

A close-up photograph of a rocky beach. The foreground is filled with smooth, dark grey and black stones of various sizes. Interspersed among the rocks are numerous seashells, including some large, light-colored shells with distinct ridges and smaller, darker shells. The background shows more rocks and shells, creating a textured and natural scene.

Seizing the CQI Opportunity

Peter Watson
January 22, 2015



**What is
CQI?**

CQI Framework and Definition

RCOI/Casey CQI Framework (2005)

Developed by broad range of stakeholders

CQI definition

Key CQI components

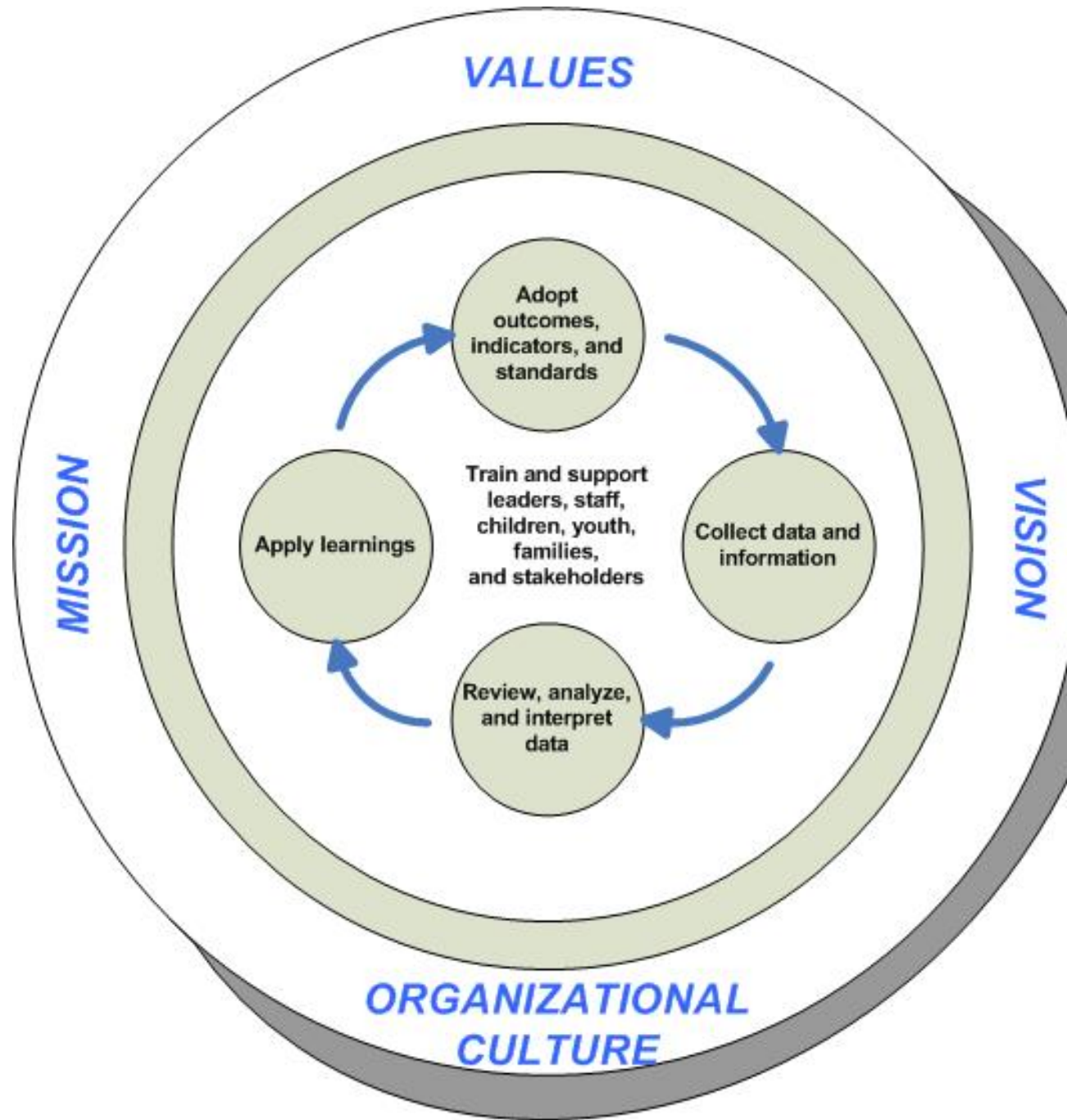
Used in Children's Bureau

Information Memorandum on CQI



isual from the
RCOI/Casey
QI
framework.

developed by
working
ession
participants.



One Definition of CQI

CQI is the complete process of identifying, describing and analyzing strengths and problems and then testing, implementing, learning from and revising solutions...

One Definition of CQI (cont.)

It relies on an organizational culture that is proactive and supports continuous learning. CQI is firmly grounded in the overall mission, vision and values of the agency...

One Definition of CQI (cont.)

Perhaps most importantly, it is dependent upon the active inclusion and participation of staff at all levels of the agency, children, youth, families and stakeholders throughout the process.

Children's Bureau CQI Components

- I. Foundational Administrative Structure
- II. Quality Data Collection
- III. Case Record Review Data and Process
- IV. Analysis and Dissemination of Data
- V. Feedback to Stakeholders and Decision-makers and Adjustment of Programs and Processes



**What is the
current CQI
opportunity?**

Past Pressures to Implement CQI

- Change focus from compliance to outcomes
- CFSR process began in 2001
 - Quantitative and qualitative data
 - PIPs focused on systemic changes
 - Lack of measureable progress in many states
- Accreditation efforts in some states
- Lawsuits/settlement agreements

Recent Pressures to Implement CQ

- Children's Bureau Information Memorandum on CQI—August, 2012
- Child and Family Services Plan (CFSP) Program Instructions—2014
- Child and Family Services Review (CFSR)
 - Round 3 process and data measures
 - On-site Review Instrument
- IV-E waiver requirements and expectations

What are Your Pressures?

What pressures are you experiencing to implement CQI systems or elements?

How might different pressures within your county teams impact your work together?

May need to understand these more to make progress

Turn Pressure into Opportunity

Advice from Minnesota and Oklahoma:

Step back to assess and improve your CQI system

Target resources to CQI and move agency into “learning/assessment” mode

Daily question: “What can we learn from this?”

Lesson: viewing CQI as an organizational shift may be LESS overwhelming than trying to implement a series of technical components

What are Jurisdictions Doing?

CQI system assessments

Engaging more staff and stakeholders in CQI

Reconsidering case review approaches

- E.g. use of CFSR process in CA

Linking data from multiple sources

Building data analysis skills at all levels

Focusing on action planning



**Lessons learned
from State CQI
Assessments**

NRCOI's CQI Assessment Process

- *Child Welfare Matters* issue has details
- Pre-work: interviews, surveys, review current system elements, identify meeting participants
- Assessment meetings include frequent brainstorming, voting, and action planning
- Post-meeting action plan refinement with additional staff and stakeholders
- Meetings mirror CQI action planning process

Lesson 1: Use Data to Inform CQI System Development Efforts

- ▶ Ask staff and stakeholders about your current CQI system or CQI components
- ▶ Use interviews, focus groups or surveys
- ▶ Analyze the results and use them during CQI assessment meetings

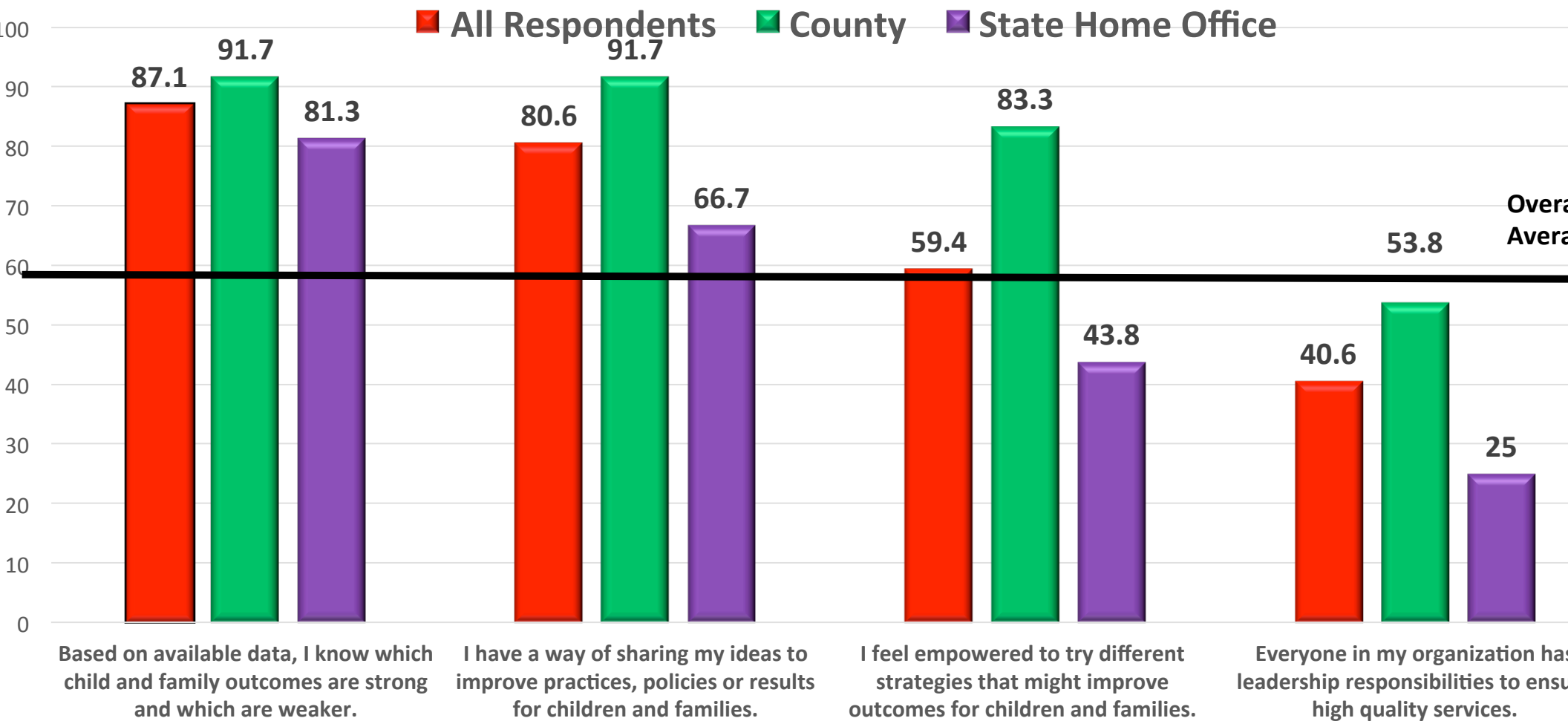
State “A” CQI Survey Results

Survey results informed CQI Assessment meeting
32 staff completed the survey: 12 county staff; 16
State Home Office Employees, 2 State regional
employees, 2 stakeholders.

Five-point scale: strongly disagree through neutral
and strongly agree.

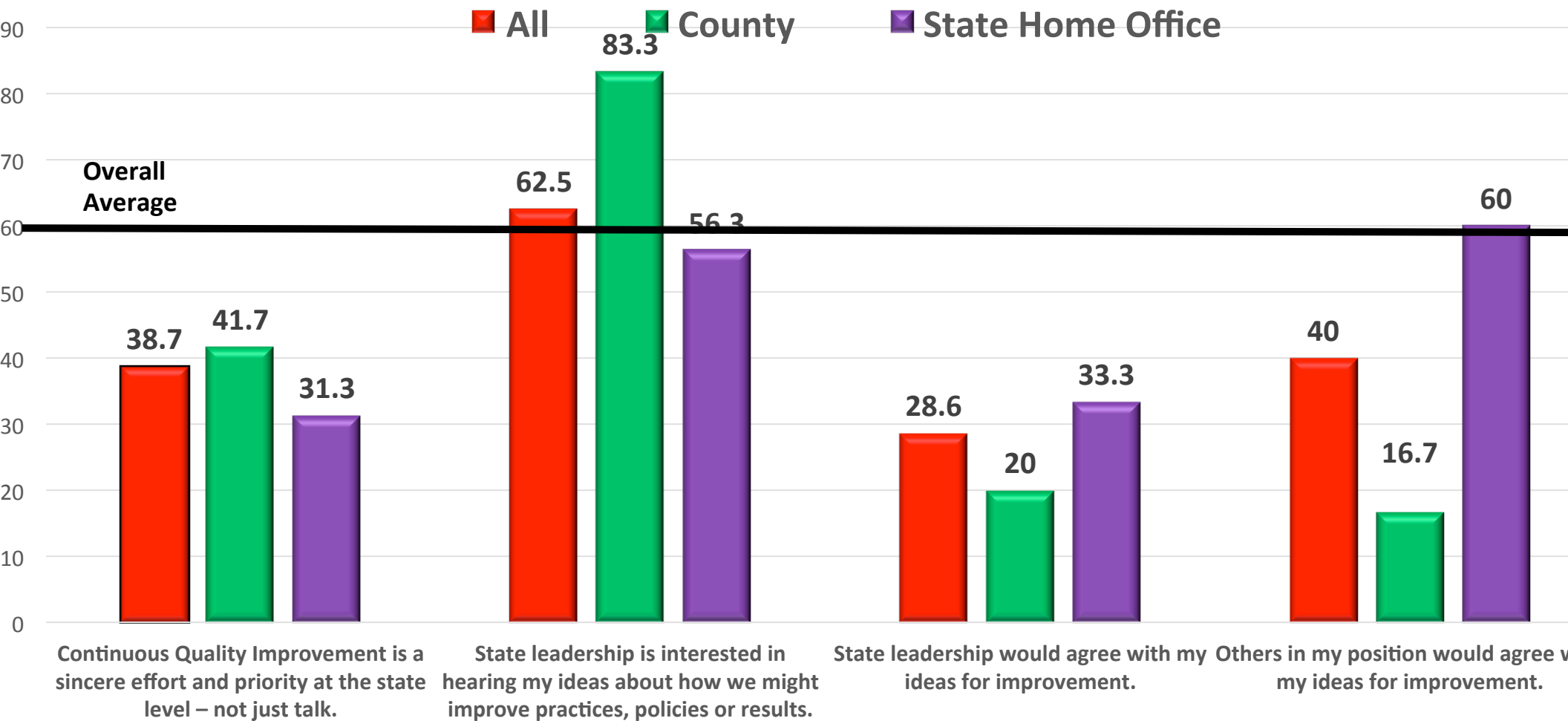
Slides show percent that agreed or strongly agreed
with each statement and split out County and Home
Office staff.

State A: Focus on Results



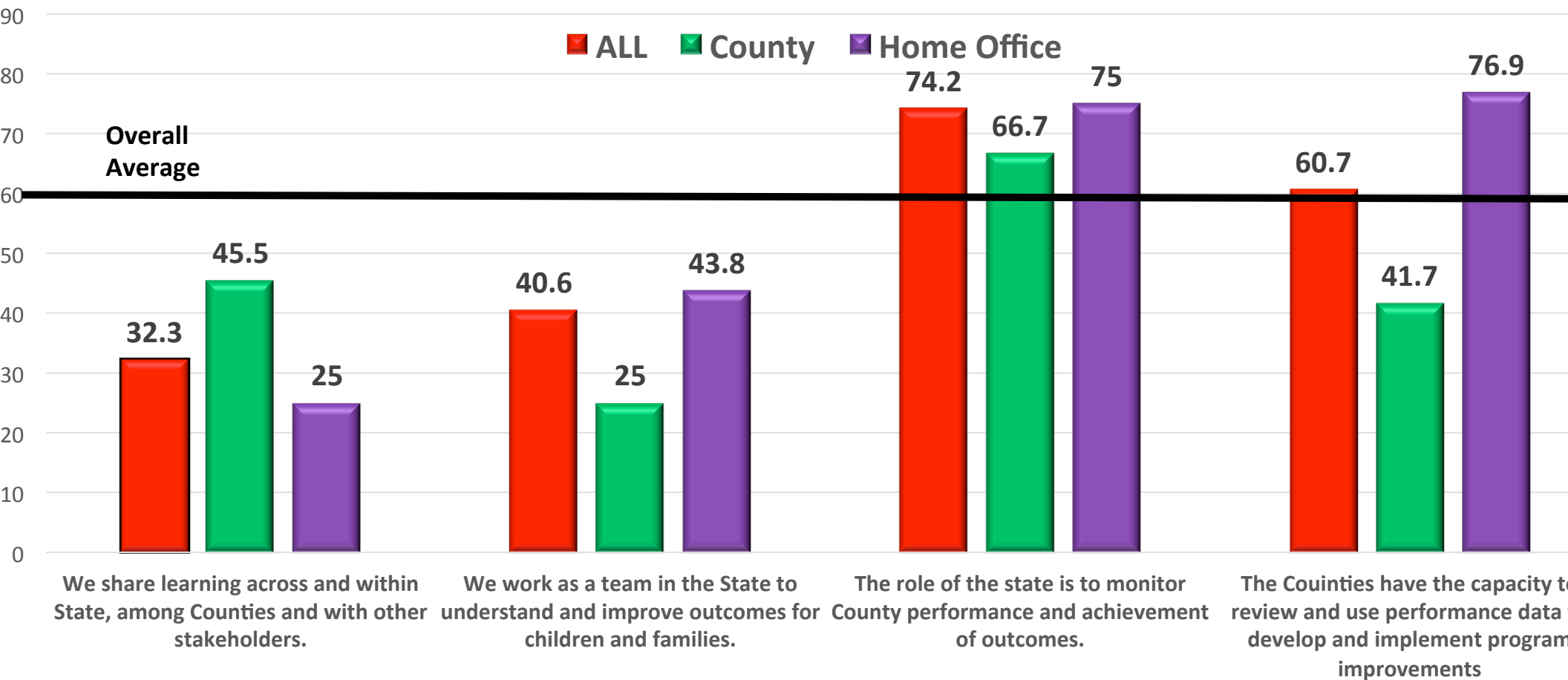
CONFIDENTIAL: NOT FOR DISTRIBUTION

State A: Shared Leadership/Vision



CONFIDENTIAL: NOT FOR DISTRIBUTION

Learning is Shared Throughout State A

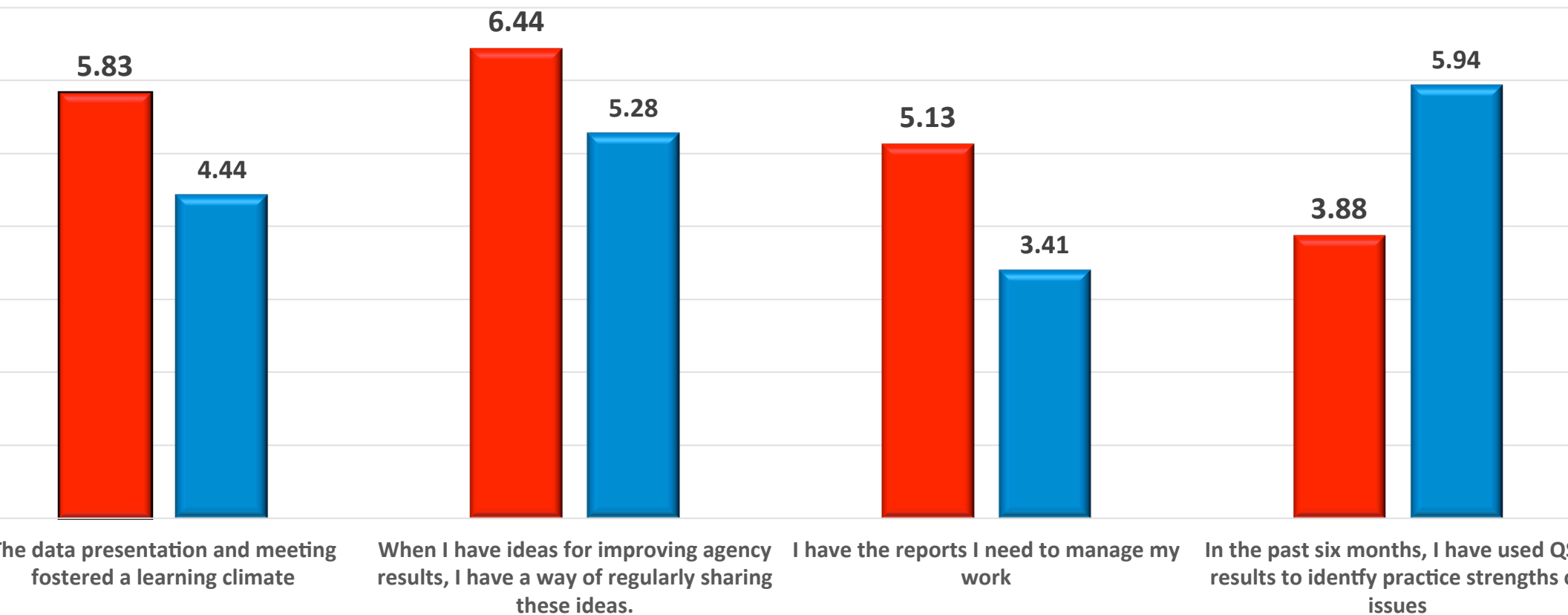


CONFIDENTIAL: NOT FOR DISTRIBUTION

State B Survey Results and Interpretation

- Results used to inform CQI Assessment meeting
- 34 staff completed the survey: 16 Executive and Central Office staff and 18 Regional Managers
- Survey had nine-point scale from disagree through neutral to agree
- Slides show average rating by Central and Regional staff OR percent that agreed to strongly agreed with each statement

State B: Differences between Executive Staff and Regional Managers



CONFIDENTIAL: NOT FOR DISTRIBUTION

Lesson 2: Develop Clear CQI Vision

- CQI is more than just a set of activities
- Develop CQI vision with your work groups by posing questions such as:
 - What are we trying to achieve with CQI?
 - If CQI were working optimally, what would you see (e.g., differences in your work, the work of others, stakeholder responses)?

Sample Participant Vision Statements

We will see measurable and sustained improvement in outcomes

Practice will be more consistent and counties will share practice knowledge

Our CQI Unit will be more responsive to the field

Both qualitative and quantitative data will be utilized for learning that results in action planning and follow-through

The agency will transform into a learning organization that is reflective, progressive, flexible and action-focused

Shared Vision for a Learning Organization

- A genuine mission and sense of “WE” and what “WE” are trying to achieve.
- The vision drives curiosity and information seeking.
- The vision is independent of leadership changes.
- What is your vision for CQI?

Lesson 3: CQI Leadership

- Engage agency leadership in CQI
- Varied commitment level across states/counties
- Strategies for engaging and managing up
- Building relationships to gain influence
- Leading up, down, and across the organization
(critical for CQI staff)
- Continuously looking for ways to show CQI value

Lesson 3: CQI Leadership (cont.)

Questions to consider over the coming months:

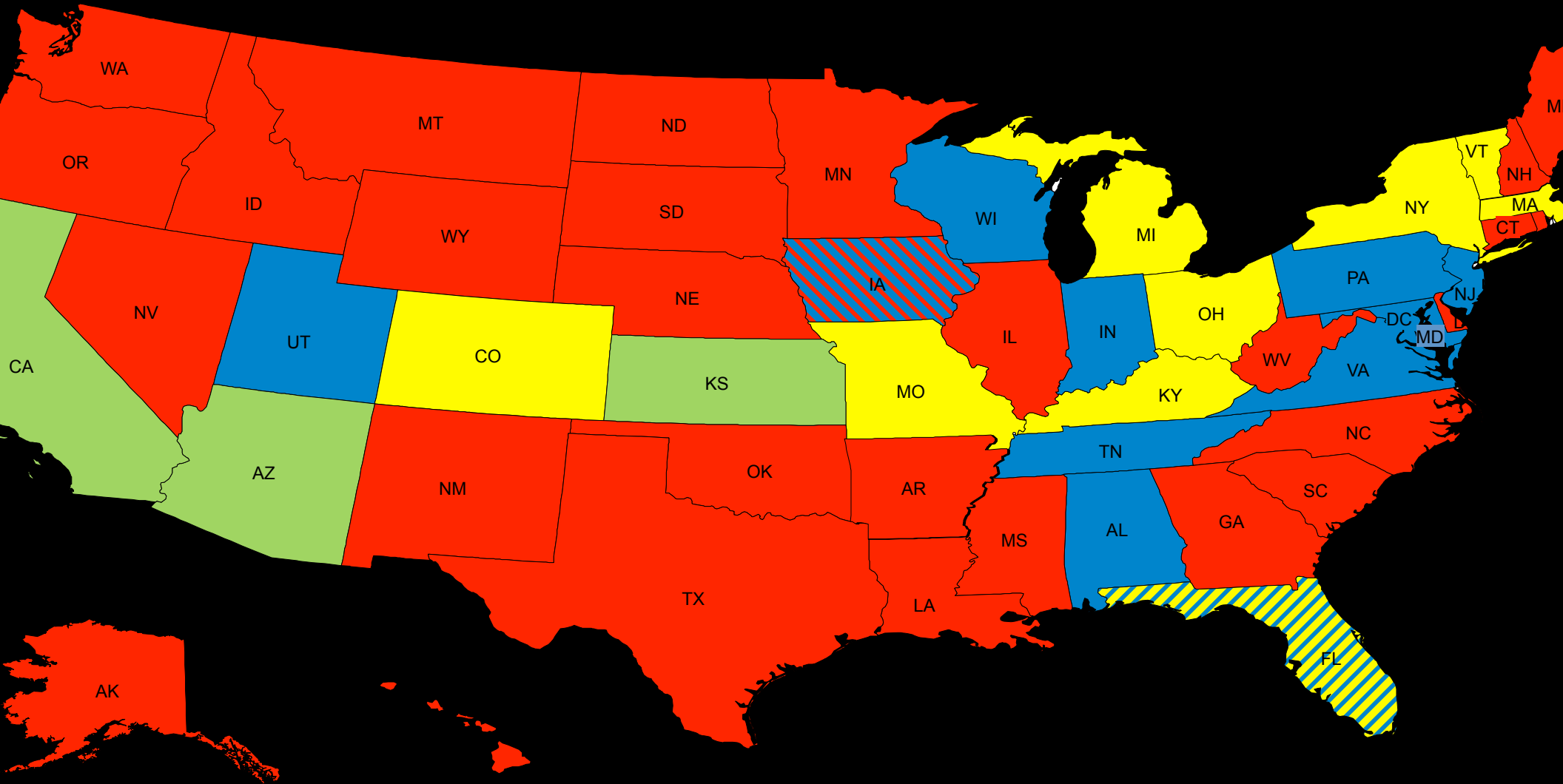
- What are the unexpected leadership challenges of CQI in jurisdictions?
- How can we help each other anticipate and address them as we go forward?

Lesson 4: Challenges with Case Reviews

- CQI = case reviews in many agencies
- Many states have invested significant CQI resources in case reviews
- Strong CQI systems use data from many sources
- Third round of CFSR and expectations for states
- Many states moving toward using the CFSR instrument and process

Current State Case Review Processes

Red = CFSR based; Blue = QSR; Yellow = Other; Green = Adopting CFSR in 2015?



Variations in Case Review Processes

Frequency of reviews

Sample sizes and stratification

Interviews with case participants

Training and support for case reviewers

Use of staff and stakeholders as reviewers

Use of results

Link to broader CQI activities

Lesson 5: Turn Data Into “Information”

- Create common understanding to spark discussions and inform action planning
- Review data regularly and share broadly
- Train CQI staff to prepare, present and facilitate the use of data from different sources
- Working paper on this topic:

<http://www.nrcoi.org/rcpdfs/CQIdataintoinformation.pdf>

Lesson 6: Support Action Planning

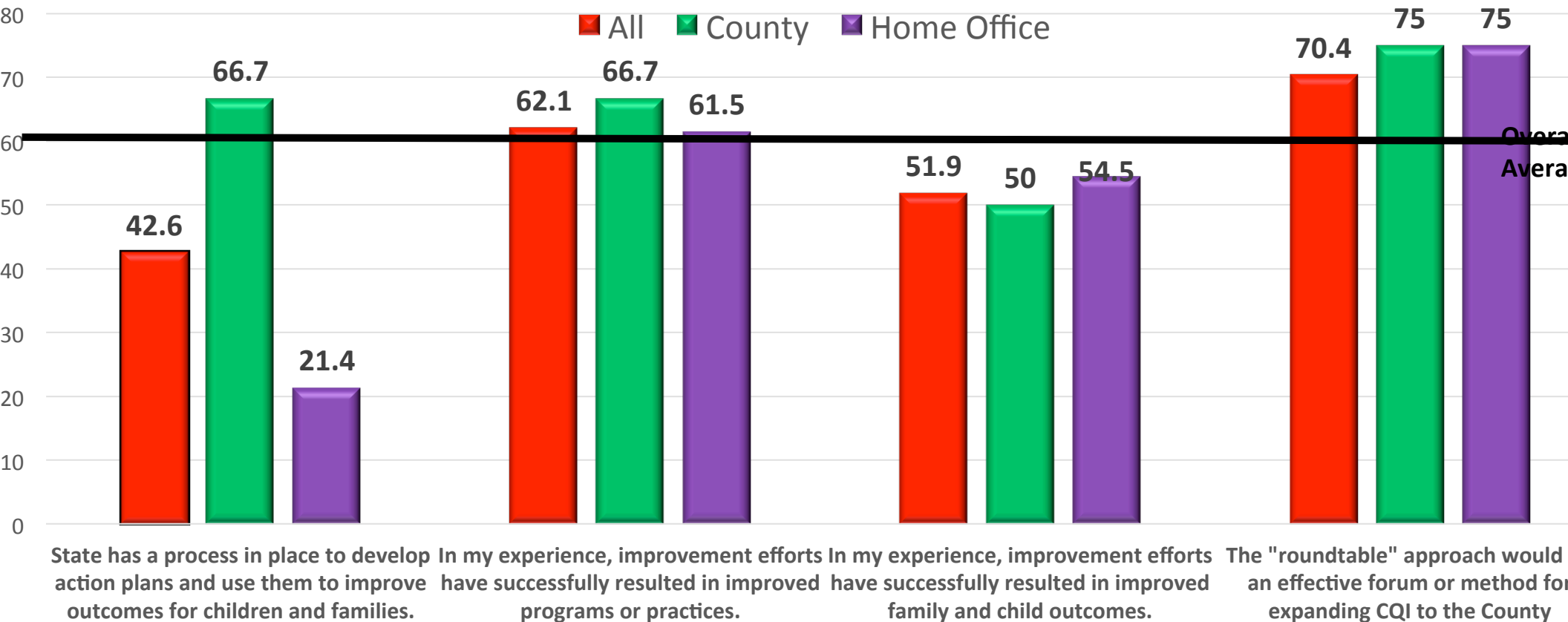
- Move beyond just collecting and analyzing data
- Set expectations AND support efforts to use data to adjust practices and systems
- Actively engage stakeholders in action planning
- Start with small, doable experiments rather than grand solutions
- Follow up and adjust!
- Model action planning during CQI assessments

TROPPUS



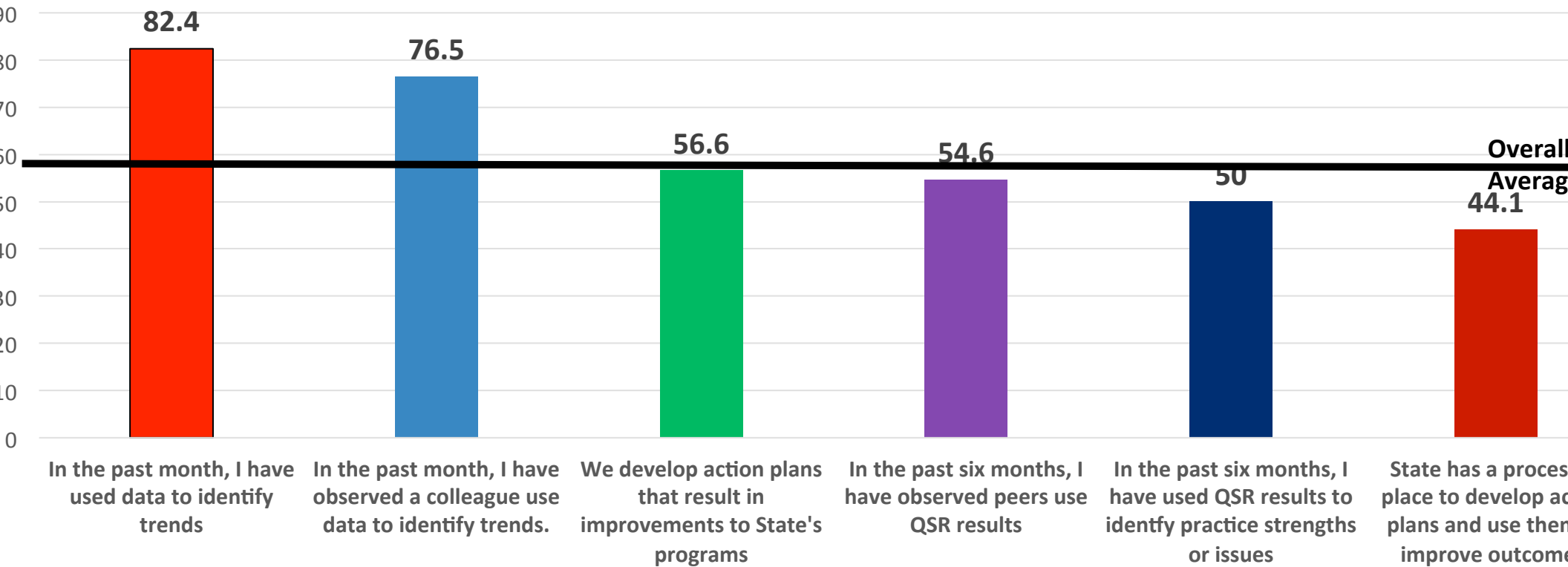
ACTION PLANNING!

Supporting Improvement in State A



CONFIDENTIAL: NOT FOR DISTRIBUTION

Using Data to Support Change in State B



CONFIDENTIAL: NOT FOR DISTRIBUTION

Lesson 7: Implementing CQI is a Challenge

Struggles to implement CQI Action Plans

Perception that CQI conflicts with other priorities

Build relationships across the organization to strengthen credibility

Prepare to be in “learning” mode throughout implementation to lessen frustrations when change is continuously required...flexibility is an absolute must!



Eureka!

The Eureka Moment



CQI Should Help Promote Insight

• CQI not just a technical approach

• Create an environment where staff and stakeholders can make connections and try new approaches

• “The Eureka Hunt,” by Jonah Lehrer
The New Yorker, July 28, 2008.

CQI Should Help Promote Insight

“You’ve got to know when to step back. If you’re in an environment that forces you to produce and produce, and you feel very stressed, then you’re not going to have any insights.”

John Kounious, Cognitive Neuroscientist at Drexel University (p.44, *New Yorker* article)

Please Contact Me With Questions

Peter Watson

pwatson@usm.maine.edu

207-228-8330 (o)

207-632-0892 (m)