

HRSA Ryan White HIV/AIDS Program

CENTER FOR QUALITY
IMPROVEMENT & INNOVATION

The Impact of Trust on a Quality Improvement Team

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Department
of Health



HRSA Ryan White HIV/AIDS Program

CENTER FOR QUALITY
IMPROVEMENT & INNOVATION

Learning Objectives

- Understand the importance of trust as a critical resource to quality improvement (QI) team success.
- Identify the difference between a well-functioning and a dysfunctional team.
- Assess your current trust behaviors and identify where you might improve.
- Understand how you can improve the outcomes of your QI work by focusing on improving the trust within and among your co-workers.

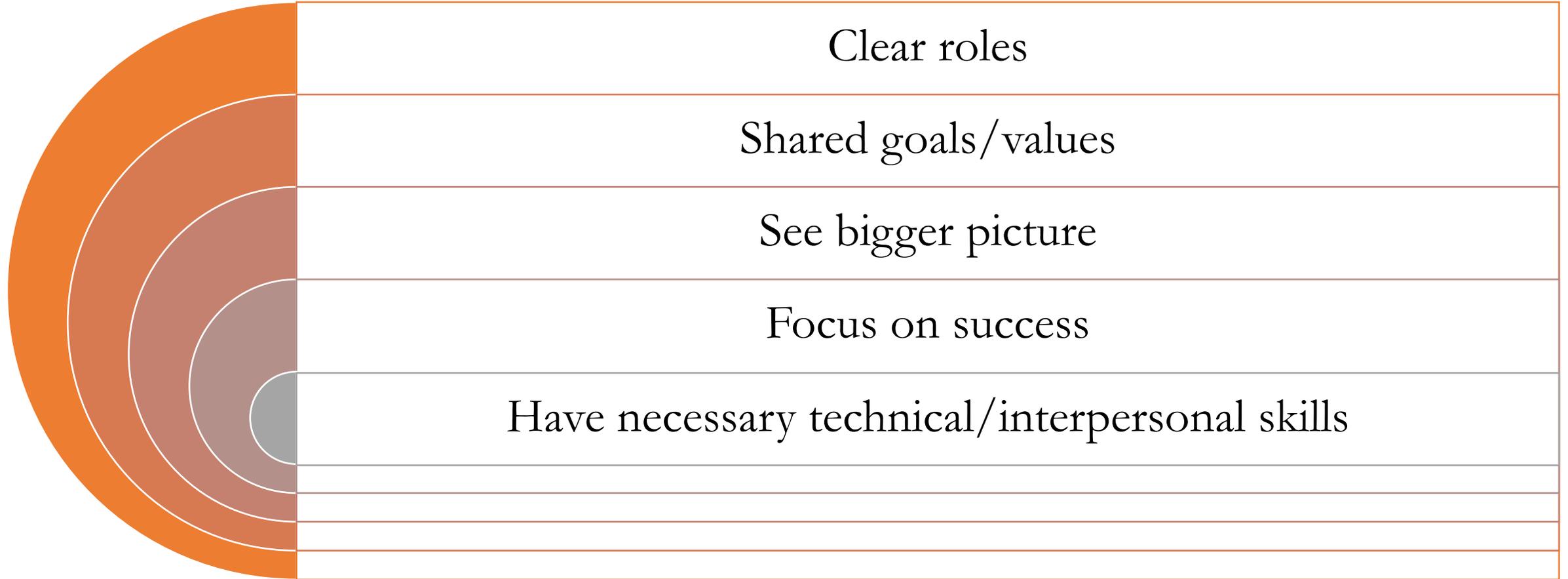
An Effective QI Team

What are the attributes/qualities of an effective QI team?

What would someone see the team DO?

Be Specific

Attributes of an Effective QI Team



Why discuss how QI teams function?

- Teamwork remains the ultimate advantage.
- Effective teams achieve great things.
- Teamwork is rare and dysfunctions are common because teams are made up of imperfect human beings.
- Building a strong team is remarkably simple and painfully difficult.

5 Dysfunctions of a Team

Inattention
to Results

Avoidance of
Accountability

Lack of Commitment

Fear of Conflict

Absence of Trust

1 – Absence of Trust

- Hesitate to help other teams or departments
- Conceal mistakes or weaknesses
- Hold grudges
- Dread meetings and avoid team members

2 – Fear of Conflict

- Meetings are BORING
- Controversial topics are ignored/avoided/glossed-over
- Don't get everyone's opinions
- Time is wasted with posturing and team dynamics



3 – Lack of Commitment

- Demonstrates a lack of confidence and fear of failure
- Encourages second guessing among team members
- Revisits discussion and decisions AGAIN and AGAIN
- Ambiguity about direction and priorities

4 – Avoidance of Accountability

- Missed deadlines and deliverables
- Encourages mediocrity
- Team leader is the sole source of discipline



5 - Inattention to results

- Members are focused on their own career goals
- Team is easily distracted
- Team stagnates and fails to grow
- Achievements are lost

5 Dysfunctions of a Team

High Performance Team

Dysfunctional Team

- Outstanding and recurring team results
- Highly motivated and engaged team

Inattention
to **Results**

- Poor performance and results
- High team turnover

- Poor performers are managed and held accountable
- Same standards apply to everyone

Avoidance of
Accountability

- Missed deadlines and key deliverables
- Poor performance is tolerated and creates environment of resentment

- Buy in and alignment on common objectives
- Clear direction and priorities
- Highly engaged team members

Lack of
Commitment

- Ambiguous direction and priorities
- Revisit discussion again and again
- Absenteeism

- Confront problems and issues quickly
- Develop practical solutions
- Get input from team members, minimal politics

Fear of
Conflict

- Go around problems
- Do not confront tough issues or behaviours
- Lack of transparency drives confusion

- Safe environment to speak up
- Team members help each other
- Leverage strengths for the team

Lack of
Trust

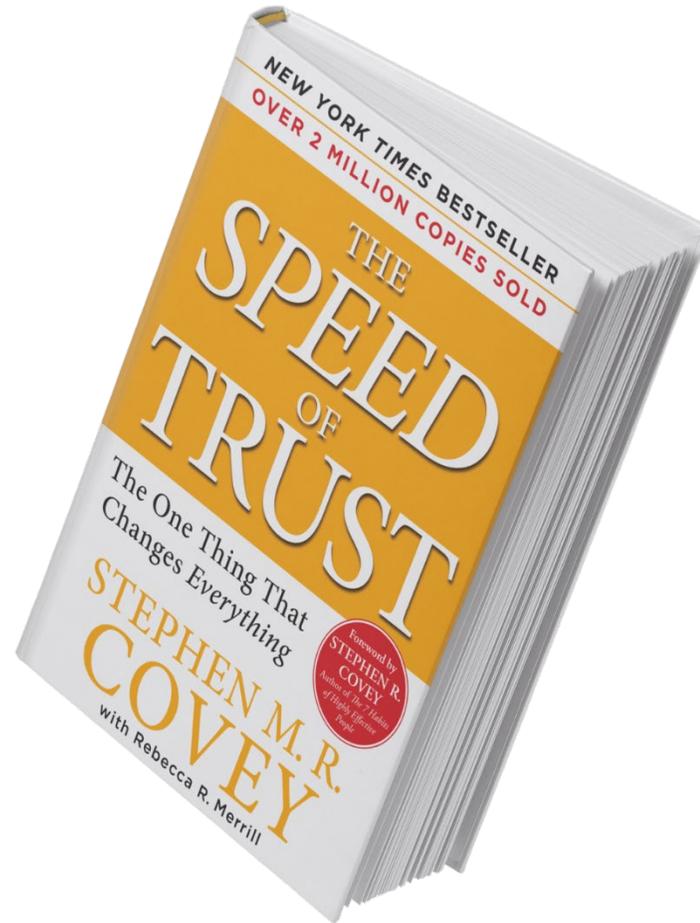
- Hesitate to ask for help
- Conceal weakness
- Dread meetings and avoid team members

Tell us about a time when you were on a dysfunctional QI Team

- What impact did this have on your work?
- What impact did this have on patients?
- How did you know it was dysfunctional?

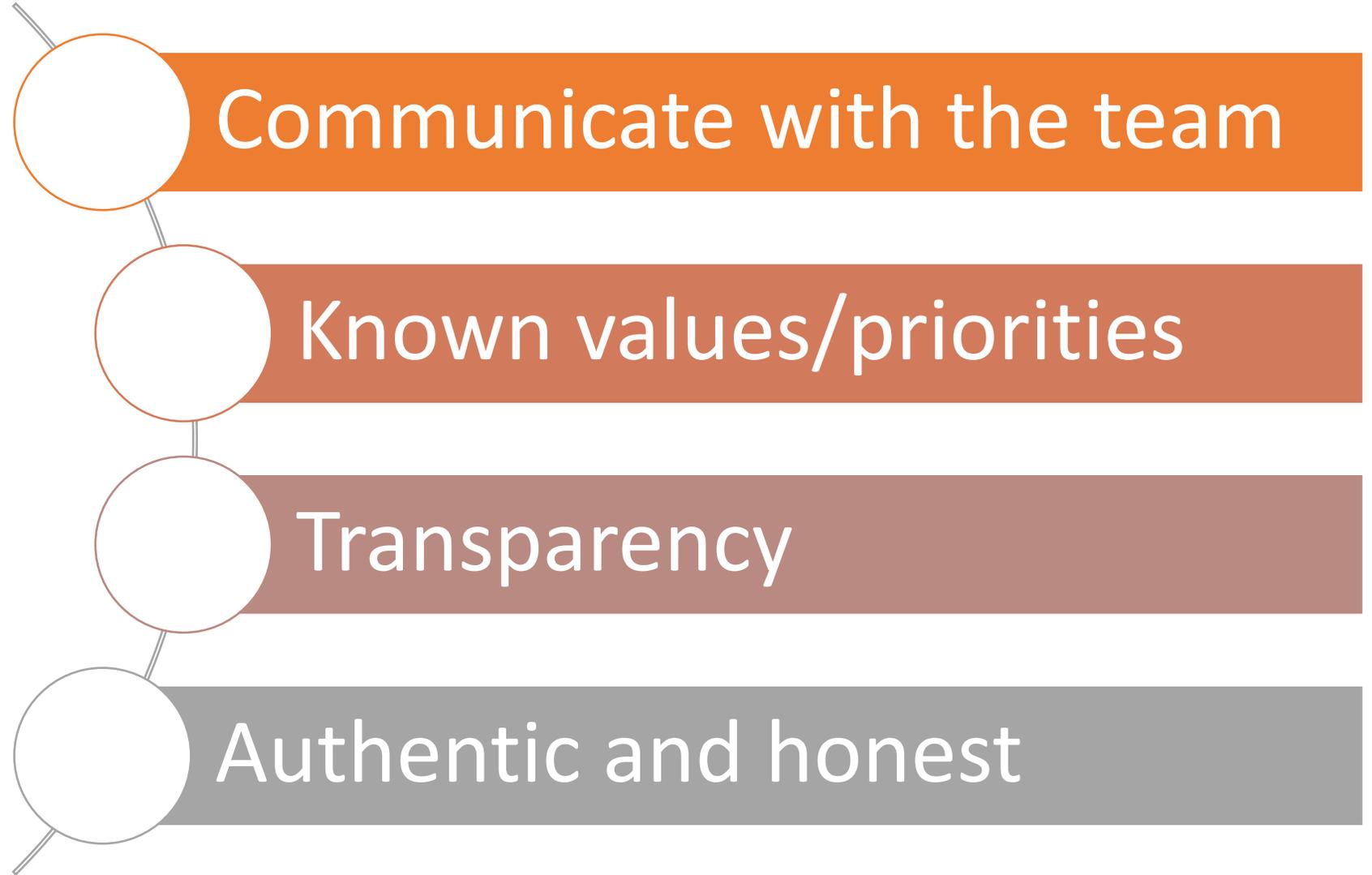


The Speed of Trust



Trust Equation







Deliver results

Words and actions align

Accountable

Commitment to the work





Being known/understood by others

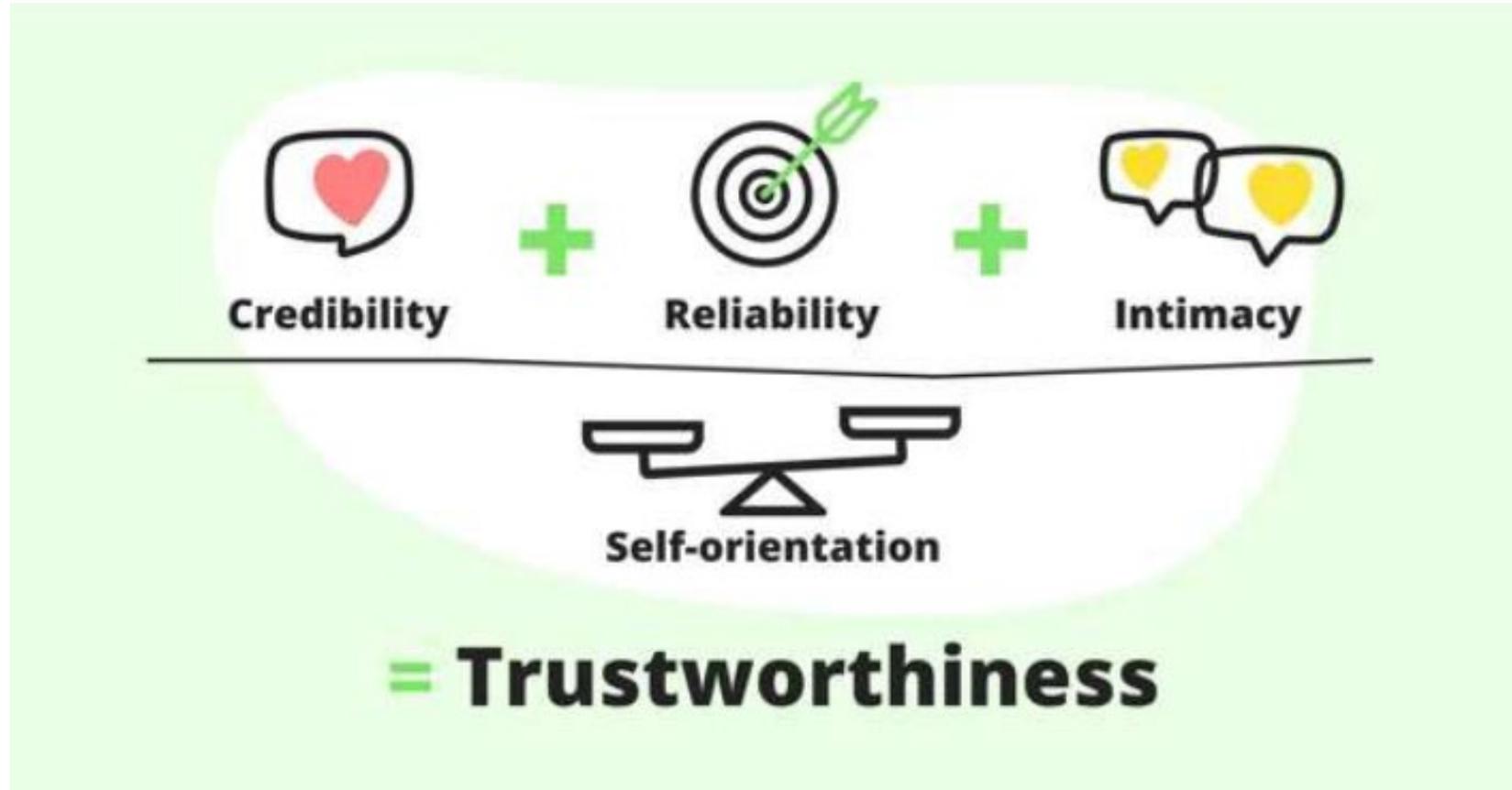
Working to understand colleagues

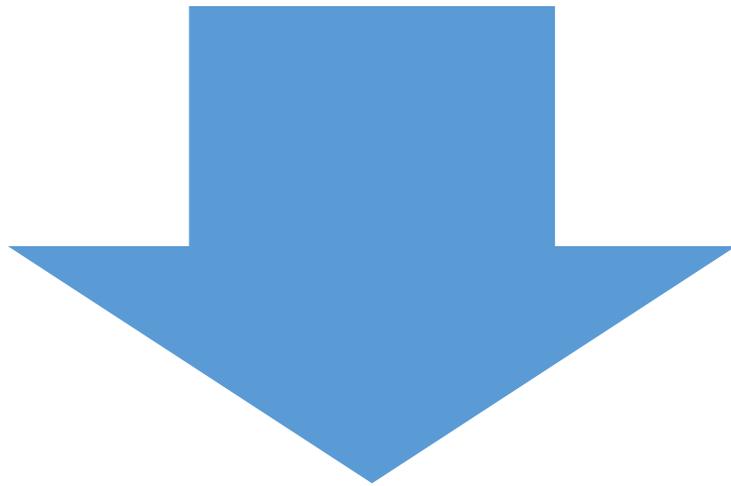
Commitments are honored

Mutual success is the goal

You're open to questions/concerns

Trust Equation





TRUST

Confidence

Tangible

Created based on actions



DISTRUST

Suspicion

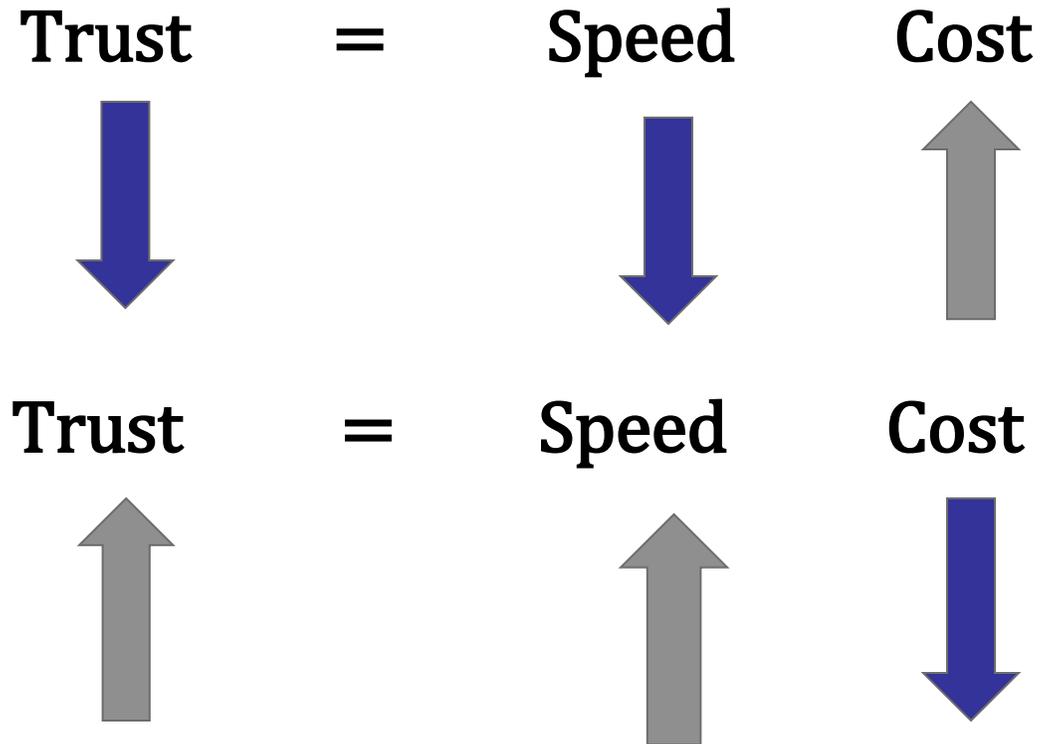
Doubt

Question motives



The Economics Of Trust

The Strong Business Case of Trust



The Trust Tax

“Sometimes we pay a hidden low-trust tax”

Steven Covey

- Examples:
 - People discounting what we say by 20%, 40%, 50%
 - Inheritance tax : low-trust left by previous leaders.
 - You step into an organization with a low-trust culture.

The Trust Dividend

- When trust is high:
 - It is a performance multiplier.
 - Elevates and improves every dimension of an organization.

Trust materially improves communication, collaboration, execution, strategy, engagement, and relationships.

13 BEHAVIORS OF TRUST



Straight Talk

- Tell the truth
- Demonstrate integrity
- Call things what they are
- Don't manipulate people/distort facts
- Don't leave false impressions



Demonstrate Respect

- Show you care
- Treat everyone with respect
- Don't fake caring
- Don't attempt to be "efficient" with people



Create Transparency

- Tell the truth in a way people can verify
- Get real and genuine
- Be open and authentic
- Err on the side of disclosure
- Don't have a hidden agenda





Right Wrongs

- Make things right when you are wrong
- Apologize quickly
- Make restitution where possible
- Demonstrate personal humility
- Don't let pride get in the way of the right thing



Show Loyalty

- Acknowledge contributions of others
- Speak about people as if they are present
- Represent others who aren't there to speak for themselves
- Don't bad-mouth others



Deliver Results

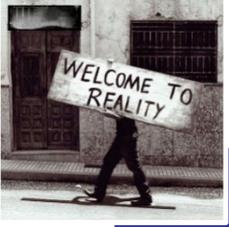
- Establish a track record of success
- Get the right things done
- Accomplish what you're hired to do
- Be on time and within budget
- Don't over promise and under deliver
- Don't make excuses for not delivering



Get Better

- Increase your capacity
- Deliver feedback systems – formal and informal
- Act on feedback you receive
- Don't consider yourself above feedback
- Today's knowledge and skills aren't good forever

Confront Reality



- Tackle issues head on
- Acknowledge the unsaid
- Lead courageously in conversation
- Remove the “swords from their hands”
- Don’t bury your head in the sand

Clarify expectations

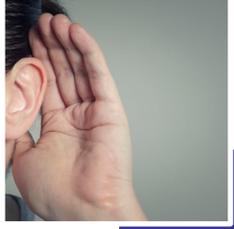


- Disclose and reveal expectations
- Discuss them
- Validate them
- Renegotiate them if needed/possible
- Don’t assume that expectations are shared

Practice Accountability



- Hold yourself accountable
- Hold others accountable
- Take responsibility for results
- Don’t avoid or shirk responsibilities
- Don’t blame other or point fingers



Listen First

- Listen before you speak
- Understand/Diagnose
- Listen with your ears, eyes and heart
- Find the most important behaviors to others
- Don't presume you have all the answers/questions



Keep Commitments

- Say what you are going to do and then do it
- Make commitments carefully and keep them
- Don't break confidences
- Don't "PR" your way out of a broken commitment



Extend Trust

- Demonstrate a propensity to trust
- Extend trust abundantly to earn your trust
- Extend trust conditionally to earn your trust
- Don't withhold trust because risk is involved

RATE YOURSELF

Behavior	The Opposite AKA – This ain't that!
Talk Straight	Lie, spin, tell half-truths, double-talk, flatter
Demonstrate Respect	Don't care or don't show care; show disrespect or show respect only to those who can do something for you
Create Transparency	Withhold information, keep secrets, create illusions, pretend
Right Wrongs	Don't admit or repair mistakes, cover up mistakes
Show Loyalty	Sell others out, take the credit yourself, sweet talk people to their faces, bad-mouth them behind their back
Deliver Results	Fail to deliver, deliver on activities instead of results

Behavior	The Opposite AKA – This ain't that!
Get Better	Deteriorate, don't invest in improvement, force every problem into your one solution
Confront Reality	Bury your head in the sand, focus on busywork while skirting the real issues
Clarify Expectations	Assume expectation or don't disclose them; create vague and shifting expectations
Practice Accountability	Don't take responsibility, it's not my fault, don't hold others accountable
Listen First	Don't listen, speak first, listen last, listen without understanding
Keep Commitments	Break commitments, violate promises, make vague and elusive commitments or don't make any commitments
Extend Trust	Closed off, only a few people are "trusted", trust based on what you can offer

DEBRIEF

Heard by a Covey

- “You can’t talk yourself out of a problem you’ve behaved your way into.”
- *Stephen R. Covey (father)*
- “You can behave yourself out of a problem you’ve behaved yourself into ... and often faster than you can think!”
- *Stephen M.R. Covey (son)*

5 Things to Remember

1. All behaviors are a combination of character and competence.
2. Any one of the behaviors can become a weakness.
3. The behaviors work together to create balance.
4. The behaviors have corresponding principles, counterfeit versions, and opposites.
5. There are trust tips that can be used to strengthen the behaviors and the four cores.

THANK YOU



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