

Accountability in Collaboration:

*Working in Partnership toward
Continuous Quality Improvement*

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New York City Administration for Children's Services

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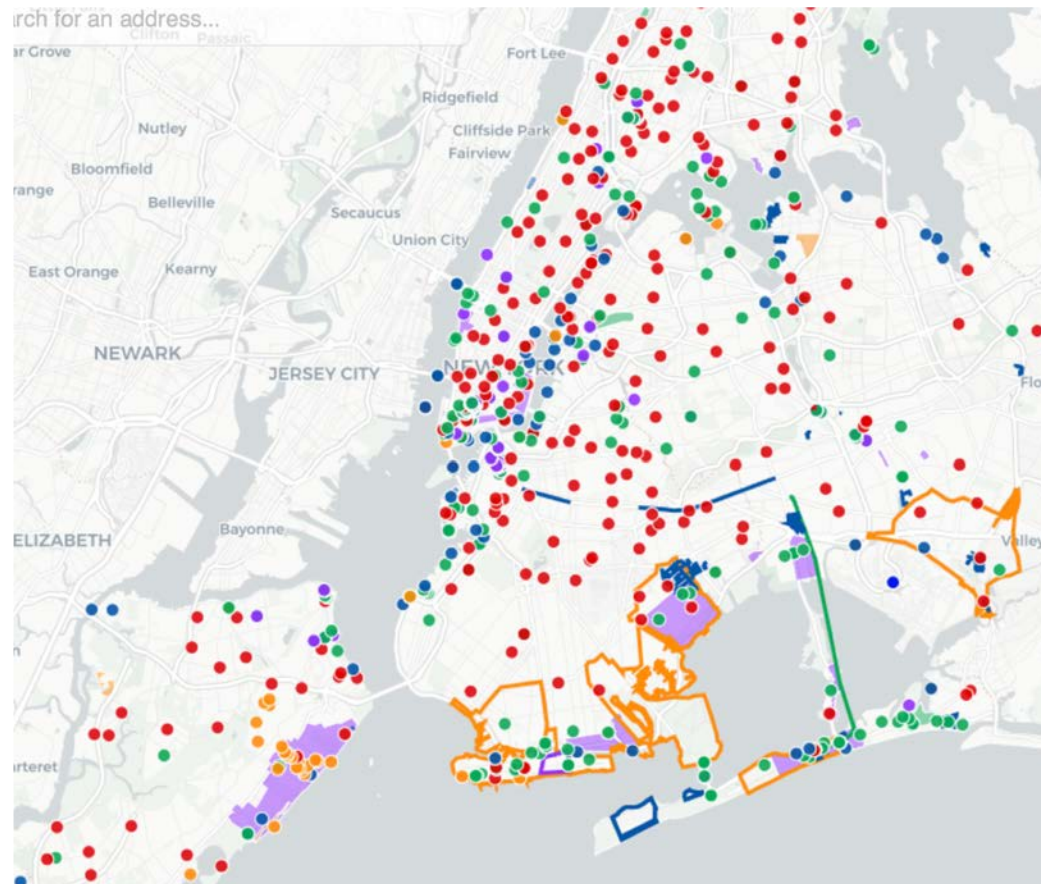
Resilient Futures LLC



Overview

- 1) The Context of NYC Child Welfare Services
- 2) Exploring Change: Why We Need Collaborative Quality Improvement
- 3) Installing Change: Designing Collaborative Quality Improvement
- 4) Initial Implementation: Where We Are Today

The Context of Child Welfare Services in New York City



The Challenge



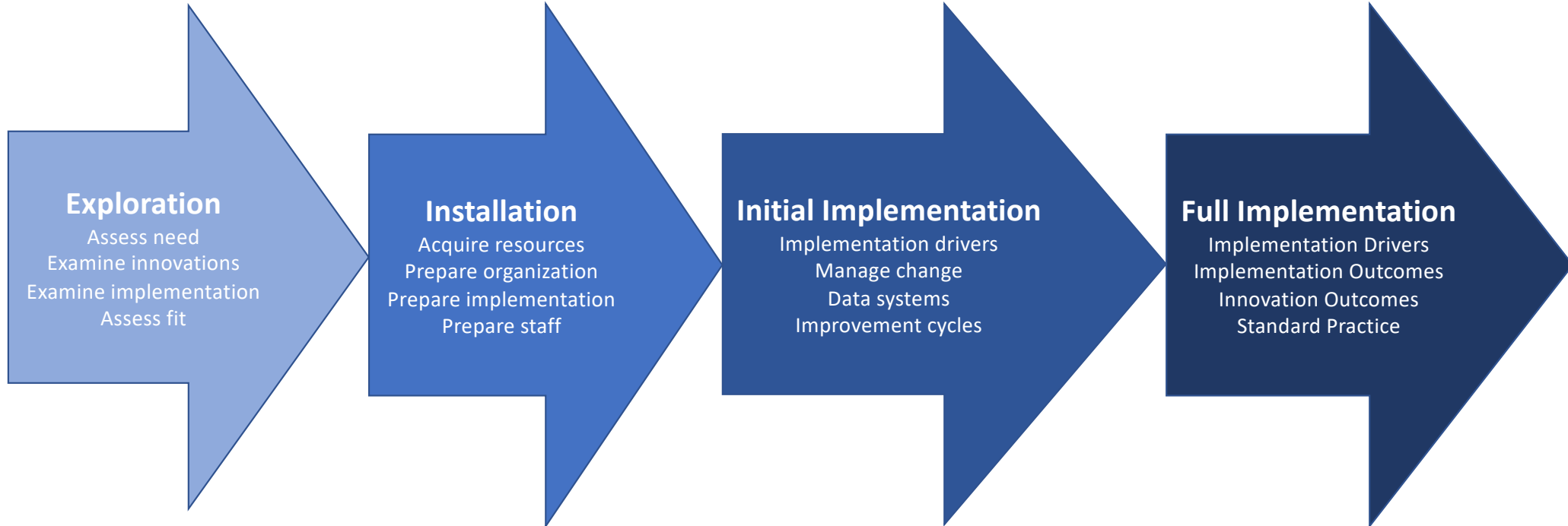
Accountability



Collaboration

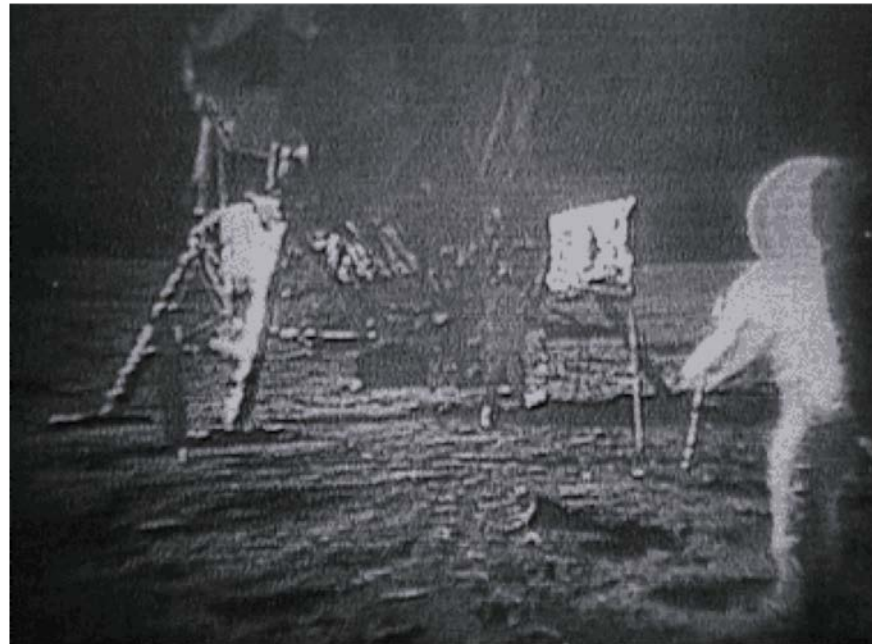
Active Implementation Framework

Implementation Stages



Source: A. Metz, National Implementation Research Network (NIRN)

Exploring Change: Why We Need Collaborative Quality Improvement



Vision for Collaborative Quality Improvement

- 1) More Valid and Reliable Data Collection
- 2) Comprehensive Analysis of All Data
- 3) COLLABORATIVE Approach (ACS + Providers)



OUR SHARED GOAL:
**Improve services and outcomes for
NYC children and families**

Collaborative Quality Improvement Methodology



PROGRAM EVALUATION

QUANTITATIVE process focusing on
program outcome data



ORGANIZATIONAL ASSESSMENT

QUALITATIVE process focusing on
organizational health and functionality

CoQI provides a comprehensive understanding of provider agency performance



CoQI Program Evaluation

QUANTITATIVE Process Focused on Outcomes Data

FEATURES

1. UNIFORM
2. STANDARDIZED
3. CLEAR
4. TRANSPARENT

BENEFITS

- APA evaluation cycle aligns with PAMs calendar and data collection across APA
- Same evaluation measures and reporting tools allow for aggregation and more accurate trends analysis
- Understandable protocols and easy-to-use tools minimize errors
- Builds trust and shared accountability; Advanced data sharing and joint problem-solving opportunities

CoQI Organizational Assessment

*QUALITATIVE Process Focused on: **Organizational Health***



FEATURES

1. EVIDENCE-BASED
2. COMPREHENSIVE
3. CLEAR
4. STANDARDIZED
5. EXPEDITED

BENEFITS

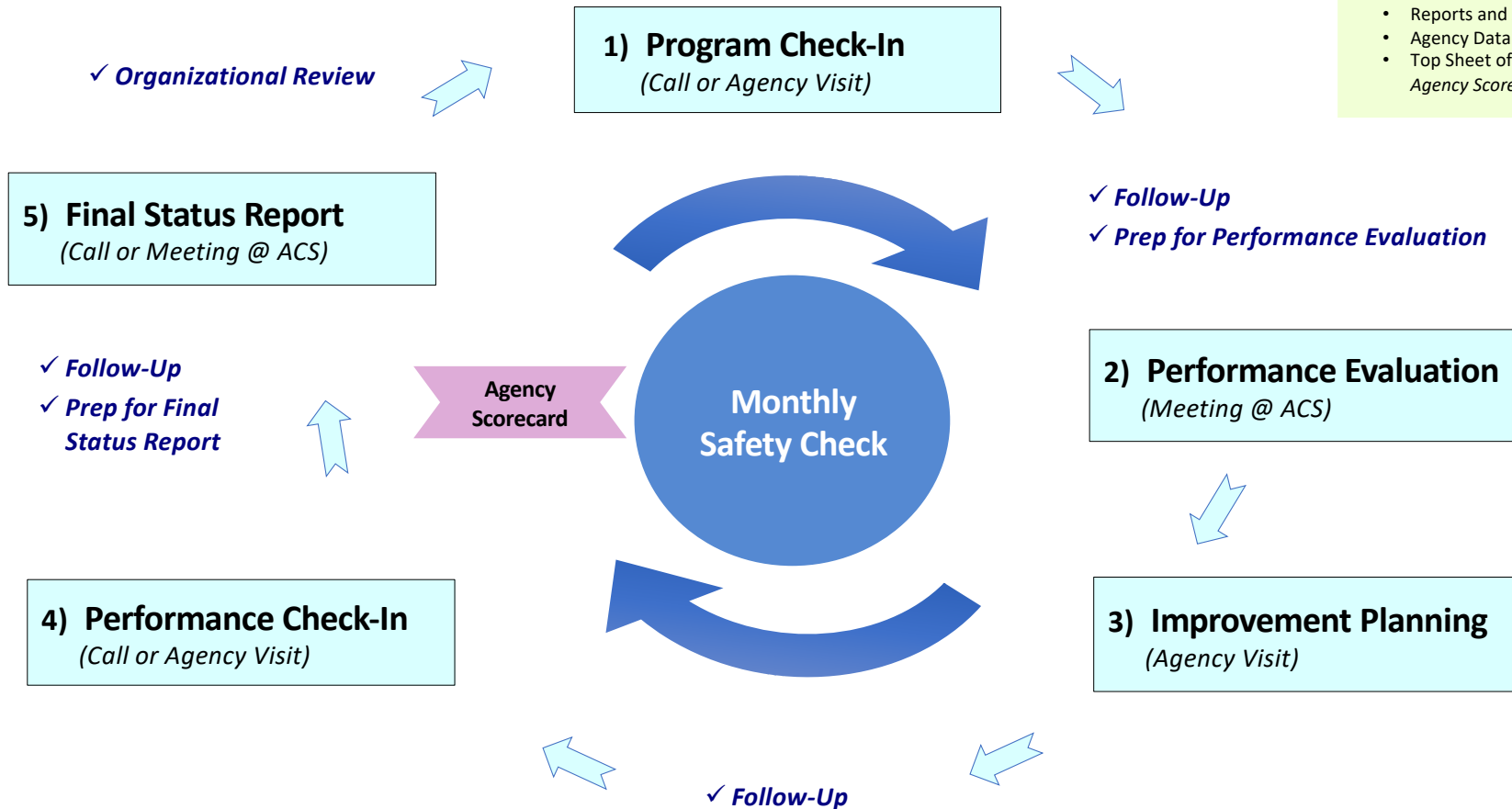
- Based on best practice model
- More holistic, accurate view of provider functioning
- Understandable protocols and easy-to-use tools minimize errors
- Same evaluation measures and reporting tools allow for aggregation and more accurate trends analysis
- Quicker turn-around time yields more timely action and solutions

Collaborative Quality Improvement

(Annual Cycle)

CoQI Annual Data Collection

- CoQI Data Sheet
- Monthly
- PAMS 1 and 2
- Organizational Review
- Site Visits (*Residential*)
- Reports and Alerts
- Agency Data and Plans
- Top Sheet of Most Recent Agency Scorecard




Installing Change: Designing Collaborative Quality Improvement




Marshmallow Challenge

Build a tower, build a team | Tom Wujec


The Challenge



Eighteen Minutes
Teams of Four
Tallest Freestanding Structure



20 sticks of spaghetti + one yard tape + one yard string + one marshmallow



Preparing for Change: Resources and Partners



**Heather
Henderson**



ChapinHall at the University of Chicago
Policy research that benefits children, families, and their communities

Preparing for Change: Staff

- Model built with and by staff
 - Collaboration amongst staff and leadership
 - Staff voice in every change and update to the model at initiation and beyond
- CoQI bootcamp sessions for staff on each phase of the model
- Protocols created with process steps and sample language for communication with providers
- Each evaluator was given one-on-one support from the CoQI consultant in each meeting they facilitated and each report written

Preparing for Change: Partners

- Kick-off sessions with Providers
- Road show meetings with key leadership of the agencies and presentations during regularly scheduled meetings
- The creation of a provider advisory group which supported and helped with the creation of the phases of the model
- The creation of provider protocols with guidance on how to prep for meetings, awareness of expectations

All changes and updates made to the protocol are first introduced to providers. We maintain an open feedback loop.

Considering Your Local Context

- How would you characterize your relationships with providers across the continuum of accountability and collaboration?
- Are there opportunities for increasing the level of collaboration and communication with these partners?

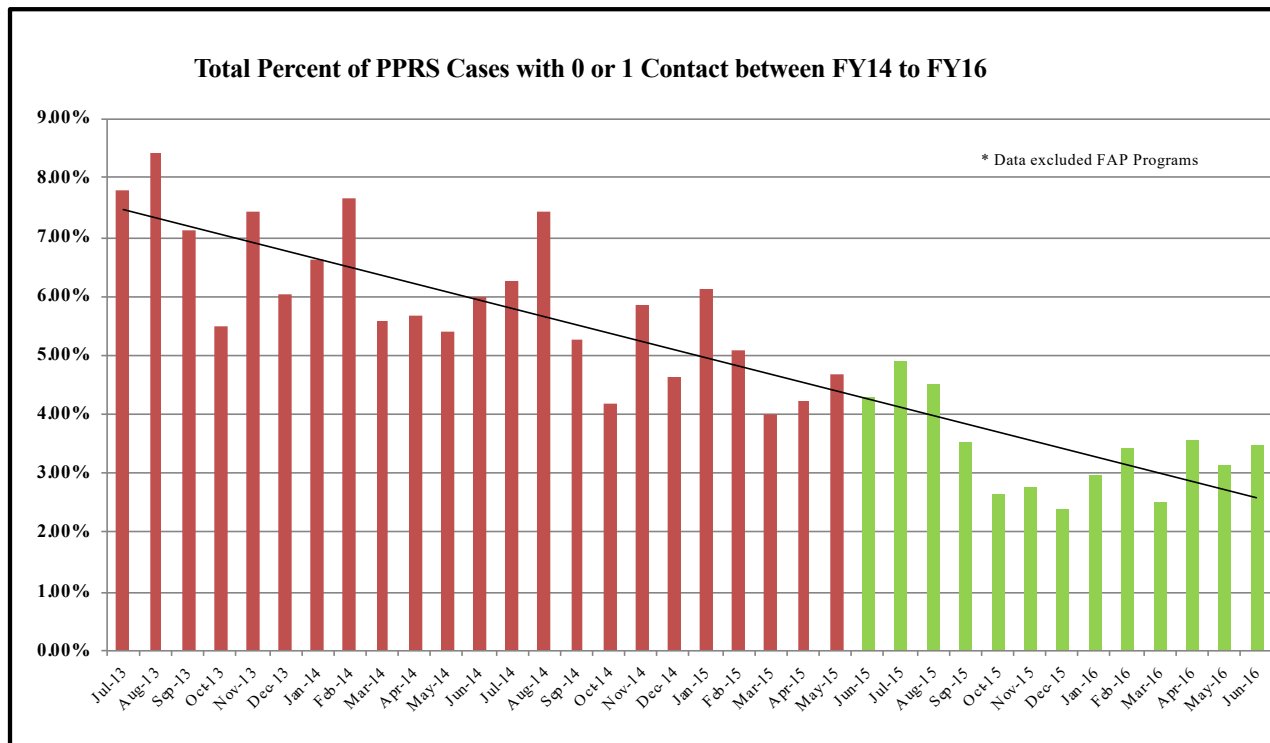
Initial Implementation of CoQI: Where We Are Today



Early Results

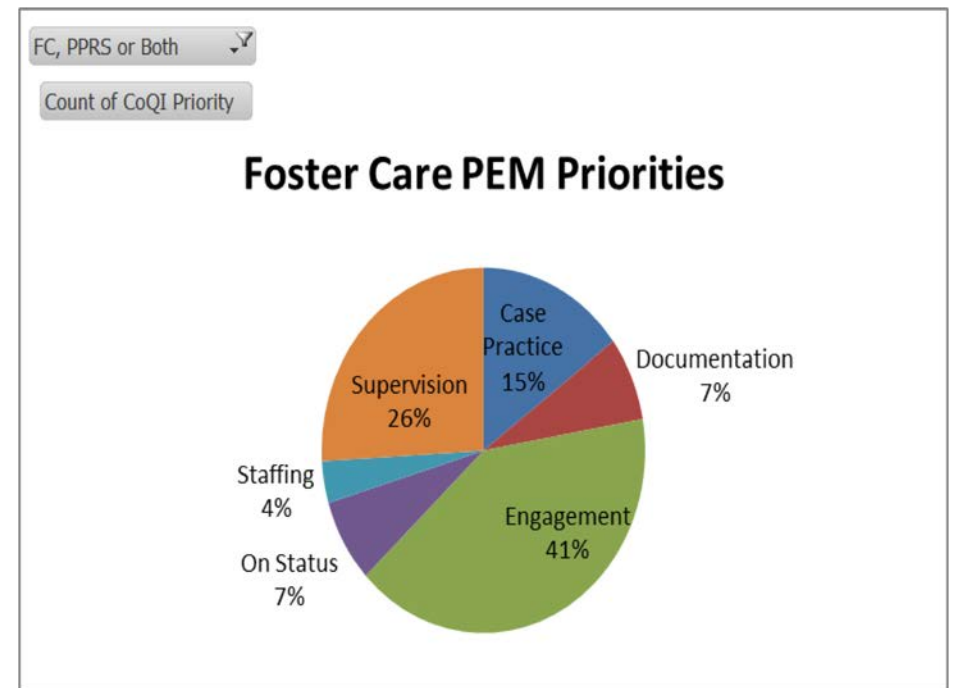
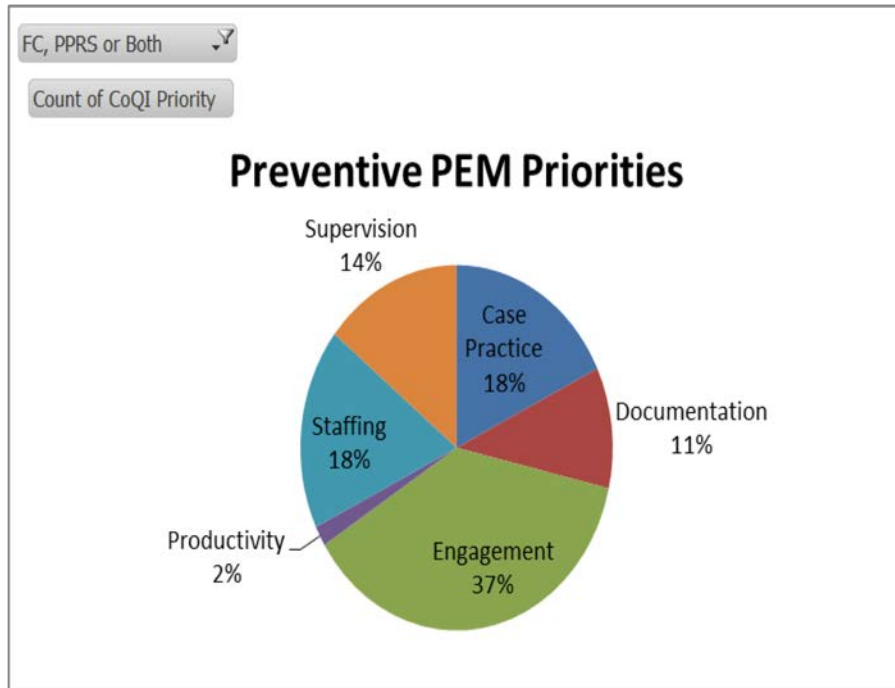
- 1) Developed comprehensive monitoring system that balances accountability and collaboration
- 2) Improved communication with providers
- 3) Comprehensive approach to discussing data internally with ACS leadership

Safety Process Improvements

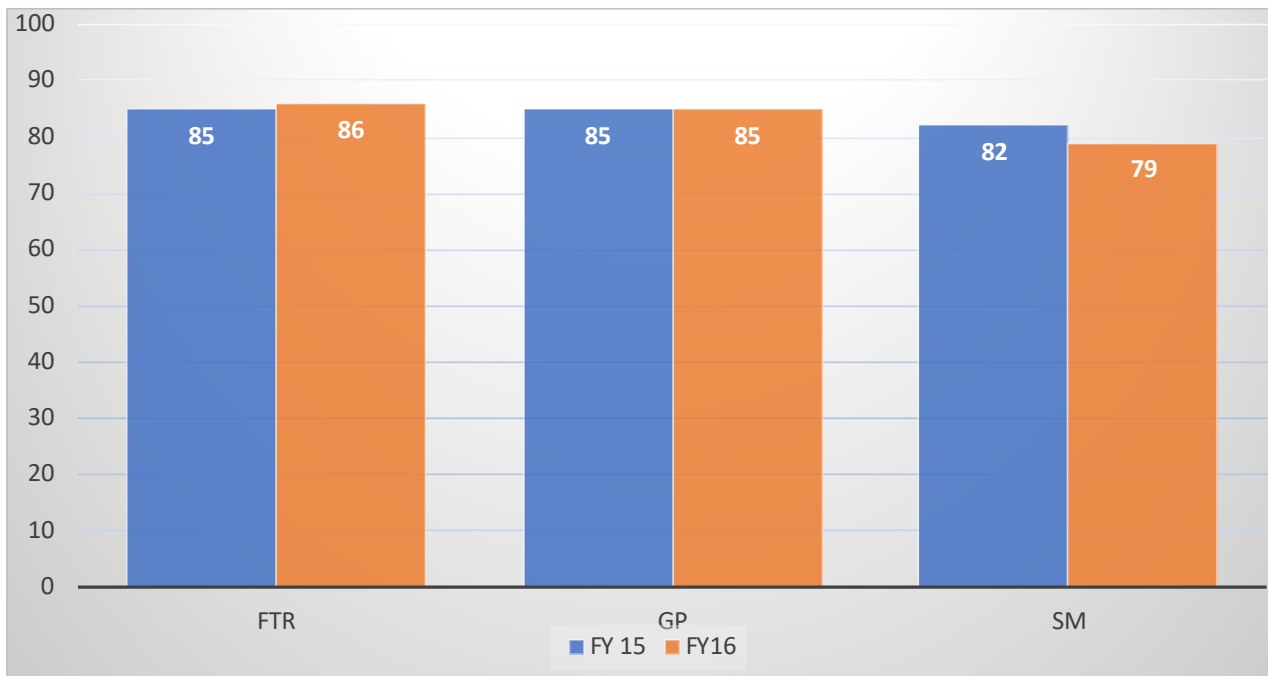


Sustained increase in the number of contacts made by our providers from FY15-FY16.

Cycle One Priorities



No Immediate Change in Practice



Indicator: Strategies for Engagement

Changes for Cycle Two

- Simplified CoQI Model
- Organizational self-assessment



The NYC Provider Organizational Review



Organizational Self-Assessment: Provider Impressions

- 1) Helped think more broadly and comprehensively about the performance, health of their agencies, and resources
- 2) Components and indicators reflect best practice and exceed ACS' current performance standards for contracted agencies
- 3) Provides a roadmap for building capacity and improving functioning across the organization, better preparing agencies for the next contracting cycle

Organizational Self-Assessment: ACS Feedback

- 1) Supported decision making and guidance to agencies with regards to the new allotted funds for preventive services expansion
- 2) Informed ACS' support to agencies as we strategize as a system to address the staffing gaps impacting program functioning
- 3) Assisted in narrowing the focus of support ACS will provide for the agencies as they build and strengthen their own CQI systems and internal QA/QI mechanisms

Reality Check

How do your organizations handle the feedback loop of trying to assess whether an intervention has achieved its intended purpose?

What is the timeline for needing to see results?

How do you course-correct?

External Forces



Cycle Three and Four Updates

- 1) Extended timeline for Program Improvements
- 2) Introduction of target setting methodology
- 3) Streamlining of PEM Priority selection
- 4) Reduced number of meetings included in the cycle
- 5) Streamlining of summary documentation

CQI of Collaborative Quality Improvement

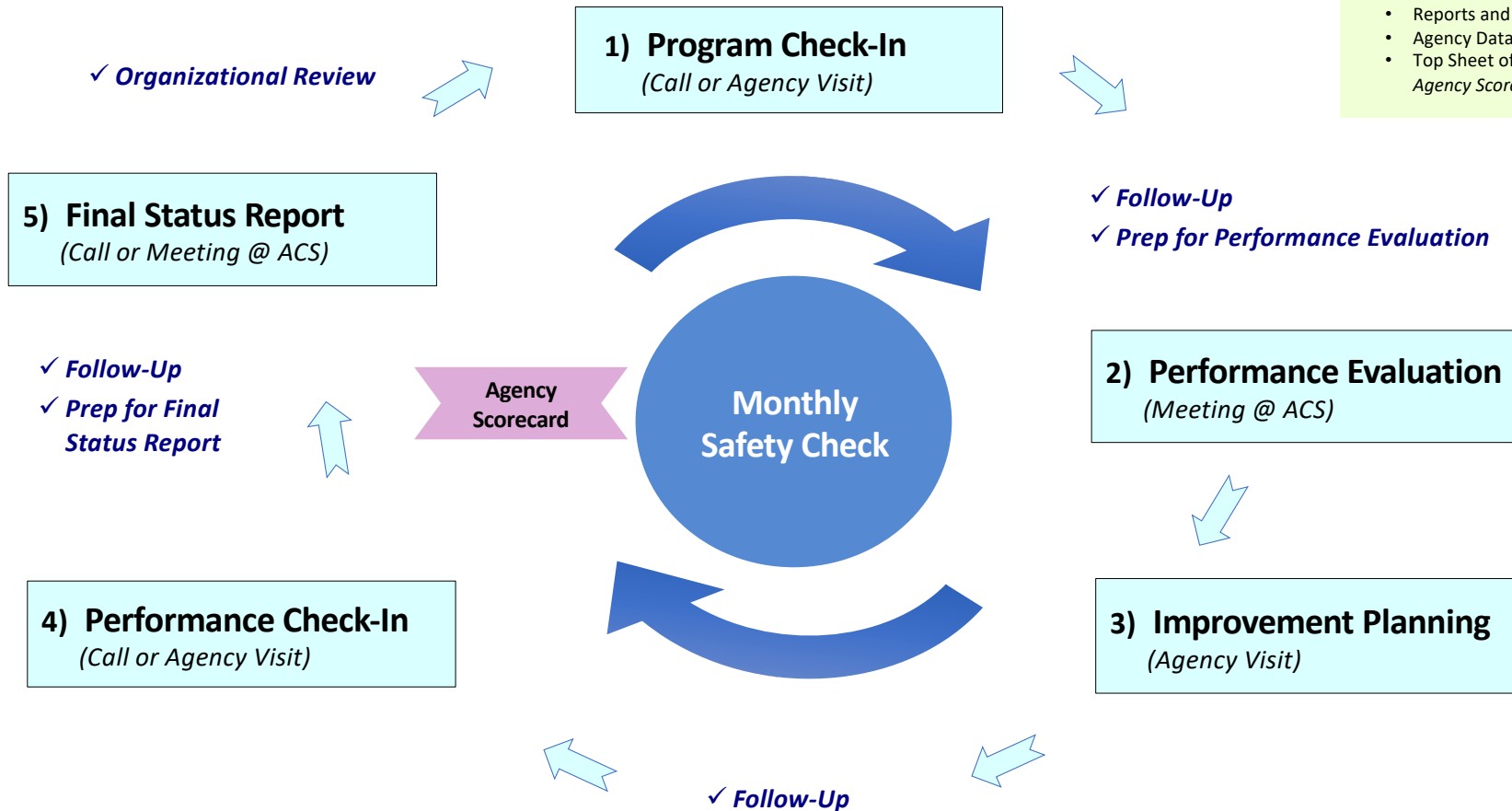


Collaborative Quality Improvement

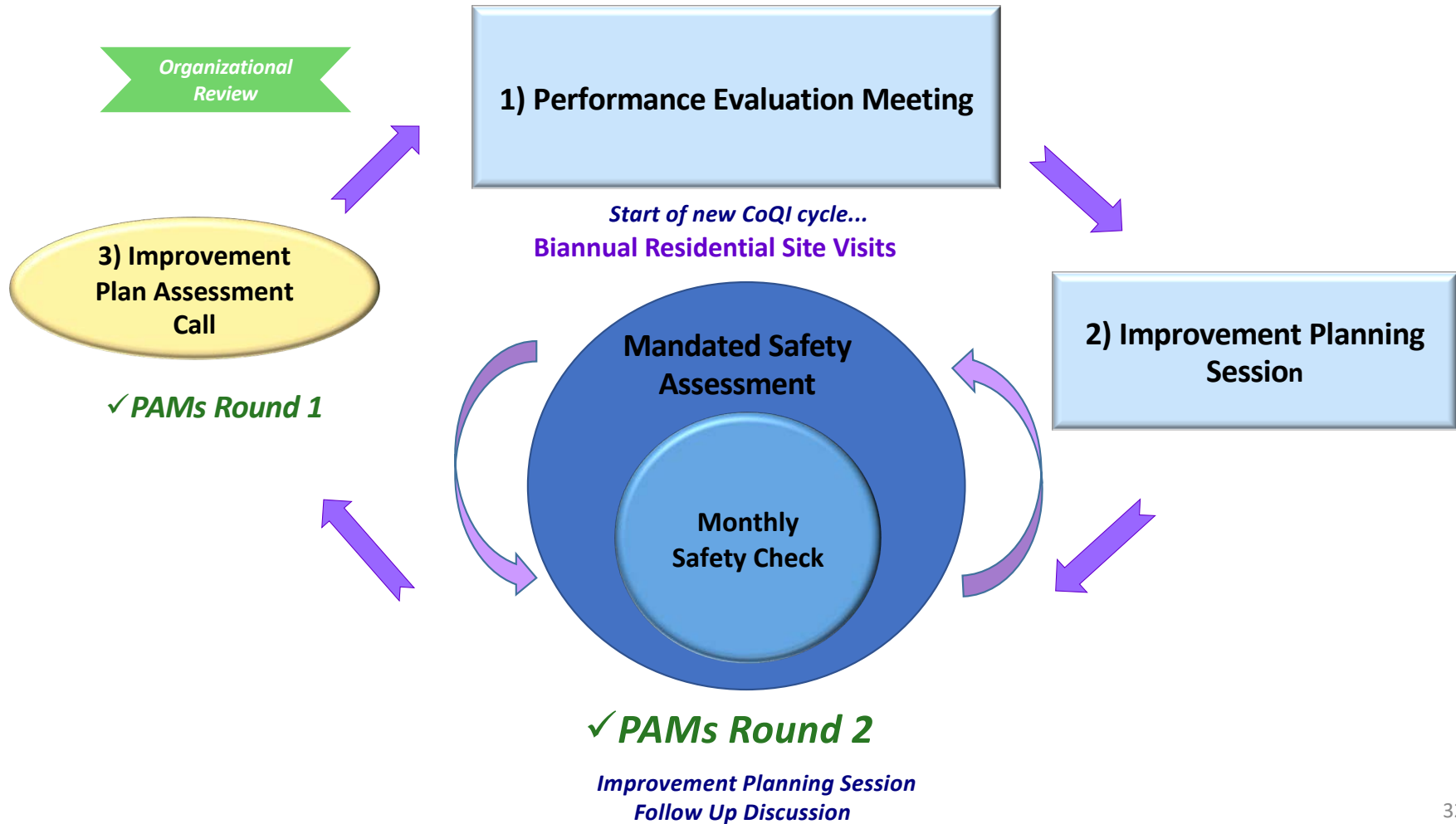
(Annual Cycle)

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Collaborative Quality Improvement



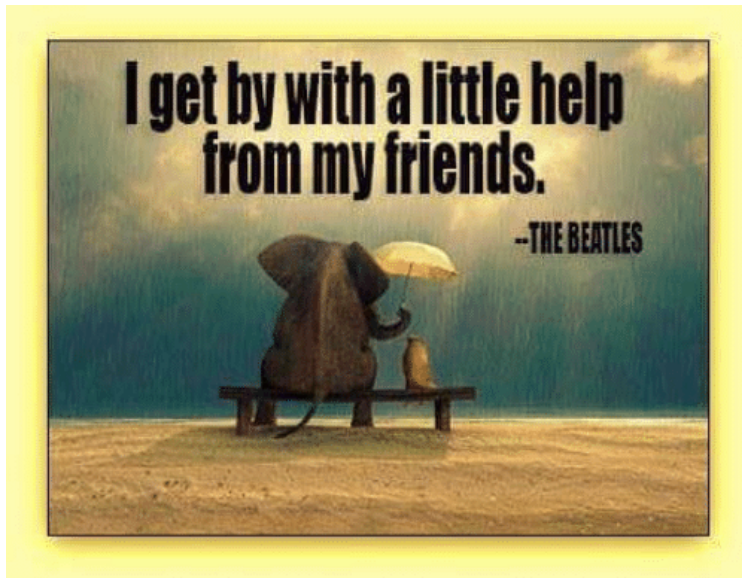
Mandated Safety Assessment



The Mandated Safety Assessment is a step in the CoQI process that can be triggered at any point in the cycle in three ways:

- Safety practice concern
- Critical incident
- Overall low performance safety score - This refers to overall low performance in a PAMS review, scorecard results, quarterly data issued.

Continued Training and Support



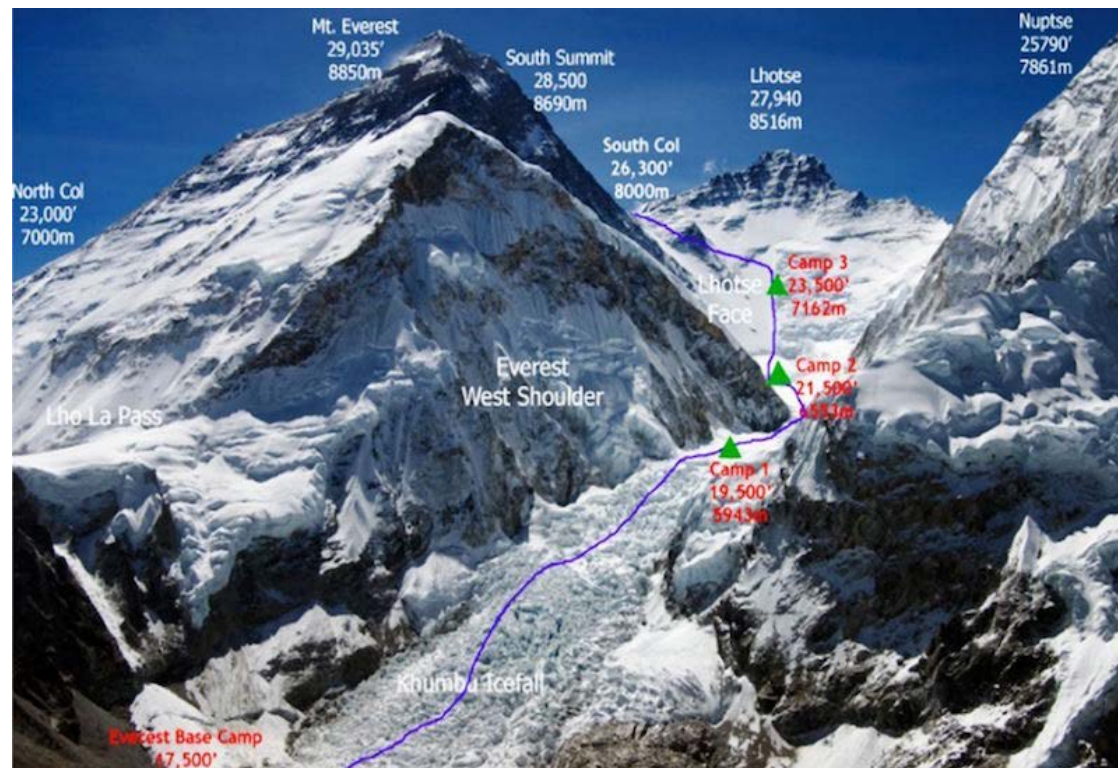
ChapinHall at the University of Chicago
Policy research that benefits children, families, and their communities

RESILIENT
FUTURES^{LLC}

Full Implementation of CoQI



Full Implementation of CoQI



Questions?

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