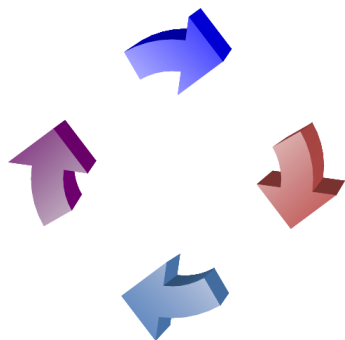




Creating a Continuous Quality Improvement Culture within Programs

Debi Mathias

dmathias@buildinitiative.org



Agenda

- *Welcome and Introductions*
- *CQI Definition*
- *CQI Process and Philosophy*
- *Challenges in the Work*
- *Role of the Program Leader in CQI*
- *Ready for Change*



Introductions



Culture of Continuous Quality Improvement

GOOD
BETTER
BEST

“One major purpose of a QRIS is to recognize quality **and** promote a culture of continuous improvement among providers.

The rating is not a destination; it is a set of benchmarks along a pathway of ongoing improvement.”

Anne Mitchell,

Considerations for an Efficient, Inclusive and Implementable Quality Rating and Improvement System April, 2012



CQI Definition

What are the elements you feel would be important to include in a definition of CQI?



What Is Continuous Quality Improvement (CQI)?

The process of:

- Identifying, describing and analyzing strengths and weaknesses
- Establishing a plan with benchmarks, timelines, assigned tasks and responsibilities to improve
- Testing and implementing solutions
- Evaluating the results and revising the plan



CQI Philosophy

- Grounded in the overall mission, vision and values of the program
- Dependent on the active involvement of staff, families, children and other partners (stakeholders) at all levels.
- Programs can be improved
- Goal to provide the best possible services and outcomes for our “clients” the children and families we serve
- Plan and decisions based on objective data
- CQI is an ongoing process
- CQI at all levels of an organization



How to live CQI

- Use the continuous quality improvement model to make small incremental changes
- Most effective when it becomes a natural part of the way everyday work is done



"Change that lasts is slow and gradual."

Kaizen



Continuous Quality Improvement Process

Vision

Plan

Do

Act

Study



Develop a Shared Vision

- Define what you truly want to achieve - Include staff, Board, families and children in developing a shared picture of the future
- What are the expectations of outcomes for children and learning?
- For professional practice and staff development?
- How are we strategically using our program resources?
- How do we support a continuous learning ethic?
- How do we support quality and effective leadership at all levels?



Essential Elements of a CQI Plan



- Identify and engage the team
- Identify the sources of evidence
- Write clearly defined and measurable goal statements
- Outline a series of action steps
- Identify who is responsible for the activity and follow up (execute)
- Time period for goal completion
- Resources and supports needed



Plan

Define, analyze and evaluate the current process and results using a variety of sources of evidence

Ask:

- What is working well? Can it be improved?
- What are the problems and challenges?
- What are the data and other sources of evidence telling us could be improved?
- What does the research say about new innovations that might be important to consider?
- What do we want to change?
- What is the current process for improving our results?
- How will we know if our plan is successful?



Do



Implement the Plan

Ask:

- Are the timelines working?
- Is our follow up and implementation disciplined?
- How do we embed practices and follow up throughout the year?
- Are we executing the plan?



Study



Evaluate, track and reflect on how the process for improvement is working and the results of the implementation efforts.

Ask:

- How is the process working?
- Was our plan successful?
- What still needs improvement?
- Are there mid course adjustments needed?



Act



- Incorporate changes, improvements and adjustments into the CQI process for the next round
- Write/revise policies and procedures that support the changes
- Develop strategies to embed the improvements into operations
- Celebrate successes and
- Begin again.....



Identifying Challenges

- What are challenges of creating a CQI culture at the program level?





“The organizations that will truly excel in the future will be the organizations that discover how to tap people’s commitment and capacity to learn at all levels in an organization.”

Peter Senge



Experts: Director and Teaching Staff



- About their programs
- About the children and families in their classrooms
- About what they do everyday
- About their work environment

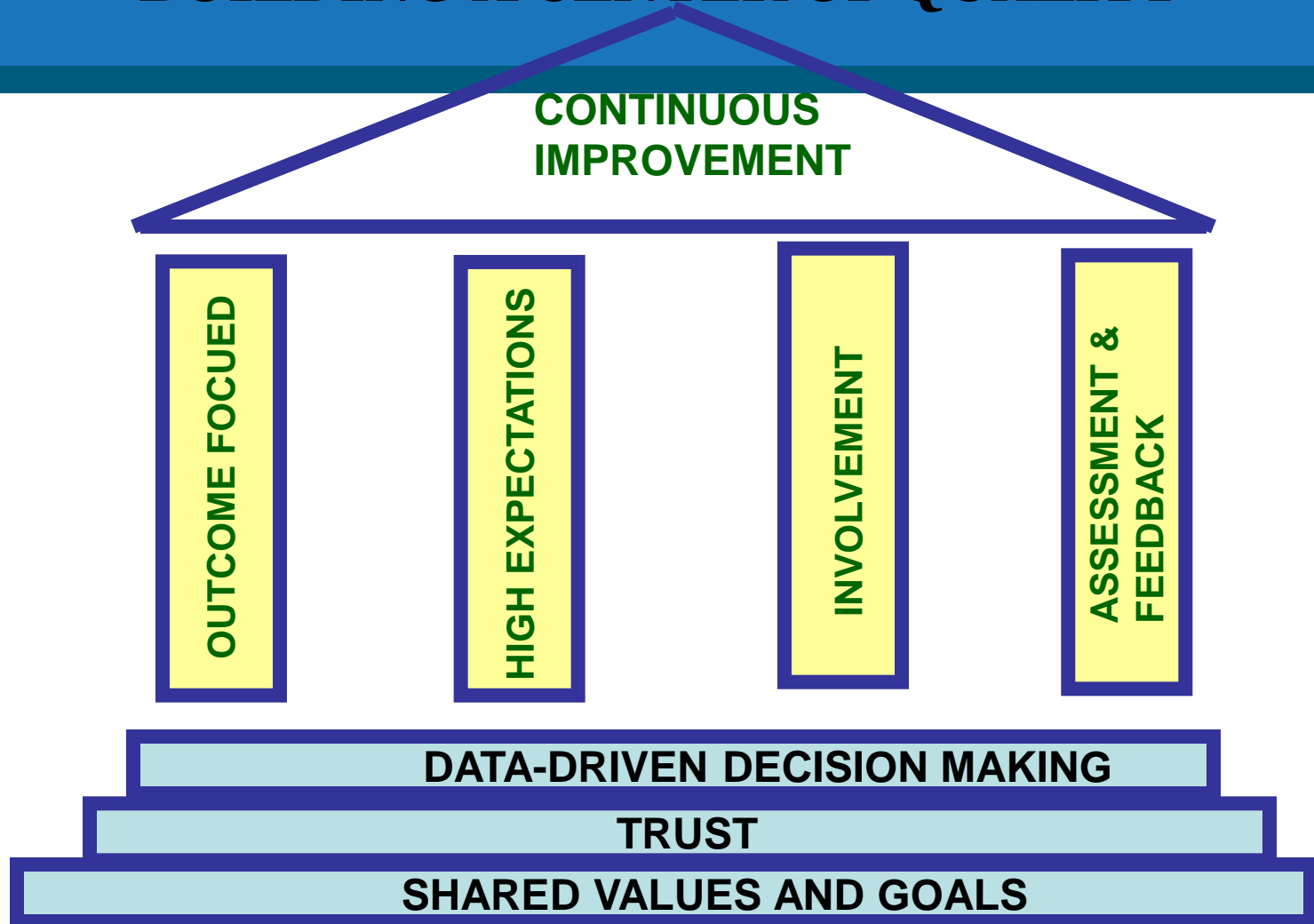
Directors as Change Agent and CQI Process Facilitator

What are the skills and abilities the Director needs to develop a culture of CQI within a program?



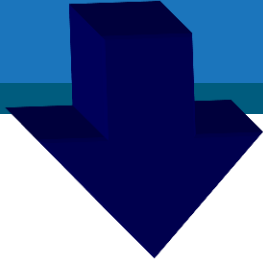
THE COMPONENTS OF EXEMPLARY ORGANIZATIONS

BUILDING A CENTER OF QUALITY



Adapted from the Center for Instructional Effectiveness/Datatel

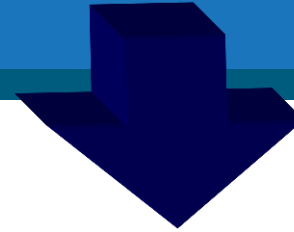
TWO SIDES OF ORGANIZATIONAL CHANGE



The hard side of change

... is about
measurement,
timelines,
procedures, and
securing resources

MANAGEMENT



The soft side of change

... is about vision,
attitude, buy-in,
commitment, creativity,
and overcoming
resistance

LEADERSHIP

Preparing to Lead Change

How would a leader go about developing these abilities?



What Are the Stages of Change?

- Stage 1: Precontemplation
- Stage 2: Contemplation
- Stage 3: Preparation
- Stage 4: Action
- Stage 5: Maintenance



What is CQI?



CQI is:

- A shift from a focus on the end product to process.
- A shift from externally driven (compliance) to internally motivated



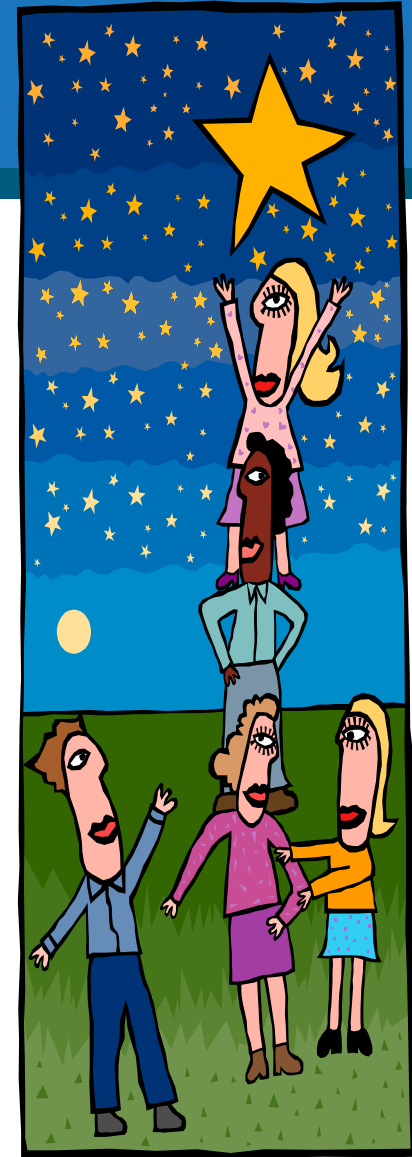
CQI is:

- Seeing the “customer” as a specific person with a specific need



CQI is:

- The responsibility of every employee at every level of the organization



CQI is:

- Balance between individual effort and team effort.





CQI is:

- **Employees, Board, Families and Children involved in decisions.**

CQI is:

- Not a destination but a journey.



CQI is:

- To get better and better at getting better and better...



Resources – General and Applicable

- [Switch: How to Change Things When Change Is Hard](#) by Chip Heath, Dan Heath (2010)
- [The Fifth Discipline: The Art and Practice of the Learning Organization](#) by Peter Senge (1990)
- Shawn Kent Hayashi- *Conversations for Change: 12 Ways to Say it Right When It Matters Most* (2010)
- *Inspiring Peak Performance: Competence, Commitment, and Collaboration* Paperback – January 1, 2013 by [Paula Jorde Bloom](#) (Author), [Ann Hentschel](#) (Author), [Jill Bella](#) (Author)
- John Kotter [Leading Change](#) (2012)
- Margaret J. Wheatley **LEADERSHIP AND THE NEW SCIENCE: DISCOVERING ORDER IN A CHAOTIC WORLD** THIRD EDITION 2006 (Anything by Margaret is interesting and worthwhile)



Resources- Early Learning Specific

- Reflecting in Communities of Practice: A Workbook for Early Childhood Educators by [Deb Curtis](#) (Author), [Debbie Lebo](#) (Author), [Wendy C.M. Cividanes](#) (Author)
- [Appreciative Coaching: A Positive Process for Change](#) by Sara Orem, Jacqueline Binkert and Ann Clancy (2007)
- [The Visionary Director, 2nd Edition: A Handbook for Dreaming, Organizing, and Improvising in Your Center](#) by Deb Curtis & Margie Carter
- Blueprint for Action: Achieving Center-Based Change Through Staff Development, 2nd Edition Paula Jorde Bloom (2005)
- Monday Memo: Creating Change in Early Childhood Education, One Message at a Time by [DJ Schneider Jensen](#)
- CQI Virtual Guide - <http://www.pakeys.org/presentations/CQIVirtualGuide/player.html>



Thank You

Debi Mathias

dmathias@buildinitiative.org

