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**
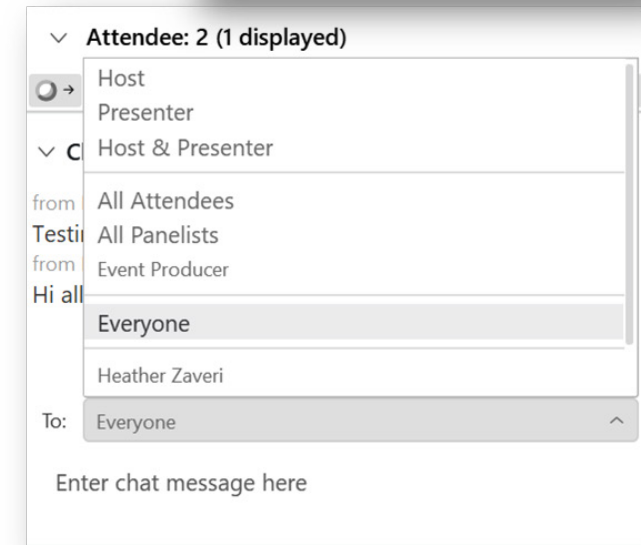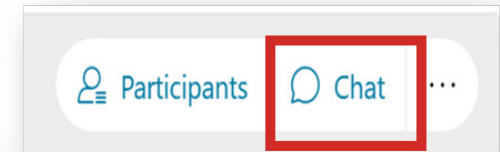
Maintaining and strengthening CQI practices

/ **Sustaining motivation of staff to participate in CQI**

Agenda

/ **The value of staff input to CQI and the CQI team**

/ **Understanding barriers to motivation**

/ **Ideas for recharging staff motivation**

The value of staff input to CQI

Why involve staff and partners in CQI?

/ **Gather additional perspectives to better understand challenges and inform more promising improvement ideas**

/ **Better understand the feasibility of proposed improvement strategies**

- Especially when staff/partners are asked to implement the changes

/ **Generate more buy-in for changes**

- People are more motivated to do something differently when they have input into shaping the change[1]

/ **Generate shared responsibility for program improvement**

- Everyone should have a stake in improving the program

The CQI team as a way to involve staff

/ **CQI team is a primary vehicle for involving staff and partners in CQI activities**

- Launching and facilitating a CQI team is a foundational step for improvement
- Additional methods include advisory boards or feedback loops

/ **Over time, CQI teams may experience internal challenges that lessen buy-in for CQI**

- Challenges relate to capability, opportunity, and motivation

COM-B: Barriers to sustaining CQI buy-in

Capability

- Staff may not fully understand how to engage with CQI
- Have you had a lot of staff turnover that would necessitate retraining on CQI?

Opportunity

- Staff often have competing demands and may not feel like they have time for CQI
- Have you made sure you have carved out time for CQI?

Motivation

- Staff may lack a drive to engage with CQI
- Because motivation is multifaceted, it can be hard to pinpoint why staff are or are not engaged

What we've heard from grantees about waning motivation

New staff don't understand it or are not bought in

Staff are doing the work and not seeing results

Staff are stretched thin, which causes them to disengage

Staff don't see the bigger picture/understand the purpose

Staff don't see how they connect to their work

Share with us

/ **What are some of the reasons that your team has experienced fluctuations in motivation (good or bad!)?**

To access the poll
- Use the link in the chat OR
- Visit mentimeter.com and use the code: 1137 8071

What are some of the reasons that your team has experienced fluctuations in motivation?

Dealing with personal issues

Changing management and team structure has contributed to fluctuations

Busy schedules

Lack of understanding

Failure to reach benchmarks

Staff turnover

Many workflows at the same time

Attainable results

Note: This slide shows responses to a Menti question, What are the reasons your team has experienced fluctuations in motivation?

What are some of the reasons that your team has experienced fluctuations in motivation? (continued)

Recognition

Positive team environment

Receiving negative feedback as part of an evaluation's interim findings

Lack of understanding

Burn out, life challenges and changes in the work environment that are out of their control

Changes in policies in the school system

Not connecting with the CQI issue

Note: This slide shows additional responses to a Menti question, What are the reasons your team has experienced fluctuations in motivation?

Why is addressing motivation important?

/ **CQI is continuous and complex issues require more time and effort to resolve**

- Not seeing quick results can impact motivation, yet having motivated team members is key to resolving issues and taking on new issues

/ **When we feel motivated, we can complete tasks that might be challenging or time consuming so that we can achieve a goal, get a sense of satisfaction, or for some sort of reward**

- To keep staff bought in, teams have to address motivation

Address staff motivation like any CQI issue

/ **Check-in with staff, even if you don't notice a problem**

/ **Structured reflection activities, like Rose, Thorn, Bud, allow team members to share feedback anonymously**

- Give the team 5 minutes to consider: The CQI team's role is to identify and address program challenges. How has your experience been? What is going well and what could be improved?

- Roses are things that are going well; thorns are challenges; buds are opportunities to improve

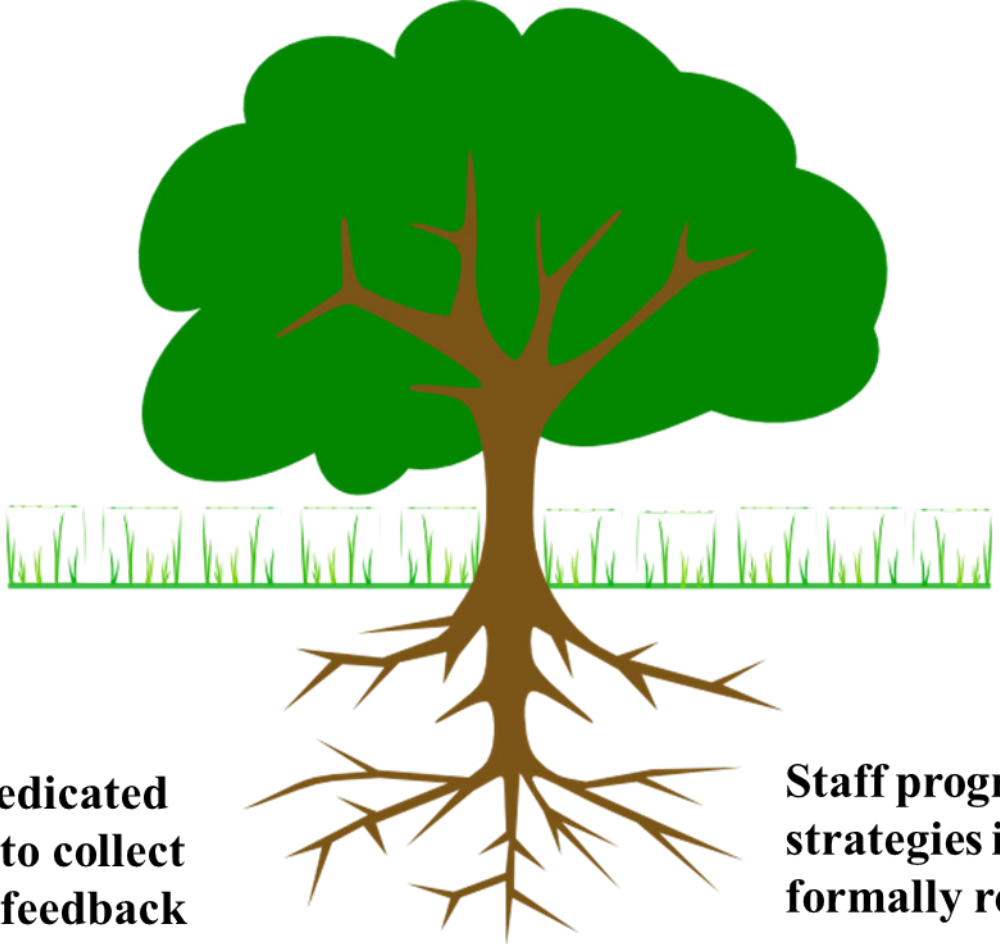- Examine the feedback, keeping the motivation framework in mind – what themes are emerging?
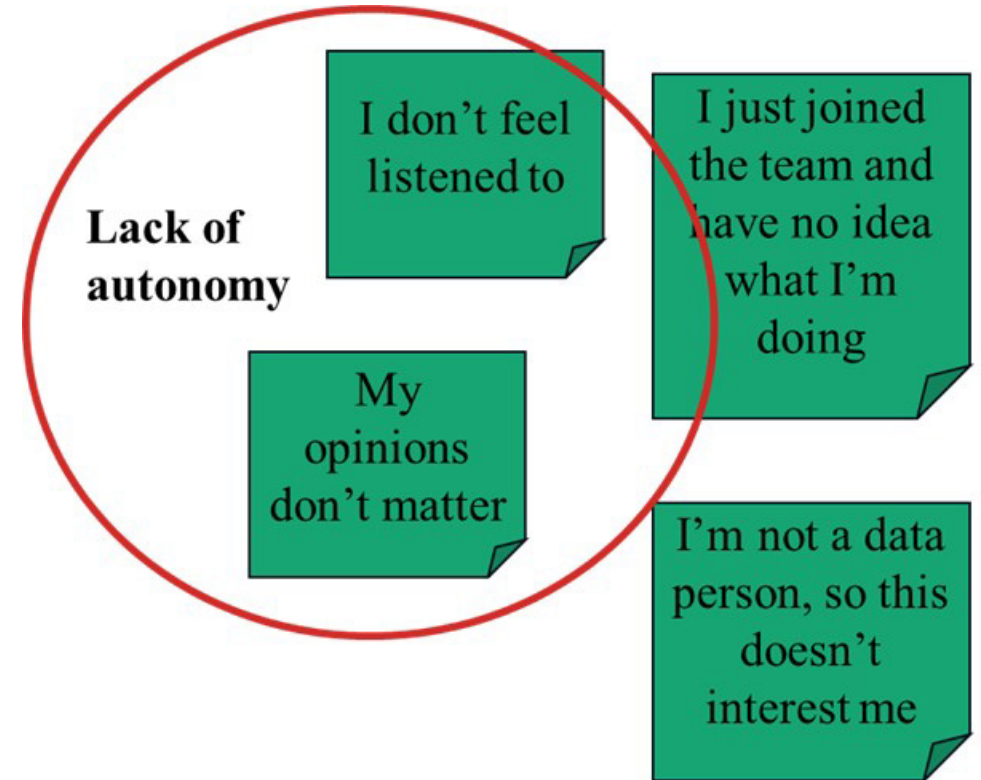
Understanding barriers to motivation

Addressing a multifaceted problem

/ **Like any complex CQI issue, addressing motivation requires identifying a root cause and developing targeted strategies to address it**

No dedicated time to collect staff feedback

Staff progress on strategies is not formally recognized

Intrinsic and extrinsic motivation

/ **Staff can be motivated by intrinsic or extrinsic factors**

- Intrinsic: inherent satisfaction; a feeling that one's efforts matter or a desire to learn and become more skilled
- Extrinsic: external awards, such as goals, praise/appreciation, or rewards

/ **To motivate staff, both are helpful**

Intrinsic factors that influence motivation

Autonomy

The feeling of being in control or feeling like you have a say

Mastery

The desire to get better at doing something

Purpose

A belief that work is meaningful and impactful

Intrinsic factors: Autonomy

/ **The feeling of being in control or feeling like you have a say**

/ **Is your CQI team dominated by one or two key voices? Do staff have real power to contribute to problem-solving and make changes?**

/ **If autonomy is a problem:**

- Revisit how you promote shared decision making (tip sheet on <u>universal decision making</u>)

- Reset your meeting approach – revisit any <u>charters, agreements</u>, or other procedures for working with each other

Intrinsic factors: Mastery

/ **The desire to get better at doing something**

/ **Do staff have opportunities to become more skilled with CQI? Do they understand CQI terms and techniques?**

/ **If mastery is a problem:**

- Take the temperature of the team: allow staff to anonymously note (e.g., indicate using an anonymous poll) whether they are confused about terms like **root causes**, **theory of improvement**, or **road test**, as examples

- Offer refresher trainings to ensure all staff understand CQI terminology and techniques well enough to contribute to efforts

- Walk through the CQI worksheet to share key steps

Intrinsic factors: Purpose

/ **A belief that work is meaningful and impactful**

/ **Do staff understand why they are contributing to specific CQI efforts? Do they see the team's improvement goals as worthwhile?**

/ **If purpose is a problem:**

- Ensure staff are involved in priority-setting for CQI; one option is to have an annual retreat to discuss program challenges and priorities for improvement

- Set a WIG (wildly important goal), ensure all staff know what it is, and discuss it frequently

- Have conversations about 'why?' in addition to 'how'

Extrinsic factors that influence motivation

Results
Being able to see success after making efforts

Accountability
Following up about agreed-upon goals

Recognition
Acknowledging work done by others, praising

Belonging
A sense that one is a part of something

Extrinsic factors: Results

/ **Being able to see success after making efforts**

/ **Lag measures often take time to show progress, meaning staff can put in a lot of effort and not see immediate change**

- For example, it may take several quarters to see improvements in the percentage of clients who complete primary workshops
- See Using 4DX to Support Improvement Efforts tip sheet

/ **If the problem is about results**

- Share progress on lead measures
  - For example, if the team thinks increased calls will lead to higher participation, share the increased number of calls to see efforts being made
- Share learnings, not just results – what has the program learned about how to implement well?

Extrinsic factors: Accountability

/ **Following up about agreed-upon goals**

/ **Do staff have expectations for each other? Are clear roles and responsibilities assigned at the end of each meeting? Does the team follow up on these at subsequent meetings?**

/ **If the problem is lack of accountability**

- Establish a [cadence of accountability](#)

- End meetings by asking staff to set commitments that will help the team progress toward the team's WIG

- Follow up on those commitments at the next meeting

Extrinsic factors: Recognition

/ **Acknowledging and appreciating work done by others**

/ **Do CQI team leaders recognize contributions of staff? Do they foster an environment where staff celebrate each other's efforts and successes?**

/ **If the problem is recognition**

- Recognize efforts, not just successes; share lead measures and recognize when staff (on and off the CQI team) set and meet goals
- Recognize specific staff contributions (e.g., the data manager providing timely information or creating an easy-to-read dashboard)
- Promote rituals like shoutouts or fist bumps as a way for team members to recognize each other

Extrinsic factors: Belonging

/ **A sense that one is a part of something**

/ **Do CQI leaders ensure staff have opportunities to contribute? Are meetings held at a reoccurring, expected time when everyone can attend?**

/ **If the problem is belonging**

- Be clear about the importance of everyone's role in CQI; revisit staff roles and responsibilities, if defined in an agreement

- Use structured activities to facilitate meetings, rather than an open discussion, to ensure everyone feels comfortable participating and has an opportunity to contribute

Ideas for recharging staff motivation

Scenario 1: Decision-making processes

Scenario: The CQI team consists of supervisors, data staff, and frontline case managers. But when it comes to making key decisions, like what challenge to focus on or what strategy to try, the program director typically decides.

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What could the team do differently? (Scenario 1)

Give everyone a chance to contribute to discussions about decisions, avoid letting 1-2 people dominate

Regularly ask the team for feedback in the form of "What do you think?"

Weekly meetings and personally discuss

Direct approach: Ask staff what their suggestions are

Transparency and setting goals that are realistic and that everyone can agree on moving forward

Creating a judgement free zone from the start. We also have open discussion regarding ideas and concerns in formal meetings and informal

Note: This slide shows responses to a Menti question, "What would your team do differently in response to scenario 1?"

Scenario 2: Prioritizing an issue to address

Scenario: The CQI team often jumps from issue to issue. As a result, staff don't feel a sense of obligation to get things done.

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What could the team do differently? (Scenario 2)

Follow up after checking in. Provide updates after suggestions are made.

Regroup at the end of each discussion and make a to-do list where tasks are outlined with expectations, deadline, and who is responsible

Create a plan with concrete milestones that lead to the accomplishment of the WIG. Plan creation should include the team's input

Note: This slide shows responses to a Menti question, "What would your team do differently in response to scenario 2?"

Scenario 3: Progressing toward goals

Scenario: The CQI team has been working hard to address a recruitment challenge, including completing two road tests of promising strategies. However, the program is still falling short of its ACF benchmark for enrollment and staff are discouraged.

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What could the team do differently? (Scenario 3)

We have received verbal recognition with the reminder that we have not met goals

Acknowledge factors out of your control

Recognition, better communication with the team on what's working or not

Go back to the drawing board, as needed

Note: This slide shows responses to a Menti question, "What would your team do differently in response to scenario 3?"

Announcements

OMB Updates

/ **OMB expiration date recently updated to 3/31/2027 on all surveys and quarterly reports**

- If using paper copies of surveys, remember to print out updated versions from the HMRF grant resources site with the new date

/ **ACF added a new question about "good news" stories from the reporting period to both the HM and RF versions of the QPR progress narrative templates**

- Question was not added to the PPR progress narrative template

/ **Keep an eye out for more information on these updates in an email from the nFORM team and the next nFORM office hours on May 14th**

Announcements

/ **Join us next month—invitations are coming soon!**

- nFORM 2.0 office hours on Tuesday, May 14, 2024, 2-3p.m. ET
- CQI office hours on Tuesday, May 28, 2024, 2-3 p.m. ET

/ **New tip sheets!**

- [Bright Spots: Finding inspiration on what's working](#)
- [Tracking data to inform improvement](#)

/ **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

/ **For CQI-related questions, reach out to the CQI helpdesk**

- HMRFCQI@mathematica-mpr.com

Thank you!