

February 15, 2005

TO: SICC Members and Alternates  
FROM: *Early On* Interagency Team  
SUBJECT: *Early On* Redesign

In November the SICC took action to begin the process of redesigning *Early On*. At the subsequent SICC Executive Committee meeting, it was suggested that the *Early On* Interagency Team and Lindy Buch, the Director of the Office of Early Childhood and Family Services, work together to prepare a recommended redesign process for the February meeting of the SICC.

To prepare the recommended process, the *Early On* Interagency team worked with the Coordinator for the Early Childhood Comprehensive System (ECCS) grant, Joan Blough (also a member of the *Early On* Interagency team.) The ECCS grant has successfully used a results-based approach<sup>1</sup> in the creation of the strategic plan for the ECCS. Since *Early On* will be a critical program within the ECCS, it made sense to use a similar results-based process for the redesign of *Early On*. Additionally, Governor Granholm and her administration have been working with the results-based approach outlined in, “The Price of Government: Getting the Results We Need in an Age of Permanent Fiscal Crisis.”<sup>2</sup> Anticipating that the *Early On* redesign will need to be shared with the Children’s Cabinet, it again made logical sense that the *Early On* redesign would follow a results-based approach.

In preparation for the conversation about the *Early On* re-design that will take place at the SICC meeting on Friday, we are asking that SICC members:

1. Read the attached excerpt from “The Price of Government.” It makes the case for why a results-based approach is needed and what the basic steps are to complete the process.
2. Review the materials prepared by the *Early On* Interagency Team. Come to the SICC prepared to discuss the materials and to determine next steps in the *Early On* redesign process.

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<sup>1</sup> Friedman, Mark. “The Results and Performance Accountability Implementation Guide: Questions and Answers about how to do the Work.” [www.raguide.org](http://www.raguide.org). 2001.

<sup>2</sup> Osborne, David and Hutchinson, Peter. “The Price of Government: Getting the Results We Need in an Age of Permanent Fiscal Crisis.” Basic Books: New York, New York. 2004

We look forward to a fruitful discussion on Friday, and appreciate the opportunity to prepare these materials for this essential next step in the implementation of *Early On*.

**Comparison Between Results-Based Decision Making (Friedman) and Results-Based Budgeting (Osborne and Hutchinson)**

The results-based approaches outlined by Friedman and Osborne have more in common than not. The following are key points about both approaches.

**Key points about both approaches:**

- Start with the ends, work backward to the means.
- Clear and disciplined about terms. Use plain everyday language that is understandable to the average citizen.
- Keep accountability for populations separate from accountability for programs and agencies. (Results for a population are everybody’s responsibility; Performance measures (individual customer results) are the responsibility of agencies and programs)
- Use data to gage success or failure against a baseline.
- Use data to drive a disciplined, business-like decision-making process to get better.
- Involve a broad set of partners.

**The following table outlines the basic steps in each of the results-based approaches. You will note, by reading through each step, that there are some differences between the approaches.**

<b>Results-Based Decision Making</b>	<b>Results-Based Budgeting</b>
1. Define the Population	1. Get a grip on the problem (Define the problem. – How you define it dictates how you will solve it.)
2. Define the Results.	2. Set the price of government. (Determine all funds that constitute the funding pool for the early intervention system.)
3. Determine the Measures of the Results (indicators)	3. Define the Results.
4. Create baseline data displays of the Indicators	4. Allocate available resources across the results. (Split the pie.)
5. Determine the causes, forces and	5. Determine measurable data indicators for

epidemiology of the indicators	each result.
6. Determine Partners who need to be involved in turning the curve on the baselines	6. Develop strategy map for each result. (Show causes and effects that matter most for each )
7. Develop research and information for each indicator as to, “What it works to improve?”	7. Determine key strategies for each result, based on map.
8. Determine Strategies (based on research)	8. Determine a purchasing plan for each result – based on 5,6, &7.
9. Prioritize Strategies	9. Solicit offers – <i>request for results</i> to all potential vendors.
10. Develop Action Plan & Budget	10. Review offers and choose what to buy.
11. Develop Performance Measures for services, supports, agencies and services systems included in the Action Plan	

### **Recommended Process for *Early On* Re-Design**

**The following process is a combination of the two results-based approaches outlined above. It brings the richness of both processes together to create a more comprehensive approach.**

<b>Steps for <i>Early On</i> Redesign</b>	<b>Product</b>
1. Define the problem.	Problem analysis report. (Causes, forces, etc.)
2. Determine the eligible population.	Definition of eligibility
3. Determine the funds that constitute the funding pool for early intervention system.	Total \$ amount available to be spent to achieve the results
4. Determine the results (conditions of well-being for children and families).	Results

5. Allocate available resources across the results.	Percentage of resources allocated to the achievement of each result.
6. Determine indicators (measurable data) for each result.	Data Indicators & Data Development Agenda
7. Create baseline data displays and determine epidemiology of same.	Indicator analysis report
8. Develop a strategy map for each result. (includes review of research and information.)	Strategy map for each result
9. Determine key strategies for each result	Key strategies for each result
10. Determine Purchasing Plan for each result	Purchasing Plan (new activities, continued activities, discontinued activities, & future activities)
11. Determine Shared Purchasing Plan across Result Areas	Joint/Collaborative Purchasing Plan
12. Prepare Strategic Plan and Budget	State Performance Plan

**Recommendations for the Early On Redesign:**

The following are recommendations for the *Early On* redesign provided in a question and answer format.

**1. What groups will need to be created for the redesign process?**

- A. Create a *Early On* Redesign Leadership Team
- B. Create “Problem Definition” Task Force
- C. Create “Funding Analysis” Task Force

- D. Create Results Team (work group) for each Result
- E. Create web-based listserv modeled on ECCS to gain comment on each product

**2. Who are the early intervention stakeholders for the Early On redesign?**

- Parents
- Preschool Programs (public & private)
- Physicians & other health care providers (hospitals)
- Funders (Medicaid & other Insurers)
- Child Care (Centers & Family)
- 0-3 public and private early intervention programs (state and local)
- Foundations
- Legislators
- Homeless Education
- Child Welfare
- Children's Cabinet
- Advocacy Organizations & Child and Family Associations
- Michigan Ready to Succeed Partnership
- Early Childhood Investment Corporation
- Community Collaboratives (LICCs) and Great Start Collaboratives
- Higher Education

**3. What is the role of the stakeholders?**

- Join the *Early On* listserv for redesign and provide input through the redesign website
- Participate in other redesign groups
- Share information with their constituencies

**4. What is the role of the SICC?**

- Advise on the redesign process at SICC meetings
- Participate in redesign activities
- Promote redesign to constituencies
- Build public will for early intervention services and supports

**5. Who will facilitate and coordinate the work of the *Early On* redesign?**

An individual with the knowledge, skills and experiences described below should be secured for the position of redesign coordinator.

- Extensive expertise in design and coordination of large group processes;
- Extensive and successful experience in neutral facilitation;
- Experience in interagency, collaborative systems development;
- Experience in executing results-based planning;
- Knowledge of IDEA Part C;

**6. What is the role of the *Early On* redesign Leadership Team?**

- Assist the redesign coordinator to garner needed resources and participation and prioritize activities.
- Communicate with state-level, public agency, executive staff regarding redesign process;
- Communicate across results-teams regarding issues, information gained, and needed adjustments to process or timelines.
- Approve products;
- Integrate *Early On*'s issues with ongoing early childhood initiatives.

**7. What is the role of lead agency?**

- Ensure compliance with IDEA Part C 2004.
- Garner national resources for redesign process.
- Help to staff the Results Teams
- Communicate regularly with constituencies about redesign process
- Promote redesign process – publicly support
- Support the redesign designated staff to be successful
- Model collaborative partnership
- Support others to be open to change to improve *Early On* results for children and families.

**8. What is role of partner agency staff?**

- Help to staff the Results Teams
- Communicate regularly with constituencies about redesign process
- Promote redesign process – publicly support

- Support the redesign designated staff to be successful
- Model collaborative partnership
- Support others to be open to change to improve *Early On* results for children and families

**9. How ought the Children’s Cabinet be involved in the *Early On* redesign?**

- Be made aware of *Early On* redesign process and intended products.
- Support involvement of necessary public agency staff to assist in the timely completion of the redesign products.
- Receive recommended strategic plan for *Early On* redesign

**10. What is the timeframe?**

- Completion of all steps by 12/1/05

**SICC Action:**

- 1. Recommend the *Early On* redesign process to the Governor and the Children’s Cabinet.**
- 2. Charge the *Early On* Interagency Agency team to define group members in conjunction with the Executive Committee.**