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**
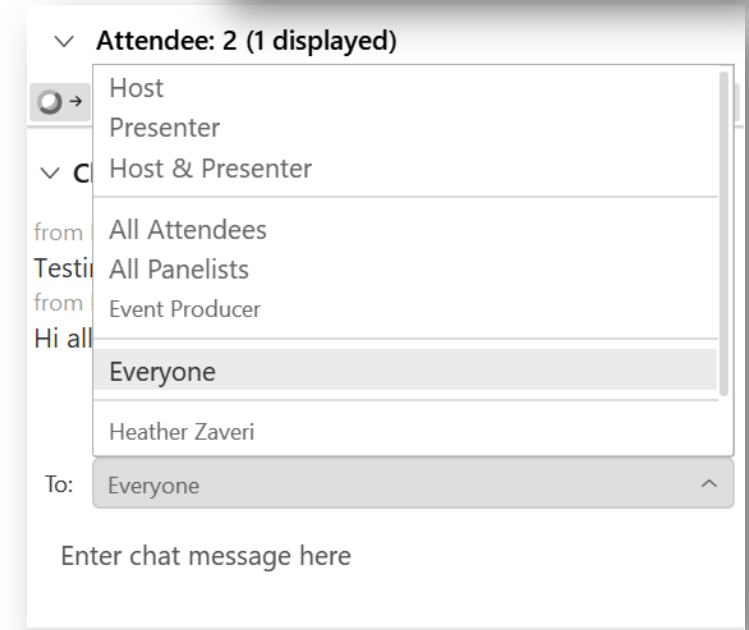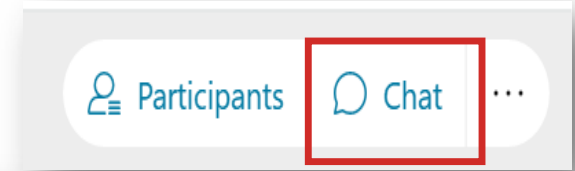
Maintaining and strengthening CQI practices

/ **Knowing where you're going with improvement: The importance of a roadmap**

Revisiting pause points

/ **Last spring, we talked about the importance of pause points in CQI**

- These include being sure you understand your challenge, considering the rationale for your strategy, and reflecting on what findings from a road test mean for practice

/ **Today, we will explore a key pause point in more detail**

- Planning out your strategy – specifying what you intend to do, considering potential barriers, thinking through the rationale for improvement, and defining success

Agenda

/ **What is a roadmap for change?**

/ **Components of a roadmap**

- The What: What will you do differently?

- Influencers: What factors will help or hinder implementation?

- Implementation supports: How will you build on or get in front of these factors?

- Outcomes: What does success look like?

What is a roadmap for change?

Building a roadmap to improvement

The What

What will you do differently?

Influencers

What factors will help or hinder implementation?

Implementation supports

How will you build on or get in front of those factors?

Short-term outcomes

What changes in attitudes or behaviors do you expect to see?

Long-term outcomes

What does success look like?
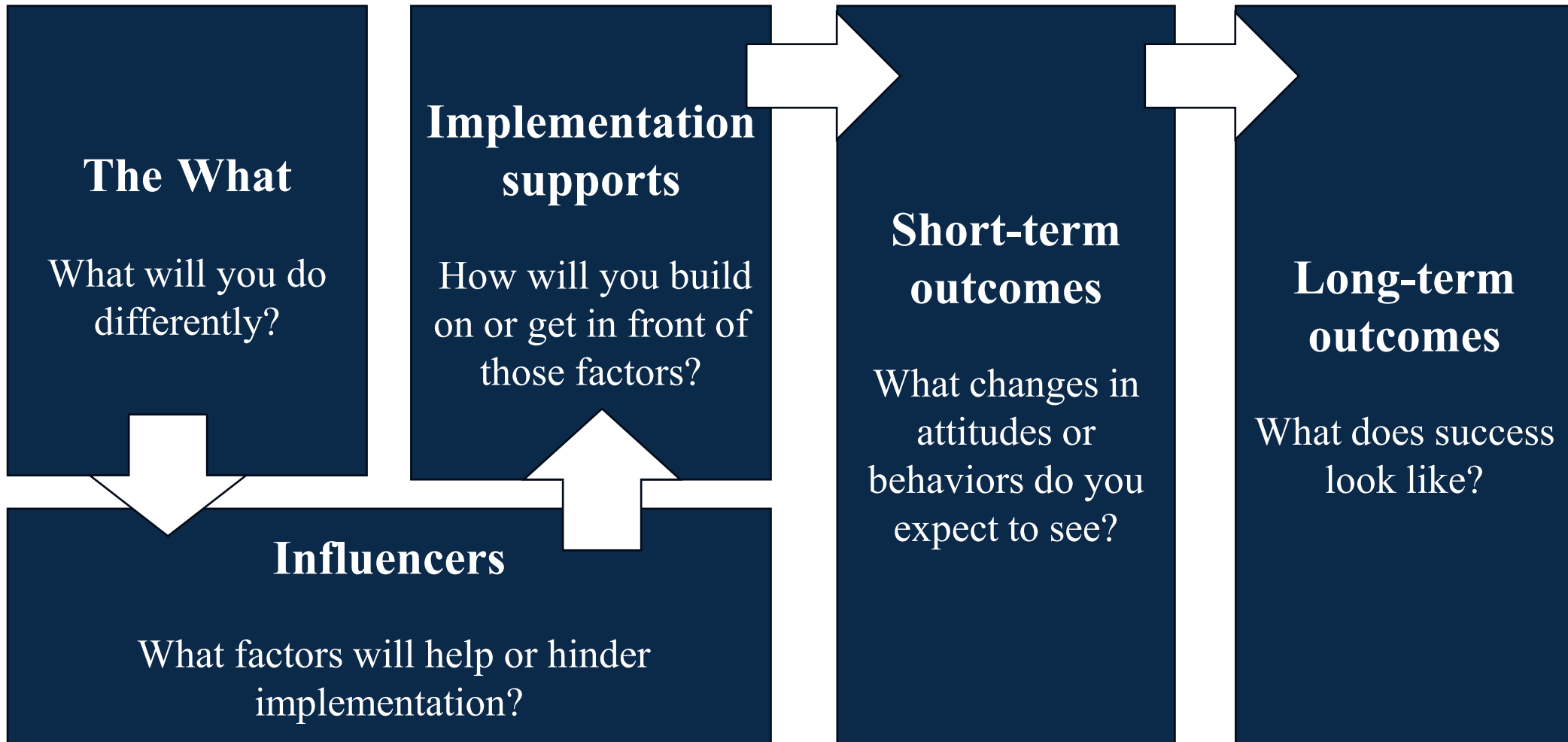
Benefits of a detailed roadmap

/ **Clarifies what the team does not know—specify what you can and create road test learning questions for everything else**

/ **Provides a good check on whether the strategy makes sense**

- Roadmaps make it easier to assess your strategy rationale, that the strategy addresses root causes and those root causes influence SMART goals

/ **Supports consistent and efficient implementation so that teams can effectively assess the strategy**

- Roadmaps can be used to communicate the strategy and implementation approach to teams, and as a framework for documenting insights and sharing road test results

Share with us

/ **What is your team's approach when you have a strategy idea?**

- We don't move forward with implementing it until every detail is figured out

- We think about the key parts of it and figure out the rest as we go

- When we believe we have a good idea, we go ahead and implement it!

To access the poll
- Use the link in the chat OR
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What is your team's approach when you have a strategy idea?

When we believe we have a good idea, we go ahead and implement it! — 13%

We think about the key parts of it and figure out the rest as we go — 55%

We don't move forward with implementing until every detail is figured out — 32%

■ Respondents

The *What*: What will you do differently?

Approach 1: What will you do?

/ **Strategy: The team wants to enhance communication with referral partners to generate more program referrals**

/ **Approach: Tell your case managers which partners they are responsible for and ask them to increase communication**

Learning questions for Approach 1

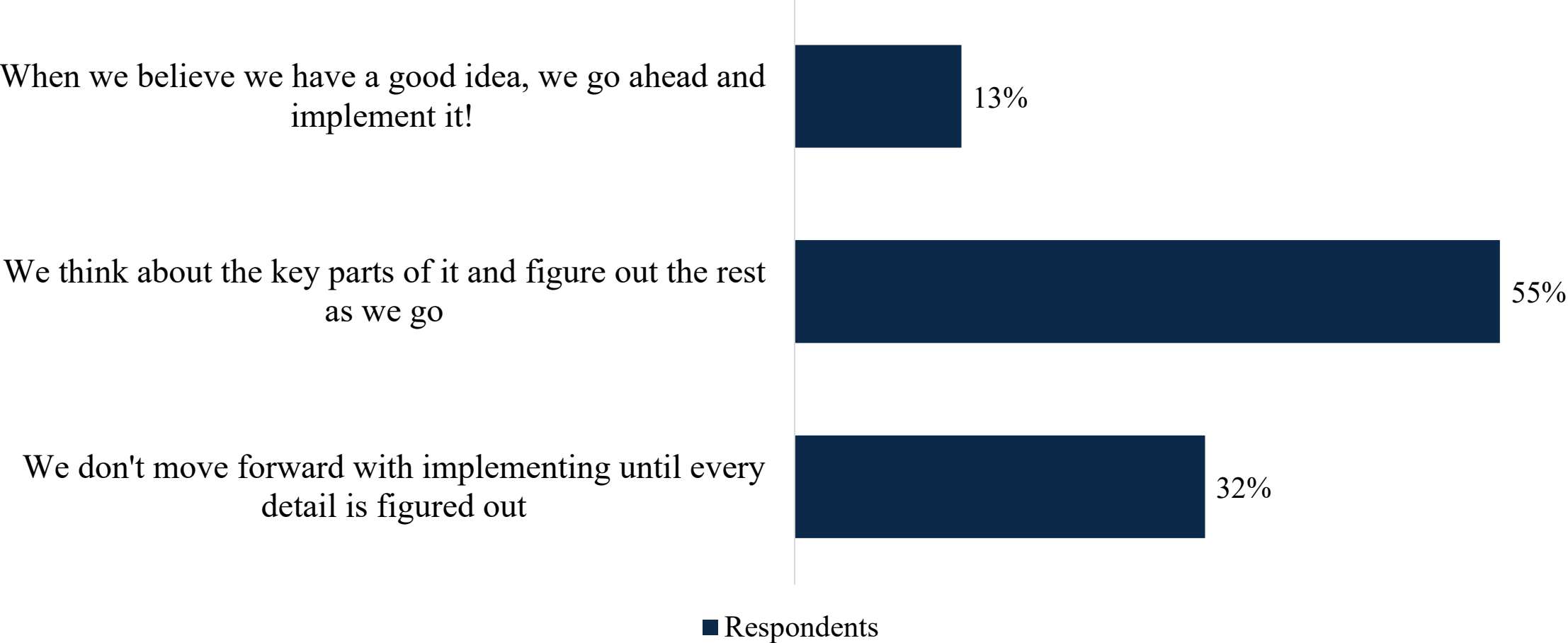/ **You're planning a road test of this strategy. What are your questions?**

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Approach 1: What will you do?

What resources are currently at our disposal?

What it our cohesive pitch we are sharing with our referral partners?

What are the communication methods being used most often currently? Are they useful?

Who do our case managers already have a relationship with?

How can you get in touch with the partners? And how often?

To what extent will referrals from partners increase after communicating with them more often?

Is the strategy helpful?

What communications methods work best for referral partners?

Mapping the What

/ **Build out your idea as much as possible, even if there are still questions**

/ **Consider the 4Ps**

- People: Who delivers this strategy? Who receives it? Who oversees it?

- Practices: What is the practice? What are the steps to implementing it? How often, for how long, where?

- Principles: What overarching values (e.g., trauma-informed) guide implementation?

- Products: What tools, technology, or training is needed to implement this strategy?

/ **If you're not sure, flag it as something to figure out in the road test**

Approach 2: What will you do?

People

- Implementers: Case managers will be assigned to a set of partners
- Recipients: Contact at partner agency will vary based on who is making referrals

Practices

- Case managers contact each of their partner agencies biweekly, by phone, email or text
- Contact can be conversational, for the purpose of providing an update on a referred participant, or to forward a community resource or event

Principles

- Build relationships, avoid transactional language
- Find a way to emphasize how the program helps their efforts/mission

Products

- Staff should use Outlook calendar reminders for biweekly outreach

Learning questions for Approach 2

/ **You're planning a road test of this strategy. Now, what do you want to learn in the road test?**

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Now what are your learning questions?

How much time do you have to conduct the outreach?

Is biweekly communication too much or too little?

Is the biweekly contact well-received?

Are we getting more referrals?

Is it too much contact?

What regularity of communication is most effective?

Do case managers have time?

How many referrals are we already receiving from a partner?

Are we successfully making contact with the referral partners?

How will we monitor the strategy?

Influencers: What will help or hinder implementation?

What might influence implementation?

/ **A key step in planning is to be proactive about identifying barriers and facilitators to implementation**

/ **Why might the strategy fail? What could get in the way? What would support success?**

- Capability to change ("Staff won't know how to do this")

- Consider opportunity to change ("We don't have enough resources" or "We don't have the time")

- And motivation ("Staff aren't going to like being asked to do something differently")

When thinking about influencers, consider COM-B

Using COM-B to support improvement

Program improvement involves asking people to do things differently, which can be challenging. CQI efforts could fail if those charged with carrying them out can't or don't want to implement them. COM-B is a framework for understanding human behavior and can be a useful tool in your team's efforts to design and implement improvement strategies.

COM-B (Figure 1) is based on decades of research on how to change people's behavior. For people to change their behavior, they must have the capability, opportunity, and motivation to do so.

Capability. An individual's psychological and physical capacity to engage in the activity. This includes having the necessary **knowledge** and **skills**.

Opportunity. The factors that lie outside of the individual that make the behavior possible or prompt it. This includes **environmental context**, **resources**, and **social influences**, such as peer influence or competing responsibilities.

Motivation. The brain processes that energize and direct behavior, not just goals and decision-making. Motivation is influenced by feelings of **self-efficacy**, **optimism** that things will go well, **beliefs about consequences** of action or inaction, alignment with **goals**, **emotional reactions**, and the ability to **connect actions and outcomes**.

Capability, opportunity, and motivation interact to influence behavior change. As represented in Figure 1, capability and opportunity can influence behavior directly, or can influence behavior through motivation. For example, a staff member who doesn't know how to engage potential participants and assess their interest and fit for your program may also feel less motivated to recruit new participants.
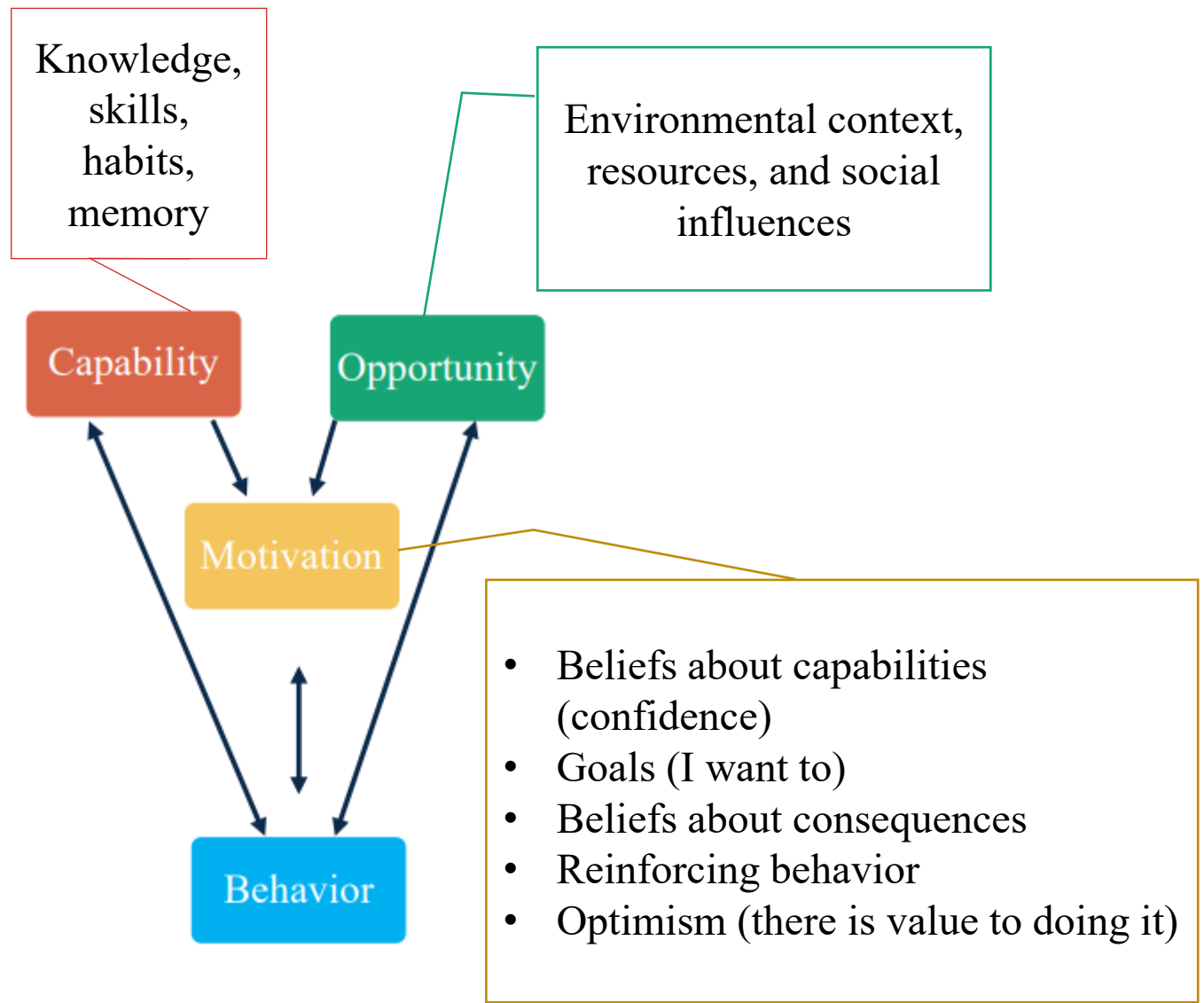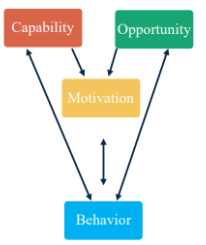
How to use COM-B

The COM-B framework can be a useful tool at different points in the strategy development process.

- **Informing improvement strategies**: Use the COM-B framework to help identify the root causes of your challenges, which can help you design targeted strategies to improve the implementation of your program.
- **Supporting strategy implementation**: Improvement strategies require people to do something differently than they have in the past. Using the COM-B framework can help to think through how to support users – oftentimes, staff – to change the way they do things.

Informing improvement strategies

Programmatic challenges are often rooted in an inability to influence client or staff behavior to engage with the program as designed. COM-B provides a framework for identifying root causes that prevent behavior change in order to support progress toward goals.

Knowledge, skills, habits, memory

Environmental context, resources, and social influences

- Beliefs about capabilities (confidence)
- Goals (I want to)
- Beliefs about consequences
- Reinforcing behavior
- Optimism (there is value to doing it)
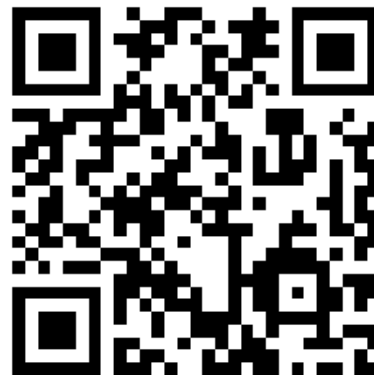
21

Share with us

/ **What barriers would you anticipate if you were testing a strategy to enhance staff communication to partners through biweekly outreach?**

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What barriers would you anticipate?

Consistency by those implementing

Too many communications becoming less meaningful and could get fewer responses

Staff fatigue or lack of enthusiasm

Are we getting more referrals?

Folks being out of the office!

Slow or no response from so much communication

Partners feel overwhelmed by too much communication

Overload – maybe they already have too much on their plate

Partners being slow to respond. Conflict with schedules.

The type of reminder is ineffective

Workload

Poor communicators

Building a roadmap to improvement

Strategy

People: Each case manager will be assigned
              to a set of partners

Practices: Case managers contact (call, email, text)
              partner agencies biweekly

Principles: Build relationships

Products: Use Outlook calendar reminders

Barrier 1:   Staff resistance due to time available

Think about helpful factors, too

/ **What influencers might help implementation?**

- For example, the program has a lot of long-term staff who are very knowledgeable and understand the program well

/ **Think about how you can use any helpful factors to your advantage**

- For example, you could use staff to help develop messaging to various partners, as they know the partners well

Building a roadmap to improvement

Strategy

People: Each case manager will be assigned
to a set of partners

Practices: Case managers contact (call, email, text)
partner agencies biweekly

Principles: Build relationships

Products: Use Outlook calendar reminders

Barrier 1:   Staff resistance due to time available

Facilitator 1:   We have experienced and knowledgeable staff

Implementation supports: How will you build on or get in front of these factors?

What are implementation supports?

/ **Being proactive about identifying factors that help and hinder strategies is useful only if you come up with supports to address those factors**

- If you are concerned that staff resistance may be a barrier to implementing your improvement strategy, plan to intentionally bring staff on board

/ **Supports may be for individuals (staff training, incentives) or systems (changing organizational policies)**

Consider the nature of the barrier/facilitator

/ **Capability**

- Provide training
- Develop how-to guides or tip sheets
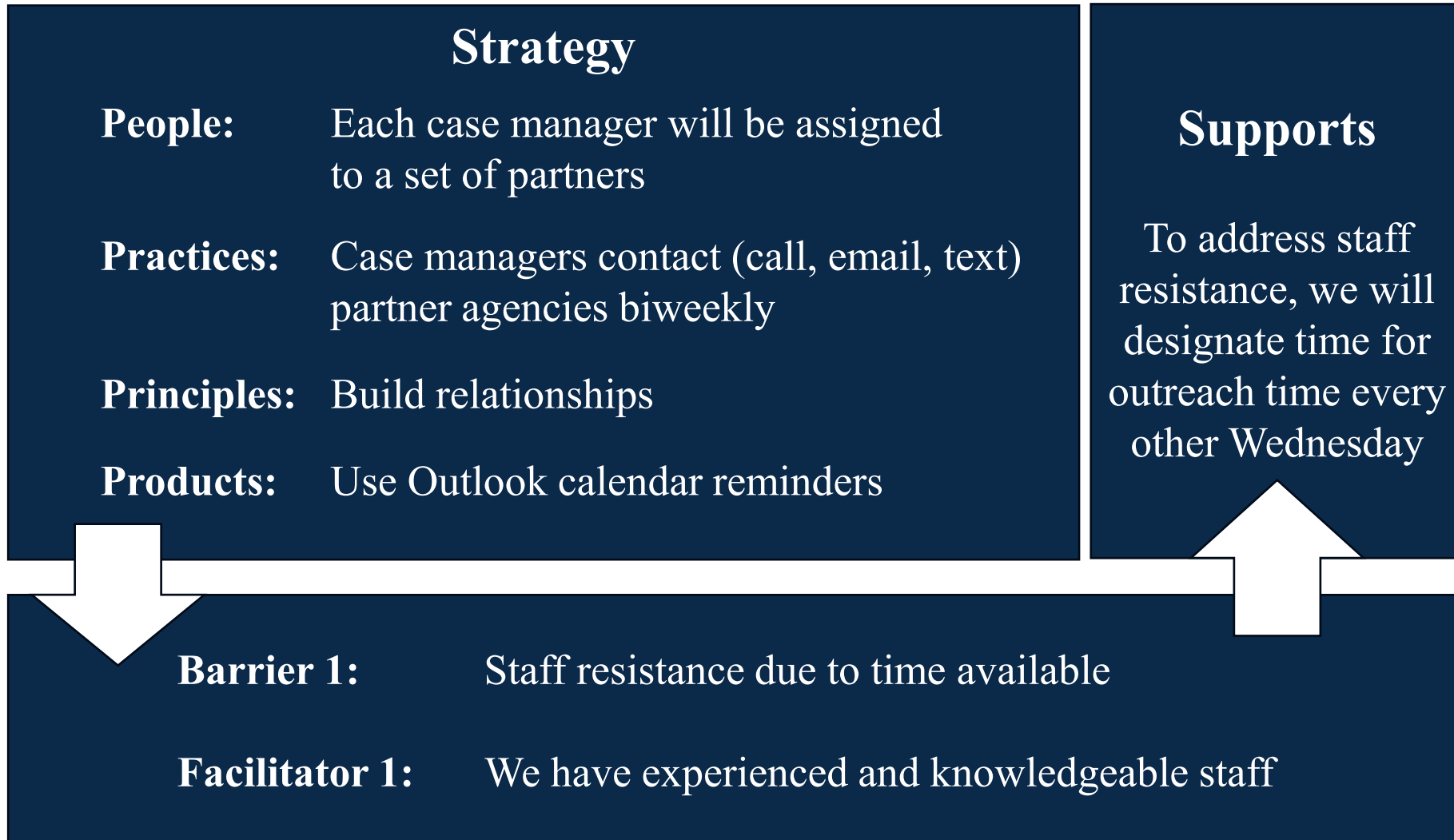
/ **Opportunity**

- Reallocate resources (time, money) to make the strategy easier to implement
- Change organizational policies (e.g. social media policy) to allow staff to implement

/ **Motivation**

- Use staff champions or credible messengers to set an example for implementing the change
- Incentivize the change

Building a roadmap to improvement

Strategy

People: Each case manager will be assigned to a set of partners

Practices: Case managers contact (call, email, text) partner agencies biweekly

Principles: Build relationships

Products: Use Outlook calendar reminders

Supports

To address staff resistance, we will designate time for outreach time every other Wednesday

Barrier 1: Staff resistance due to time available

Facilitator 1: We have experienced and knowledgeable staff

Share with us

/ **If we think staff will resist our partner communication strategy because they lack time to implement it, how could we try to get ahead of this barrier?**

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How can we try to get ahead of the barrier of staff resisting due to lack of time?

Soliciting the help of volunteers

Ask how we can make this a priority and if there are other responsibilities that can be put on hold

Have templates for email outreach or phone scripts

Record video of training so staff can watch on their own time

Provide office hours for any questions or concerns and an anonymous survey

Outcomes: What does success look like?

Define short- and long-term outcomes

/ **Long-term outcomes (SMART goals) describe what success looks like (Step 2 of the CQI worksheet)**

/ **Short-term outcomes inform what you need to track, what data to collect to learn about your strategy**

/ **Short-term outcomes should be related to key root causes**

- If referrals from partners are lagging because we think partners forget about the program, our strategy to enhance communication should aim to enhance awareness

/ **Be intentional about thinking through your rationale for the strategy (Step 3 of the CQI worksheet)**

Building a roadmap to improvement

Strategy

People: Each case manager will be assigned to a set of partners

Practices: Case managers contact (call, email, text) partner agencies biweekly

Principles: Build relationships

Products: Use Outlook calendar reminders

Barrier 1: Staff resistance due to time available

Facilitator 1: We have experienced and knowledgeable staff

Supports

To address staff resistance, we will designate time for outreach time every other Wednesday

Short-term outcomes

Increase partner awareness

(partner survey)

Long-term outcomes

Increase enrollments from partner agencies

Using the roadmap for road testing

/ **Ask staff to consider what they are uncertain about:**

- Strategy → "What outreach mode (call, text, phone) works best for partners?"

- Influencers → "Were staff resistant to biweekly communication? If so, why?"

- Supports → "Was it helpful to reserve time for outreach?"

- Outcomes → "Did the strategy increase awareness of our program among partners? Did increased awareness lead to more referrals and enrollments?"

/ **Write these learning questions in Step 4 of the CQI worksheet or Section D3 of the template**

CQI Worksheet and CQI Plan Template

4. Conduct a road test

Create a road test plan and implement it

What are your learning questions for the road test? Enter your learning questions.

When and how will you implement the strategy? Consider staff responsible, training/tools needed, and key processes. Enter implementation details.

What is your timeline for the road test? When will you start, collect feedback, and complete th___ road test? Enter the timeline for the road test.

How will you collect feedback during the road test? *(Check all that apply)*

Staff feedback through:
☐ Questionnaire
☐ Focus group
☐ Interview
☐ nFORM
☐ HCD activity[1]
☐ Other *(please specify)*
Enter other staff feedback collection method.

Client feedback through:
☐ Questionnaire
☐ Focus group
☐ Interview
☐ nFORM
☐ HCD activity
☐ Other *(please specify)*
Enter other client feedback collection method.

Others' feedback:
Please specify who and ho___
Enter other feedback collection method.

Need help with planning a road test? See the tip sheet on developing learning questions to guide a road test.

Why take the extra steps for a road test?

Change can be difficult and some changes have unintended results. For these reasons, it is important to test the proposed strategy on a small scale and gather feedback on it. This gives the team practical information, such as how staff and clients responded to the change, and whether and how you could improve the strategy.

If a strategy is rolled out without using an incremental process, the program change might ultimately fail because of complications or perceived ineffectiveness, inefficient use of resources, and the potential of contributing to change fatigue among program staff. For more information about testing, see www.mathematica-mpr.com/our-publications-and-findings/publications/using-a-road-test-to-improve-human-services-programs-practice-brief.

Please answer the following questions on how you will test the strategy.[3]

a. What is the strategy being tested?

b. What are your learning questions for the road test?[4] For example, if testing calls before each workshop: How do families respond to calls before each workshop? How well are staff able to fit this task into their existing responsibilities?

c. When and how will you implement the strategy?

d. When will you start the test?

e. When will you collect feedback?

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[3] See Learn, Innovate, and Improve (LI[3]) approach.
[4] For more information on learning questions, see www.mathematica-mpr.com/our-publications-and-findings/publications/using-a-road-test-to-improve-human-services-programs-practice-brief.

HMRF CONTINUOUS QUALITY IMPROVEMENT PLAN TEMPLATE

Announcements

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

- nFORM 2.0 office hours on Tuesday, June 11, 2024, 2-3p.m. ET
- CQI office hours on Tuesday, June 25, 2024, 2-3 p.m. ET

/ **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 more information related to this session, see the [Using COM-B to Support Improvement](#) tip sheet and the [February 2023 office hours](#) on using a logic model to guide improvement

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

- HMRFCQI@mathematica-mpr.com

Thank you!