



Implementing Differential Licensing in Massachusetts

2015 National Association for Regulatory Administration Conference
September 23, 2015, 8:30-10:00am

PCG Human Services
Public Power. Private Results.™

Agenda

- Goals for Today
- What is Differential Licensing?
- Differential Licensing in Massachusetts
- Lessons Learned
- Discussion, Q&A
- Contact Information



www.pcgumanservices.com | Implementing Differential Licensing in Massachusetts 2

Goals for Today

Goals for Today

- ✓ Discuss "Differential Licensing"/"Differential Monitoring"
- ✓ Discuss Implementation of Differential Licensing in the Commonwealth of Massachusetts
- ✓ Share Lessons Learned

www.pcgumanservices.com | Implementing Differential Licensing in Massachusetts 4

What is Differential Licensing?

And why is it important?

What is Differential Licensing?

"Differential Licensing"/"Differential Monitoring," is a method to determine the frequency and/or depth of monitoring needed for child care providers

- ➔ Based on an assessment of the provider's compliance history and level of risk

Uses regulations that would pose the highest probability and severity of harm to children if found to be in non-compliance.

- ➔ High risk items are commonly called **Key Indicators**, based on the work of Dr. Richard Fiene, Director of Pennsylvania State University's Capital Area Early Childhood Training Institute

www.pcgumanservices.com | Implementing Differential Licensing in Massachusetts 6

What is Differential Licensing?

Helps states meet the new annual program visit mandate in the reauthorization of the Child Care Development Block Grant (CCDBG).

➔ "not less than annually, an inspection (which shall be **unannounced**) of each such child care provider and facility in the State for compliance with all child care licensing standards" CCDBG Reauthorization SEC. 658E

Differential Licensing can help mitigate challenges of strained budgets, high caseloads, and inefficient, paper-based processes

Differential Licensing isn't the same from state to state.

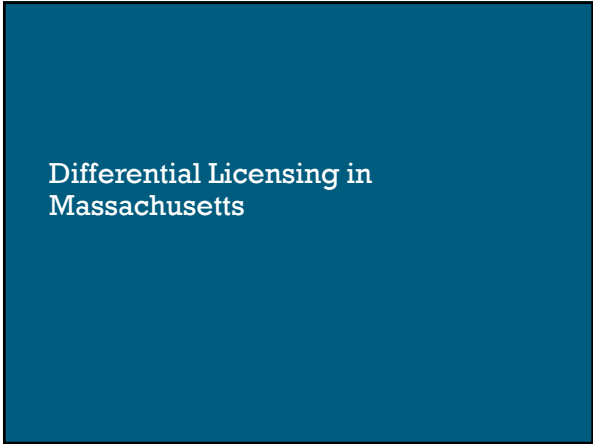
➔ More than half of states across the country have moved to some variety of more efficient, innovative methods for licensing and monitoring child care programs

What is Differential Licensing?

Differential Licensing encompasses **all** pieces of a state's licensing model.



Differential Licensing in Massachusetts




Differential Licensing in Massachusetts

Background Information

Department of Early Education and Care Licensing

- Responsible for licensing and investigations for:
 - 6,831 Family Child Care Providers
 - 2,899 Center-based Providers
 - 500 Residential programs, Foster Care & Adoption programs
- Services providers across 6 Regions (out of 5 regional offices)



www.pcgumanservices.com | Implementing Differential Licensing in Massachusetts 10

Differential Licensing in Massachusetts

Problem:
Inability to conduct visits annually due to high caseloads, disparate licensing technology, and inefficient paper-heavy licensing processes

Risk:
Health and safety risks to children


Solution:
Differential Licensing:

- More targeted monitoring visits and technical assistance
- Redesigned visit tools (vs. checklists)
- Streamlined licensing business processes
- Integrated licensing technology

www.pcgumanservices.com | Implementing Differential Licensing in Massachusetts 11

Differential Licensing in Massachusetts

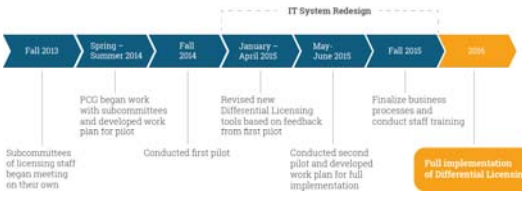
Mission Statement



"To ensure the health and safety of children and quality of early education and care programs through a differentiated licensing model that increases monitoring frequency and tailors visits based on program needs while supporting an effective allocation of EEC resources and technical assistance."

www.pcgumanservices.com | Implementing Differential Licensing in Massachusetts 12

Differential Licensing in Massachusetts



Timeline:

- Fall 2013:** Subcommittees of licensing staff began meeting on their own.
- Spring - Summer 2014:** PCG began work with subcommittees and developed work plan for pilot.
- Fall 2014:** Conducted first pilot.
- January - April 2015:** Revised new Differential Licensing tools based on feedback from first pilot.
- May - June 2015:** Conducted second pilot and developed work plan for full implementation.
- Fall 2015:** Finalize business processes and conduct staff training.
- 2016:** Full implementation of Differential Licensing.


IT System Redesign: Indicated by a dashed line above the timeline.

www.pcgumanservices.com | Example PCG Human Services Presentation | 13

Differential Licensing in Massachusetts

Pilot 1 and 2 Participants

| Program Type | Licensors | Providers |
|-----------------------|-----------|------------|
| Family Child Care | 21 | 91 |
| Group & School-Age | 19 | 53 |
| Residential Placement | 9+ | 21 |
| TOTAL | 49 | 190 |




www.pcgumanservices.com | Implementing Differential Licensing in Massachusetts | 14

Differential Licensing in Massachusetts

Pilot Objectives

| Old Practice | Pilot Objectives |
|--|--|
| Conduct provider visits using full set of licensing regulations | ➔ Conduct provider visits using Key Indicators, targeted set of regulations |
| Provider visits took up to 4 hours to 1 day (for Family and Center-based) and up to 2 days (Residential and Placement) | ➔ Conduct provider visits within 45 minutes to 1 hour (Family and Center-based), up to 3 hours (Residential and Placement) |
| Conduct announced visits scheduled with providers | ➔ Conduct unannounced visits to providers |
| Conduct visits using primarily paper and pencil, resulting in subsequently double entry of visit narrative and outcome in system | ➔ Conduct visits using tablets, mobile technology and a tool that would automatically create the visit outcome report to reduce licensur desk time |


www.pcgumanservices.com | Implementing Differential Licensing in Massachusetts | 15

Differential Licensing in Massachusetts 

Pilots Evaluations Data Sources

1. Pilot licensor and supervisor follow-up surveys
2. Pilot provider follow-up interviews
3. Outcomes data from the new visit tools
4. Feedback from EEC Differential Licensing leadership
5. Recent compliance histories of the providers in the first pilot and their visit outcomes


www.pcgumanservices.com | Implementing Differential Licensing in Massachusetts 16

Differential Licensing in Massachusetts 

Pilot Outcomes & Findings

| | |
|--|---|
| Key Indicators | <ul style="list-style-type: none"> Regulations or grouping of regulations for key indicators by domain allowed for more targeted review |
| Length of Visits | <ul style="list-style-type: none"> Average visit times decreased |
| Un-Announced Visits | <ul style="list-style-type: none"> All pilot visits were successfully conducted unannounced, although some licensors had to make multiple visit attempts. Residential conducted "semi-announced" when appropriate |
| Follow-up analysis on providers seen in first pilot | <ul style="list-style-type: none"> Only 3 out of 117 had substantiated compliant after 6 months; 2 with minor infractions and 1 repeat non-compliance |

www.pcgumanservices.com | Implementing Differential Licensing in Massachusetts 17

Differential Licensing in Massachusetts 

Pilot visit experiences

Licensors

- Had difficulty using clunky tablet technology
- Dramatically reduced desk time for duplication of report writing work

83% of Family Child Care


82% of Group & School Age

Providers

- Appreciated more time for onsite TA
- Felt visit was less intrusive visit than normal licensing or monitoring visit

100% of Residential & Placement licensors and

96% of providers all rated the second pilot visits positively



What did providers have to say about the pilot visits?

It was one of the best, most valuable and positive visits I've ever had from EEC.

"It was one of the nicest visits I've had in years. I felt really good when [the licensor] left... It was very positive."

www.pcgumanservices.com | Implementing Differential Licensing in Massachusetts 18

Differential Licensing in Massachusetts

Pilot Objectives


| Objectives | | New Paradigm |
|---|---|---|
| Conduct provider visits using Key Indicators, targeted set of regulations | ➔ | Licensing visits are driven by provider needs |
| Conduct provider visits within 45 minutes to 1 hour (Family and Center-based), up to 3 hours (Residential and Placement) | ➔ | Visits are conducted more often and can be shorter if appropriate |
| Conduct unannounced visits to providers | ➔ | Providers should be compliant at all times |
| Conduct visits using tablets, mobile technology and a tool that would automatically create the visit outcome report to reduce licensure desk time | ➔ | Visits are licensure and provider friendly; reduces wait time for reporting and corrective action |

www.pcgumanservices.com | Implementing Differential Licensing in Massachusetts 19

Differential Licensing in Massachusetts

New Annual Monitoring Lifecycles

Small, Large Group, and School-Aged (SLGA Center-based Providers)




Key

- Mid-Cycle Review Tool (content to be finalized)
- Differential Monitoring Tool
- Full Licensing Review Tool
- Review Program Profile

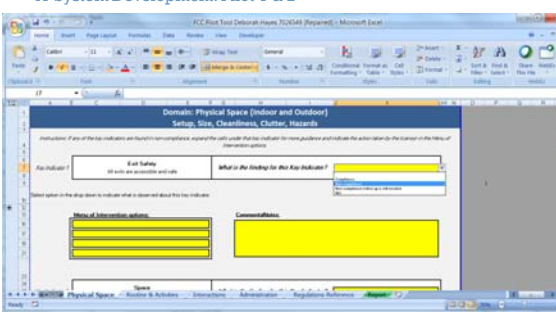
The "differential" in the Differential Licensing Model: Providers in compliance with key indicators of the Differential Monitoring tool will receive a shorter targeted visit

www.pcgumanservices.com | Implementing Differential Licensing in Massachusetts 20


IT System Development

Differential Licensing in Massachusetts 

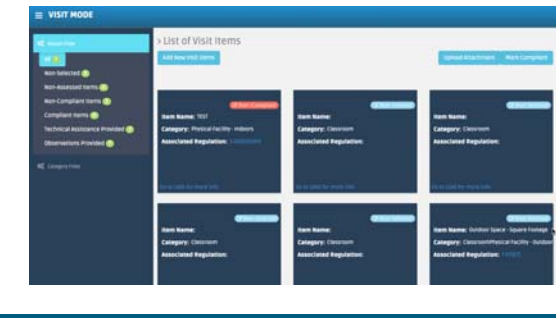
IT System Development: Pilot 1 & 2




www.poghumanservices.com | Implementing Differential Licensing in Massachusetts 22

Differential Licensing in Massachusetts 

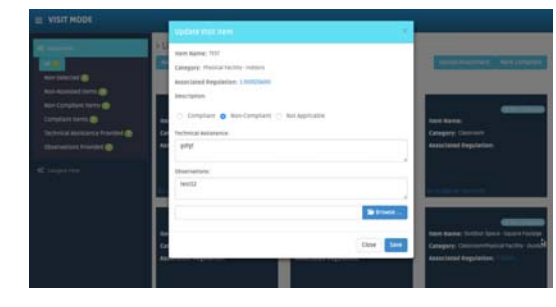
IT System Development: EEC LEAD



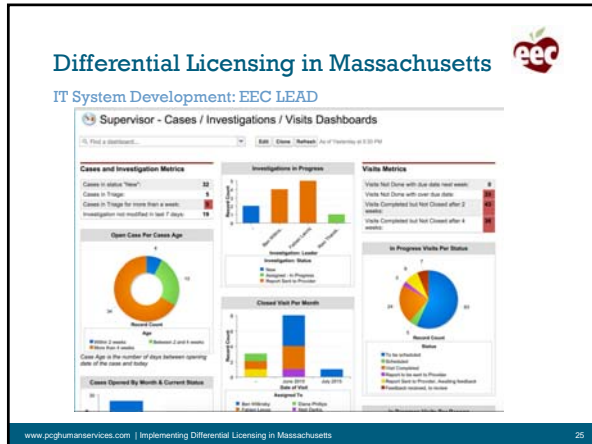
www.poghumanservices.com | Implementing Differential Licensing in Massachusetts 23

Differential Licensing in Massachusetts 

IT System Development: EEC LEAD



www.poghumanservices.com | Implementing Differential Licensing in Massachusetts 24




Lessons Learned in Massachusetts

- ### Lessons Learned in Massachusetts
1. You don't need to have a sophisticated IT system to develop Differential Licensing
 2. You learn a lot from pilots and phased implementation—get out some of the kinks before full implementation!
 3. Staff and provider engagement throughout development and implementation is critical, particularly for training.
 4. Initial discomfort from staff for changing visit protocol is normal and understandable
 5. Having a champion (or hopefully champions!) within leadership and licensing staff is instrumental
- www.pqhumanservices.com | Implementing Differential Licensing in Massachusetts 27


Discussion, Q&A

Contact us

| | | | |
|--|--|--|---|
|  | <p>Tina Chen-Xu Consulting, Public Consulting Group, Inc. tchenxu@pcqus.com (671) 717-1449</p> |  | <p>Hannah Sacchini Consulting, Public Consulting Group, Inc. hsacchini@pcqus.com (671) 717-1004</p> |
|--|--|--|---|


Public Places. Proven Results.™

www.pcgumanservices.com | Example PCG Human Services Presentation 29



PUBLIC CONSULTING GROUP

www.publicconsultinggroup.com
