Opportunities Exchange

SUSTAINABILITY + TECHNOLOGY

Making Business

October, 2019

PROVIDERS (CENTERS + HOMES)

HUB

SOFTWARE

VENDOR

Success requires an intentional plan to guide a relationship between software vendor, Hub and participating providers.

> FINANCIAL SUSTAINABILITY

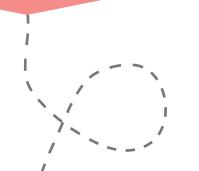
> > the process continued ► www.opportunities-exchange.org 1

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Data-Informed Leadership:

1 IDENTIFY LEADERSHIP in Hub, Centers/Homes	2 IDENTIFY CHILD MANAGE- MENT SYSTEM	3 CRAFT AGREEMENTS Roles, Responsibilities, Shared Data	4 ON-BOARD MEMBERS Centers + Homes	5 IDENTIFY METRICS
 HUB STAFF: Support on-boarding, lead metrics identifica- tion, track trends, share results with members MEMBER STAFF: Implement on-boarding, help identify metrics + track trends, open to data-driven decisions 	 Survey current usage Review available products Ensure selected software vendor has identified staff for questions, trouble shooting and technical support 	 Clarify roles + responsibilities, data-sharing, fee structure Who signs the Memorandum of Agreement (MOU) or contract? 	 Technical Assistance from software company Offer temporary staff support to load data 	 Key fiscal + program measures Reports linked to Child Mangement System, where possible Identify ways to track saved time
KEY QUESTIONS + ISSUES	KEY QUESTIONS + ISSUES	KEY QUESTIONS + ISSUES	KEY QUESTIONS + ISSUES	KEY QUESTIONS + ISSUES
 Owners and boards involved early-on Engaged site director Commitment to change Time to engage in change management 	 Enterprise version (necessary for shared data) Cloud-based or on-premise? Or both? Essential functions Key reports 	 Clear agreements in writing Written commitment to change as (all or part of) initial fee Clarity that membership fees will increase over time Clarity regarding Hub accountability to members 	 Initial data entry is a huge hurdle for members: who can help? Identify/empower site-based admin or hire temps to load data Gather baseline data during on-boarding process 	 Common metrics for all members so individual performance can be compared to norms Engage site directors, boards, owners in process Consider desired outcomes when selecting metrics

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Data-Informed Leadership: The Process continued

6 DEVELOP	7 GUIDE DATA-INFORM	IED I FADERSHIP	
 DASHBOARD (track metrics) 	Staffing, Fiscal, Policy		
 Tool to track + report metrics User-friendly Baseline data essential 	 STAFFING: Help build site-based leadership + understanding of business metrics Plan to shift \$ from admin to classroom Craft tools/process for on-going reflective supervision 	 FISCAL: Feedback loop: Hub to members Share data/trends Help members reflect Craft management strategies to address fiscal challenges 	 POLICY: Share business leadership process + key metrics with policymakers Ask technology partner to create API links to public systems Use data to inform advocacy; cost in lieu of market prices; waivers for alternative staffing, etc.
KEY QUESTIONS + ISSUES		KEY QUESTIONS + ISSUES	
 Easy to understand: graphs, charts Able to share with board + owners monthly Aligned with data needed by funders, policymakers 	 Track % personnel admin vs. classroom vs. support Streamline admin staff via fully-implemented technology Identify pedagogical leader at each site Shift resources from admin to paid time for reflective practice (pedagogical leaders + teachers) 	 Enrollment: track + report cost of vacant slots by classroom Bad debt: reconcile billing + collections from public \$ + tuition; track gap Cost per child: calculate costs by classroom; use to inform rates 	 How can data shape improved policy? How can data gathered in automated systems inform rate-setting? Could the Hub manage a subsidy contract on behalf of participating centers or homes?

