

Continuous Quality Improvement Toolkit

A Resource for Maternal, Infant, and Early Childhood Home Visiting Program Awardees

Module 3: Forming a CQI Team

Introduction

With the involvement of various members, strategic team effort is required to continuously improve the quality of your program. Forming a Continuous Quality Improvement (CQI) team is important to ensure that your CQI efforts are successful. The team will oversee CQI activities. Members from various levels of the agency should have a voice in CQI efforts; consider including home visitors, supervisors, representatives from program leadership, and family members. One of the first activities for a CQI team is to develop a plan, which includes identifying members and clarifying roles to ensure that members are clear about their commitment.

Steps for Forming a CQI Team

When forming a CQI team, four key elements should be discussed.

1. Who will lead the CQI initiative?
2. How often will team members meet?
3. What are expectations for member participation?
4. How will information be disseminated?

This handout can be used as a resource when developing your own CQI team. Write your ideas in the tables below, or use the information and tables as a resource guide for your planning.

Element 1: Who will lead the CQI initiative?

Identify who will lead the CQI team. What background in CQI does this person have, and what additional CQI training does this person want to pursue? The CQI Lead's responsibilities should be clearly stated.

COMPONENT	EXAMPLE	YOUR IDEAS
Who will be the CQI Lead?	Mary Smith	
How much training and experience does he/she have in formal CQI?	3 years leading CQI projects for County Hospital System; formally trained in CQI through Institute for Healthcare Improvement (IHI) training.	
Will he/she need additional training or support?	Will seek further training in development of CQI collaboratives through the IHI breakthrough series training on collaboratives.	
What are his/her responsibilities in the agency?	A member of the home visiting leadership team meets monthly with the leadership from various programs that serve home visiting families.	

What are his/her responsibilities on the CQI team?	Will meet with CQI team to carry out PDSA (Plan-Do-Study-Act) cycles to provide leadership and technical assistance to ensure success.
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Element 2: How often will team members meet?

Identifying the type and frequency of meetings attended by each person on the CQI team is important. Charting out the time commitment at the outset can be critical to ensure buy-in and involvement from all key members. Meeting requirements may vary, depending on the stage of CQI development. For example, at first it may be necessary to have the home visitors, supervisors, and the CQI Lead meet weekly to review data and select a topic, but less frequently once the process is underway. Home visiting agency leadership may be involved on a less frequent basis, possibly once a month or even once a quarter.

TEAM MEMBER JOB TITLE	EXAMPLE TEAM MEMBER NAME	EXAMPLE MEETING FREQUENCY	YOUR TEAM MEMBER NAME	YOUR MEETING FREQUENCY
CQI Leader	Mary Smith	Weekly (meets with Data Liaison, Supervisor, Home Visitor)		
Data Analyst	Maxwell Smart	Weekly (meets with CQI Lead, Supervisor, Home Visitor)		
Home Visiting Supervisor	Mindy Sweet	Weekly (meets with CQI Lead, Data Liaison, Home Visitor)		
Home Visitor	Laura Buttons	Weekly (meets with CQI Lead, Supervisor, Data Liaison)		
Family Member	Jenny Q. Public	As needed		
Program Director	Katherine O'Malley	Monthly		

Element 3: What are expectations for member participation?

The expectations for member participation start in the development of the CQI team and become more focused as the project is developed. It is important to identify each team member’s responsibilities on the CQI team, how often he/she is expected to attend team meetings, and what his/her responsibilities are on specific quality improvement initiatives. One team member could possibly hold multiple roles within the CQI team, especially with smaller teams.

The table below provides sample responsibilities for each role on the CQI team.

TEAM ROLES	RESPONSIBILITIES
Sponsor	Provides authority to dedicate time to CQI efforts Establishes boundaries for the team and determines what is within the team’s scope Provides a mechanism for support if issues arise outside of the team’s scope Supports partnership building outside or within the agency
Champion	Provides opening remarks and introductions to the meeting Supports and reinforces the team for productivity and idea generation Ensures that issues are well understood Communicates team efforts and accomplishments to outside parties Ensures that successes are noted and celebrated
Facilitator	Prepares the meeting agenda with the Meeting Scribe Sends out meeting schedules and reminders to team members Ensures that the team has a suitable space reserved for meetings Shares the meeting agenda with the group and ensures that there is sufficient time to address the agenda items Ensures that all team members are given a voice, and keeps team members focused on the task Ensures that meeting objectives are met Summarizes with the Meeting Scribe on the next steps for the team
Subject Matter Expert	Provides relevant subject matter expertise to the team (latest research and practices, measurement tools, etc.) Helps translate best practices from research to implementation
Meeting Scribe	Works with the Facilitator and copies any materials that are needed for the meeting Takes notes at each meeting and shares notes with the team Updates the charter on a regular basis and shares it with all team members Maintains documents and records in an organized and accessible fashion Ensures that all documents are kept up to date Ensures that the story of the project is captured and documented
Data Liaison	Gathers data/information for the project through a variety of mediums (emails, surveys, interviews, focus groups, etc.) Works with the team to construct data/information gathering instruments Provides already existing data for the project (from databases) Ensures that data are compiled and provided to the team on a regular basis

Element 4: How will information be disseminated?

Describe the process for communicating CQI topics, findings, and general updates with key stakeholders, including CQI team members, other agency staff members, and community partners. How will new learnings be shared? How will challenges be communicated to key leadership? For example, imagine that a program finds out that home visitors are not screening for intimate partner violence, due partly to their lack of awareness of community providers to whom they can refer families after a positive screening. If the Program Director learns this and understands the rationale for why home visitors are not screening, he/she can act and compile a resource directory of community providers.

Information flows in multiple directions — from the home visitors to key leadership, between key leadership and community partners, and from key leadership back to home visitors. Below, the pyramid on the left shows how communication flows in multiple directions and how team members receive communication. Members of the CQI team are nested around the Program Director, ensuring direct communication with agency leadership.

Please fill out the pyramid on the right with the members of your CQI team.

