



**UC HRA**  
Van Buren County  
Head Start

# Program Management and Quality Improvement

FY 20/21

FOR PROGRAM YEAR 21/22

## Strategic Planning and Self-Assessment

## Table of Contents

Planning Process.....	5
Effectiveness and Challenges.....	5
Service Delivery ERSEA ProgramServices.....	6
Service Delivery Education and Child Development Program Services.....	7
Service Delivery Health Program Services.....	8
Service Delivery Safety Program Services.....	9
Service Delivery Family/Community Engagement Program Services.....	10
Service Delivery Human Resource Management Program Services.....	11
Program Management and Quality Improvement.....	12
Financial and Administrative Requirements.....	12
Program Goals/Outcome That Support Their Mission to Serve Children Families and Community .....	13-16

## UPPER CUMBERLAND HUMAN RESOURCE AGENCY

**Grant# 04CH10011**

**Funding Year: 2021**

During the strategic planning, Self-Assessment goals were developed to inspire and drive the program to achieve the success of implementing the overall objectives of providing quality services to children, families and the community. The strategic planning system enhances and builds upon the Self-Assessment. The following assemblages were involved:

- Mentor Coach/Education Supervisor
- Family/Community Partnership Specialist
- Health/Disability Services Specialist
- Director
- Grantee Finance Staff
- Governing Board
- Policy Council/Parents

During a year long process, an extensive amount of effort has been implemented in monitoring the program, collecting data and analyzing the results to design the goals within the self-assessment utilizing the following systems:

- Community Assessment
- Child Outcomes
- Family Outcomes
- Most Recent Tri-Annual Federal Review
- Self-Assessment
- Analyzed Program/Services Data Collection
- State Quality Child Care Program
- NAEYC Accreditation Process
- Trends from the Parent Intake
- PIR data
- Fidelity Tool Checklist
- Dual Language Learners Program Assessment

A structured approach was implemented in collecting data from all the instruments used in monitoring the systems. Indicators are noted and analyzed to determine objectives that will allow the goals to be assembled from organized, collaborative information. Through the combination of the Governing Board,

Grantee, Policy Council and the Head Start Staff, a collective conclusion was reached in determining the overall goals prioritized to enhance continuation of high quality services to children and families. Plans were designed to enable programs to develop and implement a systematic, ongoing process consistent with Head Start philosophy and be reflective of overall indicators.

To accomplish and maintain the plans, goals and objectives, a mission, vision and values statement must be developed in order to allow all bodies concerned a usable purpose to set the ideology of the overall objectives of the program.

- **Vision Statement** To enhance positive transformation for our children, families, staff and community through partnerships which allow for the entire group to benefit from each other for a thriving society for future growth and generations to succeed.
- **Mission Statement** Foster individual development for children, families and staff to sustain positive transitions into the future.
- **Value Statement** Impossible dreams; **Hand in Hand, Together We Can.**

Data is collected throughout the 2020- 2021 school term to be implemented in the 2021-2022 school term to include findings from the previous school term that we were not included in the previous Strategic plan/Self Assessment that were determined at year end while collecting data for analysis. As always, you can request and receive a copy of this report or visit our website at: [www.ucvbheadstart.org](http://www.ucvbheadstart.org) and locate under "Governing Bodies". We continually strive to improve our program and this is evident in our Strategic Plan. The compiled goals should be attainable as designated by the timelines-Short Term/ Long Term. The established program objectives include activities and documentation that support, governing regulations, to include Head Start Performance Standards, 2007 Head Start Act, and State Child Care Licensing.

### **Self-Assessment Narrative**

In cohesive agreement with Head Start Performance Standard 1302.102 and 641A of the Head Start Act and the Region IV Office of the Administration for Children and Families, the following Self-Assessment Plan is submitted for the continued progression of improvement of the Program to maintain a high level of quality services provided to children and families.

### **Self-Assessment Preparation and Process**

The Policy Council and governing body were trained on the purpose of the Self-Assessment. The program aggregates and analyzes data to include child assessment data and professional development and parent and family engagement data. Governing body and Policy Council are presented with the results of all data collected, identified needs, and quality improvement plans throughout the year.

### **Self-Assessment Objectives**

The objective of the Self-Assessment is to approach quality improvement and program management through a systematic approach. Through the data collection process identify needs, design and implement goals to set the stage for a new year of ongoing monitoring and self-assessment activities to include challenges of the program, to strengthen current practices, and enable staff to better achieve the goal of providing high quality service to children and families.

## **Plan and Process**

Program will form a self-assessment team utilizing program director, service delivery managers and input from the governing body, policy council and parents. Each service area is carefully examined and the outcome is analyzed. These findings and /or recommendations identify areas that need improvement and are incorporated into program goals setting the stage for T/TA Plans and budget justifications. A QIP plan is developed to improve the areas identified. Although the program continually seeks ways to improve program service delivery and program design and management, the accountability of the self-assessment process allows for an unbiased view of program operations through exploration of systemic issues and challenges. Progress will be examined on goals and objectives throughout the year to determine corrective actions are implemented.

## **Effectiveness and Challenges**

### **Effectiveness:**

- High quality services
- Community partners
- Staff dedication
- Maintain high standards of safety

### **Program Challenges**

- Size/topography of service delivery area
- Accessibility to obtain local vendors/resources
- Accessibility to quality staff due to location and population
- Location of center in proximity of major population area
- Lack of Early Head Start

**Service Delivery Area: ERSEA 1 of 1**

<p><b>Goal:</b> Upper Cumberland Human Resource Agency Head Start (UCHRA) will ensure Eligibility, Recruitment, Selection, Enrollment, and Attendance systems are in place to enroll the neediest families in a timely manner and maintain full enrollment and waitlist throughout the program year.</p>						
<p><b>Desired Outcome:</b> All efforts are made to maintain enrollment.</p>						
Action Steps	Staff Responsibility	Timeline	Documentation	Status of Completion	Resources	Report to PC/BOD
Analyze recruitment systems to utilize effective recruitment strategies to ensure funded enrollment is met and an adequate wait list is maintained by intensifying recruitment efforts through marketing and public education.	FCPS	Aug 2021	Recruitment Log, Child Applications, Waitlist, Marketing Tools, and Community Outreach Participation Opportunities		N/A	
Revise, train staff, and implement procedures pertaining to attendance/documentation. Incorporate monthly random attendance data checks.	FCPS	June 2021	Policies, Procedures, Attendance Codes cohesive to Individual Master Attendance logs, Training logs, Agendas, Attendance data log		N/A	
Train all staff on the importance of promoting the process of recruitment, and obtaining full enrollment.	FCPS	Ongoing	Training Materials, Agendas Training Logs, Staffing		N/A	

**Service Delivery Area: Education and Child Development Program Services 1 of 1**

<p><b>Goal:</b> Upper Cumberland Human Resource Agency Head Start (UCHRA) Head Start will deliver high quality early education and child development services to meet the expectations across the domain to improve the child’s readiness for kindergarten.</p>						
<p><b>Desired Outcome:</b> All teaching staff will increase their knowledge to ensure appropriate engagement, curriculum implementation, and environments conducive to support individualized goals, school readiness and positive child outcomes.</p>						

Action Steps	Staff Responsibility	Timeline	Documentation	Status of Completion	Resources	Report to PC/BOD
Implement STEAM tool kit to concentrate on Science	Education Supervisor/ Teachers	Aug 2021	Lesson Plans			
Implement an early childhood drug intervention curriculum in conjunction with the state required research based Child Protection Unit study.	Education Supervisor	Sept. 2021	Lesson Plans	COVID, still in research phase for integration	Intervention Curriculum	Carry over to Sept.2021

**Service Delivery Area: Health Program Services 1 of 1**

<b>Goal:</b> Upper Cumberland Human Resource Agency Head Start (UCHRA) staff will support health services in school readiness by identifying health and safety strategies that will support children’s learning and development.						
<b>Desired Outcome:</b> To provide high quality safety, health, oral health, mental health and nutrition services that are developmentally, culturally and linguistically appropriate that supports children’s growth and school readiness.						
Action Steps	Staff Responsibility	Timeline	Documentation	Status of Completion	Resources	Report to PC/BOD
Revise Health Procedures related to PIR regarding epsdt & end of the year health services data to address the health services status provided to children who drop early in the program year and can no longer be tracked.	HDSS	Ongoing	Procedures/PIR report		N/A	
Maintain (Snack Program) after school feeding program to address identified food/hunger needs	FCPS/HDSS	Ongoing	Tracking Reports/Family Intake		Community Partnerships and/or Program Dollars	

Implementation of local drug coalition in conjunction with regional healthier Van Buren Committee/Head Start Advisory.	HDSS/ FCPS	December 2021	Advisory Minutes, Agendas		Active Drug Coalition Committee	
--	---------------	---------------	---------------------------	--	---------------------------------	--

**Service Delivery Area: Safety Practices 1 of 1**

**Goal:** Upper Cumberland Human Resource Agency Head Start (UCHRA) Head Start will implement a system of health and safety practices that ensure children are kept safe at all times.

**Desired Outcome:** Develop and maintain a “*culture of safety*” in which all staff are engaged stakeholders.

Action Steps	Staff Responsibility	Timeline	Documentation	Status of Completion	Resources	Report to PC/BOD
Continue to implement a system of early identification of children with behavior needs.	HDSS/ Education Supervisor	Ongoing	Policies/Procedures , Training Logs, Agendas, Behavior Documentation, Referral and Follow-up		Mental Health Provider, Local State, National Trainings	
Implementation of local drug coalition in conjunction with regional healthier Van Buren Committee/Head Start Advisory/American Legion.	FCPS/HDSS	December 2021	Advisory Minutes, Agendas		Active Drug Coalition Committee	
Redesign building entrance/office locations for a more secure layout.	Director/HDSS	July 2022	Invoices		Bledsoe Correctional Complex	
Replace stationery ride on and stand alone slide equipment on playground due to maintenance/disrepair	Director/HDSS	July 2022	Invoices		NPPS	

**Service Delivery Area: Family/Community Engagement Program Services 1 of 1**

**Goal:** UCHRA Head Start staff will increase family engagement by providing activities based on the Family’s interest and needs that will lead to positive outcomes for the child and family.



**Desired Outcome:** Parents/Families will access resources and systems of support that meet family needs and goals. Relationships will be developed that are helpful in supporting the goals they have established for themselves/their children.

Action Steps	Staff Responsibility	Timeline	Documentation	Status of Completion	Resources	Report to PC/BOD
Enhance the process of promoting/training parents/guardians in understanding the importance of actively engaging in activities provided by the program IE: parent committees aligned in families as advocates and leaders.	FCPS/All staff	Ongoing	Phase In, Training Plan Training Materials, Agendas Sign-in sheets		N/A	
Encourage parents to become engaged by volunteering as a cook or janitor which could lead to employment and address staffing issues resulting in staff working outside of regular everyday duties when cook and janitor are absent.	HDSS, All staff	Ongoing	Phase In Agenda, In kind, Parent Volunteer Interest Survey, Flyers, Social Media, Documented Case Management		N/A	
Enhance the family partnership agreement process to ensure all staff are actively engaged in helping families to reach individual family goals by collecting data, reviewing progress, revising, and adjusting goals as needed, in conjunction with parents.	FCPS	Ongoing	Completion of family goals/Staffing/Child Plus Reports		N/A	

**Service Delivery Area: Human Resource Management 1 of 1**

**Goal:** Upper Cumberland Human Resource Agency Head Start (UCHRA) Head Start will ensure all staff consultants and contractors engaged in the delivery of program services have knowledge, training, experience and competencies to fulfill roles and responsibilities of their positions.

**Desired Outcome:** Ensure high quality service delivery is provided in accordance to program performance standards.

Action Steps	Staff Responsibility	Timeline	Documentation	Status of Completion	Resources	Report to PC/BOD
Education staff that do not hold at a minimum an Associates Degree in Early Childhood or	Education Supervisor	Within 1 year of hire/	Degrees and certifications		Quorum, Council of	

equivalent will obtain and/or maintain a CDA. New hire education staff will pursue through an accelerated process and apply for their CDA certificate within 1 year of hire date acquiring knowledge to foster positive teacher child interactions. .		Ongoing			Child Development and Local Colleges, TECTA, NHSA, CCEI	
Maintain certified class observers.	Education Supervisor	Yearly/ Ongoing	Certification		Teachstone	
Family Community Partnership new hire will obtain essential training and certification to provide services to families within 18 months of hire.	Director	18 months of hire	Training Logs, Grades, Credentialing		NHSA	
Interim Director will require training in finance and administration	Director/Executive Director	Ongoing	Training Logs, Certification		State, Local, National Conferences/S system of Higher Education/TTA Network	
Provide training for all staff to support social/emotional development through Conscious Discipline approach.	Director/Education Supervisor	December 2021	Training Logs		Conscious Discipline	
Front Desk Safety training for all staff (entrance security training)	HDSS	December 2021	Training Logs		BCCX, Local, State, Regional Conference	

**Program Management and Quality Improvement Systems 1 of 1**

<b>Goal:</b> UCHRA Head Start program will provide management and a process of ongoing monitoring and continuous improvement for achieving program goals.						
<b>Desired Outcome:</b> Ensure child safety and delivery of effective high-quality program services.						
<b>Action Steps</b>	<b>Staff Responsibility</b>	<b>Timeline</b>	<b>Documentation</b>	<b>Status of</b>	<b>Resources</b>	<b>Report to</b>

				Completion		PC/BOD
Apply and Implement Early Head Start as indicated in Community Assessment.	FCPS/Director/ Grantee	March 2022	Funding Award		Local, State, National Trainings, TA, Communication with Regional Office	
Train and implement utilizing ChildPlus University Training Library to maximize the ChildPlus data management system to ensure comprehensive data collection and a cohesive approach to the program's paperless system.	Director	July 2021/ Ongoing	Invoices, Training Logs, Agendas		Childplus and Program Dollars	

#### Financial and Administrative Requirements 1 of 1

<b>Goal:</b> UCHRA Head Start will participate in the development of sound management practices, including financial management.						
<b>Desired Outcome:</b> Ensure strong fiscal controls are implemented that meet financial requirements and are in compliance with laws and regulations.						
Action Steps	Staff Responsibility	Timeline	Documentation	Status of Completion	Resources	Report to PC/BOD
Include Grantee Director of finance and finance staff in fiscal training opportunities.	Director/ Grantee Finance Director	July 2021/Ongoing	Training Agendas and Invoices		Local, State, National Trainings, TA, Communication with Regional Office	

#### Service Delivery Area: Program Goals/Outcome that support the program's mission to serve children families and community 1 of 2

<b>Goal:</b> Upper Cumberland Human Resource Agency Head Start (UCHRA) Head Start will advocate for and provide high-quality mental health services that are respectful and responsive through strengths-based and family-centered approaches to parents/children to ensure awareness and identification of the effects of Adverse Childhood Trauma and ensure a foundation of resilience is established for later developmental outcomes.
<b>Desired Outcome:</b> To build resilience for parent and child promoting staff and family growth through positive relationships.

Action Steps	Staff Responsibility	Timeline	Documentation	Status of Completion	Resources	Report to PC/BOD
Education staff will be able to implement strategies to aid children experiencing adverse childhood trauma in building resilience factors essential to high quality professional practice, through self-reflection, improve their skills in working with children and families, improve their ability to communicate and work with fellow staff members, understand how their own experiences and beliefs influence their work, sound decision-making, staff skill development, and appropriate service delivery.	HDSS/ All Education Staff	June 2022	Reduction in documented related issues and Documentation of Mental Health Services		Mental Health Provider/State, Local and National Conferences, CCEI	
Train Parents to be knowledgeable of the effects of adult/child adverse childhood trauma allowing for them to implement strategies in building resilience factors in their child and themselves.	HDSS/ Mental Health Consultant	June 2023	Agenda/Sign-in sheet		Mental Health Provider	
Develop partnerships and seek resources for staff to obtain ACES certifications that will provide support to children and families concerning Adverse Childhood Trauma.	HDSS/ Education Supervisor	June 2024	Partnership/ Certification		Staff Time/ ACES	
Establish a system of support that provides education/awareness/ intervention to staff, families, children, and community concerning awareness of substance abuse/opioid crisis including but not limited to, (intervention).	HDSS/ FCPS	June 2025	Policies and Procedures		State, Local and National Conferences	
Developing partnerships with entities addressing drug addiction.	HDSS/ FCPS	June 2025	Partnerships		Staff Time	

**Service Delivery Area: Program Goals/Outcome that support the program's mission to serve children families and community 2 of 2**

**Goal:** Upper Cumberland Human Resource Agency Head Start (UCHRA) program will ensure all staff, consultants, and contractors have sufficient knowledge, training, experience, and competencies to fulfill the roles and duties of their position. gaining new knowledge, skills, and abilities, along with

experience and competencies that relate to one's profession, job responsibilities, or work environment.

**Desired Outcome:** High quality early education and child development services promoting children's growth for later success in school. Increased emotional well-being of the classroom due to reduction of challenging behaviors. Progress toward achieving school readiness goals.

Action Steps	Staff Responsibility	Timeline	Documentation	Status of Completion	Resources	Report to PC/BOD
<p>Education staff with scores falling below the OHS National threshold for CLASS will be trained utilizing Teachstone Video library, ECKLC webinars, and NCQTL suites, in addition to all staff receiving PBC method through an enhanced training process where education staff will identify learning methods for a more individualized training approach, (ie: model, side-by-side verbal or gestural support, provide resources, observe and reflect, role play,) They will also receive PBC training on strategies to provide effective teacher- child interactions through video recording/review and reflection.</p>	<p>Education Supervisor</p>	<p>Ongoing- as needed</p>	<p>Agendas/ Training Logs</p>		<p>In-House, State, Local and National Conferences ECKLC, NCQTL, Teachstone, CCEI</p>	
<p>Training for education staff in area of teacher sensitivity in the classroom to deepen their understanding and build consistency in regards to anticipating problems and planning appropriately, noticing a lack of understanding and/or difficulties, acknowledging emotions, providing comfort, assistance, and individualized support, and addressing problems/ helping resolve conflicts in an effective and timely manner; thus the children will seek their guidance and support, freely participate and take risks.</p>	<p>Education Supervisor</p>	<p>June 2022</p>	<p>Agendas/ Training Logs and CLASS scores</p>		<p>Teachstone</p>	
<p>Training for education staff in area of Instructional Learning formats in the classroom to deepen their understanding and build consistency in regards to effective facilitation-expanding children's involvement, using a variety of modalities and materials to</p>	<p>Education Supervisor</p>	<p>June 2023</p>	<p>Agendas/ Training Logs and CLASS scores</p>		<p>Teachstone</p>	

effectively interest students, and the importance of focusing students' attention toward learning objectives with advanced organizer, summary, & reorientation statements.						
Training for education staff in area of Concept development in the classroom to deepen their understanding and build consistency in regards to using discussions and activities that encourage analysis and reasoning; providing opportunities for students to be creative and/or generate their own ideas and products; linking concepts and activities to one another and to previous learning; relating concepts to the students' actual lives.	Education Supervisor	June 2024	Agendas/ Training Logs and CLASS scores		Teachstone	
Training for education staff in area of quality of feedback/language modeling in the classroom to deepen their understanding and build consistency in regards to how to provide hints and assistance, feedback loops, prompting, xpansion,clarification,encouragement and affirmation. How the use of frequent and purposeful mixed conversation in the classroom -language is used to ask questions requiring more than one word responses, to repeat or extend the student's responses, to map own or student's actions with description, or to connect familiar words.	Education Supervisor	June 2025	Agendas/ Training Logs and CLASS scores		Teachstone	