

# Shared Services: Powerful Alliances for ECE Programs

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Early Childhood Investigations Webinars  
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*Opportunities Exchange*

# Overview

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- Theory of change
- Range of approaches and entry points
- Shared Services on the web
- Staff-sharing models
- Alliance results
- Why is it important?
- Getting started
- Questions

# Theory of Change: Leadership Capacity-Building

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- “Building adult capabilities improves child outcomes”  
(Shonkoff)
- Shared Services is a strategy to build pedagogical **and** business capacity
  - Pathway to higher quality and improved child outcomes
  - Requires ECE businesses to work together, sharing:
    - Staffing
    - Resources and learning
    - Service delivery
    - Quality improvement focus

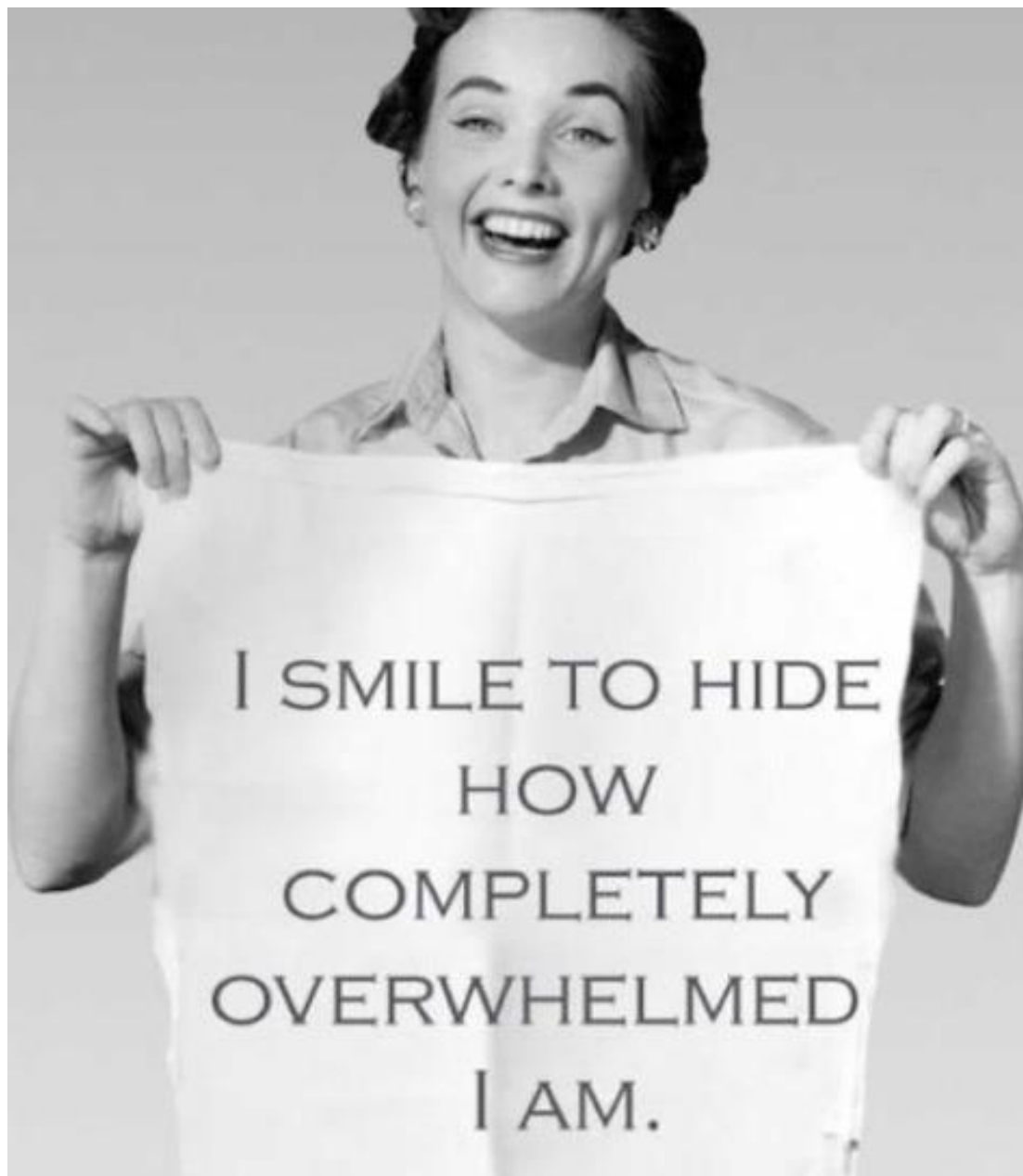
# ECE Capacity: The Typical Landscape

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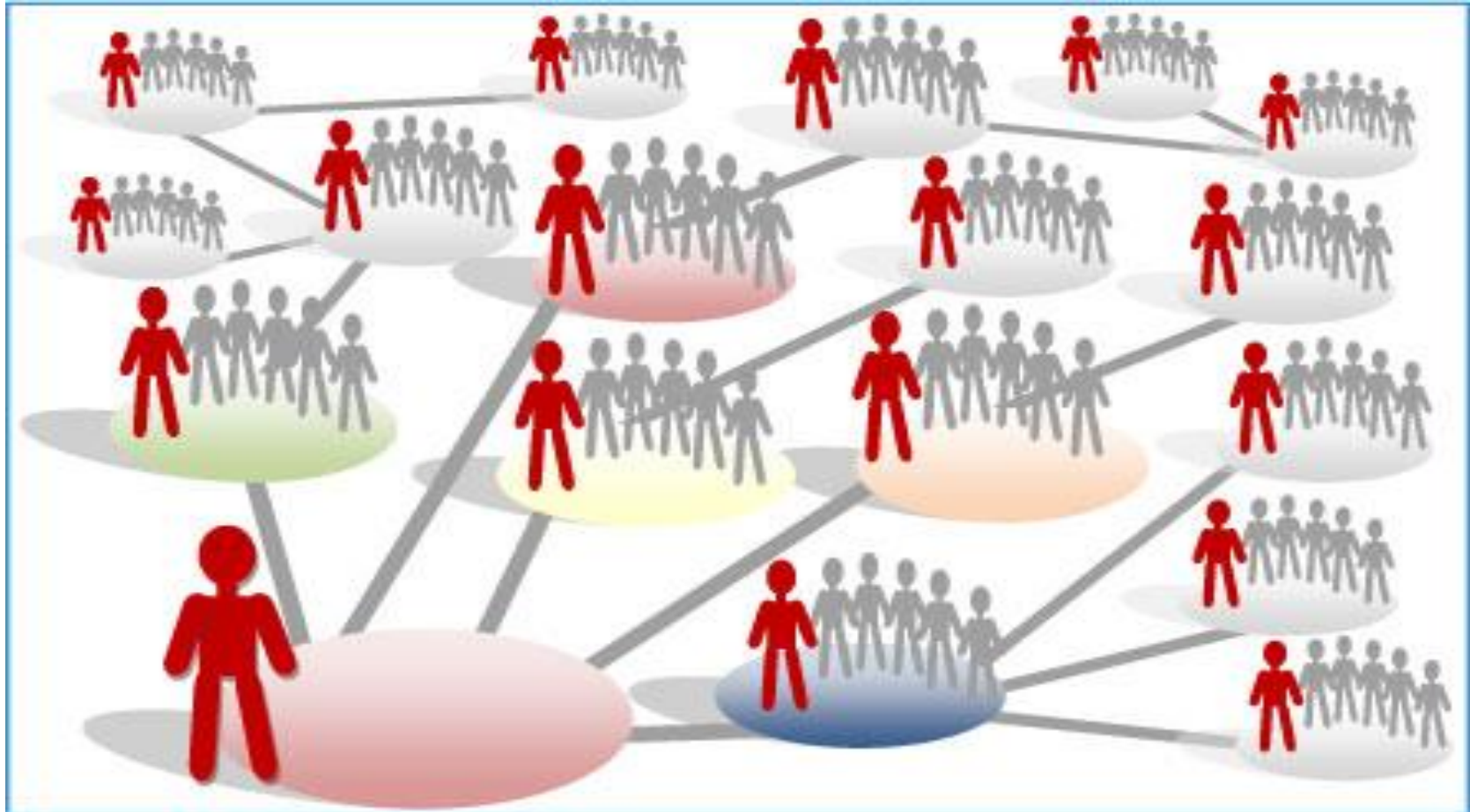
- Stand-alone centers or homes
  - Single director responsible for many conflicting tasks
- Lack of scale
  - Small settings that can't serve enough children to break even
- Limited (or no) investment in quality improvement
  - Few centers/homes have resources to boost and sustain quality
- Unequal competition
  - Public schools or large agencies with infrastructure, resources and business models that work
- Price-sensitive customers
  - Unwilling or unable to pay what it costs to provide high quality care



Most centers are very small (national average is 75 children.)  
The typical child care center director is responsible for multiple tasks.



# Typical solution: Hire More Staff



# But... Sometimes Less is More...

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- High administrative costs limit investment in teachers
- Shared Services enables dollars and time to be **reinvested in teaching and learning**
  - More time for teachers and site directors to focus on children
  - Staff able to focus on using mentoring, reflective practice, assessments to improve teaching and learning
  - Potential for higher teacher wages and benefits



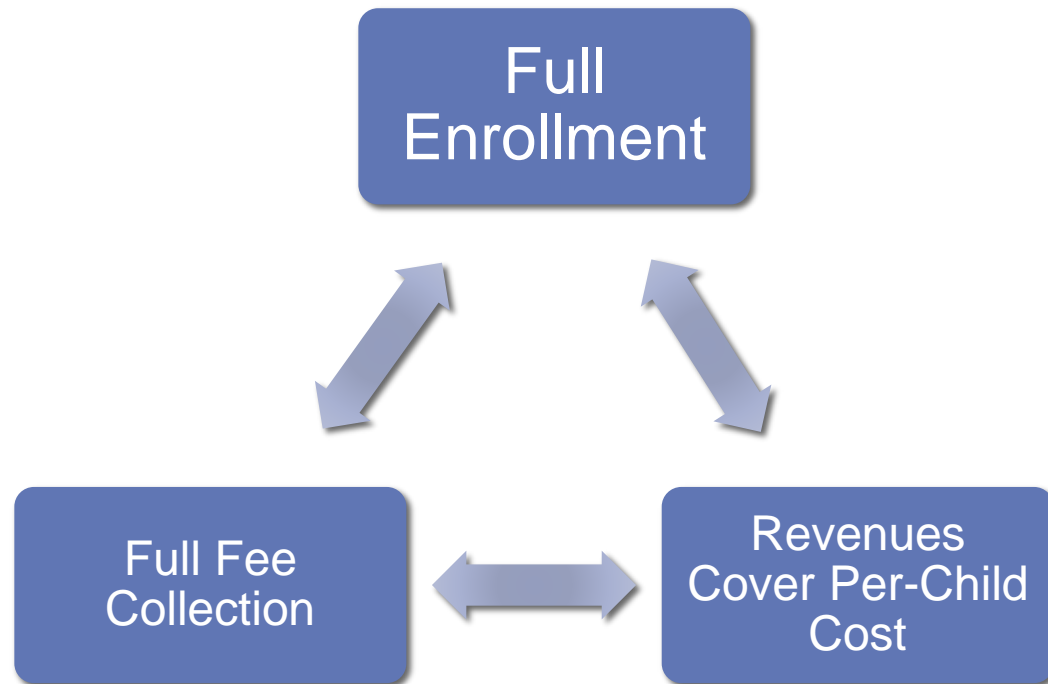
# Shared Services Benefits

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- Economies of scale
  - Sharing staff promotes efficiency; eliminates duplication of effort
  - Automation/technology reduces time on task and errors
  - Joint planning and procurement can reduce costs
- Economies of specialization
  - Shared expertise, greater efficiency, fewer errors
  - Sharing tasks across organizations allows professionals to do more of what they like to do and do best
  - Sharing and automating administrative tasks allows program leaders to focus on pedagogical leadership

# Economies of Specialization: Stronger Finance and Business Management

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## The Iron Triangle of ECE Finance

- Ensure full enrollment, every day in every classroom
- Collect tuition and fees, in full and on time
- Revenue covers per-child cost (tuition, fees, and 3<sup>rd</sup>-party funding)

# Economies of Specialization: Stronger Pedagogical Leadership

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- Site Directors can serve as instructional leaders
- Shared curriculum coordinators/quality improvement coaches can help deepen teaching and learning
- Teachers meet regularly, in professional learning communities, to reflect on their work
- Classroom teachers can make home visits (with Site Director support)
- Children receive the individualized, reflective teaching they need to succeed

# What is (and is not) Shared Services?

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## Shared Services is NOT...

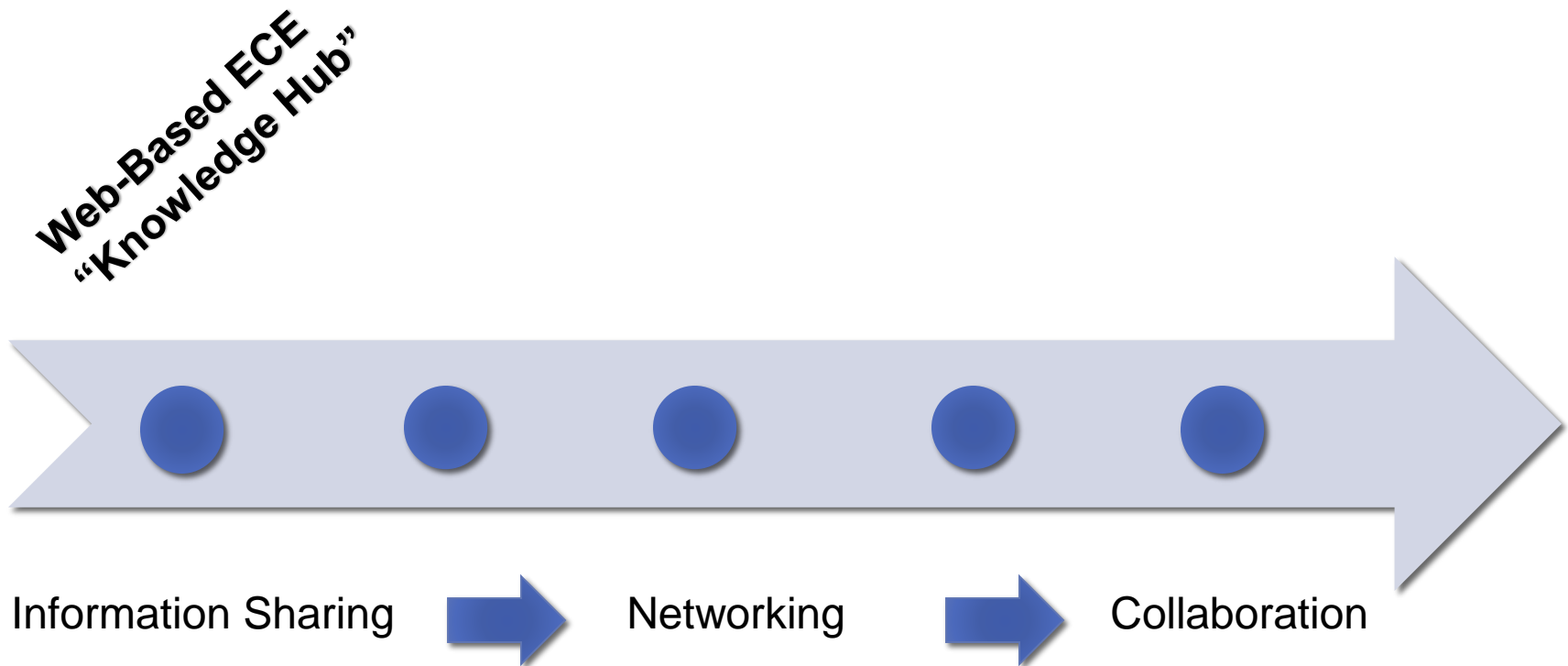
- Simply a way to save money
- Just a provider network
- A franchise or a project or a template
- The same in every community

## Shared Services IS..

- A change in roles/responsibilities
- A capacity-building strategy
- A way to reallocate resources toward child outcomes

# A Range of Approaches and Entry Points

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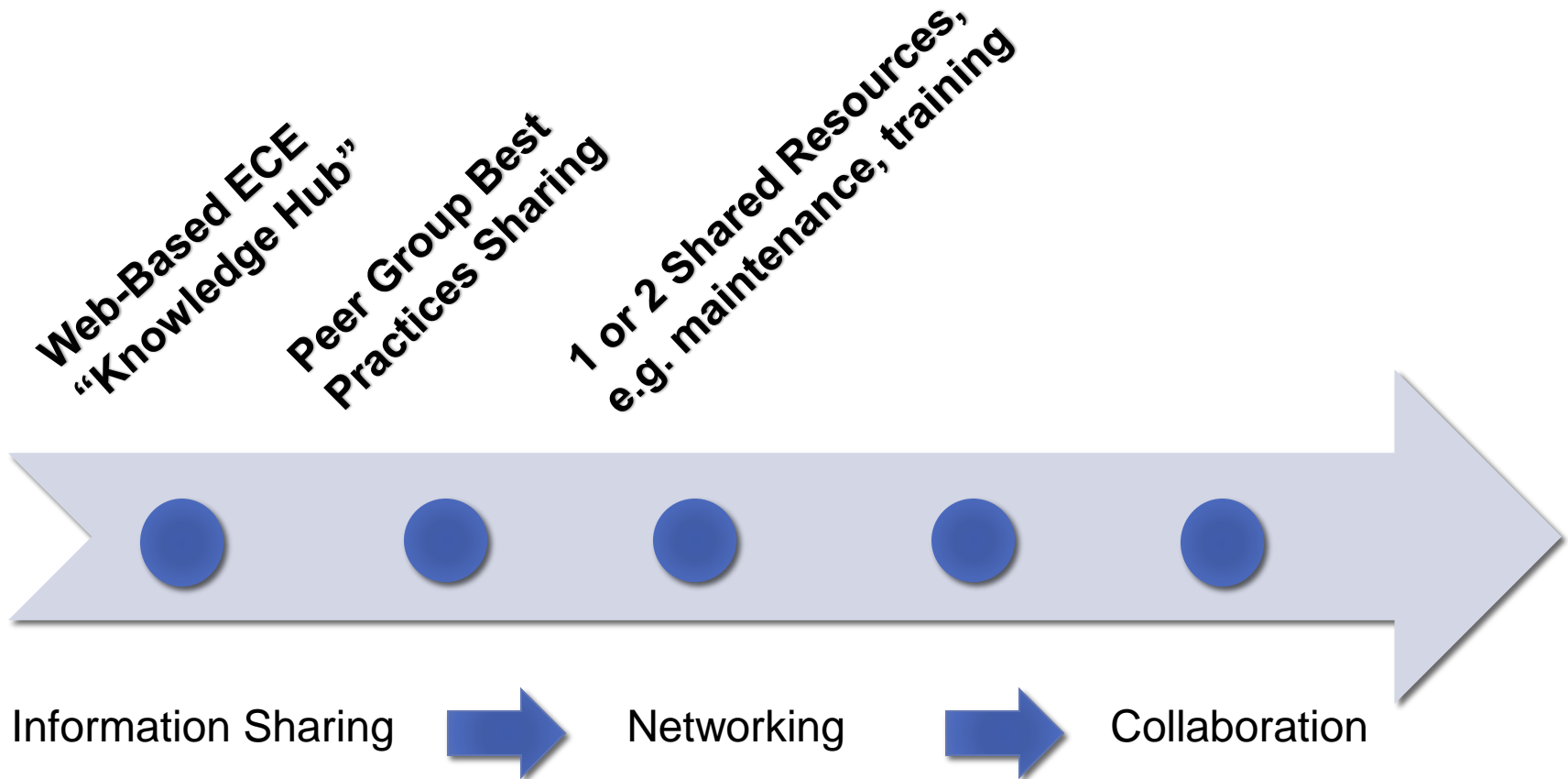
## Benefits: Web-Based ECE “Knowledge Hub”

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- Price discounts
- Time savings (e.g. parent handbook)
- “One-stop shopping” for tools and resources
  - Generic ECE tools and info
  - State specific rules, guidelines, policies, e.g. QRIS
- Learn/benefit from other states’ experiences

# A Range of Approaches and Entry Points

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# Benefits: Networking

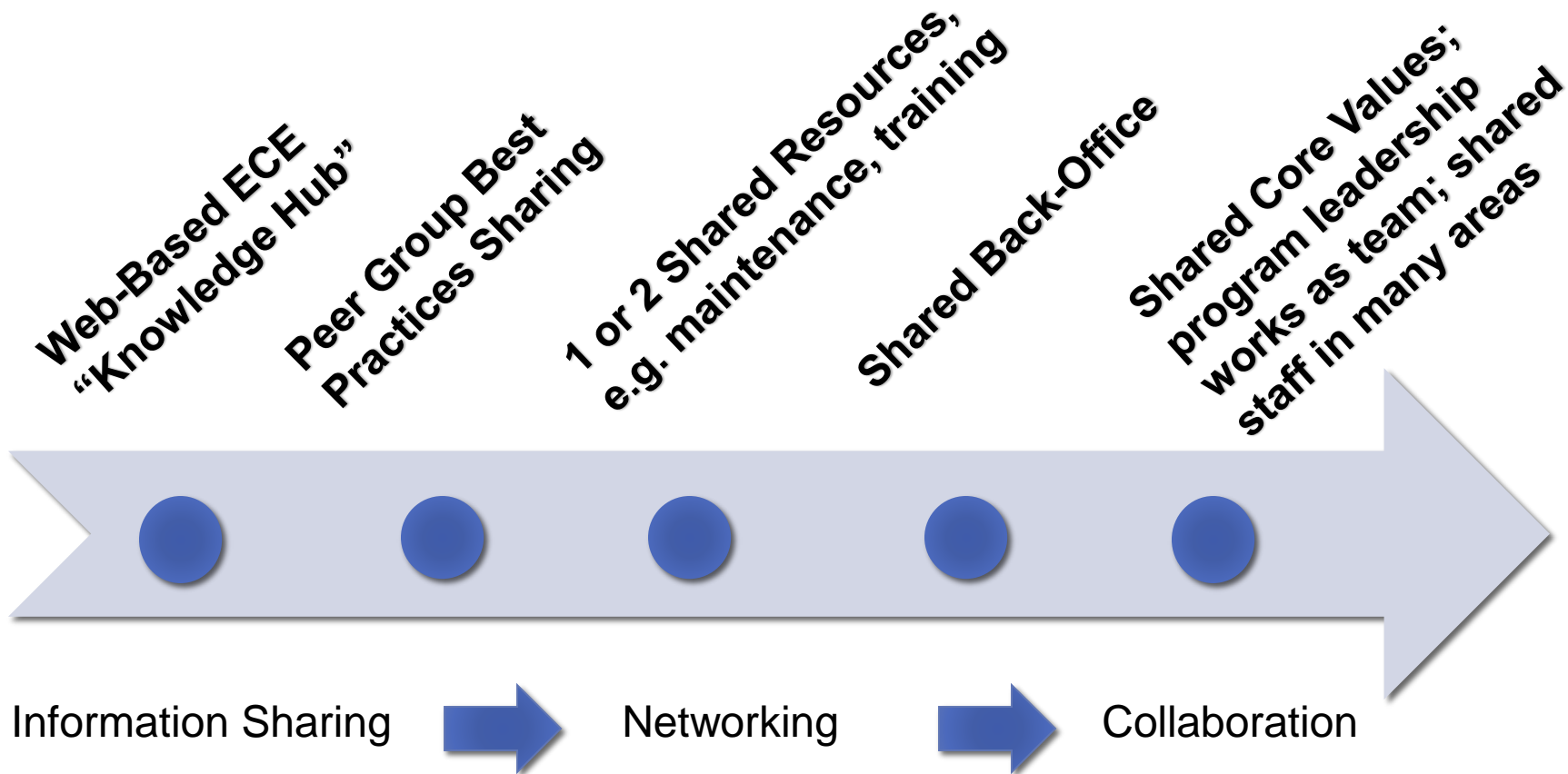
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Information-sharing via web-based “Knowledge Hub”, plus (e.g.):

- Shared maintenance:
  - Cost savings
  - Higher quality, increased reliability and availability
  - Less staff time required to procure, oversee, supplement
- Shared training and PD:
  - Cost savings
  - Higher quality due to focused “vetting”
  - More efficient scheduling



# A Range of Approaches and Entry Points



# Benefits: Collaboration - Intensive

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All the benefits of Information-Sharing and Networking,  
plus:

- Greater functional expertise, e.g. fiscal management, HR
- Less duplication of effort, e.g. reporting and entering data
- Greater job satisfaction – increased career opportunities, focus on what one does best
- Teachers and directors focused more on pedagogy
- **Better outcomes for kids**

# Shared Services in Action

# Web-Based “Knowledge Hub”

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- Web portal for centers and home-based providers
  - **Cost savings** – Discounts on supplies, services
  - **Time savings** – Adaptable templates for handbooks, etc; on-line training
  - **Quality supports** – Classroom, HR, and pedagogical leadership tools, linked to Quality Rating and Improvement Systems



**Welcome to ECE Shared Resources -** a Shared Services initiative in Early Childhood Education to improve quality, share learning and reduce costs. ECE Shared Resources features a website full of practical tools for childcare program managers.

[Learn More](#)



### About this Site

You are visiting a replica of ECE Shared Resources. You will be able to navigate this site to understand what is in the actual ECE Shared Resources website but you will not be able to open documents or tools.

[Learn More](#)

### CLICK A BUTTON TO LEARN MORE ABOUT PROGRAMS AND TOOLS

<b>Savings</b> 	<b>Classroom</b> 	<b>Program Admin</b> 	<b>Regulations</b> 	<b>HR</b> 	<b>Marketing</b> 	<b>Training</b> 	<b>Library</b> 	<b>Community</b> 
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### Save Money

Childcare programs gain instant buying power by joining an existing nationwide pool of purchasers. Typical savings are 20% to 50%. The interactive [savings calculator](#) can help you estimate potential savings.



### Kids' Health RSS

[Norovirus is now the leading cause of severe gastroenteritis in US children \[CDC Kids' Health\]](#)

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Posted: Thu, 21 Mar 2013

[National Women and Girls HIV/AIDS Awareness Day 2013 \[CDC Kids' Health\]](#)

Posted: Fri, 08 Mar 2013



### Welcome to SharedSource Pennsylvania

With just a few clicks, you'll have access to policies, forms, regulations, handbooks, guidance, savings and more - customized for Pennsylvania's ECE professionals, helping you be the best you can be.



### SharedSource Pennsylvania

A new initiative that brings Pennsylvania early childhood professionals cost-saving and time-saving tools, best practice resources and a shared commitment to quality improvement.

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Delaware Valley Association for the Education of Young Children



The VOICE of Early Childhood in Pennsylvania



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### CLICK A BUTTON TO LEARN MORE ABOUT PROGRAMS AND TOOLS

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### Why Join PENNAEYC?

Join Tyrone as he explains how a membership gives you access to all of the resources at SharedSourcePA.org.

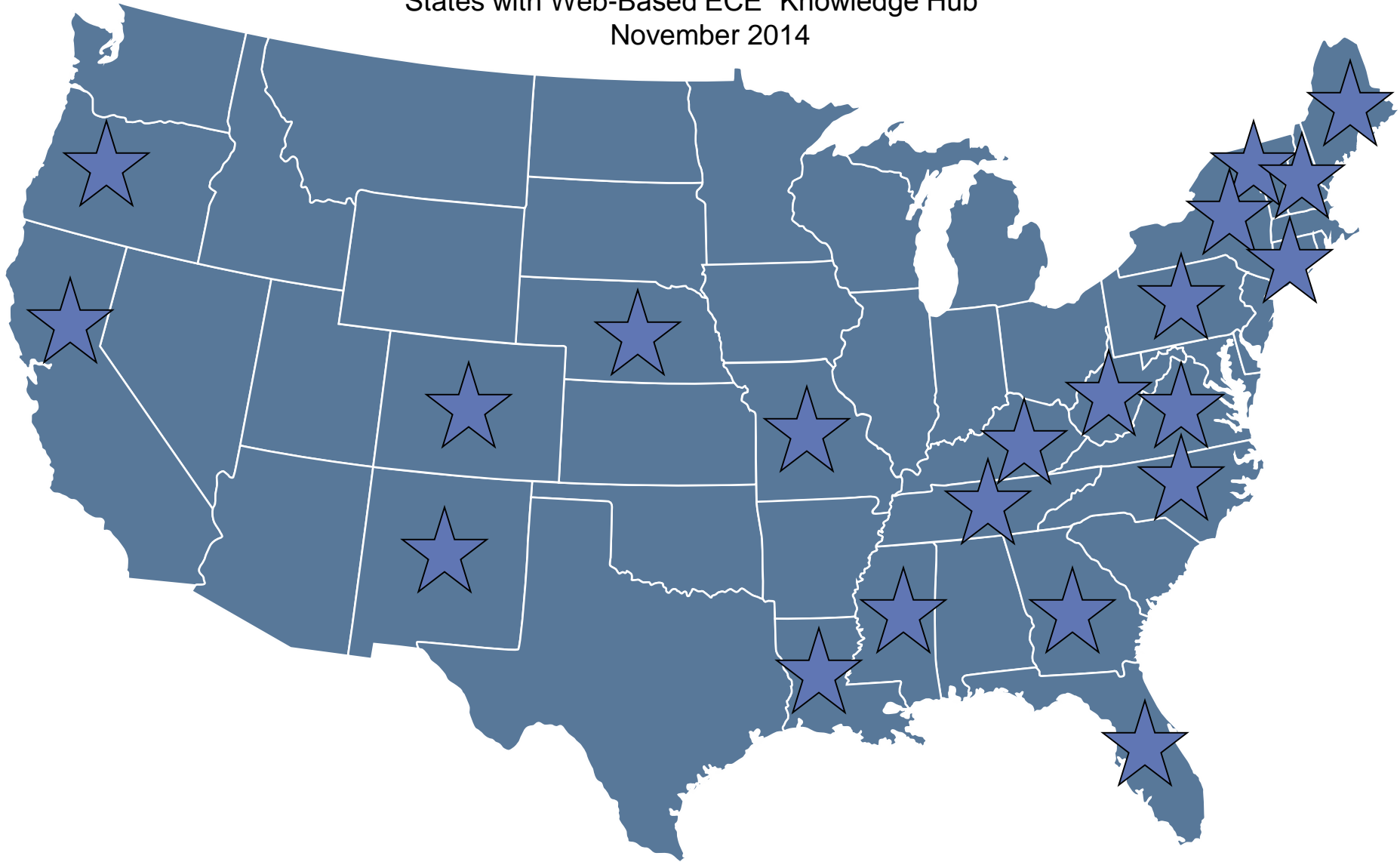


# Alliances across the U.S.



Opportunities  
Exchange

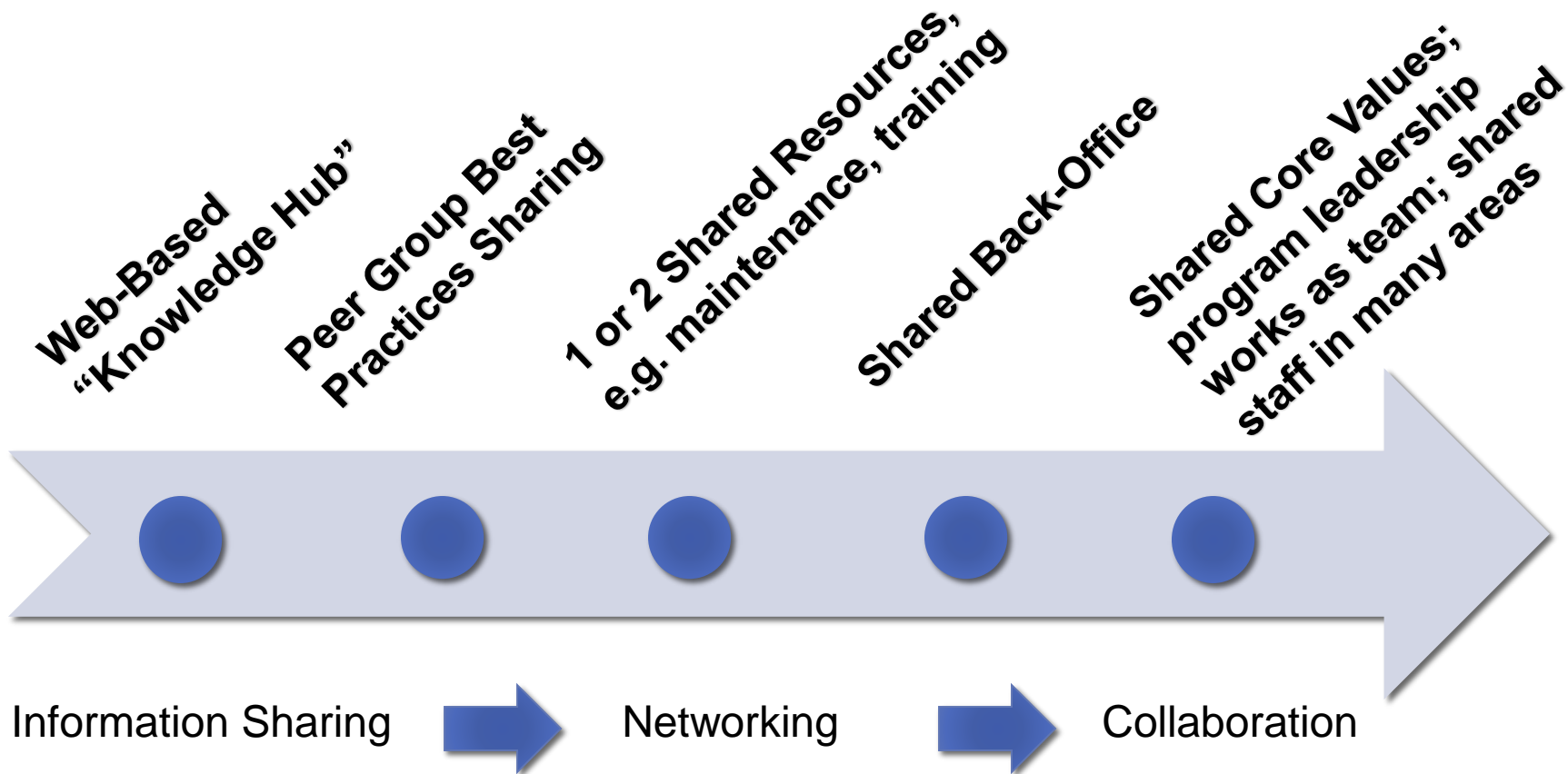
States with Web-Based ECE “Knowledge Hub”  
November 2014



# Staff-Sharing Models

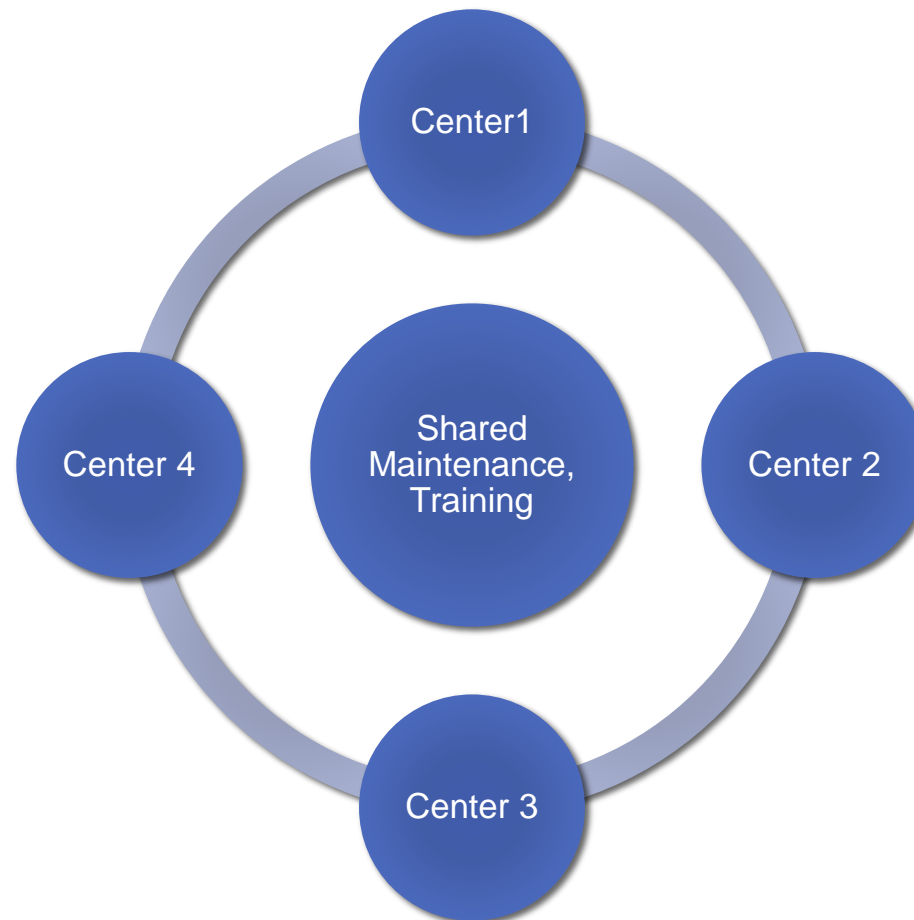


# A Range of Approaches and Entry Points



# Task-Specific Collaboration

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# Examples

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## California:

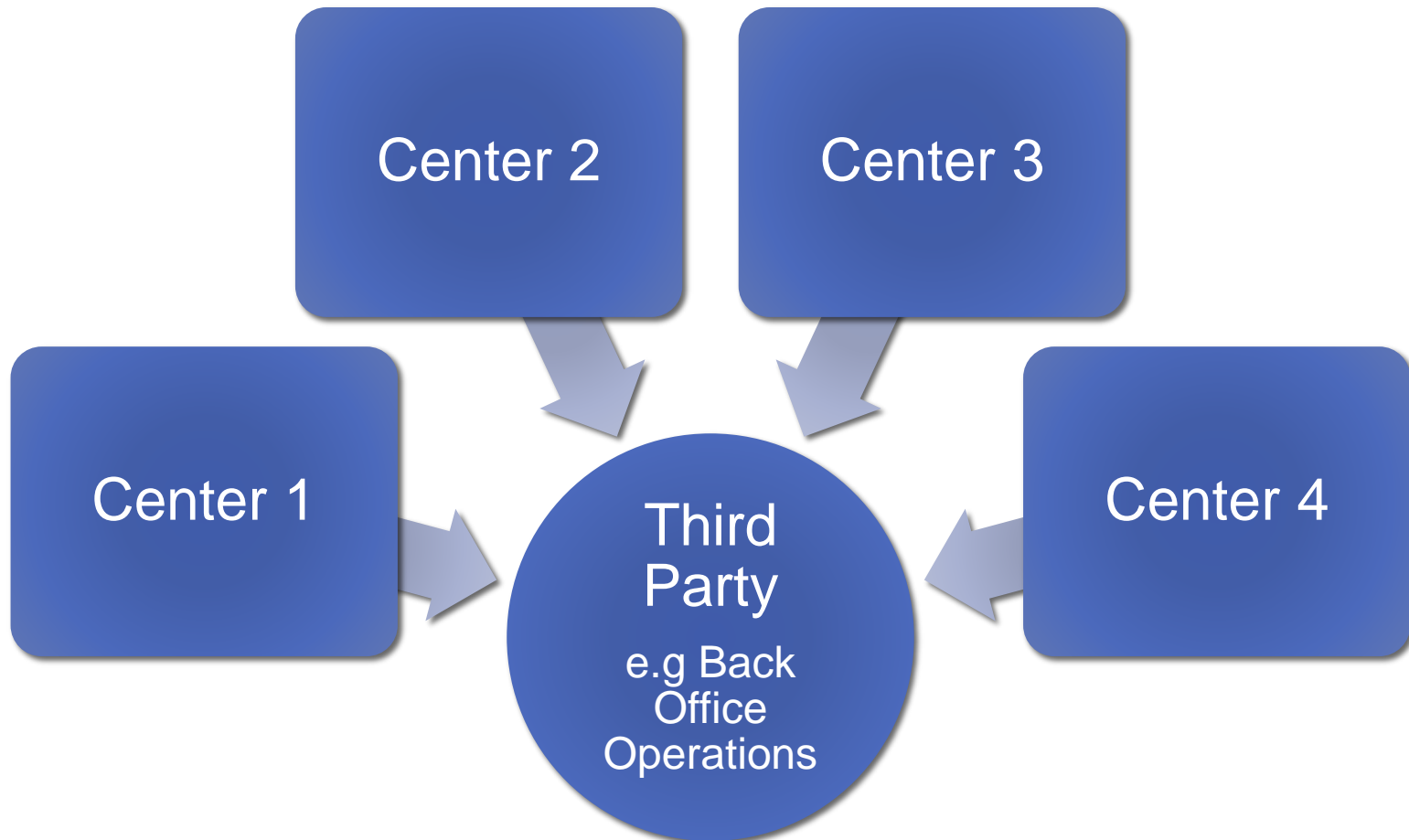
- San Francisco Early Learning Alliance (first steps)
  - Shared floater and maintenance person

## Pennsylvania:

- Philadelphia Early Learning Alliance
  - Focus is initially on shared professional development and mentor teacher, substitute pool, and maintenance

# Contract with Third Party

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# Examples

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- Statewide Early Learning Alliance, Portsmouth NH
  - Was “Seacoast ELA”
  - Original group of 10 centers – now statewide
  - Maintenance and back office services from property management firm
  - (Alliance members also collaborate on grant writing, training, and communities of practice)
- Infant-Toddler Family Day Care Alliance, Fairfax VA
  - 100+ family care providers
  - Back office services, including marketing and enrollment

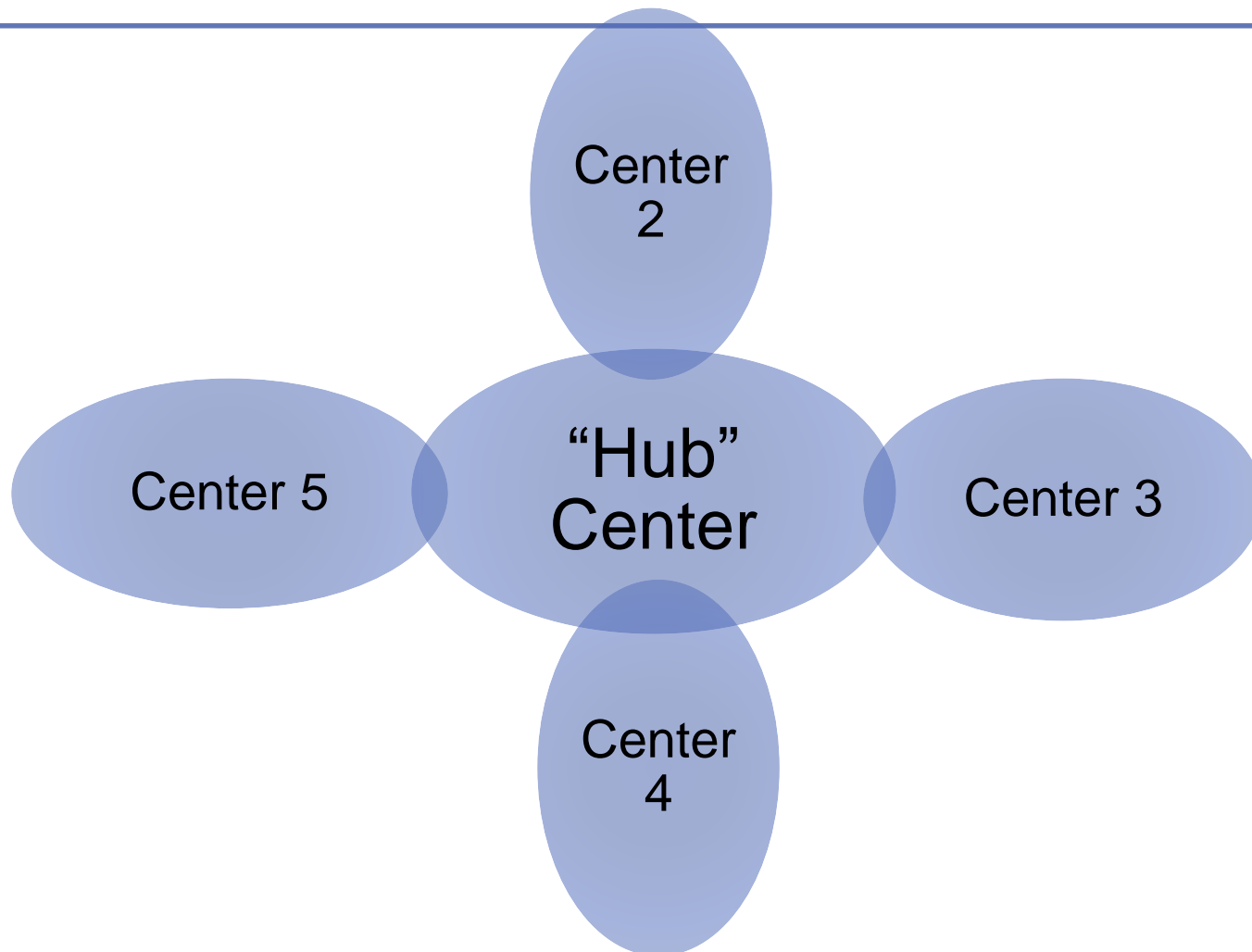
# Results: New Hampshire Alliance

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- Costs savings to reinvest into quality; combined members saving over \$100,000 annually, e.g.:
  - **\$5,200 annual savings** on commercial insurance
  - **17-24% on food costs**
  - **12% annual savings** on trash removal
- Significant administrator time savings
- More robust professional development
- Stronger relationships with funders and state
- Collaboration and coordination of intellectual assets across programs

# “Hub” Center Provides Services

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# Example: Chambliss Center for Children

## Chattanooga TN

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Large child care center (300+ children) provides management to 10 other community-based programs

- Each contract site has its own non-profit status, board
- Central services include:
  - Financial (payroll, benefits, billing)
  - HR and staff recruitment
  - Food program administration
  - Training and professional development
  - Classroom observations and child assessment
  - Maintenance
  - Fund development
- Small sites have shared directors, who work as a team



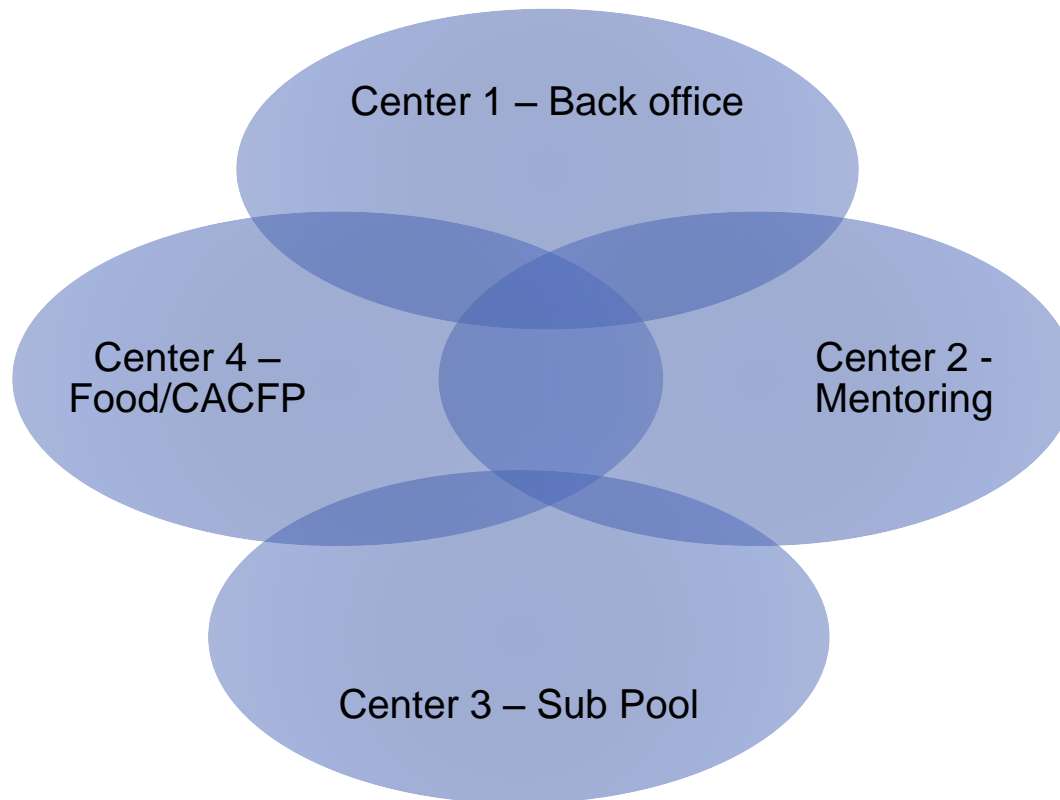
# Results: Chambliss Center

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- 97% of children served score well on kindergarten screening
- Centers are able to link low-income families to comprehensive health, mental health and social services
- Staff in smaller sites now have better wages, health and retirement benefits, career ladder
- Smaller sites have access to capital and grants, more sustainable

# Network Approach

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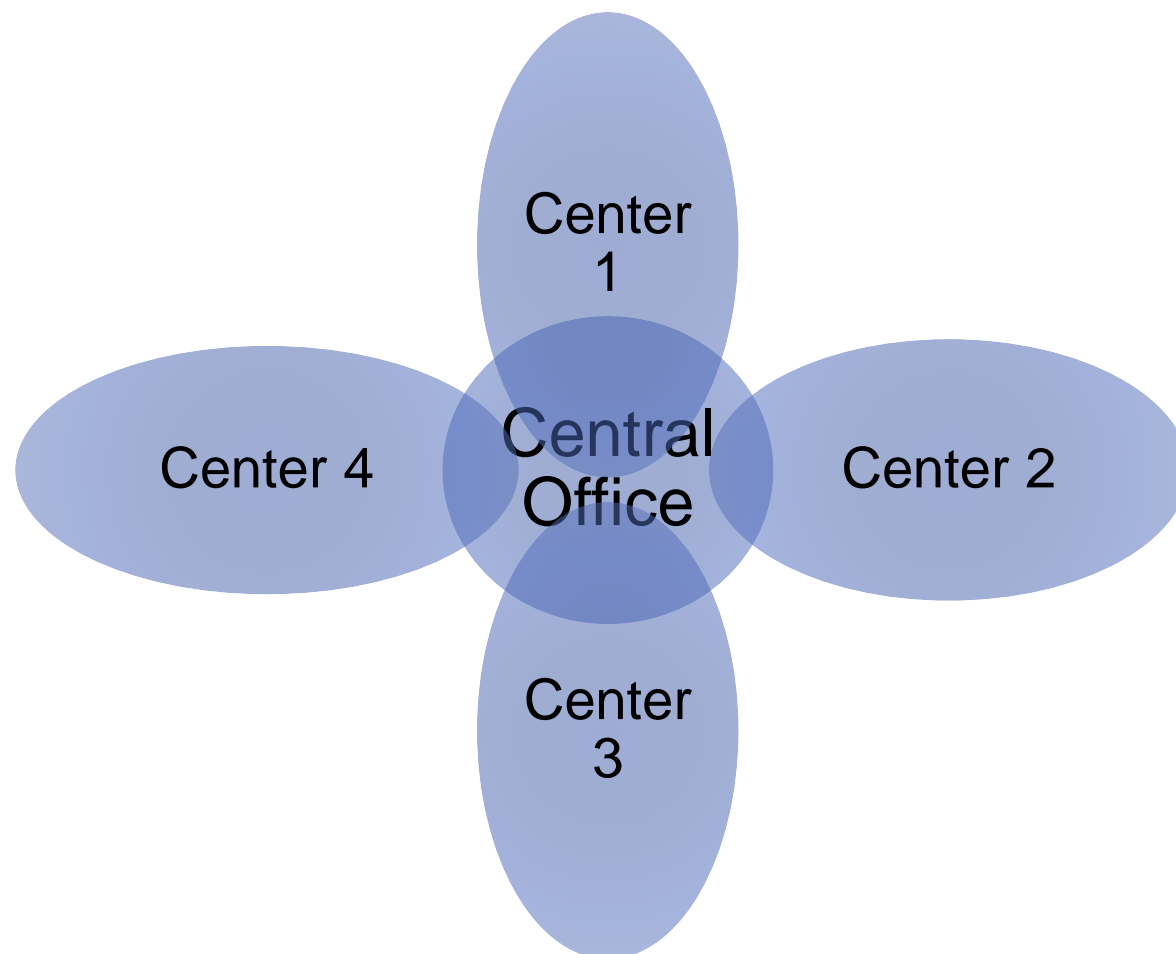
# Example: San Francisco Early Learning Alliance

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- Fiscal and data management staff employed by shared back office
- HR staff housed in one participating center, with shared access for all participating centers
- Shared floater among two sites
- Shared maintenance among two sites

# Consortium with Central Office

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# Example: Nebraska Early Childhood Collaborative

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Consortium (LLC) of 4 sites; 2 Educare centers, 2 new Infant-Toddler centers

- Central shared functions:
  - Enrollment, fee collection, billing
  - Fiscal management, oversight, leadership
  - HR and insurance
  - Purchasing
  - Professional development, mentoring
  - TA and quality monitoring
  - Workforce development
- Critical element: intense focus on Educare values

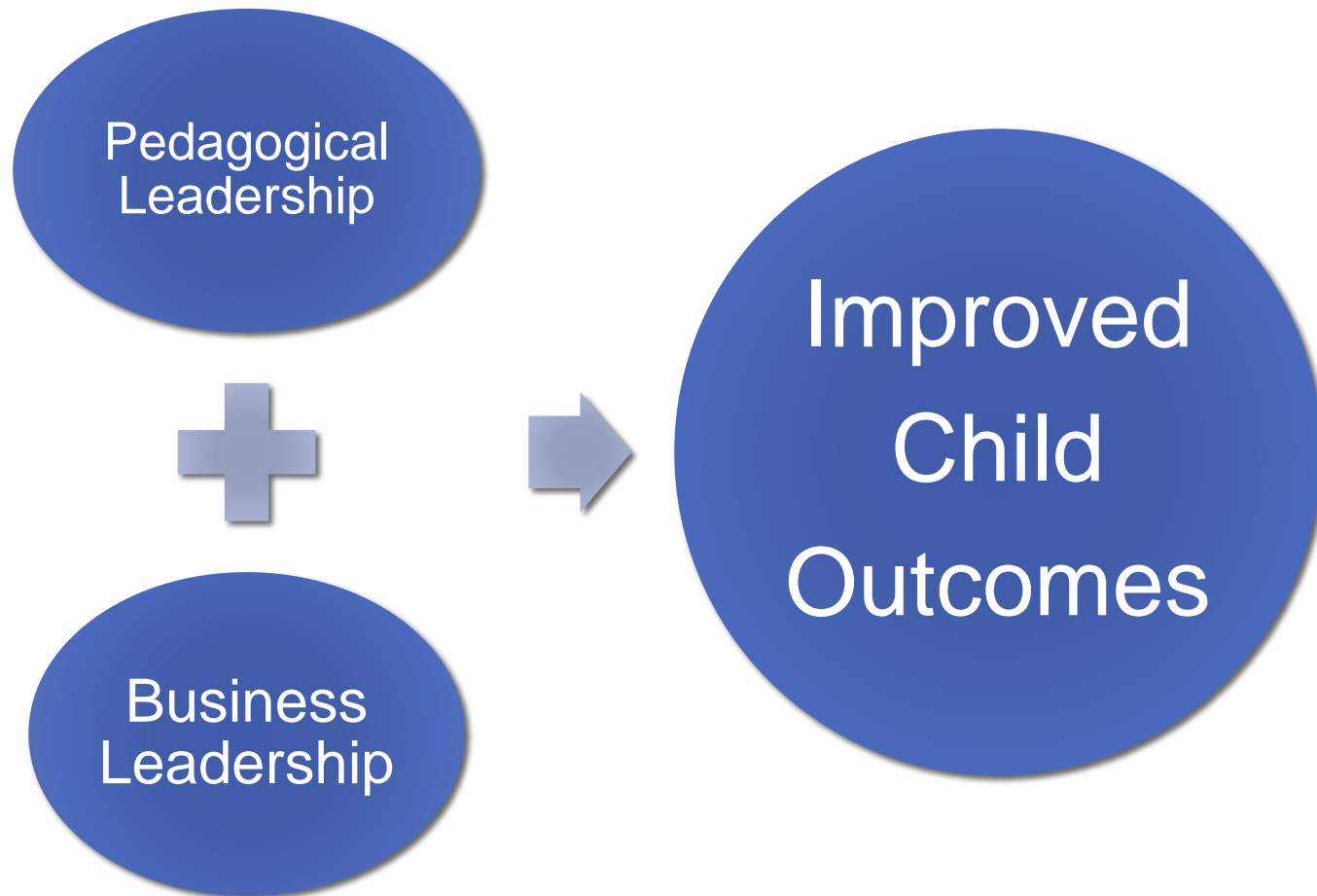
# Addressing a Key Dilemma

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- Typically, either a center doesn't have an administrative team, and the director does everything ...
  - Leads to burnout
  - Finances and/or pedagogy slips
- ... OR the center invests in administrative team, to the detriment of classroom staff
  - Not enough resources focused on improving and sustaining high quality teaching and learning
- Shared Services provides a way to invest in BOTH business and pedagogical leadership

# Institutional Capacity = Leadership

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# Knowledge and Leadership

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- Are assets that require investment of time and money
- Are transferrable assets – not linked to a specific location or site
- Can be a shared asset, to benefit multiple organizations

*In short, if multiple smaller programs combine resources to build knowledge and share leadership, the collective capacity can be very significant.*



# Getting Started

- Go to Opportunities Exchange website:  
[www.opportunities-exchange.org](http://www.opportunities-exchange.org)
  - Profiles of current alliances
  - Tools, such as examples of management agreements
  - Articles and presentations
  - Videos and multi-media
  - Searchable database
- ECE Shared Resources national web portal:  
[www.ecesharedresources.com](http://www.ecesharedresources.com)
- Talk to your colleagues; explore potential partners

# For More Information....

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Go to

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Site includes articles, examples, tools, resources, video clips and more!