411. The Role of Technical Assistance in Supporting Movement from Compliance to a Culture of Improvement

Monday, July 16, 2018
8:30 a.m. – 12:00 p.m.

QRIS National Learning Network

Build INITIATIVE
Strong Foundations For Our Youngest Children

Welcome (Before we get started)

Please sit together in groups of 5 + people **and meet some people you don't already know.**

Introduce yourself to 'your group'

- Describe your role

- Discuss your interest in Early Learning System building, specifically about your observations and experiences with CQI
(continuous quality improvement)

- Share why you selected this session

Session Objectives

Modeling a number of tools and activities for leaders to use in their own work including modified open space technology (OST), convene a session to share ideas and knowledge about continuous quality improvement (CQI) within early learning systems especially related to technical assistance.

Key questions include:

- How do states structure and support technical assistance, peer mentoring and coaching to create a sustainable culture of improvement at all levels of the early learning system?

- What are we learning in terms of best and proven practices and how can we more rapidly cycle and leverage each other's good work?

- How are we using data to tell our stories – what is working, opportunities for improvement?

- How are we supporting and building the cadre of coaches?

Our Time Together

- Welcome

- CQI – Definitions and Considerations

- Appreciative Inquiry

- Empathy Map

- Pre-mortem

- Community Café

- Wrap Up

CREATING A CONTINUOUS IMPROVEMENT CULTURE

CQI Definition

What are the elements you feel would be important to include

in a definition of CQI?

Continuous Quality Improvement is...

A management process and ongoing practice to improve internal work processes and increase program quality. It is proactive, not reactive.

It goes beyond external compliance – and moves the lever for change internally. It involves the internal "owning" of the process by the program team.

Improvement processes involve using data to generate change ideas and testing these ideas through a structured iterative learning cycle (such as Plan, Do, Study, Act).

Iterative Learning Cycles

[Langley et al. The Improvement Guide. 2nd Edition. Jossey-Bass, San Francisco, CA. (2009)]
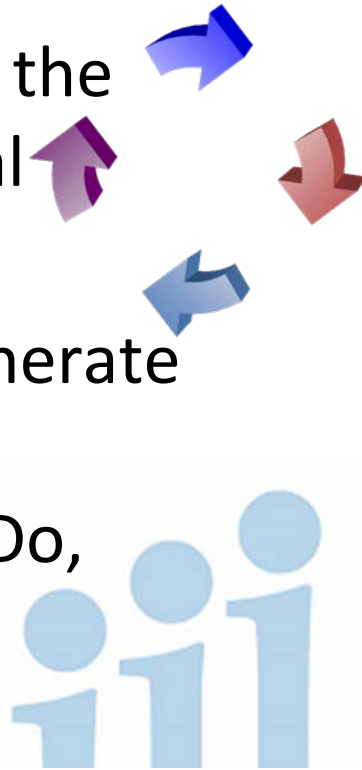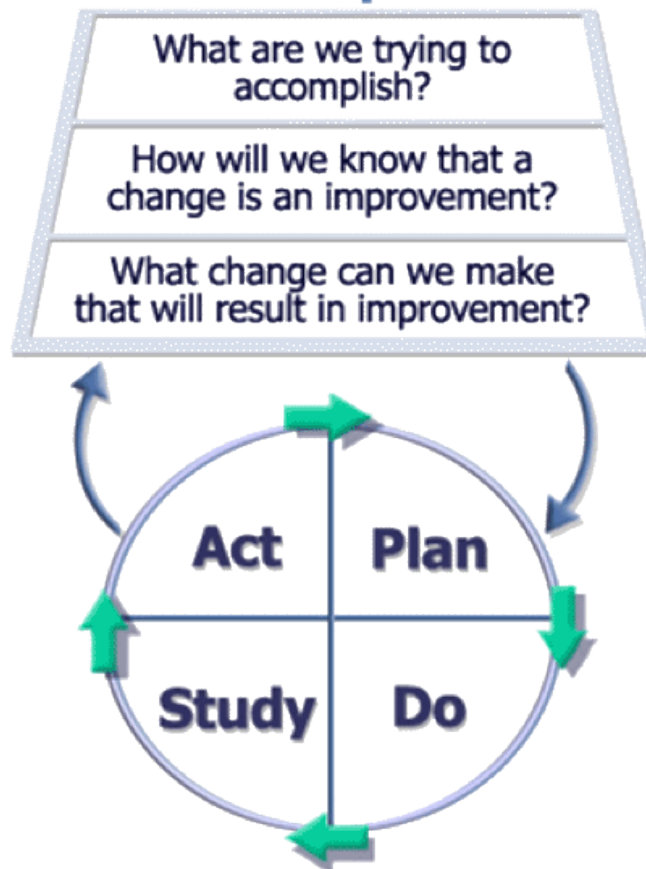
Continuous Quality Improvement

- **CQI applies to three levels and different strategies are used at each level.**

    - **Program level** - program staff and leadership

    - **Implementing partner level** - professional development and technical assistance practitioners

    - **The state system level** - state agencies, statewide organizations, policymakers, private funders, and contracting entities

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

改善

Kai = Change   Zen = Good

QRIS: Many Levels of Work

State/Systems Level

Implementing Partner Level

Program Level

CQI Focus Own Level

CQI Focus System
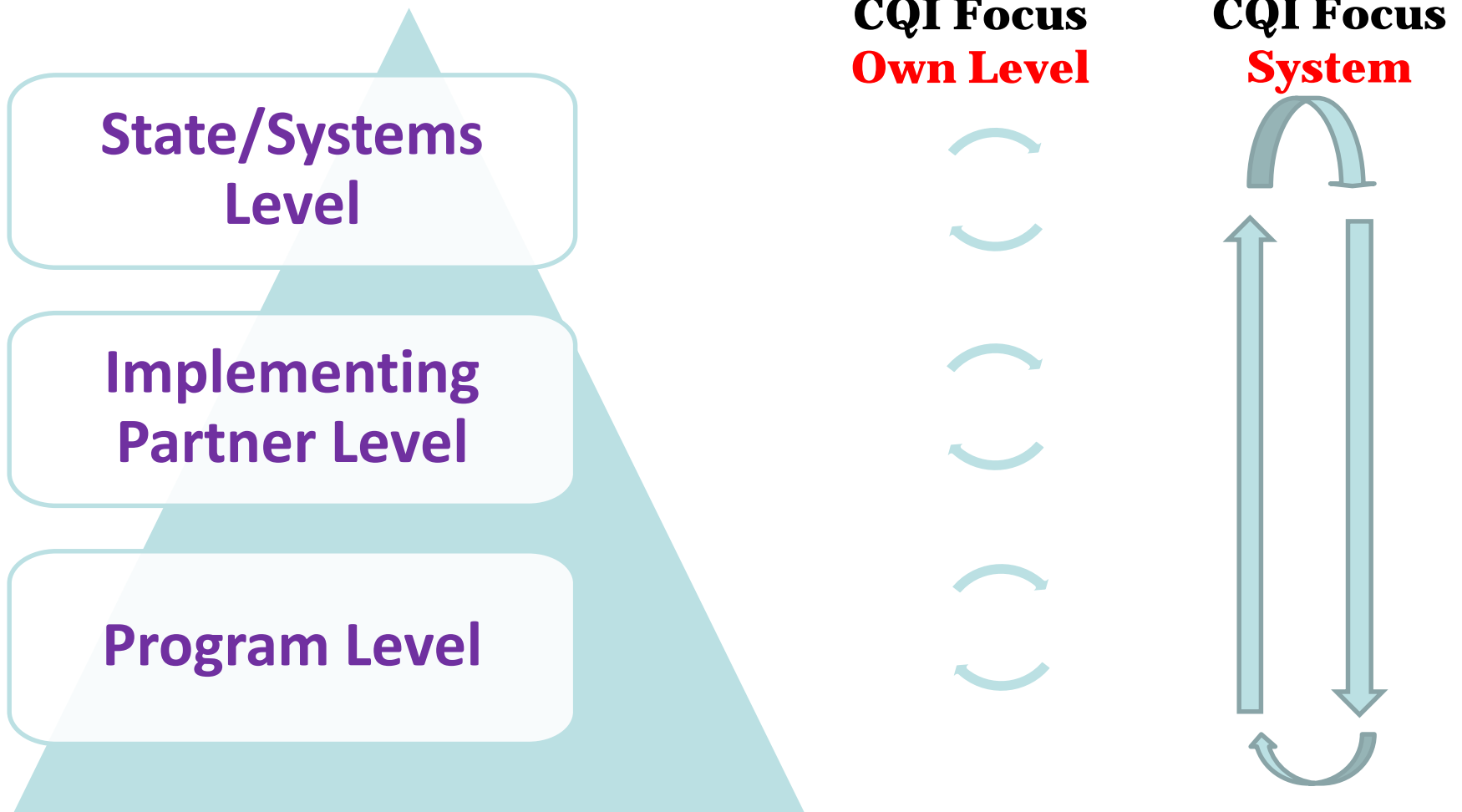
Core values that lead to successful CQI…

- Change is ongoing. There is no "finish line."

- True expertise rests within a program.

- Commitment to change is strengthened when everyone is engaged in assessing what needs to be done.

Appreciative Inquiry

Who are you engaging?

Empathy Map Canvas

GOAL

1 WHO are we empathizing with?
Who is the person we want to understand?
What is the situation they are in?
What is their role in the situation?

2 What do they need to DO?
What do they need to do differently?
What job(s) do they want or need to get done?
What decision(s) do they need to make?
How will we know they were successful?

7 What do they THINK and FEEL?

PAINS
What are their fears,
frustrations, and anxieties?

GAINS
What are their wants,
needs, hopes and dreams?

3 What do they SEE?
What do they see in the marketplace?
What do they see in their immediate environment?
What do they see others saying and doing?
What are they watching and reading?

6 What do they HEAR?
What are they hearing others say?
What are they hearing from friends?
What are they hearing from colleagues?
What are they hearing second-hand?

What other thoughts and feelings might motivate their behavior?
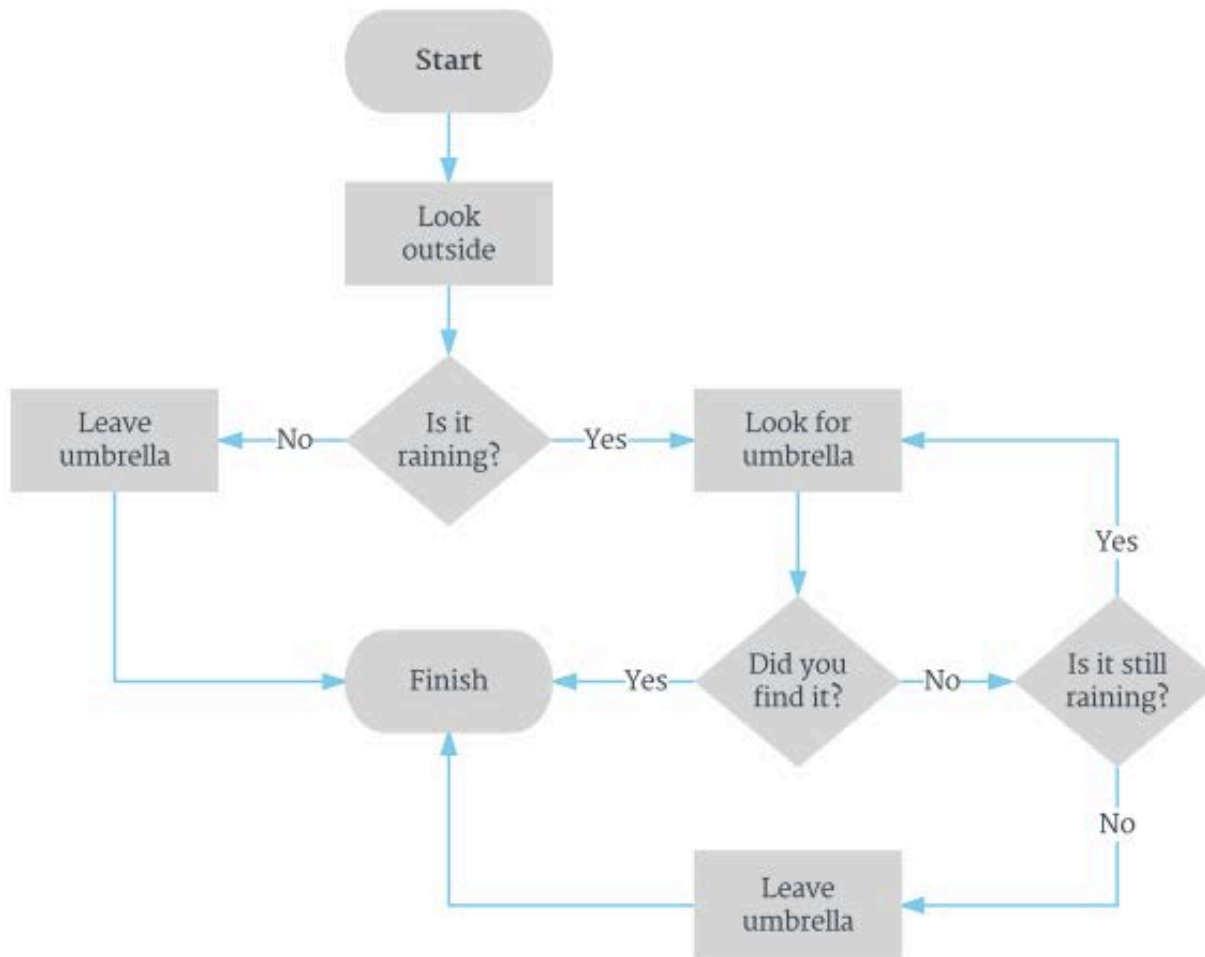
4 What do they SAY?
What have we heard them say?
What can we imagine them saying?

5 What do they DO?
What do they do today?
What behavior have we observed?
What can we imagine them doing?

What are you improving?

How can we do better?

http://gamestorming.com/pre-mortem/
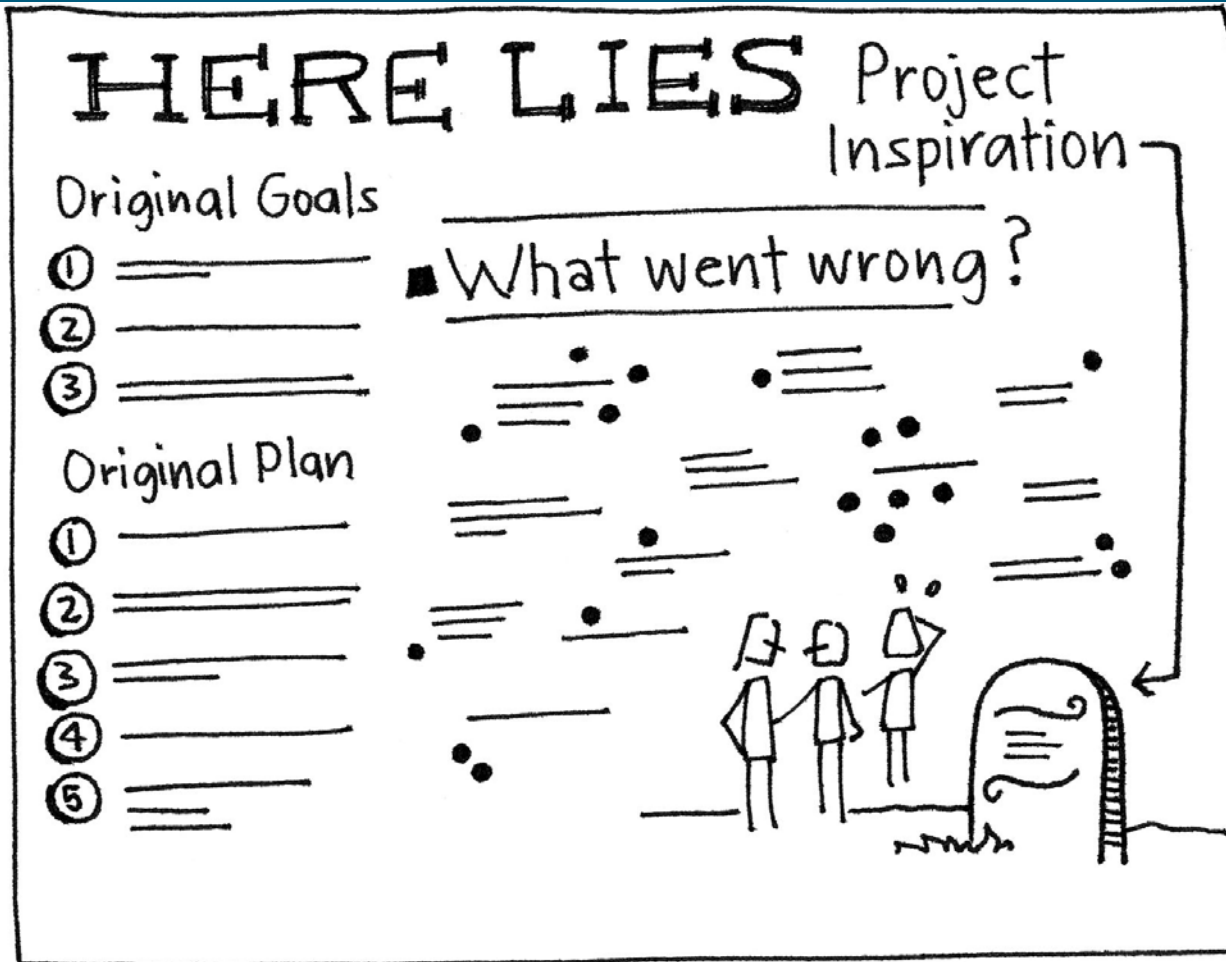
Why Use Open Space Technology?

Open Space Technology:

- Starts with a topic for discussion:
  - "Embedding CQI in QRIS"

- Creates "space" for the participants to:
  - Discover shared interests
  - Co-create some knowledge
  - Suggest some next steps for the group

In Open Space, participants work together quickly, break through to new thinking, and appreciate each other in new ways.
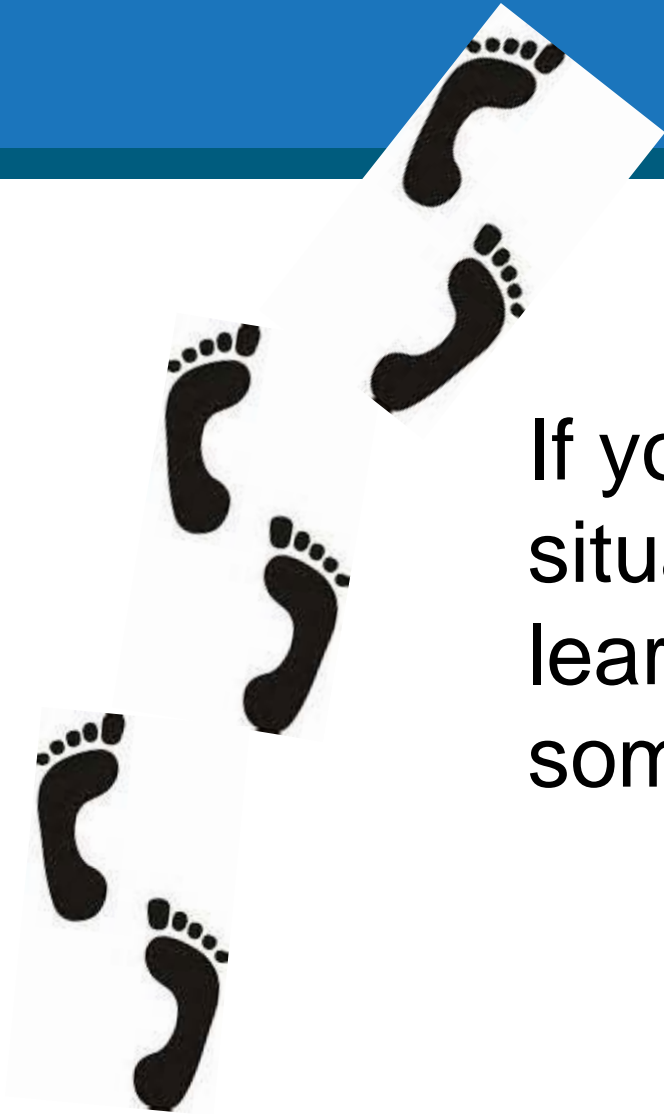
Principles of Open Space

1. Whoever comes is the right person.

2. When it starts is the right time.

3. Whatever happens is the only thing that could have happened.

4. When it's over, it's over.

The Law of Two Feet

If you find yourself in a situation where you are not learning or contributing, go someplace where you can.

Which Are You?

CQI Pre-Session

Steps to Implementing an Open Space Meeting:

- Circle time – shared agenda creation

- Conversation

- News Wall

- Convergence and closing the circle

Setting the Agenda

Key points:

- This is not brainstorming.
- Have passion for your topic.
- You will facilitate your issue/opportunity.

Agenda Co-Creation Steps:

1. Write your topic and your name on a large Post-it.
2. Share topic with the group ("share aloud").
3. Place the Post-it on the Agenda Wall.

When in Conversation Topic Groups

1. Assign a note-taker to record your ideas

2. Assign a news reporter to capture the ideas on big paper

3. Facilitator leads the conversation for the first 30 minutes.

4. News reporter gathers key points on big paper during the last 10-15 minutes

5. Post key points on News Wall

Things to Remember

- Step up, step back

- Be an active listener

- Value all contributions

- Maintain a sense of humor

Gallery Walk

1. Gallery walk the News Wall.

2. Use Post-its to comment on what you read, or about the process overall. For example:

   - What "aha" moments did you have?

   - What general themes emerged?

Closing

Thank You

Follow-up Contacts:

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Continuous Improvement