



You Expect Me to Change?

The Role of Change Management in Shared Services Work

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Agenda

- Brief Overview of Richmond Area Services Alliance (RASA)
- What the Data tells us about Needed Change
- Change Resistance Factors
- Moving toward Best Practices (aka – Leading Change)
- Discussion

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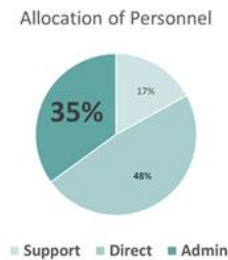
Richmond launches a Shared Service Alliance

-  Community Factors caused program closure
-  VECF raised grant \$\$ to launch an Alliance
-  CA selected as Hub; 3 founding members
-  Procure selected as Common data platform
-  First 6 months: Collecting data: Iron Triangle and staffing

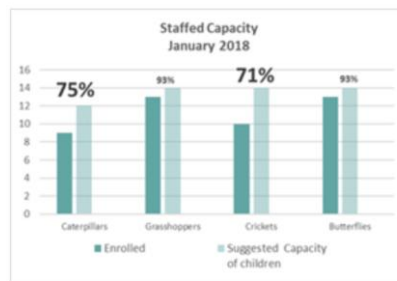
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What the Data Tells us about Needed Change

Allocation of Personnel budget



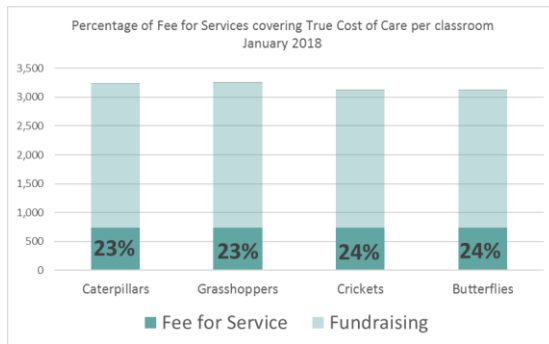
Enrollment Rates



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What the Data Tells us about Needed Change

Fees cover the cost of care



Addressing Revenue

- Decrease bad debt
- Reconciling subsidy reimbursement
- Increased reimbursement rate through licensure
- Re-set tuition rates

Recommended Change

Fully implement Procure to save labor time and improve accuracies and collections

Reduce the # of non-classroom staff (>20%) by improving business efficiencies

Reduce the gap between cost of care and revenue

Improve enrollment rates to 90-95%

Change Resistance Factors

Relationships	Classroom Environment	Technology Aversion
<ul style="list-style-type: none"> ECE staff driven by relationship rather than data 	<ul style="list-style-type: none"> Staff-child ratios kept low for teacher preference/classroom challenges 	<ul style="list-style-type: none"> Automated sign-in/collections viewed as impersonal

Change Resistance Factors (continued)

Family well being	Trust	Loyalty
<ul style="list-style-type: none"> Families will be harmed by enforcing payment policies, adjusting tuition 	<ul style="list-style-type: none"> Unwilling to turn over financial management/confidential data (salaries) to an outside entity 	<ul style="list-style-type: none"> Reluctance to separate from long serving staff to improve efficiency



Moving toward Best Practices: Leading Change

It Takes Time

Phases of Implementation

- Exploration
- Installation
- Initial Implementation
- Full Implementation takes a minimum of 2-3yrs.



Moving toward Best Practices: Leading Change

Recruit/Select Wisely

- Who has the qualifications (academic, experience)?
- What personal characteristics are needed (e.g., willingness to learn something new, try something new, knowledge of the field, willingness to challenge status quo, innovate)?
- Are there extra demands for those who are selected?



Moving toward Best Practices: Leading Change

Leadership Qualities

Essential characteristics of individuals who lead the organizations involved:

- Who is the strong leader?
- Does this leader have access to the right data
- Will this leader make decisions and support infrastructure that is needed to change



Moving toward Best Practices: Leading Change

Preparation and Training

- Has groundwork been laid in the ECE community?
- Are potential Alliance members ready?
- How do we formally introduce this to participants?
- How will we provide participants with opportunities to practice doing things differently while receiving feedback in a safe environment?



Moving toward Best Practices: Leading Change

Measuring Impact: Programs

Data (business metrics) to help with program decisions

- Iron Triangle
- Staff Resource Allocation
- Cash Flow

Classroom/child Outcomes measures

- Classroom scores (CLASS, ECERS)



Moving toward Best Practices: Leading Change

Measuring Impact: Individuals

Data to help with performance management

- What data will indicate that participants have acquired new skills?
- What data will evaluate the effectiveness of coaches, consultants, mentors?
- What data will evaluate child outcomes improvement?

Where Does the Data Lead?

- Decisions about the use of resources (subsidize change resistant behavior)
- Expectations about timeframe for change
- The role of funders in driving change

Discussion



- Questions?
- Comments?
 - Ideas?



More Resources

Opportunities Exchange website:

<https://opportunities-exchange.org>

- Profiles of current Alliances
- Tools such as templates of management agreements
 - Articles and presentations
 - Videos and multi-media