Mathematica
Progress Together

Bright spots across grants

Continuous quality improvement (CQI) office hours

February 27, 2024 | 2:00 – 3:00pm ET

HMRF
HEALTHY MARRIAGE & RESPONSIBLE FATHERHOOD

OPRE

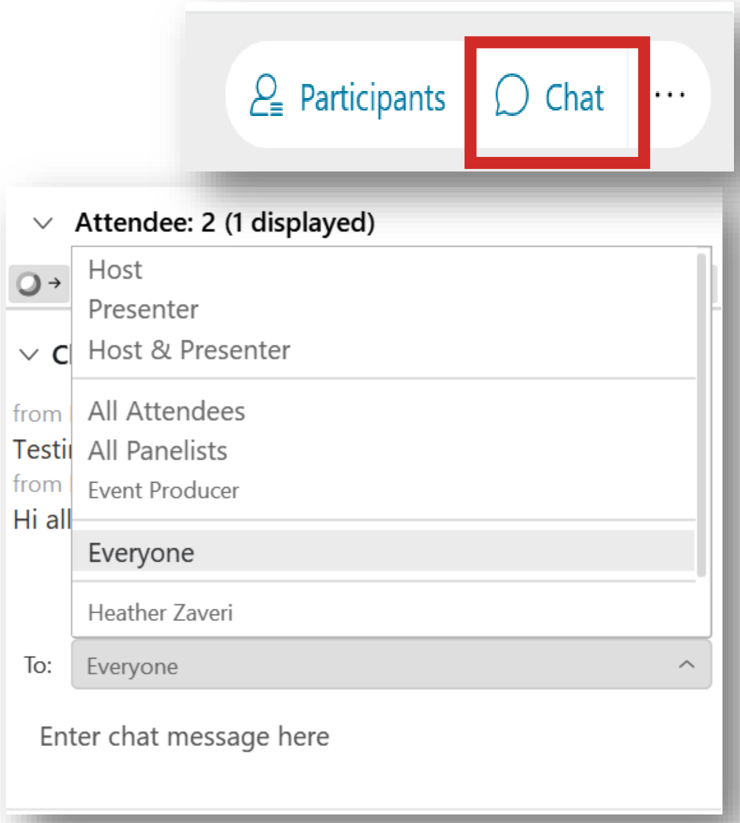
OFFICE OF FAMILY ASSISTANCE
An Office of the Administration for Children & Families

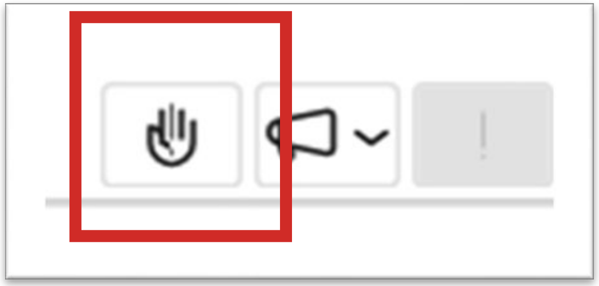
BUILD
Building Usage, Improvement, & Learning with Data in HMRF Programs

How you can participate

- You may also use the chat 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





Maintaining and strengthening CQI practices

/ **Bright Spots: Finding inspiration in what's working – learning from each other**

Agenda

/ **Review: Bright Spots**

- The Bright Spots method
- Featured resource: New tip sheet with tools

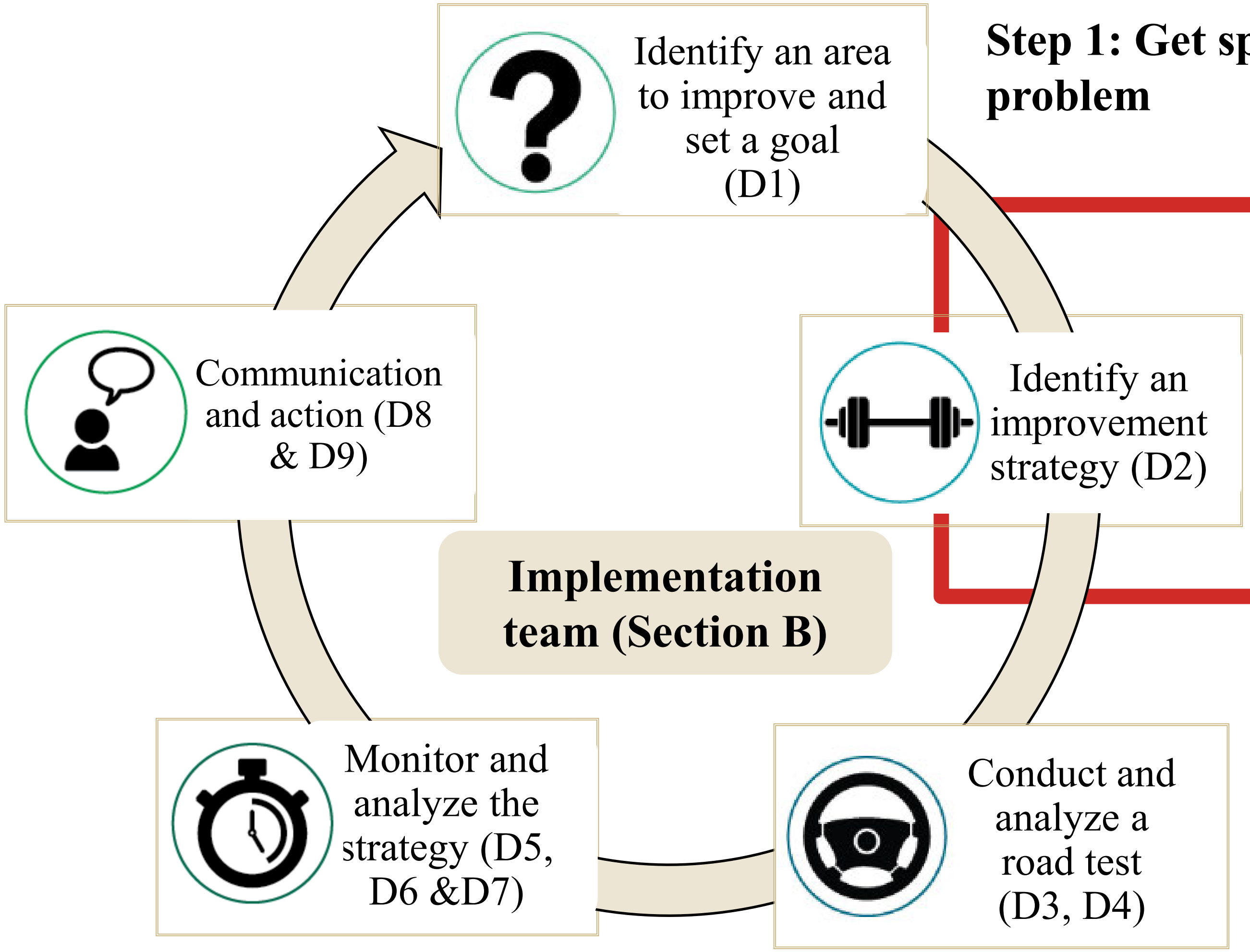
/ **Sharing Bright Spots**

- Referral partners
- Workshop attendance
- Program completion

/ **Large group debrief**

The Bright Spots method

Bright spots as a strategy development tool



Step 1: Get specific about the problem

Step 2: Identify the bright spots

Step 3: Document promising practices

Step 4: Develop a plan to transfer promising practices

Step 5: Pilot the practice and monitor outcomes

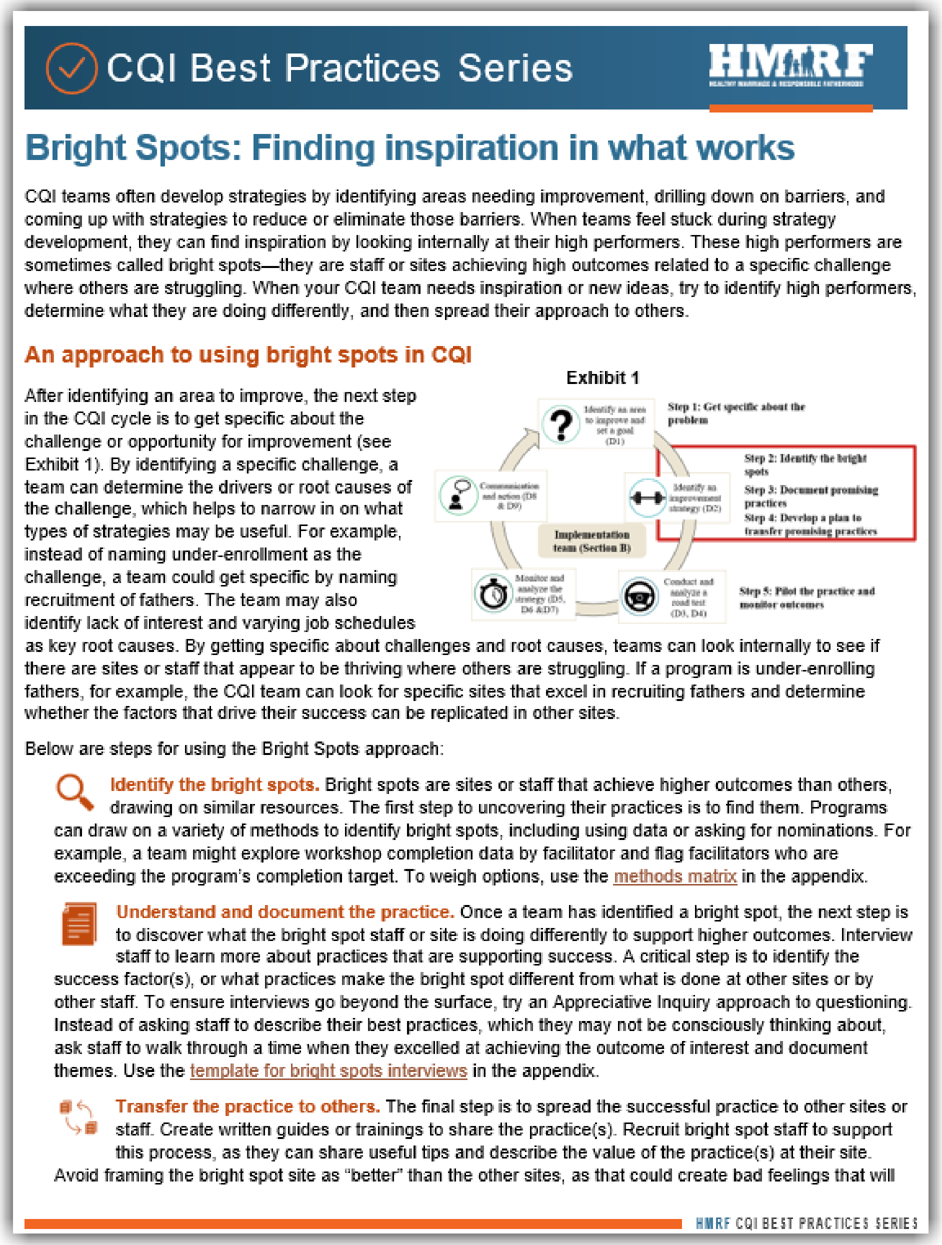
Source: https://positivedeviance.org/

Bright Spots approach to strategy development

- Sometimes, solutions to problems already exist within a program
- Reframe the problem to focus on who or what is excelling
- Study data to find the high performing people and practices and dig into what is different about them

Bright Spots tip sheet and tools

- Overview of the Bright Spots approach
- Matrix of options for identifying bright spots
- Template for documenting a bright spot



CQI Best Practices Series HMRF

Bright Spots: Finding inspiration in what works

CQI teams often develop strategies by identifying areas needing improvement, drilling down on barriers, and coming up with strategies to reduce or eliminate those barriers. When teams feel stuck during strategy development, they can find inspiration by looking internally at their high performers. These high performers are sometimes called bright spots—they are staff or sites achieving high outcomes related to a specific challenge where others are struggling. When your CQI team needs inspiration or new ideas, try to identify high performers, determine what they are doing differently, and then spread their approach to others.

An approach to using bright spots in CQI

Exhibit 1

After identifying an area to improve, the next step in the CQI cycle is to get specific about the challenge or opportunity for improvement (see Exhibit 1). By identifying a specific challenge, a team can determine the drivers or root causes of the challenge, which helps to narrow in on what types of strategies may be useful. For example, instead of naming under-enrollment as the challenge, a team could get specific by naming recruitment of fathers. The team may also identify lack of interest and varying job schedules as key root causes. By getting specific about challenges and root causes, teams can look internally to see if there are sites or staff that appear to be thriving where others are struggling. If a program is under-enrolling fathers, for example, the CQI team can look for specific sites that excel in recruiting fathers and determine whether the factors that drive their success can be replicated in other sites.

Below are steps for using the Bright Spots approach:

Identify the bright spots. Bright spots are sites or staff that achieve higher outcomes than others, drawing on similar resources. The first step to uncovering their practices is to find them. Programs can draw on a variety of methods to identify bright spots, including using data or asking for nominations. For example, a team might explore workshop completion data by facilitator and flag facilitators who are exceeding the program's completion target. To weigh options, use the methods matrix in the appendix.

Understand and document the practice. Once a team has identified a bright spot, the next step is to discover what the bright spot staff or site is doing differently to support higher outcomes. Interview staff to learn more about practices that are supporting success. A critical step is to identify the success factor(s), or what practices make the bright spot different from what is done at other sites or by other staff. To ensure interviews go beyond the surface, try an Appreciative Inquiry approach to questioning. Instead of asking staff to describe their best practices, which they may not be consciously thinking about, ask staff to walk through a time when they excelled at achieving the outcome of interest and document themes. Use the template for bright spots interviews in the appendix.

Transfer the practice to others. The final step is to spread the successful practice to other sites or staff. Create written guides or trainings to share the practice(s). Recruit bright spot staff to support this process, as they can share useful tips and describe the value of the practice(s) at their site. Avoid framing the bright spot site as "better" than the other sites, as that could create bad feelings that will

HMRF CQI BEST PRACTICES SERIES

Finding bright spots

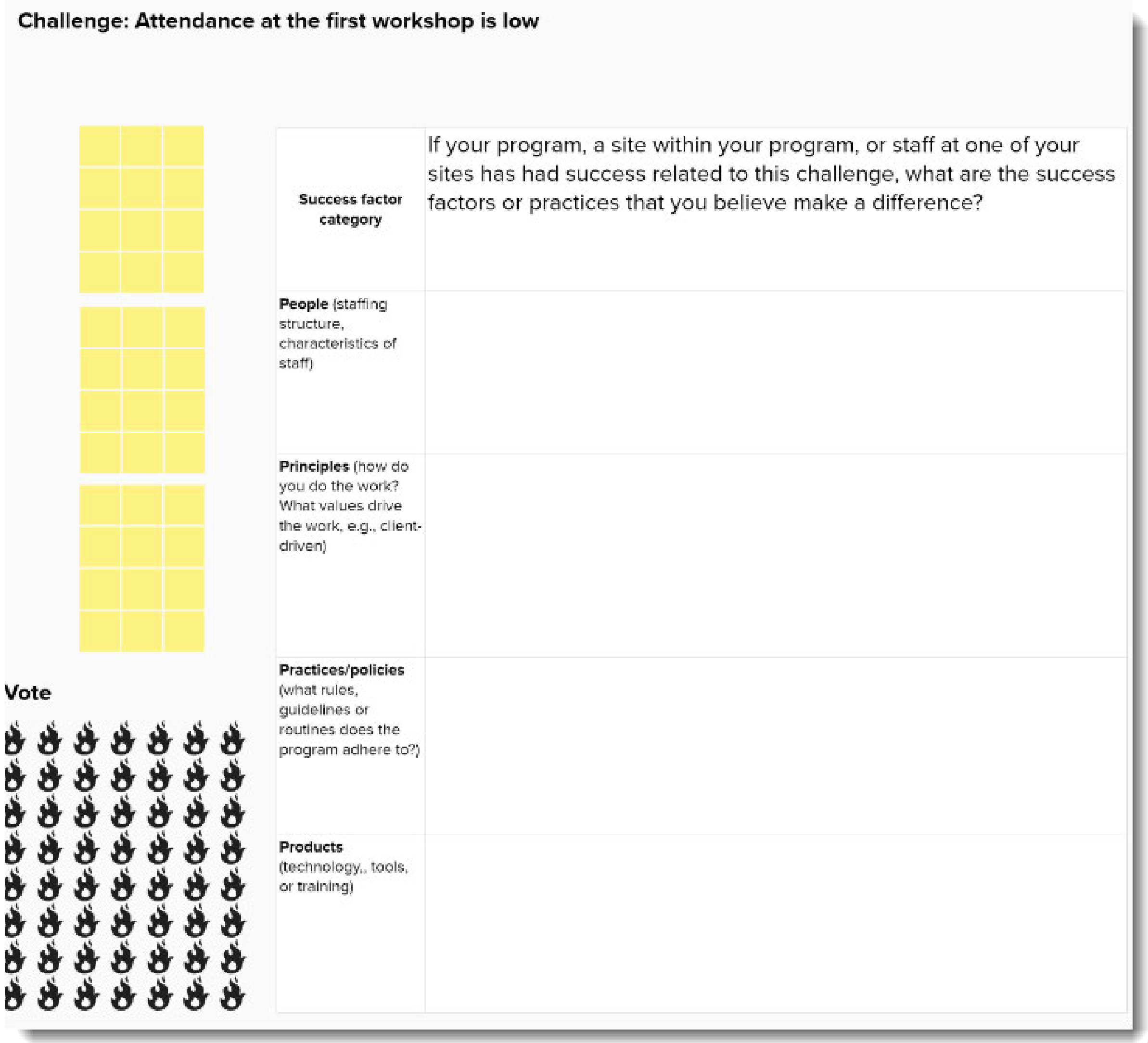
Mural activity: Sharing bright spots

Breakout room instructions

- **Everyone will be assigned to one of three breakout rooms**
  - You will remain in the same room; facilitators will rotate
- **Each breakout room will discuss all three challenges**
- **Today, we’re considering bright spots to be programs, sites, or staff that are having success**
- **Consider where your program, or a site or staff member in your program, has had success related to each challenge, and write your successful practices on stickies**

What are your bright spots?

- Consider, has this been a challenge for you? How does your program support success?
- Use categories on the Mural board (the 4Ps) to identify what supports success



What are your bright spots?

/ Our challenge: Inconsistent referral partners

- The program has a broad range of referral partners, but most are inconsistent about sending clients from week to week.

/ Our challenge: Low attendance at the first workshop

- The program is meeting enrollment targets but is losing 30% of enrolled clients by the first workshop.

/ Our challenge: Program completion

- We have a steady drop-off of clients between the first and last workshop. Our completion rate is 50%.

HMRF Bright Spots to address inconsistent referral partners - PEOPLE

Invite the referral partners to visit our site and attend a class so they can see what our program offers.	Staff staying in constant communication	Supportive staff who helps each other out	Our recruitment team has in person meeting with referral partner to find out what might be the possible issue.	Consistent contacts OUTSIDE of actual required minimum
Our Community Engagement Specialist assess those challenges that our partnerships are having with referral the clients.	Staff makes time to attend partner events	Consistency in contacting assigned clients	Staff not following through on referrals	Investing in professional development as well as team development
Provide referral partners our current success on a quarterly base. This ensures our program remains fresh on their minds.	Staff that reflect the population that is being served	Staff look like the youth. They are able to relate and understand each other.	Consistent trainings/ refreshers on policies and procedures	Flexible schedule

HMRF Bright Spots to address inconsistent referral partners – PRINCIPLES

- We train our partnerships on what are the requirement to be a participant in the program at the beginning of the partnership
- Team members supporting each other
- Provide positive feedback, shout-outs, promotional items
- Staff follow through is crucial
- Doing everything within our means to meet people where they are at
- ensuring we are giving referrals to them and providing meaningful info when we go to their sites.
- Relationships - spend time with the referral organizations.
- Knowing we are providing a services everyone can benefit from
- Touching base regularly with our referral sources. Letting them know what is happening.
- Sharing regular feedback with the referral sources
- Getting feedback directly from clients/past participants, as well as employees who work on front line with clients
- Open communication
- Finding similar values with partners (i.e. family, stable homes for children, etc.)

HMRF Bright Spots to address inconsistent referral partners – PRACTICES/POLICIES

- We evaluate periodically the partnership referrals to know what are more successful and also when need to decide between two different event to participate on.
- Implementing an Enrollment Plan with Partners
- Document in case-notes all contacts with participants
- We have regular meetings with our referral partners, staff go to sites and participate in their meetings to discuss and encourage referrals
- Referral agreements
- Organized enrollment process
- Making sure we ask what we can do for/offer them as well
- Quarterly curriculum review and training of facilitators
- communicate frequently and appreciate partners' work
- Consistency, sharing outcomes with program partners quarterly, discussing progress or concerns, troubleshoot together
- Sharing flyers/ upcoming classes each time they are scheduled
- Built in Check-Ins and Follow up
- Establishing boundaries and expectations with both staff and clients
- Thank you messaging sent after referrals and provide follow up (as allowed with releases)

HMRF Bright Spots to address inconsistent referral partners – PRODUCTS

- We track on Salesforce the recruitment source to know what are consistent and what is not consistent.
- We also use Salesforce. nFORM is not really a CM database and is unable to track many of the factors we find useful
- Applicant and Participant Trackers
- running reports on nFORM and second database to ensure service delivery is accurate
- Salesforce CRM a Data Organization Tool
- Collecting data on the referral organizations.
- SOPs, training plans
- Updating Curriculum and retraining staff on updates
- Tracker on referrals, partners, outreach efforts
- Cloud-based tracking documents (e.g., Google Docs)

HMRF Bright Spots to address low attendance – PEOPLE

- Facilitators are relatable to the clients
- Clear communication with facilitators
- Facilitators are relatable to the clients, ie they have been through it
- The participant is engaged by our intake team throughout the entire cohort.
- We created a Workshop Coord role that handles the "business needs" of each cohort, allowing the coaches to concentrate on relationship building with participants
- We have hired a number of participants who now facilitate workshops and continue as coaches
- Co-Facilitators are working well together
- Staff that reflects the population
- Sending facilitators with recruiters to build the relationship
- Providing information of what to expect next and answer questions that arise.

HMRF Bright Spots to address low attendance – PRINCIPLES

The staff focuses on participants individual need. Once our team has identified what would be the persons win.

Also recruiters make a good screen to be sure couples are available to join the group on the days and times we are offering Workshops

Co-Facilitators are working well together

Regularly communicate with participants outside of workshops

client-driven based on what each agency knows works well for their population

establish relationships with participants

HMRF Bright Spots to address low attendance – PRACTICES/POLICIES

Contact prior to first session--intake with case managers and reminders beforehand

We are trialing 2 support visits prior to lesson 2 - following up on personal needs or referrals outside of curriculum

Use a clear script across sites when participants are registering for classes

We make sure they are scheduled for a workshop within a week of enrollment

Even before the class starts, we are reminding them weekly or routinely about class.

Use CRM to keep track of communication to those that have missed class by the next day.

Offering transportation assistance as wel as child care during classes

Regular communication with staff (planning meetings or other) to make sure nothing gets dropped

Provide a clear explanation of what is expected of participants throughout the program. We provide a roadmap and week by week overview.

We follow up if they missed the first session. Sometimes life happens but they still want to participate and we can do a makeup.

Graduation on last day of class

Address barriers prior to workshop launch

Incentives for attendance

Incentive structure and tango consent that indicate the first incentive is send once couples attended first workshop.

We give incentives periodically during the 16 hour session to encourage continuing to other sessions of a 15 hour curriculum

We provide first incentive after orientation Workshop to be sure couples attend at list the first workshop

We give an incentive for completion

Incentives for completion of the program (gift cards)

There are incentives given at completion

We have an incentive program that supports workshop completion so we have high attendance initially, some drop off later

HMRF Bright Spots to address low attendance – PRODUCTS

- Virtual evening classes
- We offer both morning and evening zoom for dads who work nights, and we offer make up classes via zoom
- Evening zoom options for working dads
- We use Salesforce to track the incentives, also the gift cards are provided digitally.
- Virtual Meetings
- Incentives for completion of the program (gift cards)

HMRF Bright Spots to address low program completion – PEOPLE

We do client coordination meetings once a week to make sure all staff is helping our dads reach their goals.

Assisting with clients' travel or child care to eliminate any barriers they might be having

People Who Really Care and Go above and Beyond and Innovate

outreach

Building community/relationships with clients.

Staff that are genuine & truly want to help/teach to their community.

Ask for participation feedback

Facilitators

Engaging facilitators that show they care

Facilitators who build positive rapport

The participant is engaged by our intake team throughout the entire cohort. This helps keep the participant engaged until the very end.

First contact with potential participant is key! That first contact can encourage or discourage enrollment

Open communication between staff in all roles of the progam

Willingness to create space for make-ups

Following up with the clients to see how we can help them assit class

Taking time during enrollment to make sure participants understand the program, both expectation of them and what it includes

HMRF Bright Spots to address low program completion – PRINCIPLES

- Client centered practices
- Mutual respect between case managers and clients
- Being understanding to clients reasoning
- We connect with our dads through our coaches, our intake team and our facilitators. We make sure they know how much we care before we try to teach them anything. We create a welcoming, and sincerely caring environment.
- Keep staff in constant communication with each other. For example, planning meetings. This helps keep things from being dropped.
- Warm handoffs
- Developing relationships with participants
- Connecting and being empathetic to the client's needs

HMRF Bright Spots to address low program completion – PRACTICES/POLICIES

Constant reminders (text/ email/ vocalized) of program incentives (gift cards)

Reduce barriers whenever possible

Following retention guidelines, including texting reminders to participants throughout the class

creating a plan prior to participant needing to step away from series

We contact our dads via text the day before class to get confirmation they are attending. If they don't show up we call them during class to see what's going on and try to get them on zoom to participate in class. We also send them a make up class immediately after missing a class.

We provide food to participants

Childcare opportunities and easy ways to make up by dropping in

If the budget allows, gift card incentives.

We have added a perfect attendance incentive

Use a program called Monday to track our dad's progress through every class as well as send out automatic class make up videos.

We recorded workshops to allow participants to watch and make up sessions they have missed in person

We started an incentive program, participants receive a $100 gift card when they attend every required session and complete all nFORM surveys, greatly improved our completion rate

We provide a roadmap and week by week overview to help participants understand what's coming next

Providing make ups

Constant contact

Virtual meeting

HMRF Bright Spots to address low program completion – PRODUCTS

- We use Salesforce to track clients participation and to know when and what Workshop is going to need to be make-up
- Using JookSMS to text groups of participants about program reminders
- Virtual program options with quick zoom training for participants as needed
- Use a program called Keap to text our Dad's reminders as well as keeping notes on each client and track when they are called and how often contact is made.
- We use WhatsApp with Spanish speaking population because is a tool they are more engaged and check more frequently than email
- Free texting apps (TextNow, Google Voice) if company cellphones aren't an option
- Use a program called Monday to track our dad's progress through every class as well as send out automatic class make up videos.

Large group debrief

Large group debrief

- **Sharing with the group**
  - What bright spots are you considering for your own program?
- **Next steps**
  - Remember to road test any new practices you try; testing helps programs fit practices to their context

Announcements

Announcements

- **Join us for the next CQI office hours**
  - Tuesday, March 26, 2024, 2-3 p.m. ET
  - Invitation is coming soon!
- **For more resources:**
  - The HMRF Grant Resources site (https://hmrfgrantresources.info/continuous-quality-improvement) contains CQI template, worksheet, office hours slides, tip sheets, and other CQI resources
  - New Bright Spots tip sheet and tools! (https://www.hmrfgrantresources.info/resource/bright-spots-finding-inspiration-whats-working)
- **For CQI-related questions, reach out to the CQI helpdesk**
  - hmrfCQI@mathematica-mpr.com

Thank you!