

# Understanding and Using Program Evaluation Data for Continuous Quality Improvement (CQI)

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# Purpose

Gain an understanding of continuous quality improvement (CQI).

Expand practical use of data for CQI.

Learn how CQI can inform Targeted Case Management.

# Participants Will Learn:

- The key components of an effective CQI process
- What types of program evaluation data are available to facilitate CQI for use in targeted case management
- Where to begin:
  - Data Literacy
  - Data-Driven Decision Making
- Strategies for developing and implementing a CQI assessment process

# Continuous Quality Improvement

CQI is . . .

- A process for making quality improvements
- A means of using data to assess progress on specific goals
- An ongoing activity

# Continuous Quality Improvement

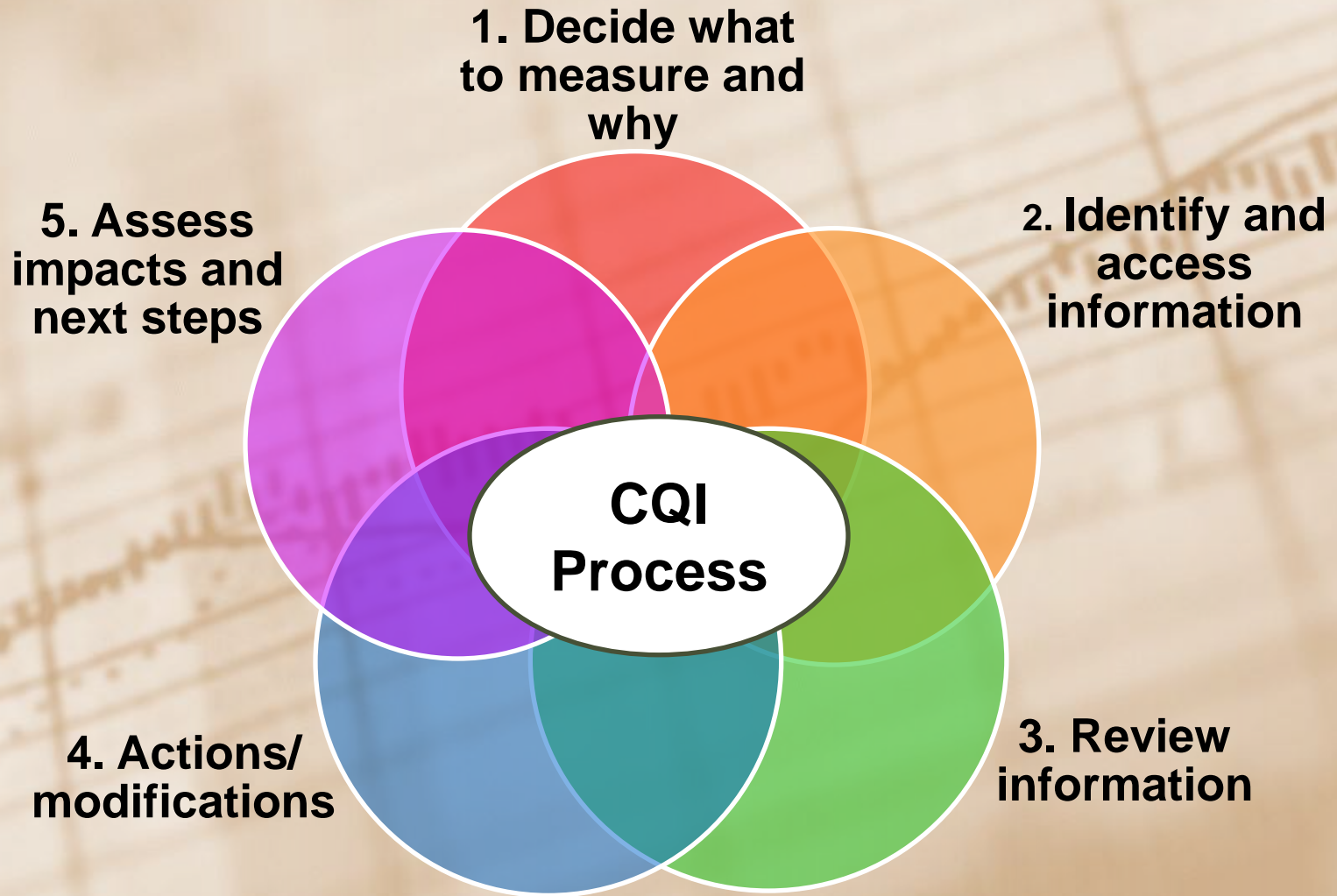
CQI is **not** . . .

- Just any kind of random change to improve things
- A one-time activity
- Limited only to program improvement

# Targeted Case Management & CQI

- Effective TCM involves the development of a plan with measurable goals
  - Goals may be determined by individual/group needs and/or desired outcomes
- CQI provides a "data-based" framework for:
  - Identification of needs and desired outcomes
  - Monitoring/measuring goal progress
  - Modification of plans when necessary
  - Assessing impact of interventions

# A Model for CQI



# Decide What to Measure and Why

- What are our goals?
  - Specific
  - Measurable
  - Attainable
  - Realistic
  - Timely
- How will we know if we are meeting our goals?
  - Desired outcomes
- Who should be involved?



# Identify and Access Information

- What information do we already have?
  - Clinical assessments, medical record, known interventions
- What other information do we need?
- How can we access existing information?
- What types of data would be most useful?

# Review Information

- What are we looking for in the data?
- How do we translate findings into recommendations?
- How can we communicate results to other team members?
- What is the most effective way to present data?

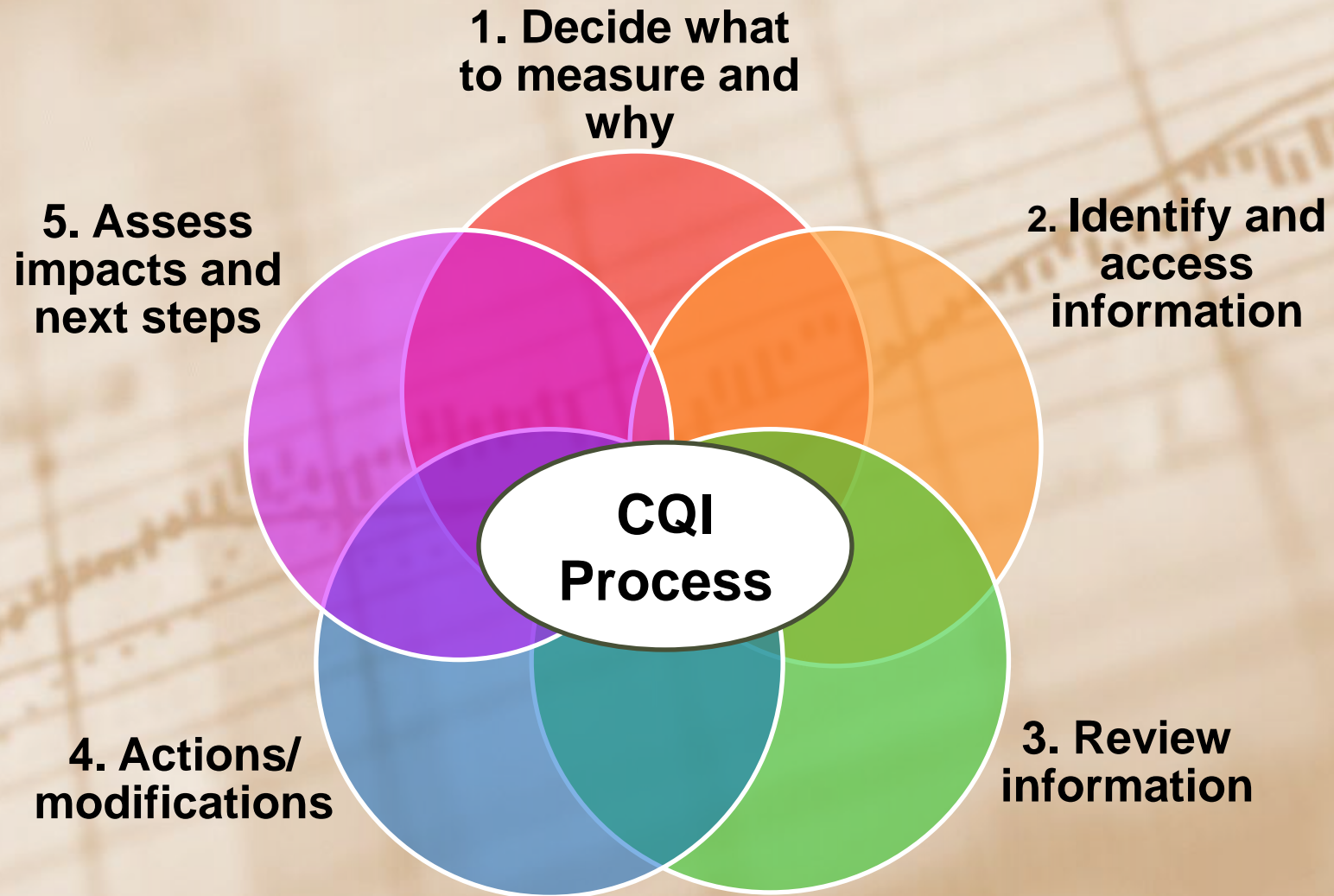
# Actions / Modifications

- What changes are needed?
- Who can make the changes?
- When will the changes be made?
- What support would be helpful?
- How will we know whether the changes worked?

# Assess Impacts and Next Steps

- Are changes made having the desired effects?
- What additional changes are needed?
- When is something “good enough”?
- Is the overall CQI process effective?
- How can the process be improved?

# Remember This Model for CQI



# What Does CQI Do for TCM?

- Describes what we are doing and how well we are doing it
- Tracks progress
- Supports informed decision making about what is working and what is not working
- Supports action planning and better allocation of resources where they are needed

# Today's Random Medical News

from the New England  
Journal of  
Panic-Inducing  
Gobbledygook

JIM ESPRMAN



CAN CAUSE



IN



ACCORDING TO A REPORT RELEASED TODAY....



# Data Literacy

- Data literacy refers to one's level of understanding of how to find, evaluate, and use data for quality improvement, to make decisions, and to guide practice.
- A data literate person possesses the knowledge to gather, evaluate, and share information and data to support decision-making.



# Data Literacy

To become data literate you must:

- a. Develop skills that help you ask significant questions,
- b. Devise sensible and efficient ways to answer these questions, and
- c. Respond to the answers with changes to practice.

A data literate person considers relevant data when making important decisions, which we call *data-driven decision making*.

This involves systematically collecting and analyzing various types of data to guide a range of decisions with the aim of helping improve the success of clients.

# Data-Driven Decision Making



# Data-Driven Decision Making

Data-driven decision making is defined as the “process of collecting, analyzing, reporting, and using data for quality improvement” (Dahlkemper, 2002)



# Data-Driven Decision Making

- Data-driven decision making is about
  - Collecting appropriate data
  - Analyzing the data
  - Getting the data to the people who need it
  - Interpreting data
  - Using the data to increase efficiencies and improve outcomes
  - Communicating those decisions to key stakeholders
- Data can be used to assess therapeutic practices, effectiveness, client progress, and organizational needs.
- In order to utilize data properly, we must establish strong **correlations or connections** between data and the decision made.
- **Data-driven decisions must be based on data**, not on personal opinion or belief.

# Types of Data

The four basic data types:

1. **Demographic data:** Descriptive information such as gender, ethnicity, economic status, employment, school suspensions, and behavioral problems
2. **Process data:** Defines the program, intervention strategies, implementation strategies, evidence-based practices; may be useful in making informed decisions about future choices
3. **Perception data:** Tells us what clients, staff, and others think; may include questionnaires, interviews, surveys, and observations. Collecting and evaluating perception data allows us to pay attention to the opinions and ideas of the team [ These are not outcome data]
4. **Outcome data:** Includes achievement or assessment data and can be used to determine the success rate of level of achievement in a particular content area or intervention

# Where do we begin?

**Starting with a Question**

**Starting with the Data**



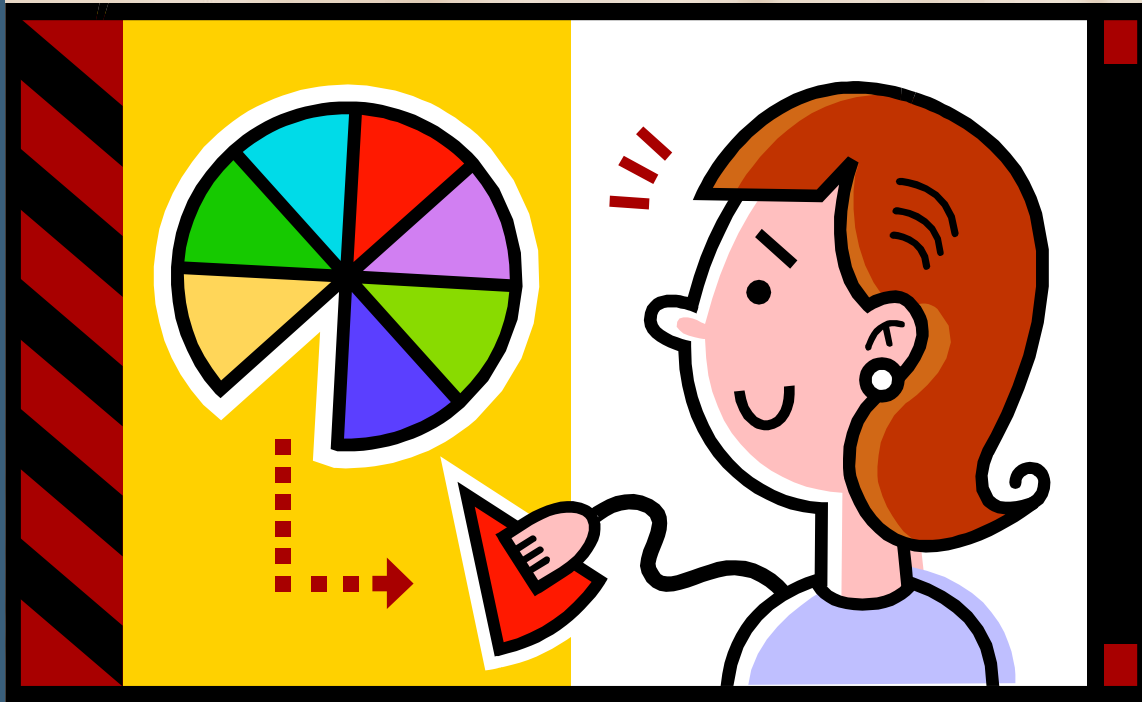


Starting  
With  
a  
Question

# Starting with a Question

- Crafting a clear and answerable question is important.
- Questions may arise from problems raised during a client session, observations in the community, personal experiences, media stories, and discussions with team members.
- You may find you ask very broad questions at first or have a series of unrelated questions in mind.
- Narrow it down to a specific or related set of questions by considering specific pieces of the problem. Questions should be stated so that they are answerable, specific, not vague, and realistic.





# Starting with the Data

# Starting with the Data

- Another method of data driven decision making is to look at available data.
- This may lead to more questions.
- Consider all data that may be available including those from formal and informal sources.

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**“You can’t keep adjusting the data  
to prove that you would be the best  
Valentine’s date for Scarlett Johansson.”**

# Summary

Effective and doable CQI plans and processes are

- Unique to individual needs and goals.
- Result in achieving desired outcomes at multiple levels.
- Inclusive of benchmarks, mile markers, or other indications of measured progress.
- Descriptive illustrations that help us
  - Know where we are going
  - Know whether we are on track along the way
  - Know when we get there