



ODP QM CERTIFICATION FAQs

Questions

- 1) [Can you share the tool used to evaluate whether or not we're on target to meet our objective?](#) 2
- 2) [How can I set up an Excel file to track a performance measure with associated sub-measures by type?](#) 2
- 3) [How to get buy-in?](#) 3
- 4) [When should I use a data dictionary and what are the components of a data dictionary?](#) 5

- 1) Can you share the tool used to evaluate whether or not we're on target to meet our objective? *See the Excel file: [CHECK on track to achieve TO – EXAMPLE and Template](#)*

- 2) How can I set up an Excel file to track a performance measure with associated sub-measures, e.g., total medication errors with medication errors, by type? See Excel file: [Tracking performance measures with sub-measures EXAMPLE](#)

3) How to get buy-in?¹

It is generally acknowledged that QM improvement activities are less likely to succeed if leadership does not support the improvement activities. Buy-in is not only important from agency leadership, it is also important to get buy-in from your own team members (to build consensus) and also stakeholders.

What follows are some general suggestions:

Leadership obtains buy-in by offering a clear rationale for the project, resources required, timeline, its benefits AND how this activity is aligned with the agency's purpose, mission and vision; leadership conveys how this improvement activity will address a long-standing concern or a new mandate or requirement that the agency and leadership are accountable for.

Leadership is clear about any associated risks, challenges or potential obstacles and, along with the team leader, assures that team members understand the purpose and expected outcomes from the improvement initiative.

Buy-in is more likely when leadership and the designated team leader select Team Members because they either have a vested interest in the outcome or they have a skill or something of value to contribute to the team's work. Understanding their role and how they can assist to address issues of concern provides team members with an opportunity to be heard and have their ideas considered.

Buy-in is enhanced by Including members of Stakeholder Groups—in other words, include members on the improvement team from groups that will be most impacted by the team's work. In a similar fashion what holds true for team members is true for stakeholders: an opportunity to contribute to resolving or improving areas they are highly motivated to address.

Steps the Team Leader and Team Facilitator can take to increase the likelihood of buy-in are:

- Address the unique needs and concerns of each of the above (Leadership, team members, stakeholders).
- Use language that is straightforward and easy to understand and avoid using jargon, acronyms and “officialese”.

¹ Stidworthy, Rachel. May 21, 2013. <https://kellycrew.wordpress.com/2013/05/21/7-tips-to-get-internal-stakeholder-buy-in-for-a-new-it-project/>

- Reach out to stakeholders early. This helps to address “fear of change”, jumping to erroneous conclusions and taking exception to something they are not a part of. It also reduces influence of early rumors.
- Prepare ahead of time to address Leadership by developing a purpose document with key points of the what, why, when and who will benefit that includes what is important to Leadership. This provides a comprehensive, organized approach.
- Link the project and its outcomes to the overarching interests of the organization, its mission, vision and values.
- Be candid about cost and anticipated investment of resources.
- Lastly, be a good listener and a clear communicator.

Some Additional Thoughts on Getting Buy-in:

Because quality improvement activities may involve change at varying levels from modifying a process step to entire system overhauls, response to QI activities may vary. People usually fall into one of the following groups:

1. Immediate buy-in and gung ho
2. Uncommitted but open-minded and interested
3. Wait to be convinced before getting on board
4. Totally opposed and will try to undermine the change

Knowing where people stand will be of value in knowing how to proceed to get buy-in. Where would you dedicate your limited resources to achieve buy-in from key stakeholders? Would you focus on group 4 or begin with group 1?

You may want to spend some time with group 2. Group 1 has already bought it. Group 2 members, on the other hand, are more likely to listen, communicate concerns and be willing to support the QI project. Gaining buy-in from this group, along with number one, will provide a certain amount of momentum that can impact those in group 3.

Spending time and efforts on group 4 will most likely be unproductive; but they can be addressed as needed once initial progress and success have been achieved.

4) When should I use a data dictionary and what are the components of a data dictionary?

See Excel file: [Data Dictionary – when to use and how to develop](#)

- a) A data dictionary has specific meaning for those in the Information Technology field. However, in quality management, a data dictionary has a different use and is developed to support data analysis such as when a database is being designed or when developing new performance measures or launching a new initiative or improvement activity. See the Example Data Dictionary.
- b) The data fields used in this data dictionary are not exhaustive. They can be added to or modified - the overarching result is that all of the information needed to collect, analyze, interpret results and apply their findings in a consistent and reliable way across all levels of the system and where utilized by all staff conveys clear, understandable information in order to assure consistency, reliability and validity in the data.
 - i) It can be a very valuable tool when analyzing or reporting data.
- c) Take the time to develop one and assure everyone involved applies its content consistently.
- d) The Business Unit may be a bureau, a unit or an agency. The business operation is a core function...Purpose addresses the need for and use of this data to inform the business operation. Staff within the organization who are accountable for the business operation need to have consistent and reliable information on a routine and timely basis in order to assess whether the core functions (support vision, mission) are being met and performance is improving, is optimal and a high level of performance is being sustained.
- e) The Operational Definition is key to consistent collection and interpretation of the data findings. Terms that may be commonly understood may take on new meaning within the context of the performance monitoring and improvement activities. Take the time to determine which terms need an operational definition. Develop an operational definition based on team input and consensus. Include it in the Target Objective column of the QM Plan as necessary.
- f) Most of the items on the slide are self-explanatory. At any point in time, staff should be able to review the data dictionary for a measure and understand where it comes from (raw data source), how it is aggregated, how and when it is retrieved, which data elements from a database are utilized, how the measure is calculated and how it is interpreted during analysis.