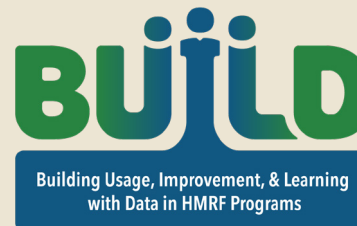


# CQI Office Hours: Addressing common pitfalls in road testing

April 26, 2022 | 2:00 – 3:00pm ET



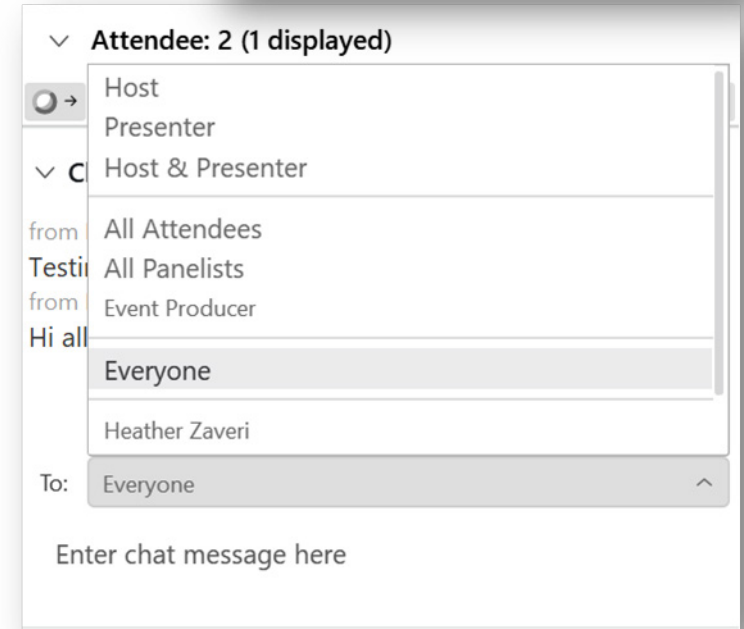
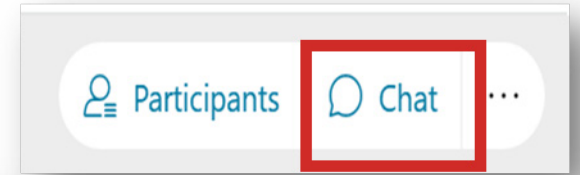
**OFFICE OF FAMILY ASSISTANCE**  
An Office of the Administration for Children & Families





# How you can participate

- / **Use the chat to ask questions**
- / **Ask questions or share verbally using the hand raise feature**
- / **REMINDER: Never text or email client personally identifiable information (PII), including during office hours or when contacting the TA teams**





# Today's agenda

- / Learn about common pitfalls in road testing and how to address them**
- / Share with peers your road testing experiences and how you've addressed pitfalls**



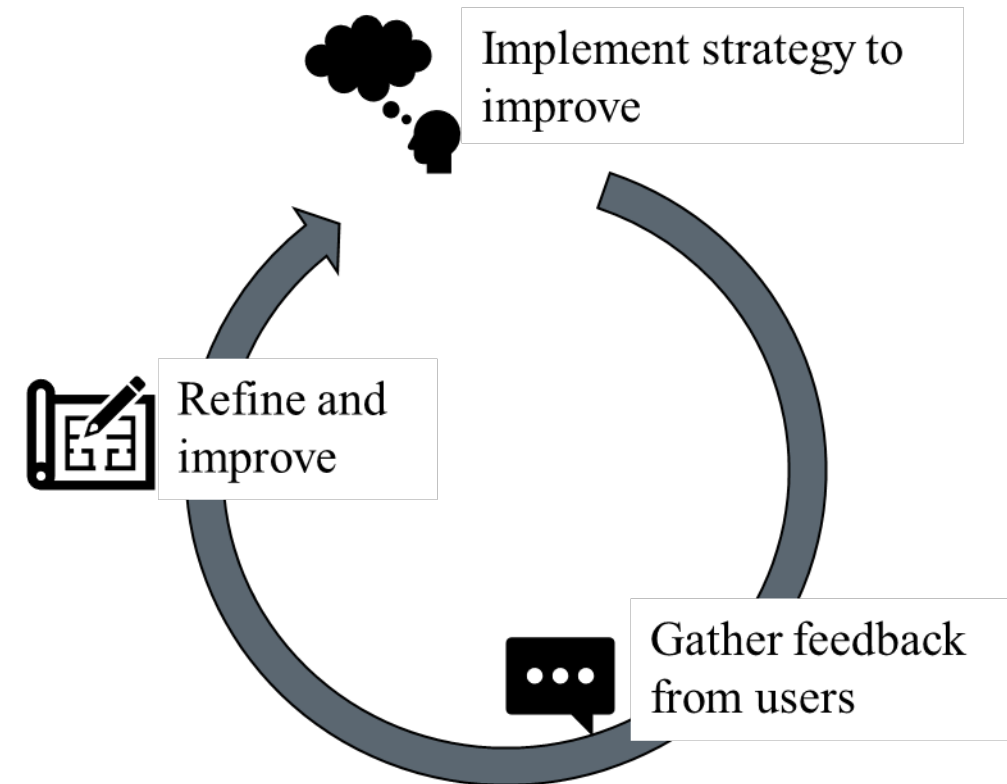
# Common pitfalls in road testing





# Review: Purpose of road testing strategies

- / **Road testing is a process for trying out an improvement strategy before committing to it, in order to:**
  - Understand the strategy's feasibility
  - Understand the strategy's promise for improvement
- / **Road tests provide information on how to refine a strategy before more resources are invested to scale it up**



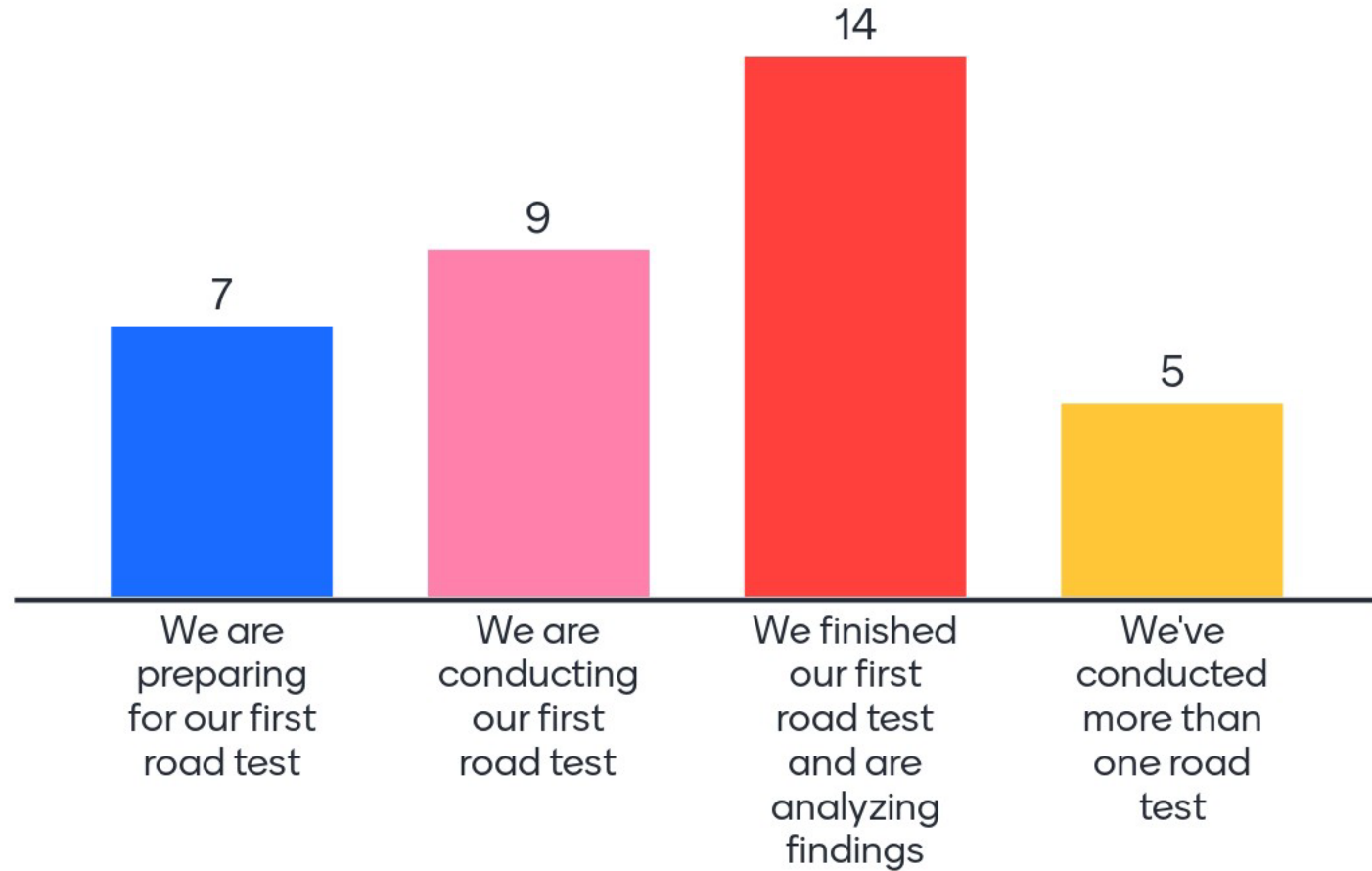


# Poll: Where is your team with road testing?

**Since the start of this grant ...**

- A. We are preparing for our first road test**
- B. We are conducting our first road test**
- C. We finished our first road test and are analyzing findings**
- D. We've conducted more than one road test**

# Where is your team with road testing? Since the start of this grant ...





Poll: What are some of the pitfalls you've encountered related to road testing?





# Grantee Responses: What are some of the pitfalls you've encountered related to road testing?

- / **Awaiting a budget approval to proceed with planned activities which are included in the road test.**
- / **Making data collection easy and meaningful for site leaders.**
- / **Needed a slightly longer period of time to evaluate impact of strategies than anticipated.**
- / **Staff inconsistency has greatly affected out ability to continue with our road test.**
- / **The length of a road test should be...**
- / **The urgency of our recruitment challenge requires that we try more than one thing at a time, which goes against road test principles.**
- / **Leadership alignment around implementation of the improvement strategy resulting in an inconsistent application.**
- / **Challenge identifying the right data to measure and collect to lead us to insights.**
- / **Team buy in.**



# Grantee Responses: What are some of the pitfalls you've encountered related to road testing?

- / **Staff training/ understanding.**
- / **A barrier could have been trying to keep the best documentation during the road testing. Some information was learned midway, so we had to adjust as needed.**
- / **Interpreting data.**
- / **Budget hangups, new staff learning curve.**
- / **Developing metrics that provide good data for analytics.**
- / **We are still working to find how each problem we encounter fits within the road test format. Each problem brings different sets of challenges and requires different attention.**
- / **Continued improvements – so that we have had to run the road test several times.**
- / **The length that a road test should last.**
- / **We have not had the level of recruitment we designed the road test around, so our goals did not align with the low numbers coming in.**



# Grantee Responses: What are some of the pitfalls you've encountered related to road testing?

- / Dosages of hours from participants.
- / A lot of staff turnover and training new staff.
- / Our plan is to do extra session fidelity observations for a site that how lower series completion. Unfortunately that site hasn't done many series so we have less data to go on than anticipated.
- / Getting staff trained and more motivated to complete the tasks.
- / Staff implementation changes.
- / Meeting virtually with potential partners, isn't the same as being in-person. Also, a lot of organizations are also struggling with enrolling clients of their own, similar to our own program.
- / None at this time.
- / Other issues coming up that tend to distract and derail from process while in the midst of road test process.
- / Monies needed to print (and laminate) the infographics so they are easily used by all program staff.



# Grantee Responses: What are some of the pitfalls you've encountered related to road testing?

**/ Tracking success.**

**/ Issues documenting data and staff training.**

**/ Identifying issues to use CQI.**

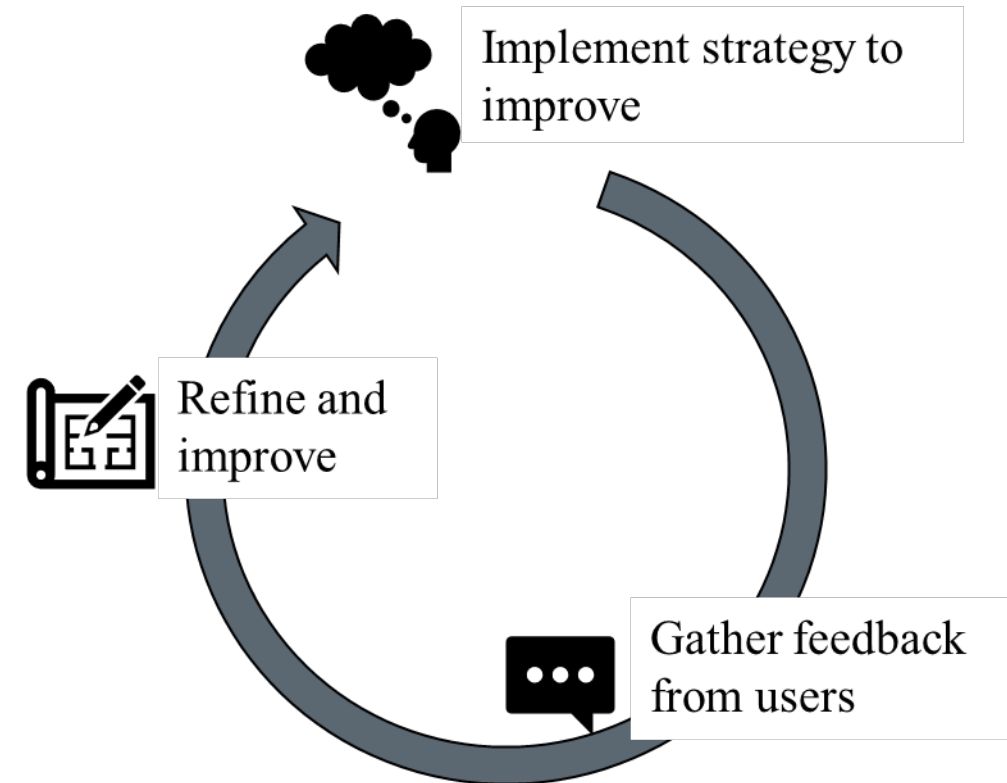


# Review: Steps in road testing

## / Road testing involves three key steps

1. Implementing the strategy
2. Collecting data to learn about how it works
3. Reflecting on what was learned to determine next steps

## / Even with careful planning, road tests may go off track; be prepared to respond

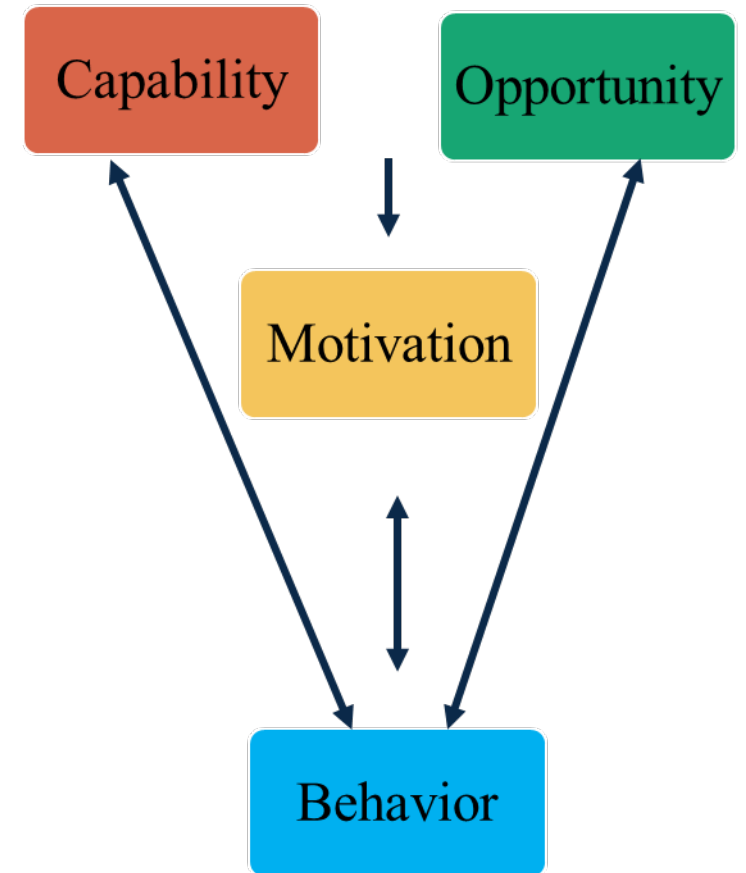




# Review: COM-B model for behavior change

## / Behavior change is influenced by three domains

- Capability: Do staff have the ability to make change?
- Opportunity: Is the environment supporting them to make change?
- Motivation: Do staff want to make changes?





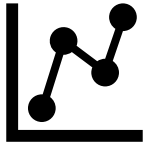
# Common pitfalls related to implementing a strategy

- / **Staff (or others involved) don't see the value of the strategy**
- / **Staff don't implement the strategy properly**
- / **Staff are committed at the start but get distracted by other programmatic issues**





# Pitfall: Staff don't see the value



## Share data!

- Share data that demonstrates the problem you are working on
- Share information you're collecting during a road test to help staff see progress
- Keep the data simple so the relevance to staff is clear



**If the strategy is evidence-based, share research with staff in an accessible way**



**Ask staff what is getting in the way of buy-in and how to improve the strategy**





# Pitfall: Staff don't implement properly



## **Talk to staff to understand the root of their struggles**

- If driven by capability, these conversations can inform tools and training that your team can use to improve implementation in future tests
- If related to opportunity, can you eliminate barriers that might be preventing staff from implementing properly?



## **Identify ongoing supports that staff might need to help them to implement properly (for instance, checklists or weekly check-ins)**



# Pitfall: Staff get distracted by other issues

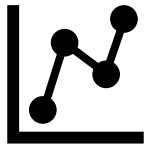


## **Ensure that staff are clear on the goal from the start**

- This might include your overall SMART improvement goal but, ideally, includes interim measures of progress as well



## **Ensure staff responsible for implementing the strategy are meeting regularly to check in on challenges and successes (e.g., hold huddles)**



## **Share data demonstrating progress to keep staff focused on the goal**



# Pitfalls related to gathering feedback

- / Staff aren't collecting data as needed**
- / The data you're getting back from clients or staff is incomplete or confusing**

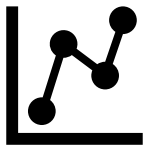




# Pitfall: Staff aren't collecting data



**Build road test data collection efforts into existing plans and processes**



**Share data back with staff and others who are participating in your data collection activities**

- You don't need to wait until the end of a road test to share data back



**Talk to staff to understand barriers**

- Is it lack of time? Lack of understanding about how to collect? Lack of understanding about the purpose for collecting data? Resentment over being asked to collect more data?



# Pitfall: The data you're getting back is incomplete or confusing



**Pilot your tools by asking 1-2 anticipated respondents to review or complete them and provide feedback in advance**

- Do the tools seem feasible to complete?
- Do all questions make sense? How are respondents interpreting questions?



**Ensure respondents understand why you're collecting the data**

- Share that you're collecting the information to improve the program for others
- Provide back high-level information or share how you used their feedback (if possible)



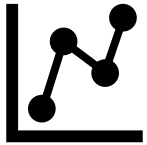
# Pitfalls related to refining and improving your strategy

- / The team collects a lot of data but doesn't use it**
- / Staff don't understand why they have to do another round of testing**





# Pitfall: The team collects a lot of data but doesn't use it



## **Develop a plan for analyzing data as part of your road test planning process**

- Consider who will analyze the data and how
- What will the output look like
- Who will you share the analysis with

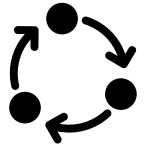


## **Be sure to update your plan based on how the road test is playing out**

- If data collection and analysis isn't supporting learning, you don't need to continue with your initial plans but can adapt



# Pitfall: Staff don't understand why they need to do another round of testing



## Ensure staff understand how CQI works

- If road testing is a new concept to staff, you might need to provide context that CQI is iterative and often involves multiple rounds of testing
- Be clear on how you used their feedback (if you collect staff feedback) to inform changes to the strategy



## Share unresolved questions from the last round of testing with staff, so they have a clear understanding of what still needs to be learned

- This will help to clarify the goal of the new test





# Breakout Discussions





# Share your road test pitfalls

**/ What challenges have you faced or are you anticipating related to:**

- Strategy implementation
- Data collection
- Refinement of strategies

**/ How are you addressing those pitfalls?**





# Announcements





# HMRF resource site updates coming soon!



## / Enhanced functionality to search for CQI and nFORM 2.0 resources based on your questions or topics of interest

- Quick links to commonly used resources
- Search function by keyword, type, or topic of resource



# Additional questions?

## / **For more resources:**

- HMRF Grant Resources site (<https://hmrfggrantresources.info/continuous-quality-improvement>) contains CQI template, tip sheets and other CQI resources
- Check out the new resource on [using focus groups for improvement](#)
- Stay tuned for new resources!

/ **Next office hours on Tuesday, May 24, 2022, from 2-3pm ET**

/ **Submit questions to [hmrfcqi@mathematica-mpr.com](mailto:hmrfcqi@mathematica-mpr.com)**