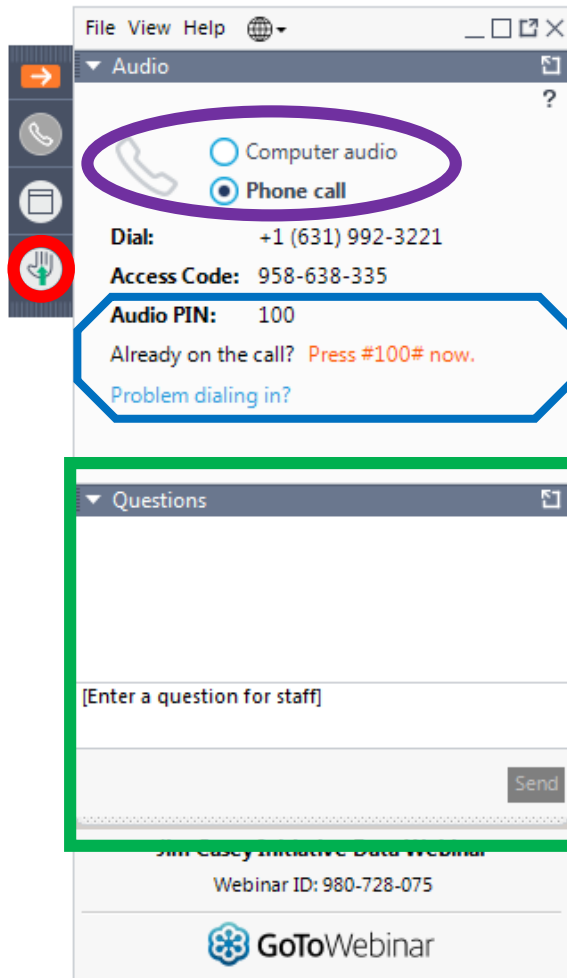


# Until we get started...

Side Bar Example



## Here are some helpful reminders:

If you are having trouble hearing the webinar and are participating using your computer's audio, please switch the audio options from **“Computer audio”** to **“Phone call”**.

To listen using your phone's audio, and after dialing the phone number and Access Code, please dial your **personal Audio PIN, for example: #100#**.

If you have any technical or content questions throughout the webinar, you can **send us a question or comment using the Questions box**. If you'd like to speak, **you can raise your hand** and someone from our team will unmute you.



# Shifting Child Care Subsidy Administration to a Private, Centralized System

*Implications for Child Care Stability in Maryland*

## Presenters:

Rene D. Williams, Maryland State Department of Education

Rebecca Madill, Child Trends

*September 28, 2017*



Maryland State Department of Education

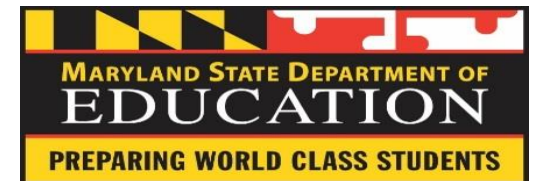
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Office of Child Care Subsidy

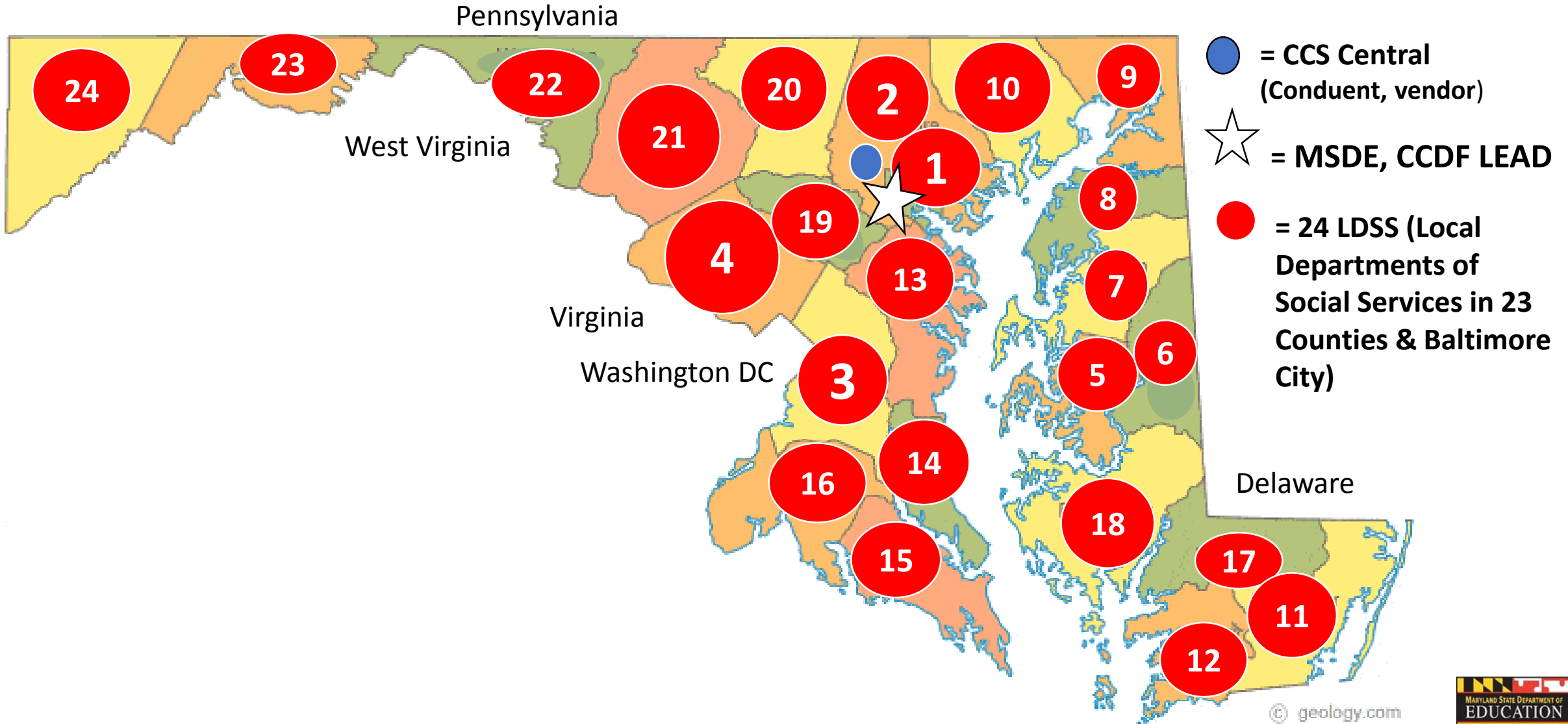
**THE DECISION TO CENTRALIZE**  
Child Care Subsidy Authorization

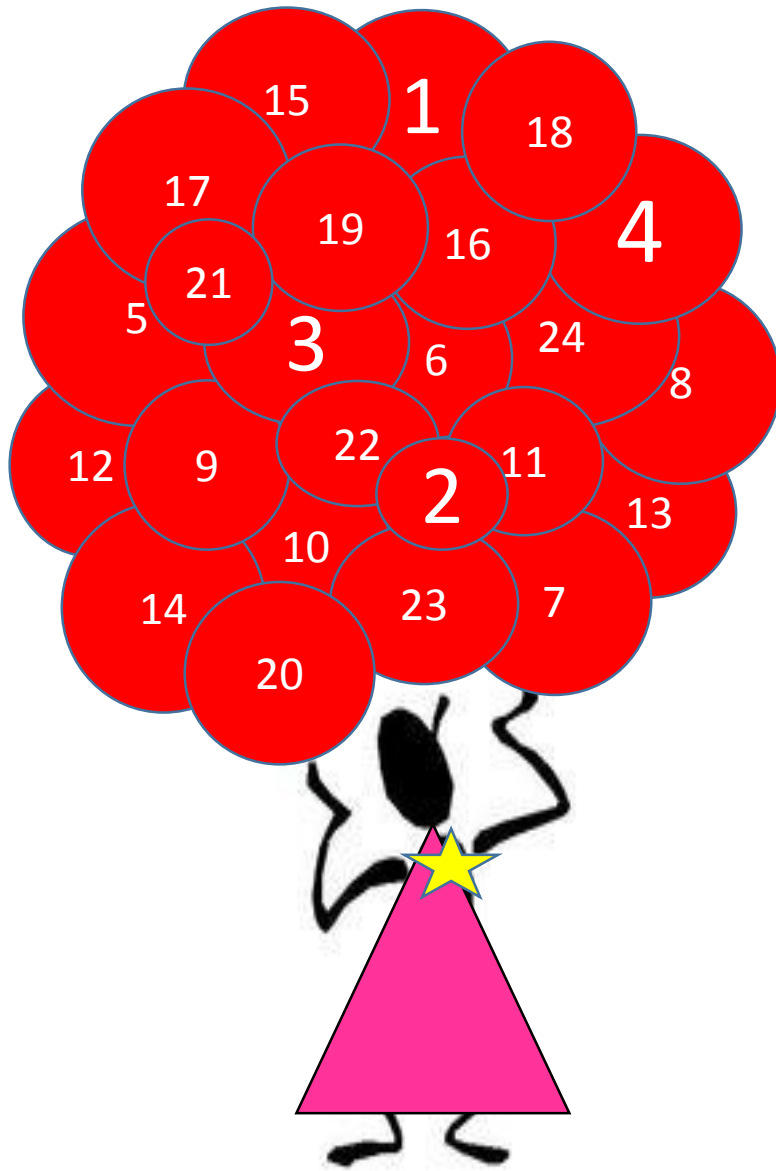
Presenter:

Rene D. Williams, Maryland State Department of Education  
*September 28, 2017*



# Maryland



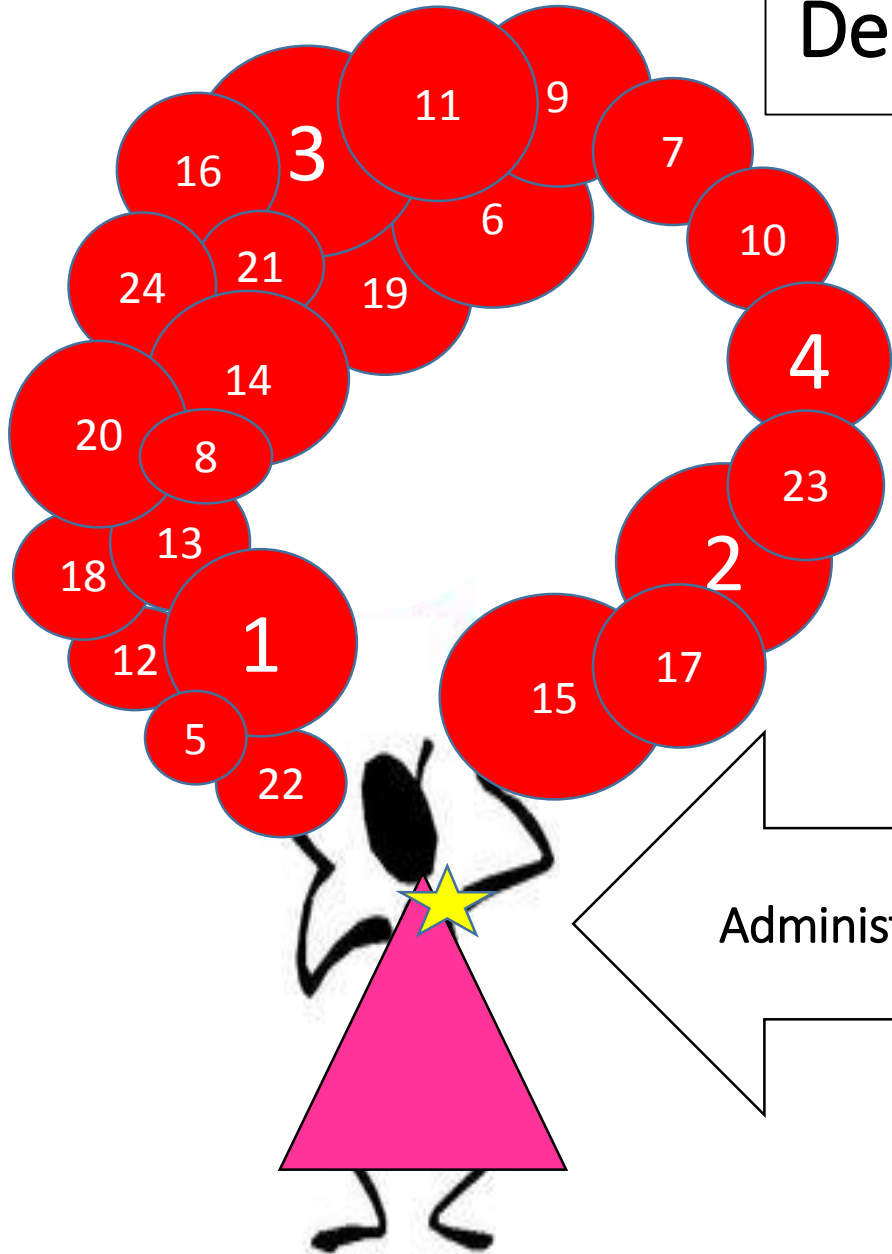


MSDE CCDF Lead

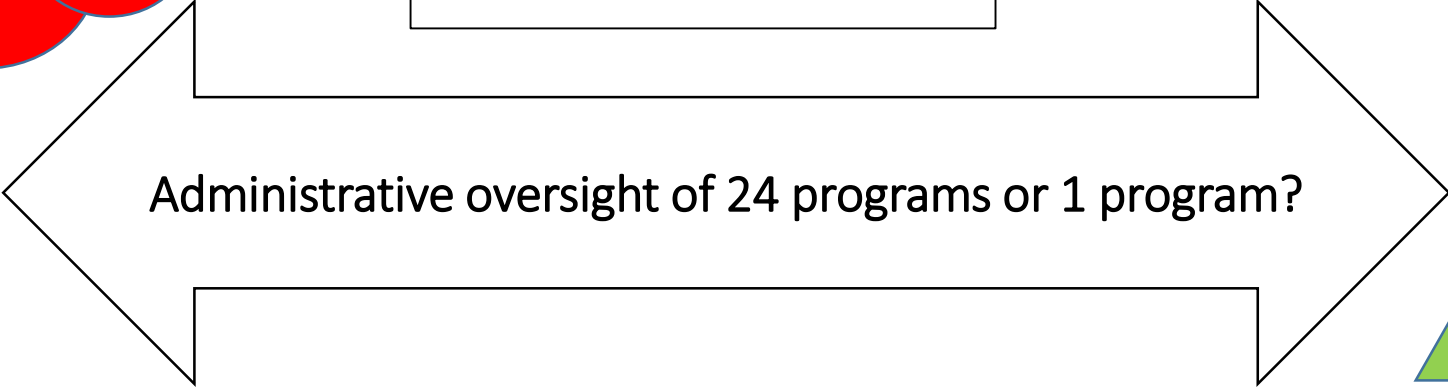
## Maryland Child Care Subsidy (CCS) Program

- **10,413 active cases**, as of September 2017
- **Partial Wait List, two highest Income Levels (I-J) Frozen**, February 28, 2011
- **4,343 Children on Wait List**, as of August 31, 2017
- **Family size of four, Wait Listed at \$28,185**
- **Family size of four, ineligible at \$35,702**
- **Maryland had 3rd highest State Median Income in 2016**
- **CCS Reimburses at the 10th percentile of the Market Rate Survey**

# Decision to Centralize CCS Services

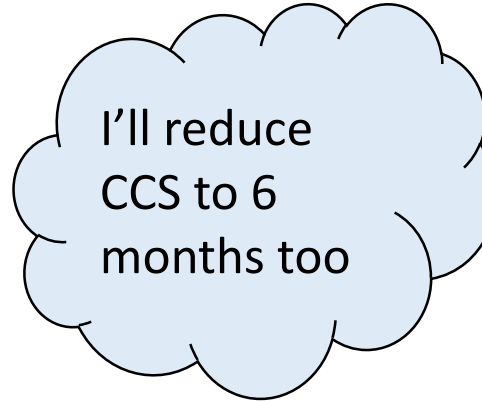
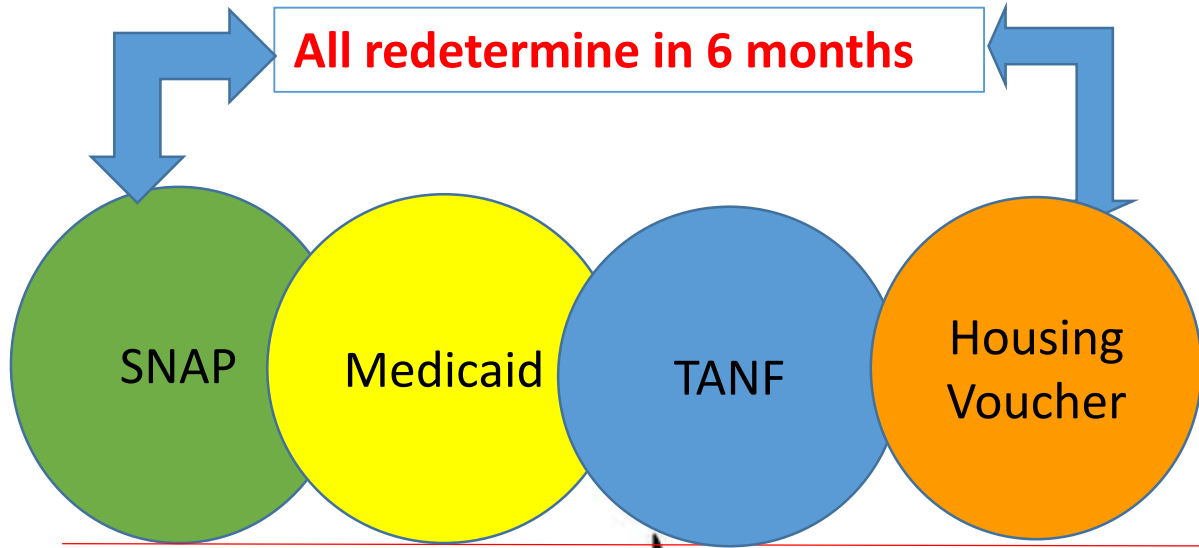


Question:  
Which is more likely to achieve consistent implementation of CCS policy statewide?



# Delinking Program Eligibility

All redetermine in 6 months



Administrators should determine:  
Is CCS being aligned in accordance with CCDF regulations  
?

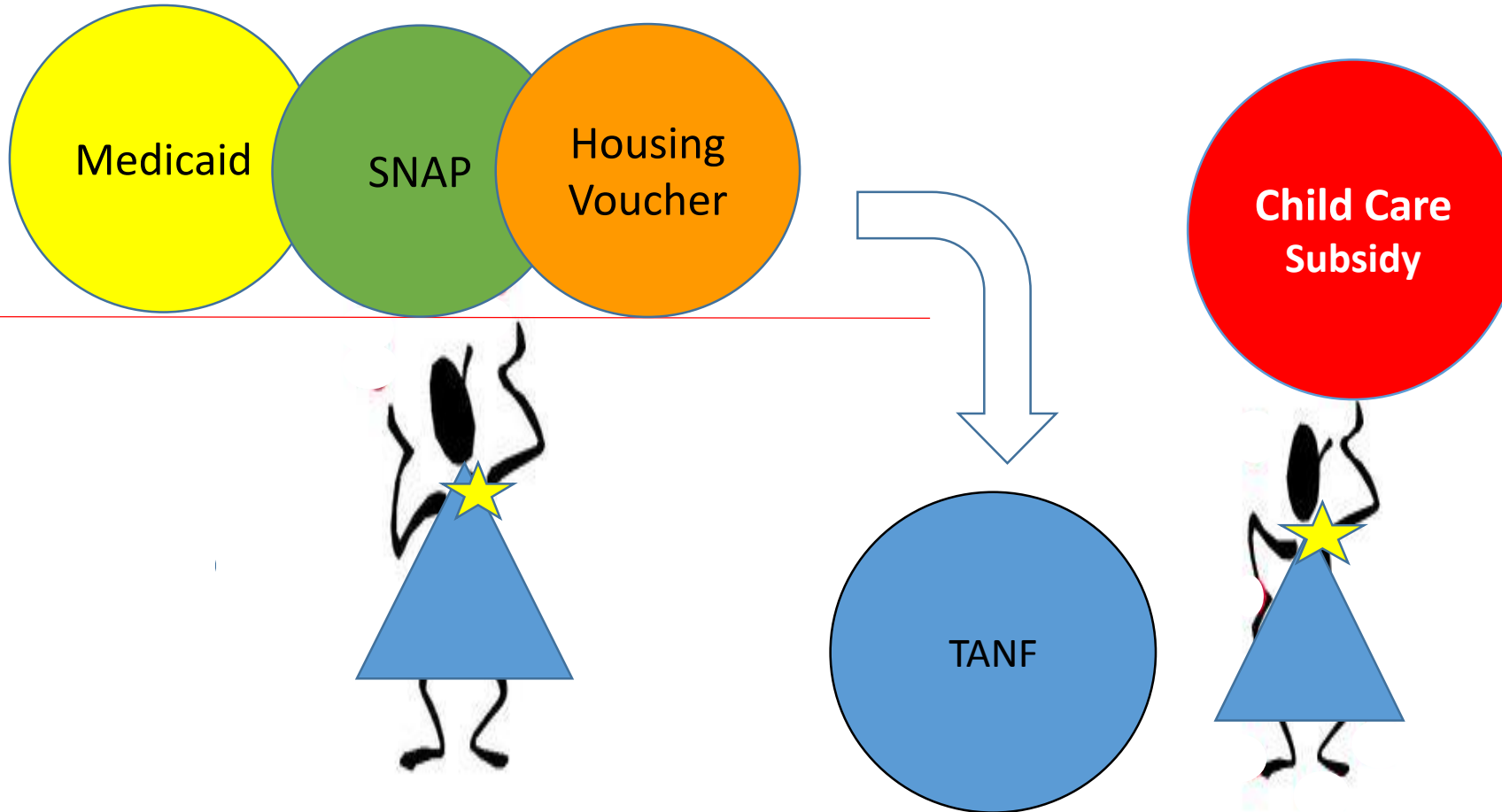


12 month  
CCS  
Authorization

CCS authorization can be lengthened to align redeterminations, but not shortened.\*

\*CCDF Final Rule, pg. 103

# Delinking CCS Eligibility



**Administrators should determine:**

Is CCS being used as a positive reinforcement for participation in eligibility programs

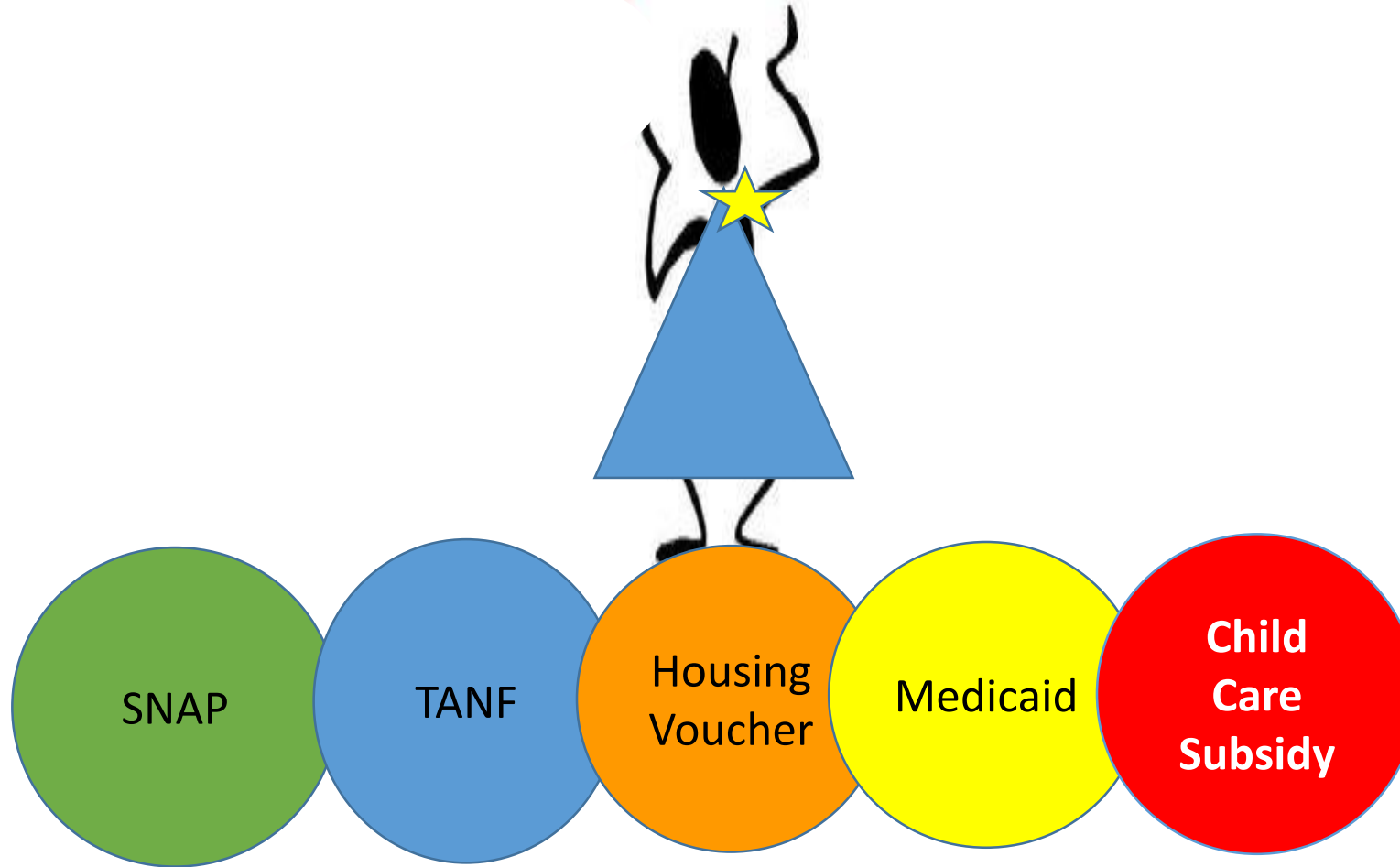


Prohibits CCS termination based upon a parent's eligibility or participation in another eligibility programs\*

\*CCDF Final Rule, pgs. 28-29



# Delinking CCS Eligibility



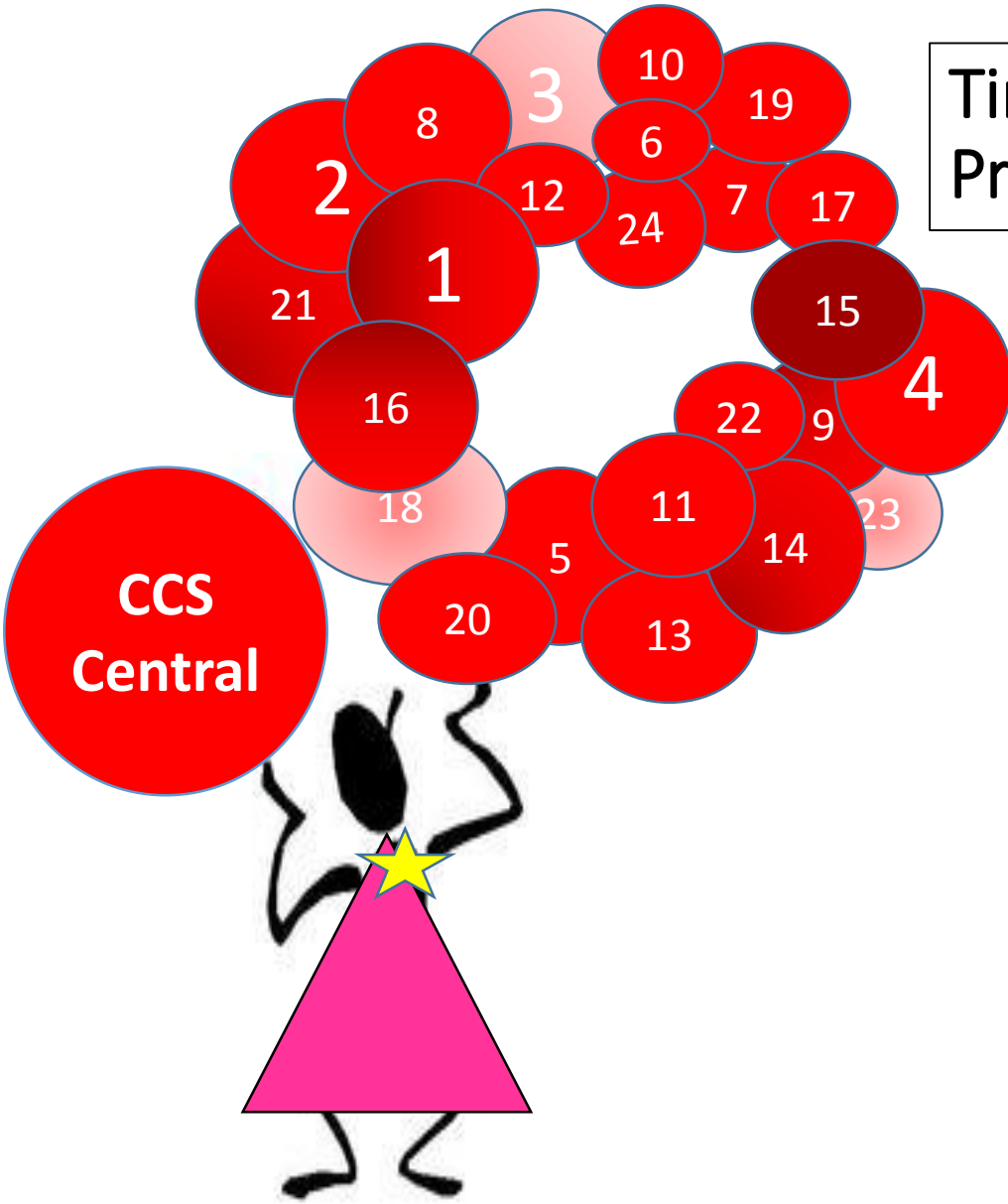
**Administrators should determine:**

What data can be used to identify if CCS is being authorized based upon CCDF policy or other factors



Increases positive educational and child development experiences by keeping child care from becoming a “revolving door” experience for children (CCDF Final Rule, pg. 479).

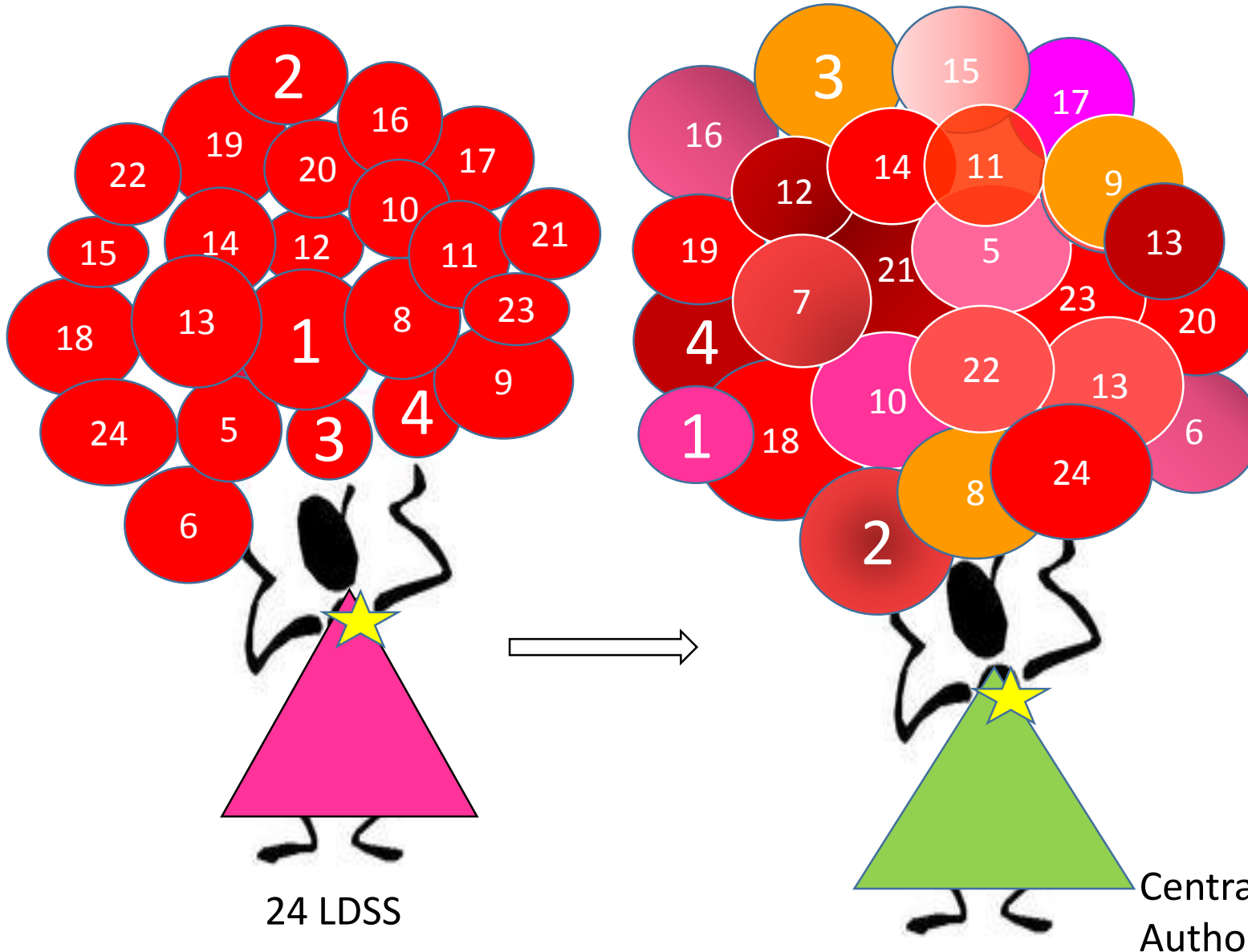
# Timeline: Maryland Child Care Subsidy (CCS) Program



MSDE, CCDF Lead

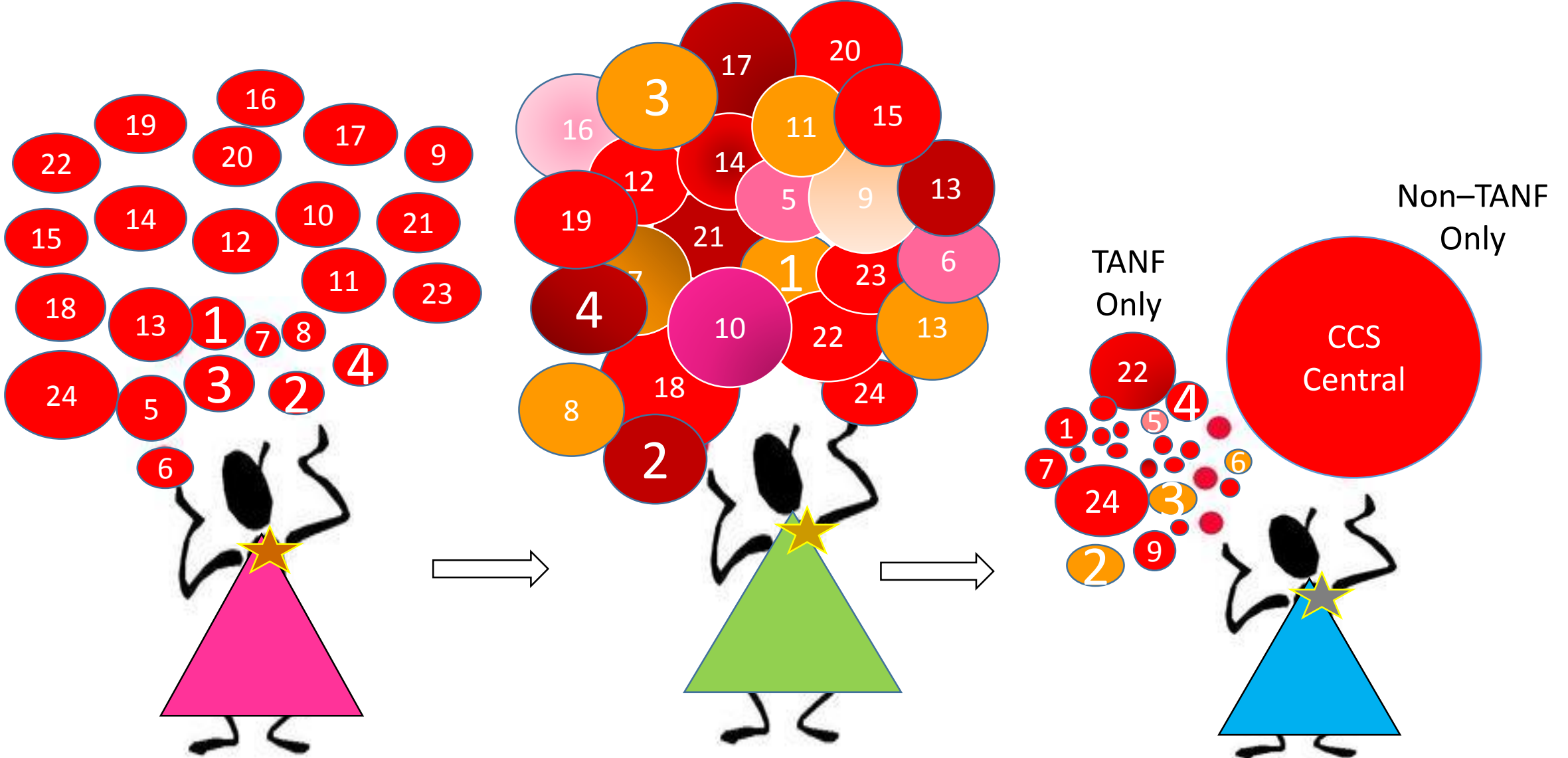
- CCATS modified October 2014
- Initial CCS Centralization, August 31, 2015
- Modified CCS Centralization, December 18, 2015
- Current Structure: 24 LDSS & CCS Central

# Challenges Transitioning to Centralization



- Variation in Policy Interpretation/Implementation
- Culture
- Volume
- Program Priorities
- Computer System
- Human Service vs Automation

# Case Management Structure

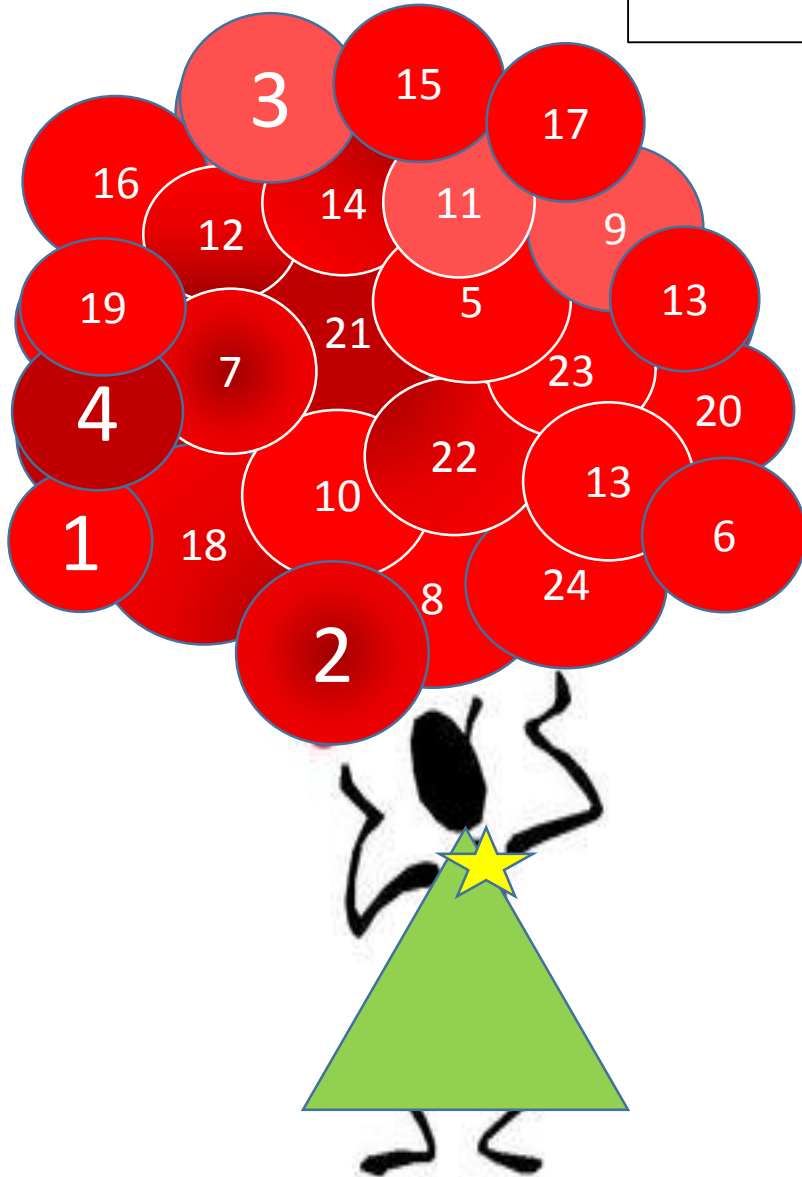


Prior to Aug. 31, 2015

Aug. 31, 2015 – Dec. 18, 2015

Present

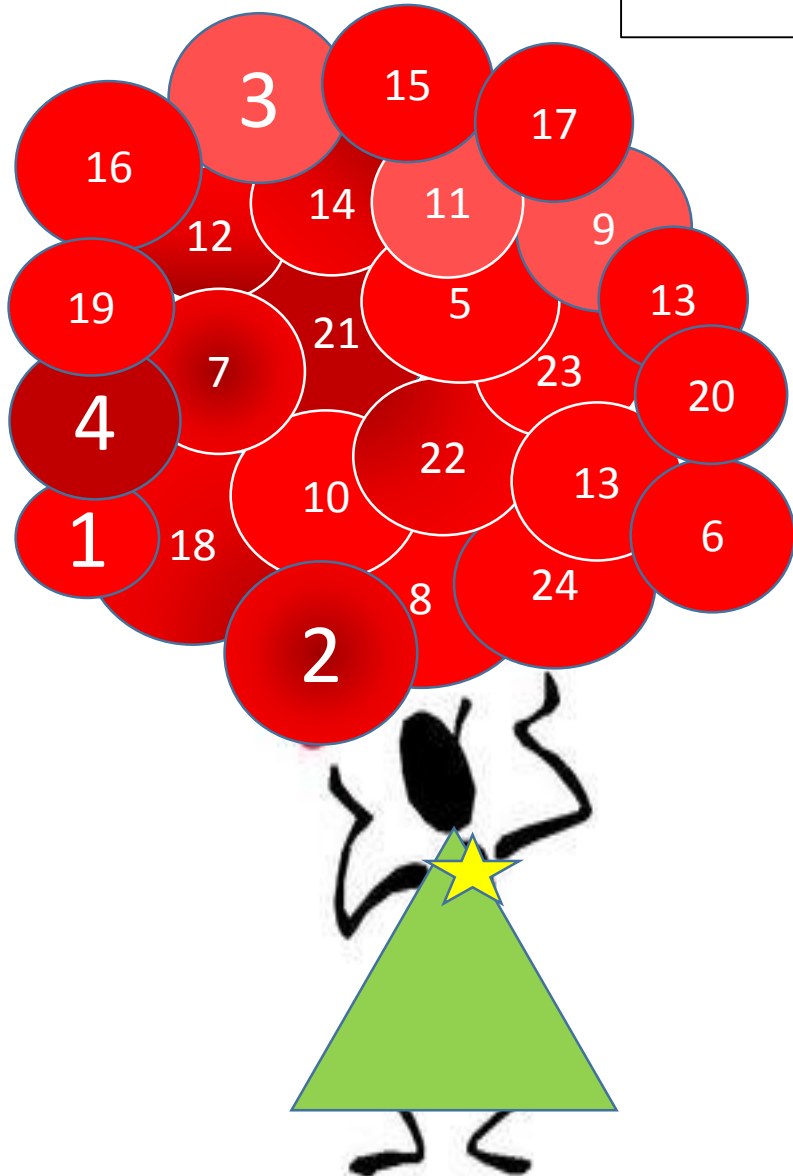
# Benefits of Centralization



Centralized CCS Authorization

- Faster Application Processing
- Consistent Policy Implementation and Interpretation
- Easier Implementation of Policy
- Easier Training and Technical Assistance
- Greater Accountability
- Easier checks and balances
- Increased Benefits to Children

# Challenges of Centralization



Centralized CCS Authorization

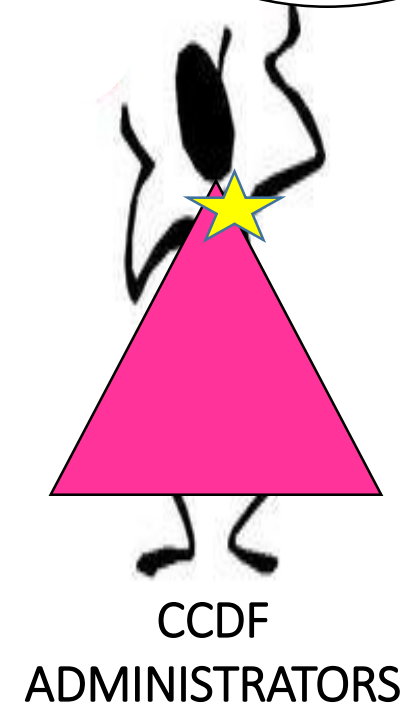
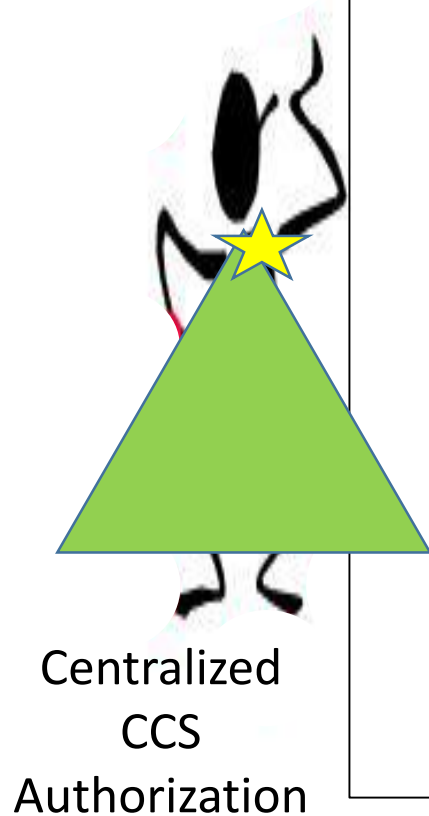
- Automation
- Change in Culture
- Stricter policy interpretation
- Customer Service Balance
- Human Touch
- One size fits most, not all

# Data on CCS Central

JULY 2017

- Answered 8,567 Calls
- Addressed 5,324 Emails
- Received 18,094 IVR Calls
- Distributed 11,766 Invoices
- Mailed 20,480 Correspondence
- Processed 1,139 Applications

**DATA  
SPEAKS  
VOLUMES &  
TELLS THE  
STORY**

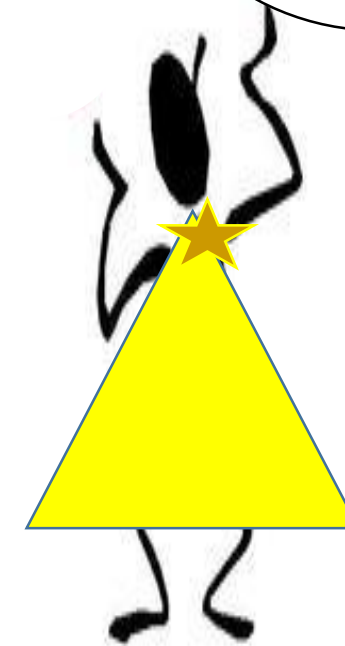


# Lessons Learned

- **Know** the history of CCS in your state
- **Know** the impact on providers
- **Know** all components to maintain seamless services
- **Know** barriers prohibiting seamless services
- **Know** the impact on other eligibility programs
- **Know** that everyone will not cheer the decisions
- **Know** that the smallest change is felt
- **Know** the “squeaky wheel will get oil”
- **Know** your why, when faced with difficulty

**Make all decisions based on the welfare of children**

**KNOW  
THAT ALL  
OF YOUR  
DECISIONS  
IMPACT  
CHILDREN**



**CCDF  
ADMINISTRATORS**



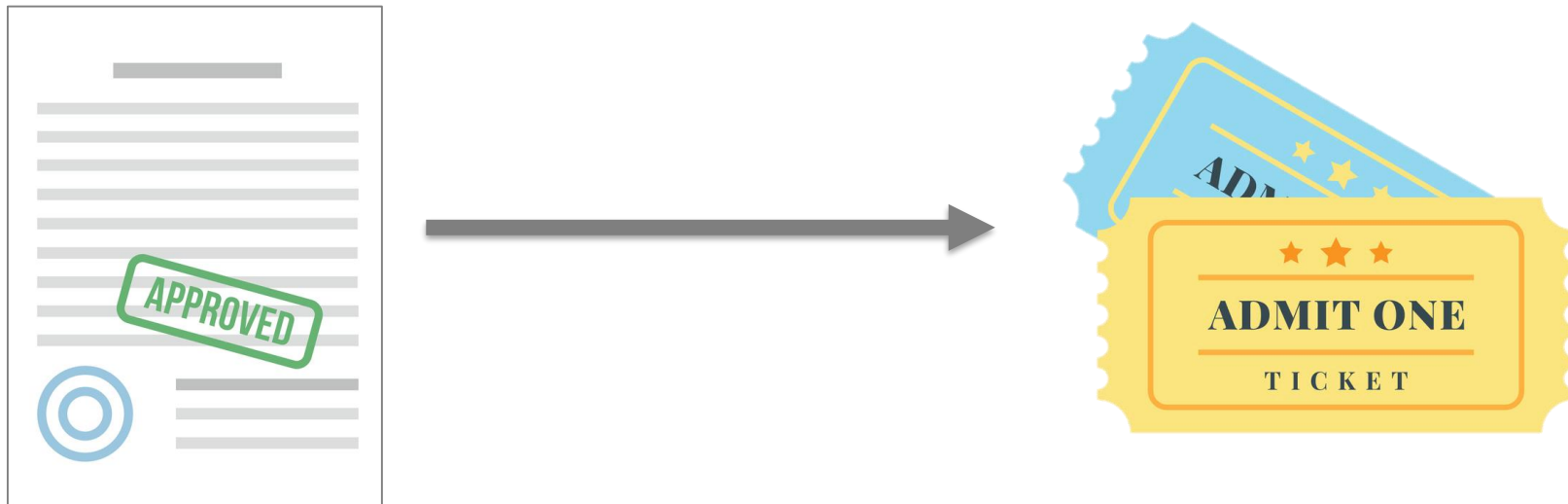
# Maryland Child Care Administrative Data Analysis Cooperative Agreement

## Goal:

- Use research to refine policies and practices to
  - Facilitate greater **continuity** and **stability**
  - Make services more family-friendly and supportive of positive child outcomes

# Obtaining a Subsidy

- To obtain subsidized child care a family must:
  1. Establish **eligibility**, then
  2. Obtain a **voucher** for each arrangement.



# Definitions

- **Eligibility period length:** The length of time, in days, that a family is authorized to participate in the child care subsidy program.
- **Voucher:** An agreement between the state of Maryland, the family, and the child care provider stating that the child care subsidy program will pay some, or all, of the costs of a child care arrangement for a *specific child* with a *specific child care provider* during a *specific period of time*.
- **Voucher length:** The length of time, in days, that the voucher covers.

# Stability and Children's Development

## Stability

Fewer changes in child care

Longer amount of time in a child care arrangement



## Positive outcomes for families

More secure attachments with caregivers (Elicker et al. 1999)

Fewer internalizing problems (Elicker et al. 1999)

Greater cognitive growth (Loeb et al., 2004)

Parents can be more reliable employees (Forry & Hofferth, 2011)

# Child Care Subsidies and Stability



Children are most likely to leave the subsidy program when their **eligibility period** or **voucher** ends. A child may end up leaving child care even though he or she is **still eligible** for a subsidy.

Longer eligibility periods and vouchers may promote child care stability (Davis, Krafft, & Forry, 2017).



# Research Questions

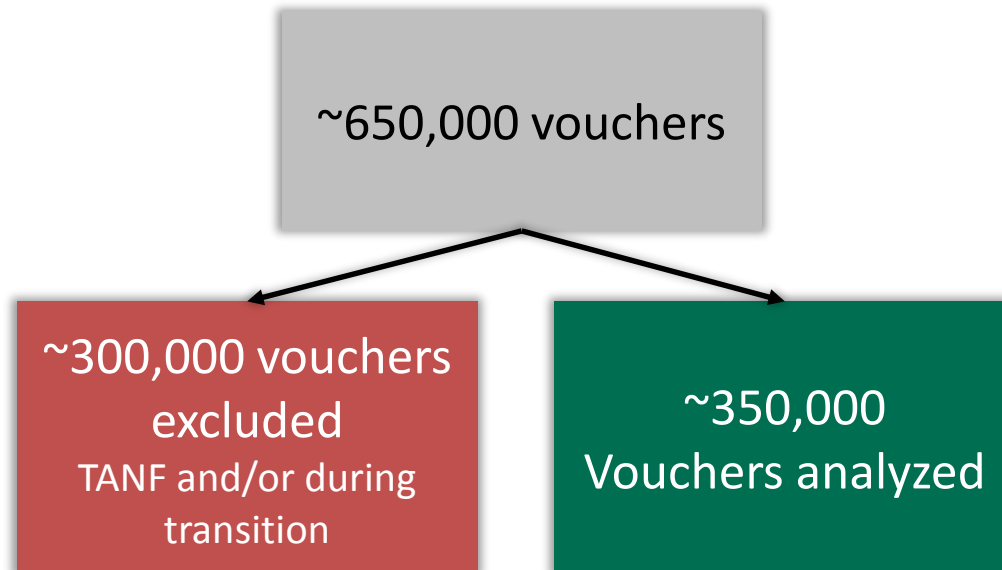
- **RQ1:** Were subsidy eligibility periods and vouchers longer after the shift to a private, centralized subsidy case management system (for families *not* receiving TANF)?

# Research Questions

- **RQ1:** Were subsidy eligibility periods and vouchers longer after the shift to a private, centralized subsidy case management system (for families *not* receiving TANF)?
- **RQ2:** Was there greater consistency across counties in the length of eligibility periods and vouchers after the shift to a private, centralized subsidy case management system (for families *not* receiving TANF)?

# Data and Sample

- Child care subsidy administrative data from **2007** to **2016**
  - Data are at the **voucher** level

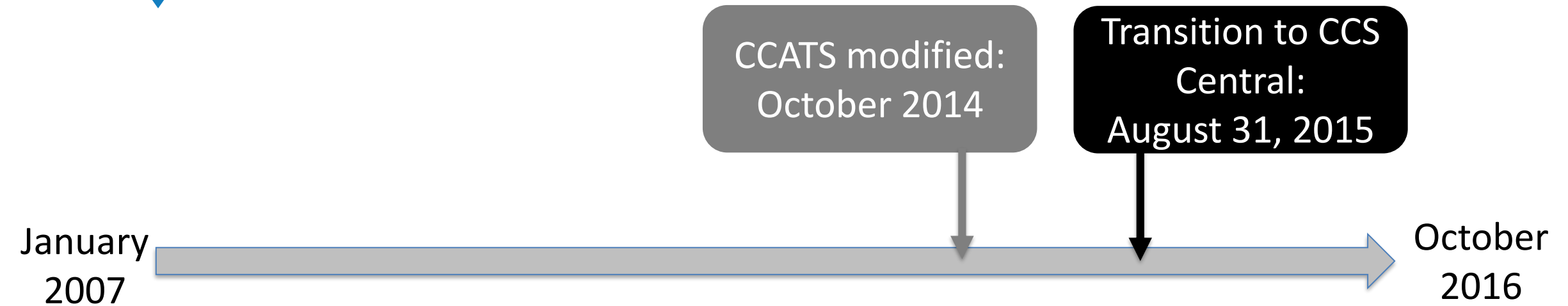




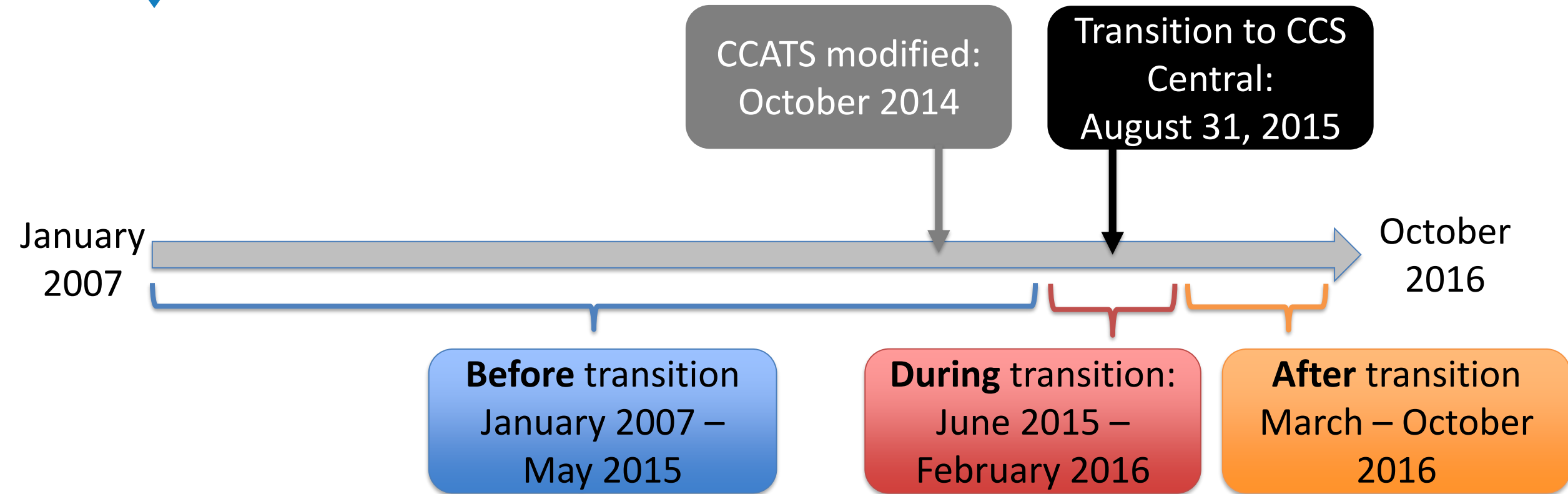
**RQ1: Were subsidy eligibility periods and vouchers longer after the shift to CCS Central?**



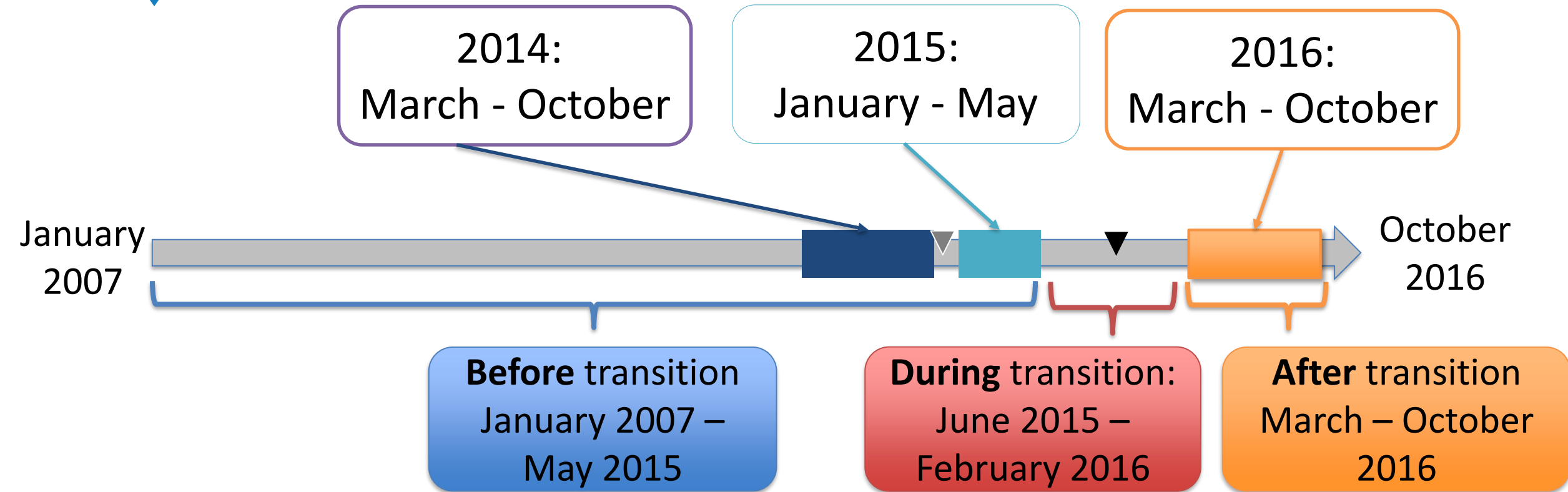
# Method: Descriptive analysis



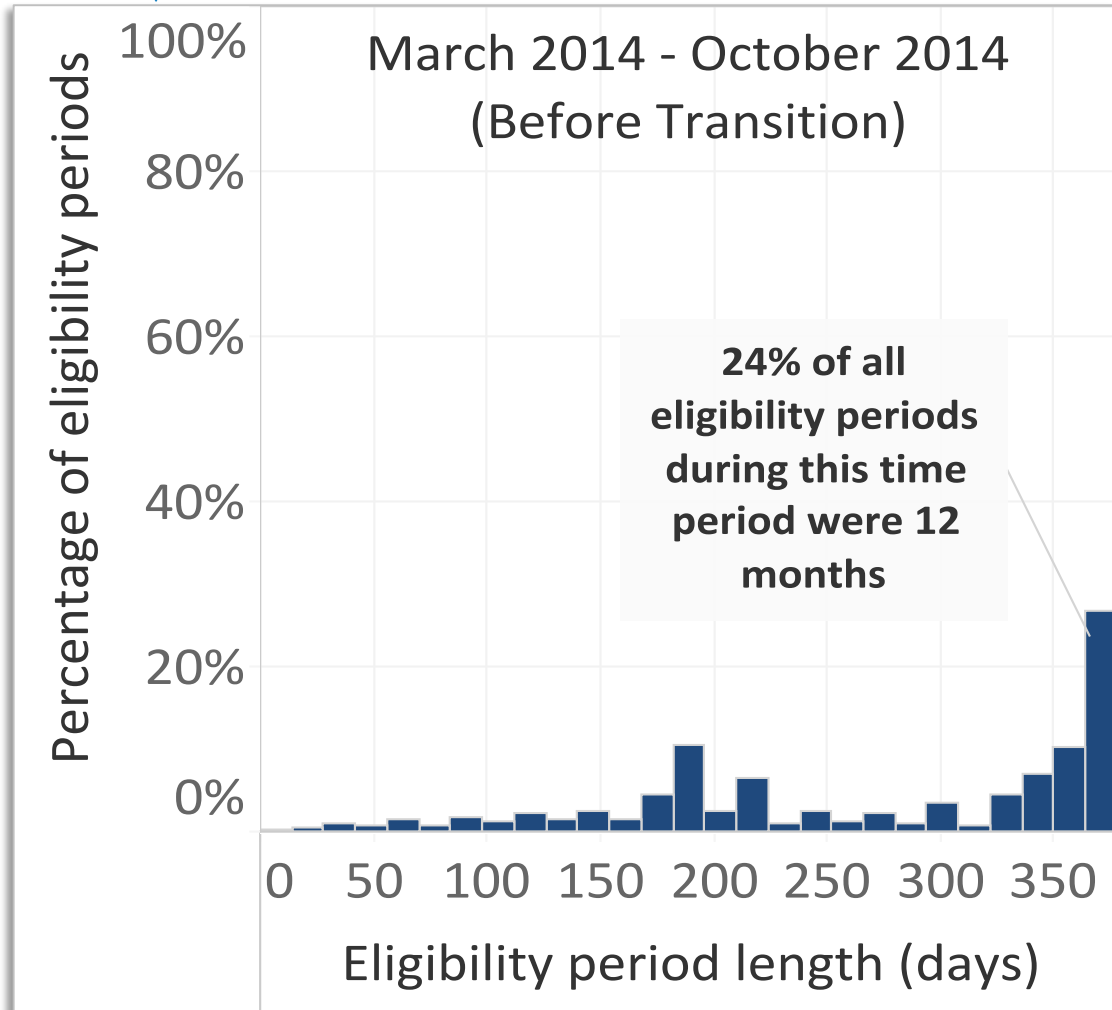
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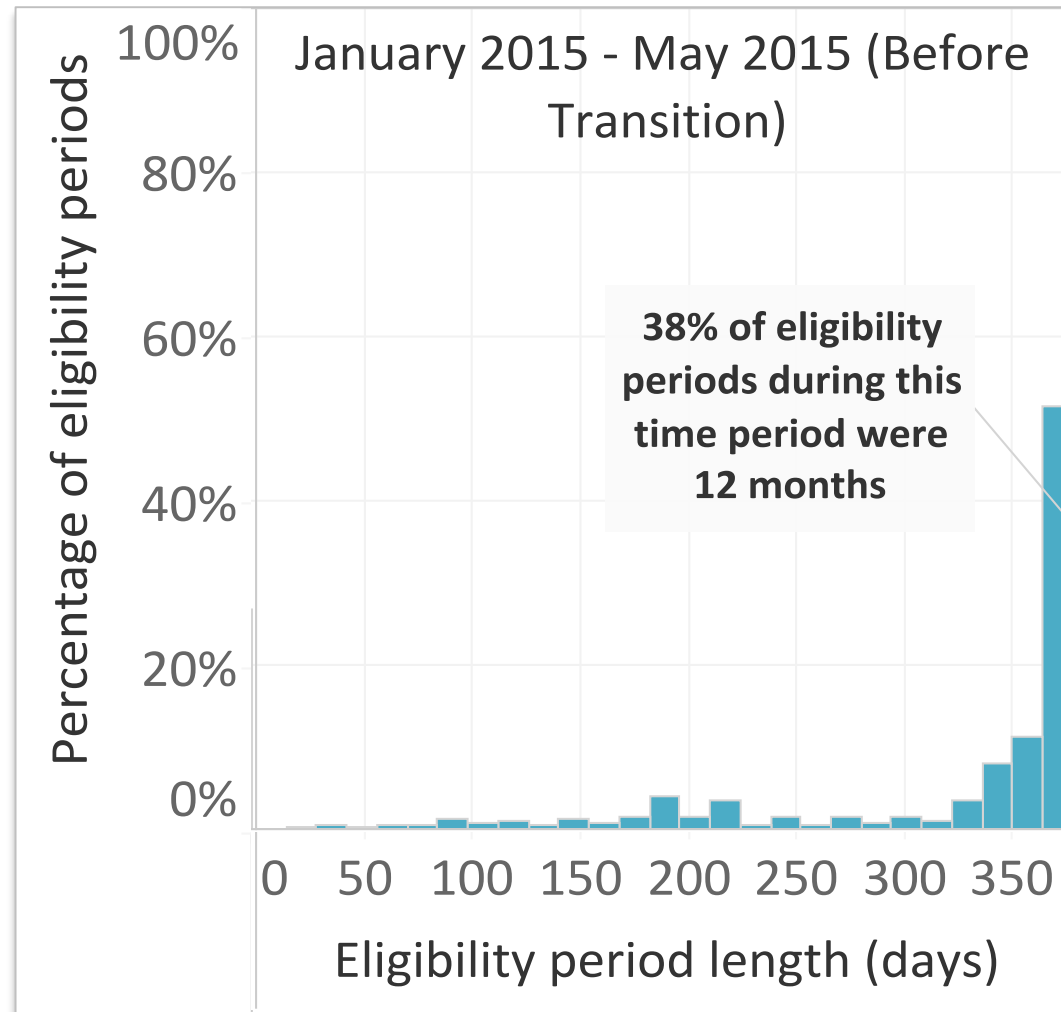


# Key finding #1: Subsidy eligibility length



2014

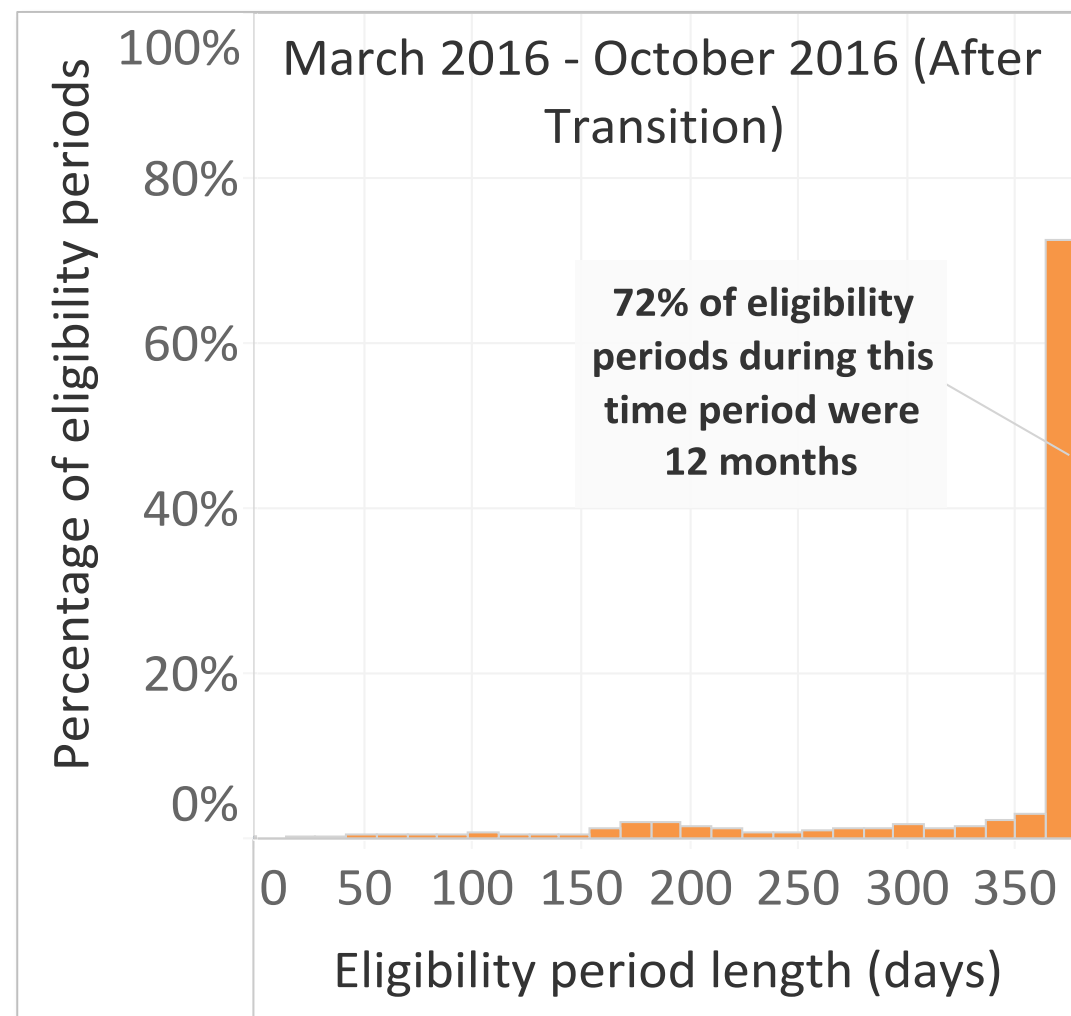
# Key finding #1: Subsidy eligibility length



2015

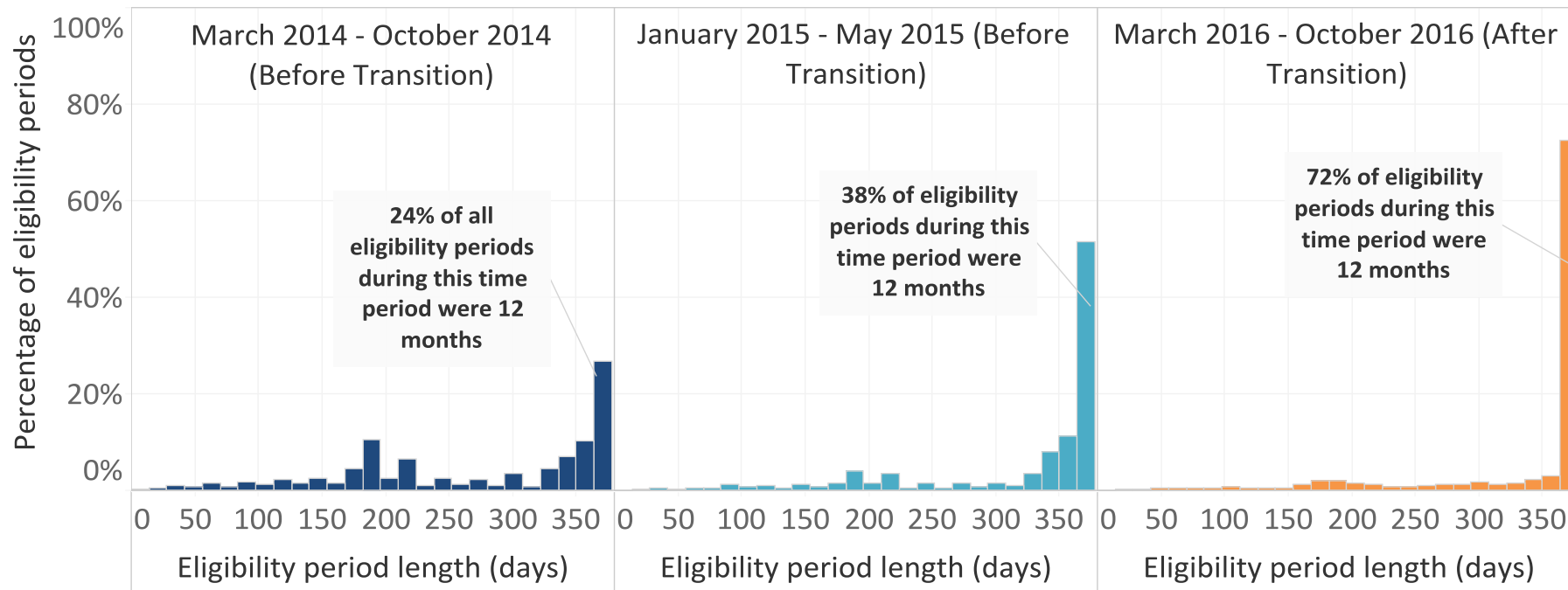
# Key finding #1: Subsidy eligibility length

2016



# Key finding #1: Subsidy eligibility length

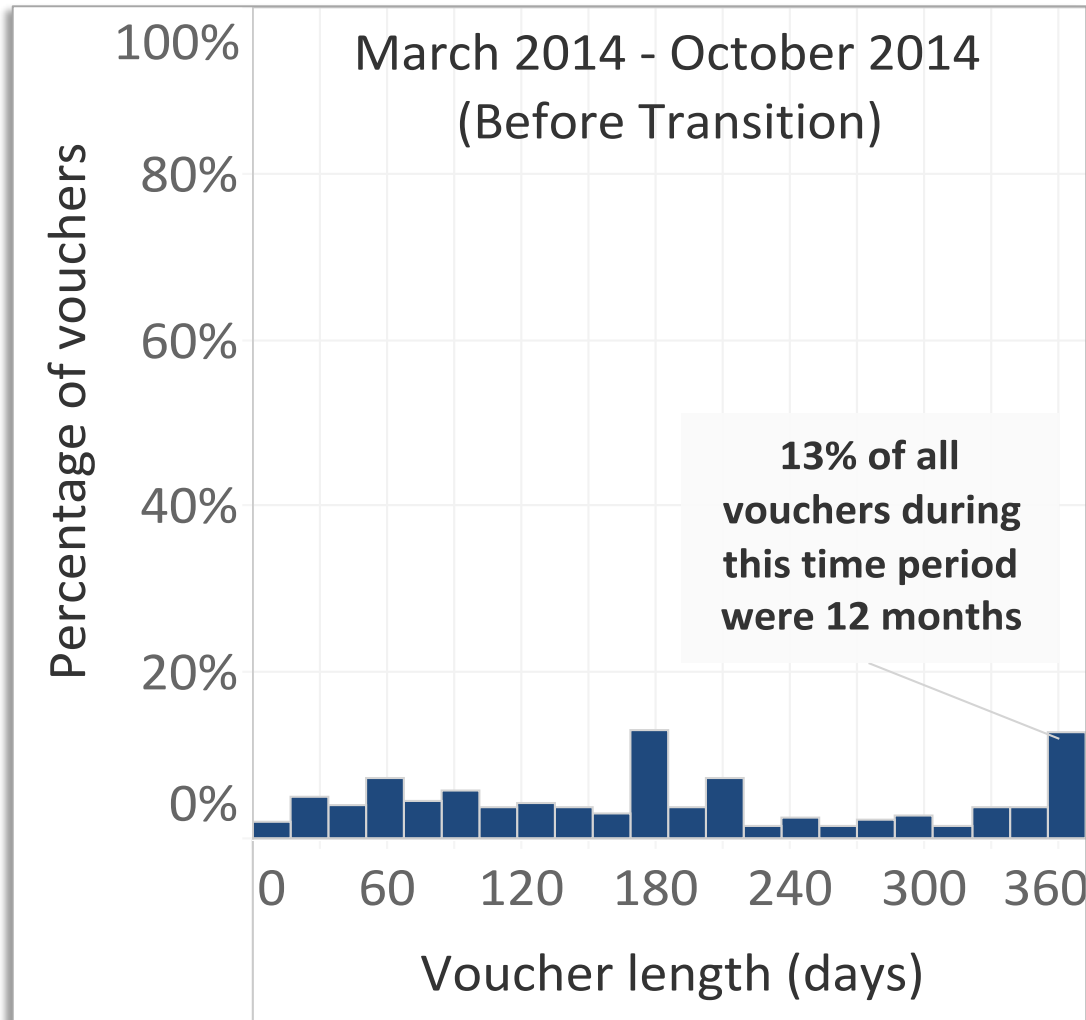
- **Eligibility periods** were significantly\* longer after the transition to CCS Central, although they were already getting longer by 2015.



*\*The difference between 2016 and all previous years was statistically significant, after controlling for child, family, and child care factors*

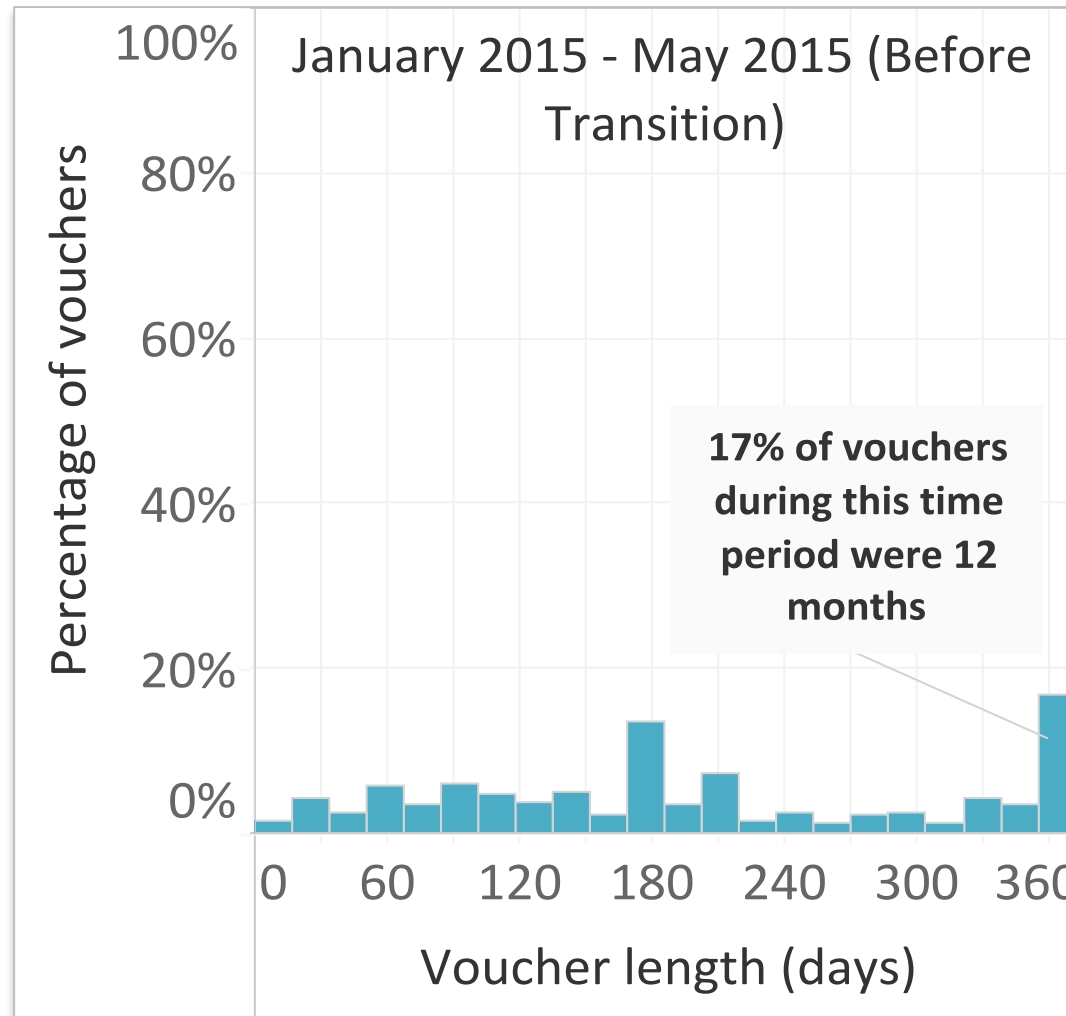


# Key finding #2: Subsidy voucher length



2014

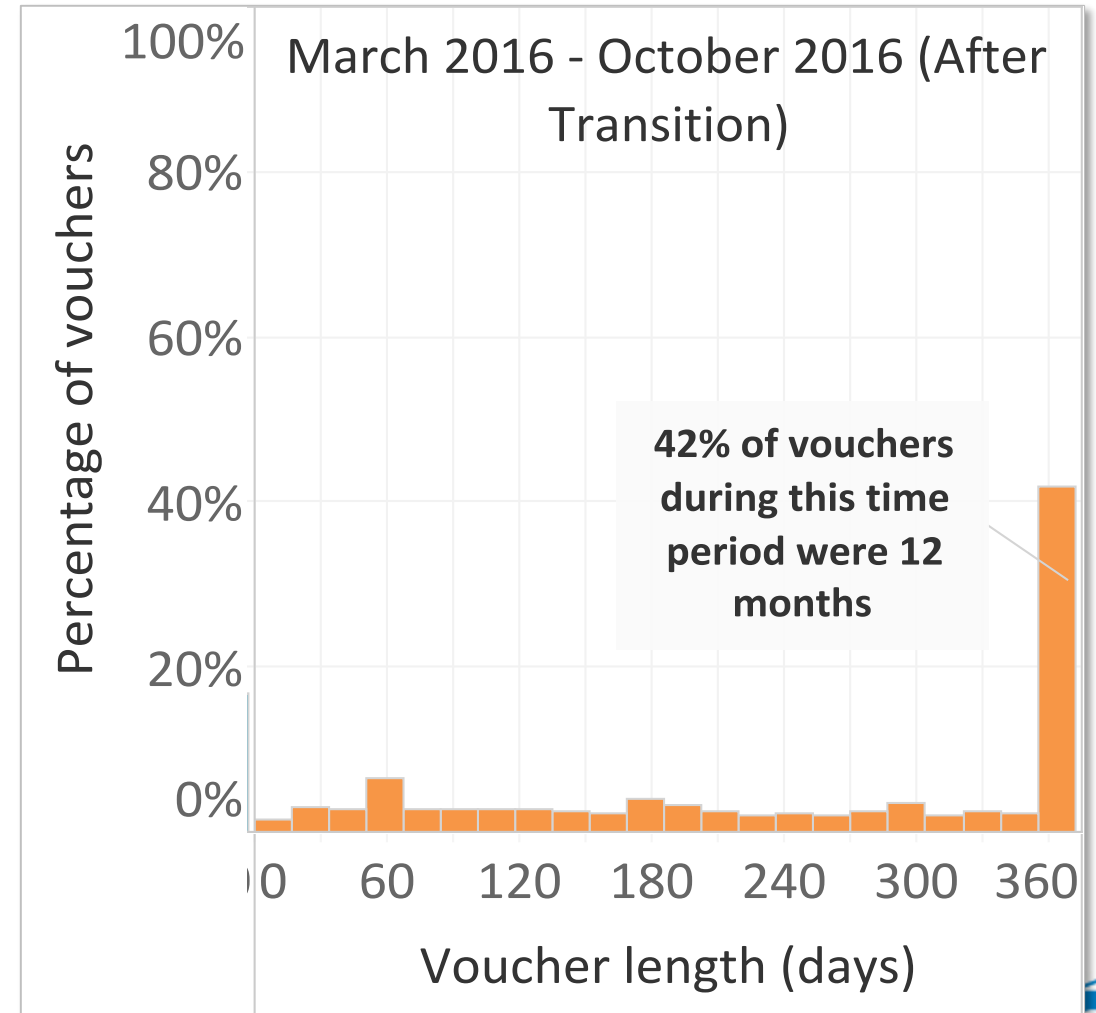
# Key finding #2: Subsidy voucher length



2015

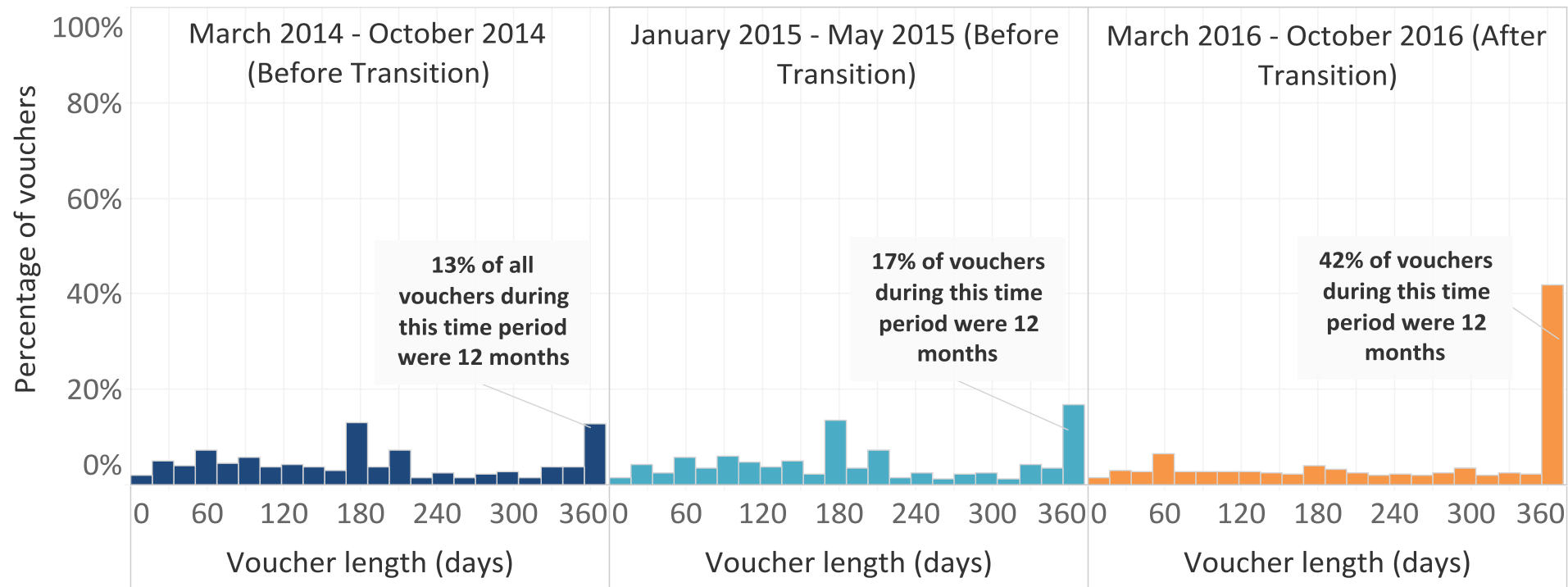
# Key finding #2: Subsidy voucher length

2016



# Key finding #2: Subsidy voucher length

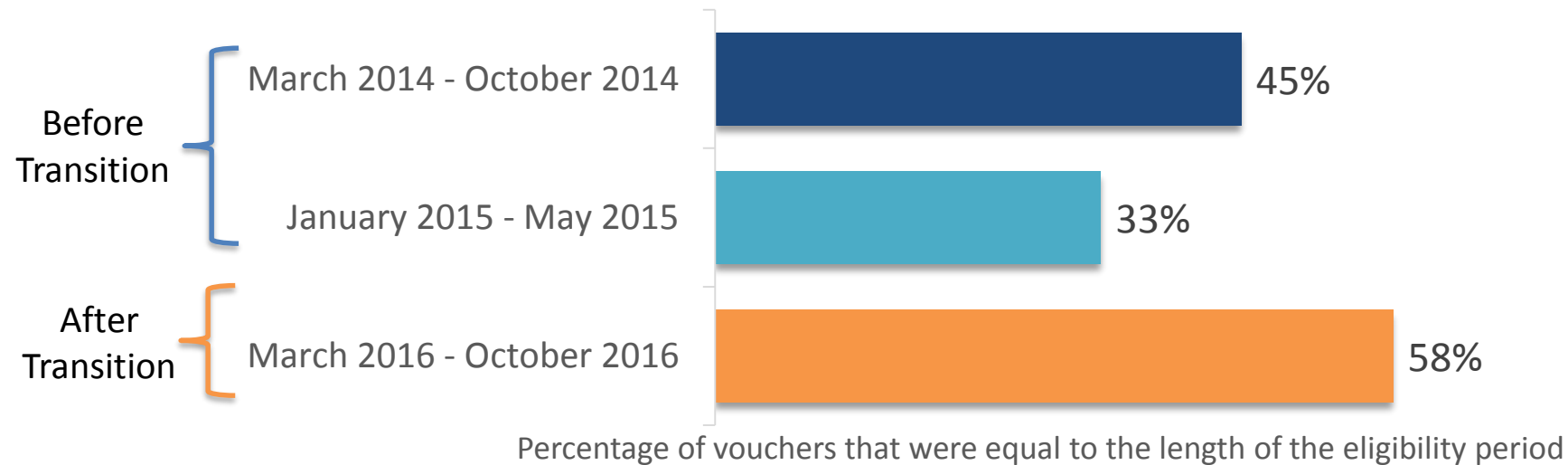
- **Vouchers** were significantly\* longer after the transition to CCS Central.



*\*The difference between 2016 and all previous years was statistically significant, after controlling for child, family, and child care factors*

# Key finding #3: Vouchers covering the full eligibility period

- More **vouchers** covered the full **eligibility period** after the transition to CCS Central.

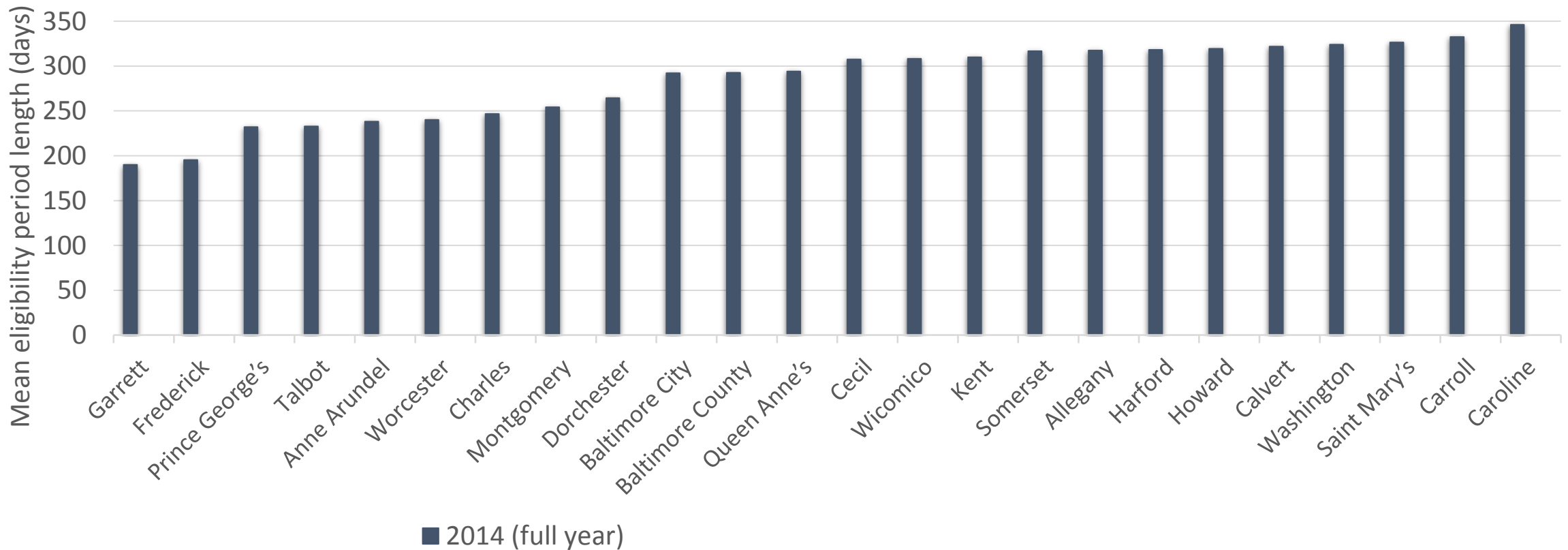


**RQ2:** Was there greater consistency across counties in the length of eligibility periods and vouchers after the shift to CCS Central?

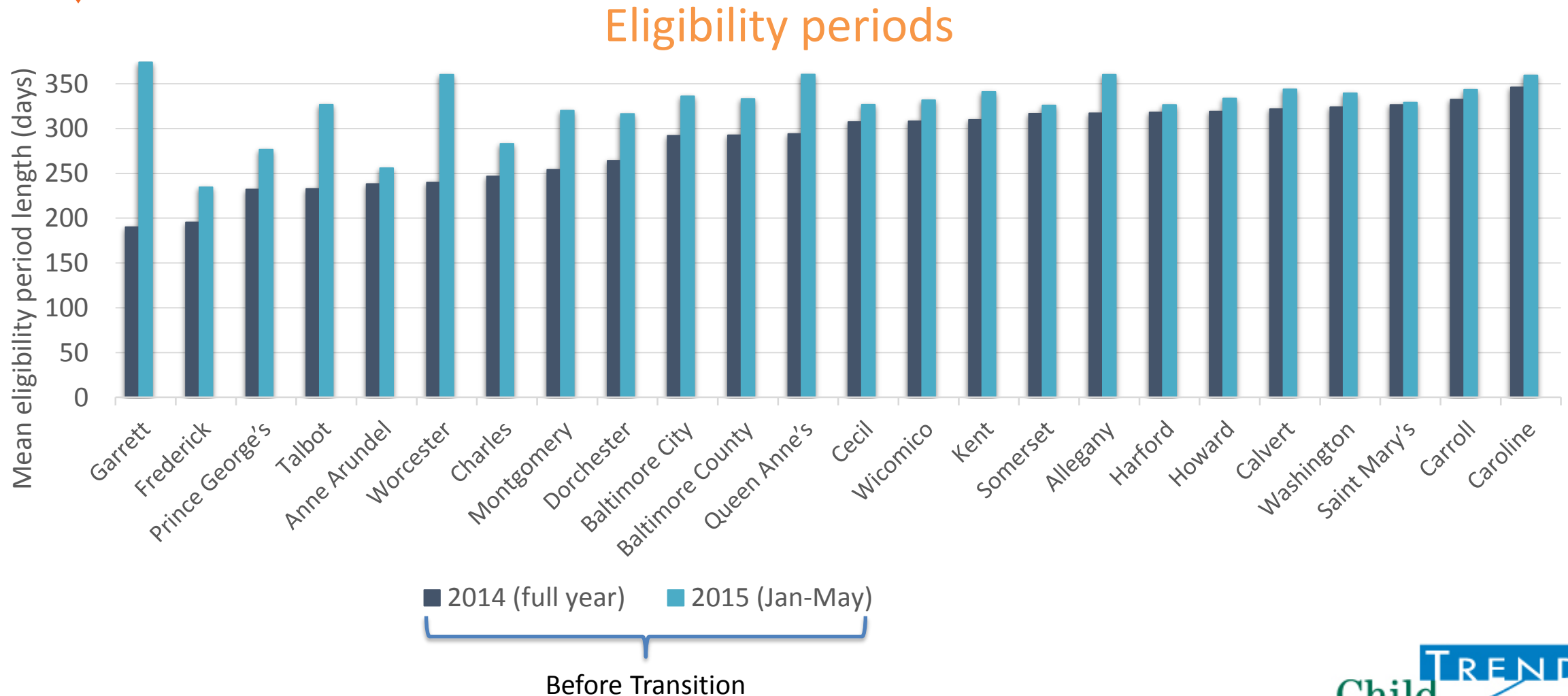


# Key finding #4: Consistency across counties

## Eligibility periods



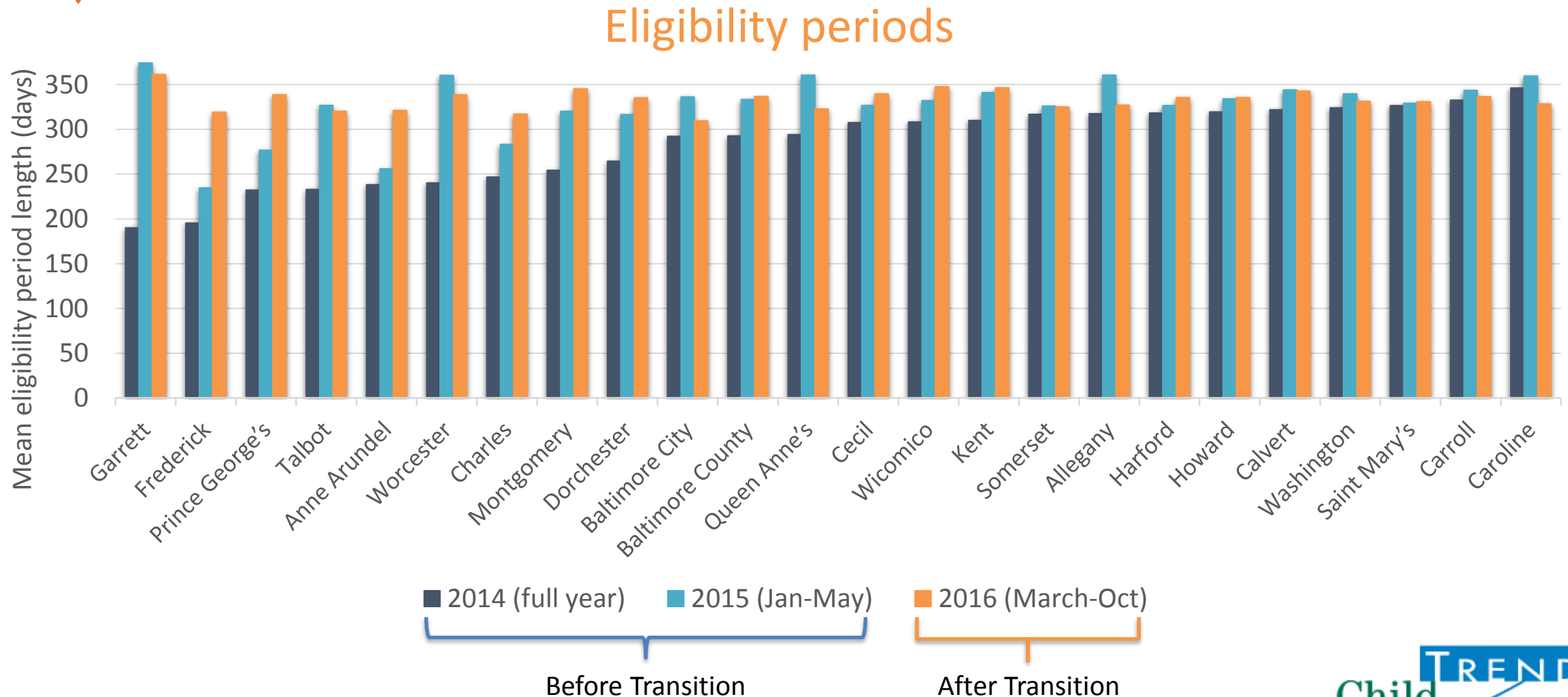
# Key finding #4: Consistency across counties



\*Multivariate analyses controlling for child, family, and child care factors



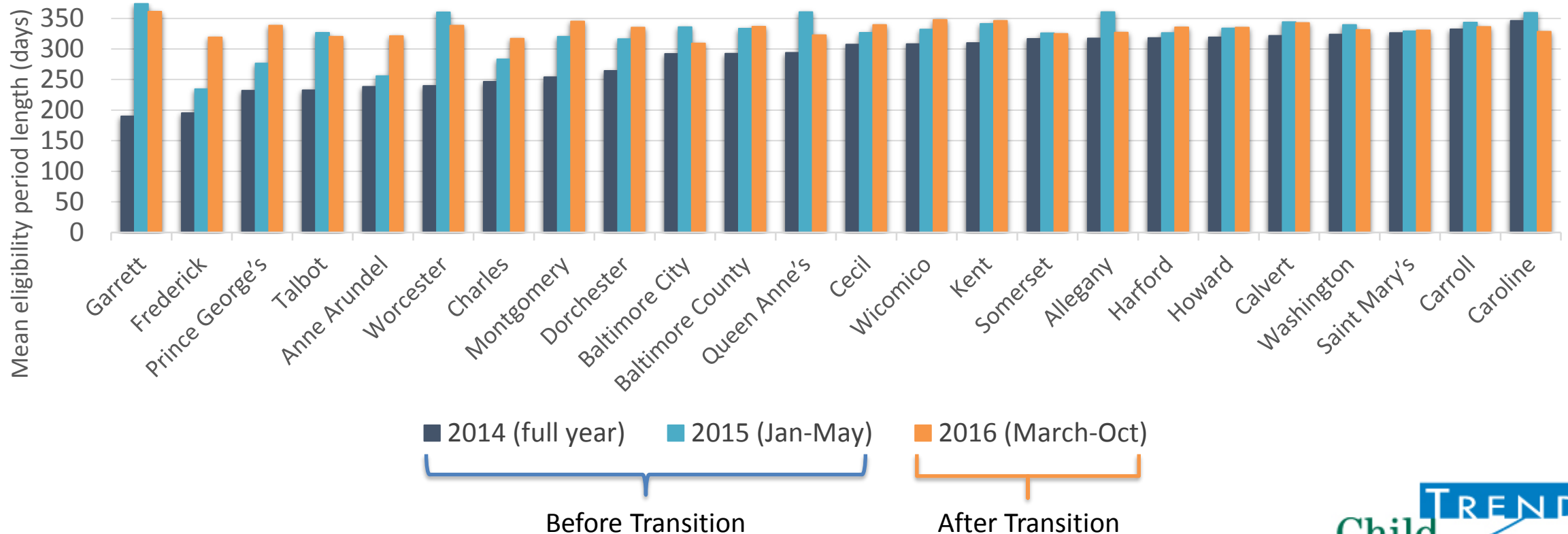
# Key finding #4: Consistency across counties



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# Key finding #4: Consistency across counties

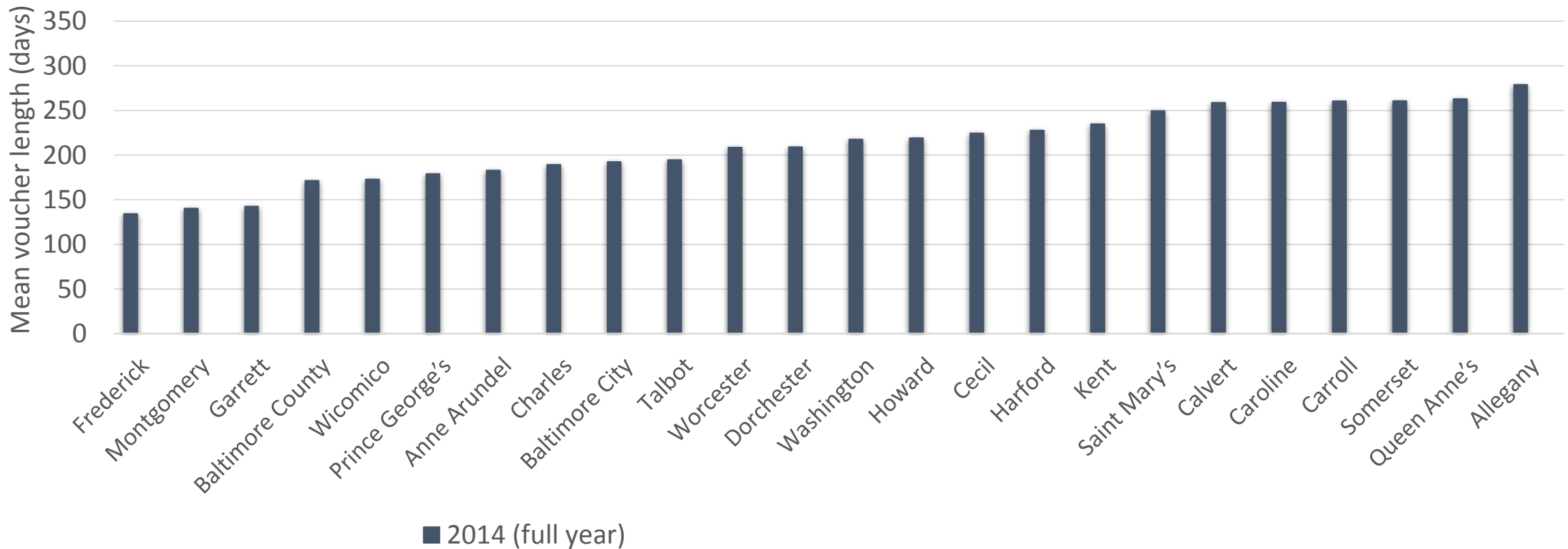
- After the shift to CCS Central, there was more consistency across counties in the lengths of **eligibility periods**.



\*Multivariate analyses controlling for child, family, and child care factors

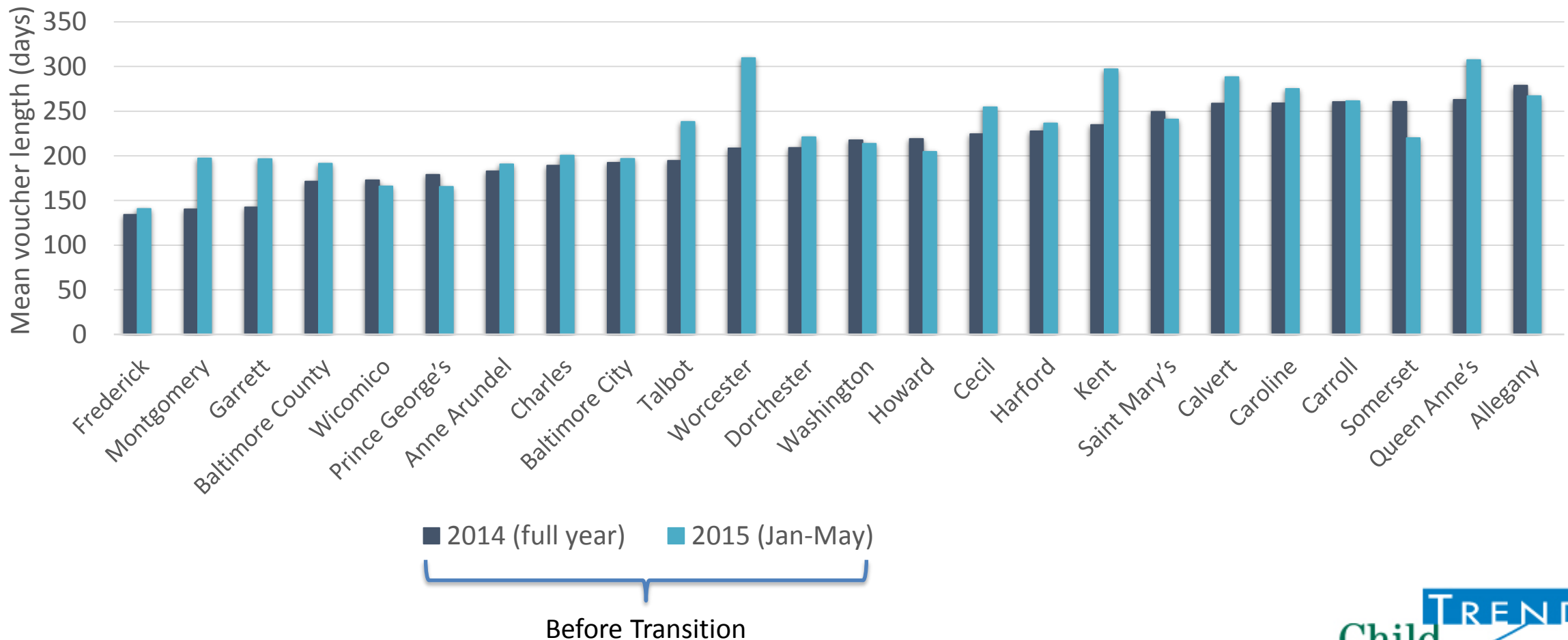
# Key finding #4: Consistency across counties

## Voucher Length



# Key finding #4: Consistency across counties

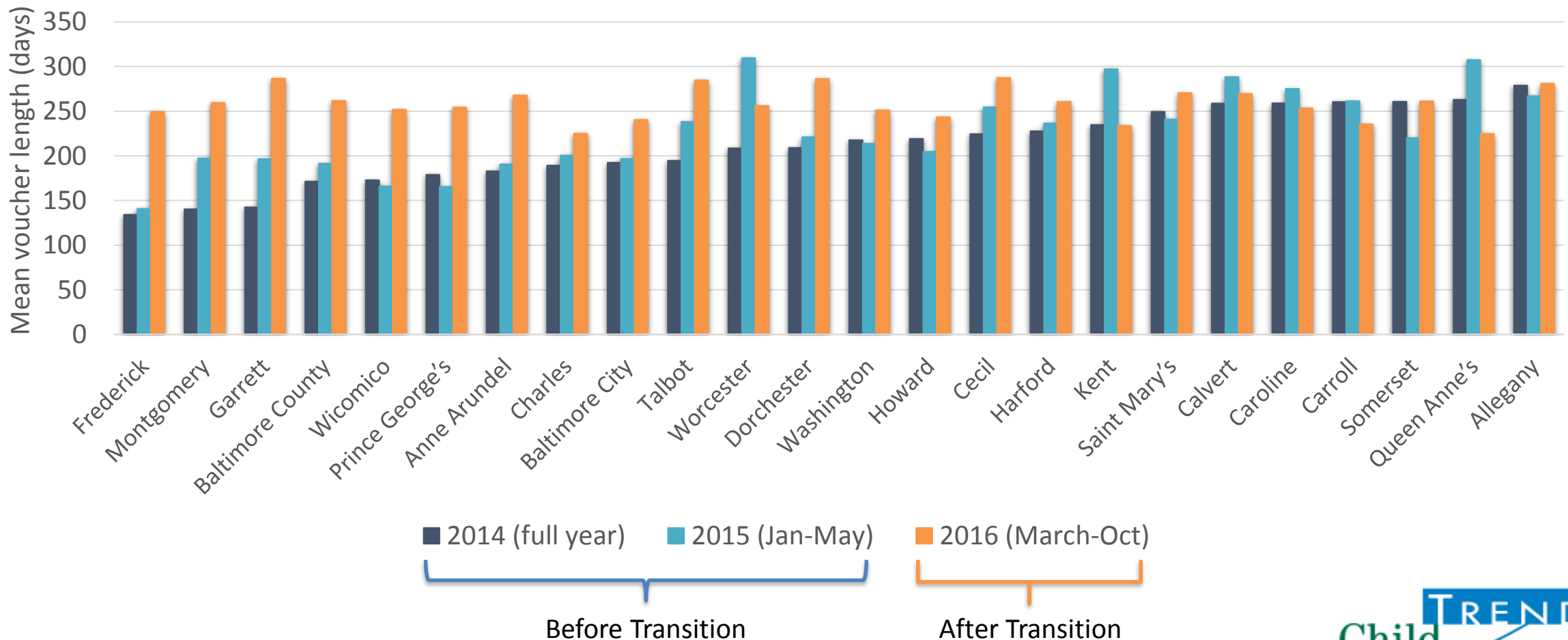
## Voucher Length



\*Multivariate analyses controlling for child, family, and child care factors

# Key finding #4: Consistency across counties

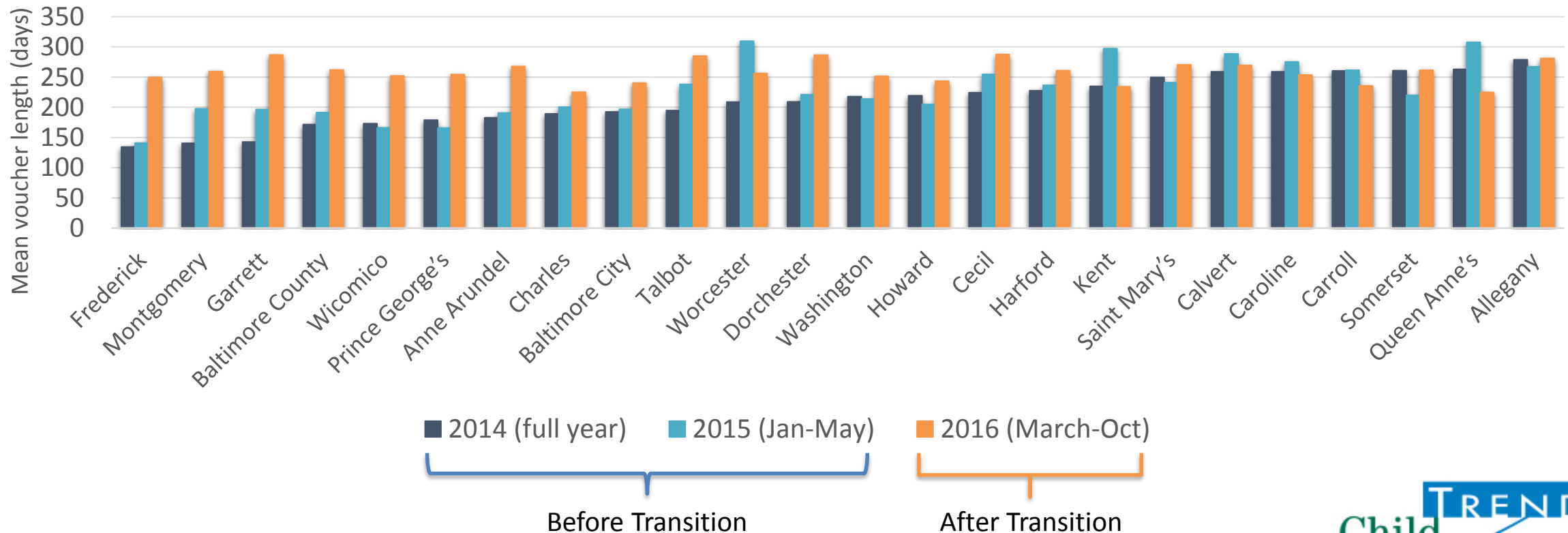
## Voucher Length



\*Multivariate analyses controlling for child, family, and child care factors

# Key finding #4: Consistency across counties

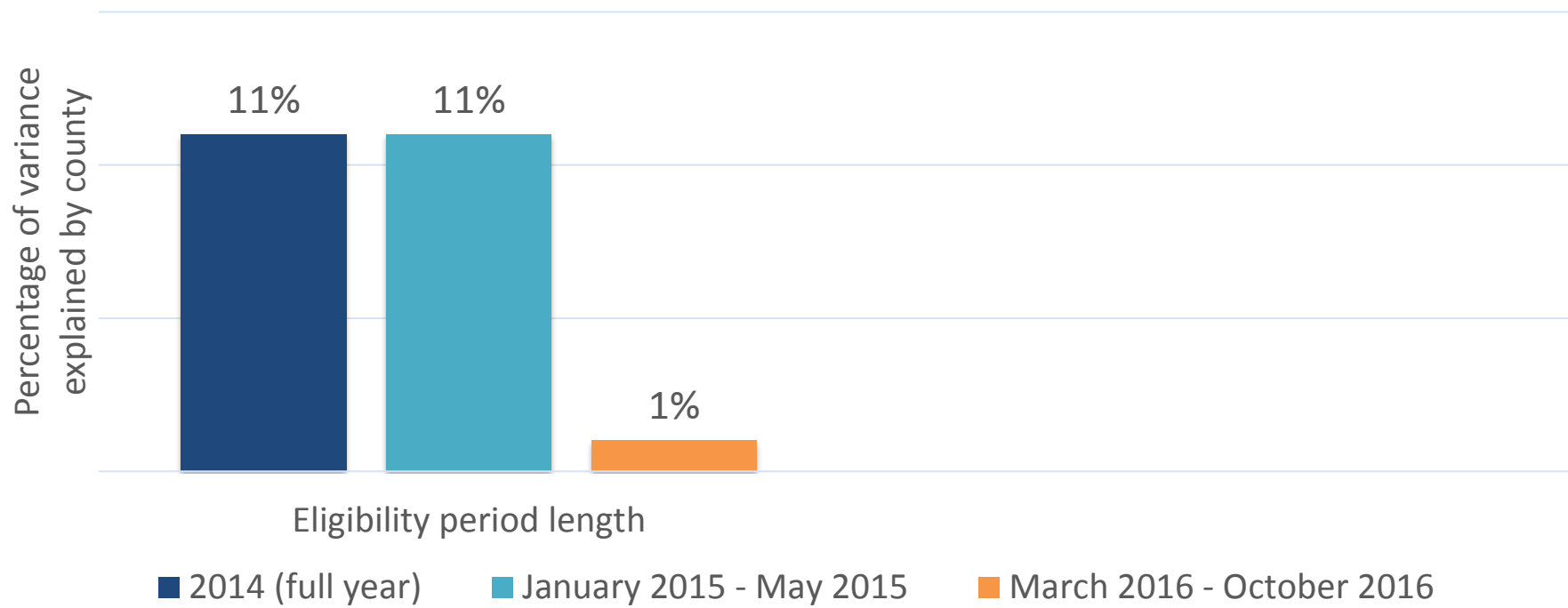
- After the shift to CCS Central, there was also more consistency across counties in the lengths of **vouchers**.



\*Multivariate analyses controlling for child, family, and child care factors

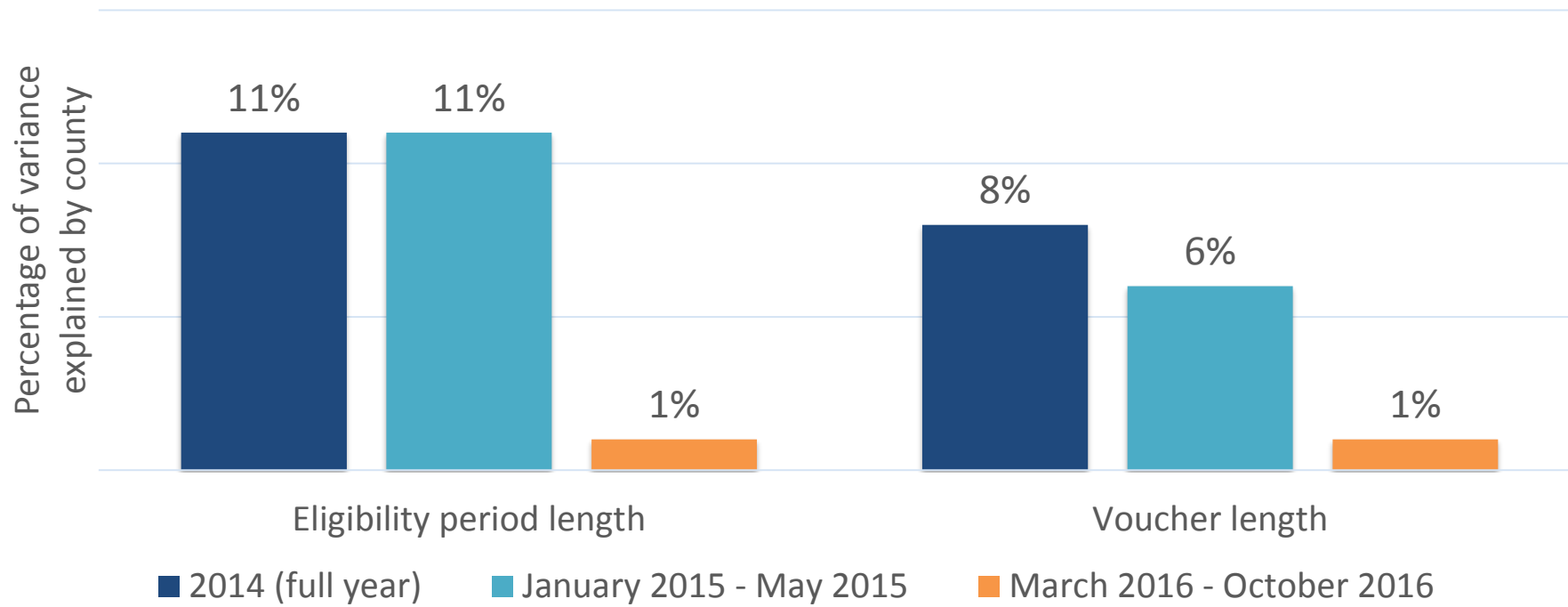
# Key finding #4: Consistency across counties

- County explained less variance in the length of **eligibility periods** and **vouchers** after the transition to CCS Central.



# Key finding #4: Consistency across counties

- County explained less variance in the length of **eligibility periods** and **vouchers** after the transition to CCS Central.





# Recommendations for CCDF Administrators and Researchers



# CCDF Administrators

1. Ensure that **administrative procedures** are aligned with **federal regulations** for the subsidy program.

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1. Ensure that **administrative procedures** are aligned with **federal regulations** for the subsidy program.
2. Assess the **variability** in subsidy receipt at the **county or local level**.

# CCDF Administrators

1. Ensure that **administrative procedures** are aligned with **federal regulations** for the subsidy program.
2. Assess the **variability** in subsidy receipt at the **county or local level**.
3. Consider how a family's **participation in other eligibility-based programs** affects their experience with the subsidy program.

# Researchers

1. At regular intervals throughout the project, include individuals who are involved with **day-to-day** management of the child care subsidy program.

# Researchers

1. At regular intervals throughout the project, include individuals who are involved with **day-to-day** management of the child care subsidy program.
2. Carefully define **transition periods** when studying program activities before and after policy changes.



# Discussion

# Discussion Prompts: Administrators

1. Questions for Rene about the process of centralizing?
2. What are your experiences with delinking or centralizing social programs?
3. What resonates with you about the findings in Maryland?



# Discussion Prompts: Researchers

1. Have you found administrative practices to sometimes be misaligned with policies? If so, what?
2. Have you been doing similar work? What have you been learning?
3. Do you have questions for us regarding the findings or process for this study?