


Building An Effective Early Childhood System in Michigan:



Evaluating the Role of the
Early Childhood Investment Corporation
and the
Great Start Collaboratives
and
Parent Coalitions

PENNIE FOSTER-FISHMAN, PH.D.
MICHIGAN STATE UNIVERSITY
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Objectives



- **Share evaluation findings, regarding ECIC's effectiveness, from both state and local level stakeholders.**
- **Discuss steps that ECIC is taking or will take to address the findings in FY 2011.**
- **Answer questions from the audience.**



Guiding Evaluation Questions

- To what extent is ECIC building a more effective early childhood system?
- To what extent are the GSCs/GSPCs building an effective early childhood system at the local level?
 - What progress is being made?
 - What are some important next steps?
- What factors are related to the effectiveness of GSCs/GSPCs?
 - What role has ECIC played?
- What are some next steps for ECIC and the Great Start Initiative?

Evaluation Methods



Evaluating ECIC

- 18 in-depth interviews conducted with key informants representing:
 - State legislators
 - Children's advocates
 - Great Start Systems Team members
 - Media covering early childhood &/or education
- Assessment of secondary data (ECIC annual reports, strategic plans, etc).
- 45 in-depth interviews with representatives from 9 GSCs/GSPCs

Assessing GSC/GSPC Effectiveness

- Between May – August, 2010, on-line surveys (and some mail versions) were distributed to GSC/GSPC members, workgroup members, and key outside community members .
- 3205 surveys were sent
 - 2348 were received (73% response rate)!!
 - Of these, 2137 were usable.
 - GSC members and GSPC members had similar response rates (77%)

Evaluating ECIC



**ECIC: BUILDING AN EFFECTIVE EARLY
CHILDHOOD SYSTEM**



Guiding Evaluation Questions

- To what extent is ECIC building a more effective early childhood system?
 - How effective has ECIC been to date?
 - What strategies have been most effective?
 - How could they be improved?
- What are some recommendations for increasing ECIC's effectiveness?

State Leaders' Perceptions of ECIC's Key Accomplishments to Date

Built Local
GSC/GSPC
Network

Increased
Family
Awareness,
Engagement,
and
Leadership

Improved and
Expanded
Local Service
Delivery
System

Focused Early
Childhood
System
Building
Efforts
including
leading
development
of a shared
vision

Raised Profile
of Early
Childhood
including
legislators'
understanding
of the return
on investment

Benefits of the Local GSC/GSPC Network

Many agree that this is ECIC's greatest accomplishment!

I think probably the most significant thing is now we have the local Great Start Collaboratives ...local bodies through which we can begin to do the work...the state-local interaction.

GSST Member

It seems to be tapping a grassroots thing that wasn't there before.

Media Rep

Local Stakeholders' Perceptions of ECIC's Effectiveness

Provided Support and Expectations that Guided Development of Local GSCs/GSPCs

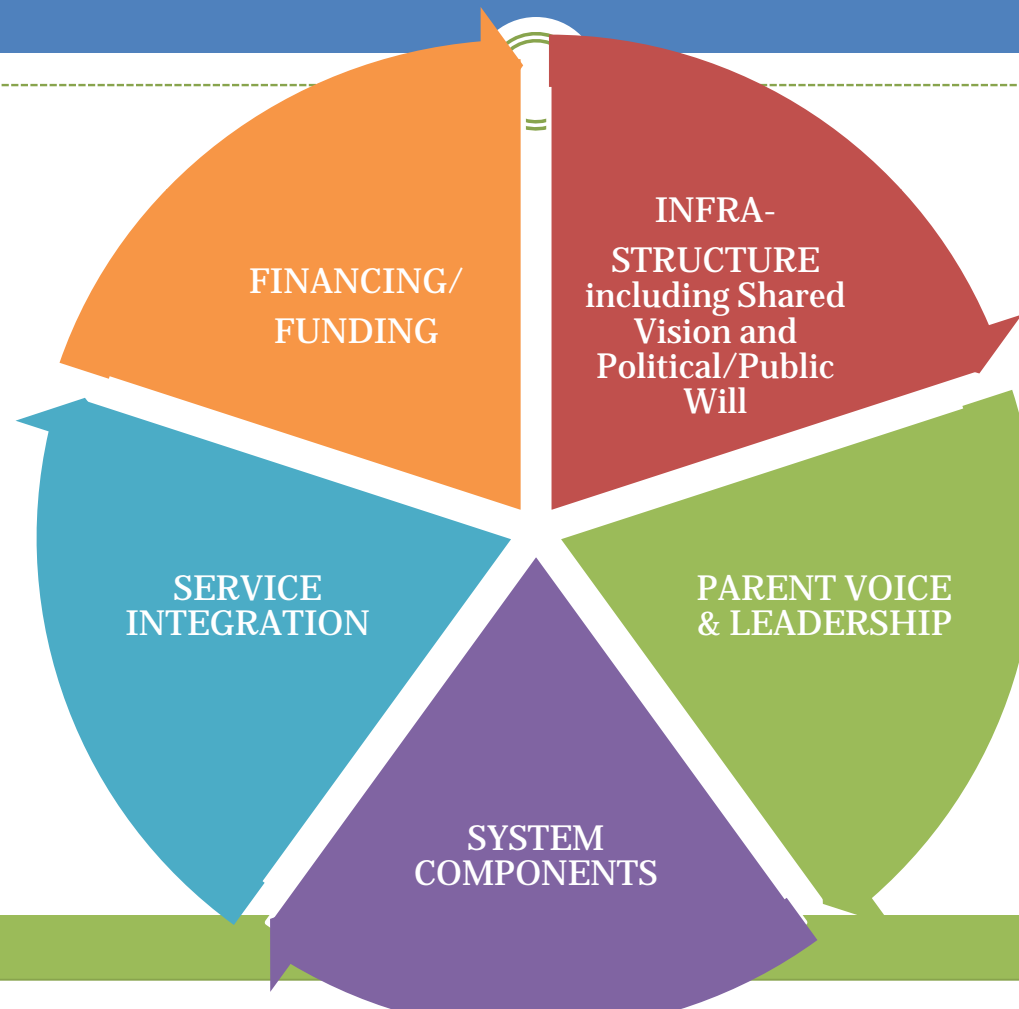
Increased Family Engagement and Leadership by Emphasizing Critical Role of Family in Great Start Effort

Provided Training & Technical Assistance that improved GSC/GSPC Effectiveness

Focused Local Early Childhood System Building Efforts through development of shared vision

Raised Profile of Early Childhood including legislators' understanding of the return on investment

Feedback on ECIC's System Building Efforts



INFRASTRUCTURE: Shared Vision



Accomplishments

SHARED VISION OF *NEEDS* GROWING.

- Most agree on a general vision:
 - ❑ Early intervention has good return on investment; Early childhood is important to later success.
- ❑ Most agree that a common vision is necessary.
- ❑ POLICYMAKER SUPPORT EXPANDING
 - ❑ Growing awareness of importance of early childhood .

Next Steps

- ❑ Expand stakeholder buy-in of shared vision.
- ❑ Flesh out the vision of an early childhood *system* and a plan of action.
- ❑ Develop a concrete picture for supporters of an early childhood *system* and how it aligns with broader systems.
- ❑ Identify specific policies or actions needed to get to comprehensive early childhood system

INFRASTRUCTURE: Political and Public Will



Accomplishments

- **PUBLIC WILL & SUPPORT INCREASING**
 - General awareness is growing.
 - Parents and a few leaders most engaged.
- **BUSINESS/COMMUNITY SUPPORT VARIES**
 - Engaged business leaders view it as a workforce issue.

Next Steps

- Extend reach to other community members through a public education campaign about early childhood.
- Strengthen dissemination efforts so more stakeholders understand key issues.
- Nurture and support champions in other sectors (outside of parents).

Parent Voice and Leadership



Accomplishments

- **Significant increases in parent involvement.**
- **Local structures** create venue for parent participation in planning, policy, & governance.
- **Most effective strategies**
 - Support for local GSCs/GSPCs
 - Training for parents
 - Parent representation on ECIC board

Next Steps

- Develop parent capacity in advocacy and understanding of policymaking processes.
- Identify effective venues for parent leadership at state level and provide support for parent involvement.
- Increase racial/ethnic and socio-economic diversity of parent representation.

System Components



Accomplishments

- Promoted local service alignment
- Promoted use of Evidence Based Practices.
- Improved parent access to child care information.
- Quality improvement is a work in progress.

Next Steps

- Expand advocacy and education to **increase resources**.
- Work with state departments to identify strategies for addressing **disparities in access** related to diversity and geographic location.
- **Implement plans** for work within each of 5 points of the star.
- Specify **components of an effective early childhood system** and work with GSST to assess current state operations and develop an improvement plan.

Service Integration



Accomplishments

- Local service integration is progressing.
- Some state-level integration across specific areas (such as developmental screening w/in primary care, child care).

Next Steps

- Work with Great Start Systems Team (GSST) to identify specific coordination/ integration goals for 2010/2011.
- Require GSCs to include a service integration goal in their strategic plans. Provide training and TA where necessary.
- Collaborate with GSST to identify new infrastructure for early childhood programs that is feasible within current context.

Financing and Funding



Accomplishments

- Within current budget context there have been small gains in face of overall cuts.

Next Steps

- Develop strategy to advocate for **long-term, sustainable funding**.
- Focus on **tax reform**.
- Focus on reducing impact of local **disparities in resources**.
- Emphasize **leveraging private \$\$** into the system.
- **Disseminate publications** and results (particularly Wilder report) more widely to internal and external audiences.

Reflections on ECIC's Current Role, Infrastructure and General Operational Approach



Confusion Over ECIC's role

- Stakeholders hold somewhat competing and potentially incompatible views about ECIC's role in building an early childhood system:
 - ▣ Are they the leader?
 - ▣ Are they the advocate?
 - ▣ Are they a partner in collaboration?
 - ▣ Is ECIC a convener or a purveyor of ideas?
 - ▣ Are local GSCs “owned” by ECIC or local communities?

- This ambiguity has caused tensions in collaborative relationships, led to unclear and unrealistic expectations, and resulted in potentially missed opportunities.

Recommendations for Clarifying ECIC's Role



- Continue to work collaboratively with governor's office, experts, policymakers and child advocates to clarify ECIC's role(s) and to identify how to best leverage ECIC's position and capacities.
- Because ECIC may take on different roles at different times, it is important to help those stakeholders convened for a particular purpose to understand (and perhaps even shape) ECIC's role(s) for that specific activity/event.

ECIC Response to State Level Findings

□ **Strengthening Dissemination Efforts**

- Regular informational sessions on ECIC scope of work

- Website

- Newsletters

- E-Zine

□ **Fleshing out System Vision**

- Met with DHS Director - Leader of “People Group”

- Policy Recommendations to Governor’s Office & People Group

ECIC Response to State Level Findings

❑ **Increasing Parenting Leadership**

- Internal Planning Questions
- Dialogue Interviews
- Public Education Training
- Strengthening Families* Learning Community
- QRIS Field Test Committee

ECIC Response to State Level Findings



□ Building Capacity in System Components, Including Integration

- Early Childhood Funds; Child Care Scholarships
- QRIS/QDC; Field Test and else
- Great Start Early Learning Advisory Council
- Great Start System Team; Maternal, Infant and Early Childhood Home Visitation Program

ECIC Response to State Level Findings

❑ **Sustaining and Building Funding for System**

- Early Childhood Funds; Child Care Scholarships
- Infrastructure Investments; Great Start Early Learning Advisory Council
- Great Start System Team; Maternal, Infant and Early Childhood Home Visitation Program
- Council of Michigan Foundations; Governor's Foundation Liaison

Effectiveness of GSCs/GSPCs



Guiding Evaluation Questions

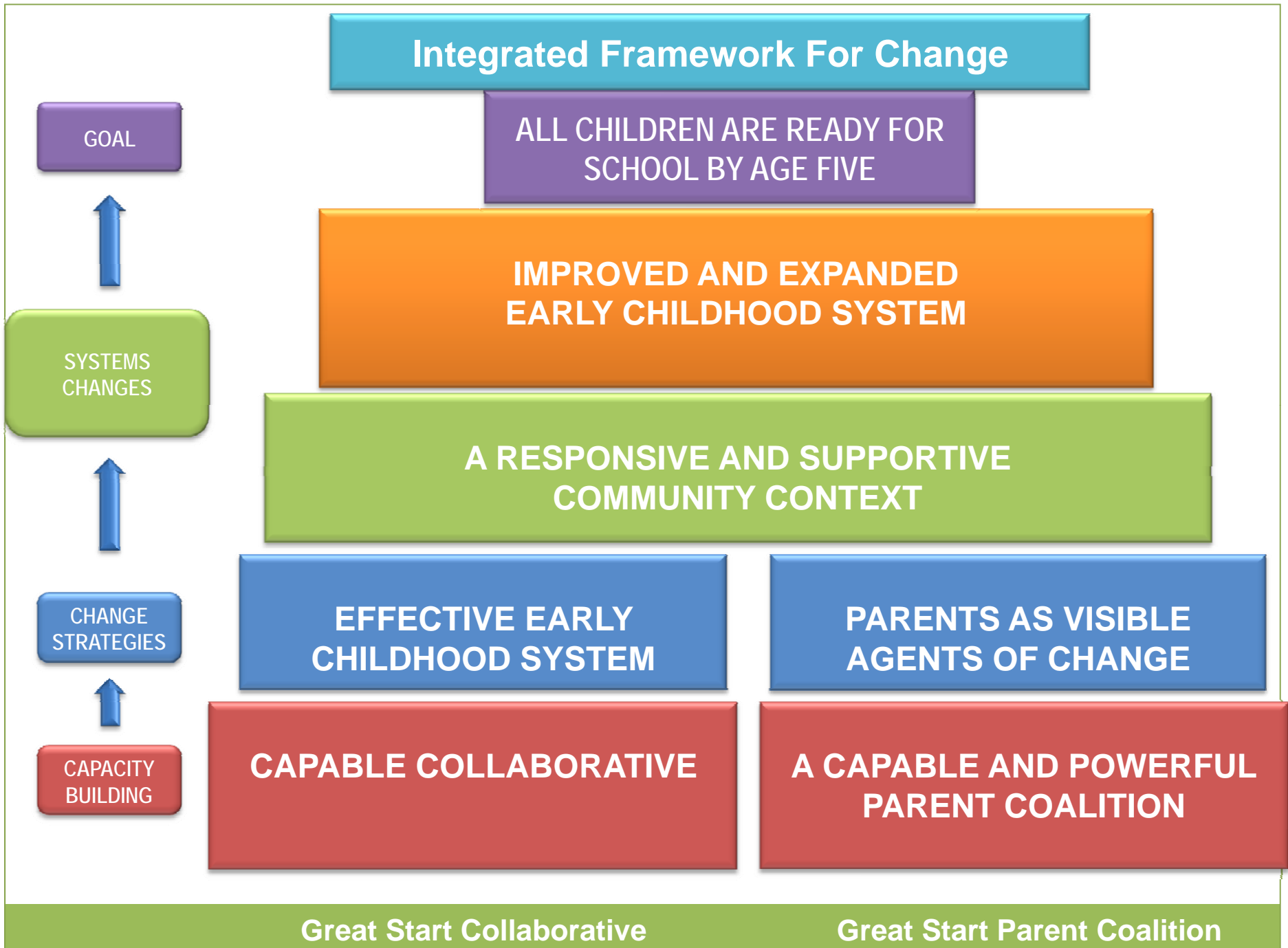


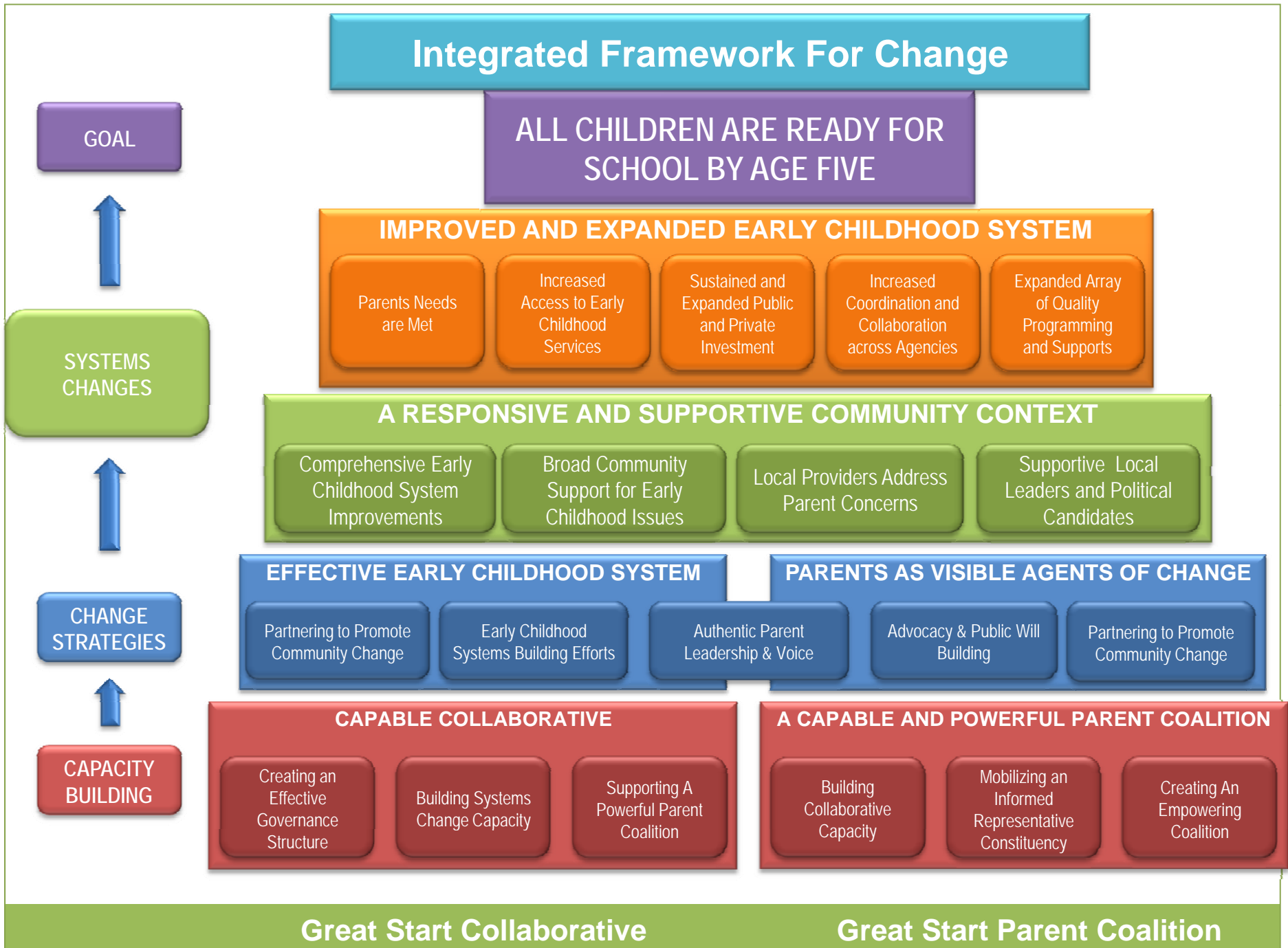
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- What are some next steps for the Great Start Initiative?



Community Problem Solving Model







Overview of Key Findings



- According to survey respondents, GSCs and GSPCs are making important headway in building the systems changes needed to ensure that all children are ready for school.
 - Building a more responsive community context.
 - Improving and expanding early childhood system.
- Respondents also report that outcomes for children and families are starting to improve.

Overview of Key Findings



- Over time, it appears as though GSCs & GSPCs become more effective in their efforts:
 - According to informants, older GSCs and GSPCs have accomplished more than younger GSCs & GSPCs.
 - ✦ In other words, **PHASE MATTERS!**
 - With each passing year, more impacts are noted:
 - ✦ More dollars are leveraged.
 - ✦ More families become mobilized and engaged in the work.



Overview of Key Findings

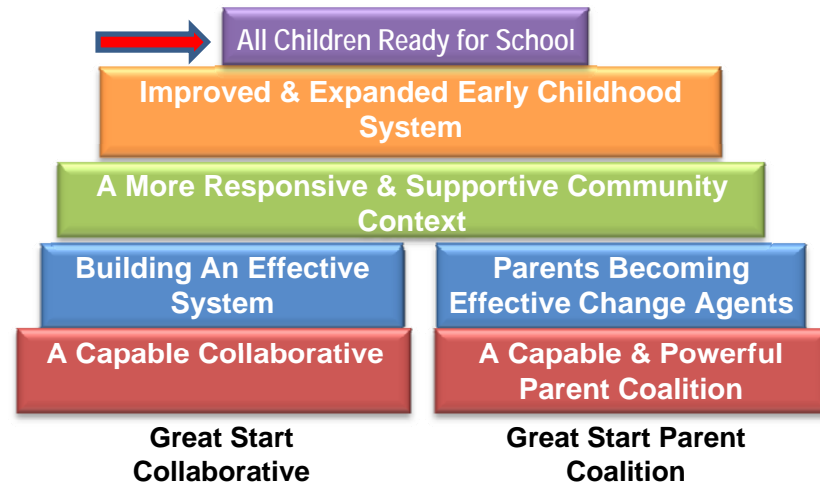


- **Location matters as well**, though less than Phase:
 - Urban GSCs/GSPCs have accomplished more than rural GSCs/GSPCs.
- Overall, **findings support the Framework for Change**:
 - GSCs and GSPCs achieve more when they build their capacity and actively pursue effective systems change strategies.
- **BOTH the GSC and the GSPC matter!**

How Effective are Great Start Collaboratives and Great Start Parent Coalitions?

ACCOMPLISHMENTS:

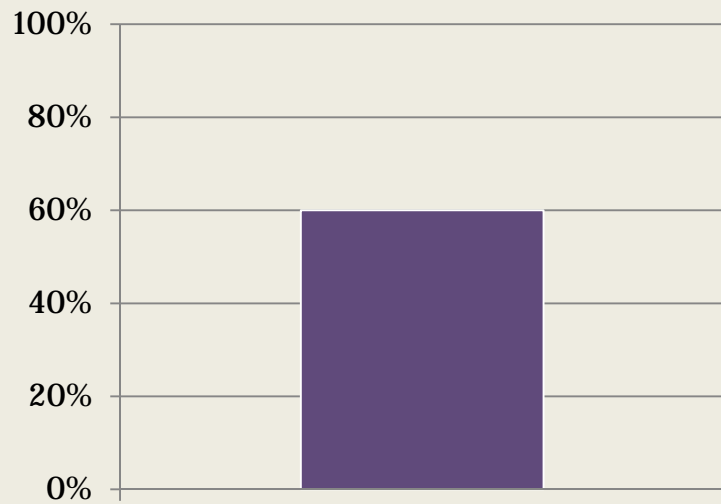
➤ **ALL CHILDREN ARE
READY FOR SCHOOL**



Because of the GSC/GSPC Efforts in My Community...

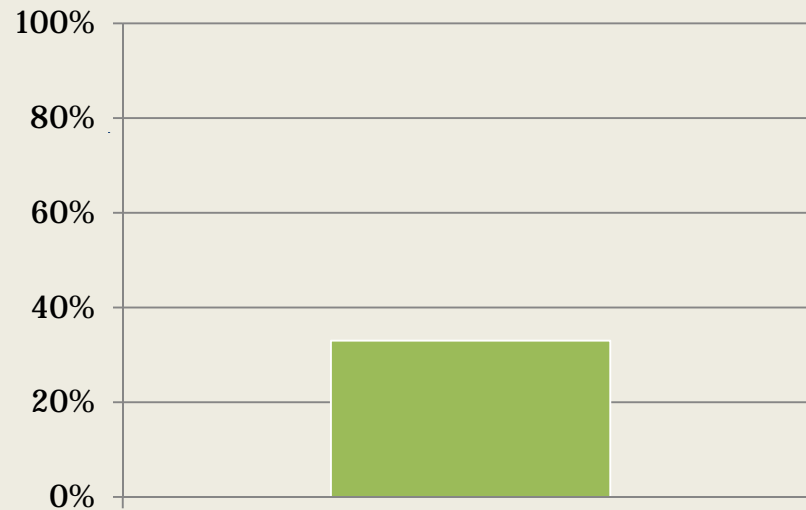
**More than Somewhat
(4, 5 or 6)**

**Quite a Bit to a Great Deal
(5 or 6)**



All Children are Ready For School

- **More Fair Measure of Accomplishments to Date**



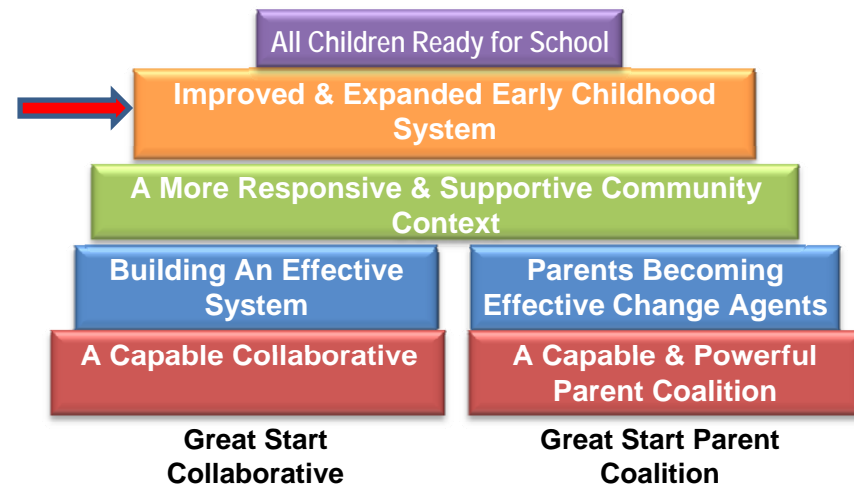
All Children are Ready For School

- **More Conservative**
- **More Sustainable**
- **Target for Future Efforts**

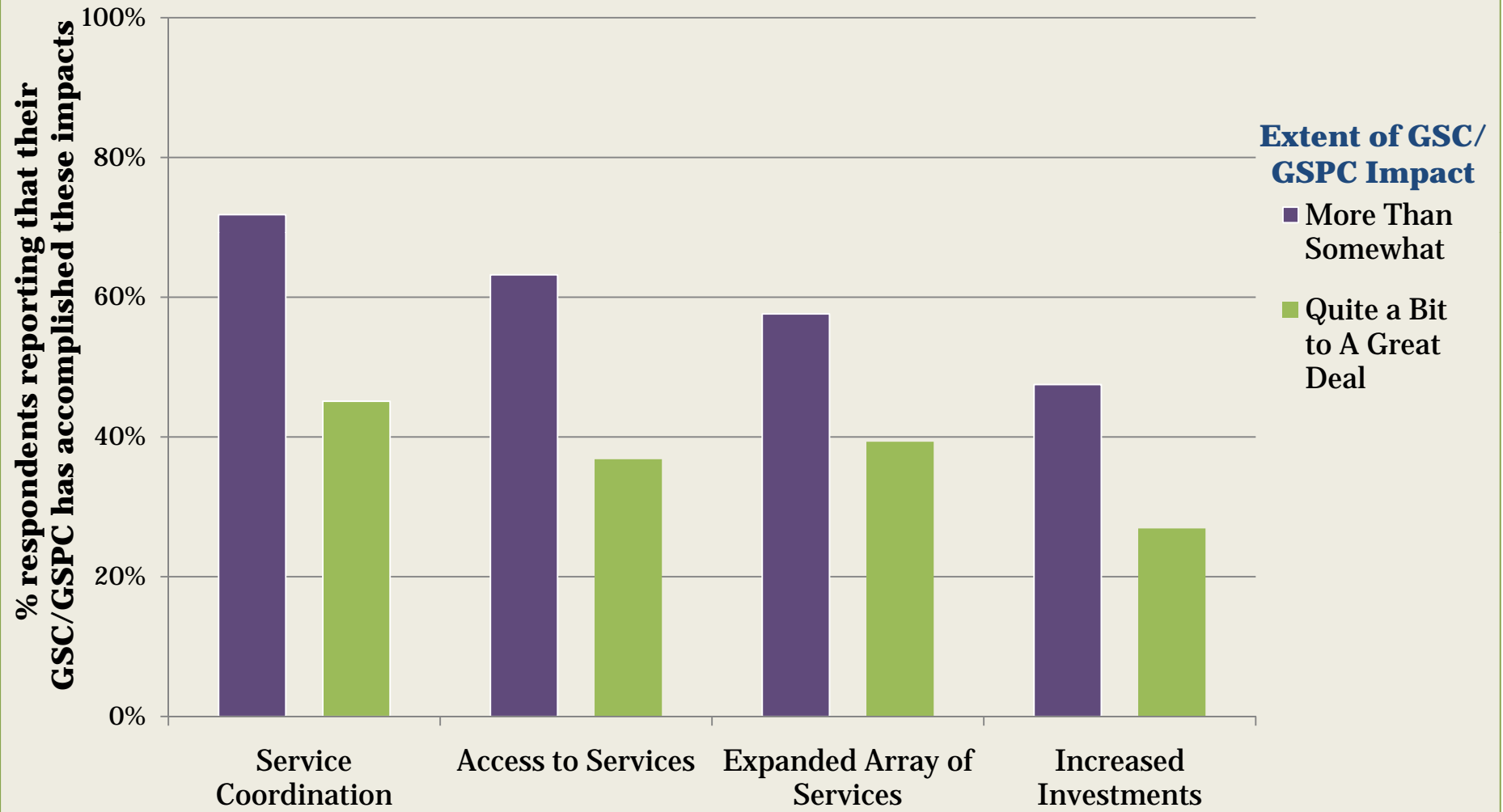
How Effective are Great Start Collaboratives and Great Start Parent Coalitions?

ACCOMPLISHMENTS: REPORTS FROM ALL RESPONDENTS

➤ IMPROVED & EXPANDED EARLY CHILDHOOD SYSTEM



Great Start Accomplishments: Improved & Expanded Early Childhood System



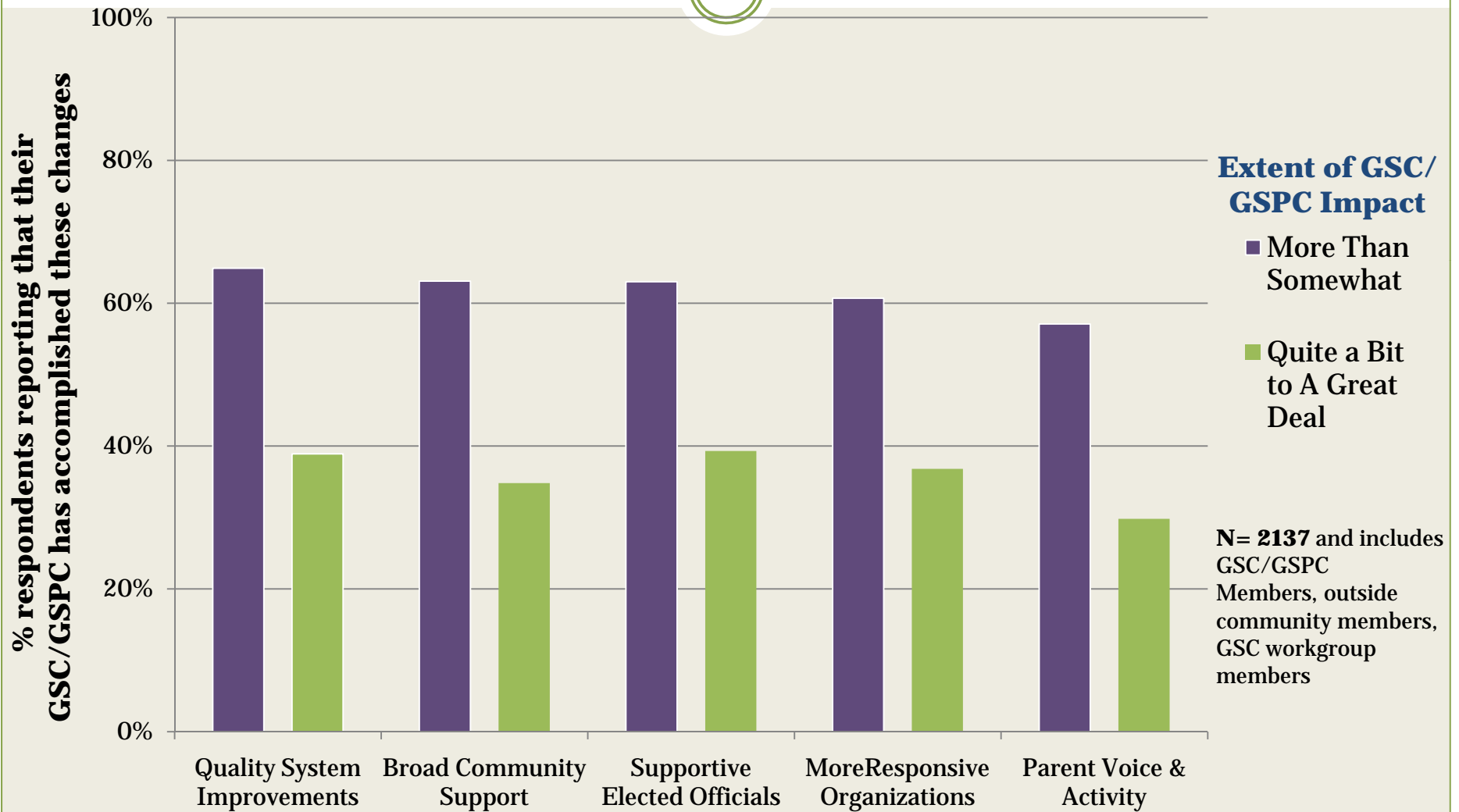
How Effective are Great Start Collaboratives and Great Start Parent Coalitions?

ACCOMPLISHMENTS: REPORTS FROM ALL RESPONDENTS

➤ **A MORE RESPONSIVE
AND SUPPORTIVE
COMMUNITY CONTEXT**



Great Start Accomplishments: A Responsive and Supportive Community Context



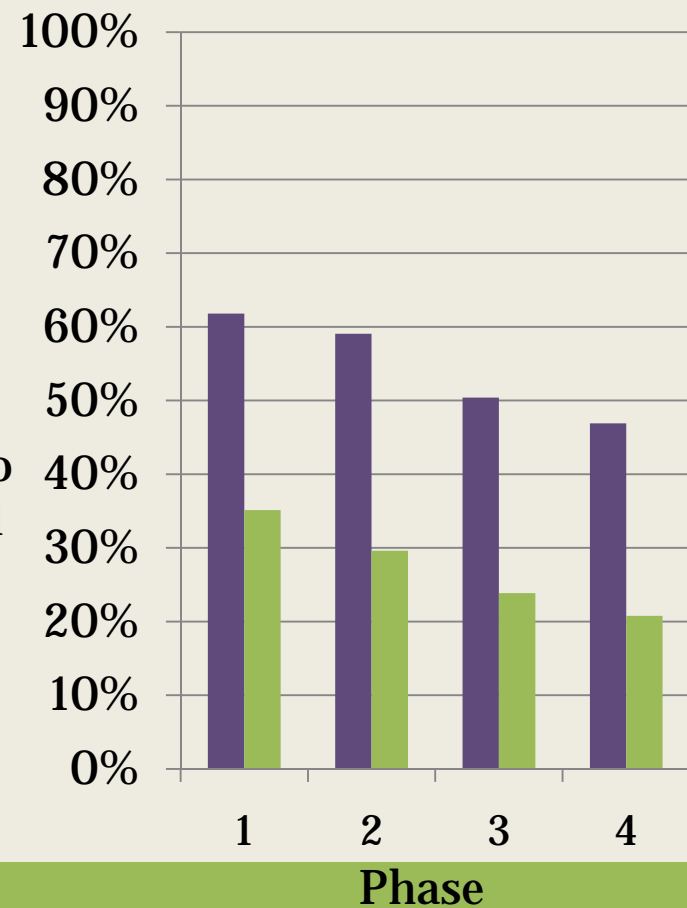
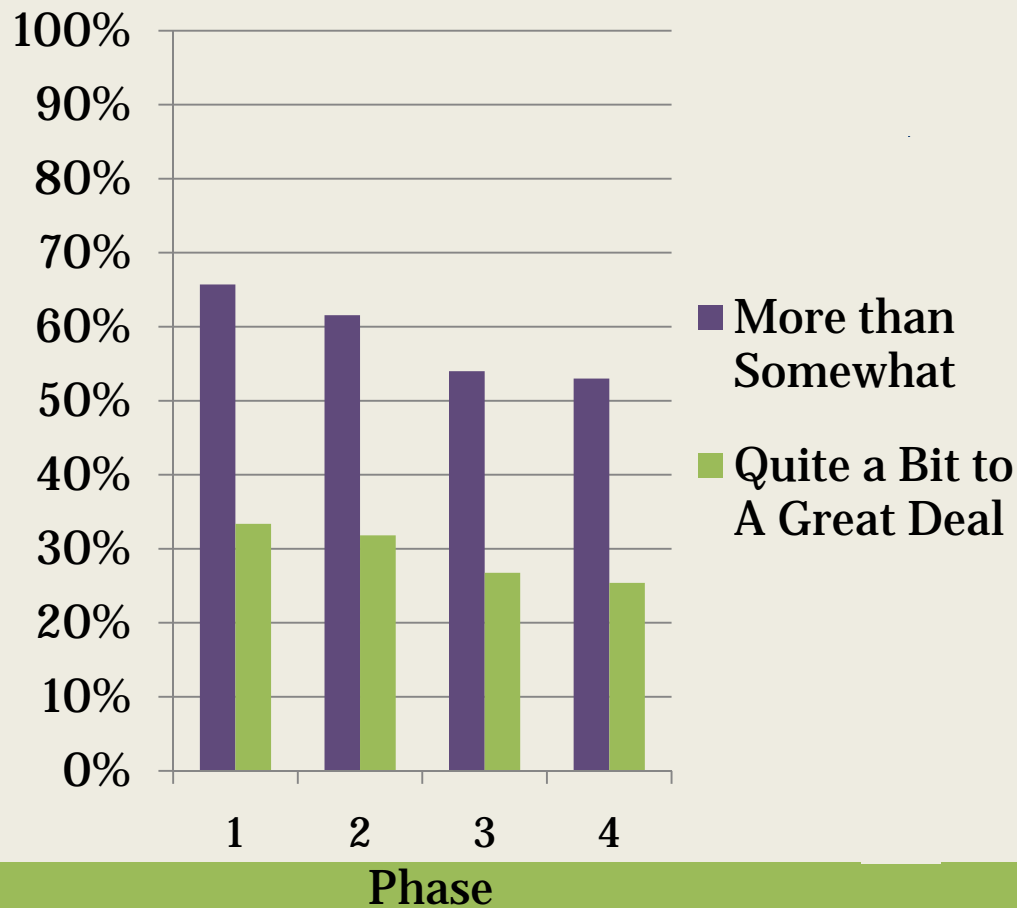


PHASE MATTERS – A LOT!

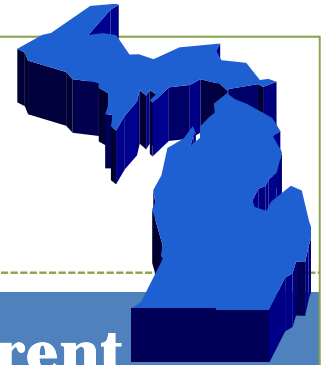


More Responsive Organizations

Authentic Parent Leadership & Voice

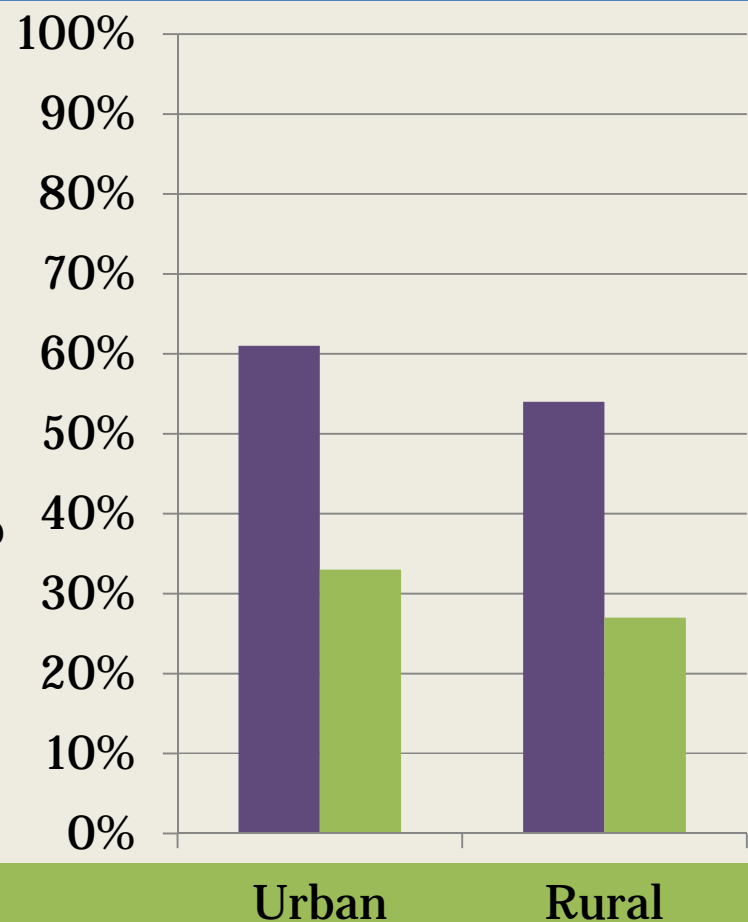
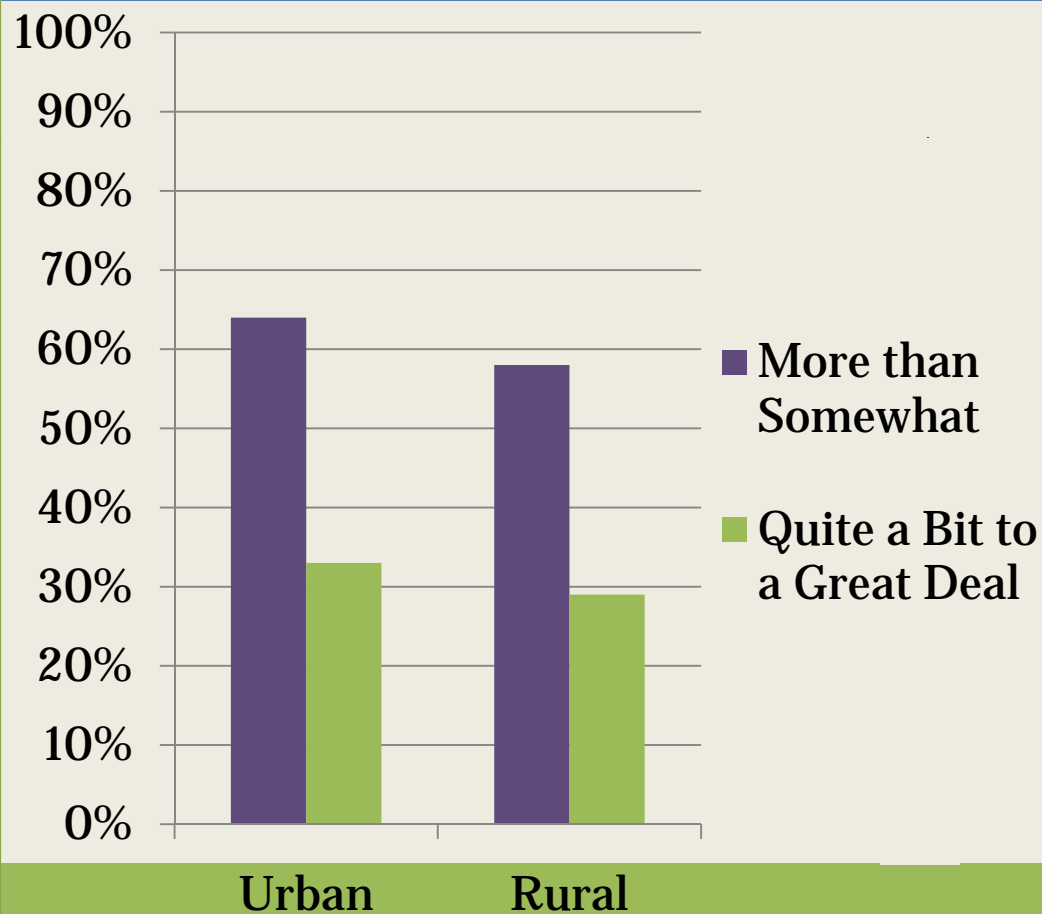


GEOGRAPHY MATTERS - SOMEWHAT



More Responsive Organizations

Authentic Parent Leadership & Voice



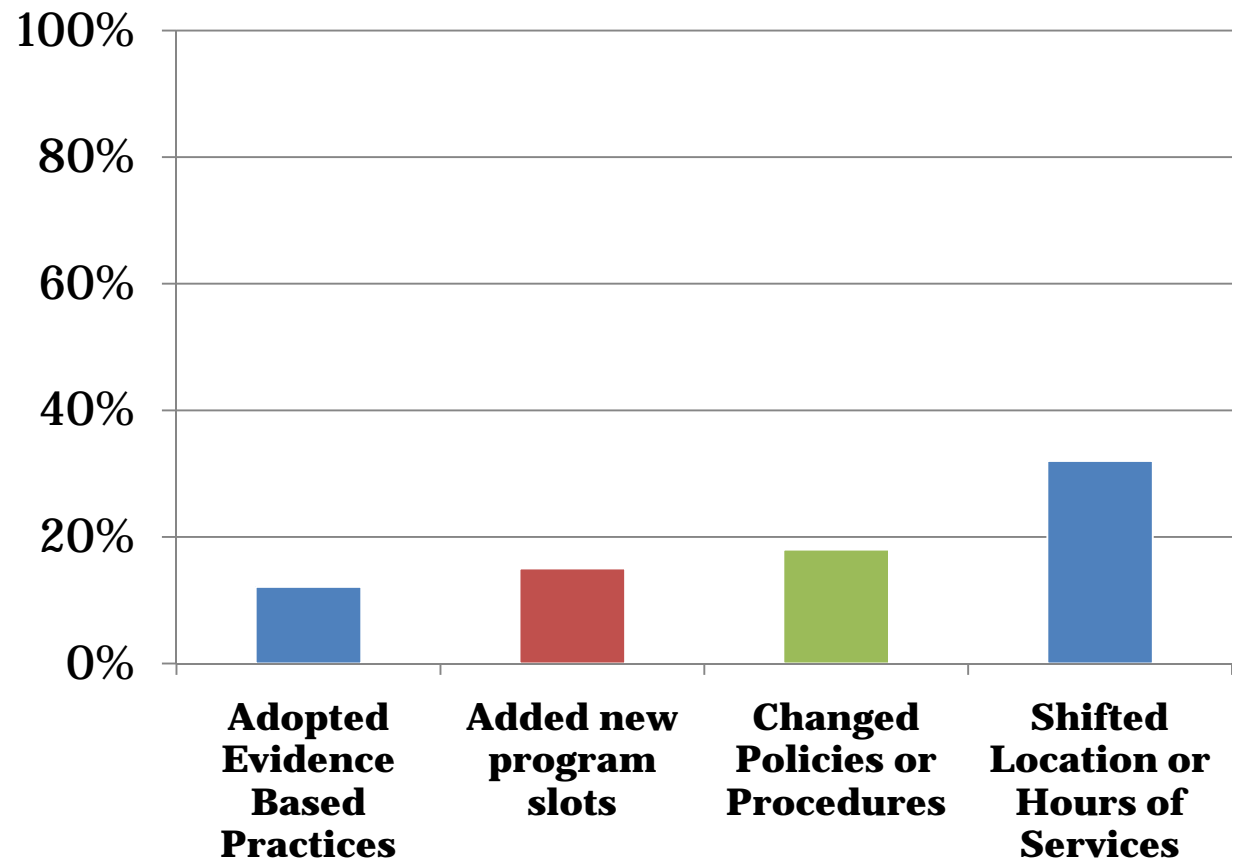


No difference between public sector and private organizations.

Phase matters:
Organizations in older GSCs made more changes.

Involvement matters a LOT:
Organizations most involved in GSC reported most changes.

Comprehensive Early Childhood System Improvements: Shifts in Organizational Policies, Practices, & Procedures

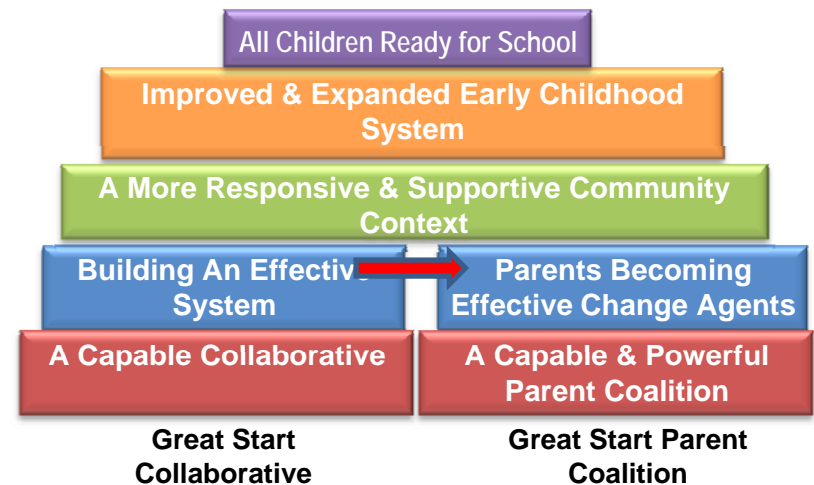


% of service providing organizations (N=1107) reporting these outcomes as a result of the Great Start Effort

Additional Accomplishment

AUTHENTIC PARENT LEADERSHIP & VOICE:

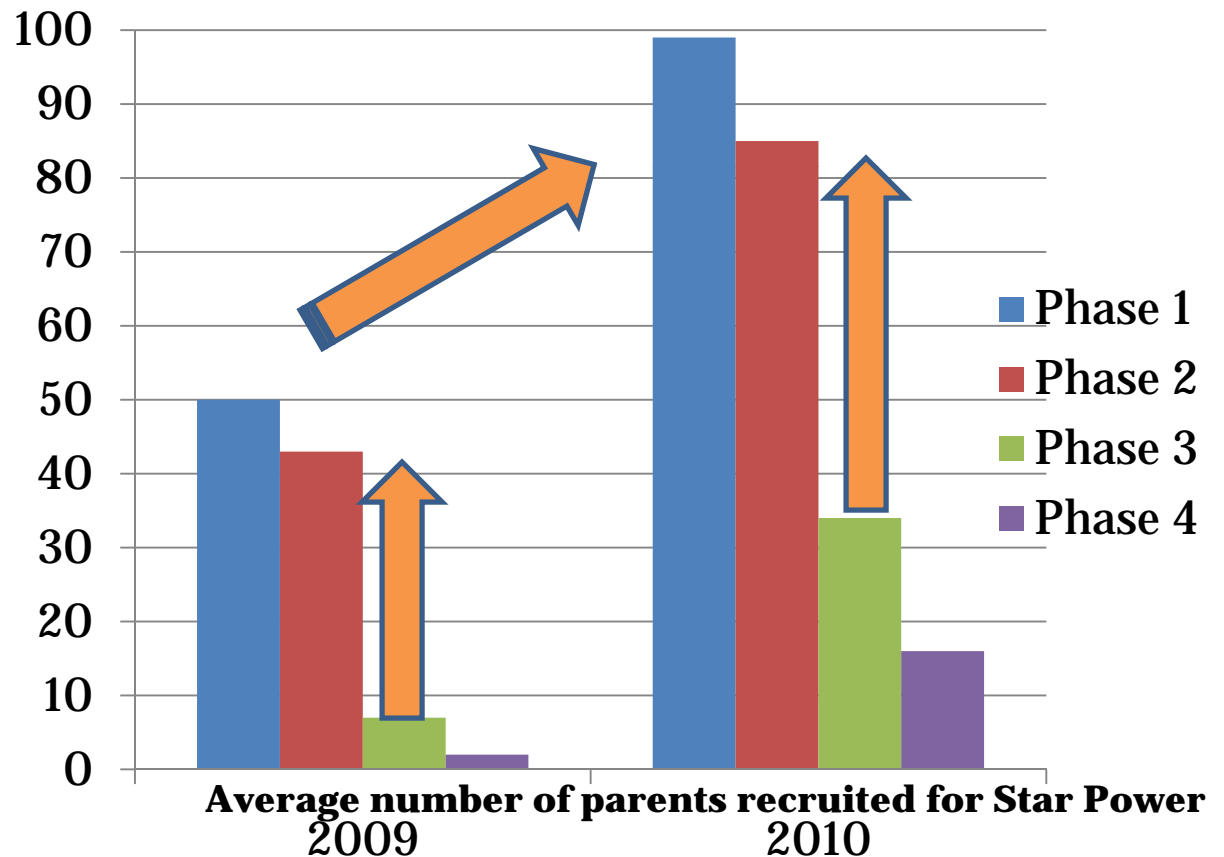
➤ STAR POWER RECRUITMENT





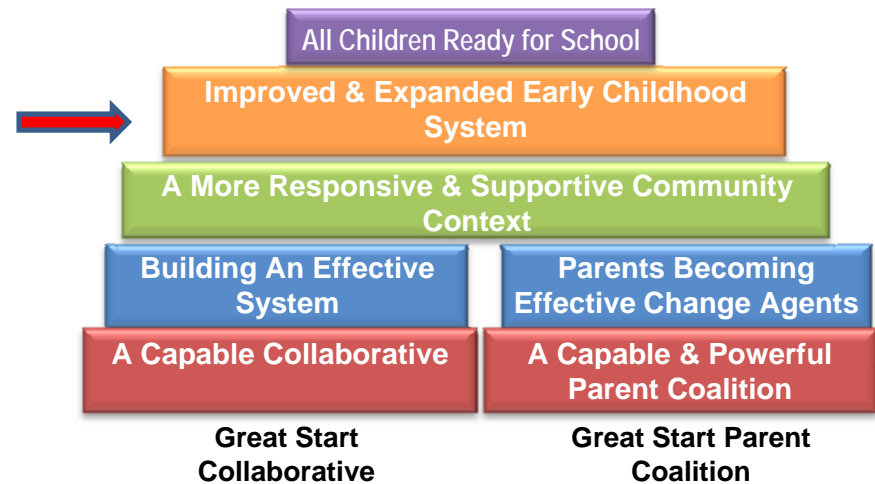
GSPCs recruited more families when they had more developed operating procedures.

Authentic Parent Engagement & Voice: Star Power Recruitment



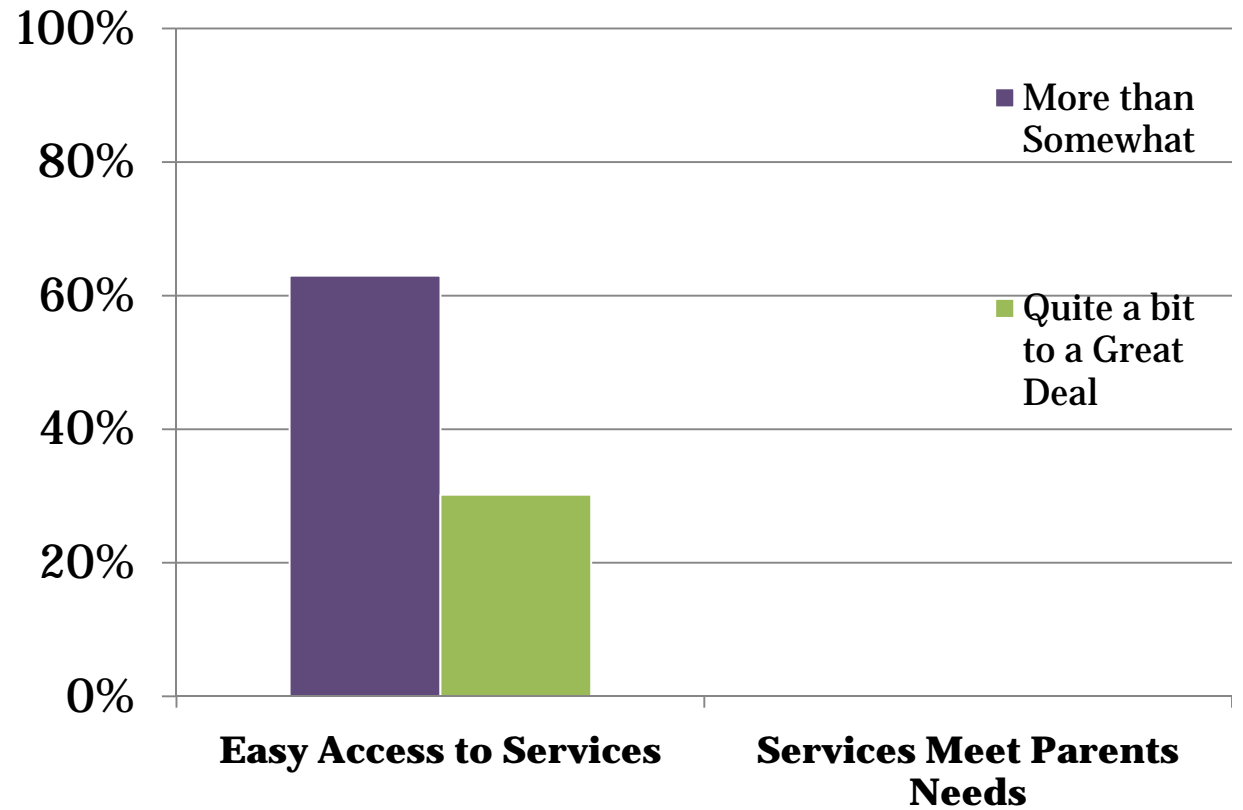
Additional Outcomes

**PARENTS NEEDS
ARE MET**





Parents' Needs are Met

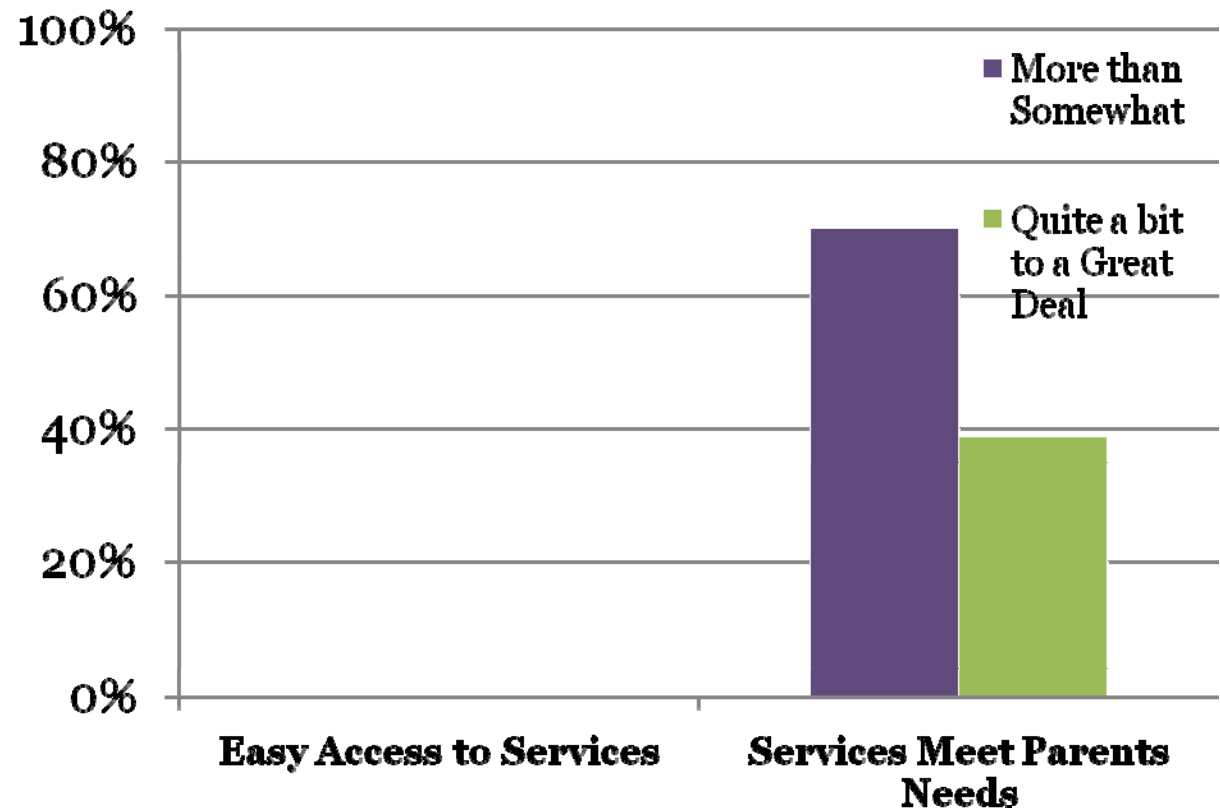


% of parents (N=578) reporting these experiences with local early childhood system



Parents' Needs are Met

Only 21 % of parents reported that they typically receive the services they need.

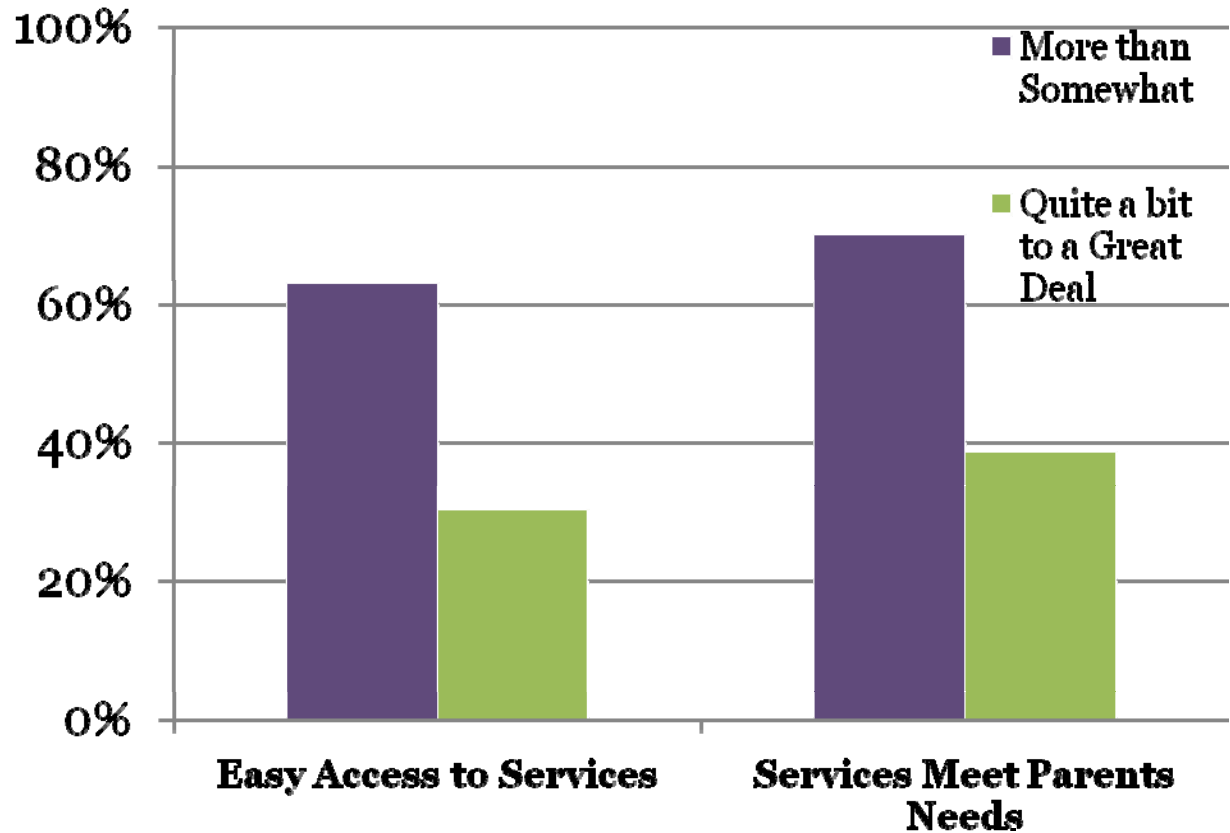


% of parents (N=578) reporting these experiences with local early childhood system



Parents' Needs are Met

Parents report easier access to services & having their needs met more in communities with more capable and connected GSCs & GSPCs.



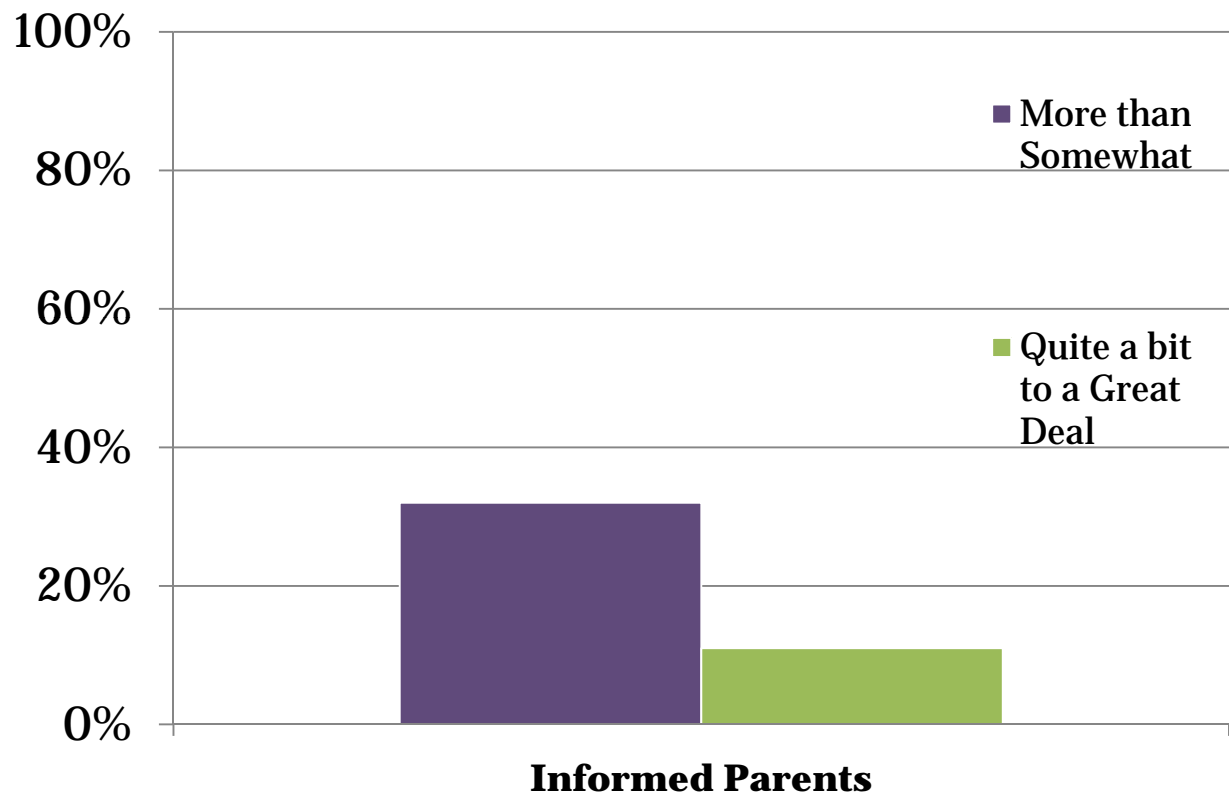
% of parents (N=578) reporting these experiences with local early childhood system



Most parents report that they don't know where to go for services or know what questions to ask.

Parents are more informed when they live in communities with more capable and connected GSCs & GSPCs.

Parents' Needs are Met

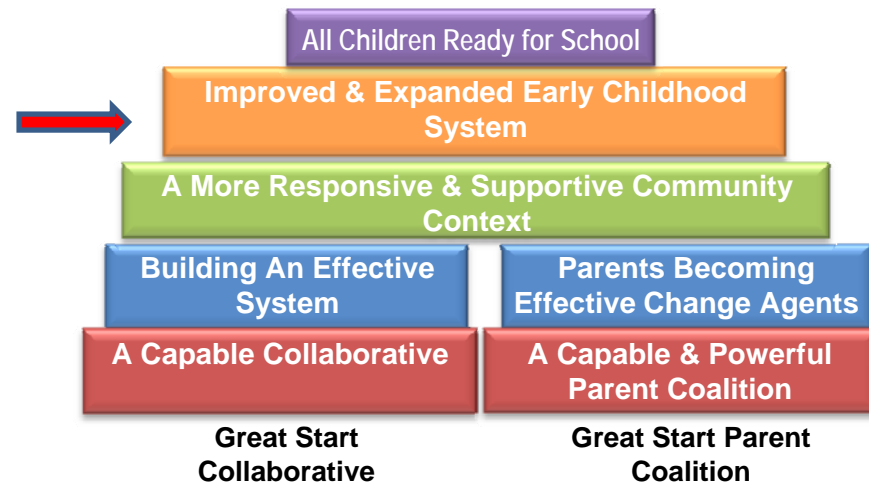


% of parents (N=578) reporting these experiences with local early childhood system

Additional Outcomes

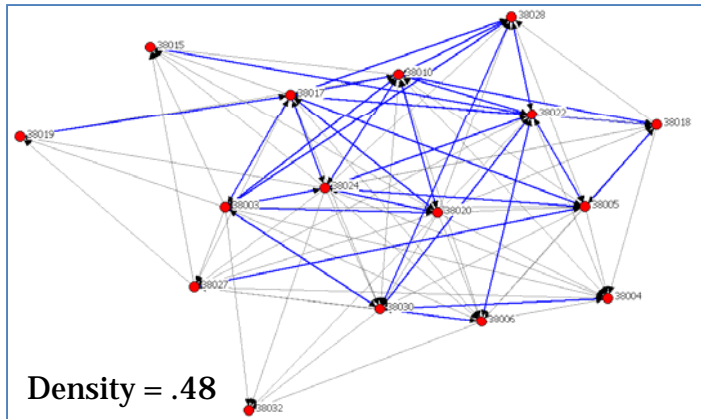


**DEVELOPING
STRONG
SERVICE
COORDINATION
AND
COLLABORATION
NETWORKS**

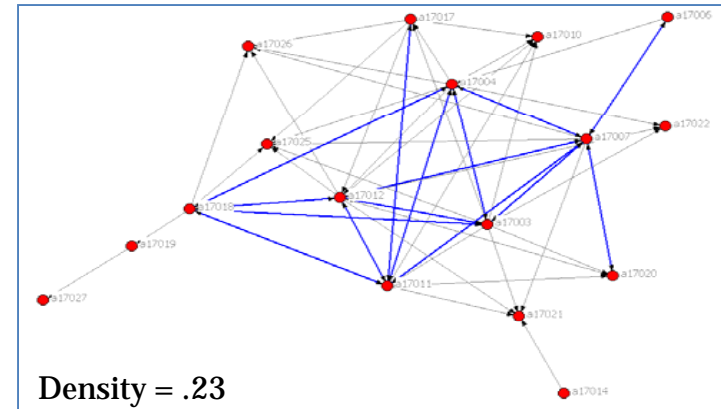


Access Network

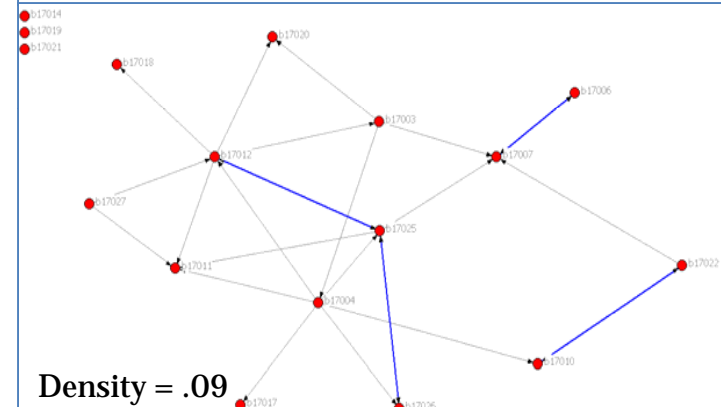
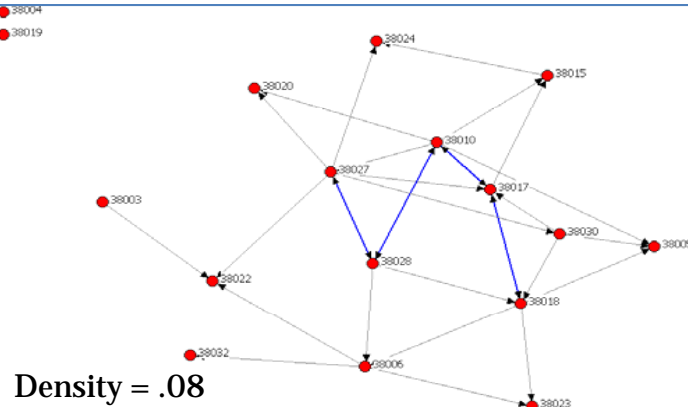
More Effective GSC



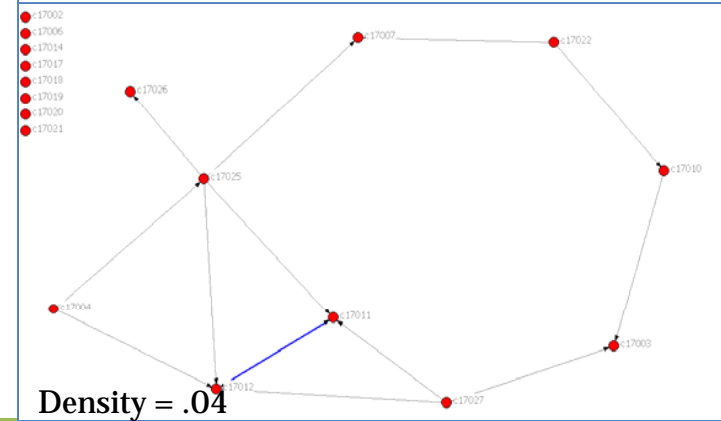
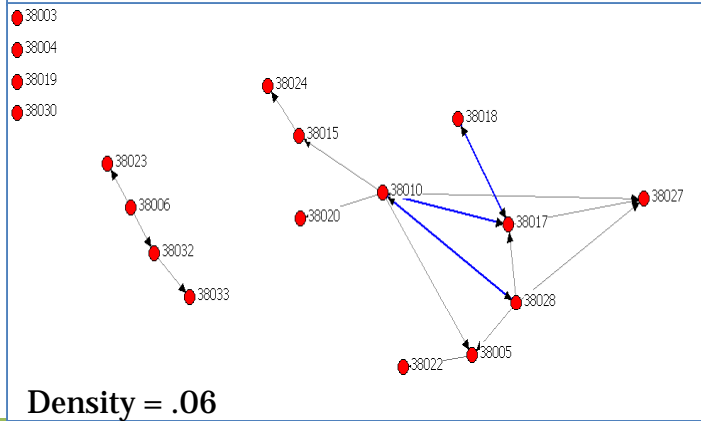
Less Effective GSC



Information Exchange Network



Resource Exchange Network

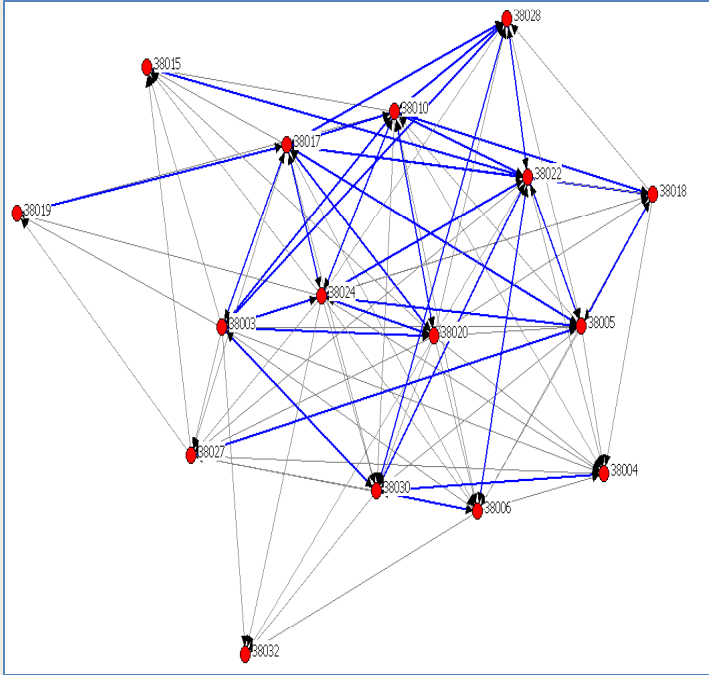
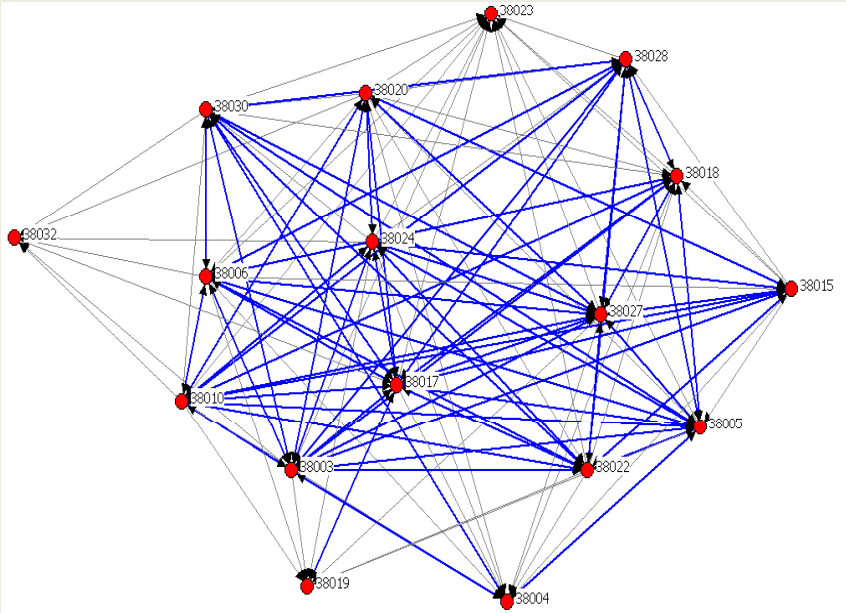


Differences Between Referrals and Access



Referrals Only

Actual Access to Services

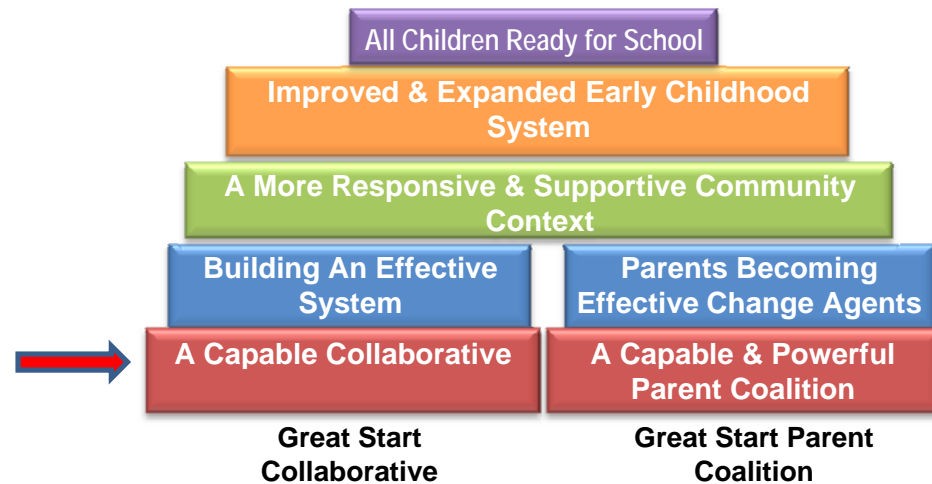


Additional Outcomes



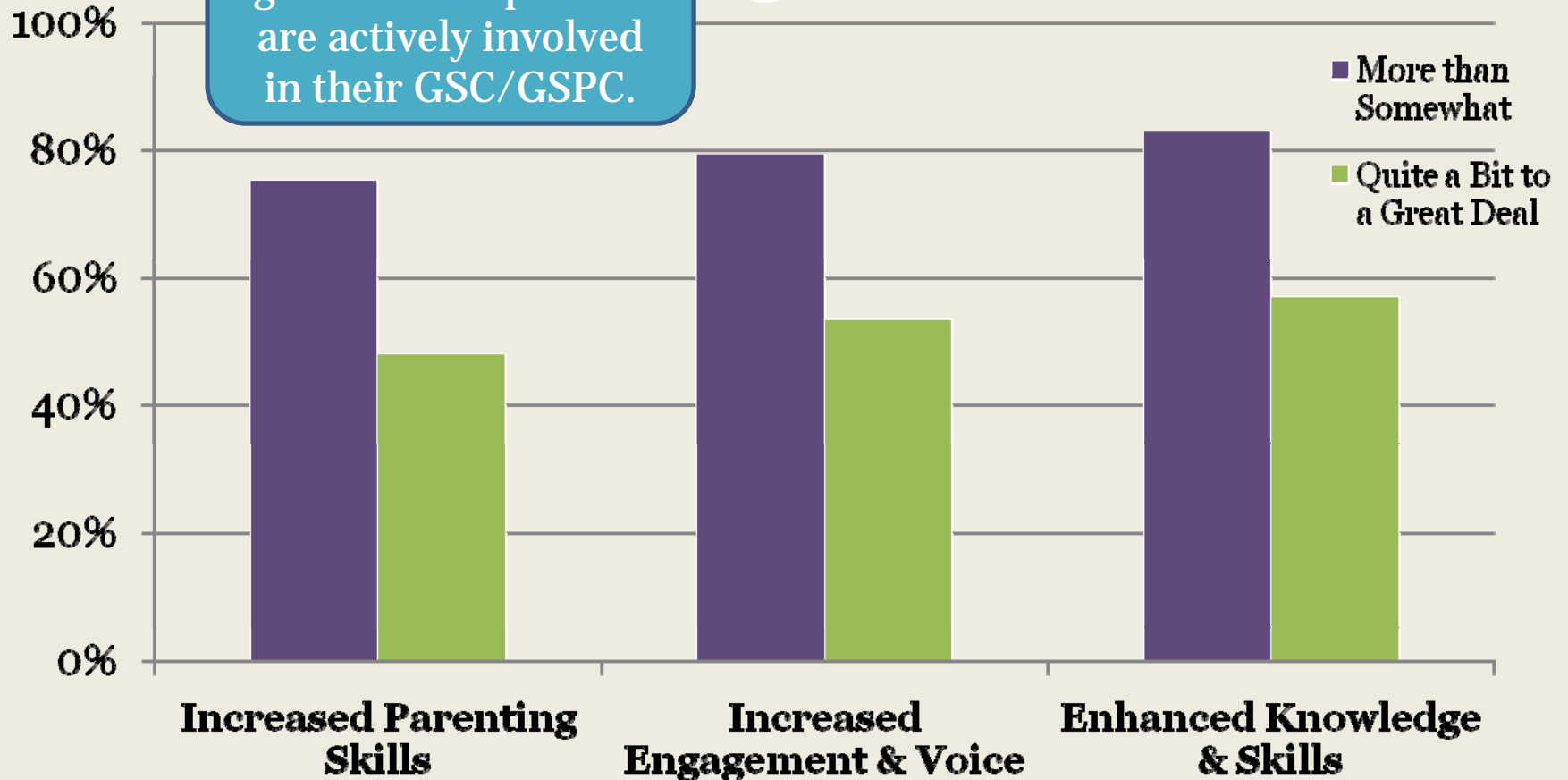
THE BENEFITS OF INVOLVEMENT

- **BENEFITS FOR PARENT MEMBERS**
- **BENEFITS FOR ORGANIZATIONAL MEMBERS**



Impacts on GSC/GSPC Parent Members

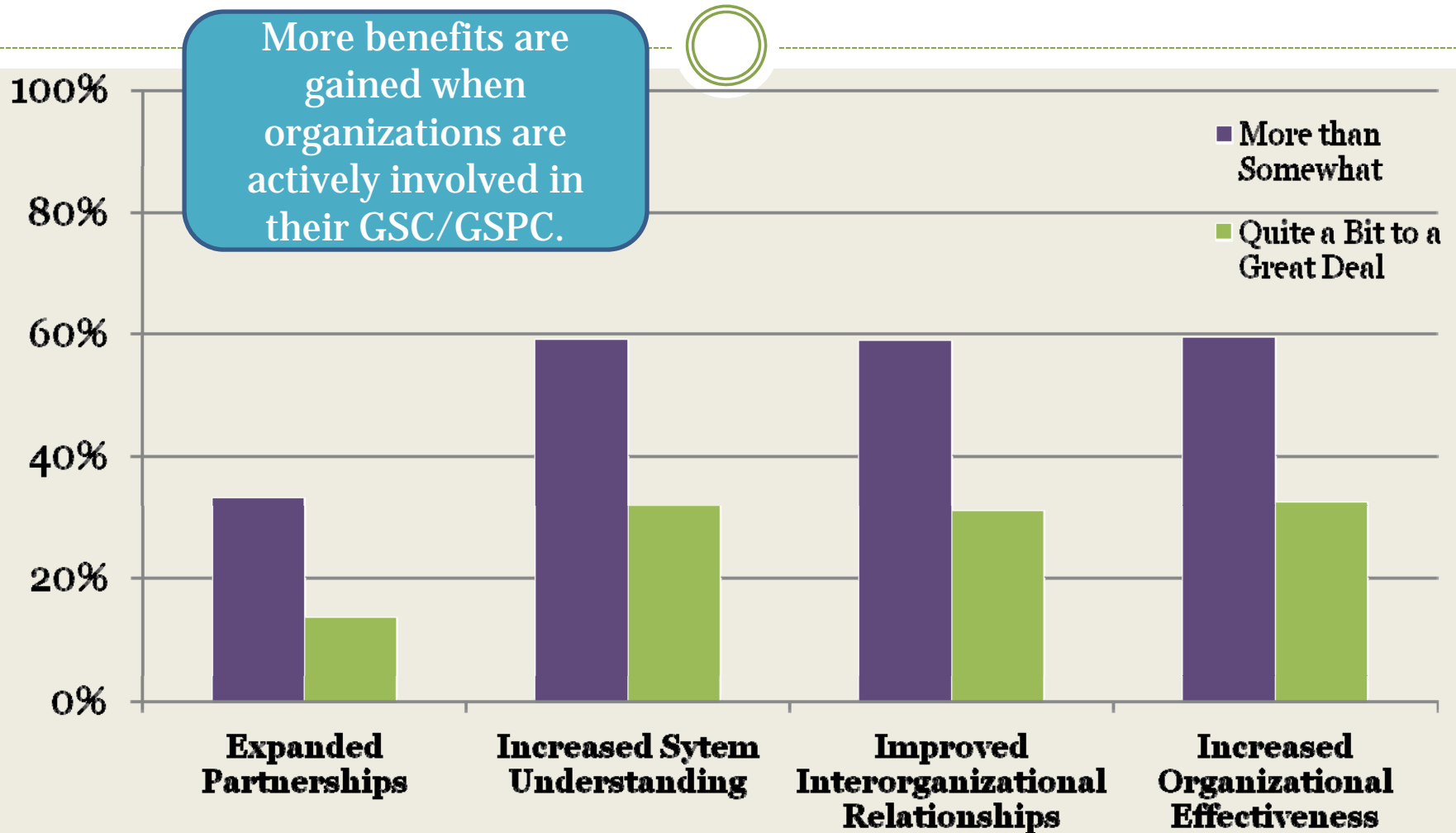
More benefits are gained when parents are actively involved in their GSC/GSPC.



% of parents (N=578) reporting these benefits as a result of their participation

Impacts on GSC Organizational Members

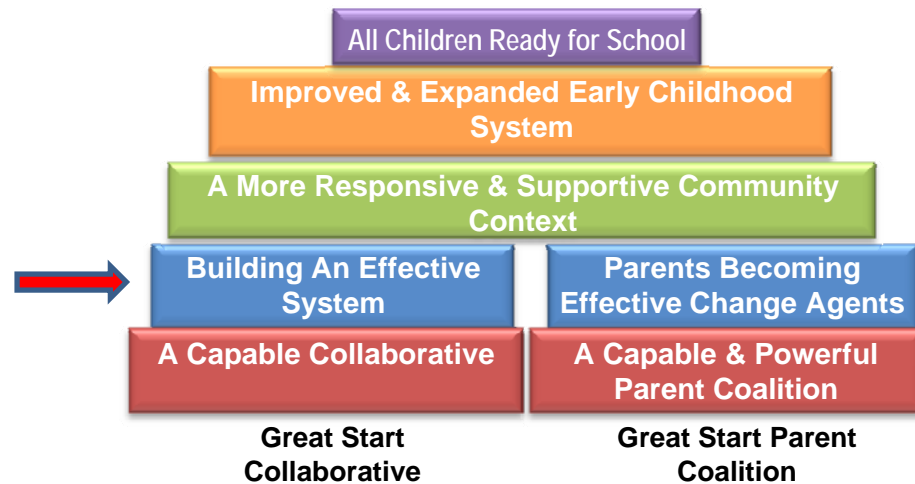
More benefits are gained when organizations are actively involved in their GSC/GSPC.



% of organizations (N=986) reporting these benefits as a result of their participation

Additional Outcome

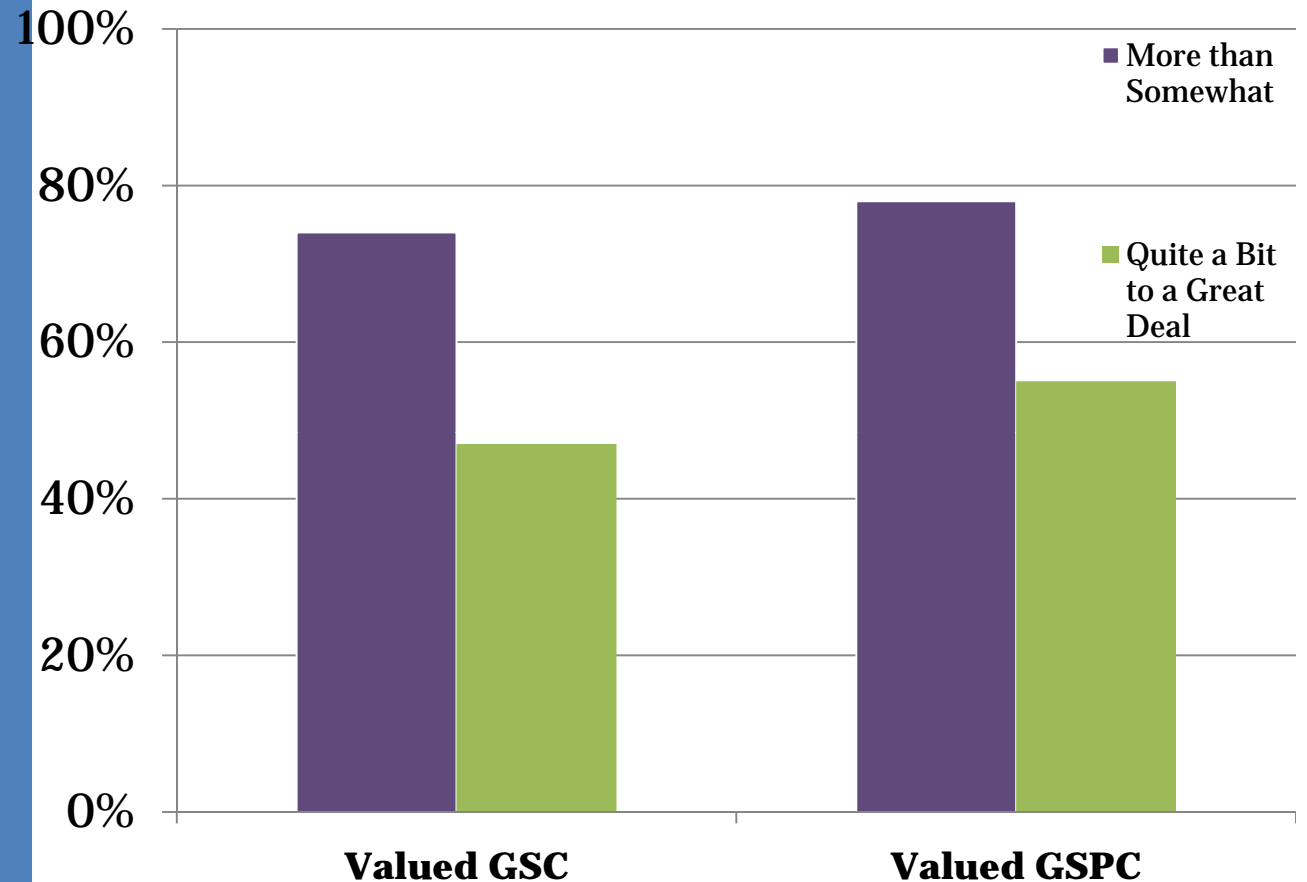
VALUE OF THE GSC & GSPC





Again, Phase matters. Older GSCs/ GSPCs have had the time to develop more value in their community.

Valued GSC & Valued GSPC



% of respondents reporting that the GSC or GSPC is valued in their community

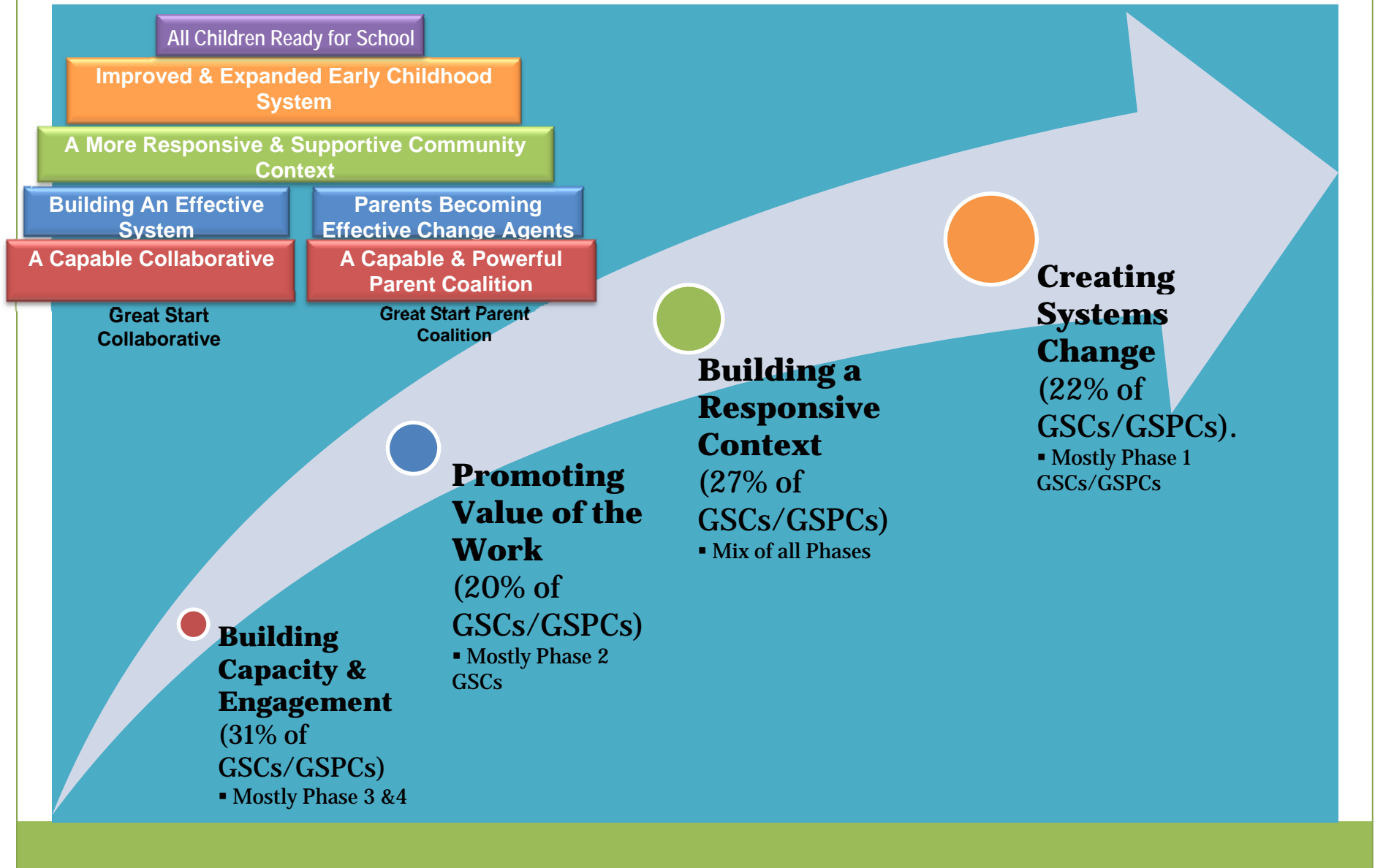
An Integrated View of Accomplishments & Benefits to Date

Integrated View of GSC/GSPCs Accomplishments



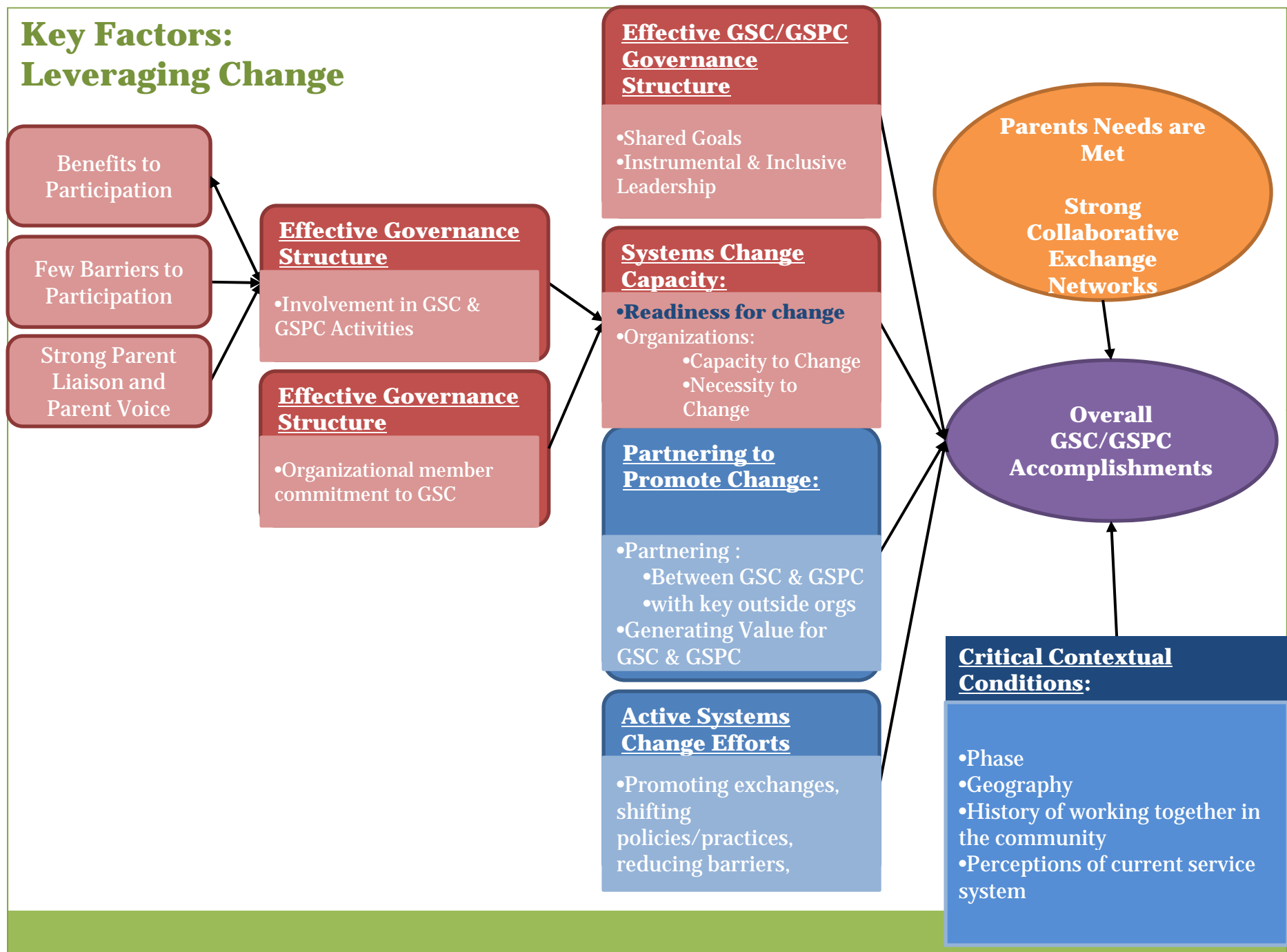
- **Compared and contrasted GSCs/GSPCs on 5 core accomplishment variables**
 - Benefits for individual parent participants
 - Benefits for organizational rep participants
 - Perceived Value of GSC
 - Overall accomplishments score
 - Overall level of policy/practice/procedure change by local organizations
- **Found 4 “clusters” of GSCs/GSPCs and these clusters appear to suggest Stages of Change for the work.**

Mapping GSC/GSPC Accomplishments: The Stages of Promoting Change

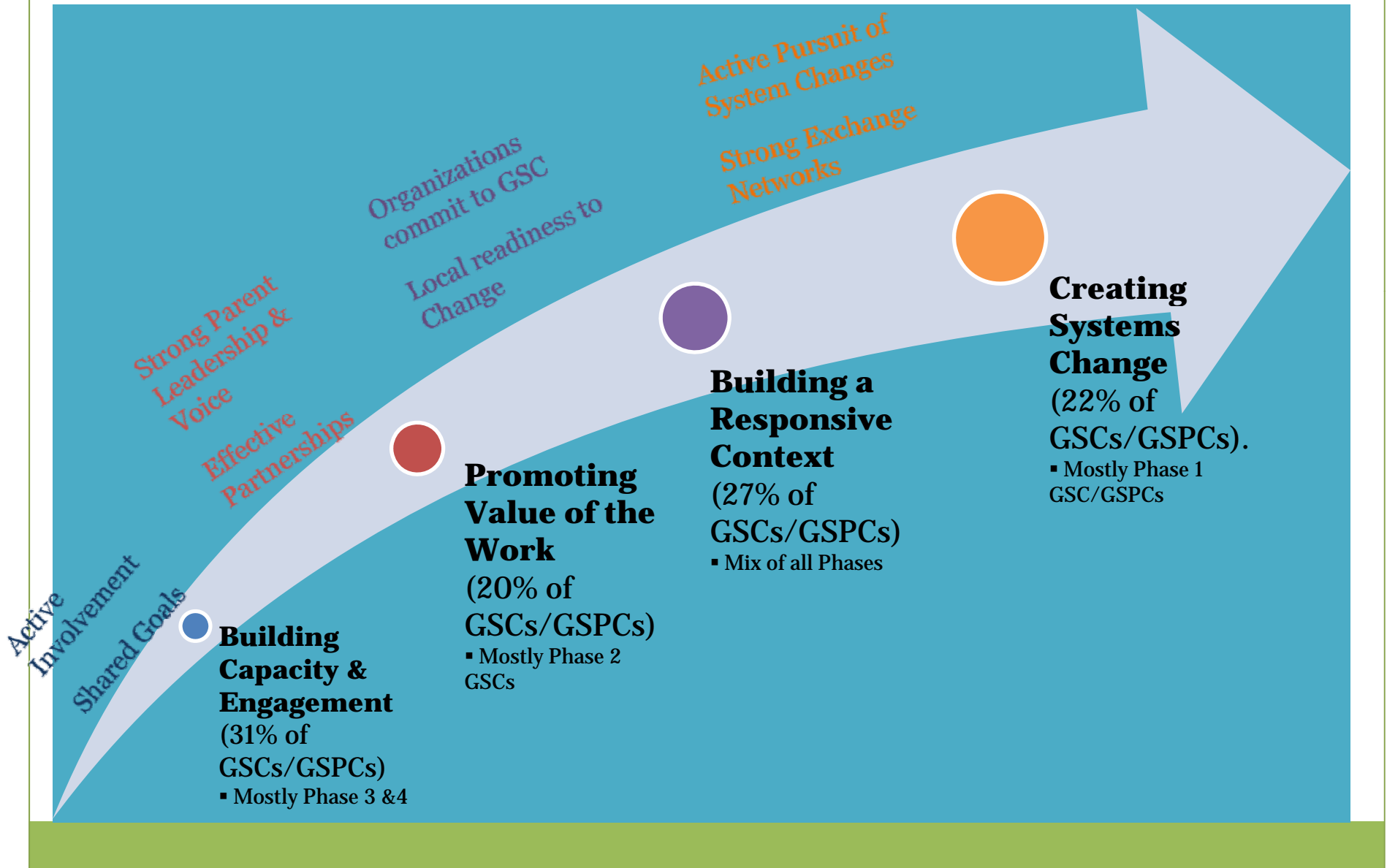


What factors are related to the effectiveness of GSCs/GSPCs?

Key Factors: Leveraging Change



Mapping GSC/GSPC Accomplishments: The Stages of Promoting Change

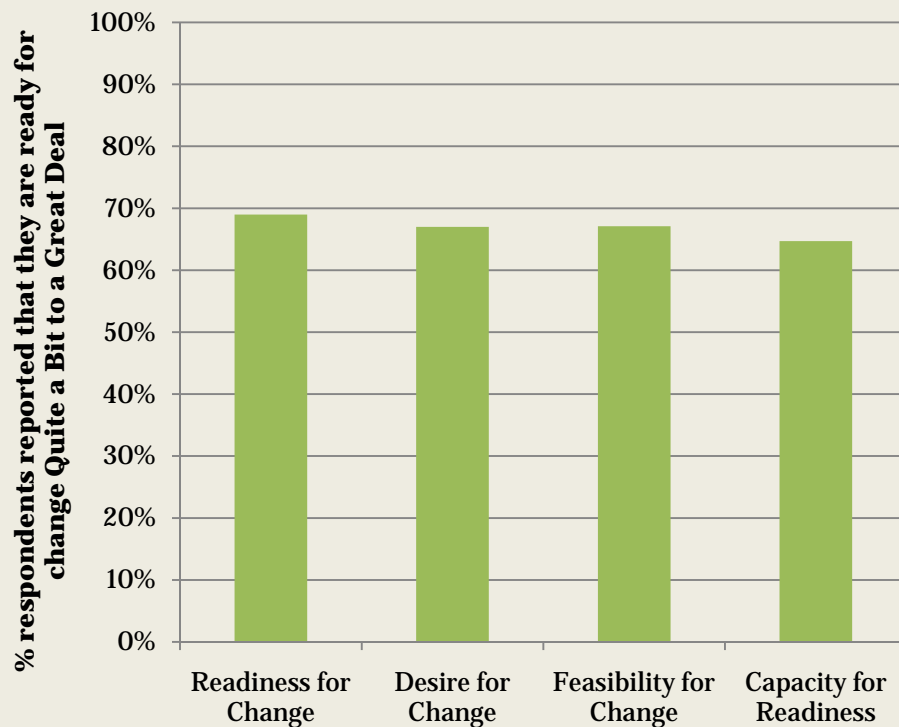


Readiness to Change

Organizational readiness for change is most related to the degree to which organizational reps believe there is a broader context to support the needed change.

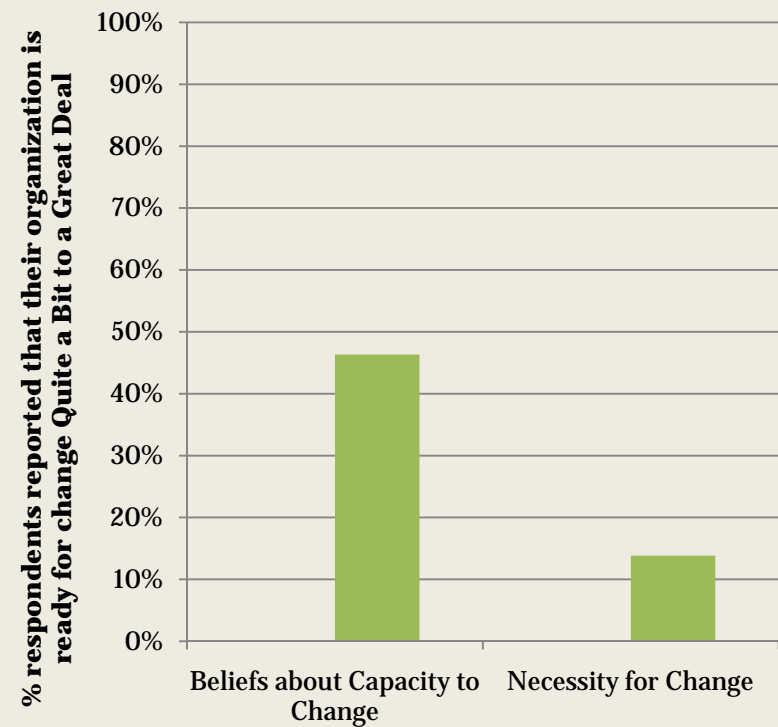
% reporting Quite a Bit to a Great Deal

Stakeholder Readiness for Change



N=2137 GSC/GSPC members, workgroup members, outside community members

Organizational Readiness for Change



N=1107 service providing organizations

Summary & Next Steps



- **GSCs/GSPCs have achieved some important wins towards Building an Effective Early Childhood System.**
- **Over time, GSCs/GSPCs become more effective at promoting targeted changes.**
 - They demonstrate their value to the community.
 - They pursue more systems change activities.
 - They develop stronger partnerships.

Summary: Levers to Target in Future Efforts



- **Build effective GSC and GSPC governance structures**
 - SHARED GOALS MATTERS A LOT!
- **Promote strong parent voice on GSC**
- **Build local systems change capacity by**
 - Fostering local readiness for change including the perceived necessity for change and the value of the GSC/GSPC.
 - Increasing organizational member commitment to the GSC.
- **Promote strong partnerships between GSC/GSPC and with outside organizations.**

Summary: Levers to Target in Future Efforts



- **Actively pursue systems change activities, particularly the pursuit of activities aimed at transforming local service system, such as:**
 - Developing a collaborative infrastructure.
 - Shifting local policies & procedures.
 - Reducing access barriers.
 - Adopting evidence-based practices.
- **Promote active and sustained engagement of GSC/GSPC members.**
 - Increase participation benefits, reduce participation costs.

Next Steps . . .



NEXT STEPS



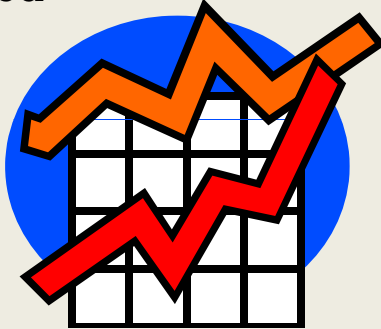
Customized Reports



Discussion at GSC/GSPC Meetings



Additional Findings Shared & Discussed



Questions Sent to MSU



Next Steps: ECIC



- Continue to retool consultation and assistance to align with levers for change (e.g. member engagement, building readiness for change, strong parent voice, etc.)
 - Webinars
 - Trainings
 - Resource Materials
- Explore findings in some areas in more depth to discern most critical next steps, i.e. parents who say their needs are met.
- Ensure evaluation findings are reflected in next round of GSC/GSPC/RRC contracts.
- Work with GSST to capitalize on opportunities to activate system change. (e.g. Project LAUNCH, HV technical assistance, etc.)

For More Information



Contact:

Pennie Foster-Fishman, Ph.D.

125 D Psychology Building

Department of Psychology

Michigan State University

East Lansing, MI 48824

[**eciceval@msu.edu**](mailto:eciceval@msu.edu)

or toll free at 1-866-343-5279

