How you can participate

/ **Use the chat to ask questions**

/ **Ask questions 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**
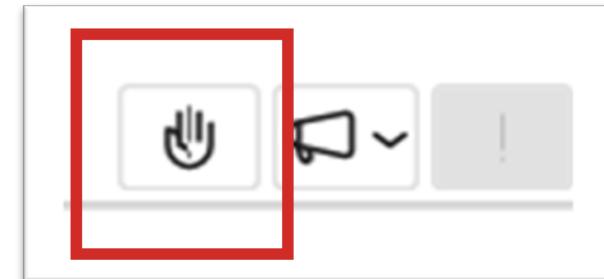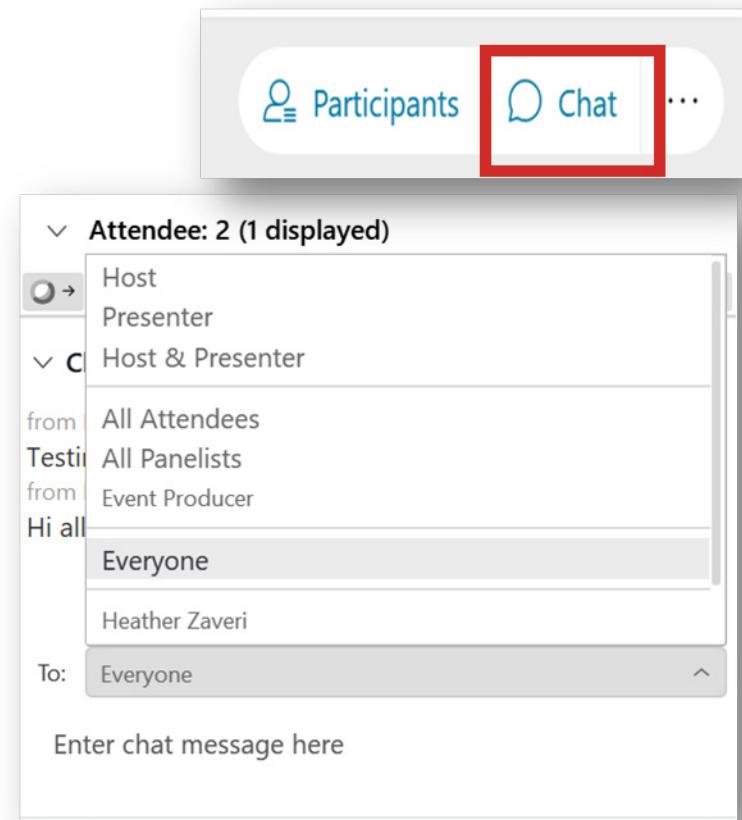
Today's agenda

/ **Understanding the goals of monitoring for improvement**

/ **Developing a comprehensive set of measures to assess improvement**

/ **Visualizing improvement to support decision making**

Where are we in the CQI process?

We're here! D4: Monitoring improvement

Identify an area to improve and set a goal (D1)

Identify an improvement strategy (D2)

Conduct and analyze a road test (D3, D4)

Monitor and analyze the strategy (D5, D6 &D7)

Communication and action (D8 & D9)

Implementation team (Section B)
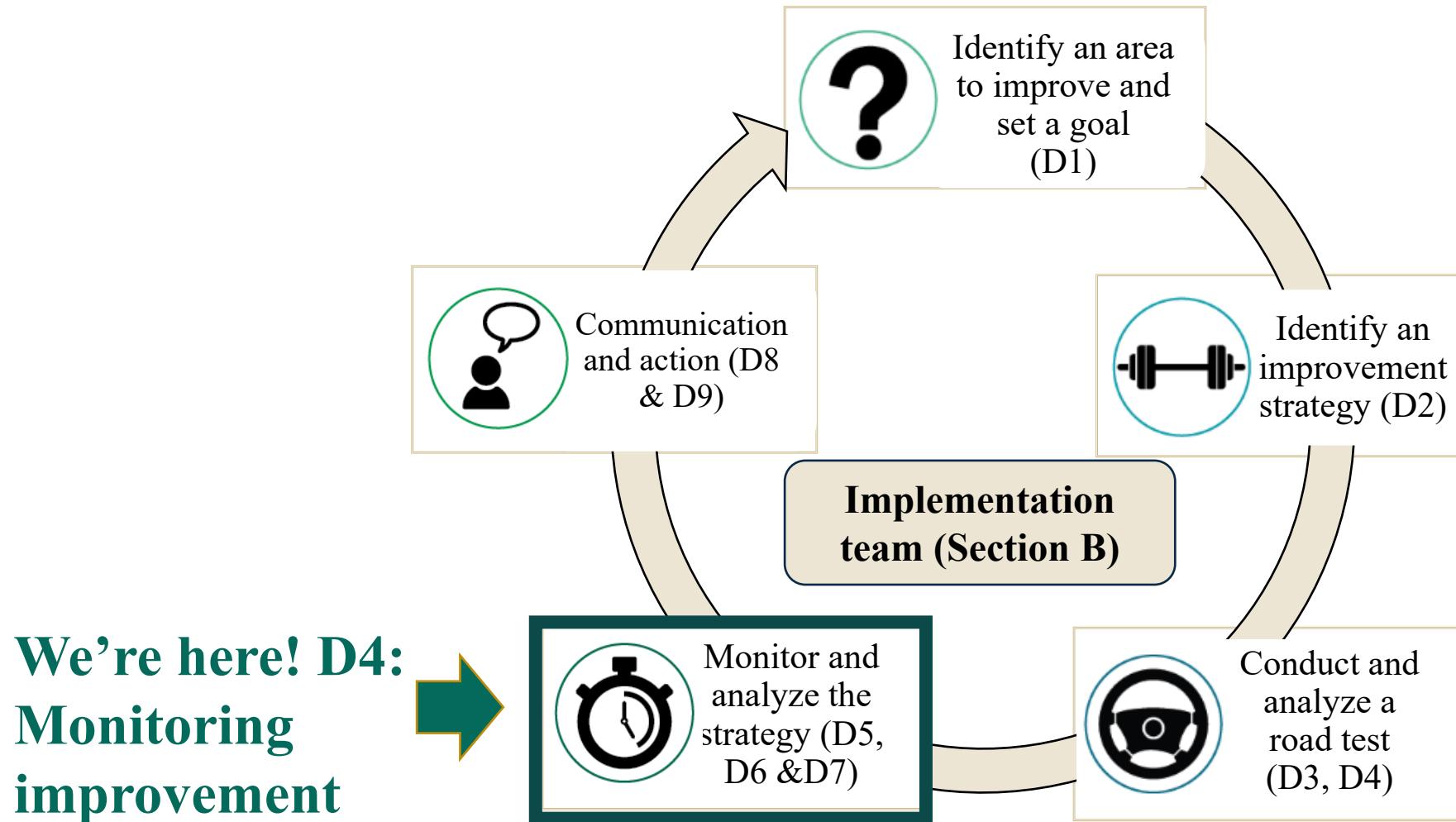
Program monitoring and improvement monitoring

/ **Your team engages in program monitoring on an ongoing basis as part of your grant**

- The goal is to document what is happening, flag areas where your team is not meeting targets, and identify and build on areas that are working well

/ **Monitoring for improvement is about understanding the influence of an improvement strategy**

- In a road test, your team may have examined early promise by assessing changes in short-term outcomes, such as changes in behaviors or attitudes

- After the road test, your team should monitor outcomes related to your SMART goal to understand: Is this change supporting improvement?

- You'll also want to pay attention to implementation and any unintended consequences to gain a full picture of the promise of your strategy

What should you monitor to assess a strategy after road testing?

/ **Comprehensive monitoring involves understanding multiple aspects over time**

- Outcome measures: Are you making progress on your SMART goal?
- Process measures: Are staff continuing to implement the strategy as intended?
- Balancing measures: Is your strategy influencing other parts of the system?

Example: What should you be monitoring?

/ **Sample strategy**

- Train recruitment staff on motivational interviewing (MI) to better equip them to persuade prospective clients to enroll in the program

/ **Examples of measures for strategy**

- Outcome: Increased enrollments generated through direct outreach activities

- Process: Staff reports of MI practices used during each event

- Balancing: With focus on direct outreach activities, are recruitment staff still reaching out to referral partners to support that source of enrollment?

Outcomes should relate to your SMART goal
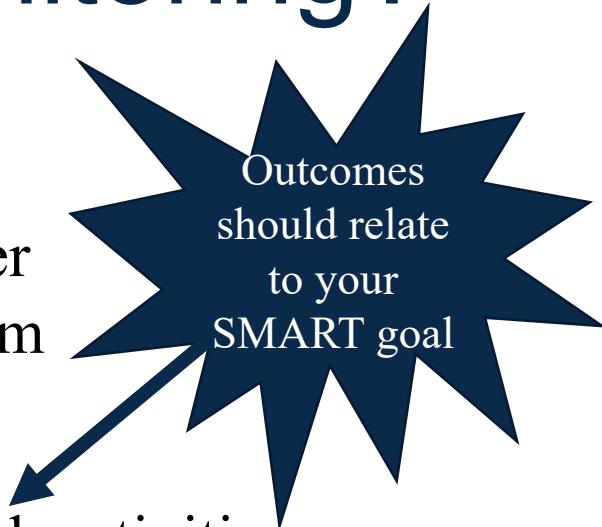
Outcome measures

Review: Assessing your strategy rationale

Road tests focus on the first two boxes
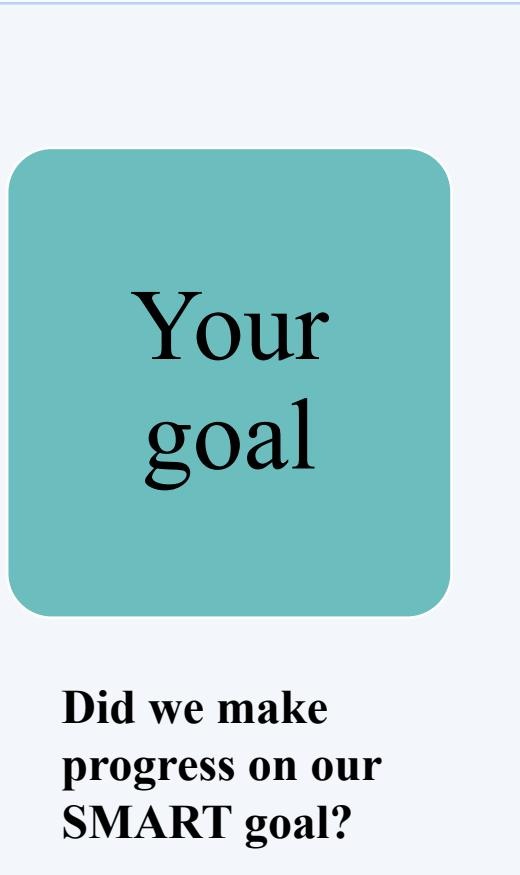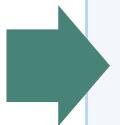
The strategy	Early outcomes	Your goal
How was the strategy implemented?	**Did attitudes, behaviors or skills change as a result?**	**Did we make progress on our SMART goal?**

Example: Assessing your strategy rationale

Road tests focus on the first two boxes

Train staff on motivational interviewing to better equip them to persuade potential clients to enroll

Staff are more confident continuing to engage potential clients who initially lack interest

Monitoring

Increased enrollment from direct recruitment activities

How was the strategy implemented?

Did attitudes, behaviors or skills change as a result?
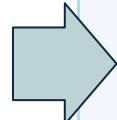
Did we make progress on our SMART goal?

Outcome measures

/ What are they?

- Measures to help your team assess the success of your strategy
- This should be the measure(s) you specified in table D1 in your CQI plan:
  - What data source could you use to measure progress toward your SMART goal?
- Reminder: You should have specified your SMART goal in table D1 at the start of your improvement effort (when you identified the challenge) to answer the question: What are we trying to accomplish?

EXAMPLE SMART goal:

Last quarter, 12 clients enrolled in our relationship program as a result of staff direct outreach activities. In the next quarter, we hope that 20 enrollments stem from direct outreach activities.

Outcome measures

/ **Why track them?**

- To understand progress toward your SMART goal and assess the success of your strategy

/ **What and how to track?**

- Track your measures to assess success (specified in table D1)

- Ensure you have an understanding about outcome trends at baseline for comparison purposes

- Continue to track over the course of the road test and afterward

Tracking outcome numbers

/ **Because variation in outcomes may be common, data must be plotted over time to be useful**

- Look for consistent trends or patterns
- Keep in mind that you're not establishing causation, but plotting over time can demonstrate positive change

/ **Consider the frequency of measurement**

- If your measurement intervals are too spaced out, you may miss nuance
- If you track too many points, you can get distracted by random fluctuations and miss the broader trend

Process measures

Process measures

/ What are they?

- Outputs and efforts to understand implementation of an improvement strategy

/ Why (continue to) track them?

- In order to assess outcomes related to your SMART goal, your team should ensure staff are still implementing the strategy as intended

/ What and how to track?

- Focus on the processes that directly contribute to the outcomes that are desired

Are staff continuing to use MI practices in their direct outreach activities?

Tracking process measures

/ **Build tracking of process measures into daily routines to reduce burden on staff**

/ **Don't ask for too much**
- Pick one (or maybe two) measures to track to understand implementation

/ **Ensure staff understand the purpose of the tracking**

/ **Monitor process measures and share data back with staff**

EXAMPLE: Recruiters on the team are already required to note all direct outreach activities they conduct on an Excel tracker. Your team adds columns for each MI practice and asks staff to check off practices they used for a given outreach event.

Balancing measures

Balancing measures

/ What are they?

- Impacts to other parts of your program resulting from your improvement strategy

/ Why track them?

- Your strategy may support positive progress on your SMART goal, but it's also important to understand how the strategy is influencing other parts of your program

/ What and how to track?

- Measures may be qualitative (staff feedback about unintended impacts) or quantitative (client satisfaction ratings)

Will the strategy have any unintended consequences?

Identifying balancing measures

/ **Anticipate unintended consequences of your strategy**

- Unintended consequences can be positive or negative
- One way to anticipate them is to listen to skeptics: "If you change this, it will affect that." Your goal is to identify the 'thats.'

/ **Consider influences on:**

- Staff time or capacity
- Staff or client satisfaction
- Program quality
- Internal processes

	Anticipated	Unanticipated
Desirable	Goals	Serendipities
Undesirable	Trade-offs	Negative unintended consequences
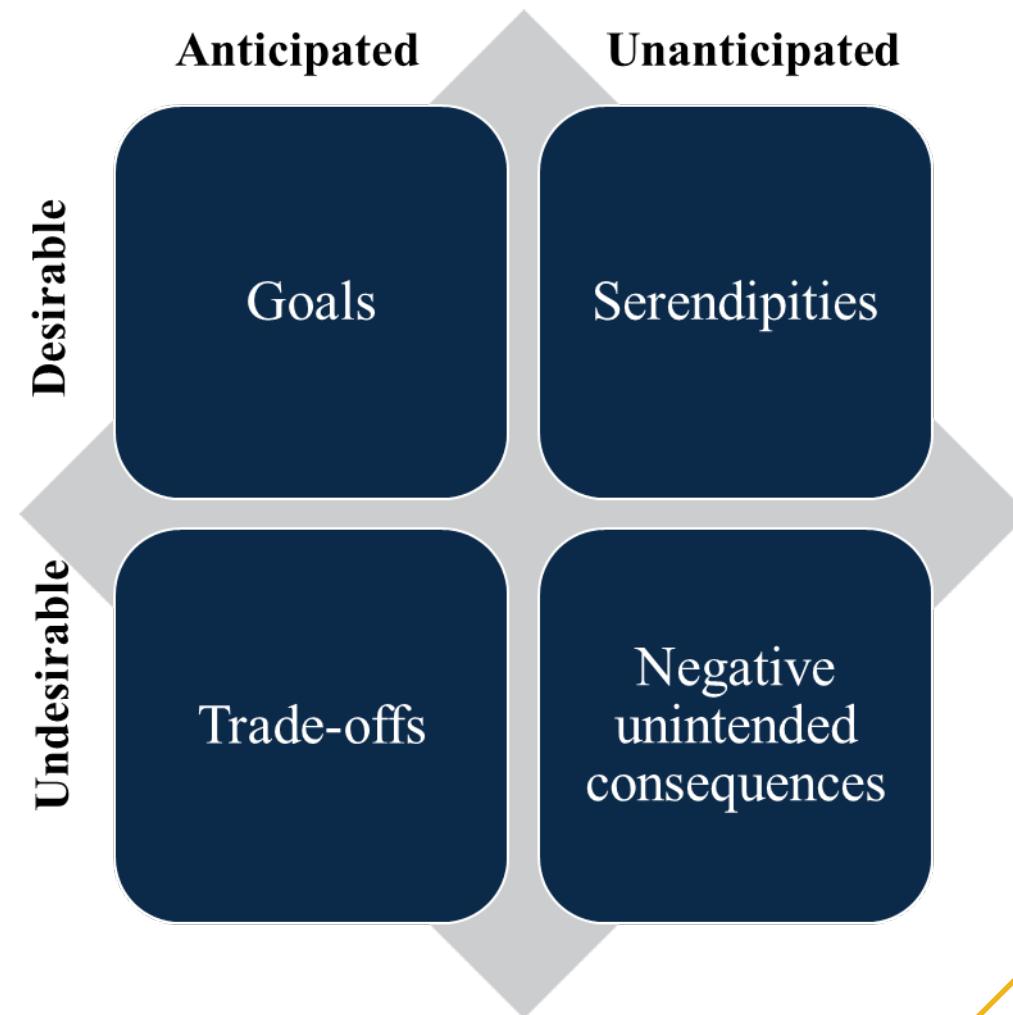
Tracking balancing measures

/ **Determine how to understand unintended consequences**

- Quantitative tracking (examining partner referrals to determine whether referrals are dropping off with less focus on partner development)

- Qualitative feedback (talking with staff about increases in their workload resulting from the strategy)

EXAMPLE: The team is concerned that the focus on enhancing direct outreach will propel staff to neglect the other aspects of recruitment work, such as partner development. They decide to monitor partner referrals to the program; if they decrease, it could be the result of less outreach from staff.

What measures would you track?

EXAMPLE: The team typically offers a 12-week course, with 1-hour sessions each week. They notice low retention among employed clients. To facilitate attendance for clients with work conflicts, they road test a new workshop structure during which clients meet for 4 hours each day on three consecutive Saturdays. They plan to continue offering the weekly and weekend retreat structures and plan to monitor success.

/ **What outcomes should the team track?**

What measures would you track?

EXAMPLE: The team typically offers a 12-week course, with 1-hour sessions each week. They notice low retention among employed clients. To facilitate attendance for clients with work conflicts, they road test a new workshop structure, during which clients meet for 4 hours each day on three consecutive Saturdays. They plan to continue offering the weekly and weekend retreat structures and plan to monitor success.

/ **What process measures will help the team understand how the strategy was implemented over time?**

/ **What balancing measures might be helpful to keep an eye on?**

# Visualizing your data
to assess improvement

Mapping your outcome measures

/ **Visualizing data will help your team to identify patterns**

- A run chart is an improvement tool that can support understanding
- Map the same data point over time
- Then, for comparison, map the median of all data points on your chart
- A "run" is a series of data points above or below the median, which helps to point to a pattern


Enrollments from direct outreach activities

Implemented change

Nov-21   Dec-21   Jan-22   Feb-22   Mar-22   Apr-22   May-22

━●━ Enrollments   ━●━ Median

What makes an improvement?

You might hope to see this …

But instead, you see this …
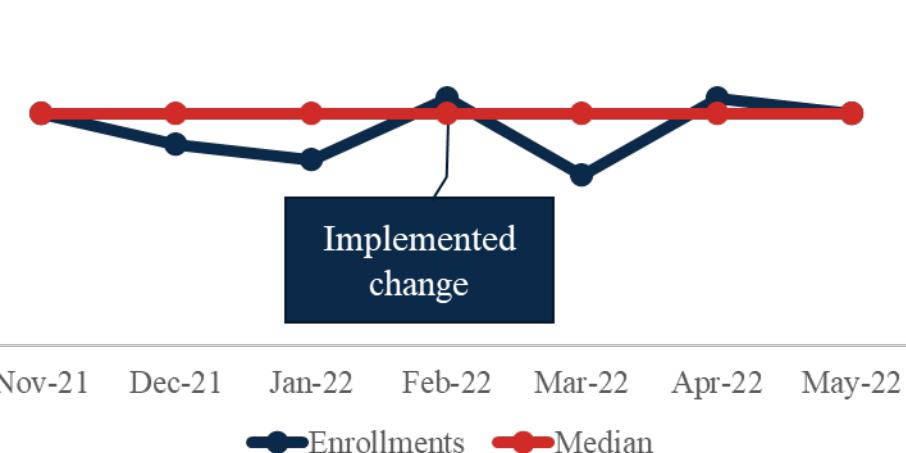
# What would you conclude in the following?

Scenario A

Exit survey completion rate

Implemented change

Cohort A Cohort B Cohort C Cohort D Cohort E Cohort F Cohort G Cohort H
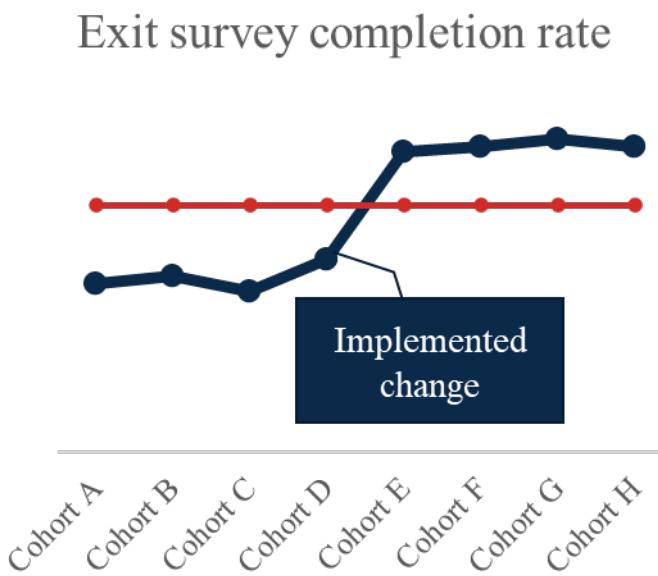
This scenario shows clear improvement that appears to occur after the strategy was implemented

Scenario B

Exit survey completion rate

Implemented change

Cohort A Cohort B Cohort C Cohort D Cohort E Cohort F Cohort G Cohort H
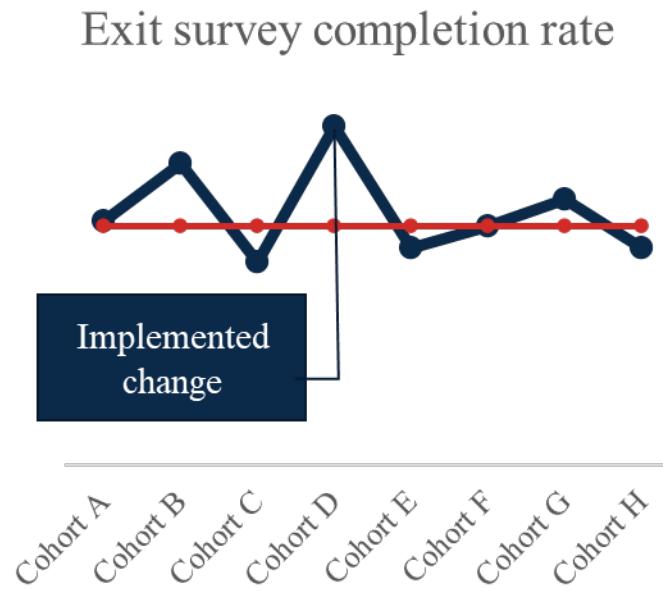
This scenario shows a lot of variation from month to month, and no obvious improvement from the strategy is apparent

Scenario C

Exit survey completion rate

Implemented change

Cohort A Cohort B Cohort C Cohort D Cohort E Cohort F Cohort G Cohort H
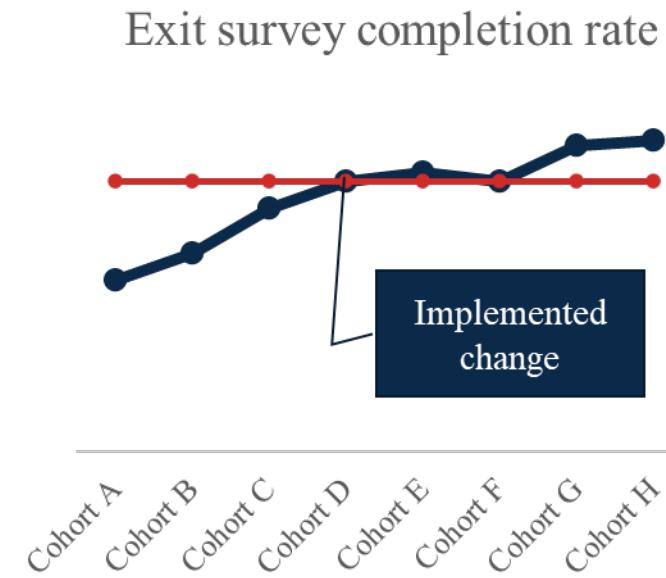
This scenario shows improvement, but it appears to have started before the strategy was implemented. There's no evidence the strategy influenced the trend.

26

Bringing in your other measures

/ Adding your other measures to the picture can paint a different story

Outcome measure only

Exit survey completion rate

Implemented change

54%

Cohort A, Cohort B, Cohort C, Cohort D, Cohort E, Cohort F, Cohort G, Cohort H
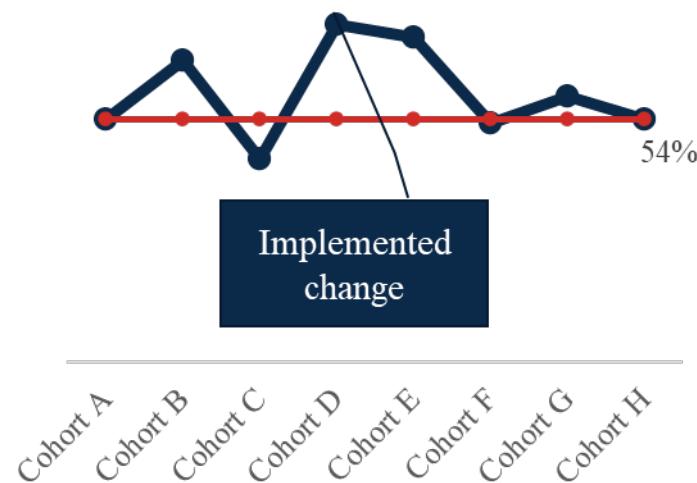
The incentive strategy did nothing to enhance exit survey completion!

Outcome and process measures

Exit survey completion rate

Implemented change

54%

Cohort A, Cohort B, Cohort C, Cohort D, Cohort E, Cohort F, Cohort G, Cohort H

% of eligible clients receiving an incentive

89%
83%
62%
68%
60%

Cohort D   Cohort E   Cohort F   Cohort G   Cohort H

Staff became less consistent in promoting and awarding the incentives to clients. We need to reinforce the importance of communicating with clients about the incentive.

27

Bringing in your other measures

/ **Adding your other measures to the picture can paint a different story**

Outcome measure only

**Outcome and balancing measures**

The incentive strategy was a success!

We're getting more people to complete, but are the additional respondents taking their time with the survey or just submitting to collect an incentive?
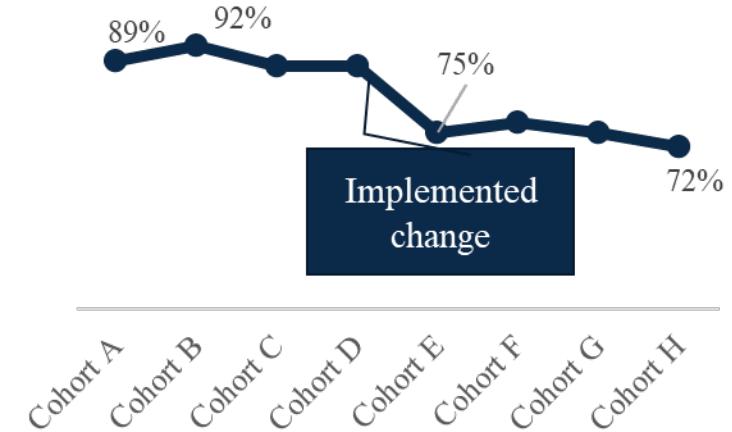
Communicating with your team

/ **The main task at this step is monitoring of measures to inform data-driven decisions**

- This step is less intensive than prior steps in the CQI cycle, so the team may concurrently begin to think about new challenges

/ **But be clear that your team or others can still share thoughts about how things are going**

- Don't just hold one reflection at the end of your improvement effort

- Create periodic check-ins or use part of team meetings to discuss successes and to identify struggles and troubleshoot

Deciding what to do next

/ **If the data are clear, decide whether the team will scale or abandon**

/ **If the data are unclear, how long do you keep monitoring? Consider:**

- How much more do we think we can learn with continued monitoring? Is there more we could learn about the strategy to help inform a decision?
  - o Can you dig into your outcome data to learn for whom the strategy is working?
  - o Would extra time monitoring give a clearer idea about any patterns?
- If others received similar results to what we are seeing, would we consider that "good enough" and adopt the practice?

Completing your CQI plan

/ **Complete section D6 to note how you monitored progress on your SMART goal and what the results showed**

/ **In section D7, to support your team in reflecting on learning, complete "We learned that …" statements to distill your key findings**

/ **Use sections D8 and D9 to determine whether you'll scale the strategy more broadly and how you'll communicate about the practice**

Questions

Announcements

/ **For more resources:**

- The newly-designed HMRF Grant Resources site (https://hmrfgrantresources.info/continuous-quality-improvement) contains CQI template, instructions, office hours slides, tip sheets, and other CQI resources

- Check out the new resource on using COM-B to support improvement

- Stay tuned for new resources!

/ **Next office hours on Tuesday, July 26, 2022, from 2-3pm ET**

/ **Submit questions to hmrfcqi@mathematica-mpr.com**