



Adapting Service Delivery in Response to Crisis and Uncertainty

ROOT CAUSE WEBINAR SERIES FOR SERVICE PROVIDERS

April 29, 2020

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About Root Cause

Root Cause is a nonprofit consulting group that exists to enable more people and families to achieve lifelong success.

Since 2004 we have worked with over 200 organizations on **strategy, measurement, learning and improvement**, and **collective action** in areas including health and well-being, education, and youth development, and economic security.

Today's presenters



Consuela Greene
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Senior Manager of
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Root Cause Webinar

Audio Settings ^



Chat



Raise Hand



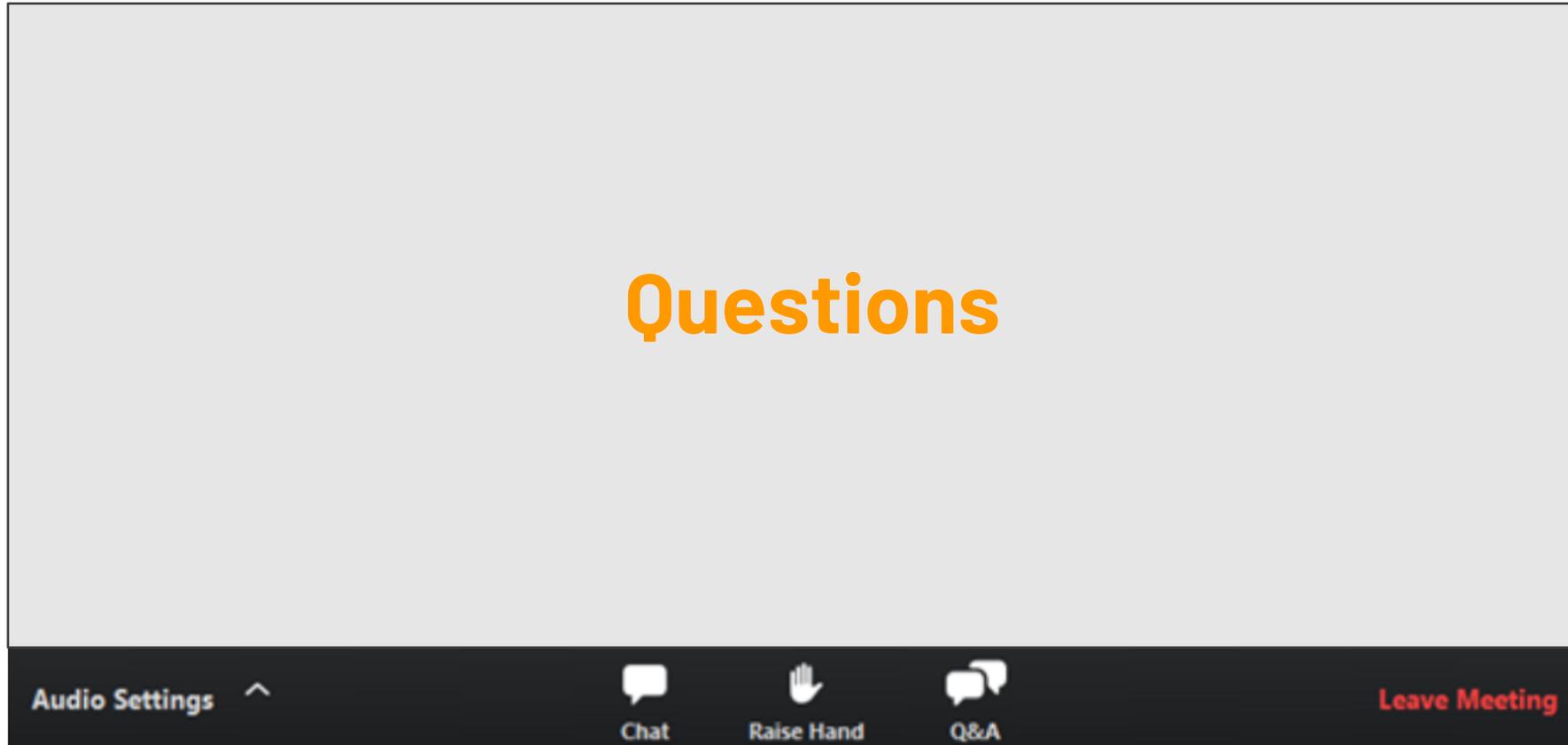
Q&A

Leave Meeting

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Q&A



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More from Root Cause

A follow up email with resources, tools, slides, and the recording of today's webinar will be sent out tomorrow.

Upcoming Webinars:

- May 6 - Financial Sustainability: The Consolidation in a Time of Uncertainty
- May 13 - Program Design: Adapting Service Delivery in Response to Crisis & Change

Register for webinars at rootcause.org

Webinar Roadmap

Welcome! Here's what we'll be covering together today...

- Introductions and Logistics
- Themes & Trends: What we're hearing from service providers about program adaptation
- Managing Service Adaptation
 - Framework for Adaptation
 - Monitoring Service Quality
 - Process for Iteration & Learning
- Q&A
- Resources & Tools

Trends & Themes

Attempting to meet current needs when for some there's an uptick in service demand and for others services can't continue at all - and many are somewhere in between

Organizations are making changes that they've wanted to do for a long time, and are in constant motion to adapt and keep up with shifting circumstances

Seeking a balance between making short-term adaptations and attending to long-term implications, strategies, and mission alignment

Navigating service participant engagement in a virtual delivery setting, and/or when virtual options are limited or unavailable

Approaches to engaging with and supporting specific populations during this time (e.g. elders, youth, students, domestic violence survivors, job-seekers, etc)

Strategies for supporting, inspiring, and reassuring staff and volunteers – both now and when in-person services ramp back up

Key Considerations for Managing Service Adaptation

- Identify and support an evolving set of immediate needs of program participants, their families/communities, and program staff members
- Make shifts that can serve both short- and long-term service goals
- Invite contribution and feedback through creative means – none of us is the expert in these circumstances!
- Prioritize real-time feedback, data, and meaning-making
- Create a simple, useful process for managing adaptation that allows for iteration, learning, and quality improvement over time

Managing Service Adaptation

Framework for Adaptation

“In a non-linear process, everything is part of the learning, every step. That includes constructive criticism, it is part of the feedback loop -- experiment, gather feedback, experiment again. This is how we learn.”

adrienne maree brown, *Emergent Strategy*

A Framework for Adaptation



← Process for Iteration & Learning →

Managing Service Adaptation

Monitoring Service Quality

Monitoring Service Quality During Adaptation

Accessibility

- E.g. addressing barriers to services & supports

Family Engagement

- E.g. including clients (and/or their families) in shaping services

Referrals & Partnership Management

- E.g. referral practices and partnership/coordination across services

Staff Support & Performance

- E.g. practices & policies that enable staff to do their best

Trauma-Informed Practice

- E.g. integrating of trauma-informed care principles & practices

Use of Evidence

- E.g. incorporating research & evidence-based models/approaches

Performance Measurement

- E.g. systems and structure to collect data and monitor performance

For overall service quality, consider:

What is different now?

What needs the most attention from our team?

How are we delivering quality in this area with consistency under current conditions?

What can be improved in the short-term to bring us into greater alignment with our goals?



In the follow-up materials, look for a handout called "Monitoring Service Quality During Adaptation"

Managing Service Adaptation

Process for Iteration & Learning

Suggested Process for Iteration & Learning

We've changed our service delivery approach (and we keep adjusting it) - now what?

1. Get clear on goals/aims
2. Collect relevant data
3. Take time to review the data
4. Make meaning of your information (*what does our data tell us? What can we conclude?*)
5. Adjust the approach based on our learning (then return to step 1!)

To Do This, We'll Need:

- A group of team members to help out
- A common place to document aims, measures, and learnings
- Agreement on what data to collect and how
- Regular opportunities to review data and discuss next steps

Plan-Do-Study-Act (PDSA)

PLAN: Get a small team together and develop the approach

- What is our goal?
- How will we do it?
- How will we know if it worked?

ACT: Decide what to do next

- Continue this new way of working?
- Change it?
- Try something totally different?



DO: Implement the plan and collect the data you need in order to understand if it worked

Many of you might already be here!

STUDY: Look at the results together and make meaning of your data

- Did we achieve our goal?
- What did we learn?
- What worked? What didn't?

Using Feedback and Data for Iteration

- Prioritize real-time feedback, data, and meaning-making
- Engage service recipients and staff in shaping service adaptation by actively seeking input and feedback – and strengthen relationships in the process
- Find the data and feedback that allows us to answer:
 - How do we know if this is working? What could be better?
 - What are we missing? Who are we missing?
 - If we change something about our services, how will we know if it is an improvement?
- Prepare to be able to tell the story of what we attempted, what we learned, which methods works, and what we want to keep doing
- Communicate this data-driven story to funders, partners, and other stakeholders to persuasively make the case for continuing to use/adapt innovations long-term

Gathering Real-time Feedback and Data



Identify practical, ready-to-implement approaches to getting feedback from both service recipients AND program staff:

- ex: Phone-friendly simple surveys, brief virtual focus groups, 1-2 questions to ask clients at the end of a regular call/email/text exchange, questions for staff in a regular team call



Choose questions that will help lead to tangible improvements, for example:

- [For service recipients] What is helpful about this new way of working together? What could be better?
- [For direct service staff] What is working and/or not work about delivering services in this new way?



Adjust approaches based on the population served

- consider access to and skills with using technology, comfort level with virtual options, availability of internet, and other factors



Determine and clearly communicate where to capture feedback and data in a common place for regular review and discussion by the team

- ex: shared google spreadsheet, accessible online database, spreadsheet in Dropbox or other cloud-based storage platform

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“Everything we attempt, everything we do, is either growing up as its roots go deeper, or it’s decomposing, leaving its lessons in the soil for the next attempt.”

adrienne maree brown, *Emergent Strategy*

Q&A

Resources

What is Quality? https://rootcause.org/insights/field_notes/what-is-quality/

Lessons Learned: Cultivating a CQI Mindset and Practice with Social Service Providers. https://rootcause.org/insights/field_notes/lessons-learned-cultivating-a-cqi-mindset-and-practice-with-social-service-providers/

CQI Resource Library. <https://rootcause.org/cqi-resource-library/>

Stay Connected!

Email us:

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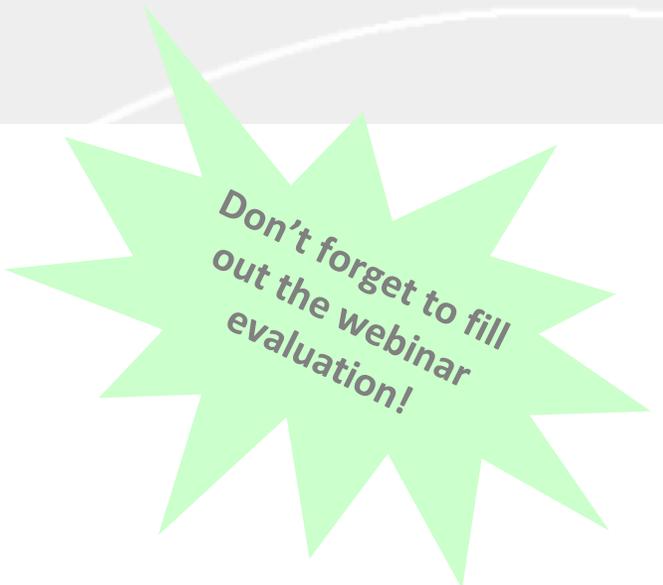
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Don't forget to fill
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