



# CQI: CREATING A SYSTEM CHANGE

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# LEARNING OBJECTIVES



LIVE WELL  
SAN DIEGO

- Understand the structure of San Diego's CQI system
- Demonstrate alignment between CQI and the Core Practice Model
- Identify key stakeholder groups and how to engage them
- Develop strategies for messaging the importance of CQI
- Incorporate techniques for integrating CQI as a regular part of practice



# AGENDA



- Background and development
- Our vision of CQI
- Core Practice Model Alignment
- Structure of the CQI system
- Communication
- Strengths of current system
- Challenges of system
- Future Upgrades



**KEEP  
CALM  
HERE'S  
THE  
AGENDA**

# SAN DIEGO'S HISTORY

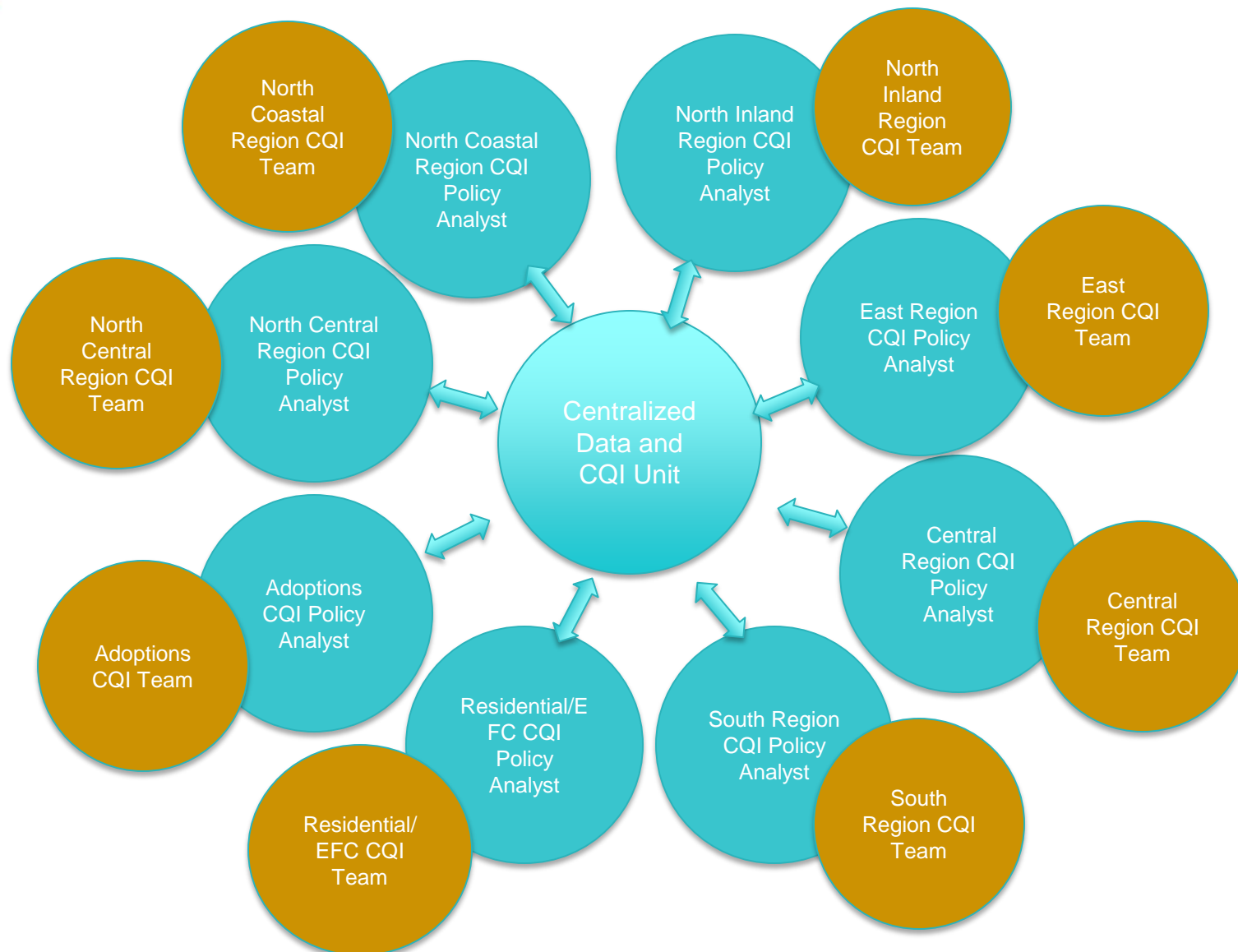


## CONTINUOUS QUALITY IMPROVEMENT

- ❑ Shared expectations and responsibility
- ❑ Continuous learning at all levels
- ❑ Quality of enhanced practices and
- ❑ System Improvement Plan goals tied to our review processes
- ❑ Dedicated resources to support CQI
- ❑ Findings are shared and acted upon
- ❑ CQI manual – clear instructions and expectations for consistent practice
- ❑ Reclassification of our Quality Assurance Supervisors to Policy Analyst and the addition of a Centralized CQI unit



# SAN DIEGO'S CQI STRUCTURE





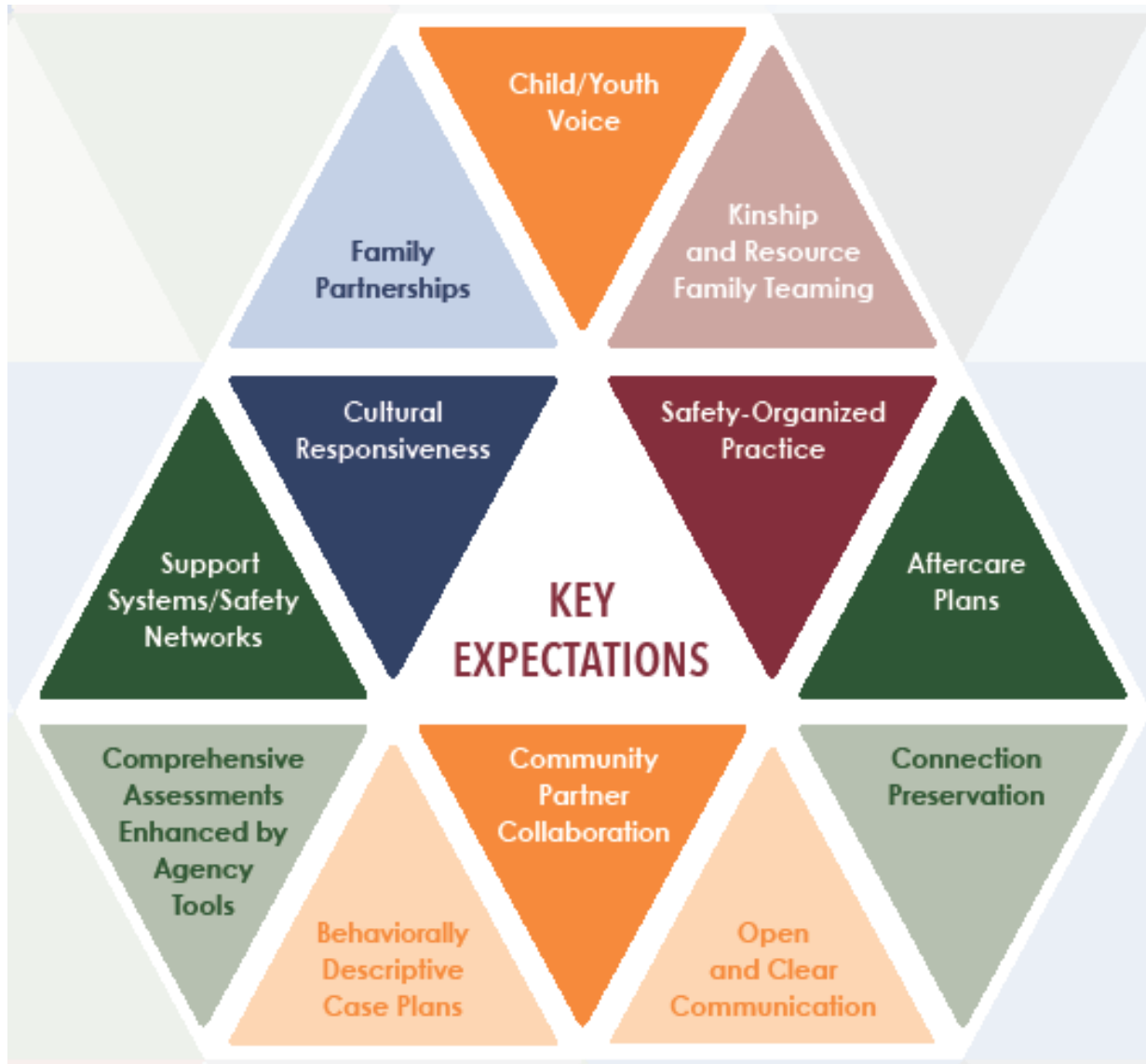


Every child  
grows up  
safe and  
nurtured



# SAFETY ENHANCED TOGETHER

## KEY EXPECTATIONS





# CQI AS PART OF THE PRACTICE MODEL



LIVE WELL  
SAN DIEGO

## CONTINUOUS QUALITY IMPROVEMENT

San Diego County Child Welfare Services (CWS) began shifting from Quality Assurance (QA) to Continuous Quality Improvement (CQI) in 2012. Implementation of Safety-Organized Practice, development of the Safety Enhanced Together (SET) practice framework along with national and statewide momentum made it clear that we needed a qualitative review process that was not just about looking back but making sure the work we had already done was our best.

CQI supports the practice of Appreciative Inquiry by helping us focus on the areas where we are doing well; CQI can help identify when staff are doing well and help us spread and grow those practices throughout our system. CQI relies on shared responsibility for data and outcomes at all levels of staff. Workers, supervisors, and managers all have the responsibility to input quality data and to know about data and outcomes. CQI also helps us have more transparency by partnering with families, youth, and other key stakeholders to take a look at how we improve our system and using their feedback as another means to evaluate our work.

A CQI approach focuses on identifying the root causes of problems or contributing factors to strengths, developing interventions to reduce or eliminate these causes or further improve upon strengths, and taking action to correct the processes with a continuous feedback loop to make and maintain positive changes in policy and case practice. Ownership for continuous improvement is essential at all levels of staff and it is necessary for the entire Child Welfare system to place a high value on teamwork, collaboration, and communication.

CQI will help us identify the depth to which worker practice aligns with SET and will be evaluated using the following scale:

**NOVICE** - There is evidence that the worker has "tried out" or begun to use the tool but may not have implemented it properly.

**EMERGING** - There is evidence that the worker is using the tool or practice but lacks accuracy and/or consistency.

**ACCOMPLISHED** - There is evidence that the worker uses the tools and practices them consistently and accurately.

**DISTINGUISHED** - There is evidence that the tools and practices are integrated into the worker's practice as a way of doing business.

**MASTER** - There is evidence that in addition to practicing integrated work the worker is creative with the tools in difficult or problematic situations or takes the "next steps" of follow-up and evaluation.

# WHY IS CQI IMPORTANT?



## WHAT DOES CQI MEAN TO YOU?

- Get into groups of 3
- Spend 5-7 minutes discussing why CQI important to you
- Draft a vision statement that explains what you want for your CQI system



Fidelity



Appreciative  
Inquiry



Best  
Practice



Shared  
Responsibility

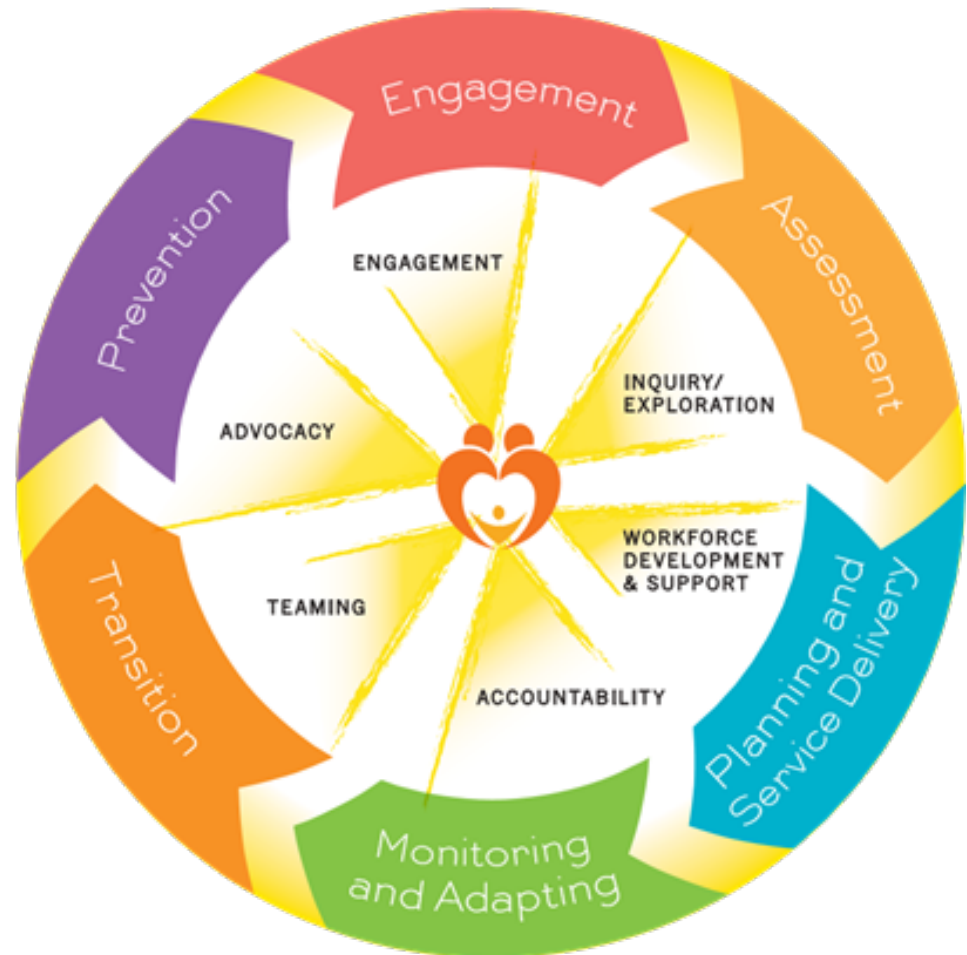
# CALIFORNIA CORE PRACTICE MODEL



## EXISTING & EMERGING INITIATIVES

CALIFORNIA PARTNERS for PERMANENCY  
CONTINUUM of CARE REFORM  
FAMILY to FAMILY  
KATIE A.  
LINKAGES  
PARENT PARTNERS  
QUALITY PARENTING INITIATIVE  
RESOURCE FAMILY APPROVAL PROCESS  
SAFETY ORGANIZED PRACTICE  
WRAPAROUND

## COMMON COMPONENTS & ELEMENTS



## ACTIVITY

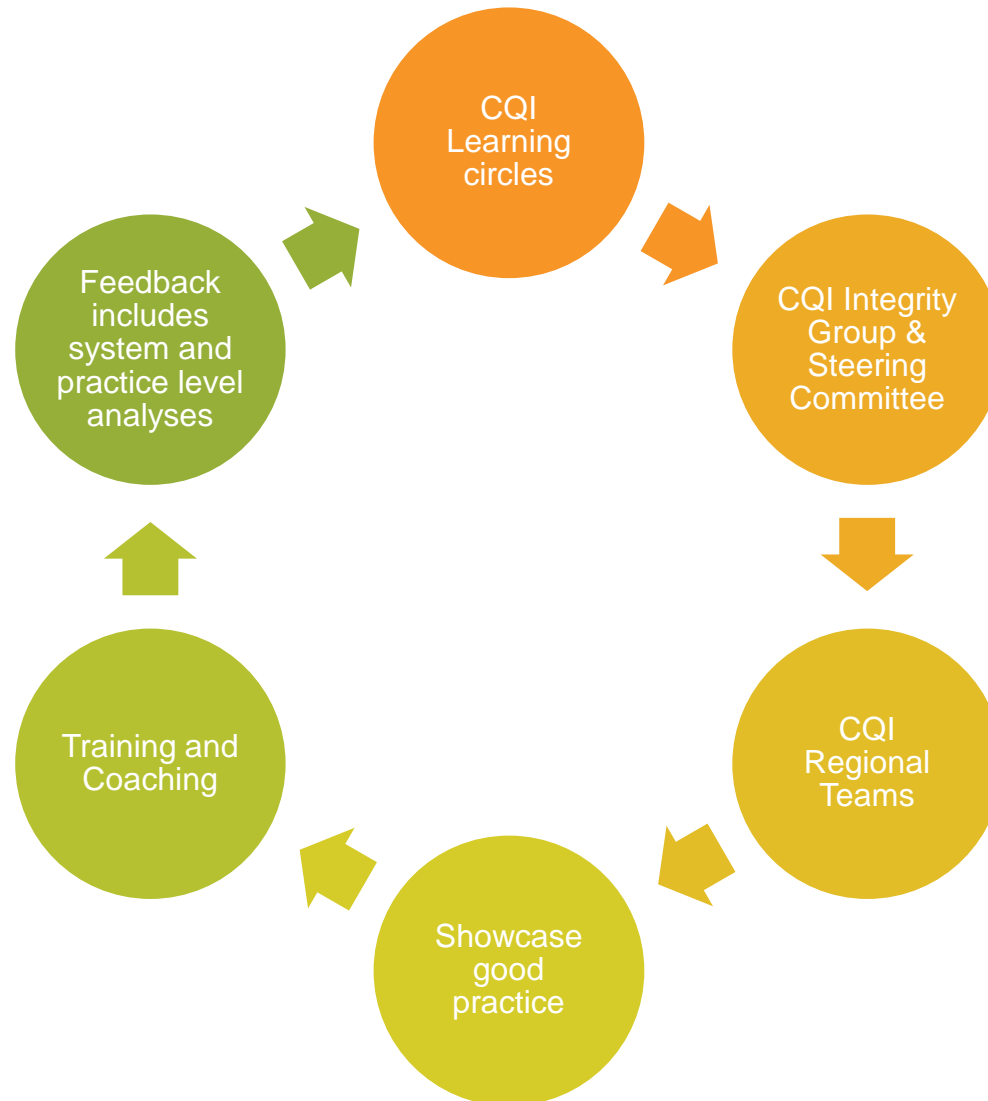
- Review the CPM Practice Behaviors for one of the Practice Elements
- How will you know if staff are demonstrating these behaviors?
- What aspects of your CQI system will help



# STAKEHOLDER ENGAGEMENT



# INTERNAL COMMUNICATION







## HOW DO WE SHARE AND GATHER INFORMATION?

- County Self Assessment
- System Improvement Plan
- Child Abuse Prevention Coordinating Council
- Waiver Evaluations

# STRENGTHS AND CHALLENGES



## STRENGTHS

- CQI Policy Analyst positions
- Support of the Centralized CQI Team and Data Unit
- Full Utilization of Safe Measures
- Coaching and learning circles
- Connecting data to stories
- CQI Integrity group and Steering committee
- CQI Manual is a “living document” to guide practice
- Road shows provided by Centralized CQI on projects
  - Regional/Centralized communication
  - Improved CFSR Process – CSA, SIP

## CHALLENGES

- Shifting from Quality Assurance to CQI
- Compliance vs. Quality case reviews
- Different levels of staff experience
- Development of case review tools
- Feedback loop for CFSR and Practice Framework Case Reviews
- Regularly incorporating input from community partners, clients and stakeholders
- Organizational change and culture takes time

# OUR NEXT STEPS



- Inter-rater reliability in our case review process
- Enhance feedback to staff about CFSR process and case reviews
- Further integrate CQI and Coaching
- Improve our Feedback loop with community partners
- Improve local case reviews through case review database



# YOUR CQI SYSTEM



What's  
Working  
Well?

What are  
you Worried  
About?

What Next  
Steps do you  
want to take?

Which key  
stakeholders  
need to be  
engaged?

# QUESTIONS/COMMENTS



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