

Continuous Quality Improvement



Statewide Conference for Child Welfare and Probation

UC Davis Activities and Recreation Center

March 28-29, 2018

Program Guide

ABOUT THE CQI STATEWIDE CONFERENCE

Continuous quality improvement (CQI) is quickly gaining the time and attention it has deserved in the field of child welfare and probation. Organizations are finding a strong CQI system can inform program development and improvement, contract deliverables, workforce development, and—most importantly—guide improved outcomes for children and families.

Hosted by California Department of Social Services, this conference provides a wonderful opportunity to connect with colleagues across the state of California who are passionate about the development and implementation of CQI systems. Together we will learn from each other's successes and challenges as we continue to develop CQI strategies and systems that benefit organizations and improve outcomes for children and families.

More than a dozen workshops will be offered that support the continuum of developing a strong CQI system with subject matter experts and California county partners.

ABOUT THE NORTHERN CALIFORNIA TRAINING ACADEMY

As part of the Center for Human Services at UC Davis Extension, the Northern California Training Academy provides training, research, evaluation and consultation to 29 Northern California counties and two tribes. The counties include rural and urban counties with various training challenges for child welfare staff. The Academy recognizes the priority need for integrated training across disciplines in the region, and we are committed to delivering high-level training and other professional services to meet counties' needs.

REGISTRATION & INFORMATION CENTER

The CQI for Child Welfare and Probation Conference Registration & Information Center is located in the lobby of the Activities and Recreation Center. The hours of operation are 8:00 AM - 5:00 PM

In addition to providing registration services, the Center is your one-stop spot for Lost & Found, Special Needs and Services, CEUs, and other resources.

UC Davis is in compliance with the public accommodation requirements of the Americans with Disabilities Act. Conference participants requiring assistance may contact either the ARC staff or request assistance at the Registration and Information Center.

Up-to-date announcements will be made through the CQI Conference mobile app Whova. Please enable push notifications during the conference to stay up to date!

Please be advised that this is a non-smoking conference and UC Davis is a non-smoking campus. We appreciate your cooperation.

TECHNOLOGY / 'GOING GREEN'

WI-FI ACCESS

Wi-Fi is available in all the conference meeting spaces for participants. To connect:

1. On your mobile device, choose ucd-guest.
2. Click "connect" to open a browser window and the guest registration page.
3. Select the "Create a ucd-guest account"
4. After entering the information requested, click "register".
5. You will receive an email and/or text message confirming your account.
6. Proceed to login to ucd-guest with the username and password included in the confirmation email.

Coaching Conference MOBILE APP Whova

All workshop participants will be automatically added to the Whova Mobile App. Participants are strongly encouraged to download this app as the conference will be paperless! This program will only be available electronically. You can download the app from the store associated with your mobile device (it's free!). If you are registered in the conference you should automatically be directed to the CQI Statewide Conference for Child Welfare and Probation of the Whova App. If you are not automatically directed, please search for Whova from your devices app store (it's free) and find the conference title.

With the mobile app, you can

- Personalize your conference schedule
- Access speaker biographies, session presentations, and exhibitor details
- Connect with other conference attendees
- Stay up-to-date on conference events
- Receive real-time communications from conference staff

Once you have downloaded the Mobile App, you do not have to be connected to your mobile or wireless network to access or use the app.

AGENDA AT A GLANCE

Day One – Wednesday, March 28, 2018

Time	Session	Location
8:00 a.m. - 8:30 a.m.	Registration and Continental Breakfast	Lobby
8:30 a.m. - 9:15 a.m.	Welcome and Overview of State's Vision for CQI Statewide	Ballroom A & B
9:15 a.m. - 10:00 a.m.	Keynote: Concepts and Systems of CQI	Ballroom A & B
10:00 a.m. - 10:45 a.m.	Networking Activity: How to move CQI Forward in California	Ballroom A & B
11:00 a.m. - 12:30 p.m.	Workshop: Applying Qualitative Data and Developing Data Champions for System Improvement in a Large County	Meeting Room 2
	Workshop: CQI – Creating a Culture of System Change	Meeting Room 1
	Workshop: Empowering Community Change by Supporting Neighbors Together	Ballroom B
	Workshop: Nuts and Bolts Part 1: The Questions that Fuel the CQI Process	Ballroom A
12:30 p.m. - 1:15 p.m.	Lunch	Ballroom A & B
1:15 p.m. - 2:00 p.m.	Keynote: Moving from Compliance to Common Sense	Ballroom A & B
2:15 p.m. - 4:00 p.m.	Workshop: Building a Learning Culture in Child Welfare: Making Connections with CQI to Inform Practice and Policy	Ballroom B
	Workshop: Telling Your Story with Data Visualization	Meeting Room 1
	Workshop: What Counties Have Learned! County Panel	Ballroom A
5:00 p.m. – 7:00 p.m.	Evening Social	Seasons Restaurant 102 F Street, Davis, CA

Day Two – Thursday, March 29, 2018

Time	Session	Location
8:00 a.m. – 8:30 a.m.	Continental Breakfast	Lobby
8:30 a.m. – 9:45 a.m.	Workshop: CQI Happening Everyday through the C-CFSR Process	Meeting Room 1
	Workshop: Data, Data, Data	Ballroom B
	Workshop: Navigating a Path to Create a Learning Organization in Small Counties	Meeting Room 2
	Workshop: Safety Culture in Child Welfare	Ballroom A
10:00 a.m. – 10:45 a.m.	Keynote: The Courage to Lead with CQI	Ballroom A & B
11:00 a.m. – 12:15 p.m.	Workshop: Building a Comprehensive CQI System: Strategies for Success from New Jersey	Ballroom A
	Workshop: Fully Partnering: Using Data in a Collaboration and Partnership for Better Outcomes	Meeting Room 1
	Workshop: Nuts and Bolts (Part 2): Best Practices for Answering Performance Questions	Meeting Room 2
	Workshop: The Real Dashboards of Alameda County	Ballroom B
12:15 p.m. – 1:45 p.m.	Lunch and Keynote: CQI as Storytelling	Ballroom A & B
1:45 p.m. – 3:00 p.m.	Workshop: At the Corner of Case Review and CQI	Ballroom A
	Workshop: Director's Breakout	Ballroom B
	Workshop: Probation Forum	Meeting Room 2
	Workshop: World Café Tech Assistance	Meeting Room 1
3:00 p.m. – 3:30 p.m.	Closing Remarks	Ballroom A & B

KEYNOTE SESSIONS

DAY/TIME

Concepts and Systems of CQI

Wed: 9:15 a.m.

Jennifer Haight, Policy Fellow, Chapin Hall

Peter Watson, Senior Director, Technical Assistance Unit, Casey Family Programs

Jennifer and Peter will share their perspectives on CQI structure and processes based on their experiences and national work with multiple child welfare systems. They will introduce some critical concepts about CQI structure and processes with the goal of creating a common language for CQI among the conference participants. They will also engage the audience to identify some bold ideas for taking action and moving CQI forward across California.

Moving from Compliance to Common Sense

Wed: 1:15 p.m.

Britany Binkowski, Special Assistant to the Commissioner for Child Welfare Reform in Tennessee

Special assistant to the commissioner for Child Welfare Reform in Tennessee Britany Binkowski will share contextual factors in the Tennessee child welfare system that contributed to successful implementation of evidence-informed quality improvement, which grew out of compliance-focused strategies for exiting a consent decree and meeting federal mandates.

The Courage to Lead with CQI: A Conversation with Allison Blake

Thu: 10:00 a.m.

Allison Blake, Ph.D., LCSW

Allison Blake played a lead role in transforming the New Jersey Department of Children and Families (DCF) while serving as the DCF Commissioner from 2010-2017. Developing and using a comprehensive CQI system was one of the critical drivers of the transformation effort. During this interactive keynote conversation, Allison will share observations, stories and recommendations about the importance and impact of CQI.

CQI as Storytelling

Thu: 12:15 p.m.

Jesse Russell, President of Big Picture Research and Consulting

Dr. Jesse Russell will share how storytelling and CQI go together. Being able to tell the story of your goal, challenges, adventures and successes is a key component to the CQI process. At the same time, CQI itself can be understood as an adventure story. Dr. Russell will share a story of adventure, challenge, and success that highlights how leadership through CQI is key to your system improvement efforts.

KEYNOTE SPEAKERS

Allison Blake, Ph.D., LCSW served as commissioner for the New Jersey Department of Children and Families (DCF) from 2010-2017, playing a lead role in developing and implementing a comprehensive CQI system that served as one of the critical drivers of an effort to transform the department. She led the implementation of a department-wide strategic plan aimed at transition to community based, integrated service delivery systems. Previously, Blake was director of the Institute for Families at the Rutgers School of Social Work and served as vice president of accreditation operations on the Council on Accreditation in New York.

Britany Binkowski, J.D., currently serves as the special assistant to the commissioner for Child Welfare Reform in Tennessee. In that role, she has primary responsibility for successful exit from the Brian A. lawsuit; oversees the Title IV-E Waiver Demonstration Project; manages implementation of the FAST and CANS assessments; and facilitates the Evidence Driven Growth & Excellence leadership development program. Binkowski has worked for the Department of Children's Services since 2011, when she began her career as an attorney in the Central Office legal division. Previously, she represented children in dependency and neglect proceedings as part of the Children's Rights legal clinic at the University of Texas School of Law.

Jennifer Haight, M.A., is a Policy Fellow at Chapin Hall at the University of Chicago and a senior staff member of the Center for State Child Welfare Data, housed at Chapin Hall. She is the local evaluator on a five-year federally funded demonstration grant targeting child welfare involved homeless families and of a three-year federally funded demonstration grant targeting transition aged youth. Other recent work has focused on assisting public child welfare agencies in the development and implementation of performance-based contracting initiatives. She is currently a member of the four-person monitoring team providing oversight and technical assistance to Georgia Department of Children and Family Services. For nearly 20 years, Haight has worked with staff from public and private child welfare agencies in multiple jurisdictions to help them use their administrative data more effectively to understand the functioning of their child welfare systems, conduct program evaluation, and facilitate continuous program improvements.

Dave McDowell, Ph.D., is the Chief of the Children's Services Operations and Evaluation Branch at the California Department of Social Services (CDSS). He began working in the department at the start of Round 2 of the federal Child and Family Services Review in 2008. During his tenure at CDSS, he has overseen the continued growth of the California-Child and Family Services Reviews (C-CFSR) as well as the development of CQI Guidelines, implementation of qualitative case reviews, and promoted efforts to strengthen the quality of data used by child welfare decision makers. Prior to his work in the department to improve services to children and families, McDowell conducted empirical research on children's family and peer relations as it relates to social and emotional development.

Jesse Russell, Ph.D., is the president of Big Picture Research and Consulting, where he uses empirical data and definitive research to help organizations achieve strategic goals. He brings expertise and knowledge of critical issues in juvenile justice and child welfare system reform efforts and is a sought-after professional speaker, webinar host and writer. Previously, Russell served as chief program officer and director of research at the National Council on Crime and Delinquency. Before that, he was research manager at the National Council of Juvenile and Family Court Judges. Russell was also a faculty professor at Seton Hall University, where he taught courses in research methodology. He has consulted with major juvenile justice and child welfare agencies like the California Department of Social Services and the Georgia Department of Juvenile Justice.

Peter Watson is a senior director in the Technical Assistance Unit at Casey Family Programs and has more than 25 years of experience in child welfare administration, research and systems change initiatives. He directed the National Child Welfare Resource Center for Organizational Improvement (NRCOI) from 2004-2015 and served as the director of quality assurance at the Massachusetts Department of Social Services from 1996-1999. Much of his work has focused on helping state agencies develop and implement CQI systems and providing leadership coaching for change efforts. He has also worked closely with numerous states to define and implement systemic program improvement initiatives and measurement strategies and tie them to key agency priorities.

WORKSHOPS SESSIONS (ROUND 1)

WED: 11:30 A.M. - 12:30 P.M.

Applying Qualitative Data and Developing Data Champions for System Improvement in a Large County

Meeting Room 2

Mary Lau, Child Services Administrator III, Los Angeles County DCFS

Wendy Wiegmann, Project Director, Center for Social Services Research

In a region as complex as Los Angeles County, Continuous Quality Improvement (CQI) can be a daunting task. Nevertheless, the small but committed CQI staff in LA County DCFS have made great strides in their CFSR system reform efforts. Specifically, DCFS has trained a cadre of data champions who support regionally based administrators in implementing system reform, partnered with UC Berkeley's California Child Welfare Indicators Project (CCWIP) to ensure that staff understand the outcomes under review, and convened regular data-driven meetings to collaborate on policy and practice changes that may help reform. The CQI team has helped contextualize their quantitative findings on permanency by focusing additional efforts on helping staff understand their performance on CFSR Case Review items supportive of assessment, case planning, and service provision. This workshop will describe the combination of high-level system improvement planning, intensive data training and technical assistance, and monthly collaboration toward improvement that DCFS uses to manage reform in a region as large and diverse as Los Angeles County.

CQI – Creating a Culture of System Change

Meeting Room 1

Kim Giardina, Deputy Director, San Diego County Health and Human Services Agency, Child Welfare Services

Laura Krzywicki, Child Welfare Manager, San Diego County

This presentation aims to provide attendees with an understanding of how leadership in San Diego has used CQI to develop a culture of system change. The CQI system has been used to support the implementation of San Diego's practice framework, Safety Enhanced Together. Additionally, San Diego has relied on CQI processes to assist with implementing Continuum of Care Reform, CFSR processes, and the development of the SIP. Over the last 10 years, San Diego has experienced a more than 50% decrease in the number of children in out of home care. Developing a robust CQI system has developed a workplace culture characterized by reflection, appreciation and ongoing learning leading to improved outcomes for children and families.

Empowering Community Change by Supporting Neighbors Together

Ballroom B

Ann Reyes, Child Welfare Continuous Quality Improvement Manager, Ventura County Human Services Agency

Judy Webber, Deputy Director, Ventura County Human Services Agency

This presentation shares the process and ongoing results of a collective impact project focused on leveraging community resources to decrease entries and re-entries into foster care and improve aftercare interventions available to support long-term permanency. Using a collective impact structure involving

partnerships and data contributions from key community stakeholder agencies participating in an Office of Child Abuse Prevention (OCAP) funded Citizen Review Panel, the child welfare agency served as the lead agency to facilitate a community assets and needs identification assessment. This presentation will highlight the assessment's purpose, implementation process and outcomes. The use of a collective impact structure focuses key stakeholders on their shared values to support systemic change efforts that include contract revisions and funding realignment informed by data trends over multiple years.

Nuts and Bolts Part 1: The Questions that Fuel the CQI Process

Ballroom A

Lily Alpert, Senior Researcher, Chapin Hall

Jennifer Haight, Policy Fellow, Chapin Hall

This session will focus on the major concepts of CQI, namely that the process of improvement starts with a question. We will use activities to elicit questions from participants and locate the questions on the PDSA “map.” A major objective of this session is to establish that the ultimate goal for CQI is to improve child and family outcomes, and that adjustments to process, quality and capacity are things you do in an effort to improve outcomes. This session covers the articulation of questions; Nuts and Bolts Part 2 (see Workshop Sessions Round 4) will teach foundational skills for answering those questions.

WORKSHOPS SESSIONS (ROUND 2)

WED: 2:15 P.M. – 4:00 P.M.

Building a Learning Culture in Child Welfare: Making Connections with CQI to Inform Practice and Policy

Sandra Abarca, San Bernardino County Children and Family Services

Kristine Brown, San Bernardino County Children and Family Services

Larry Brown, Child Welfare Consultant

Jonathan Byers, Assistant Director, San Bernardino County Children and Family Services

Mia Moore, San Bernardino County Children and Family Services

Ballroom B

A panel from San Bernardino County will discuss how they have implemented a structured way to use data to help solve problems. This data-driven approach is becoming a parallel structure that reinforces and supports practice model implementation in the county. Together, these systems help to define how we work with children and families and how we approach problem solving. This session will discuss the foundation of CQI work in San Bernardino, the challenges of implementing a countywide strategy, and two examples of regional implementation efforts of data-driven strategies addressing Early Permanency in one region and Adoption finalizations in another region. This discussion is intended to serve as an interactional platform for workshop participants to explore their own CQI successes, strategies, challenges and next steps.

Telling Your Story with Data Visualization

Ann Emery, Data Visualization Consultant

Meeting Room 1

Is your data sitting around in spreadsheets, dusty, unused, and forgotten about? Data visualization helps you deliver bite-sized information that viewers can understand at a glance and retain for the long run. During this session, you'll learn how to transform technical research findings into simple, sophisticated visuals. We'll walk through a step-by-step design process that you can apply to your own projects. You'll learn how to: customize your visualization for your audience; choose the right chart for your message; declutter your visuals so that viewers' attention is focused on the data; reinforce your branding with custom color palettes and typography; and increase accessibility by ensuring that your visuals are legible for people with color vision deficiencies. Finally, you'll learn to tell a story through dark colors, saturation and annotation, because your research deserves to be out in the world: utilized, actionable, talked about.

What Counties Have Learned! County Panel

Ballroom A

Jennifer Allen, Butte County Department of Employment and Social Services

Kim Giardina, Deputy Director, San Diego County Health and Human Services Agency, Child Welfare Services

Crystal Hutchinson, Butte County Department of Employment and Social Services

Mary Lau, Children Services Administrator III, Los Angeles County DCFS

Penny Mittag, Butte County Department of Employment and Social Services

Kim McDowell, Solano County Child Welfare Services

Ann Reyes, Child Welfare Continuous Quality Improvement Manager, Ventura County Human Services Agency

This session provides the opportunity to hear from counties how they got started developing a CQI System in their counties and what the successes and challenges have been with implementation and sustainability. There will be an opportunity for inquiry and cross county sharing.

WORKSHOPS SESSIONS (ROUND 3)

THU: 8:30 A.M. – 9:45 A.M.

CQI Happening Everyday through the C-CFSR Process

Shahla Craggs, Manager, California Department of Social Services

Katie Sommerdorf, Manager, California Department of Social Services

This workshop will help participants understand how CQI is already occurring, gain a foundational understanding of C-CFSR, and explore ways link an existing SIP to CQI.

Meeting Room 1

Data, Data, Data

Alysia Chang, Business Analyst, Children's Research Center

Julie Cockerton, Manager, California Department of Social Services

Jennifer Haight, Policy Fellow, Chapin Hall

Jayson Hunt, California Department of Social Services

Wendy Wiegmann, Project Director, Center for Social Services Research

California is fortunate to have access to many data sources. This workshop will walk through SafeMeasures, CFSR case review data, Chapin Hall Data and Berkeley's Data and examine how to use the data sources to inform your CQI processes. User tips will be provided!

Ballroom B

Navigating a Path to Create a Learning Organization in Small Counties

Nancy Hafer, Academic Coordinator, Northern California Training Academy

Daniel Webster, Senior Research Specialist, Center for Social Services Research

Small jurisdictions encounter unique challenges as they seek to implement a CQI process. Limited numbers of staff tasked with multiple agency roles, and interpretation of data trends that can fluctuate notably due to small frequencies are among obstacles these counties confront in their efforts toward the cycle of improvement. This workshop is designed to address the struggles and identify promising approaches to implement a CQI system in a small county. University partners will introduce key topics such as quantitative and qualitative information, use of data sources, and making sense of data trends; and the session will then be an interactive opportunity for county and state colleagues to share approaches they have tried, and to discuss difficulties they have encountered in their efforts toward cyclic use of evidence to inform and improve practice. Drawing from county, state, and university partner perspectives, this workshop will move participants further down the path toward iterative learning and system improvement through the ongoing review and application of evidence.

Meeting Room 2

Safety Culture in Child Welfare

Ballroom A

Britany Binkowski, Special Assistant to the Commissioner for Child Welfare Reform in Tennessee

An overview of Tennessee's efforts to incorporate elements of safety science into the child welfare system. Addressing fatigue, secondary trauma, burnout, and other factors that contribute to staff turnover and bad outcomes for children and families.

WORKSHOPS SESSIONS (ROUND 4)**THU: 11:00 A.M. – 12:15 P.M.****Building a Comprehensive CQI System: Strategies for Success from New Jersey****Ballroom A***Allison Blake, Ph.D., LCSW*

This workshop will provide examples of steps to take to develop a comprehensive CQI system to track performance and implement change in real time. The use of both qualitative and quantitative data will be discussed as will different system diagnostic tools. Allison Blake will draw upon her 8 years of experience in New Jersey to provide examples and facilitate the conversation.

Fully Partnering: Using Data in Collaboration and Partnership for Better Outcomes **Meeting Room 1***Teri Gillams, Division Chief, Los Angeles County DCFS Division of Policy, Leadership and Staff Development**Mary Lau, Children Services Administrator III, Los Angeles County DCFS**James Simon, Professor, University of California, San Bernardino**Laura Shotzbarger, Regional Administrator, LA County Department of Children and Family Services*

An effective and productive organization relies on a process of self-assessment to plan strategically, promote continuous learning and guide course corrections. In 2011, Los Angeles County Department of Children and Family Services (DCFS) launched a Data-driven Decision Making Process (DDDM) as a part of a new Strategy Management Model. The DDDM vision, "Support practice improvement, critical thinking, and organizational learning for better outcomes for children and families" continues to validate the process. A process is only as strong as the framework upon which it is built. The DDDM framework uses a three legged stool design, where improvement efforts rest upon: Shared Goals, Outcomes and Guiding Principles. The three design sections will be the basis for Los Angeles County's discussion on continuous quality improvement. Panel members will be representative of line and program management, line staff and technical managers. Each panel member will engage in the discussion of how the three framework design sections are woven into day to day child welfare operations and practice. Additionally, the panel will share the on-going challenges of DDDM and gaps in the capacity of the department to adhere to the framework of the process. Finally, the panel will advocate for the value of a DDDM process and encourage a move to expand improvement efforts across the State for all child welfare jurisdictions.

Nuts and Bolts Part 2: Best Practices for Answering Performance Questions**Meeting Room 2***Cori Allen, Deputy Director, Tuolumne County Department of Social Services**Jennifer Haight, Policy Fellow, Chapin Hall*

Following up from Nuts and Bolts Part 1 (during which participants learned how to recognize and articulate a question about outcomes for children and families), this session will focus on the best practices for answering those questions. We will teach essential techniques for ensuring that the answers

generated to these questions are representative, unbiased, and easily interpreted. Participants will leave with a set of guidelines that can support their ability to generate and process evidence about performance.

The Real Dashboards of Alameda County

Ballroom B

Michelle Love, Assistant Agency Director, Alameda County Department of Children and Family services

Meredith Samp, Program Manager, Alameda County Department of Children and Family Services

Jennifer Uldricks, Senior Management Analyst, Alameda County Social Services Agency

Britany Walker-Pettigrew, Program Manager, Alameda County Department of Children and Family Services

The Alameda County Department of Children and Family Services (DCFS) is in the early stages of initial implementation of a new quarterly Continuous Quality Improvement (CQI) dashboard and meeting process. Although Alameda County DCFS has had a history of using dashboards as a monitoring tool for its participation in the Title IV-E Waiver, the primary audience for previous dashboards was the department's executive leadership team. The goal of the new CQI process has been to create better alignment between dashboards for individual CFSR outcome measures, service activities underlying program performance towards achieving those outcomes, and program staff accountable for overseeing and monitoring service activities, program performance and resulting outcomes. This workshop will provide an overview of Alameda's preparation efforts for early implementation, including developing processes for implementing a new CQI meeting format, indicator selection and dashboard development, and a discussion with the Department Director and Program Managers about the implementation of the new quarterly CQI meeting process.

WORKSHOPS SESSIONS (ROUND 5)

THU: 1:45 P.M. – 3:00P.M.

At the Corner of Case Review & CQI

Ballroom A

Julie Cockerton, Manager, California Department of Social Services

Jaclyn Elk, Manager, California Department of Social Services

Megan Rivers, Manager, California Department of Social Services

This workshop will provide an intro to case reviews and explore how they tie into CQI. The interactive session will use Bus Stops: small groups discuss in which each “stop” gives participants an opportunity to explore what is/can be learned to inform their CQI process.

Director’s Breakout Session

Ballroom B

Peter Watson, Senior Director, Technical Assistance Unit, Casey Family Programs

This session will provide Directors/Leadership the opportunity to explore strategies for the development, implementation and ongoing sustainability of a CQI system. This session is interactive, with the goal of sharing successes, challenges, and to learn from each other and keynote presenters.

Probation Forum

Meeting Room 2

Lisa Campbell-Motton, Los Angeles County Probation Child Welfare Director

Larry Brown, Private Consultant

This session is a forum for Probation to discuss the development and implementation of a CQI system within probation to inform improved outcomes.

World Café Technical Assistance

Meeting Room 1

Khush Cooper, President & CEO, Khush Cooper & Associates/Implematix

Jennifer Haight, Policy Fellow, Chapin Hall

Jesse Russell, President of Big Picture Research and Consulting

Daniel Webster; Senior research specialist at the Center for Social Services Research

This session is designed for participants to seek information from experts and other county partners on various areas of CQI. Bring your questions, challenges and successes to share and learn from others.