



**Collaborating for a Change:  
*A Statewide Probation Work Session***



**CONTINUOUS QUALITY  
IMPROVEMENT  
OR  
Are We There Yet?**

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# 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**

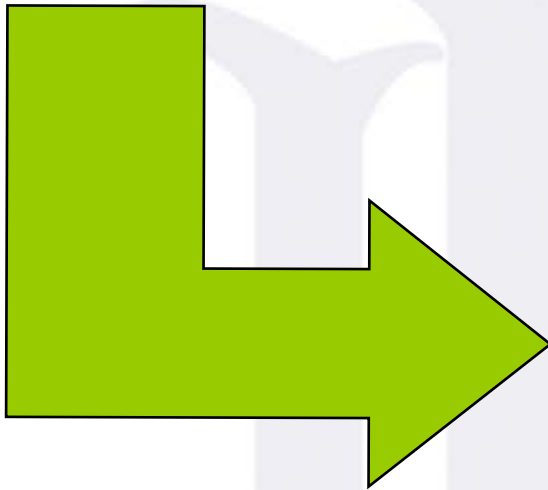
# RESEARCH CONNECTION

- How did researchers and program people end up working together?
- What do data and databases have to do with offender supervision?



# QUALITY SYSTEMS AND EVALUATION SERVICES

**Purpose of unit is to support information based decision making.**



- Program Evaluations
- Management Reporting
- CQI
  - *Performance measurement*

# QA vs CQI

## Quality Assurance

- Driven by regulatory and accrediting agencies
- Tends to focus on finding who is responsible for errors
- Relies on inspections to identify errors
- Periodically monitors quality
- Management/leadership is top-to-bottom

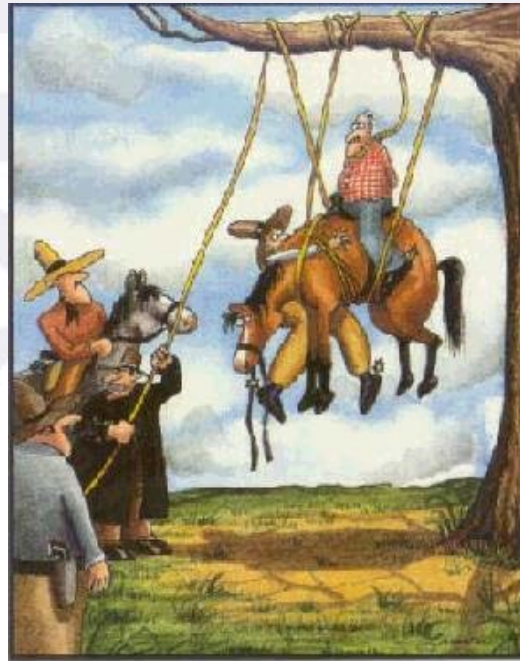
## Continuous Quality Improvement

- Internally driven, empowers all personnel to make improvements
- Focuses on improving the system
- Seeks to prevent errors by continuously clarifying and improving processes
- Continuously strives to improve quality
- Management/leadership is shared governance model

# 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

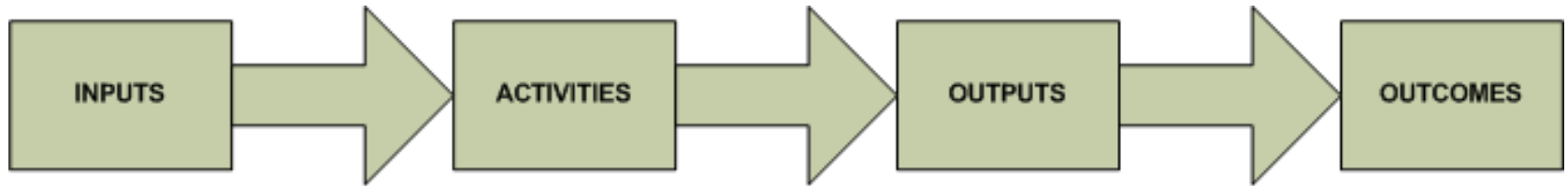
# REQUISITES FOR A SUCCESSFUL QUALITY IMPROVEMENT PROCESS

- **Senior managers**
  - **Short term plans**
  - **Set expectations of quality**
  - **Encourage quality processes**
  - **Focus on outcomes**

# KEY INGREDIENTS: WHERE DO WE START?

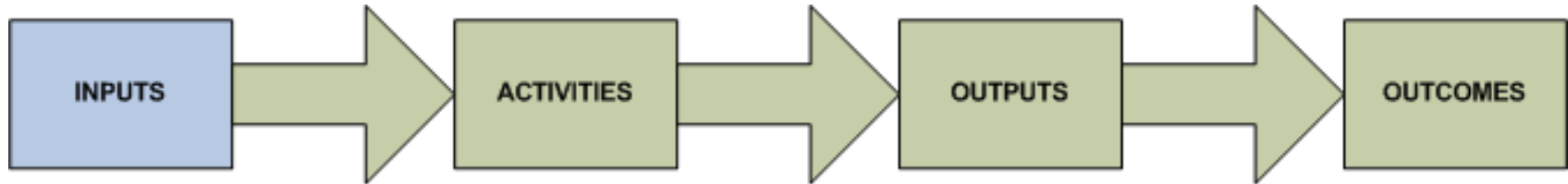
- **Modeling of executive and senior level management**
- **Choose the right person to manage your initiative**
- **Begin of process of education, communication and engagement**
- **Include diagonal slice of organization for committee**
- **Develop a logic model**
- **Collect and analyze data**
- **Report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

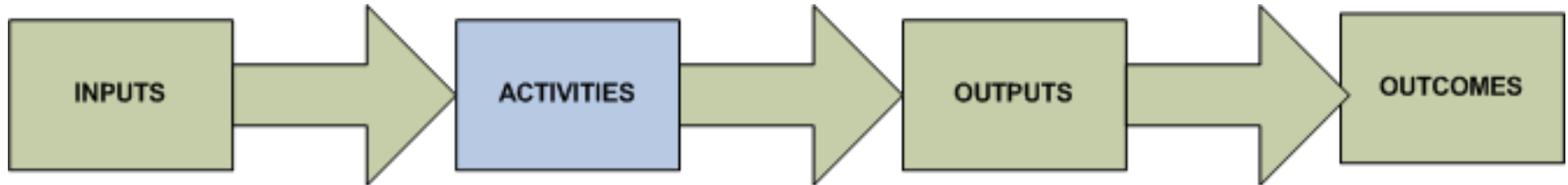
# INPUTS



## ❖ What we invest

- Staff
- Expertise
- Money
- Materials

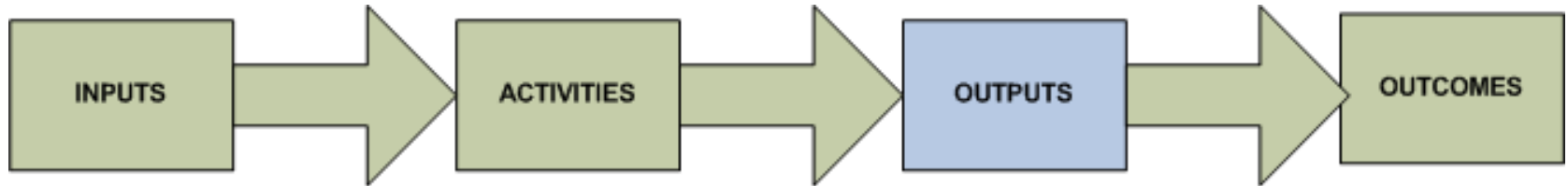
# ACTIVITIES



## ❖ Actions taken to accomplish outcomes

- **Assessments**
- **Case planning**
- **Referrals**
- **Sanctions**

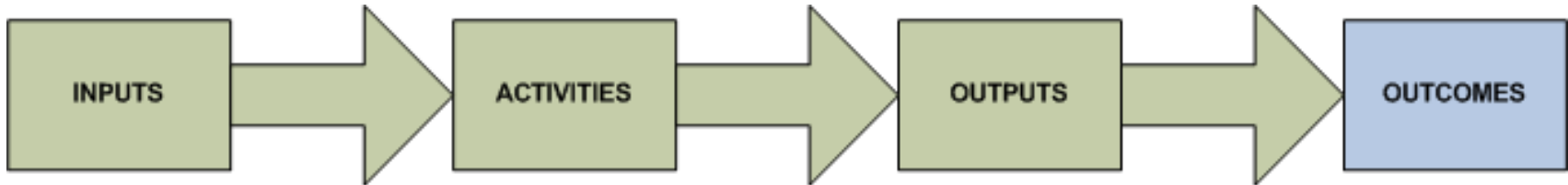
# OUTPUTS



## ❖ 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

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	
			SHORT	LONG
OFFICERS	ASSESSING	% OF ASSESSMENTS COMPLETED ON TIME	% OF MED AND HIGH RISK CLIENTS WITH AT LEAST ONE OF CRIMINOGENIC NEEDS ADDRESSED IN CASEPLAN	COMMUNITY SAFETY
TRAINING	CASE PLANNING	% OF CASE PLANS COMPLETED ON TIME	% OF REFERRED CLIENTS ENTERING TX	
ASSESSMENT TOOLS	REFERRALS	% OF TARGET NEEDS REFERRED TO TX		

# MEASUREMENT

- **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.**



# DATA = POWER

- Facts and evidence are great levelers of hierarchy.
- ‘Everyone is entitled to his own opinion, but not his own facts.’
  - » Daniel Patrick Moynihan

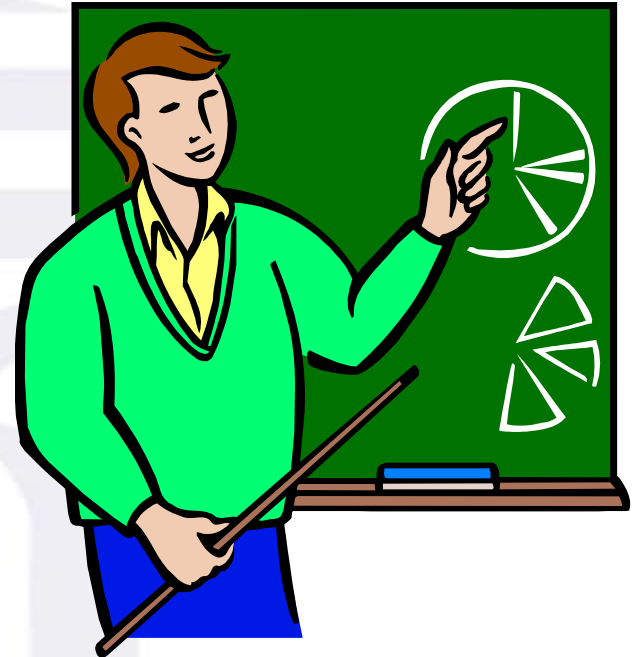
# WHAT HAPPENS IF YOU DON'T MEASURE?

- **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**



# MANTRA

- **If what gets done gets measured,**
- **Then what gets measured is what gets done**

# PDSA

Develop CQI policies and procedures

PLAN

Implement changes; corrective action

ACT

EVIDENCE  
BASED  
PRACTICE

DO

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

Feedback mechanism: bring in CJM, stakeholders for review

STUDY

# DATA DISCUSSION

- **Who?**

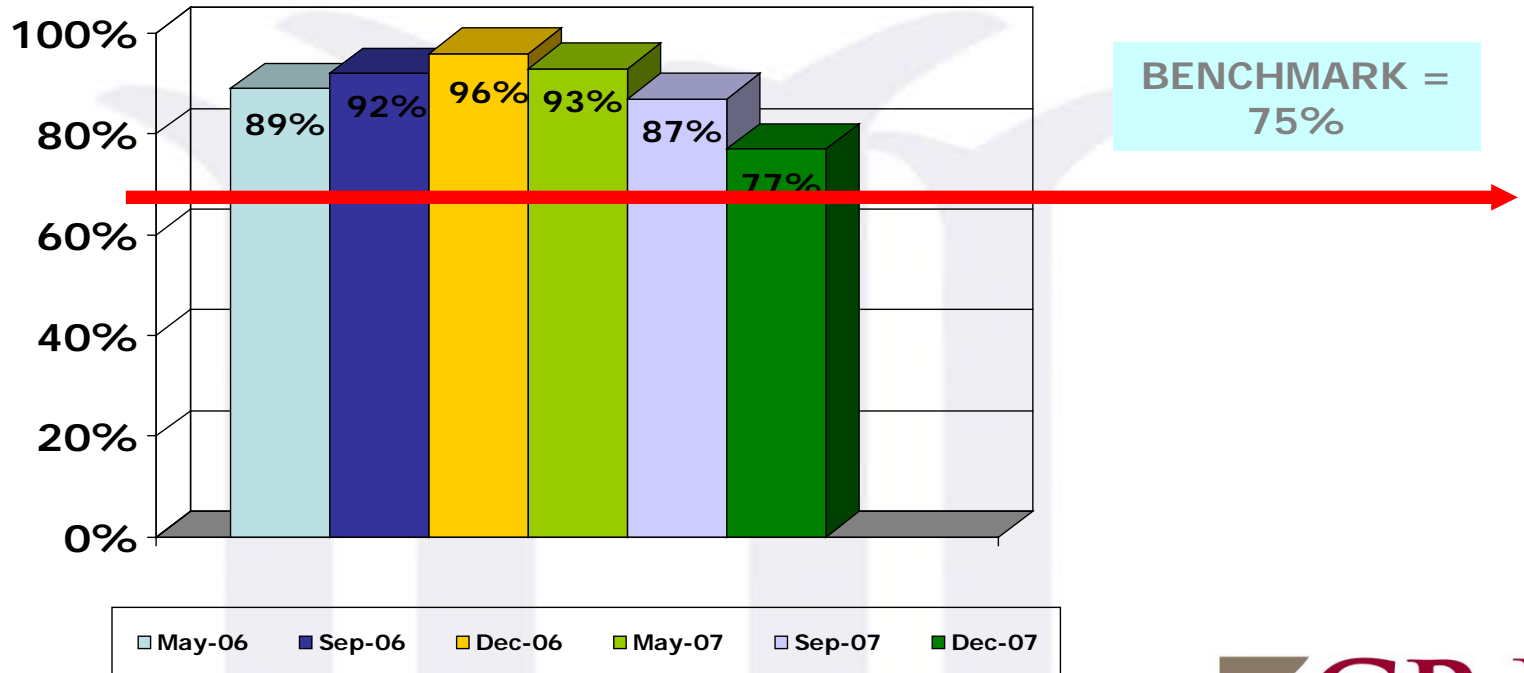
- **What?**

- **How?**

# DO'S & DON'TS

DO	DON'T
<ul style="list-style-type: none"><li>• Empower staff</li><li>• Time to meet goals</li><li>• Let manager review</li><li>• Focus on strengths, affirmations and praise</li><li>• Expect results</li><li>• Focus on teamwork</li><li>• Accountability for outcomes under influence</li><li>• Learn from others</li><li>• Use behavior change principles</li></ul>	<ul style="list-style-type: none"><li>• Play power games</li><li>• Ignore lack of effort</li><li>• Let meetings become dreary</li><li>• Focus on minutia</li><li>• Allow excuses</li><li>• Allow blaming others</li></ul>

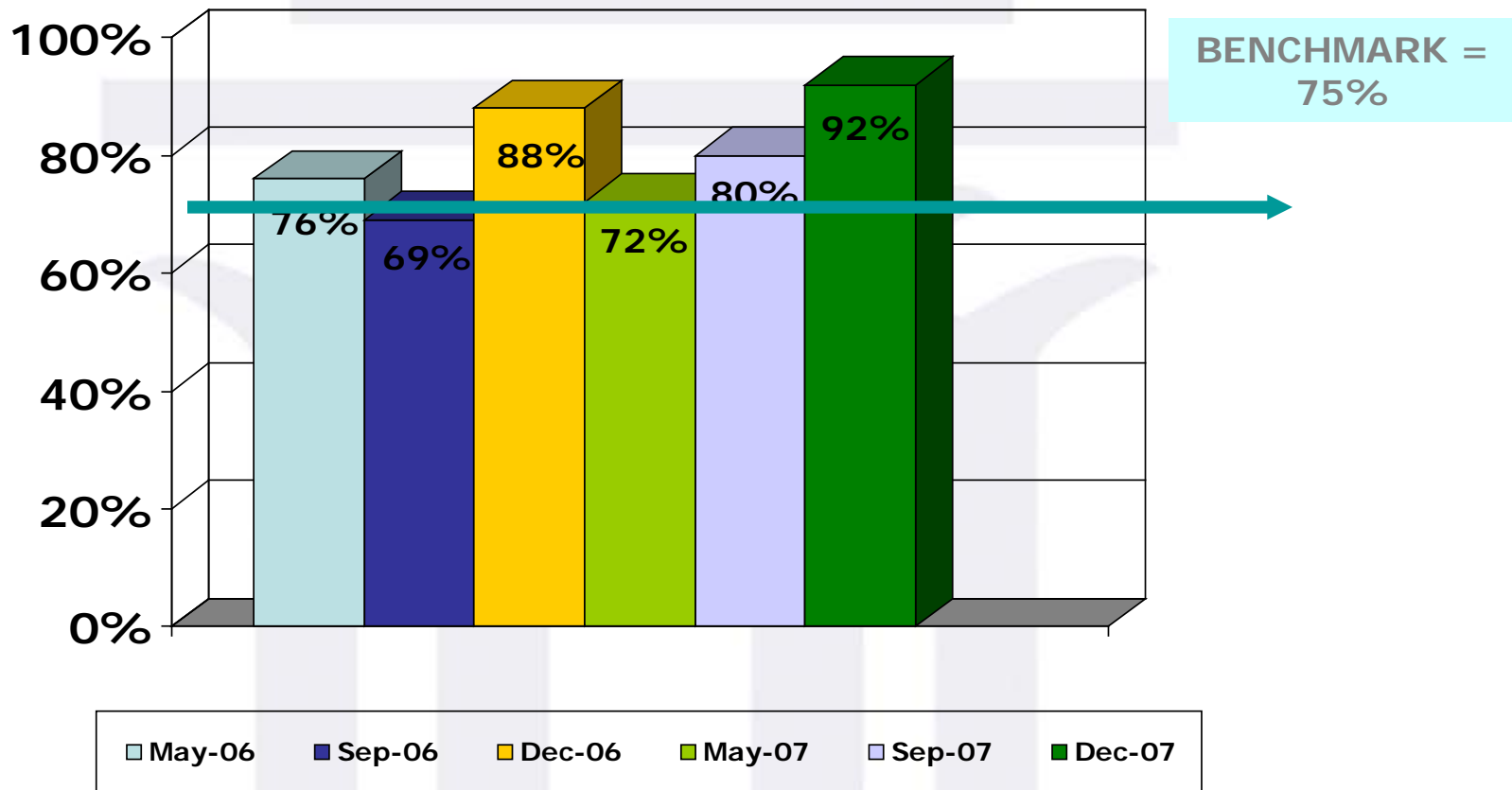
# ASSESSMENTS COMPLETED BY DUE DATE



# DRILLING DOWN

	sept	dec
bill thomas	95%	89%
sandy bell	85%	76%
clark dennis	87%	75%
stella day	90%	76%
thomas green	78%	70%
AVERAGE	87%	77%

# CASE PLANS COMPLETED BY DUE DATE



# DRILLING DOWN

	Sept	Dec
bill thomas	75%	94%
sandy bell	84%	95%
clark dennis	82%	88%
stella day	83%	89%
thomas green	78%	93%
AVERAGE	80%	92%

# 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!

