Building a Learning Culture in Child Welfare

Making Connections with CQI to Inform Practice and Policy

San Bernardino County
March 28, 2018
Necessary Concepts

- What are you willing to invest in order to get a return on your investment?
- A Theoretical Framework to Support Root Cause Analysis
- Operational Tools to Support the Work
- Logic Models are for Academics; tools that workers can use
- Longitudinal Data and available data support
- Systems Thinking; a look from the balcony
- Leadership
Alignment with Practice Model

<table>
<thead>
<tr>
<th>Executive Level Buy-In</th>
<th>High</th>
<th>Low</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>High Performance</td>
<td>Accountability</td>
</tr>
<tr>
<td>Low</td>
<td>Pockets of Excellence</td>
<td>Irrelevant / Distraction</td>
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Hypothesis Testing: Rigor in Strategy Selection AND Tracking

Hypothesis

Observation

Intervention

Explanation

Conceptual model originally from John and Scott Cleave, Experience Builders, Chicago, IL
Operationalizing the Framework
9-Step Tool

- Observation
  - What are you looking to change?
  - How do you measure this phenomenon?
  - How much variation do you see?
- Explanation
  - Why are you getting the performance that you’re seeing?
- Intervention
  - In light of your explanation, what do you have control over that you will do differently?
  - How will you know if you’re making a difference/gaining ground?
- Track and Adjust
  - Set up a work plan
  - Track relentlessly
  - Formally report out what you’ve learned
Some Things I’ve Learned

- Leadership: it can’t just be an assignment; they’re watching your feet. Does your leadership reflect your practice model?
- Focus on well-identified and well-understood issues – take the time to provide CLARITY
- Repeat, Repeat, Repeat…until it comes back to you
- Numbers=Kids and Families. Don’t just move the #s; change the practice that gives you the #s.
Getting bosses (and Regional Managers) to accept that they don’t have the solutions is hard. Learning to ask for input from the field is new behavior, but one that dramatically changes the conversation.

Leverage the language of the Practice Model; parallel structure (e.g., engagement of families=engagement of frontline staff)

Systemic or Localized? Critical to know. Analysts and workers have rarely been asked to look in this way.

Getting to root cause is hard and is a brand new skill set; once it starts, it is self-reinforcing.

Supervisors will, ultimately, be your most powerful allies, IF they are not beaten with the data.
WE'RE HAVING A LITTLE PROBLEM WITH THE FOUNDATION AT THE MOMENT...
TOP DOWN AND BOTTOM UP
IT MAY GET MESSY
REALLY MESSY
KEEP YOUR EYES ON THE PRIZE

Note to self:
STAY FOCUSED
Destination

Same Old St

Change Blvd
THANK YOU!