

Head Start A to Z, 2.0



Ongoing Monitoring and
Continuous Improvement



NATIONAL CENTER ON
Program Management and Fiscal Operations

Learning Objectives

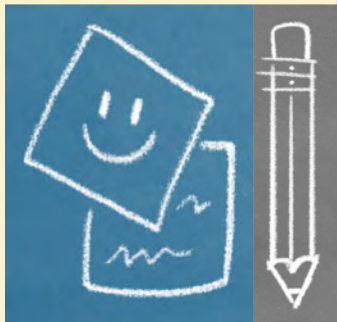
In this module, participants will:



- Learn how ongoing monitoring and continuous improvement fit into the Head Start Management Systems Wheel



- Review what the regulations say about ongoing monitoring and continuous improvement
- Identify and analyze essential elements of ongoing monitoring and continuous improvement



- Design and implement ongoing monitoring and continuous improvement systems

Six Guiding Principles for A to Z Trainings

1

Successful programs are learning organizations.

2

The effective delivery of services grows out of strong systems.

3

Sound decision-making is informed by quality data.

4

Relationship-building is at the heart of transformational leadership.

5

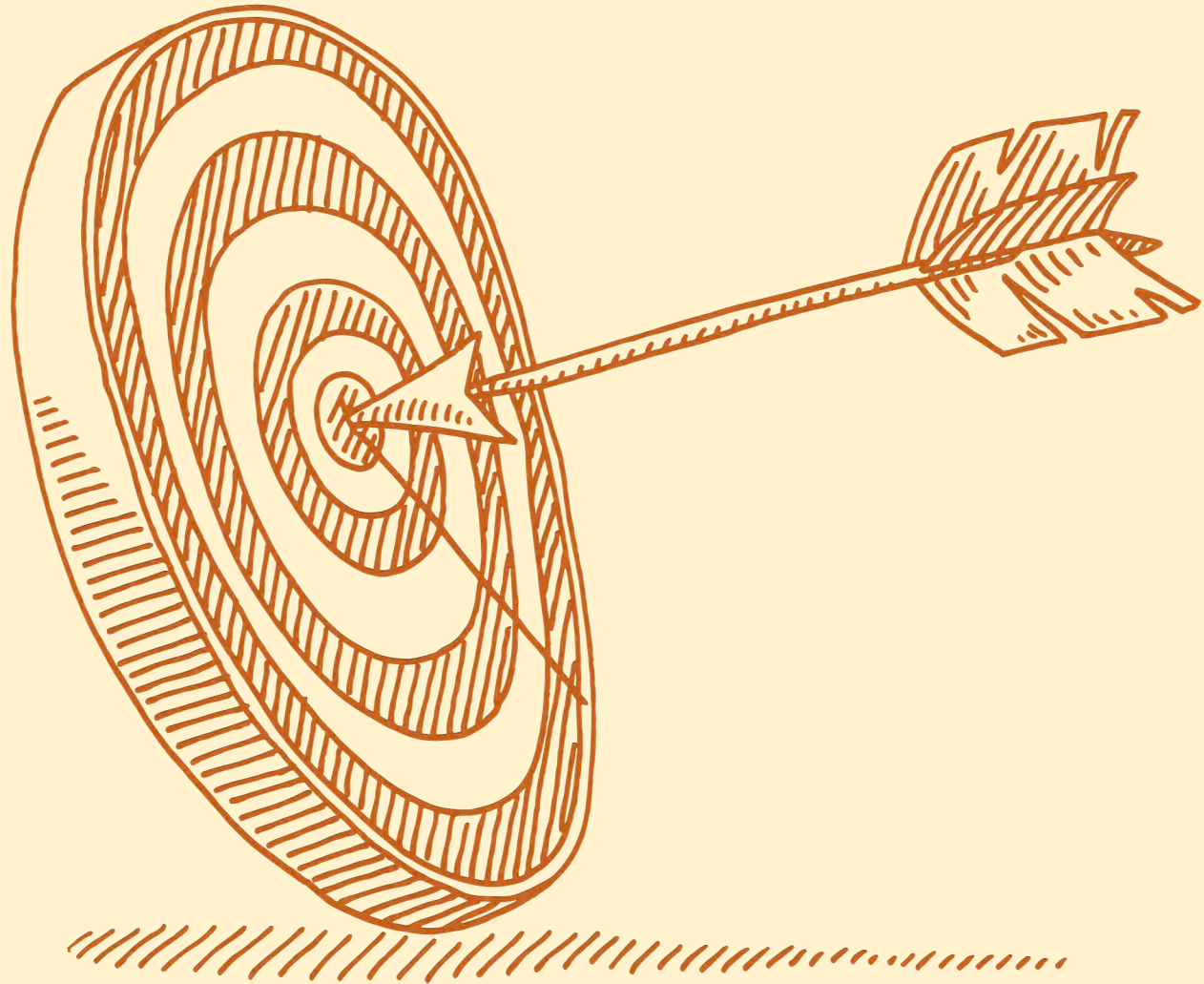
School readiness for all is our driving goal.

6

Culturally and linguistically diverse organizations rely on intentional, specific, and coordinated approaches.



Ongoing Monitoring and Continuous Improvement



Head Start Management Systems Wheel

Five-Year
Project Period



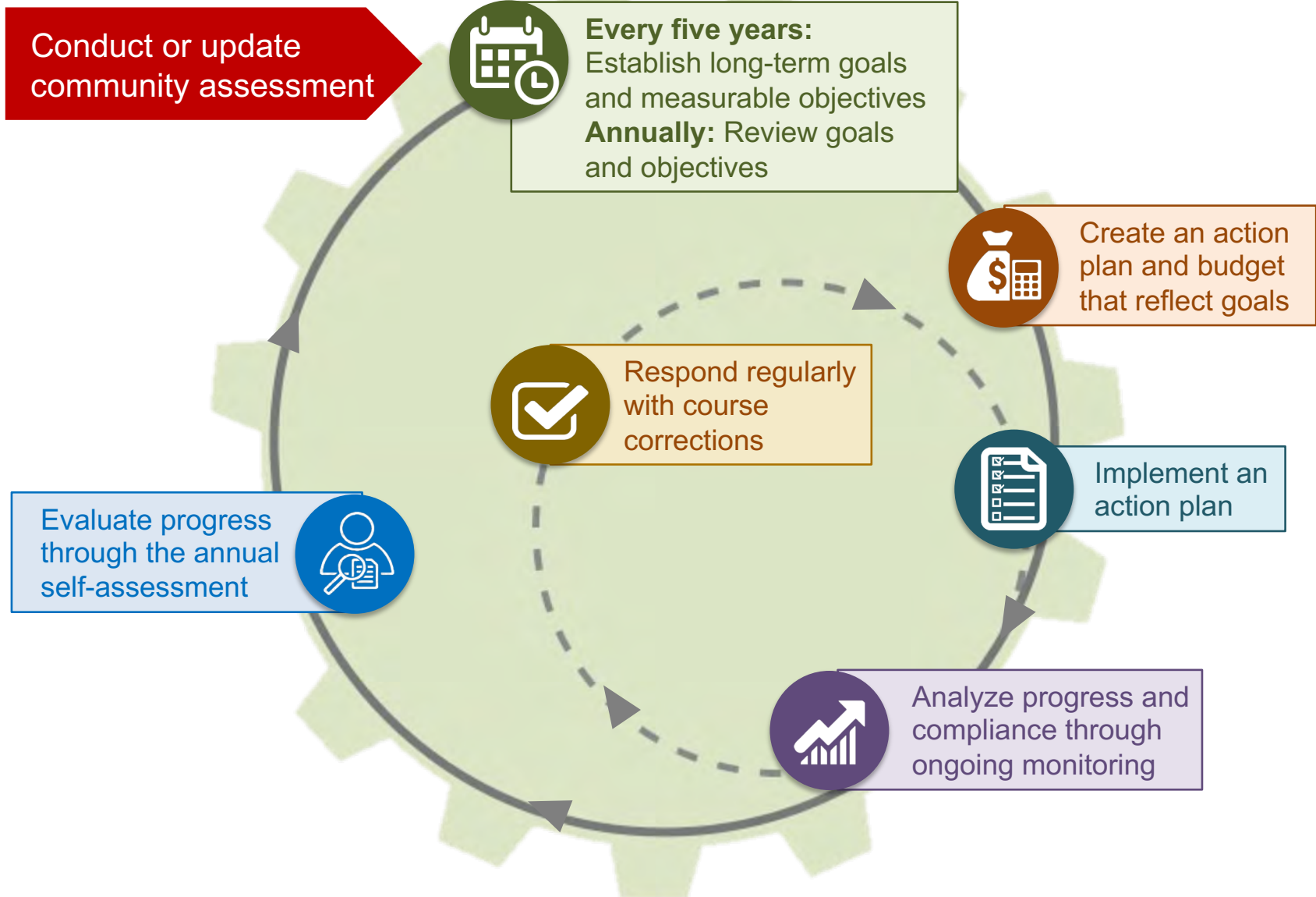
Ongoing Monitoring and Continuous Improvement



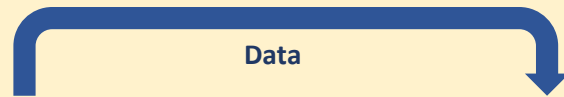
Ongoing Monitoring & Continuous Improvement

- Helps programs adapt to better address goals and objectives
- Shares data with staff, Policy Councils, and governing bodies or Tribal Councils to engage all in the program planning process

Program Planning Cycle



Linking Planning, Ongoing Monitoring, and Self-Assessment



Program Planning

Decide on goals:

- Review and analyze community assessment and other relevant data
- Review recommendations from self-assessment report
- Develop long-term program goals

Develop objectives:

- Set short-term program and fiscal objectives

Develop work plan:

- Develop action steps for objectives
- Identify measures to monitor
- Plan for regular progress reports to staff, governing body or Tribal Council, and Policy Council
- Develop service plans that reflect new goals and objectives

Ongoing Monitoring

Collect:

- Collect data (e.g., PIR, child outcomes data, results of ongoing monitoring for all systems, services, goals, and objectives)

Analyze:

- Review and analyze data with managers

Act:

- Make course corrections
- Determine new data measures

Ensure:

- Evaluate and follow up on course corrections
- Verify accuracy of and summarize ongoing monitoring data for review by self-assessment team
- Request self-assessment team analyze persistent systems issues

Self-Assessment

Prepare:

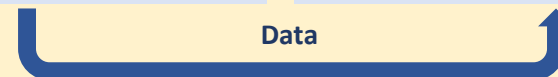
- Design self-assessment process
- Orient and train self-assessment participants

Analyze:

- Analyze information presented (e.g., ongoing monitoring summaries, OHS monitoring results, child assessment data, health records, etc.)
- Determine and request additional data, if needed

Recommend:

- Identify strengths and make recommendations for improvement



Huddle Activity



1. Form a Huddle

2. Choose a Team Captain to Report Out

3. Listen to Statement

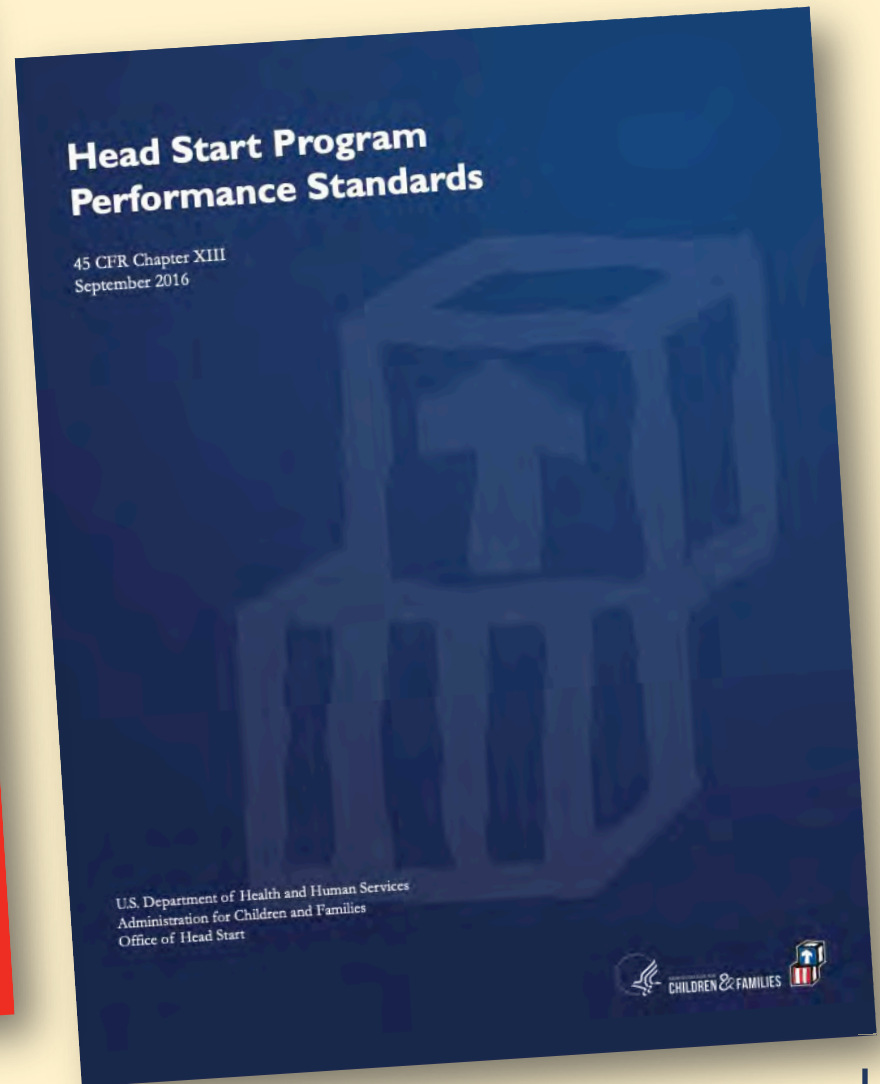
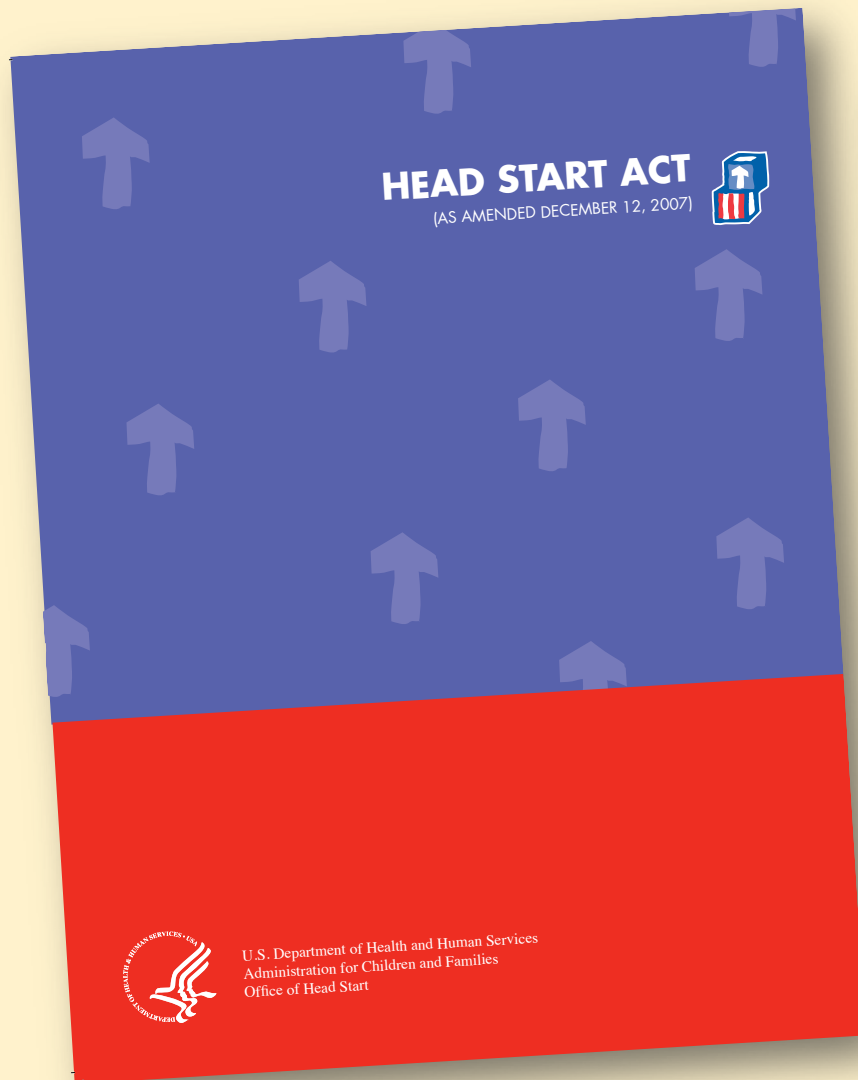
4. Huddle for 15 Seconds

5. Choose Thumbs Up/Thumbs Down

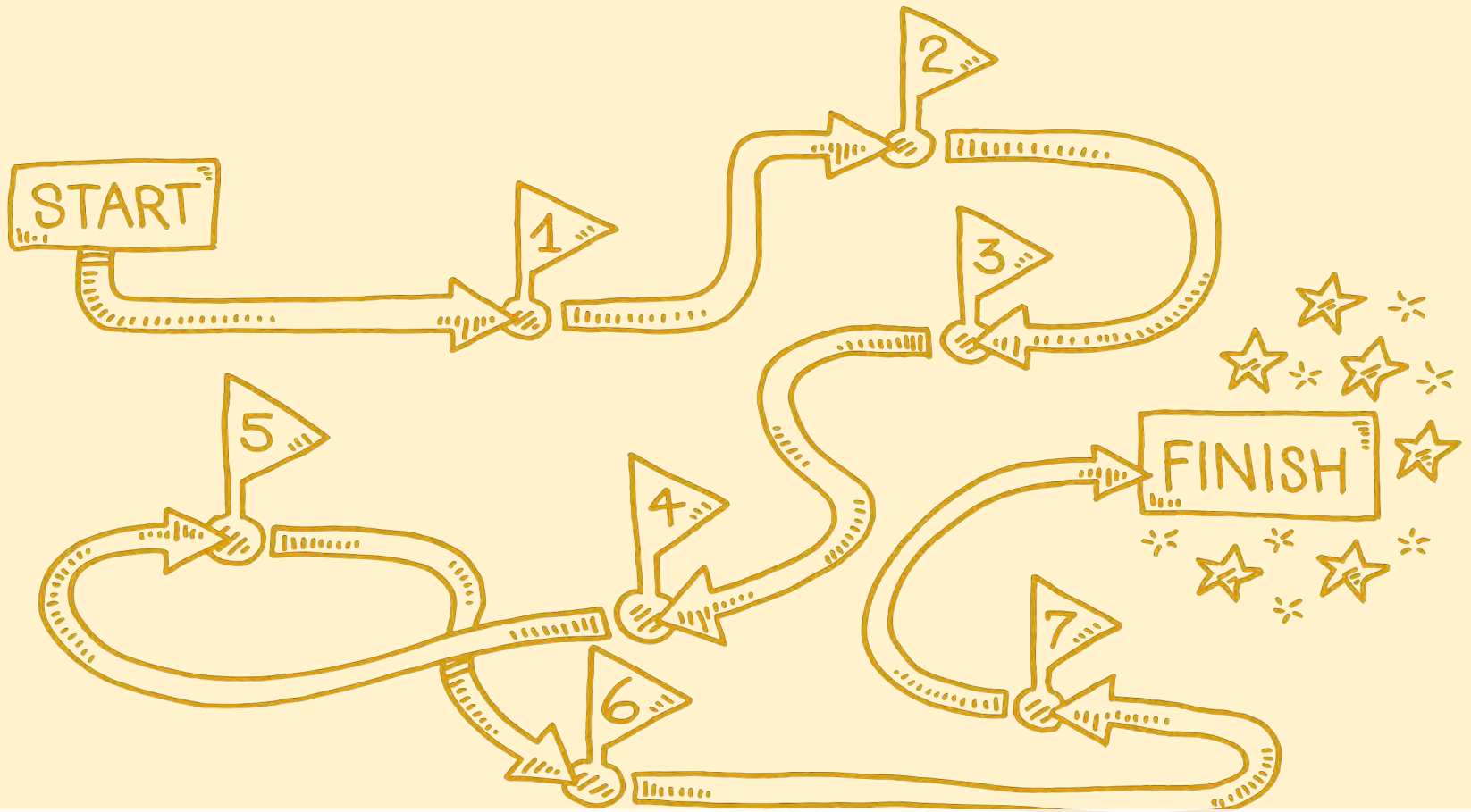
6. Signal Thumbs Up/Thumbs Down

7. Team Captain Report Out

What the Regulations Say



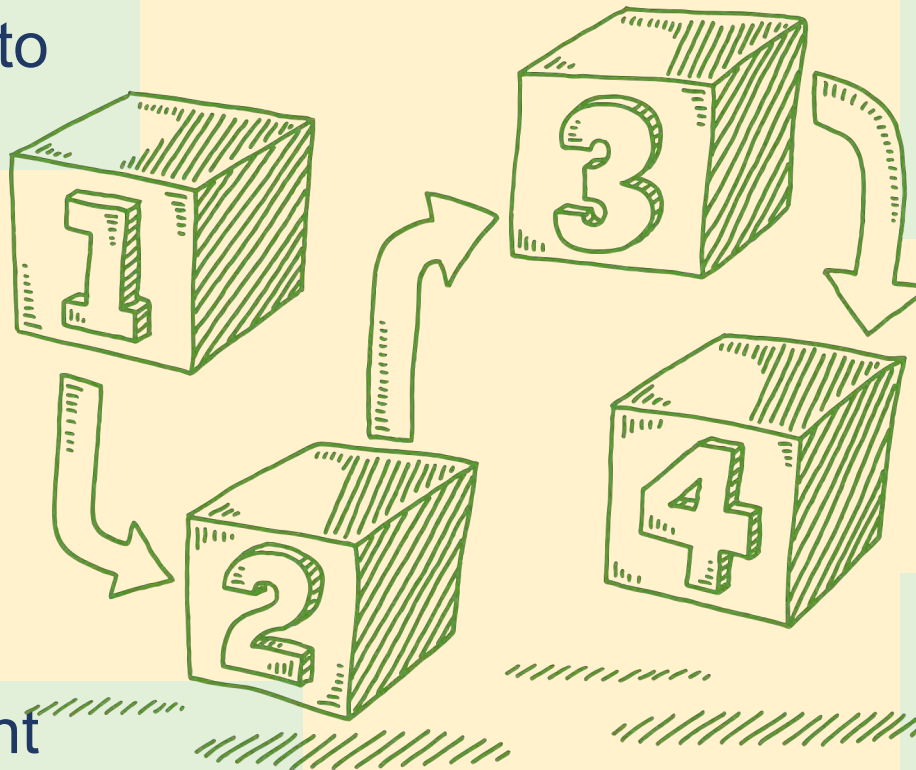
45 CFR §1302 Subpart J



A program must establish and implement procedures, processes, and a system for ensuring effective ongoing oversight and correction.

Monitoring Program Performance

Collect and use data to inform



Work with governing body or Tribal Council and Policy Council

Implement course corrections

Implement preventative procedures

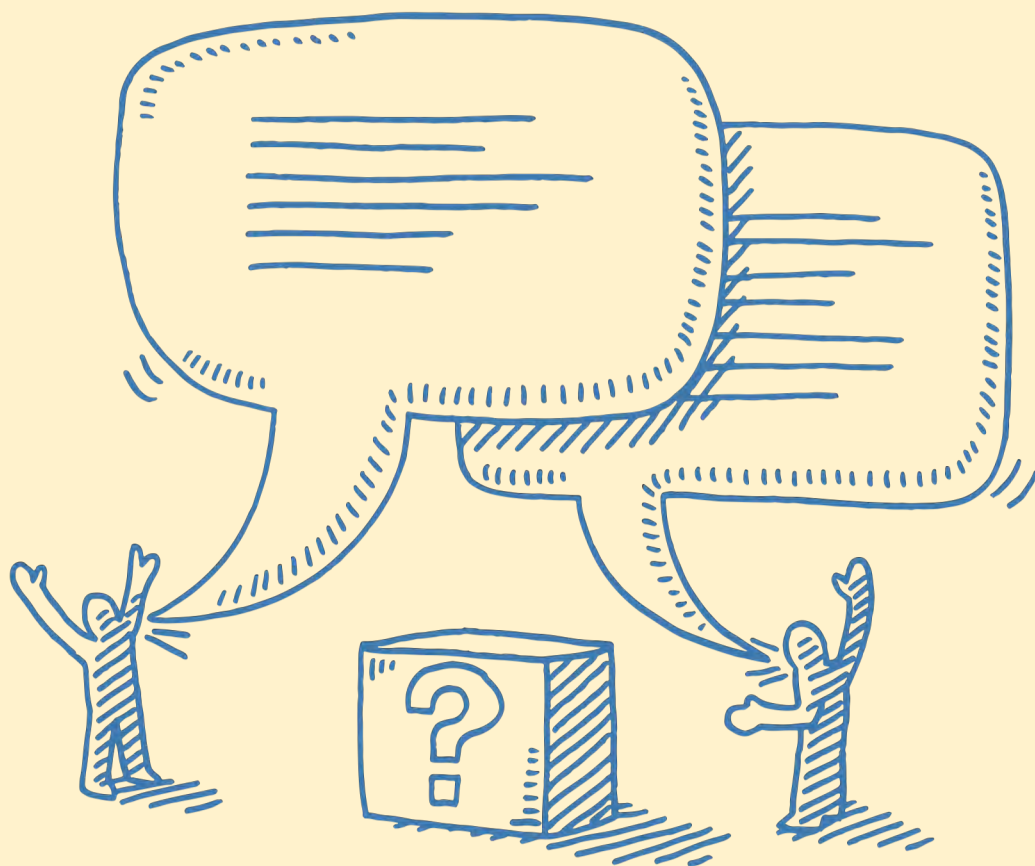
Data and Decision-Making

How are results shared?

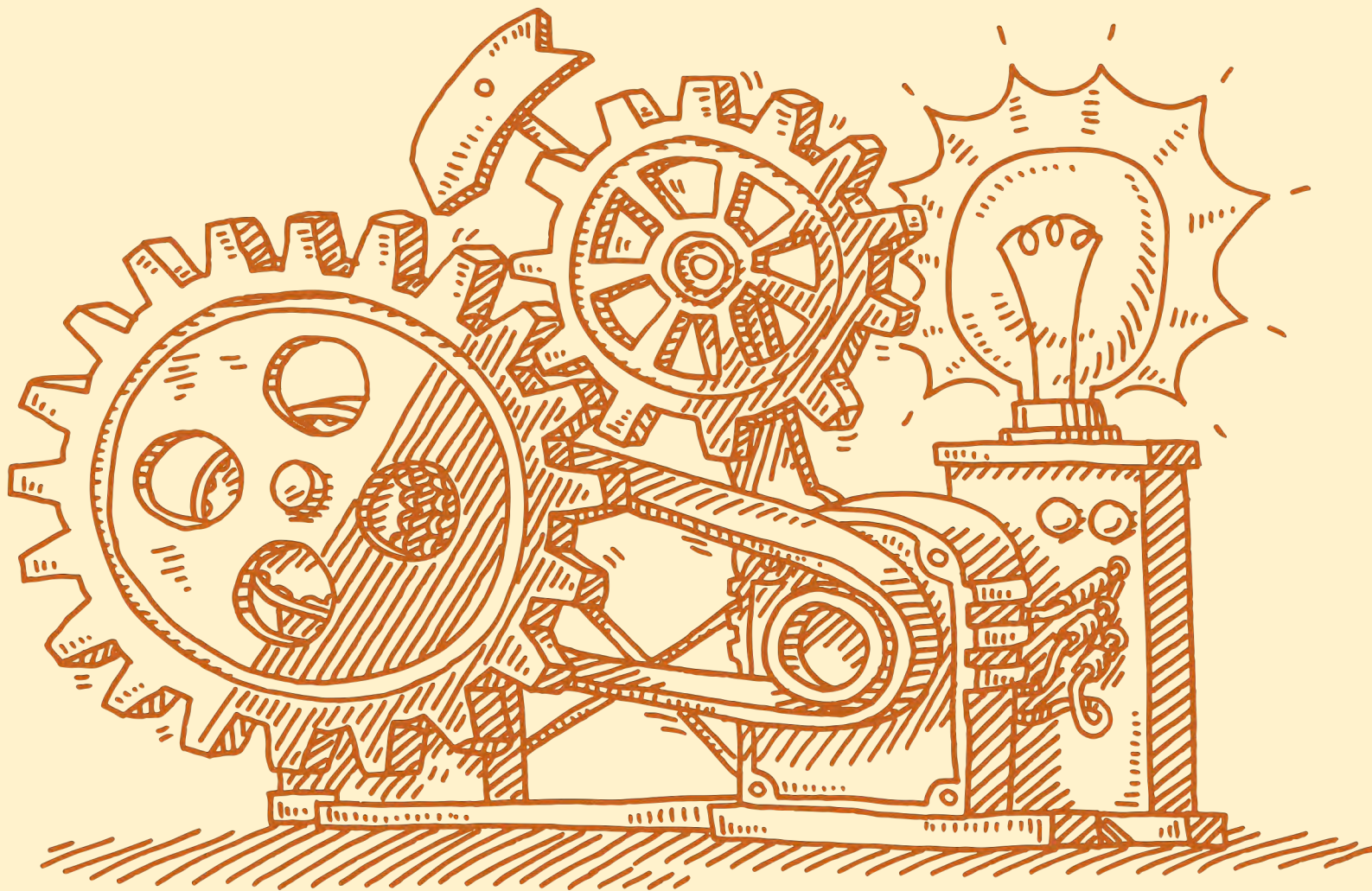
Sharing Ongoing
Monitoring Results

Policy Council and
Governing Body or
Tribal Council

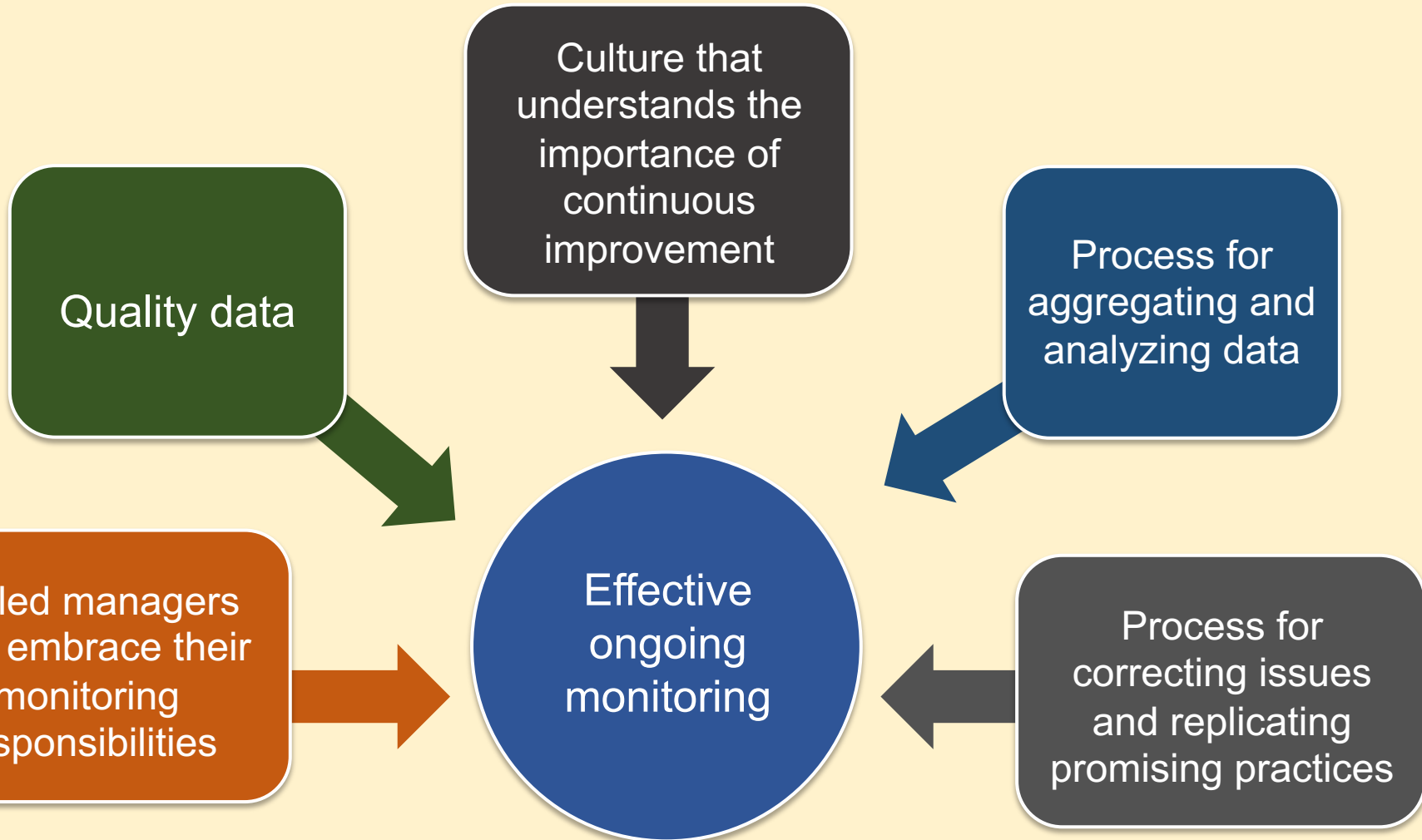
Use Results to
Conduct Oversight
Responsibilities



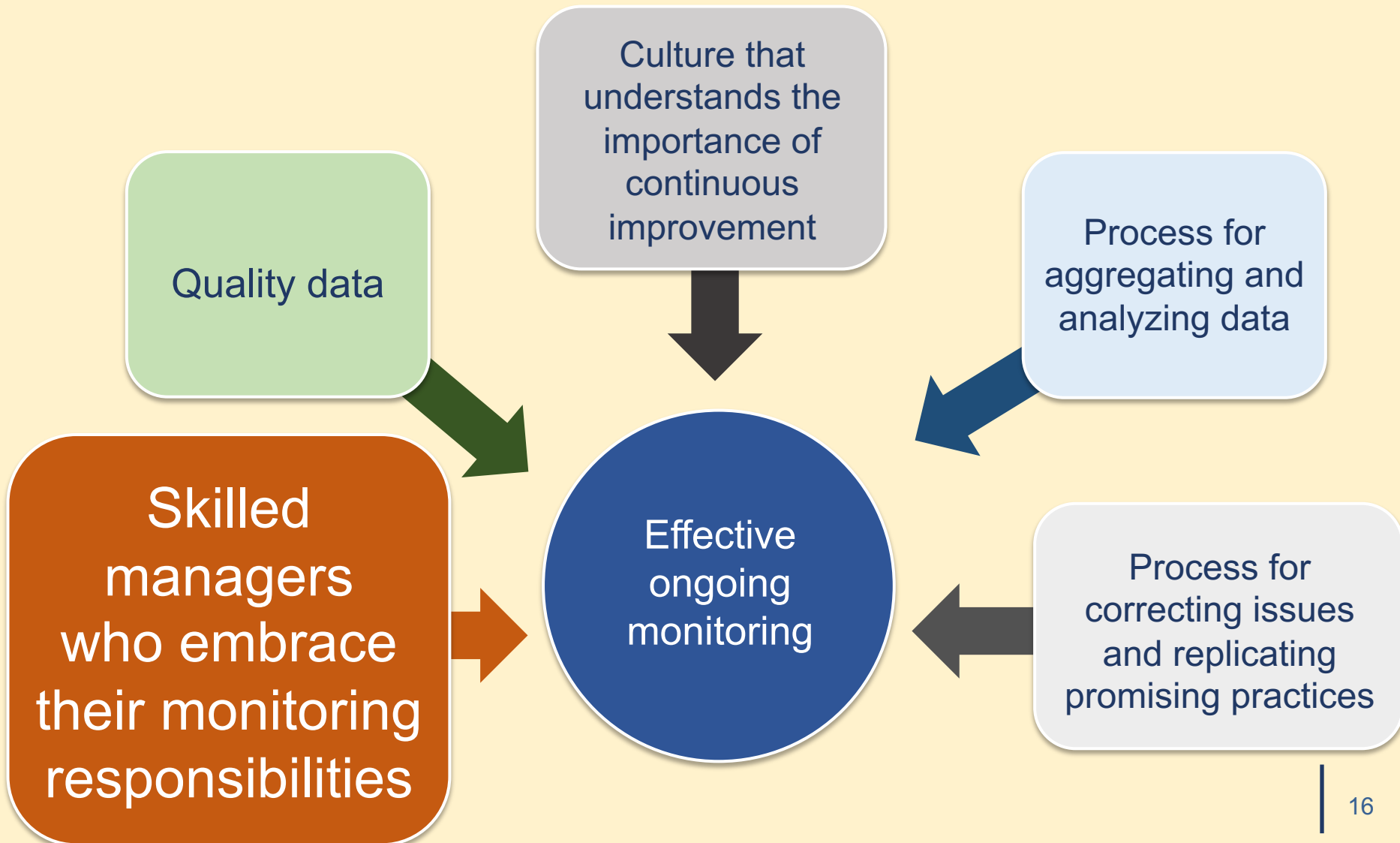
Elements of Effective Ongoing Monitoring



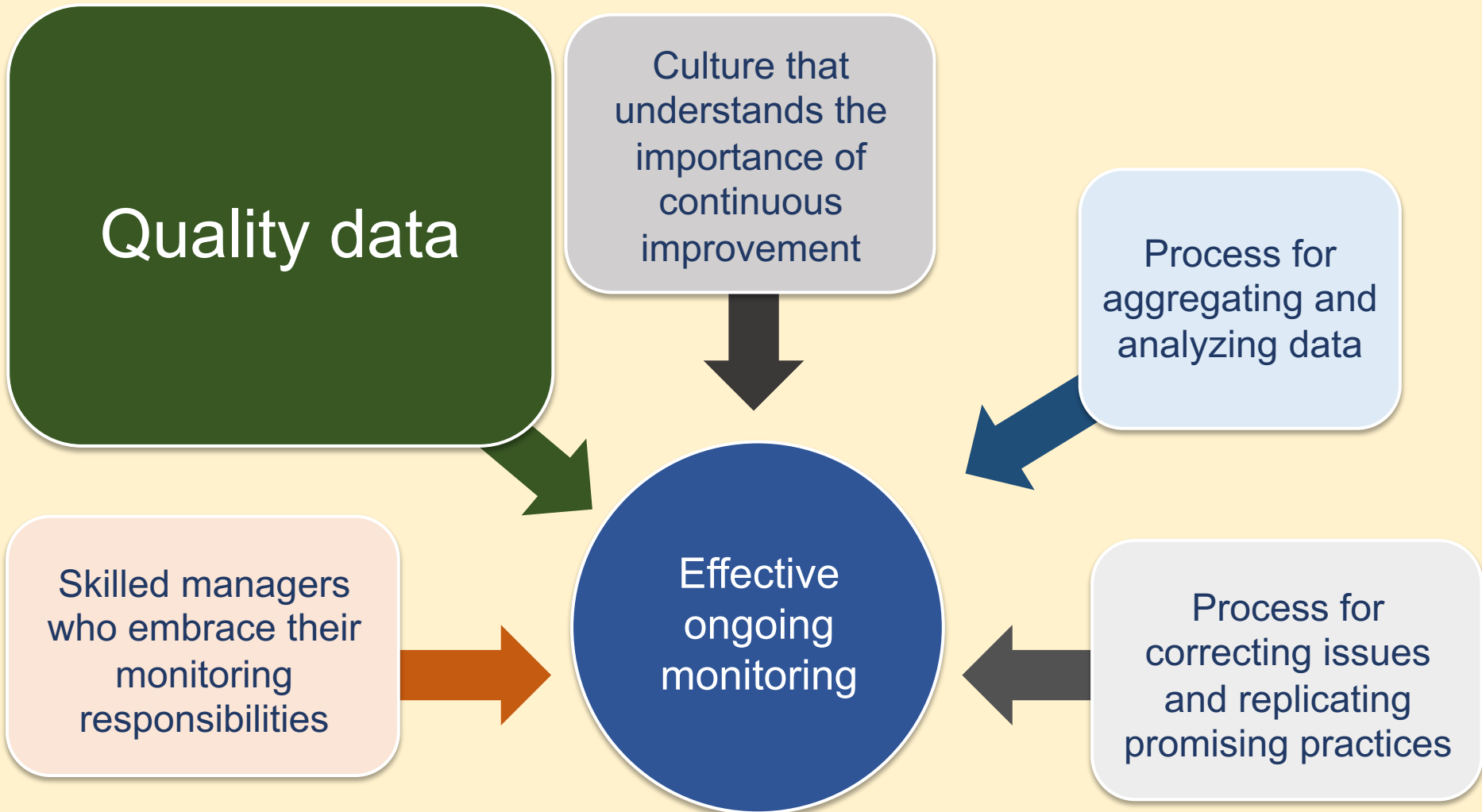
Elements of an Effective Ongoing Monitoring System



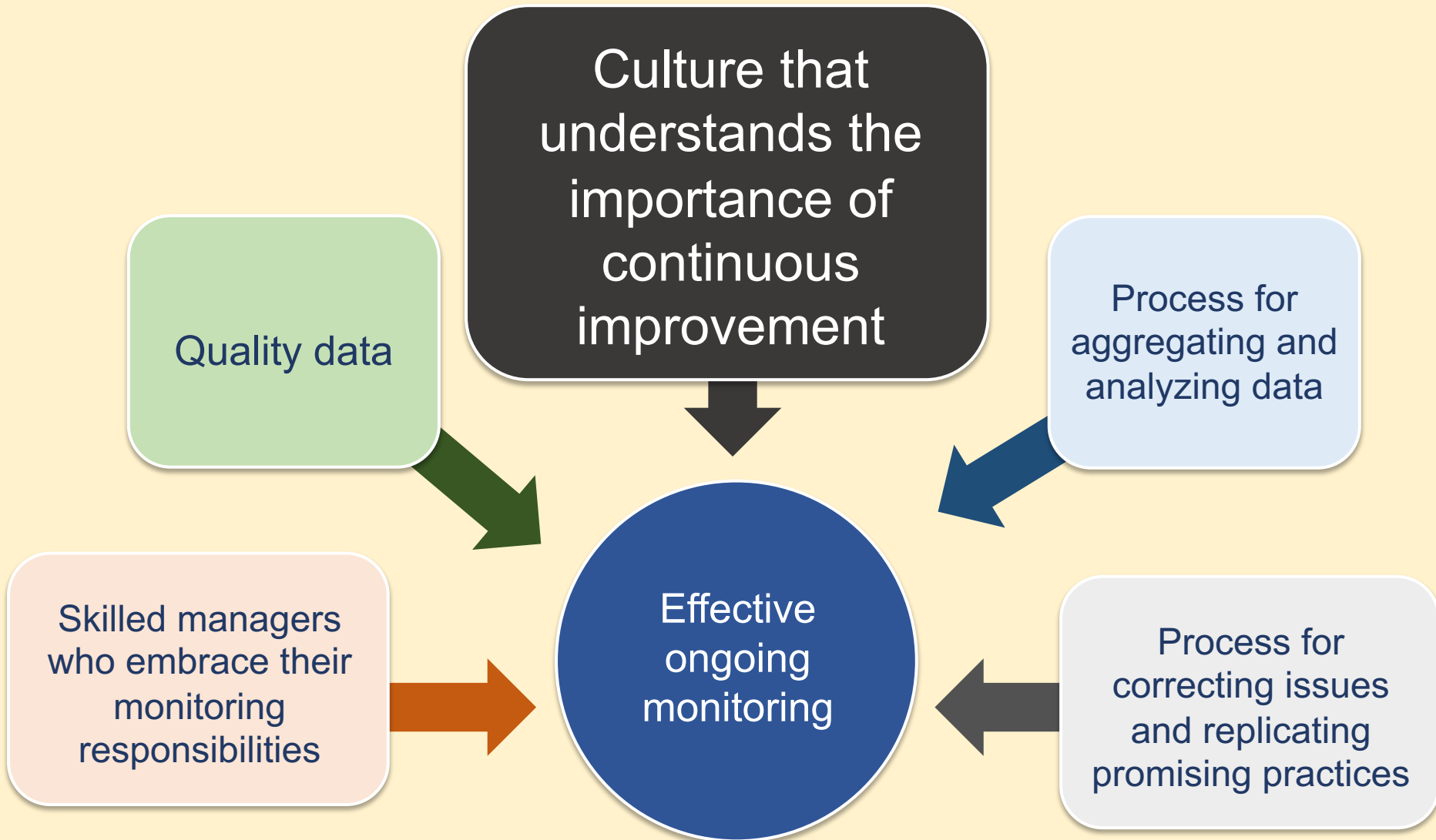
Elements of an Effective Ongoing Monitoring System



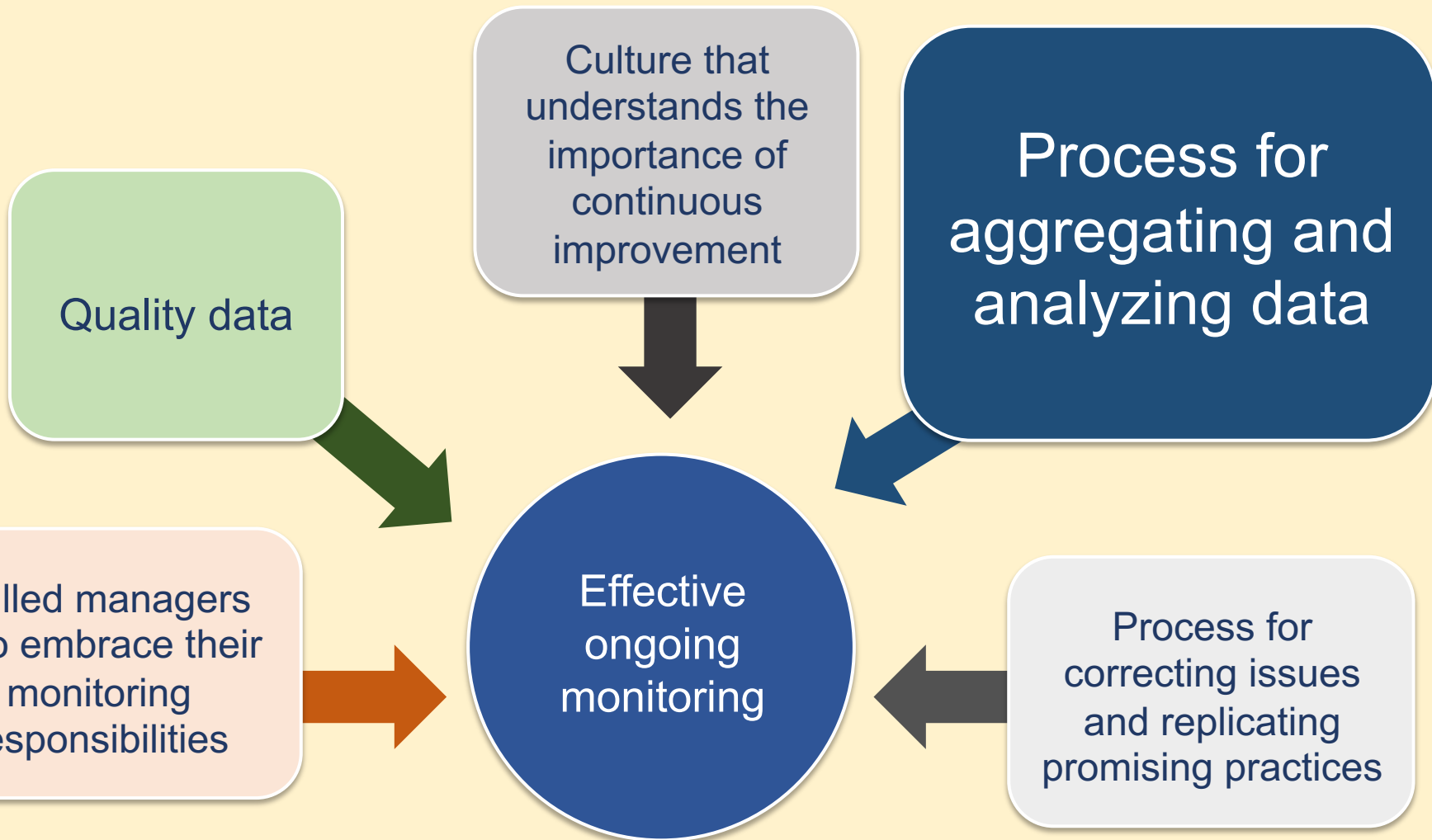
Elements of an Effective Ongoing Monitoring System



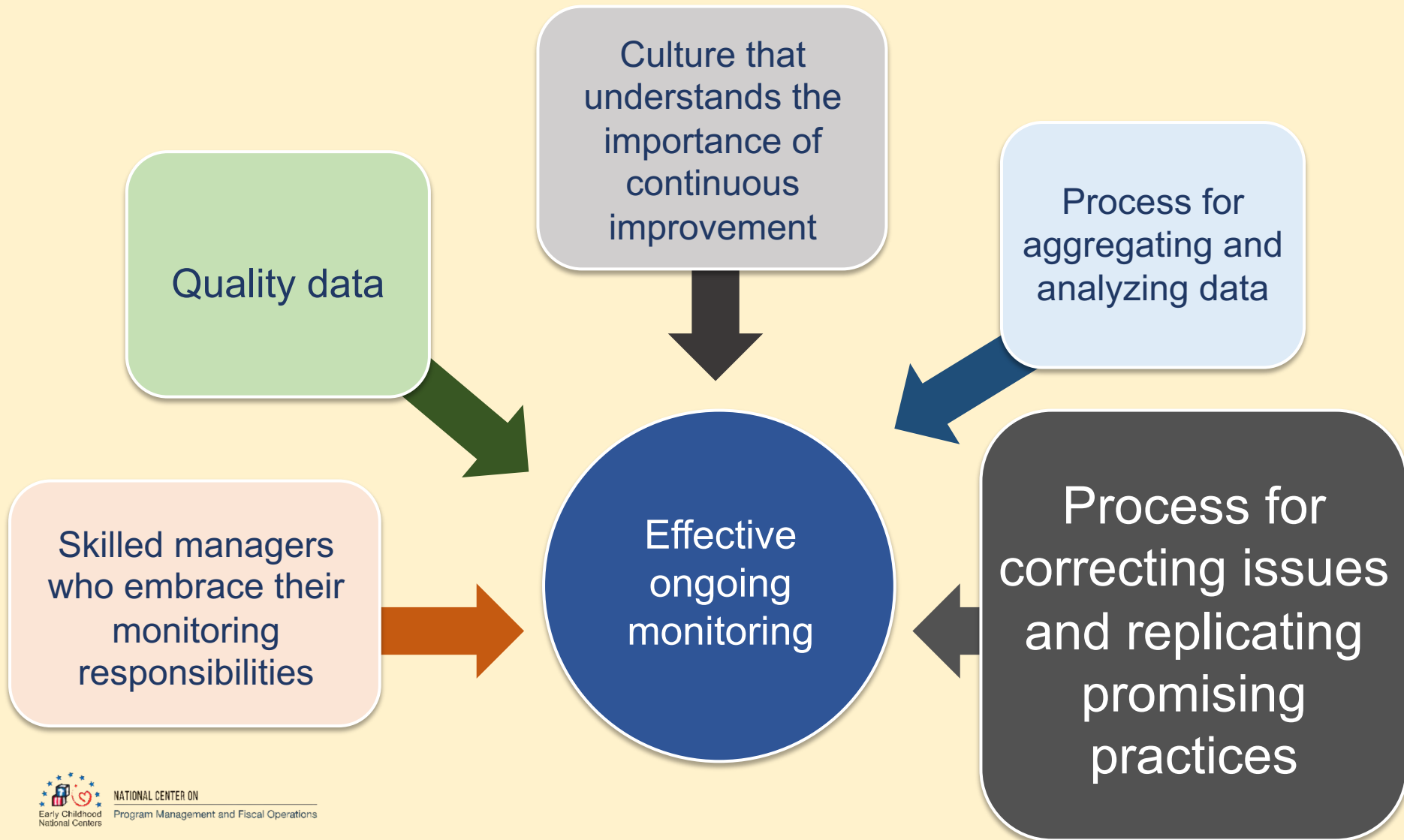
Elements of an Effective Ongoing Monitoring System



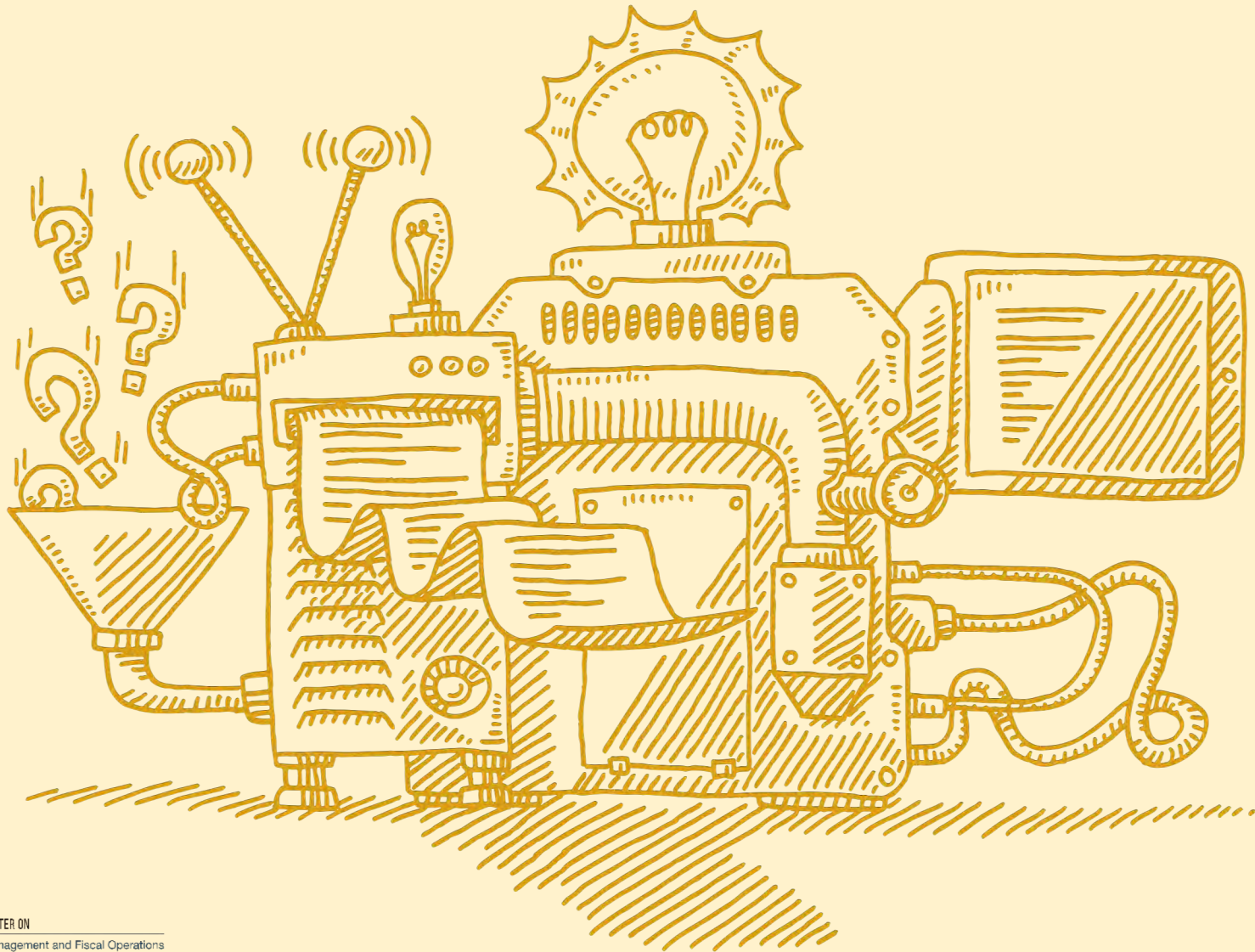
Elements of an Effective Ongoing Monitoring System



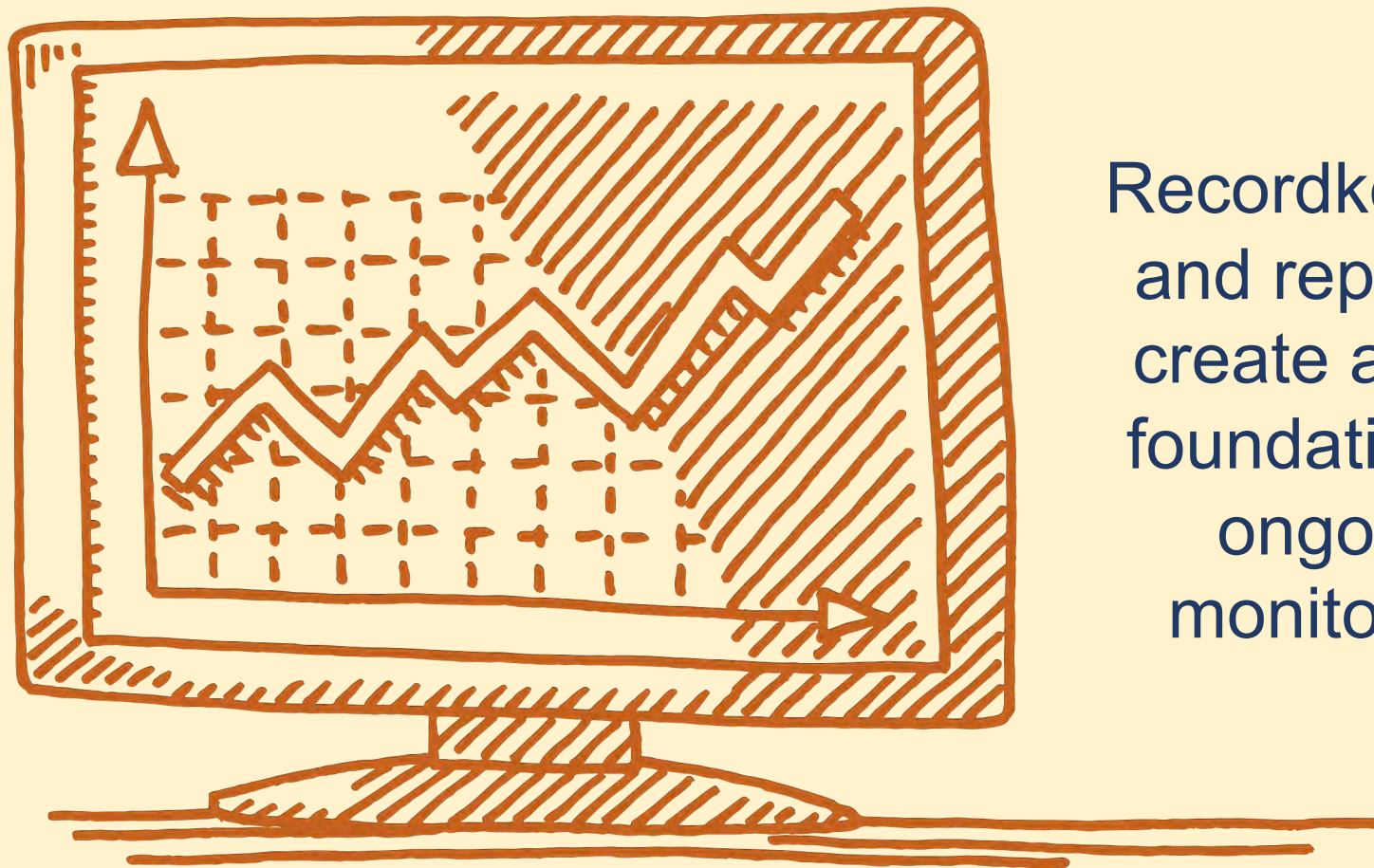
Elements of an Effective Ongoing Monitoring System



Recordkeeping and Reporting



Recordkeeping and Reporting



Recordkeeping and reporting create a solid foundation for ongoing monitoring.

Continuous Improvement



Implementing continuous improvement processes for achieving program goals that ensure child safety and the delivery of effective, high-quality program services

CONCEPTUAL ELEMENTS of Continuous Quality Improvement

Leadership in Data Management

- Be transformational
- Adopt and lead change strategy
- Communicate clearly
- Motivate for innovation and creativity
- Distribute responsibilities
- Be a role model

Commitment of Resources



- Commit, finance, and sustain technology
- Commit leadership time
- Commit staff time

Organizational Characteristics



- History of improvements
- Program characteristics
 - Size
 - Structure

Analytic Capacity



- Assess technological capital
- Assess human capital
- Assess data capital

Culture of Collaborative Inquiry



- Promote systems thinking
 - Share learning
 - Engage partners
 - Create safe space

Management of Program Data



- Security of data
- Usability
- Integrity
- Availability

Professional Development



- Understand data systems
- Develop analytic capacity
- Integrate knowledge and beliefs

Environment



- Non governmental funders
- Government mandates
- Accreditation, licensing and professional systems
- Time

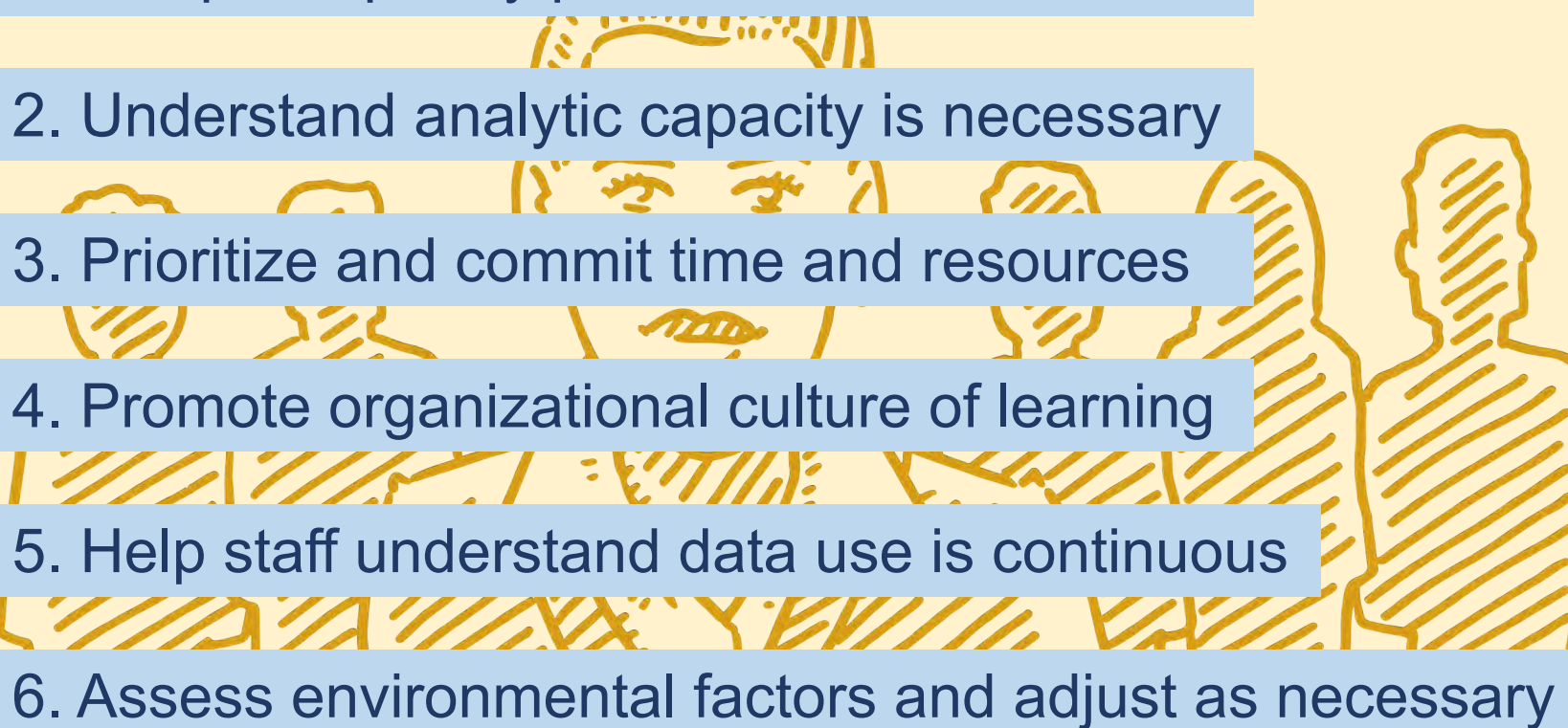
Quality Child & Family Outcomes



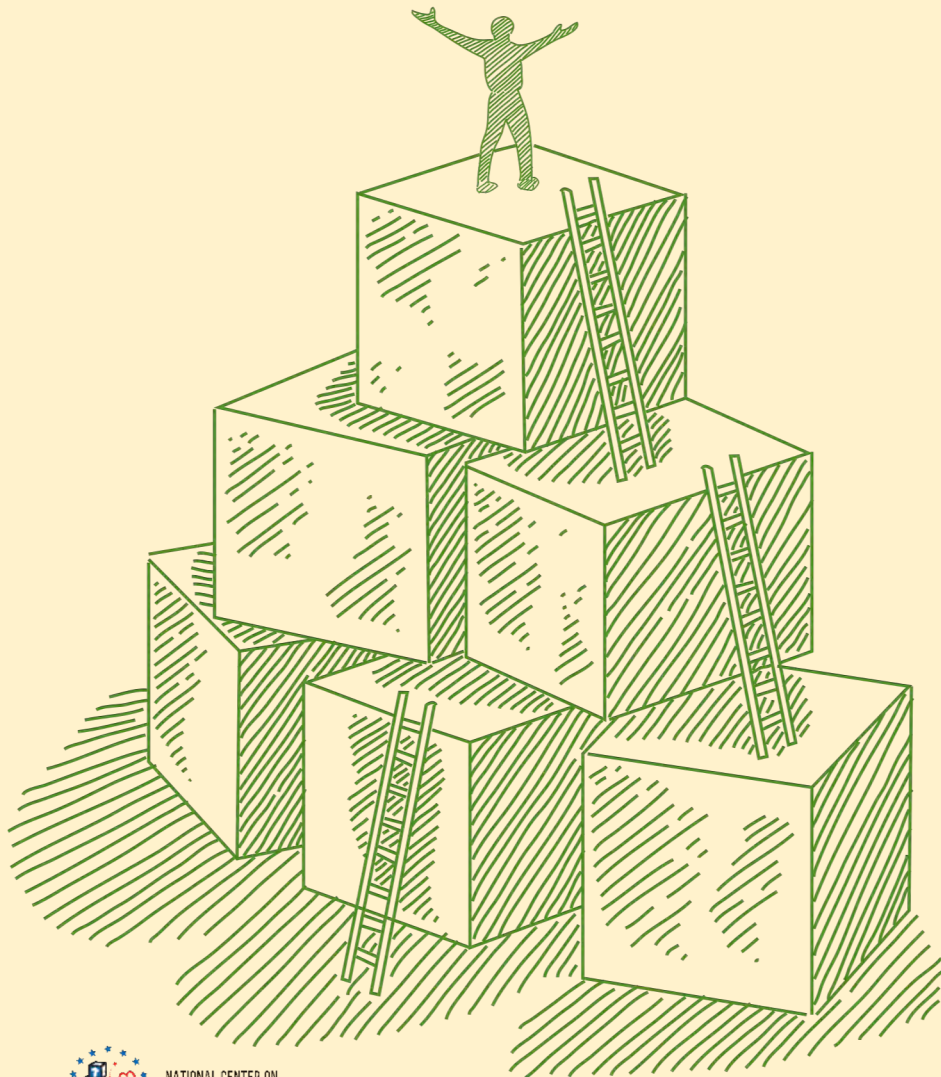
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Program Management and Fiscal Operations

How Leaders Support Continuous Improvement

1. Develop strong, committed, inclusive, and participatory processes
 2. Understand analytic capacity is necessary
 3. Prioritize and commit time and resources
 4. Promote organizational culture of learning
 5. Help staff understand data use is continuous
 6. Assess environmental factors and adjust as necessary
- 
- A stylized illustration of a diverse group of people, including men and women of various ethnicities, rendered in a sketchy, hand-drawn style with yellow and orange tones. The figures are positioned behind the text boxes, suggesting a focus on community and human impact.

Building Blocks of Ongoing Monitoring and Continuous Improvement



Procedure

- Who
- What
- When
- Where
- Orient
- Communicate

Process

- Purpose
- Strategy
- Design
- Roles
- Actions
- Timeline
- Accountability
- Communicate

System

- Embedded
- Systemic
- Reflective
- Evaluative
- Follow-up
- Ongoing
- Replicate
- Communicate

Defining Processes and Procedures



A **process** is a series of actions or steps your organization takes to achieve a particular end.

A **procedure** provides the details about each action or step. Who performs what? How and when? How do you measure effectiveness and capture feedback?

Drafting an Ongoing Monitoring Plan



Parts of an Ongoing Monitoring Plan (Sample)

What are you monitoring?

Why are you monitoring it? (Draw from regulations, goals, and objectives.)

Who is responsible?

Who collects and enters the data?

How often will you collect and enter the data?

How do you know you are collecting the data you need?

How is the data aggregated and analyzed?

What is the plan for responding to issues and making course corrections?

How are the results shared?



Developing Ongoing Monitoring Plans and Summarizing Data



Ongoing Monitoring Summary Form

Date: _____ Monitoring Period: _____

What Was Monitored	What Was Monitored	Who Monitored	Data Sources	Areas of Strength	Areas of Concern, Including Fiscal Implications	Course Corrections	*Check Refer Assess
Program Governance, 45 CFR §1301							
Eligibility, Recruitment, Selection, Enrollment, and Attendance 45 CFR §1302 Subpart A							
Program Structure, 45 CFR §1302 Subpart B							
Education and Child Development Program Service, 45 CFR §1302 Subpart C							



Quarterly Summary of Ongoing Monitoring Results Form

Name: _____ Monitoring Timeframe: _____

1. What was monitored? (Service, system, goal or objective)
2. What particular element was monitored? Who monitored it?
3. What did you find?
 - a) What strengths did you identify? (Exceeding regulations and innovating)
 - b) What areas of concern did you find? (Not meeting regulations or not effective)
 - c) Was course correction needed?

Yes (If yes, briefly describe the course correction)
 - d) Through your follow-up, did you find that the corrective action was effective?

Yes

No (If no, explain why it was ineffective and describe your next course correction strategy)
 - e) Progress on goals or objectives
4. Possible referrals to the self-assessment team



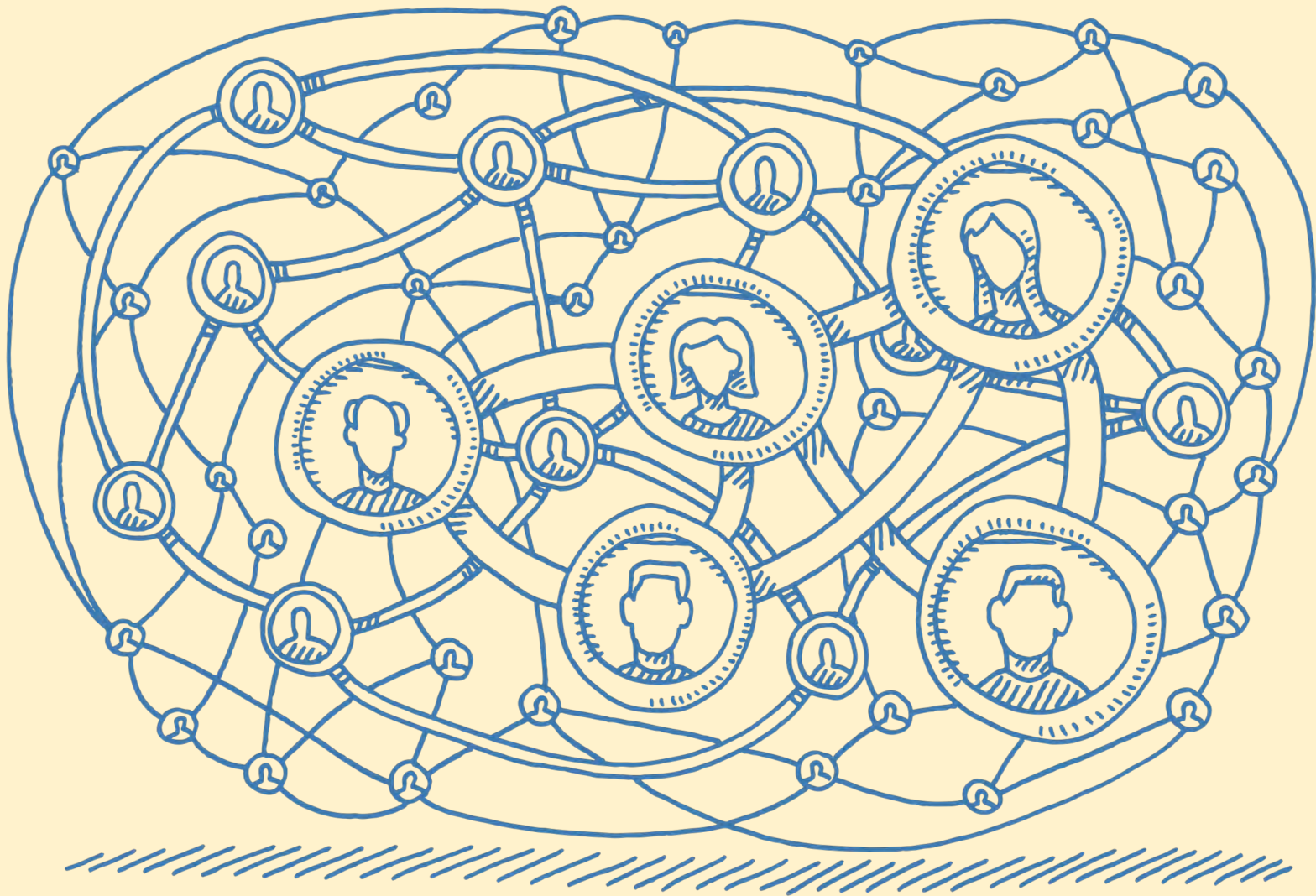
Who Takes the Lead in Ongoing Monitoring?

Ongoing monitoring is generally the responsibility of management staff.



But in another sense, it is a program-wide responsibility that everyone shares.

Mutual Accountability

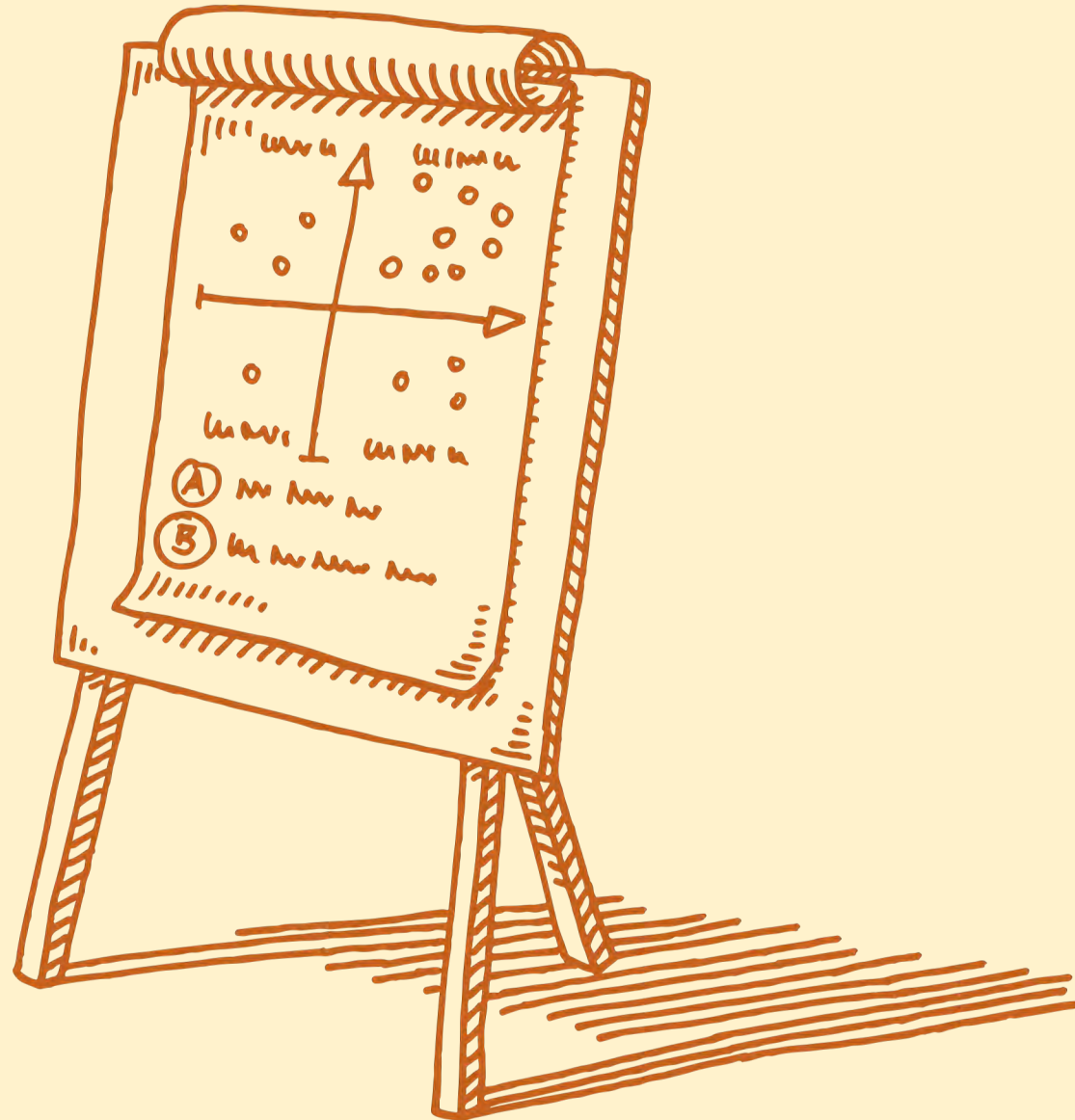


Assessing and Improving Your System

1. Ongoing Monitoring System Action Plan
2. At your table, complete the assessment.
3. Discuss with others.
4. Write three action steps to take when you return home.
5. Choose someone to report.



Supporting Your System of Ongoing Monitoring



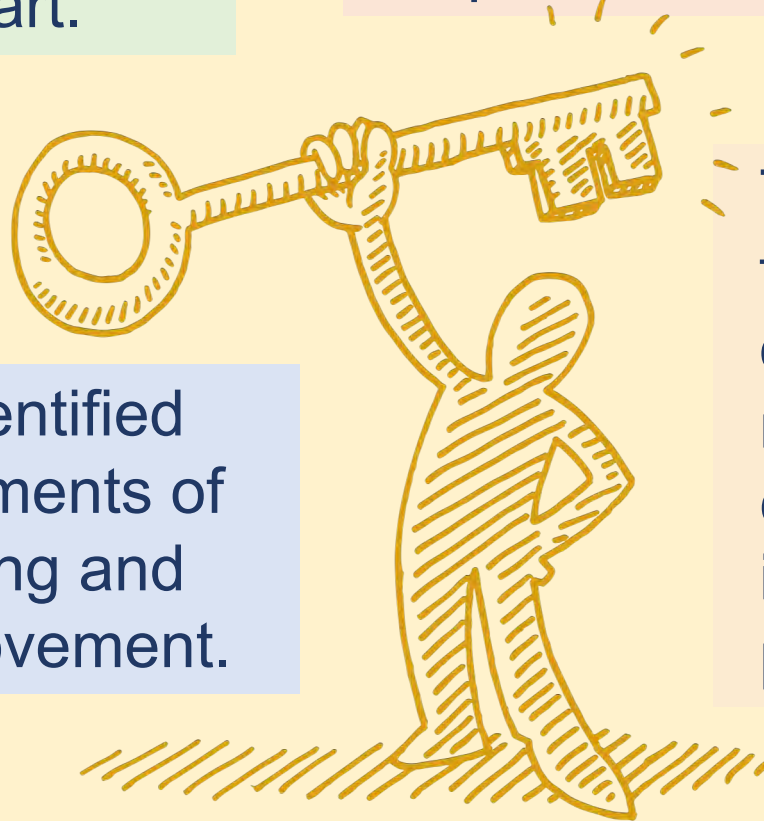
Key Messages

Ongoing monitoring and continuous improvement are interrelated processes integral to Head Start.

The HSPPS describe the requirements for ongoing monitoring and continuous improvement.

Research has identified the essential elements of ongoing monitoring and continuous improvement.

Take steps to fine-tune your ongoing monitoring and continuous improvement processes.



Closing Reflections

What have I learned?

*Adapted from: Professional Development Guides for Implementing PFCE



What will I do with what I have learned?

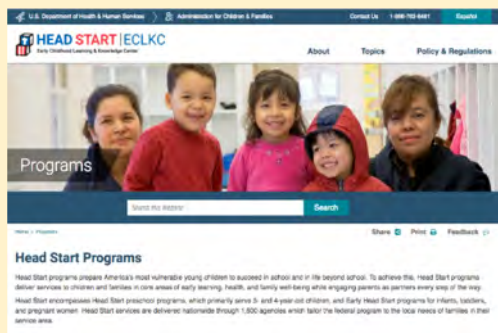
What excites or concerns me about what I have learned?

Related ECLKC Resources



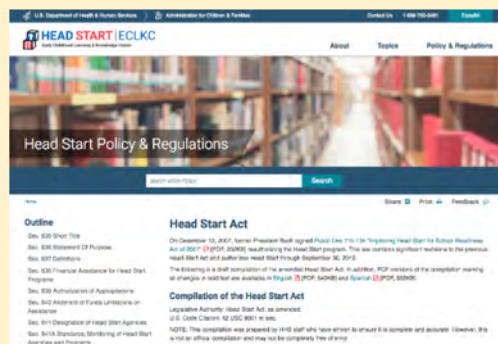
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<https://eclkc.ohs.acf.hhs.gov/about-us/article/office-head-start-ohs>



Head Start Programs

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Head Start Act

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