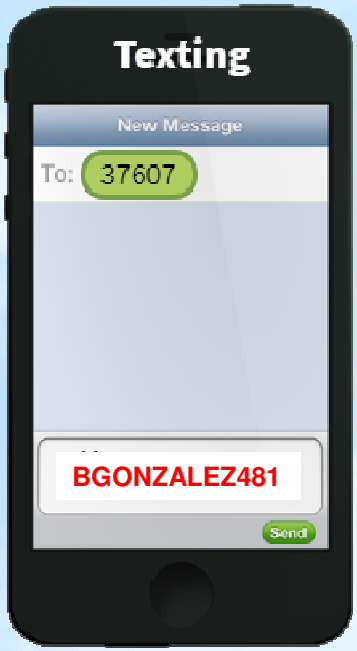
Let's get ready to participate.
Join the polls by:

Text **BGONZALEZ481** once to **37607** to join your session.

Online at **PollEv.com/bgonzalez481**



OR

Mixed-methods evaluation of Quality Start LA:

Provider ratings of QRIS processes, analyses of program-wide data and measures of stakeholder collaboration.

Tuesday, July 17, 2018

Studies conducted by

Juárez & Associates

in collaboration with

Gary Resnick, Ph.D.

Studies funded by

first 5 la

Giving kids the best start

Quality Start Los Angeles

Los Angeles County Office of Education (LACOE) • Office for the Advancement of Early Care and Education • Child360 • Child Care Alliance of Los Angeles (CCALA) • First 5 LA

Phase 1:
QRIS Provider Experiences & Perceptions

Findings

Study funded by:

Phase 1 Study Background

- **Purpose of Study:** To understand experiences and perceptions of providers participating in a prior QRIS and/or the current QSLA
  - Findings will inform implementation of QSLA countywide model
- **Collaboration:** LACOE, First 5 LA, Child 360, CCALA, and OAECE, and Juarez & Associates/Resnick
- **Timeline:** March 2017 to August 2017

QRIS Components *(see Glossary handout for definitions):*

- Orientation Process
- Application Process
- **Quality Assessment Process**
- **Tier Rating Process**
- **Coaching Supports**
- **Professional Development**
- Incentives and Supports

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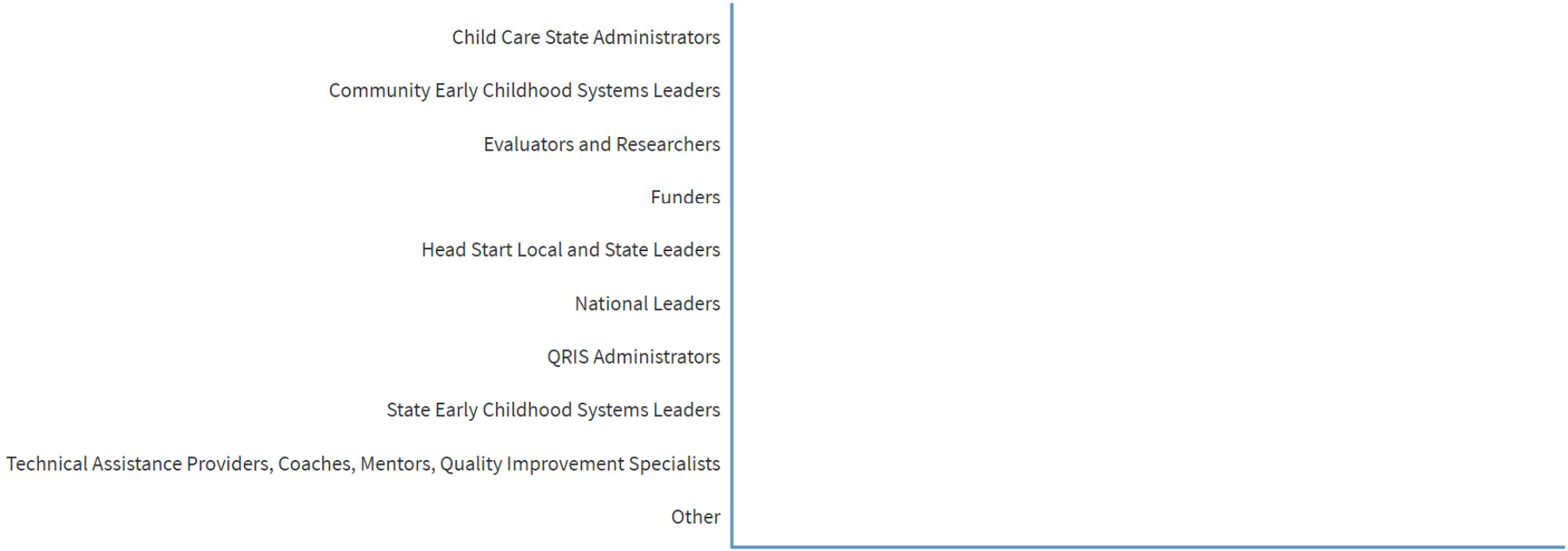
https://www.polleverywhere.com/multiple_choice_polls/AmFXNiSFt0uN3ys

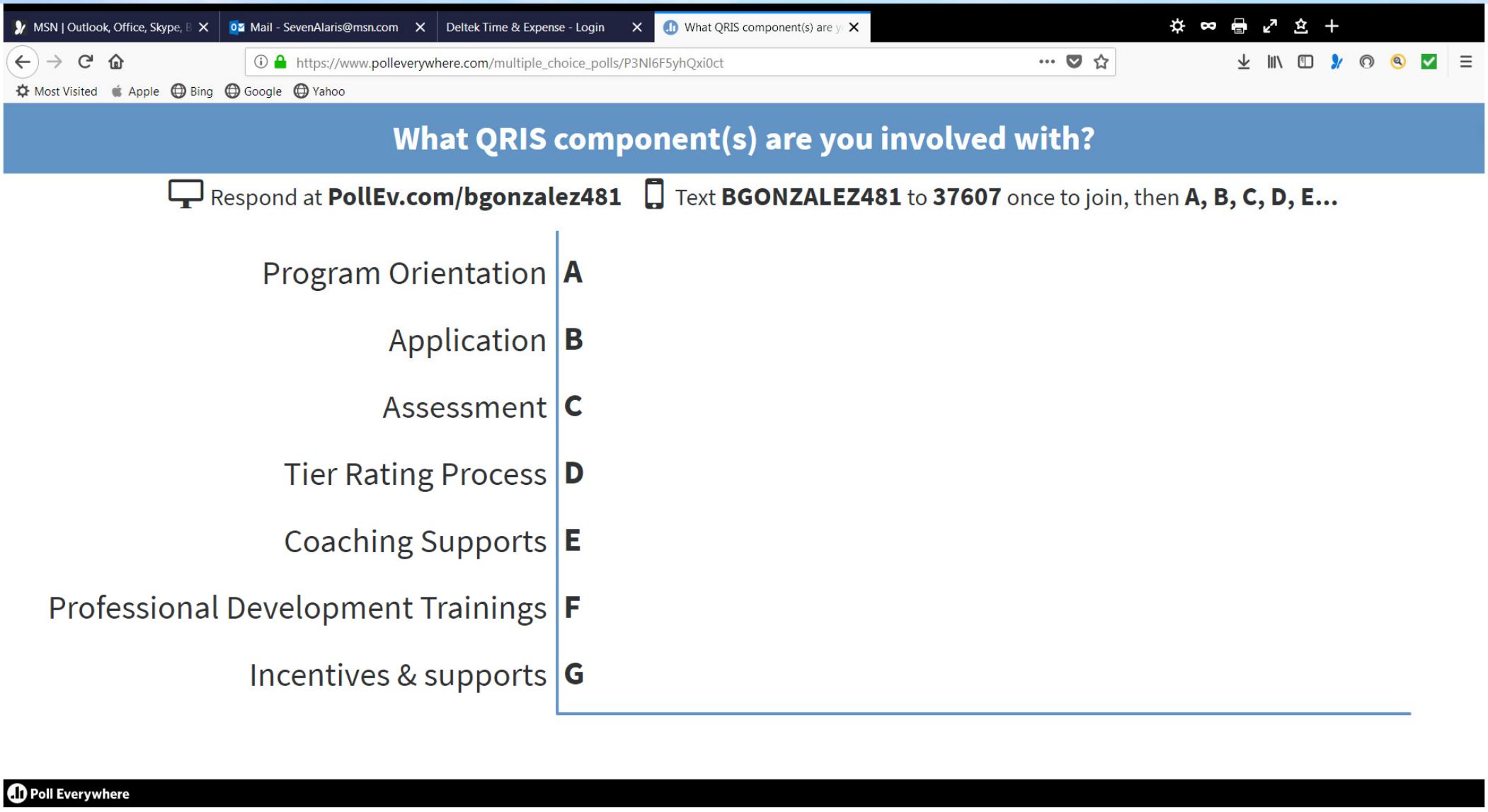
Most Visited | Apple | Bing | Google | Yahoo

What is your role as it relates to QRIS?

When poll is active, respond at **PollEv.com/bgonzalez481** Text **BGONZALEZ481** to **37607** once to join



Poll Everywhere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What QRIS component(s) are you involved with?
Respond at PollEv.com/bgonzalez481
Text BGONZALEZ481 to 37607 once to join, then A, B, C, D, E...
Program Orientation A
Application B
Assessment C
Tier Rating Process D
Coaching Supports E
Professional Development Trainings F
Incentives & supports G
Poll Everywhere

Data Sources and Methods

Data Sources	Online Survey	Administrative Data	Focus Groups
Child care providers who are currently participating in QSLA	N = 203 Asked about experience in prior QRIS and in current QSLA	Rating and element scores from iPinwheel (LACOE) and Child 360	N = 17 • Child Care Centers (n=8) • Family Child Care (n=9) • Selected by satisfied/ dissatisfied with QSLA and provider type

Survey Response Rate & Incentives

ONLINE SURVEY RESPONSE RATE	
Emails Sent (Population)	371
Emails opened	287
Cooperation rate (% of emails opened)	**73%**
Surveys returned (completed and partial)	203
RESPONSE RATE (% of surveys returned from emails sent)	**55%**

INCENTIVES:

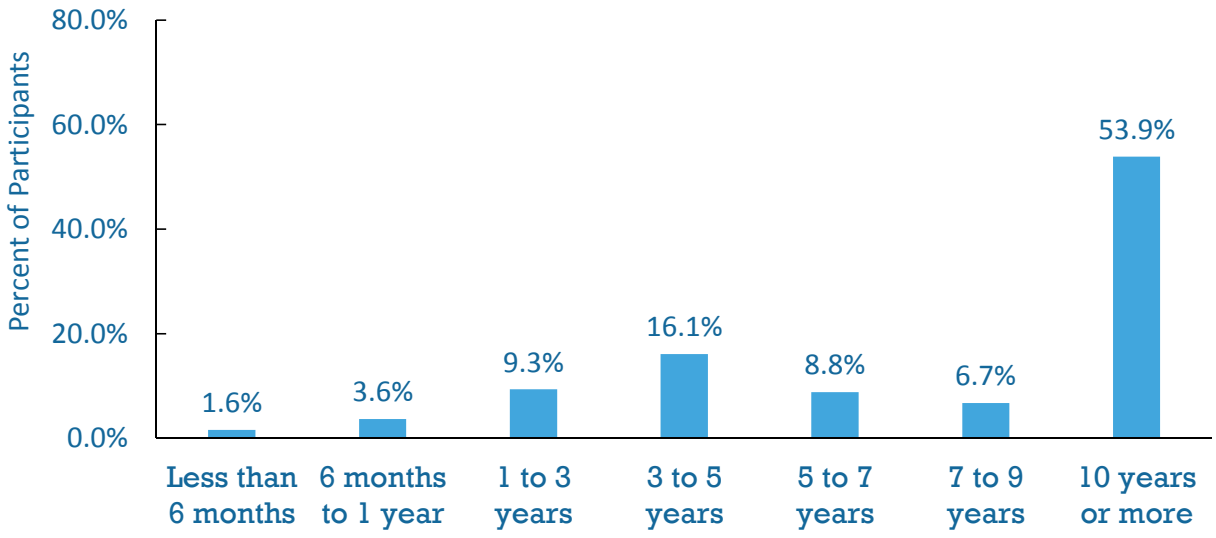
- Those who completed the survey within the first 3 days received a $25 e-gift card (1/3 of completes)
- All survey respondents entered into four weekly $100 raffles

Backgrounds of QSLA Participants

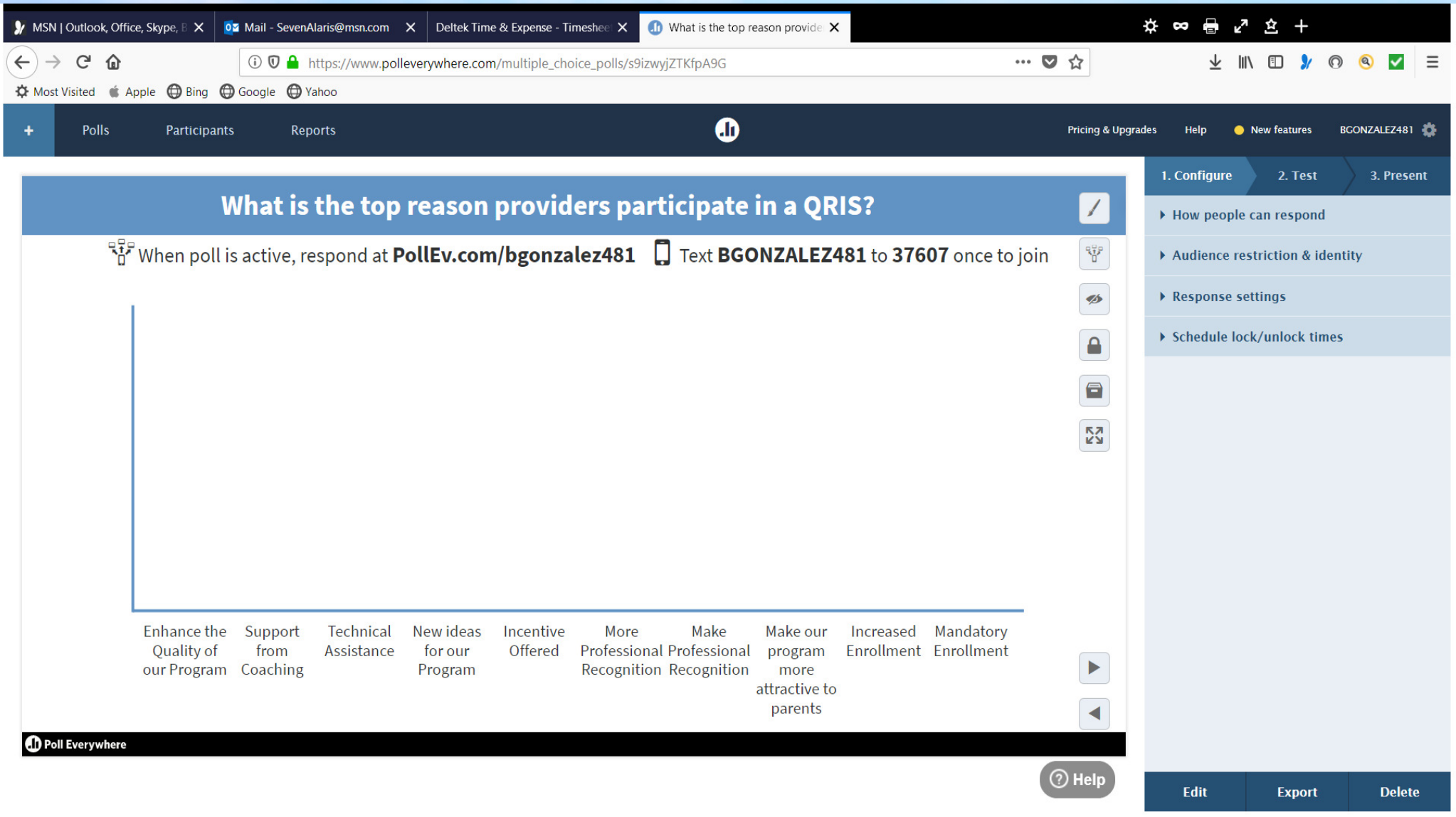
	N	Percent
Center-Based	106	**52.7%**
Family Child Care Home	95	**47.3%**
Total	201[1]	**100%**

[1]Provider type was determined through a combination of a survey item asking about job titles along with secondary data from several administrative databases. Provider type could not be determined for 2 providers.

Length of time in current position, (N=193)[2]



[2]10 providers did not provide this information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Most Visited
Apple
Bing
Google
Yahoo
Polls
Participants
Reports
Pricing & Upgrades
Help
New features
BGONZALEZ481
What is the top reason providers participate in a QRIS?
When poll is active, respond at PollEv.com/bgonzalez481
Text BGONZALEZ481 to 37607 once to join
Enhance the Quality of our Program
Support from Coaching
Technical Assistance
New ideas for our Program
Incentive Offered
More Professional Recognition
Make Professional Recognition
Make our program more attractive to parents
Increased Enrollment
Mandatory Enrollment
Poll Everywhere
Help
1. Configure
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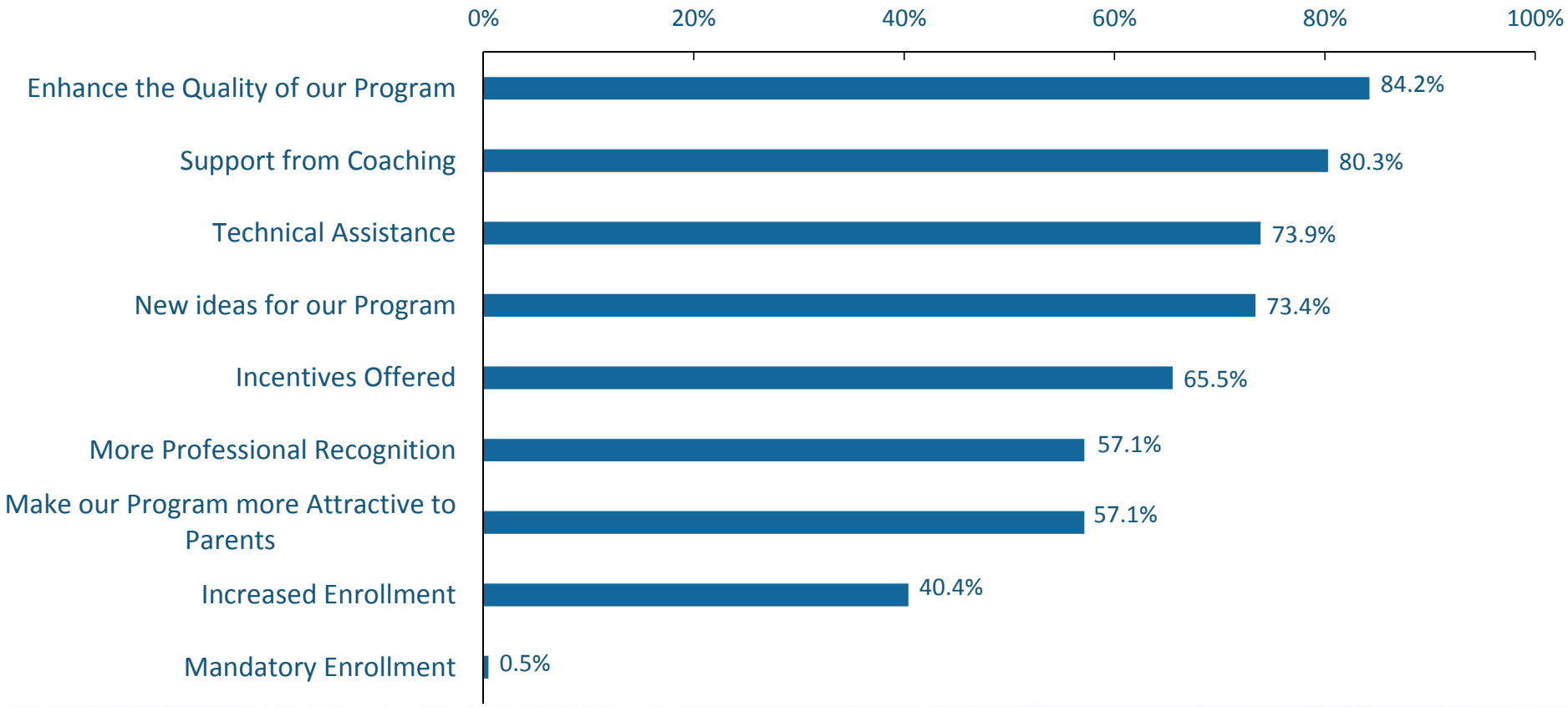
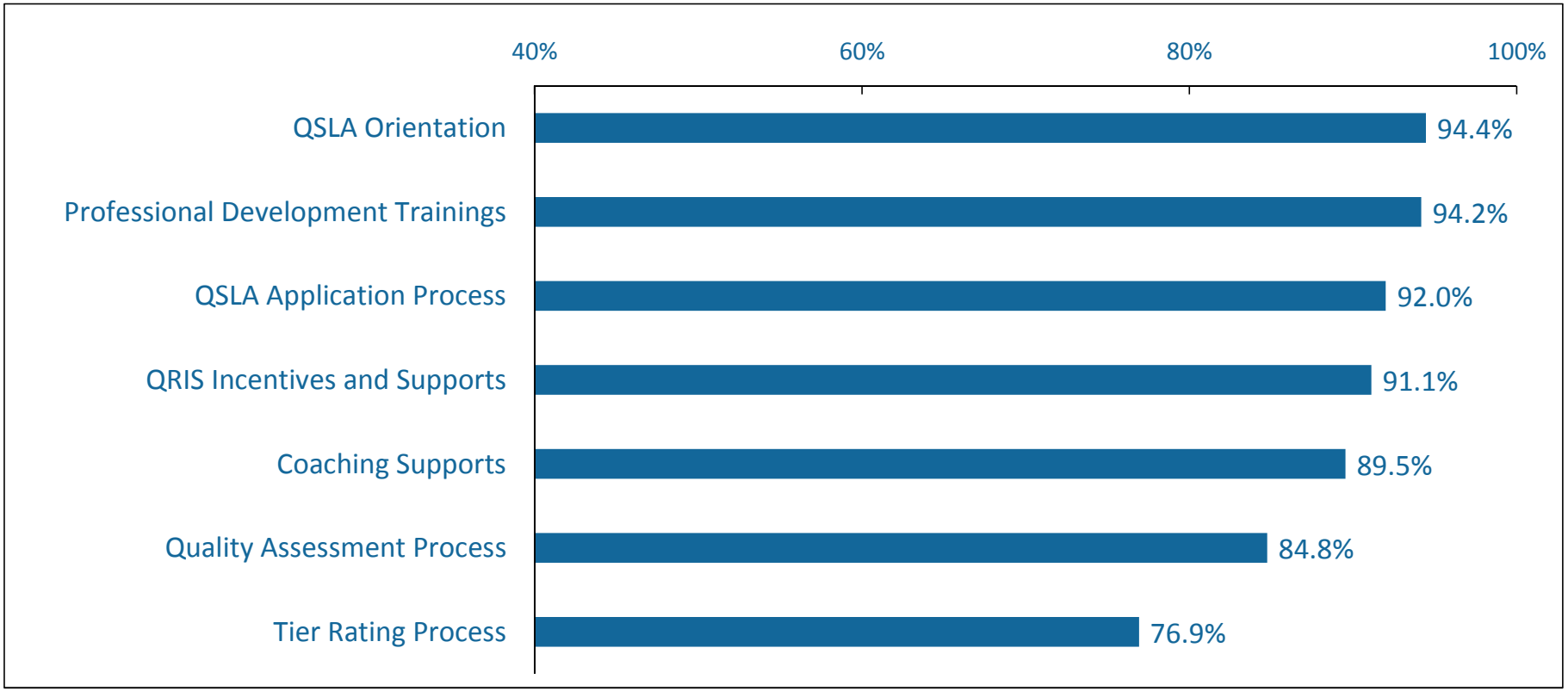
Reasons for Participating in QSLA (N=203)



Ratings of QRIS Components, Percent Rating Good or Excellent (N=203)



Quotes from Providers….

QSLA Orientation

"I think it was very helpful but I wish it was done earlier. We just had the orientation and they are coming to my site August. The turnaround to get all the paperwork that they told us they need for the assessment it's just too rushed."

Quality Assessment Process

"When it comes to scheduling the assessment I was satisfied because it was scheduled in advance and I had contact information to let the assessor know if we need to change the date. In my case it was a good experience."

Tier Rating Process

"I think a better explanation of why you scored a certain point, whether that be 2 points or 3 points, and what you could do to improve for the next time."

Quotes from Providers….

Coaching Supports

"My coach was helpful. She was always providing a resource in different areas. She was always trying to make sure we were focused on what they were going to look for. She always had a handout, a list of free classes that were available through the R&R. We went to workshops based on the goal that we had set."

QRIS Incentives and Supports

"I got to pick from Lakeshore and I hear from other colleagues that they can only choose from Kaplan. I think they should give us more variety of things because I have been doing family child care for 9 years and I already have some of those things…"

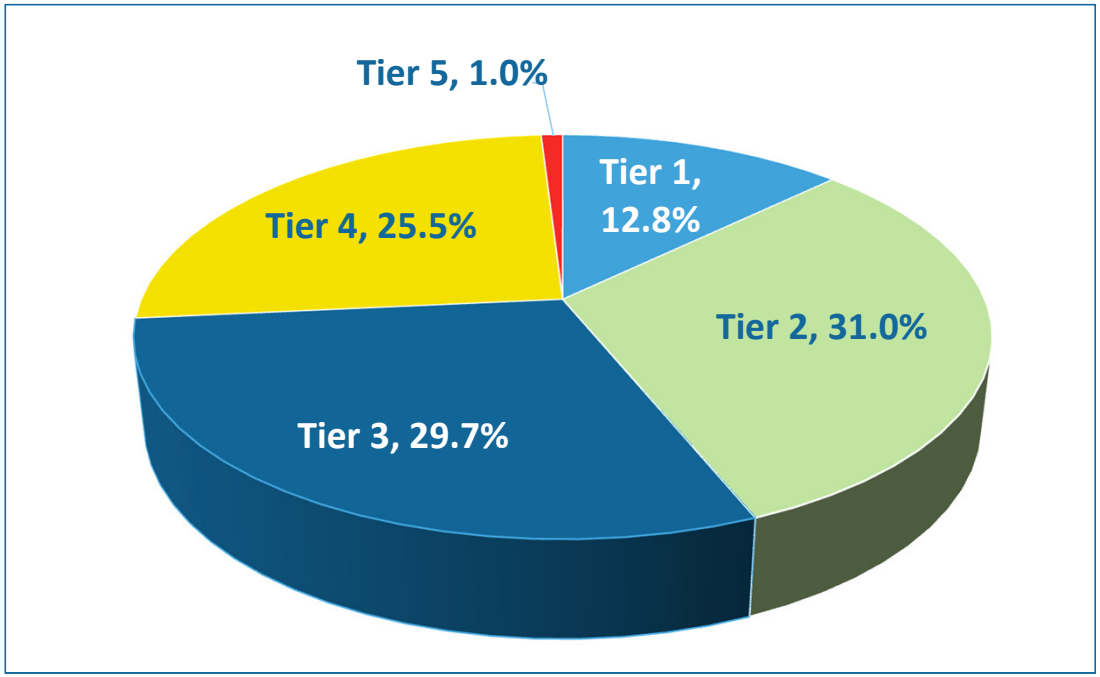
Professional Development Trainings

"If we can't get the meeting later or on a weekend, [we should] have a webinar...we are missing information that is important to us but we can't attend."

QSLA Site Quality – Administrative Data

- Percent of Providers in Each Tier
- All QSLA Average Scores
- Differences between Tier Groups 1-3 vs 4-5
- Differences between Provider Types

Distribution of All Providers by Tiers (N=826)



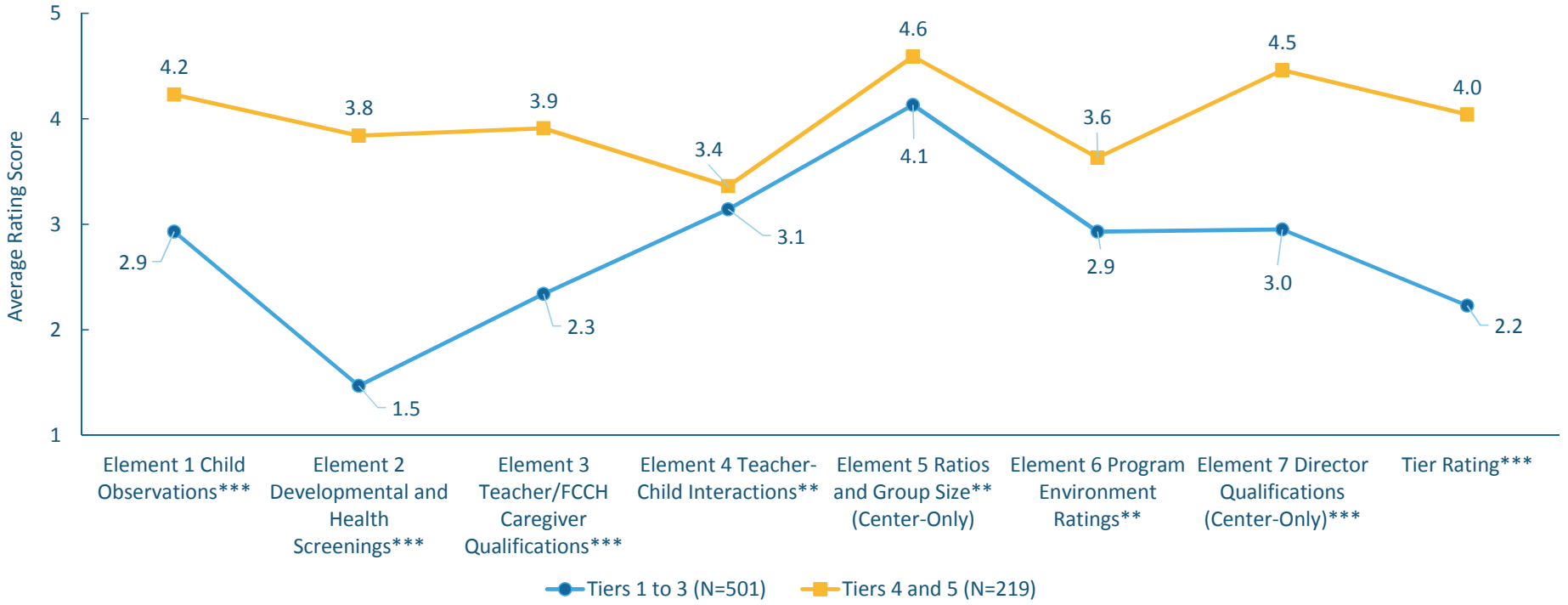
Tiers	N	%
Tier 1	106	12.8%
Tier 2	256	31.0%
Tier 3	245	29.7%
Tier 4	211	25.5%
Tier 5	8	1.0%
Total	**826**	**100.0%**

QSLA Site Quality

Element Scores & Tier Rating	Mean	Median	Std. Deviation
Element 1 Child Observations	**3.3**	4	1.38
Element 2 Developmental and Health Screenings	**2.2**	1	1.58
Element 3 Teacher/FCCH Caregiver Qualifications	**2.8**	2	1.33
Element 4 Teacher-Child Interactions	**3.2**	3	0.51
Element 5 Ratios and Group Size (Center-Only)	**4.3**	4	0.87
Element 6 Program Environment Ratings	**3.1**	3	0.90
Element 7 Director Qualifications (Center-Only)	**3.5**	4	1.32
Tier Rating	**2.7**	3	1.02

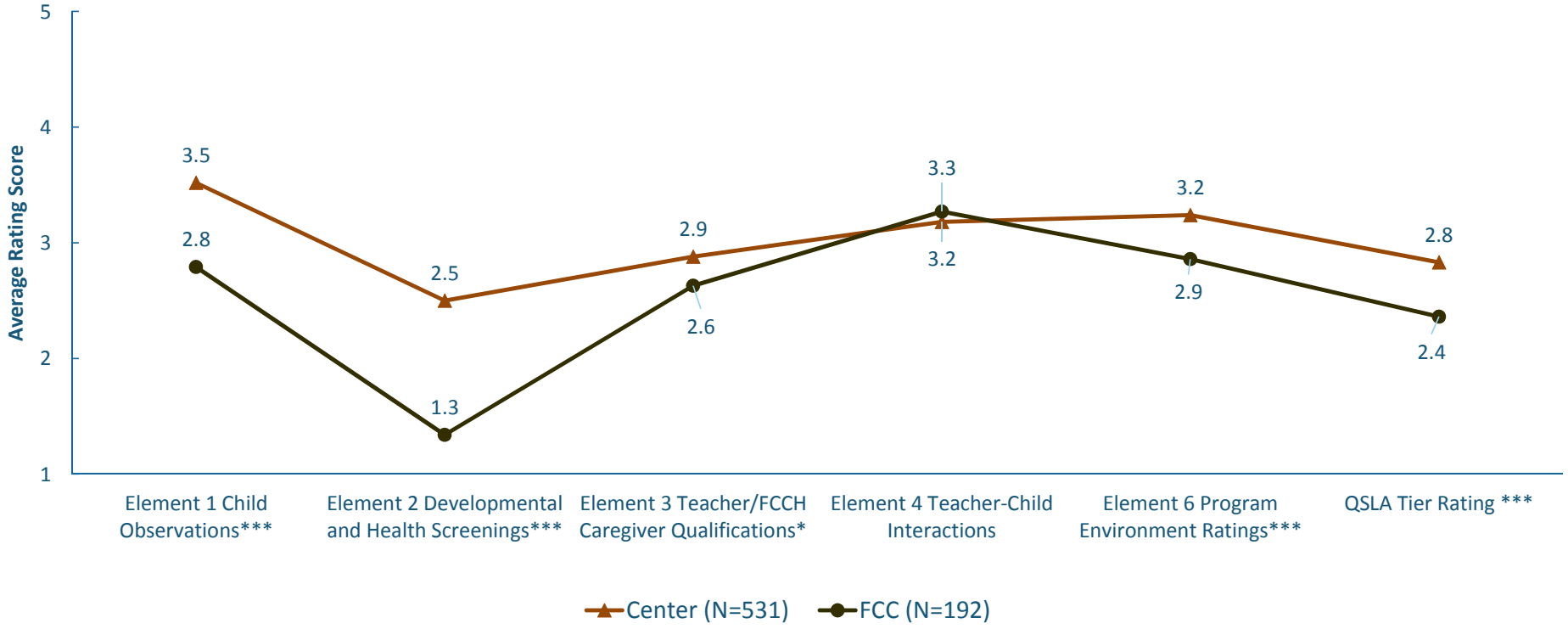
Note: N's ranged from 528 to 826. All scores ranged from 1 to 5 except for Element 4 which ranged from 3 to 5.

Differences between Tiers 1-3 vs. Tiers 4-5 on QSLA Quality Scores and Ratings



Statistical Significance: *** p<.001, ** p<.01, * p<.05

Differences between Center-Based and Family Child Care Providers on QSLA Quality Scores and Ratings



Statistical Significance: *** p<.001, ** p<.01, * p<.05

Summary of QSLA Quality Scores and Ratings

All QSLA Average Scores

- Average Tier Rating (2.7) toward bottom end of 5-point rating scale
- Lowest Element Score: Element 2 Development and Health Screenings (2.2) suggests this is the most difficult element for providers to reach
- Highest Element Score: Element 5 Ratios and Group Size (Center-Only) (4.3) suggests this is the easiest element

Summary of QSLA Quality Scores and Ratings

Differences between Tiers 1-3 vs. 4-5

- All scores showed statistically significant differences with Tiers 4-5 having higher element scores and tier rating, as would be expected
- Largest difference occurred for the most difficult element score (Element 2 Development and Health Screenings) (3.8 for Tier 4-5 vs. 1.5 for Tier 1-3)
- Smallest differences occurred for Element 4 Teacher-Child Interactions and Element 6 Program Environment Ratings
  - The scoring criteria for these elements are primarily based on a combination of completing the assessments (e.g., pass/fail) PLUS achieving a minimum score
  - By determining scores this way there is less variation in scores between Tiers 1-3 vs. 4-5

Summary of QSLA Quality Scores and Ratings

Differences between Provider Types

- Four out of five element scores and tier rating showed statistically significant differences with Center-based providers having higher element scores and tier rating
- Largest difference occurred for the most difficult element score (Element 2 Development and Health Screenings)
- No statistically significant differences between provider types for Element 4 Teacher-Child Interactions, but trend ($p < .10$) towards Family Child Care providers having higher scores
- Tier rating differences were statistically significant but ratings of 2.8 (Center) and 2.4 (FCC) may not represent a meaningful difference

Overall Recommendations

- Clarity and consistency of visuals and materials
- Anticipatory guidance and clear participant expectations
- Standardized message and branding throughout process
- Maintain contact with providers
- Improve completeness of data systems

Post Script: How The QSLA Consortium Used the Phase 1 Study Findings

QSLA Orientation
- QSLA Technical Assistants will support sites to prepare for their assessment up to 3 months in advance.

Quality Assessment Process
- Enhanced communication between assessment partners
- Clarified provider expectations

Tier Rating Process
- More detailed comments on Tier Rating Report
- QSLA Technical Assistant will review the Tier Rating Report with sites.

Coaching Supports
- Aligning coaching practices and resources across the coaching partners.

QRIS Incentives and Supports
- New incentive model with more flexibility

Professional Development Training
- Training sessions now available on weekends, evenings and via webinars

Application
- Moving to an online portal application and simplification.

Phase 2:
QSLA Consortium Collaboration

Findings

Study funded by:

The QSLA Consortium

The QSLA consortium is the local planning and implementation body comprised of representatives from:

a) Los Angeles County Office of Education (LACOE), lead agency for the QSLA Block Grant

b) Office of Advancement of Early Care and Education, advisory member

c) Child 360, coaching partner, professional development and lead on LA's non-state funded QRIS program

d) Child Care Alliance of Los Angeles (CCALA) (representing L.A. County Child Care Resource & Referral Agencies), coaching partner, Family Engagement

e) First 5 Los Angeles, advisory member, and funder on LA's non-state funded QRIS program

Why did we invest in a study on collaboration?

1. Two QRIS systems in LA County
2. Multiple funding sources
3. 7 participating major organizations
4. A mix of new and returning staff
5. A history of successes and challenges of working together
6. Competing interests/goals/needs/organizational cultures
7. Issues of transparency, competition, previous relationships
8. Key to a QRIS is collaboration!

Collaboration Research Questions

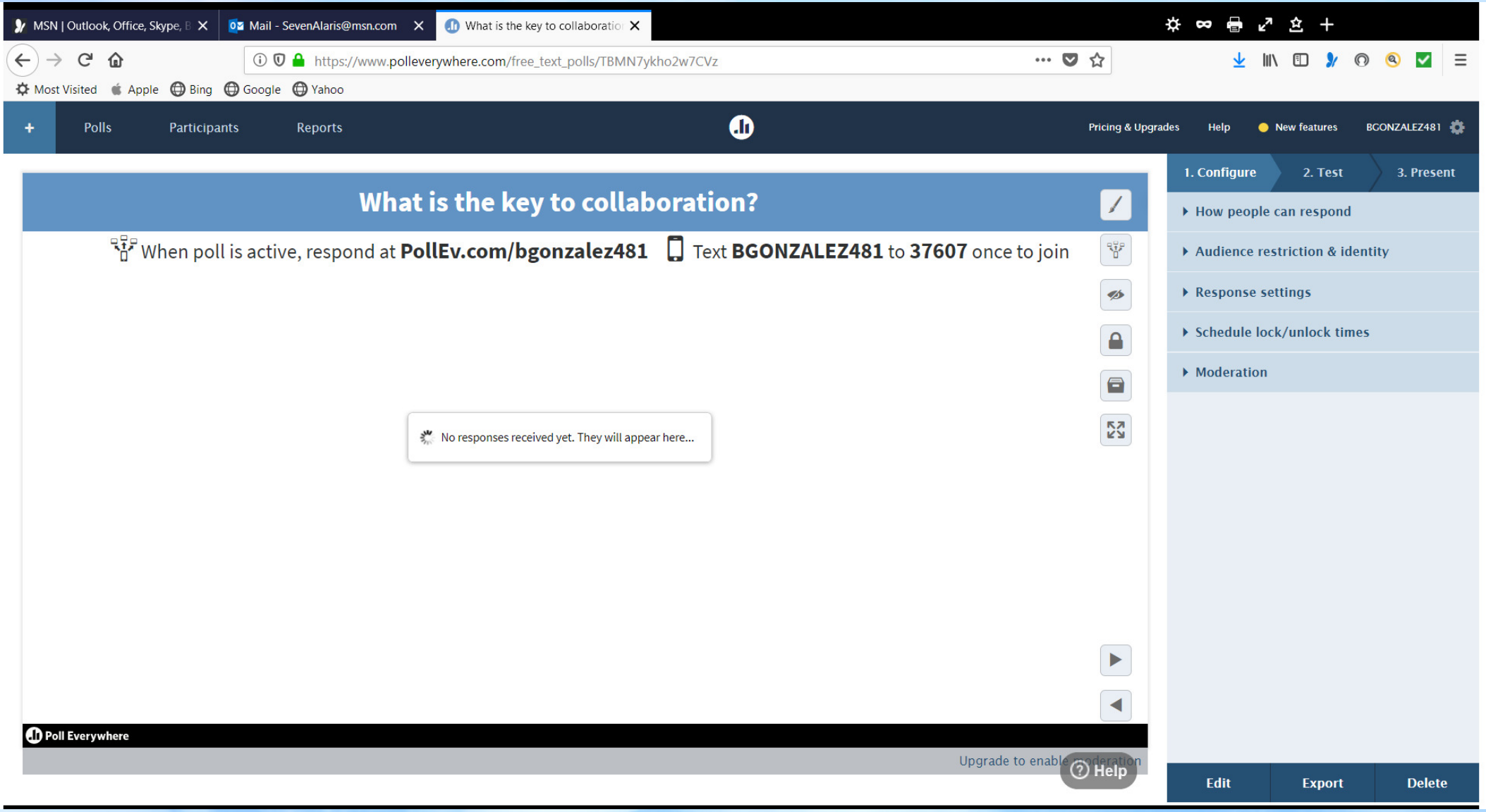
1. What does the literature tell us about how to define collaboration and the key dimensions of this construct?
2. How do QSLA Leadership Team (LT) and Workgroup members work together, based on what is known about defining characteristics and dimensions of collaboration?
3. What are the successes and challenges experienced by LT and workgroup members in collaborating with each other in order to implement QSLA?
4. How can collaboration among LT and workgroup members implementing QSLA be enhanced?

Definitions of Collaboration

1. "A mutually beneficial and well-defined relationship entered into by two or more organizations to achieve common goals" (Mattessich, Murray-Close, & Monsey, 2001, p. 4).
2. "…a process in which organizations exchange information, alter activities, share resources, and enhance each other's capacity for mutual benefit and a common purpose by sharing risks, responsibilities, and rewards." (Himmelman, 2004)

Key Elements:

- ❖ Formal and informal negotiation around the purpose and goals,
- ❖ Rules and structure for decisions to be made,
- ❖ Trust/shared norms, and
- ❖ Interactions are mutually beneficial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Bing
Google
Yahoo
Polls
Participants
Reports
Pricing & Upgrades
Help
New features
BGONZALEZ481
What is the key to collaboration?
When poll is active, respond at PollEv.com/bgonzalez481
Text BGONZALEZ481 to 37607 once to join
No responses received yet. They will appear here...
Poll Everywhere
Upgrade to enable moderation
Help
1. Configure
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3. Present
How people can respond
Audience restriction & identity
Response settings
Schedule lock/unlock times
Moderation
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Export
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Key Collaboration Dimensions

- **Structural Integrity:** Procedural fairness, the decision-making process and structures allow partners to jointly decide on the rules that will govern group's behavior and relationships;
- **Authenticity:** Openness and sincerity/credibility of the process, decisions have not already been made in advance with the process simply serving as legitimation;
- **Equity:** Distribution of outcomes regardless of organizational affiliation, all involved have equal opportunity to directly influence the decision made and impact on the root problem being addressed;
- **Treatment:** Feelings of dignity and respect from the group, perception that all are treated equally and confident that the process is free from behind-the-scenes manipulation
- **Levels of Collaboration:** Stages through which interagency initiatives progress, from no interaction to networking to coordination to collaboration. It is only at the more advanced stages that collaborations can be effective;
- **Collaboration Activities:** Aspects of an organization's culture, financial and physical resource activities, program development and evaluation activities, and collaborative policy activities.

Collaboration
Data Sources and Methods

	Study Methods	
Data Sources	**Online Survey**	**Interviews**
QSLA Leadership Team, Coaching Workgroup, Consumer Education Workgroup	N = 17	N = 16
Response Rate (as percentage of all respondents contacted)	100%	100%

Aim of Collaboration: "To create a shared vision and joint strategies to address concerns that go beyond the purview of any (one) party" (Chrislip and Larson 1994)

Measuring Collaboration

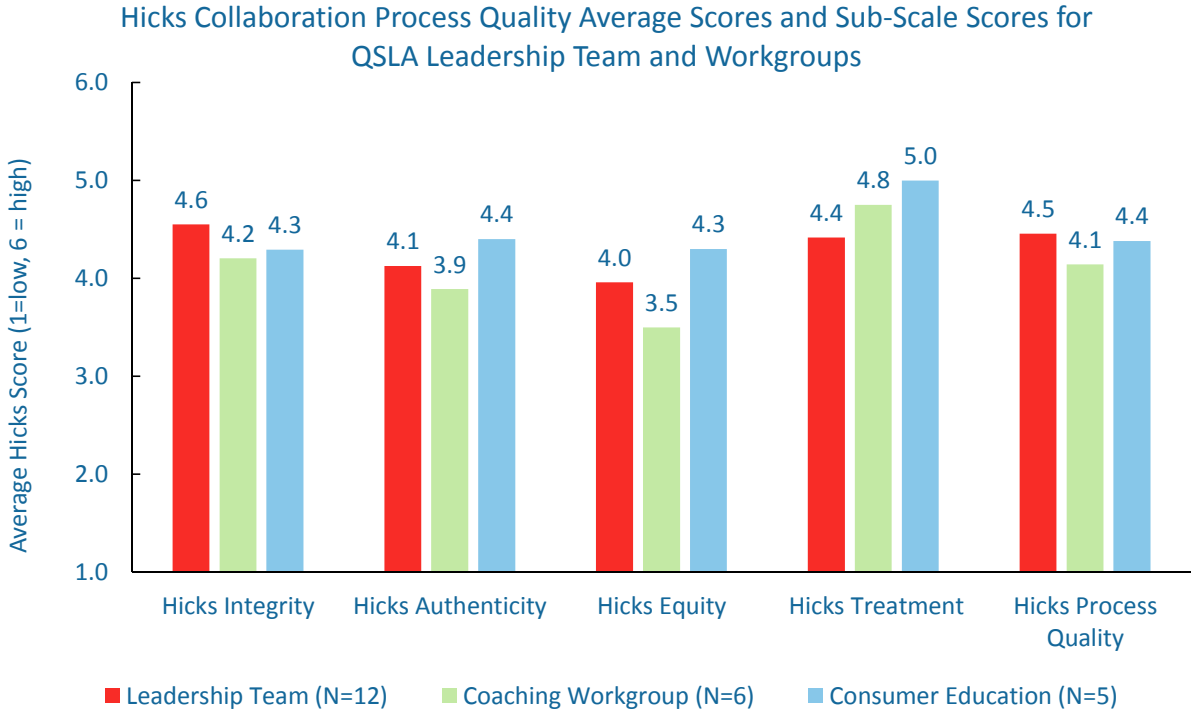
- Hicks Process Quality Scale
- Thomson Multi-Dimensional Collaboration Scale
- Dedrick & Greenbaum Inter-Agency Collaboration Activities Scale
- Levels of Collaboration Scale

Study Results*

- Hicks Process Quality Scale Group Comparisons
- Amount of Contact by Members of Leadership Team and Workgroups
- Comparison of Collaboration Scales in Prior Studies
- Reasons for Rating High Scores on Levels of Collaboration Scale
- Leadership Team Views on Last Year's Recommendations
- Improvements in Year One Collaboration Recommendations

*These results describe only selected, key findings from the collaboration study.

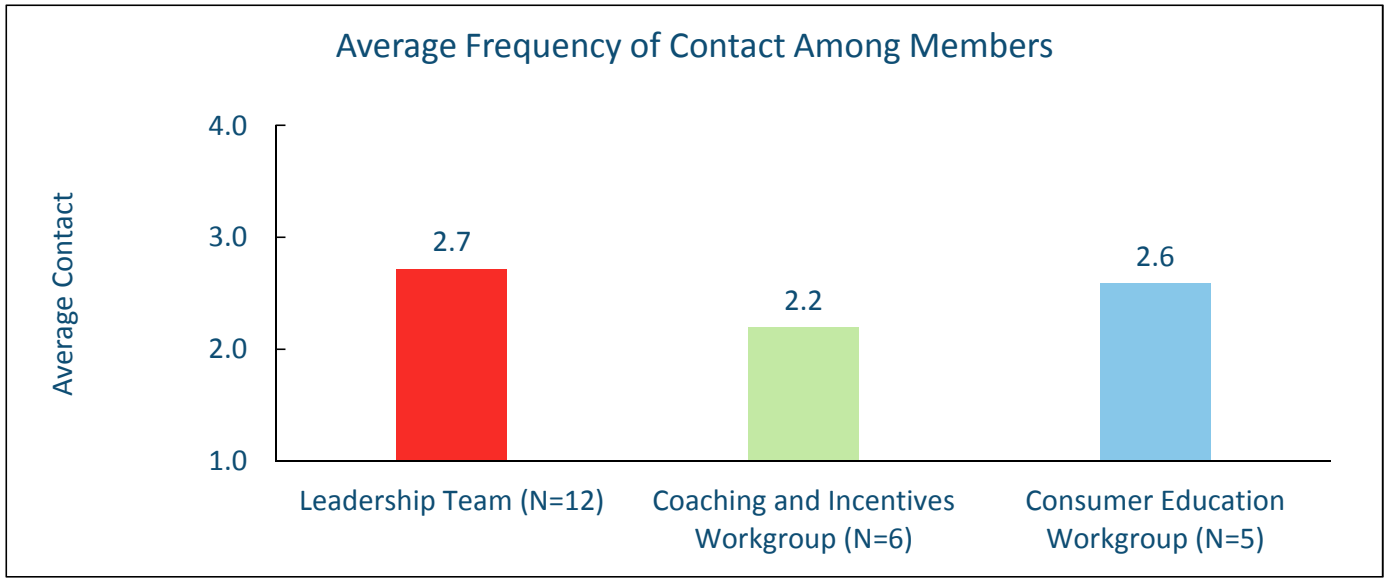
Hicks Process Quality Rating Scale



- Scores of 4.25 or higher indicate a "good" collaborative process, according to Hicks
- All groups showed high levels of collaboration
- Coaching and Incentives Workgroup had lower scores for Equity and Authenticity
- Highest scores for Treatment across all groups

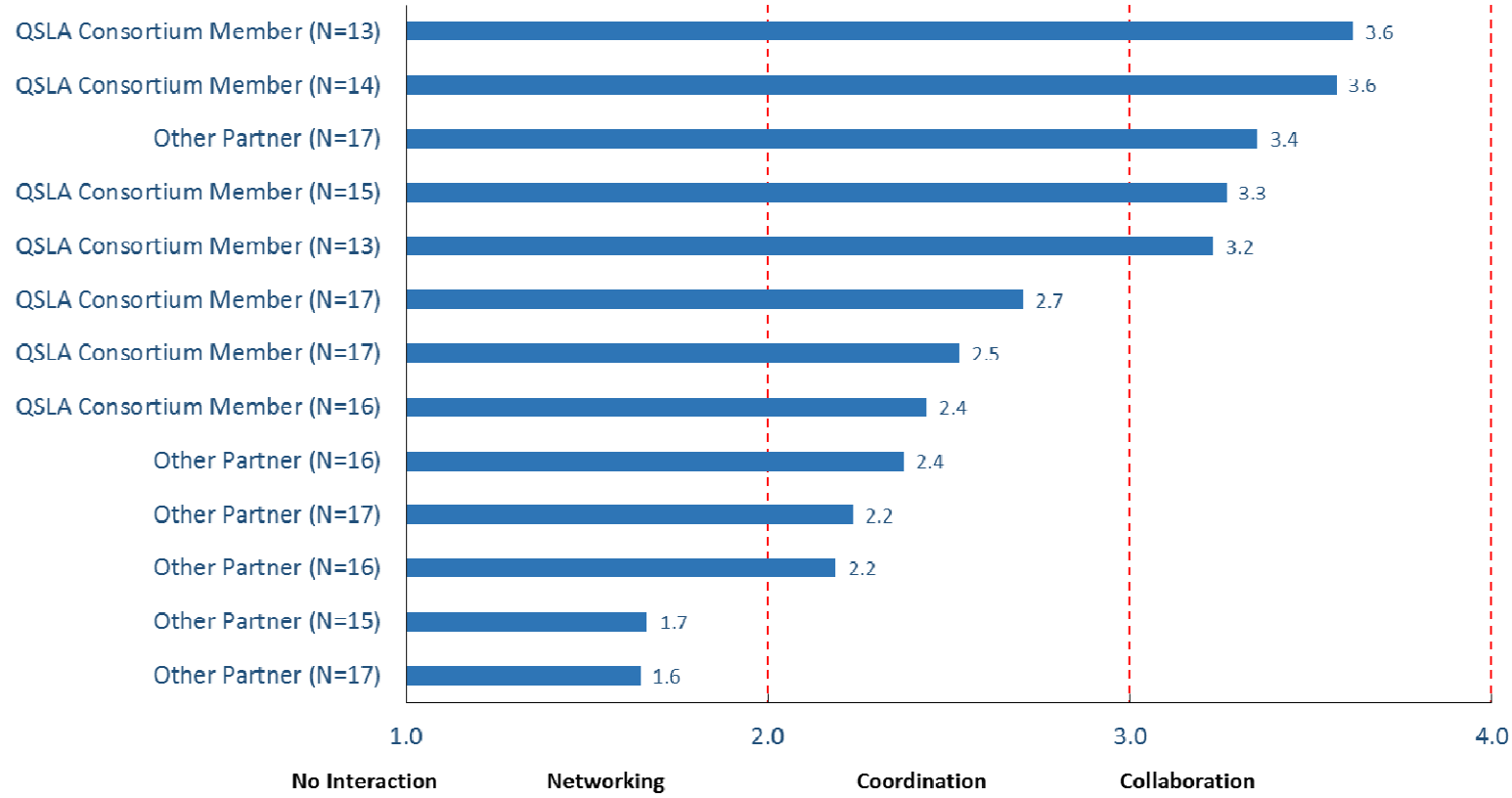
"I think the space is pretty safe to be able to express your opinions either in agreement or disagreement. You share and people listen as a way of validating."

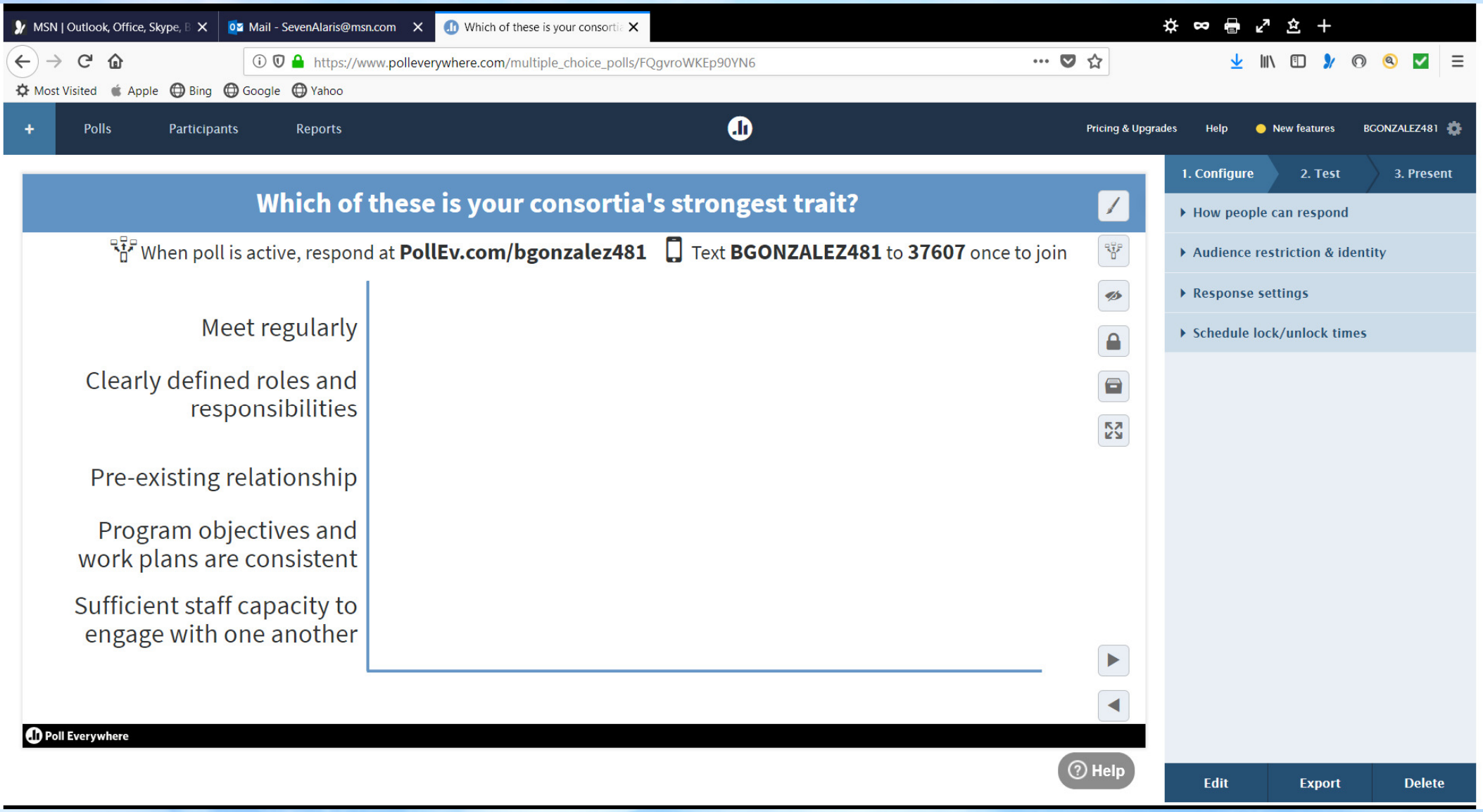
Leadership Team and Workgroup Contact



"I think changing who was attending made a big difference on how the group has been able to move forward."

Levels of Collaboration Scale Ratings of QSLA Consortium Members and Other Partners in LA County

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Mail - SevenAlaris@msn.com
Which of these is your consortia
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Most Visited
Apple
Bing
Google
Yahoo
Polls
Participants
Reports
Pricing & Upgrades
Help
New features
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Which of these is your consortia's strongest trait?
When poll is active, respond at PollEv.com/bgonzalez481
Text BGONZALEZ481 to 37607 once to join
Meet regularly
Clearly defined roles and responsibilities
Pre-existing relationship
Program objectives and work plans are consistent
Sufficient staff capacity to engage with one another
Poll Everywhere
Help
1. Configure
2. Test
3. Present
How people can respond
Audience restriction & identity
Response settings
Schedule lock/unlock times
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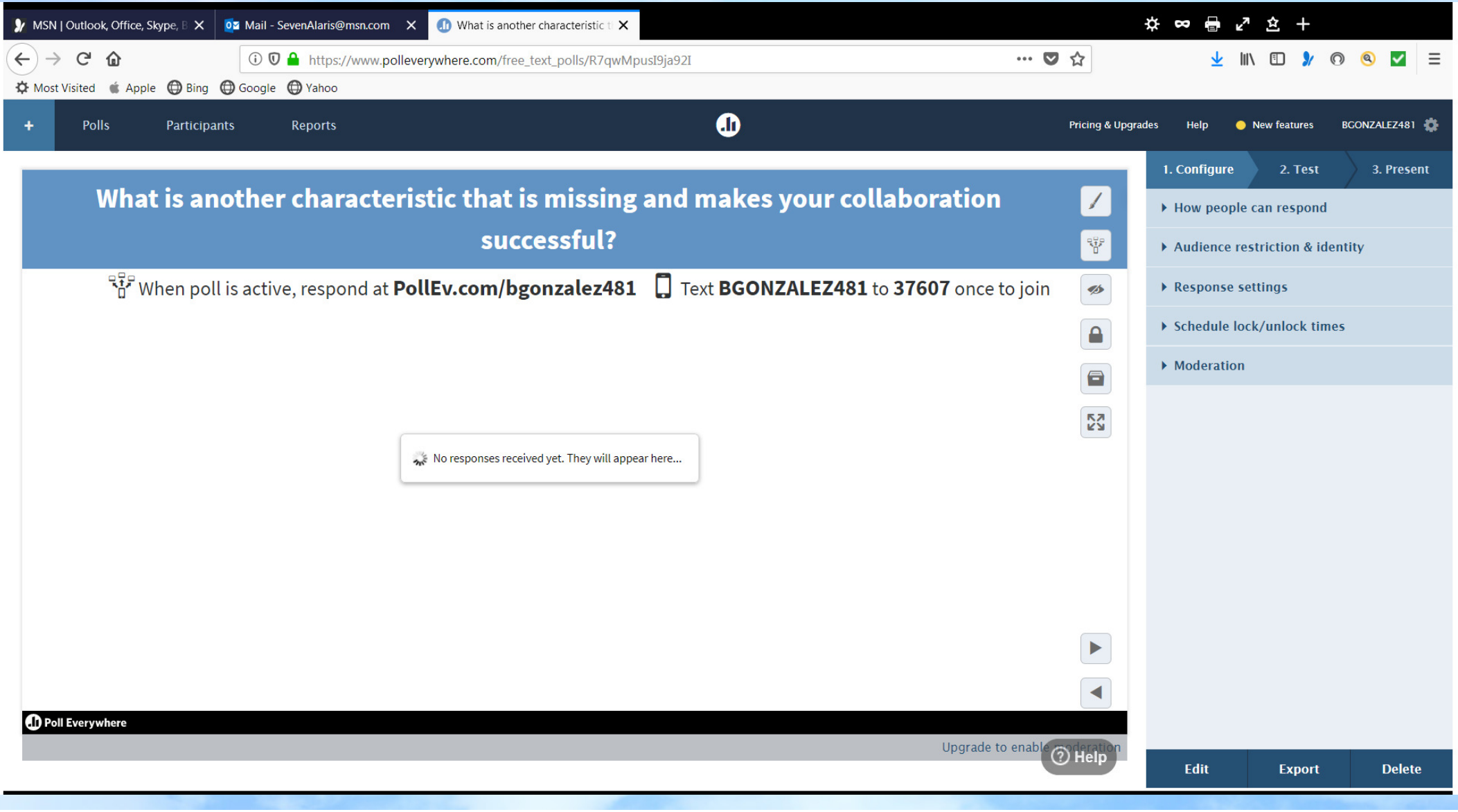
Reasons for Rating High Scores on Levels of Collaboration Scale, QSLA Collaboration Survey Participants (N=18)

	Percent
Meet regularly	88.2%
Clearly defined roles and responsibilities	82.4%
Pre-existing relationship	76.5%
Program objectives and work plans are consistent	70.6%
Sufficient staff capacity to engage with one another	41.2%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Most Visited
Apple
Bing
Google
Yahoo
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Participants
Reports
Pricing & Upgrades
Help
New features
BGONZALEZ481
What is another characteristic that is missing and makes your collaboration successful?
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Text BGONZALEZ481 to 37607 once to join
No responses received yet. They will appear here...
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Upgrade to enable moderation
Help
1. Configure
2. Test
3. Present
How people can respond
Audience restriction & identity
Response settings
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Delete

Collaboration Scale Correlations

	Hicks Process Quality Leadership Team	Hicks Process Quality Coaching & Incentives	Hicks Process Quality Consumer Education	Thomson Multi-Dimensional Scale	Dedrick & Greenbaum Collaboration Activities
Hicks Process Quality Leadership Team	1	**0.98**	na	**0.88**	-0.40
Hicks Process Quality Coaching & Incentives		1	na	**0.90**	**0.83**
Hicks Process Quality Consumer Education			1	**0.85**	-0.25
Thomson Multi-Dimensional Scale				1	-0.16
Dedrick & Greenbaum Collaboration Activities					1

Note: Red indicates significance at p<.05 or higher

Comments from Consortium Members…

"As I recall most of the time when it came to decisions it was clearly stated on the agenda. They would send materials ahead of time for you to look at and there would be time given to discuss the merits of the issue at hand."

"I think we've done some work around making sure we have a common language. I think we have accomplished that in some areas but not all of them."

"I think we still need to work on communication, on trust, and on team building. Shared leadership is what I would like us to keep moving towards."

"These agencies were agencies that had not had a lot of experiences working together. So you know there's thing that goes on in groups. We continue to try and find our way. We hit a few bumps here and there that but I think by and large we are all trying to do that."

"There is a shared commitment amongst all the partners and as difficult the challenges are, there is that commitment to keep pushing through to figure it out no matter what it takes or how we need to get it done."

Overall Recommendations

1. **Gain agreement on shared goals and mission for the collaboration**
   - Keep checking work and decisions against goals and mission

2. **Identify ways of sharing ideas and resources**
   - Frequent communication and joint decision making

3. **Focus on leadership of the process, rather than of a perspective, consider shared leadership**
   - Develop group norms and stick to them

4. **Acknowledge successes (e.g. working relationships, problem solving)**

Post Script: How The QSLA Consortium Used the Collaboration Study Findings

Continue Doing What Works:

- Leadership Body, supported by workgroups
- Modified agendas to include decision-making items
- Documentation of Agreements and Tasks
- Shared leadership of workgroups
- Rotated meeting location among the partners
- Voting formula

New Strategies Under Development:

- Special Planning Agenda (SPA) Day
- Governance Structure
- Consortium Platform for hosting
- Workgroup Logic Models
- Workgroup Charters
- Communication System
- Evaluation Research Review Form
- Data Sharing Agreement

Collaboration Bibliography

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Thank you for joining us!

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