WELCOME!

We will begin shortly!

In the meantime, join the Conversation

- Participate in Poll Everywhere during the session
- Text SARAHBUEK738 to 22333 to join the conversation
- The poll will be announced and opened later in the session

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I-02

1

CREATING A MEANINGFUL & INTEGRATED CQI PRACTICE

Sarah J. Buek | October 7, 2021

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HOUSEKEEPING

We are recording

Please mute yourself

Use reactions for feedback

Chat Questions to Yolanda

WFH realities

Handouts will be on the Conference Website

I-05

3

AGENDA

**CQI > Compliance
5 Characteristics of Meaningful QI Resources**

I-07

4

CQI is more than compliance!

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COMPLIANCE IS . . .

"the act or process of doing what you have been asked or ordered to do"

"the act or process of complying to a desire, demand, proposal, or regimen or to coercion"

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Merriam Webster. (n.d.). https://www.merriam-webster.com/dictionary/compliance

CQI-33

6

CQI IS . . .

"CQI is an approach to quality management that builds upon traditional quality assurance methods by emphasizing the **organization and systems**: it focuses on "**process**" rather than the individual; it recognizes both internal and external "customers"; it promotes the need for **objective data** to analyze and improve processes. CQI is a **management philosophy** which contends that most things can be improved. This philosophy does not subscribe to the theory that "if it ain't broke, don't fix it." At the core of CQI is **serial experimentation** (the scientific method) applied to everyday work to meet the needs of those we serve and improve the services we offer."

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Facilities Planning and Management. (n.d.). *Continuous Quality Improvement*. Iowa State University. https://pmcahoy.com/worldclass/cqi.html

CQI-07

7

QA VS. QC VS. QI

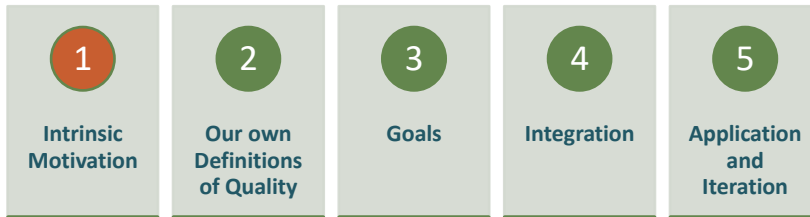|	Quality Assurance	Quality Control	Quality Improvement
What is it?	**Preventive** efforts to design processes and procedures that can/should meet deliver quality.	Strategies to **monitor** the implementation of plans and procedures designed to deliver quality.	A systematic and continuous process of **improving** quality.
Answers the Question	"What will we do to deliver quality?"	"What did we actually do, and did we deliver quality?"	"How can we deliver higher quality?"
What tools or processes can support it?	• Process maps • Operating procedures • Plans • Manuals • Responsibility Charts	• Checklists • File reviews • Observations • Surveys	• DMAIC • PDSA • Business process improvement • Etc.

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LSS-84

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4

MEANINGFUL QUALITY IMPROVEMENT

9

MEANINGFUL QI REQUIRES

1	**2**	**3**	**4**	**5**
Intrinsic Motivation	Our own Definitions of Quality	Goals	Integration	Application and Iteration

CQI-08

10

1. INTRINSIC MOTIVATION

Natural curiosity and self-reflection → Evaluative Thinking
Sense of urgency, desire to improve and change
Stakeholder buy-in and engagement

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EVALUATIVE THINKING

It is "questioning, reflecting, learning, and modifying . . . conducted all the time. It is a **constant state-of-mind within an organization's culture and all its systems**" (p. 24).

Bennett, G., & and Jessani, N. (Eds.). (2011). *The knowledge translation toolkit: Bridging the know–do gap: A resource for researchers*. Sage India, IDRC.

ET-03

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CREATE A SENSE OF URGENCY

What's at stake? (Consequences)

- Lives and well-being
- Funding
- Accreditation/Licensing
- Liability
- Brand/Reputation

Why aim for quality? (Incentives)

- Attract donors
- Attract & retain staff
- Achieve impact
- Increase satisfaction (staff, client, etc.)

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CM-20

13

STAKEHOLDER BUY-IN

What's their stake?

Tune into WIIFM ("What's in it for me?")

- The incentives and consequences that motivate each group of stakeholders is likely different.
  - Executives vs. front-line service providers vs. funder

Ensure your vision for improvement appeals to all key stakeholder groups

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CQI-22

14

QUESTIONS & COMMENTS

15

MEANINGFUL QI REQUIRES

1	2	3	4	5
Intrinsic Motivation	Our own Definitions of Quality	Goals	Integration	Application and Iteration

CQI-08

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2. DEFINITIONS OF QUALITY

Quality > Compliance

Intrinsically motivated QI efforts work toward definitions of quality that are:

- Specific
- Meaningful
- Compelling

Quality processes *and* results

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CUSTOMER REQUIREMENTS

Quality = Meet or exceed "customer" requirements

Who are our "customers"?

- To whom are we accountable?
- Whose requirements do we need to meet?
- Whom do we need to satisfy?

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OUR STAKEHOLDERS

Customers
- Purchase services

Clients
- Participate in services

Beneficiaries
- Experience benefits of services

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CQI-03

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DEFINITIONS OF QUALITY

What is your organization's definition of Quality?

- Text SARAHBUEK738 to 22333 to join the conversation
- Text no more than 3 brief responses (key words) to the question

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What is your organization's definition of Quality?

Powered by **Poll Everywhere**

Start the presentation to see live content. For screen share software, share the entire screen. Get help at **pollev.com/app**

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QUALITY LOOKS LIKE . . .

- Availability
- Responsiveness
- Relationships
- Growth
- Recognition
- Consistency
- Fidelity
- Inclusive
- Diverse
- Equity

- Engagement
- Satisfaction
- Retention
- Cultural Competence
- Utilization
- Best Practices
- Safety
- Efficiency
- Accessibility

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CQI-05

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QUESTIONS & COMMENTS

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MEANINGFUL QI REQUIRES

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Intrinsic Motivation	Our own Definitions of Quality	Goals	Integration	Application and Iteration

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3. GOAL-DRIVEN

Driven toward a vision of improved quality

Moving the bar, not just clearing it

Goals of CQI Plans vs. Projects

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PROJECT VISION STATEMENTS

What's the desired result of this CQI *project*?

☀ What difference will this make?

☀ And why does that matter to you?

☀ How will we know when it's solved?

Don't describe the *solution/change* itself. Describe the *result* if the solution/change has the desired effect!

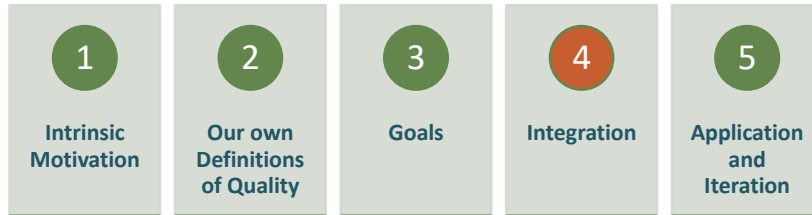**Use compelling language that will appeal to all of your key stakeholder groups.**

Example:

☀ "To reduce attrition to 20% or less within 3 months."

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MEANINGFUL QI REQUIRES

1	2	3	4	5
Intrinsic Motivation	**Our own Definitions of Quality**	**Goals**	**Integration**	**Application and Iteration**

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4. INTEGRATION

Build and de-centralize CQI skills and tools

- Training in CQI models and tools
- Departmental CQI Plans
- Cross-departmental CQI teams
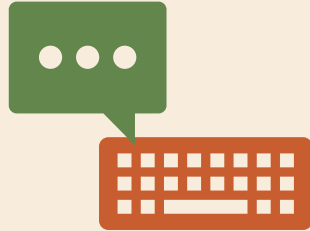
Identify & Prioritize Opportunities for Improvement

- Staff meetings, annual reviews, debriefs, funder reporting
- Bottom up, WIIFM

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INTEGRATION

How does your organization integrate CQI into your various routines and practices?

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MEANINGFUL QI REQUIRES

1	2	3	4	5
Intrinsic Motivation	Our own Definitions of Quality	Goals	Integration	Application and Iteration

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5. APPLICATION & ITERATION

CQI is cyclical. It's not one-and-done.

Don't skip the final phase – control, monitor, adjust.

Demystify tools and processes.

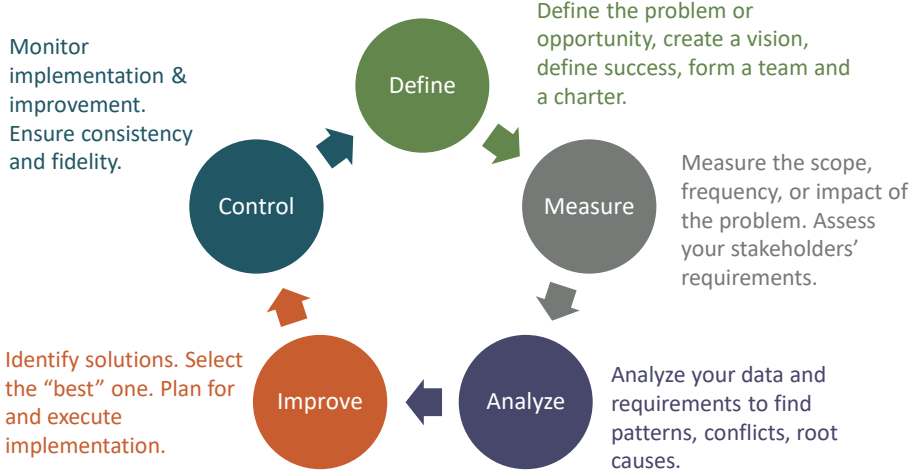31 ©2021 The IllumiLab

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LEARNING & IMPROVEMENT CYCLES

Lean Six Sigma

- Define
- Measure
- Analyze
- Improve
- Control

Performance Management

- Define
- Measure
- Learn
- Improve

PDSA

- Plan
- Do
- Study
- Act

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CQI-15

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LEAN SIX SIGMA

Monitor implementation & improvement. Ensure consistency and fidelity.

Define the problem or opportunity, create a vision, define success, form a team and a charter.

Define

Control

Measure

Measure the scope, frequency, or impact of the problem. Assess your stakeholders' requirements.

Identify solutions. Select the "best" one. Plan for and execute implementation.

Improve

Analyze

Analyze your data and requirements to find patterns, conflicts, root causes.

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MEANINGFUL QI REQUIRES

1	2	3	4	5
Intrinsic Motivation	**Our own Definitions of Quality**	**Goals**	**Integration**	**Application and Iteration**
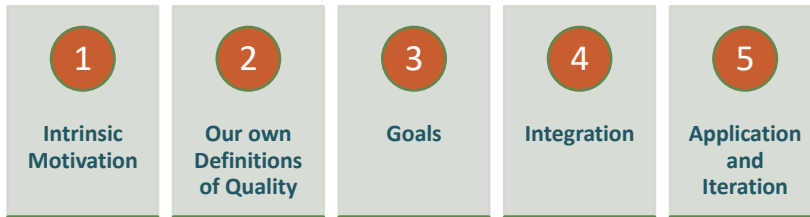
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QUESTIONS & COMMENTS

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RESOURCES
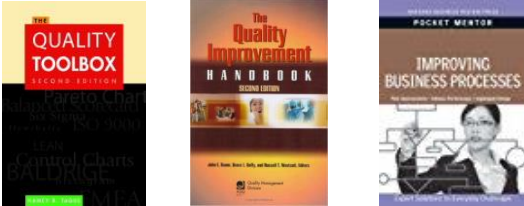
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RESOURCES

Indicators of Evaluative Thinking

🔹 Bruner Foundation, *Indicators of Evaluative Thinking,* *http://www.evaluativethinking.org/docs/EvaluativeThinkingIndicators.Detailed.vv4.pdf*

🔹 Evaluative Thinking in Organizations Study, Resources including Evaluative Thinking Assessment Tool http://www.evaluativethinking.org/ethos_resources.html

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RESOURCES

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Over the years, we've assembled a vast library of online resources. These are a select few that we consider to be the most helpful for organizations that are seeking to design and launch their own Performance Management systems and organizational cultures of learning. All are available as free downloads with the links provided.

Assessing Your Organization's Culture & Capacity for Learning

Readiness for Organizational Learning and Evaluation Instrument from Hallie Preskill and Rosalie Torres
A self-assessment tool designed to help organizations assess their readiness to implement and sustain learning and evaluation practices. Assesses the following domains: culture, leadership, systems and structures, communication and information, teams, and evaluation. Includes scoring and interpretation instructions.The IllumiLab has created (with permission) and online version of this tool that we'd be happy to share with you. Contact us to learn more.

40 Best Practices of Empowered Enterprises from Bersin & Associates
Outlines 40 organizational practice behaviors in six key domains that support organizational cultures of learning. The domains are: empowering employees, providing organizational support for learning, demonstrating the value of learning, encouraging reflection, enabling knowledge sharing, and building trust. Each behavior is ranked by its level of business impact.

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RESOURCES

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QUALITY IMPROVEMENT BLOGS

The Heart of Quality Improvement for Nonprofits

Proving Compliance vs. Improving Quality

6 Ways Quality Improvement can Transform your Organization

What it Takes to Improve

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UPCOMING WORKSHOP

Process Management: Thriving During Growth, Transition, and Turnover

- Wednesday, October 27, 9AM-12PM via Zoom
- $50 General Admission
- Learn to design and improve processes that will solve problems, reduce burden, improve effectiveness, and enable positive collaboration.
- Click here to learn more and register

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