

2018 CQI Conference

Building a Dynamic CQI Culture

Workshop Descriptions

DAY 1

FEATURED SPEAKER 9:45 A.M.-10:45 A.M.

Beyond Numbers: How to Build a Data-Driven Culture

Rella Kaplowitz

Schusterman Foundation, Washington, DC

There is a big difference between having data and actually using it to measure, learn and inform strategy. How can you build a data culture within your own organization? Learn about organizations that have successfully built a data culture and how they accomplished what often seems like an overwhelming task. Take home practical and actionable steps to successfully build data culture at your own organization, and strategies for overcoming or avoiding the pitfalls and challenges you may encounter along the way.



Rella Kaplowitz is the Program Officer for Evaluation and Learning at the Charles and Lynn Schusterman Family Foundation. Rella helps to make sure the Foundation has the right information to gain insights to inform its work, and works with grantees and partners to enhance their capacity for data, metrics, strategy, analytics and evaluation. Rella is the author of the Schusterman Foundation's [Data Playbook](#), an online resource for organizations looking to enhance their use of data for decision-making and storytelling. In a volunteer capacity, Rella is a board member of Elijah's Journey, a Jewish non-profit based in New York that promotes mental health and suicide awareness in the Jewish community. Rella also serves as a peer support counselor for the National Capital Region chapter of the American Foundation for Suicide Prevention. Rella holds a degree in Psychology from the University of Maryland, Baltimore County and is a Six Sigma Green Belt. Rella lives in Washington, DC with her husband, Avi, and children, Ronen and Tali.

BREAKOUT SESSIONS 11:00 A.M.-12:30 P.M.

Building Capacity to Improve the Implementation of Plan-Do-Study-Act Cycles

Jennifer Axelrod, PhD, Michelle Arnold, MSW, and Yolanda Green-Rogers, MSW

Chapin Hall at the University of Chicago, Chicago, IL

Topics Covered: Building and Sustaining a Learning Environment; Quality Improvement Process: Staff Engagement, Improvement Cycles

Developing the capacity to integrate Plan-Do-Study-Act (PDSA) cycles as part of an organization's CQI process is critical to improvement planning and decision-making. Most agencies face pressure to quickly move to action before thoughtfully using evidence to understand and define the problem, which often leads to a culture of reactive response rather than planful change. This interactive session will provide practical tools and strategies for designing and implementing effective PDSA cycles. Participants will gain knowledge about incorporating improvement cycles within their sphere of influence to solve problems, and the skills needed to support successful implementation. Participants will hear from practitioners who participated in CQI skill building learning collaboratives where the implementation of improvement cycles was one of the focal points. These practitioners will share their lessons learned and applied strategies. Participants will also have an opportunity to reflect on establishing or enhancing the learning culture within their organizations through improvement practices.

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Jennifer Axelrod is a Policy Fellow at Chapin Hall. Her career is focused on improving outcomes for the highest risk youth through effective implementation of evidence-based youth development programs, social emotional learning, violence prevention, and intervention within a frame of well-being and normal childhood and adolescent development. Currently, she is working at the local, county and national level to study investigate and capture systems transformations intended to prevent and ameliorate toxic stress in families with infants and toddlers. At Chapin Hall, she brings a lens toward organizational capacity-building within both systems, most recently helping to develop an assessment tool that helps mitigate challenges when non-profit organizations introduce evidence-based interventions. Dr. Axelrod is also working to support public and private agencies, both individually and collectively, in the use of data to support continuous quality improvement processes with a focus on improving outcomes for families and children at each developmental stage.



Michelle Arnold is a Senior Policy Analyst at Chapin Hall. She conducts policy, program, and practice analysis with collaborative and integrated research and policy teams. She focuses on embedding a trauma responsive approach to improve the safety, permanency, and well-being of youth and families. Her areas of specialization include trauma-informed systems development; older youth and family evidence based and evidence informed interventions; strengths-based policy and practice; and stakeholder engagement to sustain continuous quality improvements.



Yolanda Green-Rogers is a Senior Policy Analyst at Chapin Hall at the University of Chicago. Yolanda works with public and private social service agencies across the country on the implementation of continuous quality improvement (CQI) practices and protocols that support performance monitoring and decision-making. She conducts assessments of CQI processes, makes recommendations to leaders on using the CQI process to achieve priority outcomes and delivers training and coaching to increase staff capacity to implement CQI principles. Yolanda also serves as a Quality Assurance Specialist for federal Child and Family Services Reviews conducted by DHHS, and teaches a graduate course on quality improvement in the social services at the University of Chicago's School of Social Service Administration. Yolanda holds a Master of Social Work degree from the University of Illinois at Chicago and a Bachelor of Social Work degree from the University of Illinois at Urbana-Champaign.

Ready at the Top, SET the process in Motion, and SLOW down!

Debra Natenshon, MS

DBN and Associates, L3C, Highland Park, IL

Topic Covered: Building and Sustaining a Learning Environment; Quality Improvement Process: Staff Engagement, Improvement Cycles

Reflective practice facilitates the mind-set needed for building a dynamic CQI culture. When leaders and staff carefully consider their outcomes within a framework for high performance, they can better achieve the results they seek for clients and participants. Session attendees will walk through the following 5 steps:

1. Develop Theory of Change - clarify target audience, determine desired outcomes, intended Impact; 2. Consider organization needs to achieve and manifest Theory of Change;
3. Implement shared data capture toward the Theory of Change – identify data/IT needs, prototype a system, make course-corrections, and choose and implement an appropriate software solution;
4. Use resulting outcomes data to drive Board level strategy and staff decision making; and
5. Plan for external evaluation to make course corrections to internal program monitoring.

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Debra Natenshon is a national social sector expert who guides motivated leaders toward high performance. Through [DBN & Associates, L3C](#), she facilitates processes to define social change based on verifiable client results, designing and implementing continuous improvement practices. An active member of the [Leap Ambassadors Community](#), she initiated and co-led the effort that resulted in [Small, But Mighty: The Performance Imperative for Small Nonprofits](#). For ten years prior, Debra served as CEO of The Center for What Works, a national outcome management research, training and consulting nonprofit, drawing on [ground-breaking research](#) on outcome frameworks and the [nonprofit taxonomy of outcomes](#) which she published with the Urban Institute. Debra earned a Master of Science in Organizational Management. She has studied, lived and worked in England, Japan, India, Israel, and Argentina, and integrates her evolving knowledge of the world to learn, leverage and contribute. She is based in Chicago and gains balance and joy from her husband and three sons.

Supporting CQI with Administrative Data in Practice – Lessons from a Research Practice Partnership

Andrea Chua, MSW, UCAN, Chicago, IL

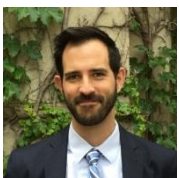
Nick Mader, PhD, and Denali Dasgupta, MUP, Chapin Hall at the University of Chicago, Chicago, IL

Topics Covered: Data: What to Measure, Data Collection, Data Analysis

The Chapin Hall Collaborative is an example of a research-practice partnership that links program data to administrative data and mobilizes it for practical use in operations and communications. The benefits of administrative data in CQI will be discussed, including comparing data regarding your organization's clients with external benchmarks; identifying trends prior to--and following—service; obtaining more consistent and comprehensive data; engaging a wider range of stakeholders; and reducing reporting burden. The legal and technical aspects of sourcing and using data as well as common limits of these data will be addressed. Action steps and practical pointers on how to develop a research-practice partnership to support this work will be provided.



Andrea Chua, MSW, sees solutions in the numbers. As the Vice President of Quality Improvement at UCAN, she tells youth and families' stories through data to improve the systems that they rely on for support. She has worked in child welfare serving programs for 16+ years with over 10 years of experience serving in the Quality Improvement space. She is passionate about using data to drive public policy, informed practice, and advocacy efforts on behalf of under-represented/resourced populations. She has led the operational side of the statewide Teen Parenting Service Network, and currently leads the CQI efforts for all of UCAN, a \$40M+ organization providing social services in the greater Chicagoland area. Andrea is a connector, an innovator, a collaborator and a strategist; building bridges between community partners, research organizations, and local/state/federal stakeholders through the use of data analysis and program evaluation. Andrea is the mother of two energetic, adorable boys, loves to read and aspires to write books in the near future.



Dr. Nick Mader is a Senior Researcher at Chapin Hall. His work focuses on building integrated, large-scale systems of data analysis and reporting for use by networks of nonprofits and public agencies that serve youth. A central focus is linked administrative data systems that are used to understand how youth experience—and are influenced by—multiple institutions, including the public school, criminal justice, and child welfare systems. This work combines close collaboration with a wide range of staff from these systems to understand practice needs, expertise with legal and technical challenges around securing use of sensitive data, statistical analysis methods drawn from both social and data science, and free and open source methods for analysis, visualization, and reporting.

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Denali K. Dasgupta is a Researcher at Chapin Hall at the University of Chicago. Her research investigates how systems and programs can support vulnerable youth and children through adolescence and into adulthood. Dasgupta focuses on youth development and out of school time programming for populations including young parents, youth in care, and youth facing complex challenges spanning home, school, and community. She has a particular interest in helping agency and program leadership and staff leverage data to better understand their youth populations and their program strategies. Dasgupta works on both the qualitative and quantitative aspects of mixed-methods design studies. Her research projects have provided evaluation and implementation support to federal and state programs, city agencies, and community organizations.

BREAKOUT SESSIONS 1:30 P.M.-3:00 P.M.

Infusing the QI Feedback Loop

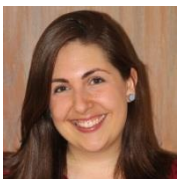
*Alison Wagner, AM, LCSW, and Rachel Siemon-Carome, AM, LCSW
UCAN, Chicago, IL*

Topics Covered: Building and Sustaining a Learning Environment

We all appreciate the importance of using data to drive practice, but how does this occur in an actual social service agency setting, given the challenges related to limited resources? Many of us have grown in our ability to maintain program data for reporting purposes and internal monitoring. A deeper engagement in Quality Improvement gives us the opportunity to take the data we already collect and dig a bit deeper to pursue our curiosities about outcomes for clients. It is essential in this process to engage program staff at various levels and incorporate direct service expertise, to help inform interpretation of data trends and create actionable steps to improve outcomes. This presentation will guide participants through the QI feedback loop process for a therapeutic day school program at UCAN, a large child welfare and social service agency in Chicago, IL.



Alison Wagner is the Quality Improvement Manager for UCAN, a large social service and child welfare agency in Chicago, IL. She primarily works with UCAN Academy, a therapeutic day school, as well as UCAN's Residential program, in identifying program goals, evaluating outcomes, and meeting clinical best practice standards. She is also the Medicaid Lead for the agency and serves as the primary resource for monitoring and training of all programs receiving Medicaid funding. She has previously worked as a community mental health therapist, residential case manager, foster care home study subcontractor, and as a research assistant in community-based medical and mental health programs. Alison holds a Bachelor's Degree in Psychology from the University of Illinois at Urbana-Champaign and a Master of Arts degree in Social Service Administration with a clinical concentration from the University of Chicago-SSA.



Rachael Siemon-Carome is the Quality Improvement Manager for UCAN, a large social service and child welfare organization in Chicago, IL. She primarily works with the Teen Parenting Service Network (TPSN), of which UCAN serves as the lead agency. TPSN serves all pregnant and parenting youth in care in Illinois through direct services, as well as program monitoring and support for case management and placement agencies statewide. Rachael also provides support to UCAN's foster care program, and serves as the agency's survey project manager. She subcontracts as a clinical therapist for UCAN's Counseling and Youth Development Services (CYDS), and previously worked as a family development specialist and a research assistant in Illinois foster care programming. Rachael holds a Bachelor's Degree in English and Hispanic

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Studies from the College of William and Mary and a Masters of Arts degree in Social Service Administration with a clinical concentration from the University of Chicago.

System Performance Measures as a Catalyst for Continuous Quality Improvement

Brian Clapier, MSS Chapin Hall at the University of Chicago, Chicago, IL

Christina DeNard, PhD, Jane Addams College of Social Work at the University of Illinois at Chicago, Chicago, IL

Topics Covered: Data: What to Measure, Data Collection, Data Analysis

This workshop aims to equip human service organization leaders with the tools to translate agency goals into data-driven process and outcome measures that produce results for clients. A synthesis of CQI frameworks will be discussed, followed by in-depth skill-building in creating performance measures based on the concept of lead (process) and lag (outcome) measures developed by McChesney and Covey (2015). Using in-session demonstrations, group activities, and facilitated discussion, participants will then learn how to transform broad and/or abstract agency goals into client-oriented outcome metrics that can be evaluated using agency data. Participants will learn the importance of delineating outcome metrics into process measures that track components such as fidelity, compliance, competence, context, and processes of service provision. Participants will spend time developing outcome and process measures for their own specific agencies, receiving feedback from workshop facilitators and other participants.



Brian Clapier is a Policy Fellow at Chapin Hall. In this role, he collaborates with local leaders to design and implements strategic plans, performance management systems, executive level scorecards, and application for predictive analytic models. Prior to coming to Chapin Hall, Clapier served as the Associate Commissioner for Research and Analytics at the New York City (NYC) Administration for Children Services (ACS). In this role, he developed and oversaw organizational strategic initiatives as well as system-level data reporting and continuous quality improvement processes. During his tenure at ACA, Clapier realigned the NYC ChildStat process to complement ongoing system-level strategic planning.



Dr. Christina DeNard is an assistant professor at the Jane Addams College of Social Work at the University of Illinois at Chicago. Dr. DeNard aims to improve child welfare service provision and increase access to evidence-based practices (EBPs) for children and families within the child welfare system. Her research interests include child welfare reform, and child welfare policy and practice, and the implementation of EBPs within child welfare settings. Dr. DeNard also has practice experience in child welfare, primarily delivering post-care services to children exiting foster care.

A Hands-on, Pain-free Introduction to Using R for Practical Data Work

Nick Mader, PhD

Chapin Hall at the University of Illinois Chicago, IL

Topics Covered: Data: What to Measure, Data Collection, Data Analysis

R is a free and open source programming language that is becoming rapidly popular as a tool for reading, cleaning, analyzing, and visualizing data. However, the fact that it uses programming code--rather than a point-and-click interface-- makes it intimidating to learn. This session will take a "mob programming" approach to provide a fully guided, hands-on introduction to R, accessible to beginners with no prior programming experience of any kind. For the main part of the session, the group will work collectively on one projected screen, one computer, one data set and one task that ~~is~~ evolves according to--and follows the right pace for--the participants. The session will begin with a brief overview of what R is capable of, and

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when it is--and is not--the right tool for the job, and will conclude with a wide range of references for additional ways to continue learning.



Dr. Nick Mader is a Senior Researcher at Chapin Hall. His work focuses on building integrated, large-scale systems of data analysis and reporting for use by networks of nonprofits and public agencies that serve youth. A central focus is linked administrative data systems that are used to understand how youth experience—and are influenced by—multiple institutions, including the public school, criminal justice, and child welfare systems.

This work combines close collaboration with a wide range of staff from these systems to understand practice needs, expertise with legal and technical challenges around securing use of sensitive data, statistical analysis methods drawn from both social and data science, and free and open source methods for analysis, visualization, and reporting.

CQI ROUNDTABLE DISCUSSIONS 3:15 P.M.-4:00 P.M.

Topics:

What Data to Collect, How to Collect Data, Making Meaning, Communicating Results

BREAKOUT SESSIONS 4:00 P.M.-5:15 P.M.

Impact Collaborative: Putting Data Reports into Action

Sarah Tunning, MA, and Stan Grimes, MA
One Hope United, Chicago, IL

Topics Covered: Quality Improvement Process: Staff Engagement, Improvement Cycles

This session will explain the impact collaborative system put into place at One Hope United. A 3-tier system is used: front line Staff/Supervisor level: Director level: and Executive Leadership Team level: to create a communication loop to review data at each level, and create action plans that are updated and supported at each level. This occurs each quarter to drive improvement and impact. One Hope United has a solid data collection and reporting structure, but until last year, did not have a way to engage all staff at their levels to utilize the data for improvement. A part of this process was educating staff on how to look at and talk about data with their teams. An interactive activity that will allow the attendees to create a preliminary plan for their agencies will be provided, and materials we utilized during this process will be shared, to help jump start replication in your agency!



Sarah R. Tunning, LMHC, is currently the Senior Vice President of Continuous Quality Improvement at One Hope United. She has 20 years of experience working as a social worker and therapist. With experience working for Florida Department of Children and Families in foster care and investigations and a decade of directing mental health programs, she returned to child welfare to utilize her years of experience in the mental health and substance abuse fields in the quality department. Throughout her career she has led several quality initiatives, provided training, developed curriculum, instructed college courses, and revamped systems to make them more effective and profitable. She holds a Master's Degree in Mental Health from University of South Florida and a Bachelor's degree in Social Work from Malone University in Canton Ohio.



Stan Grimes, MSW, graduated from Blackburn College with a Bachelor's Degree in Psychology and graduated from Washington University in St. Louis, MO with a Master's Degree in Social Work. He has over 35 years of experience working in mental health and child welfare. With a background in Residential Treatment and Foster Care, Stan has been

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working in Continuous Quality Improvement since 1994. He has served as the head of the CQI departments at two private child welfare agencies and currently serves as a CQI Director for One Hope United. In addition to his regular duties Stan has many years of experience as a trainer, a COA reviewer and a consultant to other private agencies.

Going Public – Taking Data from Internal Reporting to External Storytelling

Emily Robbearts, MBA, and Annette Nagy, BA
Chaddock, Quincy, IL

Topics Covered: Communicating Results: Crafting a Story, Data Visualization

Having concrete data to support your narrative allows you to showcase your depth of experience and the expertise of your staff. Chaddock has been measuring client data for more than 15 years – from demographics on the children served and clinical improvements as shown by pre/post treatment assessments to long-term success captured in one-year post-discharge surveys. In the last year, we have evaluated our data and created infographic sheets for key service areas to better communicate our outcome success in achieving our goals for the severely traumatized children we serve. This information is now being incorporated into new employee orientation, internal and external communication tools, and marketing materials, and is shared with key stakeholders, including donors and funders. The infographics help members of our team better share the story of our work and how it has proven to be effective for the children and families we serve.



Emily Robbearts is the Director of Agency Impact at Chaddock. She joined the Chaddock staff in September 2018 bringing over 20 years of experience in marketing, community relations and non-profit leadership experience to the organization. Her background includes marketing, patient satisfaction and medical practice management for a multi-faceted healthcare system as well as executive leadership for a local United Way. She holds a Bachelor in Journalism degree from the University of Missouri-Columbia and a Master of Business Administration degree from William Woods University. She is the chairman of the Quincy Area Chamber of Commerce Diversity and Inclusion Committee and serves as a peer reviewer for the United Methodist Association's EAGLE Accreditation review process.



Annette Nagy is the Associate Director of Quality Assurance at Chaddock. With over 20 years of service at Chaddock, Annette started her career as a youth counselor, later serving as a case manager and cottage manager. She stepped into the quality assurance role over 10 years ago and leads the agency's efforts to report on performance indicators, compliance and clinical outcomes. She oversees risk management, quality improvement processes and data measurement throughout the agency. She holds a Bachelor Degree in Criminal Justice from the University of IL – Springfield. In addition, she is certified in healing touch energy therapy offered to staff and clients at Chaddock.

Simple Lean for the Whole Team

Tony Heath, M.Ed, PhD
Optum, a UnitedHealth Group Company, Lisle, IL

Topics Covered: Quality Improvement Process: Staff Engagement, Improvement Cycles

The best single way I know to change an organization is to engage everyone in small daily changes. This builds involvement and commitment while feeding continuous improvement. Various techniques, including

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the morning meeting, 10-second improvements, success boards, and other techniques will be described and demonstrated, and examples given, during the session.



Tony Heath is a certified lean process improvement consultant and a Six Sigma black belt for Optum, a business of UnitedHealth Group. He has led QI within the insurance industry for 20 years. He holds a PhD in Family Therapy from Purdue University and is a Certified Professional in HealthCare Quality. He is currently a member of the Association for Manufacturing Excellence and serves on its Midwest Board of Directors. Previously he was a behavioral scientist in a family practice residency, a college professor, a Best Buy salesperson, and a landscape worker. Tony is married to Nancy (37 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*.

DAY 2

FEATURED SPEAKER 9:15 A.M.-10:15 A.M.

The Four Most Important Competencies for Being Data-Driven

*Brad, Kolar M.A., M.S.
Avail Advisors, IL*

Most of the talk about using Big Data and Analytics effectively seems to focus on its technical aspects. Do you need a data warehouse or data lake? Should you be using Python, R and Hadoop or some other technology?

It's true that data analytics has gotten complex. It takes considerable skill to manage large data sets and even greater skill to tease out their insights.

However, the value of data isn't the data. The value of data is insights, decisions, and actions. You don't get that from the analysis. You get that from what you do with the analysis.

I've found four skills that are essential for turning analytics into action. Without them, having a strong analytics capability won't deliver much value. The four key competencies are: communication, critical thinking, leadership courage, and business acumen.



Brad Kolar is the founder of Avail Advisors. Over the last 20 years, he has focused on one thing - bringing clarity, simplicity and resolution to complex issues. Brad holds a B.A. in Economics and an M.A. in Communication from the University of Illinois at Urbana-Champaign and an M.S. in Computer Science from Northwestern University. Prior to founding Avail Advisors, Brad served as the Director of Learning and Performance Strategy for Accenture and as the Chief Learning Officer for The University of Chicago Medical Center. He is the co-author of *The Brain Advantage: Become a More Effective Business Leader Using the Latest Brain Research*.

MORNING WORKSHOPS 10:30 A.M.-12:00 P.M.

Sustaining Capacity to Conduct and Use Evaluation Data: Theory and Practice

*Jay Wade, PhD
PIE Org, Chicago, IL*

Topics Covered: Building and Sustaining a Learning Environment; Communicating Results: Crafting a Story, Data Visualization; Quality Improvement Process; Staff Engagement, Improvement Cycles

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This presentation will focus on the theory and practice of sustaining evaluation practice and data use. Original research on a model for sustaining evaluation is will be presented, and specific, real-world examples of each model component described. The model will be applied to two different CQI projects, to show how model components can be leveraged to produce more effective CQI work. At the end of the presentation, there will be time for the group to think about their own contexts and map out how they could use this model in their own work. This presentation is directly aligned to a key quality improvement theme—building and sustaining a learning environment. The purpose of this model, and its examples, is to show how evaluation can be sustained in organizations. In addition, the real-world examples of the model will show how data collection, meaning-making, and communication are critical to successful sustainability efforts.



Dr. Jay Wade is Evaluation Director at Planning Implementation and Evaluation Org (PIE). He received his doctorate in Research Methodology from Loyola University Chicago. His research and practice focuses on building evaluation systems for non-profit organizations; his current research on the sustainability of evaluation capacity building positions him as a leader in the field. Dr. Wade has led multiple evaluation and capacity building projects, serving as the lead evaluator, data analyst, and technical assistance provider for over 50 Chicagoland organizations and projects. Most recently, he led a statewide evaluation of a home visiting program, utilizing evaluation coaching and ongoing data discussions that led to improved program outcomes over time, as compared to the first iteration of the training program. Dr. Wade currently serves as the principal investigator and evaluation coach on multiple concurrent projects, for which he directs the capacity building and outcomes reporting for dockets of community non-profit grantees.

Building Connections Between the Record Review Process and Meaningful Outcomes

*Kimberly D. Clark, AM, and Colleen Bandy, BS,
One Hope United, Lake Villa, IL*

Topics Covered: Data: What to Measure, Data Collection, Data Analysis; Quality Improvement Process; Staff Engagement, Improvement Cycles

Have you wondered why so much time is spent on record review? Do you ever wonder how you can show your stakeholders that record reviews can be used to support the outcomes that you are reporting? This session will demonstrate how the One Hope United Early Learning and Child Development Line of Service, in partnership with CQI, are making the record review process more meaningful. While looking at compliance is still a focus, more attention is being placed on how client outcomes are reviewed during the record review process. This will ultimately support the outcomes being reported for the Child Development Centers; assist with identifying staff training needs; connect with what is being taught in the classroom; and help put OHU's early learners on the path to educational success.



Kimberly Clark 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. She came to One Hope United in 2012 as the Systems Analyst for the CQI department where she manages all of the CQI data including record reviews, incidents, and outcomes. In 2017 Kim was promoted to a leadership position and is now serving as the Manager of Outcomes and Performance.

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Colleen Bandy has 24 years of experience in the field of Early Learning, and 10 years as a trainer. Her goal is to use this knowledge to drive program improvement and help practitioners to connect real-life experience with the components of Illinois Initiatives for quality programming. She is currently serving on the IL Early Learning Council for quality as well as the IL Early Learning Continuous Quality Improvement subgroup with the goal of these groups addressing the CQI cycle and tying levels of the cycle to ExceleRate IL; the States quality Rating system for center-based, and family-based early learning and child development.

Building CQI from the Ground Up: A Small Panel Discussion

Douglas Cablk, Lutheran Child and Family Services, IL; Shaun Lane, Hephzibah, IL; and Martha Mann, Catholic Charities, IL

Topics Covered: Building and Sustaining a Learning Environment: Quality Improvement Process

As CQI is more important than ever and has been incorporated into most Human Services in some degree, we think you might like to hear how a CQI system was created from the ground up – and from those that have done it. This panel consists of those who have either founded their Agency's CQI, advocated its place in the culture, or who have helped their Agency's CQI become a well-oiled and smooth-running system for improvement. This will be especially useful to folks new to CQI or those from smaller agencies as the panelists will discuss their challenges, successes, and methods for leading their Agency's to embracing CQI.

Bios forthcoming...

AFTERNOON WORKSHOPS 1:00 P.M.-2:30 P.M.

Our Interventions are Working, Right? Developing an Outcomes Approach to Demonstrate Effective Client Outcomes

*Kerry Deas, MSW
Council on Accreditation, New York, NY*

Topics Covered: Data: What to Measure, Data Collection, Data Analysis

There is an increasing demand for social service organizations to demonstrate the effectiveness of their programs. By establishing outcome statements, organizations can conduct program evaluations, and share with their stakeholders the impact of providing quality services. This workshop will explore the different types of approaches used to guide the work, and how aspects of each style contribute to an outcome-focused approach. Participants will have an opportunity to develop an outcome statement and understand the various elements that are critical to developing strong outcome statements. Client outcomes are connected to every aspect of service delivery and affect all stakeholders in the organization in different ways. As a result, organizations are able to foster a culture of quality improvement by creating a consistent mechanism to formulate client outcomes.



Kerry Deas is the Manager of Quality & Training Development at the Council on Accreditation (COA). In this role, she is responsible for facilitating trainings for organizations pursuing COA accreditation. She chairs COA's quality improvement committee and oversees initiatives related to the enhancing the accreditation process. Kerry served as an Accreditation Coordinator helping organizations strategize on how to effectively align their services with best practice standards. Prior to joining COA, Kerry worked at a large social service organization in New York City (NYC) as part of a three person team responsible for overseeing the

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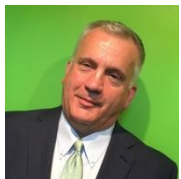
organization's pursuit of COA accreditation. Kerry fulfilled the role of PQI Coordinator for the agency's residential treatment facility for adolescents who have experienced significant trauma, behavioral health conditions, and/or sexual exploitation. An alumna of Hunter College School of Social Work, Kerry is a social worker by profession and a proud NYC native by way of The Bronx.

Making Satisfaction Surveys Meaningful to Both Management and Your Service Population

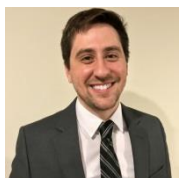
Alec Boros, PhD, and Michael Crofford, M.Ed
Oriana House, Inc., Akron, OH

Topics Covered: Data: What to Measure, Data Collection, Data Analysis;

Many public and non-profit entities in the social service sector make use of instruments that capture input from their service population. Unfortunately, the results of these surveys are seldom used to the fullest extent possible to improve program service delivery. Some potential reasons for survey results being underutilized may be attributed to flawed question construction and survey design. This workshop will address many factors that can make your agency's survey more effective. In order to facilitate learning and to increase interaction, this workshop will make use of a game-based learning platform which can be accessed by all participants with a smart phone.



Dr. Alec Boros specializes in the field of behavioral research which utilizes best practice methods in observation, focus groups, surveys, statistics, and geographical/spatial techniques. He has received his Ph.D. in Geography from Kent State University where his interest was in the spatial behavior of criminal offenders. Dr. Boros has worked as the Research Manager at Oriana House Inc., since 1999 where he has directed all the research and evaluation efforts of the agency. Information analyzed in the Research Department is meant to assist practitioners in providing best practice interventions to offenders to change their behavior and avoid further involvement with the criminal justice system. Some of the tools he and his staff developed and use are client satisfaction reports, recidivism reports, and program evaluations.



Michael Crofford earned an M.Ed in Clinical Mental Health Counseling and a BA in Philosophy from Kent State University where he focused on ethics and mental health treatment. He is the Lead CQI Specialist for Oriana House Inc. where he facilitates the implementation of evidence based practices through training, observation, and coaching of staff. In addition, he collects, analyzes and disseminates data on the utilization of these practices to program staff and leadership and manages progress on departmental projects. Prior to assuming his role with CQI, he provided direct counseling and case management services to clients with Oriana House, Inc.

Getting Started: Tools for Forming, Training, Supporting QI Teams

Melissa Curtis, Lawrence Hall, IL and Sabrina Townsend, AM, Jewish United Fund, IL

Topics Covered: Building and Sustaining a Learning Environment: Quality Improvement Process; Staff Engagement

Looking for new tools to bring back to your agency to engage staff and build capacity related to quality improvement? Are you launching a new QI process or looking to revitalize your existing one? Look no further than this session in which you will learn how to form and onboard program staff to a QI process; receive practical tools for training and supporting QI teams; and learn about additional concepts for building

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Building a Dynamic CQI Culture

Workshop Descriptions

capacity in QI. You will leave this session with a variety of ideas and tools you can use when you need a QI boost at your organization.



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 to assist in launching a new team-based approach to implementing a Continuous Quality Improvement model. She has now been leading the CQI process at Lawrence Hall since 2004. Melissa supports and meets with all agency QI teams; systematically collects, aggregates, analyzes, and communicates data; develops data collection tools, databases, dashboards, and reports; and created the first annual QI report for Lawrence Hall in 2002 (which summarizes key performance measures and outcomes) which has been continually redesigned to meet staff and governing board needs annually.



Sabrina Townsend is the Director of Evaluation and Quality Improvement for Jewish United Fund of Metropolitan Chicago. She works with agency partners to define and measure collective impact, provides internal evaluation support, and offers technical assistance to build evaluation capacity. Prior to working for JUF, she was the Assistant Director of Quality Improvement and Evaluation for Jewish Child and Family Services located in Chicago, IL. Her areas of specialization include program evaluation, research design, and program development. 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.

[CQI PANEL DISCUSSION 2:45 P.M.-4:00 P.M.](#)

Building a Dynamic CQI Culture

Question and answer session with organization executives, CQI practitioners, and content experts on important issues in CQI today. Panelists TBD.