

Oregon's Measurement of Child Care System Performance: Linking Accountability and Planning

Bobbie Weber
Oregon Child Care Research Partnership
Oregon State University

State Administrators Management Institute/Child Care Policy
Research Consortium Meeting
August 1, 2007

Goal and purpose of performance measurement in Oregon

Continuously improve the child care system by:

- Clarifying goals and desired outcomes
- Focusing on results
- Increasing coordination, cooperation, and collaboration
- Improving communication with public and policy makers
- Strengthening planning, implementation, and continuous improvement of services

Building accountability, linking measurement and planning

- Accountability efforts began in 1990
- Accountability system built over time
 - Began with Oregon benchmarks
 - All later systems linked to the benchmarks
- Currently working on linking accountability and planning

Key players for accountability

- Oregon Progress Board—responsible for maintaining and measuring progress on Oregon Benchmarks
- Department of Administrative Services (DAS)—responsible for monitoring progress on state agency performance measures
- Oregon Child Care Division—lead agency for CCDF and for reporting to Oregon Progress Board and DAS
- Oregon Child Care Research Partnership—collaborative organization composed of state child care staff, researchers, and practitioners and coordinated by Oregon State University
- State agencies and nonprofit organizations responsible for expenditure of CCDF funds

Identification of child care system performance measures

- In 1990, Oregon adopted Oregon Benchmarks, measurable standards for program
 - Included child care benchmarks
 - Progress measured every two years
- Since 2003 Child Care Division has incorporated the performance measures into contracts
- In 2002, at request of State Child Care Administrator, Oregon State University (OSU) facilitated identification of 16 child care system performance measures linked to benchmarks and agency performance measures

Child care system logic model

- In spring 2005, Child Care Administrator asked OSU to lead development of logic model
- All CCDF-funded partners participated
- Logic model documents how partner activities contribute to producing outcomes and moving toward goals
 - Increases awareness that it takes work of multiple partners to produce each outcome
 - Demonstrates relationship of partner activities and system outcomes

Gap identification

- Logic model demonstrates how fully funded activities produce outcomes
- Oregon far from fully funding a child care system able to ensure that children are thriving and ready for school and families are self-sufficient
- In December 2005, stakeholders identified and prioritized gaps in services

Linking logic model to state CCDF Plan

- In January 2007, Child Care Administrator requested logic model update as part of CCDF plan development
- Update process identified need for ongoing monitoring of progress in achieving outcomes
- State Child Care Administrator charged Oregon Child Care Research Partnership (OCCRP) to facilitate group responsible for monitoring progress
- In March 2007, OCCRP recommended:
 - Creation of a System Accountability Committee
 - Renaming the logic model the Progress and Accountability Tracking Tool (PATT)
 - Linking the PATT to the state CCDF Plan

System Accountability Committee

- Reframing prioritized gaps
 - Will create measurable outcome for each gap—where Oregon wants to be
 - Will graph progress to achieving each outcome
- CCDF Plan will reflect system goals, performance measures, and strategies identified in the PATT.

Current goals

- Planning and accountability documents are inter-related and consistent with one another
 - Oregon child care affordability and supply benchmarks
 - State agency performance measures
 - Child Care system performance measures
 - PATT
 - CCDF Plan
 - Planning and accountability documents are inter-related
- CCDF plan guided by knowledge of what is needed to achieve desired outcomes
 - Progress toward goal and outcome achievement monitored on ongoing basis
 - Spending priorities guided by progress to date on reducing prioritized gaps

Oregon's child care performance measurement system

- Biennial measurement and reporting to citizens of progress on child care availability and affordability benchmarks
- Biennial reporting to Coordinating Council of progress on child care system performance measures
- Inclusion of system performance measures in performance-based contracts
- Ongoing assessment of progress toward goals using PATT
- Building CCDF plan on findings from PATT

Lessons learned over 17 years

- Progress is incremental
 - Takes time to build measurement and reporting systems
 - New efforts need to incorporate and build upon measurement and reporting systems already in place
 - Multiple unrelated systems can dilute impact
 - Key is interrelating systems
- Vision and leadership of child care administrator is key
- Involvement of stakeholders determines extent to which performance measurement changes behavior
 - State administrator as leader and person responsible
 - Partner awareness of role of their organization and that of others in making progress essential
- Performance management and planning need to be connected

Oregon accountability tools

Oregon child care benchmarks (No. 47 & 48) can be found at

[http://www.oregon.gov/DAS/OPB/obm.shtml#Introducing Oregon Benchmarks](http://www.oregon.gov/DAS/OPB/obm.shtml#Introducing_Oregon_Benchmarks)

Oregon child care and education logic model. Can be retrieved from

http://www.oregon.gov/EMPLOY/CCD/docs/Logic_Model_0212.pdf