

## Achievements of the Sustaining Change Workgroup

**History:** Pennsylvania's effort to implement a statewide CQI process represents an ongoing multi-year effort. The development of a coherent, effective CQI process at the state and local level began with the Sustaining Change Workgroup who consulted with key state stakeholders within PA, other states as well as technical assistance agencies including the Child Welfare Policy and Practice Group (CWPPG), Human Systems and Outcomes, Inc. (HSO), National Resource Center on Organizational Improvement (NRCOI), and American Public Human Services Association's (APHSA) for the purpose of aiding in the development of the QSR process, QSR tool, and how best to implement continuous quality improvement efforts and successful implementation of PA's practice model.

- **August 2009** - the Sustaining Change PIP workgroup began meeting to begin the work of developing a statewide CQI process
- **September 2009** – trip to Utah to observe their QSR process
- **October 2009 – January 2010** - York, Washington and Philadelphia County pilot QSR (Indiana's QSR Protocol)
- **February 2010** – Establish two subcommittees to proceed with PA's QSR Protocol development and establishment of QSR process
  - QSR Tool – developed PA's QSR Protocol
  - QSR Process – established the components of the process pre, during and post QSR –Final Report template, County Improvement Plan, etc.; Included development of 2 day training for QSR reviewers
- **July 27, 2010** – First meeting of TA Collaborative Steering Committee
- **September 16, 2010** – First TA Collaborative Meeting – all CQI Phase I counties invited and introduced to DAPIM™ process
- **October 2010** – Finalized PA QSR Protocol (Version 1.0)
- **December 2010** – Phase I roll-out of statewide CQI effort begins – *Philadelphia, Allegheny, Lackawanna, Venango, Butler, and York*
- **January - May 2011** – Subcommittee of the Sustaining Change workgroup was chartered to establish a roll-out plan to expand the CQI effort across the state; Support of Phase I implementation
- **May 2011** – Workgroup focuses on content analysis of focus group information
- **June 2011** - A letter was sent to all CCYA Administrators announcing phased in approach to statewide roll-out of CQI effort; Panel presentation including representatives from Phase I counties was moderated by the CQI project managers at the June 2011 PCYA conference held in Seven Springs, PA
- **July 2011** – Edits made to Roll-up sheet to incorporate questions that collect data regarding the items that need to be reported on as part of PIP monitoring
- **August 2011** – Sustaining Change Workgroup members rate the mock case as part of 2 day QSR Reviewer training to ensure inter-rater reliability of scores
- **October 2011** – team chart template, gratuity protocol, QSR Reviewer brochure developed and finalized QSR Process Manual (Version 1.0); Updated QSR Protocol (Version 2.0); Edits and enhancements to *521: The Quality Service Review Process* training and the identification of five new trainers; Establishment of a “booster shot” training called *521: QSR Refresher Training*
- **November 2011** - Phase II roll-out of statewide CQI effort begins – *Wyoming, Dauphin, Washington, Lebanon, and Beaver*
- **February 2012** – Began discussions about edits to QSR Protocol for Phase III; Capacity planning discussion for Phase III; Sampling discussions for Phase III; Discussions about the connection to the Practice Model; Ongoing support of Phase II implementation and reporting as part of PIP monitoring
- **August 2012** – ACF releases Continuous Quality Improvement (CQI) Informational Memorandum (IM)
- **September 2012** – development of Site Lead Training/Technical Assistance

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- **October 2012** – First edition of CQI Newsletter – way to communicate about CQI efforts; Quality Service Review (QSR) Protocol Version 3.0 is finalized
- **November 2012** – Finalized QSR Process Manual (Version 2.0); Phase III roll-out of statewide CQI effort begins – *Schuylkill, Snyder, Montgomery, Luzerne, Crawford, Clarion, and Erie*
- **January 2013** - QSR Manual Version 2.0 is finalized and is available online; Review of draft of Sustaining Change Workgroup charter – clarifies scope of workgroup’s goals and objectives
- **February 2013** – PA’s Child Welfare Practice Model finalized; Review of ACF’s CQI IM; Start of strength/gap analysis of PA’s CQI system
- **April 2013** – Ongoing work on strength/gap analysis; Monitoring of County Improvement Plans – trends identified (Older Youth, Permanency, and Engagement of Fathers)
- **May 2013** – Review Statewide QSR Report from Round 2; Strategic planning about report dissemination; Ongoing work on strength/gap analysis
- **June 2013** - Ongoing work on strength/gap analysis
- **August 2013** – Discussion about the frequency at which the QSRs are to be conducted; Phase IV county letters of intent due; Final Strength/Gap analysis submitted to ACF; Data analysis about engagement of fathers
- **October 2013** – review of feedback from Phase III/Round 3 (review the data from SurveyMonkey results from Site Leads); focus on making prioritized edits for Phase IV/Round 4
- **November and December 2013** – Final edits to QSR Manual (Version 3.0) completed; Review of other states information about how they do analysis; Garner feedback to prepare for the all-day CQI meeting focused on capacity planning and statewide CQI effort; Announcement of Phase IV counties – *Adams, Lycoming, Cumberland, Delaware, and Warren (Pike was also accepted to join this phase, but withdrew)*;
- **February 2014** – Reviewed feedback from ACF regarding strength/gap analysis
- **March 2014** - Review Statewide QSR Report from Round 3; Statewide and County reports; CQI Training Academy
- **May 2014** – Discussion about IV-B Plan/CFSP, which will be submitted in June 2014; Discussion about CFSR Round 3 – onsite CFSR will be in 2017 for PA; Discussion about PA’s comments regarding Federal Register notice about statewide data indicators and national standards; Debrief from all-day CQI Sponsor Team meeting held on 4/28/14; CQI Shared Learning Collaborative
- **July 2014** – Update on CFSP; Debrief from all day CQI Sponsor Team meetings – 4/28 and 6/6; Review of key communications to be shared regarding statewide CQI effort; Closing out Phase IV and preparations for Phase V QSRs; Exploration phase of Round 3 CFSR implementation
- **October 2014** –CQI SharePoint webpage demonstration; Online reviewer recruitment application; QSR Manual 3.1 notations – not a new manual, just notes on minor enhancements; Discussion about CQI related goals outlined in CFSP; QSR marketing discussion
- **November 2014** – ACF approval letter regarding CFSP – first APSR due June 2015; Review of CFSR items – technical bulletin #7 and Data Quality Issues for Data Indicators; Pilot of CFSR onsite review instrument (OSRI) as part of Cumberland and Adams QSR; Discussion about development of QSR brochures; Announcement of Phase V counties – *Union, Fulton and Mifflin*
- **December 2014** – Winter Brunch; Debrief from advisory call with ACF; Debrief from OSRI/QSR crosswalk with ACF; Update on Phase V/Round 5; Allocations of Casey funds; Feedback on draft brochures; Strategic planning for workgroup activities in 2015
- **January 2015** – Status of exploration plan for CFSR implementation; Review of strategic plan for workgroup’s activities in 2015; CQI SharePoint up and running for all members; Online QSR application on web