

# PA Quality Improvement Demonstration Project: Operation Groundswell

## Rotating Leadership Structure

### 1) Leader (maintains agenda)

Our PA Demonstration Project lay leaders will guide the participant members to achieve successful project's goals. They are responsible for successfully guiding the team through the processes at hand (e.g., agenda on conference calls) and they provide direction and support. The team leader will be exposed to additional trainings to grow the skills necessary to run highly effective meetings/conference calls. The leader role, as with the other team roles, is rotated.

### 2) Timekeeper (keeps time for agenda items)

The PA Demonstration Project timekeepers monitor meeting agendas, ensure that the fellow members are aware of the time allotted for each agenda item, and reminds the team when they are approaching or have exceeded the allotted time.

### 3) Facilitator (maintains communication standards)

While the facilitators in the PA Demonstration Project don't lead meetings (that is the role of the leader), they nevertheless implement change through planning, helping, and facilitating. As a generalist, the facilitator is skilled in problem solving and utilizes effective communication and interpersonal skills. They promote effective group dynamics and are concerned with how decisions are made. They keep the team on track by focusing on the process.

### 4) Scribe (takes minutes)

The scribe or secretary role is assumed by one person (consider a designated backup) and is rotated between members as well. The role includes documenting minutes of meetings and other recordkeeping activities.

### 5) Member (in line for next leadership roles)

In the PA Demonstration project, these nursing home staff representatives rotate into the above outlined leadership roles in upcoming weeks.

## Ancillary Support

### Stakeholder/Sponsors

The Association representatives are the Stakeholder/Sponsors of the PA Quality Improvement Demonstration Project they exist to support the QI efforts of the nursing home lay leaders. They help facilitate obtaining any needed resources (e.g., topic experts, data, analysis) to help the initiative to flourish.

### Champions

Within the context of the PA Demonstration Project, champions are the respected opinion leaders who provide credibility to the project and are integral to the social structure. The champions are respected healthcare professionals with influence through clinical reputation or leadership qualities. Dr. Kimberly Van Haitsma, from the Polisher Research Institute has lent her support the AE Person Center Goal. We will likely want to recruit one individual per AE Goal to function as champion in order to solidly support the value of each AE Goal.

## General Circle of Excellence Characteristics

The ideal circle size is likely to be 8-12 homes represented. Unless it is necessary, we may want to cap team size to 15 homes – above this point, we may want to split the circles into two separate circles. We want to encourage a communication mechanism (team minutes, session report) for those who miss a meeting and designate one or more people (i.e., scribes) to disseminate this information regularly. Lay leaders (leader, timekeeper, facilitator, scribe) and team members are encouraged to commit to active engagement in team meetings and other activities. Consider "2-deep" leadership at homes when possible for better attendance participation.

The goal is to create Circles of Excellence for the following AE Goals: Hospitalizations, Medications, Person-Centered Care, Pressure Ulcers, Pain, Staff Stability, Consistent Assignment, Mobility and Infections) – focusing on the most popular goals first (e.g., Hospitalization, Person Centered Care).