

# Lutheran Child and Family Services of Illinois

CQI Community Conference

## Collaboration: Lighting the Path with Numbers



# Welcome

Today's presenters:

- Susan Stephens, Vice President For Organizational Development
- Douglas Cablk, Director of Data and Information Services
- Brent Diers, Executive Director, Lutherbrook
- LCFS Organizational Context



# Today's Objectives

- Share keys to success for a robust PQI in our residential treatment center (Brent)
- Explore one example of the full circle of PQI (Douglas)
- Identify challenges and opportunities for expanding robust PQI to other parts of the organization (Susan)



## OBJECTIVE 1

# SHARE KEYS TO SUCCESS FOR A ROBUST PQI IN OUR RESIDENTIAL TREATMENT CENTER



# Powerful PQI in Residential

- Good things are happening in our PQI – we're much better because of it; also, lots of room for growth.
- The importance of having broadly-grounded people in PQI leadership roles.
- The basic framework for quality improvement has been in place in our organization for many years; this presentation is about how one part of our organization brought it to the next level.



# Residential Motivations for Powerful PQI

- In a hectic environment, Things are always happening with our youth; PQI helps us to have an engaged, responsive and competent system within which issues are prioritized.
- We have immense amounts of data being generated about the work we do; PQI brings discipline to how we use it.
- Claiming ownership of data that is generated and tracked by others
- Demonstrating PQI capacities to stakeholders



# We Tried and Failed

Created new dashboard with much effort and it flopped...

- Tried to create new data streams
- Dashboard thought of as the place to solve problems
- Data wasn't timely, so its value was often dismissed.
- Floundered for a long time in this state, and then.....



# Success!

With renewed vigor, we revisited the Dashboard, incorporating the following:

- Commitment to Building Bridges made PQI an opportunity to engage stakeholders
- Connecting our organizational goal to domains being measured brought meaning to the work.
- We stuck to our existing data streams.
- We use quarterly, centralized PQI meetings to determine where and how effectively identified issues are being addressed in our system. (negative discharge example)
- We produced fresher data sets.





# Lutherbrook's Goal

To partner with youth, families and communities to build strengths that result in an enduring experience of belonging and well-being.



# Partnering

- Youth Surveys
  - Safety
  - Family Involvement
  - Cultural Belonging
  - Skills
  - Involvement in Future Planning
- Treatment Opportunity Days (example – engagement with psychotropic hospitals)
- Medicaid Utilization
- Occupancy



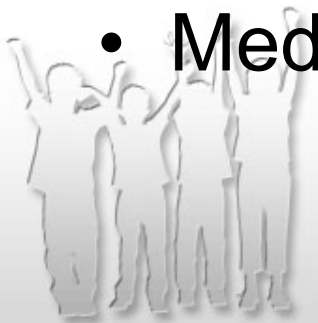
# Strengths

- Restraint free days
- Staff Retention
- Cottage Cleanliness



# Belonging

- Discharged to Less Restrictive Setting
- Discharged to Family Setting
- Sustained Favorable Discharges
- Negative Discharge Rate
- Median Length of Stay



# Means of Sharing

- Quarterly Meeting/PQI Form
- Lutherbrook's organizational meetings (e.g. supervisor's, team, cottage community groups, leadership, etc.)
- LBK Wall
- Youth Council
- All Staff Training
- Community Program Council
- Share with Community Law Enforcement



# PQI As Engagement



# Performance and Quality Improvement INDICATOR DATA REPORT FORM (QUID)

## LUTHERBROOK

Domain	Indicator	Data Source/Path for Collection	Type of Indicator	Sample	Goal Expectation/Measure	FY14-Q1	FY14-Q2	FY14-Q3	FY14-Q4
Partnership Collaboration	Treatment Opportunity Days	Roster Tally	Output	All Residents	98.00%	96.95%	97.95%	98.80%	99.10%
	Medicaid Utilization	Medicaid Billing System	Process	All Residents	100%/AR Medicaid/ Budgeted Medicaid	91%	100%	110%	100%
	Client Satisfaction	Survey results	Outcome	Survey Respondents	90% Overall Satisfaction	92%	89%	75%	85%
	Fiscal Solvency	Financials	Output		revenue/expenses >= 1	0.98	0.92	0.95	0.94
	Occupancy	Census Data	Process	All Residents	100%	99%	91%	94%	94%
Strengths	Restraint Free Days	Restraint Report Summaries	Output	All Residents	100%	67%	86%	65%	62%
	Staff Retention for Child Care Workers	Human Resources Systeem	Output	Childcare Staff	Trend Downward	7	3	8	4
	Cottage Cleanliness	Team Leader Reports	Output	At least 1 report each month from each cottage	100%	100%	100%	80%	100%
Belonging	Discharged to Less Restrictive/Community Setting	Discharge Summaries	Outcome	Discharged Residents	70%	80%	NA	100%	67%
	Discharged to Less Restrictive/Family Setting		Outcome	Discharged Residents	55%	60%	NA	50%	33%
	Sustained Favorable Discharges*		Outcome	Discharged Residents	50%	20%	50%	75%	90%
	Negative Discharge Rate*		Outcome	Discharged Residents	<1.8%	4%	4%	4%	3%
	Median Length of Stay	Client Information System	Output	Discharged Residents	548-730	635	682	585	437
*FY to Date Measures									
						Goal Met	Goal not met but exceeds late average	Goal not met	

For visual representation only, not actual data

# Transformation!!

When data informed that negative discharge performance was not where it should be...

Engagement between program leadership, clinicians, social workers and QI at PQI meeting

*Changed* the way people ***think*** and therefore ***practice***





## **OBJECTIVE 2**

# **EXPLORE ONE EXAMPLE OF THE FULL CIRCLE OF PQI**



# Youth Survey as PQI

Example of the Full Circle of PQI:

- Identifying Indicators
- Tracking Measurement
- Analyzing
- Engaging
- Taking action
- Evaluation & Continued Monitoring



# Identifying Indicators

What tells us we are providing quality services to youth?

What is important and what do we want to know?

Youth have a positive sense of:

- Safety
- Family Involvement
- Feeling Heard
- Cultural Belonging
- Skills Building
- Involvement in Future Planning



# Tracking Measurement

Youth complete a survey with questions relating how often they experience a sense of each characteristic

- Never
- Sometimes
- Often
- Very Often
- Our goal is to have most respond very often



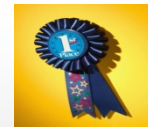
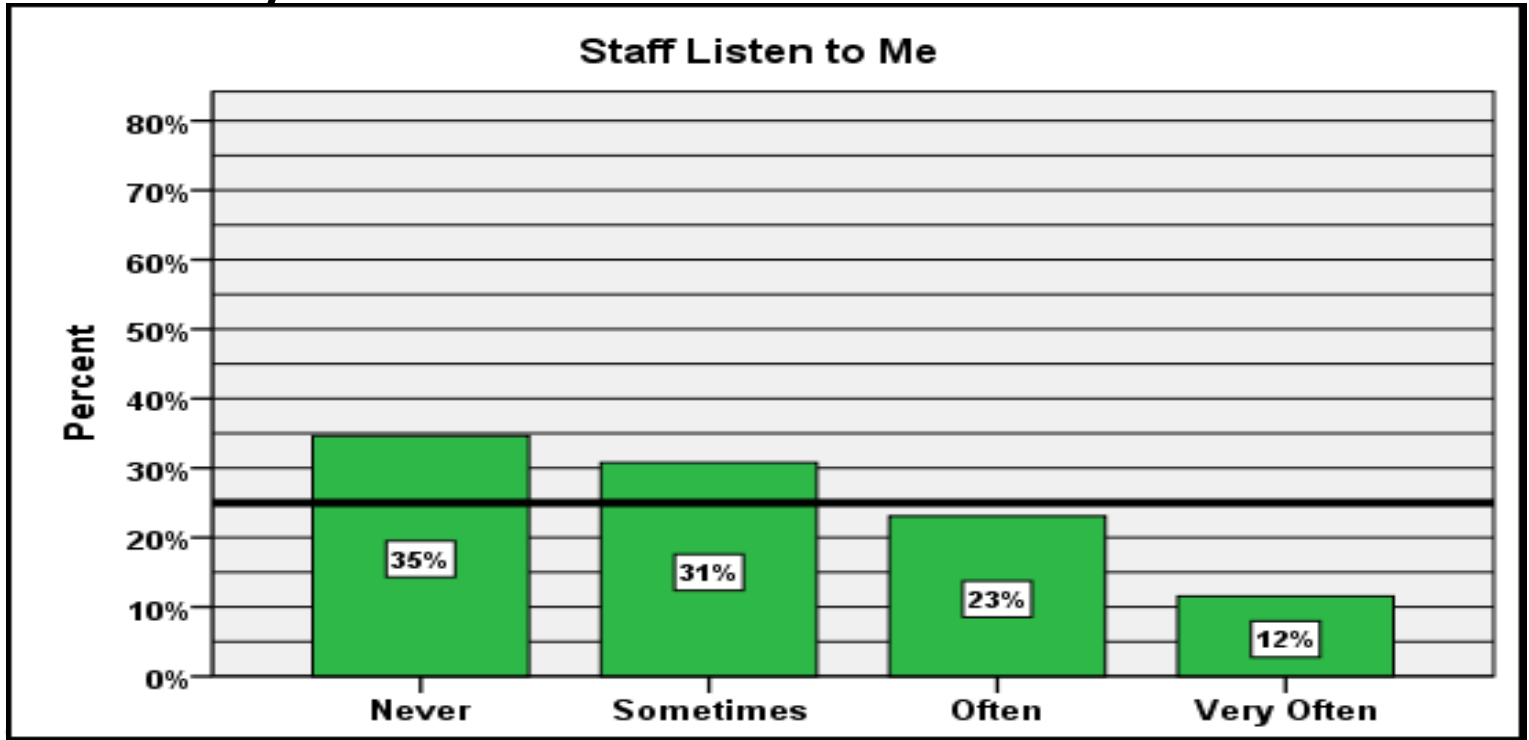
# Engagement

Therapist conducts survey in a process of engagement



# Analyzing

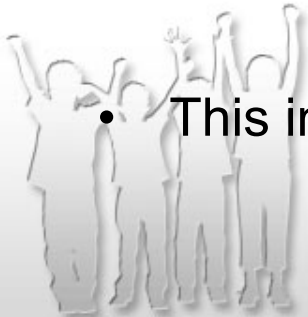
## Survey Results:



Our goal to have a positive slope here, indicating that children feel heard more often

# Engagement – Again!

- At the youth council meeting, the **data** is shared with the **stakeholders** (youth)
- Presentation of data are tailored to the **stakeholders** (in this case youth)
- Through **engagement** and **dialogue**, the youth help us understand the information
- They share that because child care staff may be on their cell phones often, they feel as if they are not being attended to and thus did not feel heard.
- This information is shared with other **stakeholders** (staff) as well.



# Taking Action

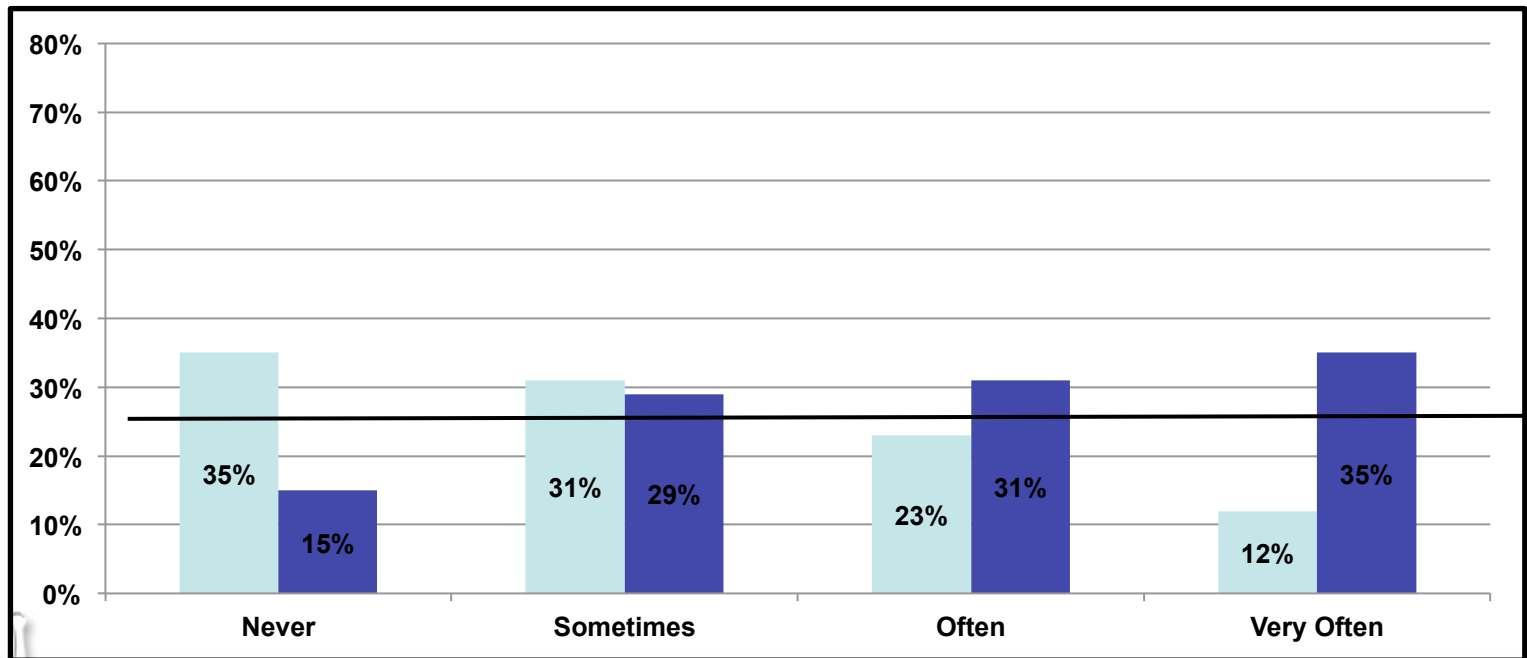
- A policy was created to minimize the cell phone usage while child care workers were working.





# Evaluating Results and Continued Monitoring

The next survey revealed the following:  
**Staff Listen to Me**

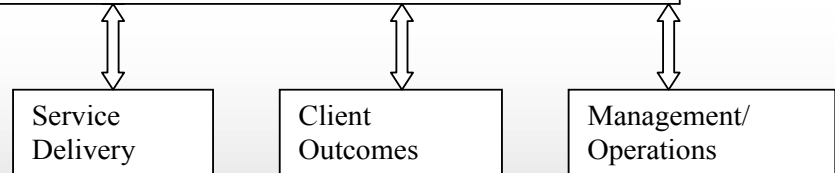
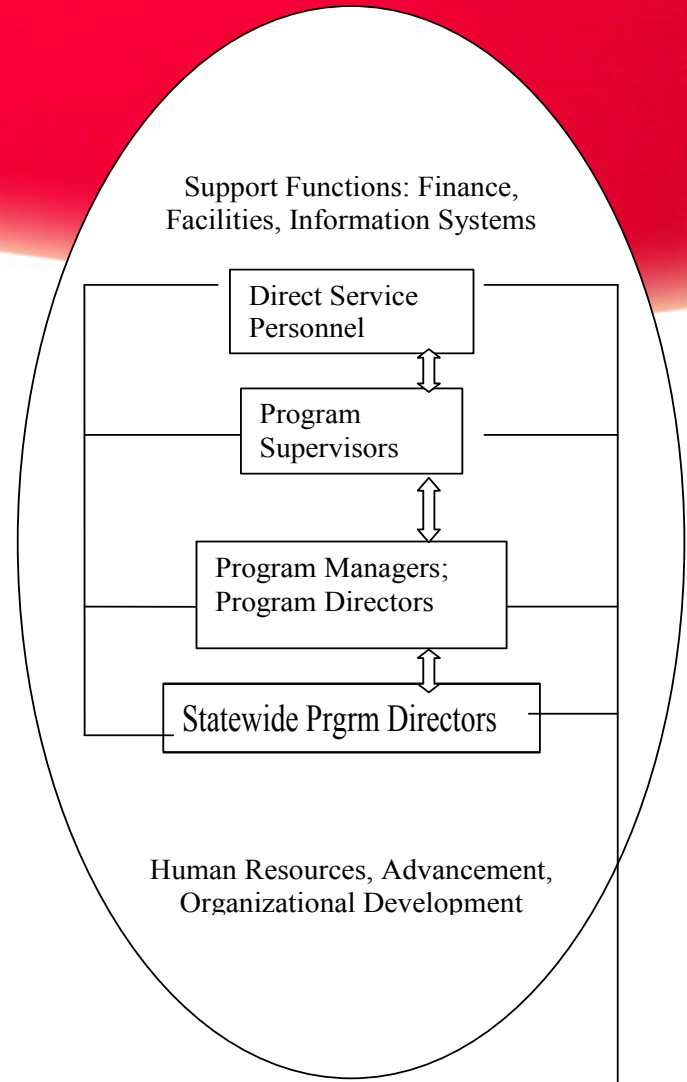
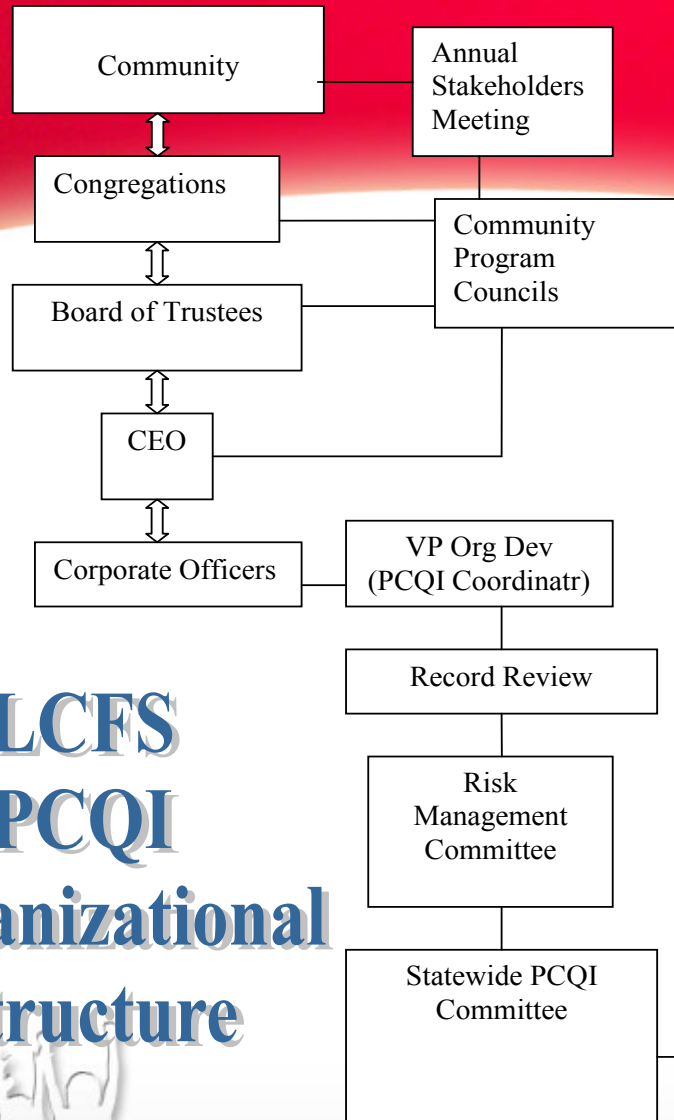


## **OBJECTIVE 3**

**IDENTIFY CHALLENGES AND  
OPPORTUNITIES FOR EXPANDING  
ROBUST PQI TO OTHER PARTS OF  
THE ORGANIZATION**



# LCFS PCQI Organizational Structure



# Expanding to Foster Care

- Opportunity:
  - To support program leaders so that they can discover how the data can be a source of insight into their practice



# Tried ...

- Leveraging our relationships
- Using accessible data: Data Summit
- What we found to be successful at LBK



# Challenge

- The data were questioned & de-valued
  - They're not accurate
  - They're compliance oriented - starts & stops at did the visit happen
  - They don't measure the quality of the interaction



# Challenge

- Roles & responsibilities of Org Dev staff
  - Staff capacity
  - Focus on what is needed
  - A better way to implement



# The Surprise

- Source of urgency: External
  - DCFS decision to “enforce” their model: dashboard
  - CQI Capacity Assessment
- Poor results led to culture shift in relation to the numbers & OD role in relation to program:
  - Numbers & OD meant something
- Began serious look at the dashboard data, learned how to access & use it
- Not only Foster Care but Org Dev also made changes





# Process Transformation

- Engagement with PCQI Process
  - Why is this data inaccurate?
    - Did we enter our info correctly?
    - Do we understand the definitions?
  - How can we improve our performance?
    - For some: Return to what we used to do: wake up call
    - For others: doing something new



# Process Transformation

- What does OD staff need to do differently?
  - New job position
  - Visibility & engagement with DCFS
  - Training staff engagement



# Results Transformation

- Level changes in our sites
- We're working to sustain & continue to improve during the quarter so that our agency level changes



# Overarching Learning

- Our engagement with each department will develop uniquely, derived from its own sense of urgency and inquiry.
- If you're not part of the problem, you can't be part of the solution.



# Next Step

- To tackle developing a systematic way to capture qualitative data
  - To measure the impact of our intervention on our clients' mental, emotional and behavioral functioning beyond the inspirational stories & anecdotes



# Questions

