

November 2023

LEARNING LAB: INTRODUCTION TO CONTINUOUS QUALITY IMPROVEMENT (CQI)

Welcome!

Introductions

- **Facilitation Team**
- **Your Name, County/Tribal Community, CDSS Program**
- **Have you been part of an Improvement Project before?**
- **If so, what is one word you would use to describe your experience?**



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



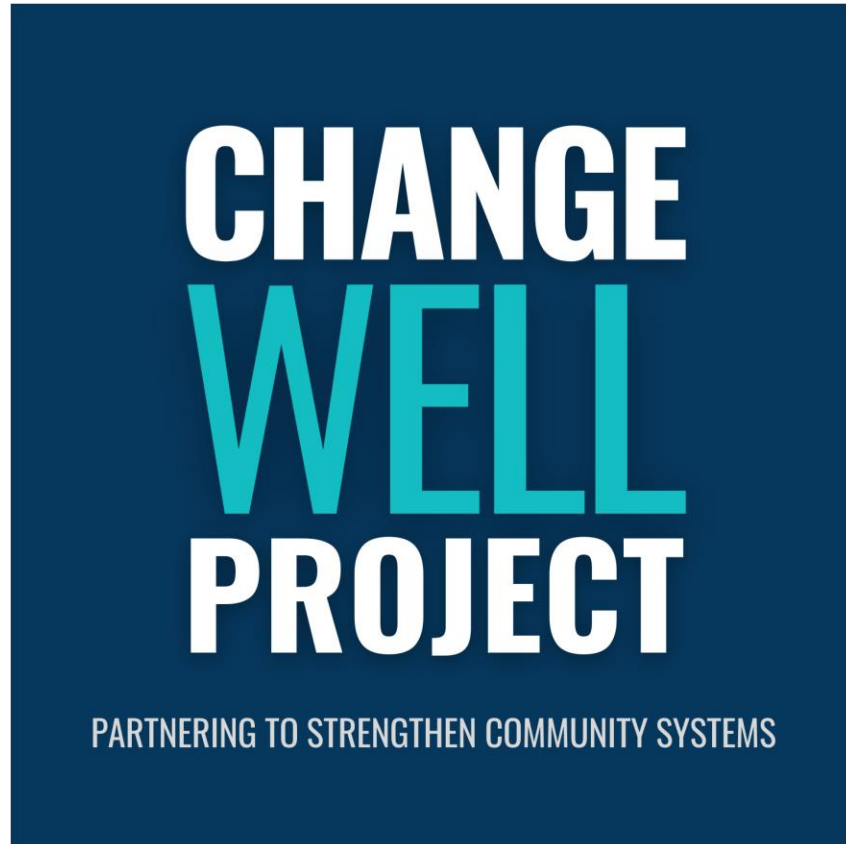
Land Acknowledgement

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 Goals



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- Identify solutions to overcome roadblocks in the program and system development process.
- Introduce tools that will expedite your program and system development.
- 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?

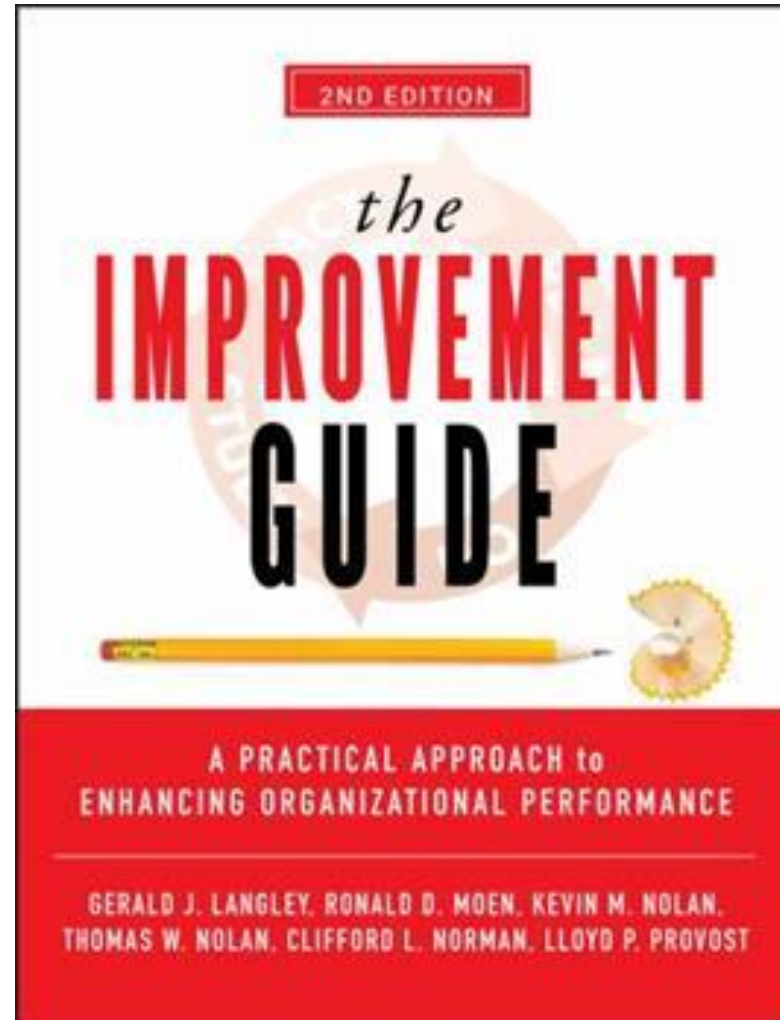
Literally everyone

- 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 it.
- Knowing when and how to make the change permanent.

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?



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

PDSA Cycle

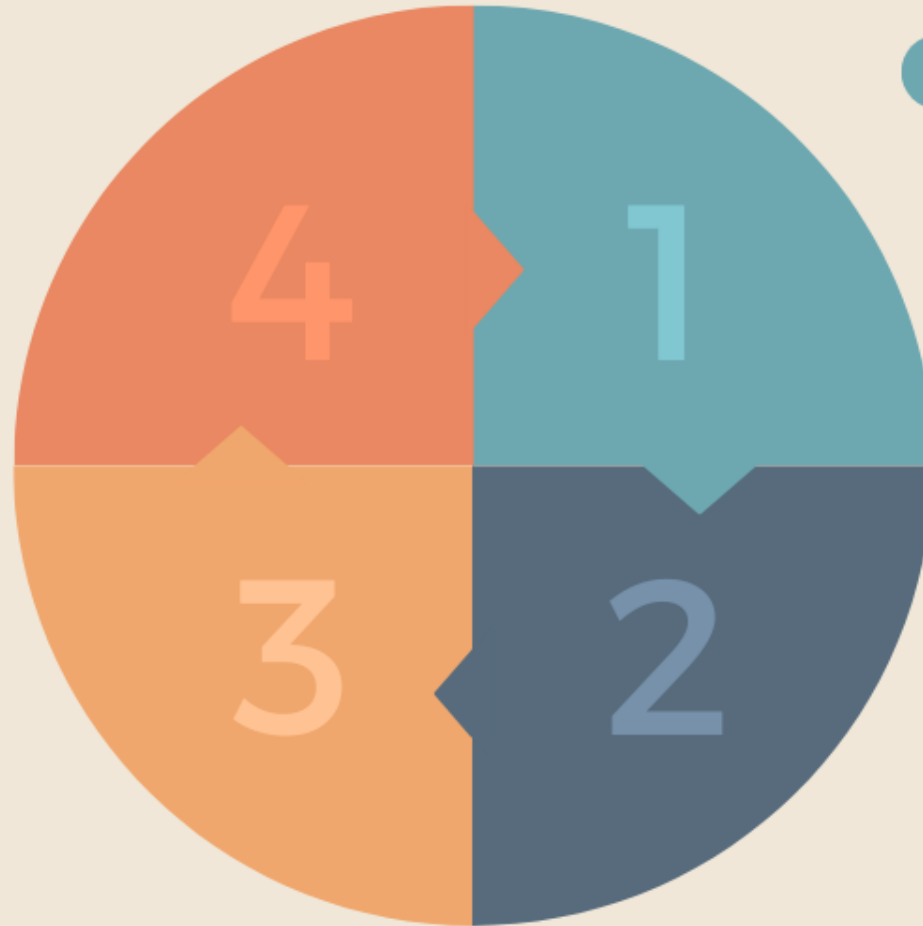
PLAN - DO - STUDY - ACT

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.

3 Study

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



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.

2 Do

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

PDSA Cycle

PLAN - DO - STUDY - ACT

Ideas,
hunches,
theories

Specific
Improvement
Intervention



Very small-scale
test of change
using PDSA



Follow-up tests &
iterative
refinement



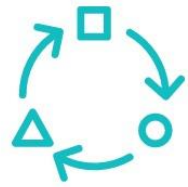
Small-scale test
of change in
multiple sites.



Iterative Refinement,
leading to widespread
implementation

Change that
result in
Improvement
at scale

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 accountable

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.

Examples

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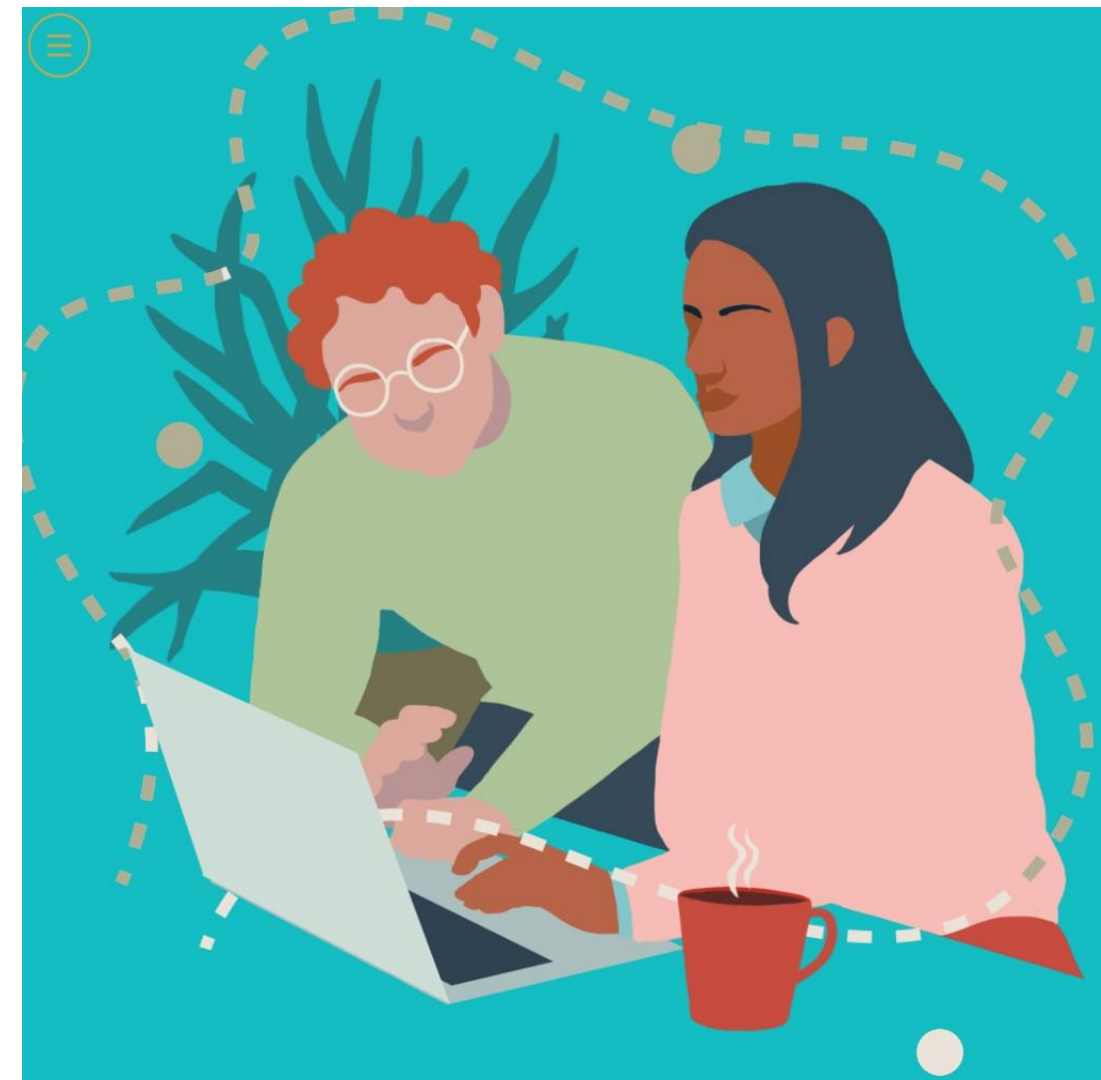
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- Turn in homework on time.
- Ask for help when needed.
- Track due dates on **visible** board.
- Complete homework before doing other non-essential stuff.

- 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!

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Learn more about our work:

<https://www.changewellproject.com/our-activities-report>

Thank you all for your time and efforts to re-house vulnerable Californians in 2023. Thank you for your continued commitment to learning with us!

See you in 2024!

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