THE SHARED SERVICES MOVEMENT: LESSONS LEARNED AND GOING FORWARD

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Shared Services: What’s New and Improved?

- More states and communities are involved and engagement is deeper
- Clearer, more compelling messaging
- More knowledge about effective start-up and membership pricing
- Increased focus on Business + Pedagogical Leadership and clearer pathway for each
- Improved ability to track progress & measure success
- A stronger policy agenda
Increased Engagement and Interest

- More state policy makers, funders, intermediaries and providers are engaged
  - This conference elicited more inquiries and new interest than any other
- Deeper understanding of Shared Services as a framework for multiple funding streams and standards (e.g. the Early Head Start-Child Care Partnership)
- Increased use of cost modeling as basis for understanding systemic issues that Shared Services can help address

26 States Offer Shared Services on the Web

January, 2017
Growth in Staff-Sharing Alliances

Places engaged since the 2015 conference include:
- San Francisco and Los Angeles, CA
- Liberty City, Miami FL
- Battle Creek, MI
- Richmond, VA
- Omaha, NE
- Joliet, IL
- District of Columbia
- Santa Fe and Silver City, NM
- More ELV Affiliates in CO

The following places are currently engaged in planning or launching:
Ohio, Vermont, Wisconsin, Massachusetts, Arizona, and more.

Better Messaging

5 MINUTE GUIDE TO SHARED SERVICES
A Powerful Framework for Aligning Staff, and the Community’s Best Care and Education.
Engaging the right Hub, early on, is key

- Trusted leader in the community
- Mission-driven + willing to re-invest savings into boosting quality in participating centers/homes
- Strategic approach to staffing (roles + caseloads) to keep administration lean and efficient
- Willing to take risks, share power + try new ideas

Sustainability planning must begin day one

- Budget for the long haul, introduce fees early on and increase over time based on costs + resources
Measuring Results Matters

Introduce performance metrics early on, as the ‘price of admission’ for centers & homes

- Business metrics – based on Iron Triangle
- Pedagogical metrics – including dedicated time for reflection + supervision

Establish an intentional focus on efficiency as a measure of effective practice, via data to show:

- Resource shift from admin to classrooms
- Increased revenues due to business leadership
- Improved wages, lower turnover, better working conditions

Clearer Pathways for Business + Pedagogical Leadership

- Sustainability is more than fundraising. Efficient & effective management, focused on fiscal performance, is key.

- Pedagogical Leadership is more than teacher training and education. Reflective supervision, wages & working conditions matter.

Effective business leadership can generate resources needed for effective pedagogical leadership. Both require focused attention.
A Pathway for Business Leadership

- Hub ensures that all sites benefit from automated child management system
  - Hub builds capacity to take over billing, fee collection, reporting, fiscal management; or
  - Hub supports site-based fiscal management, ensuring that all sites are using same automated system and able to gather and report needed fiscal data
- Hub establishes shared business benchmarks (typically focused on the Iron Triangle)
- Hub gathers, and tracks, Alliance-wide business metrics, identifies trends, trouble-shoots common problems, develops and leads collective sustainability strategy.

A Pathway for Pedagogical Leadership

- Hub identifies an Alliance-Wide Pedagogical Leader
- Participating centers identify Pedagogical Leader(s), who:
  - Meet in a monthly Learning Community
  - Establish a process to observe/coach teachers at their sites
- Sites support paid time off the floor for reflective supervision
- Hub raises money to help sites pay for teacher/leader release time
- Hub creates tools/templates, procedures, etc. to support teachers
- Hub provides leadership focused on aligning PD/TA from other outside entities, so that it effectively supports the site-based pedagogical leadership approach.
A stronger policy agenda

We Still Have a Long Way to Go…

The movement is still small:
• Why hasn’t Shared Services gone to scale? What’s holding us back?
• What can we do differently?
• What information, resources, policies, should we be promoting?
• What should OppEx – and Alliances across the US – be thinking about over the next few years?