CONTINUOUS QUALITY IMPROVEMENT
OR
Are We There Yet?

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Charlene Rhyne, PhD
CJI Consultant
WORKSHOP OBJECTIVES

• Why is CQI so important?

• What is CQI exactly?

• How do I write a CQI plan?

• How do I implement the CQI plan?
SHORT POLL

• Where is your organization in implementing EBP on this scale?
  – 1 = Oh I have heard of that thing – think we will be doing it sometime
  – 3 = Some people are doing this, some are not
  – 5 = At least half of our folks are doing EBP
  – 7 = We have passed the tipping point in getting folks on board
  – 10 = Heck we are so good I could be doing her presentation
• How did researchers and program people end up working together?

• What do data and databases have to do with offender supervision?
Purpose of unit is to support information based decision making.

- Program Evaluations
- Management Reporting
- CQI
  - Performance measurement
# QA vs CQI

<table>
<thead>
<tr>
<th>Quality Assurance</th>
<th>Continuous Quality Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Driven by regulatory and accrediting agencies</td>
<td>• Internally driven, empowers all personnel to make improvements</td>
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<tr>
<td>• Tends to focus on finding who is responsible for errors</td>
<td>• Focuses on improving the system</td>
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<tr>
<td>• Relies on inspections to identify errors</td>
<td>• Seeks to prevent errors by continuously clarifying and improving processes</td>
</tr>
<tr>
<td>• Periodically monitors quality</td>
<td>• Continuously strives to improve quality</td>
</tr>
<tr>
<td>• Management/leadership is top-to-bottom</td>
<td>• Management/leadership is shared governance model</td>
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</table>
EVIDENCE BASED PRINCIPLES

• 1. Assess risk/needs
• 2. Enhance intrinsic motivation
• 3. Target Interventions
• 4. Skill train with directed practice
• 5. Increase positive reinforcement
• 6. Engage ongoing support in natural communities
• 7. Measure relevant processes and practices
• 8. Provide measurement feedback
Has This Ever Happened to You?

“Okay, okay, okay... everyone just calm down and we'll try this thing one more time.”
BENEFITS – or why are we doing all this work?

- Provide a framework to focus our work
- Provides a common language
- Helps us differentiate between ‘what we do’ and ‘results’
- Creates understanding
- A way of thinking – not just a pretty picture
WHAT IS CQI?

• Ensure that we are meeting our goals
  – EBP?
  – How well?
  – Improved outcomes

• Commitment to improve services
• Creating an appetite for data results in quality services
CORE CONCEPTS OF CQI

- Quality defined
- Success achieved
- Most problems are found in processes, not in people
- Variation in processes can lead to unwanted variation in outcomes
- It is possible to achieve continual improvement
- Continuous improvement is effective

http://www.fpm.iastate.edu/worldclass/
REQUISITES FOR A SUCCESSFUL QUALITY IMPROVEMENT PROCESS

- The agency head endorses:
  - A culture of measurement
  - Organization-wide CQI framework
  - Constructive use of data
  - Involve levels of staff and management
  - Annual scorecard
  - Sufficient resource allocation
REQUISITES FOR A SUCCESSFUL QUALITY IMPROVEMENT PROCESS

• **Senior managers**
  - Short term plans
  - Set expectations of quality
  - Encourage quality processes
  - Focus on outcomes
KEY INGREDIENTS: WHERE DO WE START?

- Modeling of executive and senior level management
- Choose the right person to manage your initiative
- Begin of process of education, communication and engagement
- Include diagonal slice of organization for committee
- Develop a logic model
- Collect and analyze data
- Report out
WHAT IS A LOGIC MODEL?

- Story board of the work you are doing
- Logical relationships between resources invested, activities that take place and changes that occur
- Used in program planning, evaluation, management, communications and measurement
- Start with a simple process flow diagram
INPUTS

- What we invest
  - Staff
  - Expertise
  - Money
  - Materials
Actions taken to accomplish outcomes

- Assessments
- Case planning
- Referrals
- Sanctions
What we get by doing the activities

- % of high and medium risked probationers with an assessment within 60 days of intake
- % of high and medium risked probationers with a case plan within 60 days of assessment
- % of referrals that target top 4 criminogenic needs
OUTCOMES

Results or changes for individuals, groups, communities, organizations, systems

- Outcomes can be:
  - Short term
  - Intermediate
  - Long term
SHORT TERM OUTCOMES

• Changes that result from outputs
  – % of referred probationers who complete treatment.
  – % of high and medium risk probationers who are moved to case bank
  – % of clients supervised according to risk
INTERMEDIATE TERM OUTCOMES

• Changes that take a longer time to occur than short term outcomes

  – % Reduction in risk/need

  – % of probationers who complete supervision without a new charge
LONG TERM OUTCOMES/IMPACTS

• Enduring changes
  – Increase in perception of public safety
  – Reduced rates of recidivism
## FINAL PRODUCT

<table>
<thead>
<tr>
<th>INPUTS</th>
<th>ACTIVITIES</th>
<th>OUTPUTS</th>
<th>OUTCOMES</th>
</tr>
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<tbody>
<tr>
<td>OFFICERS</td>
<td>ASSESSING</td>
<td>% OF ASSESSMENTS COMPLETED ON TIME</td>
<td>% OF MED AND HIGH RISK CLIENTS WITH AT LEAST ONE OF CRIMINOGENIC NEEDS ADDRESSED IN CASEPLAN</td>
</tr>
<tr>
<td>TRAINING</td>
<td>CASE PLANNING</td>
<td>% OF CASE PLANS COMPLETED ON TIME</td>
<td>% OF REFERRED CLIENTS ENTERING TX</td>
</tr>
<tr>
<td>ASSESSMENT TOOLS</td>
<td>REFERRALS</td>
<td>% OF TARGET NEEDS REFERRED TO TX</td>
<td></td>
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• Significant work activity must be measured.

  – Work that is not measured or assessed cannot be managed

  – Establish desired performance outcomes for all measured work.

  – Performance reporting must be done frequently.
Facts and evidence are great levelers of hierarchy.

‘Everyone is entitled to his own opinion, but not his own facts.’

» Daniel Patrick Moynihan
WHAT HAPPENS IF YOU DON’T MEASURE?

• How do you know:
  • If you are improving or declining?
  • How you compare with others?
  • Where are cost-effective results being produced?
  • Where to improve?
  • Where to distribute resources?
  • Are you achieving your mission and vision?
LESSONS LEARNED

• This process takes time
  – More time than you think
• Include your mid-managers
• Chart your course
• Measure your results
• Share the results
• Make course corrections based on data
• Repeat your mantra -- daily
• If what gets done gets measured,

• Then what gets measured is what gets done
Develop CQI policies and procedures

Conduct reviews through the creation of reports using obj and measurable performance objectives;

Feedback mechanism: bring in CJM, stakeholders for review

Implement changes; corrective action

PDSA

PLAN

EVIDENCE BASED PRACTICE

ACT

STUDY

DO
DATA DISCUSSION

• Who?
• What?
• How?
## DO’S & DON’TS

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| • Empower staff  
• Time to meet goals  
• Let manager review  
• Focus on strengths, affirmations and praise  
• Expect results  
• Focus on teamwork  
• Accountability for outcomes under influence  
• Learn from others  
• Use behavior change principles | • Play power games  
• Ignore lack of effort  
• Let meetings become dreary  
• Focus on minutia  
• Allow excuses  
• Allow blaming others |
ASSESSMENTS COMPLETED BY DUE DATE

- May-06: 89%
- Sep-06: 92%
- Dec-06: 96%
- May-07: 93%
- Sep-07: 87%
- Dec-07: 77%

BENCHMARK = 75%
<table>
<thead>
<tr>
<th>Name</th>
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<th>Dec</th>
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<tbody>
<tr>
<td>bill thomas</td>
<td>95%</td>
<td>89%</td>
</tr>
<tr>
<td>sandy bell</td>
<td>85%</td>
<td>76%</td>
</tr>
<tr>
<td>clark dennis</td>
<td>87%</td>
<td>75%</td>
</tr>
<tr>
<td>stella day</td>
<td>90%</td>
<td>76%</td>
</tr>
<tr>
<td>thomas green</td>
<td>78%</td>
<td>70%</td>
</tr>
<tr>
<td><strong>Average</strong></td>
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CASE PLANS COMPLETED BY DUE DATE

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KEY INGREDIENTS: MAINTAINING YOUR SANITY

- Remember to keep your sense of humor
- If you do not have a sense of humor, develop one
- Reward small gains
- Recognize high achievers
- Talk to other jurisdictions
- Remember this is about the journey, not the destination
- This process is on-going, iterative and evolutionary
The Never Ending Journey

- What do you always take on your trip?
HAPPY TRAVELS!