Using Continuous Quality Improvement to Navigate Change and Complexity

Continuous Quality Improvement (CQI) Office Hours

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CQI resources for all healthy marriage and responsible fatherhood grantees

▶ Monthly CQI office hours

▶ CQI Best Practices Series

  ▶ Tools and tips disseminated by the healthy marriage and responsible fatherhood (HMRF) CQI Team

  ▶ New resource coming soon: tip sheet on using CQI to navigate change and complexity

Today's topic: Navigating complexity and change with CQI principles

▶ Resource: Tip sheet on using CQI principles during times of change and uncertainty

▶ Activity: We want to hear what changes you have made in the past few months and relate it to the CQI cycle

Tip Sheet

▶ CQI principles can be helpful when you are navigating change

▶ Following key steps can help systematically develop new program approaches

▶ Saves time and resources in the process

Tips for Using Continuous Quality Improvement to Navigate Change and Complexity

Many Healthy Marriage and Responsible Fatherhood grantees are rethinking how to deliver their program services during the ongoing public health crisis and beyond. Continuous quality improvement (CQI) principles can be especially helpful in times of change when grantees must quickly develop new and untested ways to serve clients. Whether considering alternative methods for delivering in-person programming, addressing changes in referral sources, maintaining relationships with current clients, or responding to a different mix of needs and stressors faced by clients, grantees can use a systematic CQI process to guide and support changes—and improvements—in their programs. This tip sheet highlights how CQI principles can help grantees meet today's demands, along with challenges that will require rapid change going forward.

Identify the issue, set a goal that defines success, and develop a strategy for improvement

Identify the issue and define success. When rethinking a program's operations, first clearly identify the specific problem or issue area that needs to be addressed. Second, define what success looks like using a goal that is SMART—specific, measurable, achievable, relevant, and time-bound. For example, programs might note that their referrals declined following state shelter-in-place orders and closures. After identifying that issue, programs might set a target number of new referrals as a goal.

Develop a strategy by seeking input from various sources. Once a goal is defined, the next step is developing a strategy to achieve it. Input from managers, service providers, and clients can lead to a strategy that works for everyone. Drawing on diverse perspectives can help you anticipate challenges and identify the implementation supports needed to address them. For example, in thinking through how to move away from in-person meetings, ask staff and former clients about their preferred technology options and seek to balance the needs of both groups.

Document the new strategy. In a rapidly changing environment, establishing and documenting expectations will help staff understand what to do and when. Clearly describe the steps for implementing the new strategy and the responsibilities of everyone involved, including frontline staff and supervisors. For example, if shifting to virtual workshops, describe (1) how session invitations will be sent to clients and who will send them, (2) the online meeting platform and Internet access requirements, and (3) the tools that facilitators will use to lead sessions (such as scripts and visuals) if they are different from the tools used for in-person sessions.

Start small with a road test

Start small before going big. There is often pressure to move quickly when an organization faces significant change, but trying a new strategy on a small scale first (for example, with a subset of clients) can save time and effort in the end. Small-scale implementation provides an opportunity to see what works, identify what should change, and address kinks in processes. Once issues are resolved, roll out the new strategy more broadly.

Identify the issue, set a goal that defines success, and develop a strategy for improvement

▶ Identify what the issue is and what success looks like with a SMART goal

▶ Develop a strategy by seeking input from various sources

▶ Document the new strategy, including the steps for implementing it and the responsibilities of everyone involved

Start small with a road test

► Try out a new strategy on a small scale first

  ► For example, road test strategy with a subset of clients or program staff or at one partner site

  ► Identify what is working and what needs to be tweaked

► Ensure feedback loops are in place

  ► Seek feedback from clients and program staff

  ► Determine what can make the strategy more productive and sustainable

Track progress and plan next steps

▶ Check how you are progressing toward your goal

- ▶ Convene regular meetings to review data
- ▶ If goals are not being met, consider adjusting your strategy

▶ Make plans for the future

- ▶ Determine if the new strategy is still needed once you get through a period of change
- ▶ Continue to use CQI to inform your ongoing planning

Activity

- We want to hear about your recent experiences with:
  - Identifying an issue
  - Developing a strategy
  - Assessing whether the strategy worked
  - Deciding what to do next

Activity

- ▶ Use Mural
  - ▶ Click on the link available in the chat box
- ▶ Mural lets you share your experience with the rest of the group on "sticky notes"
- ▶ We will use it to discuss how CQI principles can help you plan and assess program changes

Mural "how to" instructions

▶ Access Mural through Chrome, Firefox, or Safari. Do <u>not</u> use Internet Explorer.

▶ You will be prompted to enter anonymously.

▶ <u>How to zoom</u>: Use your scrolly wheel on your mouse or use the zoom bar on the bottom right corner of the screen. Practice zooming in/out.

▶ <u>How to move</u>: Click on white space and drag. If you click on a sticky note and drag, you'll move the sticky note. Practice moving around the screen.

▶ <u>How to type</u>: Click once on sticky note. Start typing. Click once outside the sticky note when you're done typing.

▶ <u>How to create a new sticky note</u>: Double click where you want the sticky note. Resize the sticky note by dragging the blue dot in the bottom right corner of the sticky note.

Tell us about your experiences in the past few months.

What issues did you address?

Looked at our enrollment data to see if we were meeting our monthly targets

Had a meeting with our partner sites to determine what supports they needed to continue with service delivery

What strategies of improvement did you use?

Met with current clients to learn about the new stressors they are now facing

Met with referral partners who did not realize we were still delivering services and could take new referrals

How did you assess your strategy for improvement?

Gave clients brief surveys after new virtual workshop session to get their feedback on the new mode of delivery

Met with staff to learn about technological difficulties when they began doing virtual workshops

How did you monitor and analyze progress overtime and plan next steps?

Our data manager provides the team with a weekly report on workshop attendance

We continue to meet as a team to determine if we continue with virtual workshops in the future

Questions?