



Mission Possible: Sustainable High-quality ECE Programs Through Shared Services

Louise Stoney
Opportunities Exchange
March 29, 2017

ECI webinar March 29, 2017

1

Poll: What is YOUR role in ECE?

- Center Owner, Director or Administrator
- Center Teacher
- Family Child Care Provider
- Other ECE Direct Service Provider
- Other (CCR&R staff, advocate, research, etc.)

ECI webinar March 29, 2017

2



If you are a
child care
provider, you
may frequently
feel like this...

ECI webinar March 29, 2017

3



...or you are pretty smooth and composed...so this is a more accurate picture

EG webinar March 29, 2017

4



....or maybe you are just super skilled and can do this

EG webinar March 29, 2017

5

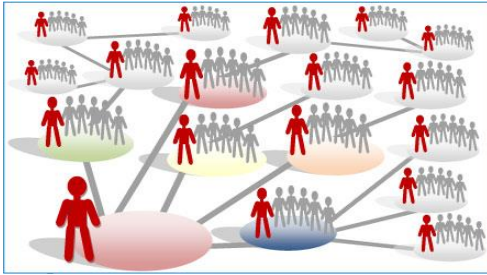
ECE Program Director Job Description



EG webinar March 29, 2017

6

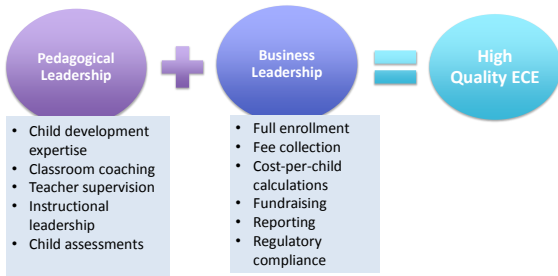
Typical Solution: Hire More Staff



ECI webinar March 29, 2017

7

Shared Services Helps Programs Deliver High Quality ECE



ECI webinar March 29, 2017

8

Shared Services for ECE is about changing these pictures...

It's about re-inventing the Early Care and Education Business Model so that it works – financially and programmatically – for children, families and caregivers.

It's about creating jobs that have meaning and are manageable and enable professional growth.

It's about building an organizational structure that is strong and sustainable.

ECI webinar March 29, 2017

9

Shared Services: Our Core Values

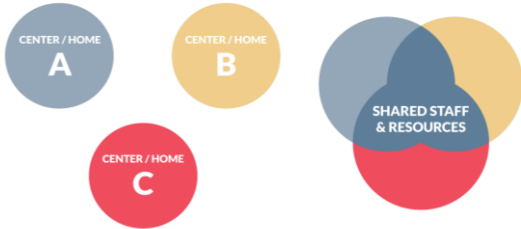
- **Every director** deserves an administrative team.
- **Every teacher** deserves pedagogical leadership.
- **Every child** deserves a reflective teacher.



ECI webinar March 29, 2017

10

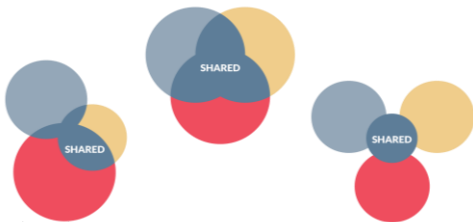
Shared Services is a way to strengthen pedagogical and business leadership by **pooling needs and sharing resources** with others.



ECI webinar March 29, 2017

11

While the design of any particular Shared Services Alliance is unique to its participants, all share the goal of strengthening business and pedagogical leadership across sites by **creating intentional structures to share staff, information and resources**.



ECI webinar March 29, 2017

12

The Goal: Work Smarter, not Harder

Strategic leadership that understands:

- Economies of Scale – strategies to help small ECE businesses attain some scale (e.g. bulk purchasing)
- Economies of Specialization – strategies to re-structure jobs so staff can focus on what they do well

A commitment to directing more resources to the classroom and focused on children and families

- » Better wages and benefits
- » More job satisfaction
- » Better results for children and families

ECE webinar March 29, 2017

13

What is Pedagogical Leadership?

The word **Pedagogy** means the theory and practice of education

Pedagogical Leadership refers to how we lead teaching and learning in early care and education programs

ECE webinar March 29, 2017

14

Leadership Behavior (from Wheatley)

Control

- Teachers/Directors accountable to regulators, funders, state standards
- PD is mandated & always delivered externally
- Peer communication is discouraged
- Staff wait to be told what to do
- Compliance with standards (licensing/QRIS/HS) is the goal

Order

- Teachers/Directors accountable to each other guided by a set of center-wide core values
- PD is woven into the daily work; with time & space for staff to reflect & learn from one another
- Curiosity and peer communication is encouraged
- Staff understand their role and feel empowered to act
- Standards are a platform or framework, not a goal

ECE webinar March 29, 2017

15



Leadership Based on Order Creates Energy

Classroom Teachers Begin to:

- See children’s strengths and competencies.
- Have a new sense of curiosity & purpose
- Gain confidence in observing children, conducting assessments and adapting environments.
- Find their own voice and leadership style.

ECE webinar March 29, 2017

16

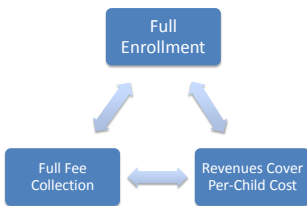
Pedagogical Leadership: How Shared Services Helps

- Site Directors can serve as instructional leaders (when freed up from multiple administrative tasks)
- Shared, embedded quality improvement staff can support teachers to strengthen teaching and learning
- Teachers have time ‘off the floor’ to think and plan; opportunities to reflect on their work in professional learning communities
- Children receive the individualized, reflective teaching they need to succeed

ECE webinar March 29, 2017

17

Business Leadership: Focus on the “Iron Triangle”



The Iron Triangle of ECE Finance

- Ensure full enrollment, every day in every classroom
- Collect tuition and fees, in full and on time
- Revenue covers per-child cost (tuition, fees, and 3rd-party funding)

ECE webinar March 29, 2017

18

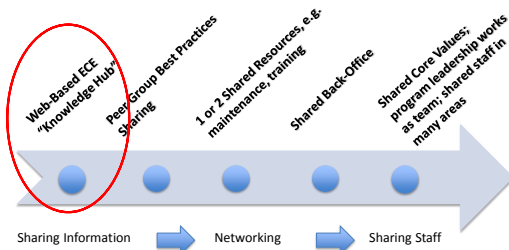
Business Leadership: How Shared Services Helps

- Centralized, dedicated staff focusing on specific tasks:
 - Fiscal management: allows for greater expertise, efficiency, fewer errors
 - Enrollment: helps keep slots full
 - Fundraising: helps fill funding gaps
- Automation/technology reduces time on task and errors
- Skilled business leadership can track trends, forecast fiscal challenges/opportunities, ensure sustainability
- Joint procurement and shared staff can reduce costs

ECI webinar March 29, 2017

19

A Range of Approaches and Entry Points



ECI webinar March 29, 2017

20

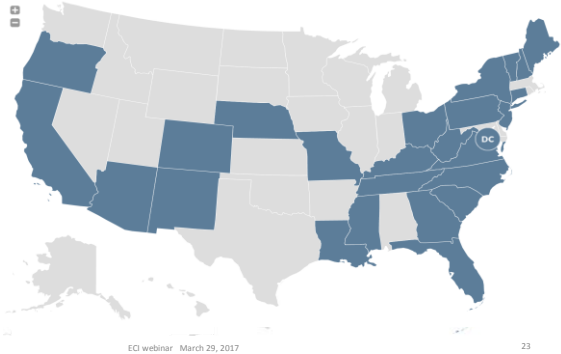
Shared Services on the Web (sharing information & resources)

ECI webinar March 29, 2017

21



States with Access to ECE Knowledge Hub
January, 2017



ECE webinar March 29, 2017

23

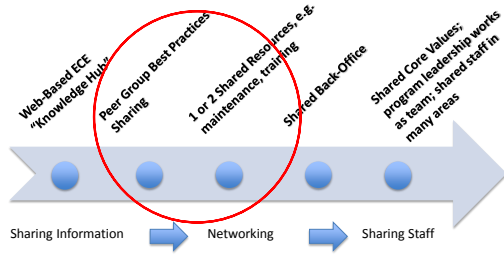
Shared Services on the Web State-Specific Information

- For an interactive map with links to state websites, go to the Web-Based Alliance page on the OppEx website <http://opportunities-exchange.org/alliances-in-action/>
- You can also download a list of who to contact (names and email addresses) to sign up for the ECE Knowledge Hub if you are in one of the 26 states where the site is available. http://opportunities-exchange.org/wp-content/uploads/ECE-Shared-Resources_ListbyState-011117.pdf

ECE webinar March 29, 2017

24

A Range of Approaches and Entry Points



ECI webinar March 29, 2017

25

Examples: Alliances with a Few Shared Services

ECI webinar March 29, 2017

26

Statewide Early Learning Alliance New Hampshire

- Project of Early Learning New Hampshire (fiscal agent)
- Contract with Great North Advantage (property management company) for: insurance, risk mitigation, HR, marketing, regional purchasing (heating fuel, sand/mulch, auditor, waste removal, cleaning service), facilities project bidding and project oversight
- Contract with CCA Global for www.ECSharedResources.org
- Alliance members also collaborate on grant writing and professional development
- Regional communities of practice for participating providers
- Started with 10 centers; currently 35 member centers & growing

ECI webinar March 29, 2017

27

SELA Member Success Stories

Actual Cost & Time Savings & Quality Improvements

- **\$5,200 annual savings** on commercial insurance
- Three members are **saving 17-24% on their food costs** – one reinvested their annual \$26,000 into serving more whole grains and fresh fruits & vegetables
- **A teacher is saving \$630 per year** on her own home and auto insurance
- A member saved **\$2,000 just last month** on a Discount School Supply order
- **\$2,400 annual savings** on credit card fees
- **Deep discounts** for heating fuel for programs and **for their teachers**
- **\$1,000 saved per year** with cleaning company
- **12% annual savings** on trash removal



ECI webinar March 29, 2017

The San Francisco Early Learning Alliance

Services Provided

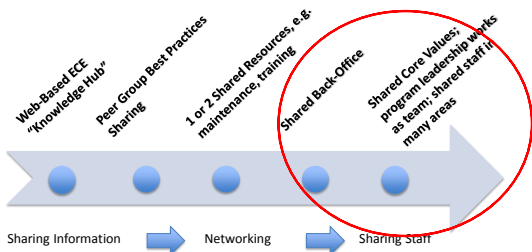
- Enrollment & wait list management
- Subsidy eligibility determination
- Data management & reporting for government & philanthropic grants
- Fiscal Management – Billing and fee collection, accounting, audit, State Contract Monitoring Review (CMR)
- Human Resources – Payroll, benefits administration, compliance
- Online Resources – access to www.ECSharedResourcesCA online source of tools, resources, and cost savings.

Shared Staff for Network housed at Mimi and Peter Haas Fund
 Funded with mix of membership fees and foundation dollars.
 For more information go to <http://www.sfela.org/>

ECI webinar March 29, 2017

29

A Range of Approaches and Entry Points



ECI webinar March 29, 2017

30

Example: Established Alliance with Shared Program Leadership

ECI webinar March 29, 2017

31

Sound Child Care Solutions Seattle WA

Nonprofit 501c3 consortium of 7 centers with central administration

- 31 classrooms in diverse neighborhoods (12 dual-language)
- 135 staff from 18 countries

Shared central functions:

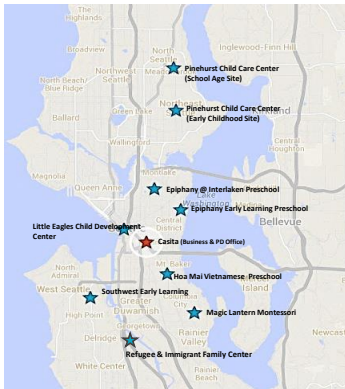
- Financial – payroll, benefits, billing, purchasing, reporting
- Staff recruitment and substitute pool
- Pedagogical Leadership and PD (cross-site learning communities; internal coaches)
- Structure for collaborative decision-making and leadership

Directors' time freed up to focus on teacher supervision, family relationships, quality early learning

Critical element: intense focus on working from a sense of meaning and shared core values

ECI webinar March 29, 2017

32



Sound Child Care Solutions

A Consortium of 7 High Quality Early Childhood Education Centers

ECI webinar March 29, 2017

33



ECI webinar March 29, 2017

34

SCCS Approach to Pedagogical Leadership

- Cross-center Pedagogical Leaders group
Teachers apply to participate and study together
- Cross-center Directors group
Directors at each site meet monthly
- Coaches for City PreK hired by SCCS
Part of Pedagogical Leaders group (also invite other coaches)
Agree to follow City requirements, reporting, etc. but paid by, and report to SCCS central office
- Relief Squad available to all sites
Provides staff support to all sites, using shared floaters + a shared substitute pool

ECI webinar March 29, 2017

35

Results: Sound Child Care Solutions

- Finances** – Stronger revenues due to better management, reinvested in teaching and learning
- Time** – Staff time savings in administration, operations, HR
- Teachers** – Better qualified (most have degrees), higher staff salaries and benefits, internal career ladder, low turnover, strong professional development and teacher reflection/mentoring
- Core values** – Directors and teachers at all sites focus on pedagogical leadership, family relationships, racial equity
- Child outcomes** – All children score well on child assessments; top ERS scores in Seattle

ECI webinar March 29, 2017

36

Examples: Emerging Alliances

ECI webinar March 29, 2017

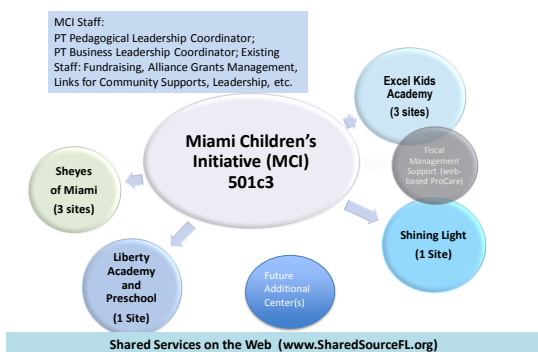
37

Liberty City Alliance Miami, FL

- Emerging Alliance of 4 African-American owned child care centers in high-poverty neighborhood in North Miami
- First step was an Alliance between 2 centers to share billing and fee collection
- Now contracting with a local non-profit to help develop pedagogical leadership (MCI, a neighborhood development organization similar to Harlem Children's Zone)
- Supported by local funder

ECI webinar March 29, 2017

38



ECI webinar March 29, 2017

39

Liberty City Alliance Business Plan

Pedagogical Leadership	Business Leadership
<ul style="list-style-type: none"> Each site identifies Pedagogical Leader Pedi leaders meet in monthly Learning Community, with facilitator from UF Pedagogical leaders observe/coach teachers at their sites Sites commit to paid time, off-the-floor for teachers & pedagogical leaders to work together MCI raises money to help sites pay for teacher/leader release time PL Coordinator at MCI creates tools/templates, structures, models to help support classroom teachers Plan to align PD/TA from all local initiatives in sites 	<ul style="list-style-type: none"> Each site agrees to use ProCare and QuickBooks <ul style="list-style-type: none"> Hardware, software, as needed Business Leadership Coordinator provides assistance and/or coordinates training Sites agree to report Iron Triangle metrics for shared data reports: <ul style="list-style-type: none"> Enrollment (vacancy by age) Fee collection (bad debt – public & private) Cost Per Child (by age) Sites agree to track and report: <ul style="list-style-type: none"> # of hours, and estimated cost, of paid time for staff to participate in planning/ coaching <p>MCI staff explore offering additional Shared Services (e.g. legal support, HR and payroll, insurance, internet, phones, etc.)</p>

ECI webinar March 29, 2017

40

Collaborative Teachers Institute Santa Fe, NM

- Incubated by the Santa Fe Community Foundation’s Baby Fund
- 7 ECE programs currently participating
- Programs and staff must commit to: participate for at least one year, identify a lead facilitator who will attend monthly trainings, participate in on-line dialogue and work with teachers
- Community Foundation will fund substitutes in first year; on-going links to state QRIS and PreK funding

ECI webinar March 29, 2017

41

Collaborative Teachers Institute Structure

1. Monthly Facilitators Training Meetings

- Each participating program selects a “Facilitator” – the Center Director or an interested teacher
- Facilitators are trained to support teacher inquiries and team collaboration
- Facilitators learn to strengthen the connection between teachers’ learning and children’s learning

2. Onsite Collaborative Teacher Meetings

- Regular, structured meetings for all teachers at a particular site
- Meetings follow a protocol to support learning.
- Documentation of children’s interests is shared and collaboratively interpreted.
- Teachers learn to deepen the children’s learning as well as their own.

3. Shared Substitute Teacher Pool

Centers have access to a vetted pool of substitute teachers. Substitutes are made available during the Collaborative Teacher meetings.

ECI webinar March 29, 2017

42

Infant Toddler Family Day Care Fairfax VA

Network of 125 home-based providers, most of whom are new Americans

Centralized business support includes:

- ✓ Fiscal management – parent billing/fee collection, CACFP administration, etc.
- ✓ Enrollment – recruiting families, managing business relationship
- ✓ Training and Professional Development, including bi-lingual support
- ✓ On-site Technical Assistant – licensing, quality, etc.
- ✓ Liability Insurance and other support

ECI webinar March 29, 2017

43

Strong Results Require Real Change

- Intentional teaching will strengthen child outcomes
Requires strong leadership and dedicated supervision to help coach and mentor teachers
- Intensive focus on the Iron Triangle will increase revenue
Requires dedicated staff, shared technology, openness to new approaches
- Classroom teacher wages and benefits can increase
If dollars are shifted from administration to classroom
- Working conditions can improve
When centers are linked by a set of shared, core values

ECI webinar March 29, 2017

44

A Shared Services Policy Agenda:

- Re-think professional development and credential requirements to encourage shared staff
- Create new compliance pathways for multi-site centers
- Give priority access to funding for networked providers
- Re-invent Family Child Care networks and explore new center-based networked structures
- Provide State support for Shared Services on the web



<http://opportunities-exchange.org/shared-services-central/#be61911abef621d>

45

Summary: What is (and is not) Shared Services?

Shared Services IS..

- ✓ A change in roles/responsibilities
- ✓ A capacity-building strategy
- ✓ A way to reallocate resources from administration to classrooms, and focus more deeply on child outcomes

Shared Services is NOT...

- ✓ Simply a way to save money
- ✓ Just a provider network
- ✓ A franchise or a project or a template
- ✓ The same in every community

ECI webinar March 29, 2017

46

Explore Shared Services

Opportunities Exchange website: www.opportunities-exchange.org

- ✓ Profiles of current alliances
- ✓ Tools, such as examples of management agreements
- ✓ Articles and presentations
- ✓ Videos and multi-media

ECI webinar March 29, 2017

47
