



STATE OF MICHIGAN
DEPARTMENT OF EDUCATION
LANSING



JENNIFER M. GRANHOLM
GOVERNOR

MICHAEL P. FLANAGAN
SUPERINTENDENT OF
PUBLIC INSTRUCTION

May 30, 2006

MEMORANDUM

TO: ISD Superintendents

FROM: Jeremy M. Hughes, Ph.D., Chief Academic Officer 

RE: *Early On*[®] Redesign Update

The State Interagency Coordinating Council (SICC) for Part C of the Individuals with Disabilities Education Act (I.D.E.A.) approved a process for the *Early On* Redesign in November 2004 based on the book, The Price of Government: Getting the Results We Need in an Age of Permanent Fiscal Crisis. The Redesign work has been facilitated by three entities: the Leadership Team, the Core Team, and the State Interagency Staff. In addition, the Michigan Department of Education, Office of Early Childhood Education and Family Services, contracted with Emerald Consulting to facilitate the redesign process.

Early On Redesign continues to move forward, and many of your staff have been involved with the activities so far, whether in person, or via the website: www.earlyonredesign.com.

In an effort to share accurate and current information, the SICC is sending the attached *Early On* Redesign Update to you to keep you informed of the activities that have occurred so far.

Thank you for your support of the Redesign process as together we work to build a better system for children with disabilities and their families in Michigan. Questions may be directed to Barb Schinderle at schinderleb@michigan.gov, MDE staff liaison to the SICC.

Attachment

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Early On® Michigan
**STATE INTERAGENCY COORDINATING
COUNCIL**

To: *Early On*® Stakeholders

From: The State Interagency Coordinating Council

Re: *Early On* Redesign Update

Date: April 28, 2006

On November 19, 2004, the Governor's State Interagency Coordination Council (SICC) for Handicapped Infants and Toddlers voted to enter into a redesign of *Early On*. The impetus for the redesign efforts was predicated on the monitoring reports that had been conducted over the previous two years. The SICC charged the state interagency team to develop a process for the redesign efforts. On February 18, 2005, the SICC voted to adopt the recommendation of the interagency team that the process would be based on the work of David Osborne and Peter Hutchinson titled The Price of Government: Getting the Results We Need in an Age of Permanent Fiscal Crisis (Basic Books ©2004).

As the first year of *Early On* Redesign draws to a close, it is important to acknowledge the work that has been completed, the work in progress and the work still to be initiated. A status report was provided to the SICC in November and updated in February. The intent of this document is to provide an overview of the process and a current status report on all activities related to the Redesign initiative.

Project Oversight

The redesign work has been facilitated by three entities: the Leadership Team, the Core Team, and the State Interagency Staff.

Leadership Team

The role of the Leadership Team is to:

- 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.

Leadership Team members include:

- Lindy Buch, *Director*
Office of Early Childhood Education and Family Services
Michigan Department of Education
- Brenda Fink, *Director*
Division of Family & Community Health,
Michigan Department of Community Health
- Lisa Brewer-Walraven, *DHS Representative*
Michigan Department of Human Services
- Mary Mehren, *DHS Representative*
Michigan Department of Human Services
- Sheri Falvay
Division of Mental Health Services
Bureau of Community Mental Health Services
Michigan Department of Community Health
- Angus 'Mac' Miller, *Chair*
Michigan State Interagency Coordinating Council
- Tamara Nelson, *Co-Chair & Parent Representative*
Michigan State Interagency Coordinating Council
- Teresa Marvin, *Parent Representative*
- Vanessa Winborne, *State Part C Coordinator*
Michigan Department of Education
- Reneé DeMars-Johnson, *Supervisor*
Infant/Toddler and Family Services
Michigan Department of Education

The Core Team

The members of the State Interagency Coordinating Council are serving as the Core Team for the *Early On* Redesign Process.

The role of the Core Team is to:

- Advise on the redesign process at SICC meetings
- Participate in redesign activities
- Communicate about redesign to constituencies.

Members of the SICC include:

- Keith Alexander
Parent representative
Alternate: None

- David Brock
Office of Special Education & Early Intervention Services
Michigan Department of Education
Special Education representative
Alternate: Kathy Barker, MDE
- Sr. Barbara Cline
Early On Training & Technical Assistance
Service Provider representative
Alternate: Perry Lopucki, Muskegon ISD
- Jessica Dunquist
Service provider representative/Parent
Alternate: None
- Carole Engle
Michigan Department of Labor and Economic Growth
DLEG representative
Alternate: None
- Mary Mehren
DHS representative
Alternate: Shelley Miller-O'Neill, DHS
- Sheri Falvay
Mental Health Services to Children & Families
Department of Community Health
Children's mental health representative
Alternate: Lori Irish, DCH
- Brenda Fink
Director, Division of Family and Community Health
Michigan Department of Community Health
Public Health representative
Alternate : Mary Scoblic, DCH
- Linda George
Branch ISD
Head Start/Preschool representative
Alternate: None
- Mark Larson
Wayne State University, Early Childhood Education & Special Education
University teacher preparation representative
Alternate: None
- Mike McCartan
St. Clair County Community Mental Health
CMH representative
Alternate: Whitney Pavlov

- Mac Miller
Livingston County CMH Services
Service Provider representative
Alternate: Kathy Manta, Livingston ESA
- Joan Moiles
Office of Financial & Insurance Services
DLEG representative
Alternate: John Gardner, DLEG
- Tamara Nelson
Parent representative
Alternate: Chandra Jones, Parent
- Johanna Ostwald
Dickinson-Iron ISD
Service Provider representative
Alternate: Connie Cullip, Eastern UP ISD
- Cindy Poehlman
Parent representative
Alternate : Julie Williams, Parent
- Mark Reigle
Berrien ISD
Service Provider representative
Alternate : Karla Flood, Berrien ISD
- The Honorable Laura Toy
Michigan State Senator
State Government Legislative representative
Alternate : Garrett Wheat, Legislative Aide
- Carol Wolenberg
Michigan Department of Education
MDE representative
Alternate: Connie Robinson, MDE

The Interagency Staff

The role of the Redesign Staff is to:

- Garner resources for redesign process;
- Help to staff the overall process and Results Teams;
- Communicate regularly with constituencies about redesign process;
- Support the redesign to be successful;
- Ensure compliance with IDEA Part C 2004.

The staff for the redesign process includes:

- Vanessa Winborne
Part C Coordinator
Michigan Department of Education
- Mischele McManus
Early On Consultant
Michigan Department of Education
- Jessica Wolf
Early On Consultant
Michigan Department of Education
- Dawn Ritter
Early On Coordinator for Human Services
Michigan Department of Human Services
- Teresa Marvin
Early On Parent Partner for Human Services
Michigan Department of Human Services
- Nancy Peeler
Early On Coordinator for Public Health
Michigan Department of Community Health
- Kim Porter-Hoppe
Early On Parent Partner for Public Health
Michigan Department of Community Health
- Lori Irish
Early On Coordinator for Mental Health
Michigan Department of Community Health
- Lori Goike
Early On Parent Partner for Mental Health
Michigan Department of Community Health
- Barb Schinderle
SICC Staff Liaison
Michigan Department of Education

The overall process has been facilitated by Maureen Greer of Emerald Consulting, who was contracted by the Michigan Department of Education to support the *Early On* Redesign efforts.

Redesign Steps

Eight steps were identified to guide the redesign activities:

1. Identify the Key Causes and Forces impacting *Early On*;
2. Determine the Eligible Population;
3. Identify the current and potential Funding Pool;
4. Define desired Results;
5. Allocate Resources;

6. Convene Results Teams;
7. Develop a Purchasing Plan; and
8. Create a Strategic Plan and Budget.

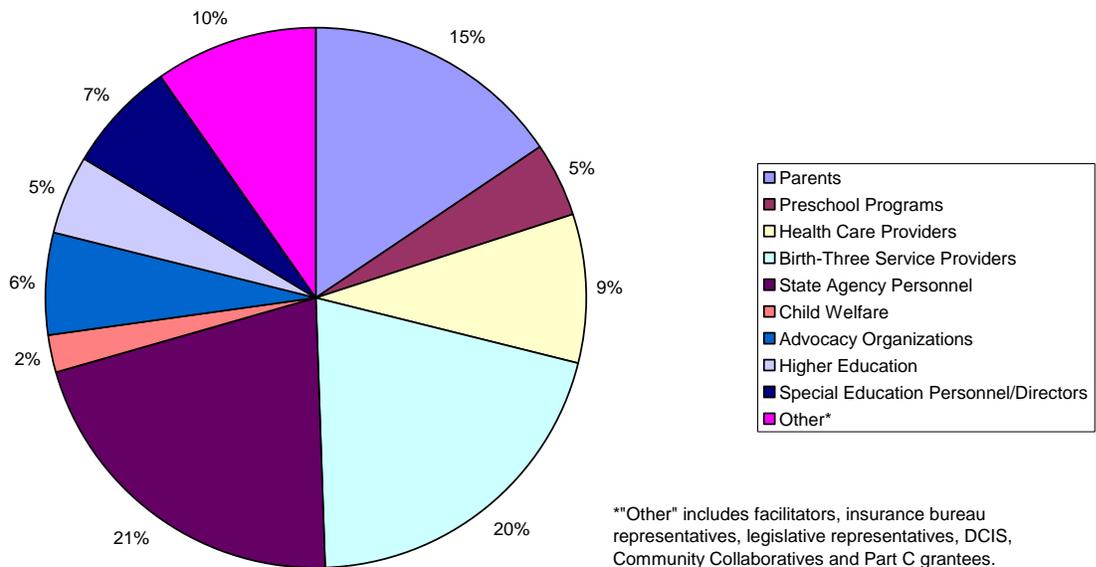
The remainder of this report will provide the current status of each step.

Stakeholder Participation

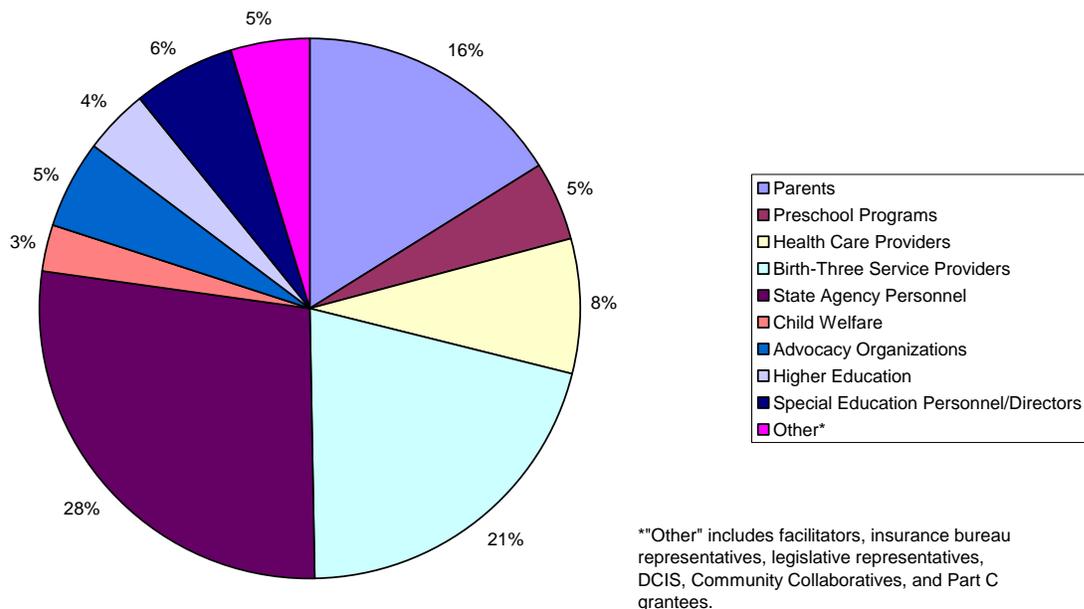
The redesign process has made every effort to incorporate the diversity of the stakeholders in *Early On*. The following chart documents the perspectives of individuals invited to participate in the Redesign efforts. This chart does not include the additional seventeen staff members and facilitators who participated in the results groups.

	Invited	Attended
<i>Early On</i> Coordinators	30	28
ISD Representatives	9	6
Parents	31	22
Preschool/Head Start	10	8
Health Care Providers	18	11
Birth-Three Service Providers (not <i>Early On</i> coordinators)	16	11
State Agency Personnel	42	36
Child Welfare	4	4
Advocacy Organizations	12	9
Higher Education	8	7
Other	23	7

Early On® Redesign Invitees



Early On® Redesign Attendees



Recognizing that many individuals with a direct interest in the *Early On* redesign effort would be unable to attend meetings in Lansing, a “virtual table” was established. The *Early On* Redesign website provides a mechanism for up to date information as well as the opportunity to provide public comment on all documents and products developed at onsite meetings. A list serve has also been established for all who wish to receive electronic notification of important announcements and new postings on the website.

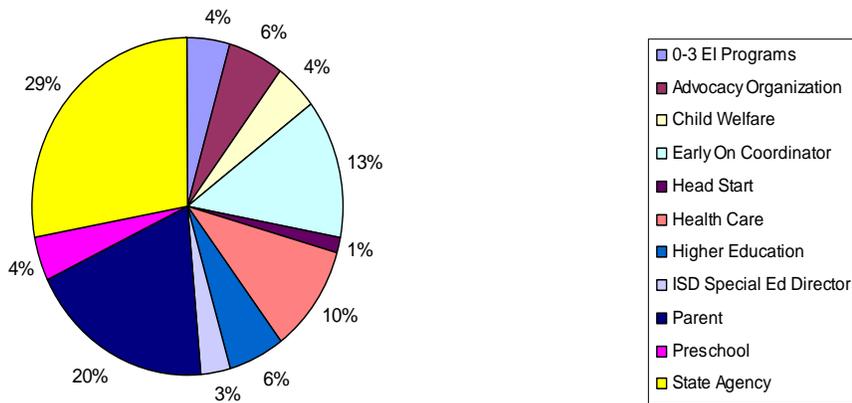
With each posting of documents, the *Early On* office receives numerous comments from across the state, representing all stakeholder perspectives. This “virtual table” remains a major vehicle for influencing redesign outcomes.

Step 1: Causes and Forces

The purpose of Step 1 was to identify the context, causes and forces, both positive and negative that impact *Early On*. On April 22, 2005, 68 participants identified the top ten causes and forces:

- Policy;
- Parent Involvement/Leadership;
- Funding/Economics;
- Accountability;
- Systems Philosophy;
- Coordination/Collaboration;
- Communication/Information;
- Research;
- Legislation; and
- Cultural Issues.

Causes and Forces Participants



The results of the workgroup were posted on the redesign website for public comment.

http://www.earlyonredesign.com/Files/Causes_Forces_Workgroup_Report.pdf.

The public comments received were aggregated and reposted to ensure that the entire redesign process remained transparent. http://www.earlyonredesign.com/Files/Causes_and_Forces_Public_Comment.pdf

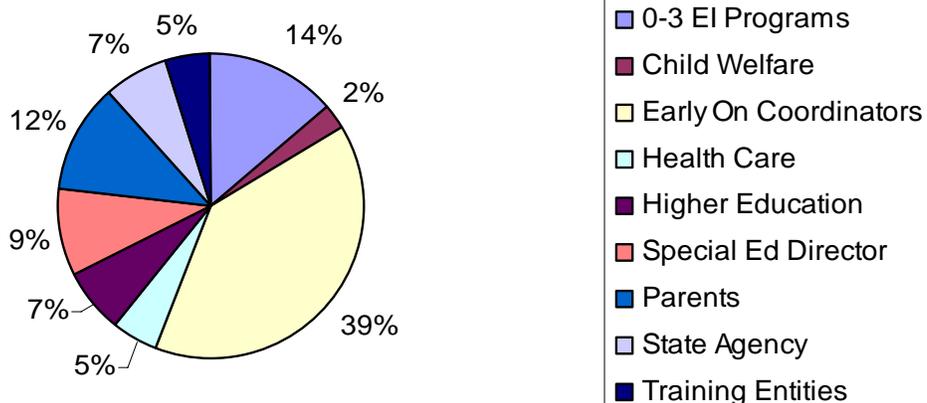
Step 2: Determine Eligible Population

The charge to the Eligible Population Task Force was twofold:

- a. Review the prevalence work and recommend to the Leadership Team, the critical factors that should be incorporated into a formula for estimating the percentage of children that should be served in the *Early On* system; and
- b. Develop recommendations regarding an eligibility process and methodology for children in the *Early On* system that builds on the work conducted by the SICC Ad Hoc committees.

Membership on this task force incorporated representatives from a previous SICC ad hoc committee on eligibility along with stakeholders that represented different perspectives, geographic locations and areas of expertise. Forty three individuals were invited to participate in the important work of this task force.

Eligible Population Task Force



The initial activity of this task force was the identification of a draft prevalence rate for *Early On*, by state and service area, based on Michigan's current eligibility criteria by reviewing data related to critical indicators; and the recommendation of the critical indicators that have the highest degree of probability of predicting the number of children that should be served with *Early On*'s current eligibility definition. The task force has recommended six indicators for consideration. A report on the draft prevalence rate is currently under development and will be posted for public comment later this spring.

The next two activities that the task force focused on were the clarification of the eligibility criteria for *Early On* and the standardization of the eligibility determination process as recommended by a previous ad hoc committee of the SICC. The recommendations of the task force are currently posted on the redesign website for public comment. http://www.earlyonredesign.com/Files/RECOMMENDATIONS_OF_THE_ELIGIBLE_POPULATION_TASK_FORCE.pdf

After processing the public comments on these documents, the final recommendations will be presented to the SICC at the June 16 meeting.

Once the report on prevalence has been completed, posted for public comment and finalized, the work of this task force will be completed.

It is important to note that any changes in the Early On eligibility criteria would require a change in the existing state plan submitted by MDE to the United States Department of Education, Office of Special Education and require a formal public hearing process.

Step 3: Identify the Funding Pool

Step 3 has two components:

- Fiscal mapping; and
- Cost and Utilization Study.

The fiscal mapping component began with the identification of federal funds that could be used to support *Early On*. The mapping identified the statutory authority, the eligibility criteria, state match requirement and level of administration for each fund source.

The cost and utilization study which is currently being initiated is a more complex examination of the total costs of *Early On*. The study has three outcomes:

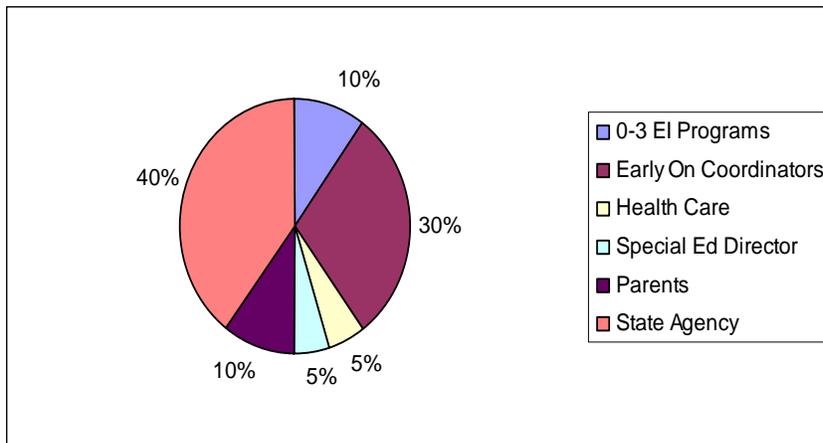
- Identification of the total system costs including direct service and system components;
- Identification of the current revenues that are in use to support all aspects of *Early On*; and
- Identification of IFSP service patterns across eligibility criteria, race and geographic location.

Information regarding the study has gone out to all Intermediate School Districts, Superintendents, Directors of Special Education and *Early On* Coordinators from the Michigan Department of Education. Similar information will be sent out by the Department of Human Services and the Department of Community Health, both Public Health and Mental Health.

The study is scheduled to be completed and a report presented to the SICC at the September 15 meeting.

The work conducted for this step is guided by a Fiscal Task Force. The chart below identifies the participants of this

task force.



Fiscal Task Force Members

Step 4: Define Desired Results

Michigan has adopted the ECO Center Child & Family Outcomes as the results to be achieved for children and families participating in *Early On*, and will redesign *Early On* to assure that our Part C system will support the achievement of these results.

The Early Childhood Outcomes Center (ECO Center) has been funded by the U.S. Department of Education, Office of Special Education Programs (OSEP) to promote the development and implementation of child and family outcome measures for infants, toddlers, and preschoolers with disabilities. These outcomes (or results) will be used in local, state, and national accountability systems.

Child Outcomes

1. Children have positive social relationships.
2. Children acquire and use knowledge and skills.
3. Children take appropriate action to meet their needs.

Family Outcomes

1. Families understand their children's strengths, abilities and special needs.
2. Families know their rights and advocate effectively for their children.
3. Families help their children develop and learn.
4. Families have support systems.
5. Families are able to gain access to desired services, programs, and activities in their community.

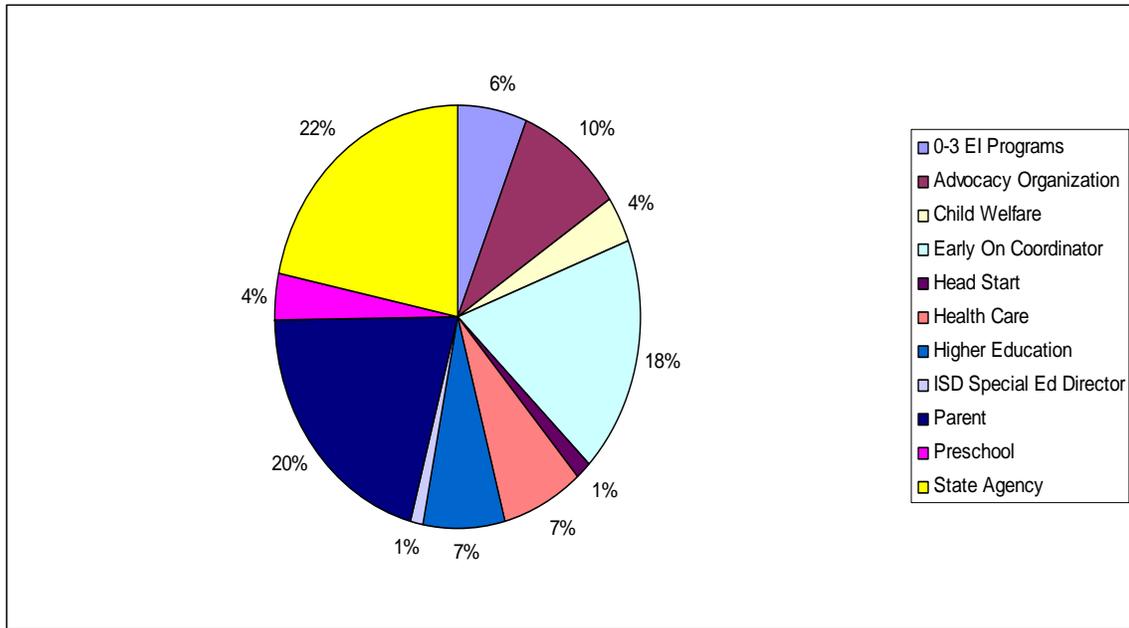
These outcomes have guided all of the work related to the redesign efforts.

Step 5: Allocate Resources

This step cannot begin until the completion of Step 3.

Step 6: Convene Results Teams

The Results Teams met from July to October of 2005. Eighty three individuals were invited to participate in the critical step of finalizing indicators that would help to measure whether the desired results for children and families were being achieved through *Early On*. Workgroups were established around the eight child and family outcomes. The following chart documents the membership of the Results Groups.



Because of the desire to promote evidence-based practice, the structure of each meeting day incorporated a presentation by a national child development expert. Presentations were provided by Dr. Kathleen Hebbeler of the Early Childhood Outcomes Center, Dr. Gloria Harbin of the Frank Porter Graham Center, and Dr. Carl Dunst of the Orelena Hawks Puckett Institute.

A set of draft indicators related to the child and family outcomes was developed by the redesign staff and was posted for public comment. The results of this posting provided the basis for the initial work of the results teams. The teams made final recommendations and the results of their work can be found at http://www.earlyonredesign.com/Files/CompiledRecommendedIndicators_9-18-05.pdf

The next task that the results groups undertook was a review of existing statewide data that would serve as an environmental scan of the current status of the *Early On system* in supporting the achievement of the child and family outcomes.

The teams then reviewed the current literature and research to identify best practices related to achieving the outcomes. The final step was to develop a series of recommended strategies and activities that could be employed to address those areas of weakness that were identified in the environmental scan process.

The strategy document was posted for public comment in February. The document will be re-posted because there was not an adequate response rate. The document is not a listing of defined activities to be adopted through the redesign efforts. It is a listing of potential interventions that will move forward for consideration as the allocation of resources and the subsequent purchasing plan are developed.

Step 7: Develop a Purchasing Plan

This step cannot begin until the completion of Step 3.

Step 8: Create a Strategic Plan and Budget

This step cannot begin until the completion of Step 3.

Internal Administrative Review

At the state level, the three key state agencies (MDE, DCH, and DHS) have been engaged in the same kind of review process (causes and forces, environmental scan, development of indicators, identification of strategies) that was used to examine the *Early On* system at the local level, to review the internal structure of *Early On*. All aspects of the state infrastructure (lead agency, staff structure, roles and responsibilities and team process) were examined to determine whether they support or impede the implementation of the redesign. As a result of an in-depth analysis of the internal structure of *Early On*, necessary changes will be implemented to facilitate the achievement of the child and family outcomes identified through the redesign process and to support a true interagency system at the state level. The internal review recommendations will be presented to the Leadership Team in April.

Next Steps

While steps 5, 7 and 8 must wait until the completion of the Fiscal Study, those other steps with activities to complete continue to diligently work towards completion. The steps are integrally linked. The results teams used the work of the causes and forces group to complete their work. The Eligible Population Task Force has used the work of all the groups and work that had been done previously to complete their tasks. Many people, either onsite or through the “virtual table” have given extraordinary time and energy to ensure that the redesign efforts result in a system that can support the achievement of the desired child and family outcomes. While much has been accomplished, much work remains. We look forward to your continued support and participation.