The Thin Side of the Coin: Finding Common Ground Between Continuous Quality Improvement (CQI) Methodology & Data and Agency Culture

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RIVERSIDE COUNTY
DEPARTMENT OF PUBLIC SOCIAL SERVICES

Ben Slagter, Regional Manager
Bridgette Hernandez, Deputy Director

UCDAVIS
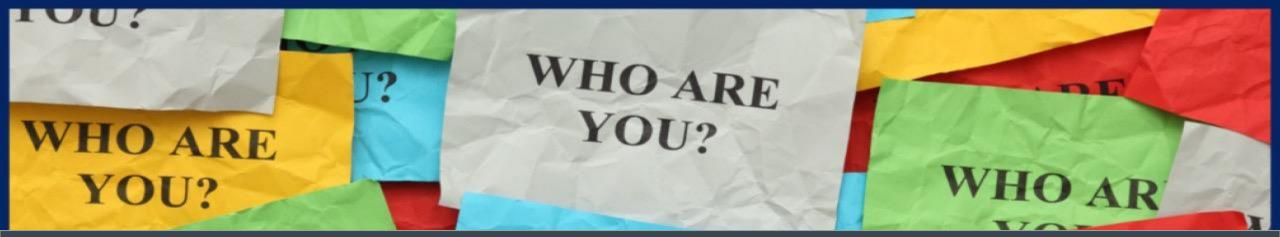Continuing and
Professional Education | Human Services
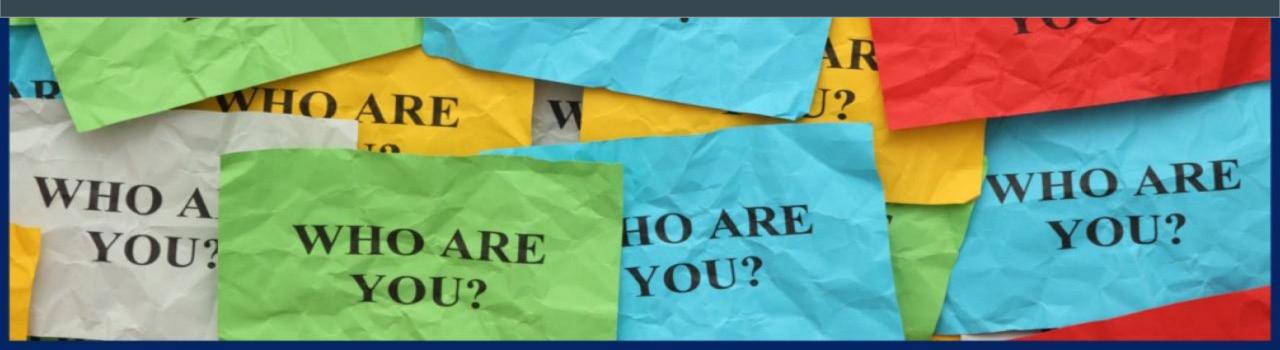
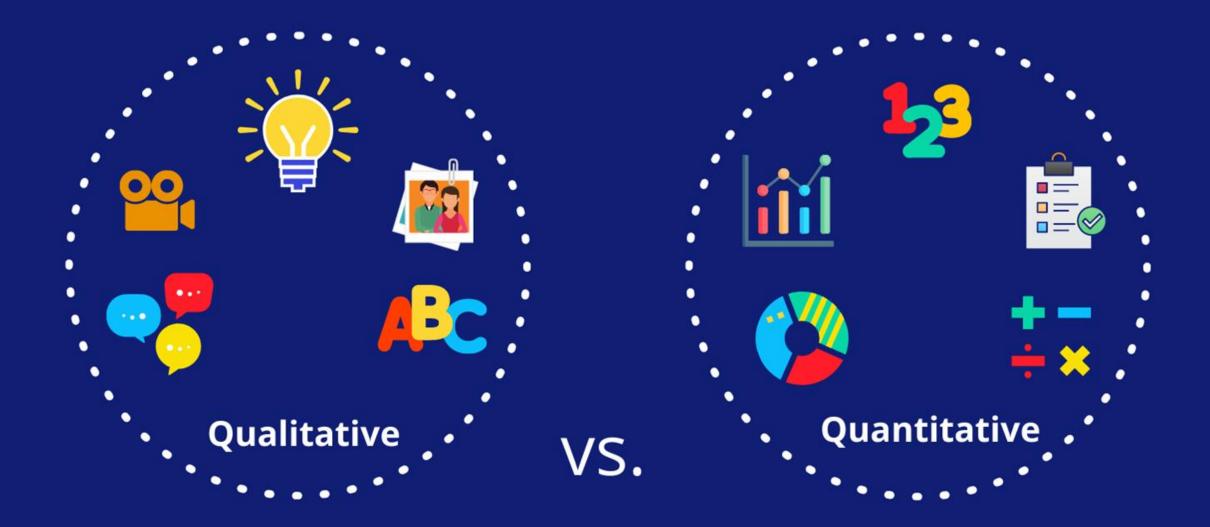Ashleigh Belding, Research and Evaluation Analyst

Introductions

Activity for Audience Title Classification/Agency

Qualitative

Quantitative

VS.

Activity for Audience

Who is gathering qualitative data in your agency?

Activity for Audience

- How do you use qualitative data?

- Virtual learners describe in chat
- In-person learners – raise hand

Three Key Takeaways

Objective 1: Knowledge - Participants will understand how Riverside and Mendocino counties have responded to the need for culture change and the methodology used to promote a learning culture.

- Executive Support is Key
- How to use data that is gathered

Objective 2: Value – Participants will appreciate the importance and power of executive support and expectations: investment of time, money, and staff to fully understand the metrics that matter to local communities

Objective 3: Knowledge – Participants will understand how a large county has developed a qualitative and quantitative data capture system used to inform policy improvement and practice change and how small counties can lean into the knowledge produced in other counties, while engaging clients in new and interesting virtual ways.

- How can opposite agency cultures inform each other?

County of Riverside
Department of Public Social Services

CQI

CONTINUOUS QUALITY IMPROVEMENT
CHILDREN'S SERVICES DIVISION

Culture Shift

Unaligned

Tactically Aligned

Strategically Aligned

Progress thus far...

Executive Support

Teaming

Process

Line of Sight

Line of Sight

Key Ingredients of a Robust Line of Sight

- Organizational Commitment to CQI
- Identification of Strategic Objectives or Outcomes (Lag)
- Collaborative Selection of Performance Indicators (Lead)
- Data Collection, Visualization, Analysis Cycle
- Reporting Ceremony
- [Process] Improvement Planning and Decision- Making
- Documentation of above elements in a well- communicated CQI Plan
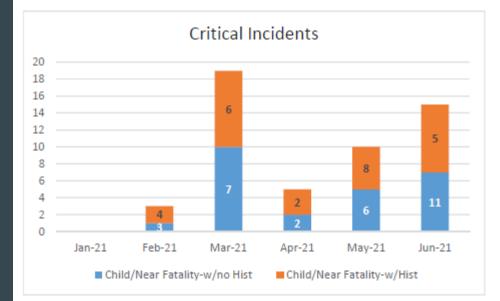
Implematix

S2

89

- Risk Assessment Fidelity
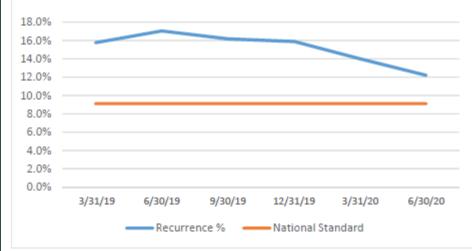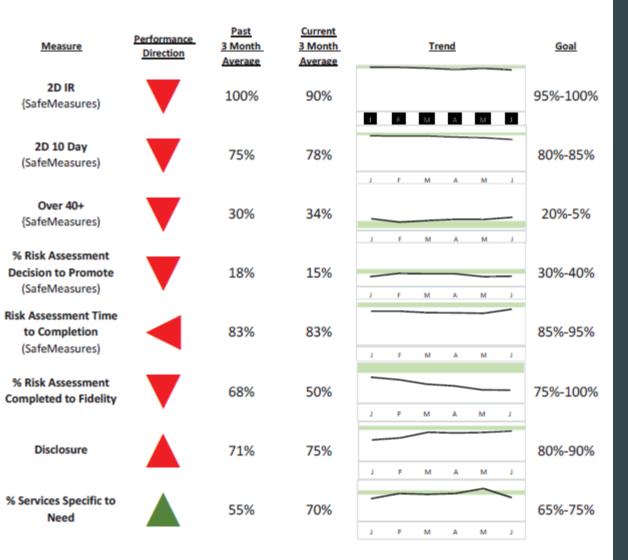- Risk Assessment Recommendation
- Specific Service Provision
- Disclosure

11%
56%

- Risk Assessment Fidelity
- Risk Assessment Recommendation
- Specific Service Provision
- Disclosure

SAFETY - Overall

Critical Incidents

Legend:
- Child/Near Fatality-w/no Hist (blue)
- Child/Near Fatality-w/Hist (orange)

Month	Child/Near Fatality-w/no Hist	Child/Near Fatality-w/Hist
Jan-21		
Feb-21	3	4
Mar-21	7	6
Apr-21	2	2
May-21	6	8
Jun-21	11	5

S2: Recurrence of Maltreatment

Legend:
- Recurrence %
- National Standard

Measure	Performance Direction	Past 3 Month Average	Current 3 Month Average	Trend	Goal
2D IR {SafeMeasures}	▼	100%	90%		95%-100%
2D 10 Day (SafeMeasures)	▼	75%	78%		80%-85%
Over 40+ {SafeMeasures}	▼	30%	34%		20%-5%
% Risk Assessment Decision to Promote (SafeMeasures)	▼	18%	15%		30%-40%
Risk Assessment Time to Completion (SafeMeasures)	◄	83%	83%		85%-95%
% Risk Assessment Completed to Fidelity	▼	68%	50%		75%-100%
Disclosure	▲	71%	75%		80%-90%
% Services Specific to Need	▲	55%	70%		65%-75%

A rising tide lifts all boats …

CQI: Qualitative Data in a Virtual Setting

Mendocino County Child Welfare and Probation Pioneers a Virtual CQI Process: The County Self-Assessment
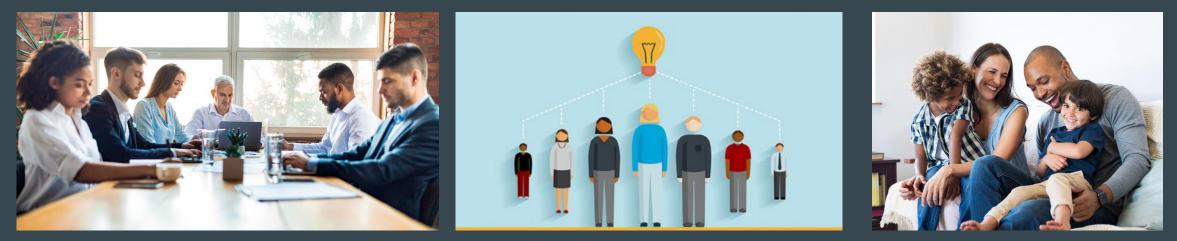
Project Overview

Partner

    County Child Welfare Agencies

    CDSS System Improvement Section & OCAP

Background

    County child welfare agencies are required to complete a County Self-Assessment (CSA) as part of a statewide accountability system (CQI)
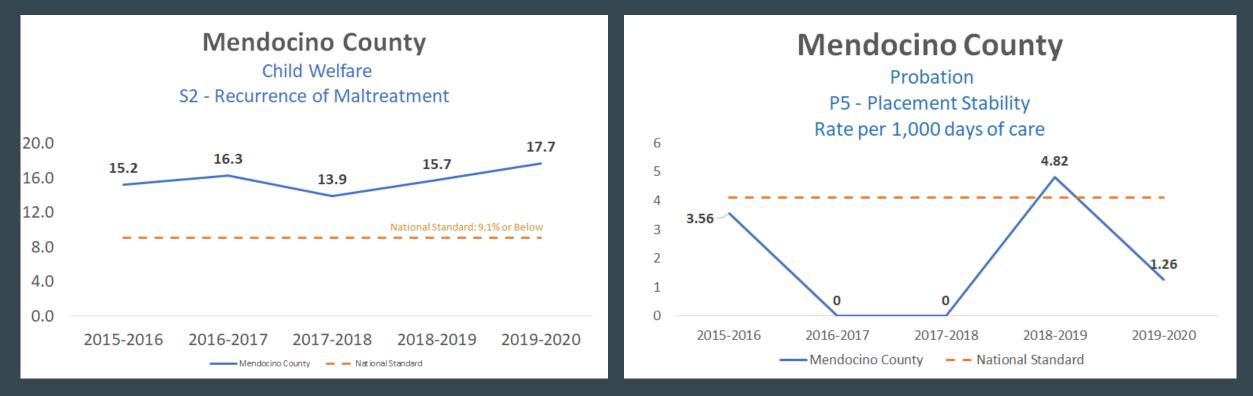
Peer Case Reviews

Stakeholder Engagement

Family Voice

Mendocino Virtual Peer Review

Start the CQI process by looking at federal measures and choosing a focus area

Goal is to move the needle in the right direction!

Collecting Data in Mendocino County

- Strengths
  - Closely knit communities
  - – Child Welfare and Placement Probation work well together
  - Smaller caseloads
  - Strong willingness to collaborate between county partners
  - Commitment to families
- Challenges
  - Smaller caseloads (harder to look at quantitative data)
  - Rural areas
  - transportation challenges
  - Internet access and barriers
  - Large distance between communities
  - Fire season
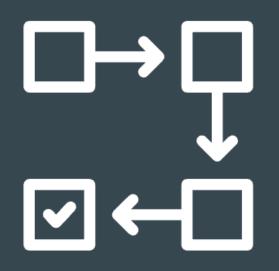 - COVID

COVID: Piloting Virtual Engagement

Challenge

- Adapting intimate interviews to a virtual setting
- High-quality engagement on sensitive, confidential topics
- Managing dozens of documents and weblinks
- Meaningful qualitative consensus

Solution

Virtual online model

Digital Data Entry Tools

Secure HomeBase Web Access

Digital Data Entry Tools

Qualtrics

- Box.com
- Google Suite of Products
- Zoom Polling, Annotation
- Mentimeter
- Qualtrics Surveys
- Backup plans such as secure email of electronic word documents

Striking a balance:
New tools vs. time/cost of organizing e-documents

Secure HomeBase

- First Pilot: All in Google Drive
- Current Model: <u>Homebase Website</u>
- Mall Map: "Where Are You?"
- Daily Schedule
- Zoom Links
- Document Links
- Homework
- Saved Data Entry Files
- Help with Contact Info

Master Storyboard

Team Two Files and Folders	Mock Trial Case Summary	https://ucdavis.box.com/s/t1297ndf4ikoewpj94h194xfd8nrglkz		
	Mock "scratch" paper	https://ucdavis.box.com/s/kd22xcjsobfwuaxan17mu9qaq7eerwb1		
	"Scratch" paper link	https://ucdavis.box.com/s/0ee0psibb1smtdwyerh7pol3hn7uwkvs	box Word file	Use for all team one live interviews
	Interview 1 Interview	https://ucdavis.box.com/s/rcte3qor2dwa26vehlge3wirz61km1bt		
	Interview 1 Case Summary	https://ucdavis.box.com/s/2la6kvp9elegpn69x11sevby0rnyxcxs		
	Interview 2 Interview	https://ucdavis.box.com/s/nf181nyyc43vjosy28nd7mijsfdayu04		
	Interview 2 Case Summary	https://ucdavis.box.com/s/6lm4wvsd55ki0kwvwk6uxaj20beb9t2r		
	Interview 3 Interview	https://ucdavis.box.com/s/a0j1lt4kpyua8yopx0fbsdqccxshr5l6		
	Interview 3 Case Summary	https://ucdavis.box.com/s/dsbaipkdkgu3j6gin0mkn7ukl4kkn8tr		
	Interview 4 Interview	https://ucdavis.box.com/s/xgfe8k0kw325f8cv9mtkmta7gjjoe6ql		
	Interview 4 Case Summary	https://ucdavis.box.com/s/qd0wxsngfwrbi5wajwelje5q7vbyxqw9		
	Interview 5 Interview	https://ucdavis.box.com/s/mou7w9wrq0kvrsjlkuryd487mabti9s7		
	Interview 5 Case Summary	https://ucdavis.box.com/s/3odf8ih8iy7gdp6a5ly01b9llzmd0zgv		
Team Three Files and Folders	Mock Trial Interview Tool	https://ucdavis.box.com/s/mmueeuwcucpckzhai6lc5m1ocwl1abkh	box word file	
	Mock Trial Case Summary	https://ucdavis.box.com/s/pfg1preduanmgw9ump4krn61i41062l0		
	Mock "scratch" paper	https://ucdavis.box.com/s/1djw6ahdh2640c05cx93xrda7y7jj7yh		
	"Scratch" paper link	https://ucdavis.box.com/s/msl7keg78rm86uocmwb2n5zrj21l97ja	box Word file	Use for all team one live interviews
	Interview 1 Interview	https://ucdavis.box.com/s/hasva3mxe0ybxit04mj6dwtqwlhfxgsw		
	Interview 1 Case Summary	https://ucdavis.box.com/s/yd0za7cpd54ryi55fqa590sx5w69nbp7		
	Interview 2 Interview	https://ucdavis.box.com/s/isehn1xnt7q5xdi9fyxinl5ops2eojxd		
	Interview 2 Case Summary	https://ucdavis.box.com/s/zynq5zf1trtchcc7srbwjrpug7yypbg1		
	Interview 3 Interview	https://ucdavis.box.com/s/sw4459ienrf332l7n9sijw23q4rpc2af		
	Interview 3 Case Summary	https://ucdavis.box.com/s/kj3ou6p3qlz2oyi47clz2syanulsl6wg		
	Interview 4 Interview	https://ucdavis.box.com/s/usp46j3k0c9owvdvyevnb2j9eo6hyxwf		
	Interview 4 Case Summary	https://ucdavis.box.com/s/ymjgzusb87weuhgnj9efphi6ynuaa9s7		
	Interview 5 Interview	https://ucdavis.box.com/s/1i58usud6fg7951fz50sp98tnkyc9ukr		
	Interview 5 Case Summary	https://ucdavis.box.com/s/xhhqbvtq3yz8mc2jk9akkut7le1gbs0a		
Zoom Links	Peer Pre Training 1: Monday, 10/4 11AM - 12:30PM	https://ucdaviscpe.zoom.us/meeting/register/tJcuce2trjMqEtxiM0kq0pfg9QGpYypoollq		
	Peer Pre Training 2: Tuesday, 10/5 10 - 11:30AM	https://ucdaviscpe.zoom.us/meeting/register/tJwsc-6qgDwqH9Qox-Vc1s3gq49eo_XUG0Oe		
	Peer Pre Training 3: Wednesday, 10/6 2 - 3:30PM	https://ucdaviscpe.zoom.us/meeting/register/tJlud-CqrDwpH93khi7-HZgRYr5iwBYyCYSN		
	Peer Pre Training 4: Friday, 10/8 1 - 2:30PM	https://ucdaviscpe.zoom.us/meeting/register/tJEtcuGurjwpH9etlc4Sv8l_HYgLxx24UlzM		
	Peer Pre Training 5			
	Interviewee Training 1	CWS is asking about availability; Sarah from PO is available week of the 4th ONLY		
	Interviewee Training 2			
	Welcome Orientation	Kristi is working on these. TBD 9/17		
	Interview Days (1020-22 and 10/26-27)			
	Debrief Prep (Thurs 10/28)			
	Final Debrief (Thurs 10/28)			

Online Virtual Model: Accomplish Five Goals

1 — **2** — **3** — **4** — **5**

Expert Recruitment

Peers
Case Workers
Stakeholders
Families

Prepare Experts

How to use tools,
Homebase, zoom links,
where to look, how to
communicate

Engage Experts

Build Effective Teams
Data Entry Tools
Plus/Delta Sessions
Scaling Questions

Develop Themes

Open Ended Questions
Rapid Fire Questions
Debriefing
Machine Learning (Text IQ)
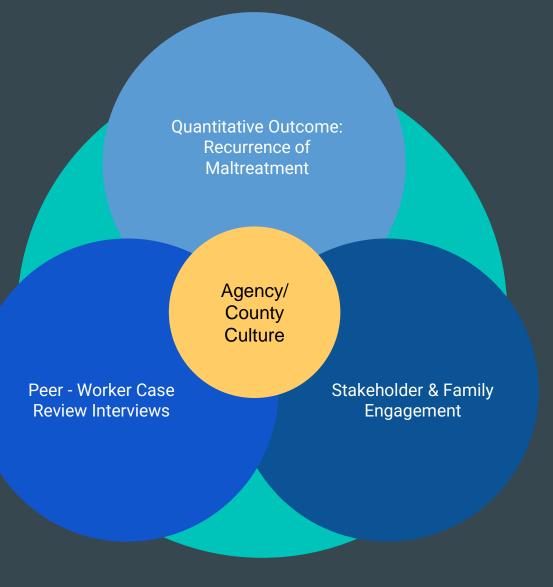
Build Consensus

Voting
Ranking
Annotating

Mendocino Family Voice

1. Recruiting Families – the Lived Experience

1. Participant Engagement - Meeting families where they are
   - Intimate focus groups
   - Family surveys at CFTs

Child Welfare Findings

- What are the findings?
  - Teaming Practices
    - People love it
    - People want more of it
    - People want to do it better
    - People said how to make it better

- How to use the findings?
  - Develop System Improvement Plan Strategies
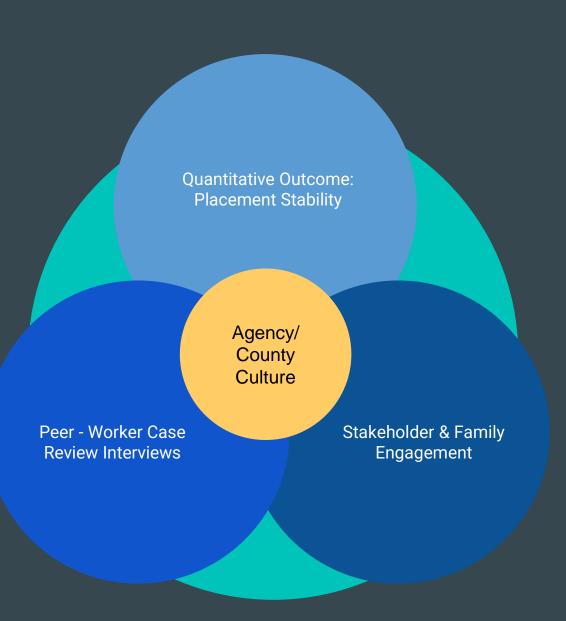   - **S2: Strengthening Teaming Practices**

Placement Probation Findings

- ## What are the findings?
  - Community Resources
  - We have lots...
  - But how do we each know what we do?
  - How can we collaborate better to know what we have and where it is?
  - **Especially Resource Families**

- ## How to use the findings?

  - ### Develop System Improvement Plan Strategies
    - P5: Strengthening Community Resources:
    - Increase community understanding of available youth and family support resources
    - Increase the community's knowledge of Probation's role.

Quantitative Outcome: Placement Stability

Agency/ County Culture

Peer - Worker Case Review Interviews

Stakeholder & Family Engagement

What You Need to Know

Successes:
- Pilot virtual engagement works!
- Provides people the opportunity to describe the lived experience
- People are not just numbers
- Leveraged technology in new ways
- Developed framework for qualitative data collection

Challenges:
- Careful attention
- planning
- collaboration
- time/cost (always, but cheaper virtually)

BOOM! you did it!