STATE OF IOWA DEPARTMENT OF

Health AND Human

SERVICES

Iowa's Shared Services Initiative

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Governor's Task Force

- Governor Executive Order- March 10, 2021

- 100 days

- Diverse stakeholder input

- Four working groups

- Town Hall meetings

- Final recommendations and report issued November 2021

- Comprehensive Strategies to address child care shortage and barriers to work

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Shared Services Task Force Focus

- Develop a shared services model that will allow child care providers to access statewide, web-based support on various business operations.

- Develop a central online hub for parents to quickly and easily find information regarding child care facilities, openings, and enrollment

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Shared Services Implementation Science Framework

- Exploration

- Installation

- Initial Implementation

- Full implementation

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Exploration

- Governor Task Force

- Lead team development (ECI and DHS staff)

- Opportunities Exchange Technical Assistance

- Shared Services Conference

- Peer to peer learning opportunities

- Co-design Team

Co-design Team

- <u>23 member team of stakeholders</u> in the child care industry (11 of which were child care businesses)

- Virtual meetings monthly from February – July, 2022

- Goal: to develop an implementation plan for shared services

- Advised on:
  - Creation of a centralized Alliance and Hubs
  - Resources to support child care providers to reduce business overhead costs by creating efficiencies and economies of scale
  .

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Co-design Team

- Ensure that the selected Child Care Management System software vendor(s) understand the needs and dreams of our child care community and respond accordingly.

- Develop a menu of service options for child care programs to access as members of the Alliance.

- Create inclusive opportunities for providers to check our thinking and decision making.

- Ensure that providers maintain autonomy and control of their businesses while getting the support they need for financial viability and efficiency.

Installation

- Release RFP and award for Financial Management Consultant (RFP released December 2021; contract began April 2022 with two consultants as a pilot in CCR&R Region 1 [22 counties]; services offered statewide August 2022 with now 13 consultants)

- Release and award Child Care Management RFP (RFP released May 2022; contracts began October 2022)

- Release and award Alliance Hub RFP (RFP released August 2022; contracts began January 2023)

- Intergovernmental Agreement with State University, ISU to develop Operational Data Store (ODS) (agreement for this work began September 2022)

- Build data bridge (API) from State Child Care Subsidy to CCMS vendor brightwheel and Playground (work began November 2022 and in production February 2023)

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Installation: FMCs

- Train financial consultants for work with providers/alignment with CCMS vendors

- Providers sign up/paired with financial consultant.

- Financial management consultants use email, virtual and face-to-face support

- Shared Services "updates" and feedback loops

- Regional Shared Services Hubs coordinate with FMCs for business coaching

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Installation: Technology Grants

- Providers that work with an FMC and use one of the state-selected CCMSs are eligible for a technology grant

- Initially providers could apply for up to $1,000 for technology needs

- Adaptive implementation fueled increase in technology grants

- FMCs will also encourage providers to secure local funding (ECI, grants, business/economic organizations) to supplement funding for technology needs

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Installation: CCMS

- Two vendors- Playground and brightwheel
- Thirty-minute weekly check-in meetings with each CCMS vendor.
- Vendors agreed to data bridges (APIs) with state subsidy
- Vendors agreed to create + share data dashboards on provider use patterns
- Technology grants – SFY'23, 283 providers received a grant and a total of $350,430 was expended
- Subscription fees paid by state – originally for 1-year, now until September 20, 2024

CCMS Data Bridge

- Application Programming Interface (API) between the CCMS and the Iowa Child Care Assistance Portal, KinderTrack (KT).

- HHS data to track attendance and pay providers that serve subsidized children can now come directly from the provider CCMS.

- Providers can verify + reconcile HHS payment directly in their CCMS.

- Data bridge with ODS planned going forward (to share myriad data)

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< 9 months from launch (August 2023):

- 560 providers participating
- 11% of licensed centers
- 8% of registered homes

…and growing

Provider Participation in CCMS

| | October, 2022 (General Outreach) | January 2023 (Webinars, Presentations, Direct Mail) | March, 2023 (APIs Complete) | June, 2023 (Reconciliation feature added + $ for 2 yr licenses + tech grants) | July, 2023 (Weekly emails to deepen engagement + opportunities for data sharing) |

■ Brightwheel subscriptions   ■ Playground subscriptions
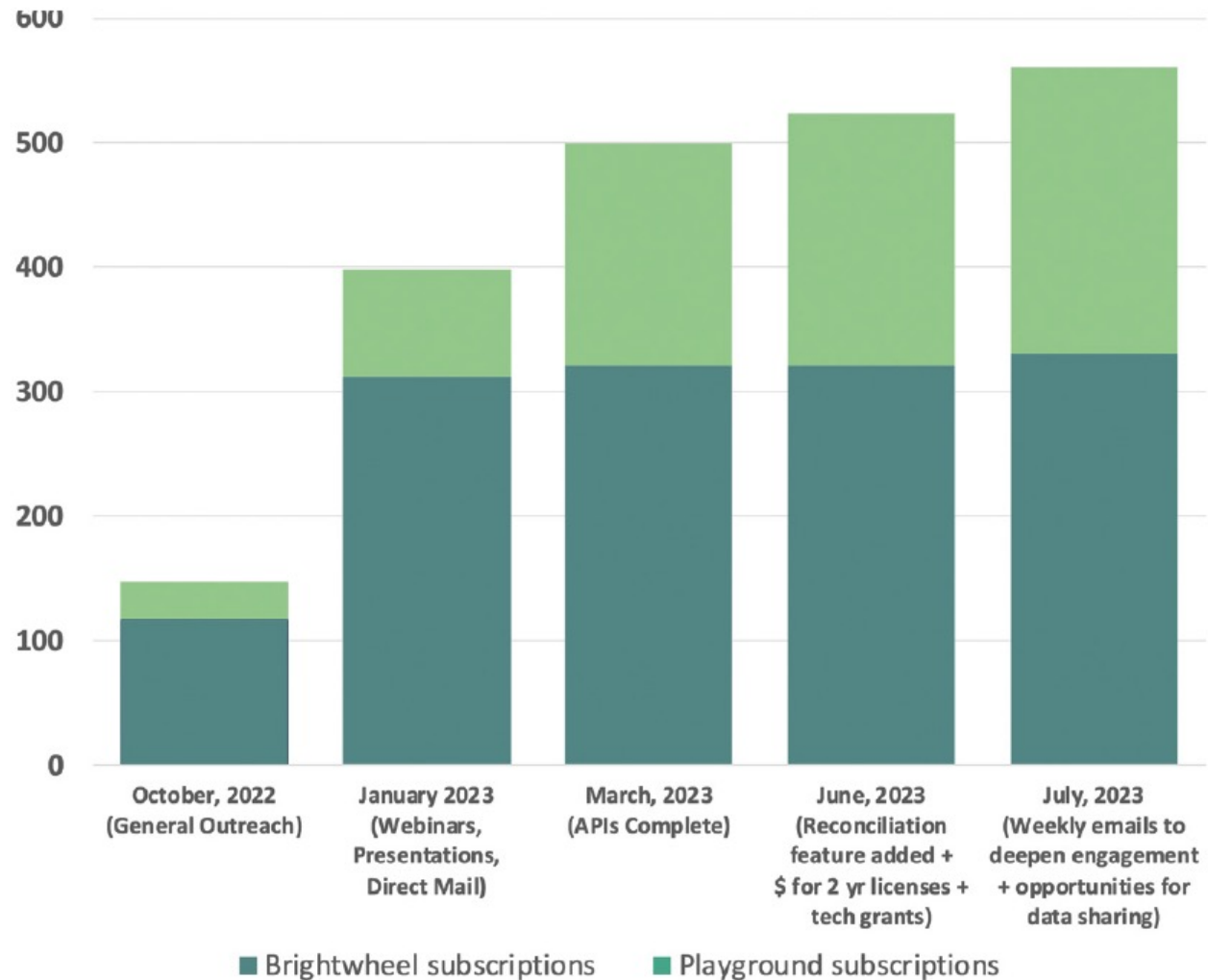
Financial Management Consultants (FMC)

- Work with providers (center owners/directors and child development home providers) to identify and implement strategies to strengthen fiscal sustainability and support high-quality programming

- Support programs in monitoring Iron Triangle metrics – full enrollment, full fee collection, and cost-per-child calculations, using CCMS software

- Help providers to implement business practices, support efficient operations, budgeting, fee collection and financial reporting

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Provider Recruitment for FMC Services

Eligible providers include:

- Registered child development homes (or providers in the process of becoming a child development home)

- Licensed child care centers (or businesses/organizations in the process of becoming a licensed child care center)

- Providers currently using one of the state-selected CCMS software products

- Providers interested in using one of the state-selected CCMS software products

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What Works:

Track and benchmark the most powerful ECE business metrics

The Iron Triangle of ECE Finance

Full Enrollment

Full Fee Collection

Revenues Covers Per-Child Cost
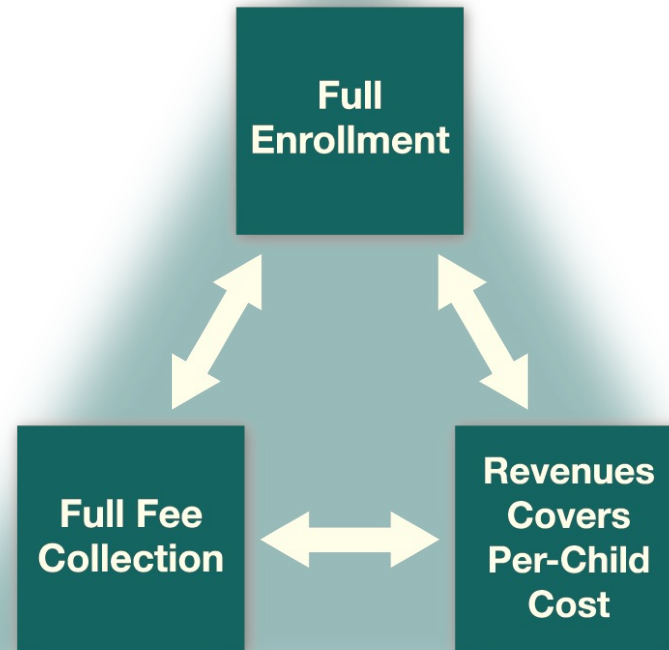
CCMS and The Iron Triangle

Full Enrollment
- Online presence
- Lead Management
- Online enrollment

Full Fee Collection
- Invoicing/reminders automated
- Electronic payments reduce bad debt
- Data informed decisions

Revenue Covers per child Cost
- Manage child-teacher ratios
- Generate financial reports

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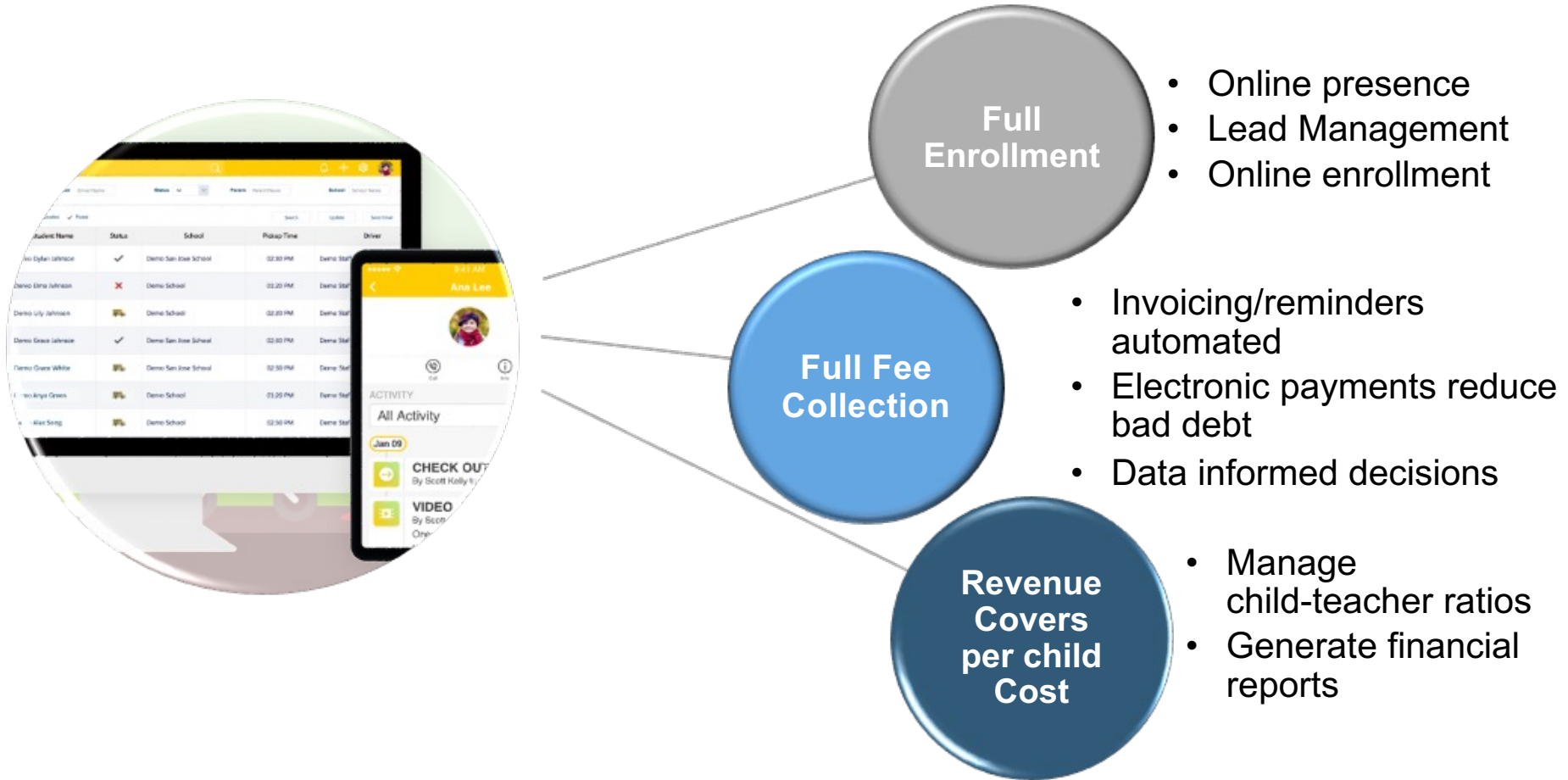
Timely Data Matters!

Data driven decisions that impact sustainability:

- Enrollment (must stay full)

- Revenue collections – from parents and government

- Costs (per child, by classroom)

.
Data required for daily operations or reporting include:

- Attendance (children and employees)

- Meals served

- Quality compliance measures (licensing, QRIS, PD, etc.)

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Initial Implementation

- All cyclinders running August 2023. Many moving parts to monitor

- Built in processes from the beginning essential for sustaining

- Creation of logic model and continuous monitoring of data sets developed

- Operational Data Store (ODS) currently being worked on
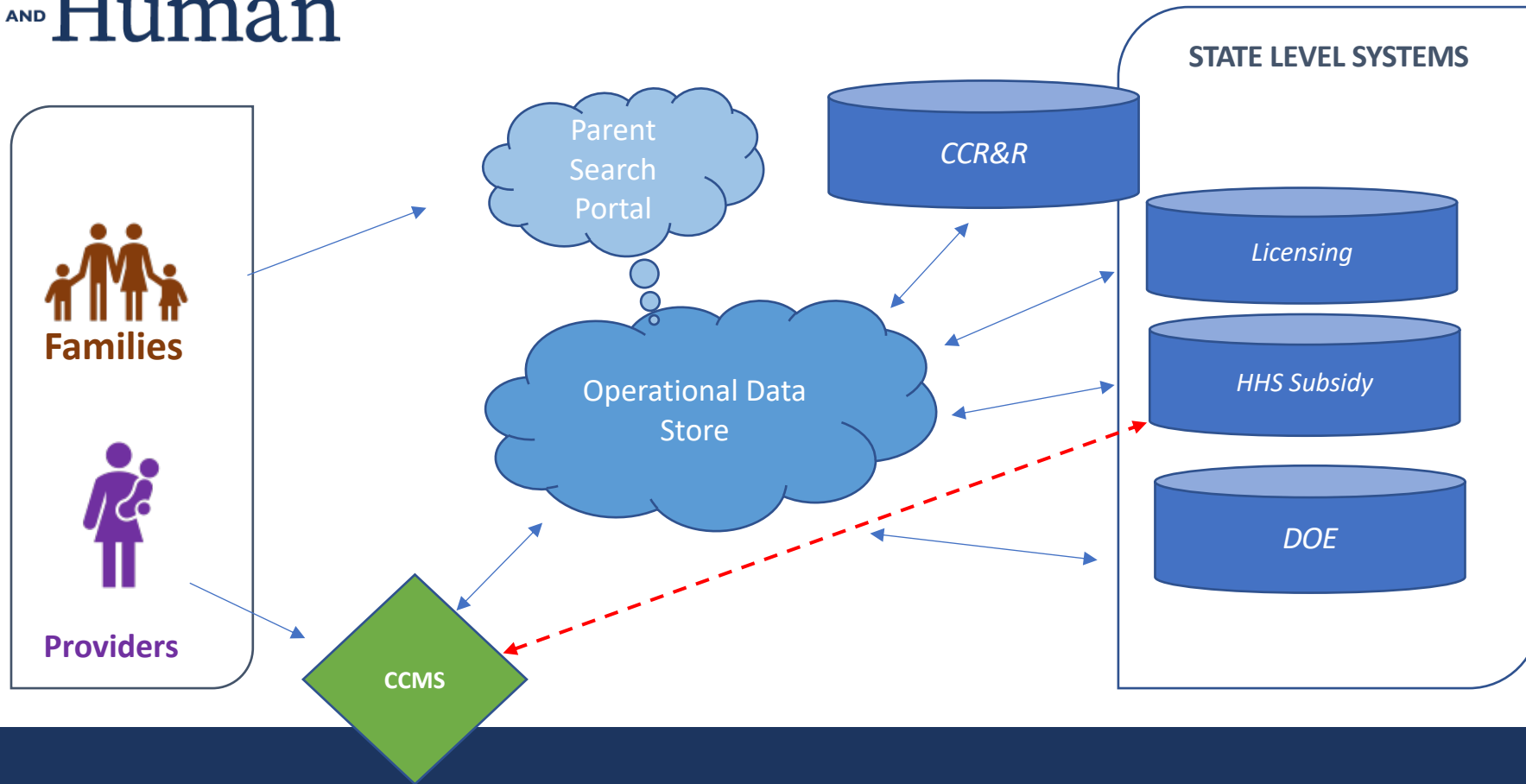
Operational Data Store (ODS)

- Iowa HHS is working with Resultant and Iowa State University on the design, implementation, and roll out of the ODS.
  - The ODS is hosted using cloud-based Microsoft Azure services, which is owned by Iowa State University.
- Cross-agency team guides planning and development of the ODS
- Process is supported by Resultant, an Indianapolis-based data analytics, technology, and management consulting firm

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What is an ODS?

An ODS is a **secure, centralized data exchange** that moves specific data in and out of multiple sources to provide comprehensive data that will help drive decision-making.
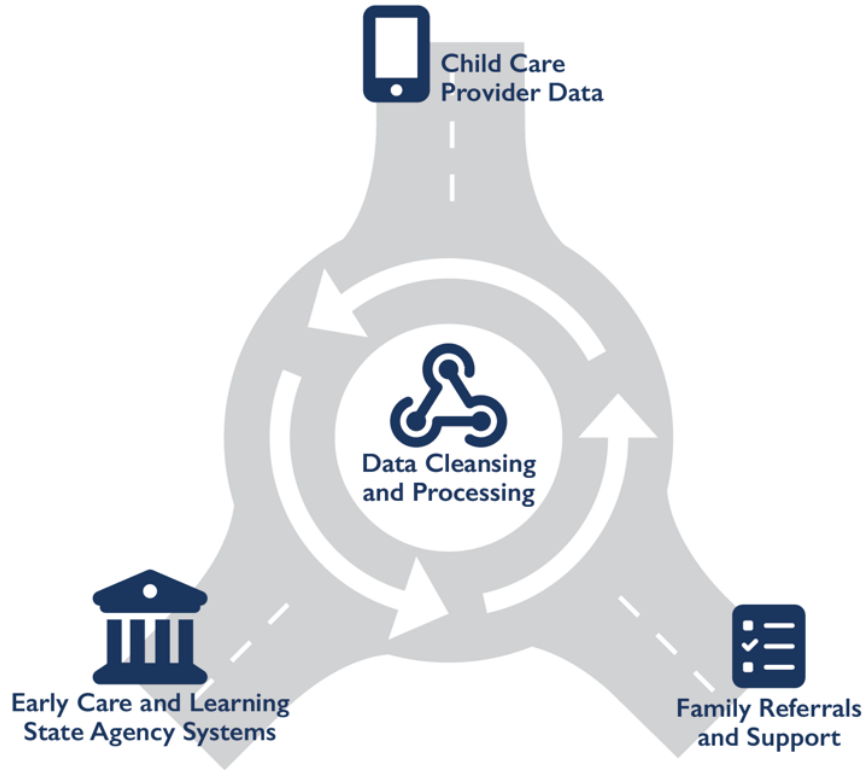
Why does Iowa need an ODS?

Iowa needs real-time information about the availability of child care by child age categories to support families and empower data driven decision-making.

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How will an ODS Impact Iowa's Early Childhood Ecosystem?

- **Families** will be able to:
  - Find child care appropriate for their needs and circumstances.
  - Enter the workforce, retain their jobs, or pursue further education

- **Providers** will be able to:
  - Share accurate count of vacancies and decrease the amount of time it takes to fill slots
  - Spend less time doing manual updating of capacity information.

- **Iowa** will be able to:
  - Make better data driven decisions on issues related to child care supply and demand
  - Maximize the number of children in care across Iowa

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Full Implementation

- Full implementation will take between two and four years

- Key performance measures/outputs to gauge progress have been established

- Sustainability plan is in affect

- Anticipate July 1, 2025 date to have a full understanding of overall impact for Shared Services project

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Shared Services Project Logic Model

Inputs

Public agency collaboration and coordination

Technology platforms
- CCMS
- KT
- ODS
- NDS2.0

Nonprofit statewide and regional partners
- Financial Management Consultation
- Shared Services Hubs

Registered child development homes and licensed child care centers

Public funding

Activities

Smart Automation
- Technology grants for regulated child care providers
- Subsidized child care management software (CCMS) for regulated child care providers
- Automated linkages between CCMS and CCA invoicing, payment and reconciliation via KT (long-term solution – CCMS-ODS-KT)
- Discovering opportunities to establish automated linkages between CCMS and CACFP via ODS
- Establishing automated linkages between CCMS and child care search portal to capture vacancies via ODS
- Capture "real-time" child care demand via parent search portal and ODS
- Inform data-based decision making for relevant state agencies

Individualized and Specialized Child Care Provider Supports and Services
- Shared Service Alliances
- CCMS selection and onboarding assistance
- Financial Management Consultation
- CCMS-specific peer-to-peer learning cohorts

Outputs

providers accessing technology grants

providers participating in Financial Management Consultation

providers joining Shared Service Alliances

providers participating in peer-to-peer learning

providers demonstrating best practices in the management of their business

providers participating in CACFP

providers demonstrating progress toward improved compensation for themselves and/or their employees

providers fully utilizing "smart" CCMS

of parent fees paid timely

parents finding child care services via enhanced child care availability search portal

state processes aligned within "smart" CCMS – e.g., regulatory compliance and forms

state systems linked to ODS

of reports/data available to support decision-makers

# of users (public/stakeholders) accessing data reports via ODS dashboard

Outcomes

Iowa child care **providers** will have greater business resiliency and sustainability. They:
- Have businesses that are financially sound with increased levels of automation, increased enrollment, improved cash flow, and increased number of revenue sources.

Iowa **policy makers** have actionable, real-time data that informs decision making and funding. They have:
- Child care supply and demand data
- CCA usage data
- CACFP participation data

Parents will have timely, accurate information about services for their child(ren). They can:
- Find available services by age of child, location, hours, quality indicators, and regulatory indicators (compliance and compliant reports)
- Have information about available child care slots for providers accepting Child Care Assistance by child age category

Impact

Viable and responsive quality child care options available to all Iowa families

Iowa Child Care

"Success is a Project that is Always under Construction" – Pat Summit

Questions

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For more information, contact:

www.oppex.org

www.civstrat.com

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