



# Let's Talk

## Host - Debi Mathias

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## Let's Talk:

Breaking Through to Changed Jobs, Changed Organizations and a New System Vision:  
Using Unexpected Strategies to Re-Imagine Your QRIS Work



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# Presenters



Peggy Ball



Meredith Russell



Tamara Scott



Jim Clark



# Overview of Content

- Explore the challenges presented by a QRIS in creating new and changed job functions of state agency staff, contractors and partners.
- Learn about a unexpected strategy used by Oregon to address the challenges.
- Hear about how they were able to engage many individuals impacted by the changes and get their creative support and buy in.



# Agenda

- Challenges to QRIS Implementation
  - Meredith Russell, Tamara Scott
- Breaking Through Process
  - Jim Clark
- Impact of Breaking Through a Ongoing Work
  - Meredith Russell, Tamara Scott



# Perfect Storm

Race to the Top Ending

CCDF Reauthorization

Opportunities in Licensing





# Race to the Top

## Development and Implementation Grant

- RTT helped highlight the Early Learning Divisions focus on equity and quality

Ends December 2016



Loss of 41 limited duration FTE across contractors

Loss of 13 limited duration FTE within the Division  
But the work must continue....



# CCDF

First change to CCDF in 20 years

Requires on-site monitoring of potentially 3000 license-exempt programs





# Licensing

Oregon's Licensing System has been fairly static  
3 years ago:

- Began conversations about Differential Monitoring
  - Richard Fiene
- Twinkle in the eye about non-expiring licenses



# Opportunities

Equity Breakthrough Team work in progress that will guide us and ensure that all our practices and policies are culturally aware.

Several of the R&Rs have diverse language capabilities.

There is racial and cultural diversity among the licensing specialists.

Current strategic progress on systems integration throughout the agency.

Increased licensing staff and support reallocated general funds.

Significant political support for early childhood and quality child care.

Leveraging of current skills, systems that we already have in the ELD.

The presence of other monitoring and support systems, such as: OPK, Head Start, DHS, food programs, R&Rs, WOU, PSU, etc.

Significant work already completed on differential monitoring and risk assessed rules.



# Management as a System

## Mass Ingenuity's NOW Management System



# NOW Management System

## Key Benefits

- Improving the Fundamentals
  - Aggressively drive waste out of our routine processes
- Achieving Breakthroughs
  - Consistently achieve strategic initiatives
- Monitoring Performance (Business Reviews)
  - Intensely focus resources on what's holding us back
- Solving Problems
  - Engage every employee in process improvement



# BREAKTHROUGH



**Elimination of a constraint  
that prevents you from  
achieving what you want**



# What Does Breakthrough Planning Do?

- ✓ Drives logical thinking, but leaves lots of room for creativity.
- ✓ Creates a common understanding of what we are doing, why and how.
- ✓ Establishes ownership.
- ✓ Sets in motion disciplined execution.
- ✓ Facilitates delegating authority.



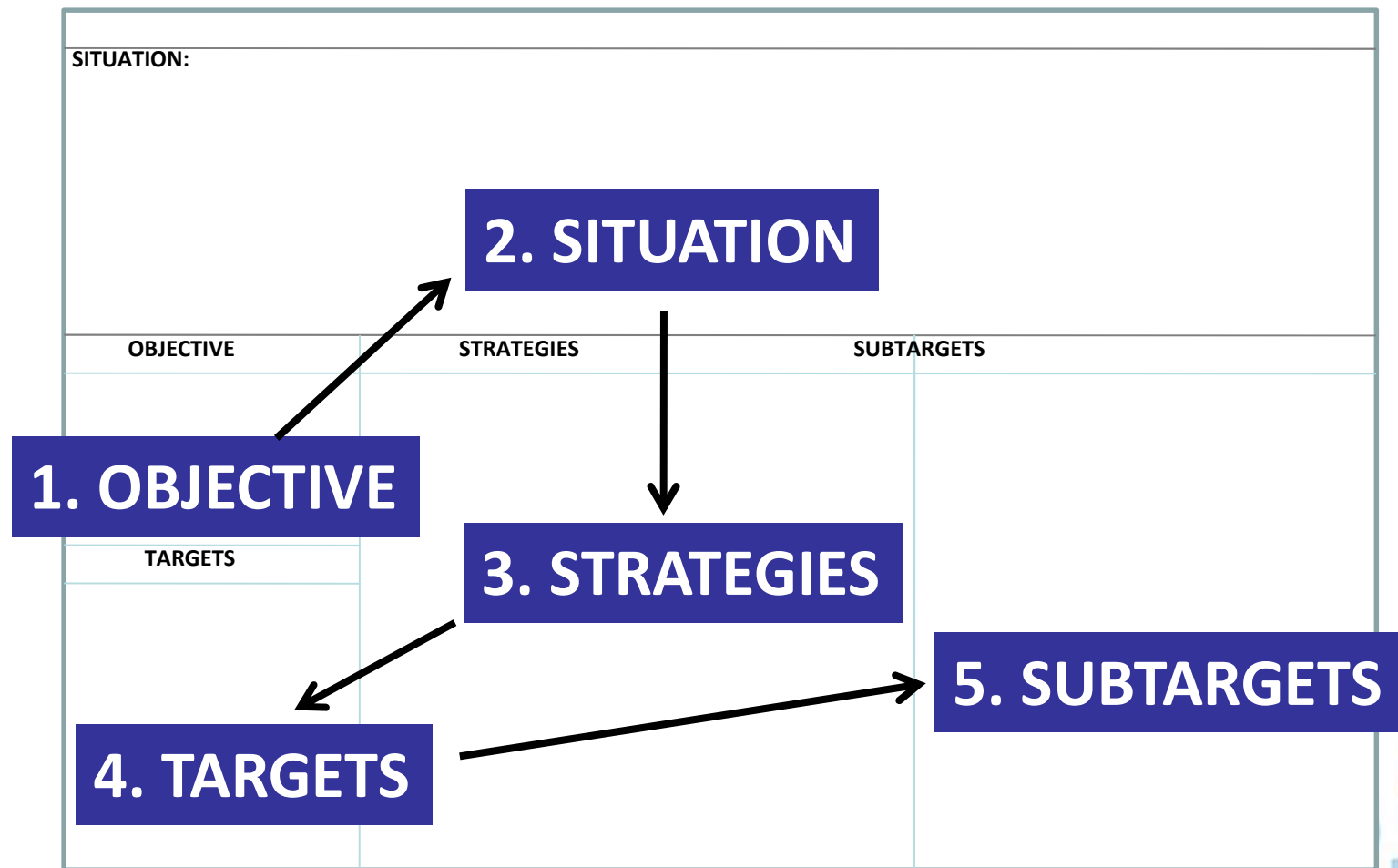


# Breakthrough Plan Structure

## Organization Name Breakthrough Plan

|  |  |  |            |                      |  |
|--|--|--|------------|----------------------|--|
| BREAKTHROUGH:  |  | OWNER & Team Members:  |            | REVISED:<br>mm/dd/yy | BUSINESS UNIT:   |
| SITUATION:   |  |  |            |                      |  |
| <div style="display: flex; align-items: center;"> <div style="border: 1px solid black; border-radius: 50%; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center; margin-right: 10px;">2</div> <div> <p><i>What obstacles will we have to overcome to achieve our objective?</i></p> <p><i>What opportunities exists that we can leverage to achieve our objective?</i></p> </div> </div> |  |  |            |                      |  |
| No.  | OBJECTIVE  | No.  | STRATEGIES | Owner                | SUB-TARGETS  |
| 1  | What do we have when done?   |  |            |                      |  |
| No.  | TARGET   |  |            |                      |  |
|  | What measurable thing will tell us we have achieved our Objective? | How will we overcome the primary obstacles? What will we do to leverage the opportunities? |            |                      | For each Strategy, what measurable thing will tell us we succeeded in pulling off that strategy? |
|  |  |  |            |                      |  |
|  |  |  |            |                      |  |
|  |  |  |            |                      |  |
|  |  |  |            |                      |  |
|  |  |  |            |                      |  |

# The Logic



# How was this project similar to other Breakthroughs?

- Organization was facing a very difficult, complex challenge.
- Required a cross-functional team to think very differently about current routine work.
- Significant constraints to overcome – time, loss of funding, cultural norms.



# How it was different?

- Strong commitment to achieve Objective
  - Full support of the entire leadership team
- Development of ‘Straw-Person’ model to define desired future state in very real, concrete terms.
- Use of ‘Counter-Factual’ exercise to drive new thinking
  - Gave team members ‘permission’ to explore radical ideas



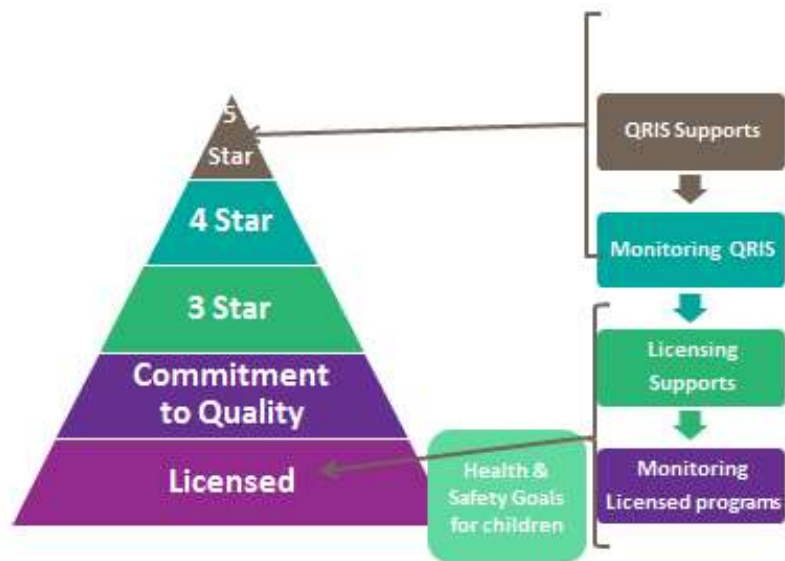
# Counter Factual Examples

- Move licensing to the Department of Consumer and Business Services (Business regulatory agency for finance, insurance, building and workplace safety)
- No CCRR: Licensing Specialists do all the TA
- No Licensors: CCRR do monitoring

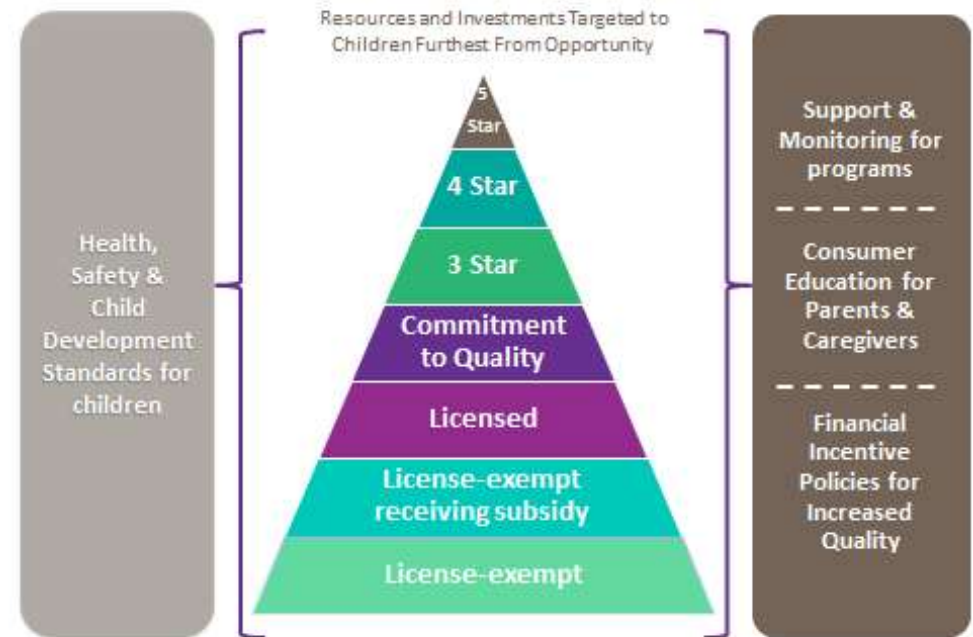


# New Framework: Across the Continuum of Care

CURRENT TA AND MONITORING

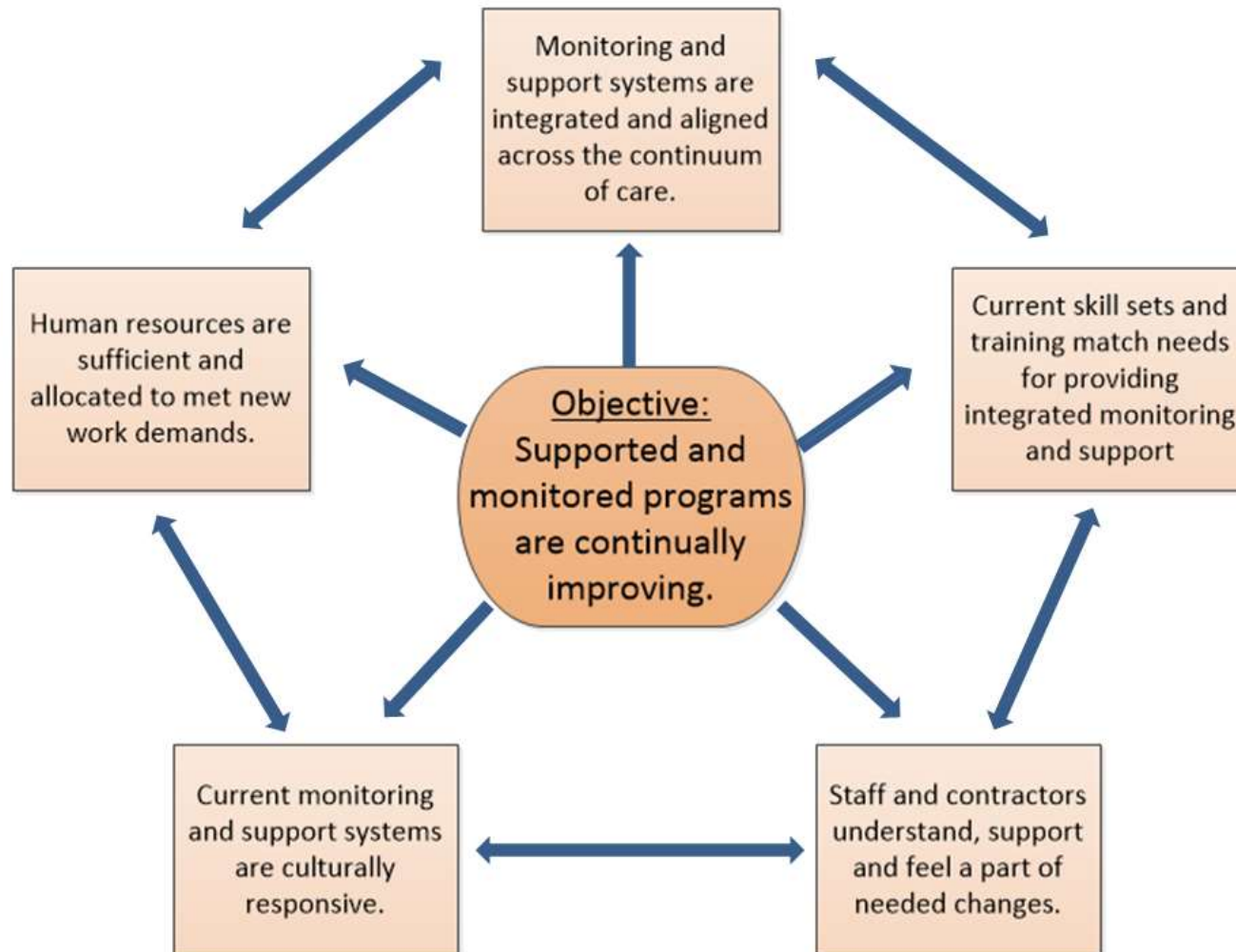


FUTURE TA AND MONITORING





# Strategies to help Ensure Success within the Support and Monitoring Strategy



# Buckets of Ideas to Explore Under the Support and Monitoring Alignment Strategy



# Licensing System Improvements to Explore

- Non-expiring licenses
- Central Office rather than licensing specialists confirm ongoing training requirements for all facility types
- Facilities receive a full licensing visit every three years instead of annually
- Expand the use of differentiated monitoring (e.g. Key Indicator Differential Monitoring Visits)
- Licensing cycle alignment for all licensed care
- Explore frequency of fire marshal and sanitation



# Differentiated Support to Explore

- Differentiated support based on program's ability to serve children furthest from opportunity.
- Engage and encourage cohort formation to providers serving children furthest from opportunities.
- Create systems of coordinated materials for supports to be used across the system (e.g. LS, CCRR, etc.)
- Create intentional referral process between CCRRs and LS to enhance support and decrease duplication.



# Centralized Services to Explore

- Centralized Parent Referral line.
- Analyze regional communication and determine what is best centralized.



# Technology to Explore

- Facilities can access the licensing database, e.g. to update their staff lists online, check on Central Background Registry Enrollment dates, staff training.
- Facilities can update vacancy and other program information online for parent referrals.
- QRIS materials available to providers to apply online.
- Increased mobile technology for field staff.





# How Breakthrough Morphed...and Will Continue to Morph

Morphed to being a vision for the Child Care Team: Support and monitor programs so that children can thrive!



Started as sustainability discussion

Focus on resources



# Let's Talk: Questions, Comments?



# For More Information

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