Ohio ROM Reports

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Background

- Ohio DJFS, in partnership with Casey Family Programs, selected ROM Reports as a vehicle to deliver critical data to DHS staff
- About ROM
  - ROM - *Results Oriented Management*
  - Project started by University of Kansas School of Social Welfare
    - Started out of federal projects to train child welfare staff to use data and increase state analytic capacity
    - Responded to need for making data more accessible throughout an agency for improving outcomes for children and families
  - ROM training and ROM Reports
- ROM Reports is a web-based reporting application
  - Working agencies in 9 states

Today's Objectives

- **Able to navigate the reports system**
  - Getting in, out and around the report system
  - Access different reports
  - Change parameters of reports (e.g., time period, unit, filters)
  - Understand views available
- **Understand how the report measures are defined**
  - Understanding the data – using report labels, legend, and Help
  - Know how cases are defined and assigned
  - Become familiar with management reports in ROM
  - Become familiar with federal outcome measures
- **Gain a better understanding your county's performance across measures**
- **Understanding the road ahead for using data**
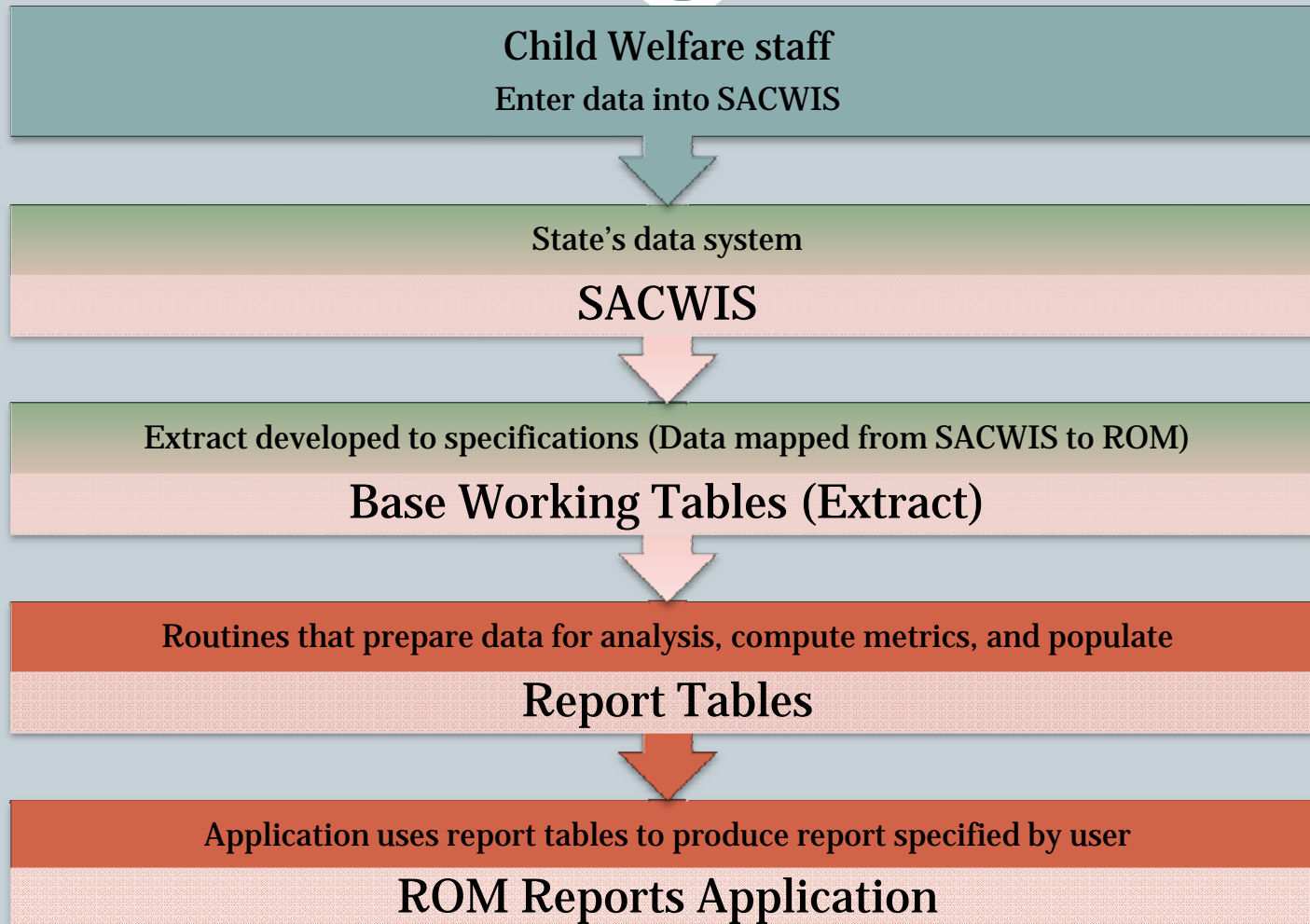 - It's a developmental process

Expectations of New Reporting System

- **Expect wrong data**
  - Getting everything right is a process that takes time
  - Think in terms of 6-12 months shake out
    - Problems may be at data entry, extracting data, or computing measures
- **It takes practice**
  - Complicated measures
  - Lots of flexibility of report system
- **Be part of the solution**
  - Report wrong data
  - Suggest improvements – labels, definitions, other reports, changes in how things are presented or calculated
  - Seek help in understanding reports
- **Ultimately the reports should inform – be useful**
  - Let it be known how this can best happen

Where Does the Data Come From?

Child Welfare staff

Enter data into SACWIS

State's data system

SACWIS

Extract developed to specifications (Data mapped from SACWIS to ROM)

Base Working Tables (Extract)

Routines that prepare data for analysis, compute metrics, and populate

Report Tables

Application uses report tables to produce report specified by user

ROM Reports Application

About Ohio ROM Reports

- Data source is the Ohio SACWIS system
- Secured sever
  - Currently reports are accessed on ODJFS server
    - Secure (https) server
- Schedule for updating data –
  - Currently as needed but in production nightly
- Amount of history
  - 4 years – starting with children in care anytime after April 1, 2008
- Reports system administered by ODJFS

Getting to the ROM

- Browsers
  - Internet Explorer 7 or later
    - IE-6 is possible but has problems
  - Firefox
  - Google Chrome
- URL
- Login
  - Username
  - Password

ROM Reports: Hands-On

GO TO ROM REPORTS

Overview and Navigation

Login

- Forgot Password?
- Set new password - strong password rules
- Other Rules
  - Password expires in 60 days with a warning message starting 14 days before the password expires
  - Must wait at least 15 days until a password can be reused.
  - Must also change their password 3 different times before a password can be reused.
  - Users have three attempts to login before their account is temporarily disabled.

My Home

- Welcome with user's name
- News and Notices
  - Changes in reports
  - New reports or features
  - Agency announcements
    - Director message
    - Reaching benchmarks or goals
    - Training

Report Header (top blue banner)

- Report system name and state logo
- User name
- Logout
- Data current through
- Main menu (mouse over)
  - My Reports
  - Resources
  - Contact Us
  - Help

My Reports

- **My Reports – your customized report menu**
  - Default - get all of the reports (in All Reports)
- **To set up My Reports (add or delete reports off of My Reports) on All Reports page**
  - Click on All Reports tab
  - Select or deselect checkbox in front of report
  - Save Selected Reports

My Reports Menu

- **Three columns**
- **Measure categories**
  - Report measures grouped into categories
- **Report measure (link)**
  - Reunification in 12 months (of those reunified)
    - Explanation of the measure
- **Accessing My Reports**
  - Report toolbox
  - Main menu

Overview of Reports

- **CFSR Federal reports**
  - Outcomes
  - Visitation
- **Management Reports**
  - Alternative outcome reports
  - Countdown reports
  - Descriptive reports
    - Case counts
    - Level of care
    - Discharges
  - Compliance
    - Pending
- **Summary reports**

Overview of Reports Screen

- **Report header** – describes the report measure
- **Graph** – displays met outcome or other descriptive data from the table
  - Two lines available for goals for outcomes
- **Data table** - presents the data (numbers and percent) and enables drilldown to the case level
- **Legend** – defines the labels used in the table
- **Views** – provides different views of the data
- **Toolbar and Toolboxes** – sets parameters for the reports

Using the Main Controls

Data Table Contents

- **Rows in typical outcome report table (# and %)**
  - Met – the outcome was met
    - Example: Reunified in less than 12 mos
  - Not Met - outcome not met
    - Example: Reunified in 12 mos or more
  - Total – number of children in the <u>denominator of measure</u> ("Met" plus "Not met")
  - Cohort label – Dates used to select children for the report
- **Grouped – can break down met and not met to finer categories**
- **Contents**
  - Numbers and Percents
- **Blue numbers – clickable for drilldown**
  - Row labels – sorts data ascending or descending
  - Drilldown to that group of children
    - Pick one - describe it – click on it

Drilldown

<Click on blue numbers for case specific data>

- **Generates a spreadsheet for the cases you selected**
  - Detailed data for each child – drilldown fields (can change)
  - Sort columns
    - Click once for ascending and click again for descending
  - Data dictionary
  - Save spreadsheet
    - Be Careful!!! Privacy – only put on password protected or encrypted drives
    - Open or save – do what you can do
    - Parameters – settings are on second sheet in Excel
  - Data Display setting for the amount of data from most (full) to least (case)
  - Getting back to the report (click on the view you were on)

Toolbar / Toolboxes Overview

- **General rule – changes made in the Toolboxes stay**
- **Reports**
  - Selecting new reports
- **Unit Level**
  - By management hierarchy
  - Pick from top to bottom
- **Time Period**
  - Set start and end dates
- **Data Display**
  - Controls for how the data are displayed in the report
  - Different options depending on the report
- **Filters**
  - Up to 5 quick filters
  - Detailed filter tools (more detail later)

Toolboxes: Reports

- **Navigating to other Reports**
  - Current report being viewed
  - Related reports
  - Most recent reports
- **Other functions**
  - Generate direct link for this page
  - Print Reports

Toolboxes: Unit

- **Unit Level**
  - By management hierarchy
  - Pick from top to bottom
- **Mutually exclusive hierarchy (levels)**
  - Case is assigned a
  - <u>Worker</u> who reports to a
  - <u>Supervisor</u> who is assigned to an
  - <u>Manager</u> that is within a
  - <u>Agency</u> which is part of a
  - <u>County</u> which is part of the
  - <u>State</u>

Unit Level: Ohio Management Levels

- Statewide
- Agency
- Manager
- Supervisor
- Worker

Practice Questions

Toolboxes: Time Period

- Start Date
- End Date
- Effective Date in Ohio – April 1, 2008??

Practice Questions

Toolboxes: Data Display

- Controls for how the data are displayed in the report
- Different options depending on the report
- Main options
  - Compare Time Periods By - Month, quarter, semi, etc.
  - Display type in graph – percent or counts
  - Display type in table – Grouped or Ungrouped
  - Data Orientation – Standard or Inverted
  - Select a drilldown display option – for Crosstab

Practice Questions

Toolboxes: Other

- **Filters – talk more about later**
  - Up to 5 quick filters
  - Detailed filter tools (more detail later)
- **Screen Controls**
  - Collapse or expand toolboxes
  - Show Full Screen – Show Toolbar
- **Help with Toolboxes**

Practice Questions

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Primary Views

- Trend – over time changes in outcomes
- Unit – comparison between management units for a particular Report Time Period
  - Uses unit value in the toolbox and shows the units underneath
- Crosstab – analyze outcome by available variables
  - Select variable in **Crosstab Settings** Toolbox
  - Range of variables (can change)
    - Client characteristics
    - Geographic areas
    - Case information (e.g. time in care, case plan goal, TPR)

ROM Views Types

- **Views available vary by Report and Measure type**
- **By report period**
  - Trend: Per Report Period – for each separate report period in report
  - Unit: In Time Period – for whole Time Period specified
  - Crosstab: In Time Period – for whole Time Period specified
- **Annualized – each data point represents a year (rolling year based on end of report period)**
  - Trend: Annualized – each report period is a rolling year
  - Unit: Annualized – the year of the last full month in the Time Period
  - Crosstab: Annualized – same as Unit
- **Cumulative – each data point is cumulative for fiscal year**
  - Trend: Cumulative – shows cumulative results by report period
  - Unit: Cumulative – shows most recent month in Time Period
  - Crosstab: Cumulative – same as Unit

Practice Questions

Filters

- Filters
  - Quick filters (up to 5 set by the State)
  - Clear filters
  - Filter status Manage filters
  - Setting a filter by type
    - Pick list (only one value) – ones used for Quick Filters
    - List (more than one hold control key down)
    - Select value (e.g. Current Age)
    - Save Filters and Return

Practice Questions

Odds and Ends

- **Main Menu – in blue section**
  - My Reports
  - Resources
  - Contact Us
  - Help
    - About Page
    - Report Definitions

My Settings

- **Change password**
- **Set Defaults**
  - ○ Unit Level
  - ○ View and time period
  - ○ Drilldown option – amount of data one received in drilldown

Review

- Navigating
  - Selecting reports
  - Resources - help to resources
- Customizing your report tool
  - Your level
  - Your reports
- Reading reports
  - Selecting views
- Changing parameters
  - Unit
  - Time
- Analysis
  - Crosstab
  - Filters

Understanding Report Measures

ROM Core Measures/Indicators

- **19 Federal measures**
  - 2 safety measures
  - 15 outcome indicators
  - 2 visitation indicators
  - Federal measures have been positively oriented except for Median measures – the ones changed were
    - 1.4 Re-entry – ROM changed it to "maintaining reunification"
    - 3.3 Emancipated or age out were discharged in over three years, ROM changed to under three years
- **17 other management reports**
- **Others may be developed**

The most difficult part of using ROM is understanding the measures

- **Some of the Federal measures are complex**
  - They construct the measures differently
- **To understand what the data is saying one needs to understand how the measure is constructed**
  - Management always looking at what (policies, practice, people) is impacting outcomes in order to focus improvement efforts
- **ROM provides information on the screen to help the user know how the measure is constructed**
  - We will provide more information later on measure construction and types

Understanding the Data and Measures

- **Report header**
  - Report title (note all denominators are in parenthesis)
  - Report sub-title
  - Report time period – the effective date of report
- **Data Table**
  - Row and column labels in table
  - Cohort – event and time parameter in last row in the table
- **Legend**
  - All rows in the table defined
- **Help**
  - Report Definitions

Tips for Understanding a Report Measure

- **First, look at the population (denominator)**
  - Labeled "Total" in the data table (look at legend)
  - Case status and when (look at last row in table)
    - The status of the case, examples:
      - Reunified
      - entered care in a certain length of time ago
      - in care 17+ months on first day of fiscal year
    - Report period in which children are included in the cohort
- **Second, look at the criteria for meeting the outcome (of those children in the denominator)**
  - Reunified in 12 months
  - Adopted within 12 months of TPR
  - Permanency in 12 months
  - Under 2 placement settings during time in care

Federal Removal Episodes

- ## Data captures all removal episodes (spells)
  - Removal and Discharge
  - AFCARS only captures the last removal episode
- ## Federal Removal Episode
  - Starts with Federal Removal Date
    - Date the child starts first out of home placement - some special rules
  - Ends with Federal Discharge Date
    - Date upon which legal custody ended <u>or</u>
    - 6 months following the child returning home, whichever comes first
    - NOTE: child could still be in custody and in an open case

Practice Questions

Rules for Assigning Case Outcomes

- **Open Cases - assignment is made on the last day in the report period (month)**
  - Example: Placement Stability 2 or fewer placement settings
  - Example: Level of care
- **Discharged Cases – assignment is made at the time of federal discharge**
  - Example: Reunification in 12 mos. - assigned to hierarchy in place at the time of reunification
- **End of observation period – assignment made at the end of observation period for entry cohort measures**
  - Example: Adopted in less than 12 months of TPR (of those TRP 12 months ago)
  - Example: Reunified in 12 months (of 1st time removals)
- **Other**
  - Recurrence of maltreatment assigned as of date investigation completed

Terms

- **Permanency**
  - When children are discharged to either reunification (including other relatives), adoption, or guardianship
- **Cohorts**
  - A term used to refer to a group of children upon which the indicator is based
  - The denominator for a measure
- **Report Period**
  - The period of time shown in the report
    - in trend view the month or quarter data are provided,
    - in unit/crosstab the time the report is based upon a period of time within the Time Period
- **Time Period**
  - The period of time selected in the Control Panel toolbox that impacts the data shown
- **Report Time Period**
  - The effective time period upon which a report is based

ROM Management Reports

Management Reports: Caseloads

- **Caseload Counts (foster care) on first day of month**
  - Out-of-home or trial home visit
  - Entries and exits – (on chart y-axis to the right)
- **Caseload Counts (in care 17+ months)**
  - Without TPR, with TPR or in adoptive placement
  - Entering and exiting status
    - Entered 17th month (during period)
    - Discharged to permanency (during period)
    - Discharged no permanency (during period)

Management Reports: Descriptive

- **Descriptive point in time (last day of the month)**
  - Level of Care (of those in care)
  - Length of Stay (for those in care)
- **Descriptive during report period**
  - Discharge Reason (of those discharged)

Practice Questions

CPS Indicators

- Report Conclusions (of conclusions made)
- Investigations Completed within 30 days (of reports received 30 days ago)
- Initial Face-to-Face Contact within 24 hours (of accepted reports)
- Pending Investigations (of accepted not completed reports)

Practice Questions

Worker-Child Visits

- Two federal measures - outgoing
  - Caseworker visits every full mo. (in care 1+ mo. In Federal FY)
  - Visit Mos with in-home (for visit mos of those visited every month)

- Monthly Worker-Child Visitation (of those in care the entire month) – in ROM but revisions pending

- Worker-Child Visitation Pending/Completed (those in care start of current month)

Practice Questions

Other Management Report Types (part 3)

- **Permanency in 12 months / 24 months**
  - Entry cohort
  - Permanency is reunification, adoption, guardianship, other relative

- **No Re-entry into Custody (of those discharged 12 months ago)**
  - Entry cohort – entering discharged status (any discharge type)
  - Similar to federal measure except the federal measure only looks at children who were discharged to reunification

Practice Questions

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Permanency Indicators: Countdown

- **Countdown to Permanency (of those entered care in last 24 months)**
  - by # months ago child entered care
- **Countdown to TPR (of those starting 17th month in last 24 mos)**
  - By # months ago child started their 17th month
- **Countdown to Adoption/other Permanency (those given TPR in last 24 mos)**
  - By # months ago child became free for adoption

Practice Questions

Federal Outcome Measures (Typology)

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IF TIME ALLOWS

Summary of Federal Measures By Measure Type

Federal Composites/ Indicators	Measure (with Federal Measure number)	Exit Cohort	Entry Cohort	Single Day Back Cohort	During Time Cohort
Composite 1: Timeliness and permanency of reunification	1.1: Reunification in 12 months (of those reunified)	X			
	1.2: Median Moss to Reunification (of those reunified)	X			
	1.3: Reunification in 12 months of Entry (of 1st time removals 12 mos ago)		Ver-2		
	1.4: Maintain reunification (no re-entry) 12 months (of those reunified 12 mos ago)		Ver-1		
Composite 2: Timeliness of Adoptions	2.1: Adopted in less than 24 months (of those adopted)	X			
	2.2: Median Months to Adoption (of those adopted)	X			
	2.3: Adopted within last 12 Months (of those in care 17+ mos as of 12 mos ago)			X	
	2.4: Legally freed for adoption within last 6 months (of those in care 17+ mos not PRT 6 months ago)			X	
	2.5: Adopted in less than 12 months of TPR (of those TPR 12 months ago)		Ver-1		
Composite 3: Achieving permanency for children in foster care for long periods of time	3.1: Exited to permanency prior to 18th birthday (of those in care 24+ mos. as of 12 months ago)			X	
	3.2: Permanency achieved (of those free for adoption and discharged)	X			
	3.3: Emancipated but were in care less than 3 years (of those emancipated)	X			
Composite 4: Placement stability	4.1: Placement stability: 2 or fewer placements (of those in care under 12 mos)				X
	4.2: Placement stability: 2 or fewer placements (of those in care 12-23 mos)				X
	4.3: Placement Stability: 2 or fewer placements (of those in care 24+ mos)				X
Safety Indicators	Safe from maltreatment recurrence for 6 mos (of substantiated victims 6 mos ago)		Ver-3		
	Safe from Maltreatment by foster providers (of those in care last 12 months)				X

Composite Scores

- Federal measures are grouped into four groups or composites
- Composite scores are computed for each group of measures
  - Using Principal Components Analysis (Black Box)
- Federal government holds State accountable for achieving
- Scores provided in ROM but not relevant past count level (some cases not relevant then)

Summary Reports

- Now summary reports are by composites
- Can be developed for Ohio
  - Groupings of up to 6 reports

Exit Cohorts

- Groups children by when they exited care
  - Discharged
- Exit cohorts are reported in the Report Period the child was (federally) discharged
- Can be added across time
  - Annualized add up the last 12 months
  - Per Report Period views looks at specific Report Periods
- Exit cohorts are limited to those who discharged

Exit Cohort

Views	Feb-10	Mar-10	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11
Annualized	12	11	10	9	8	7	6	5	4	3	2	1
Per Report Period (example – month)												

Yellow is Report Month

Exit Cohort Measures

1.1 Reunification in 12 mos (of those reunified)

1.2 Median Mos to Reunification (of those reunified)

2.1 Adopted in less than 24 mos (of those adopted)

2.2 Median Mos to Adoption (of those adopted)

3.2 Permanency achieved (of those free for adoption and discharged)

3.3 Emancipated but in care less than 3 years (of those emancipated)

Entry Cohorts

- Groups children by when the entered a status
- Each measure has an observation period
- Entry cohorts are only reported after the observation period ends for the whole cohort
- Variation:
  - length of the observation period
  - How many monthly cohorts are added together for the federal measures in the Annualized view

Entry Cohort

	View Type	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11
1.4 Maintain Reunify 12 mos	Annualized	1	2	3	4	5	6	7	8	9	10	11	12	O-1	O-2	O-3	O-4	O-5	O-6	O-7	O-8	O-9	O-10	O-11	O-12
	Per Rpt Period													O-1	O-2	O-3	O-4	O-5	O-6	O-7	O-8	O-9	O-10	O-11	O-12
2.5 Adopted < 12 mos of TPR	Annualized	1	2	3	4	5	6	7	8	9	10	11	12	O-1	O-2	O-3	O-4	O-5	O-6	O-7	O-8	O-9	O-10	O-11	O-12
	Per Rpt Period													O-1	O-2	O-3	O-4	O-5	O-6	O-7	O-8	O-9	O-10	O-11	O-12
1.3 Reunify in 12 mos of entry	Annualized							1	2	3	4	5	6	O-1	O-2	O-3	O-4	O-5	O-6	O-7	O-8	O-9	O-10	O-11	O-12
	Per Rpt Period																			O-1	O-2	O-3	O-4	O-5	O-6
Safe from Recurrence in 6 mos	Annualized													1	2	3	4	5	6	O-1	O-2	O-3	O-4	O-5	O-6
	Per Rpt Period																			O-1	O-2	O-3	O-4	O-5	O-6

Yellow is Report Month

Single Day Back (in time)

- **Groups children by a single day back in time**
  - Annualized uses a floating single day back 12 months
  - Cumulative measure use October 1st federal fiscal year start
- **Each measure children meet a certain criteria for inclusion on that single day**
  - In care 17 or more months as of that day
  - In care 17 or more months and not TPR as of that day
  - In care 24 months or more as of that day

Single Day Back Cohort

	Feb-10	Mar-10	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11
Annualized	1st											
Cumulative			1st									

☐ Yellow is Report Month

Point in Time Back Measures

2.3 Adopted within 12 months (of those in care 17+ mos as of 12 mos ago)

2.4 Legally freed for adoption within 6 months (of those in care 17+ mos not TRP)

3.1 Exited to permanency prior to 18th birthday (of those in care 24+ months as of 12 mos ago)

During Time Period

- **Includes children in care or discharged within a time period**
  - Annualized views show children in care on last day of report period plus those discharged during last 12 months
  - Report Period views shows children in care on the last day of the report period plus those discharged during the report period
- **Placement stability measures further groups children by the length of time they were in care**
  - Open cases - Length of stay from time of entry to end of report period
  - Discharged – length of stay from entry to discharge

Measures: During Time Period

- **Children in care as of the last day in the report period or discharged during the period**

  - 4.1: Placement stability: 2 or fewer placements (of those in care under 12 months)

  - 4.2: Placement stability: 2 or fewer placements (of those in care 12-23 months)

  - 4.3: Placement Stability: 2 or fewer placements (of those in care 24+ months)

  - Safe from maltreatment by foster providers (of those in care last 12 months)

During Time Cohort

During Time Cohort	Feb-10	Mar-10	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11
Annualized	12	11	10	9	8	7	6	5	4	3	2	1
Per Report Period												

Yellow is Report Month

Point in Time Back Measures

4.1 Placement Stability: 2 or fewer placements (of those in care under 12 mos)
4.2 Placement Stability: 2 or fewer placements (of those in care 12-23 mos)
4.3 Placement Stability: 2 or fewer placements (of those in care 24+ mos)
Safe from maltreatment by foster providers (of those in care last 12 mos)

Will the data (performance levels) be the same as the federal CFSR outcomes data?

- **Close but not exact**
- **The federal measures reported in ROM are computed in the same way as the feds do in the CFSR process (Data Profile)**
- **The difference is in the completeness of the dataset**
  - ROM uses a longitudinal data structure that captures all removal episodes
  - CFSR uses AFCARS which is a point in time dataset that does not count multiple removal episodes within each 6 month AFCARS reporting period -
    - misses episodes of care

Evaluating Your County's Data: An Overview

FOSTER CARE POPULATION

STRENGTHS AND CHALLENGES WITHIN OUTCOME GROUP

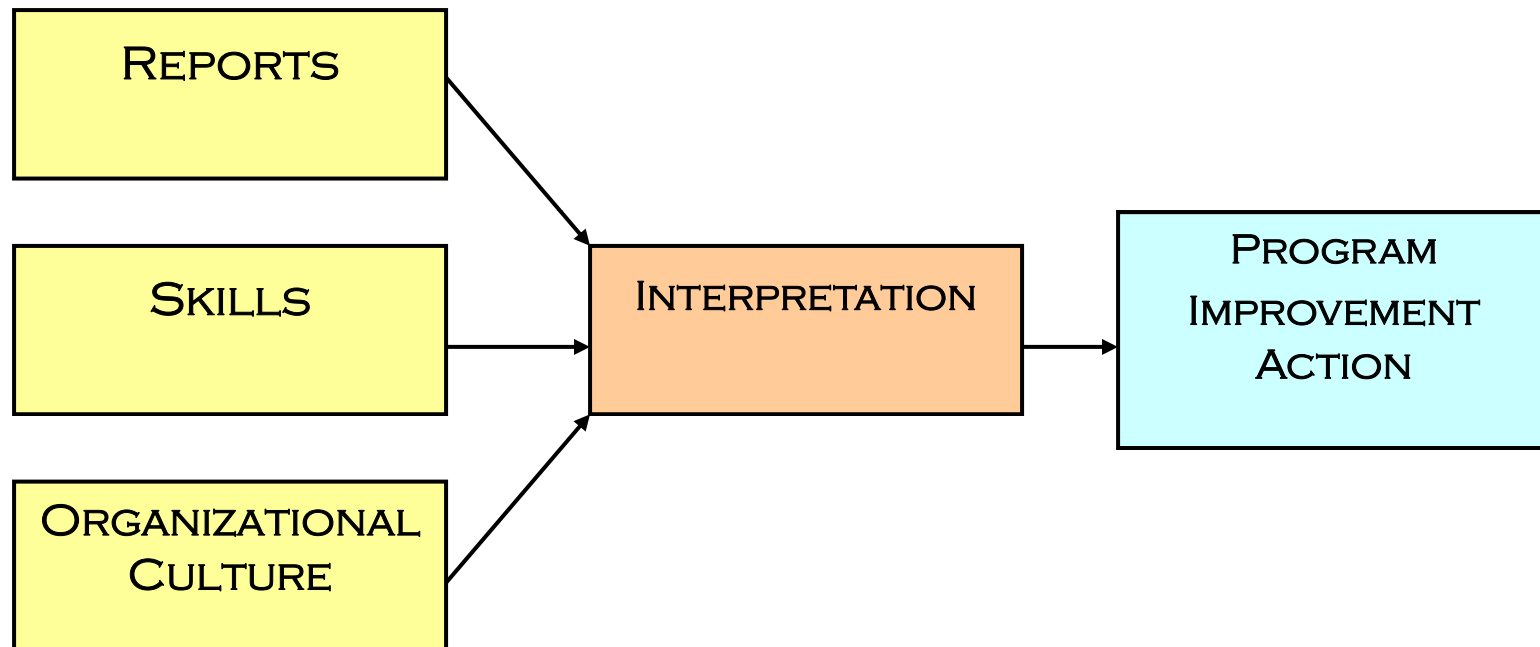**DIGGING DEEPER INTO A CHALLENGE**

The Road Ahead for Using Data

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Remember, it's is a developmental process

ROM training:

https://rom.socwel.ku.edu/ROMTraining/

Major Factors Affecting Data Usage

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Need for Skills, Knowledge, Resources
What good are data without skills or skills without data?

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- Understand measures
- Interpret results
  - Critically analyze data for causes and correlates of outcomes performance
- Take action to improve outcomes
- Developing learning/results-oriented culture

Manager Skills: Understand Performance Measures

- **How measures are constructed and their shortcomings**
  - Think critically about the measure
  - Know the group of children the measure uses (denominator) and who is not included
    - What time period
- **Small n's**
  - Results relatively meaningless
- **Relationship (tension) between measures**
  - Timely reunification and re-entry

Manager Skill: Interpret and critically analyze data

- ## What might explain this performance?
  - Client factors – who are we being successful with
  - Service factors – are the services fitting the need
  - Organizational factors – policies and procedures, incentives
  - Community factors – judges, schools, community stakeholders
- ## Familiarity with or access to the research literature
- ## How are we performing across measures? (piecing together the story)
- ## Of the factors identified, what can be verified?
- ## What can we conclude from these data?
  - Do I need to gather more information

Manager Skills: Developing and Initiating program improvement

- Take conclusions turn into positive goal statements
- Determine general strategies (multiple if needed)
- Involving key people/stakeholders in the process
- Establish who will do what by when
  - Action steps (measurable)
  - Who is responsible
  - Benchmarks (behavioral indicators of action steps)
  - Time frame
- Implement plan
- Monitor progress

Manager Skills: Taking Action Menu

- Target individual cases
- Modify agency systems
- Advocate for changes (agency, community)
- Create key actor collaborations
- Develop staff capacity
- Secure or reallocate resources
- Rewards (internal and external)
- Obtain more information (dig deeper)

Manager Skills:
Creating a Results Oriented Culture

- **Use Data routinely**
  - Start slow
  - Be non-judgmental
  - Throw a data party
  - Establish a routine
  - No not disclose individual performance data
- **Take responsibility – no blaming**
  - Explore data in non-blaming ways
  - Keep the focus on what you <u>can do</u>
  - Challenge staff without criticizing

Manager Skills:
Creating a Results Oriented Culture (part 2)

- **Stimulate positive action**
  - Set goals and decide on action to take
  - Dare to think big
  - Innovate
  - Do something
- **Reward and reinforce**
  - Use variety of rewards and recognition
  - Timely rewards
  - Encourage reward giving

Manager Skills:
Creating a Results Oriented Culture (part 3)

- **Seek the involvement of others**
  - Respect people's time
  - Involve key people up and down org chart
  - Involve community stakeholders
- **Encourage learning**
  - Learn from those that do well
  - Review successes and failures
  - Arrange mentoring
  - Seek input from consumers
  - Invite staff to be experts
  - Ask for help

Manager Skills:
Creating a Results Oriented Culture (part 4)

- **Lead Program improvement efforts**
  - Do as you say
  - Follow-through
  - Be optimistic (curb cynicism)
  - Establish your unit's identity

Results Oriented Culture

- **R**eward and recognize
- **E**ncourage learning
- **S**eek involvement
- **U**se data routinely
- **L**ead improvement efforts
- **S**timulate positive action

The End

GO FORTH AND DO GOOD WORK!

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