



THE UNIVERSITY OF
CHICAGO

SCHOOL OF SOCIAL SERVICE ADMINISTRATION

Quality Improvement in the Social Services, Part I



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We'll talk about...

How you know you have a problem to improve

Frameworks for improving

Chartering an improvement effort

Finding data on the problem

Thinking about problems in terms of process

How do you know you have a problem

- *Monitoring metrics signal a problem*
- *Stakeholders report a problem*
- *It is just obvious to everyone*
- *Your gut tells you something is awry*

Process Problems not People Problems

We make social service jobs impossible in many ways.

- Too many cases.
- Too many requirements.
- Too much knowledge to know.
- Too hard to apply in the moment, in the real world

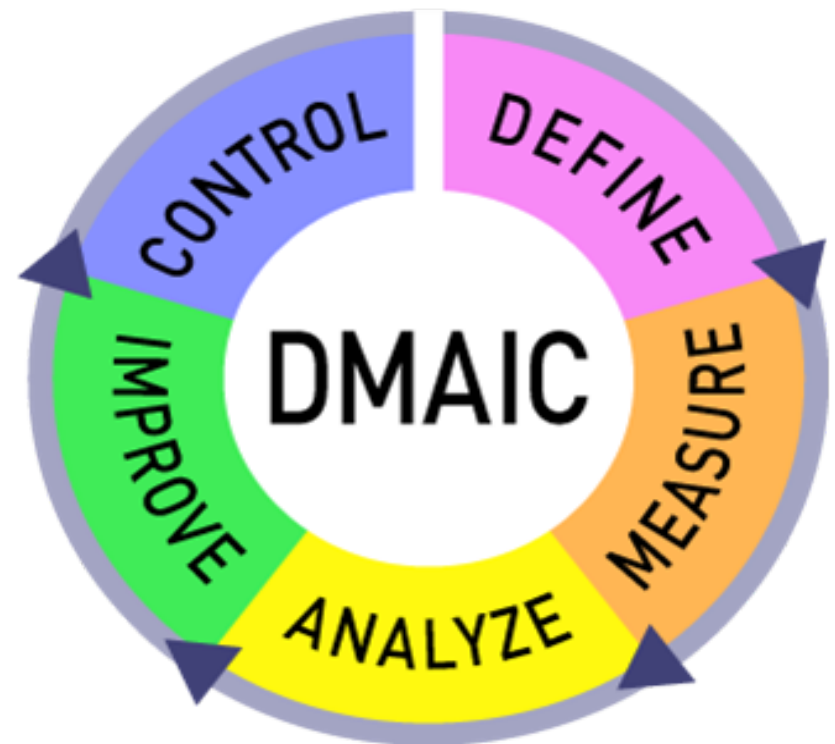
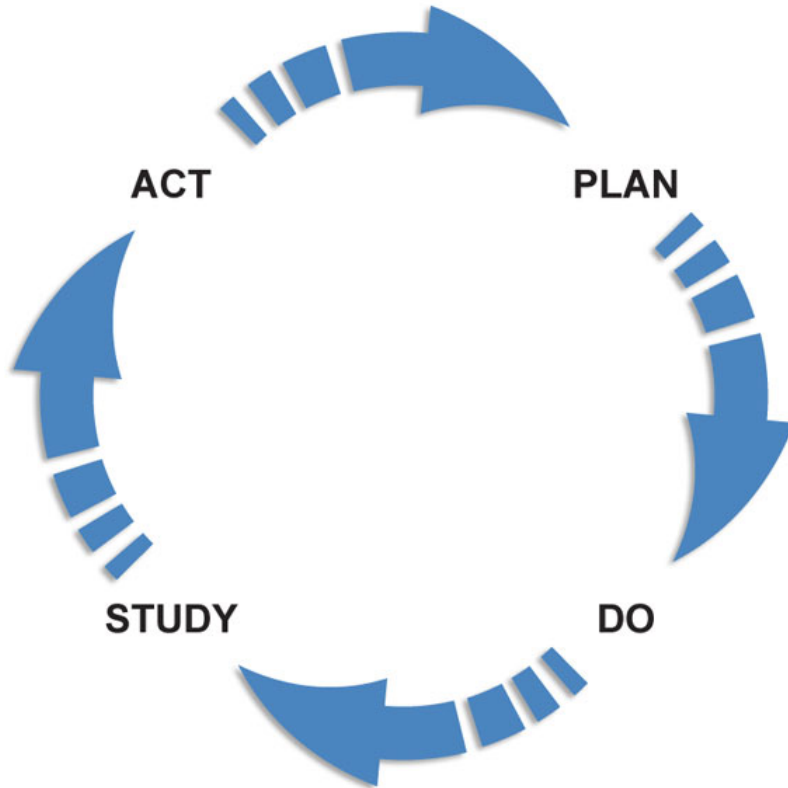
Processes that require people to be inefficient in their time.

Processes with no logic model or theory behind them.

Processes that are insufficient in:

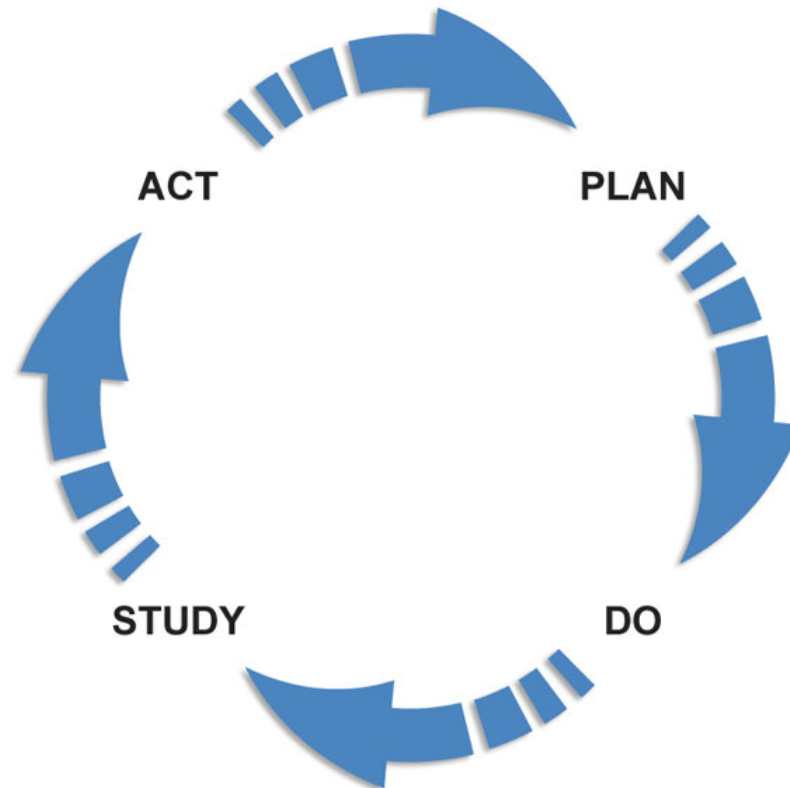
- specificity (What do I do?)
- dose

Improvement Frameworks



Improvement Model

1. What are we trying to accomplish?
2. How will we know that a change is an improvement?
3. What changes can we make that will result in improvement?



A Fix- It Framework

1. What do we want to accomplish?
2. Who cares and what do they care about?
3. What are we doing now and how well are we doing it?
4. What can we do better?
5. What are the underlying causes?
6. What changes could we make?
7. Do it.
8. How did we do? Shall we try again?
9. If it worked, how can we do it every time?
10. What did we learn?

**Teague's
generalist
model**

All of these are problem solving

Helen Harris Perlman (1957)

- *Problem Identification*
- *Subjective experience*
- *Exploration of cause*
- *Discussion of possible actions*
- *Choice and action*
- *Evaluation*

Chartering an Improvement Team

1. General Description

- a. Charter description.
- b. Reason for the effort.

It is a form, a document and a charge for action for a group of people.

2. Expected Results

- a. Expected outcomes.
- b. Measurements.

3. Boundaries.

- a. Initial activities.
- b. Limitations.
- c. Time frame.

4. Participation

- a. Team membership.
- b. Sponsorship.

Improvement Cycle Simulations

	Crisis Response Agency	Refuge for Human Trafficking
Agency context	Small single program agency	New program within large, well-resourced sophisticated social service agency.
Problem (s)	Staff turnover; staff hates being on call; burden to Spanish speaking staff; no client information when on call.	Not getting referrals; not getting paid.

Our Simulation Process

