OHS HSPPS Wednesdays

Head Start Program Performance Standards (HSPPS)

December 14, 2016

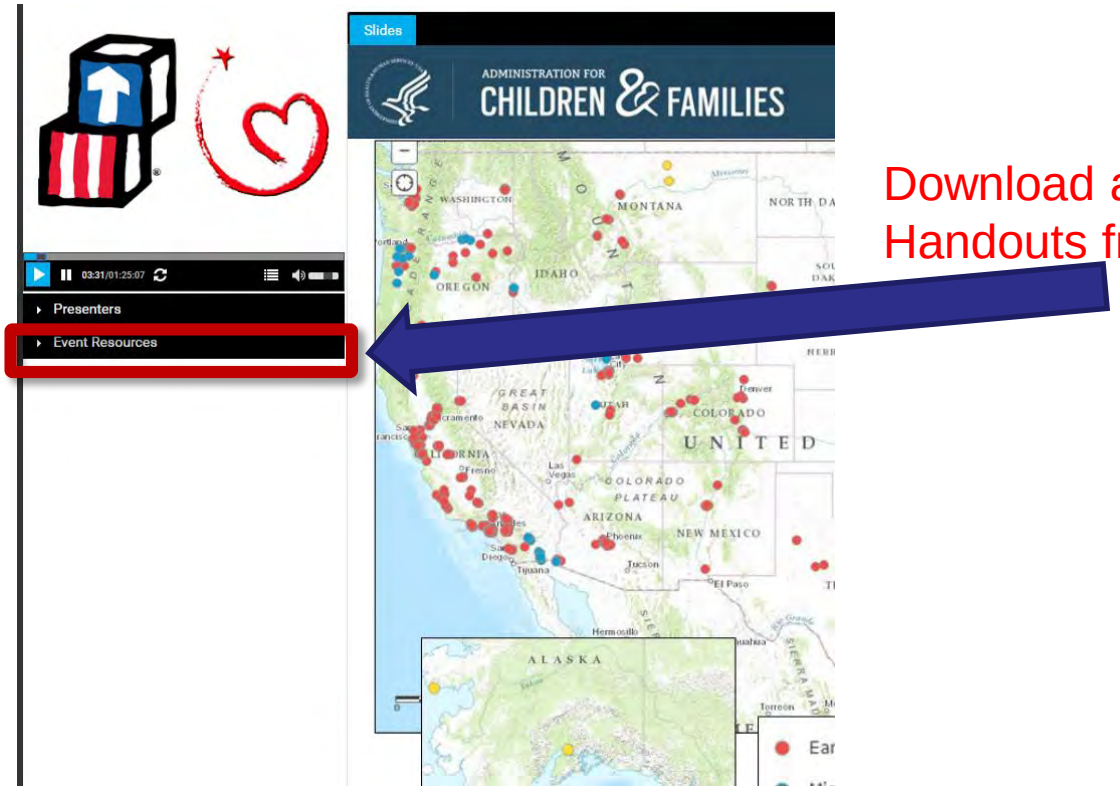
Today's Agenda

- Welcome
- Today's Resources
- Monthly Focus
    - Supporting a Frame for Implementation
- Hot Topics
- Wrap Up

RESOURCES

User's Screen View

Handouts box



This Month's Focus –

Supporting a Frame for Implementation

David Jones, Federal Project Officer &

John Williams, Governance/Program Management Specialist -PMFO-

Early Childhood National Centers

NATIONAL CENTER ON

Program Management and Fiscal Operations

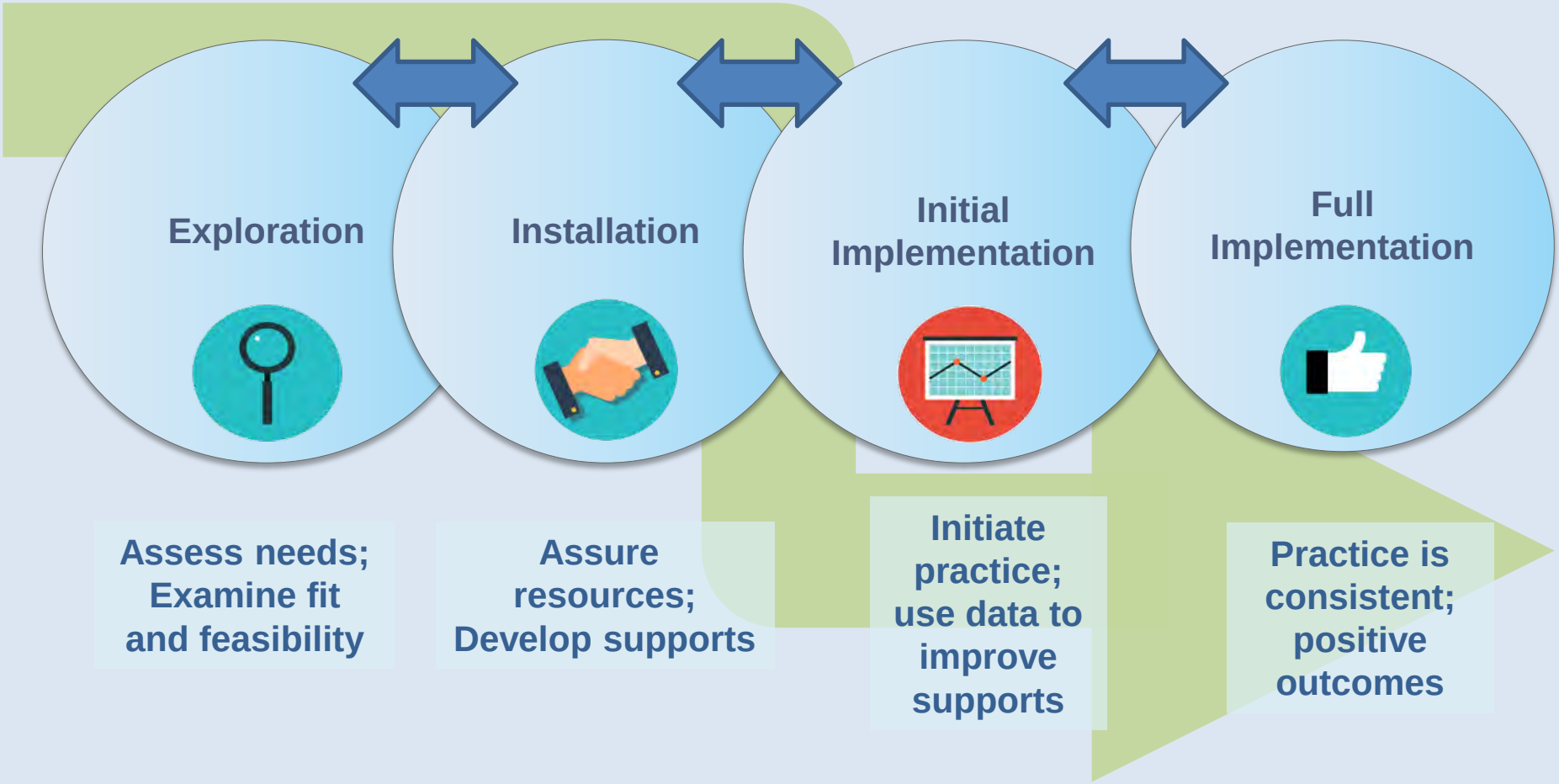
Implementing the Head Start Program Performance Standards 1302.103

Supporting Exploration and Discovery Contributing to Success

Guiding Quote

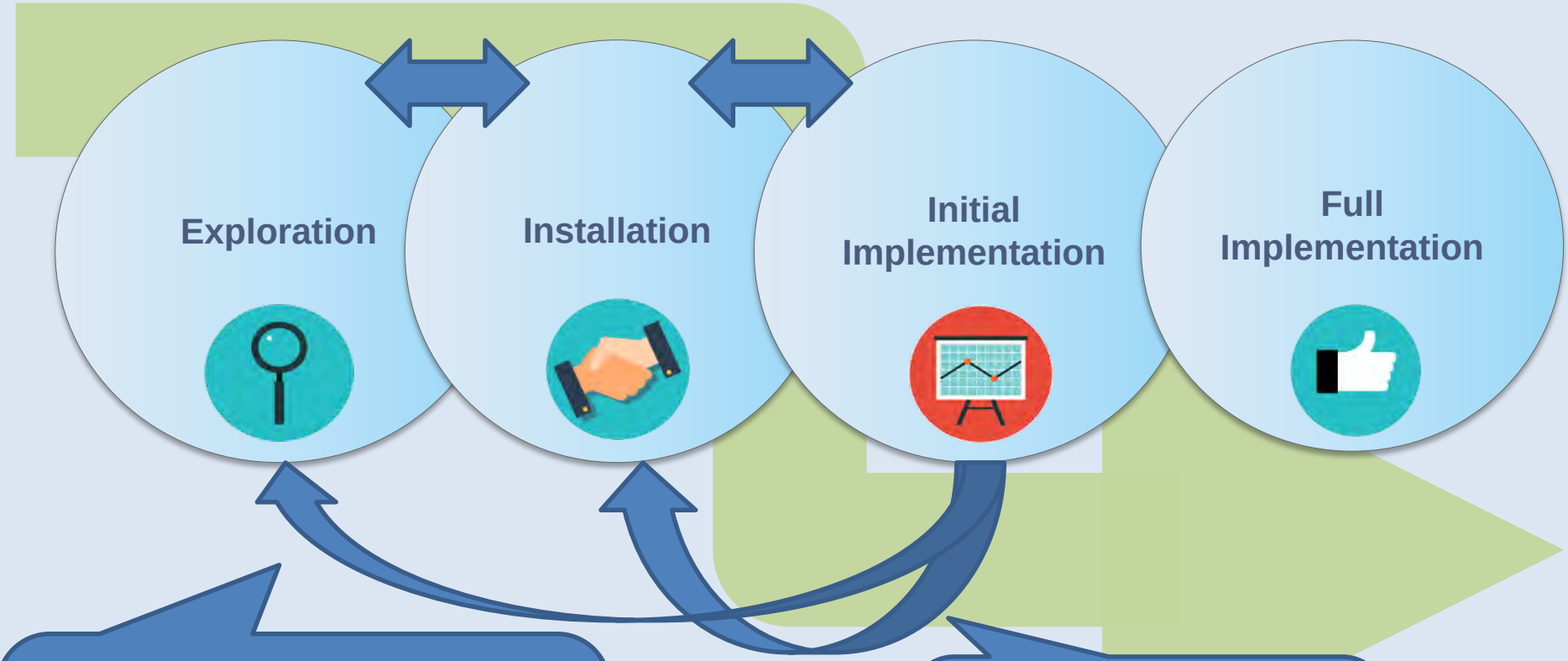
“We know you’re thinking about this and we’re thinking about this, too!”

Active Implementation Stages



Active Implementation Stages

Sometimes, we're in multiple stages, or need to revisit a previous stage…



Example: We need to explore what additional practices or approaches are available to support staff in working with the needs of our children that are emerging in implementation

Example: Training, coaching, or a program's policy might need to be adjusted based on initial implementation results…

Standards Implementation Process

HSPPS 1302.103(a)

A current program…, must implement a program-wide approach for the effective and timely implementation of the changes to the program performance standards, including the purchase of materials and allocation of staff time.

Keep In Mind

- These are suggested next steps to guide you in implementation. You are free to customize as you see fit
- It helps to read the preamble - https://eclkc.ohs.acf.hhs.gov/hslc/hs/docs/preamble-part1.pdf
- Along with the preamble, it can also be helpful to have the Head Start Act handy as a core reference
- You can utilize your program specialist as an ongoing resource

Getting Started

Consider a Standards Implementation Team:

Senior Management

Key Function: focus on overall approach and key timelines; outline how the program is progressing on its standards implementation process

Reference: Compliance Table – https://eclkc.ohs.acf.hhs.gov/hslc/hs/docs/compliance-table-508.pdf

Getting Started

Standards Implementation Team *(cont'd)*

Program Staff

Key Function: ensure each standard's content area is understood within an agency

Suggested Activity: Form staff content teams based on relevant areas (Parts 1302–1305) e.g. education staff address 1302 Subpart C; fiscal staff address 1303, etc.; these teams can focus on policies and procedures including volunteer management (if applicable) for each content area

Getting Started

Standards Implementation Team *(cont'd)*

Senior Management

Key Function: Review program leadership infrastructure

Suggested Activity: Senior management engages governing body and Policy Council in examining/revising policies and structures to be consistent with standards (e.g. review policies and procedures if advisory committee used to oversee key responsibilities in program governance)

Standards Implementation Process

- Assess needs
- Examine fit and feasibility
- Form teams
- Develop communication protocols
- Identify infrastructure elements

- Programs consider forming Standards Implementation Team and HSPPS subpart task teams
- Leadership reviews communication practices to ensure staff, decision-makers, and stakeholders have the supporting documents and resources needed to move the program forward with the implementation process
- Senior management engages governing body and Policy Council to review and explore how the program leadership lines up with the new standards
- Senior management works with the governing body and Policy Council to explore and determine the agency's alignment with the new standards
- Program leadership reviews program goals and objectives to ensure they are in alignment with the HSPPS

Getting Started

Standards Implementation Team *(cont'd)*

Each task team could use the *Head Start Management Systems: Guiding Questions for Implementing the Head Start Program Performance Standards* resource as a guide

Each task team could make recommendations on needed procedural and/or budget adjustments needed to support key outcomes/results

Head Start Management Systems

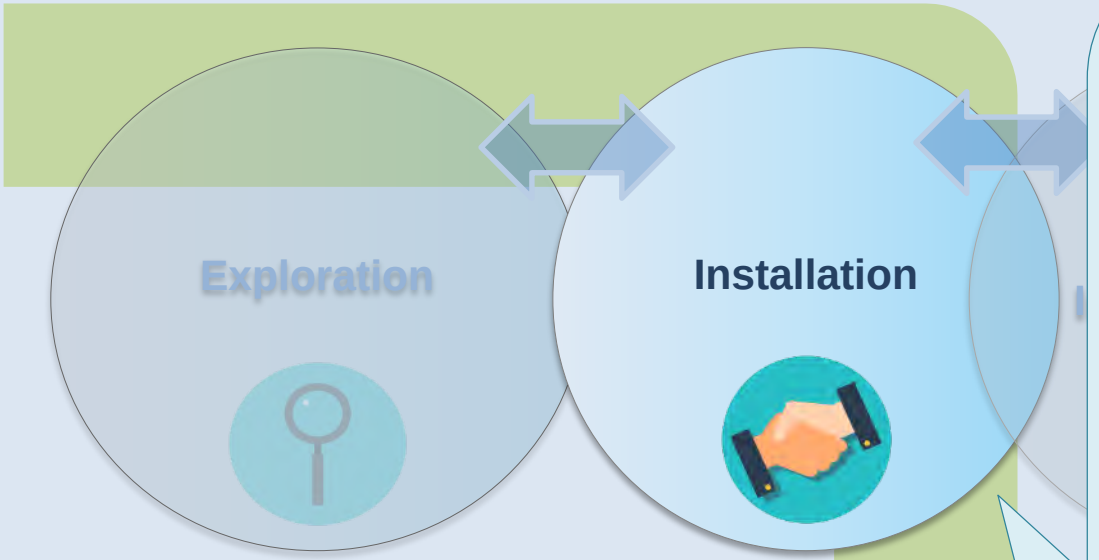
Guiding Questions

Management Systems	Questions to Consider
Ongoing Monitoring & Continuous Improvement	• How do ongoing monitoring results inform our program operations, planning processes, and continuous quality improvement? • What is the timeline for ongoing monitoring activities? • How are staff trained and engaged in ongoing monitoring efforts? • How are the results of our ongoing monitoring shared with staff and program leadership? • ***Does our ongoing monitoring system support our planning efforts and ensure continuous ongoing quality improvement?***
Human Resources	• How does our organizational structure support our staff to provide high-quality services to children and families? • What is our process for hiring and onboarding staff including completion of required criminal background checks? • Does our process for hiring and onboarding include culturally responsive practices? • How do we ensure that staff members have the appropriate credentials as set forth in the HSPPS and have acquired the needed competencies to fulfill their job responsibilities? • How do our budgeting efforts support human resource activities in relationship to the implementation of the HSPPS? • ***Does our program effectively meet the professional development needs of our staff?***

This product was prepared under Grant # 90HC0011 for the U.S. Department of Health and Human Services, Administration for Children and Families, Office of Head Start, by the National Center on Program Management and Fiscal Operations.

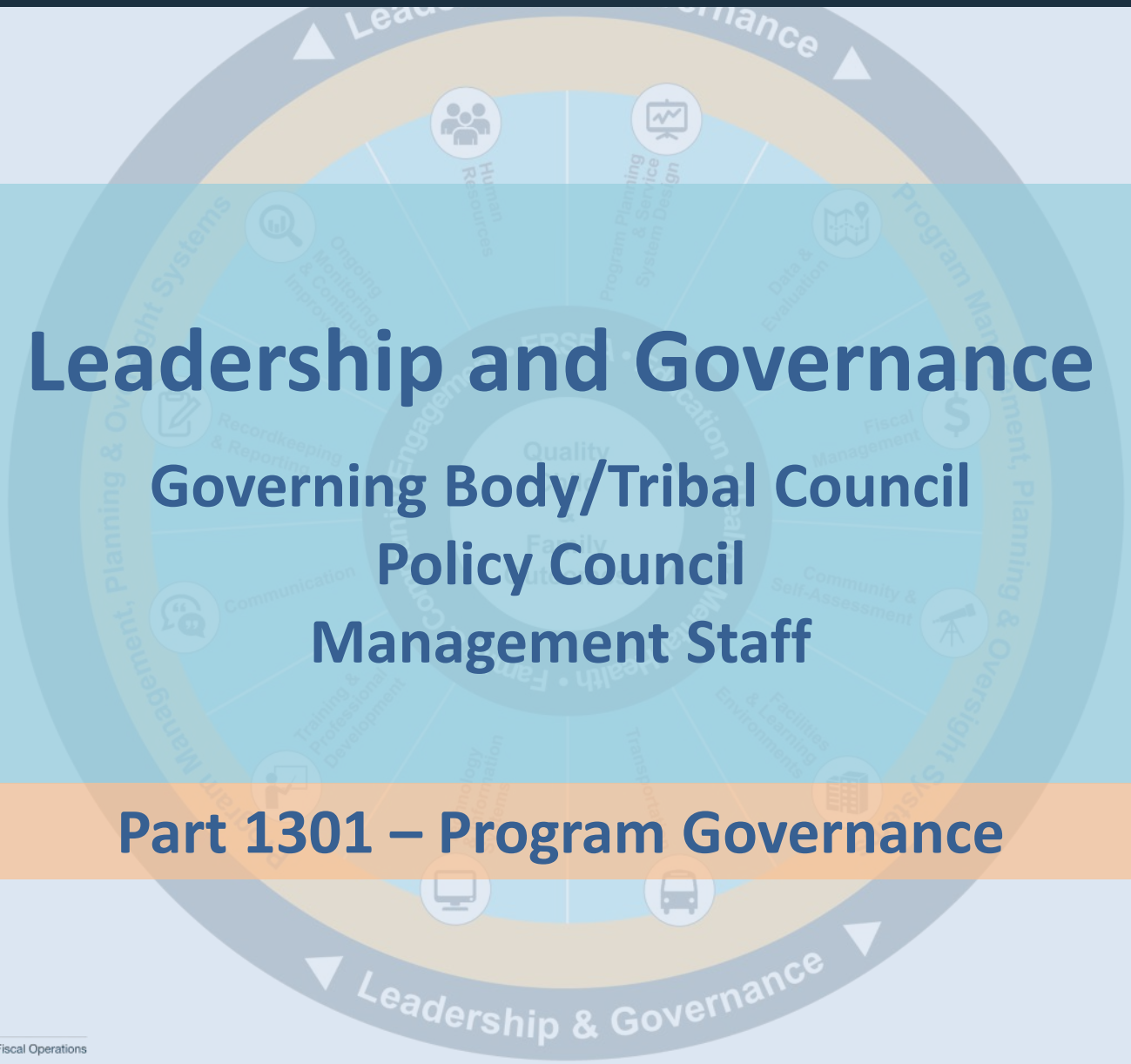
ADMINISTRATION FOR CHILDREN & FAMILIES
pmfo@ecetta.info • Tel: 888 874-5469 • https://eclkc.ohs.acf.hhs.gov/hslc/tta-system/operations

Standards Implementation Process



- Assure resources
- Assess gaps
- Initiate feedback loops
- Develop infrastructure to support practice and organizational change

- Senior management engages governing body and Policy Council in examining/revising policies and structures to be consistent with HSPPS
- Task teams use the *Head Start Management Systems: Guiding Questions for Implementing the Head Start Performance Standards* on Implementation resource as a guide to assess program systems
- Task teams outline recommendations around procedural and/or budget adjustments needed to support implementation



Leadership and Governance

Governing Body/Tribal Council
Policy Council
Management Staff

Part 1301 – Program Governance

Questions to Consider

- How do you know that the governing body/Tribal Council and Policy Council are knowledgeable about what is new in the Head Start Program Performance Standards (HSPPS) specifically regarding their roles and responsibilities as Head Start program leaders?

- How does communication between governing body/ Tribal Council, Policy Council, and key management staff take place in support of program decision-making regarding implementation of the new HSPPS?
- How are the governing body/Tribal Council members involved in strategic planning activities?

Questions to Consider

Summary Question:

Do our leadership and communication practices enable us to make the strategic decisions that will move our programs forward during and beyond the HSPPS implementation process?

Management Systems

Program Planning & Service System Design

- Guides programs through their five-year journey
- Includes coordinated approaches that ensure inclusion of all children and families
- Focuses on how data can lead to outcomes

1302 Subpart J

Questions to Consider

How does our planning process support implementation of the HSPPS? Considerations should include:

- Community assessment review and/or update
- Goal and objective development/review
- Outcomes for children and families
- Coordinated approaches
- Action planning and time line
- Ongoing monitoring results
- Self-assessment results

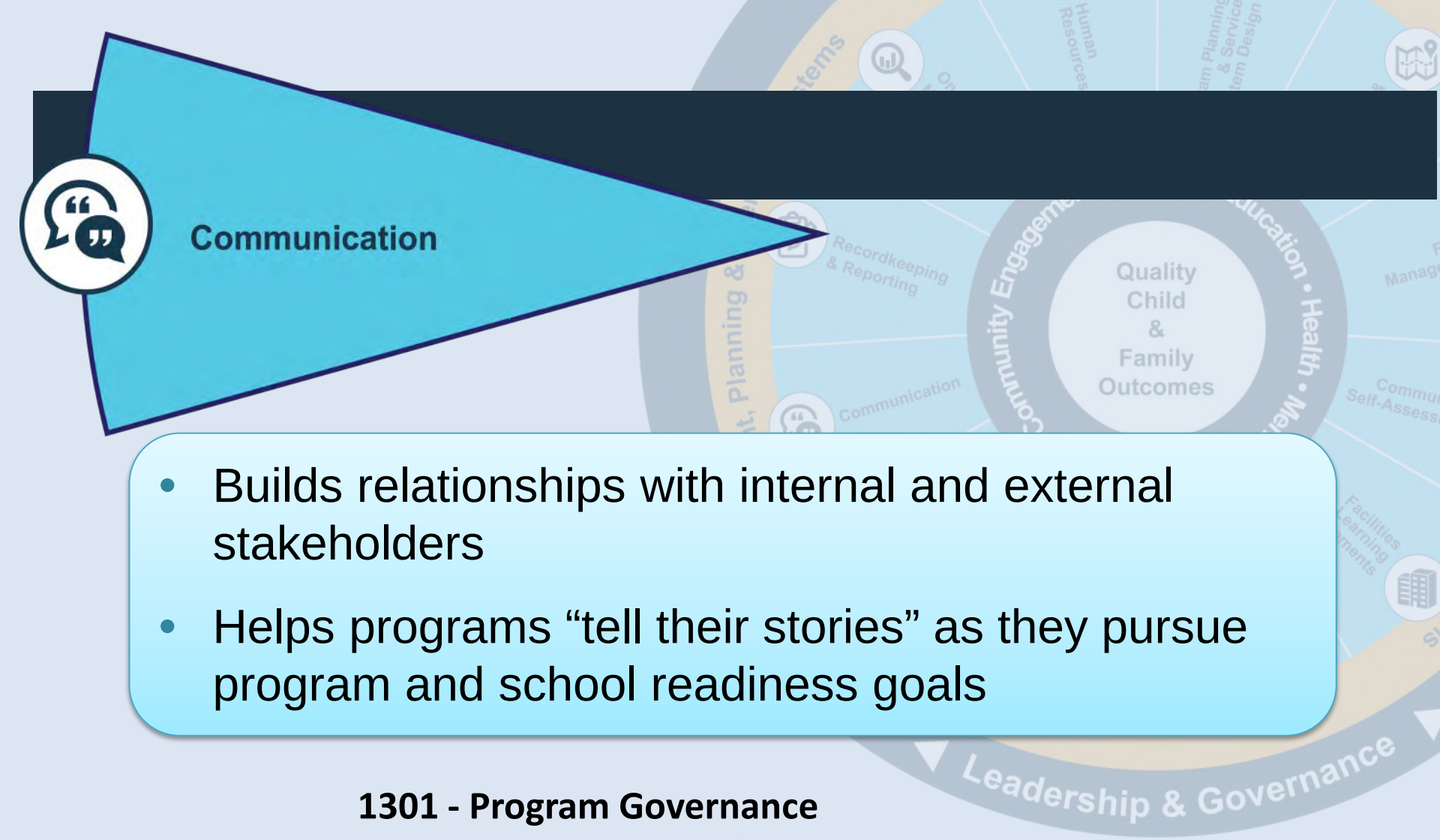
How are the following stakeholders engaged in our program planning process?

- Program staff
- Governing body/Tribal Council members
- Policy Council members
- Community members and child care partners (if applicable)

Questions to Consider

Summary Question:

Will our thoughtful planning efforts around implementation support us in achieving our outcomes for children, families, and communities?



Communication

- Builds relationships with internal and external stakeholders
- Helps programs “tell their stories” as they pursue program and school readiness goals

1301 - Program Governance
1302 - Program Operations
1303 - Financial and Administrative Requirements
1304 - Federal Administrative Procedures
1305 - Definitions

Questions to Consider

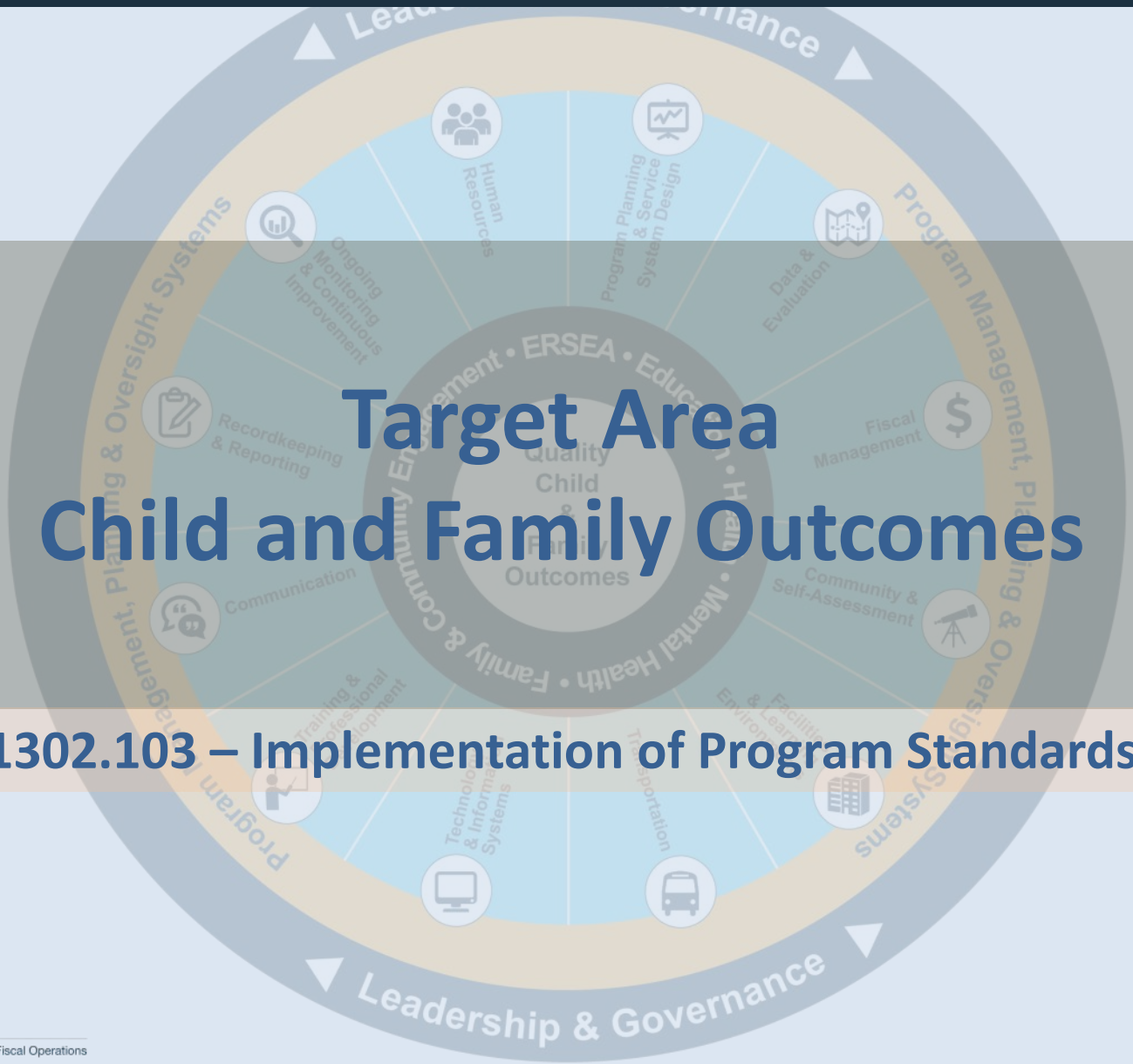
Communication

- How does our communication system address both internal and external communication regarding implementation of the HSPPS?
- How do our communication policies and procedures address key issues and ensure confidentiality?
- What communication approaches are used to meet the needs of culturally and linguistically specific populations?

Questions to Consider

Summary Question

Does our program communicate effectively with internal and external stakeholders including the Regional Office?



Target Area
Child and Family Outcomes

1302.103 – Implementation of Program Standards

Standards Implementation Process

- Based on program leadership and task team recommendations and intake data, programs strengthen their management systems
- Based on task team recommendations (where applicable), leadership introduces course corrections needed to move toward full implementation

- Initiate new practices
- Use data for continuous improvement
- Strengthen the infrastructure to support practice and organizational change

Suggestions for Ongoing Strategies

1.

Prior to getting started, have your staff review the management systems wheel to determine the health of your management systems.

What system(s) are working well versus what systems need more attention?

Suggestions for Ongoing Strategies

2.

Set up periodic check-in meetings with task teams addressing the following suggested questions and/or activities:

Where is your program in the Implementation Stages framework?

Where is our program in relation to the standards for a given area? (e.g., Program Governance, Program Operations, Administrative & Financial Requirements, etc.)?

Suggestions for Ongoing Strategies

Suggested questions and activities *(cont'd)*:

What program procedures, policies, methods, strategies need to be:

- Left alone
- Revised
- Replaced
- Innovated

What are the specific time lines and/or financial costs for these actions?

Suggestions for Ongoing Strategies

3.

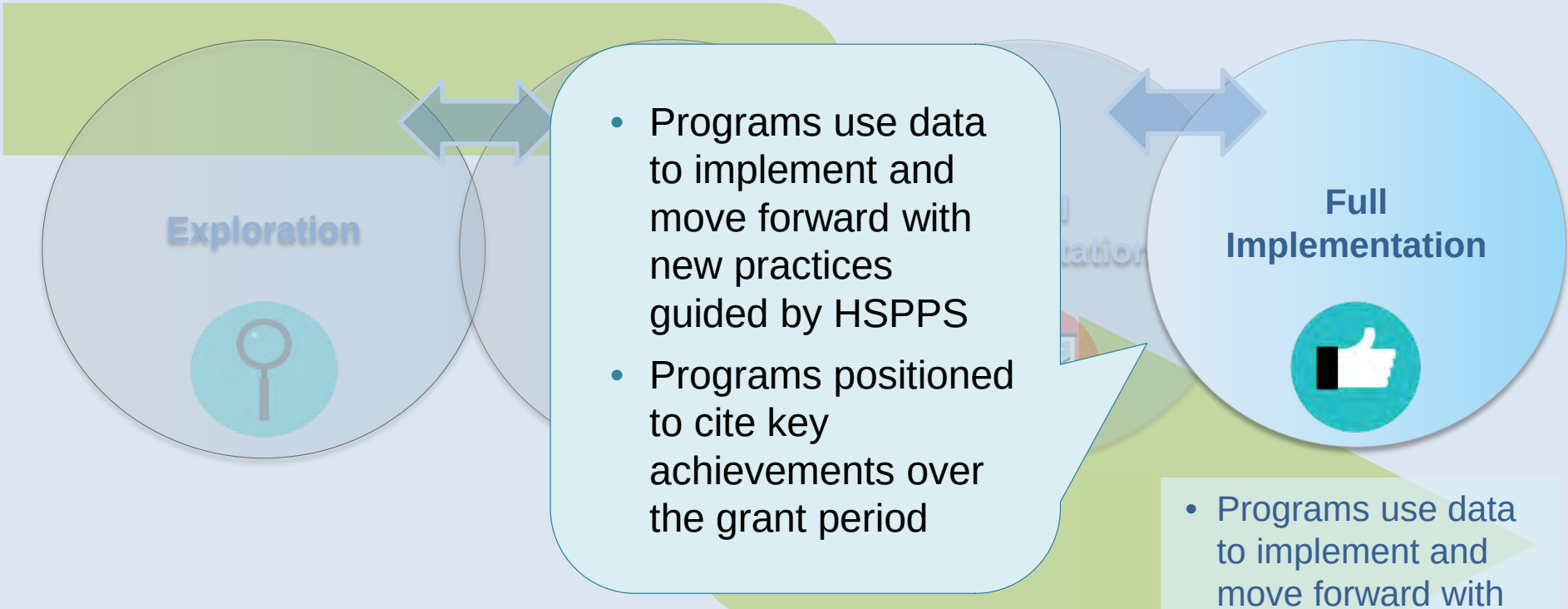
Develop ongoing strategies for longer term benchmarks (e.g., considerations around extending duration and/or slot conversion/ reduction based on community needs).

Suggestions for Ongoing Strategies

4.

Develop an evaluation system for assessing program outcomes within your five-year cycle.

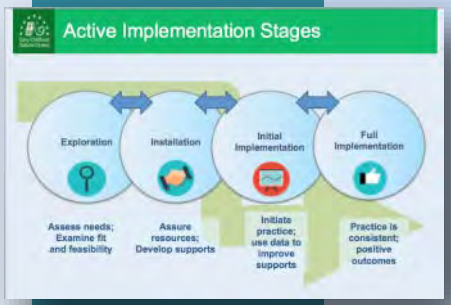
Standards Implementation Process



- Programs use data to implement and move forward with new practices guided by HSPPS
- Programs positioned to cite key achievements over the grant period

- Programs use data to implement and move forward with new practices guided by HSPPS
- Programs positioned to cite key achievements over the grant period

Key PMFO/National Center Resources



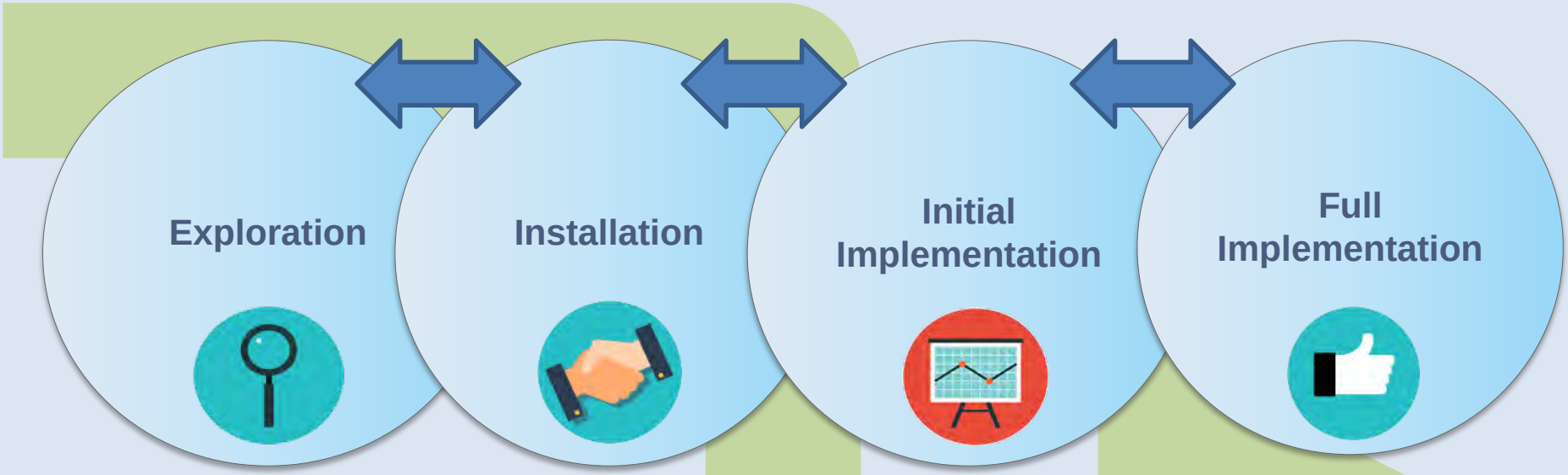
- Management Systems Wheel and *Head Start Management Systems: Guiding Questions for Implementing the Head Start Program Performance Standards*
- Information on the Implementation Science Framework
- Additional PMFO offerings, including:
  - Performance standard updates (videos on multimedia formats) on ECLKC
  - "Hot Topics" webinar series on selected topics (e.g., how data informs planning)
  - Tip sheets on key areas (e.g. Facilities)

Key OHS/PMFO/National Center Resources

Be on the lookout for:

- HSPPS Showcase
- Key resources on ECLKC that are being updated such as Head Start A to Z, Fiscal, and Foundations for Excellence planning document
- National Center content presentations through the lens of the new HSPPS at regional professional development events

Standards Implementation Process: A Summary



- Form implementation teams
- Establish communication protocols and reports
- Align goals and staff to HSPPS

- Revise policies and structures to match standards
- Use guiding questions to assess management systems
- Recommend procedural and fiscal adjustments

- Use recommendations and data to strengthen management systems
- Establish course corrections

- Use data and HSPPS to guide ongoing implementation
- Monitor key achievements over the grant period

What is your road to implementation?

Contact PMFO

pmfo@ecetta.info

https://eclkc.ohs.acf.hhs.gov/hslc/tta-system/operations

Call us: 888.874.5469

Citation and Copyright

This document is based on the work of the National Implementation Research Network (NIRN).

© 2013-2016 Allison Metz, Dean Fixsen, and Karen Blase

This content is licensed under Creative Commons license CC BY-NC-ND, Attribution-NonCommercial-NoDerivs . You are free to share, copy, distribute and transmit the work under the following conditions: Attribution — You must attribute the work in the manner specified by the author or licensor (but not in any way that suggests that they endorse you or your use of the work); Noncommercial — You may not use this work for commercial purposes; No Derivative Works — You may not alter, transform, or build upon this work. Any of the above conditions can be waived if you get permission from the copyright holder.

Email: nirn@unc.edu
Web: http://nirn.fpg.unc.edu

The mission of the National Implementation Research Network (NIRN) is to contribute to the best practices and science of implementation, organization change, and system reinvention to improve outcomes across the spectrum of human services.

DECEMBER'S HOT TOPICS

Thank you for participating today!

OHS HSPPS Wednesdays

Head Start Program Performance Standards (HSPPS)

Next event: Wednesday, January 11, 2017

2 – 3:30pm EST