



Implementing Differential Licensing in Massachusetts

2015 National Association for Regulatory Administration Conference
September 23, 2015, 8:30-10:00am

PCG *Human Services*
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Agenda

- Goals for Today
- What is Differential Licensing?
- Differential Licensing in Massachusetts
- Lessons Learned
- Discussion, Q&A
- Contact Information



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Goals for Today

Goals for Today

- ✓ Discuss "Differential Licensing"/"Differential Monitoring"
- ✓ Discuss Implementation of Differential Licensing in the Commonwealth of Massachusetts
- ✓ Share Lessons Learned

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What is Differential Licensing?

And why is it important?

What is Differential Licensing?

"Differential Licensing"/"Differential Monitoring," is a method to determine the frequency and/or depth of monitoring needed for child care providers

- ➔ Based on an assessment of the provider's compliance history and level of risk

Uses regulations that would pose the highest probability and severity of harm to children if found to be in non-compliance.

- ➔ High risk items are commonly called **Key Indicators**, based on the work of Dr. Richard Fiene, Director of Pennsylvania State University's Capital Area Early Childhood Training Institute

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What is Differential Licensing?

Helps states meet the new annual program visit mandate in the reauthorization of the Child Care Development Block Grant (CCDBG).

→ "not less than annually, an inspection (which shall be **unannounced**) of each such child care provider and facility in the State for compliance with all child care licensing standards" CCDBG Reauthorization SEC. 658E

Differential Licensing can help mitigate challenges of strained budgets, high caseloads, and inefficient, paper-based processes

Differential Licensing isn't the same from state to state.

→ More than half of states across the country have moved to some variety of more efficient, innovative methods for licensing and monitoring child care programs

What is Differential Licensing?

Differential Licensing encompasses **all** pieces of a state's licensing model.




Differential Licensing in Massachusetts

Differential Licensing in Massachusetts

Background Information

Department of Early Education and Care Licensing

- Responsible for licensing and investigations for:
 - 6,831 Family Child Care Providers
 - 2,899 Center-based Providers
 - 500 Residential programs, Foster Care & Adoption programs
- Services providers across 6 Regions (out of 5 regional offices)



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Problem:
Inability to conduct visits annually due to high caseloads, disparate licensing technology, and inefficient paper-heavy licensing processes

Risk:
Health and safety risks to children


Solution:
Differential Licensing:

- More targeted monitoring visits and technical assistance
- Redesigned visit tools (vs. checklists)
- Streamlined licensing business processes
- Integrated licensing technology

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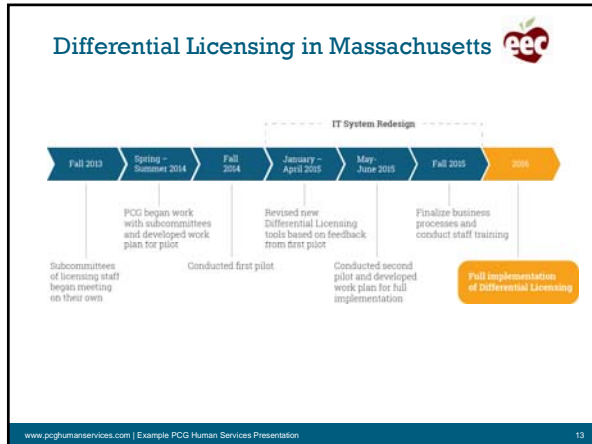
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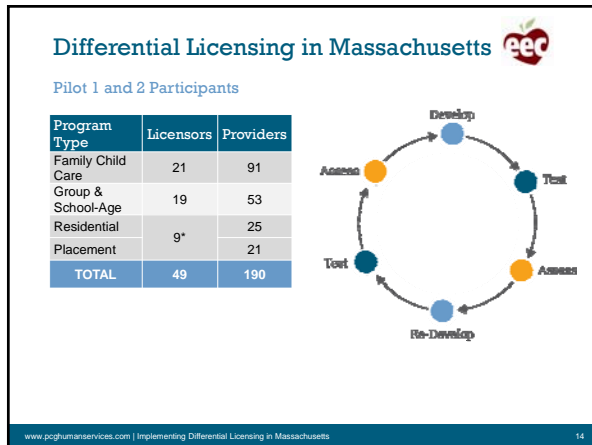
Mission Statement

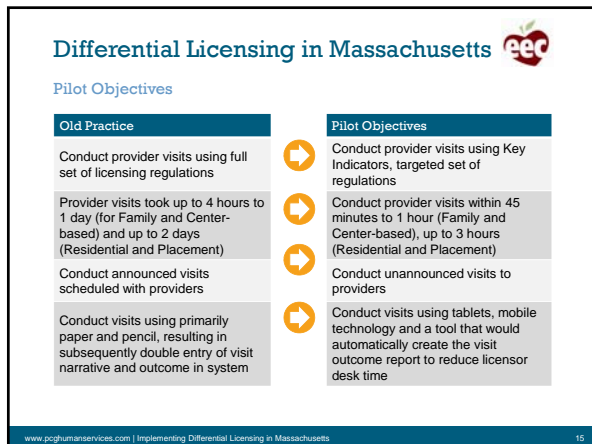



"To ensure the health and safety of children and quality of early education and care programs through a differentiated licensing model that increases monitoring frequency and tailors visits based on program needs while supporting an effective allocation of EEC resources and technical assistance."

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Differential Licensing in Massachusetts 

Pilots Evaluations Data Sources

1. Pilot licensor and supervisor follow-up surveys
2. Pilot provider follow-up interviews
3. Outcomes data from the new visit tools
4. Feedback from EEC Differential Licensing leadership
5. Recent compliance histories of the providers in the first pilot and their visit outcomes


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Pilot Outcomes & Findings

Key Indicators	<ul style="list-style-type: none"> Regulations or grouping of regulations for key indicators by domain allowed for more targeted review
Length of Visits	<ul style="list-style-type: none"> Average visit times decreased
Un-Announced Visits	<ul style="list-style-type: none"> All pilot visits were successfully conducted unannounced, although some licensors had to make multiple visit attempts. Residential conducted "semi-announced" when appropriate
Follow-up analysis on providers seen in first pilot	<ul style="list-style-type: none"> Only 3 out of 117 had substantiated compliant after 6 months; 2 with minor infractions and 1 repeat non-compliance

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Pilot visit experiences

Licensors

- Had difficulty using clunky tablet technology
- Dramatically reduced desk time for duplication of report writing work

83% of Family Child Care


82% of Group & School Age

Providers

- Appreciated more time for onsite TA
- Felt visit was less intrusive visit than normal licensing or monitoring visit

100% of Residential & Placement licensors and

96% of providers all rated the second pilot visits positively



What did providers have to say about the pilot visits?





It was one of the best, most valuable and positive visits I've ever had from EEC.

"It was one of the nicest visits I've had in years. I felt really good when [the licensor] left... It was very positive."

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Pilot Objectives


Objectives		New Paradigm
Conduct provider visits using Key Indicators, targeted set of regulations		Licensing visits are driven by provider needs
Conduct provider visits within 45 minutes to 1 hour (Family and Center-based), up to 3 hours (Residential and Placement)		Visits are conducted more often and can be shorter if appropriate
Conduct unannounced visits to providers		Providers should be compliant at all times
Conduct visits using tablets, mobile technology and a tool that would automatically create the visit outcome report to reduce licensure desk time		Visits are licensure and provider friendly; reduces wait time for reporting and corrective action

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New Annual Monitoring Lifecycles

Small, Large Group, and School-Aged (SLGA Center-based Providers)



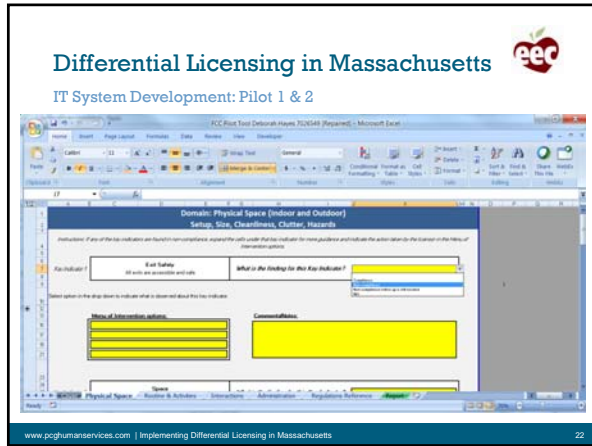
Key

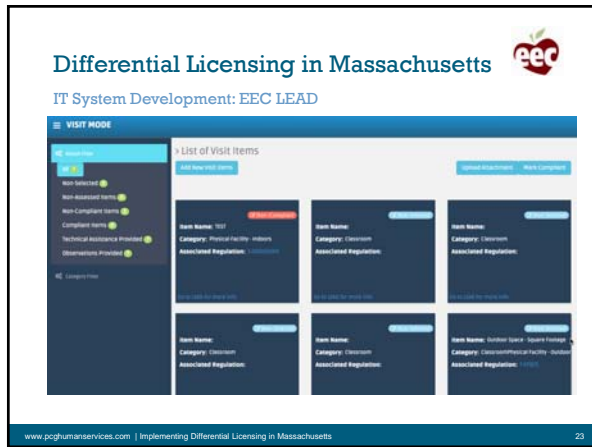
- Mid-Cycle Review Tool (content to be finalized)
- Differential Monitoring Tool
- Full Licensing Review Tool
- Review Program Profile

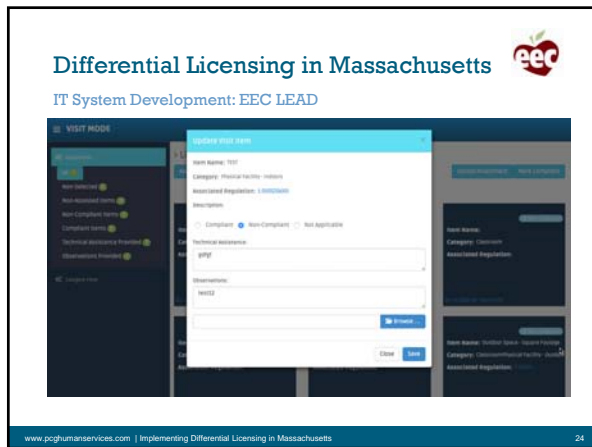
The "differential" in the Differential Licensing Model: Providers in compliance with key indicators of the Differential Monitoring tool will receive a shorter targeted visit

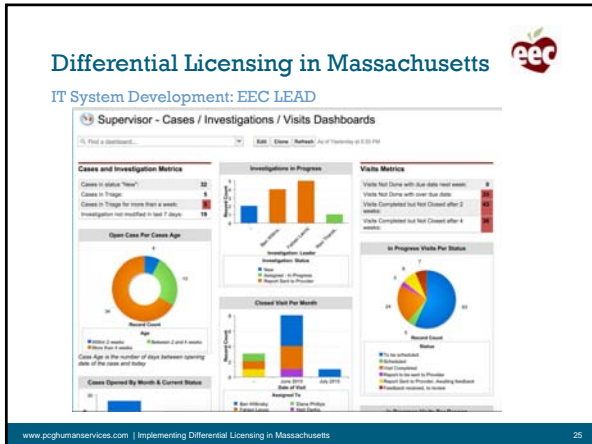
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IT System Development









Lessons Learned in Massachusetts

- ### Lessons Learned in Massachusetts
1. You don't need to have a sophisticated IT system to develop Differential Licensing
 2. You learn a lot from pilots and phased implementation—get out some of the kinks before full implementation!
 3. Staff and provider engagement throughout development and implementation is critical, particularly for training.
 4. Initial discomfort from staff for changing visit protocol is normal and understandable
 5. Having a champion (or hopefully champions!) within leadership and licensing staff is instrumental
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Discussion, Q&A

Contact us

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