

Joy- The Happy Talkers

Someone who approaches data and CQI with happy talk – bad data is because of outliers, case by case basis, it will be fine. Very surface level assessments without looking at trends or is a “yes” person.

Joy would say:

- “This usually doesn’t happen.”
- “My team is meeting all expectations.”
(without concrete examples)
- “This person just had a bad month, it won’t happen again.” (third month in a row)



Sadness- The Debby Downers

Someone who looks at data as only something to be upset about, woe is me, there is nothing we can do to change these numbers, why do we even try.

Sadness would say:

- “These expectations are unattainable; we will never meet them.”

- “There is no point in coming up with new interventions, they won’t work.”

“We tried everything.”



Fear- The Scaredy Cats

Someone who sees the CQI process as solely punitive. They are afraid to look at their numbers because they think it will only tell them bad things. They have had a negative experience with management by data in the past. They feel like their jobs are on the line for each and every metric.

Fear would say:

- “I hope I don’t get fired the numbers are so bad.”
- “There is no point in assessments or interventions, it’s all my fault.”
- “Data never works for me, it just makes me look bad.”



Anger- Negative Nancys

Someone who places external blame on factors outside of their control for their data. This person may blame the “system” for poor outcomes, stakeholders for low referrals and utilization, and “lazy workers” for low productivity measures such as timeliness. They struggle to take accountability for the things in their circle of control, so their CQI conversations are negative and blaming.

Anger would say:

- “This report is wrong- my numbers look different.”
- “If my team just did their job, we wouldn’t be here.”
- “You don’t understand, these expectations are unattainable.”



Disgust- The Data Deniers

Someone who literally rolls their eyes when you utter the first syllable of data or CQI. They do not see the point of looking at their data because they “know their cases” and do not engage in meaningful conversations about trends or interventions. This person is also extremely distrustful of any “report” that is presented to them.

Disgust would say:

- “What is the point of this meeting? I know my cases.”

- “Are you sure this data is right? (eye roll)”

- “This metric isn’t even related to my team’s work.”

