The American Cancer Society is pleased to provide this webinar series in partnership with these organizations:
Agenda

• Field Example – Christina Morin, Quentin Burdick Health Care Facility

• Dream Teams v. Scream Teams: *The Art & Science of Building Effective Leadership Teams* – Kate Hilton, JD, MTS, Senior Faculty, ReThink Health

• Q&A
Learning Objectives

- Describe the role of the FluFIT/iFOBT champion to coordinate program efforts
- Discuss the importance of involving clinic team members in the planning process
- Identify FluFIT/iFOBT team member roles
- Understand the key elements to FluFIT/iFOBT staff training
Christina Morin
Quentin Burdick Health Care Facility
Belcourt, North Dakota
Dream Teams v. Scream Teams
The Art & Science of Building Effective Leadership Teams

Kate Hilton, JD, MTS
Senior Faculty, ReThink Health
Objectives

• Learn the essential conditions that enable FluFIT/iFOBT teams to function effectively
  – Describe the role of FluFIT / iFOBT champions
  – Discuss important of involving clinic team members in planning process
  – Identify FluFIT / iFOBT team member roles
  – Understand the key elements to FluFIT / iFOBT staff training
Dream Team

Scream Team
3 Criteria for Effective Leadership Teams

- Achieve real outcomes for the many constituencies they serve
- Build capacity for future efforts and sustainability: a great leadership team gets better, smarter and more capable over time
- Develop individual leaders as stewards of the whole as a consequence of working together
Leadership Models
Distributed Leadership
Advantages of Distributed Leadership

• Break an audacious goal into achievable chunks across teams
  – Shared responsibility between teams & individuals
• Build an equal status contract between stakeholders
  – Each team plays a necessary, interdependent role
• People engage at all levels
  – Team structures offer entry points for people to join
Research on the Conditions to Generate Successful Team Collaboration

Ruth Wageman

Richard Hackman
Three Conditions That Enable A Team’s Effectiveness

- A real team
- A compelling purpose
- An enabling structure
Three Conditions That Enable A Team’s Effectiveness

- A real team
- A compelling purpose
- An enabling structure
A Real Team

- Bounded
- Stable
- Interdependent
A Real Team

Leaders know who is on the team – and who isn’t.
A Real Team

- Leaders know who is on the team – and who isn’t
- Team meets regularly and membership is constant
A Real Team

- Leaders know who is on the team – and who isn’t
- Team meets regularly and membership is constant
- Every team member is critical to success
The Right People

What to look for:

➢ Brings Others Along
➢ Relational
➢ Enables Others
➢ Tenacity to Try New Approaches
➢ Comfortable with Uncertainty
➢ Passion and Commitment
➢ History of Collaboration
➢ Willing to Share Leadership
➢ Consensus Builder
➢ Learning Bias
Recruit FluFIT Champions

• Champions coordinate program efforts and are:
  – Enthusiastic physicians, nurses, team leaders or QI managers
  – People with the time and skills to supervise the clinic staff who will care out day-to-day FluFIT Program activities
  – People who will involve the entire team in the planning process and help clarify roles
Strong & Weak Ties

Strong ties:
People who share your network

Weak ties:
People outside of your network
FluFIT Involves Clinic Team Members

• Each role within the clinic has a different insight into important aspects of the planning process
  – Be sure to develop a diverse team as you develop your plans!
  – Planning begins a few months in advance of rollout

• FluFIT team members can include medical assistants or other health workers
  – Identify team members who enjoy working with patients
  – Identify team members willing and able to be trained to provide flu shots and FIT kids to patients
Three Conditions That Enable A Team’s Effectiveness

- Bounded, stable & interdependent
- The right people with capabilities to lead interdependently

A real team + A compelling purpose + An enabling structure
Three Conditions That Enable A Team’s Effectiveness

- A real team
- A compelling purpose
- An enabling structure
Condition 2: A Compelling Purpose

• **Clear**: We know what the outcomes would look like if we were to achieve it

• **Challenging**: Has to engage the best of what people are capable of, a real stretch

• **Consequential**: Rooted in values, real impact on the lives of others
Why Develop a Shared Purpose?

• Defines activity of the group, not any one individual

• Keeps people committed through collective buy-in and ownership
Three Conditions That Enable A Team’s Effectiveness

- A real team
- A compelling purpose
- An enabling structure

• Clear, challenging & consequential
Three Conditions That Enable A Team’s Effectiveness

A real team + A compelling purpose + An enabling structure
Condition 3: Enabling Structures

- Interdependent roles
- Real teamwork
- Norms of conduct
Skills & Resources

NATURAL RESOURCES
- energy
- ideas
- body
- spirit

ACQUIRED RESOURCES
- time
- money
- skills
- knowledge
- land
- interests
Ok, now... who is doing what?
Examples of Roles

• Meeting roles
  – Logistics coordinator, facilitator, time-keeper, note-taker, vibe monitor

• Functional team roles
  – Liaisons to other groups or networks, finance lead, evaluation lead, technology lead
Identify FluFIT / iFOBT team roles

• Depending on your setup, you may have each team member carry out all aspects of providing the flu shots and FIT to your patients, or you may divide up the tasks

• Or to implement successfully, you may need to adjust your staffing assignments:
  
  • *High-volume settings*: you may need to assign one or more additional persons (above what is usually needed for flu shot season) to help assess patient eligibility and dispense FIT kits when indicated

  • *Low-volume settings*: It may be possible to create a successful workflow that does not require additional personnel
Identify FluFIT / iFOBT team roles

• Once you have settled on details of your program and who will be involved, set up a date for a final staff training session
  – This training should take place 1 – 2 weeks before the start of your program

• Assign at least 1 experienced team member who knows all aspects of the program to be on hand each day to supervise and offer guidance
  – Develop a coverage system for lunch breaks and a back-up plan to solve logistical issues as they arise
Examples of Real Teamwork

• Shares information
• Consults and coaches each another about individual challenges they face
• Solves problems together
• Creates opportunities that enable team members to support each other outside of FluFIT/iFOBT
• Makes decisions to act together
Examples of Norms of Conduct

• Discussion norms
  – Listening, candor, transparency, confidentiality

• Meeting management
  – Start/end on time, stay on task, turn off phones

• Decision making
  – By vote, consensus or deferring to individual

• Enforcement mechanism
  – Hold one another accountable as a team
Three Conditions That Enable A Team’s Effectiveness

- A real team
- A compelling purpose
- An enabling structure

- Diverse roles
- Real teamwork
- Norms of conduct
Diagnostic Checklist: Do You Have the Conditions for an Effective Team in Place?

- Bounded, stable & interdependent
- The right people with capabilities to lead interdependently
- Clear, challenging & consequential
- Diverse roles
- Real teamwork
- Norms of conduct

A real team + A compelling purpose + An enabling structure
Sample Team Launch Agenda

- **Motivations:** Personal stories about why we value the work of this team (why it matters to us)
- **Purpose:** Develop team’s purpose (delegate drafting to individual later)
- **Aim:** How will we know if we’re successful?
- **Learning:** What have we learned from past efforts? What challenges do we anticipate? What strategies do we have to overcome them?
- **Resources:** Share team members’ relevant skills and capabilities
- **Roles & responsibilities:** Brainstorms roles needed to achieve team’s purpose
- **Agreements:** Identify a set of norms about how we will work together to achieve team’s purpose
- **Interdependence:** Dig into key priorities and teamwork
- **Next steps:** Clarify action items – who will do what by when
Include 5 key elements in FluFIT / iFOBT staff training

• Information about the importance of both flu shots and colorectal cancer screening
• Information about how to organize your workflow effectively
• Assessing eligibility for flu shots and for FIT or FOBT without waiting for a doctor’s order
• Talking to patients about FIT or FOBT and how to complete the test
• Information about how to record their work and provide follow-up of FIT or FOBT kits provided to patients

http://flufit.org/staff-training/
Summary: Three Conditions That Enable A Team’s Effectiveness

- **A real team**
  - Bounded, stable & interdependent
  - The right people with capabilities to lead interdependently

- **A compelling purpose**
  - Clear, challenging & consequential

- **An enabling structure**
  - Diverse roles
  - Real teamwork
  - Norms of conduct
Leadership & Organizing in Action

• Who: QIN-QIO leaders + community partners
• What: Online distance learning program to develop skills for change
• When: January-June 2018 (~2-hour / week commitment)
• How: Learn distributed leadership practices as you advance your work
  – Via video lectures, skills demonstration, practice exercises, peer learning groups & live coaching calls

For more information, please contact:
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Q&A
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