The Data-driven Decision Making (DDDM) Process at the Los Angeles Department of Children and Family Services (DCFS) has engaged staff at all levels of the department, as well as external stakeholders, to create a continuous learning environment, and use data to improve practice and outcomes for children and families. This section describes the DCFS DDDM Framework and methodology, developed collaboratively, which are the foundational backbone of the process and are used to ensure consistency in data usage and analysis across the department.

LA DCFS DATA-DRIVEN DECISION MAKING (DDDM) FRAMEWORK

**DDDM Vision:**

"Support practice improvement, critical thinking, and organizational learning for better outcomes for children and families."

**Goals**

1. Create a Data Dashboard and ongoing processes at all levels of the department to support Data-driven Decision Making and continuous improvement in a learning environment.
2. Create integration and alignment of initiatives, contracts, and programs, through data driven planning, implementation and timely adaptation of strategies.

**Outcomes**

- Establish and monitor key measures (via a 'scorecard' or 'dashboard') for each priority outcome at all levels of the department.
- Collect, disseminate, and assess quantitative and qualitative information on key outcome measures to understand what is working well and what needs to be improved at each level of the department to achieve the system's outcomes.
- Engage in ongoing learning at all levels of the organization to craft, implement, and refine strategies based on relevant and timely information.

**Guiding Principles**

1. Create a continuous learning environment for quality improvement.
2. Quality improvement requires a continuous learning environment.
3. Analysis must include the rigor to know the story behind the data. Numbers alone are not sufficient.
4. Success requires willingness to learn, grow, and change.
5. Divisions and regions must be unified, and address data cohesively.
6. Senior managers should advocate for the children, families, and communities their offices or divisions are responsible for serving.
7. Data should be transparent and shared with internal and external stakeholders.
8. Accountability requires an expectation to know your data, be prepared to explain and take action, and demonstrate active follow through.
9. Trend data is necessary, not just point in time data.
Quantitative Data: Data that deals with numeric or numerical data, which may be depicted using a variety of media.

Qualitative Data: Data that relies on observation and interpretation as opposed to measurement.

Measures: How an indicator or other data are assessed for success.

Quantifiable System:
- and objectives. Such indicators are an integral part of a result-based ac.
- and objective progress towards the achievement of improved outcomes, goals.
- in achieving or have not been achieved. Indicators enable decision-makers to
- that a certain condition exists or certain

To improve outcomes:
- allows the state to have more regular interaction with the data and strategies.
- and provide a venue for peer learning and action at the local level. This
- and a case review highlight and improve practice and outcomes within DCF.

DCF Stake:
The department-wide review of the data dashboard, key indicators,
- process, knowledge resources, and support for implementation.

Data Champions: Regional office representatives who are advocates for the
- all areas of the department.

Data Partnerships: The guiding body for the DCF processes where representatives from
- our mission.
- and demonstrate that we are making progress with our families, our services, and
- according to the department-wide indicators. It also allows data to come alive.

Data Dashboard: A tool for staff to be able to see in real time their progress
- and outcomes indicator as well as reflecting the values and mis.

Practice Model: A set of model behaviors that are directly related to improving
- provides a roadmap and supportive structure for achieving a specific goal.

Framework: An underlying set of ideas, principles, agreements of guidelines that

Glossary of Terms: