The Real Dashboards of Alameda County Department of Children and Family Services

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Agenda

• Alameda County history using dashboards, data and program evaluation as a part of the Title IV-E Waiver
• Collaboration opportunity with Casey Family Programs and Chapin Hall
• Vision and goals for a revised dashboard (and process)
• Overview of what our implementation process and timeline, early implementation challenges, and where we are in our implementation
• How is this process different from the Program Manager perspective?
• What are our next steps in implementation?
Department history with dashboards and data

Title IV-E Waiver (since 2007)
Monthly dashboard that provided an overview of caseload, foster care placements, and exit outcomes
Program evaluations for all Waiver strategies

Collaboration with Casey Family Programs and Chapin Hall began in 2016
Learned from interviews and focus groups conducted by Chapin Hall with department managers that more internal capacity building was needed for managers around understanding and utilizing data
• Align existing dashboard with the AC DCFS goals & priorities, including the SIP, Waiver, etc.
• Repurpose existing dashboard as a performance monitoring tool
• Communicate to internal and external stakeholders role of dashboard in achieving goals and priorities
Implementing a new CQI Dashboard and Meeting Process in Alameda County

**Exploration**
- AC began working with Chapin Hall in 2016 to:
  - Collect extensive data from staff & Division Directors via focus groups and interviews on dashboard usage
  - Develop a work plan based on information gathered from DCFS staff and developed recommendations
  - Complete feasibility analysis and work plan for dashboard revisions
  - Began initial dashboard revisions

**Installation**
- Focus of work with Chapin Hall consultation shifted to:
  - Proposal for a new CQI meeting process and structure that shifts responsibility for dashboard presentation to Program Managers, with analyst staff supporting the process (production and follow up analysis)
  - Development of pilot dashboard to guide early discussions about the new CQI process

**Early Implementation**
- First quarterly CQI meeting held on 8/15/17
- Cycle allows time for presentation development and advance feedback
- Presentation template uses SOP language
- Have a more collaborative process in place for developing new dashboards and selecting indicators
- Have developed dashboards for 4 of 7 CFSR 3 Performance measures
Alameda DCFS
Quarterly CQI Process – Tentative Timeline
Dashboard 4

CQI Chairs Prep Meeting
Month 2, 1st full week
(Tentatively by 2/9/2018)

Draft presentation handouts sent to CQI Chairs
Month 2 (January 2018)

Presenters create handouts based on Dashboard
Tentative: Friday, February 2, 2018

CQI Chairs
Month 3, 2nd full week
(Tentatively by 2/9/2018)

Final presentation handouts due to CQI Chairs
Month 3, 2nd Wednesday
(February 14, 2018)

CQI Meeting
Month 3: 2nd SMT
(February 20, 2018)

Indicator selection for Dashboard 4
(October 27)

Draft dashboard Mid-November

Dashboards produced
Month 1
(December 2017)

Dashboards sent to SMT
1st Week of Month 2
(by January 5, 2018)

Administrative Managers
Group staff available to provide support / assist w/ follow up data requests

Coaching and support available from Chapin Hall

Coaching and support available from Chapin Hall
Current dashboard: Permanency within 12 months
## Developing the CQI Presentation

<table>
<thead>
<tr>
<th>Outcome Measure</th>
<th>Name &amp; brief description of what it measures</th>
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<tbody>
<tr>
<td>Follow-Up from Previous CQI Meeting</td>
<td>Report out on previously identified next steps</td>
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| What's Working Well | **Strengths:**  
  - Highlight positive indicators  
  - Provide on the ground examples (e.g. practice changes, staff coaching and development) of what has worked well since the last report |
| What We Are Worried About | **What has Happened?**  
  - What declining trends or indicators are we worried about?  
  - If nothing changes, what will be the negative impact to children, youth, and families? |
| What Needs to Happen Next | **Long-Term Goals**  
  - What is the preferred future/vision?  
  - Complicating Factors  
  - What factors outside of our control may negatively impact indicators we are worried about?  
  - Next Steps  
  - Concrete next steps that will be reported out next quarter. |
Process that supports a “culture of curiosity” as a path to improved accountability and planning

We want to create an environment of honest, frank, and courteous dialogue about our programs. Listen as though you have a stake in the presentation, as your peers are presenting information that is critical to the success of our department. Listen critically to see if there is an overlap with your program area. Expect transparency and frankness and be prepared to offer help rather than advice. Plan to participate actively in the discussion!

-Michelle Love
Next steps: What will full implementation look like?

- Develop dashboards for remaining CFSR measures
- Set goals and bands of performance to identify when improvement planning is needed
- Sustain the momentum until the new process is embedded and becomes “business as usual”
- Apply lessons learned to all of our data and continuous quality improvement efforts
Questions?

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