

# System Performance Measures as a Catalyst for Continuous Quality Improvement

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# When Goals Seem Out of Reach



Thinking about furthering your education can be intimidating



The Commodore 64 first produced in 1982 was initially priced at \$595

# Continuous Quality Improvement

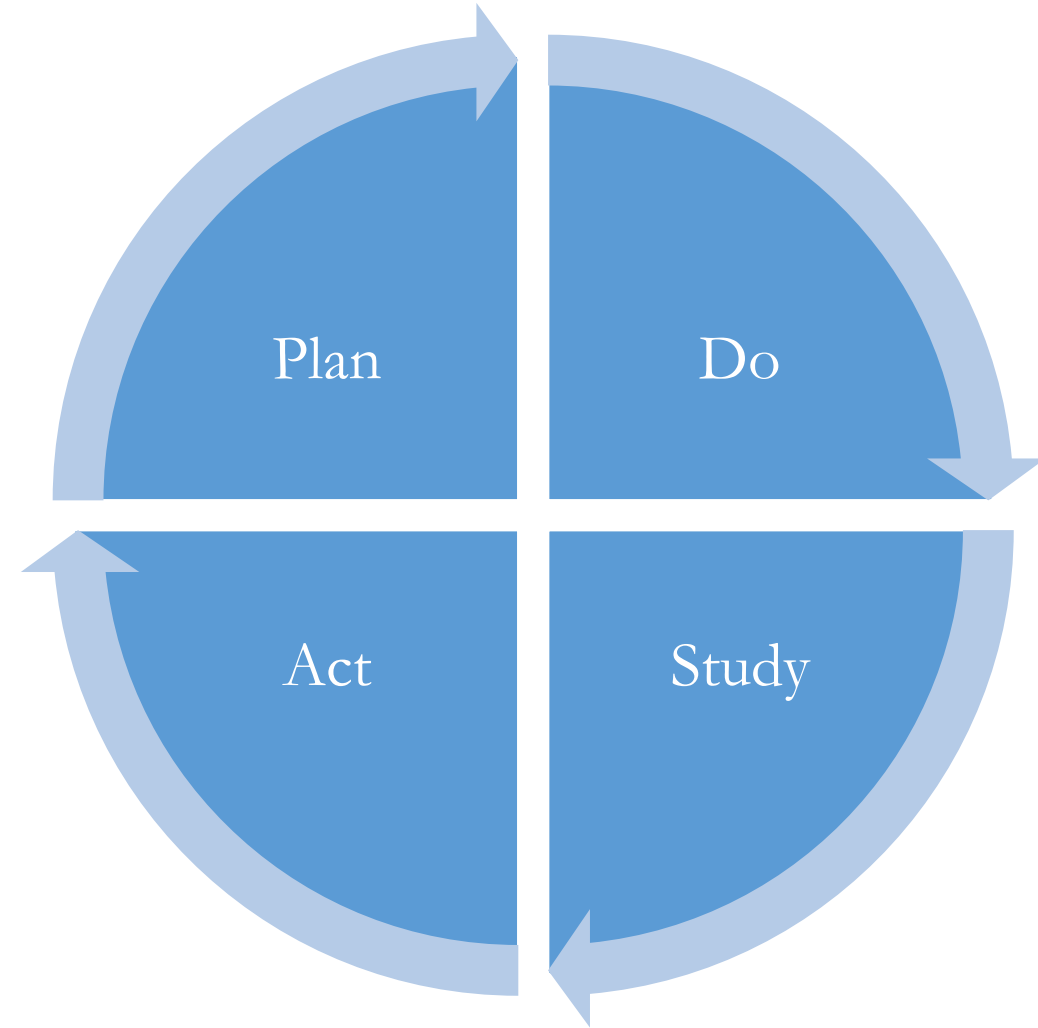
“When you improve a little each day eventually big things occur.”

“A mistake is valuable if you do four things with it: recognize it, admit it, learn from it, forget it.”

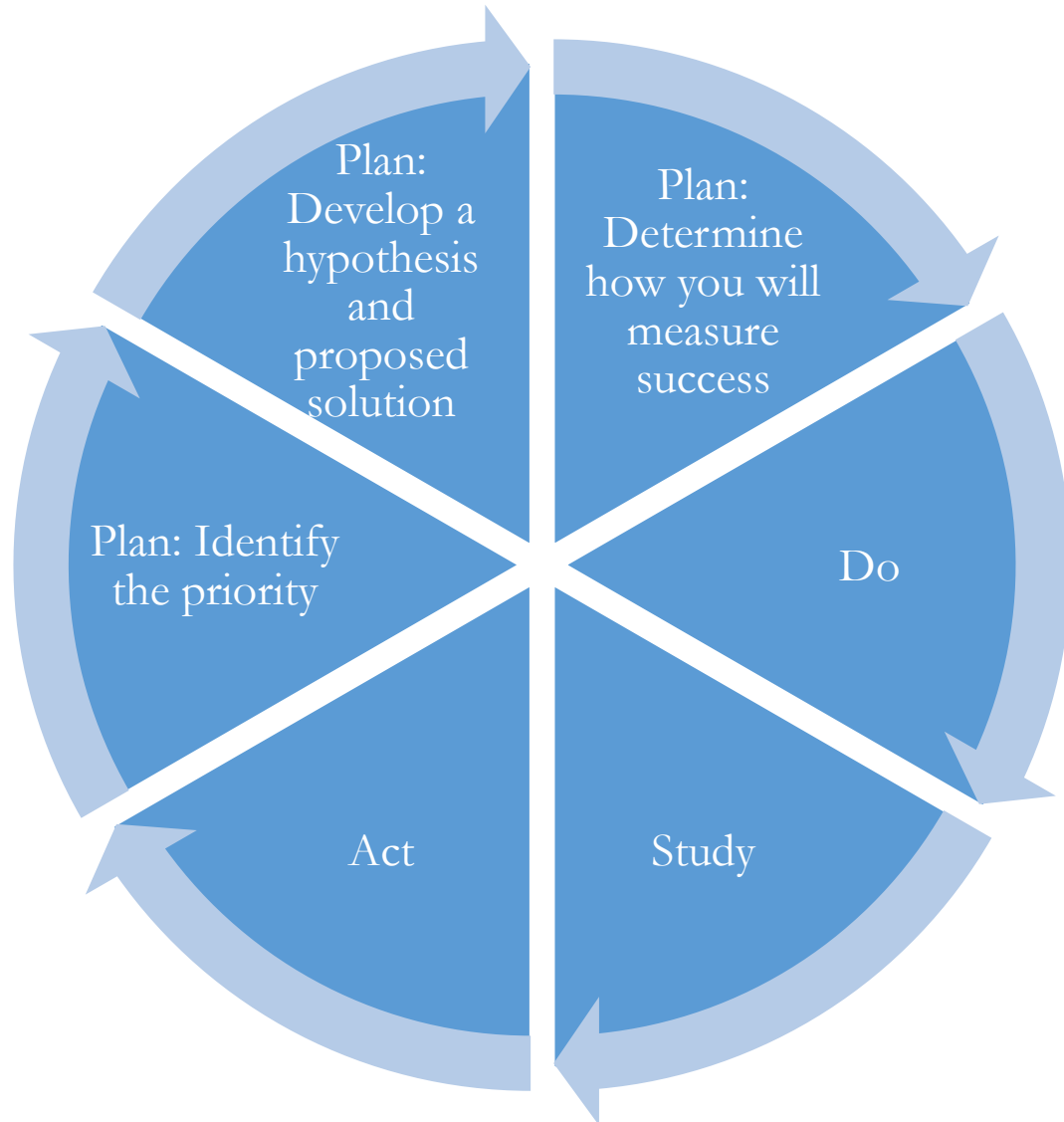
- John Wooden



# The Continuous Quality Improvement Cycle



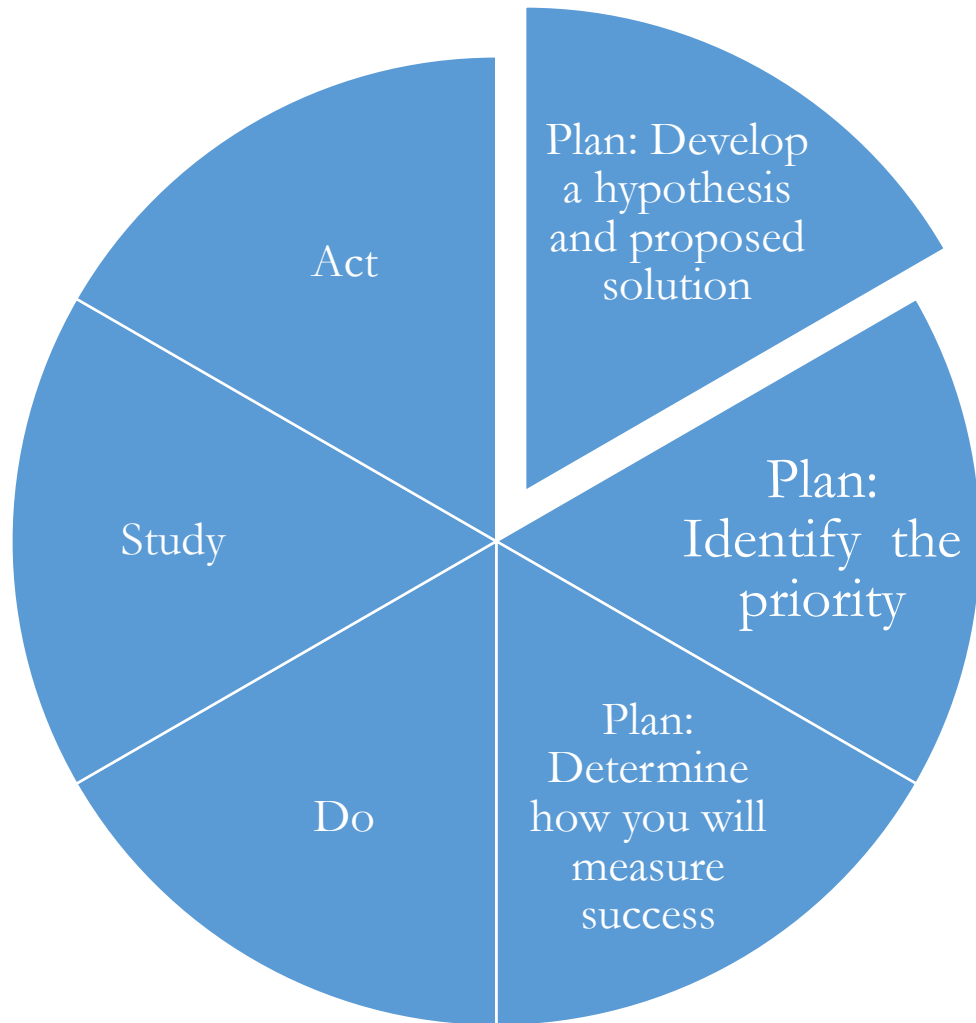
# Continuous Quality Improvement



## Three steps to planning:

- Identify the priority
- Develop a hypothesis and a proposed solution
- Determine how to measure success

# Continuous Quality Improvement



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# Developing and testing hypotheses

## Hypothesis development:

I observe that

- [there is a specific problem].

I think it is because

- [of this reason].

So I plan to

- [implement some intervention],

which I believe will  
result in

- [the desired outcome].

# Evidence use during hypothesis development

Define the problem. [I observe that...]

- What evidence support this observation?

Hypothesize as to the cause of the problem [I think it is because...]

- What evidence supports this theory of change?

Identify a solution. [So I plan to...]

- What evidence support the hypothesis that this intervention will have the intended effect on the target population?

Set a performance target. [...which I thin will result in...]

- Collect data required for an analysis of intervention effectiveness and analysis of implementation fidelity.



# Group Activity



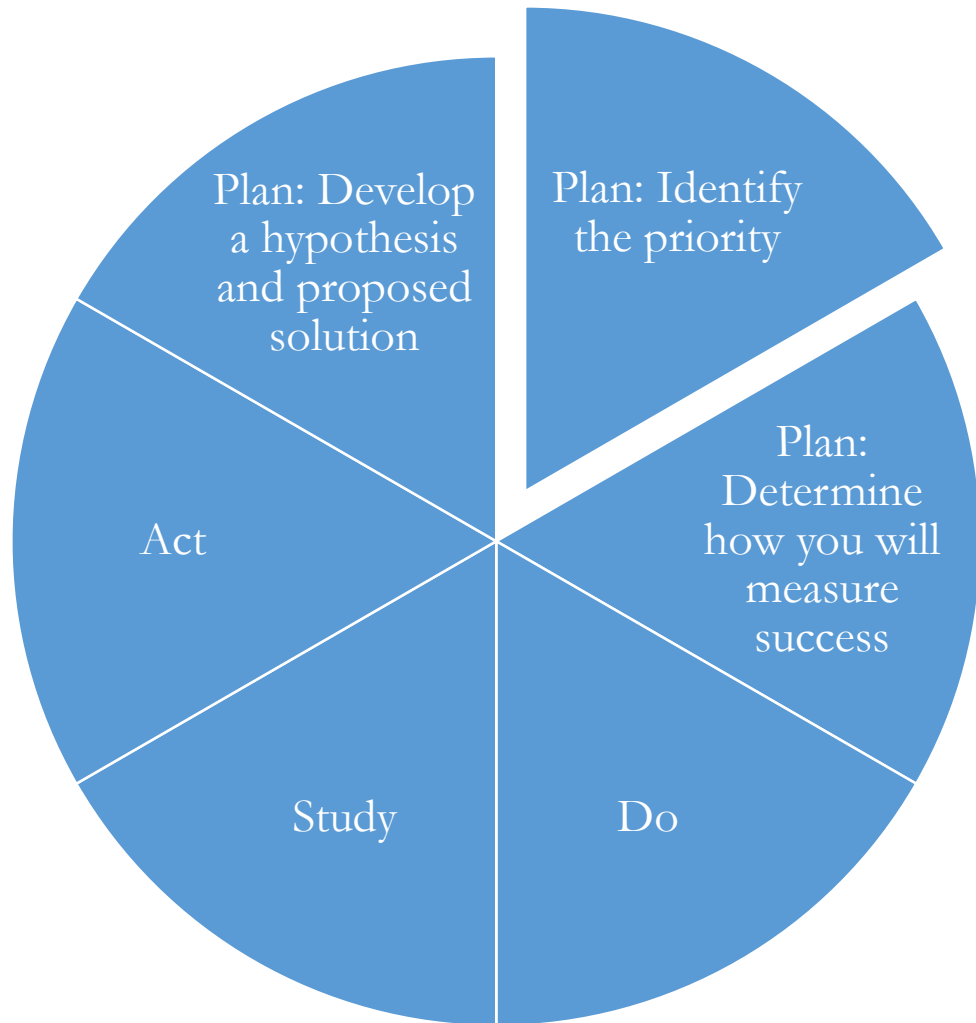
# Outcome Measures

Too many choices can overwhelm us and cause us not to choose at all. For business this means that if they offer us too many choices, we may not buy anything.

- Sheena S. Iyengar



# Continuous Quality Improvement



## **Three steps to planning:**

- Identify the priority
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- Determine how to measure success

# Focus on the Most Important

Goals Achieved with Excellence	2-3	1-2	0
	↑	↑	↑
Number of Goals	2-3	4-10	11-20

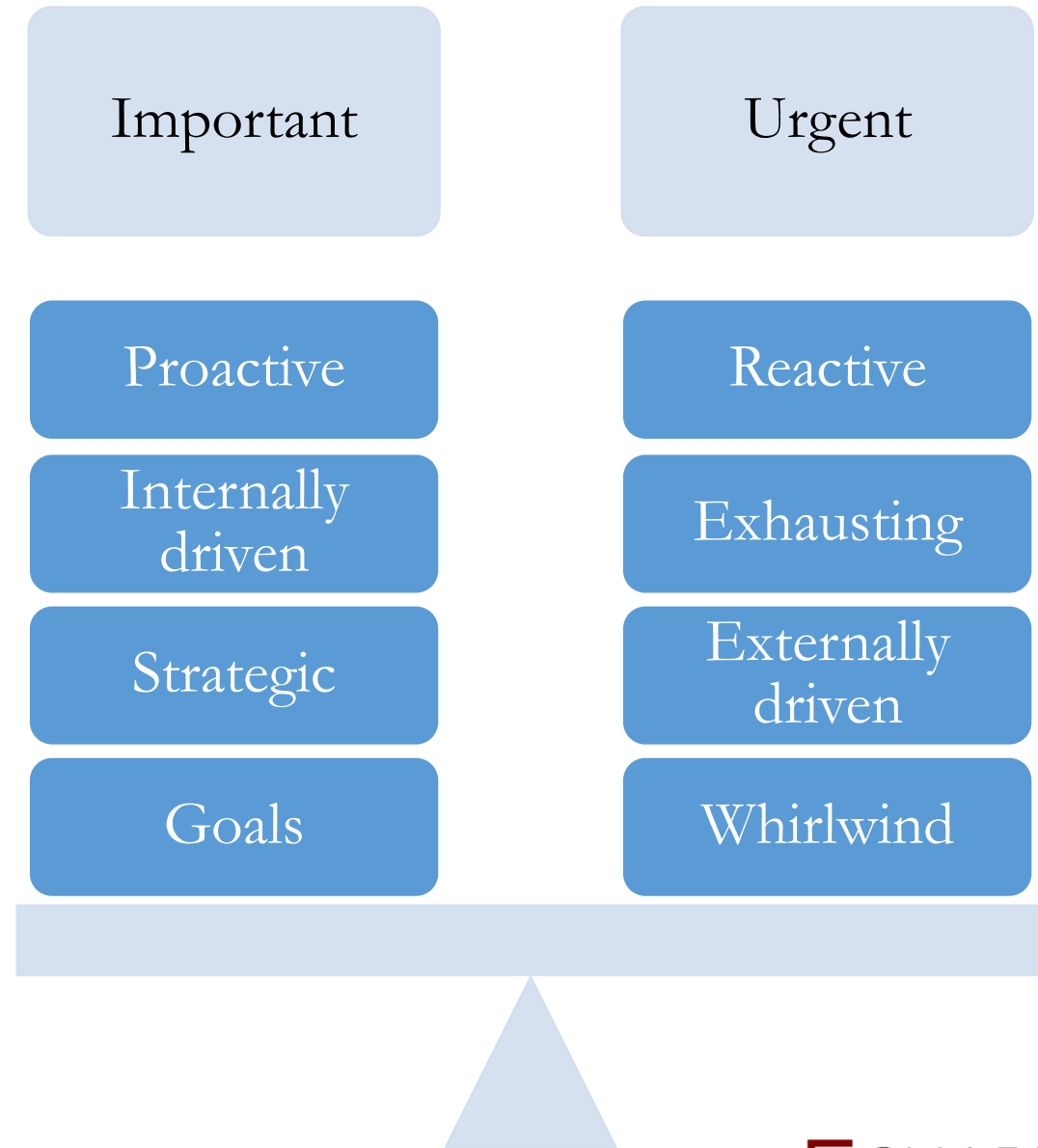
The chance of achieving 2-3 goals with excellence is high, but an increase in the amount of goals connects with a decrease in the likelihood that the identified goals will be achieved with success.

# Focus on the Most Important

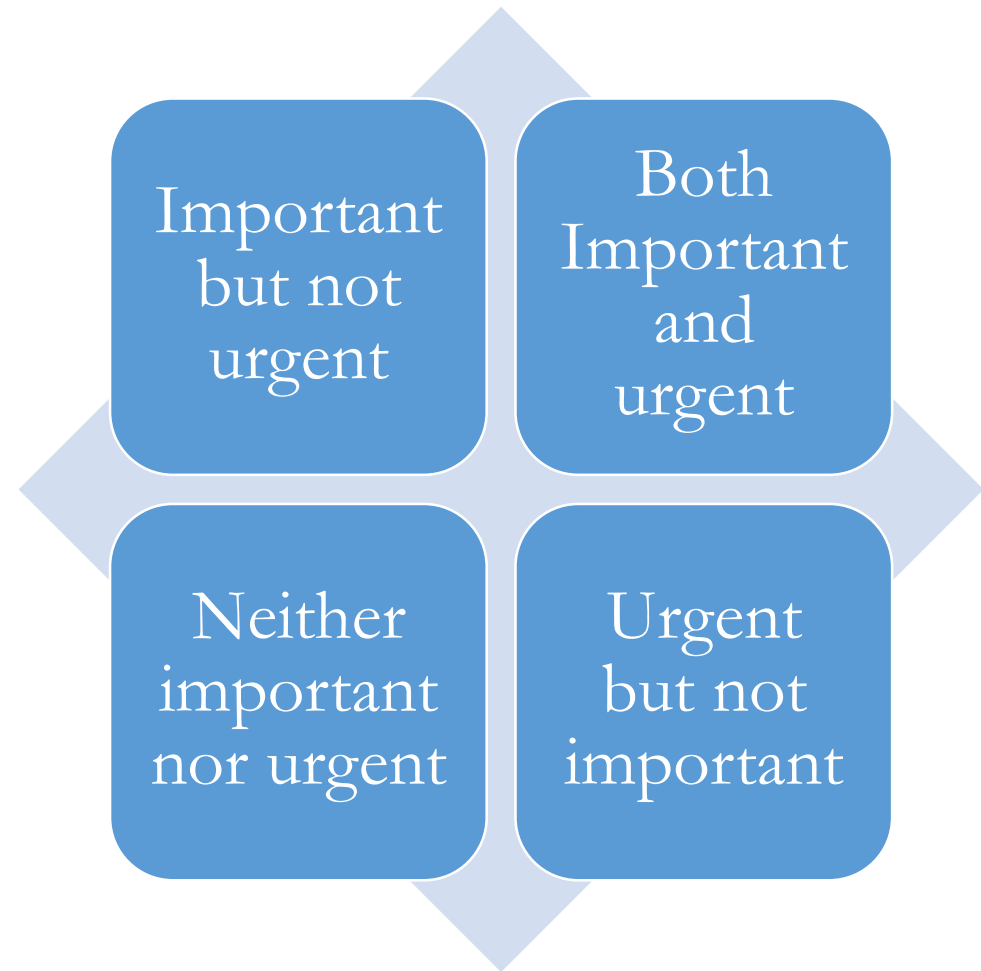
11-20 Goals	0 Goals
4-10 Goals	1-2 Goals
2-3 Goals	2-3 Goals
Number of Goals	Number of Goals Achieved



# Balancing the Important and Urgent



# Important and Urgent



# Outcome Measures

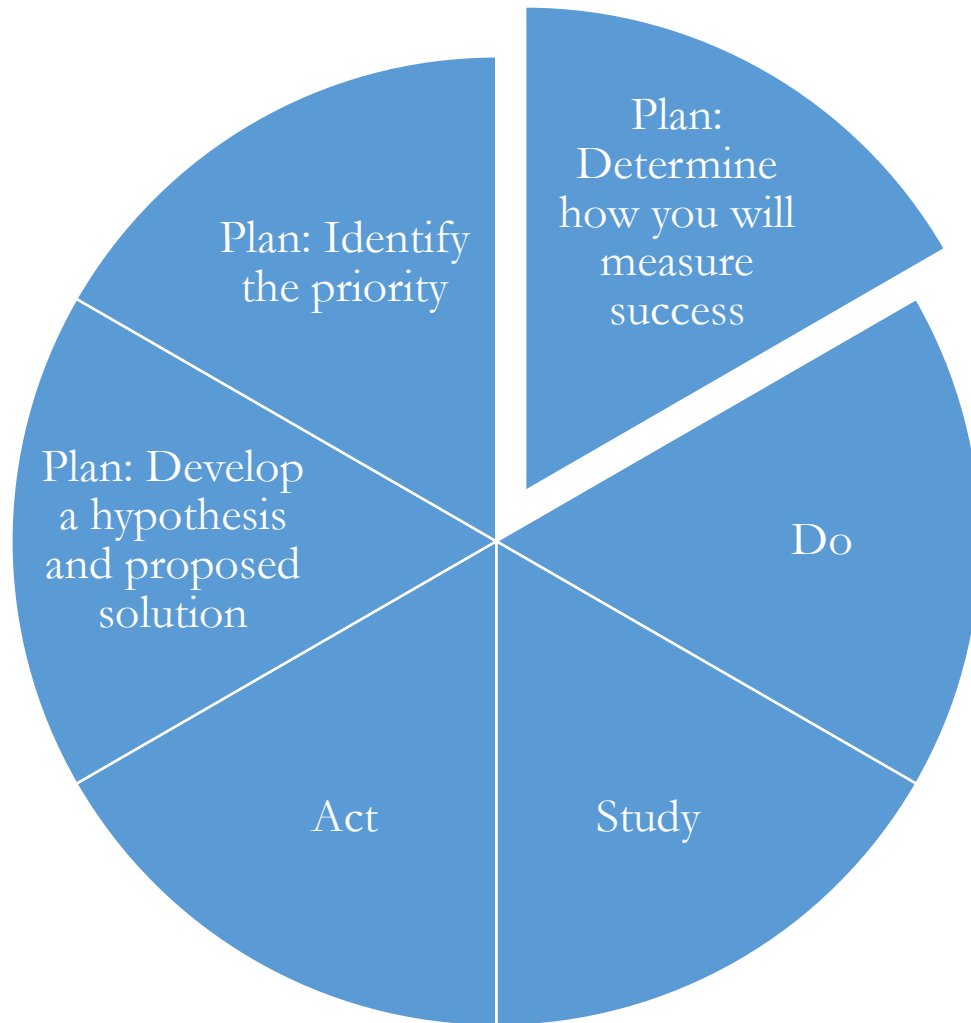
If one does not know to which port one is sailing, no wind is favorable.

- Seneca





# Continuous Quality Improvement



## Three steps to planning:

- Identify the priority
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- Determine how to measure success

# When determining your lag measures:

Begin with  
an action  
word

We will  
increase  
or  
decrease

Focus on  
the desired  
outcome

from “x”  
to “y”

Set a  
timeframe

“...by  
this date

Don't focus  
on the  
“How”

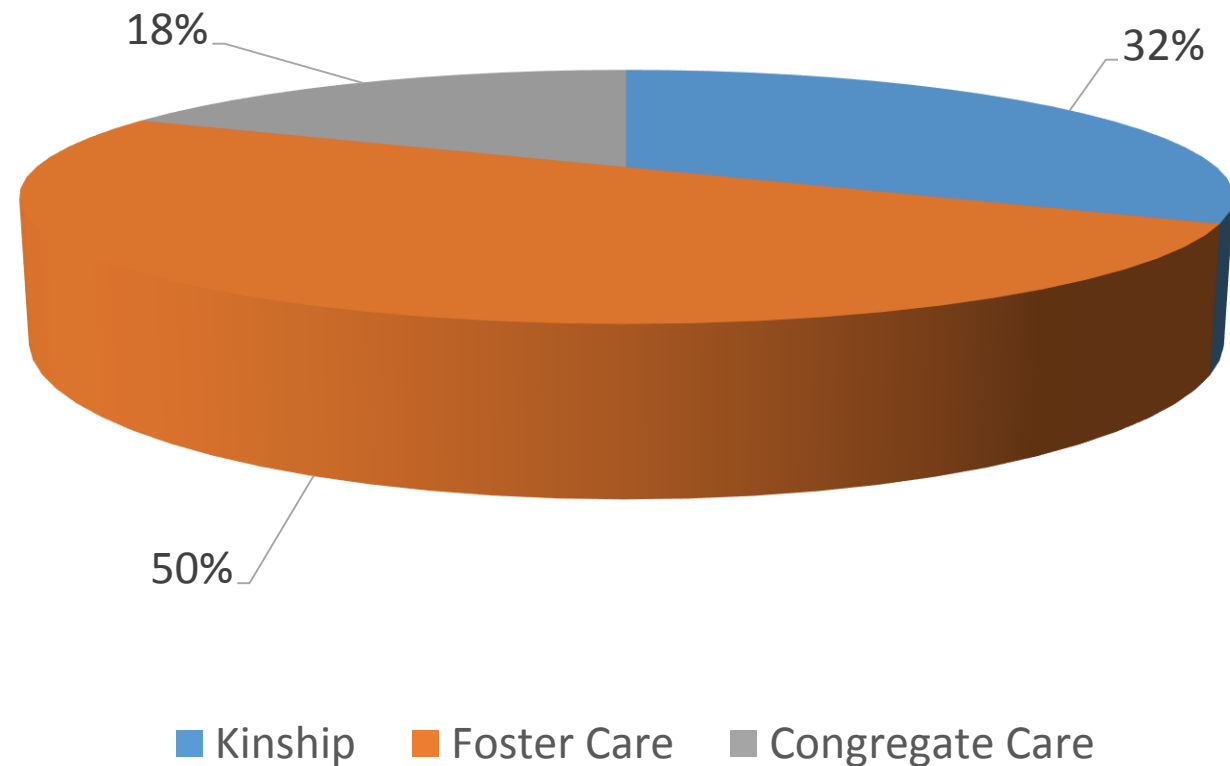
Role of  
the lead  
measures

# Example of a Lag Measure

Decrease the rate of children in congregate care from 18% in June of 2018 to 14% in June of 2019.

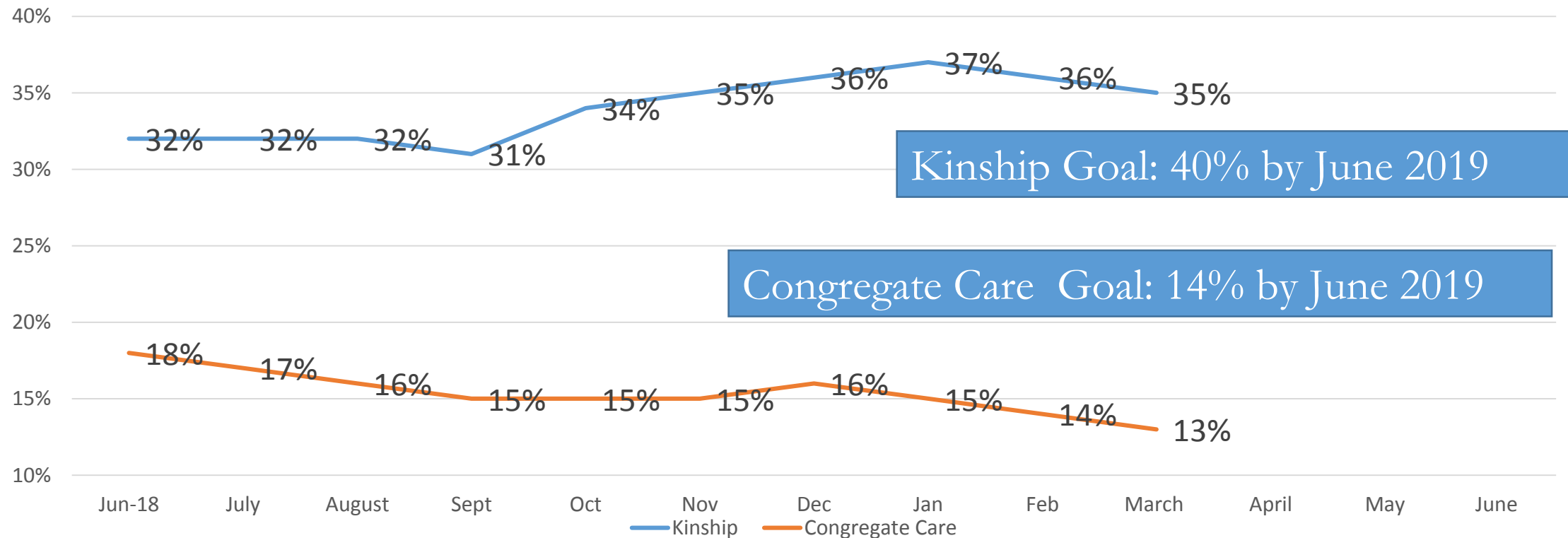
Increase the percentage of children in Kinship Placements from 32% in June of 2018 to 40% in June of 2019.

Percent of Children by Type of Placement June 2018



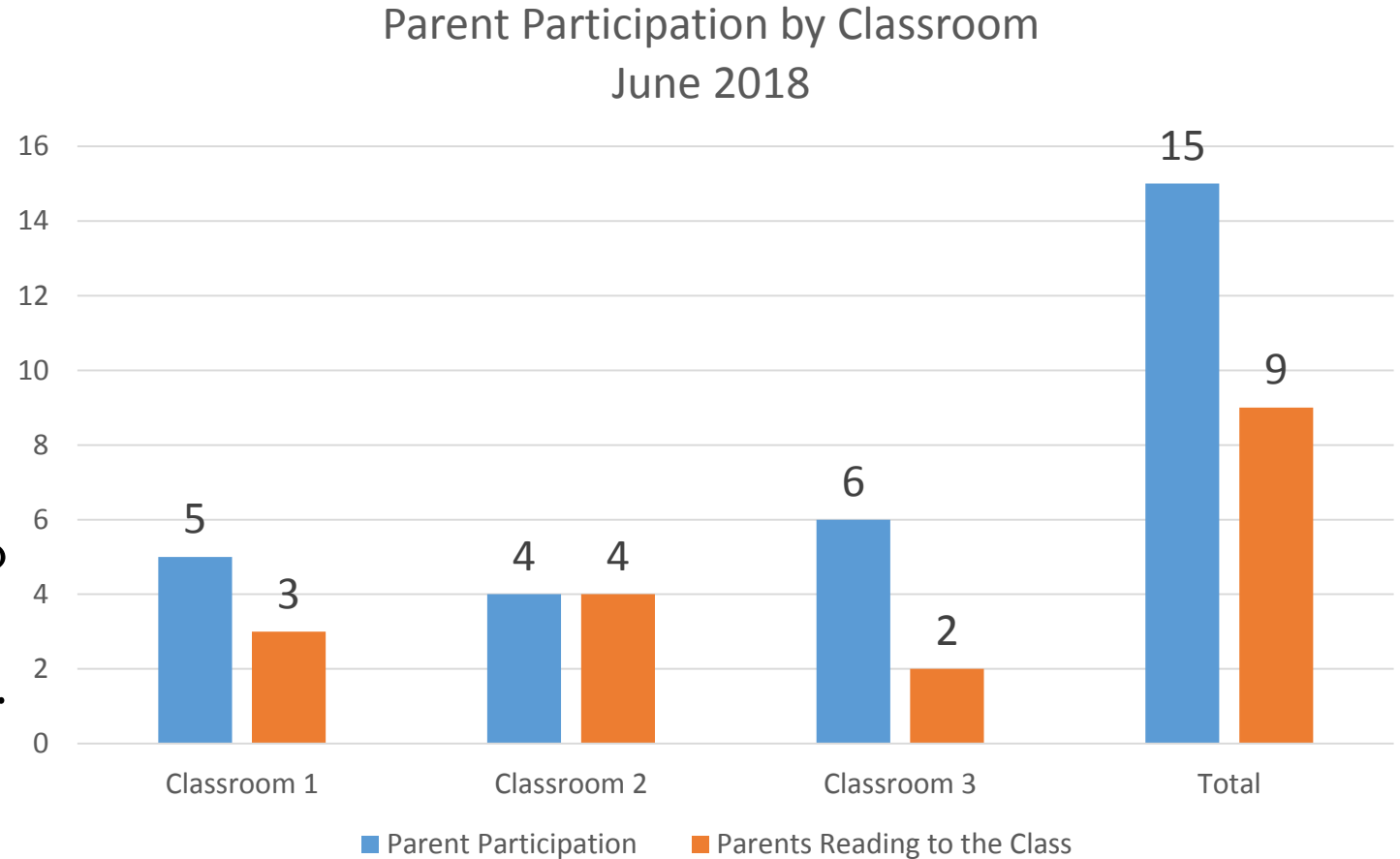
# Example of a Lag Measure

Percentage of Children Placed in Kinship Care and Congregate Care by Month

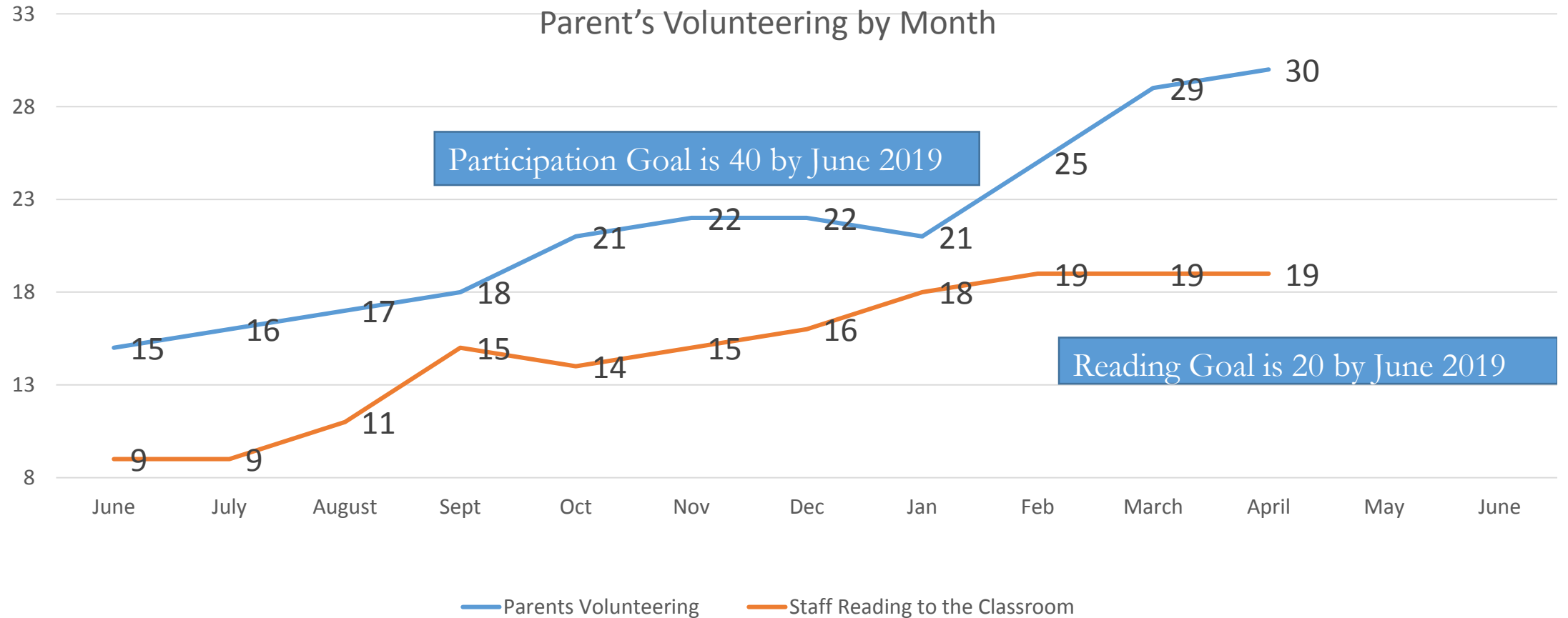


# Example of a Lag Measure

- Increase the number of parents participating in the classroom from 15 in June 2018 to 40 in June 2019.
- Increase the number of parents who read a book to the class from 9 in June of 2018 to 20 in June of 2019.

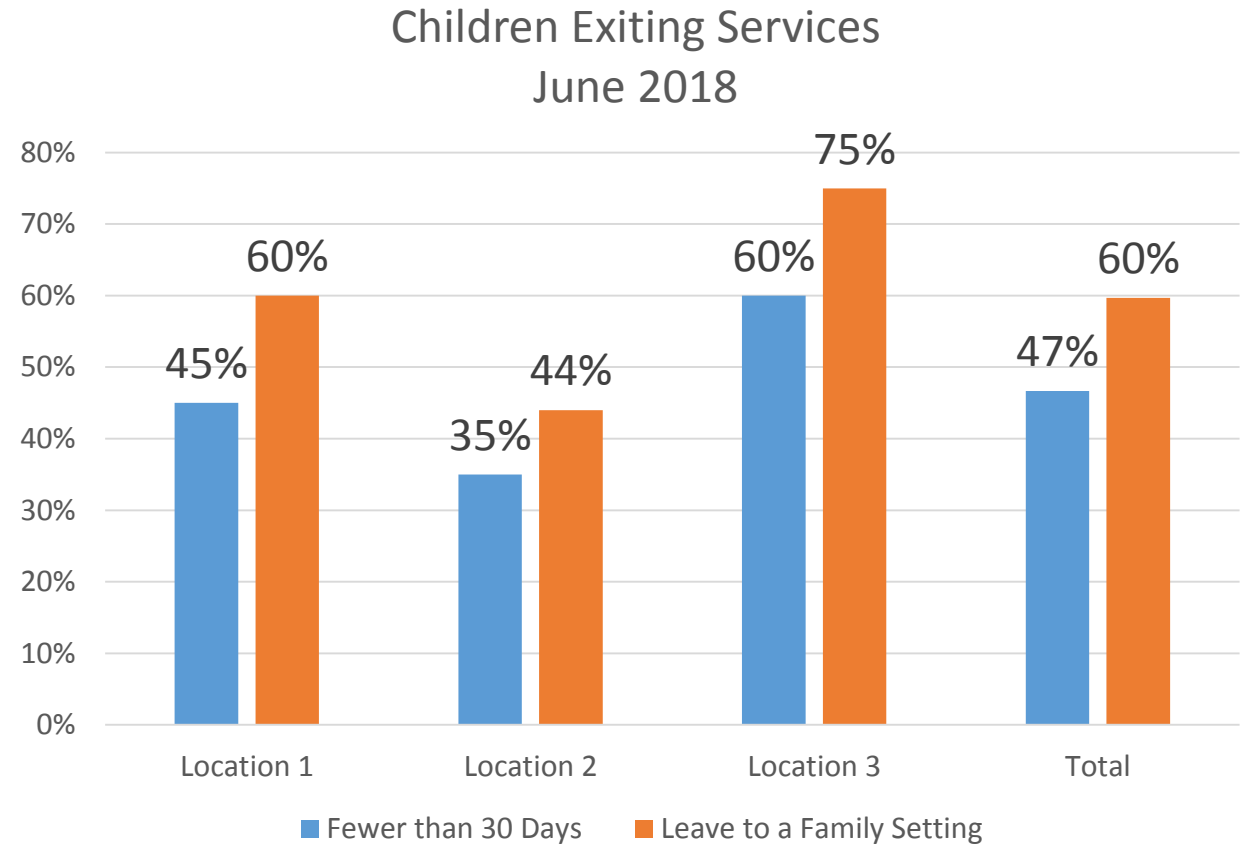


# Example of a Lag Measure



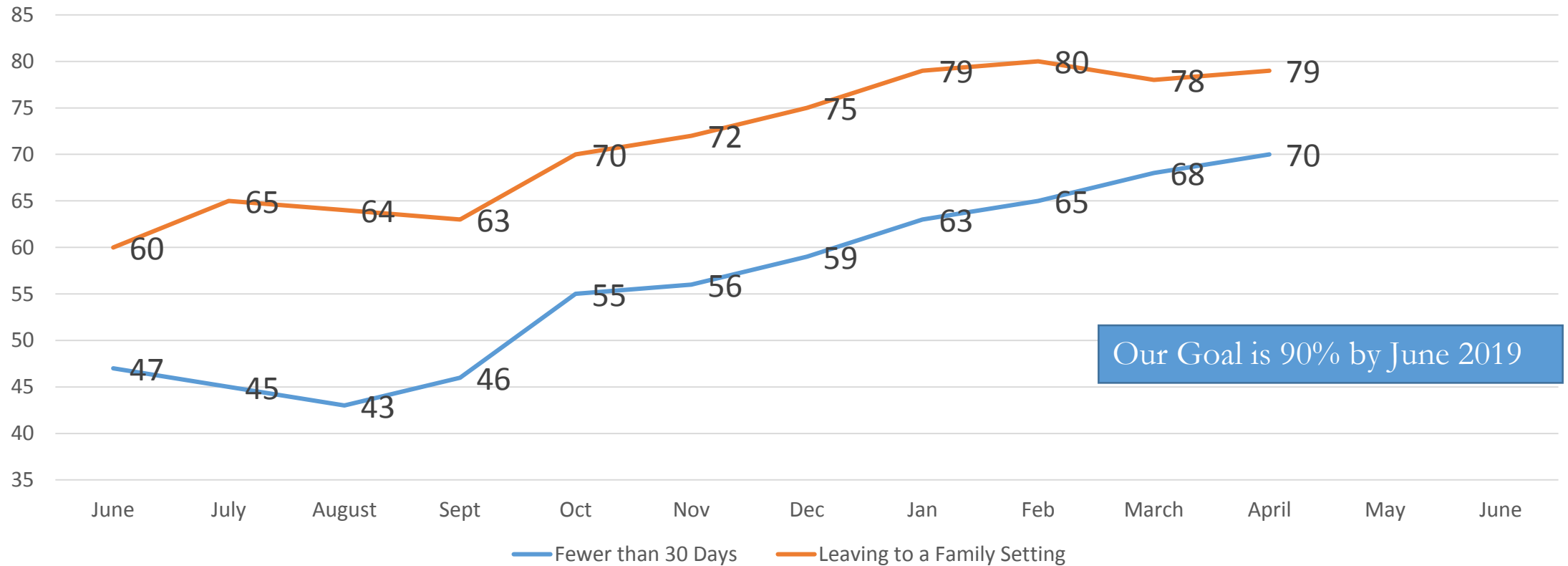
# Example of a Lag Measure

- Increase the number of children who exit within 30 days from 47% in June 2018 to 90% in June 2019.
- Increase the number of children who leave to a family setting from 60% in June of 2018 to 90% in June of 2019.



# Example of a Lag Measure

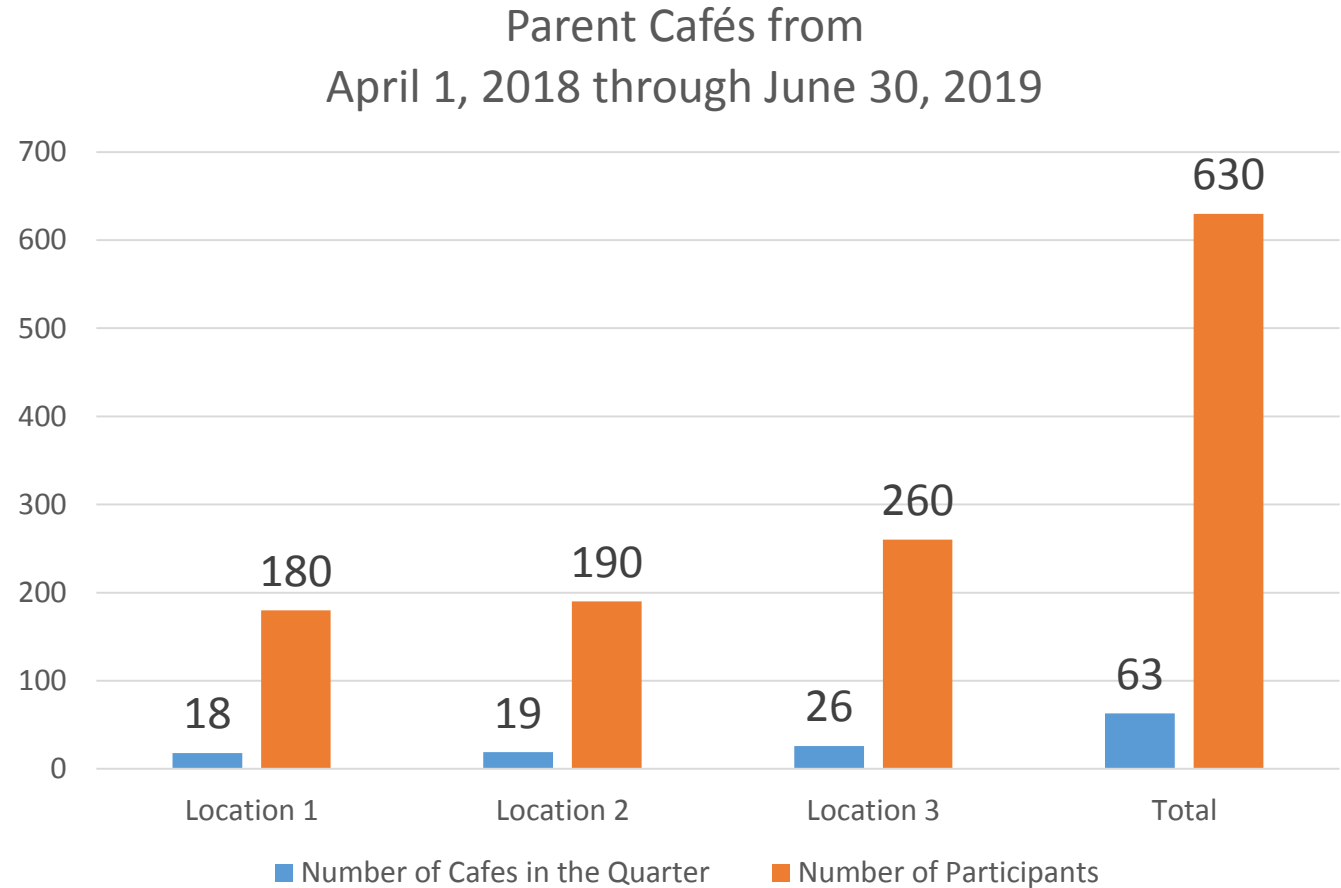
Percentage of Children Exiting by Month





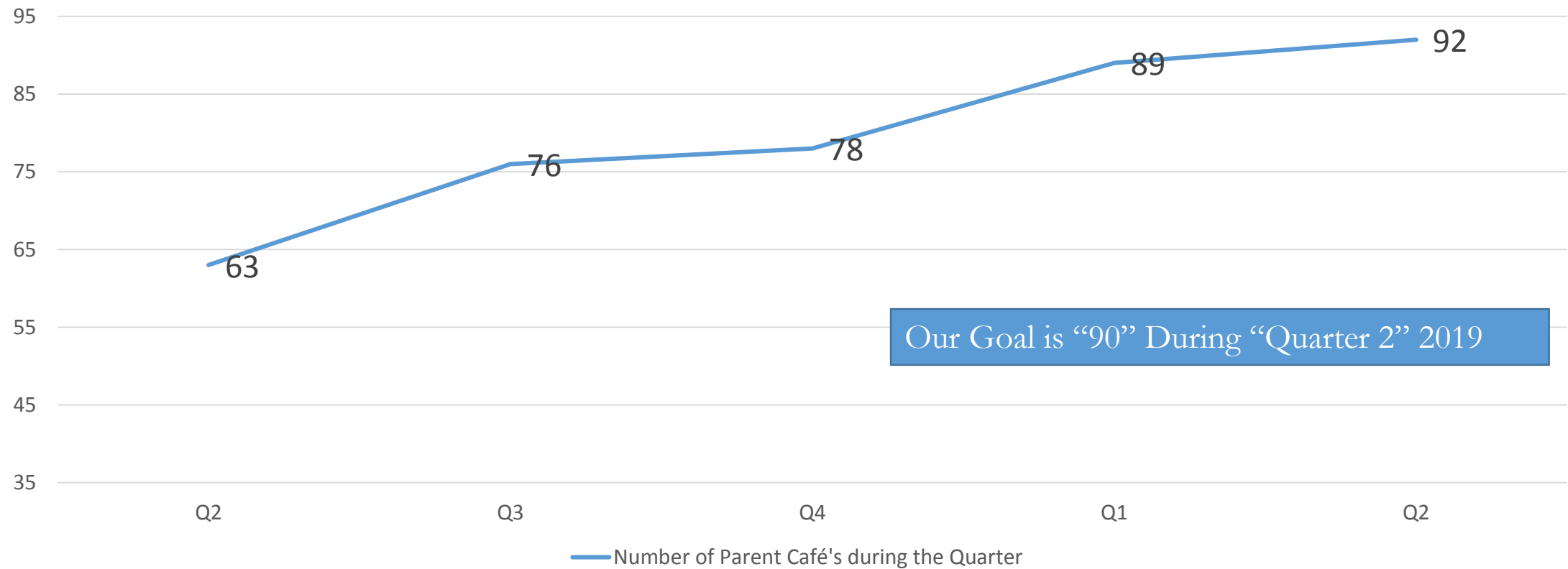
# Example of a Lag Measure

- Increase the number of Parent Cafes from 63 in the second quarter of 2018 to 90 in second quarter of 2019.
- Increase the number of Parent Café attendees from 630 in the second quarter of 2018 to 1,800 in the second quarter of 2019.



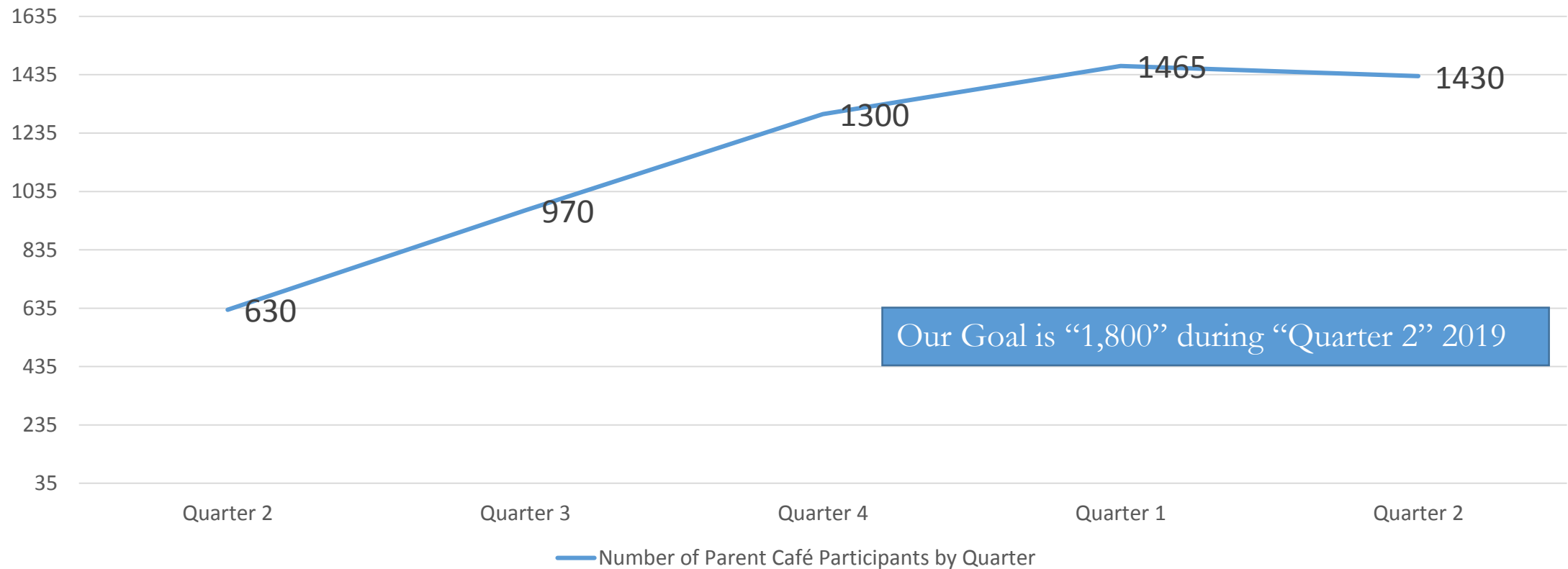
# Example of a Lag Measure

Number of Parent Cafes by Quarter



# Example of a Lag Measure

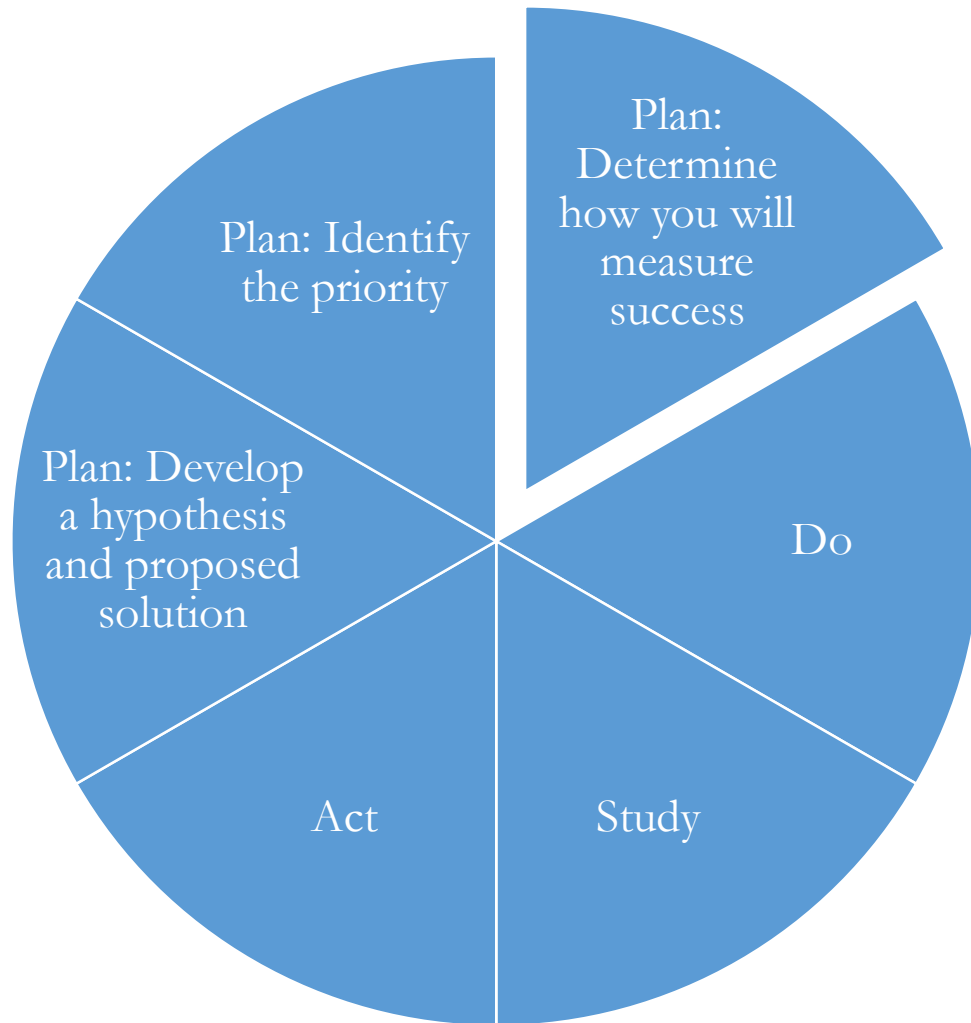
Number of Parent Cafes Participants by Quarter



# Group Activity



# Continuous Quality Improvement



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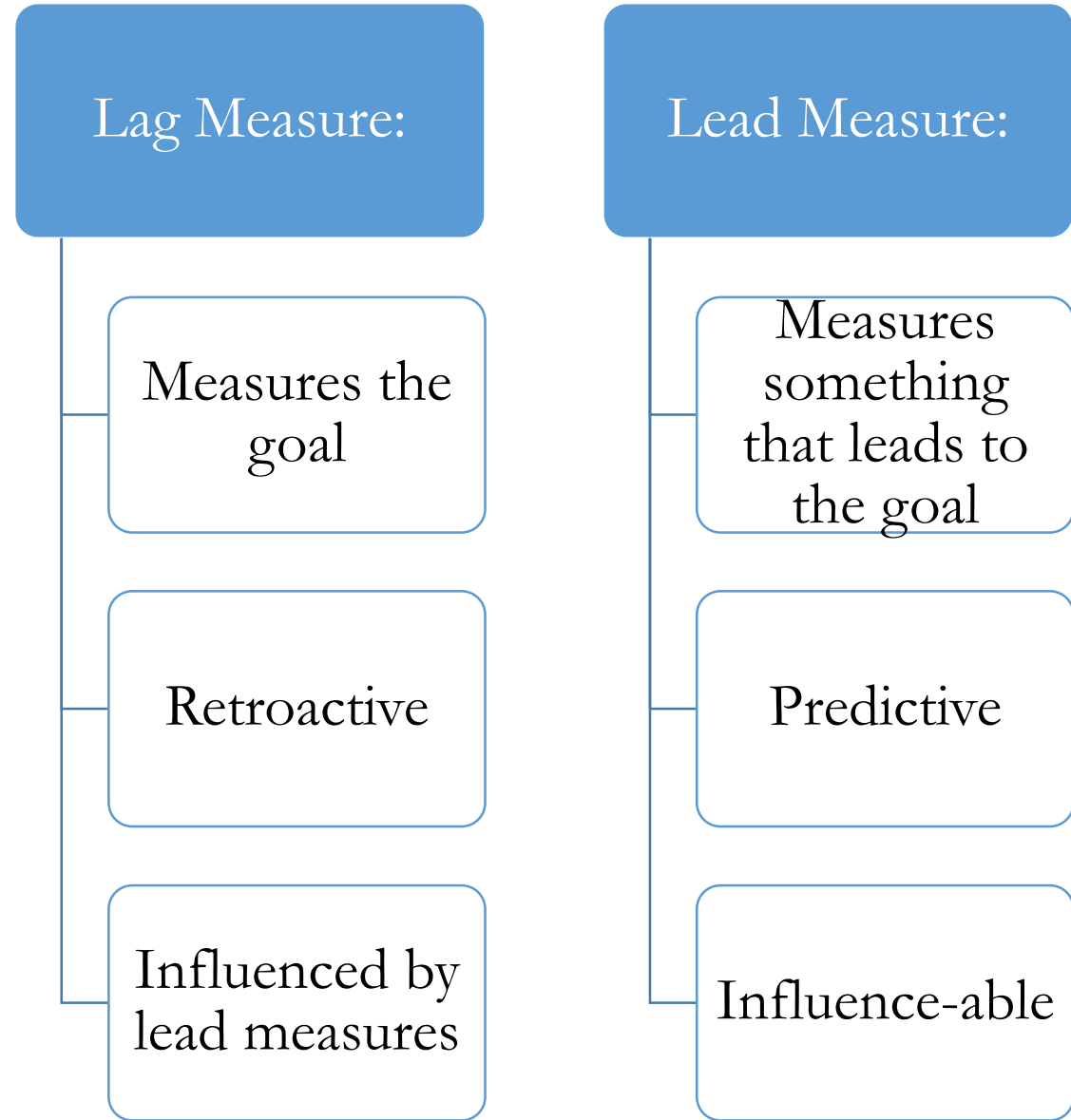
# Process and Capacity Measures

Plans are only good intentions unless they immediately degenerate into hard work.

- Peter Drucker



# Moving from lag measures to lead measures



# Implementation: Process, quality, and capacity

## Process:

- Shape how the work is done
- Sometimes called compliance

## Capacity:

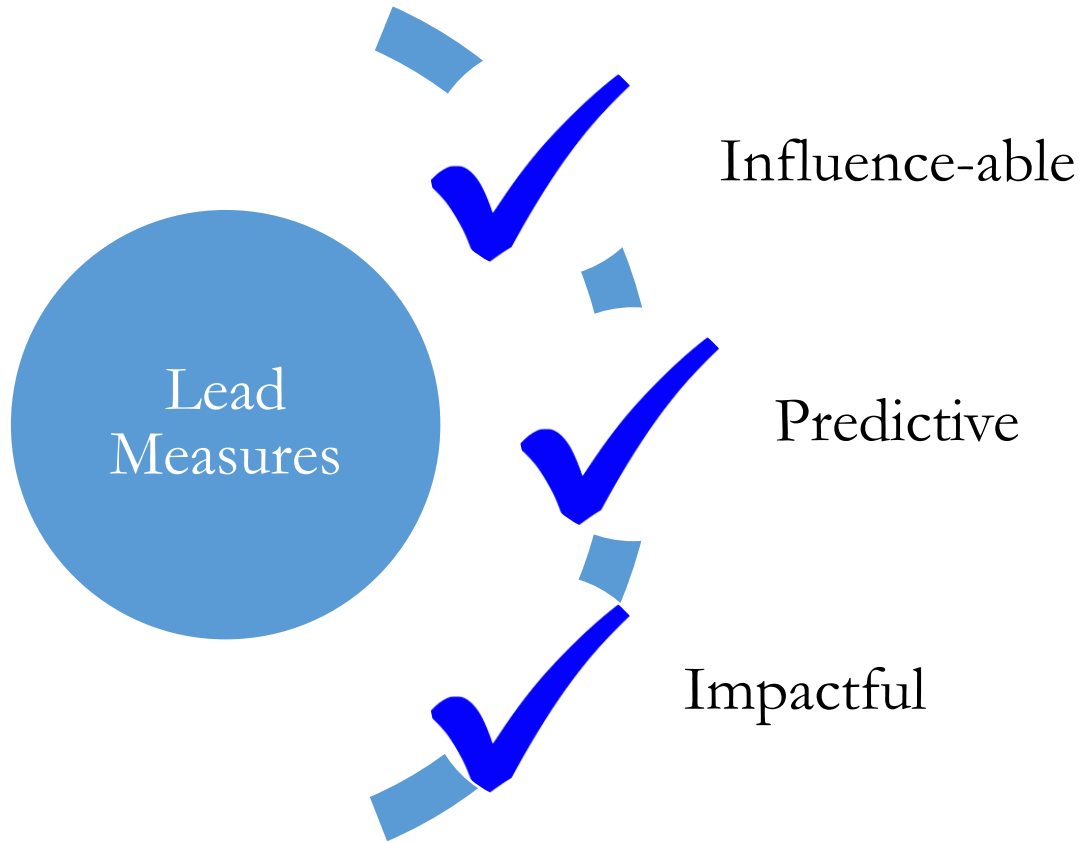
- Resources that the agency devotes to implementing the intervention
- Sometimes called context

## Quality:

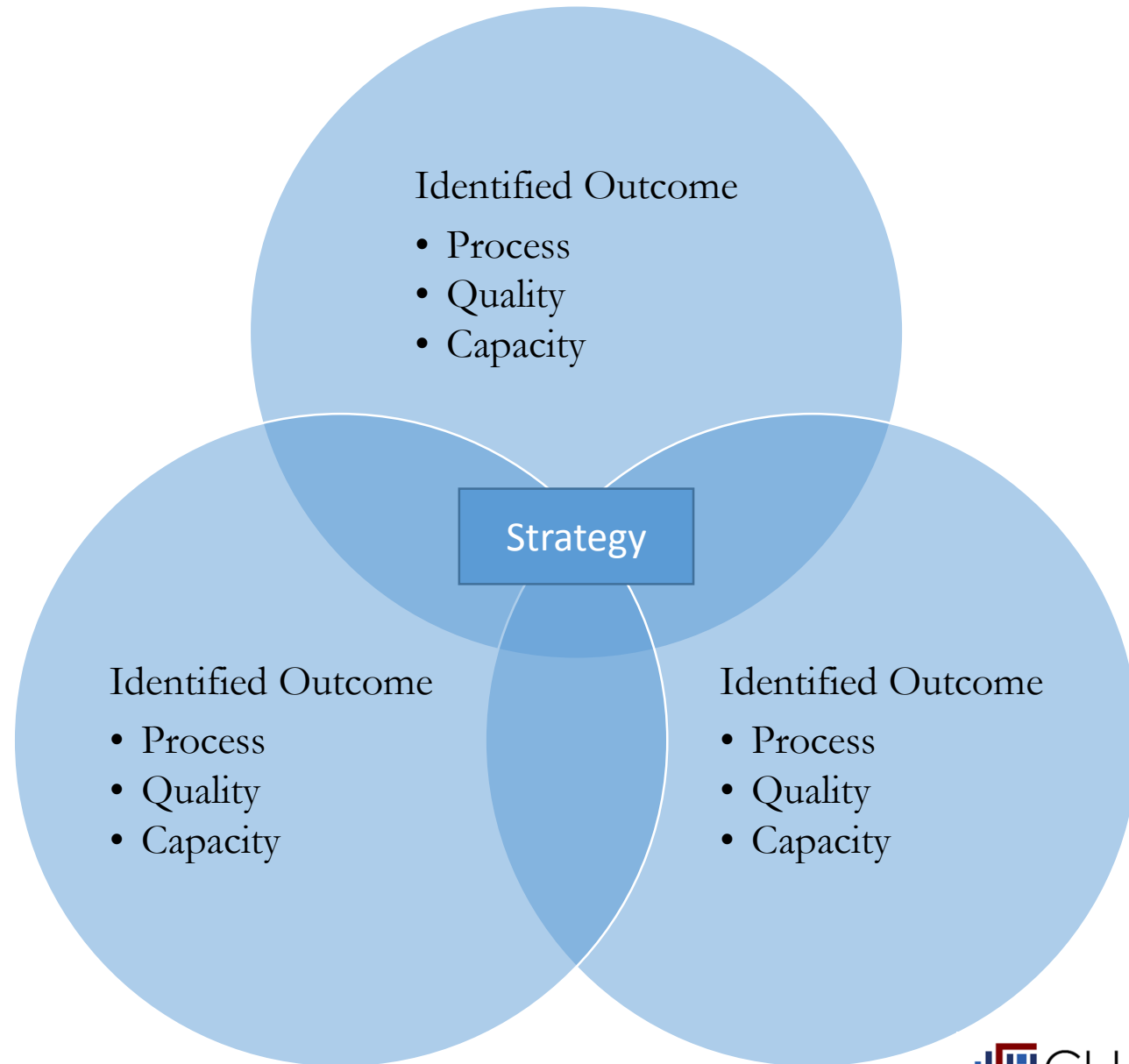
- Influence how well the work is done
- Sometimes called competency



# Key Components of Lead Measures



# Select the Battles that will Win the War



# Process for Selecting Lead Measures

Consider the Possibilities

Resist the temptation to choose too quickly

Rank by Impact

Narrowing the focus to a few lead measure will permit stronger leverage

Test the Top Ideas

Once you have identified a couple of high leverage lead measures then ask...

Ask:

Predictive and influence-able?

Ongoing process?

Measurable?

# Act on the Lead Measures

Acting on lead measure is the discipline of leverage.

- “You cannot control how much your car breaks down”
- “You can control how often your car receives routine maintenance.”



# Act on the Lead Measures

Acting on lead measure is the discipline of leverage.

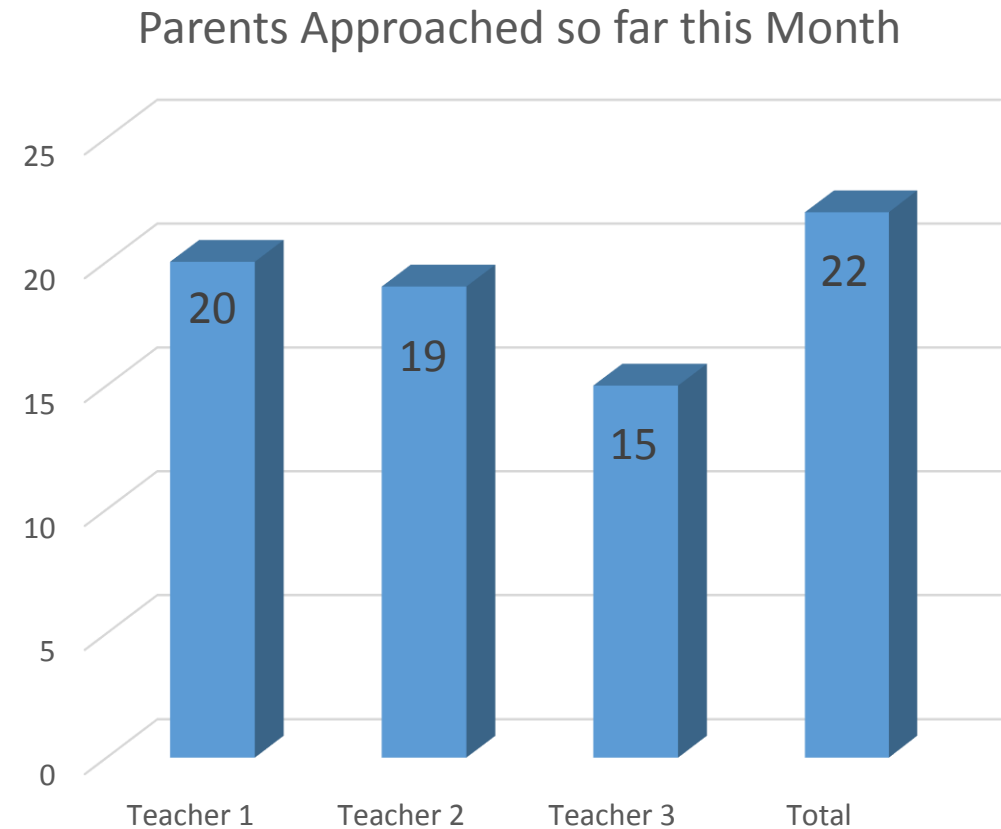
- “You cannot control what the scale says.”
- “You can control calorie intake and activity level.”



# Example of a Lead Measure

**Lag:** Increase the number of parents reading in the classroom from 9 in June 2018 to 20 in June 2019.

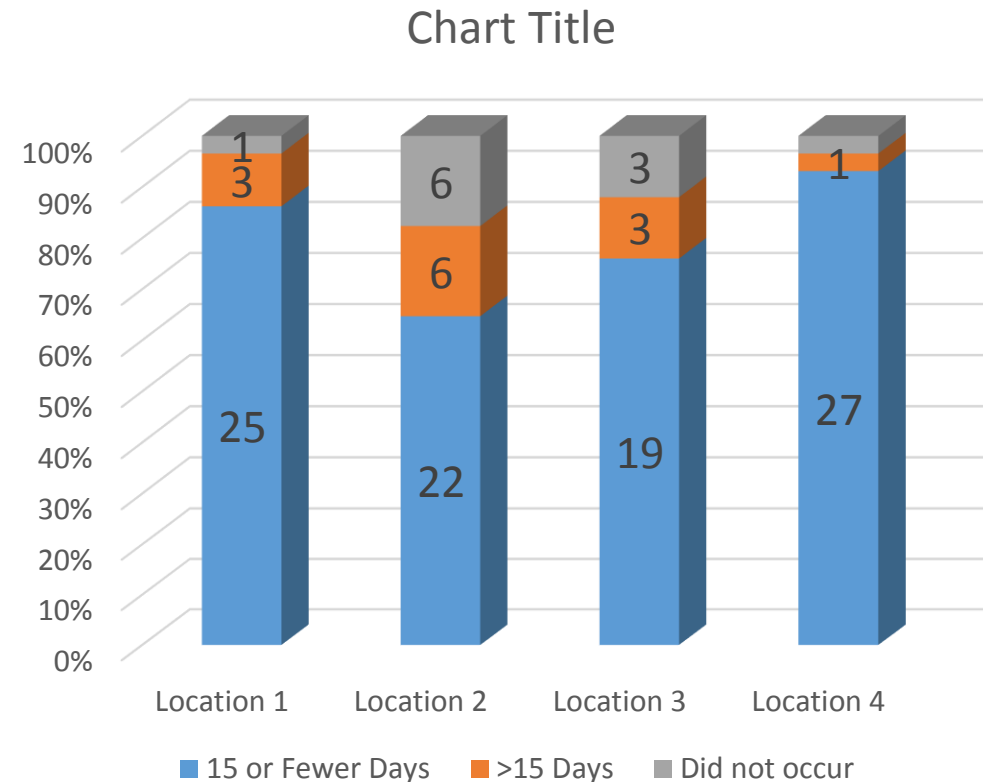
**Lead:** To accomplish this teachers will approach 1 parent each day during drop off and inquire if the parent can stay and read a book. If the parent is not able to stay then the teacher will follow up and ask if the parent can come another day.



# Example of a Lead Measure

We want to increase the number of children who exit within 30 days from 47% in June 2018 to 90% in June 2019.

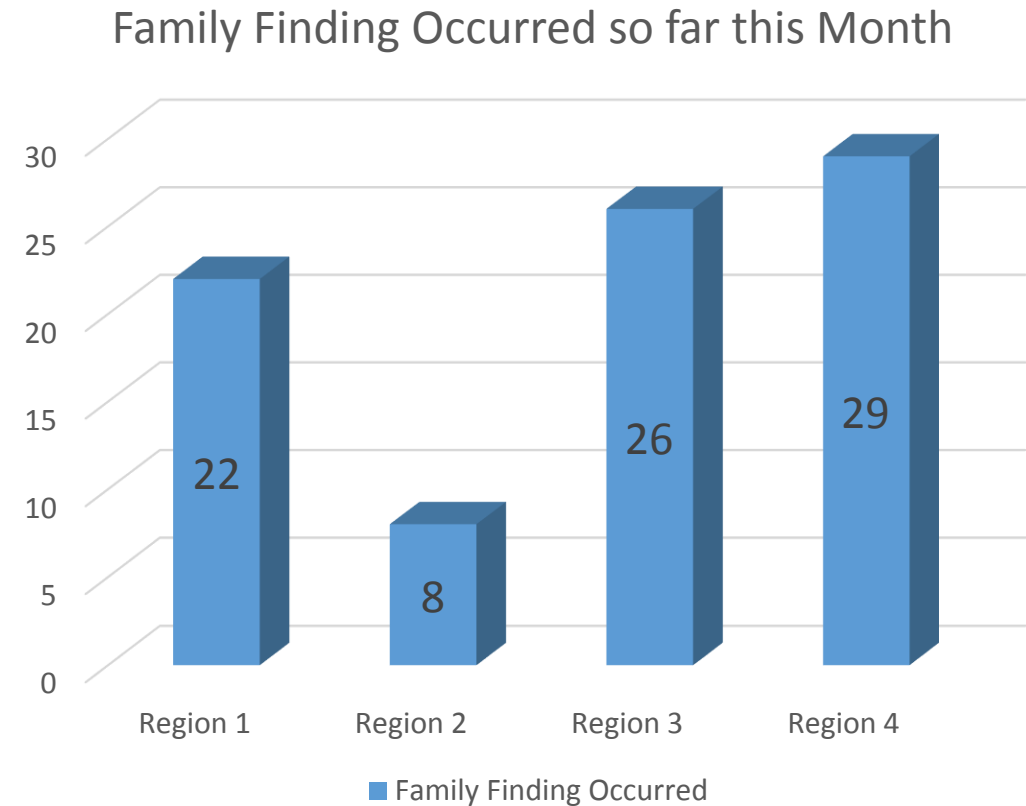
To help accomplish this, a discharge planning conference will occur on the 15<sup>th</sup> day of each hospitalization



# Example of a Lead Measure

We wish to decrease the rate of children in congregate care from 18% in June of 2018 to 14% in June of 2019.

To help accomplish this Family Finding will occur for 100 youth monthly.





# Completing the PDSA Cycle

“Do”

- Collect data required for an analysis of intervention effectiveness and analysis of implementation fidelity

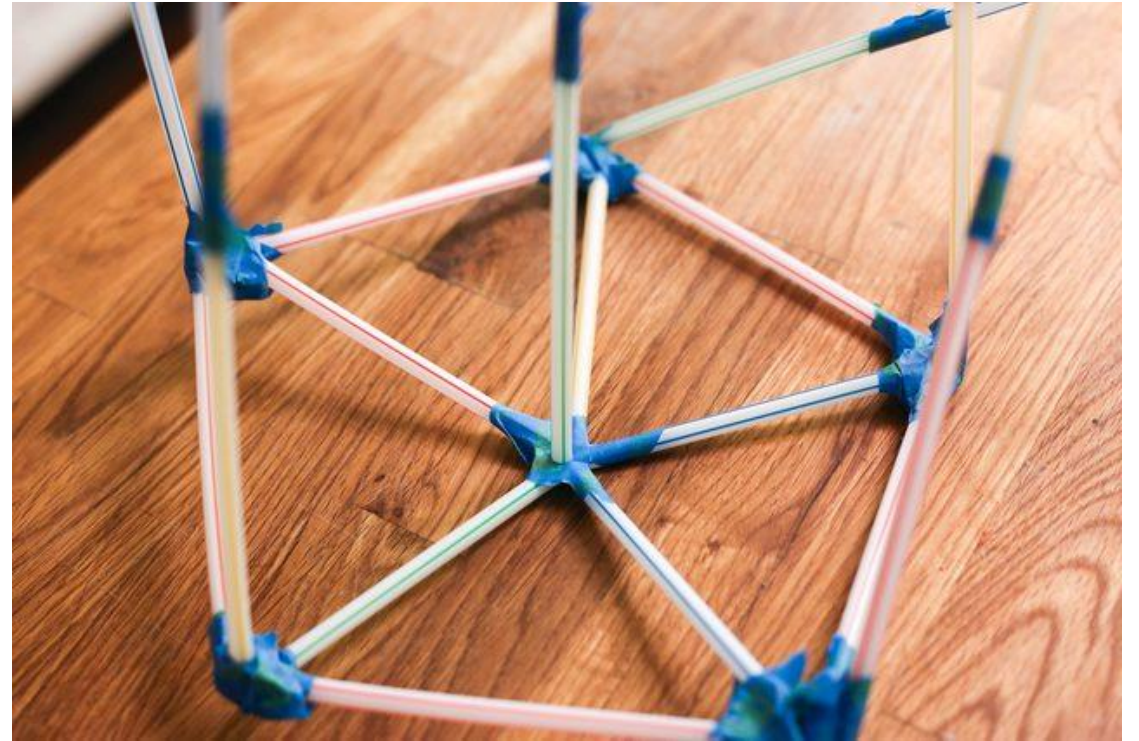
“Study”

- Measure progress toward the target outcome
- Monitor implementation
- Determine the extent to which the problem still exists
- Confirm or refute the theory of change

Act

- Adjust the intervention as needed

# Group Activity



# Reflections & Questions

What do you suspect will be most challenging when working to implement this?

What is something that you wished we spent a little more time on during the presentation?

What is something actionable that you may do as a result of this presentation?

# For Additional Information....

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