Tips and Resources to Facilitate Discussion and Decision-Making with Your Implementation Team

Continuous Quality Improvement (CQI) Office Hours

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CQI TA resources for all HMRF grantees

▶ Monthly CQI office hours

▶ CQI Best Practices Series

  ▶ Tools and tips disseminated by the HMRF CQI Team

  ▶ Most recent additions:

    ▶ Facilitation Strategies for Fostering Discussion and Consensus
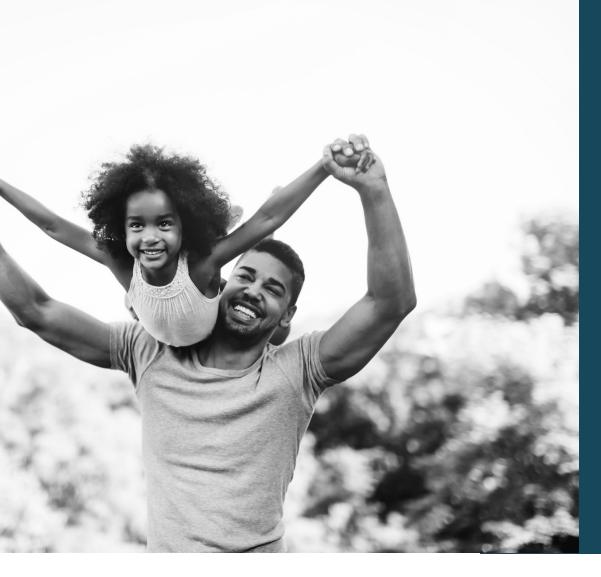
    ▶ Decision Making Models

Today, we are going to talk about the two latest resources

▶ NIRN will describe the content and answer questions

▶ Today's session will also include resources to support virtual meetings

   ▶ Note: We provide these resources because they might be helpful to your work, but ACF does not endorse them.

Facilitation and Decision-making to Support Continuous Quality Improvement

CQI Office Hours

April 28, 2020

NIRN | NATIONAL IMPLEMENTATION RESEARCH NETWORK
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Welcome and Check-In

Using the chat box, tell us one or two words that reflect how you are doing today during this public health emergency.

Intended Results

At the end of this CQI Office Hours, you will be able to:

1. Understand different forms of facilitating discussion and consensus to support CQI efforts

2. Consider strategies to support remote facilitation during this public health emergency

3. Understand different strategies for decision-making to support CQI efforts

Facilitation Strategies

- Foster curiosity and a tendency to "ask questions, engage with evidence and ways of knowing across content areas and disciplines, and tolerate uncertainty" (Metz, Louison, Ward, & Burke, 2020)

- Support consensus building to prioritize critical questions and solutions

Facilitation Strategy	Process	When to use it?
Conversation Café http://www.liberatingstructures.com/17-conversation-cafe/	• **State the theme** of the conversation, usually in the form of a question. Carry guiding questions through each round. • **First Round:** Each person shares what he or she is thinking, feeling, or doing about the theme or topic. (1 minute per person) • **Second Round:** Each person shares their thoughts and feelings after having listened to everybody at the table. (1 minute per person) • **Third Round:** Open conversation (use of guiding questions is optional). (20 to 40 minutes) • **Fourth Round:** Each member shares "takeaways." (5 to 10 minutes)	• Facilitate listening for emerging CQI opportunities and areas for improvement • Support sharing CQI areas for improvement in a safe space • Include diverse perspectives in prioritizing CQI opportunities

Facilitation Strategy	Process	When to use it?

Shift and Share
 	
[http://www.liberatingstructures.com/11-shift-share /](http://www.liberatingstructures.com/11-shift-share)
	• **Set Up "Innovation Stations":** Divide participants into small groups equal to the number of stations. Each station includes a presenter who is knowledgeable about CQI.
	
	• **Provide an overview:** Presenters at each station share what they think are the most pressing CQI questions.
	
	• **First Round:**
	  • Each small group goes to a different station, and presenters conduct their sessions. (10 minutes)
	  • Participants ask questions or provide feedback on strategies to gather and use the data. (2 minutes)
	
	• **Continued Rounds:** Repeat until groups have visited all stations.
	
	• **Discussion:** Debrief and prioritize CQI opportunities as a full group.
		• Deepen internal conversations related to data and CQI processes
		
		• Allow for prioritization of knowledgeable presenters to share specific CQI opportunities to help facilitate group conversation
		
		• Facilitate movement and dialogue in the group to promote collaboration on CQI activities

Facilitation Strategy	Process	When to use it?
1-2-4-All	• **First Stage:** Individually reflect on and write down questions you are most interested in discussing or answering with the data. (1 minute) • **Second Stage:** Share questions in pairs, building on ideas from self-reflection. (2 minutes) • **Third Stage:** Share and develop questions from your small group, noticing similarities and differences. (4 minutes) • **Fourth Stage**: As a group, ask, "What is one question or idea that stood out in your conversation?" Each group shares one important question or idea with all. (5 minutes)	• Allow for individual reflection, which strengthens the CQI process • Promote synthesis of ideas within the group so that areas for improvement and developed strategies are "ground up" • Can modify for different groups; for example, can move from 1-2-All if a smaller group

Virtual Facilitation Strategies

For meeting facilitator(s)…

- Set up technology for the tasks required – audio and video

- Ensure a technical expert is on hand to help participants

- Conduct a practice run of your meeting setup

- Decide if other technology will be used ahead of time and make sure everyone has access to it

- Plan small group work ahead of time – how will participants be divided?

(Based on insights from participants in the SESYNC theme "Building Resources for Complex, Action-Oriented Team Science" and virtual support tips from Strive Together - strivetogether.org)

During Virtual Facilitation Strategies

For meeting facilitator(s)…

- Be clear about how you want to manage flow of conversation and set expectations for active participation

- Do not try to do everything yourself – delegate tasks like monitoring technology, recording notes on shared screen, etc.

- Do not include long sequences of work – save for offline

- Share notes/visuals only when needed

- Invite everyone to reflect on the process at the end of the meeting to build additional learnings

Additional Resources to Support Virtual CQI Efforts

The People's Supper in the Age of Physical Distancing: A Story-Sharing & Listening Guidebook for Virtual Gatherings

https://thepeoplessupper.org/resources

World Economic Forum: CoVID-19: 10 steps for transferring your course online

https://www.weforum.org/agenda/2020/03/covid-19-10-steps-online-learning/

MIT Media Lab: A few simple tips for better online meetings (COVID-19 edition)

https://www.media.mit.edu/posts/a-few-simple-tips-for-better-online-meetings-covid-19-edition/

Facilitation Discussion Questions

1. What facilitation strategies have you found to be effective for your CQI efforts?

2. How is your CQI Implementation Team facilitating CQI processes during this public health emergency?

3. What else do you need to ensure effective facilitation of your CQI Implementation Team during this public health emergency?

Decision-Making Strategies

- CQI Implementation Teams should have agreed-upon ways of making decisions in their team charters

- Some issues or decisions may require different ways of deciding

- Interactive link for different types of decision-making models is shared in the tool

Decision-Making Model	Process	When to use it?
Consensus	• The entire team shapes the decision • Define the problem or opportunity in writing where people can see it • Brainstorm all possible options: write them down, cluster similar ideas • Take an initial non-binding vote to gauge the feelings of the team • Have people make a case for options they feel strongly about • Take another non-binding vote • Negotiate with holdouts: "What would it take to get you on board?" • Repeat steps 4-7 until everyone agrees with the decision	• The CQI decision is not urgent • The risk of the CQI decision is high because there is wide-impact and consequences are irreversible • Expertise is dispersed • All CQI team members are able to share their thoughts, and diverse opinions are respected

Decision-Making Model	Process	When to use it?
Democratic	- The entire team votes on a decision - Assess the situation and develop your options - Call a meeting for voting - Designate an advocate for each option - Hold a timed debate between the advocates - Vote (yes, no, abstain) - Count the votes and continue voting if a stalemate exists	- The CQI decision has far-reaching consequences - Information is readily available related to the challenge or opportunity for CQI improvement - Options or solutions are well-defined

Decision-Making Strategies Discussion Questions

1. How does your team currently make decisions? What have you found to be effective?

2. How might your decision-making strategies need to shift during this public health emergency?

3. How might your team use different models of decision-making in the current virtual context?

THANK YOU!

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