Southern Region
CQI Learning Collaborative – Convening #2

Planning and Discussion Notes

June 25, 2015

The eight counties of the Southern Consortium (Ventura, Santa Barbara, Los Angeles, Orange, San Bernardino, Riverside, San Diego, and Imperial) are in various stages of development of Continuous Quality Improvement projects and programs. Casey Family Programs and the Public Child Welfare Training Academy are collaborating to provide an opportunity to build knowledge, share information, hear from other jurisdictions, benefit from expert technical assistance, and work together to problem solve and overcome challenges through a regional collaborative process. CDSS is participating in the Learning Collaborative process to provide statewide updates and support the sharing of information and ideas across the region and state.

The process will include the following assistance and events over an 18-month period:
- Training modules
- Quarterly Learning Collaborative Meetings
- Expert Technical assistance
- Training for Trainers
- Peer Technical Assistance
- Readiness Assessment

The first convening and kick off event was held on January 22, 2015 which focused on providing a CQI overview and time to assess our existing CQI systems and plan for implementing a CQI model. A Webinar was held on April 21, 2015 which focused on integrating CFSR case reviews into a larger CQI model. The second convening was held on June 25, 2015 and focused on information sharing and building a message regarding CQI. The subsequent document provides an overview of the discussion and planning that was completed during the second convening.

STRATEGIZING TO ADDRESS KEY BARRIERS AND QUESTIONS

As a part of a World Café activity, we had each of your counties share key questions and barriers that you are encountering with regard to the following two topics:
1. Communication and messaging strategies related to CQI
2. Feedback loops and information-sharing strategies related to CQI

We then grouped these barriers and questions by theme and asked you all to use sticker dots to identify those that were most important to you. We identified the following four key questions as priority areas for discussion:
1. How do we connect our CQI processes and results to services and casework?
2. How do we develop a consistent message about CQI at all levels of the organization? What are the key messages?
3. How do we engage supervisors in the CQI process?
4. How do we develop a consistent feedback process to all levels of our organization and external stakeholders?

We facilitated a World Café activity in which you participated in a series of small group discussions on these topics. You were able to meet with others from across the Southern region to share strategies, ideas, and discuss action steps to move your CQI implementation forward with regard to these four key areas. The notes generated during these small group discussions are below.

Question 1: How do we connect our CQI processes and result to service and casework?

- Connect data points to strategies for improvement down to behaviors (practice)
- Assess data points and practice by staff members quarterly and show this data over time
- Ask staff to tie case outcomes to system issues (IE: What were the systemic issues that impacted our work with this family?)
- Overlay and coordinate CQI with the SIP
- Evaluate practice themes that are working to support/coach/mentor other staff
- Adding a personal statement helps staff open up
- Hold a brown bag meeting on results of services
- Share results of services with contractors and consider qualitative evaluation
- Bring results back to an advisory panel or the citizen's Review Panel
- Manage feedback with what may be discoverable in court (consider using aggregate data or sharing information gathered without identifying info)

- Use the three questions when sharing feedback about information gathered through CQI processes: What is working well? What are we worried about? What needs to happen next?
  - Tie this to specific practice behaviors
  - Connect this to the parallel process (how are we sharing feedback with parents and families about their work with child welfare?)
- Start at the beginning by sharing the CQI process with new staff
- Share adjustments or changes in programs and services based on information gathered – use outcomes as a needs assessment
- Use results with stakeholders o bring them into the conversation and to bring about change
- Have services providers present on the outcomes and tie their services/contracts to federal outcomes
- Shift the burden of proof onto service providers to show improved federal outcome measures
- CQI should feed into RFD
- Ask for qualitative data from service providers
- Sum up information gathered through CQI methods and share with service providers
- Assess/evaluate strengths to look at and grow good practice
- Results can help caseworkers prioritize services/actions that are most successful
- Centralizing results that can impact/guide policy and practice
- Road shows of service that showed results/outcomes based on results of CQI tools
- Share results of CQI tools with families

Question 2: How do we develop a consistent message about CQI at all levels of the organization? What are the key messages?

- CQI is part of being a learning organization (the focus is not on being punitive but is on learning and deepening practice in a supportive environment).
  - Nothing about me, without me (all levels should be included in the discussion)
  - Everyone adds input to the message
  - Learning from other counties to avoid duplication of process
- How to share key messages:
  - eLearning
  - Webinar
  - Brochure
  - Multi-modality messaging
  - Have a consistent message
  - Share the WIIFM (what's in it for me?)

PCWTA is a program of the Academy for Professional Excellence at San Diego State University School of Social Work in collaboration with our University partners, CSU San Bernardino, Loma Linda University and CSU Fullerton

SAN DIEGO STATE UNIVERSITY | School of Social Work

3

- There need to be talking points developed for all levels (high level leaders, managers, supervisors) – have an elevator speech
- CQI should be used to improve processes and practice (once we have gathered information, we need a plan for information sharing so that it can shape practice).
- We need to connect CQI to daily practice in a practical way
- Developing the definition of CQI at a county level
- Assess what successes in CQI other counties have had
- Have a CQI point person in each office
- Assess CQI and possible unintended consequences
- Have the executive level leaders included in the messaging efforts
- Prioritize resource management
- Focus on how to get buy-in based on the goal of CQI being improvement to services for children and families
- Agency level performance, not individual level performance
- The process is meant to be strength-based and supportive
- Global vs. universal feedback
- We need the same team providing the message so it remains consistent
- We can use videos or broadcasts to share this message
- The message needs to be vetted at all levels of the organization to ensure consistency
- One key message should be that CQI is meant to empower social workers and impact change
- We need to be transparent about our message – things may "get worse before they get better"

Question 3: How do we engage supervisors in the CQI process?
- Training/coaching across functions
- Monthly conferences
- Target departments/divisions
- Brown bags: various topics
- Transparency about the process
- Have supervisors as reviewers/sit on CQI work group or committee
- Get feedback form supervisors around their needs
- Supervisor learning circles
- Use Safe Measures as a tool – outcomes listed in dashboard
- Supervisor staff development through the Academy
- Linking SOP in CQI process
- Have supervisors be a part of communicating feedback from case reviews
- Highlight strengths of supervisors who work toward CQI
- Embed the lessons learned in the work

PCWTA is a program of the Academy for Professional Excellence at San Diego State University School of Social Work in collaboration with our University partners, CSU San Bernardino, Loma Linda University and CSU Fullerton

SAN DIEGO STATE UNIVERSITY | School of Social Work

4

- Get managers engaged in the process
- Clear strength-based messaging and learning process
- Coaching workers to ensure workers understand how CQI ties into practice with families
- Paradigm shift to professional development of the supervisor – framing this form the beginning of their profession
- Manager as a coach for the supervisor
- Show supervisors how to look at their data in relation to other units and the larger organization
- Using Safe Measures to show workers how to review their own work performance
- San Diego – peer case review
- Involve supervisors in decision-making
- CQI to be a part of the statewide Core Practice Model training process to improve outcomes
- Help supervisors to message back to staff
- Reengaging supervisor on tool they have to improve outcomes
- Regular outreach to community stakeholders around better outcomes with supervisors
- Riverside: 2 levels of case review (by managers and by supervisors using a standardized tool)
- Integrate CQI in grand rounds (in Orange County)
- Connect the process to data services, and case worker with supervisor to integrate in case conference, individual supervision, etc
- Examine the responsibility of supervisors
    o The organization has to support the supervisors so they can be successful
- Teaming across supervisors
- Orienting workers and supervisors on case review
    o Teaming with them around rteh results of the review and getting their feedback
    o Partner with Department of Mental Health or Behavioral Health for reviews
- Look at partnering with other counties for peer review process
- Supervisors need to feel valued and others in the Agency need to see the leadership demonstrating that they are valued

Question 4: How do we develop a consistent feedback process to all levels of our organization and external stakeholders?

- Have regular meetings where leadership connects with stakeholders
    o Director has a council that has stakeholders that advise the Director
    o Have an oversight committee or citizen review panel

PCWTA is a program of the Academy for Professional Excellence at San Diego State University School of Social Work in collaboration with our University partners, CSU San Bernardino, Loma Linda University and CSU Fullerton

SAN DIEGO STATE UNIVERSITY | School of Social Work

PCWTA Southern Region

5

- o Have regular community meetings where the community; these have created opportunities for community to self-reflect and get involved.
  - o Every office is having monthly meetings with stakeholders that are run by leadership and sometimes co-lead by supervisors- they develop the agenda together, often have breakout groups
  - o Consistency occurs when the administrative structure is more established
- Share data & seek feedback
  - o Tie everything to the SIP process
  - o One county meets with community agencies that serve kids, share data and discuss specific cases- connect qualitative and qualitative data. Asked agency how they could team and work together- this has helped to develop those relationships
  - o In their effort in Data Driven Decision Making, another county used a case story to talk about the data. In talking about the data, want to use language of the practice.
  - o LA used both qualitative and quantitative data at their meetings and it feeds up to meeting with leadership, they want to bring partners into the process- challenges with getting office staff involved.
  - o LA is partnering with probation and the state- had 6 state partners attend to develop their CQI work
  - o LA does QSR grand rounds every five weeks- share case vignettes and aggregated data
  - o Important to used what is learned and connecting it to the contracts that are sought out to fill the need in services.
- Proactively develop relationships in the community to facilitate feedback discussions
  - o Challenge in getting outside stakeholders engaged
  - o OC has engaged with the court, probation asking for their support to move initiatives forward
  - o Co-locate staff in schools
  - o Identify liaison to communicate agencies and leverage relationships to partner on projects
  - o Co-locate staff in high referral apartment complex, develop relationships by setting up safety informational presentations for tenants, like from the fire department. Leverage relationship
  - o LA are conducting parent surveys in writing or over the phone- testing how the questions are working
  - o SD found there were challenges with finding people due to change in contract info
- Involve staff as part of the message & solution
  - o Review staff will be busy with reviews and may struggle to provide feedback

- o Others could do feedback, but the reviewers can provide very special information based on being in the files themselves
- o Can CQI your CQI process
- o There are times when information is learned and not shared with the larger organization, need to develop a formal way to share information beyond leadership and involve staff in the process
- o Message needs to be tailored to the audience. Is this going to help them in their day-to-day job? Involving line staff to get their ideas on messaging strategies.
- o OC needed to develop an auditing tool and they had workers help them in the process. So many positives were found and shared so the process was well received.
- o Want this work to result in being able to develop more of a teaming approach to achieving goals
- o SD has experienced challenges with involving worker level staff- they have regional reps who are often sups or coaches-they are starting to bring the information to the staff. The challenge with making message consistent. They are also having sups in the region do case reviews too.
- o There is a challenge with getting staff buy-in to participate in the process because of high workload- could invite a cross-section of staff to participate in the brainstorm
- Methods
  - o One county is using a website but needs to do more work in doing the analysis for the community to make it more meaningful for them. Story needs to be shared. Share goals and strategies. Ex: We've found that not many fathers are involved so we are working on these strategies to do more to engage & support fathers.

COUNTY REPORT OUT REGARDING ACTION ITEMS AND NEXT STEPS

<u>**Orange County Action Items**</u>

- Work on setting up CQI team (people on core team and ad others; work on messaging for the county about this team)
- Attend program meetings ot answer questions and conduct a road show about CIQ
- Complete eLearning and information flyers for stakeholders
- Add CQI to the agenda for the All Supervisors meeting on 8/11
- Follow up to leadership on CQI based this convening to share information
- Develop a 6 month CQI plan and visual so we can track our progress

<u>**Los Angeles County Action Items**</u>

- Ad CQI onto monthly implementation team meeting agenda
- Use CFSR/QSR work group
  - Action planning efforts to consider how we develop CQI processes
  - How to use data driven processes (by Aug 31)
- Schedule a retrate with Casey on feedback/alignment (by July 31)
- Develop CQI feedback loop (by 8/15)

<u>**San Diego County Action Items**</u>
- Video clips for the intranet to share success stories
- Define feedback loops
- Road shows – develop with regional representation (start with existing meetings; talk about CQI in meetings and trainings)
- Identify external stakeholders to community with
  - Who should we include as we develop CQI?
  - Do not start with giving them results – engage in the discussion before this

<u>**San Bernardino County Action Items**</u>

- Clearly define message
  - Consistency
  - Talking points
  - Positive

- o   Approved by and understood by management team
- Develop communication plan including flyers
- Discuss CQI on The View for workers and supervisors to get information

Riverside County Action Items

- Modify letter to social workers to include overview rather than specifics (to be completed immediately)
- Work on a newsletter on CQI to be distributed to supervisors and workers
- Continue newsletter quarterly to report out on successes and changes that occur
- Road shows to show regions what CQI is
- Get on the agenda for supervisor meetings and for unit meetings to talk about CQI
- Meet with supervisors before sharing feedback from case reviews with workers
- Connect CQI and case reviews to SIP process

Ventura County Action Items

- Develop/implement systematic process
- Develop message for internal and external stakeholders
- Be cognizant of contract development process and connect this to CQI and performance
- Training for staff linked to CQI
- Schedule planning meetings
- Plan for case reviews