Continuous Quality Improvement: In Service of Children & Families

March 29th, 2018
California CQI Conference
Welcome and Who’s In the Room
Conversation Flow for Today

- Chapin Hall’s Approach to Capacity Building and CQI
- CQI Partnerships with Chapin Hall: Examples from the Field
- The Alameda Experience
  - Approach
  - Tools
  - Change Process
- Implications for your jurisdiction in using CQI to improve outcomes
Chapin Hall’s Approach to Capacity Building and CQI
Jurisdictions build new capacity to:

- Use data and evidence in decision-making
- Lead toward a strategic direction and priority outcomes
- Build structures that support strong governance and outcome attainment
- Implement strategies to meet specific needs of children and families
- Align policies and finances to gain traction and momentum
- Monitor progress and continually improve

Impact

- Jurisdictions become learning organizations ready to respond to Family First Prevention Services Act, CCWIS, new evidence and levers, etc.
Guide leaders to craft and maintain a strategic direction; Build structures that support large scale systems improvement.

Further the effective and sustainable implementation of practices and programs.

Introduce and build capacity to use data and evidence in decision making.

Leverage policy and financing as tools for progress.

Promote progress monitoring and mid-course improvements via Continuous Quality Improvement.
Continuous Quality Improvement

We Partner with Jurisdictions to Promote:

• An evidence-driven culture of learning across the entire organization

• Identification and ongoing monitoring of priority outcomes and key performance indicators that measure progress toward benchmarks and targets

• Development of dashboards, scorecards and user-friendly reports to inform decision-making by leadership and staff

• Use of evidence to identify, plan, implement, and monitor improvement strategies/interventions and make course-corrections

• Engagement of the provider community to implement and sustain CQI processes

• Increased use of data and evidence across all levels of the organization to “tell the story” of agency performance and how the organization is achieving strategic direction
CQI Partnerships with Chapin Hall: Examples from the Field
Examples of Applied Impact

• Established a Common Understanding for CQI in child welfare (nationally)*

• Designed and delivered CQI Practicum focused on reducing re-entry into foster care (CA)

• Established CQI system and associated suite of dashboards for priority measures – (CA - Alameda)

• Built CQI capacity by cross-training CQI & Data Leads; Coached CQI leaders (TN)

• Building a cadre of data leaders steeped in CQI through Evidence Driven Growth and Excellence (TN)

Examples of Applied Impact

• Created and implemented a CQI Provider Agency Self-Assessment process and Train the Trainer curriculum (NYC)

• Implementing an integrated CQI capacity building Learning Collaborative for public & private agency CQI staff (IL)

• Refining implementation structure to promote on-going use of CQI (LA County)

• Integrating CQI processes into IV-E Waiver Implementation Structure (MD)
The Alameda Experience and Partnership with Chapin Hall
The Approach in Alameda

- **Desired Results of the Alameda-Chapin Hall Partnership:**
  - To create an enhanced dashboard to monitor performance on a specific set of priority outcomes & indicators
  - To use information from the enhanced dashboard to fuel a new CQI process

- **Capacity Building**
  - Engaged staff and Division Directors to explore strengths and barriers of the existing dashboard
  - Developed a set of recommendations and co-facilitated dashboard revisions and implementation
  - Co-developed a proposal for a new CQI process using the enhanced dashboard
  - Increased the level of engagement and ownership of the data and CQI process by Program Managers
What CQI Gets You

1. Understanding of how processes are performing/trending in service of outcomes
2. Early warning system for deteriorating trends
3. Continually improved performance
4. Drive for excellence
5. A line of sight
Tools

• Electronic survey, focus groups and interviews to assess existing data usage and needs
• Feasibility analysis regarding recommended revisions to the dashboard
• Detailed work plans to manage critical elements of the project
• Dashboard testing
• Proposal for new CQI process that addressed owners, stakeholders, and timelines
• Coaching on preparing for and facilitating CQI meetings
Change Process

• Evolve measurement and reporting

  ➔ Evolve what is the focus of attention and aligned effort

  ➔ Evolve culture

• Measurement and effective reporting of common indicators ➔ organizational alignment

• Aligned organization ➔ achieve goals efficiently

• Establish an “outside looking in view” of performance

• Focus on improvements needed in a continuous process
Making CQI Happen
Telling the Story: Making Meaning and Evidence from Data

- Data have a Story behind them → That’s how we develop evidence and make meaning
- Tell the Story → Trends → Performance reported in relationship to outcome targets
- Touch on each chart, however...
- Present exceptions - Good and Bad – to determine where action is needed
- Quote numbers in context of their meaning (The “So What?”)
- If data have errors or chart does not look right → point it out → commit to look into it → provide update at the next meeting or via email
- Link your comments to how your performance may impact other programs and the agency
- Recap key action items to end the presentation
CQI Coaching and Skill-Building Opportunities

- Foundational skills and knowledge to understand:
  - What is CQI; how and why CQI is relevant
  - How to interpret data and make meaning in context of strategic direction and outcomes to be achieved
  - Plan, Do, Study, Act

- Targeted staff role and function relevance

- Coaching for leaders on reporting performance and CQI processes
  - How to tell the data story
  - How to listen to peers’ or subordinates’ reports and offer assistance
  - How to create a culture of curiosity over blame

- Fueling the CQI process with evidence to maintain momentum and inform decision-making toward outcome achievement
The CQI Meeting Design

- Requires coaching on norms and expectations for participating and presenting
- Outline pre-work, requirements and format for leader presentations
- One SMT meetings will be reserved for CQI
- Determine co-chairs
- Determine standard agenda
- Plan for meeting set-up
Improvement Planning and Decision-Making

• Plan for and monitor improvement when trends are not favorable or when progress does not meet benchmarks. **Determine what triggers an improvement plan**
• Use data/evidence in a CQI Process: Plan – Do – Study - Act
• Act on findings to build capacity, improve programs, and improve lives of children and families
• Emphasize problem sources & plan improvements by source and estimated improvement (metric)
• Determine format and layout of the improvement plan
• Support completion of improvement plan **ahead of time** and submit with data package
• Presentation of plan → **Summary and Highlights**
• **Inform Other Programs** of impact of improvement plan on them (if any)
The CQI Process: Plan-Do-Study-Act

**PLAN**
- Define problem & outcome
- Develop theory of change
- Design/select intervention

**DO**
- Implement intervention
- Monitor implementation

**STUDY**
- Measure outcomes
- Provide feedback

**ACT**
- Adjust intervention as needed

**Investments in capacity**
- Process of care investments
- Quality of care investments

The CQI Process: Plan-Do-Study-Act

- **Plan**
  - Use the data to make observations about performance
  - Explore root causes with key stakeholders
  - Design/implement a solution, including benchmarks & targets

- **Do**
  - Implement solution
  - Monitor implementation

- **Study**
  - Review ongoing data
  - Talk to stakeholders and decision-makers about progress and impact

- **Act**
  - Determine the extent to which the problems still exist
  - Make decisions to continue, modify, or discontinue solutions

- **Process of care investments**
- **Quality of care investments**
- **Investments in capacity**
Implications for Your Jurisdiction
Discussion: CQI in Your County

What did Alameda County do that interests you?

What will it take in your County to establish, deepen, sustain CQI to achieve better outcomes for children and families?

What have you heard during the conference that you want to take back to your County?
The Reason We Do This Work!
Questions?
Please Contact:

Khush Cooper, MSW, PhD
Kcooper@khushcooperassociates.com
(323) 829-3547

Yolanda Green-Rogers, MSW
Chapin Hall at the University of Chicago
Yrogers@chapinhall.org
(773) 256-5218