


HEAD START
 Regional T/TA Network

Proactive Planning to Support A Culture of Continuous Improvement



*These materials were developed for QMS Region XI under Contract No. HHS2332015W010C by ICF International.

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Anticipated Objectives

- Become familiar with the Head Start Program Planning Cycle
- Identify Stakeholders involved in the Planning Process
- Identify Definitions for the Language in Data
- Recognize how striving for continuous improvement can support proactive planning
- Develop an Annual Program Planning Calendar

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Agenda

1. Data in Planning
 - > Integrating Data into Program Planning
 - > Using the Aggregated and Analyzed Data
 - > Goals, Plan of Action, Budget, Monitoring and Evaluation
2. Play Data Bingo
3. Break 3:00 to 3:30
4. Continuous Quality Improvement Conceptual Framework
 - > Moving from Compliance to Learning
 - > Organizational Readiness for Continuous Learning and Improvements
 - > Engaging Staff and Stakeholders
5. Develop an Annual Program Planning Calendar
 - > Fiscal Year versus Calendar Year
 - > Actions Leading up to the Funding Application Submittal

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Getting to Know Your Motivation for Selecting this Presentation

Why are you here?

What questions are you hoping to get answered?

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Program Planning Cycle

THE NATIONAL CENTER ON Program Management and Fiscal Operations
September 2014

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Linking Planning, OGM, and SA

Program Planning	Ongoing Monitoring	Self-Assessment
<p>Decide on goals</p> <ul style="list-style-type: none"> • Review and analyze Community Assessment & other relevant data • Review recommendations from SA report • Develop long-term program goals <p>Develop objectives</p> <ul style="list-style-type: none"> • Set short-term program & fiscal objectives <p>Develop plan of action (work plan)</p> <ul style="list-style-type: none"> • Develop action steps for objectives • Identify measures to monitor (prepare for data collection) • Plan for regular progress reports to staff, GB and PC • Develop service plans assuring they reflect new goals/objectives 	<p>Collect:</p> <ul style="list-style-type: none"> • Collect data (PIR, child outcomes data, results of OGM for all systems, services, goals & objectives.) <p>Analyze:</p> <ul style="list-style-type: none"> • Review & analyze data with managers <p>Act:</p> <ul style="list-style-type: none"> • Make course corrections • Determine new data measures <p>Ensure:</p> <ul style="list-style-type: none"> • Evaluate & follow up on course corrections • Verify accuracy of and summarize OGM data for review by SA team • Request SA team to analyze persistent systems issues 	<p>Prepare:</p> <ul style="list-style-type: none"> • Design Self-Assessment process • Orient & train Self-Assessment participants <p>Analyze:</p> <ul style="list-style-type: none"> • Analyze information presented (OGM summaries, OHS monitoring results, other info needed) • Determine and request if further info is needed <p>Recommend:</p> <ul style="list-style-type: none"> • Identify strengths and make recommendations for improvement & enhancement

Data

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Common Features of Head Start Plans



Plans describe how the local program intends to implement the Head Start Act and the Head Start Program Performance Standards (HSPPS) to respond to its community's unique needs and resources.

Plans are developed with input of and approval by the Tribal Council and Policy Council. Plans are also frequently shaped and informed through feedback from community partners, parents, and such groups as the Health Services Advisory Committee.

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Your Program Plans

Organization-Wide Strategic Plans

Annual Action Plans

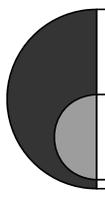
School Readiness Plans

Training/Technical Assistance Plans (T/TA)

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Five-Year Plans



Broad Outlines of what the program intends to accomplish over the 5-year project period.

Establish 5-year goals: BROAD Goals, SMART Objectives and expected outcomes.

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Integrated Action Plan

PROGRAM GOAL:

OBJECTIVE:

OUTCOME(S):

→

SERVICE REALIZATION GOAL:

FUNCTIONAL AREA THAT SUPPORTS OUR GOALS AND OBJECTIVES:	WHICH	HOW	FINANCIAL SUPPORT/RESOURCES	INDICATORS
Teaching and Learning				
Parent and Family Engagement of				
Community Engagement				
Health Services				
Program Management				

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1302.101 Management System

Implement a management system that ensures program, fiscal, human resources structure that provides effective management & oversight in the delivery of high quality services.

Provides regular & ongoing supervision to support individual staff professional development & continuous program quality improvement.

Ensures budget & staffing patterns that promote continuity of care for all children and allow sufficient time for staff training.

Maintains an automated accounting and record keeping system adequate for effective oversight.

A program must design & implement a program-wide coordinated approaches that ensure: training & professional development, full & effective participation of children who are dual language learners, full and effective participation of children with disabilities & management of program data to effectively support availability, usability, integrity & security of data.

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1302.102 Achieving Program Goals

In collaboration with the Tribal Government and Policy Council, Establish Program Goals.

Ongoing compliance oversight and correction.

Ongoing assessment of program goals.

Using data for continuous improvement.

Reporting to Tribal Government and Policy Council and when applicable to the responsible HHS official.

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Let's Play Data BINGO

Data Bingo				
B	I	N	G	O
Accurate	Hypothesis	Aggregate	Baseline	Compare
Correlate	Data	Interpretation	Median	Outlier
Predictive	Quantitative	Relevant	Timely	Valid
Pattern	Estimation	Disaggregate	Factor	Information
Mean	Mode	Qualitative	Range	Trend

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Creating a Culture of Continuous Improvement



Are you too busy to improve?

No (thank!) We are too busy

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Indicators of a Culture of Continuous Improvement

- **Curiosity** – asking the “how” and “why” questions about children and families in your program;
- **Reflection** – continuously reviewing program policies and seeking feedback, applying when necessary;
- **Tolerance of failure and vulnerability** – recognizing when things are not working and making appropriate course corrections;
- **Use of feedback** – using data to assess whether or not strategies or programs are making a difference for children and families;
- **Systems thinking** – stepping back and considering the broader context in which Head Start programs operate an understanding that change is incremental.

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Core Competencies of Organizations With a Culture of Continuous Improvement

Our Organization:

- Has clarity about what we want to accomplish in the short term (e.g. one to five-years) and what success will look like;
- Has staff who are experienced in data collection, data use, and different stakeholders' information needs;
- Values learning. Demonstrated by staff actively asking questions, gathering information, and thinking critically about how to improve their work;
- Modifies its course of action based on findings from program data;
- Looks at program data as an important input to help them improve staff performance and manage results; and
- Integrates findings from program data into the decision-making when deciding which policy options and strategies to pursue.

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Using Data for Internal Program Improvement

1. Identify outcomes that need attention
2. Identify client groups that need attention
3. Identify service procedures and policies that need improvement
4. Identify possible improvements for service delivery
5. Identify successful practices and achievement
6. Identify staff's technical assistance and training needs
7. Determine budget allocations priorities

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Types of Data Head Start Requires

- Community Assessment
- Ongoing Record Keeping
- Self-Assessment
- Eligibility, Recruitment, Selection, Enrollment, and Attendance (ERSEA)
- Program Information Report (PIR)
- Ongoing Monitoring Reports
- Annual Report

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Resources

- Moving from a Culture of Compliance to a Culture of Continuous Improvement - <https://www.acf.hhs.gov/opre/resource/a-resource-guide-for-head-start-programs-moving-beyond-a-culture-of-compliance-to-a-culture-of-continuous-improvement>
- Five-year Plans - <http://eclkc.ohs.acf.hhs.gov/hslc/grants/5-yr-cycle>
- School Readiness Plans - <http://eclkc.ohs.acf.hhs.gov/hslc/hs/sr/steps>

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