

Perspectives on Using Data to Build a Strong Early Childhood System: Washington State

<http://team3si.com/projects/early-childhood-education/>

July 2014

Juliet Morrison, Department of Early Learning
Chris Strausz-Clark, Third Sector Intelligence (3SI)
Sarah Weber, Bill and Melinda Gates Foundation

Agenda

- Overview of Child-Centered Approach
- Leveraging Technology and Analytics
- Involving People and Politics
- QRIS System Case Study

Introduction to Early Achievers

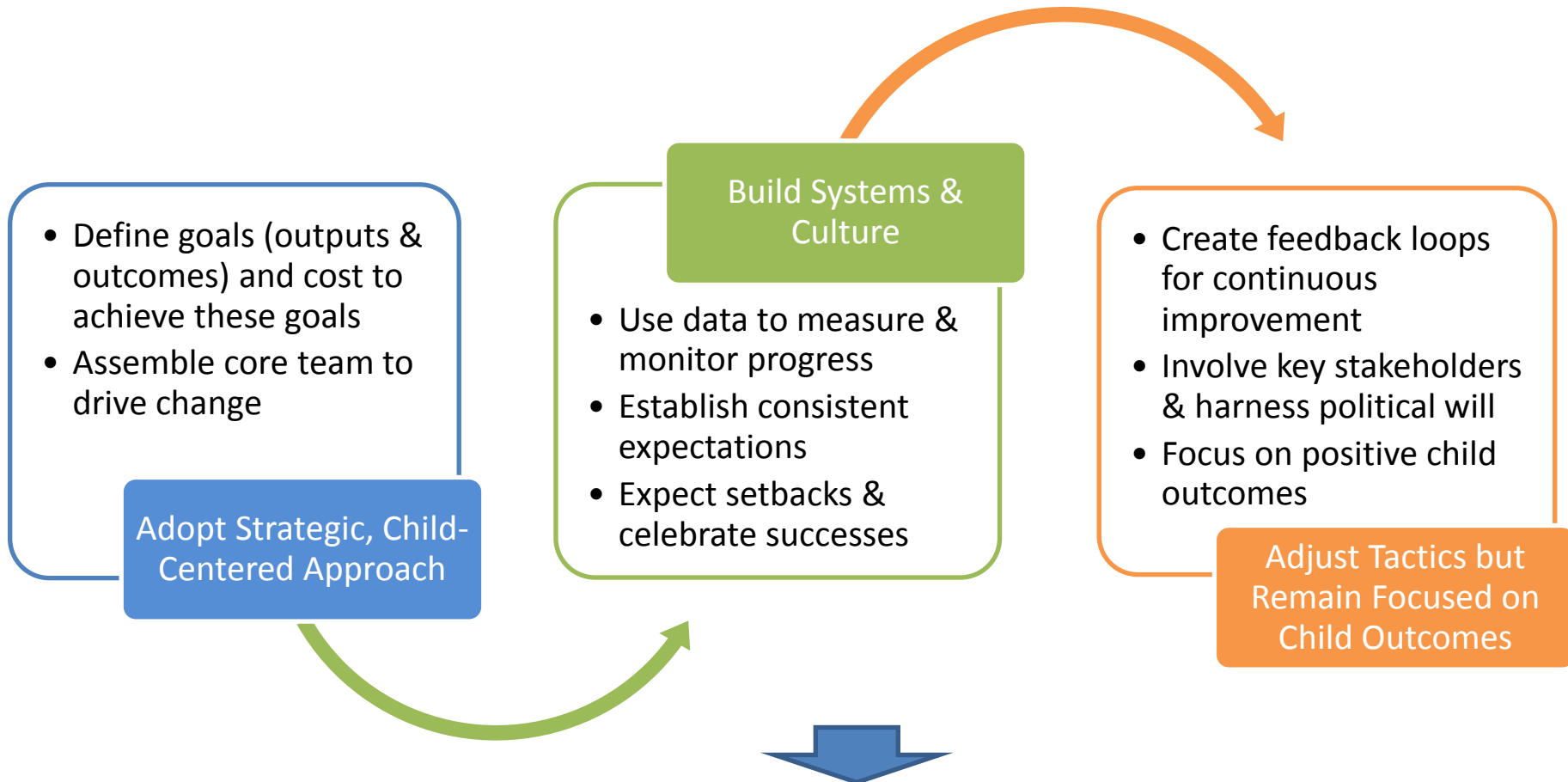
Early Achievers (EA) is the Washington State Quality Rating and Improvement Systems (QRIS)

- Washington State began EA implementation in 2012
- Providers are assigned a level designation
 - Level 1 sites are licensed in the state
 - Level 2 sites are participating in EA
 - Levels 3-5 sites provide quality early learning
- Washington State is investing heavily in technical assistance and coaching to help providers improve ratings over time



Washington State EA Approach

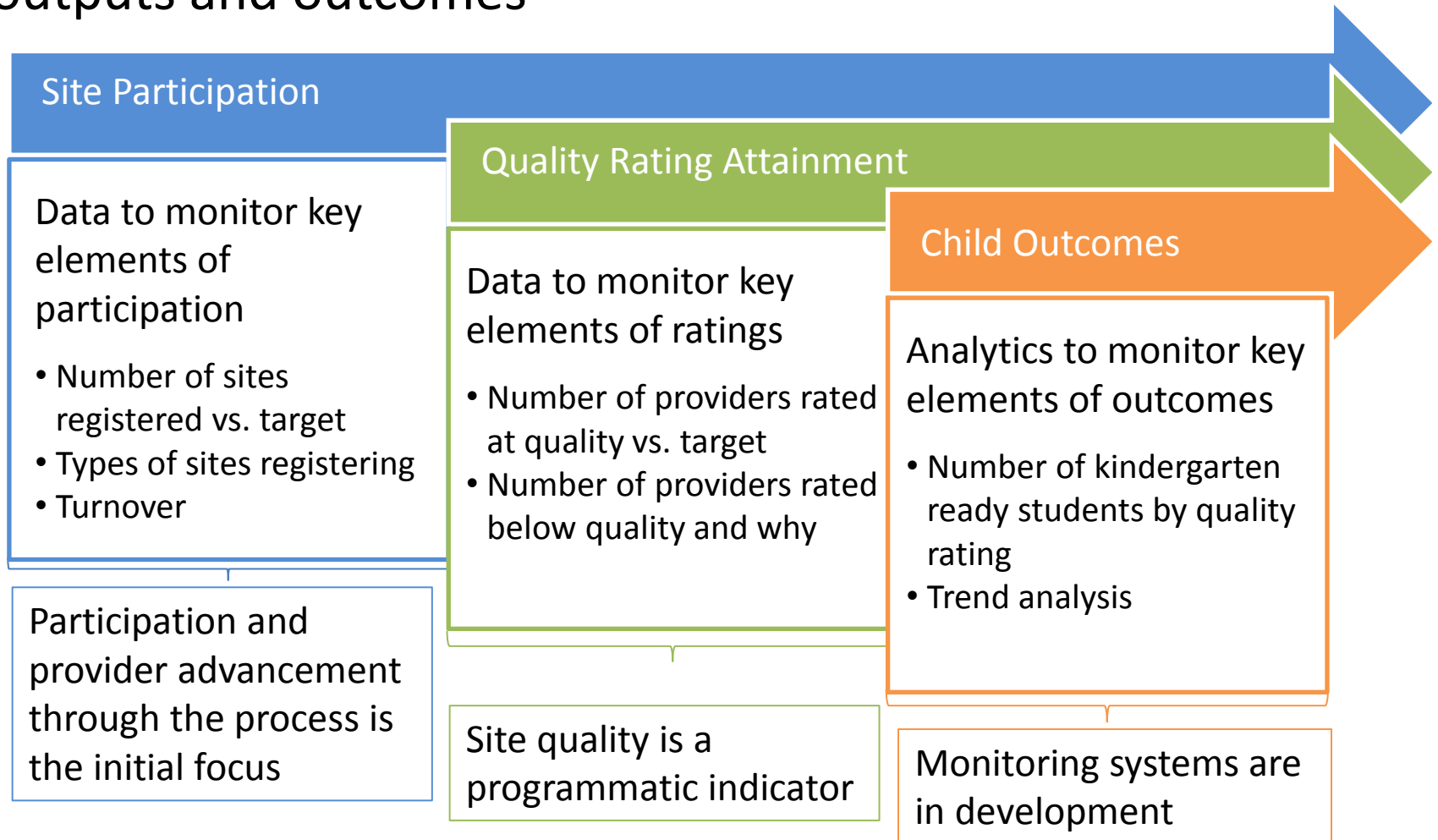
A strategic, child-focused approach incorporates systems for improvement and adjusts as needed



Invest up-front in real-time analytics with ability to adapt and change frequently

Child Outcomes Measurement

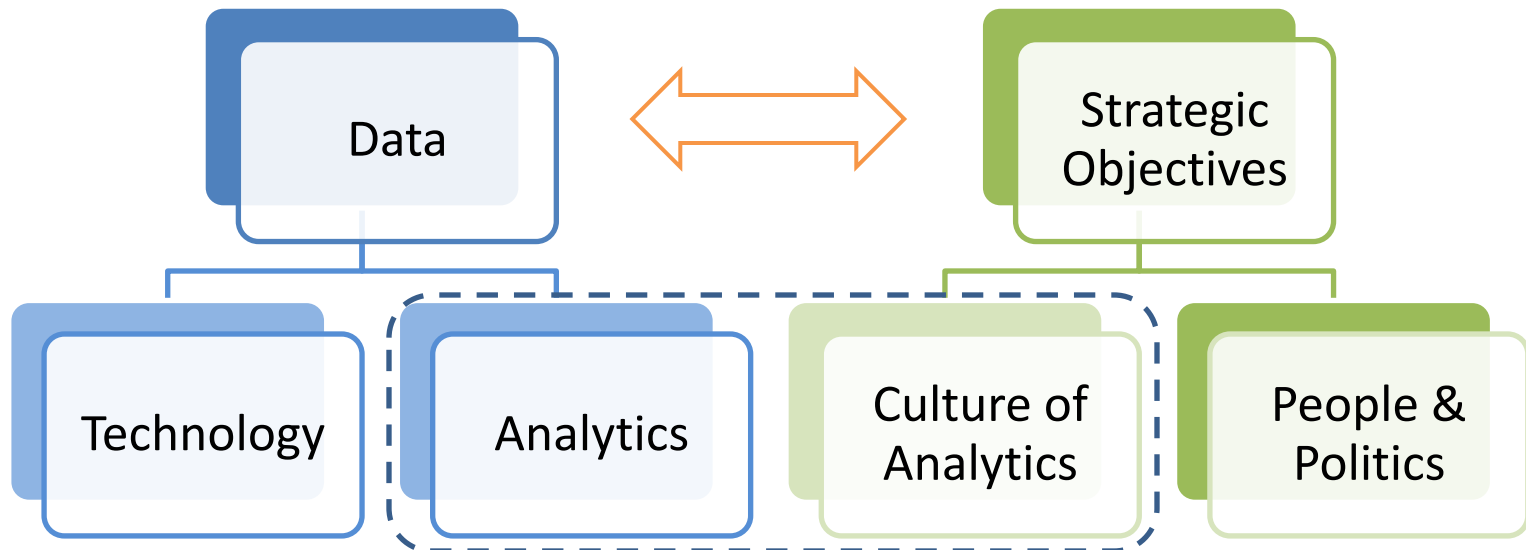
Progress is assessed through a stepwise measurement of outputs and outcomes



Early Achievers Strategy Team Focus

The EA Strategy Team's dual focus on data and strategic objectives makes timely feedback on progress possible

- An EA Strategy Team was created to advance the program
- The team includes experts in the following areas:
 - The Department of Early Learning (DEL)
 - Finance, data and analytics
 - Program implementation and operations
 - Advocacy
- The EA Strategy Team meets weekly to track progress



Agenda

- Overview of Child-Centered Approach
- Leveraging Technology and Analytics
- Involving People and Politics
- QRIS System Case Study

Using Technology To Organize Data

A lack of an enterprise-wide system is not a barrier to utilizing technology to organize data

Challenge: Washington could not afford to build an enterprise reporting system

Solution: 3SI Created a Data Analytics Repository (DAR)

Current analytical technology choices: SQL Server, Excel, and Tableau

Existing Systems

DEL & External Data



Data Cleaning and Staging

Transform Data



Narrow focus before cleaning and staging the data

Data Repository

Store Data



Create flexible structure for data storage so that elements can be added

Front-end Analytics



Influencing Decision Making with Analytics

Data is regularly analyzed, adjusted and reported to support the development of a culture that values analytics



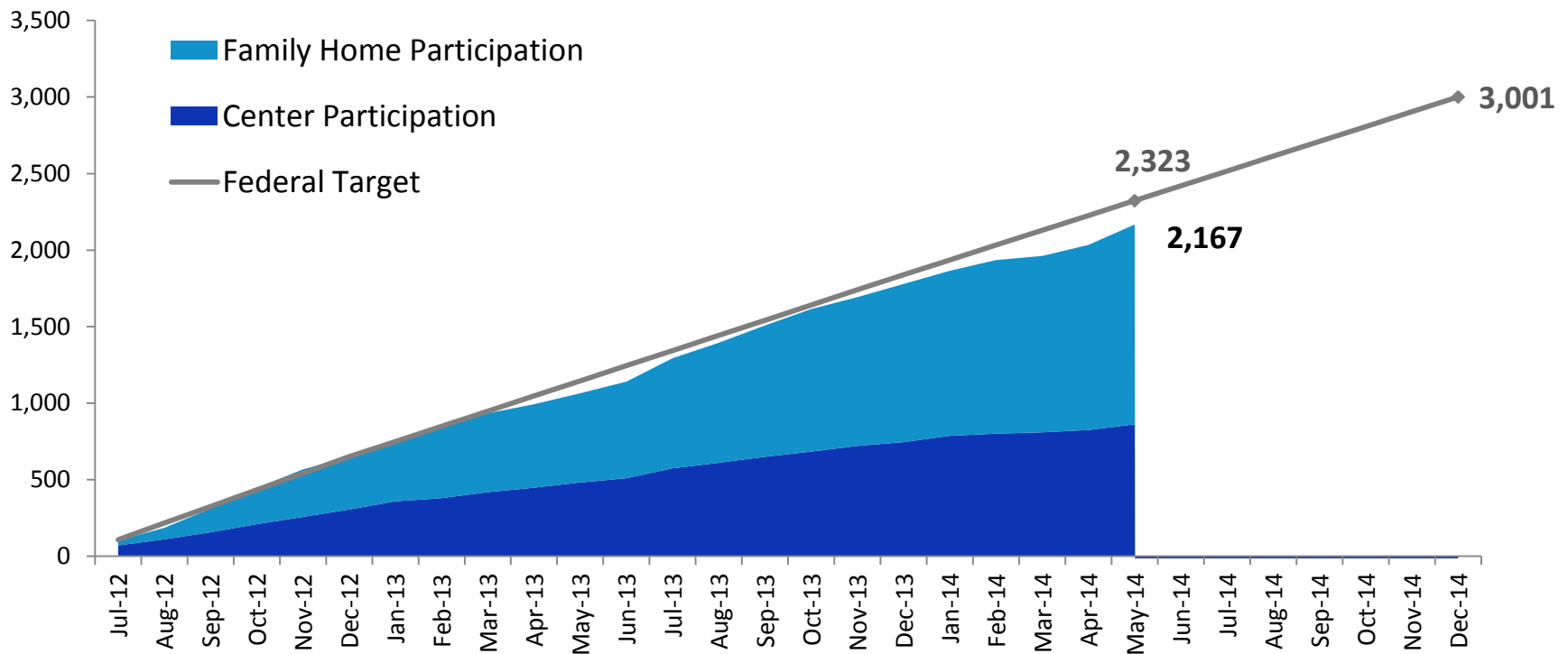
Quality control is important!

The data does not have to be perfect, but it is critical to be transparent about data limitations to avoid confusion and/or misuse

Dashboards and Diagnostics: Example 1

Reports can take the form of a monthly dashboard that shows progress on program elements

Early Achievers Participation Levels vs. Target



Note: The Federal Target was specified in the Race to the Top (RTT) Early Learning Challenge (ELC) application

Source: Data Analytics Repository (DAR) as of 5/31/2014

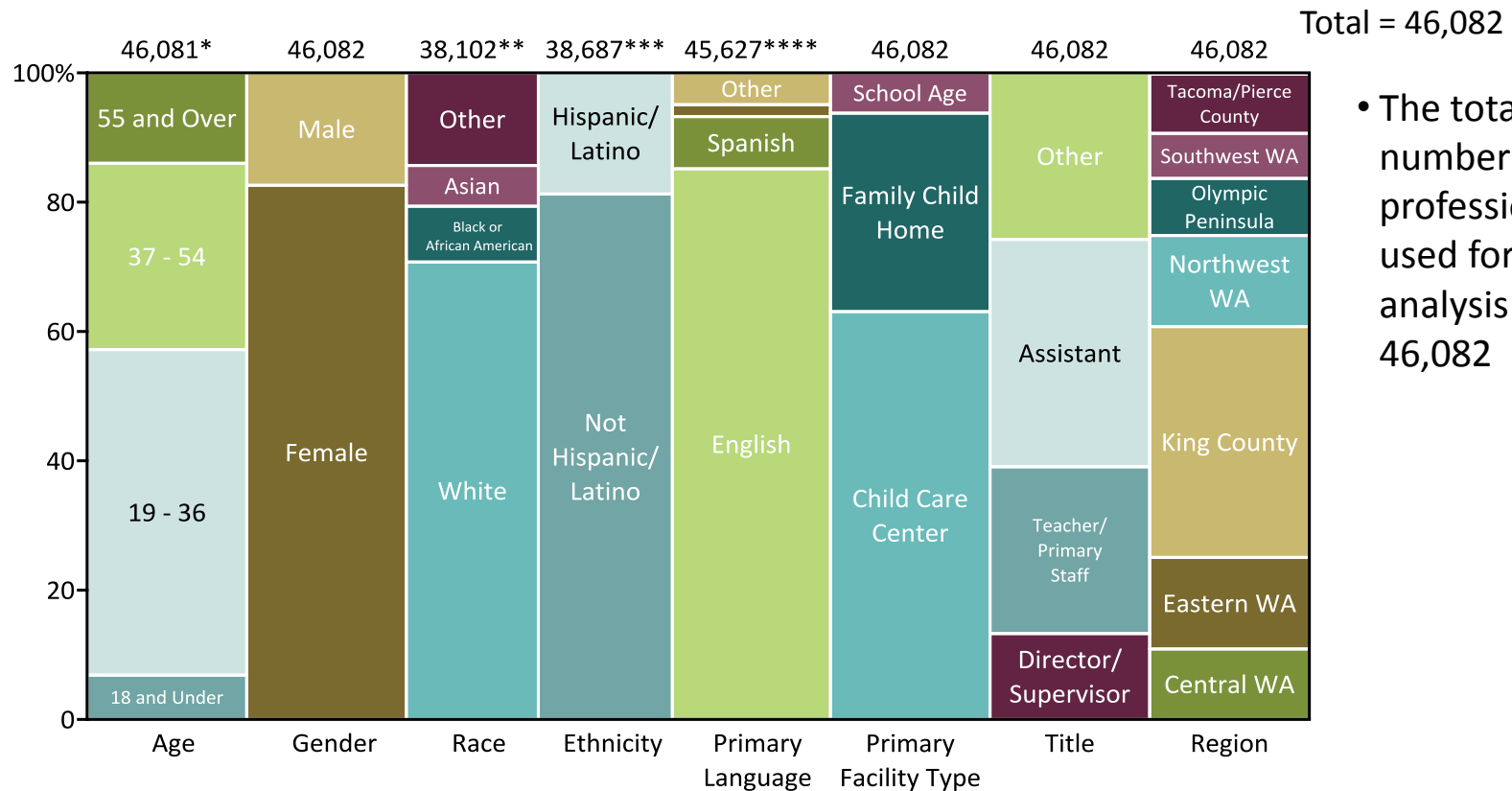
7/14/2014

<http://team3si.com/projects/early-childhood-education/>

Workforce Report: Example 2

An annual Workforce Report captures year-over-year demographic and employment information

WA State Workforce Snapshot



- The total number of professionals used for this analysis is 46,082

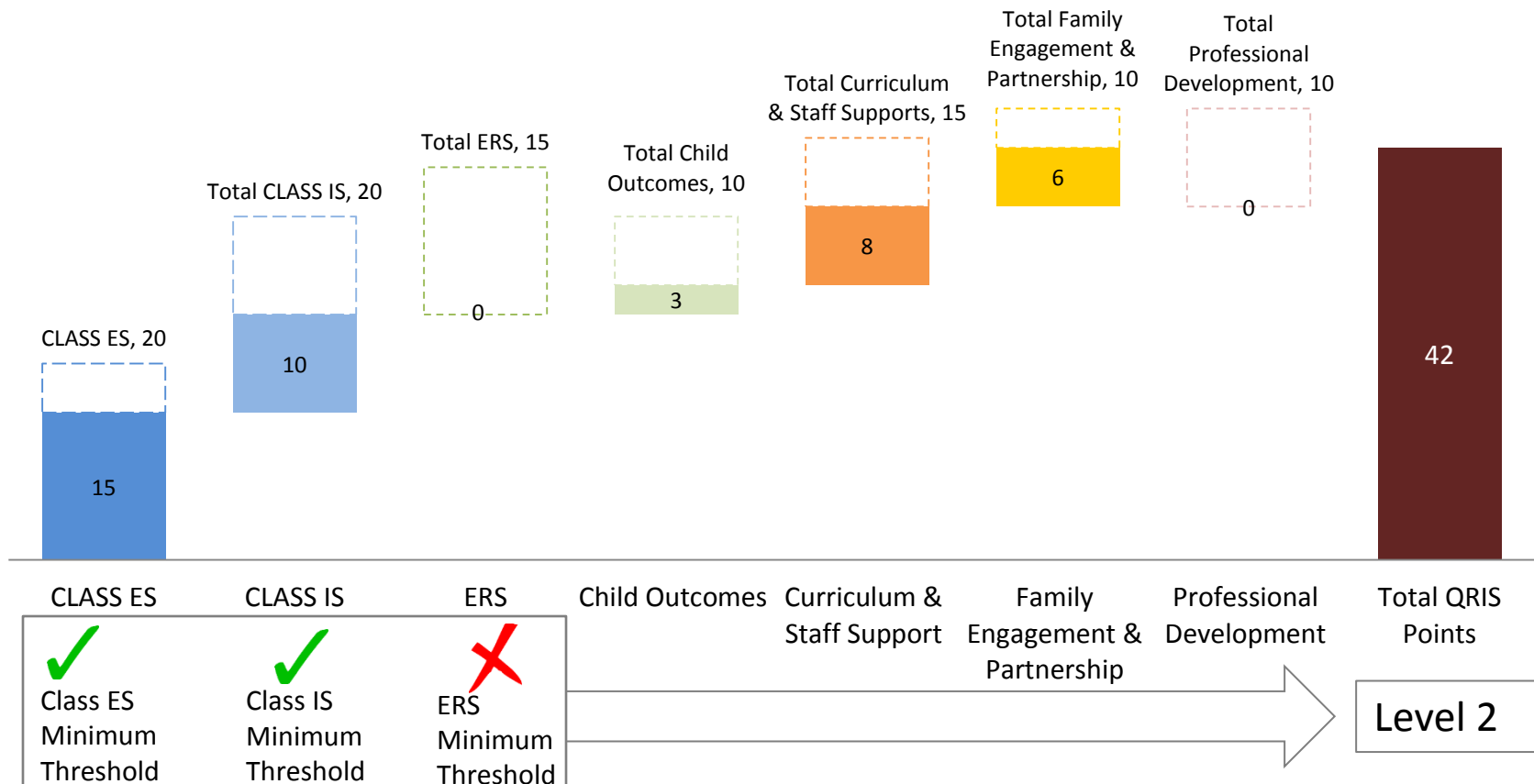
*Age was missing for 1 professional **Race was missing for 7,980 professionals ***Ethnicity was missing for 7,395 professionals ****Primary Language was missing for 455 professionals

Source: Data Analytics Repository (DAR) 1/1/2013-12/31/2014; Head Start (HS)/Early Childhood Education and Assistance Program (ECEAP), Family Friend and Neighbor Childcare excluded

Technical Assistance to Partners: Example 3

Partners will be given access to site-specific information to inform areas of improvement

EA Rating Point Breakdown For a Sample Child Care Center



Agenda

- Overview of Child-Centered Approach
- Leveraging Technology and Analytics
- Involving People and Politics
- QRIS System Case Study

Collaboration Around Strategic Objectives

Consistent reliance on data to drive strategic decisions will motivate key stakeholders and create a culture of analytics



EA Strategy Team Culture of Analytics

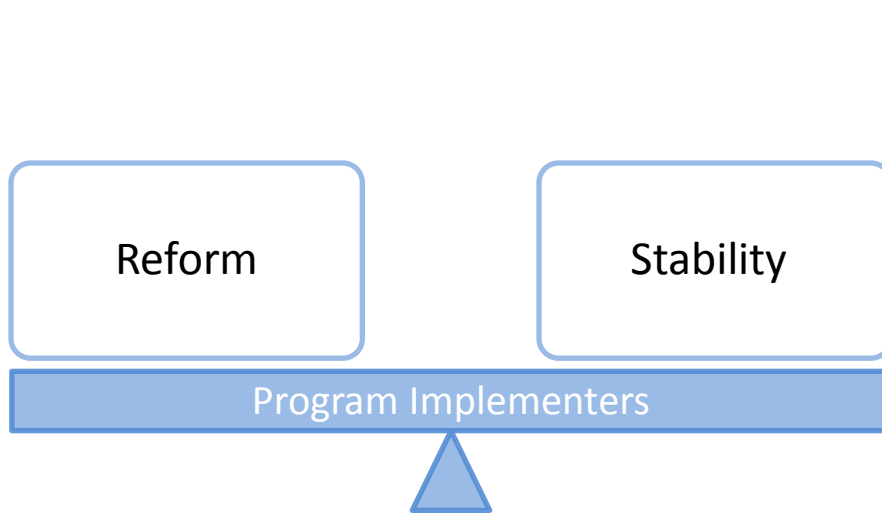
- Provide rigorous, iterative analyses
- Demand intellectual honesty
- Cultivate trust
- Integrate learnings
- Recognize opportunities



The EA Strategy team leverages analytics to meet strategic objectives with the appropriate stakeholders

Implementing Strategic Objectives

A culture of analytics supports program implementers to balance the momentum of reform with stable execution



Program Implementers Culture of Analytics

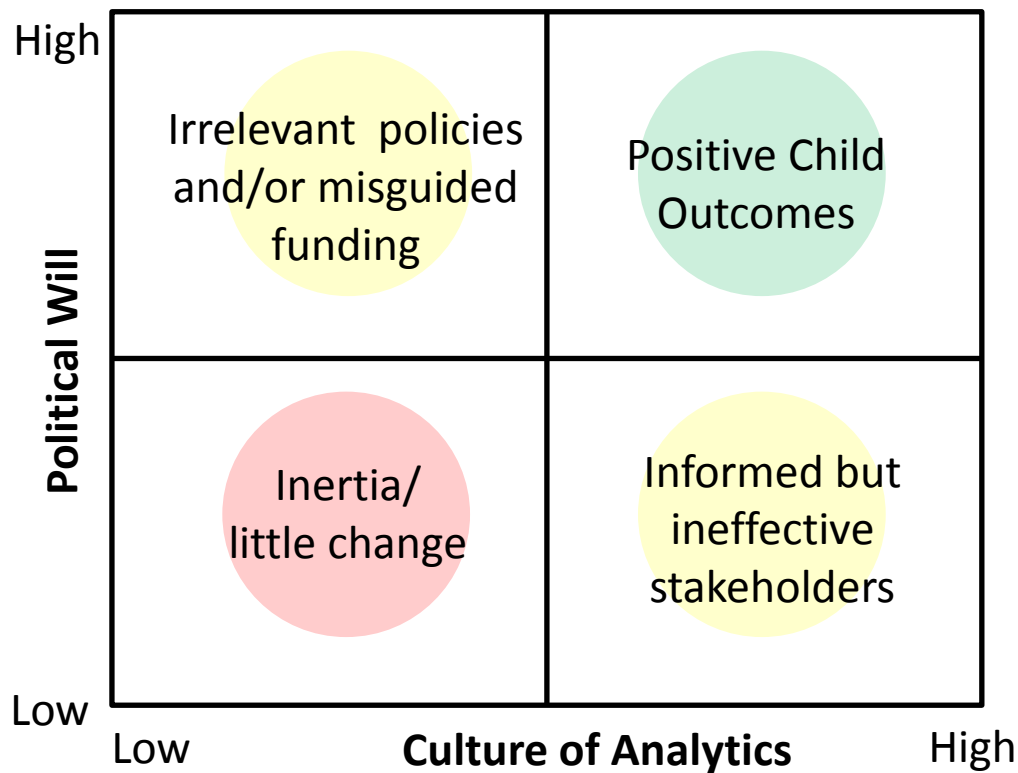
- Focus on actionable data and analytics to ensure that reform goals fit program realities
- Create context and motivation for decisions and prioritizations
- Monitor short and long-term progress
- Preserve program stability and monitor the pace of reform



Program implementers interpret data to understand and inform programmatic execution

Resourcing Strategic Objectives

Similarly, a Culture of Analytics informs policy makers and funders and empowers stakeholders



Policy Makers & Funders Culture of Analytics

- Build consensus
- Inform and empower stakeholders
- Create motivation
- Take advantage of opportunities
- Rebalance priorities



Policy makers and funders use analytics to make difficult resource allocation decisions

Navigating Challenges

Fostering trust is critical to catalyzing systemic change at all levels (and especially within the EA Strategy Team)

Key Challenges We Experience

- Finding the time to be disciplined and focus on achieving strategic goals and long-term success (versus short-term fire drills)
- Developing support at all levels to adopt a “culture of analytics” that will impact day-to-day behavior and drive systemic change
- Finding a path forward when obstacles and/or uncertainty derail a program initiative
- Making trade-offs and prioritizing some resources and programmatic goals over others can often be uncomfortable



The change required for QRIS implementation cannot occur without people who commit to achieving clearly defined goals, building trust with members and within the system, and encouraging leadership at all levels

Agenda

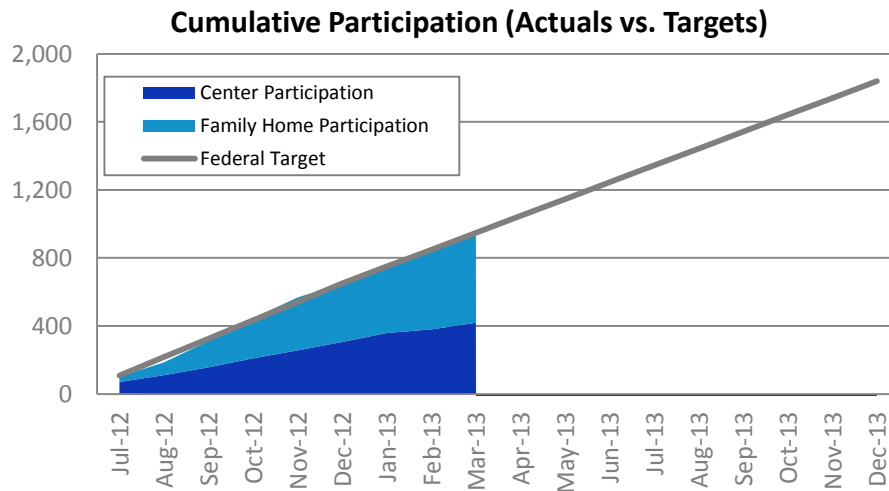
- Overview of Child-Centered Approach
- Leveraging Technology and Analytics
- Involving People and Politics
- QRIS System Case Study

Case Study: Situation Analysis

Monthly dashboard analytics enabled the EA Strategy team to analyze why sites were missing ratings targets

Participation Targets Achieved (Mar 2013)

Initial Ratings Targets Missed (Mar 2013)



- RTT target Level III-V: **117**
- Providers rated at Levels III-V : **0**



EA participation has been strong, while quality ratings targets were significantly harder to achieve

Case Study: Diagnosis

Data Analysis and modeling led to an assessment of root causes for low ratings levels

Analysis Examples (Illustrative)

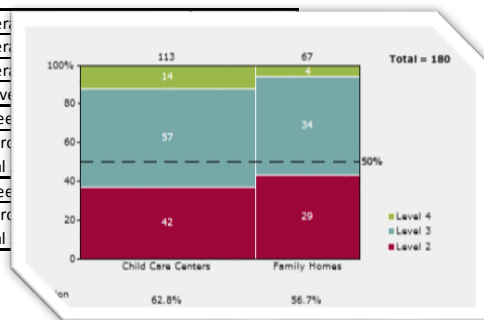
	Actuals: Facility Type and Children Served	...vs. Federal Targets	...vs. CCA Base Target	...vs. CCA Stretch Target
		PTD	PTD	PTD
	Provider Count	Target	Target	Target
Total Providers	2,466	2,855	3,014	3,014

Level 2	Rated Level 2	Month Lookup Value	Month Label	Actuals		Targets	
				Center Participation	Center RTT Targets	Center Base/Stretch Target	Center Base/Stretch Target
Levels 3-5		2012-07	Jul-12				
Family Home		2012-08	Aug-12	Pipeline Stage	Last Month	Net New Providers	Current Month
Level2		2012-09	Sep-12	Level 2 Approved	892	48	940
Rated Level 2		2012-10	Oct-12	Rating Requested	487	62	549
Levels 3-5		2012-11	Nov-12				
Child Care Center		2012-12	Dec-12	Rating Approved	453	75	528
Level2		2013-01	Jan-13	Rated	205	49	254
Rated Level 2		2013-02	Feb-13	Ready for Rating	248		274
Levels 3-5		2013-03	Mar-13				
		2013-04	Apr-13	Level 3-5 federal			
		2013-05	May-13	Level 3-5 federal			
		2013-06	Jun-13	Level 3-5 federal			
		2013-07	Jul-13	Level 2 Approved			
		2013-08	Aug-13	Needed to meet			
		2013-09	Sep-13	% Level 2 Approved federal			



Root Causes

- Ambitious targets
- Low incentive to rate quickly
- Limited ability to rerate
- Newness of the program and lack of experience with ratings
- Implementers still adapting to performance based goals



Source: Data Analytics Repository (DAR) as of 5/31/2014

7/14/2014

<http://team3si.com/projects/early-childhood-education/>

Case Study: Develop Solution

The EA Strategy Team then focused on steps to remedy these barriers including adding resources and changing policies

Create Demand

- Offer incentives to motivate providers to get rated quickly
- Assuage fear of low quality rating by allowing opportunity to rerate with lower fees

Support Success

- Consult prior to rating to prepare providers to be “rating ready”
- Streamline operations to make resources on RTT programs work more efficiently



After developing the policy changes, the team revised the participation and ratings targets and determined the resources required for implementation

Case Study: Questions

- What examples from Washington are most interesting or useful in your state?
- What are the most pressing challenges regarding data and analytics in your state?
- What would you most want to see implemented in your state?
- What advice do you have for Washington based on your state's experience?

