

Early Steps Strategic Sustainability Planning Process

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September 29, 2010

Introduction

- Responded to the RFP by FDDC
- Designed a multi-method approach, understanding that more data collection and analysis will likely be needed once the landscape was understood
- Began planning in March, first meeting of the advisory group also in March
- First draft due end of October

Stakeholder Groups

- SG 1: Required in answer to the proposal
 - 25 individuals from around the state that have interest in or understanding of Early Steps, its mission, or the target population
 - Monthly conference calls and two face-to-face meetings (May and October, 2010)
 - Early Steps State Office
 - FDDC
 - Local Early Steps Directors
 - DCF
 - Agency for Persons with Disabilities
 - Early Intervention Specialist
 - Department of Education
 - Healthy Start
 - Head Start/Early Head Start
- Advisory Group
 - Subset of the stakeholder group
 - Conference call every other month

Stakeholder Groups... (cont.)

- SG 2: All Local Early Steps directors, coordinators and designees
 - Instrumental as participants and supporting several of the methods to be described
 - Reviewed interim documents
 - Forwarded local documents and research thought to be useful
 - Coordinated onsite data collection from Ounce team

Original Methods

- Document synthesis – State and local Early Steps documents
 - Work Groups: Data User, Service Coordination, ASD, Provider Issues, Service Implementation
 - OPPAGA reports, State performance plans, etc.
- Document synthesis – Downloaded or forwarded documents from 12 other states
 - State performance plans, sustainability documents, cost-benefit analyses, service policies/procedures, etc.
- Interviews with directors of the 12 states versions of Early Steps
 - 30-60 minutes per phone interview

Original Methods... (cont.)

- Interviews with parents, providers and stakeholders (5 each, 15 total)
- Serial focus groups with LES directors (3 rounds, 4 FG's/round, 12 total)
 - July, August and September 2010
- On site focus groups (4 with providers, stakeholders and parents, 12 total)
 - August, 2010

Additional Methods

- Literature review of service provision approaches, e.g. transdisciplinary (PSP)
 - Multiple articles
- Director Survey of LES directors/coordinators
- Provider survey (583 responses)
- Parent survey (210 responses)
- Focus groups with service coordinators (4 total)
- Analysis of potential public relations methods and content
- Strategy development, testing, and feasibility analysis

Strategy Groups

- Original
 - Cost efficiencies
 - Eligibility
 - Policy and funding/revenue generation
 - Recruitment and retention of providers
 - System of care
- Additional
 - Data management and data system
 - Processes and communication

Analysis

- Meta-Community Information Synthesis (M-CIS)
 - A combined meta-analysis (quantitative) and meta-synthesis (qualitative) approach
 - Software: SPSS or SimStat, **Atlas.TI** or QDA-Miner **and WordStat**
- All meetings, interviews, and focus groups were recorded and strategically transcribed
- Analytic Method
 - Qualitative analysis of all documents
 - Key words, strategy extraction
 - Content analysis
 - Context analysis
 - Process extraction and analysis

Interim Reports

- Florida Early Steps Document Analysis
- Family, Provider and Stakeholder Interview Analysis
- Out of State Document and Interview Combined Analysis
- LES Director Survey Report
- Public Relations Strategies Interim Report
- Family Survey Report (in progress)
- Provider Survey Report (in progress)
- LES Serial Focus Group Report
- Focus Group Report (Family, Provider, Service Coordinator, Stakeholder) Combined Report
- Initial and Subsequent Strategy Lists
- Strategy Relevance and Feasibility Report (in progress)

Strategy Development

- Strategies were compiled from all sources:
 - Other state strategies
 - Strategies from direct inquiry
 - Strategies extracted from transcripts and documents
- Strategies were defined as anything that would improve the sustainability of E.S. through targeting an identified issue/category or an emerging issue/strategy
 - Broad definition to avoid missing any reasonable option

Strategy Development... (cont.)

- An initial and subsequent strategy list was compiled totaling 623 strategies
 - All strategies were placed in a matrix
 - Duplicates were indicated in a frequency column
 - Identical or near-identical meanings were combined
 - Strategies violating state or federal policy (endangering funding) were eliminated
 - Number reduced to 138

Strategy Development... (cont.)

- Reviewed the 138 with the directors and ESSO staff
 - Third serial focus group
- Reduced to the 'final 40' strategies
- Placed strategies into a survey and asked four groups to rate for relevance to sustainability and feasibility of implementation
 1. Early Steps State Office staff
 2. Stakeholder group 1
 3. Stakeholder group 2 (directors/coordinators)
 4. Any other LES staff that directors felt would have sufficient perspective and knowledge to evaluate the strategies

Strategy Development... (cont.)

- RELEVANCE: The strategies potential impact on improving positive perception, effectiveness, return on investment, revenues, cost efficiency, service delivery, recruitment and retention of providers, communication, or other factors relevant to the overall sustainability of Early Steps whether short, intermediate or long-term

FEASIBILITY: The ability of the strategy to be completed, effected or accomplished given program or resource limitations, the time it will take to implement a strategy (understanding that within some strategies multiple steps will be required that will span short to long term), program supports, barriers, and other factors

Strategy Development... (cont.)

- Strategies were divided into four general areas
 - CRUDE INITIAL ANALYSIS
 - Subsequent analyses will include more levels and will be analyzed by respondent group
 1. High Relevance / High Feasibility
 2. High Relevance / Low Feasibility
 3. Low Relevance / High Feasibility
 4. Low Relevance / Low Feasibility

High Relevance / High Feasibility

- 10. Work with the necessary components of state government to ensure maximum draw down of funds to support Early Steps
- 33. Investigate the practices and processes of LES's that are routinely coming in on or under budget to identify best practices that can be shared statewide and then develop a plan for systematically sharing and evaluating them across the state
- 40. Work to systematically assess and improve the current data system and investigate a new data if funds can be found and the current system cannot be improved to the point of greater functionality. Improve the reporting and exporting features of the current data system to reduce the amount of time that Early Steps staff are manipulating and analyzing data to answer repetitive questions.

High Relevance / Low Feasibility

- 11. Develop the steps for and then implement strategies to develop an insurance mandate for Florida similar to Virginia, Connecticut and other states
- 12. Work cooperatively with Medicaid, Medicaid HMO's and insurance organizations, including Medicaid and other insurance panels, to provide coverage for activities related to the PSP model used in Florida, e.g. coaching, collaboration, consulting, providing services in the natural environment.
- 13. Increase level of reimbursement for Medicaid, Medicaid HMO's and thus Part C providers to better recruit and retain quality providers

Low Relevance / High Feasibility

- 5. Improve policy development and coordination to have the necessary time and resources needed to fully develop and project possible impacts of changes before implementation and provide LES's the chance to fully understand and plan implementation
- 32. Develop separate teams devoted to working with children with autism, cerebral palsy or other disorders that require greater resources in order to apply the model appropriately and adapt the model if needed
- 38. Develop a resource site for LES's to post questions and replies. The site should allow for posting and responses by anyone with a password which will allow multiple parties to respond to questions

Low Relevance / Low Feasibility

- 6. Restructure ESSO and LES's to have appropriate levels of recommended administrative staff (within the confines of local and state policies), redirecting salaries to hire more service coordinators, family service coordinators, and evaluators
- 7. Fund a state level researcher position that will quickly and accurately respond to the needs of the LES's for research, information to support local grant writing efforts, and other empirical support
- 19. Overhaul/improve the educational and experience qualifications for providing E.I. services. Work to accept certified teachers in the appropriate age range assuming they have studied development

Q & A

- Ask me anything...
- THANK YOU FOR YOUR TIME AND ATTENTION!
- If you find you have a question later, please contact Dr. Walby...
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