

# 2016 CQI Conference Workshop Descriptions

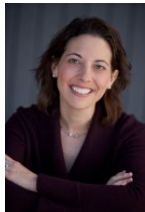
## DAY 1

### KEYNOTE 10:15 A.M.-11:00 A.M.

#### **Building a Learning Culture: You Get It; How to Spread It!?**

*Debra Natenshon, MS*

As CQI professionals, you intuitively understand the concept and practice of learning and adapting to data. In fact, you thrive on the possibilities of improvement. But you may be limited by several factors: perhaps executive or board leadership values the certainty of the status quo over the possibilities of change. Or, perhaps you face staff and colleagues with a mindset of “if it isn’t broken, don’t fix it”. We’ll explore how you can infuse the ideas of continuous improvement throughout your organization so more people breathe outcomes, think outcomes and act outcomes.



**Debra Natenshon** is a national expert and influential social sector thought leader in outcome management. Debra leads DBN & Associates, L3C, a social purpose consultancy. She works with sector-wide efforts, cohorts, and organizations to define social change based on client results, rather than on well-intentioned programs and activities. We welcome you to explore her website at [www.DBNassociates.com](http://www.DBNassociates.com).

### BREAKOUT SESSIONS 11:15 A.M.-12:45 P.M.

#### **CQI to the CQI: An Opportunity for Establishing, Activating and Managing Improvement Efforts through Reflection and Action Planning**

*Yolanda Green Rogers, MSW*

*(Chapin Hall at the University of Chicago, IL)*

This session will explore what it takes to establish, activate and maintain a well-functioning CQI program. Participants will also be introduced to a CQI self-assessment tool and process that can help identify strengths and gaps in the CQI program, and support efforts to make the adjustments necessary for optimal performance and impact. Participants will explore the key organizational structures that support a well-functioning CQI program and learn about: establishing alignment between the strategic goals and outcomes of interest to the organization and what is targeted for measuring and monitoring; activating the CQI process with quality data, and tracking, and adjusting action plans and interventions as needed.



**Yolanda Green-Rogers** is a Senior Policy Analyst at Chapin Hall at the University of Chicago. Her work focuses on supporting public and private human services agencies in implementing Continuous Quality Improvement (CQI) practices and protocols to support decision-making and performance monitoring. Yolanda’s work involves assessing CQI processes within public and private child welfare agencies, designing and implementing efforts to increase the capacity of CQI staff to use CQI principles and techniques, and making recommendations to organizational leaders on the use of the CQI process given system context and capacity.

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### Program Specification and Performance Summaries: Building the Foundation for the Use of Meaningful Data

*Sabrina Townsend, AM and Melissa Villegas, MSW  
(Jewish Child and Family Services, IL)*

Programs have to know what they are doing, why, and how before they can measure how well they are doing it. Participants will gain tools for how to structure a collaborative process across multi-levels of staff to define programs and identify outcomes. Participants will learn how to translate the results of this process into a document that can be used on an ongoing basis to inform program planning and decision-making. Presenters will provide time for discussion of what some of the potential challenges and benefits are in engaging in a program specification process; they will share knowledge and experience of engaging in these processes across a variety of different types of programs.



**Sabrina Townsend** is the Director of Evaluation and Quality Improvement for Jewish United Fund of Metropolitan Chicago. Until recently, she was the Assistant Director of Quality Improvement and Evaluation for Jewish Child and Family Services located in Chicago, IL. In her 13 years with JCFS, she grew the Department to meet the changing needs of the organization, which serves individuals and families of all ages. Her areas of specialization include program evaluation, research design, and program development. She provided direct quality improvement support to the outpatient counseling, foster care, therapeutic nursery, adoption preservation, and foster placement stabilization programs. She served as liaison to both the IT and Development teams, and chaired the Institutional Review Board (IRB). Sabrina earned her Master's Degree in Social Service Administration from the University of Chicago School of Social Service Administration in 2003 where she specialized in the areas of family support and policy analysis.



**Melissa Villegas** has over 10 years of social service experience working in direct service and administrative capacities. She has experience in community organizing, program evaluation, educational workshop facilitation, and has provided trainings on assessment tools and research methods. She is currently a Quality Improvement Associate at Jewish Child and Family Services (JCFS) located in Chicago, IL. Melissa earned a Master of Social Work degree from the University of Michigan at Ann Arbor with a focus in Social Policy and Evaluation and a specialization in child welfare.

### Building a Learning Culture Q&A

*Debra Natenshon, MS  
(DBN & Associates, IL)*

This informal Q&A session led by our keynote speaker will provide an opportunity for participants to expand the discussion related to the key concepts introduced during the keynote presentation about building a learning culture.



**Debra Natenshon** is a national expert and influential social sector thought leader in outcome management. Debra leads DBN & Associates, L3C, a social purpose consultancy. She works with sector-wide efforts, cohorts, and organizations to define social change based on client results, rather than on well-intentioned programs and activities. We welcome you to explore her website at [www.DBNassociates.com](http://www.DBNassociates.com).

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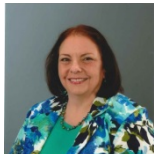
## BREAKOUT SESSIONS 1:45 P.M.-3:15 P.M.

### **Measuring Transformational Change at an Organizational Level**

*Deborah Armstrong, MS, LCPC and Lara Raper, MS*

*(The Baby Fold, IL)*

The workshop will provide an example of how a mid-sized agency has worked with the Alliance for Strong Families and Communities to develop a three-year blueprint for agency-wide transformational change. A dashboard will be presented with examples of indicators as well as overall outcomes which were developed and being used to measure the agency's progress towards transformation in three key areas: trauma informed treatment, community and family based programming, and adaptive leadership. The workshop session will engage participants in a process of developing a method to drive and measure change initiatives at the organizational level. Participants will be introduced to the concept of using a transformation blueprint to drive change at the organizational level.



**Deborah (Debi) Armstrong** has worked in the field of child welfare for 31 years. She provided direct service in foster care, adoption, and pregnancy counseling and then supervised these programs for 13 years. As the Vice President of Quality and Information Systems at The Baby Fold, she has worked for the past 19 years in all facets of quality improvement, as well as creating measurement systems and implementing data base systems for collecting program information and outcomes. She is responsible for overall structure and implementation of the Quality Improvement plan throughout the organization and also serves as the Corporate Compliance Officer and HIPAA Security Officer. She has conducted numerous training events for internal and external staff as well as been a presenter at several national conferences. She is a COA peer reviewer, EAGLE peer reviewer and Hague International adoption peer reviewer.



**Lara Raper** began her career in Child Welfare Services in 1989. She has worked in several areas: residential treatment, treatment foster care, special needs adoption, infant adoption, Intercountry adoption, pregnancy counseling, post adoption search and reunion, and quality information services. Lara has been a direct service worker as well as a supervisor, and now serves as the Quality Coordinator. She has provided training for federal service programs, state programs, and foster/adoptive parents and for direct service workers. Lara has her Master's degree in Psychology and has worked for The Baby Fold for 24 years. She is also a Social Welfare/Social Work Professor at a local college.

### **Lean: The Value Adding Model of Continuous Improvement**

*Tony Health, PhD*

*(UnitedHealth Group/Optum, IL)*

Today, Lean is the dominant model of Continuous Quality Improvement in world manufacturing and is quickly gaining a foothold in every other industry, including government and healthcare. Focused on the elimination of waste, Lean gives you the tools to help your organization streamline care and save resources. Lean saves companies billions by removing waste while improving customer – and employee – value. Some of the better known tools are the 8 wastes, value stream maps, Kanban boards, Kaizen events, PDSA maps, and A3s. But the tools are not as important as the idea here: Simple solutions can often solve big problems. This workshop will teach you how to begin your journey.

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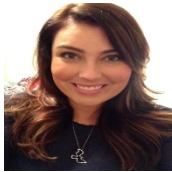
Tony Heath is a certified Lean black belt for Optum, a business of UnitedHealth Group. He has worked leading QI within the insurance industry for 18 years. He holds a PhD in Family Therapy from Purdue University and most of an MBA from Benedictine University. He is a Certified Professional in HealthCare Quality and has held a variety of positions for National Association for Healthcare Quality and is the current President of the Illinois Association for Healthcare Quality. Previously he was a family therapy manager in a non-profit social service agency, a behavioral scientist in a family practice residency, a college professor, a Best Buy salesperson, and a landscape worker. Tony is married to Nancy (35 years) and has two adult sons. He enjoys native gardening, making great coffee, driving his GTI, and drinking great beer and good whiskey. He is a Lean fixer of everything broken. His motto is Better, better, better.

### **The Journey of Quality Improvement in a Small Organization**

*Christina McCaffrey, MBA*

*(Rutledge Youth Foundation, IL)*

Starting a quality improvement program in a small organization can seem overwhelming but it is possible. Are you ready for the challenge? During this workshop, participants will learn how to build a CQI program from the ground up. Participants will learn how to build a successful CQI program within their small organization and be given the tools to appropriately measure outcomes, analyze data, build individual dashboards, and engage employees.



**Christina McCaffrey** is the Performance and Quality Improvement Supervisor at Rutledge Youth Foundation in Springfield, Illinois. Christina has worked in different capacities for Rutledge Youth since September 2011. Prior to becoming the PQI Supervisor, Christina was involved in direct child welfare service by managing cases and licensing foster homes. Christina was the developer of the CQI program at Rutledge. She has extensive experience in building a successful CQI program by analyzing data and utilizing the results to create individual dashboards in order to be able to achieve better performance outcomes agency wide. Christina is involved in the CQI Community Group, the Illinois CQI Steering Committee, Central Region PIP group, DCFS/POS Summit Steering Committee, and the CQI Annual Conference Committee.

### **BREAKOUT SESSIONS 3:30 P.M.-5:00 P.M.**

#### **Building Solutions with Data**

*Brock Boudreau, PhD, and Jane McClure Burstain, PhD*

*(Texas Department of Family and Protective Services, TX)*

Continuous Quality Improvement is about finding ways to allocate your resources for the best outcomes. Assessing your CQI Team's capabilities is part of this process. You can never solve all of the problems of your agency; so it's best to determine which problems your team is best suited to solve that are also priorities for your agency. We will provide real world examples of data driven solutions for child welfare agencies (e.g. retention, maltreatment while in care). This session will discuss how to consider which problems to solve and examples of how to design solutions, implement them and measure their success.



**Brock Boudreau** has served as the Division Administrator for the Analytics and Evaluation team since 2015. Brock manages a team of PhD level analysts and evaluators that support the Systems Improvement Division's mission to provide in-house strategic consulting to TX Child Protective Services. In this position, he oversees the development of predictive

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models to prevent problems before they occur and Continuous Quality Improvement applications to make course corrections in near real time. His focus is on helping executive leadership to find solutions, measure progress, and communicate results. Prior to coming to DFPS, Brock was an associate professor at Dalhousie University where he held a cross appointment in the Faculty of Medicine and the Department of Psychology. In that position, he oversaw a surveillance study of high risk behaviors among adolescents in Atlantic Canada. He taught courses in health disparities and multivariate statistics. He is a published author in a wide variety of peer reviewed professional journals. Brock has an MS and PhD in educational psychology from Texas A&M University at Commerce and a BA in experimental psychology from the University of Texas at San Antonio.



**Jane McClure Burstain** currently works as the Director Systems Improvement at the Child Protective Services (CPS) division of the Texas Department of Family and Protective Services. Prior to joining CPS in 2012, she was a senior policy analyst at the Center for Public Policy Priorities where she was responsible for CPS policy and budget issues. Before joining the Center, she served as an Adjunct Professor at Pepperdine University, where she taught a family policy class in the Masters of Public Policy Program. Prior to that, she worked as an attorney representing children in the Los Angeles child welfare system. She earned a Ph.D. in Policy Analysis from the Pardee RAND Graduate School in 2008 with her dissertation addressing how to improve outcomes for adolescent mothers in the child welfare system. Jane also earned a Juris Doctorate, magna cum laude, Order of the Coif, in 1995 from the University of California, Hastings College of the Law, and a Bachelor of Science in Finance from the University of Virginia in 1989.

### Trickle Down Datanomics

*Rena Barton Gotto, MA*

*(Lutheran Family and Children's Services of Missouri, MO)*

As funders and other stakeholders become increasingly savvy to the impact of social programs, they are demanding more results based evidence. How much or how little should staff, management, and stakeholders be privy to? It can be suggested that as an agency reports "up" the detail behind the report becomes more finite. This is when it's crucial to provide information that they are interested in and where "knowing your audience" becomes important. This workshop will provide CQI experts with the opportunity to discover and discuss the various levels of reporting inside and outside their agencies. We will explore the variants between what is appropriate, beginning at the direct service level and concluding with stakeholders, using discussion, handouts, and specific examples.



**Rena Barton Gotto** is a Data and Quality Specialist at Lutheran Family and Children's Services of Missouri. Rena's educational and early work background is in social work. She quickly discovered an interest in quality and data and has made this her career for the past 16 years. Rena works to assist staff in collecting and using data and honing quality improvement efforts. Rena also manages the agency's annual United Way report, co-writes the annual PQI report, works on a team that coordinates COA reaccreditation, and maintains the client database.

### Yes You CANS! How to Analyze and Use Your CANS Data to Improve Outcomes for Youth

*Kimberly Clark, AM (One Hope United, IL)*

*Sabrina Townsend, AM and Melissa Villegas, MSW (Jewish Child and Family Services, IL)*

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An overview of the main components necessary for successful CANS implementation will be covered, focusing on local trainers/coaching, standardized multilevel feedback reports, and system improvements. Specific strategies for successful implementation of these components will be shared, providing a road map for how to enter data, analyze data, identify key outcome indicators, report data, and how this data can be used within a quality improvement system. During this session, data analysis strategies and report examples from two agencies in different stages of CANS implementation will be shared. Participants will learn how to use CANS data to identify research questions and develop quality improvement plans.



**Kimberly D. Clark, MA** graduated from Providence College with a Bachelor's Degree in Social Work in 2005 and graduated with a Master's Degree from the School of Social Service Administration at the University of Chicago in 2007. While in school, she volunteered and interned in many different areas of Social Work including: School Social Work, Counseling, Policy Advocacy, Grant-Making, Coalition Building, and Program Evaluation. She spent 4 ½ years as the Community School Evaluation Coordinator for Family Focus, a non-profit in the city of Chicago. She came to One Hope United in 2012 as the Systems Analyst for the CQIR department where she manages all of the CQIR data including record reviews, incidents, and outcomes.



**Sabrina Townsend** is the Director of Evaluation and Quality Improvement for Jewish United Fund of Metropolitan Chicago. Until recently, she was the Assistant Director of Quality Improvement and Evaluation for Jewish Child and Family Services located in Chicago, IL. In her 13 years with JCFS, she grew the Department to meet the changing needs of the organization, which serves individuals and families of all ages. Her areas of specialization include program evaluation, research design, and program development. She provided direct quality improvement support to the outpatient counseling, foster care, therapeutic nursery, adoption preservation, and foster placement stabilization programs. She served as liaison to both the IT and Development teams, and chaired the Institutional Review Board (IRB). Sabrina earned her Master's Degree in Social Service Administration from the University of Chicago School of Social Service Administration in 2003 where she specialized in the areas of family support and policy analysis.



**Melissa Villegas** has over 10 years of social service experience working in direct service and administrative capacities. She has experience in community organizing, program evaluation, educational workshop facilitation, and has provided trainings on assessment tools and research methods. She is currently a Quality Improvement Associate at Jewish Child and Family Services (JCFS) located in Chicago, IL. Melissa earned a Master of Social Work degree from the University of Michigan at Ann Arbor with a focus in Social Policy and Evaluation and a specialization in child welfare.

### DAY 2

#### MORNING WORKSHOPS 9:30 A.M.-11:30 A.M.

##### **How Do You Know? Best Practices in Performance Measurement**

*Brittany Orlebeke, BA, MPP*

*(Chapin Hall at the University of Chicago, IL)*

This workshop covers three fundamental practices required for accurate, representative, and actionable child welfare performance measurement. Participants will learn how to (1) articulate key performance

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questions, (2) identify the correct analytic populations required to answer those questions, and (3) examine how outcomes vary based on child and case related characteristics.



**Britany Orlebeke** is a Senior Researcher at Chapin Hall at the University of Chicago. Her research focuses on using foster care data to understand and monitor state and local child welfare outcomes. Ms. Orlebeke is a senior staff member at the Center for State Child Welfare Data, housed at Chapin Hall, and she has extensive experience in evaluation and developing analytic databases from administrative records and using those databases to create outcome measures, financial projections, and performance improvement plans for child welfare agencies across the country. In the last several years, she has worked with the Tennessee Department of Children’s Services, the New York State Office of Court Administration, the New York State Office of Children and Family Services, and the New York City Administration for Children’s Services. Orlebeke serves as one of the lead researchers on three Title IV-E waiver evaluations: Colorado, Pennsylvania, and Ohio. In addition, she is the developer and one of the faculty of *Advanced Analytics for Child Welfare Administration*, a five-day course designed to teach child welfare policymaker’s best practices in performance measurement.

### **From Information to Impact: Unlocking the Power of Data through Effective Visualization, Reporting, and Communication**

*Patrick Needham, MSW & Matthew Plaska, MSW  
(Mercy Home for Boys and Girls, IL)*

In organizations of all sizes and types, the amount of information available is growing exponentially. At the same time, demands for excellence and transparency are also growing as a diverse group of stakeholders seek evidence of impact. All of these factors are resulting in an increased premium on the capacity of an organization to harness the power of its data – to analyze, visualize, and communicate about the data in a way that facilitates quality improvement, drives evidenced-based decision-making, and ultimately enables organizations to deliver a greater impact. Participants in this hands-on workshop will learn techniques that can be quickly applied to enable the effective visualization and communication of data to a variety of stakeholder audiences.



**Patrick Needham** works as the Manager of Quality Improvement at Mercy Home for Boys and Girls where he is focused on using measurement and evaluation to improve the agency’s work with young people. He earned a bachelor’s degree from Notre Dame and his MSW from the University of Illinois at Chicago. Patrick has worked at Mercy Home since 2009.



**Matt Plaska** currently works in the Organizational Development department at Mercy Home for Boys & Girls, where he provides support to coworkers through trainings, team and leadership development, data, and quality improvement. Prior to working in OD, Matt worked as a Youth Care Worker and Supervisor in an 11-14 year-old boys’ residential program at Mercy Home. He earned a bachelor’s degree from Notre Dame, and a MSW from UIC. Matt has worked at Mercy Home since 2007.

### **AFTERNOON WORKSHOPS 1:45 P.M.-3:45 P.M.**

### **Statistics Ain't Nothing But Numbers: Using Excel to Understand Data in New and Exciting Ways**

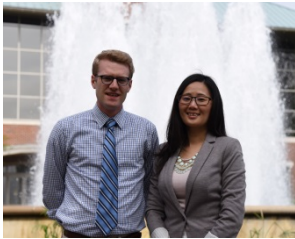
*Dr. Michael Braun and Dr. Yu-Ling Chiu*

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*(Child and Family Research Center, School of Social Work, University of Illinois at Urbana-Champaign, IL)*

Statistics can be scary when you learn them the wrong way. In this workshop, we will see statistics as they really are: tools that help you get the most out of your data. We will cover basic statistical terms so that you have the knowledge to understand what statistics are and why they are used. We will use real child welfare data in Excel to find the story that the data is telling. Some Excel topics that will be covered: prepping data for analysis, using functions like Pivot Tables, descriptive statistics and why they matter, correlations, and more. Truly, statistics ain't nothing but numbers. Without you and your knowledge of your program, statistics are meaningless. In this session, you will get to combine your expertise with Excel's tools to take your CQI practice to a new level.

**Dr. Michael T. Braun** received his bachelor's degree in English literature from the University of Wisconsin-Madison in 2006. He then worked for two years at Epic Systems Corporation, the nation's leading provider of healthcare software. In 2008, Dr. Braun began graduate school in the Department of Communication Arts at the University of Wisconsin-Madison. He earned his master's degree in 2011 and Ph.D. in 2013. After two years as a visiting assistant professor in the Department of Communication at Millikin University, Dr. Braun joined the Children and Family Research Center in 2015. Dr. Braun's research focuses on family communication, specifically how families make choices regarding the multiple means of communication available to them.



**Dr. Yu-Ling Chiu** received her master's in social work from the Tung-Hai University of Taiwan in 2001 and her master's in applied social sciences from Case Western Reserve University in 2008. In 2014, she earned her Ph.D. in social work from the University of Illinois at Urbana-Champaign. She received considerable practical experience in research conducted through her involvement on several research projects at the Children and Family Research Center at UIUC during her Ph.D. study. She also had four years of post-master's practice experience in Taiwan before coming to the United States. As a social worker, she worked with both victims and perpetrators of child maltreatment and domestic violence, as well as immigrant mothers. She currently works as a research specialist at the Children and Family Research Center.

### **Get Creative with Your Data! Data Visualization, Analysis, and Storytelling**

*Melissa Curtis (Lawrence Hall, IL)*

*Candace Their, ED.D (Foster Care Utilization Review Program (FCURP), University of Illinois at Urbana-Champaign, IL)*

Presenting data doesn't have to be boring. Data can be persuasive, engaging, and even exciting. At this workshop, you will learn how to create visual charts that tell a data story and present it in ways that are clear and show impact. You will learn how to craft a data story and present it in a few simple ways using Microsoft Word and Excel (and learn about what charts are available for the data and which are best for your needs). You will learn how to recognize patterns and trends through data visualization. You will learn what a data walk is and participate in one. You will learn how to unlock your creative side (and yes, you have one!) to start having fun with data and tell stories that everyone will want to hear.



**Melissa Curtis** received her Bachelor of Fine Arts (BFA) in Painting from the University of Illinois at Urbana-Champaign. She worked for over 3 years at Alden Town Manor, a nursing and rehabilitation center where she was introduced to the concept of Quality Assurance. In 1999, Melissa joined Lawrence Hall as the Administrative Support Specialist to assist in launching a new team-based approach to implementing a



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Continuous Quality Improvement model. Promoted in 2001 to Quality Improvement Specialist, she has now been leading the CQI process at Lawrence Hall at a Manager or Director level since 2004. Melissa systematically collects, aggregates, analyzes, and communicates data by developing data collection tools, databases, dashboards, and reports; created the first annual QI report for Lawrence Hall in 2002 (which summarizes key performance measures and outcomes) and has been continually redesigning the report to meet staff and governing board needs annually; and assists the agency in achieving strategic and program goals.



**Dr. Candace Thier's** Argosy University School of Business doctorate degree in organizational leadership is the capstone in her educational endeavors. Dr. Thier's non-profit leadership dissertation, guided her to strengthen the leadership of social and educational organizations toward fulfillment of their mission and to build a talented and prepared workforce. She holds a master degree of arts for counseling psychology, is a licensed professional clinical counselor, and obtained a child welfare specialist license. Throughout over 25 years of experience working in community-based organizations serving youth and families, she has held multiple positions of leadership at one of Chicago's leading social service agencies including, clinical behavior program manager, quality improvement director, and the director of child welfare for that organization. Candace has been a presenter at the OBTC Teaching Society for Management Educators conference. She loves research and is passionate about the education and welfare of disengaged and dropout students. She spent her earlier college years playing competitive sports around the country and was training for an Olympic run in volleyball. Dr. Thier is nature enthusiast, loves to travel, enjoys her family and friends, and calls beautiful Lisle, IL home.