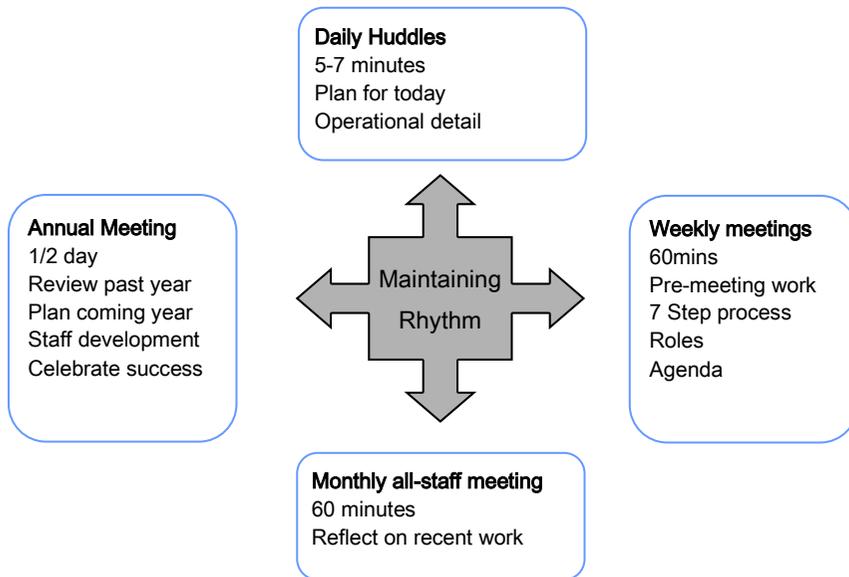## Tips for Getting Started

Identify the multidisciplinary team

Agree regular time for meeting

Agree regular place for meeting

Develop a method for members who can not attend the meeting to be informed and keep up-to-date; consider conference calls ,buddy system, or organising group e-mails

Develop a meeting toolkit:

- Effective meeting skill - role cards
- Markers
- Flipchart paper +/- flip chart
- Masking tape
- Post-it notes

- Small markers (to write on post-it notes)
- Graph paper
- Clock
- Reference books

Maintaining the meetings

Maintaining the pace and rhythm of improvement can be done utilising a variety of meeting types.

Daily Huddles
5-7 minutes
Plan for today
Operational detail

Annual Meeting
1/2 day
Review past year
Plan coming year
Staff development
Celebrate success

Maintaining Rhythm

Weekly meetings
60mins
Pre-meeting work
7 Step process
Roles
Agenda

**Monthly all-staff meeting**
60 minutes
Reflect on recent work

References:
1) Nelson, Batalden, Godfrey (2007) Quality by Design. Chapter 12
2) Scholtes, Joiner, Streibel (2003) The Team Handbook. Chapter 1-3
3) Sheffield Microsystem Coaching Academy
   www.sheffieldmca.org.uk

Effective Meeting Skills

'A one page book'

Time is precious. Front line teams have a limited time for holding meetings. Without discipline and organisation they can be ineffective and possess an opportunity cost to the NHS. Ensuring the effectiveness of meetings can retain staff engagement and allow rapid cycle improvements. There is a structured approach to effective meetings that will be explained in this one page book.
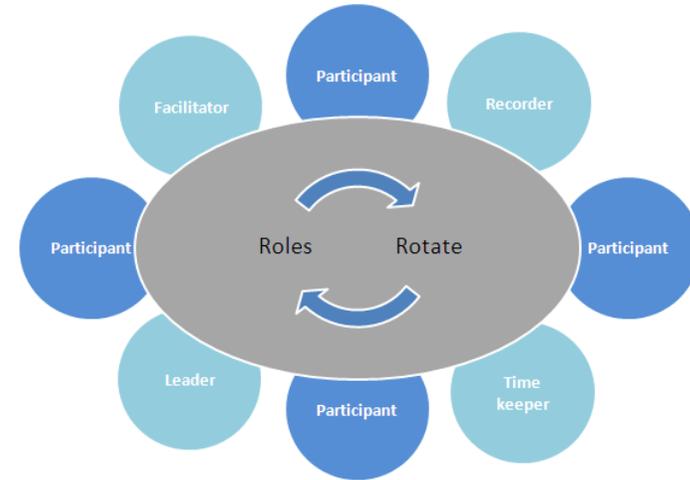
Characteristics of Effective Meetings

Effective meetings have consistent characteristics. They are disciplined, actively involve all members of the microsystem and result in clear action items. The meeting will have an evaluation and result in an agenda for the next meeting. The microsystem team members will leave with the feeling that their time was well spent.

Phases of an Effective Meeting

1. **Pre meeting phase** - Organisation of date, time and place. Aims for meeting also established
2. **In meeting phase** - The actual meeting at which the team focuses on agreed aims
3. **Post meeting phase** - Team members follow through on meeting decisions. Actions steps taken, monitored and reviewed

Seven Step Meeting Process

1. **Clarify the aims of the meeting**
   What should the team be able to get done— ensure realistic expectations
2. **Assign meeting roles**
   Leader, Facilitator, Recorder, Timekeeper, Participants
3. **Review the agenda**
   Determine how much time should be spent on each part
4. **Work through the agenda items**
   The facilitator should keep the team on track
5. **Review the meeting actions**
   Use the recorders notes / flipchart — adjust topic discussions and outcomes accordingly
6. **Set the agenda for the next meeting**
7. **Evaluate the meeting**

Leader

Prepares the agenda and help the team move through it by eliciting participation from all.

Timekeeper

- Keeps the team on time by tracking time through each agenda
- Re-negotiates time allocations where necessary
- Announces half time, one minute from end and end times

Facilitator

- Manages the group processes by ensuring balanced participation from all members of the group
- Alerts the group when the discussion is not focused on the agenda

Recorder

- Keeps a visual record for the team
- Tracks the next steps/ action items/parking lot lists

Role Rotation

All members of the team should try different roles. It allows everyone to gain an insight into the importance of each role; and practice the skills required. Further more it encourages participation by everyone. It is particularly useful for everybody to practice being leader as it encourages a flattened hierarchy.

Can the leader and facilitator roles be combined?

Yes if the leader is experienced, but keeping the roles separated at the start helps everyone to understand the benefits of a disciplined group process.

Can the leader and recorder roles be combined?

Sometimes when brainstorming or multi-voting are the central activity it may make sense to combine the two roles. As a general rule though, recording is both important and time consuming. Because of this the roles should not be combined.

Setting Ground Rules for Meetings

In one of the first few group meetings, draft some ground rules that will specify how the team should work together and how people should behave in the meeting. It is important that the team members come up with the ground rules and that all agree on them.

A good method is to allow 20 minutes for the team to brainstorm the ground rules together followed by documenting an agreed list on a flip chart to reference in the future. *Examples can be found in Quality by Design Chapter 12.*

Meeting Evaluations

At the end of every meeting, the team should evaluate how successful the meeting has been. The aim is to improve the dynamics of the team meeting for next time. Everyone is asked to score the meeting from 0-10 and then comments on what went well and what could be improved at the next meeting.
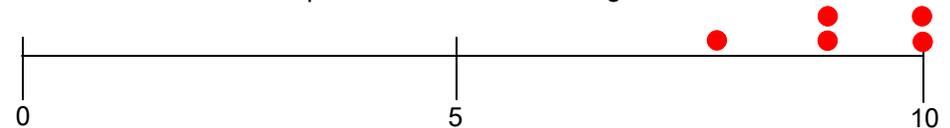
What went well	What could be improved
e.g	e.g
Everyone contributed	Timings were a little out
Good pace	At times talking over each
Stayed on topic	other