Welcome!

Introductions

- Facilitation Team

- Your Name, County/Tribal Community, CDSS Program

- What is one thing, personal or professional, that you would like to improve?

CHANGEWELLPROJECT
PARTNERING TO STRENGTHEN COMMUNITY SYSTEMS

CDSS CALIFORNIA DEPARTMENT OF SOCIAL SERVICES

Today's Session Overview

- Welcome & Introductions
- Land Acknowledgement
- Learning Lab Goals
- Learning Lab Overview
  - What is CQI? Why is it important?
  - Key Principles & PDSA Cycles
  - Importance of Measurement
- Breakout
- Questions and Reflections

Land Acknowledgement

We recognize and acknowledge the First People of this ancestral and unceded territory – the land that today we call California. With respect to their elders, past and present, we recognize the tribal communities as the original stewards of this land, and who continue to lift up their stories and cultures.

We are grateful to have the opportunity to live and work on these ancestral lands. We are dedicated to growing and sustaining relationships with native peoples and local tribal governments.

Adapted from Los Angeles County's
Land Acknowledgment

Learning Lab Objectives

CHANGE WELL PROJECT

PARTNERING TO STRENGTHEN COMMUNITY SYSTEMS

www.changewellproject.com

- Learn together
- Identify solutions to overcome roadblocks in the program and system development process.
- Introduce tools that will expedite your program and system improvement.
- Increase the capacity of you and your staff to improve the equity and efficacy of your system and your programs.

WHAT IS CQI?

"CQI" stands for **Continuous Quality Improvement**.

It is an umbrella term that refers to an ongoing, progressive process implemented with the aim to improve quality.

CQI METHODS

- Lean
- Six Sigma
- **Deming Cycle (PDSA)**
- The Baldrige Award Criteria

No one methodology is thought to be superior to another.

It can scaled or shrunk to be used at a macro or a micro level.

WHO CAN USE CQI?

Literally anyone
- System Leaders
- Program Leaders
- Direct Service Professionals
- Program Participants

WHO SHOULD USE CQI?

Literally everyone
- System Leaders
- Program Leaders
- Direct Service Professionals
- Program Participants

Principals of Improvement

- Know why you need to improve.

- Have a feedback mechanism to tell you if the improvement is happening.

- Develop an effective change that will result in improvement.

- Testing a change before attempting to implement/scale it.

- Knowing when and how to make the change permanent.

CHANGE WELL **PROJECT**
PARTNERING TO STRENGTHEN COMMUNITY SYSTEMS

Introduction to Continuous Quality Improvement
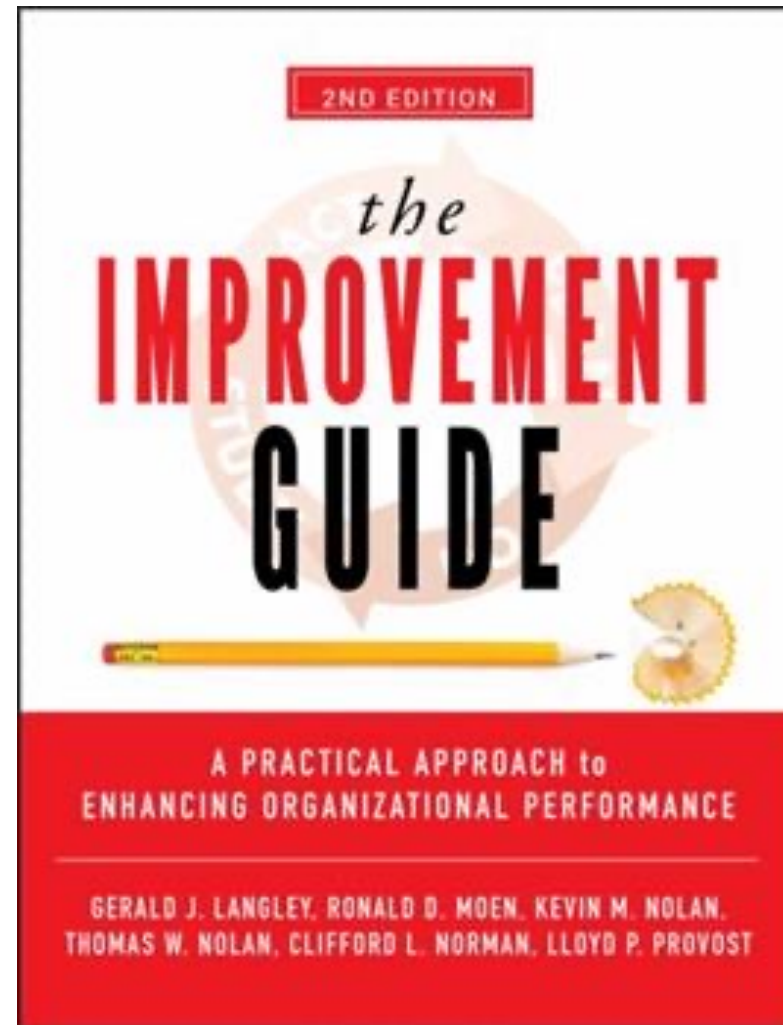
MODEL FOR IMPROVEMENT

1 What are we trying to accomplish?

2 How will we know that a change is an improvement?

3 What change can we make that will result in improvement?

Langley GL, Moen R, Nolan KM, Nolan TW, Norman CL, Provost LP. The Improvement Guide: A Practical Approach to Enhancing Organizational Performance (2nd Edition). San Francisco, California, USA: Jossey-Bass Publishers; 2009.

Can you think of a change that was NOT an improvement?
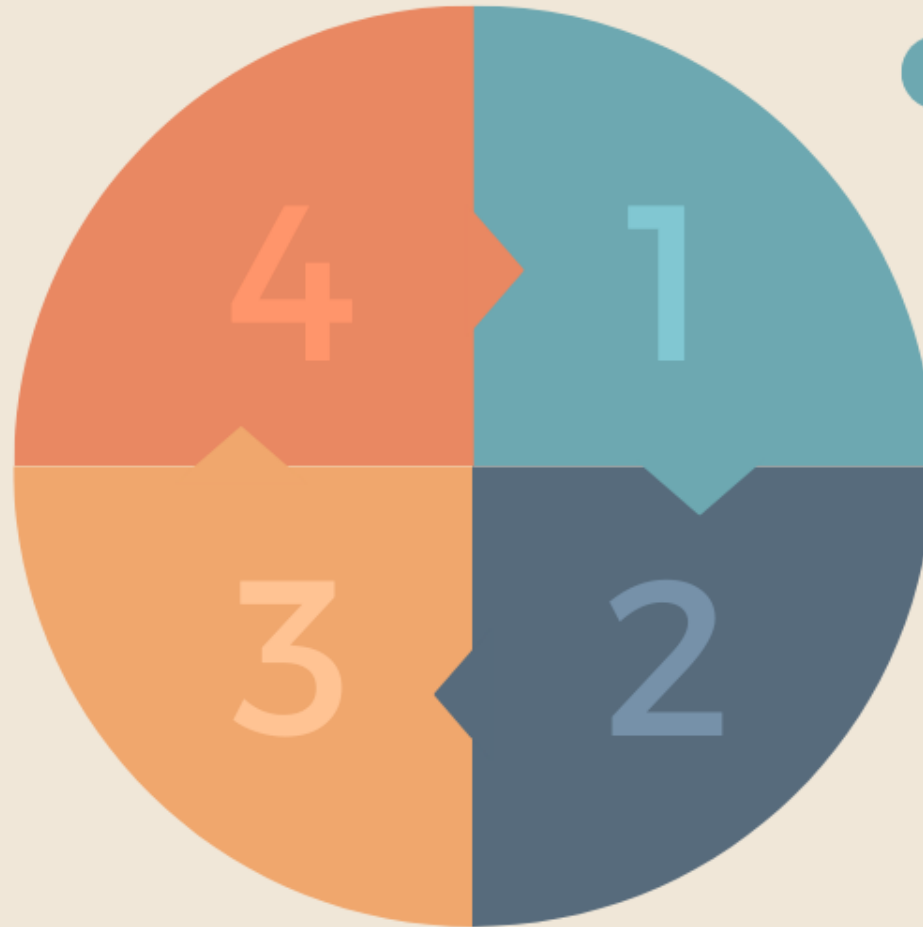
PDSA Cycle

PLAN - DO - STUDY - ACT

4 Act
- Adopt, adapt or abandon cycle
- If adopting the change, roll out/scale the improvement
- If adapting, move to Plan phase of a new cycle.

1 Plan
- Set an improvement goal
- Predict what will happen and questions
- Plan the cycle (who, where, what, how)
- Decide what data to gather
- Decide what you will measure to know a change is an improvement.

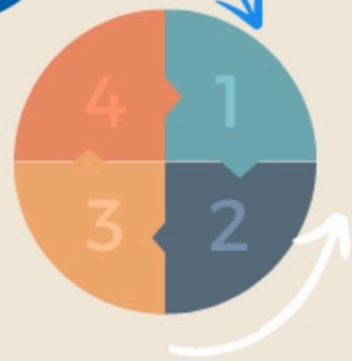**3 Study**
- Analyze what happened
- Compare actual data to predictions
- Document what you learned

2 Do
- Carry out the plan
- Document any problems or observations
- Gather data

PDSA Cycle

PLAN - DO - STUDY - ACT

Ideas, hunches, theories

Change that result in Improvement at scale
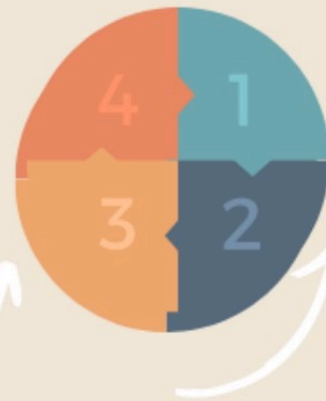
Specific Improvement Intervention

Very small-scale test of change using PDSA
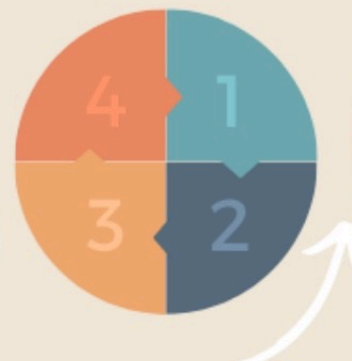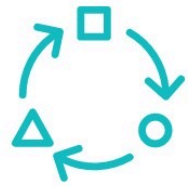
Follow-up tests & iterative refinement

Small-scale test of change in multiple sites.

Iterative Refinement, leading to widespred implementation

Measuring Impact

Process

Process measures reflect the way your systems and processes work to deliver the outcome you want. In other words, the things you do to get the outcome.

Example: Exercise 3x week (Aim: Improved Cardiovascular Health)

Outcome

Measures impact on clients or system as a whole

Example: # of participants permanently housed; reduced recidivism rates

Balancing

Balancing measures reflect the potential unintended consequences that arise from a change.

Example: Increased efficiency in submitting housing applications; creates bottleneck at housing program. Increased interest rates leading to increased cost across the board.

Reasons to Measure

1
ACCOUNTABILITY
Goal

Assess performance; holds people accountability

2
RESEARCH
Goal

Test a hypothesis to further a knowledge base.

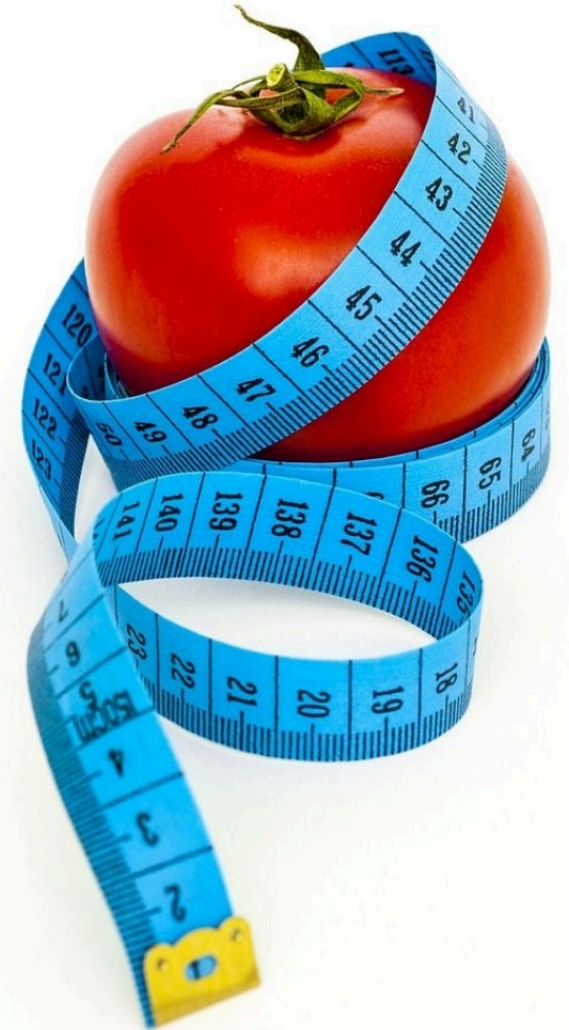Data needs to be quality and reliable,

3
IMPROVEMENT
Goal

Learn in order to make changes that lead to improvement

Data can be messy or imperfect.

Measurement Tips

- Keep data collection simple in the early phase; manual is ok

- Learn & Modify (before you codify)

- Embed data collection in workflow.

Where are we going?

National Homelessness Goal

Homelessness in every community becomes rare, brief, and non-reoccurring.

Performance Goals

- Reducing the number of people experiencing homelessness.

- Reducing the number of people who become homeless for the first time.

- Increasing the number of people exiting homelessness into permanent housing.

- Reducing the length of time persons remain homeless.

- Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.

- Increase successful placements from street outreach.

Examples

Improving grades

What are we trying to accomplish? (Aim)

- Improve grade in math from D to A.

How will we know that a change is an improvement? (Outcome)

- The grade will improve over time; ideally from a D to A.

What change can be made that will result in improvement? (Process)

- Turn in homework on time.
- Ask for help when needed.
- Track due dates on **visible** board.
- Complete homework before doing other non-essential stuff.

Balancing Measures

- Too much emphasis on grades can deteriorate self-esteem.
- Connection between parent and child can suffer.

Improving grades

What are we trying to accomplish? (Aim)

- Improve grade in math from D to A.

How will we know that a change is an improvement? (Outcome)

- The grade will improve over time; ideally from a D to A.

What change can be made that will result in improvement? (Process)

- Turn in homework on time.
- Ask for help when needed.
- Track due dates on **visible** board.
- Complete homework before doing other non-essential stuff.

- 1-week test
- Data Collection will be through an online dashboard that is already set up through the school
  - Missing Assignment (Y/N)
  - Grade on assignments
  - Overall Grade
- A visible board is available in the kitchen that is updated weekly with all assignment due for the week.

Breakouts

What are we trying to accomplish?

How will we know a change is an improvement?

What change can be made that will result in improvement?

Examples

Reducing Length of time to PH

What are we trying to accomplish? (Aim)

- Reduce LoT from Assessment to housed by 50% (120 days to 60 days)

How will we know the change is an improvement? (Outcome)

- LoT will shrink for clients

What change can be made that will result in improvement? (Process)

- Lack of ID/docs is a primary barrier for clients with longest LoT; engage with DMV to explain the challenge with the goal of reducing LoT for ID generation for homeless clients.

Balancing Measures

- A surge in PH applications could result in bottlenecks in downstream housing systems.

Improvement Tools

- Process mapping!

- Pareto Chart

- Run Chart

- Surveys

- Model for Improvement

- PDSA Cycle

- Many, many more.

Key Take Aways

Not all change is improvement

Having a clear aim is important at the outset to ensure you keep an eye on the change you intend to make.

Don't be afraid to fail!

Getting it wrong is part of the iterative learning process. This process has missing the mark built in. Nothing ventured, nothing gained!.

Use Data for Good not Evil

Data for improvement is all about learning. It doesn't have to be perfect.

There is no time like the present

If you would like to take the process out for a test drive, try it for a week with a change you'd like to make in your personal life before trying it at work.

Questions?

Get in Touch!

CHANGE WELL PROJECT

PARTNERING TO STRENGTHEN COMMUNITY SYSTEMS

Website:
www.changewellproject.com

Request Technical Assistance

https://www.changewellproject.com/request-technical-assistance

Learn more about our work:
https://www.changewellproject.com/ouractivitiesreport

www.changewellproject.com