



YPQI Implementation for Organizational Leaders

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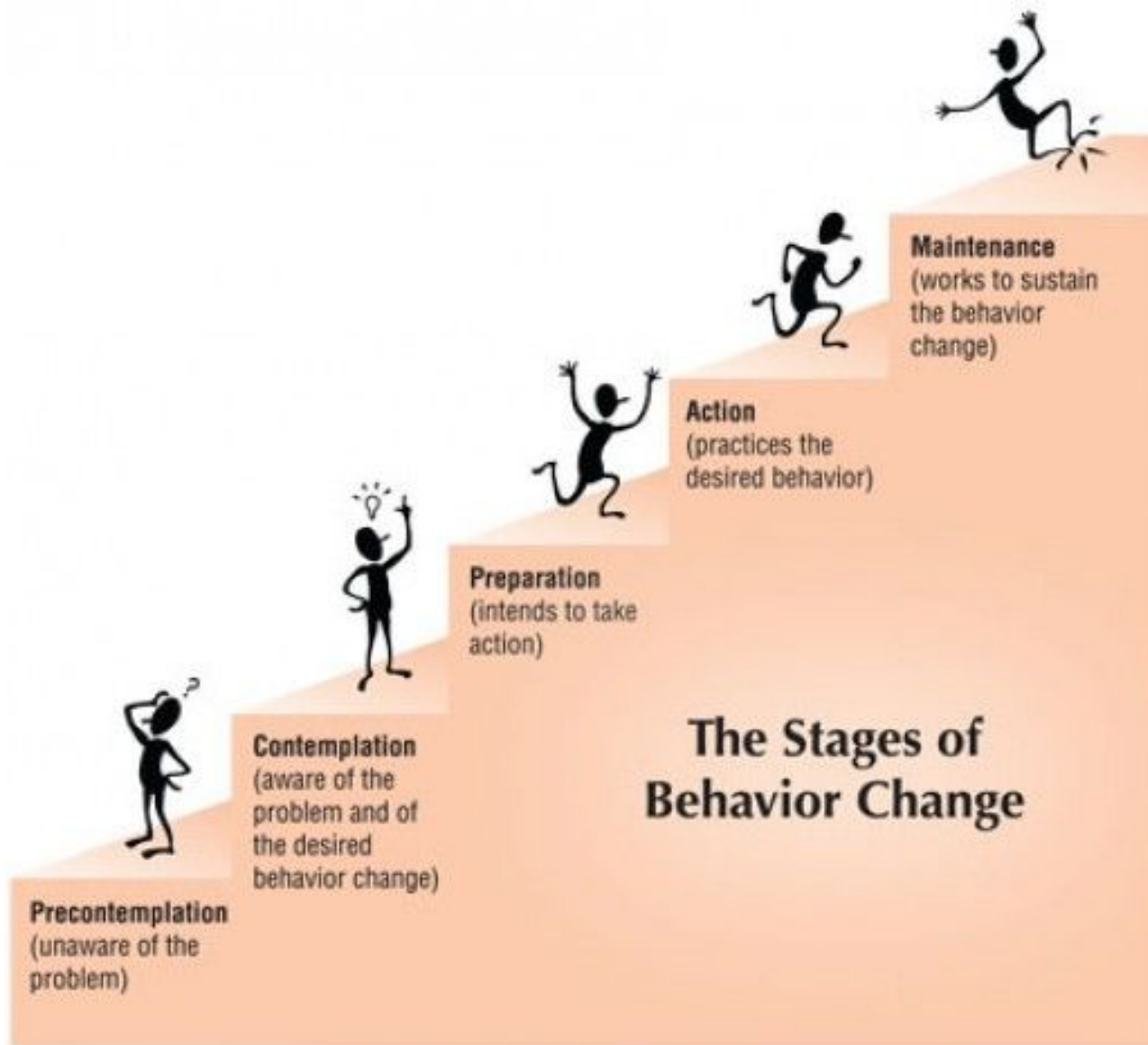
Family Focus

11/20/15

WELCOME!

- Let's get to know each other and our experience with YPQI





Sources: Grimley 1997 (75) and Prochaska 1992 (148)

Objectives

Participants will:

- Learn about how to set the environment for continuous program improvement
- Learn what roles are important
- Learn what structures and supports are needed to see full integration of the model
- Learn how to engage staff
- Learn how to build organizational supports for sustainability

Agenda

- YPQI Leadership
- Setting the tone
- Roles and where YPQI change happens
- Program structures and supports
- Staff engagement and shared leadership
- Organizational capacity and sustainability

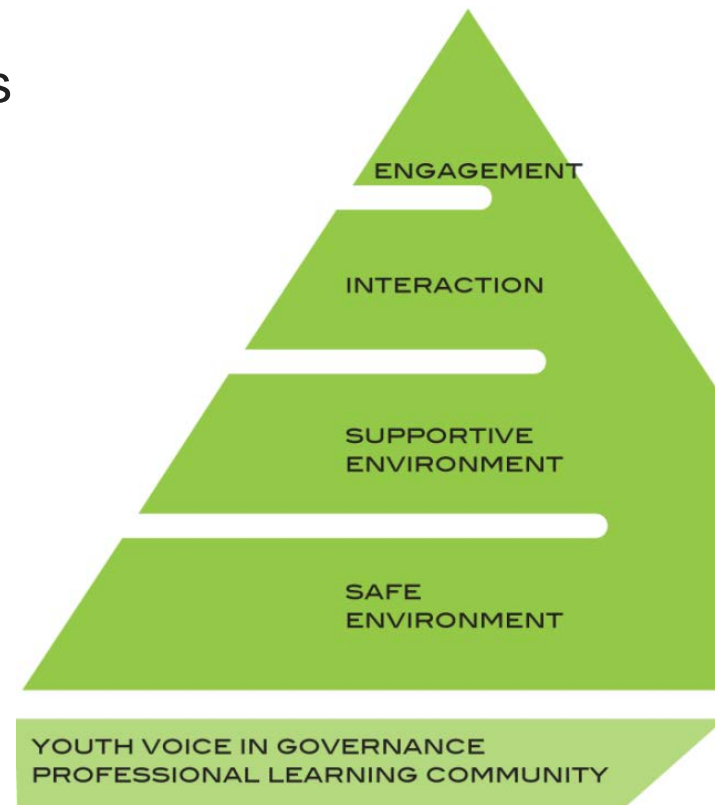
Why am I here? We already agree...

- **instructional quality matters.**
- **the continuous improvement cycle is important.**

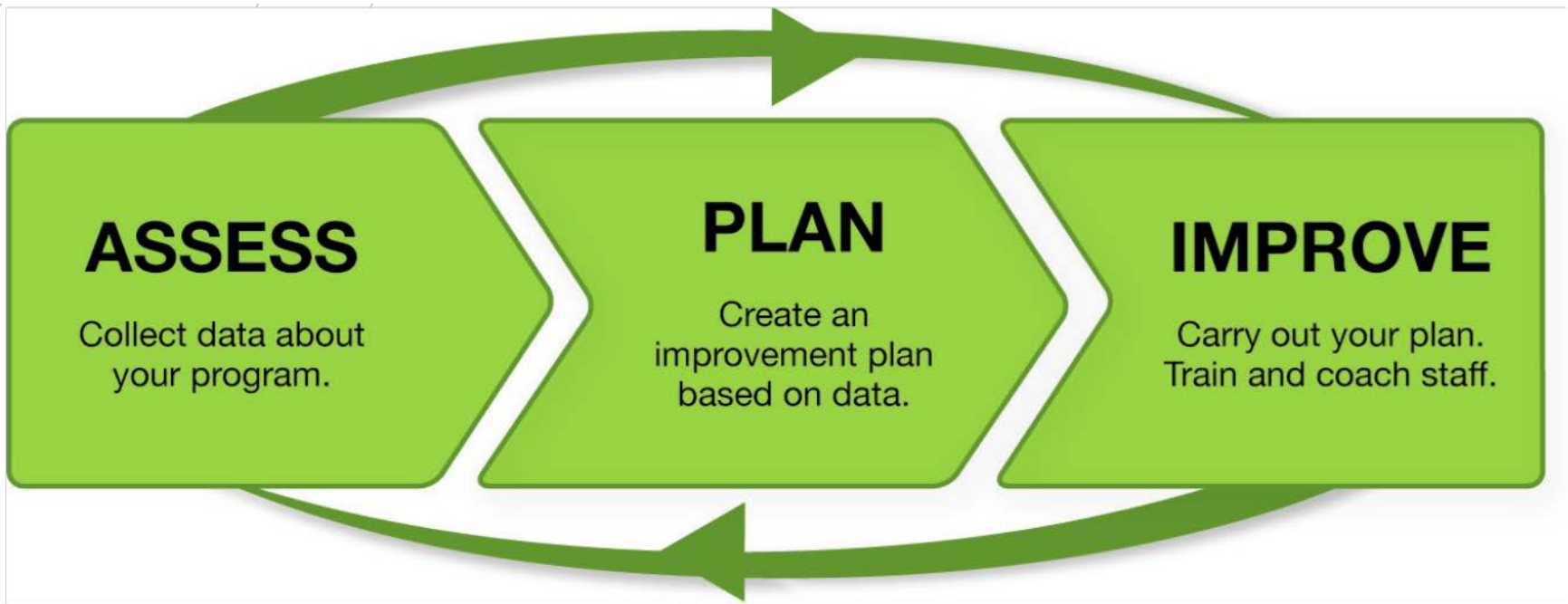
**If you aren't a believer in the model,
your staff will not follow.**

What is the PQA?

1. A **validated** instrument designed to assess the quality of youth programs and identify staff training needs.
2. A set of items that measures youth access to **key developmental experiences**.
3. A tool which produces scores that can be used for comparison and assessment of **progress over time**.



THE YPQI PROCESS



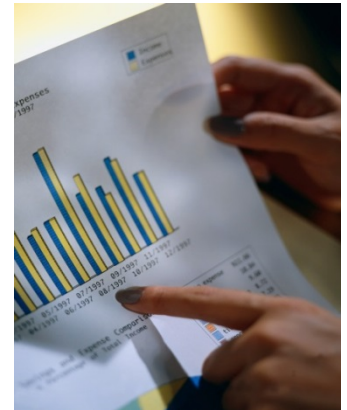
Why are you a YPQI advocate?

- Examples?
- Quality instruction is important to funders, staff, kids, parents, partners.
- The program improvement process is a non-punitive way to evaluate program quality, based on research and proven practice.
- Lower stakes accountability is more inclusive and creates sustainable changes in practices.

Setting the tone with your team...

- Consider organizational changes & past forms of evaluation
- How was PQA presented? Who was involved?
- Where does YPQI fall as a priority for staff right now?
- How has leadership supported YPQI?
- Does your program/organization support and value data-driven change?

Supporting Data-Driven Change

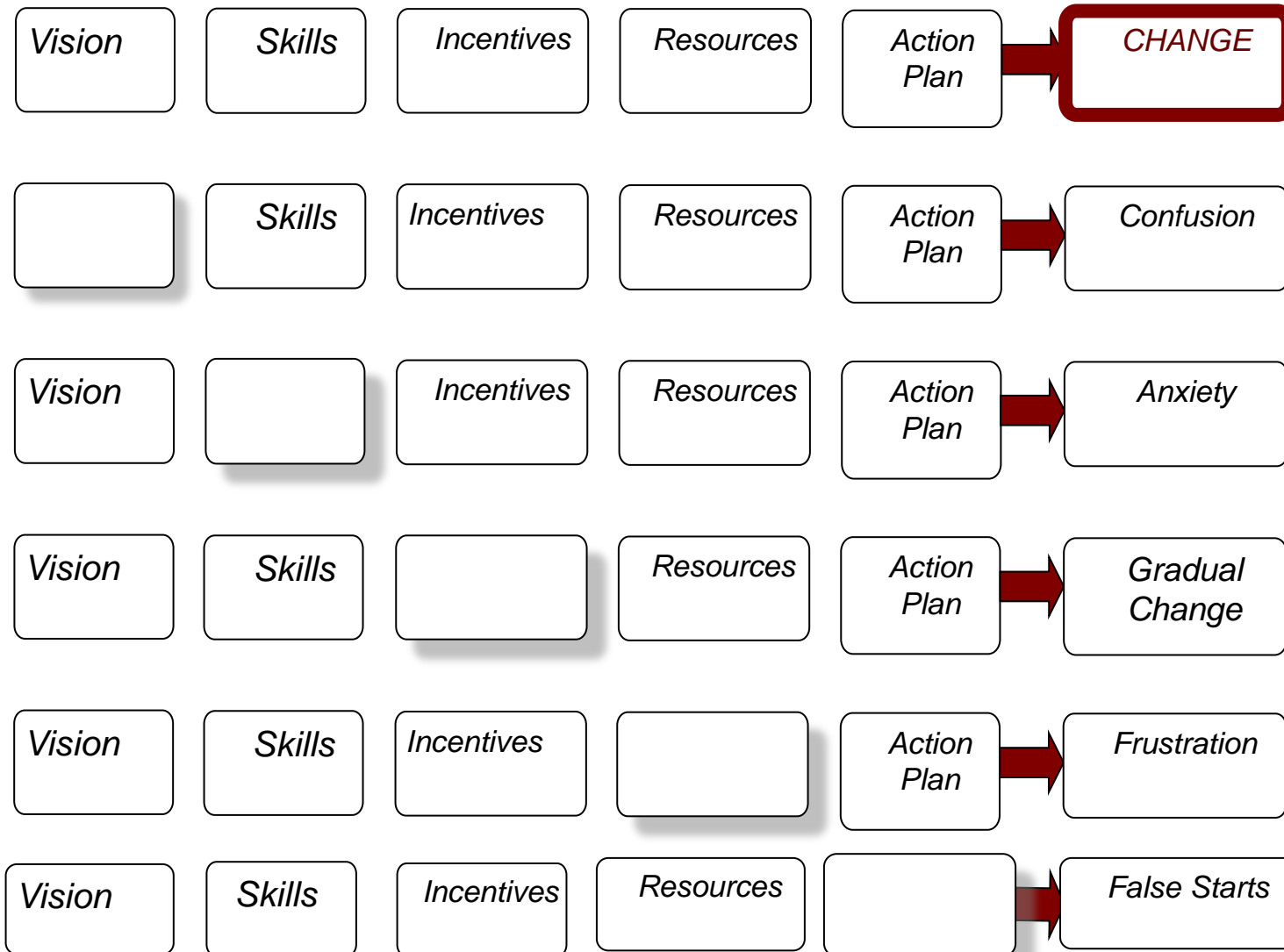


- Resistance
 - “There are many reasons why this won’t work.”
- Survival
 - “This is just something I need to do, so let’s make the best of it.”
 - “If I keep to myself, no one will call me out.”
- Compliance
 - “We will do the bare minimum to get through, and that’s all.”
- Engagement
 - “I see the value of this change, and I’m committed to taking advantage of this opportunity.”

-@2007 High/Scope Educational Research Foundation, youth.highscope.org

Managing Complex Change

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(Ambrose 1987)

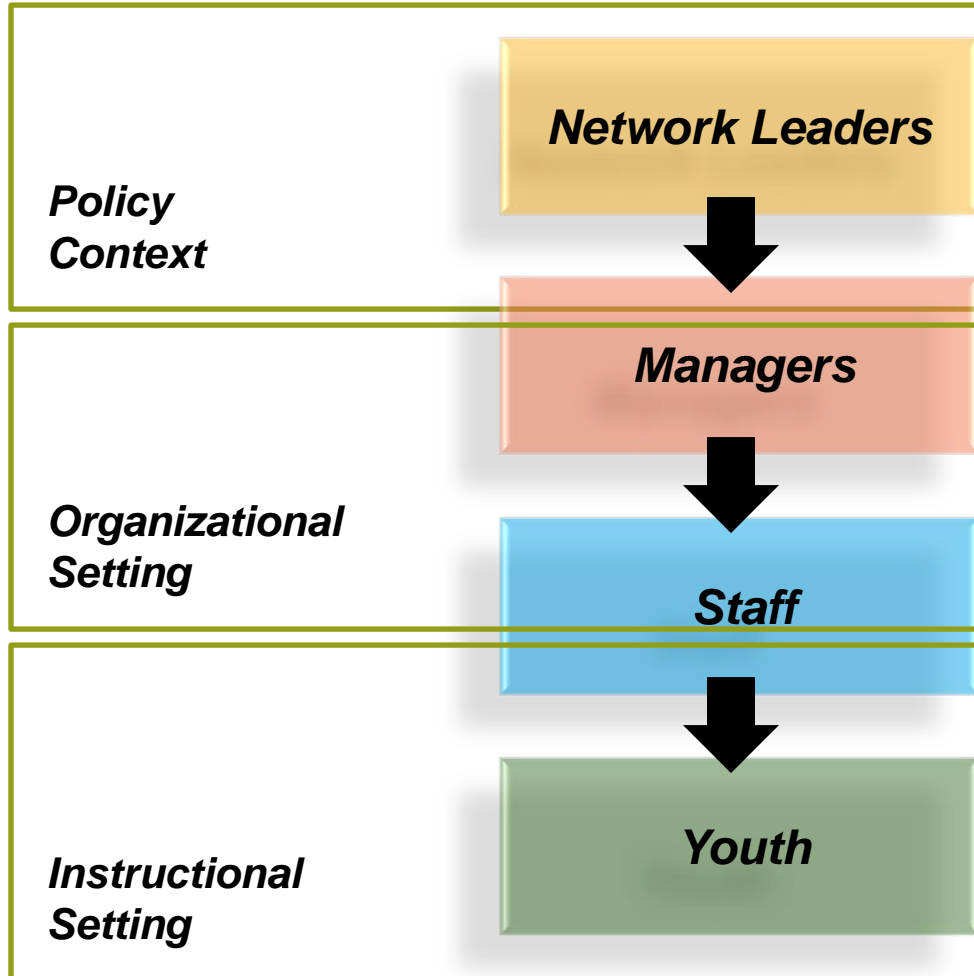


Cycle of Program Improvement

Lower Stakes Accountability (Policy)



Where does change happen? – Theory of YPQI

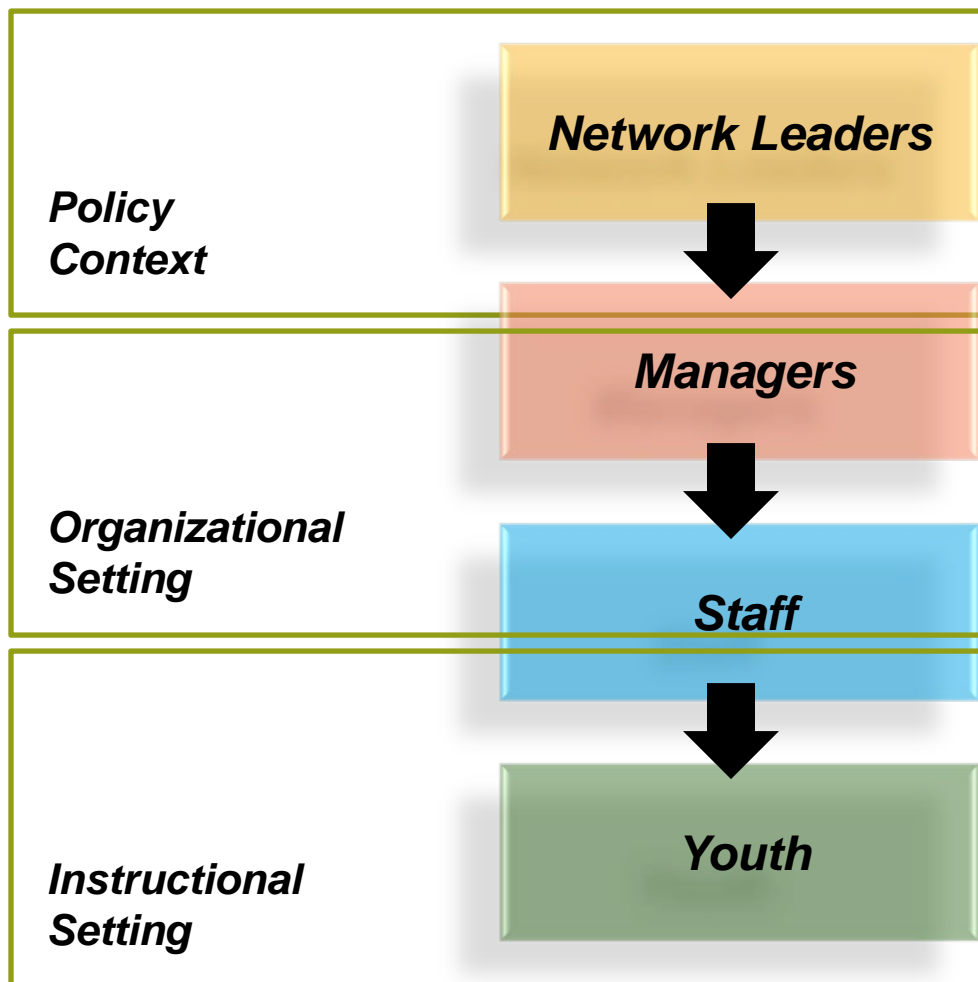


Institution has organizational capacity to support professional development aligned with values.

With interpersonal capacity, teams share values, practices, and establish a safe space.

All members of PLC have personal capacity to reflect and adapt their practice.

Where does change happen? – Theory of YPQI



Where do you fit within this framework?

What setting(s) do you interact with?

How can you be an active change agent from your vantage point?

Structures and Supports for YPQI

- Staff meetings
- Staff development
- Staff onboarding
- Timeline
- Grant/Organization goals
- Compliance
- Partnerships
- Stakeholders



YPQI trainings...how to support the process

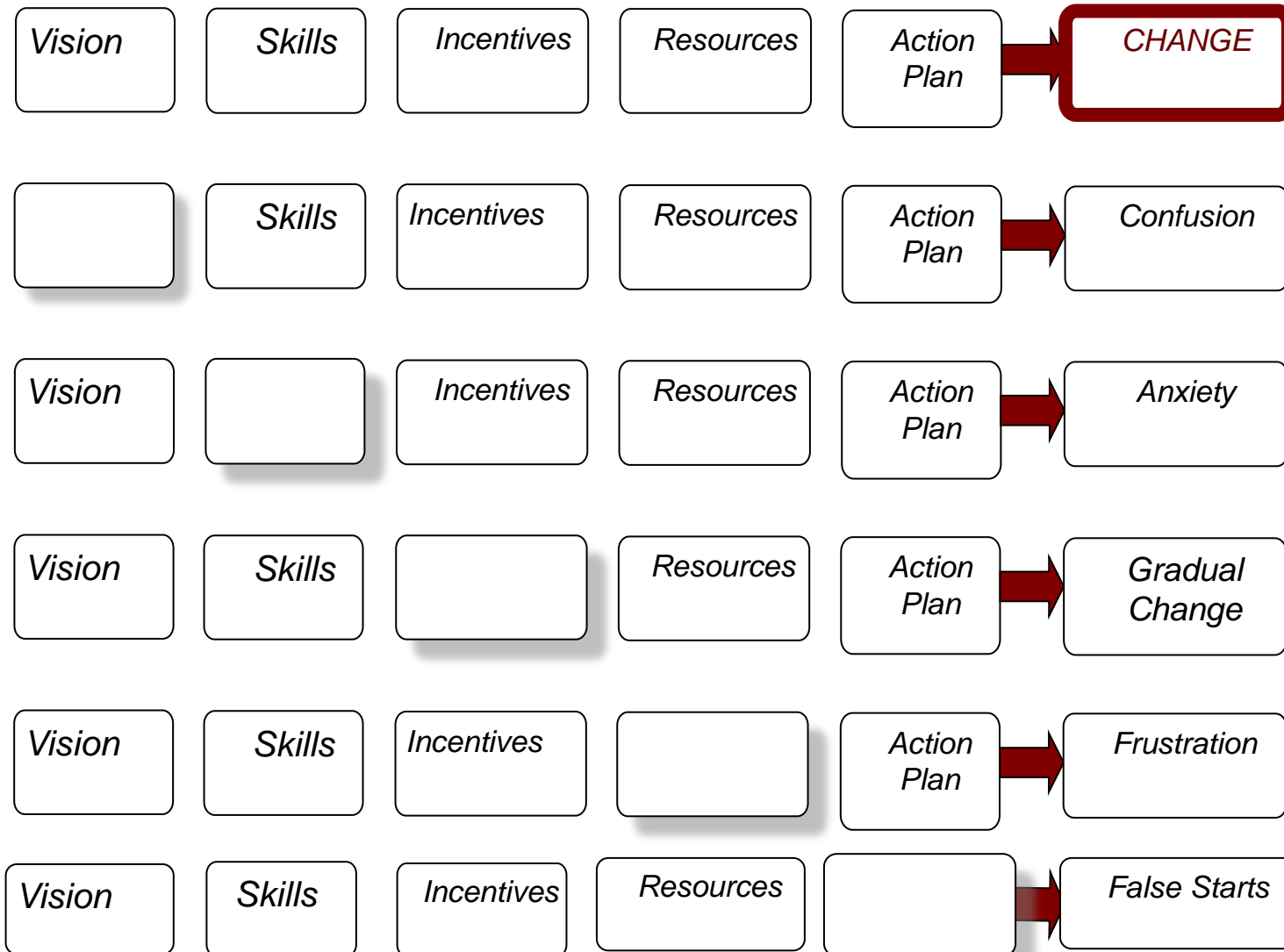
- Always tie back to organizational goals for YPQI, continuous improvement process, and set the tone
- Encourage staff to engage partners and stakeholders in the process (solicit feedback)
- Leave time for staff feedback and sharing best practices
- Recognize growth and staff achievements
- Practice! Don't let staff leave without feeling comfortable about how they will implement.
- Tangible Examples: YPQA Basics-take it back, Planning observations/Team scoring meeting, Planning with Data and Program Improvement Planning.

Supporting YPQI and the process as leaders

- Maybe the timeline needs to be adjusted and/or a deadline postponed
- Don't be afraid to be more of a “micro-manager” with the process to assess staff needs
- Remind and model to staff of the importance of the process and conversation (more than deadlines and scores)
- Become an expert Quality Coach
- Give staff real-time feedback
- Consider whether more support from higher level leadership is necessary

Managing Complex Change

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Staff Engagement and Shared Leadership

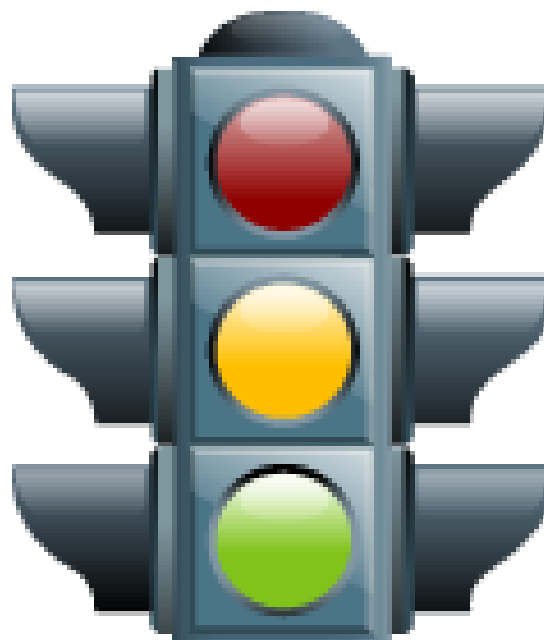
- YPQI committee
- Staff leadership roles
- trainings, monitoring processes, staff onboarding
- When creating goals around YPQI, how are staff involved?
- Are there a regular opportunities for staff feedback?

**Bottom-up approach....
top-down supported.**

Organizational Capacity and Sustainability

- It's always a good time to revisit goals and integrate new language to support YPQI.
- Keep organizational leadership, partners and funders aware of improvements and the work.
- Think long-term about funding supports to keep the work going.
- Shared leadership ensures YPQI continues with staff turnover.
- Partner with other organizations and their leaders doing the work to learn best practices!

Reflection



Resources

- www.cypq.org
- YPQI Roadmap Webinar Series for Network leaders
- **Ravi Ramaswamy**
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Quality Construct: The Pyramid of Program Quality

