

# Head Start Performance Standards: An Introduction to Office of Head Start Monitoring Protocol



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Head Start

# Agenda

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- INTRODUCTION TO MONITORING
  - What is OHS Monitoring
  - OHS Monitoring Process
  - OHS Monitoring Instrument
  - New Emphasis for 2009-2010
  - Preparing for OHS Monitoring
  - Final Thoughts
- PANEL OF EXPERTS
- SMALL GROUP EXPERIENCE

# What is OHS Monitoring

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Before we can talk about OHS Monitoring we have to understand Head Start.

## Head Start History / Funding / Guidance

- When did Head Start begin?
- Who authorizes Head Start?
- Who runs Head Start?
- Where do we get the majority of our money from?
- How do we know what we are supposed to be doing?

# Head Start – A Long Tradition

- Developed in 1964 to serve disadvantaged pre-school children.
- Began as a summer program in 1965, and became a school-year program in 1966.
- Designed to help break the cycle of poverty by providing preschool children of low-income families with a comprehensive program to meet their emotional, social, health, nutritional, and psychological needs.

## Head Start Program To Begin In County Monday

Teachers, Aides Named;  
Sessions To Be Held  
In 8 Schools

The 1966 Madison County Head Start program will begin in the eight county centers on Monday, June 20 at 10 a. m., it has been announced by J. C. Wallin, Head Start director in Madison County.

The following teachers and their aides were announced by Mr. Wallin this week:

Spring Creek, Mrs. Viola Fowler, teacher; Betty Green, aide.  
Hot Springs, Mrs. Alma Fowler, teacher; Ruby Furryear, aide.  
Laurel, Mrs. Glennis Eay, teacher; June Bullman, aide.

Walnut, Mrs. Obvay Ramsey, teacher; Sharon Burnett, aide.  
Marshall, Mrs. Ewa Sims, Mrs. Jessie Worley, Mrs. Reva Plemons, teachers; Mrs. Valerie Shelton, Mrs. Viola Reeves, Billie Jean Haynie, aides.

Mars Hill, Mrs. Ayeres Briggs, Mrs. Peggy Thomas, teachers; Mrs. Julia Hawkins, aide.

Beech Glen, Miss Edith Radford, teacher; Ruth Robinson, aide.

Ebbs Chapel, Donna Jenkins, teacher; Miss Judy Honeycutt, aide.

All students are requested to present a birth certificate to the teacher the first day.

Mr. Wallin also stated that insurance will be provided to cover the child from the time he leaves home until he returns home from school. Free meals, medical care and transportation are also provided.

"Any persons are welcome to participate in the program as volunteers. If you have a story, song or experience you could share with these young people, please do so," Wallin remarked.

The teachers have been contacting prospective students in the communities this week regarding the school. If, for any reason a child who is eligible is not contacted, the parent is requested to present the child at the center in its school district next Monday for enrollment. "Only children eligible for enrollment in school this Fall are to attend this Head Start program," Mr. Wallin said.

Madison County  
News Record  
June, 1966

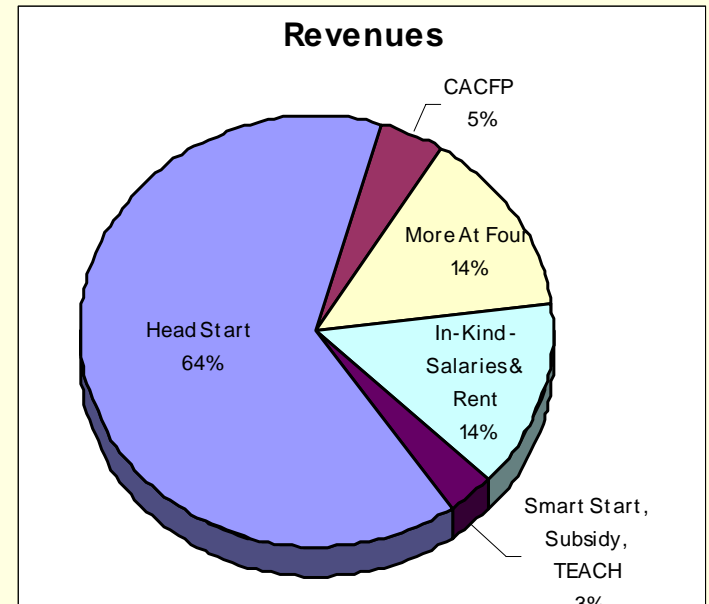
# Head Start History

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- Early Head Start, which serves low income pregnant women, infants and toddlers, began in 1994.
- The legislative mandate for Head Start comes from the United States Congress.
- Funds are appropriated annually by Congress.
- Congress must re-authorized Head Start every five years.
  - Re-Authorization is Congress' opportunity to make changes to Head Start
  - Improving Head Start for School Readiness Act of 2007
  - Changes include increased requirements for teacher education and increased collaboration with local school systems.

# Head Start Funding

- Head Start programs are locally administered by community-based non-profit organizations, school systems and other organizations.
- Federal funds come straight to the local Head Start agency.
- Our 2009 Budgeted Revenue is \$6.6 Million
- Partnerships and Collaborations:
  - Parent & Community Volunteers
  - More at Four
  - Smart Start
  - School Systems



# Head Start – A Focus on Quality

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- All Head Start programs must adhere to the Head Start Program Performance Standards.
- The Performance Standards are the set of Federal Rules which define the services that Head Start programs must provide to the children and families we serve.
  - What are some examples of Performance Standards that impact you everyday...

# What is OHS Monitoring

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## OHS Monitoring Protocol

OHS Monitoring Protocol is both a set of instruments and the process used to conduct Federal monitoring of Head Start programs.

OHS Monitoring is completed tri-annually (every three years).

Our last review was 2007, our next will be 2010.

The 2007 results were excellent

“Based upon the information gathered during our review, it was determined that your Head Start program is in compliance with all Head Start Program Performance Standards and applicable laws, regulations and policy requirements.”



# What is OHS Monitoring?

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## Goals of the OHS Monitoring Process

- Determination of Compliance
- Program Improvement
- Identify need for Technical Assistance

# OHS Monitoring Process

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- Four Phases of OHS Monitoring
  - Advance Activities
  - **On-Site Activities**
  - Issuance of Report
  - Program Improvement

# The Federal Review Team

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- The team will be led by a Team Leader who will most likely be a Head Start Program Specialist.
- The team is comprised of qualified reviewers with expertise in specific areas related to Head Start.
- Most team members will have experience with Head Start and may be current Head Start employees or independent consultants.
- Team members are trained on how to use the monitoring tool and what to look for when interviewing, observing, and reviewing.

# OHS Monitoring Process

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- Systems Approach
  - Monitoring uses a systems approach to monitoring because strong systems are essential to maintaining Head Start program quality.
  - Problems with service areas may indicate the presence of underlying issues with one or more management systems

# OHS Monitoring Process

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- Monitoring focuses on how a program's systems, services, and partnerships interact to create and maintain a quality program.
- 3 Service and Partnership Areas:
  - Child Development and Health Services
  - Family and Community Partnerships
  - Program Design and Management
- Protocols improve consistency and completeness of reviews and allow us to demonstrate compliance.

# OHS Monitoring Process

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- 11 Program Areas are reviewed:
  - Health Services
  - Nutrition Services
  - Safe Environments
  - Transportation Services
  - Disabilities Services
  - Mental Health Services
  - Family and Community Services
  - Education & Early Childhood Development
  - Fiscal Management
  - Program Design and Management
  - Eligibility, Recruitment, Selection and Attendance



# OHS Monitoring Process

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- The Review Team collects, verifies and analyzes evidence from multiple sources to establish relevant facts.
- Monitoring uses many ways of gathering information
  - Interviews
  - Site Observations
  - Document Reviews
  - Checklists



# OHS Monitoring Process Protocols

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- The evidence gathering process uses tools which organize the Targeted Questions by method of data collection and source:
  - Interview Guides
  - Observation Guides
  - Document Review Guides
  - Checklists (e.g., Safe Environments Checklist)
  - File Review Guides
  
- The evidence collected through each tool is linked to Compliance Questions and will be used to assist review teams in making compliance determinations.

# OHS Monitoring Instrument

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- Compliance Questions form the basis of the Protocol.
- Each question focuses on one or more program requirements.
- Review teams ask the Targeted Questions, which outline the minimum “evidence gathering” requirements.
- The Targeted Questions indicate who to interview, questions to ask, information to retrieve from documents, and observations to make in developing an understanding of grantee compliance with each question.
- All of the evidence gathering questions must be completed in order to answer the associated compliance question.

# OHS Monitoring Instrument

## **1. Health Services**

- I. Human Resources
- II. Providing Health Services
- III. Health Policies and Procedures
- IV. Early Head Start Serving Pregnant Women
- V. Ongoing Monitoring

## **2. Nutritional Services**

- I. Human Resources
- II. Understanding Children's Nutritional Needs
- III. Managing Nutritional Services
- IV. Integrating Nutrition into Early Childhood Development
- V. Ongoing Monitoring

## **3. Safe Environments**

- I. Facilities, Materials, and Equipment
- II. Hygiene
- III. Food Safety and Sanitation
- IV. Ongoing Monitoring

## **4. Transportation Services**

- I. Transportation Services Management
- II. Grantee and Delegate Directly Provided or Contract Provided Transportation
- III. Bus Driver Credentials, Qualifications, and Training
- IV. Transportation Related Services
- V. Ongoing Monitoring

## **5. Disabilities Services**

- I. Human Resources
- II. Coordinated Activities
- III. Outreach and Recruitment
- IV. Evaluation & Development of (IEP) / (IFSP)
- V. Community Partners
- VI. Ongoing Monitoring

# OHS Monitoring Instrument

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## **6. Mental Health Services**

- I. Human Resources
- II. Implementation of Mental Health Services
- III. Ongoing Monitoring

## **7. Family and Community Services**

- I. Human Resources
- II. Building Relationships with Families
- III. Strengthening Families through the Family Partnership Agreement Process
- IV. Encouraging Parent Participation
- V. Building and Maintaining Community Partnerships
- VI. Ongoing Monitoring

## **8. Education and Early Childhood Development (ECD)**

- I. Human Resources
- II. Curriculum, Individualization, and Assessment
- III. Social-Emotional Development
- IV. Cognitive and Language Development
- V. Physical Development
- VI. Ongoing Monitoring

## **9. Fiscal Management**

- I. Governance and Internal Controls
- II. Use of Head Start Grant Funds
- III. Grant Property
- IV. Compensation
- V. Financial Reporting

## **10. Program Design and Management (PDM)**

- I. Governing Body
- II. Policy Council
- III. Planning
- IV. Ongoing Monitoring
- V. Communications
- VI. Record Keeping and Reporting
- VII. Human Resources
- VIII. Program Strengths

## **11. Eligibility, Recruitment, Selection, Enrollment & Attendance**

- I. ERSEA
- II. Ongoing Monitoring

# Emphasis in 2009-2010

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- “The expectation is that Head Start programs will comply with all statutory, regulatory, and other requirements of the Head Start grant award. When there are failures to meet Head Start standards, the review team will document and report such failures.” 2007 PRISM Guide P.16
- Exception-based review
- Focus on evidence gathering and documenting non-compliance

# Top Findings in 2008

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- Qualifications of Classroom Teachers
- Ongoing Monitoring of Program
- Health Screenings within 45 days of entry
- Maintenance and Repair of Facilities
- Pedestrian Safety
- Human Resources – Initial Health Exam for Staff
- Selection, Layout, and Maintenance of Playground Equipment

# What you need to know. . .

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- Head Start Performance Standards
  - Each site has a copy
- How we implement the Standards
  - Updated Plans and Procedures will be distributed to each site
- Self-Assessment
  - We complete each Spring
  - Classrooms complete the Health and Safety checklist
- Monitoring Process and Instruments
  - That's what we are starting today!

# Preparing – One Year Before

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## **Conduct an in-depth Self-Assessment**

### Purpose of Self-Assessment

- Ensure we are meeting the Performance Standards
- Familiarize staff with Review process and language
- Identify areas where the program is working well
- Identify areas where the program needs improvement

### Four Stages of Self Assessment

- ✓ Preparing
- ✓ Engaging
- ✓ Analyzing
- Strengthening



# On-going Preparation

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- Collect written information and put in notebooks organized by Head Start system areas.
- Forward copies of communication with families to Supervisors so they can insert into notebooks:
  - Newsletters & Memos Home
  - Parent Meeting Agendas and Minutes
- Ensure that all paperwork and documentation is complete, accurate and submitted on time.
- Continue excellent communication between all program staff.

# On-going Preparation

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- Other Activities
  - Check children's files, staff files, and all records to ensure that they are complete
  - Make sure that paperwork is up-to-date and organized: License, Kitchen Inspection, Annual Safety Review, Purchase Reqs, etc.
  - Have a “dress rehearsal” with each focus interview group

# On-going Preparation

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- Ensure On-going Monitoring of Systems
- Provide Information and Training to Staff
  - Introduction to Monitoring at Pre-Service
  - Additional training later in the Fall if possible

# Preparing – One Month Before

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- We will be given 30 days notice prior to the on-site visit
- Finalize review schedule with team leader
- Provide team leader with:
  - Class Rosters
  - Identify Children with Disabilities
  - Information on child care partners to be visited
- Selection of Focus Children

# Preparing – One Month Before

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- We will alert all Staff of dates, schedules, and roles and responsibilities.
- We will alert the governing board, policy council, community partners, and child care partners of dates of the review and schedule.
- We will identify and invite partners for the community partner interview and child care partner interview.

# During the Review

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- Ask for clarification if you do not understand a question.
- Refer the question to the appropriate person if it is not yours to answer.
- Remember there are no “off the record” questions.
- Remember Federal Monitoring is NOT an opportunity to complain about co-workers.
- Remember it’s about program compliance.

# Remember:

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- The Review is to determine if we are utilizing Head Start funds appropriately and meeting Head Start Performance Standards
- Our Agency Principles guide us,
- The Performance Standards tell us what to do,
- Our Plans and Procedures tell us how to do it,
- Our Staff ensure that we do it, and
- Our Children and Families thrive because of it.

# Next Steps

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- We will be communicating with you, and help you prepare for Monitoring, but it is your responsibility to be prepared
- Full day training on October 7<sup>th</sup> - Save the Date

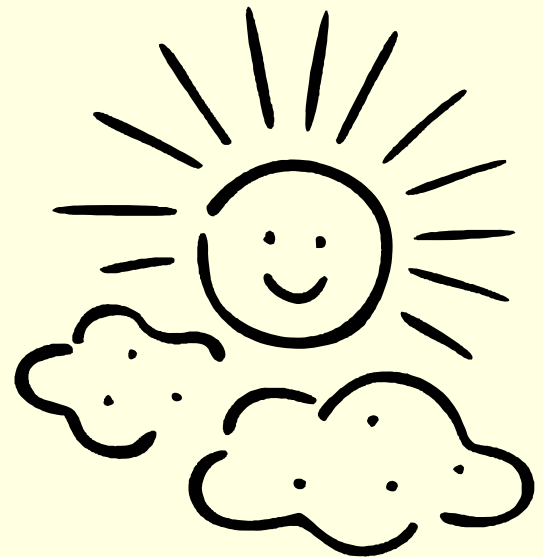
## Questions and Answers



# Final Thoughts

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- Be reassured that we will communicate with you in preparing for and during the review.
- We have a Great Program!
- This is our Opportunity to Shine!
- We will have a Great Review!



# Panel of Experts - Discussion

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- Jerrie Honeycutt
- Kim Adams-Guilliams
- Lorraine Metcalf
- Cassandra Benton
- Shannon Fisher
- Rebecca Rector

# Small Group Activity

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- Line up by length of time employed by Head Start
- Count off by 8's
- Find all the folks with your number
- Find a place to sit down
- Decide upon a facilitator and recorder

# Small Group Activity

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- Discuss your experience with HS Monitoring.
  - (if you don't have this experience, listen / ask questions of those group members who do)
- Based upon the Presentation, Panel and Group discussion provide **AT LEAST THREE** answers to the following questions:
  - What have you learned today that is most important and why?
  - What areas would you like more information about prior to Monitoring?