

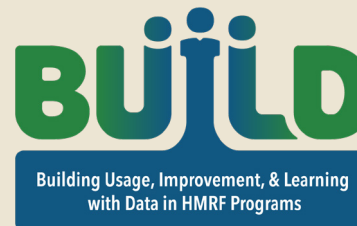
Communicating with key collaborators about CQI

Continuous quality improvement (CQI) office hours

June 25, 2024 | 2:00 – 3:00pm ET



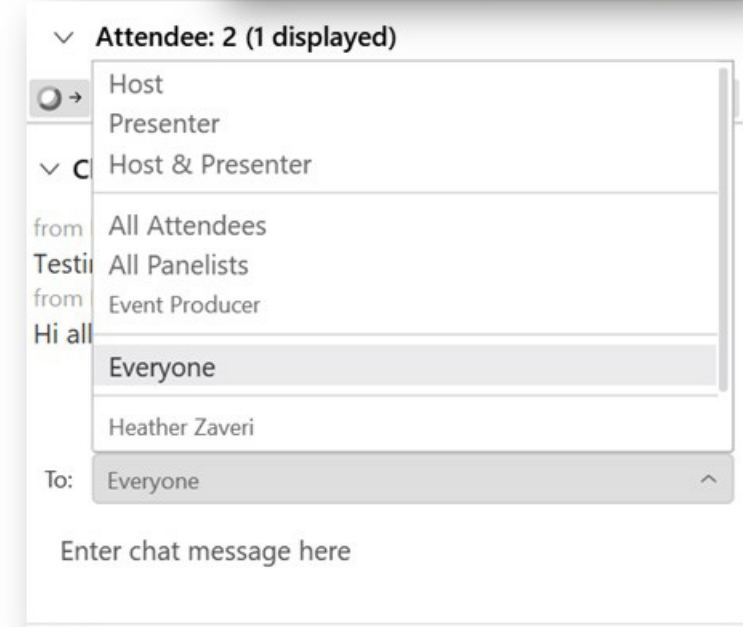
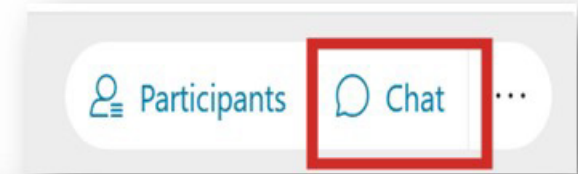
OFFICE OF FAMILY ASSISTANCE
An Office of the Administration for Children & Families





How you can participate

- / You may 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

**/ Keeping key collaborators
(staff, participants, partners)
in the loop about CQI efforts**





Agenda

- / The importance of communicating about CQI efforts**
- / Creating a CQI communications plan**
 - Who needs to be informed
 - What they need to know
 - How and how often the CQI team will communicate
 - Who is responsible for the communication
- / How current HMRF grant recipients communicate about CQI**
 - Brandon Welch, project coordinator, DePelchin Children's Center



The importance of communicating about CQI efforts



If the CQI team is responsible for improvement efforts, why communicate with others?

- / Establish the effort as important**
- / Hold the CQI team accountable**
- / Contribute to a learning culture**
- / Guard against delays due to turnover of CQI team members**
- / Communication also creates better improvement strategies**

Watch the [July 2023 CQI office hours](#) on bringing more voices into the CQI process



At the start of a new improvement effort, create a CQI communications plan

/ Consider

- Who needs to be informed?
- What do they need to know?
- How and how often will the team communicate?
- Who is responsible?

/ Communication approach will vary depending on the collaborator

- Leaders will have different interests and needs than participants, but both need some level of communication



What goes into a communications plan?

/ **HMRF CQI communication protocol worksheet describes plan components**

/ **Conduct an analysis of collaborators**

- List who is impacted by the challenge or improvement effort
- Think about what is important to them and what they need to know about the effort, considering values, loyalties, losses, and benefits
- Consider how and how often the team will loop them in

Below is a worksheet your implementation team can think through when developing your communication protocol(s). Depending on several factors (e.g., how new the team is, how new the relationships are among team members, how cohesive the groups are, how much a common purpose is shared), it may take one or several meetings to develop the first draft of the protocols. After the protocols have been tried a couple of times, the process should be evaluated for how well it works and then adjusted as needed.

COMMUNICATION PROTOCOL WORKSHEET	
These are questions to think about within your implementation team when developing your communication protocol(s).	
WHO: Who are the partners that need to communicate (e.g., the implementation team, organization leadership, partnering organizations)? Who is responsible for facilitating communication?	
WHY: What is the communication goal?	
WHAT: What needs to be communicated (e.g., updates, successes, challenges)? What data will be shared in communication? What actions will be expected in response?	
WHEN: How often should communication occur? With what frequency?	
HOW: What method(s) of communication will be used? What communication format will be used? What response is expected and in what format (e.g., we will respond to questions and feedback within two weeks)?	
IMPROVEMENT: What communication barriers are anticipated? What processes can be put in place to avoid these barriers? How will our group assess whether communication is working?	

Thinking through these questions can support efficient and consistent communication for CQI. Revisit this plan periodically to ensure that it is being implemented as intended and stays relevant.

This resource was written by Sarah Avellar (Mathematica) and Liz Pollock (Office of Planning, Research, and Evaluation (OPRE)) based on materials from the University of North Carolina's Frank Porter Graham Child Development Institute - National Implementation Research Network in collaboration with the Administration for Children and Families' Office of Family Assistance (OFA) and OPRE (contract #HSP2332009564WC/HHSP23337050T). OPRE Project Officers: Katie Pahigliannis and Pooja Gupta Curtin. Mathematica Project Director: Sarah Avellar.

Suggested citation: Avellar, S. and L. Pollock (2020). Communication Protocol Worksheet (OPRE Report 2022-200). Washington, DC: Office of Planning, Research and Evaluation, Administration for Children and Families, U.S. Department of Health and Human Services.



Who needs to be informed?





Think broadly about who needs to hear about the CQI effort

/ **List all the people or groups of people who are involved in any way with the challenge**

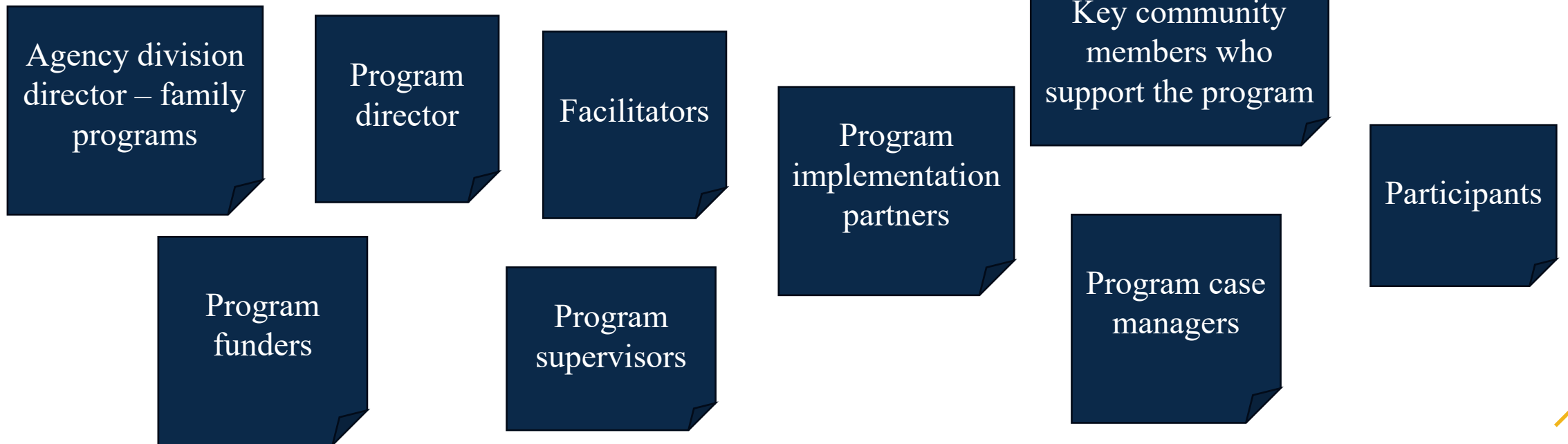
- Affected by the challenge (participants, staff)
- Involved in implementing solutions to the challenge (staff, leaders)
- Interested in the success of the program (leaders, partners, other staff)

/ **Don't worry yet about what to share**



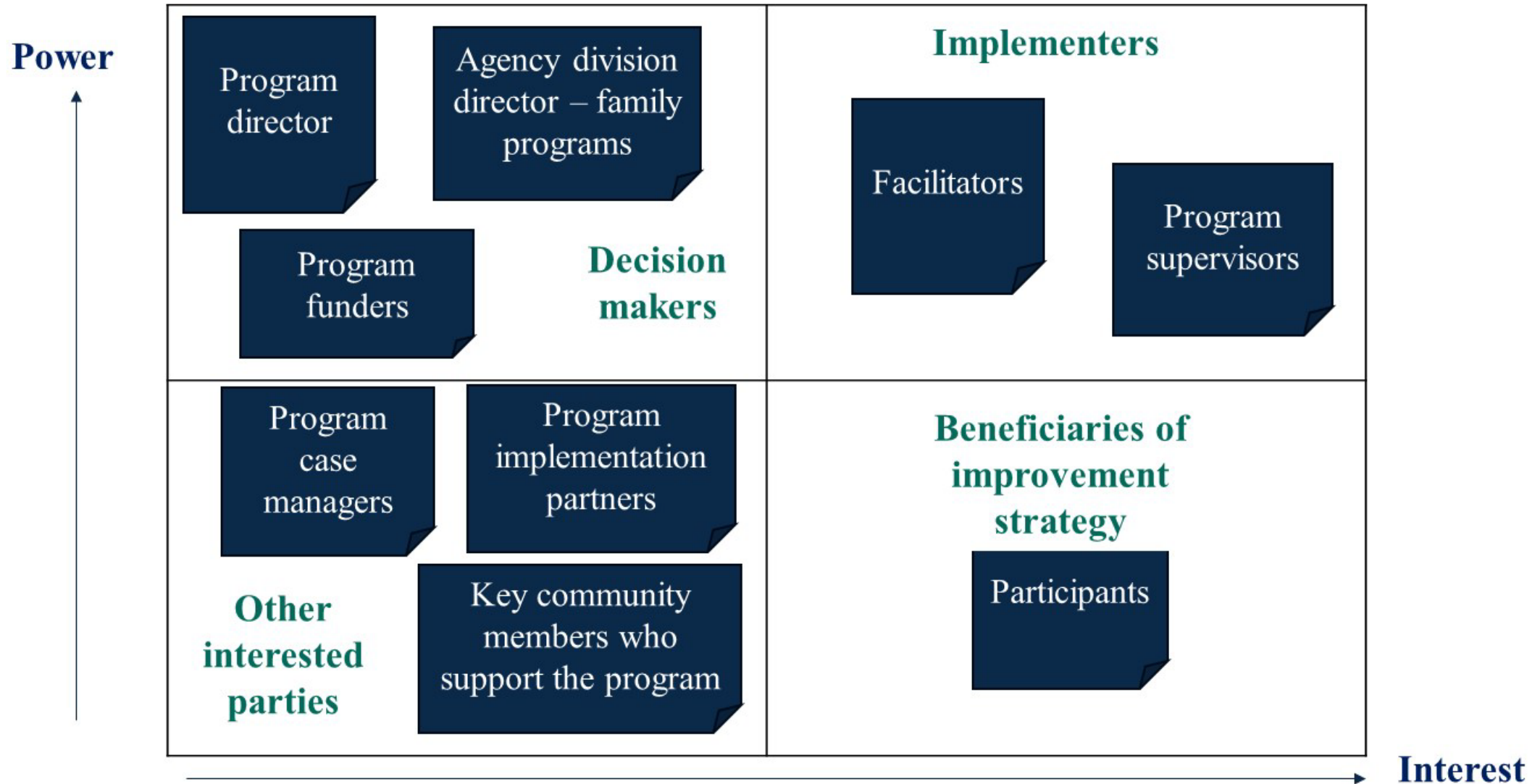
Example: Who needs to be informed?

- / **Challenge: Low engagement in workshops**
- / **Root cause: Inconsistent facilitation**
- / **Strategy: Train facilitators on co-regulation strategies to help them improve client engagement in the curriculum**



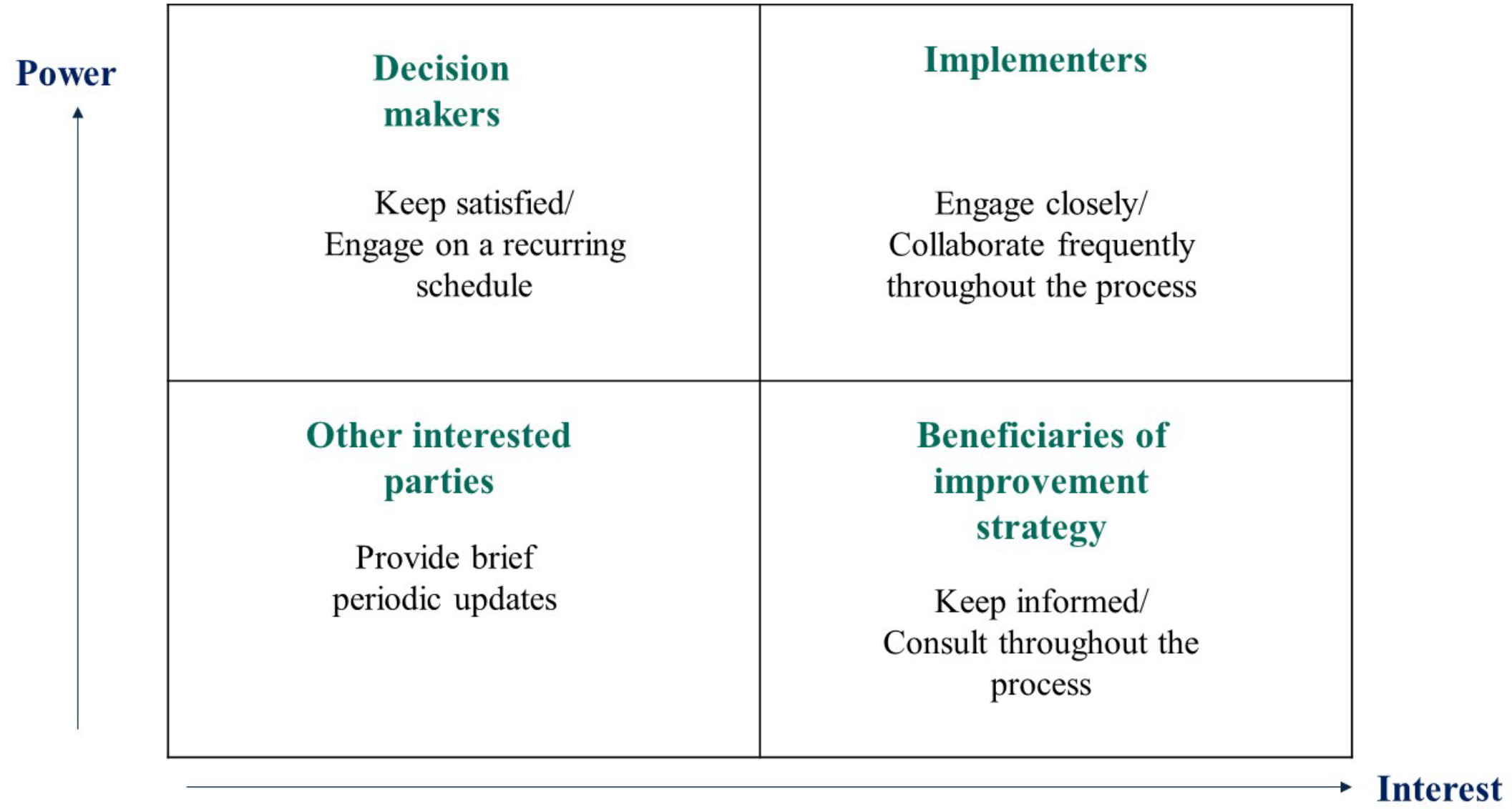


Organize collaborators by their power to make decisions and level of interest





Interpreting the power-interest matrix





Risks to not engaging key collaborators

- / Decision makers: Lack of support at each stage of effort**
- / Implementers: Lack of investment in implementing well**
- / Participants: Lack of feedback on how strategy is working**
- / Other parties: Lack of connection to CQI in general; less likely to get involved when they are implementers**



Share with us

/ **How would you rate your team's communication about CQI efforts?**

- The CQI team updates everyone in our program and key collaborators about CQI efforts
- Improvement is mostly the responsibility of the CQI team, so others are not kept up to date
- We keep others in the loop, but we could do better
- Something else



What do they need to know?





What needs to be communicated

/ **Think about the updates, findings and actions that each group of collaborators needs to hear about**

- What is most relevant to each group?
- Example: Facilitators need to know about the road test findings, so they can understand why the strategy is promising; leaders will want to know about the ultimate outcomes

/ **Be clear about your expectations for each group**

- What do you want collaborators to do with the information you provide? What actions should they take to support the CQI effort?



Factors to consider for effective communication

/ **What motivates each group of collaborators?**

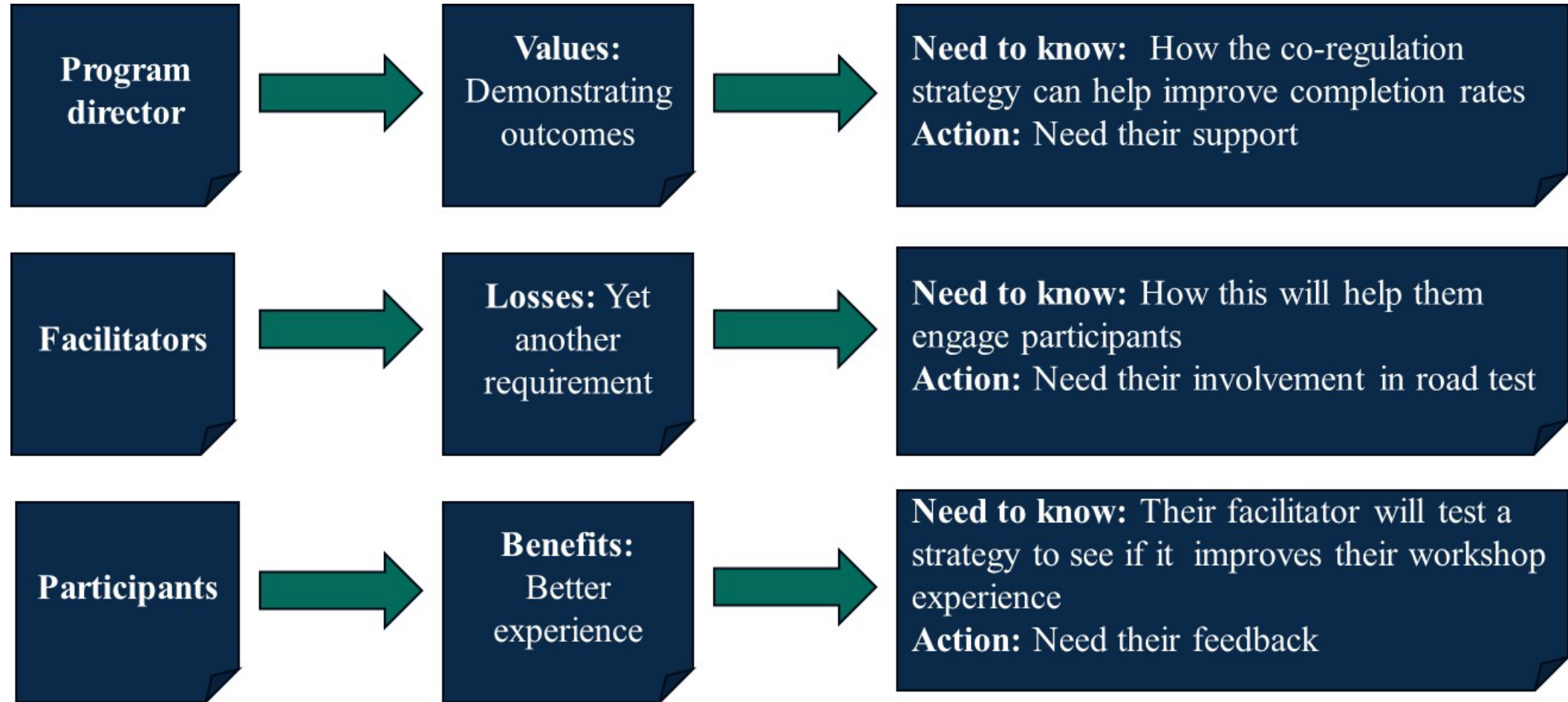
- Values—the things collaborators care most about
- Loyalties—commitments to others (e.g. to participants, colleagues, leaders)
- Losses—what collaborators stand to lose as a result of the change
- Benefits—what they stand to gain as a result of the change

/ **What do collaborators know about CQI?**

/ **How should the message tie to the role they play in the CQI effort?**



Example: Distinct messages about co-regulation strategy





Share with us

/ What factors do you try to keep in mind when communicating with key collaborators?



Share with us

Deadlines help people prioritize when the implement the new strategies discussed

The role or expected role of the collaborator

Make sure that your CQI model is clear and easy to understand for your stakeholders.

he role they play in the CQI efforts

What classes appear to work better, ex: 1 hour of class a sessions versus 2.

What outcomes are most appropriate and helpful to share



How and how often will the team communicate, and who is responsible?



Communication methods and frequency

- / Once you have identified key collaborators and distinct messages, consider how and how often to communicate**
 - A program director may only need email updates summarizing progress
 - Staff or partners directly impacted by the strategy may need multiple opportunities to discuss and ask questions
- / Identify who will communicate with each group of collaborators**
 - Make sure they are part of communication planning
- / Compile information about key collaborators, messaging, and communication methods, frequency, and communicators into a high-level plan**



Sample communication plan

Who?	What?	Ask	How?	How often?	Person responsible
Leadership (project director, agency/division director)	The strategy will help improve program completion rates	Inform and gather support	Summary email updates	Quarterly	CQI lead
Facilitators	Co-regulation strategies are a new tool to help you engage participants	Involve in the effort	Conversation at staff meetings	Weekly	Supervisor
Other staff (e.g. case managers), partners	Be aware that we're trying something new	Inform occasionally	Program newsletter or email	At key points (e.g., start of effort, decision points)	CQI lead
Participants	This effort is aimed to improve your workshop experience	Inform and gather feedback	Updates during workshops	At key points (start, road test, decision points)	Facilitators



Commit to a plan at the start but be flexible

/ **Communication needs may change after you get going**

- The team may decide to change the cadence of updates if their effort is going slower or faster than expected

/ **Communication needs may vary at different points**

- The team may use weekly team meetings to update facilitators in the early steps of the CQI cycle (challenge identification, strategy development, road testing), but move to less frequent communication when monitoring the strategy

/ **Gather informal feedback about whether communication approaches are working well or not**



Grant recipient communication strategies



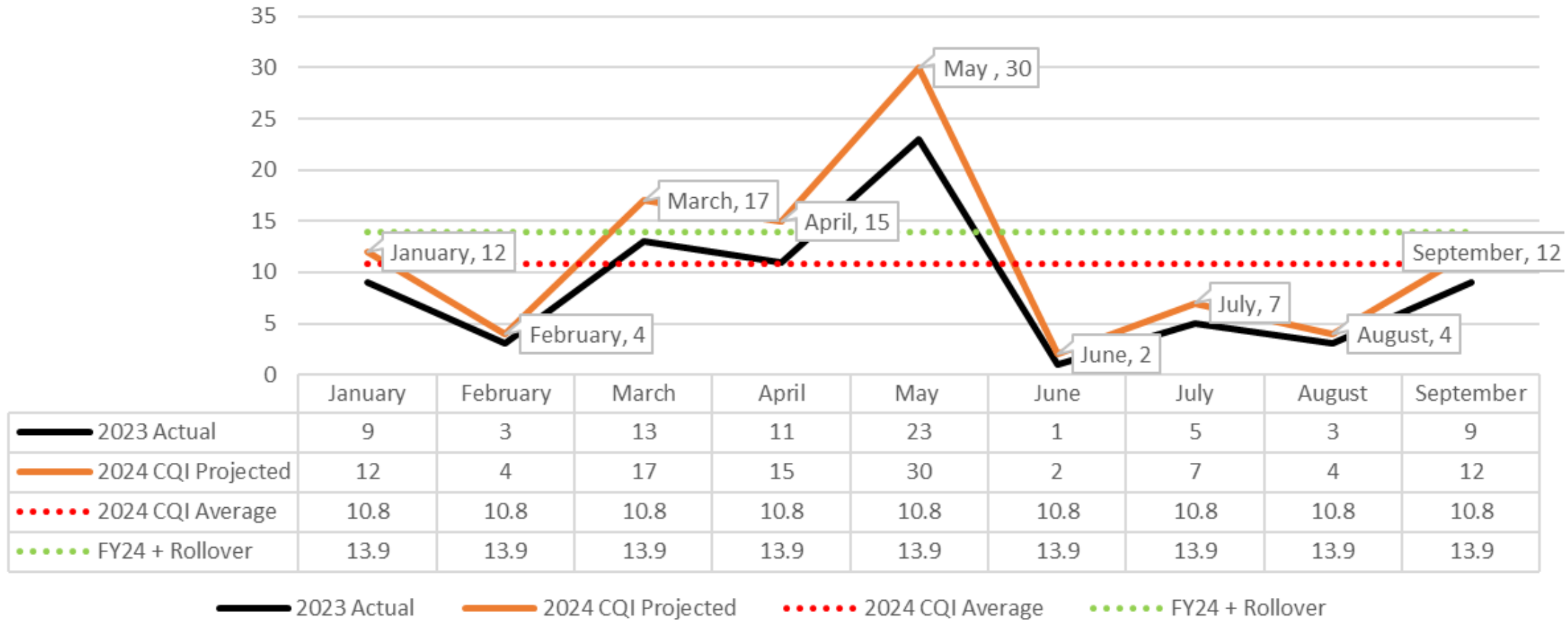
Grant recipient sharing and Q&A

- / Brandon Welch, project coordinator (grants management), DePelchin Children's Center**
- / Grant type: Fatherhood Fire**
- / Location: Texas (Houston)**

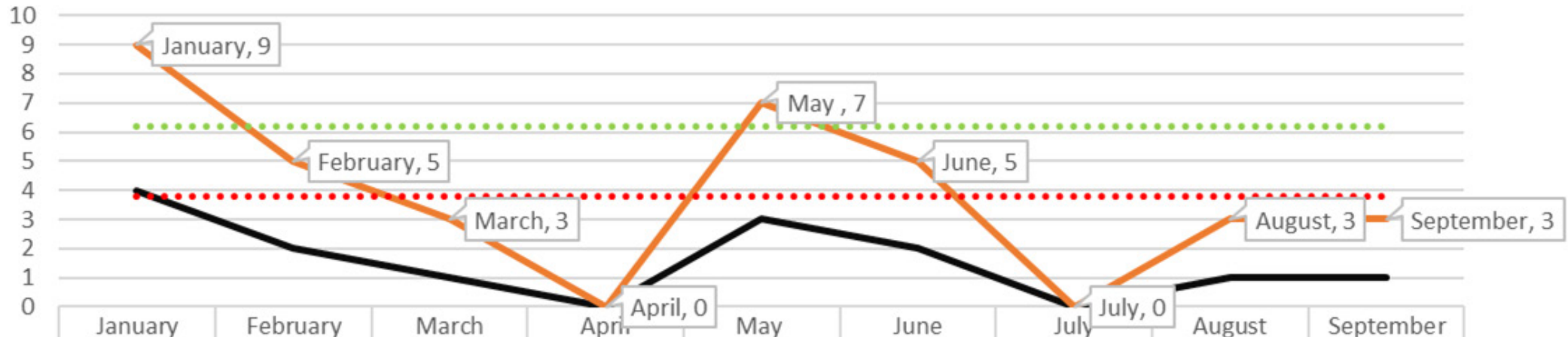


	Dec-23	Dec-22	CQI Monthly		FY24	FY23	CQI Annual		CQI Goal: FY23 - 24	Output Goal FY24	Output FY24 To Date
Number of Clients Enrolled (24/7 Dad)	6	1	500%		23	14	64%		30%	120	19%
Number of Couples Enrolled (SFI)	1	1	0%		6	4	50%		122%	40	15%
Number of Clients Completing One Session (24/7 Dad)	5	12	-58%		26	29	-10%		44%	115	23%
Number of Couples Completing One Session (SFI)	6	3	100%		10	8	25%		133%	35	29%
Number of Clients Completing 100% of Series (24/7 Dad)	0	0	#DIV/0!		0	0	#DIV/0!		50%	60	0%
Number of Couples Completing 100% of Series (SFI)	0	0	#DIV/0!		0	0	#DIV/0!		233%	20	0%

Enrollments: 24/7 DADS



Enrollments: SFI



	January	February	March	April	May	June	July	August	September
— 2023 Actual	4	2	1	0	3	2	0	1	1
— 2024 CQI	9	5	3	0	7	5	0	3	3
..... 2024 CQI Average	3.8	3.8	3.8	3.8	3.8	3.8	3.8	3.8	3.8
..... FY24 + Rollover	6.2	6.2	6.2	6.2	6.2	6.2	6.2	6.2	6.2

2023 Actual
 2024 CQI
 2024 CQI Average
 FY24 + Rollover



Announcements

/ **Join us next month for a combined nFORM-CQI open office hours!**

- We welcome teams to ask questions about nFORM or your CQI efforts
- A calendar invite will be shared soon
- We will return to regularly scheduled sessions in August; join us for the next CQI session on August 27 from 2-3 p.m. ET

/ **For more resources:**

- The HMRF Grant Resources site (<https://hmrfgantresources.info/continuous-quality-improvement>) contains CQI template, worksheet, office hours slides, tip sheets, and other CQI resources
- Check out the expanded Bright Spots tip sheet; now including more tools! (<https://www.hmrfgantresources.info/resource/bright-spots-finding-inspiration-whats-working>)
- For more information related to this session, see the [Communication Protocol Worksheet](#)

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

- HMRFCQI@mathematica-mpr.com



Thank you!