**Appendix 1: Self-Assessment for Participation in Pennsylvania’s Continuous Quality Improvement (CQI) Effort**

History and Background:

Casey Family Programs and the National Resource Center for Organizational Improvement define continuous quality improvement as “the complete process of identifying, describing, and analyzing strengths and problems and then testing, implementing, learning from, and revising solutions. It relies on an organizational culture that is proactive and supports continuous learning. CQI is firmly grounded in the overall mission, vision, and values of the agency. Perhaps most importantly, it is dependent upon the active inclusion and participation of staff at all levels of the agency, children, youth, families, and stakeholders throughout the process.”

Pennsylvania is in the process of enhancing the child welfare system to assure that all components of the state, county children and youth agencies, private children and youth agencies and technical assistance communities are committed and able to effectively improve outcomes for children, youth and families. Implementing change at the local level is critical to the achievement of positive outcomes and the success of this effort, especially in a state-supervised and county-administered system.

Each county interested in participating in the next phase of statewide CQI implementation is being asked to take a systemic (i.e. taking into account the entire system) and systematic (i.e. step-by-step) approach to assessing their organizational readiness in preparation for participation in the CQI effort.

Instructions:

Please take some time to consider the following components of your organization and provide the requested information to the best of your ability and as concisely as possible. Contact your Child Welfare Resource Center Practice Improvement Specialist and/or your Office of Children, Youth and Families Regional Office Representative for assistance in completing this self-assessment.

NOTE: All *italicized* content is included to provide additional direction. All **bolded** content includes categories of information for which we are requesting response in narrative format.

# GENERAL INFORMATION

**County Name**

**Agency’s Vision/Mission/Values**

*Describe the vision, mission and values of your agency. Do not, however, create a new vision, mission or values as part of this exercise if one or more of these have not been formally articulated and communicated to the staff.*

**Agency Structure**

*Briefly describe your agency structure. (In addition, please feel free to submit an organizational chart, as an attachment, if one exists.)*

# SELF-ASSESSMENT CATEGORIES

*In order for quality practice to be internalized and exhibited with families, organizations need to create an environment where quality practice is supported. Counties should be thoughtful about their participation in PA’s Continuous Quality Improvement (CQI) effort and therefore, should consider their organizational readiness. It is critical that counties explore: 1) Their understanding of the CQI process and identification of resources already in place within the county to support this effort; 2) Identification of resources that will be needed by the county to support the effort; and 3) Leadership (at all levels-administrative, staff and community) currently available to support CQI efforts.*

ORGANIZATIONAL READINESS

**Management Readiness**

1. **On a scale of 1 - 10 (1 – no awareness and 10 – extremely aware) how aware are you and your management team of the CQI effort and all that it entails? What can be done to increase your awareness?**
   1. **Administrator**
   2. **Management Team**
2. **On a scale of 1 - 10 (1 – not supportive and 10 – extremely supportive) how supportive are you and your management team of the CQI effort?**
   1. **Administrator**
   2. **Management Team**
3. **Describe how decisions are made and information is communicated by the management team within your organization.**

**Staff Readiness**

1. **Have you shared your county’s intention to participate in the CQI effort with your staff?** **If so, how have you communicated this to your staff?**
2. **How have you obtained staff buy-in or willingness to participate in the CQI effort? What, if any, gaps or barriers have been identified while establishing buy-in?**
3. **Have any of your staff participated in trainings/workshops pertaining to PA’s CQI effort, or have any representatives from your county served as QSR reviewers and if so, when and where?**

**Organizational Climate**

1. **Discuss the current organizational climate within your agency. Please consider: staff morale; staff willingness to participate in systemic improvements; the level of community support for the agency’s work; recent successes or crises; political changes and so on.**
2. **What motivated your agency to submit your county as a potential county to be involved in the upcoming phase of the CQI effort?**

CQI SYSTEM INFRASTRUCTURE

*Two components of the CQI effort are the county’s establishment of a Sponsor Group (an executive team who is accountable for defining the high level vision of continuous improvement efforts and securing resources required for the success of such efforts) and Continuous Improvement Team(s) (a group of team members who set the direction, guide and assume the hands-on responsibility for the continuous improvement efforts).*

1. **Describe the infrastructure and supports needed to sustain your agency’s successful involvement in the CQI effort (i.e. training, staffing, technology, coaching and supervision, etc.). How much of that can your agency provide? How much needs to come from external supports?**
2. **Please outline what your current Quality Assurance (QA)/Quality Improvement (QI) process looks like (to include any case review processes that exist) and what, if any, internal and/or external staff is involved in this QA/QI process(es). Do you have a formal process for evaluating your programs/products/services? If so, describe that process and describe how often it occurs.** **Is it tied to some external need, e.g., Needs Based Plan and Budget or county budget submission?** **If no formal QA/QI process exists, are there informal processes for evaluating programs/products/services or determining needs? Describe those.**
3. **Are there any groups currently performing similar functions as a Sponsor Group and/or Continuous Improvement team (referenced above) in your agency? If so, please describe the groups and what they do.**
4. **Describe any current plans or ideas about how to integrate CQI into your organization.**

DEFINE, ASSESS, PLAN, IMPLEMENT AND MONITOR (DAPIM™) PROCESS

*Pennsylvania’s CQI process uses American Public Human Services Association’s (APHSA) DAPIM™ model of quality improvement. APHSA’s DAPIM™ model outlines five main steps: Define; Assess; Plan; Implement; and Monitor to facilitate and sustain change.*

1. **Describe any experience your agency has had with the DAPIM™ process, continuous quality improvement efforts and/or organizational effectiveness.**
2. **Defining what a system seeks to improve in operational terms means engaging key stakeholders in discussion to strategically identify specific and meaningful issues that system partners are interested in improving. To what extent does your agency engage stakeholders in strategic planning?**
3. **Describe any processes in place for continually gathering or tracking quantitative and qualitative data. Include identification of the specific data sources used by your agency. Identify any gaps in the data or barriers related to data collection and how your agency currently addresses these concerns.**
4. **Describe how quantitative and qualitative data is utilized to evaluate and monitor child, youth and family outcomes and/or agency practice and whether staff and external stakeholders (including families, courts and providers) have an opportunity to review and provide feedback.**
5. **On a scale of 1-10 (1-no use/no success and 10-extremely successful), how successful has your agency been in using root cause analysis to better understand gap areas or concerns?  Do you believe your agency correctly identifies the underlying issues when addressing areas of concern?**
6. **Discuss your agency’s history of performance in implementing initiatives, programs and practice efforts and how, if at all, were staff and key stakeholders involved in these efforts.**
7. **Describe how your agency monitors implementation of initiatives, programs and practice efforts.**

QSR PLANNING AND PREPARATION

*It is important for the county to establish a Local Site Lead Team to support the planning and conducting of the onsite Quality Service Review (QSR).*

* 1. **Does the county currently have staff that could be identified as potential Local Site Lead(s) for the QSR and what is their current role within the agency?**
  2. **Describe whether you have staff within your agency (or within the county) that will be available to assist with technology issues (i.e. Internet Connection, Skype set-up, enabling macros on laptops, accessing electronic case files, submitting case sample lists via Se-Gov) prior to and during the onsite QSR.**
  3. **Have you already considered a possible timeframe (month) which you would like to the conduct the onsite QSR? If so, when?**
  4. **At this time, state-supported QSRs must occur at least every 3 years, but frequency cannot occur more than once every year. How frequently do you anticipate participating in state-supported QSRs?**
  5. **Who should we contact if we have any further questions or clarifications regarding this self-assessment?**