



# Setting the Context: Creating a Common CQI Language

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# Why CQI and Why Now?

- Why are YOU in this work?
- What are you trying to accomplish through CQI implementation?
- What pressures are you experiencing to implement CQI systems or elements?

Consider these pressures as you move forward.





# Creating a Common CQI Language

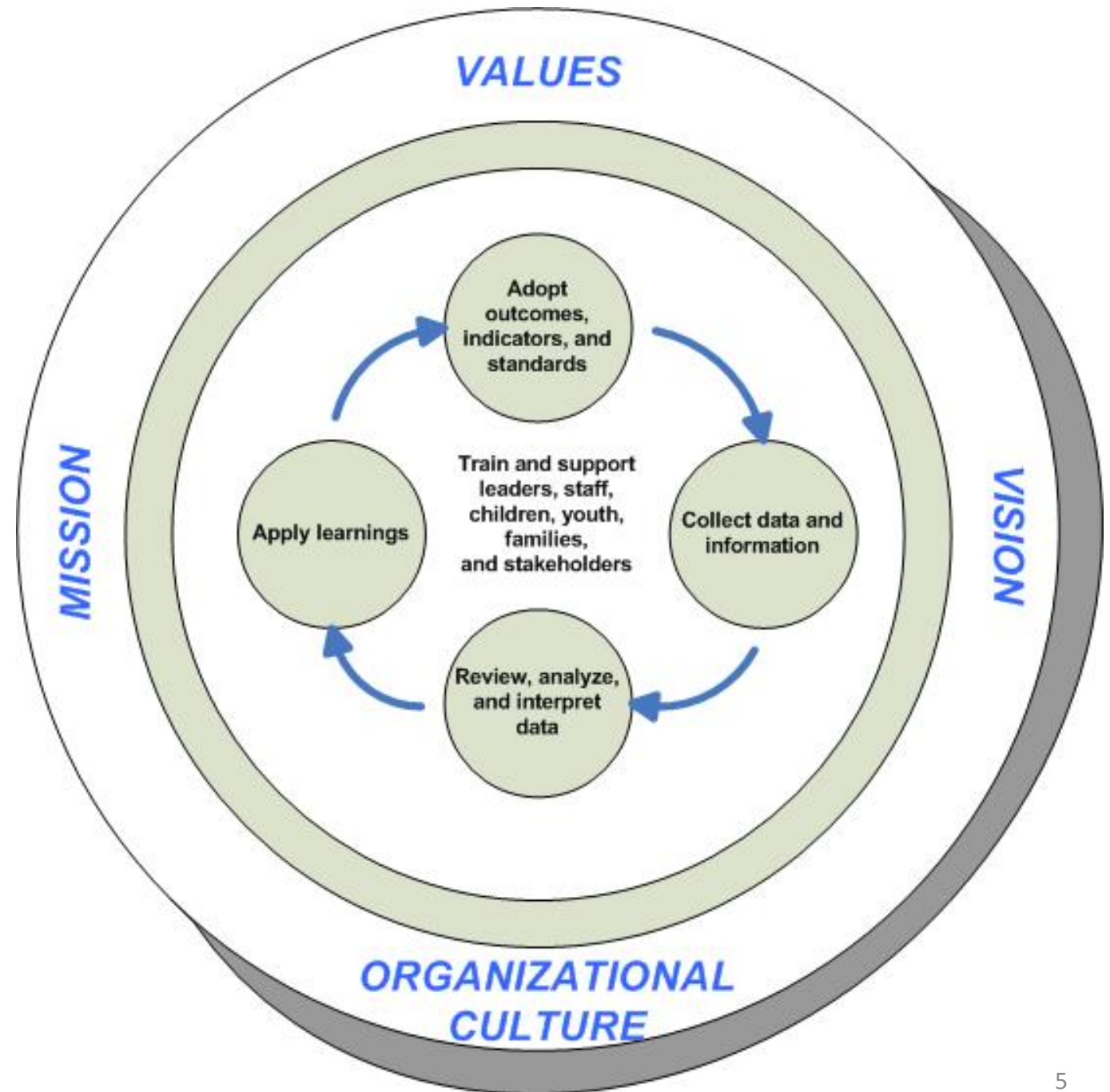
# CQI Framework and Definition

- Casey/NRCOI CQI Framework (2005)
  - Developed by broad range of stakeholders
  - CQI definition
  - Key CQI components
- Cited in Children's Bureau 2012 Information Memorandum on CQI



Visual from the  
Casey/NRCOI  
CQI Framework.

Developed by  
working session  
participants.



# One CQI Definition

CQI is the complete process of identifying, describing and analyzing strengths and problems and then testing, implementing, learning from and revising solutions...

# One CQI Definition (cont.)

It relies on an organizational culture that is proactive and supports continuous learning. CQI is firmly grounded in the overall mission, vision and values of the agency...



# One CQI Definition (cont.)

Perhaps most importantly, it is dependent upon the active inclusion and participation of staff at all levels of the agency, children, youth, families and stakeholders throughout the process.



# Peter's Revised Definition

CQI **engages** staff and stakeholders in a rigorous, ongoing process that **uses** data and information to **learn** what works, **determine** what needs attention and **decide** what we should do to **improve** our systems.

# Children's Bureau CQI Components

- I. Foundational Administrative Structure
- II. Quality Data Collection
- III. Case Record Review Data and Process
- IV. Analysis and Dissemination of Data
- V. Feedback to Stakeholders and Decision-makers and Adjustment of Programs and Processes

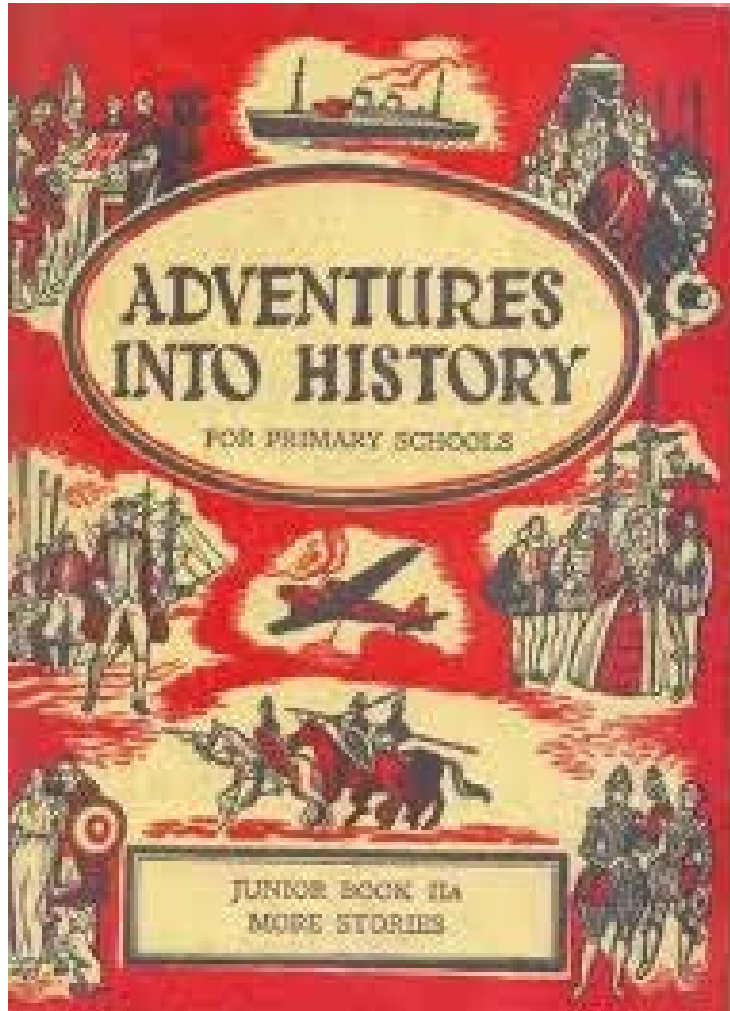
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# A Little History of CQI in Child Welfare

# Past Pressures to Implement CQI

- Efforts to change focus from compliance to outcomes
- CFSR process began way back in 2001
  - Quantitative and qualitative data
  - PIPs focused on systemic changes
  - Lack of measureable progress in many states
- Lawsuits/settlement agreements

# More Recent Pressures

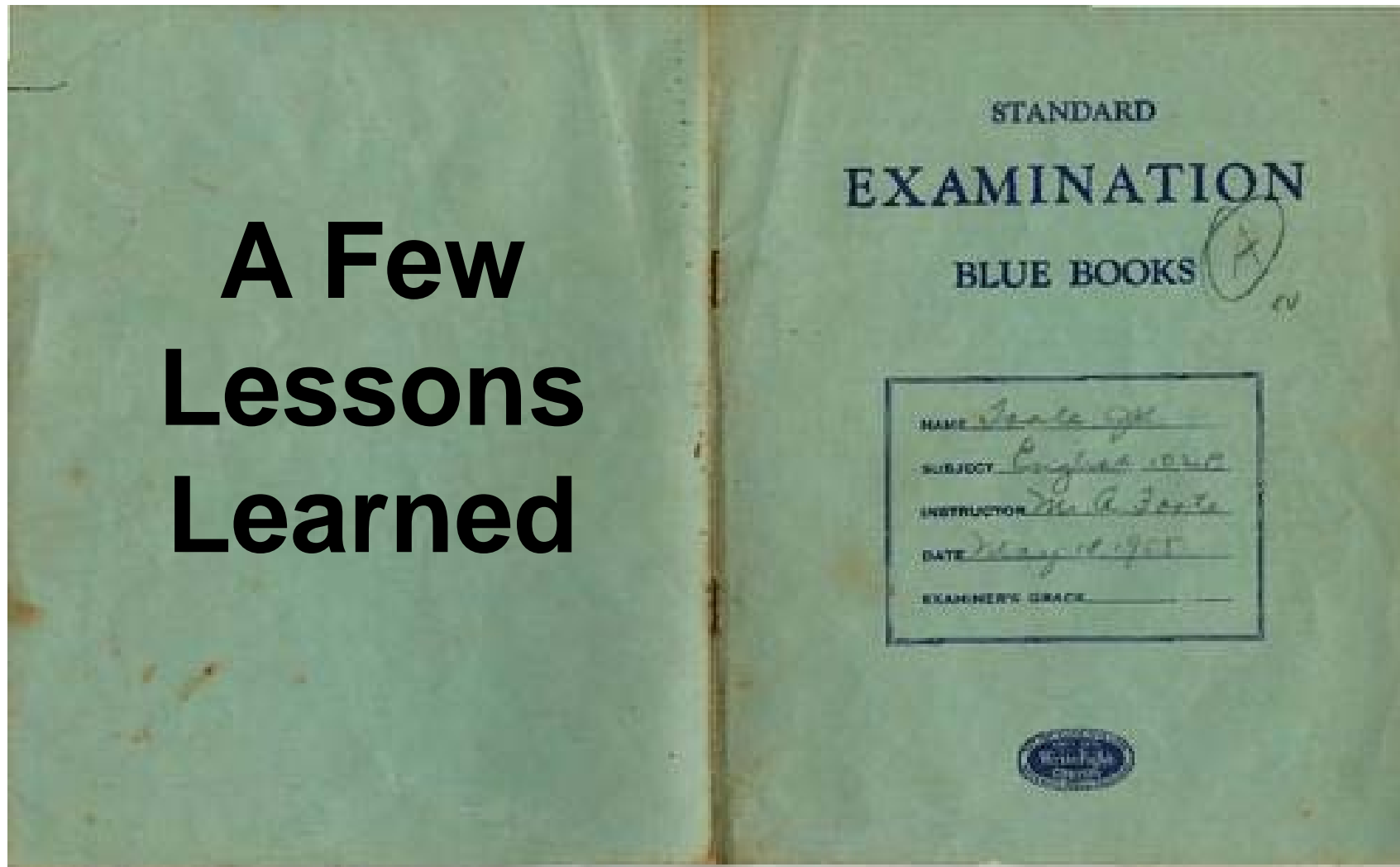
- Children's Bureau Information Memorandum on CQI—August, 2012
- Federal CQI requirements for State 5-year plans
- CFSR Round 3
  - New case review option
- IV-E waiver requirements and expectations



# Advice from Other Jurisdictions

- Step back to assess and improve your CQI system—“CQI your CQI”
- Target resources to CQI and move agency into “learning/assessment” mode
- Daily question: “What can we learn from this?”

# A Few Lessons Learned



# What are Other Agencies Doing?

- CQI system assessments
- Engaging more staff and stakeholders in CQI
- Linking data from multiple sources
- Building data analysis skills at all levels
- Focusing on action planning and support



# A CQI Assessment Process

- *Child Welfare Matters* issue details the approach:  
<http://muskie.usm.maine.edu/helpkids/rcpdfs/cwmatters14.pdf>
- Pre-work: interviews, surveys, review current system elements, identify meeting participants
- Assessment meetings should include frequent brainstorming, voting, and action planning
- Post-meeting: action plan refinement with additional staff and stakeholders
- Meetings mirror CQI action planning process

# CQI Leadership

- Engage top agency leadership in CQI
- CQI staff need to manage up, down, and across the organization
- Continuously look for ways to show CQI value
- Staff know whether top leaders care about CQI
  - Nebraska CQI meetings
  - NYC Child Stat

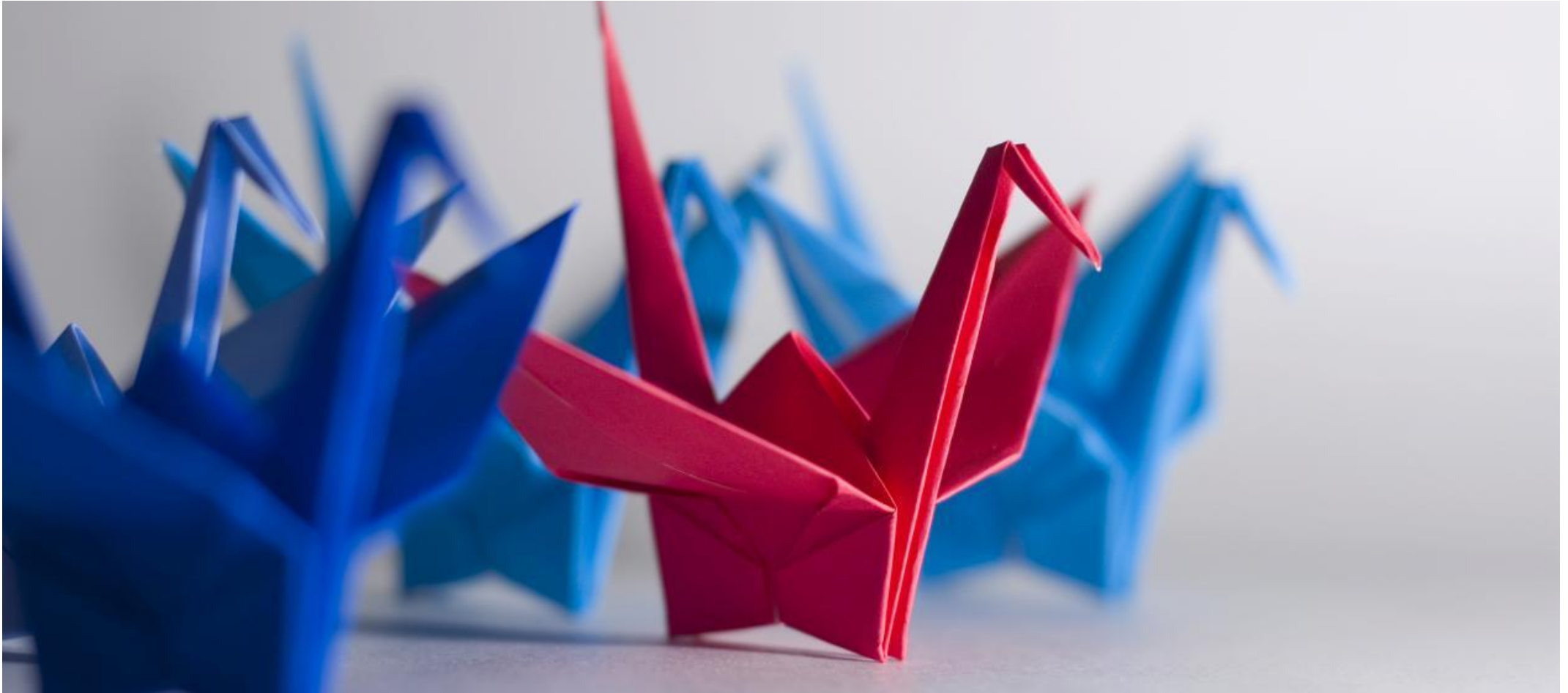




# Turn Data Into “Information”

- Create common understanding to spark discussions and inform action planning
- Review data regularly and share broadly
- Be creative!
- Train CQI staff to prepare, present and facilitate the use of data from different sources

# Tell a (Data) Story



# Support Action Planning

- Move beyond just collecting and analyzing data
- Set expectations AND support efforts to use data to adjust practices and systems
- Actively engage stakeholders in action planning
- Start with small, doable experiments
- Follow up and adjust!

# CQI Should Help Promote Insight

- CQI not just a technical approach
- Create an environment where staff and stakeholders can make connections and try new approaches
- “The Eureka Hunt,” by Jonah Lehrer  
*The New Yorker*, July 28, 2008.



# The Eureka Moment



“You’ve got to know when to step back. If you’re in an environment that forces you to produce and produce, and you feel very stressed, then you’re not going to have any insights.”

John Kounious, Cognitive Neuroscientist at Drexel University (p.44, *New Yorker* article)



A background image showing a crowd of people, with a focus on a person in a blue shirt in the foreground. The image is slightly blurred, suggesting a candid shot at a public event.

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**casey** family programs

**safe** children | **strong** families | **supportive** communities

# Bold Ideas

**Everyone please grab a notecard  
and a pen.**



# Bold Ideas

**If you were 10 times bolder,  
what BIG idea would you  
recommend to move CQI forward  
in your county or in California?**

**What first step would you take to  
get started?**

# **SWITCH CARDS!**

## **OVER AND OVER AND OVER...**

**STOP!**

**RATE THE CARD YOU  
HAVE FROM 1-10**

**1=MEH 10=FANTASTIC!**

# **Time to do the Math!**

## **Add up the 5 numbers on the back of the card**