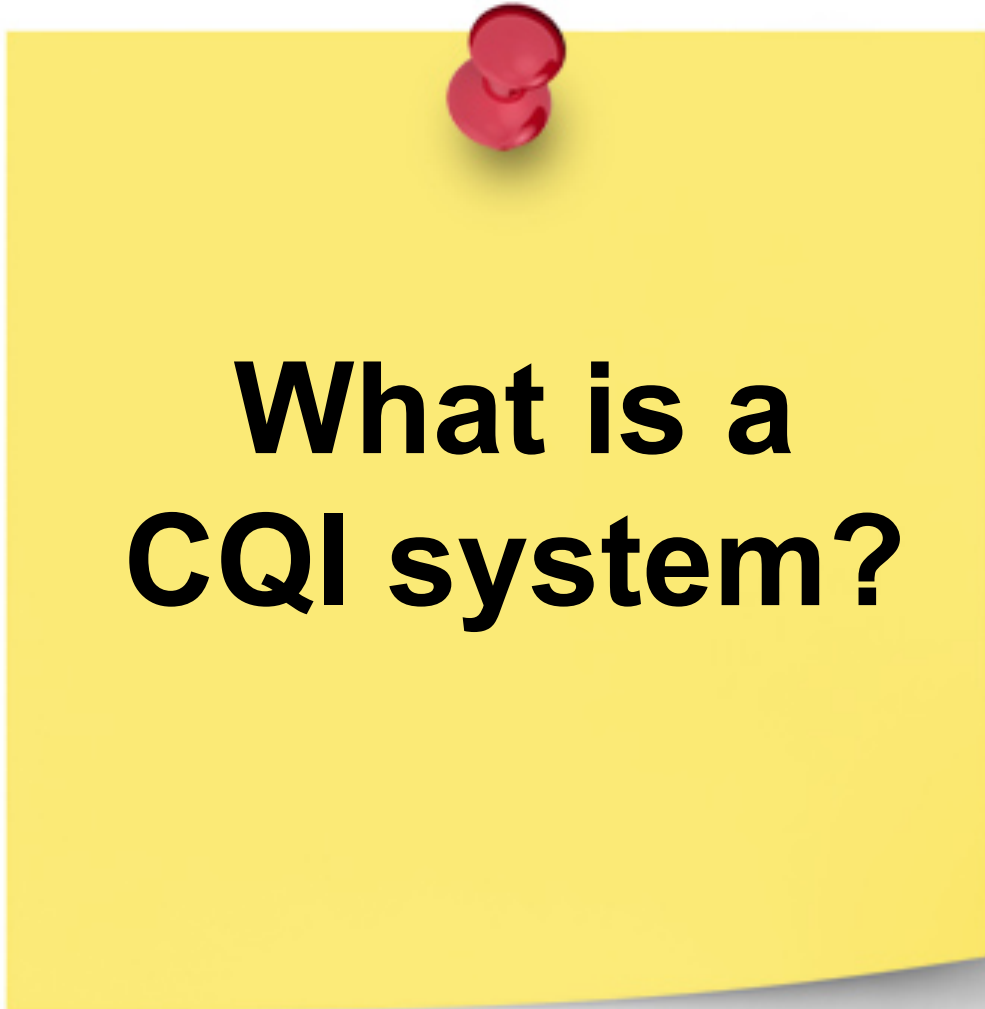


Seizing the CQI Opportunity

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**What is a
CQI system?**

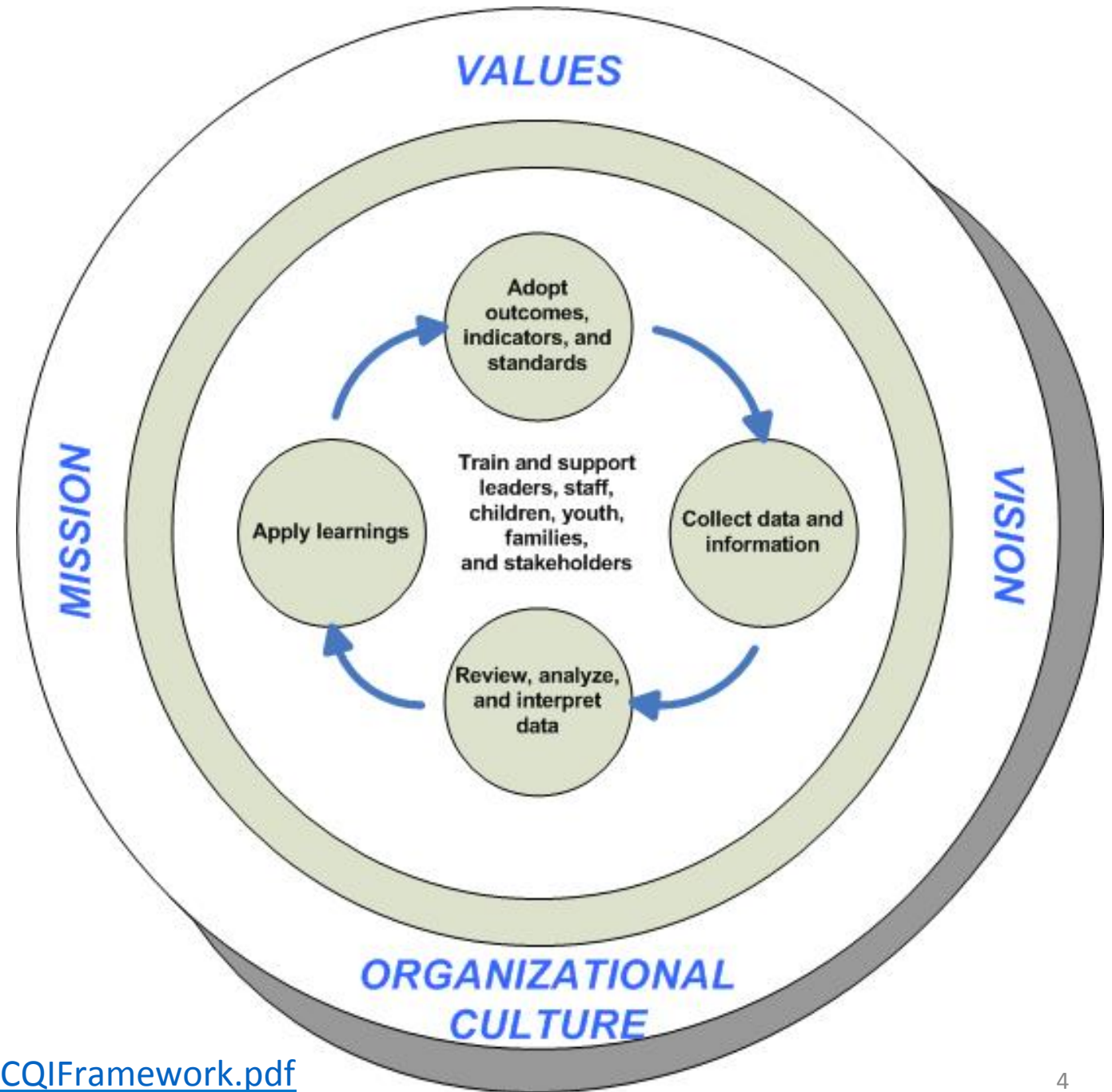
CQI Framework and Definition

- NRCOI/Casey CQI Framework (2005)
 - Developed by broad range of stakeholders
 - CQI definition
 - Key CQI components
- Cited in Children's Bureau 2012 Information Memorandum on CQI



Visual from the
NRCOI/Casey
CQI Framework.

Developed by
working session
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 in 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
- Lawsuits/settlement agreements

Recent Pressures to Implement CQI

- Children's Bureau Information Memorandum on CQI—August, 2012
- State 5-year plan requirements
- Child and Family Services Review Round 3
 - New case review option
- IV-E waiver requirements
- Societal expectations: are we making a difference?

What are Your Pressures?

- What pressures are you experiencing to implement CQI systems or elements?
- What are you trying to accomplish?
- Whom do you represent in this work?
- How might different pressures impact your work together?
- These pressures will impact your effort to develop a CQI system

Turn Pressure into Opportunity

Advice from Minnesota and Oklahoma leaders:

- 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 State Public Agencies Doing?

- CQI system assessments
- Engaging more staff and stakeholders in CQI
- Reconsidering case review approaches
- 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* article has details:
<http://muskie.usm.maine.edu/helpkids/rcpdfs/cwmatters14.pdf>
- 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

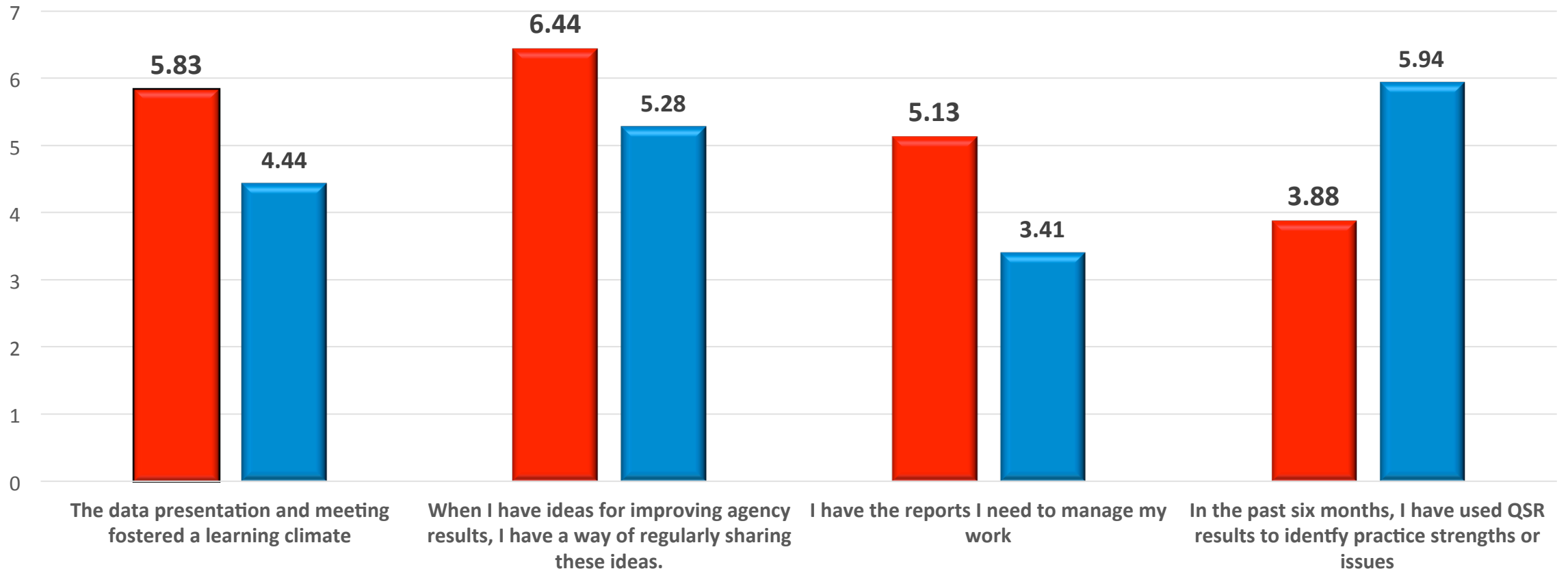
Lesson 1: Use Data to Inform CQI System Development Efforts

- 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 “B” Survey Results

- 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

State B: Differences between Executive Staff and Regional Managers



Lesson 2: Develop Clear CQI Vision

- CQI is more than just a set of activities
- Develop CQI vision by posing questions:
 - 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

- 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 used for learning, resulting in action planning and follow-through
- The agency will transform into a learning organization that is reflective, flexible and action-focused

Shared Vision for a Learning Organization

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



Lesson 3: CQI Leadership

- Commitment from agency leadership varies
- Leading up, down, and across the organization (*critical for CQI staff*)
 - Engage agency leadership in CQI
 - Link CQI to key leadership priorities
 - Continuously look for ways to show CQI value
- Walk the walk—use data and information, even if you are not sure what will happen

Lesson 3: CQI Leadership (cont.)

Questions to consider as you move forward with CQI implementation efforts:

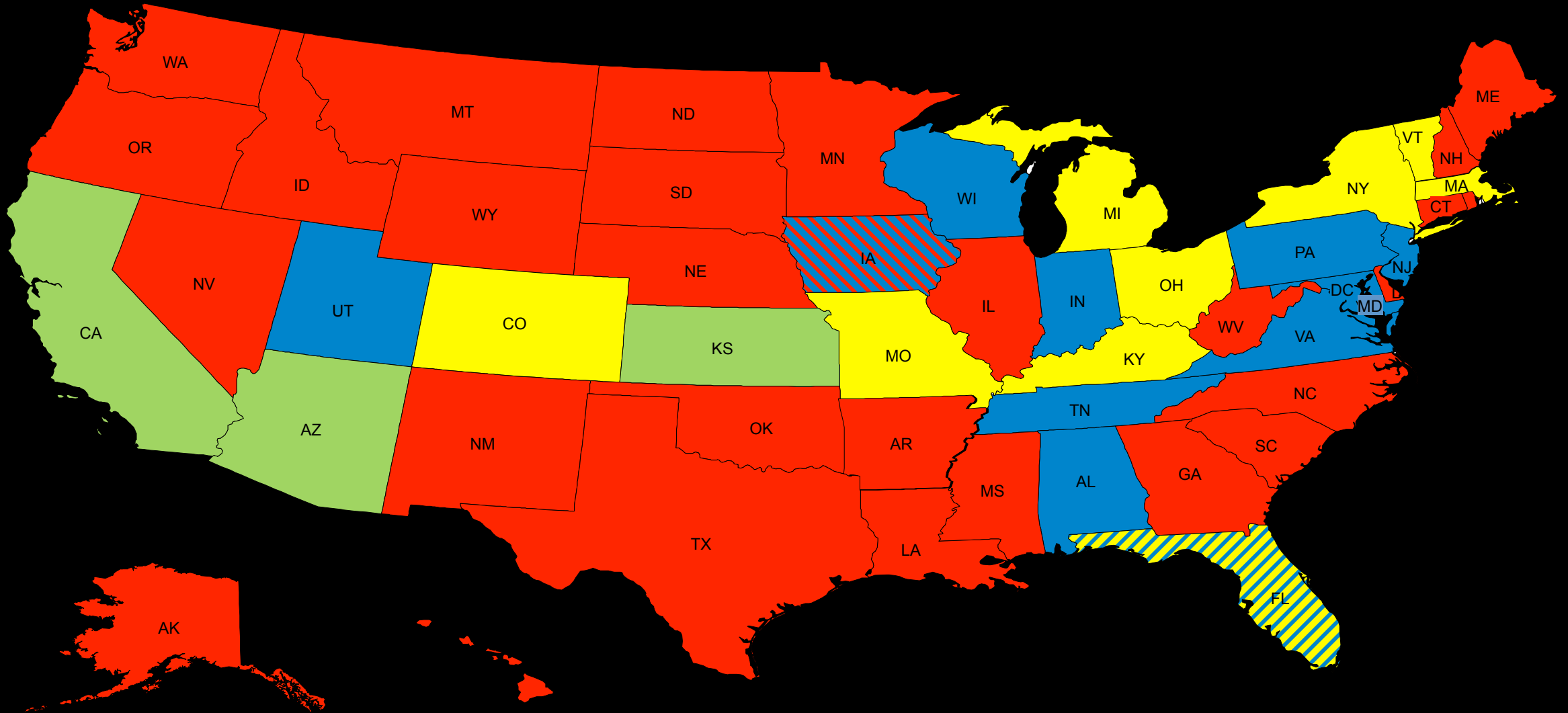
- What are the unexpected leadership challenges of CQI development and implementation?
- How can you help each other anticipate and address these challenges as you go forward?

Lesson 4: Challenges with Case Reviews

- Strong CQI systems use data from MANY sources
- States have invested significant CQI resources in case reviews
- Perception: CQI = case reviews in many agencies
- Third round of CFSR and expectations for states

Current State Case Review Processes

Red = CFSR based; Blue = QSR; Yellow = Other; Green = Adopting CFSR in for Round 3?



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!
- <http://muskie.usm.maine.edu/helpkids/rcpdfs/CQIactionplanning.pdf>

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ACTION PLANNING!

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!

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

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