CQI: CREATING A SYSTEM CHANGE

County of San Diego Health and Human Services Agency
Child Welfare Services

Kimberly Giardina, MSW, Deputy Director
Laura Krzywicki, Protective Services Program Manager
LEARNING OBJECTIVES

- Understand the structure of San Diego’s CQI system
- Demonstrate alignment between CQI and the Core Practice Model
- Identify key stakeholder groups and how to engage them
- Develop strategies for messaging the importance of CQI
- Incorporate techniques for integrating CQI as a regular part of practice
AGENDA

- Background and development
- Our vision of CQI
- Core Practice Model Alignment
- Structure of the CQI system
- Communication
- Strengths of current system
- Challenges of system
- Future Upgrades
CQI VISION

CONTINUOUS QUALITY IMPROVEMENT

- Shared expectations and responsibility
- Continuous learning at all levels
- Quality of enhanced practices and System Improvement Plan goals tied to our review processes
- Dedicated resources to support CQI
- Findings are shared and acted upon
- CQI manual – clear instructions and expectations for consistent practice
- Reclassification of our Quality Assurance Supervisors to Policy Analyst and the addition of a Centralized CQI unit
SAN DIEGO’S CQI STRUCTURE

Centralized Data and CQI Unit

- North Coastal Region CQI Team
- North Central Region CQI Team
- North Inland Region CQI Team
- East Region CQI Team
- Central Region CQI Team

Adoptions CQI Policy Analyst

- North Coastal Region CQI Policy Analyst
- North Central Region CQI Policy Analyst
- North Inland Region CQI Policy Analyst
- East Region CQI Policy Analyst
- Central Region CQI Policy Analyst

Residential/E FC CQI Team

- Residential/EFC CQI Policy Analyst

South Region CQI Team

- South Region CQI Policy Analyst

North Coastal Region CQI Team

- North Coastal Region CQI Team

North Central Region CQI Team

- North Central Region CQI Team

North Inland Region CQI Team

- North Inland Region CQI Team

East Region CQI Team

- East Region CQI Team
VISION

Every child grows up safe and nurtured.
SAFETY ENHANCED TOGETHER
KEY EXPECTATIONS

- Child/Youth Voice
- Kinship and Resource Family Teaming
- Family Partnerships
- Safety-Organized Practice
- Cultural Responsiveness
- Aftercare Plans
- Support Systems/Safety Networks
- Community Partner Collaboration
- Comprehensive Assessments Enhanced by Agency Tools
- Connection Preservation
- Behaviorally Descriptive Case Plans
- Open and Clear Communication
CONTINUOUS QUALITY IMPROVEMENT

San Diego County Child Welfare Services (CWS) began shifting from Quality Assurance (QA) to Continuous Quality Improvement (CQI) in 2012. Implementation of Safety-Organized Practice, development of the Safety Enhanced Together (SET) practice framework along with national and statewide momentum made it clear that we needed a qualitative review process that was not just about looking back but making sure the work we had already done was our best.

CQI supports the practice of Appreciative Inquiry by helping us focus on the areas where we are doing well; CQI can help identify when staff are doing well and help us spread and grow those practices throughout our system. CQI relies on shared responsibility for data and outcomes at all levels of staff. Workers, supervisors, and managers all have the responsibility to input quality data and to know about data and outcomes. CQI also helps us have more transparency by partnering with families, youth, and other key stakeholders to take a look at how we improve our system and using their feedback as another means to evaluate our work.

A CQI approach focuses on identifying the root causes of problems or contributing factors to strengths, developing interventions to reduce or eliminate these causes or further improve upon strengths, and taking action to correct the processes with a continuous feedback loop to make and maintain positive changes in policy and case practice. Ownership for continuous improvement is essential at all levels of staff and it is necessary for the entire Child Welfare system to place a high value on teamwork, collaboration, and communication.

CQI will help us identify the depth to which worker practice aligns with SET and will be evaluated using the following scale:

**NOVICE** - There is evidence that the worker has “tried out” or begun to use the tool but may not have implemented it properly.

**EMERGING** - There is evidence that the worker is using the tool or practice but lacks accuracy and/or consistency.

**ACCOMPLISHED** - There is evidence that the worker uses the tools and practices them consistently and accurately.

**DISTINGUISHED** - There is evidence that the tools and practices are integrated into the worker’s practice as a way of doing business.

**MASTER** - There is evidence that in addition to practicing integrated work the worker is creative with the tools in difficult or problemabatic situations or takes the “next steps” of follow-up and evaluation.
WHY IS CQI IMPORTANT?

WHAT DOES CQI MEAN TO YOU?

- Get into groups of 3
- Spend 5-7 minutes discussing why CQI important to you
- Draft a vision statement that explains what you want for your CQI system

Fidelity

Appreciative Inquiry

Best Practice

Shared Responsibility
CALIFORNIA CORE PRACTICE MODEL

EXISTING & EMERGING INITIATIVES

CALIFORNIA PARTNERS for PERMANENCY
CONTINUUM of CARE REFORM
FAMILY to FAMILY
KATIE A.
LINKAGES
PARENT PARTNERS
QUALITY PARENTING INITIATIVE
RESOURCE FAMILY APPROVAL PROCESS
SAFETY ORGANIZED PRACTICE
WRAPAROUND

COMMON COMPONENTS & ELEMENTS

Engagement
Prevention
Assessment
Transition
Monitoring and Adapting
Planning and Service Delivery
Inquiry/Exploration
Workforce Development & Support
Accountability
Teaming
Advocacy
ACTIVITY

- Review the CPM Practice Behaviors for one of the Practice Elements
- How will you know if staff are demonstrating these behaviors?
- What aspects of your CQI system will help
INTERNAL COMMUNICATION

CQI Learning circles

Feedback includes system and practice level analyses

CQI Integrity Group & Steering Committee

Training and Coaching

Showcase good practice

CQI Regional Teams

Feedback includes system and practice level analyses

CQI Learning circles

CQI Integrity Group & Steering Committee

Training and Coaching

Showcase good practice

CQI Regional Teams
EXTERNAL COMMUNICATION

HOW DO WE SHARE AND GATHER INFORMATION?

- County Self Assessment
- System Improvement Plan
- Child Abuse Prevention Coordinating Council
- Waiver Evaluations
STRENGTHS AND CHALLENGES

STRENGTHS

• CQI Policy Analyst positions
• Support of the Centralized CQI Team and Data Unit
• Full Utilization of Safe Measures
• Coaching and learning circles
• Connecting data to stories
• CQI Integrity group and Steering committee
• CQI Manual is a “living document” to guide practice
• Road shows provided by Centralized CQI on projects
  ▪ Regional/Centralized communication
  ▪ Improved CFSR Process – CSA, SIP

CHALLENGES

• Shifting from Quality Assurance to CQI
• Compliance vs. Quality case reviews
• Different levels of staff experience
• Development of case review tools
• Feedback loop for CFSR and Practice Framework Case Reviews
• Regularly incorporating input from community partners, clients and stakeholders
• Organizational change and culture takes time
OUR NEXT STEPS

• Inter-rater reliability in our case review process
• Improve feedback to staff about CFSR process and case reviews
• Further integrate CQI and Coaching
• Formalize reporting and tracking of Regional CQI team projects
• Improve our Feedback loop with community partners
YOUR CQI SYSTEM

What’s Working Well?
What are you Worried About?
What Next Steps do you want to take?
Which key stakeholders need to be engaged?
QUESTIONS/COMMENTS

Kimberly Giardina, MSW
Deputy Director
858-616-5989
Kimberly.giardina@sdcounty.ca.gov

Laura Krzywicki
Protective Services Program Manager
858-616-5965
Laura.Krzywicki@sdcounty.ca.gov