## Quality Improvement Teams

## Successful Teams

Engaged and effective health service teams are the foundation for achieving sustainable improvements over time. Experience has shown that building the team’s engagement and commitment to Quality Improvement (QI) work is often overlooked, and it becomes a weakness that affects the ability for health services to achieve sustainable change or continue to make improvements over time.

If you want to improve outcomes for your health service, you will need to change what you are doing. It’s important not to assume that the benefits of these changes will be understood or accepted by everyone. Facts are usually not enough, you need to get the “hearts and minds” on-side for real engagement and enthusiasm.

## Roles and Responsibilities of the Health Service Team

Consider how your health service team currently operates. Is your team working together effectively and efficiently? It’s not unusual for health service teams to be working in silos, which can lead to gaps, errors, assumptions, duplication and other inefficiencies. To achieve sustainable improvement, you will likely need to do some work on achieving a whole of team approach.

There are a range of responsibilities for the effective delivery of care within a health service. Documented role clarity is of high importance to ensure efficiency and accountability.

On the following pages we’ve listed examples of general role based activities relating to quality improvement. As there is a great deal of diversity between health services, consider what will work best for your team. Then, based on comparative advantage, which role(s) in the team is, or are, best placed to undertake which action(s).



**Team Checklist**

### Educate the team on the requirements of the PIP QI

* Does our whole team have a good understanding of the PIP QI requirements, including the need to undertake continuous quality improvement activities in partnership with Gippsland PHN?
* Does our health service have a good understanding of the practice population and the areas of high need?
* Does our health service have documented QI processes that can demonstrate participation in continuous quality improvement activities?

### Involve the whole team

* Does our health service have a QI action plan that is developed in partnership with the health service team?
* Do we have a clinical and non-clinical leader (e.g. our principal clinician and Practice Manager) driving quality improvement activity?
* Have we assigned roles, responsibilities and timeframes for carrying out planned improvement in the QI plan?
* Do our team members have the QI skills they need, or is more training required?

### Ensure team members have protected time to complete tasks

* Have we assigned people realistic tasks in light of any resource or time constraints?
* Have team members been given “protected” time to regularly complete tasks?

### Set realistic goals and use data to drive improvement

* Are our goals SMART: Specific, Measurable, Attainable, Relevant and Time-bound?
* Can we measure progress against our goals?
* Are we using data to frequently review progress against our goals?

### As a team, regularly reflect, review and adjust what you are doing

* Is reviewing progress against our goals and generating new ideas part of our regular team meeting agenda?
* Are we regularly adjusting our goals and strategies where required?
* Are we rewarding and acknowledging success and working as a team to problem-solve any challenges?



### General Practitioners / Practice Owners

* Provide effective and consistent leadership
* Engage the whole team in quality improvement planning
* Communicate the vision for improvement, and the practical first steps, to the whole team
* Drive the creation of a quality improvement team
* Ensure regular team meetings include a review of QI activities (monitor progress over time)
* Provide resources, including protected time and relevant staff training
* Encourage and support the provision of improvement ideas from the whole team
* Analyse and review clinical and business data
* Select key priority areas, based on analysis of the data, in consultation with the team
* Implement a team based process to ensure data are complete, accurate and timely, including clinical coding
* Celebrate improvement achievements with the team



### Practice Nurses

* Contribute to the quality improvement planning process
* Assist in the development of the vision for improvement, and the practical first steps
* Participate in, or engage with, the quality improvement team
* Request required resources, including protected time
* Undertake relevant training and upskilling, if required
* Encourage and support the provision of improvement ideas from other team members
* Analyse and review relevant clinical data
* Select key priority areas, based on analysis of the data, in consultation with the team
* Implement a team based process to ensure data are complete, accurate and timely, including clinical coding
* Monitor progress against quality improvement goals and measures regularly



### Practice Managers

* Participate in quality improvement planning
* Assist in the development of the vision for improvement, and the practical first steps
* Participate in, or engage with, the quality improvement team
* Request required resources, including protected time
* Undertake relevant training and upskilling, if required
* Analyse and review relevant business data
* Suggest key priority areas based on the data analysis
* Monitor progress against quality improvement goals and measures regularly
* Implement a team based process to ensure data are complete, accurate and timely, including clinical coding
* Undertake audits of health service records to identify specific patient groups in need of follow up / proactive care
* Establish and oversee recall/reminder systems
* Support GPs with the flow of information to, and from, other health care providers
* Manage MBS billing, PIP QI, PNIP and other payments
* Support/manage reception staff responsibilities
* Manage succession planning
* Document policy and procedures for the delivery of consistent, proactive care



### Reception Staff

* Contribute to the quality improvement planning process
* Participate in, or engage with, the quality improvement team
* Request required resources, including protected time
* Undertake relevant training and upskilling, if required
* Contribute to the team process to ensure data are complete, accurate and timely.