

Turning the Tables

Evaluating Our CQI System



Welcome!



Emily Shapiro



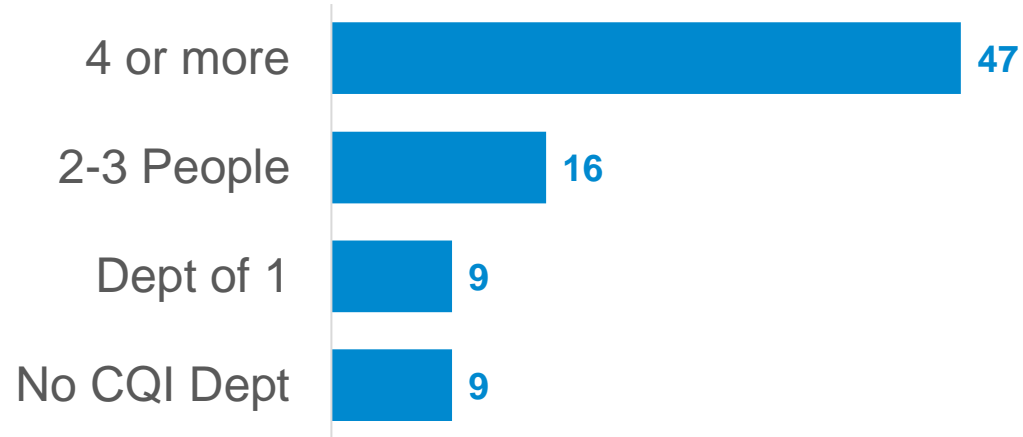
Mimi Stern



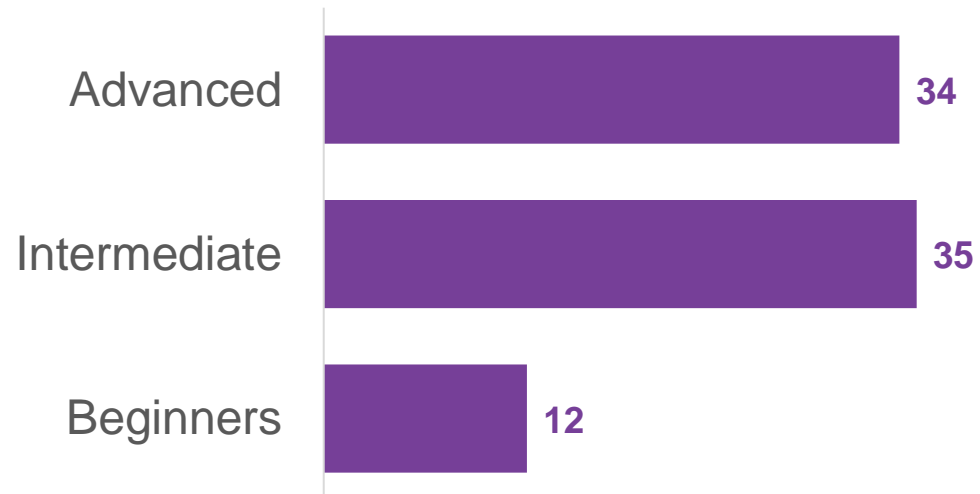
Ashleigh Rosen

Share your name and favorite fall activity in the chat 😊

How many people are in your CQI Department?



Your CQI System



Strengths:

Committed, motivated, dedicated, strong teamwork, support from leadership

Challenges:

Not enough resources/people, siloed departments or data, engagement/buy-in on the individual level, lack of full understanding of CQI

Hoping to learn:

Clarity on evaluating CQI systems vs. evaluating programs, concrete tools, engaging internal stakeholders, how to get useful feedback from those using our data, practical CQI team evaluation strategies



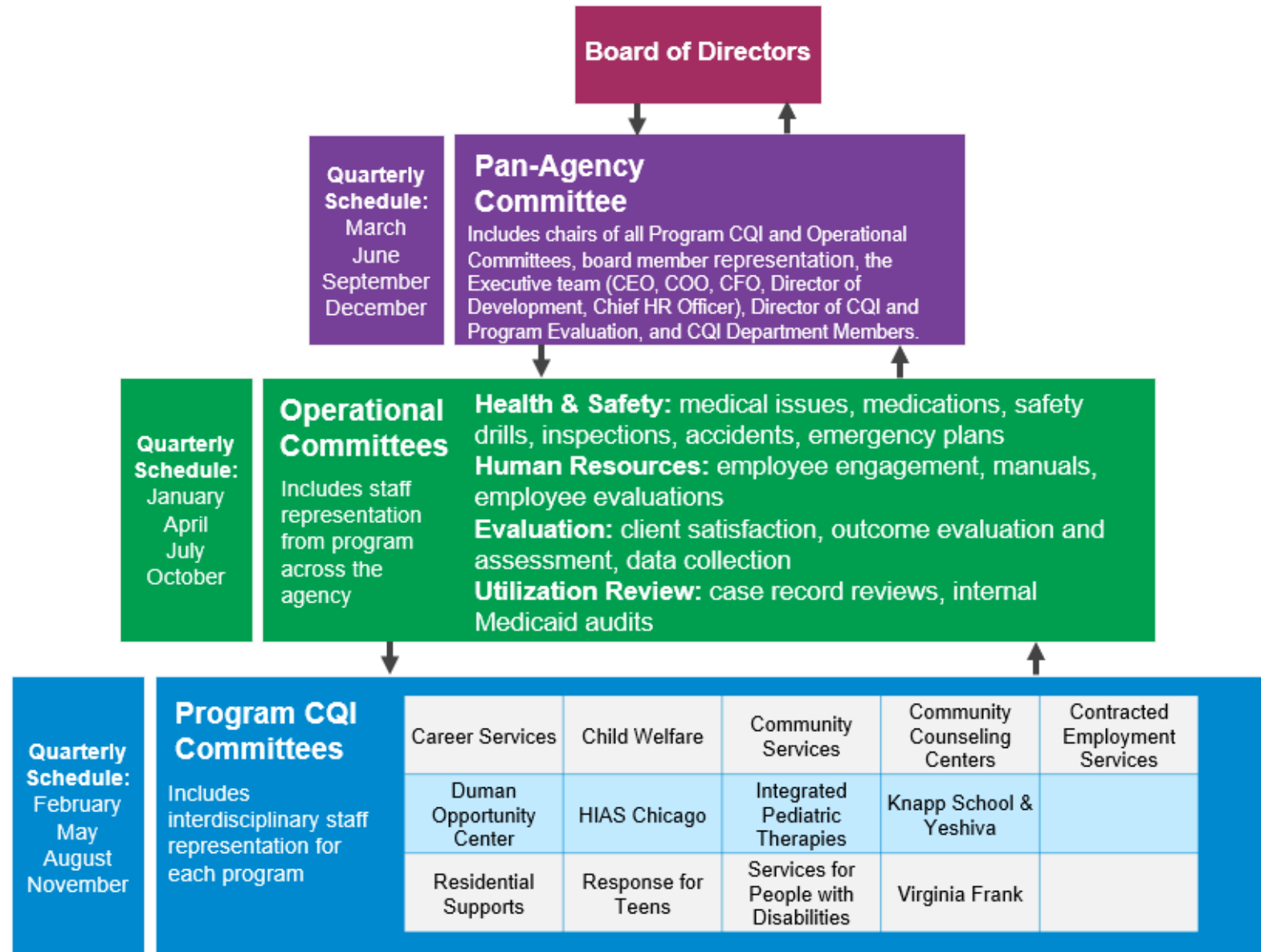
JCFS Chicago strives to enhance social-emotional well-being for adults, children, teens and families as well as maximize potential for people with intellectual and developmental disabilities.

Disability Services

Emotional Well-Being

Legacy Programs

Our CQI Structure





The reasons why



How we did it



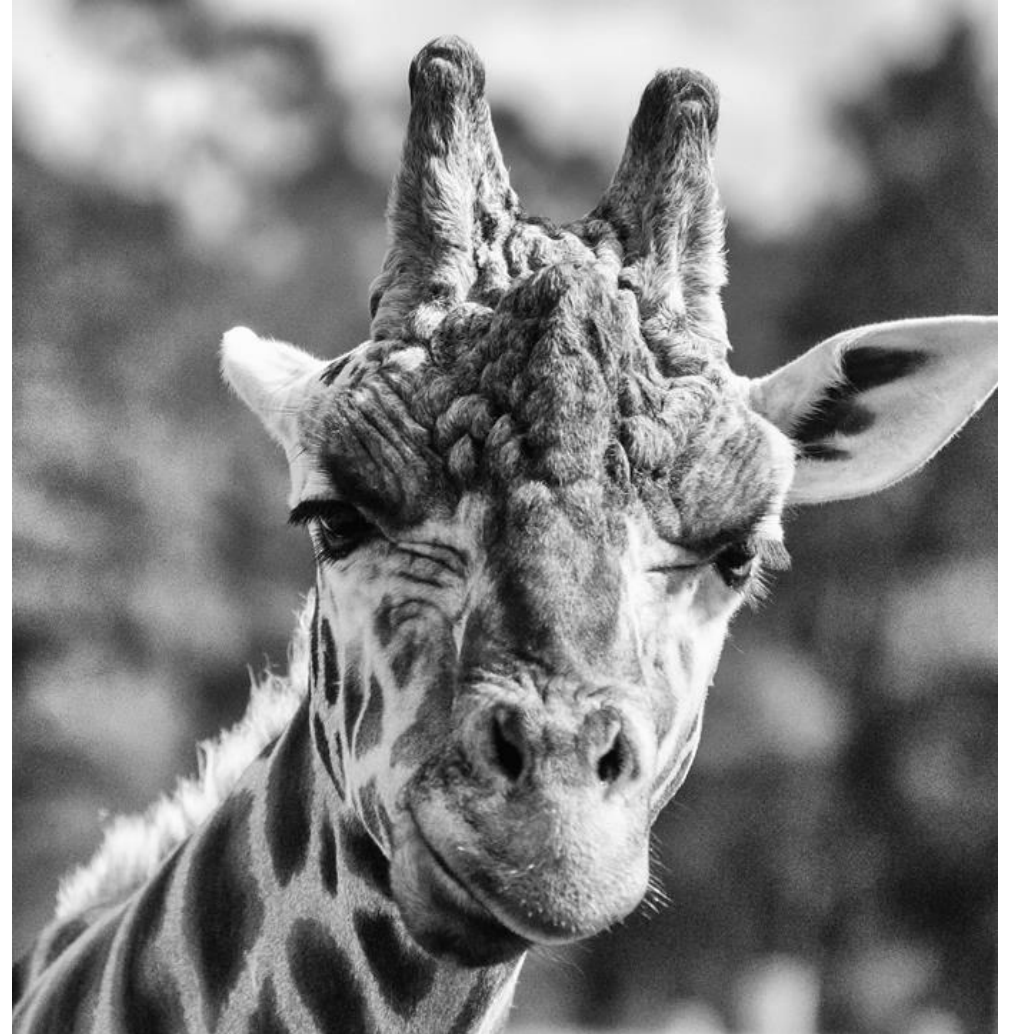
The results and what we've learned



...plus activities!

Activity!

Why do we create logic models or theories of change for our programs?



The reasons why...

- *Why wouldn't we?*
- Reflective Practice
- *Building an Evaluative Culture*
 - System of Results Activities vs. a Culture of Results
- COA Preparation
- Transparency & Trust



CQI for CQI

CQI – they're
just like
us!

They have
evaluation
plans!

They have
outcomes!

They go to
the grocery
store!

Development of our logic model

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...and here's what we came up with!

If we...

provide the foundation for consistent, continuous processes for improvement; **guide staff** through the process of defining and measuring the impact of their work; **utilize data** and information to provide feedback and recommendations; and support compliance and accreditation maintenance...

Then...

data literacy of staff increases; the understanding of clients, programs, and overall **impact increases**; the ability to make **evidence-informed decisions** is strengthened; the ability to **articulate the impact** of the agency is increased; and the culture of continual improvement is reinforced...

Which leads to...

(a) improved **quality of life**, social emotional wellness, increased opportunities, and outcome achievement for clients; (b) **increased engagement**, reduction of identified problems, and a shared mission and vision for staff; and (c) **improved services and advocacy** efforts, secure funding, and stronger strategic planning and organizational systems.

Identifying Outcomes & Evaluating Them

Direct Outcome	Data Source
Increase/maintain understanding of clients and program	CQI Stakeholder Survey (8 items)
Increase/maintain ability to make evidence-based decisions	CQI Stakeholder Survey (8 items)
Increase/maintain commitment to a culture of continual improvement	CQI Stakeholder Survey (8 items)
Increase ability to articulate the impact of services	CQI Stakeholder Survey (3 items)

Activity!

With your breakout group, identify **1-3 outcomes** that would demonstrate your CQI system's impact.

How would you measure them?

If we...	Then...	Which leads to...	Then ultimately...

Developing the Survey

Adapted from the “**Evaluation Capacity Assessment Instrument**”



Taylor-Ritzler, Suarez-Balcazar, Garcia-Iriarte, Henry, D. B, & Balcazar, F. E. (2013). Understanding and measuring evaluation capacity: A model and instrument validation study. *American Journal of Evaluation*, 34(2), 190-206.

<i>Capacity Component</i>	<i>Baseline <u>ECAI</u> Score out of 4</i>	<i>Post ECAI Score out of</i>
<i>Individual Factors</i>		
<i>Awareness</i>		
<i>Motivation</i>		
<i>Competence</i>		
<i>Organizational Factors</i>		
<i>Leadership</i>		
<i>Learning Climate</i>		
<i>Resources</i>		
<i>Evaluation Capacity Outcomes</i>		
<i>Mainstreaming</i>		
<i>Use of Results</i>		

Survey Items & Outcomes Key

Key Outcome

A	Increase/maintain understanding of clients & program
B	Increase/maintain ability to articulate the impact of services
C	Increase/maintain ability to make evidence-based decisions
D	Increase/maintain commitment to a culture of continual improvement

	Please indicate the extent to which your program currently uses CQI data for the following purposes:	Not at All	To Some Extent	To a Considerable Extent	To a Very Great Extent
A	To improve services or programs.	1	2	3	4
A	To design ongoing monitoring processes.	1	2	3	4
A	To assess implementation of a program.	1	2	3	4
A	To assess quality of a program.	1	2	3	4
C	To make informed decisions.	1	2	3	4
C	To train staff.	1	2	3	4
C	To develop or incorporate best practices.	1	2	3	4

	Please indicate your level of agreement with the following items:	Strongly Disagree	Disagree	Agree	Strongly Agree
D	The CQI process provides opportunities to assess how well we are doing and what we can do better.	1	2	3	4
D	CQI information is shared transparently with me.	1	2	3	4
D	Staff encourage colleagues to make use of CQI findings.	1	2	3	4
D	Staff concerns are overlooked in most decisions regarding quality improvement and evaluation. [REVERSE CODE]	1	2	3	4
A	My program gathers information from diverse stakeholders to gauge how well the program is doing.	1	2	3	4
C	My program has adequate records of past CQI efforts and what happened as a result.	1	2	3	4

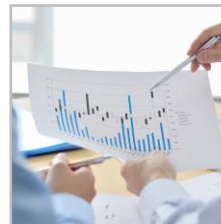
Our CQI Stakeholder Survey

27 items in 4 Domains:



Understanding of clients and program

Ability to make evidence-based decisions



Ability to articulate impact

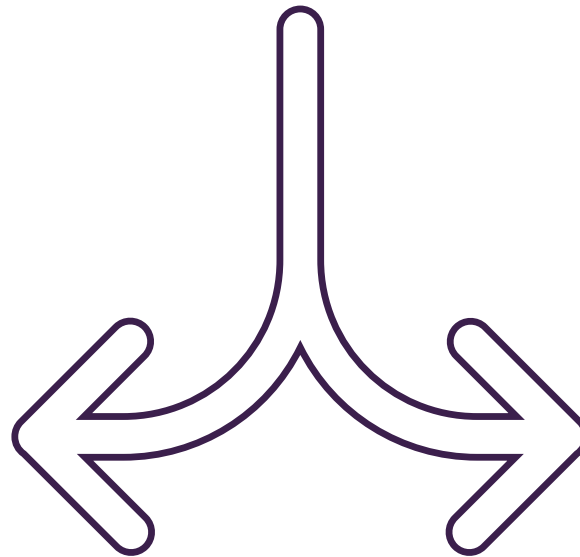
Commitment to a culture of improvement



Analysis Approach

Raw Data

Quantitative



Qualitative

Quantitative Analysis

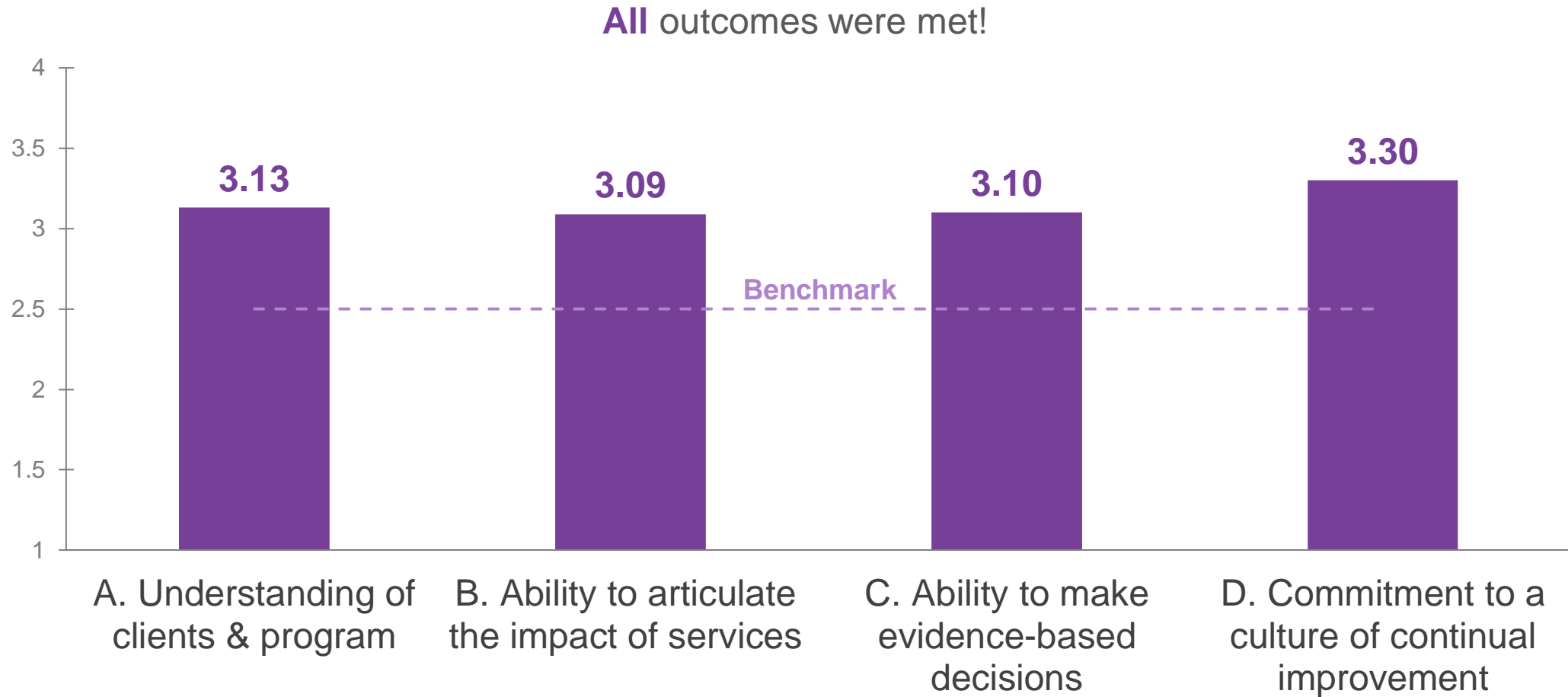
What is the range and spread of scores?

Do results differ by subgroups? (e.g., program, staff role, tenure of staff)

Which items tended to be the highest or lowest rated?

Domain A									
<i>Survey Item:</i>	A_Q1	A_Q2	A_Q3	A_Q4	A_Q5	A_Q6	A_Q7	A_Q8	Respondent Mean Score
Respondent 1	3	3	3	3	3	3	1	1	2.5
Respondent 2	3	3	1	3	4	4	1	2	2.63
Respondent 3	3	3	3	3	3	3	1	1	2.5
Respondent 4	2	3	4	2	-	1	1	3	2.29
Respondent 5	4	3	1	3	3	3	3	4	3
Respondent 6	4	3	2	1	1	4	2	2	2.38
Respondent 7	2	2	-	4	3	3	3	3	2.86
Respondent 8	1	1	3	3	4	2	1	1	2
Respondent 9	3	4	3	1	1	2	3	4	2.63
Respondent 10	3	3	1	3	4	4	1	2	2.63
Overall Domain A Mean Score:									2.54

Results Overview



Focal Points

Strengths

- I have access to the CQI information I need to make decisions regarding my work.
- I think that CQI activities demonstrate which improvements are needed in my program.
- The CQI process provides opportunities to assess how well we are doing and what we can do better.
- CQI information is shared transparently with me.
- Staff encourage colleagues to make use of CQI findings.

Weaknesses

- My program gathers information from diverse stakeholders to gauge how well the program is doing.
- I think that CQI activities will help improve services to people of diverse backgrounds and needs.
- I know where to find the outcome results for my program.
- Extent to which my program uses CQI data to train staff.



Qualitative Analysis

Survey Comments

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graph TD; A[Survey Comments] --> B[Code & Identify Themes]; B --> C[Action Planning];
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Code & Identify Themes

Action Planning

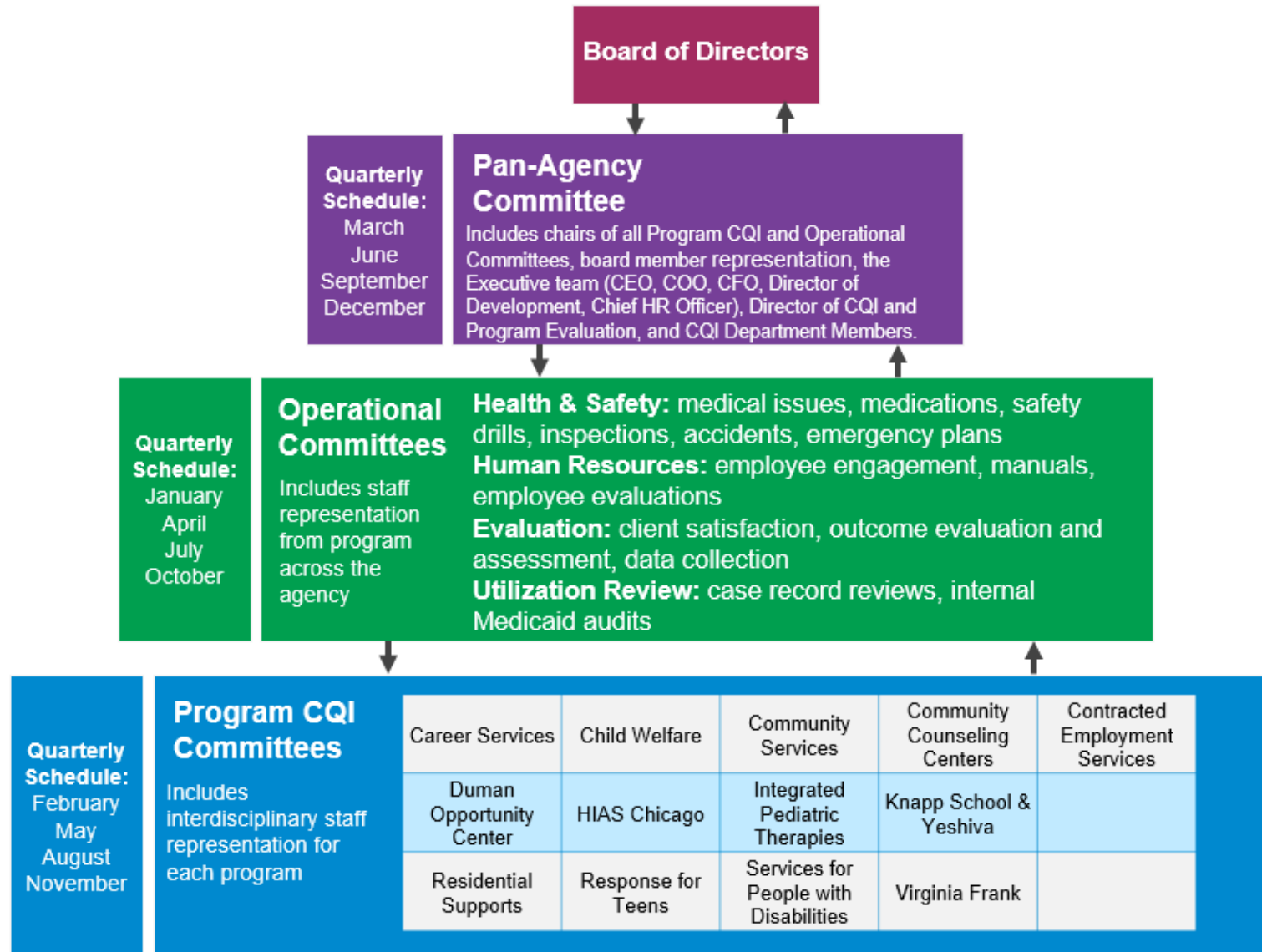
Code

Question/prompt	Response	Themes:	Positive	Constructive	Survey Design	CQI Staff or Team	Agency	Revisit (today)
What is one suggestion to improve CQI at the agency? How could CQI better serve you and the agency?			Avatar	Program	Meeting Facilitation	For further consideration (later)	Stakeholder engagement /communication	Education Opportunity
	• A JCFS staff person often works with a team of people external to the							
	• Always worth looking into alternatives ways to elicit feedback from							
	• Consultation with clinicians regarding any changes regarding							
	• Continuing to improve the flow of information both up and down for							
	• CQI could work on bettering their relationship and understanding of							
	• CQI is extremely respons[ive]. My issue is more with Avatar and not							
	• CQI should send out an email/newsletter about what it is. It actually							
	• Easier access to the collected data.							
	• I am not sure yet. Our relationship with [staff name] is new and so far,							
	• I don't have a suggestion as much as an observation and wondering.							
	• I think it would be helpful to have more stakeholders involved for our							

Tally

What is one suggestion to improve CQI at the agency? How could CQI better serve you and the agency?	Positive	Constructive	Survey Design	CQI Staff or Team	Agency	Revisit	Education Opportunity	Avatar	Program	Meeting Facilitation	For further consideration	Stakeholder engagement /communicatio
A JCFS staff person often works with a		X			X							
Always worth looking into alternatives		X										X
Consultation with clinicians regarding any		X										X
Continuing to improve the flow of		X		X	X				X			
CQI could work on bettering their		X		X	X							
CQI is extremely respons[ive]. My issue is	X			X	X		X					
CQI should send out an email/newsletter		X					X		X			X
Easier access to the collected data.		X					X					
I am not sure yet. Our relationship with	X											
I don't have a suggestion as much as an	X	X										X
I think it would be helpful to have more		X							X			X
Totals	5	23	0	7	8	0	8	2	10	2	1	8

Competencies



Activity!

Thinking of the CQI “champions” at your agency, what are the traits that make them stand out? What are the skills they have that make them great at CQI?

Skills

Attitudes

Knowledge

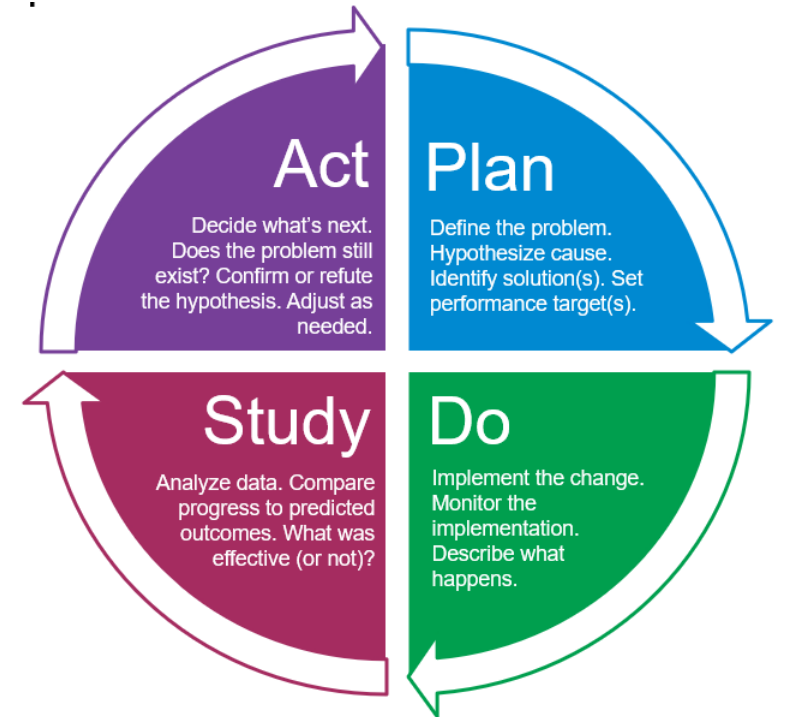
Values

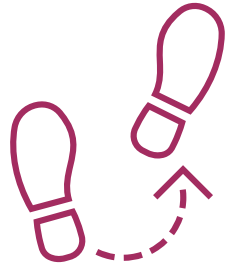
...and here's what we came up with!

Role	Knowledge/Skills	A commitment to <u>DEVELOP</u> the following...	Attitudes/Values
All members	<ul style="list-style-type: none"> • Knowledge of Program Specification document, theory of change, program outcomes • Knowledge of available information and tools • Understanding of how measurement tools relate outcomes • Articulate the importance of completing accurate and timely assessments 	<ul style="list-style-type: none"> • Data literacy • Fostering a collaborative meeting environment • Listening to understand and engage different perspectives • Increasing knowledge of various parts of JCFS programs and the agency • Sharing CQI discussions outside of committee 	<ul style="list-style-type: none"> • Promotes Courageous Authenticity • Views CQI as an essential part of daily work • Inquisitiveness and an improvement mindset • Values transparency and willingness to share challenges • Everyone is an equal member
CQI Chair	<ul style="list-style-type: none"> • Understanding of the Plan-Do-Study-Act framework 	<ul style="list-style-type: none"> • Strong facilitation and communication skills • Demonstrating leadership behaviors to maximize influence and develop a culture of evaluation and improvement 	<ul style="list-style-type: none"> • Welcomes unique committee members' individual roles and perspectives • Champions the continuous quality improvement process • Values the need for accountability to programs and the agency

How we shared this back

- Distributing the report
- Presenting at committee meetings
- Application of PDSA cycle
- Continued transparency and accountability





Next steps

Future surveys

Action plans



What we've learned

Get creative (and uncomfortable)

Walk the walk

Empathy is invaluable

Questions? Want to connect? Let's chat!



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