



# TRANSFORM

— CONSULTING GROUP —

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Using Data to Drive Program Improvement

SPARK Learning Lab

7/14/2020



1. Why
2. Review 4 Steps of Data Decision Making
3. Overview of Continuous Quality Improvement (CQI)
4. Data Decisions and CQI
5. Impact Teams
6. Next Steps





# What is the Purpose of Data?

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## Mandatory

- Program standards
- Grant requirements
- Tied to funding

## Be the Best

- Track progress and impact
- Grow learning and continuous improvement
- Demonstrate accountability
- Market your program
- Acquire funding

# The Purpose of Tracking and Using Data

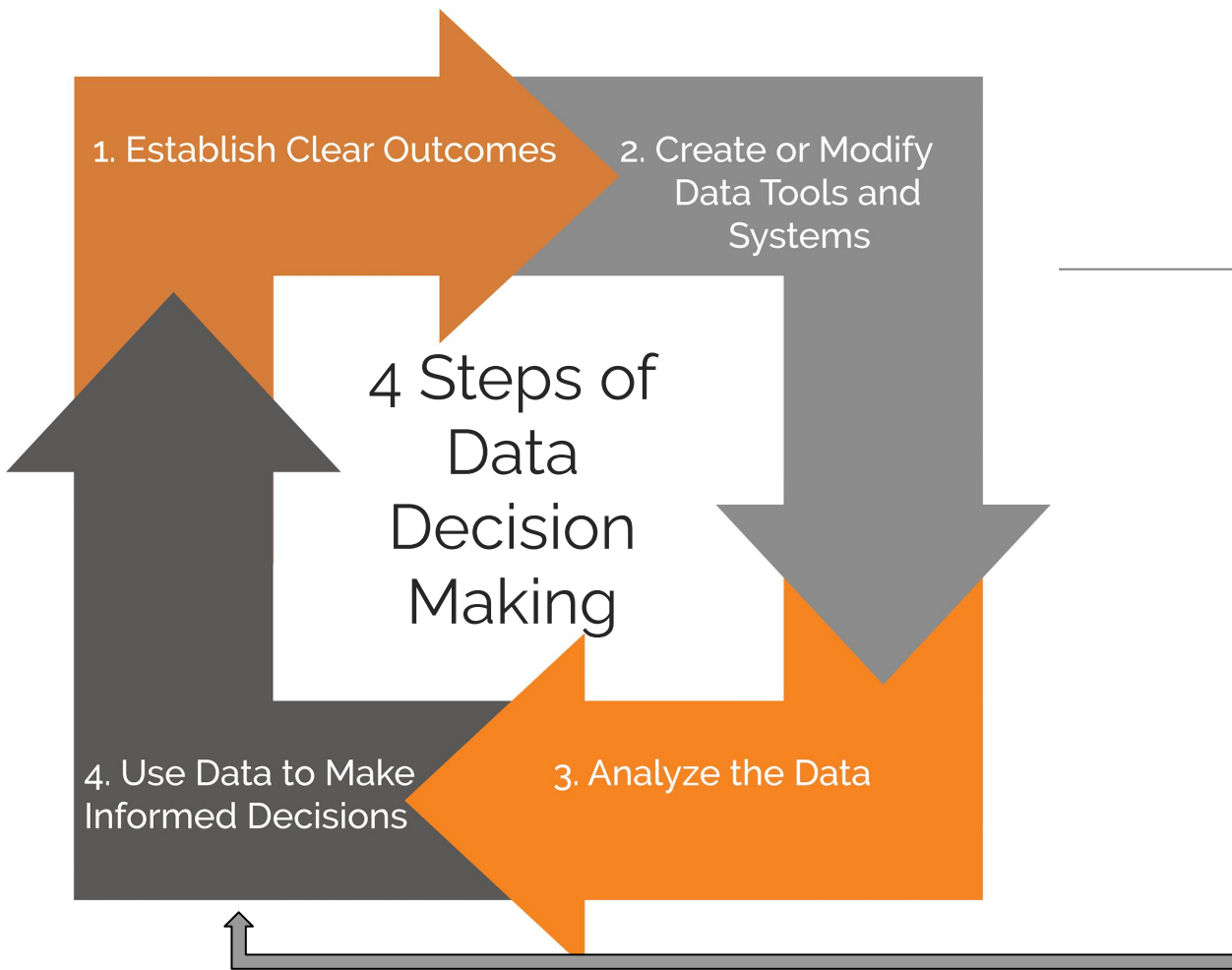
Be a flashlight when analyzing data





How do we  
become a data  
informed  
organization?





We are going to focus on step 4

# Results-Driven Culture



## Internally Focused

1. Continuous Quality Improvement
  - a. Affirm success
  - b. Program Improvement
  - c. Professional Development
  - d. Target Population

## Externally Focused

1. Marketing and Communications
2. Fundraising
3. Partnership Development
4. Outreach and Recruitment

# What is CQI?

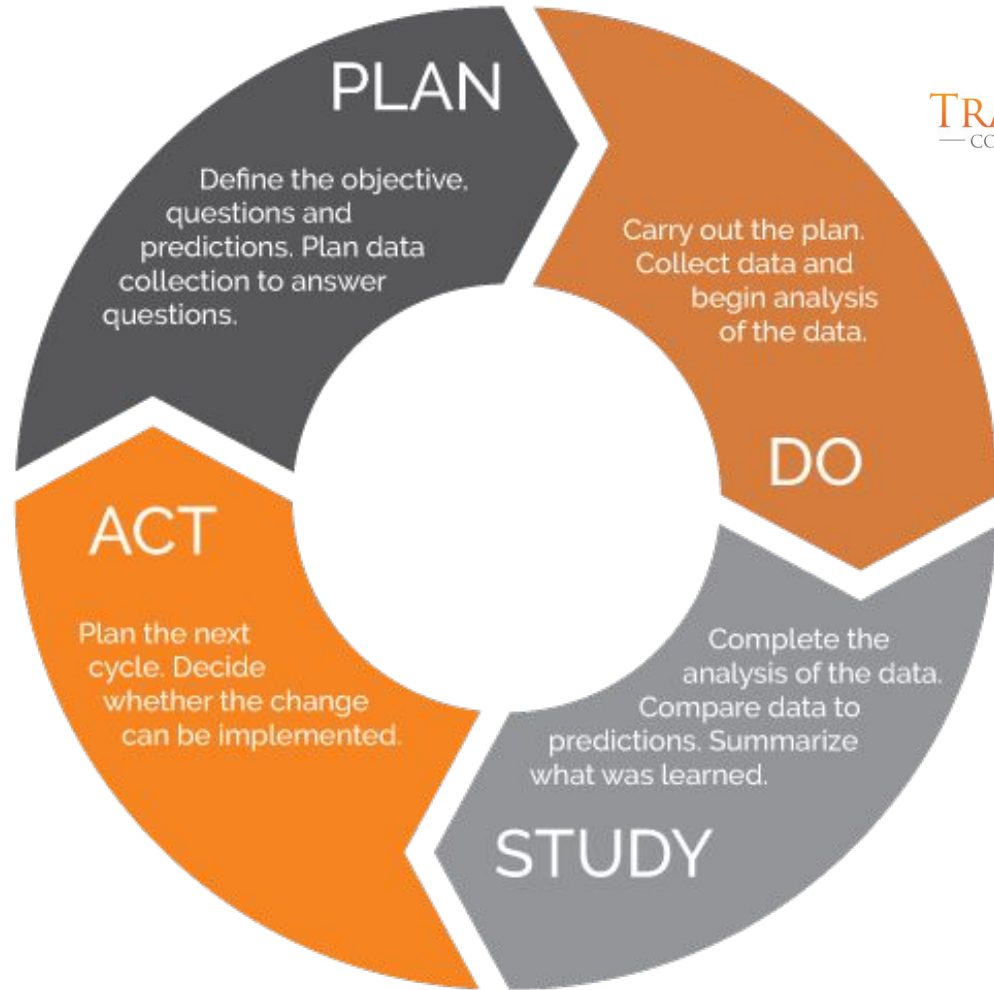
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Continuous Quality Improvement (CQI) model is an **ongoing process** for organizations to be able to determine whether or not a change made led to an improvement in quality.



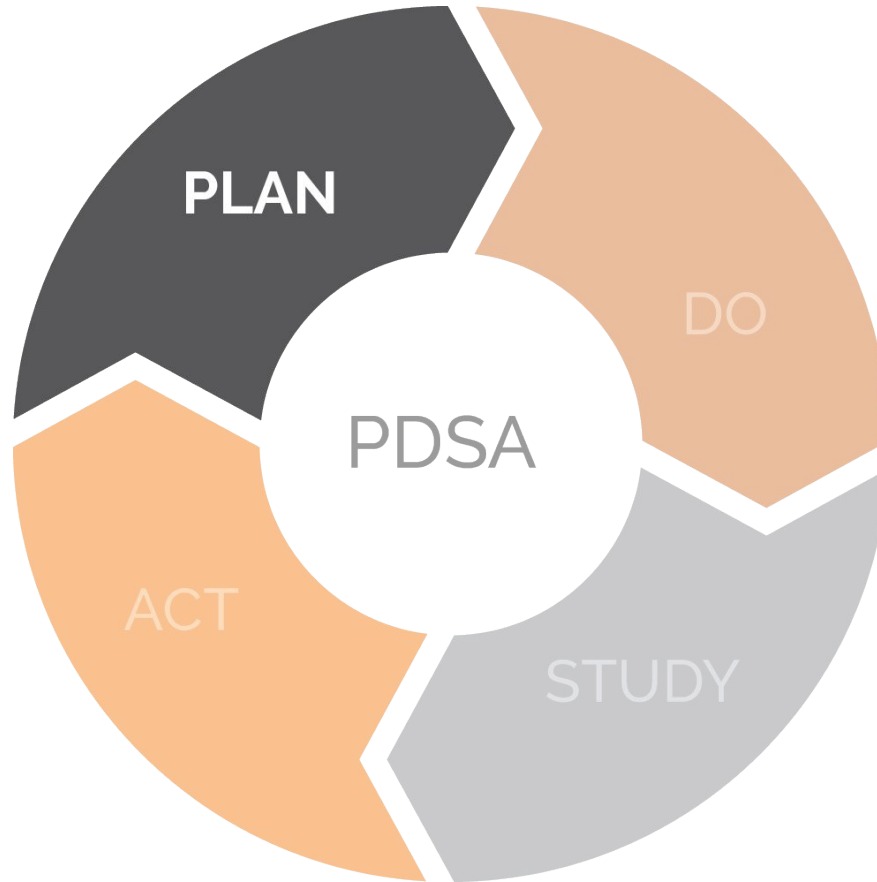
# What is PDSA?

A framework  
for  
implementing  
CQI



# Step 1: “Plan”

- Reach consensus on the “need” and “intervention”
- Map out the program design and eval tools



# Step 1: Plan

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- Review the data collected.
- **Focus in on the change you want to make to improve results.**
- Be intentional and methodical.
- Minimize opinions, assumptions, and biases.
- Build consensus on the change and purpose.
- Set a timeline to implement the change.

# Case Study Example

Output/Outcome	Target Goal	Actual Result
Participants will attend at least 80% of tutoring sessions.	70%	73%
Participants will maintain a grade of "B" or better or will improve their grade in Reading/ELA from Fall to Spring.	75%	52%
Participants will report reading for at least 30 minutes each day.	70%	37%
Parents will report an improvement in their child's school performance from Fall to Spring.	60%	82%

# CQI Toolbox

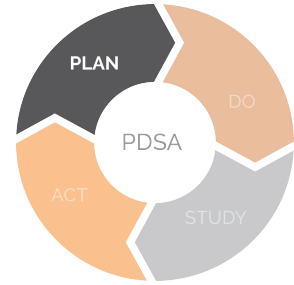
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- AIM Statement
- Driver Diagram
- Fishbone Diagram

# Aim Statement

- Focus in on the result (outcome or output) we want to improve.
- Case Study Example: By **December 1, 2020** the after school tutoring program will promote improved literacy of participating children as demonstrated by **75% of students at site X increasing their reading level.**



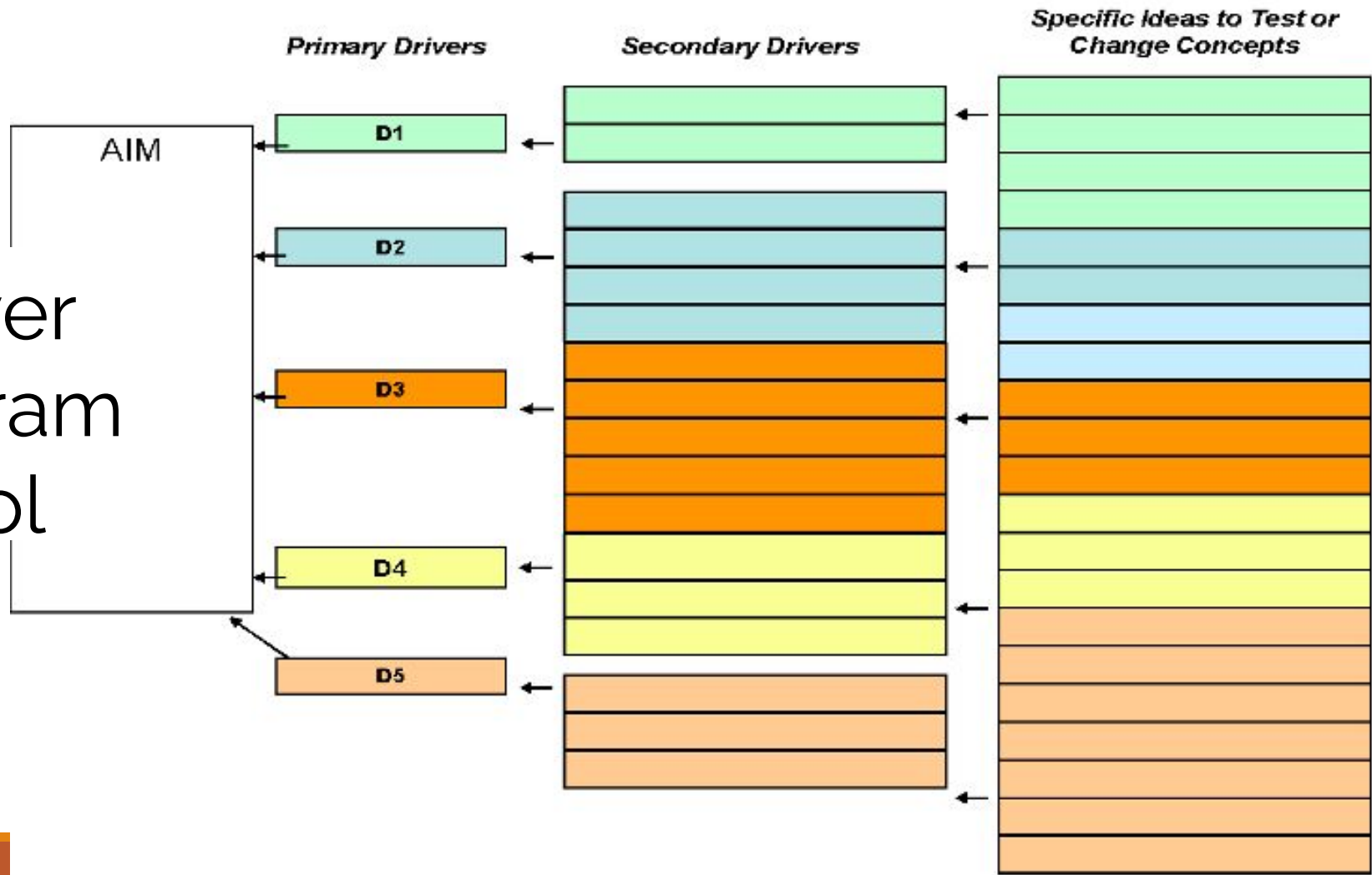
# Driver Diagram Tool

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Purpose: To show the relationship between the overall aim of the project, the primary drivers, the secondary drivers, and specific change ideas.

- “Primary Drivers” tend to have the most significant influence on the identified aim statement.
- “Secondary Drivers” influence the Primary to achieve the AIM
- “Change Ideas” are the ideas you will test through your PDSA. These ideas influence secondary drivers

# Driver Diagram Tool





# Driver Diagram

## Case Study Example

### Aim Statement

By December 1, 2020 an after school tutoring program will promote improved literacy of participating children as demonstrated by 75% of students increasing their reading level.

### Primary Drivers

Intensive support for struggling students

Family Engagement

### Secondary Drivers

Tutoring services provide individuals supports

Systems are in place to monitor student progress

Families understand the importance of practicing literacy building skills at home

Parents receive resources to support their student's learning

### Change Concepts

Create an individualized tutoring plan template to be completed with each student during their first appointment

Assess reading level and literacy skills at least monthly and update the individuals tutoring plan accordingly

Hold literacy family nights that include educational and practical components

Send literacy games, activities and exercises home with students at least once a month to complete with a parent

# Fishbone Diagram Tool

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## Purpose:

- To identify and examine underlying or root causes of a problem.
- To identify a target for your improvement that is likely to lead to change.
- To identify gaps in knowledge that require additional data collection or exploration.



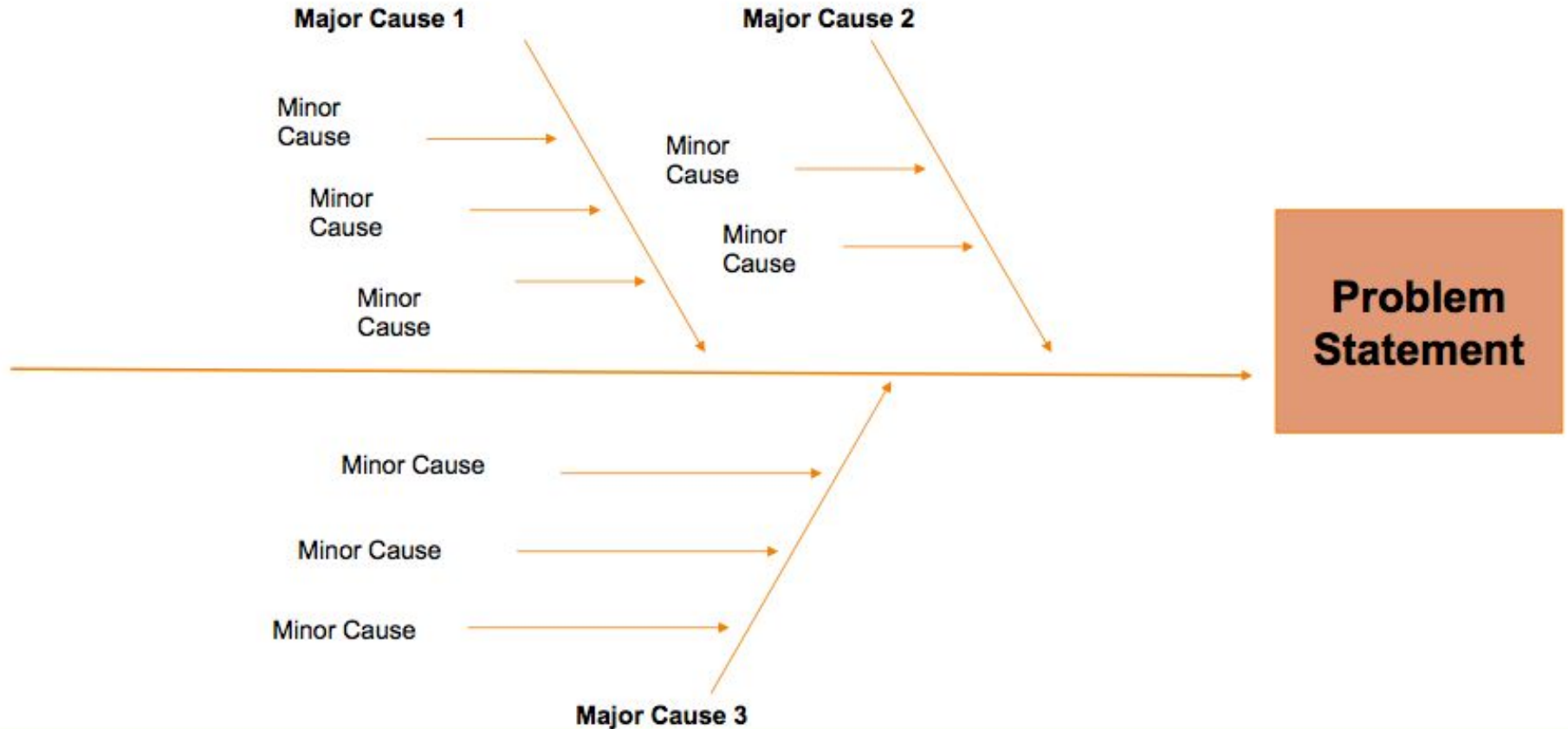
# Fishbone/ Driver Diagram

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Ways to interpret results:

- What causes did you see repeat?
- What causes were a surprise?
- What causes are within the group's control or influence?
- What causes seem particularly important to the team?
- Do you know enough about these possible causes to identify a root cause to address?

# Fishbone Diagram Template: Root Cause Analysis



# Case Study Example

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# Fishbone Diagram Example: Root Cause Analysis



## Curriculum/Structure

Limited literacy focus

Sessions aren't long enough

Lack of individualization

## Family Engagement

Poor communication

Lack of understanding of the importance of practicing literacy building skills at home

Conflicts with extracurriculars

Transportation issues

Unexcused/Unanticipated absences

## Student Attendance

**Poor student performance in reading/ELA**

# SPARK Data

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- [June Report](#)
- [3rd Qtr Report](#)
- [SPARK Training dashboard](#)
- [SPARK communications dashboard](#)
- [EC Business Survey Analysis](#)
- [Active Provider Density Map](#)
- [SPARK team trainers map](#)

1. Think about a recent result that you are not satisfied with (from one of the reports/ dashboards).
2. Create an AIM statement
3. Use one of the CQI tools to focus in on a change to implement



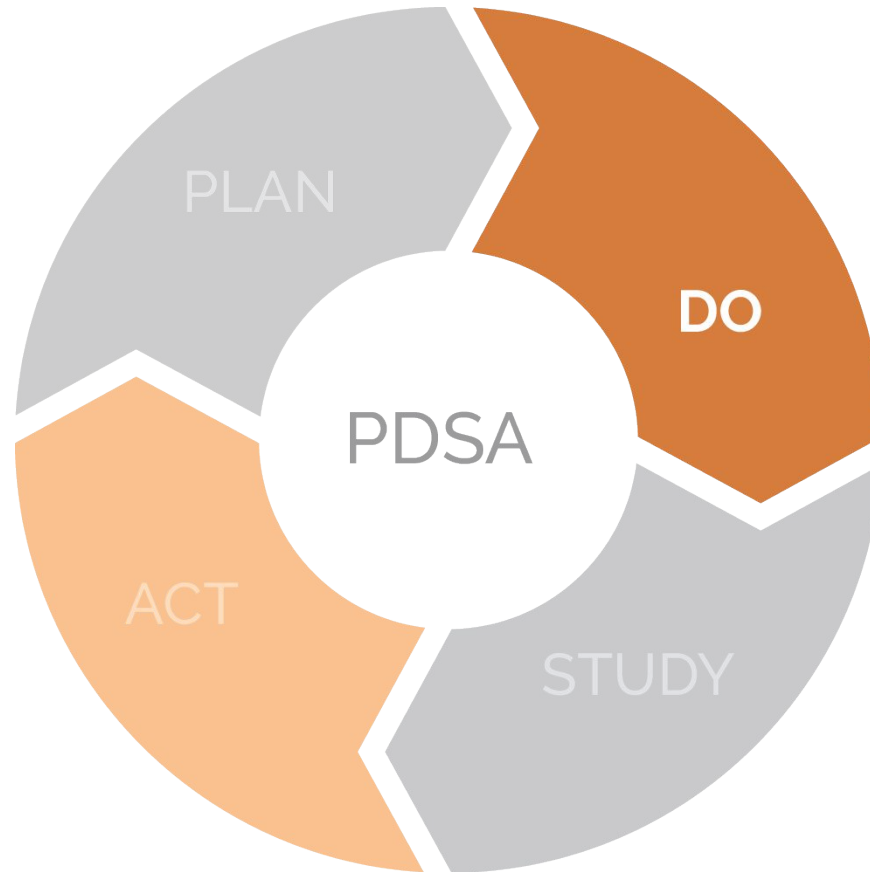


# Break



## Step 2: “Do”

- Implement the program change.
- Follow the outlined process.
- Collect data (surveys, assessments).



## Step 2: “Do”

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- Ensure everyone is following **protocol** and design method.
- **Observe** the change being implemented.
- **Note** challenges from staff and stakeholders about the change.
- Ensure **data** is being **collected**.

# Case Study

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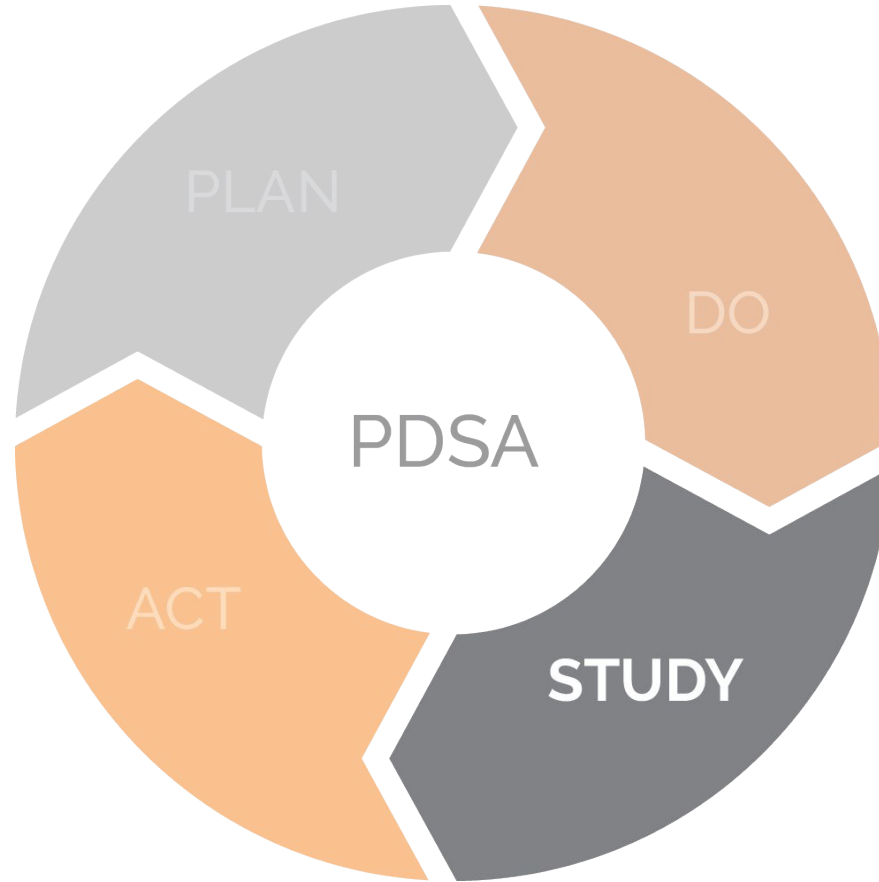
- Create an individualized tutoring plan template to be completed with each student during their first appointment
- Create a Standard Operating Procedure (SOP)
- Train staff on new plan and SOP
- Pilot at one site (site X)
- Implement for 90 days

1. Think about how you will implement your change.
2. Do you have data tools in place to collect the data?
3. What procedures need to be created to ensure consistent implementation?



# Step 3: “Study”

- Assess what change, if any, occurred
- Analyze the data



## Step 3: “Study”

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- Review and analyze the data collected.
- Make meaning from the data.
- Confirm if the desired change made a difference with the result (AIM).

# Case Study Example

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Case Study Aim Statement: By **December 1, 2020** the after school tutoring program will promote improved literacy of participating children as demonstrated by **75% of students at site X increasing their reading level.**

Intervention: Create an individualized tutoring plan template to be completed with each student during their first appointment

**Actual Result: 82% of students at the pilot site increased their reading level, compared to 67% of students across sites**



# Study the Data

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## Discussion Questions

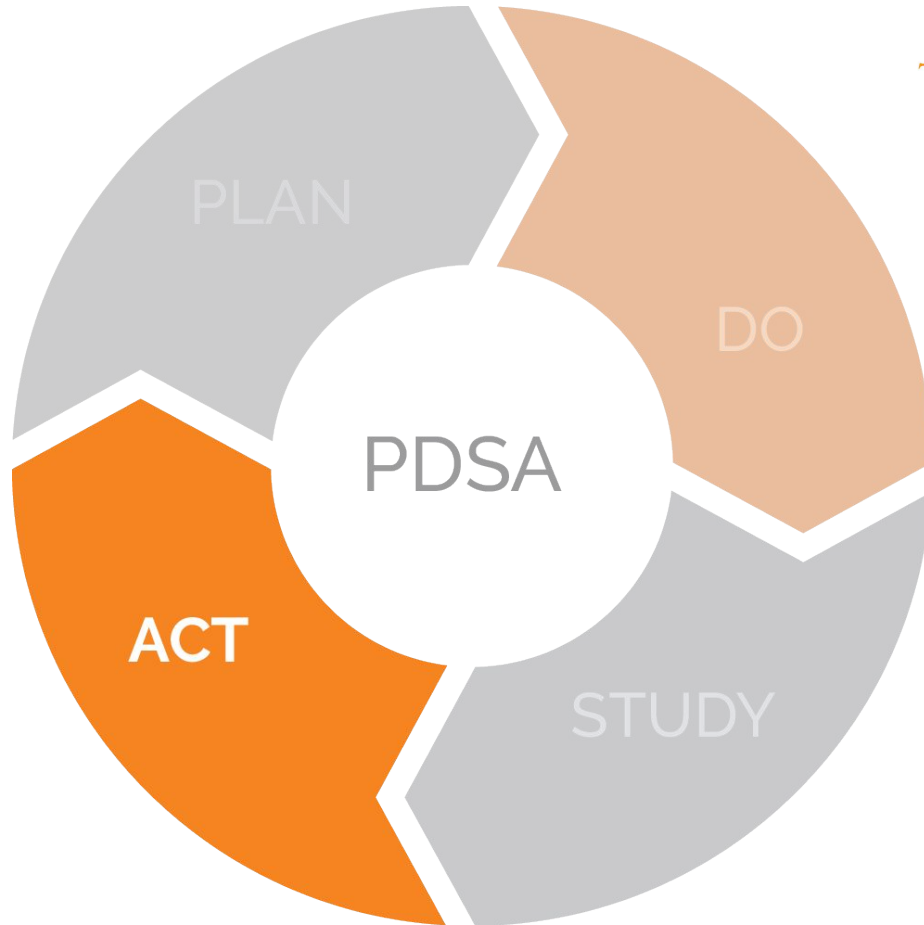
- What's interesting?
- What questions does this raise?
- What is significant?
- Are we meeting the goal from our AIM statement?

1. Think about how you would study the data.
2. Is there an existing group in place to pull together to review the results and discuss?
3. When would you do this?



# Step 4: “ACT”

- Adapt
- Adopt
- Abandon

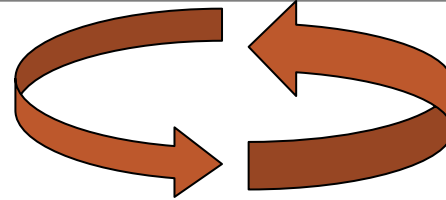




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## Step 4: “Act”

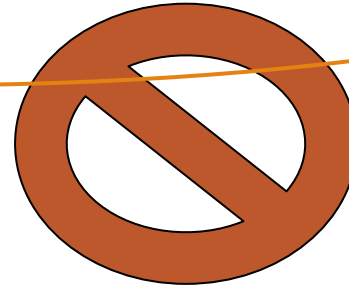
1. Adapt



2. Adopt



3. Abandon



# Cyclical Process

**Adapt** or  
**Abandon** -  
Revisit the  
PDSA  
Framework  
again



# CQI Tips

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- Continuous (**circular** process) not linear
- You can (and should!) go through the process **multiple** times.
- Use CQI tools **interchangeably**

# Data Management & CQI



# Aligning PDSA with Data Decisions

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## Benefits:

1. Align impact/goals with need
2. Clear process and action plan
3. Engagement with team
4. Thoughtful changes made to improve program

## Challenges:

1. Doing before the Need
2. Afterthought
3. Skip studying
4. Lack of skill / capacity
5. Limitations



1. Think about how the CQI process could help your organization.
2. Identify changes you would need to make to implement it. Identify your next steps.



# Applying this Process

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## Impact Teams!

- Strategy for success in using the data
- Solution to barriers/challenges



# Purpose and Structure

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1. Monitor and track the CQI process
2. Meet regularly
3. Keep team accountable to the process
4. Study the data
5. Make recommendations

# Impact Team Structure

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- 6-10 people
- Different staff level positions
- Different roles in the organization

# Impact Teams

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- Who do you want on your team?
- When do you want to meet?
  - Existing meeting integration?
- We will provide instructions and next steps to guide discussions

# Next Steps

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- Use the CQI tools to address results you're not satisfied with:
  - AIM
  - Driver Diagram Templates
  - Fishbone Template
- Review reflection and discussion topics with your team
  - Create/Determine your Impact Team and meeting schedule
  - Identify other internal changes needed to implement CQI



# Thank you!

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2. **Contact us** with any questions or to talk further about how we can help you!

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