



## HOW TO USE DATA IN ORGANIZATIONS

-- or how to make your  
organization hum with numbers..

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# WHY ARE YOU HERE?

- I love numbers
- My boss is a data geek
- My Chief wants everyone to work with numbers
- The State is moving in this new direction

# CONGRATULATIONS

- Learning organization
- Using data to ensure growth
  - Accuracy
  - Adherence
  - Achievement
- Evidence-based principle
  - Measure relevant processes and practices
  - Provide measurement feedback

# 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**

# WHAT WE WILL TALK ABOUT TODAY?

- How to get started?
- Where does the data come from?
- Big picture
- Drilling down
- On-going monitoring

# 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

# GETTING STARTED

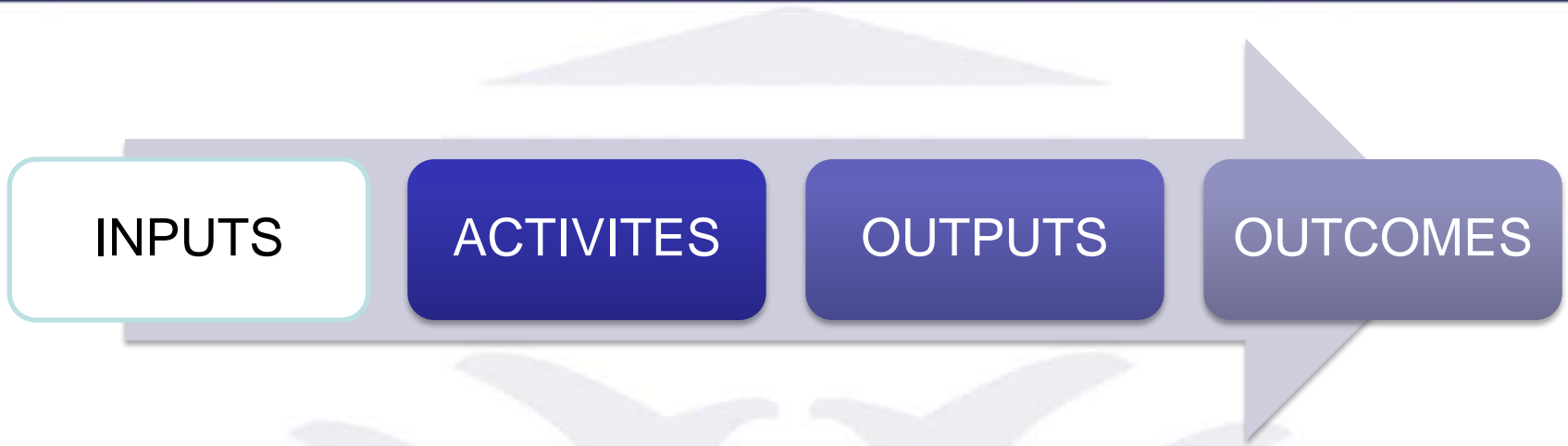
- Feeling overwhelmed?
- Find a champion
- Convene a data committee
- Create a logic model

# WHAT IS A LOGIC MODEL?



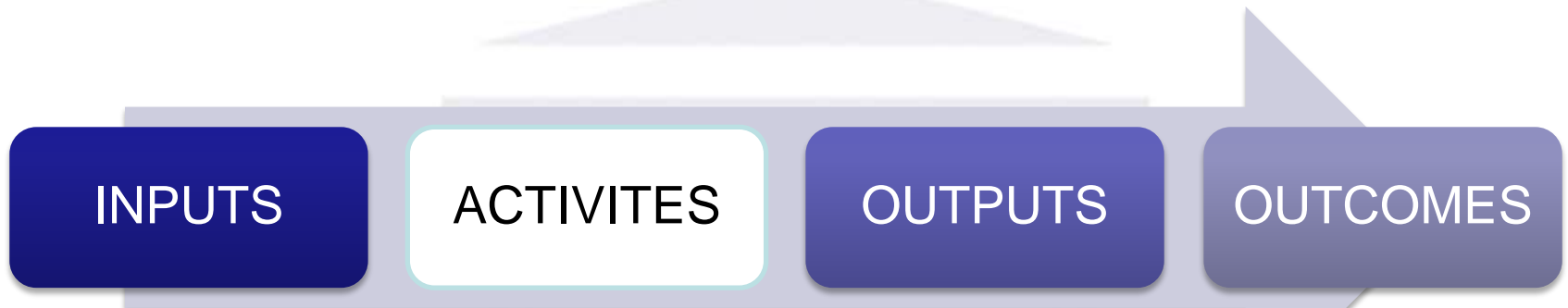
- Story board of the work you are doing
- Logical relationships between resources invested, activities that take place and changes that occur
- Used in program planning, evaluation, management, communications and measurement
- Start with a simple process flow diagram

# 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

# BENEFITS –

*or why are we doing all this work?*

- **Why this logic model thing?**
  - 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

# 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		

# WHERE DO YOU GET THE DATA?

- Electronic case management system
- Case file reviews
- Observations
- Taping
- Spreadsheets
- Satisfaction Surveys
- IT
- R&E

# 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?**



# WHAT IS CQI?

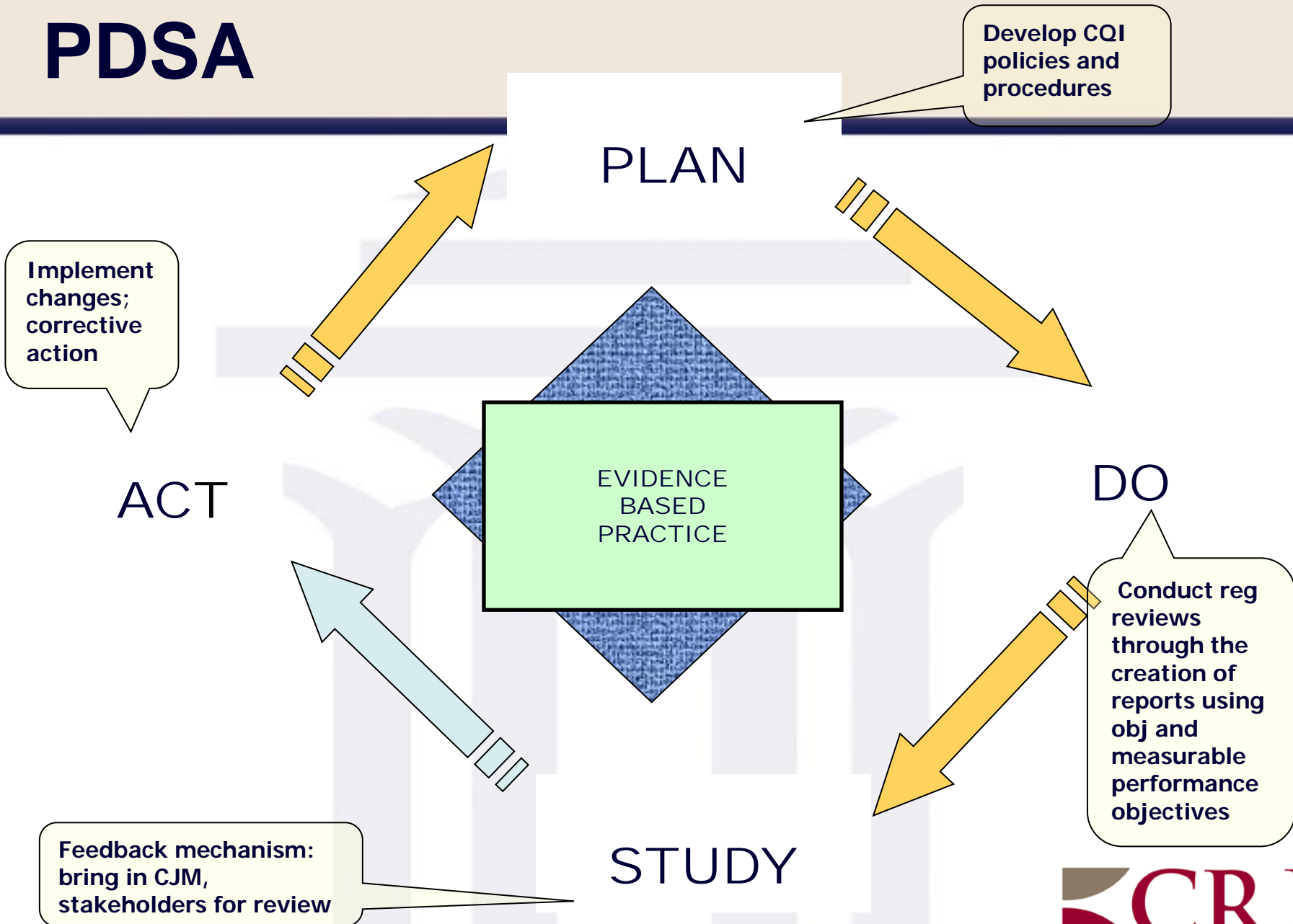
- Ensure that we are meeting our goals
  - EBP?
  - How well?
  - Improved outcomes
- Commitment to improve services
- Creating an appetite for data results in quality services

# 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/>

# PDSA



# 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>

# DATA REVIEW PROCESS

OVERALL DEPT

UNIT

UNIT

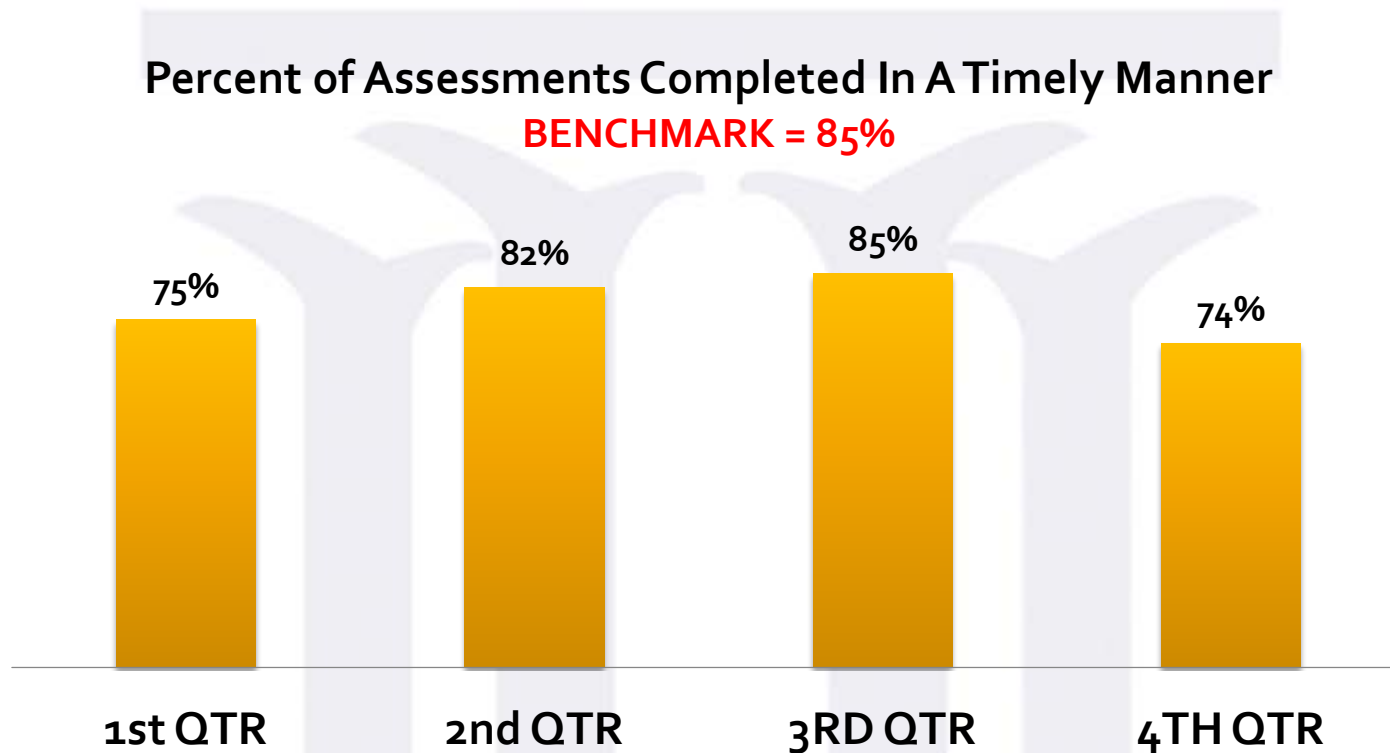
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# START AT THE TOP

- Department-wide



# DRILL DOWN

- Unit Level: Percent of assessments completed in a timely manner\*\*

UNIT	3 <sup>RD</sup> QTR	4 <sup>TH</sup> QTR
Generic Unit A	96%	90%
Generic Unit B	88%	76%
Gang Unit	65%	62%
Domestic Violence	90%	72%
Sex Offenders	85%	70%
Overall total	85%	74%

\*\* Benchmark =85%

# DRILL DOWN

- PO level: Percent of assessments completed in a timely manner\*\*

OFFICER/DV UNIT	3 <sup>RD</sup> QTR	4 <sup>TH</sup> QTR
Paul Jones	96%	85%
Sally Wilkes	88%	70%
Nancy Smith	87%	62%
Andrew Duran	92%	72%
Cynthia Young	86%	70%
Overall total	90%	72%

\*\* Benchmark =85%

# STREAMLINING CQI

- Coordinate CQI plan development with workplan development
- Automate measurement whenever possible
- Collect and review multiple data elements at all times
- Develop a dashboard of key measures
- Prioritize measures on an annual basis

# 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 travels?



# QUESTIONS?

- CONTACT INFORMATION:  
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