<table>
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<th>Stage of Implementation</th>
<th>QRIS Components</th>
<th>Quality Standards</th>
<th>Quality Ratings</th>
<th>Quality Improvement (QI)</th>
<th>Financial Incentives</th>
<th>Consumer Education</th>
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<tr>
<td>Exploration</td>
<td></td>
<td>-What are the state’s goals for quality improvement? -Which dimensions of quality are important to stakeholders? -How much support exists for developing or adopting specific quality standards? -What research evidence is available about the links between child outcomes and quality standards of interest?</td>
<td>-Can existing data sources be used to assign ratings? -Is an observational measure of quality needed? If so, which measure should be used? -Are qualified staff available to carry out the rating process? Do staff need to be hired? -How open are providers to being rated?</td>
<td>-Which dimensions of quality are most in need of improvement? -Are QI interventions with evidence of effectiveness available in those areas? -Who will provide QI services? -How will QI be funded? -Which providers will be eligible to receive which QI services? -How receptive are providers to participating in QI interventions?</td>
<td>-What quality improvements need to be incentivized? -What incentive mechanisms will be used? -Are subsidy system staff receptive to providing financial incentives? -Are data systems available to support a financial incentive program? -What magnitude of financial incentives is feasible? -What is the evidence on effectiveness for incentives?</td>
<td>-What sources of information do parents use to find child care? -Are CCR&amp;Rs receptive to providing information about a QRIS and provider ratings to consumers? -What strategies can be used to provide consumer education? -What is the evidence of effectiveness on consumer education? -How much will consumer education cost?</td>
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<td>Installation</td>
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<td>-What is the process for developing the standards? Who will be involved? -What strategies will be used to educate providers, parents, and other stakeholders about the content of the standards and how they will be used? -Is more work needed to operationalize the standards, including defining terms and decision rules for assigning ratings?</td>
<td>-Do data systems need to be created or refined to produce the ratings? -Who will assign ratings? -How will the standards and indicators be measured? -Who will conduct observations if needed, and on what schedule? -Who will train raters and observers, and how many staff need to be trained? -Is pilot testing needed? -Is a plan in place to monitor the rating process?</td>
<td>-Which interventions have been selected? -Who will deliver them? -Is funding in place? -Do staff need training to deliver the interventions? -Are needed data systems in place? -Have eligibility criteria been developed? -Have promotional materials been developed to inform providers about the QI services? -Is a plan in place for monitoring fidelity?</td>
<td>-Have subsidy staff been trained on how to implement the financial incentive program? -Are data systems in place to support the financial incentive program? -Have promotional materials been developed to inform providers and parents about the incentives and how providers can obtain them? -Is a plan in place for monitoring implementation?</td>
<td>-Have marketing materials been developed and pilot tested with parents and other consumers? -Has a dissemination plan been developed for marketing materials? -Have staff involved in consumer education been trained on delivering key messages?</td>
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<td>Initial Implementation</td>
<td>-How well do providers and other stakeholders understand the standards? Is additional education needed? -What feedback have providers and other stakeholders provided on the standards? Are there areas of disagreement that need to be addressed? -Are raters able to assign ratings and conduct observations reliably? -How much effort is the rating process taking? Is it more or less than expected? -How are providers reacting to the rating process? Do adjustments need to be made to address any concerns? -What lessons from initial implementation can be used to fine tune the process? -How valid are the ratings? Do they adequately differentiate levels of quality as expected? -What is the uptake of QI services? Is additional outreach to providers needed? -Are eligibility criteria appropriate? -How well do QI services offered match the needs of eligible providers? -Are staff delivering the interventions with fidelity? Is additional training and support needed? -What are the early outcomes of QI services? Are changes in observed quality occurring as expected? -What lessons from initial implementation can be used to fine tune QI?</td>
<td>-Are sufficient services available to meet the demand for QI? -Is a system for periodic review of QI services needed to ensure that services offers match the needs of providers? -Is a system in place to monitor fidelity? -What is the impact of QI services on observed quality and quality ratings? Are there plans to evaluate the services effectiveness in improving quality?</td>
<td>-Are raters implementing financial incentives as intended? -Are data systems adequate to support the financial incentive program or are changes needed? -What is the uptake of financial incentives? Are providers aware of them? -What are the early outcomes of financial incentives? Are they producing expected changes in provider behavior? -What lessons from initial implementation can be used to fine tune the financial incentives?</td>
<td>-Are staff implementing financial incentives as intended? -Are data systems adequate to support the financial incentive program or are changes needed? -What is the uptake of financial incentives? Are providers aware of them? -What are the early outcomes of financial incentives? Are they producing expected changes in provider behavior? -What lessons from initial implementation can be used to fine tune the financial incentives?</td>
<td>-What is the uptake of marketing materials? -Are marking materials being broadly disseminated? Through what channels? -Are consumers interested in the QRIS and ratings? -Do consumers understand key messages, especially the quality ratings? -Is there any evidence that consumers are selecting care based on the ratings?</td>
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<td>Full Operation</td>
<td>-Is there consensus on the quality standards among key stakeholders? -Is a system for periodic review and updating of the standards needed? -Has a validation study been conducted to confirm that the ratings are working as expected? -Are systems in place for ongoing training and reliability checks for ratings and observers if used? -Are systems in place for reviewing and updating ratings periodically? -Are sufficient numbers of providers participating in the rating process?</td>
<td>-Are sufficient services available to meet the demand for QI? -Is a system for periodic review of QI services needed to ensure that services offers match the needs of providers? -Is a system in place to monitor fidelity? -What is the impact of QI services on observed quality and quality ratings? Are there plans to evaluate the services effectiveness in improving quality?</td>
<td>-Is a system in place for periodic review of incentive structure and amounts to determine if changes are needed? -Is a system in place for monitoring fidelity of implementation? -What is the impact of financial incentives on observed quality and quality ratings? Are there plans to evaluate the effective of financial incentives in improving quality?</td>
<td>-What is the uptake of marketing materials? -Are marking materials being broadly disseminated? Through what channels? -Are consumers interested in the QRIS and ratings? -Do consumers understand key messages, especially the quality ratings? -Is there any evidence that consumers are selecting care based on the ratings?</td>
<td>-Is a system in place for periodic review and updating of marketing messages and materials? -What is the impact of consumer education? Are there plans to evaluate the effect of consumer education on parents’ child care choices?</td>
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ILLUSTRATIVE QUESTIONS FOR EACH STAGE OF IMPLEMENTATION, BY QRIS COMPONENT

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| **Innovation**          | -What refinements should be made to improve the quality standards?  
-Does recent research suggest any needed revisions to the standards?  
-Do validation study results indicate the need for changes in quality ratings?  
-Are there improvements that can be made to the rating process to reduce burden on providers? To increase provider participation? | -Do evaluation results indicate needed changes to delivery of QI services or the mix of services offered?  
-Are cultural or other adaptations to existing QI services needed to better address needs of providers?  
-Do evaluation results indicate needed changes to financial incentive structure or amounts?  
-Are any changes needed to reduce burden on providers and/or increase participation? | -Are systems in place to continually educate stakeholders about the importance of providing ongoing QI services?  
-Are systems for funding, delivering, and monitoring QI service delivery well established?  
--Are QI services viewed as established practice in the state? | -Are policymakers and key stakeholders educated about the benefits of the financial incentive structure?  
-Are financial incentives viewed as established practice in the state?  
-Is provision of quality rating information to parents and other consumers searching for child care viewed as accepted practice in the state?  
-Are well established systems in place for ongoing consumer education? | -Are changes needed to marketing messages, materials, and outlets to reach particular groups of consumers? |
| **Sustainability**      | -Are systems in place to continually educate policy makers and stakeholders about the importance of the quality standards to supporting positive child outcomes?  
-Are quality standards well accepted in the state?  
-Is a well-established system in place for ongoing training and monitoring of raters and for training new raters over time?  
-Are funding streams in place for the rating process?  
-Are quality ratings viewed as established practice in the state? | -Are systems in place to continually educate stakeholders about the importance of providing ongoing QI services?  
-Are systems for funding, delivering, and monitoring QI service delivery well established?  
--Are QI services viewed as established practice in the state? | -Is the system for calculating and providing financial incentives well established?  
-Are systems for calculating and providing financial incentives well established?  
-Are policies and key stakeholders educated about the benefits of the financial incentive structure?  
-Are financial incentives viewed as established practice in the state?  
-Is provision of quality rating information to parents and other consumers searching for child care viewed as accepted practice in the state?  
-Are well established systems in place for ongoing consumer education? | -Are well established systems in place to continually educate stakeholders about the importance of providing ongoing QI services?  
-Are systems for funding, delivering, and monitoring QI service delivery well established?  
--Are QI services viewed as established practice in the state? |