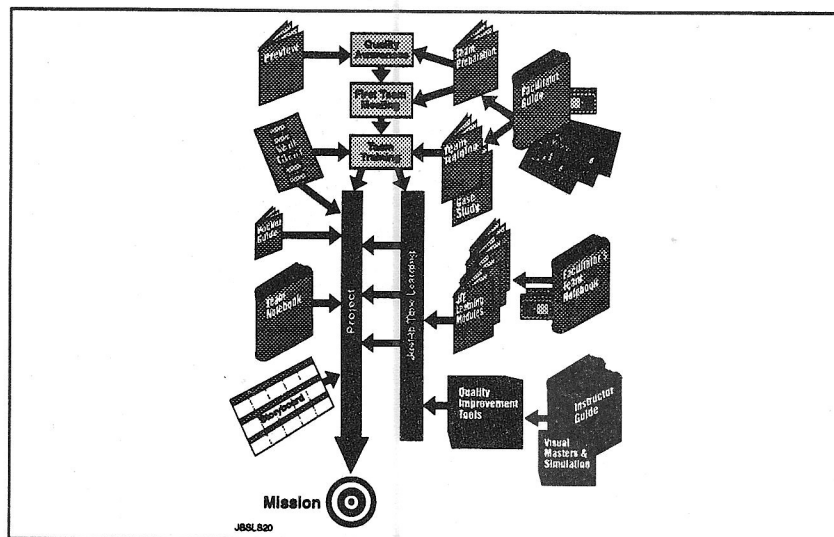
Another major section of the *Team Notebook* summarizes Quality Tools. These tool summaries cover not only the ten basic quality improvement tools, but another nine quality planning or quality control tools that a quality improvement team finds helpful to use during its project.

Team Skill Summaries



The final section of the *Team Notebook* summarizes the ten team skills that will assure that the team members work effectively together over the life of the quality improvement project.

Summary

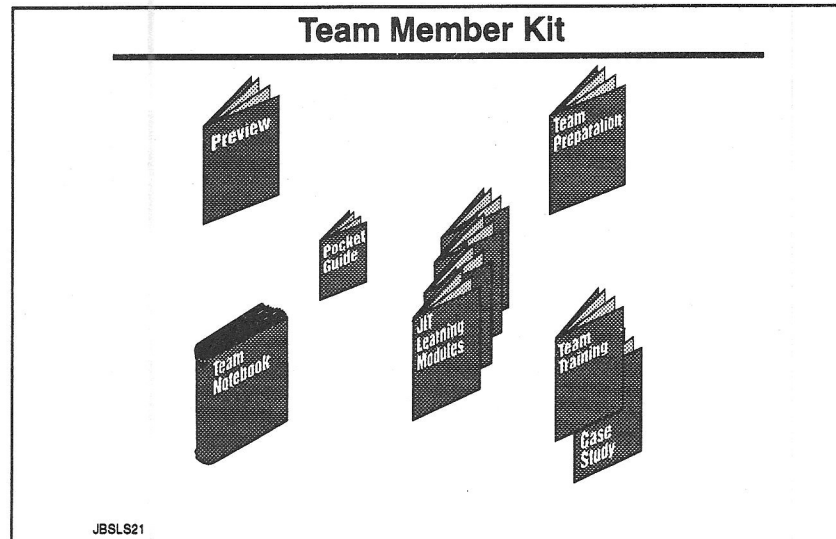


This comprehensive system is designed to train and support a quality improvement team in its efforts to accomplish its mission and resolve a major quality problem.

Materials-Packaging

The system consists of kits of material for both the facilitator and the team members.

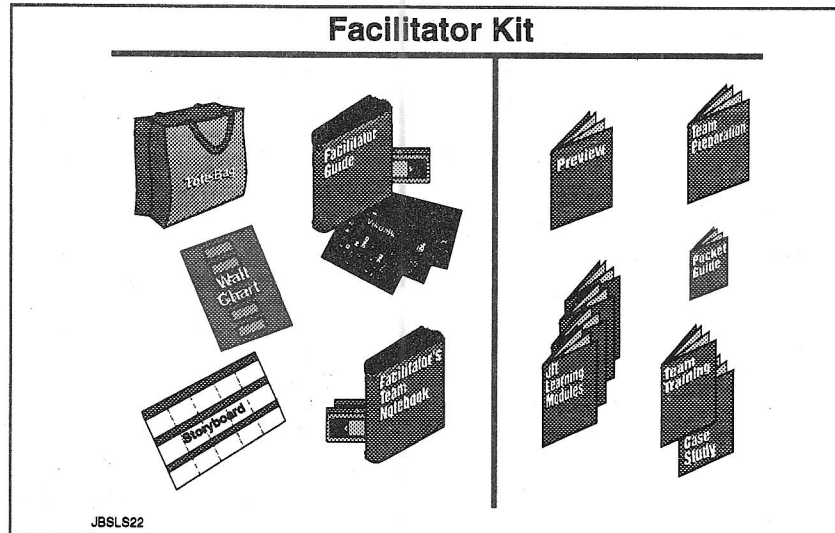
Team Member Kit



A team member kit provides everything needed by a quality improvement team member. Each kit contains the following items.

- *Preview booklet*
- *Team Preparation Workbook*
- *Team Training Workbook*
- *Case Study with nine packets*
- *Team Notebook*
- *Nineteen Just-in-Time Learning Modules*
- *Pocket Guide*

Facilitator's Kit



The facilitator's kit includes the same materials as in the team member kits (except for the team notebook), with the following additions.

- *Facilitator Guide*
- *Three Videotapes*
- *Wall Chart*
- *The Facilitator Team Notebook*
- *Storyboard*
- *Colored Visuals*
- *The Tote Bag*