Innovations and Data Sharing

Examples from the Field

Sharon Easterling
Opportunities Exchange
Judy Williams
Early Learning Ventures
Michelle Mackin Brown
Office of Early Childhood, Colorado
Lela Wendell
Arizona Dept. of Economic Security
An **Administrator** is focused on compliance, and often buried in paperwork that could be done in minutes through business software.

A **Business leader** is focused on data, to understand her business and make strategic decisions to improve quality and her bottom line.
How do you gather this information and use it for decision making if you are paper based?
Business Automation Tools

How does using Technology improve ECE program operations?
Child Care Management Systems

Many off-the-shelf products for Center and Home-based programs

Having data in electronic format is key to being able to use it to drive decisions.
Sample Dashboard Metrics

Uncollected Tuition

$18,510

JAN - MAY Enrollment Average

77%

Personnel Expense

$179,774 31%
$310,813 54%

Revenue Source Per child

Butterfly Room

10,140.12

Fundraising / Gifts

7,187.98

Fee for Service

2,952.14
If we want to improve business practices of providers we need to invest in training + software + individualized coaching.
Interoperability

Connecting Provider data to state systems
Data: Mission Possible

- Providers:
  - Enrollment
  - Attendance
  - Child Health
  - Staff Credentials
  - Payment data
  - Child Assessment

- Data Trust Agency:
  - Contractual Agreements
  - What data is shared
  - How data is shared
  - How privacy is protected

- CCR&Rs:
  - Help define data needs
  - Research questions
  - Analyze/Report on findings

What if 80% of providers were using CCMS system that linked to data systems?
What could we know?

• Where are there openings in child care?
  – Availability by age of the child
  – Settings – centers, homes, PreK, Head Start, EHS, etc.
  – Locations – where are programs over/under-enrolled?

• Program Characteristics
  – Quality Rating
  – Funding streams
  – Ages served
  – Additional services

• Characteristics of current staff
  – What are the credentials of staff?
  – Staff Compensation – by position, education, tenure, etc.?
  – What are staff turnover rates? Is turnover correlated to program quality? Is turnover correlated to compensation?
What could we know?

• Payment Information
  – What is the market rate? By neighborhood/community?
  – What is the payment record for “parent share” of child care subsidy?
  – What are collection rates among providers, is it correlated to demographics, program quality, etc.?

• Child Health
  – What is the percentage of children immunized?
  – What is the percentage of children screened for developmental delays?
  – What are rates of school absences? Is it correlated to demographics, program quality, etc.?

• Child Assessment data
  – What is the developmental status of children in care?
  – Is it correlated to program quality?
  – Is it correlated to teacher characteristics?
Interoperability > Good for providers AND Good for State Administrators of child care

Efficient Operations • Save money on reduced staff for processing data manually

Reduced Error Rates • Electronic uploads are less susceptible to errors than manual entry

Fraud prevention • Digital signatures are more secure than paper based “wet signatures”

“Real-time” data about the sector • Enrollment/vacancy rates; subsidy utilization (by age, geography, etc.)
Supporting Business Practices through CCDF Partnerships

- Link automation + business training + site based coaching
- Underscore value of scale, and support back-office start-up
- Encourage off-the-shelf CCMS + links to public data systems through APIs or Data Trusts
- Build cost of automation into provider/intermediary funding
- Link accountability documentation to business outcomes (e.g. Iron Triangle metrics) vs outputs (business plan or budget)
- Build capacity for real-time data, rooted in CCMS
Arizona
COVID-19 Impact on Arizona’s Child Care System

The following is based on responses of 831 licensed child care providers (of the nearly 3,000 in Arizona) given at the time of the survey, between May 26 and June 19, 2020, including family child care homes, child care centers and school district programs.

- 36% planned to open by the end of July.
- 62% planned to open in Aug. or Sept., with the start of school.
- 2% are permanently closed.
- 40% of programs have had to lay off or furlough staff.
- Programs now serving just 38% of the total number of children they were prior to COVID-19.

1/3 of licensed and regulated child care providers have been forced to close.

- Have remained OPEN: 49%
- Previously closed but now OPEN: 17%
- Have remained CLOSED: 34%
Barriers to Reopening

- Parents unwilling/unable to bring children to the program: 69%
- Lack of/limited access to cleaning supplies: 56%
- Insufficient financial resources: 49%
- Lack of/limited access to PPE: 48%
- Lack of clarity on COVID-19 health & safety guidance: 41%
- Staff unable/unwilling to come back to work: 35%

**STAFF CONCERNS ABOUT RETURNING TO WORK**
- Potential for getting sick
- Risk to vulnerable family members
- Access to PPE
- Meeting health and safety guidelines in my program

*From a separate survey of child care providers conducted by the Arizona Early Childhood Workforce Registry*
## Arizona’s Initial Response

<table>
<thead>
<tr>
<th>Amount</th>
<th>Description</th>
</tr>
</thead>
</table>
| $3M (additional per month) | Emergency Reimbursements  
*Paying providers at January 2020 utilization* |
| $24M | Arizona Enrichment Centers  
*Provided child care scholarships for children of essential workers* |
| $47M | Child Care COVID-19 Grant Program  
*Provide financial assistance to help all regulated child care providers with operational costs* |
| $7M | Paid Absences  
*Increasing paid absences from 2 days to 5 days each month per child* |
Child Care COVID-19 Grant Program

- 1,807 providers were approved and awarded funding

Average Awards:
- Licensed Centers: $25,000
- Group Homes: $3,350
- Family Child Care Homes: $1,850

<table>
<thead>
<tr>
<th>Incentive Metric</th>
<th>Number</th>
<th>% of Total Awards</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality First or Accreditation</td>
<td>822</td>
<td>45%</td>
</tr>
<tr>
<td>Rural County (not Maricopa/Pima)</td>
<td>403</td>
<td>22%</td>
</tr>
<tr>
<td>Willing to Contract with DES</td>
<td>70</td>
<td>4%</td>
</tr>
</tbody>
</table>
Leverage What’s Working

Early Childhood Business Management Project

• Business Practices Training and Coaching provided by Southwest Human Development
  — Cohort implemented in Fall 2019: 15 centers (Maricopa, Pima, Mohave counties)
  — The sites that leveraged CCMS recognized significant reductions in delinquent accounts

Successes

• One center reduced its debt by $2,000 in the first two days of implementing the CCMS. To date, they have reduced their debt by another $4,000 leaving less than $200 in delinquent accounts.
• Another program started with a total of $10,530.32 in delinquent accounts. Today the amount owed to their program is $3,328.
• Three programs have less than $500 in delinquent accounts.
• All programs have reported that participating in the program has been of value to them and they have learned important skills needed for program operations.
Fix What’s NOT Working

Data reporting
• Only occurs when requested via survey or at inspection
• Minimal data sharing across state agency partners
• Without critical data needed to make timely and effective decisions

Laborious contract monitoring process
• Maintenance and audit of paper sign-in/sign-out sheets with “wet signatures”
• Paper case files for each provider

Multiple regulators working with each providers
• Duplication of effort
• Different standards and conflicting guidance
• Subsidy eligibility done independently
Sustaining a Child Care Network
(and Arizona’s investment)

AZ Toolkit
- Provide AZ Toolkit subscriptions to all licensed and certified child care providers
- Allows access to tools, templates, and resources to help improve financial practices, budget and project revenue and expenses, update health and safety procedures, and leverage state and national savings on supplies needed to run their business

Business Practices Coaching
- 1-year license for a CCMS and technical assistance
- 1-year of individualized twice-monthly business practice coaching sessions and resources specific to:
  - staff management
  - program operations
  - fiscal management
  - communications coaching

Automation
- Implement acceptance of CCMS for contract and monitoring purposes
- Build a Child Care Licensing Management System to include:
  - basic portal system for applications, inspections, and complaints
- Plan to integrate an API
Colorado
1. **Shared ECE Resource Platform**
   One-stop shop powered by CCA for Social Good, built for providers and child care entities. Policy templates, forms, regulation guides, savings tools, and more exist on the platform to save providers time and money.

2. **Alliance CORE Child Care Management System**
   Streamlining many of the admin processes, (enrollment, billing, record-keeping, licensing, monitoring etc.) we help providers run a successful child care via our virtual operational assistance. Our system provides a foundation on which providers can save time and more smoothly run their business.

3. **Early Head Start – Child Care Partnership**
   ELV is the grantee for two EHS-CCP awards in six CO counties supporting 350 infants, toddlers, and their families. This comprehensive services approach is implemented within 45 ELV child care partners and indirectly impacts 3,500 children.
Enabling CORE-ATS API
Enabling CORE-ATS API

Welcome to CDHS Child Care Attendance System

Username
user@example.com

Password

Login
Forgot Your Password?
Child CCAP Maintenance

For each child all values must be provided, or all must be omitted. Currently 8 of 27 children are enrolled in CCAP.

<table>
<thead>
<tr>
<th>Child Name</th>
<th>Status</th>
<th>Enrolled in CCAP</th>
<th>CCAP Authorization ID</th>
<th>CCAP Expiration</th>
<th>CCAP County</th>
<th>Weekly Authorized Amount</th>
<th>Clear CCAP Settings</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Active</td>
<td></td>
<td>MM/dd/yyyy</td>
<td>-- Select --</td>
<td></td>
<td>99,999.99</td>
<td>Clear</td>
</tr>
<tr>
<td></td>
<td>Active</td>
<td>✔</td>
<td>06/30/2020</td>
<td>Arapahoe County</td>
<td>✔</td>
<td>200.00</td>
<td>Clear</td>
</tr>
<tr>
<td></td>
<td>Active</td>
<td>✔</td>
<td>11/30/2018</td>
<td>Adams County</td>
<td>✔</td>
<td>200.00</td>
<td>Clear</td>
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<td></td>
<td>Active</td>
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<td>MM/dd/yyyy</td>
<td>-- Select --</td>
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<td>99,999.99</td>
<td>Clear</td>
</tr>
<tr>
<td></td>
<td>Active</td>
<td>✔</td>
<td>03/31/2020</td>
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</table>
## CCAP Set-Up

### CCAP Attendance Interface Report - Sep 25, 2020 to Sep 25, 2020

<table>
<thead>
<tr>
<th>Child Name</th>
<th>CCAP Authorization</th>
<th>Attendance Entry #</th>
<th>Check In/Out</th>
<th>Time Reported</th>
<th>Authorized By</th>
<th>Interface Delivery Date/Time</th>
<th>Result Status</th>
<th>Result Details</th>
<th>Result Denial Reason</th>
</tr>
</thead>
</table>

#### Attendance Date: Friday Sep 25, 2020

<table>
<thead>
<tr>
<th>Attendance Date</th>
<th>1</th>
<th>2</th>
<th>1</th>
<th>2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Check-In</td>
<td>9:20 AM</td>
<td>4:25 PM</td>
<td>9:09 AM</td>
<td>1:27 PM</td>
</tr>
<tr>
<td>Check-Out</td>
<td>Sep 25, 2020 8:50 PM EDT</td>
<td>Sep 25, 2020 8:50 PM EDT</td>
<td>Sep 25, 2020 8:50 PM EDT</td>
<td>Sep 25, 2020 8:50 PM EDT</td>
</tr>
<tr>
<td>Result Status</td>
<td>SUCCESS</td>
<td>SUCCESS</td>
<td>SUCCESS</td>
<td>SUCCESS</td>
</tr>
<tr>
<td>Result Details</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Result Denial Reason</td>
<td></td>
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<td></td>
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</tr>
</tbody>
</table>

#### Attendance Date: Friday Sep 25, 2020

<table>
<thead>
<tr>
<th>Attendance Date</th>
<th>1</th>
<th>2</th>
<th>1</th>
<th>2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Check-In</td>
<td>9:48 AM</td>
<td>3:28 PM</td>
<td>8:07 AM</td>
<td>3:27 PM</td>
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<tr>
<td>Check-Out</td>
<td>Sep 25, 2020 8:30 PM EDT</td>
<td>Sep 25, 2020 8:30 PM EDT</td>
<td>Sep 25, 2020 8:30 PM EDT</td>
<td>Sep 25, 2020 8:30 PM EDT</td>
</tr>
<tr>
<td>Result Status</td>
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<tr>
<td>Result Details</td>
<td></td>
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</tr>
<tr>
<td>Result Denial Reason</td>
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</tbody>
</table>

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<table>
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<th>Attendance Date</th>
<th>1</th>
<th>2</th>
<th>1</th>
<th>2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Check-In</td>
<td>9:55 AM</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Check-Out</td>
<td>Sep 27, 2020 8:30 PM EDT</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Result Status</td>
<td></td>
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<td></td>
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<tr>
<td>Result Details</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Result Denial Reason</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Attendance Date: Friday Sep 25, 2020

<table>
<thead>
<tr>
<th>Attendance Date</th>
<th>1</th>
<th>2</th>
<th>1</th>
<th>2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Check-In</td>
<td>1:06 AM</td>
<td>5:28 PM</td>
<td>8:38 AM</td>
<td>5:30 PM</td>
</tr>
<tr>
<td>Check-Out</td>
<td>Sep 25, 2020 8:50 PM EDT</td>
<td>Sep 25, 2020 8:30 PM EDT</td>
<td>Sep 25, 2020 8:50 PM EDT</td>
<td>Sep 25, 2020 8:30 PM EDT</td>
</tr>
<tr>
<td>Result Status</td>
<td>SUCCESS</td>
<td>SUCCESS</td>
<td>SUCCESS</td>
<td>SUCCESS</td>
</tr>
<tr>
<td>Result Details</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## CCAP Interface Exception Report - Sep 25, 2020 to Sep 25, 2020

<table>
<thead>
<tr>
<th>Child Name</th>
<th>CCAP Authorization</th>
<th>Attendance Entry #</th>
<th>Check In/Out</th>
<th>Time Reported</th>
<th>Authorized By</th>
<th>Interface Delivery Date/Time</th>
<th>Result Status</th>
<th>Result Denial Reason</th>
</tr>
</thead>
</table>

### Attendance Date: Friday Sep 25, 2020

1. **Check-In** 9:05 AM  
   - **Date:** Sep 27, 2020 8:30:00 PM MDT  
   - **Status:** ELV_Missing_Checked_Out  
   - **Reason:** Session Check Out Time Missing.

2. **Check-Out** 10:00 AM  
   - **Date:** Sep 25, 2020 8:30:56 PM MDT  
   - **Status:** SUCCESS

3. **Check-Out** 5:40 PM  
   - **Date:** Sep 25, 2020 8:30:57 PM MDT  
   - **Status:** SUCCESS

### Attendance Date: Friday Sep 25, 2020

1. **Check-In** 3:03 PM  
   - **Date:** Sep 27, 2020 8:30:20 PM MDT  
   - **Status:** ELV_Missing_Checked_Out  
   - **Reason:** Session Check Out Time Missing.

1. **Check-In** 3:03 PM  
   - **Date:** Sep 27, 2020 8:30:20 PM MDT  
   - **Status:** ELV_Missing_Checked_Out  
   - **Reason:** Session Check Out Time Missing.

### Attendance Date: Friday Sep 25, 2020

1. **Check-In** 7:33 AM  
   - **Date:** Sep 27, 2020 8:30:23 PM MDT  
   - **Status:** INVALID_AUTHORIZATION  
   - **Reason:** Invalid Child CCAP Authorization ID

### Attendance Date: Friday Sep 25, 2020

1. **Check-In** 7:00 AM  
   - **Date:** Sep 27, 2020 8:30:45 PM MDT  
   - **Status:** ELV_Parent_Approve_Pend  
   - **Reason:** Attendance pending parent approval
ELV & CCAP Lessons Learned

• Setting Expectations
• Intentional and Continual Communication
• Planning for Enhancements and Fixes
• Development of Monitoring and Audit Protocols
## Licensing Staff Record Report

### License Staff Records Report

<table>
<thead>
<tr>
<th>Facility Name</th>
<th>License #</th>
<th>Date</th>
<th>September 28, 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Staff Name</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Position: Infant A 4</td>
<td>Assistant</td>
<td>Lead Teacher</td>
<td>Cook</td>
</tr>
<tr>
<td>Room/Group</td>
<td>Garden</td>
<td>Zoo</td>
<td>No Room Assignment</td>
</tr>
<tr>
<td>First Aid Exp: 3/26/19</td>
<td>S2 A 2</td>
<td>Listened 4/17/19</td>
<td>All Toddler 4/20</td>
</tr>
<tr>
<td>CPR Exp: 3/26/19</td>
<td>S2 A 1</td>
<td>All Ages 4/17</td>
<td>CPR 4/20</td>
</tr>
<tr>
<td>Medication Admin exp: 5/2 C 7</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Delegation exp: date: 5/27/19</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Standard Precautions Prior to working with children: Yes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Director: 43 (Small Center)</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Early Childhood Teacher: 4 A 1</td>
<td>Assistant</td>
<td>Early Childhood Teacher</td>
<td></td>
</tr>
<tr>
<td>Infant Program Supervisor: 45 A 2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medical Exp: Date: 4/1</td>
<td>Apr 21, 2021</td>
<td>Oct 22, 2020</td>
<td></td>
</tr>
<tr>
<td>Trade Check within 10 days: Mar 20, 2020</td>
<td>Nov 10, 2018</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CIB within 5 days: Mar 6, 2020</td>
<td>Oct 28, 2018</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FCIP within 5 days: Mar 6, 2020</td>
<td>Oct 28, 2018</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Address and Phone: S2 A 1</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>
Licensing Alerts – Provider Dashboard

Provider Status
- Staff To Child Ratio: Checked-In Staff 0 | Checked-In Children 2
- Current Child Attendance: 14.3% of Children Enrolled 14 | Checked-In 2
- Currently Enrolled: 159% of Children Enrolled 14 | Provider Capacity 9

Child and Parent Alerts
- Days Missing Attendance Check-Out: Applies to 2 child attendance records (2)
- Children with Medical Expirations: Emergency Medical 14, Medical Evaluation 14 (14)
- Children with Immunizations Due: Overdue 90 (14)

Provider and Staff Alerts
- Providers With Expirations: Disclosure (1), Aff. Agmt. (1), Scholarship (1) (1)
Alliance CORE’s Food Program Report

<table>
<thead>
<tr>
<th>Participants: 74</th>
<th>(Daily Total of Participants who ate meals)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Children Enrolled: 84</td>
<td>(Total No of Children enrolled this month)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Race:</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Children Not Assigned</td>
<td>7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>White</td>
<td>42</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Black or African American</td>
<td>19</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Biracial/Multi-Racial</td>
<td>13</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unspecified</td>
<td>2</td>
<td></td>
<td></td>
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</table>

<table>
<thead>
<tr>
<th>Ethnicity:</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Children Not Assigned</td>
<td>9</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hispanic or Latino</td>
<td>17</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not Hispanic or Latino</td>
<td>58</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| Meal Count: |          |          |          |          |          |
|-------------|----------|----------|----------|----------|
| Participants: | 0       | 10       | 31       | 8        | 25        |
| Breakfast    | 150      | 265      | 123      | 358      |
| Snack I      | 168      | 348      | 122      | 382      |
| Lunch        | 156      | 343      | 121      | 370      |
| Snack II     |          |          |          |          |
| Dinner       |          |          |          |          |
| Snack III    | 0        | 494      | 956      | 366      | 1110      |

Virtual Tribal, State, and Territory Administrators Meeting 2020
Questions
Contact Information

- Sharon Easterling
  sharoneasterling@gmail.com; www.opportunities-exchange.org
- Judy Williams
  jwilliams@earlylearningventures.org; www.earlylearningventures.org
- Michelle-Mackin-Brown
  michelle.mackin-brown@state.co.us
- Lela Wendell
  lelawendell@azdes.gov