Theories of Change from a Continuous Quality Improvement (CQI) Perspective: Logic Modeling and Measuring Performance

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What is Continuous Quality Improvement (CQI)?

- Program reflects the wishes and needs of the community being served
- Program continually improves and moves toward meeting program goals
- Outcomes are measured, monitored and achieved

CQI Key Principles

- CQI is an ongoing process that requires a team approach with multiple perspectives
- CQI requires a common understanding of the program’s logic model
- CQI involves using data to identify whether implementation is consistent with the logic model
- CQI requires real dialogue around areas in need of improvement and what can be done to improve
- CQI focuses on developing an infrastructure to address the problems; not just a one time solution

Data-driven Tools to Support CQI

- Key to the CQI process
- If done correctly, allows you to:
  - Assess whether implementation is following what was defined in the logic model
  - Identify areas where plans have deviated and why
  - Reassess priorities or expectations
  - Identify and implement improvement plans

CMHS Benchmarking Initiative

- Support CQI at the national and local level
- Tool to support technical assistance planning
  - Use data to identify areas of strength and areas of opportunity
  - Incorporates performance measurement, benchmarking and dialogue to support CQI
  - Incorporates a continuous quality improvement communication feedback process

How the Logic Model and Measuring Performance are Integral in Support of CQI:

An Example from the CCMHS Program for Children and Their Families
(1): Start with the Logic Model

- What is desired and what are the strategies to achieve the goals?
- Logic Model Components
  - Population
  - Guiding Principles
  - Strategies
  - Outcomes

(2): Identify Process and Outcome Measures

- Process:
  - How will you know how the guiding principles are implemented (process)?
  - How will you know that your system of care strategy is being implemented?
- Outcomes:
  - How will you know that the strategies are working as expected?

(3): Develop a Tool

- Develop data collection strategies
- Define performance indicators
  - Must be measurable and actionable
- Set benchmarks
- Develop a reporting mechanism

(4): Monitor your Progress

- Use data-driven tools to monitor your progress
- Measure whether you are achieving what was defined in your logic model
- Identify what is working and what is not working
- Identify strategies to achieve your goals
CCMHS Program Logic Model and CQI Progress Report Crosswalk

Logic Model System Level Outcomes
- Families are full partners in policy and implementation
- Agency partnerships are broadened and deepened
- Comprehensive, coordinated, efficient, and accountable service array is developed
- Resources are appropriately allocated and utilized locally
- System of care is sustained with stable, long-term funding
- Child and family satisfaction with services is improved

<table>
<thead>
<tr>
<th>Logic Model System Level Outcomes</th>
<th>Logic Model Child and Family Level Outcomes</th>
<th>Logic Model Practice Level Outcomes</th>
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<tbody>
<tr>
<td></td>
<td>Children’s distressing symptoms are reduced</td>
<td>Service providers integrate system of care principles and values into practice</td>
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<td></td>
<td>Children have improved ability to function at home, in school, and in their community</td>
<td>Children and families receive coordinated and useful services and supports in the community</td>
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<td>Improved family functioning and reduced caregiver strain</td>
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Summary
- CQI starts with a logic model
- Continuously monitor progress toward meeting goals as outlined in your program logic model
- A data-driven approach to CQI requires:
  - A team approach
  - Consensus on process and outcome measures and a usable “tool”
  - Dialogue and action to improve performance

“Only through data do we know what we are doing is working.”

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