

Leveraging PQI Dashboards for Data-Driven Decision Making

CQI | 2025

Presenters:



Elliot King

Caseworker



GJ Farina

Research Data & Project Development Supervisor



Elliot King

Caseworker

3 Facts:



Elliot King

Caseworker

1





Elliot King
Caseworker

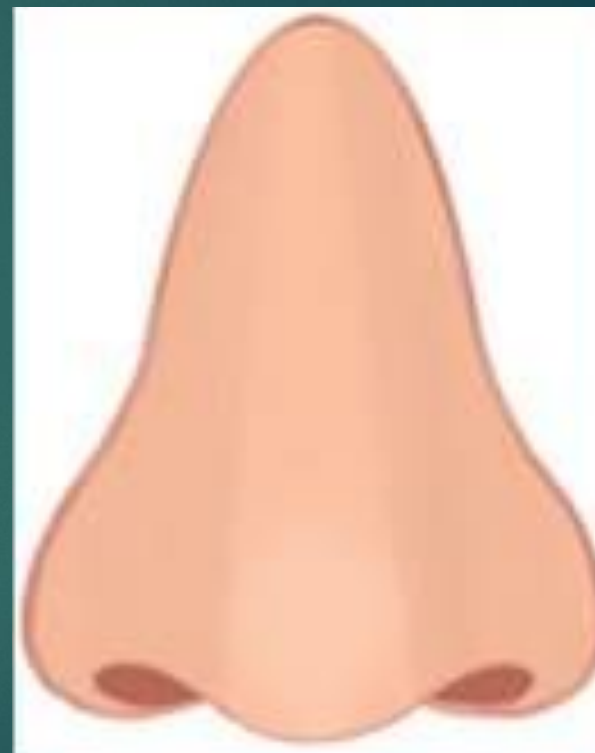
2





Elliot King
Caseworker

3



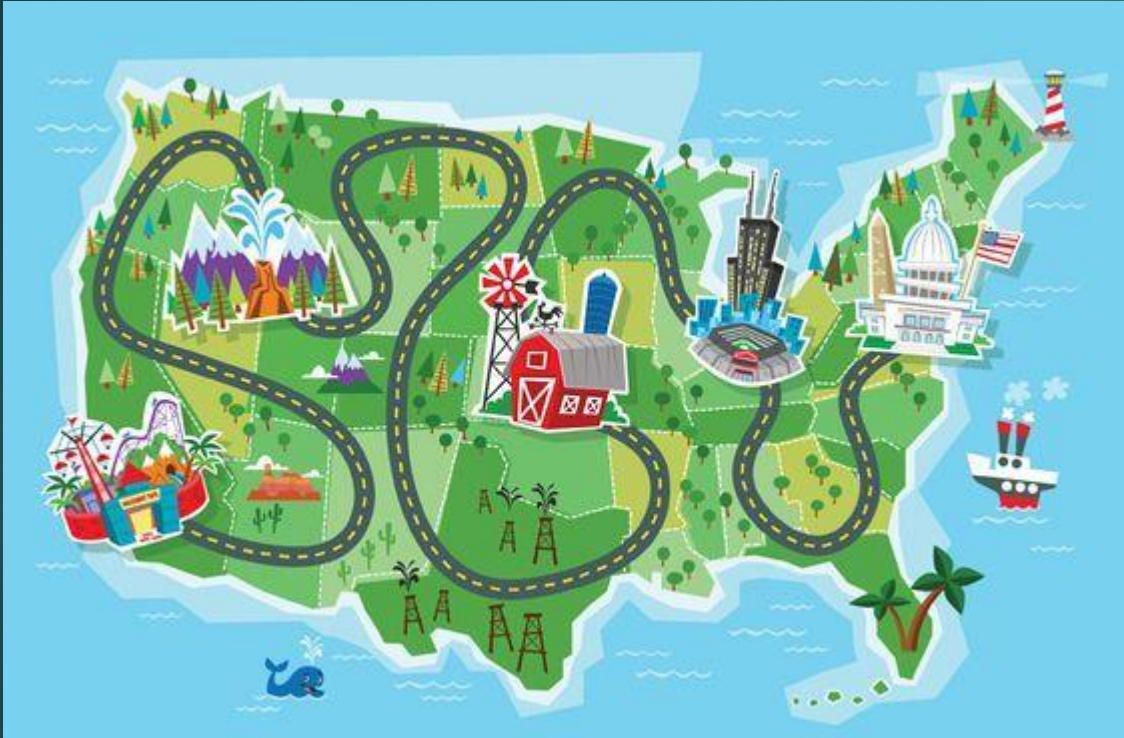
3 Facts:



GJ Farina

Research Data & Project Development Supervisor

1



GJ Farina

Research Data & Project Development Supervisor

2



GJ Farina

Research Data & Project Development Supervisor

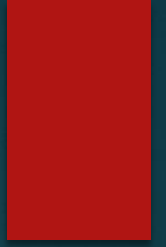
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GJ Farina

Research Data & Project Development Supervisor

Today's Roadmap

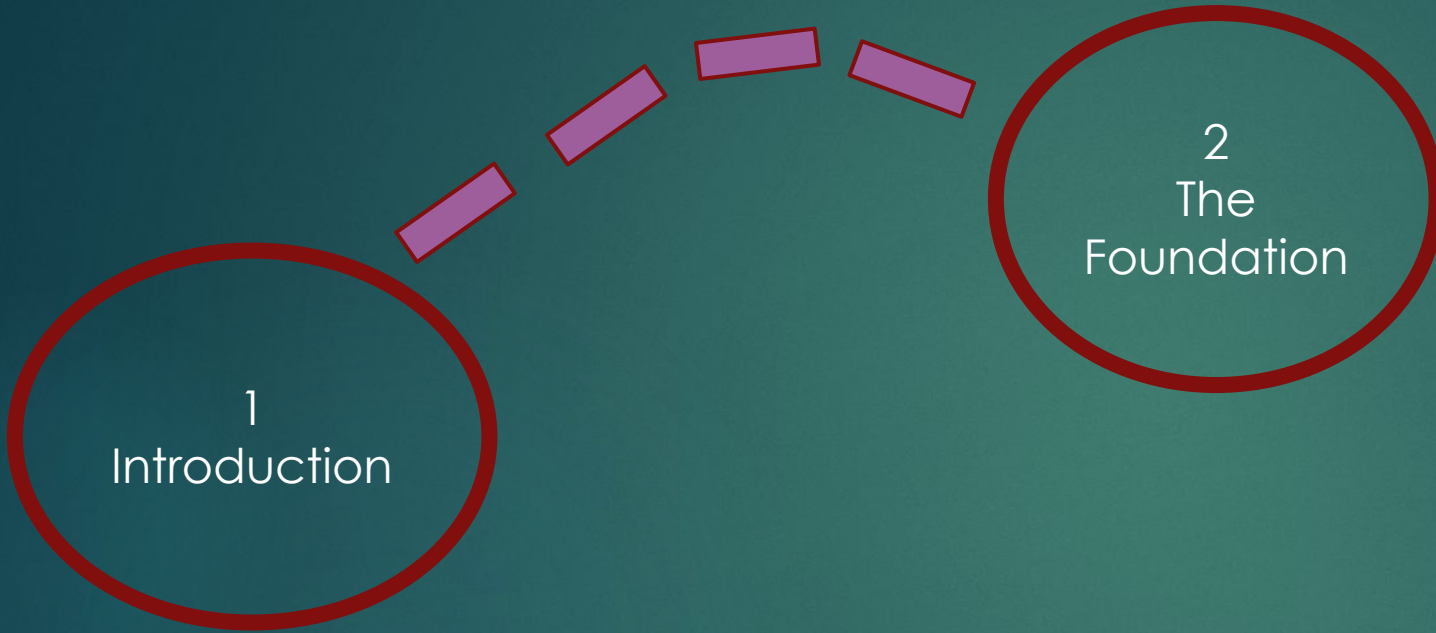


Today's Roadmap

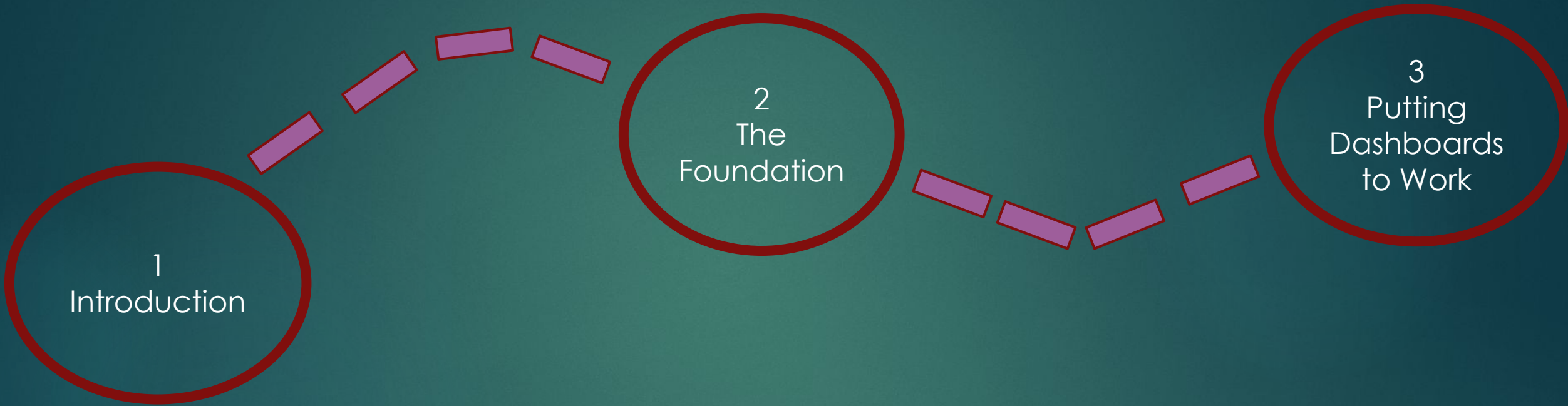
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Introduction

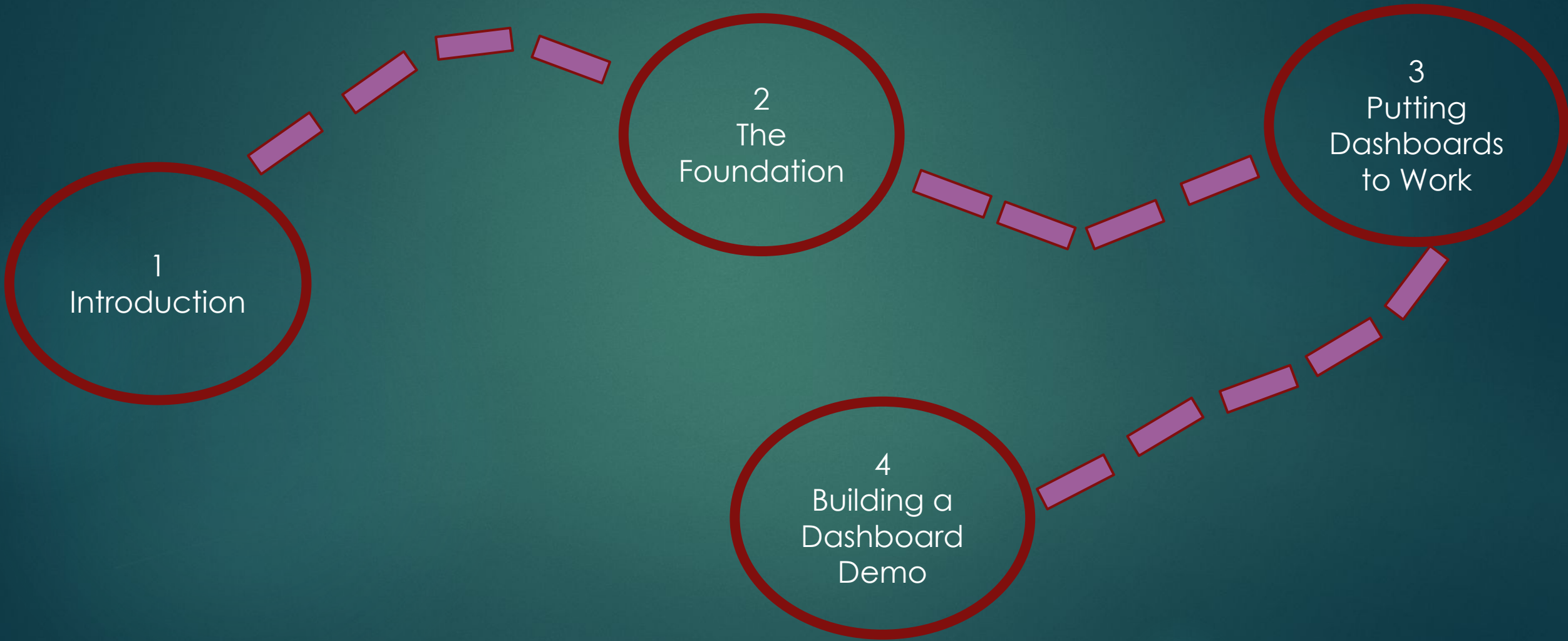
Today's Roadmap



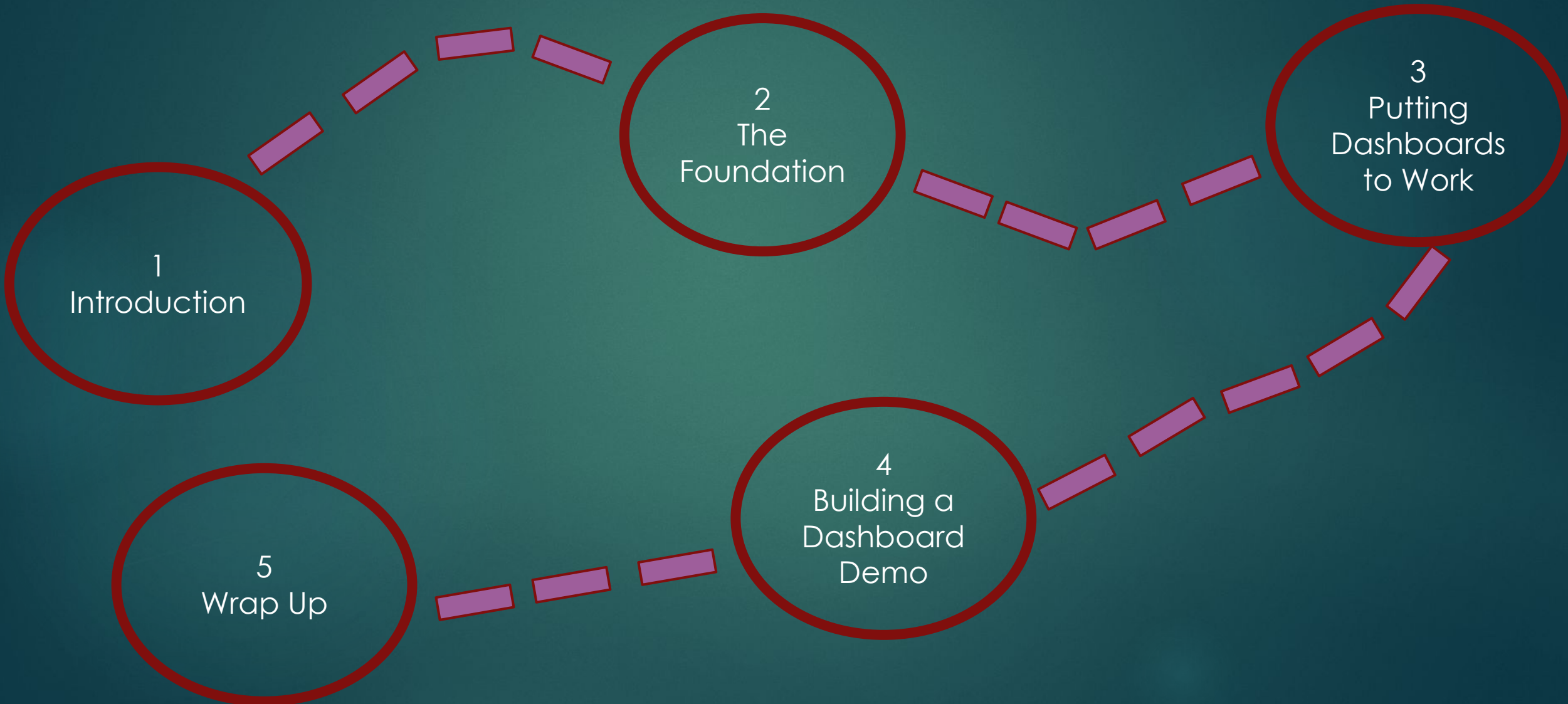
Today's Roadmap



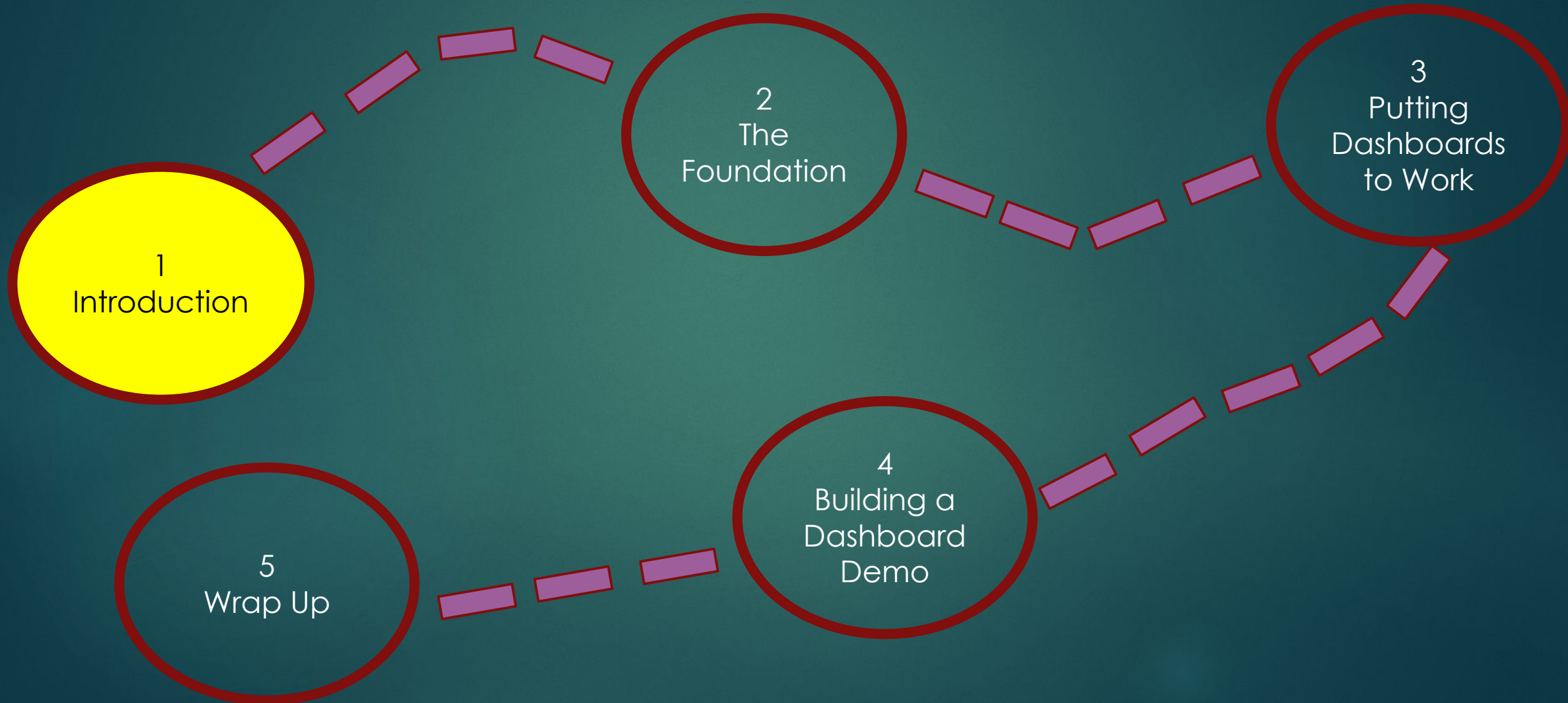
Today's Roadmap



Today's Roadmap



Today's Roadmap



A bit about us...

- ▶ Oriana House, Inc.
 - ▶ Non-profit organization providing:
 - ▶ Community Corrections (~4,000 served annually)
 - ▶ Behavioral Health Services (~2,000 served annually)
 - ▶ Reentry Support (~2,000 served annually)
 - ▶ Approximately 800 employees across 4 regions of Ohio
 - ▶ Operate over 30 facilities agency wide
 - ▶ PQI currently is being implemented at
 - ▶ 11 residential sites
 - ▶ 4 non-residential sites

Each step in the Continuum of Sanctions can be used in conjunction with one another or as a step up or down from one program to another.



* Programs in which Oriana House provides services, either in whole or in part.

What's a Dashboard Look Like



Strategic Plans Dashboard

Jump to a Section:

[KPIs](#)[Success Rate](#)[AWOLs](#)[High Risk Clients](#)[Rewards/Violations](#)[Dosage/Structured](#)[Active Clients](#)

Res/Non-Res

Non-Res

Residential

Region

1

2

3

4

Facility

Austin

Dallas

Jackson...

New York

Chicago

Houston

Los Ang...

Philadel...

Program

AM

CRC

EM

FDRGT

CBCF

DR

EP

FED

SPI

APA

CNS

FED

N/A

Release Month

All Periods

MONTHS

2025

JUL

AUG

SEP

OCT

NOV

DEC

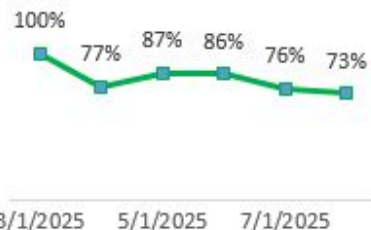
KPIs

KPIs

Last 6 Months' Averages

Success Rate

70%



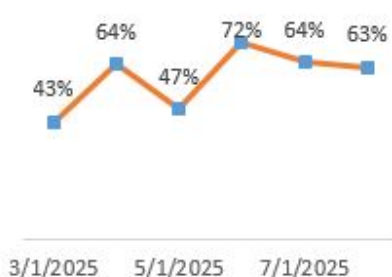
AWOL %

19%



High Risk %

58%



Releases Sample Size= 733

Rewards to Violations

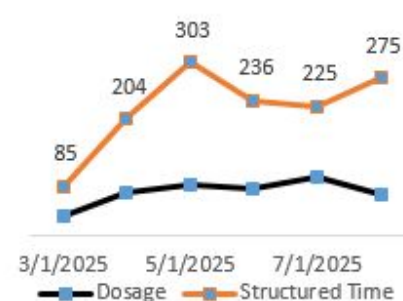
6.37 to 1



Dosage Hours Structured Time

80

235



Poll

- ▶ How many of you...

Poll

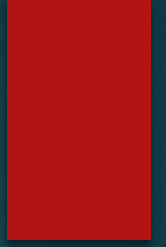
- ▶ How many of you...
- ▶ Know what a dashboard is?

Poll



- ▶ How many of you...
- ▶ Know what a dashboard is?
- ▶ Use a dashboard as part of your job?

Poll



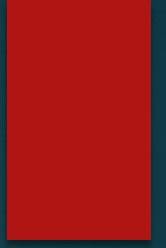
- ▶ How many of you...
- ▶ Know what a dashboard is?
- ▶ Use a dashboard as part of your job?
- ▶ Could make a dashboard?

Poll

24%

Source: The Medium (2023)

Learning Objectives



Learning Objectives

1. Understand the role of PQI dashboards in driving improvement and transparency

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2. Learn how to develop and analyze key metrics that matter

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3. Explore practical goal-setting strategies for your team

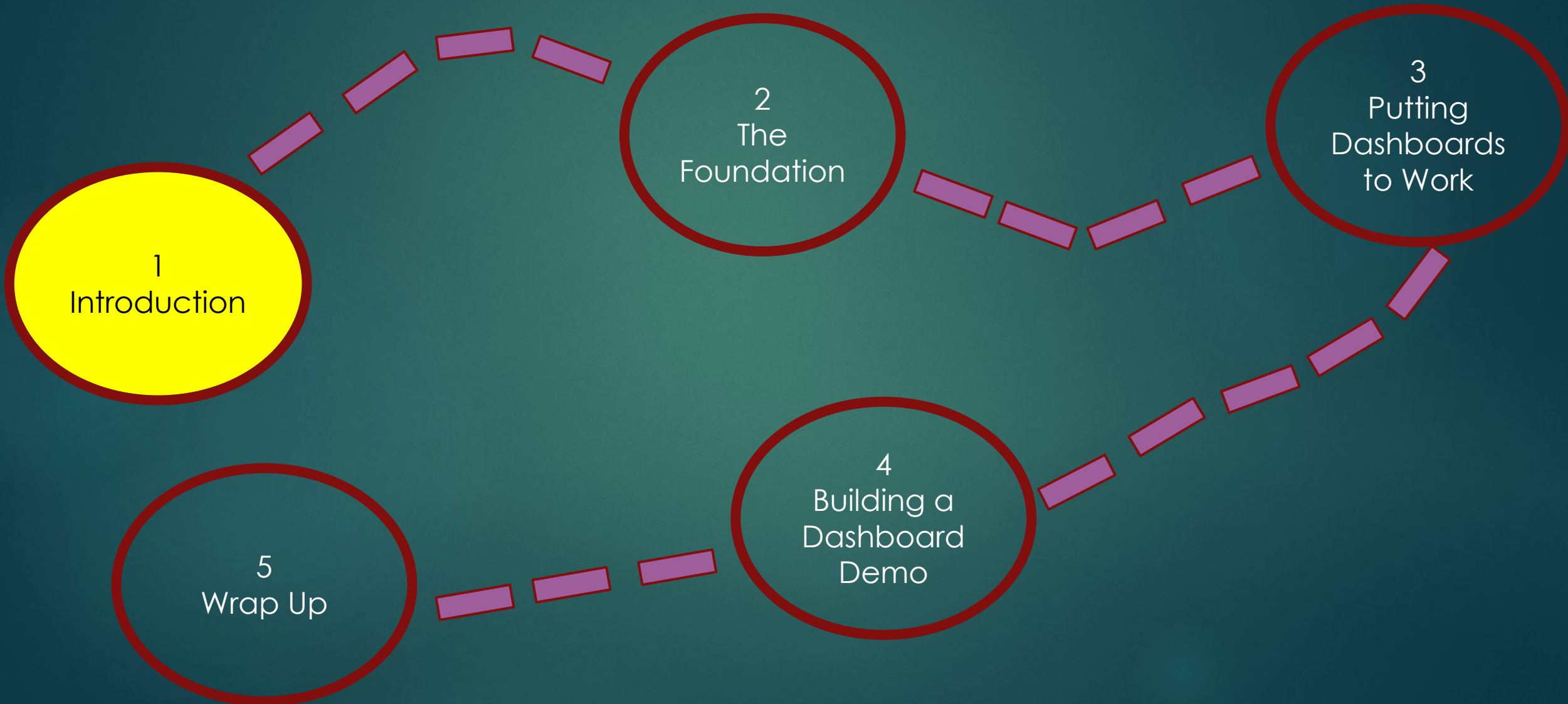
Learning Objectives

1. Understand the role of PQI dashboards in driving improvement and transparency
2. Learn how to develop and analyze key metrics that matter
3. Explore practical goal-setting strategies for your team
4. Apply dashboard insights to real-world decision-making

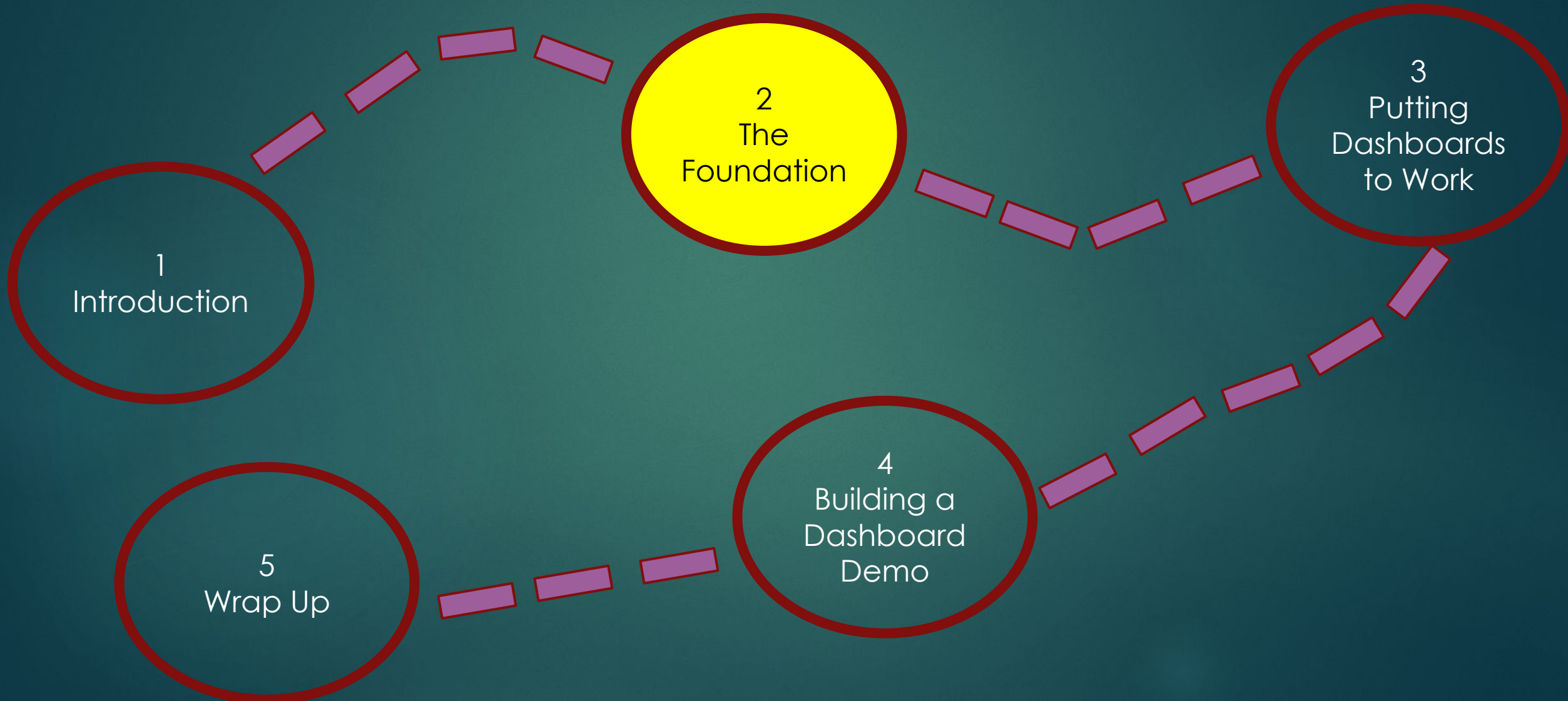
Questions with No Answers



Today's Roadmap



Today's Roadmap



Dashboards for Data-Driven Decision Making

CQI | 2025

Dashboards for Data-Driven Decision Making

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What is PQI?

**Program
Quality
Improvement**



Previous strategic planning vs. current PQI process

Old Strategic Planning	New PQI Process
Met annually	Meets monthly, then quarterly
Updated once annually (static)	Updated and adjusted every meeting (dynamic)
Involved leadership only	Involves all levels of staff
Between 6 and 12 goals annually	Limited to two active goals at once
Initiative led by Research Department	Initiative led by facility/program leadership with support from CQI and Research
Minimal to no accountability if goals not reached	Self-accountability for goals and tasks
Not adaptable when leadership changes occurred	Adaptable when leadership changes occur

Dashboards for Data-Driven Decision Making

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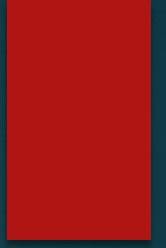
Dashboards for Data-Driven Decision Making

CQI | 2025

What is a Dashboard?



What are formats you'd find a dashboard in?



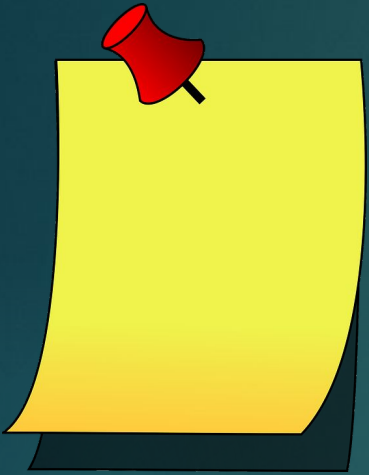
What are formats you'd find a dashboard in?



What are formats you'd find a dashboard in?

Or even...

What are formats you'd find a dashboard in?



What are formats you'd find a dashboard in?



What are formats you'd find a dashboard in?



What are formats you'd find a dashboard in?



Dashboards for Data-Driven Decision Making

CQI | 2025







Dashboards for Data-Driven Decision Making

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What is a PQI Dashboard?

DEMO

What is a PQI Dashboard?

-  Agency - CCIS Releases Dashboard.xlsx
-  Agency - Strategic Plans Dashboard.xlsx
-  Facility - BMS QA Dashboard.xlsm
-  Facility - IPP QA Dashboard.xlsx
-  Facility - Missing CW Meetings Dashboard.xlsx
-  Facility - Moodle Completion Dashboard.xlsx





1. Make 80 is the new 100
2. Be People-Centered
3. *Just because we could, doesn't mean we should*
4. Set the Metrics, Choose the Course...Together
5. Measure your impact
6. It's not over...it's never over



Tip #1

Make 80 is the new 100

How Do We Get to:

100%



How Do We Get to:



You don't



20-60-20 Rule

20%

20%

60%

20-60-20 Rule

20%

20%

60%



20-60-20 Rule

20%

20%

60%



20-60-20 Rule

20%



20%



60%



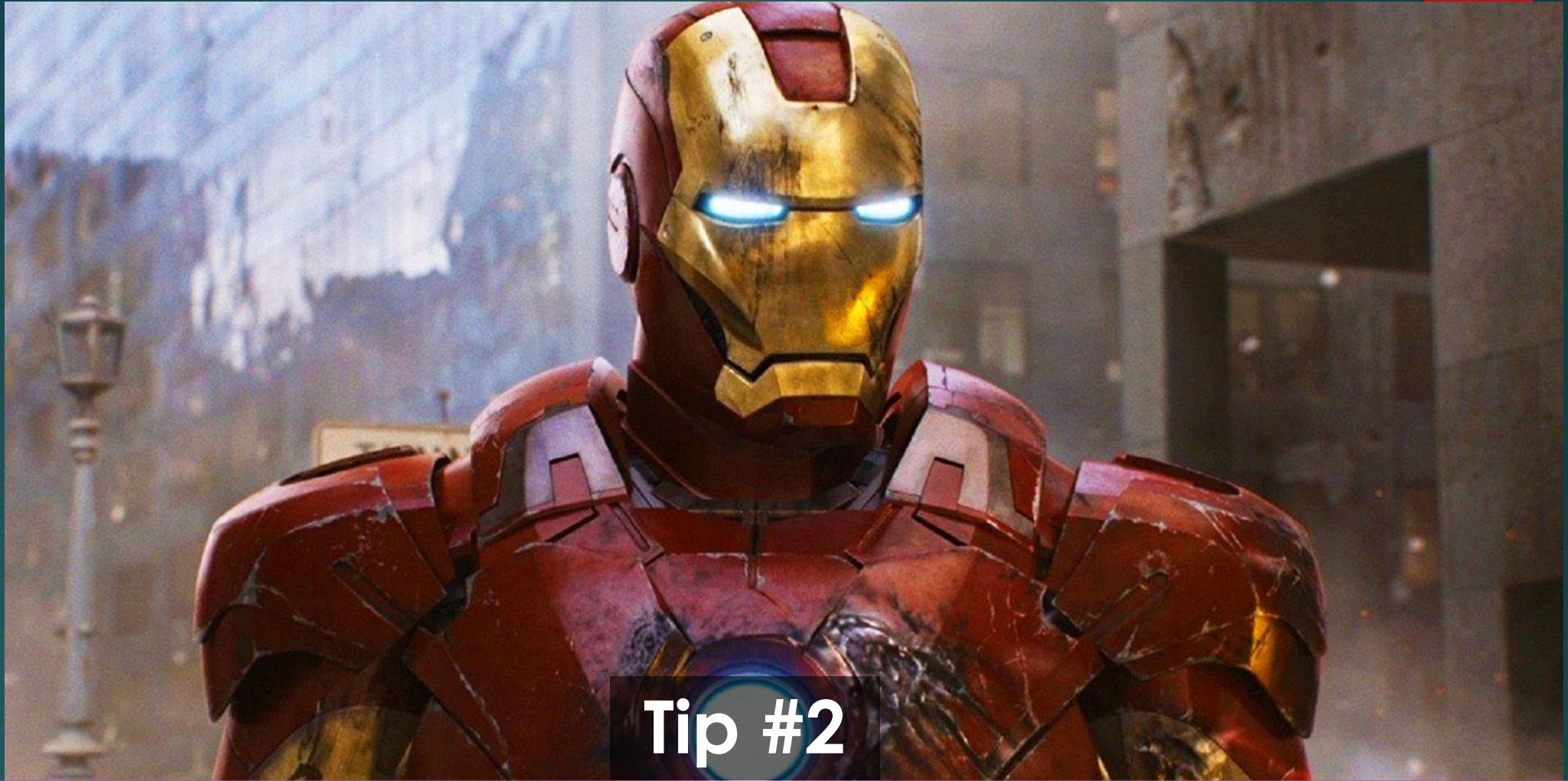
20-60-20 Rule

20%

20%

60%

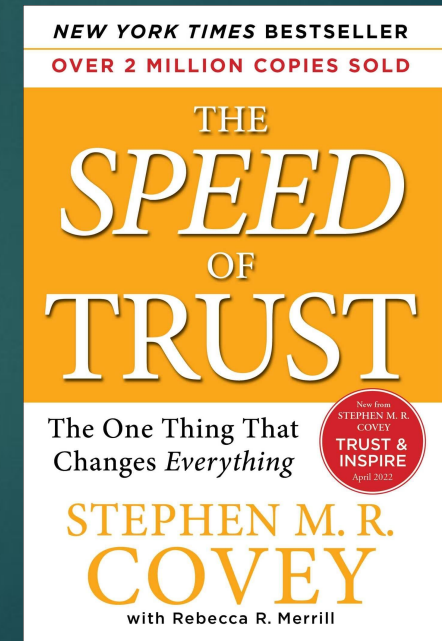
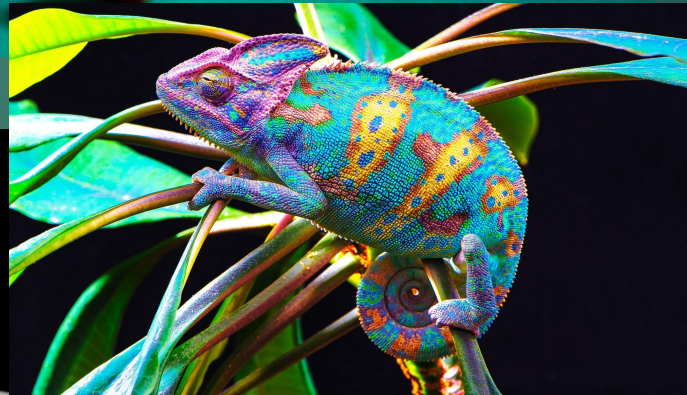




Tip #2

Be People-Centered

How to be People-Centered?



How to be People-Centered?



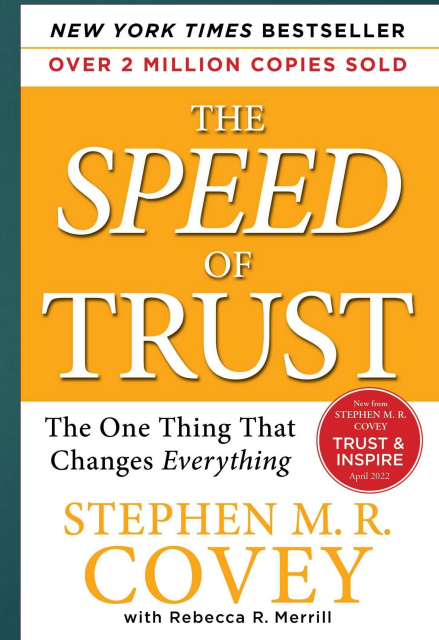
How to be People-Centered?



How to be People-Centered?



How to be People-Centered?



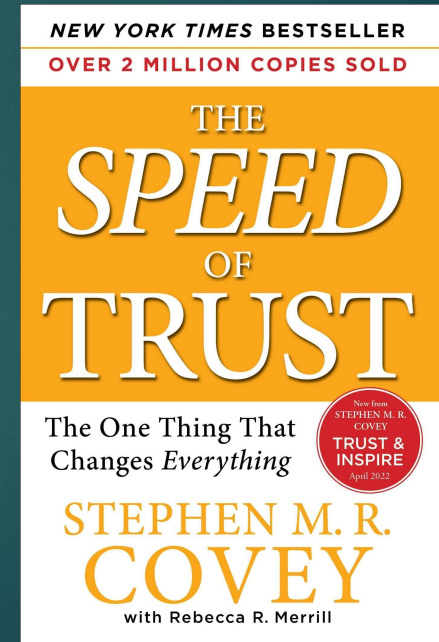
How to be People-Centered?



How to be People-Centered?



24%





Tip #3

“Just because we could, doesn’t mean we should.”



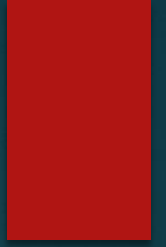
Just because we **could**, doesn't mean we **should**.



Just because we **should**, doesn't mean we **could**.



What data SHOULDN'T we measure?



What data SHOULDN'T we measure?



What data SHOULDN'T we measure?



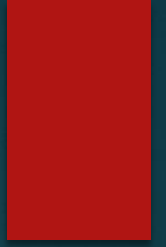
What data SHOULDN'T we measure?

- ▶ Data that is collected but not aligned with business goals
- ▶ Data that is correct but not used in decision-making
- ▶ Data that is siloed across different teams or systems
- ▶ When data tools exist but not consistently used or no one uses them
- ▶ When multiple sources provide conflicting data

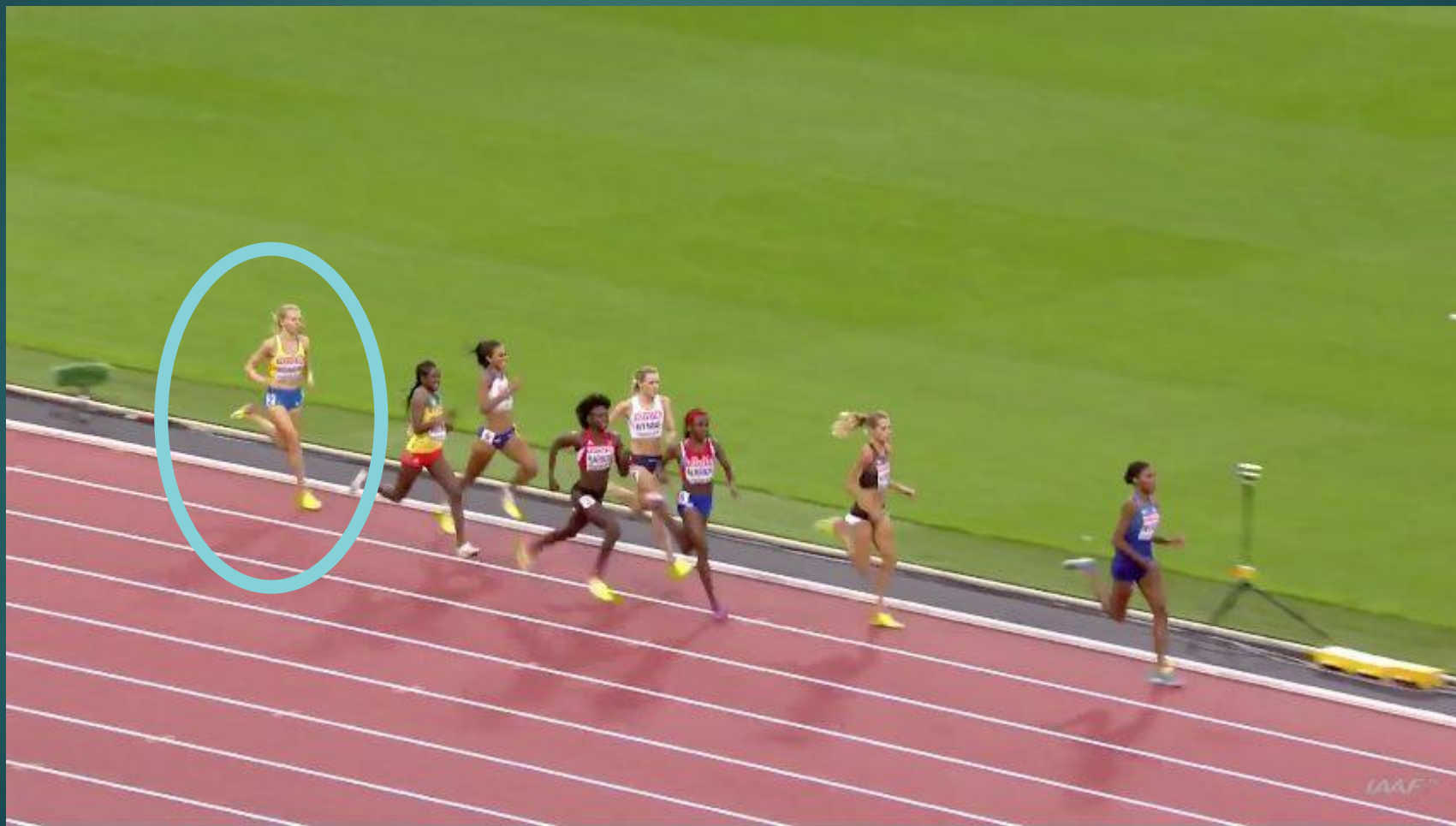
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- ▶ Data that is siloed across different teams or systems
- ▶ When data tools exist but not consistently used or no one uses them
- ▶ When multiple sources provide conflicting data
- ▶ **And many, many more...**

What data SHOULD we measure?



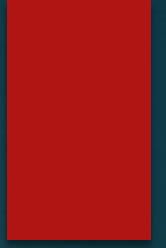
What data SHOULD we measure?



What data SHOULD we measure?



What data SHOULD we measure?



- ▶ Data that is for Compliance & Audit Requirements
- ▶ Data that is for Operational Relevance
- ▶ Data that is for Proactive Risk Management
- ▶ Data that is for a Stakeholder Request
- ▶ Data that is for Outcome & Impact Focus

What data SHOULD we measure?

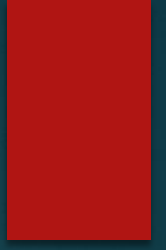
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 - ▶ Data that is for Operational Relevance
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 - ▶ Data that is for a Stakeholder Request
 - ▶ Data that is for Outcome & Impact Focus
-
- ▶ **And many, many more...**

A photograph taken from the driver's perspective inside a car. The driver's hand is resting on the dashboard. The car is on a road with a sandy, hilly landscape in the background. The image has a warm, slightly blurred quality.

Tip #4

Set the Metrics, Choose the Course...Together

The Process:



The Process:

C R A F T

The Process:

Collect



Refine



Assemble



Foster



Tweak

The Process:

Collect



Refine



Assemble



Foster



Tweak

The Process:

- ▶ Get feedback:



The Process:

- ▶ **Get feedback:**



- ▶ Interviews
- ▶ Committees
- ▶ Surveys
- ▶ Mock Ups
- ▶ Focus Group
- ▶ Pilot Testing

The Process:



▶ **Get feedback:**

- ▶ Interviews
- ▶ Committees
- ▶ Surveys
- ▶ Mock Ups
- ▶ Focus Group
- ▶ Pilot Testing

▶ **Get feedback from:**

The Process:



▶ Get feedback:

- ▶ Interviews
- ▶ Committees
- ▶ Surveys
- ▶ Mock Ups
- ▶ Focus Group
- ▶ Pilot Testing

▶ Get feedback from:

- ▶ People doing the work
- ▶ Decision-makers
- ▶ Data minded users
- ▶ Non-data minded users
- ▶ Those impacted
- ▶ Your colleagues



Tip #5

Measure your impact

Grouped by Month



Changing Lives

2025

Grouped by Month



Other ways to see your impact:



1. Decisions Are Being Made with It
2. It Changes Behavior
3. It's Used Without You in the Room
4. People Notice When It's Down
5. It Sparks Questions or Conversation



Tip #6

It's not over...it's never over.

The Process:

Collect



Refine



Assemble

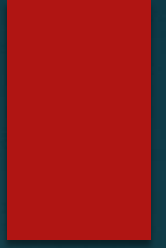


Foster



Tweak

The Process:

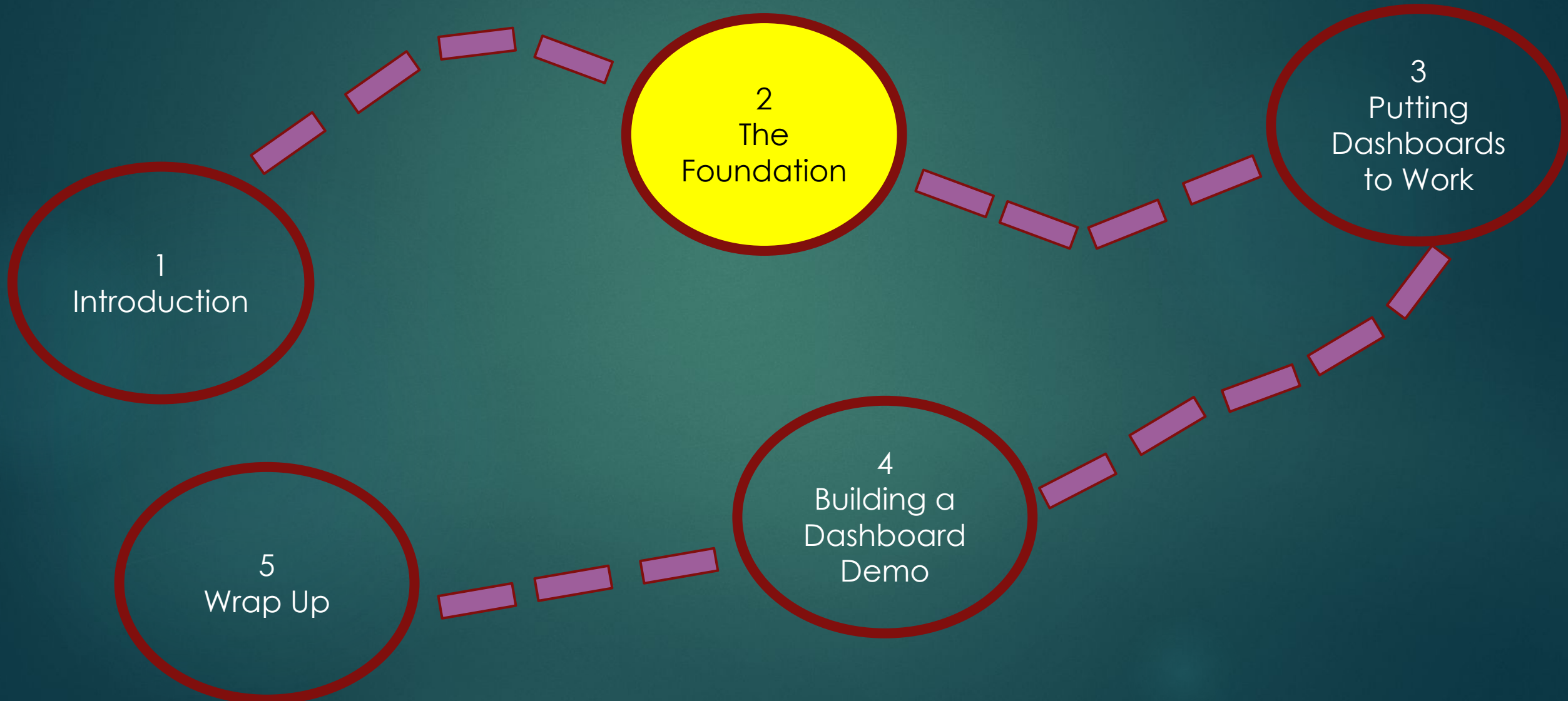


Tweak

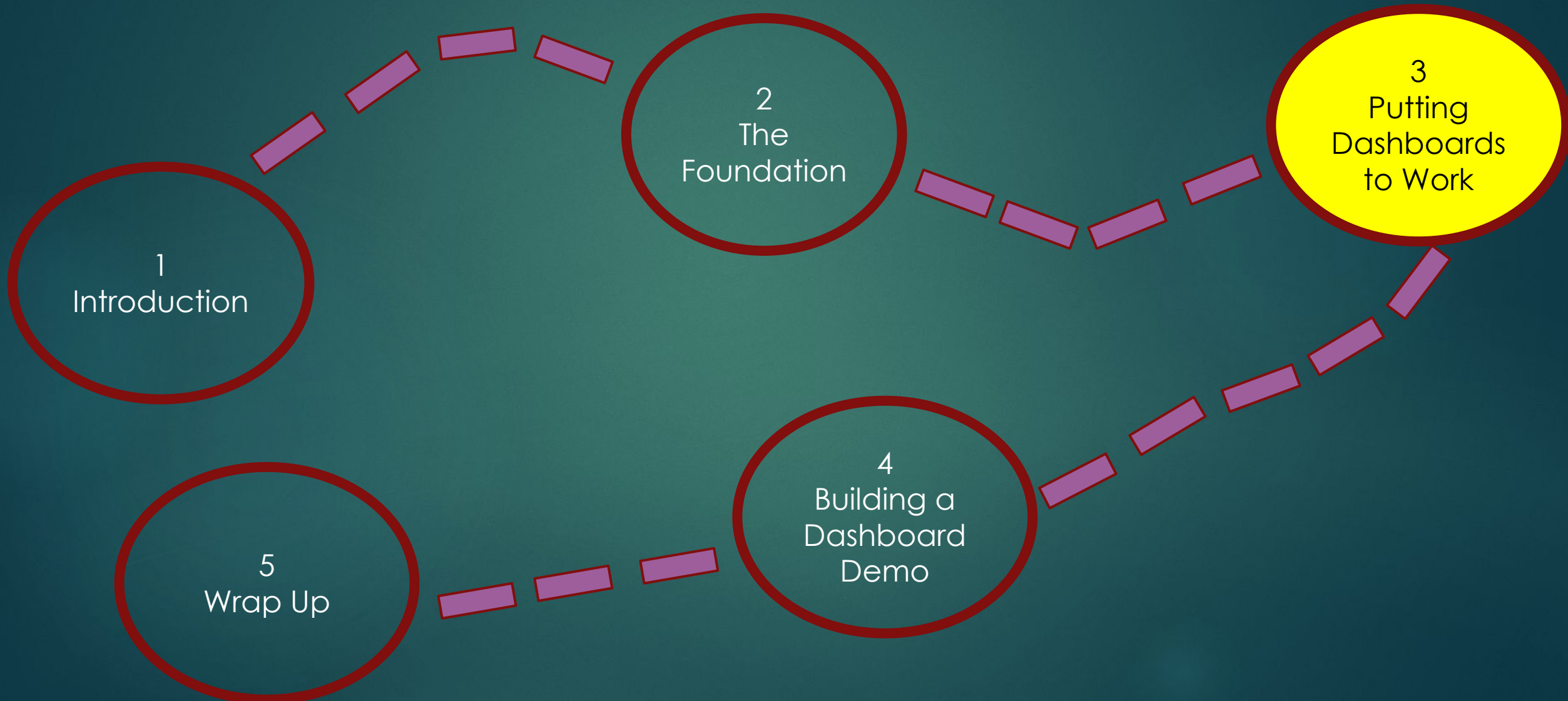
Sigmoid Curve



Today's Roadmap



Today's Roadmap





PQI Team is formed

- ▶ Who is selected?
 - ▶ Formal and informal leaders from all positions
- ▶ What are they told?
 - ▶ Explain why they were selected & what role we are hoping they play
- ▶ When?
 - ▶ We are 24/7 operations – meetings need to be held a couple times to get input from all staff
- ▶ Why?
 - ▶ All goals are grounded in the 'why'
 - ▶ Sense of ownership in the outcome

Keys to a successful PQI team

- ▶ Psychological safety
- ▶ Culture of feedback
- ▶ Team members who are engaged
 - ▶ Grounded in the 'why'
 - ▶ Recognition & Celebration
 - ▶ Creating traditions

Creating a Culture of Feedback



Creating Culture of Feedback



Creating Culture of Feedback



Creating Culture of Feedback



Creating a Culture of Feedback



How to Create that culture?



How to Create that culture?

- Model Excitement around growth



How to Create that culture?

- Model Excitement around growth
- Praise Effort not just perfection



How to Create that culture?

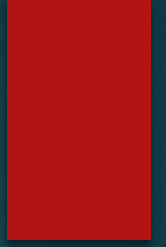
- Model Excitement around growth
- Praise Effort not just perfection
- Normalize feedback as a gift not a gotcha



Creating a Culture of Feedback



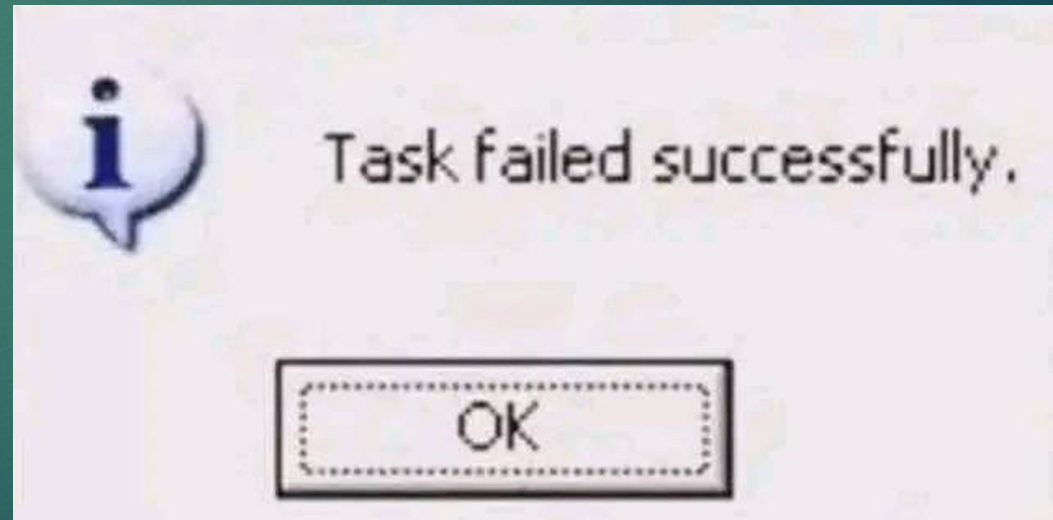
Building Engagement



- ▶ To build real engagement your team needs

Building Engagement

- ▶ To build real engagement your team needs
 - ▶ Clear mission not just tasks



Building Engagement

- ▶ To build real engagement your team needs
 - ▶ Clear mission not just tasks
 - ▶ Roles that match their strengths



Building Engagement

- ▶ To build real engagement your team needs
 - ▶ Clear mission not just tasks
 - ▶ Roles that match their strengths
 - ▶ A sense of ownership in outcomes

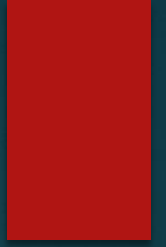


Building Engagement

- ▶ To build real engagement your team needs
 - ▶ Clear mission not just tasks
 - ▶ Roles that match their strengths
 - ▶ A sense of ownership in outcomes
 - ▶ Collaboration that feels Epic not assigned



Continuous Engagement Means



Continuous Engagement Means

Recognition and Celebration



Continuous Engagement Means

Recognition and Celebration




Creating Traditions

"This is just
what we do
here"



IT'S A TRADITION.



Ok that's all the soft skill stuff I already know, Elliot. What goals are we talking about here?

Reminder – what is PQI?

- ▶ Program Quality Improvement (PQI) Team
 - Teams formed by each facility who are responsible for developing, monitoring, and modifying the Facility Strategic Plan. PQI Teams are led by the Program Administrator and are to be made up of staff from multiple positions including but not limited to Resident Supervisor, Caseworker, Programming staff, and CCQI Analyst.

Our PQI Process

1. Research & CQI Meet – review the data and make sure we are clear on what we are seeing
2. Meet with leadership – introduce the dashboards, explain PQI and their role in the process
3. PQI Team is formed
4. Introduce dashboards to PQI
5. First PQI meeting to set goals
6. Ongoing PQI meetings to monitor goals

1. Research & CQI Meet



2. Meet with Leadership

- ▶ Introduce the dashboards – everyone is at different levels so we explain how they work, ask questions to find out what they see
- ▶ Explain their role in PQI
- ▶ Encourage them to get VP input into goals



3. PQI Team is formed





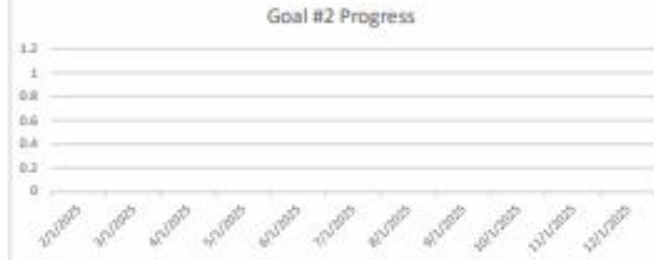
4. Introduce dashboards to PQI team




Setting Goals and mapping how to get there.



5. PQI meeting to set goals

					
Goal Areas					
#1 Client			#2 Please Select		
2025 Meeting Dates					
What	Secure a 40% increase in client employment placements by 1/2026				
Why	Boost client retention to strengthen placement completion rates and overall program success				
	Complete?	Task Description	Staff Responsible	Deadline	
#1	Yes	Identify a baseline of clients who've either had a job, didn't have a job, etc in 2024	Josh	4/28/2025	
#2	Yes	Think of ideas to help improve clients employment rates in 2025	Kaho, Dent, LaVerne, Hope, Brittanie, Kristen, Danielle, and Josh	4/28/2025	
#3	Yes	Developing criteria for phase 1 job search	Mike	5/12/2025	
#4	Yes	Explore if we can pilot clients who complete TFAC in prison be exempt from retaking it. Lori will bring it to Jason Verney and Mike Randle's attention.	Mike	5/12/2025	

Goal Structure

Strategic Plan	
CASC	
2025	
	
Goal Areas	
#1	#2
Please Select	Please Select
Please Select Staff Client CQI Facility	Goal #2 Progress

Why only two goals?

# of goals set	# of goals accomplished
1-3	1-3

How many goals are we talking?

# of goals set	# of goals accomplished
1-3	1-3
4-10	1

How many goals are we talking?

# of goals set	# of goals accomplished
1-3	1-3
4-10	1
10+	0



What	
Why	

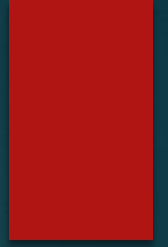
#	Compl	Task Description	Staff Responsible	Deadline
	#1			
	#2			
	#3			
	#4			

Having a purpose behind each goal.



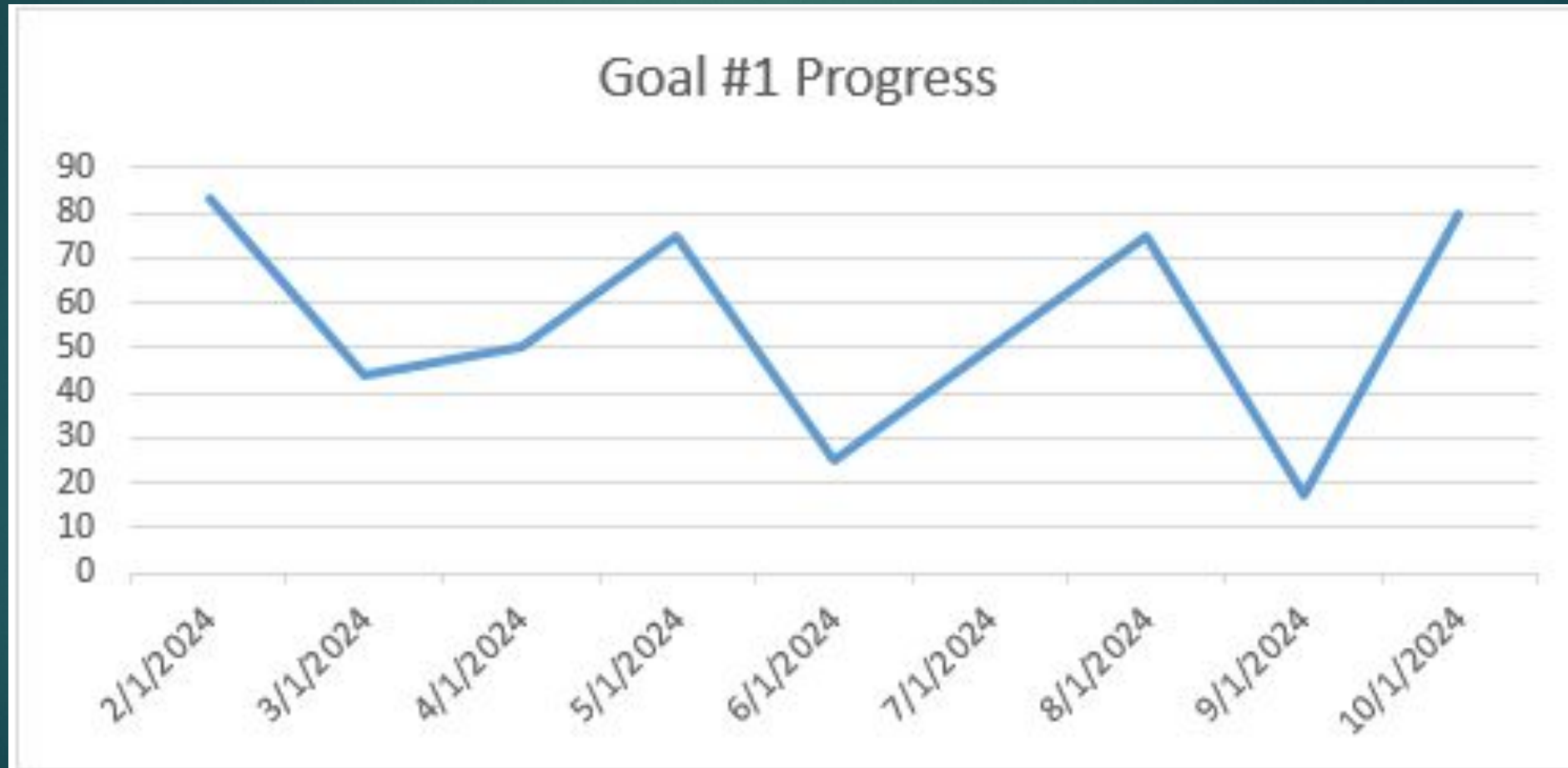
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Why Measurement Matters

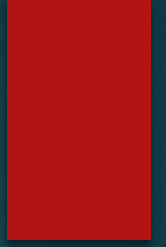


- ▶ PQI (Performance & Quality Improvement) depends on clear, measurable progress.
- ▶ Data helps identify what's working and where to adjust.
- ▶ Transparency builds trust with staff, clients, and stakeholders.

Ongoing PQI meetings to monitor progress



Following the Data Over Time



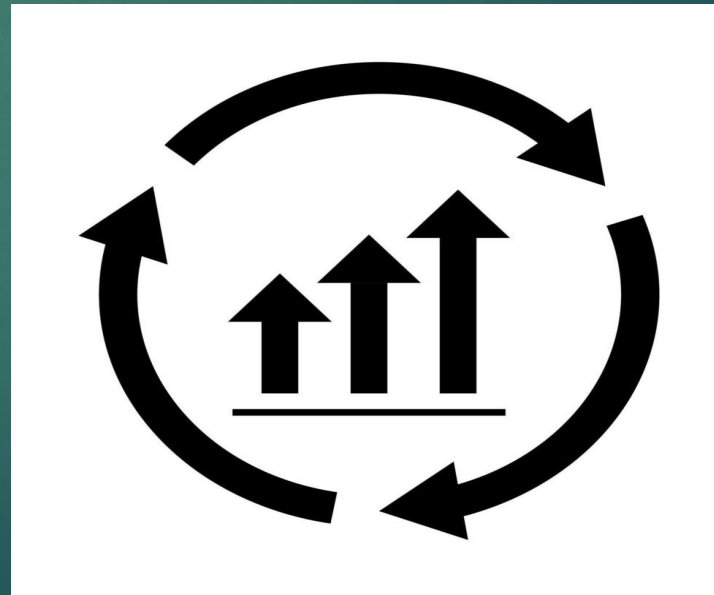
- ▶ Use trends in recidivism, infractions, and program completion rates.
- ▶ Compare outcomes before and after new practices.
- ▶ Spot early warning signs when progress slows.

Staff quotes on PQI

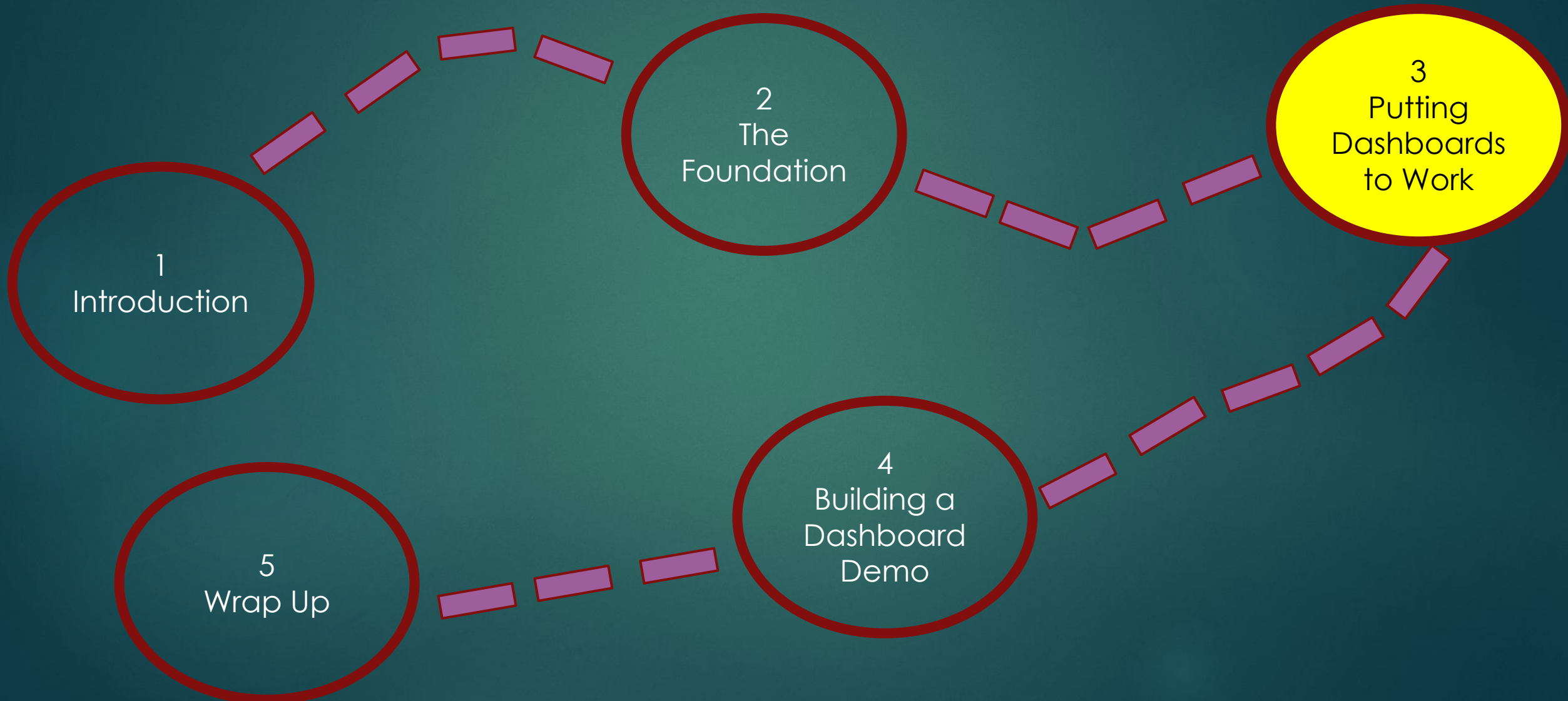
- ▶ *“Tracking client progress with data helps me see where small adjustments can make the biggest difference.”*
- ▶ *“When we started using PQI, it gave our team a clearer picture of what was working and what needed to change.”*
- ▶ *“Seeing progress in the data helps motivate both staff and clients — it shows that the work matters.”*

Adapting for Continuous Improvement

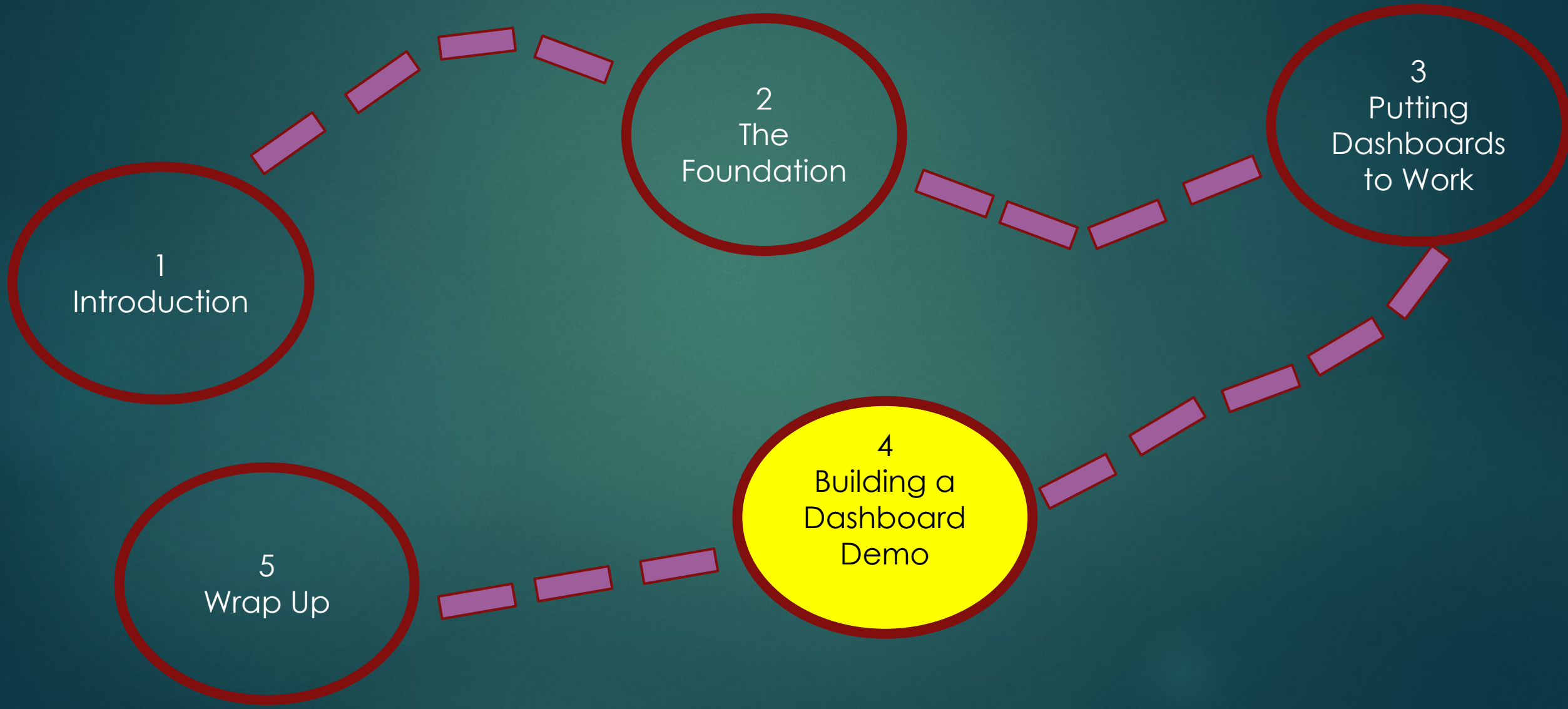
- ▶ Review data regularly to update goals and strategies.
- ▶ Adjust indicators when priorities shift.
- ▶ Build a cycle of improvement → reflection → adaptation.



Today's Roadmap



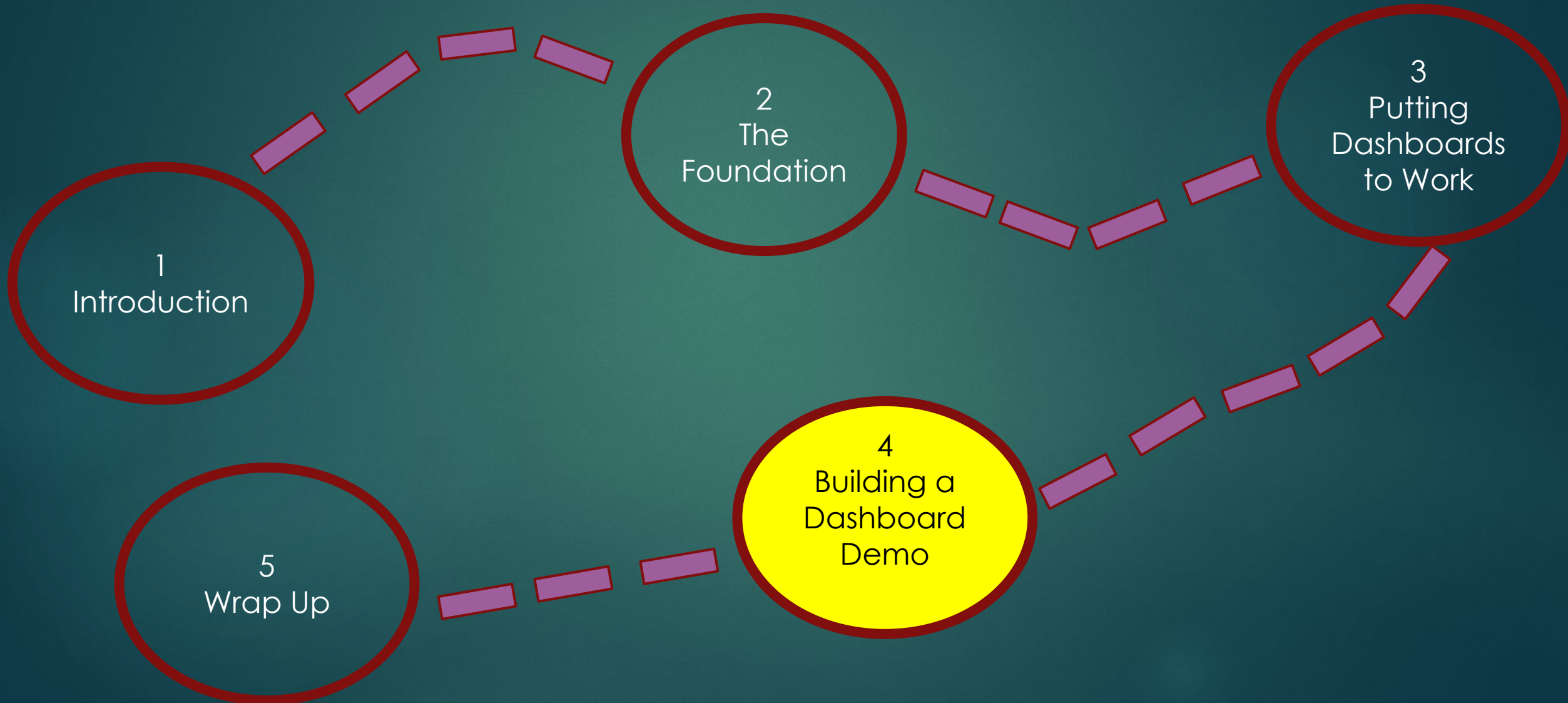
Today's Roadmap



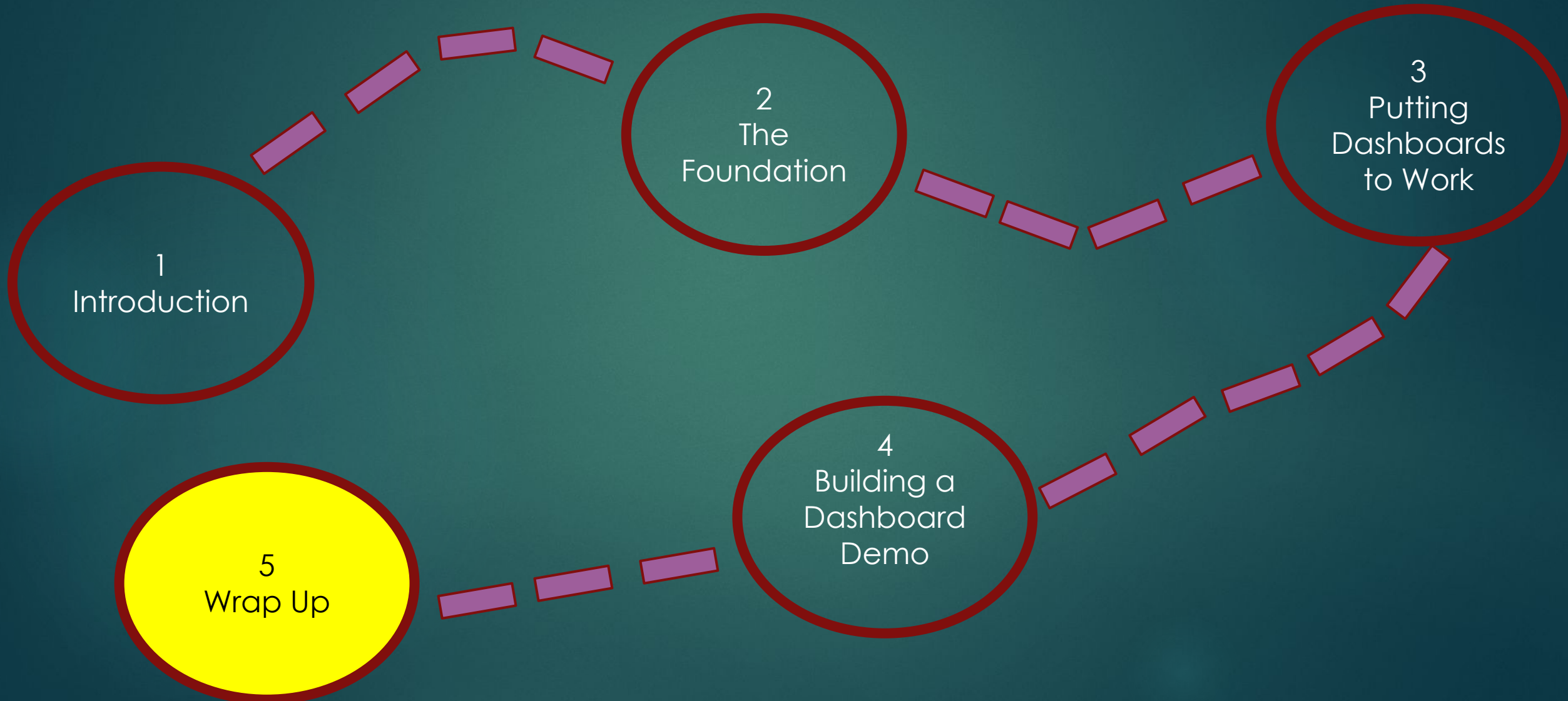
Building a Dashboard Demo

DEMO

Today's Roadmap



Today's Roadmap



Revisit Learning Objectives



1. Understand the role of PQI dashboards in driving improvement and transparency
2. Learn how to develop and analyze key metrics that matter
3. Explore practical goal-setting strategies for your team

Remember...

1. Design with empathy
2. Feedback is a gift
3. “Dashboarding” is a cyclical process

Key Takeaways



Final Thoughts

Sigmoid curve visual — when to reevaluate

“Easy button” metaphor — keep tools simple...create “norms”, what is expected from a dashboard made by your team, market it

Questions & Contact Info

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ElliotCKing@OrianaHouse.org

*We're here to support your CQI journey even
after this session.*