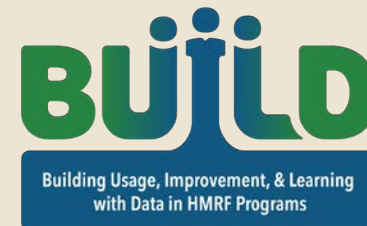


# HMRF grantee office hours: Continuous quality improvement

May 25, 2021, 3:00 – 4:00 ET

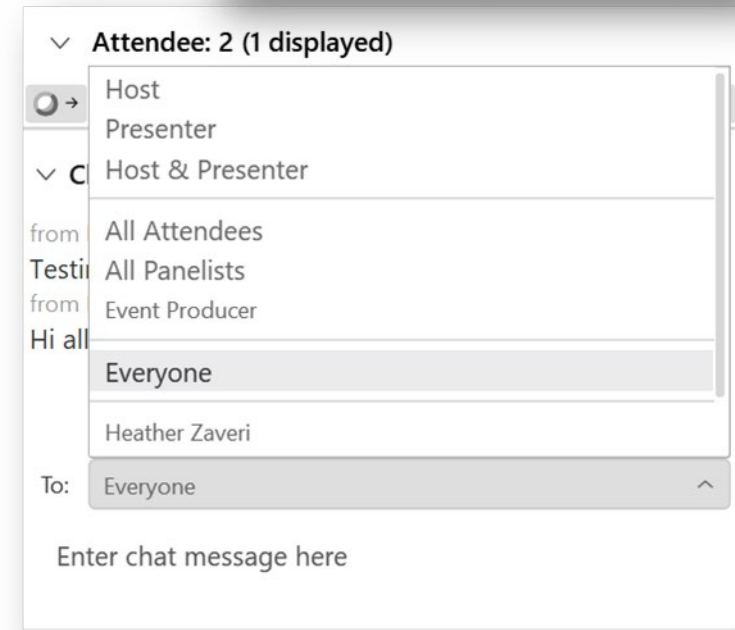
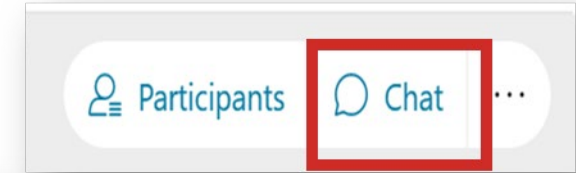


**OFFICE OF FAMILY ASSISTANCE**  
An Office of the Administration for Children & Families



# How you can participate

- / Use the chat to ask questions or share experiences
- / Respond to polls about specific CQI topics
- / Select Everyone



# Monthly CQI office hours

- / 1-hour sessions on a distinct topic related to CQI**
- / Participatory in nature with opportunities for Q&A and grantee sharing**
- / Responsive to your needs**


# Recap of our April session

- / What is the CQI implementation team?
- / What does the team do?
- / Who is on it and what are the roles?
- / What are some considerations for forming the team?
- / The CQI template as a tool to support team planning

OMB Control No.: 6070-0566  
Expiration Date: 4/30/2024

**HMRF**  
HEALTHY MARRIAGE & RESPONSIBLE FATHERHOOD

**CONTINUOUS QUALITY  
IMPROVEMENT PLAN TEMPLATE**



**Instructions**

Please use this template to describe your continuous quality improvement (CQI) plan for the Office of Family Assistance (OFA). You can either (1) add your text within each section and submit this document as your written plan for CQI (note that each table is blank), or (2) use these headers and describe your CQI plan in another document. This document is meant to be updated and changed over time as you work on CQI.

**A. Grantee and CQI plan information**

Grantee name	
Type of grant (FRAMEWorks, READY4Life, Fatherhood FIRE)	
Date of CQI plan	
Changes to this version of the CQI plan	

**B. Summary of CQI work to date (if any)**

Please summarize past CQI issues that your team has worked on and the current status of those issues in Table B1. If you have not engaged in any CQI, leave this blank. Strategies for improvement should be monitored over time to check if they are still working as intended or need to be revisited.

PAPERWORK REDUCTION ACT OF 1995 (Pub. L. 104-13) STATEMENT OF PUBLIC BURDEN: The purpose of this information collection is to support program performance monitoring and program improvement activities for Healthy Marriage and Responsible Fatherhood programs. Public reporting burden for this collection of information is estimated to average 4 hours per response, including the time for reviewing instructions, gathering and maintaining the data needed, and reviewing the collection of information. This is a voluntary collection of information. The answers you give will be kept private. An agency may not conduct or sponsor, and a person is not required to respond to, a collection of information unless it displays a currently valid OMB control number. The OMB # is 6070-0566 and the expiration date is 4/30/2024. If you have any comments on this collection of information, please contact Dr. Matthew Stange at rfbarr2@epdow@mathematica-vrpi.com.

# Today's focus

- / Planning and facilitating effective CQI implementation team meetings**
- / Developing stakeholder communication practices**
- / Processes and tools to support these goals**

# Planning and facilitating effective team meetings

# Develop a structured agenda

- / Helps the team make sense of their collective work**
- / Promotes clarity of expectations about how to participate**
- / Breaks down what needs to be done and presents a sequence and timeline for working through tasks**

# Sample meeting structure: W3

## / What: What's the issue? What stands out about it?

- To engage in collective sensemaking when examining program data

## / So What: Why is it important and what are the conclusions?

- To get on the same page about why to take action

## / Now What: What actions make sense? How will we determine progress is being made?

- To ensure everyone is aware of next steps



# Sample meeting agenda

## / Context

- **Setting:** HMRF program serving adult couples
- **Challenge:** Facilitators are noting that many women are attending without their partner
- **Goal:** Learn more about the challenge

Time	Task/activity	Resource
20 min	<b>What?</b> Examine program demographic and attendance information. Which couples are attending together? Which are not? Is it the same couples that don't attend together?	nFORM 2.0 data
20 min	<b>So what?</b> Discuss the impact of couples not attending together, gathering insights from frontline staff about group dynamics and leadership about program goals.	Conversation café
10 min	<b>Now what?</b> Develop a plan to inform the development of improvement strategies related to attendance at sessions. What can the team do to learn more before our next meeting?	Impact effort matrix

# Share your strategies



**/ How do you structure your CQI implementation team meetings? What has worked well for your team?**

# Promote broad participation

## / Send agendas in advance to:

- Give others an opportunity to provide input on topics
- Be clear about the plan and allow participants to prepare

## / Use facilitation tools to be inclusive of all voices

✓ CQI Best Practices Series **HIMRF**  
HEALTHY IMPROVEMENT & SAFETY FOUNDATION

### Facilitation Strategies for Fostering Discussion and Consensus

A high-quality continuous quality improvement (CQI) process needs curiosity and consensus building to identify and prioritize critical questions and solutions. At its best, CQI includes a variety of perspectives and experiences. But how do we make sure all voices are heard and everyone agrees on the way ahead? The following facilitation strategies<sup>1</sup> are examples of equitable processes to incorporate diverse perspectives, guide question development, and gain consensus and buy-in on prioritized areas for CQI.

FACILITATION STRATEGY	KEY POINTS	CONSIDERATIONS
<b>CONVERSATION CAFE<sup>2</sup></b>	<ul style="list-style-type: none"><li>• State the theme of the conversation, usually in the form of a question. For example, "What are we curious about related to our program implementation? What would we like to learn more about from data?" (These become your "guiding questions.")</li><li>• Explain there will be four rounds of conversation at every table: two rounds using the guided questions, a third round as open conversation, and a final round with the guiding questions.</li><li>• Distribute talking objects (e.g., talking stick, pen, etc.)</li><li>• Read the six Conversation Café agreements. See link provided.</li><li>• Establish a volunteer host at each table. The host is a full participant whose role is to gently intervene only when a participant visibly fails to observe one of the six agreements, most frequently talking more than their share.</li><li>• First round with the guiding questions (1 minute per person): each person shares what he or she is thinking, feeling, or doing about the theme or topic.</li><li>• Second round with the guiding questions (1 minute per person): each person shares their thoughts and feelings after having listened to everybody at the table.</li><li>• Third round (20 to 40 minutes): open conversation (option to use guiding questions).</li><li>• Fourth round with the guiding questions (5 to 10 minutes): each member shares "takeaways."</li></ul>	<ul style="list-style-type: none"><li>• Helpful in facilitating listening</li><li>• Helpful in sharing ideas in a safe space</li><li>• Everyone is included; everyone can participate</li></ul>



# Use decision-making tools

## / Decisions include:

- Which challenges to prioritize
- Narrowing in on an improvement strategy
- Determining next steps

## / Specify decision-making processes in your agreement

## / Be systematic by using tools like an impact-to-effort matrix

 CQI Best Practices Series 

### Two Decision-Making Models

Although your team may have an established and documented process for decision-making in your team agreement ([previously distributed](#)), some issues or decisions might require a different model of decision-making.

To help you select the best decision-making strategy for your current issue, an interactive tool is available at <https://thedecider.app/>. For the purposes of this resource we highlighted two strategies often used by implementation teams in the table below. The table includes when each model works well and what steps they entail<sup>1</sup> to help your team pick the best strategy for each decision.

DECISION-MAKING MODEL	THIS MODEL WORKS WELL WHEN:	PROCESS
<b>CONSENSUS</b>	<ul style="list-style-type: none"><li>• The decision is not urgent</li><li>• The risk is high because there is wide-impact and consequences are irreversible</li><li>• Expertise is dispersed</li><li>• All team members are able to share their thoughts and diverse opinions are respected</li></ul>	<p><b>The entire team shapes the decision</b></p> <ol style="list-style-type: none"><li>1. Define the problem or opportunity in writing where people can see it</li><li>2. Brainstorm all possible options: write them down, cluster similar ideas</li><li>3. Take an initial non-binding vote to gauge the feelings of the team</li><li>4. Have people make a case for options they feel strongly about</li><li>5. Take another non-binding vote</li><li>6. Negotiate with holdouts: "What would it take to get you on board?"</li><li>7. Repeat steps 4-7 until everyone agrees with the decision</li></ol>
<b>DEMOCRATIC</b>	<ul style="list-style-type: none"><li>• There is wide impact</li><li>• Information is readily available</li><li>• Options are well-defined</li></ul>	<p><b>The entire team votes on a decision</b></p> <ol style="list-style-type: none"><li>1. Assess the situation and develop your options</li><li>2. Call a meeting for voting</li><li>3. Designate an advocate for each option</li><li>4. Hold a timed debate between the advocates</li><li>5. Vote (yes, no, abstain)</li><li>6. Count the votes and continue voting if a stalemate exists</li></ol>

# Share your strategies



**/ What strategies and tools do you or will you use to ensure that everyone on the CQI team has a voice?**

# Developing stakeholder communication practices

# Stakeholder communication

- / **Which stakeholders are impacted by the CQI implementation team's work?**
- / **How will the team communicate with these stakeholders?**
- / **Why develop a stakeholder communication plan?**
  - To keep partners and staff in the loop about progress and develop buy-in for recommended practice changes
  - To ensure the team is sharing back information with others (e.g., staff outside the team or participants) and not just asking for information
  - To celebrate successes
- / **Map stakeholders by their levels of interest and influence to help plan communication**

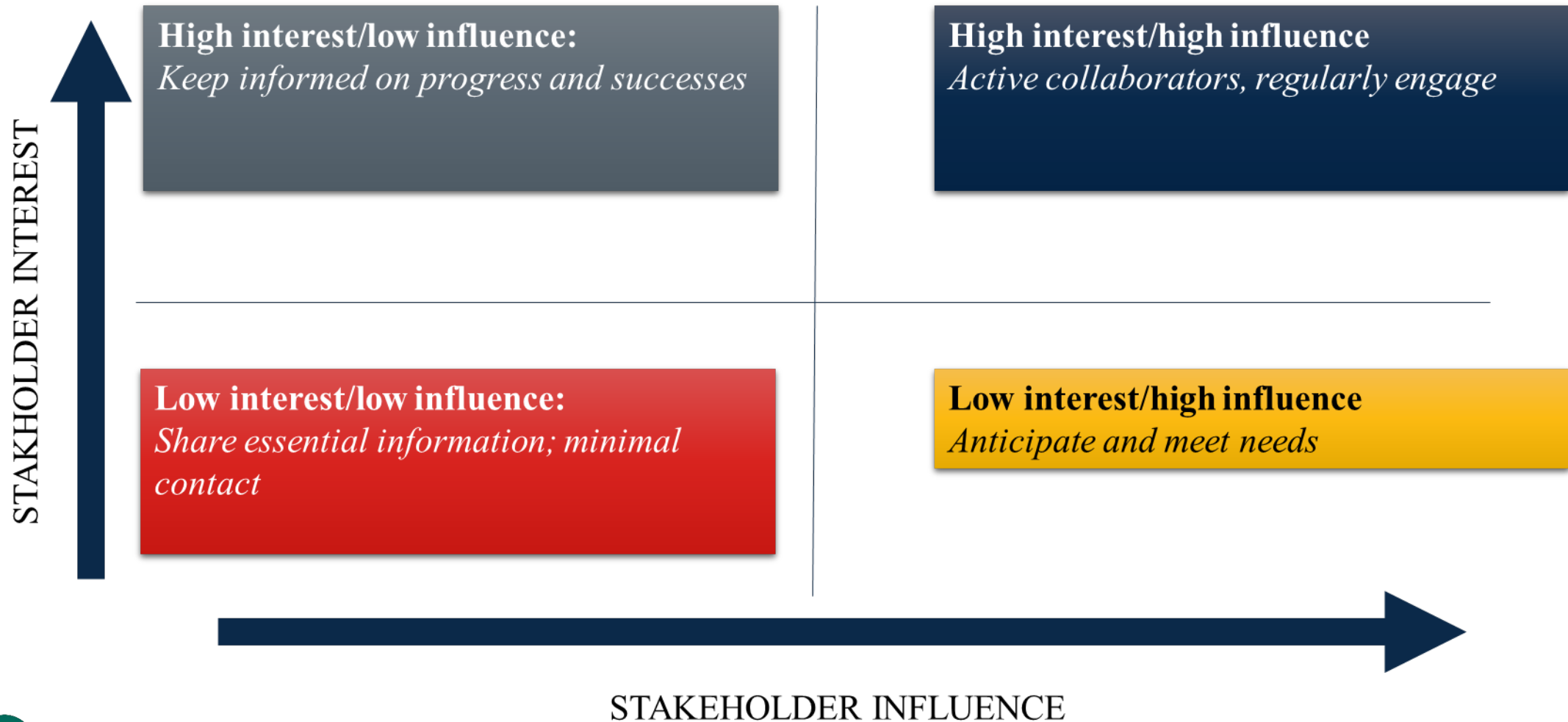
# Stakeholder communication worksheet

- / Spend an early team meeting developing your stakeholder communication plan
- / For each stakeholder, think about purpose, messaging, frequency, channels

COMMUNICATION PROTOCOL WORKSHEET	
These are questions to think about within your implementation team when developing your communication protocol(s).	
<b>WHO:</b> Who are the partners that need to communicate (e.g., the implementation team, organization leadership, partnering organizations)? Who is responsible for facilitating communication?	
<b>WHY:</b> What is the communication goal?	
<b>WHAT:</b> What needs to be communicated (e.g., updates, successes, challenges)? What data will be shared in communication? What actions will be expected in response?	
<b>WHEN:</b> How often should communication occur? With what frequency?	
<b>HOW:</b> 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)?	
<b>IMPROVEMENT:</b> 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?	



# Stakeholder communication map



# Share your strategies



**/ Who are some of your high influence stakeholders?**

# Open Q&A

# Resources

## / On HMRF Resources

- [CQI Implementation Team Sample Agenda](#)
- [Facilitation Strategies for Fostering Discussion and Consensus tip sheet](#)
- [Two Decision-Making Models tip sheet](#)
- [Communication Protocol worksheet](#)

# Additional questions?

## / **For more resources:**

- HMRF Grant Resources (<https://hmrfggrantresources.info/continuous-quality-improvement>) contains tip sheets and informational resources related to CQI

## / **Next office hours June 22, 2021, from 2-3pm ET**

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