

June 2017

Early Care and Education Substitute Pool Administration Manual



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OVERVIEW

The Substitute Pool is a deliverable within the Early Start Act that will assist in addressing barriers and promoting progress in Early Achievers by encouraging Family Child Care and Child Care Centers to complete Level 2 activities and rate at a Level 3 or higher. Using substitutes will allow qualifying Family Child Care and Child Care Center staff to participate in professional development opportunities, receive Early Achievers technical assistance, complete rating readiness activities, and work towards achieving a Level 3 or higher Early Achievers rating. The substitute pool is currently targeted to support facilities that need to rate a Level 3 to continue to care for children receiving subsidy.

BUSINESS NEED

Early Achievers is Washington State's quality rating and improvement system. The Early Start Act [Sec. 5.1(a)-5.2(a)], passed in 2015, mandates the creation of a substitute pool to maximize and encourage participation in Early Achievers for culturally diverse and low-income center and family home child care providers. The Substitute Pool emphasizes assistance for facilities rated at Level 2 to help them reach Level 3 rating wherever access to subsidized care is at risk and provide an ongoing program service. The Substitute Pool will not currently support school-age, ECEAP only, Head Start only programs, or CCC/FCC facilities who are not receiving subsidy or CCC/FCC facilities who are rated at an Early Achievers rating of 3 or higher.

In 2015, the Department of Early Learning (DEL) negotiated with Service Employees International Union Local 925 (SEIU), which represents Family Child Care Providers, that DEL would develop the substitute pool in DEL fiscal year 2016 and SEIU 925 would create a non-profit entity that would administer the Substitute Pool along with other professional development efforts defined in the Collective Bargaining Agreement. The Substitute Pool Administrator would begin implementation of the Substitute Pool in DEL fiscal year 2017 for both Family Child Care Homes and Child Care Centers.

The implementation of the Substitute Pool is provided by the Imagine Institute through a vendor contract with DEL. This manual serves as a support document to the contract statement of work for the administration of the Substitute Pool.

DEFINITIONS

Facilities: Family Child Care (FCC) and Center Child Care (CCC) facilities rated at Level 2 to help them reach Level 3 rating wherever access to subsidized care is at risk.

Substitute Pool Administrator: The Substitute Pool Administrator, the Imagine Institute, providing all responsibilities defined for implementing the substitute pool.

Substitute Pool Software: Absence management software that matches eligible facilities with qualified substitutes and manages the substitute jobs with facilities.

DEL: The State; The Department of Early Learning

Early Start Act (ESA): June 2015 legislation focused on improving access to high-quality early learning opportunities in Washington as a key path to improving outcomes in young children and promoting strong school readiness rates.

Managed Education and Registry Tool (MERIT): Washington's workforce and professional development registry. This online portal tracks provider background checks, training records and qualification data.

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Family Friend and Neighbor (FFN): Home-based care in the caregiver's or child's home provided by caregivers who are relatives, friends, neighbors who are legally exempt from licensing and receive child care subsidy.

Family Home Child Care (FHCC): Licensed home-based care in the caregiver's home.

Early Achievers: Washington's quality rating and improvement system (QRIS) provides relationship-based professional development supports, including, but not limited to, technical assistance, consultation and coaching, and resources for child care providers to support the child's learning and development. Early Achievers is also a tool to connect families to child care and early learning programs by the use of a quality rating system.

Classroom Assessment Scoring System (CLASS): The Early Achievers tool for measuring classroom interaction quality.

Environmental Rating Scale (ERS): The Early Achievers tool for measuring classroom environment quality.

Subsidy: Child care subsidy programs provide financial assistance to eligible families to assist with child care costs. These programs provide financial assistance to employees who have children enrolled, or who will be enrolled, in licensed family care homes or child care centers. For a child care provider to be classified as a subsidy provider they must have served at least one non-school age child receiving subsidy within the past 12 months.

Verified: Information in an individual's professional record in MERIT is confirmed valid through a verification process; this may occur by the appropriate DEL party or may have the option to be verified by the Substitute Pool Administrator.

Vacancy: A job opening that is created by a designated owner or staff in a child care center, family home provider or substitute pool administrator in the substitute pool software that needs to be filled by a substitute.

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ROLES AND RESPONSIBILITIES

The Department of Early Learning and the Substitute Pool Administrator each have responsibilities to ensure the successful implementation of the substitute pool.

DEPARTMENT OF EARLY LEARNING RESPONSIBILITIES

1. Process portable background checks for substitute applicants.
2. Maintain portable background check status for substitute applicants.
3. Process payment to Substitute Pool Administrator for substitute pool implementation and administration, including reimbursement for payments to substitutes or facilities.
4. Maintain substitute and facility qualification data in MERIT.
5. Ensure Substitute Pool Administrator has appropriate access to MERIT to administer the program.
6. Ensure Substitute Pool Administrator has appropriate access to the substitute management software to administer the program.
7. Ensure Substitute Pool Administrator has access to knowledge needed to use DEL data, project required DEL systems and the substitute pool software.

SUBSTITUTE POOL ADMINISTRATOR RESPONSIBILITIES

1. Recruitment of substitutes and facilities.
2. Provide customer service for facilities and substitutes.
3. Develop and deliver substitute and facility orientations according to DEL requirements.
4. Verify minimum qualifications for substitutes and facilities in MERIT.
5. Actively manage substitute and facility participation in the substitute pool software.
6. Act as employer of substitutes; including the processing of payroll, payroll taxes, etc.
7. Collect the facility's payment for substitute services.
8. Schedule substitutes with facilities as needed to remove barriers to participation.
9. Develop and monitor a feedback/evaluation system, responding to and providing technical assistance as needed.
10. Establish capacity to use DEL data, DEL systems and the substitute pool software.
11. Maintain program data, including substitute pool software, to ensure accurate up-to-date reporting.

SUBSTITUTE POOL IMPLEMENTATION

The substitute pool implementation plan is developed by the Substitute Pool Administrator and approved by the Department of Early Learning. The implementation plan for fiscal year 2017 has been developed and includes the following approach:

1. A phased-in statewide implementation
2. Recruitment, marketing and orientation strategy

For a full implementation plan,

visit www.del.wa.gov/sites/default/files/public/ProfessionalDevelopment/SubPool_ImplementationPlan_2016.pdf

PHASED-IN STATEWIDE IMPLEMENTATION

The substitute pool will reach statewide implementation by completing a two-part scaled implementation. This includes:

1. State-wide availability of substitutes for eligible facilities who have identified someone that meets the requirements for becoming a substitute.
 - In this situation, the substitute doesn't need additional support from the Substitute Pool Administrator to complete the required training and the facility does not need additional support to find and secure a substitute.
2. Phased in regionally based implementation for developing substitutes, providing community-based training and targeted recruitment strategies.
 - The table below outlines a timeline for providing concentrated building of substitute capacity and facility engagement.

Phase	Regions	Timeline – Start Date
Phase 1	King County & Pierce County	April 2017
Phase 2	South Central & Northwest	October 2017
Phase 3	North Central & Northeast	January 2018
Phase 4	Southeast & Western Central	March 2018
Phase 5	Southwest & Peninsula	May 2018

MARKETING AND RECRUITMENT

The Substitute Pool will reduce barriers for low-income and culturally diverse providers working towards a Level 3 or higher in Early Achievers. Therefore, substitutes must reflect the diverse needs of early learning programs around the state and facilities must be matched with substitutes who are culturally and linguistically appropriate. The marketing and recruitment for substitutes must reach a diverse population and provide marketing materials in multiple languages including English, Spanish and Somali.

The Substitute Pool marketing and recruitment strategy will be managed by the Substitute Pool administrator with support from DEL as needed such as developing how-to guides to navigate MERIT, providing data to support recruitment and distributing marketing materials wherever possible, such as DEL distribution lists, social media and public gatherings.

SUBSTITUTE QUALIFICATIONS AND APPROVAL

The Substitute Pool Administrator will connect with interested substitutes, ensure qualifications are met and approve substitutes to be active within the substitute pool.

MANAGING SUBSTITUTE INTEREST

A potential substitute contacts the Substitute Pool Administrator or indicates their interest in being a substitute by checking a participation checkbox on their Professional Record in MERIT. By checking this box, the substitute applicant agrees to share their qualification data in MERIT with the Substitute Pool Administrator. Once a potential substitute has expressed interest, the Substitute Pool Administrator will:

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1. Inform the substitute applicant of the qualifications to be a substitute and include a minimum of the following:
 - Information on how to register in MERIT
 - Information on how to complete a Portable Background Check (PBC)
 - A list of the qualifications
 - A phone number to reach the Substitute Pool Administrator for support and to find training.
2. If not already registered with MERIT, the substitute applicant will need to create a MERIT Profile before they can mark the Substitute Pool participation box. If needed, the Substitute Pool Administrator will assist the substitute applicant with MERIT registration or substitute interest. The internal Substitute Pool Administrator (DEL) has the ability to check the participation box on behalf of the interested substitute in their Professional Record in MERIT.
3. The Substitute applicant will work to meet required qualifications with support from the substitute pool administrator. This includes understanding the qualifications, finding training opportunities and to record completed trainings in MERIT.

SUBSTITUTE QUALIFICATIONS

To be qualified as an eligible substitute, the following must apply:

1. Minimum of 18 years of age
2. Complete the substitute orientation and substitute orientation documents required by DEL or the Substitute Pool Administrator
3. Have a MERIT professional record with evidence of the following (all trainings must be verified):
 - a. Credential that meets the current minimum education standard for the facility licensing requirement
 - b. Initial Training Requirement (Child Care Basics)
 - c. Cleared Portable Background Check
 - d. Mandated Reporting: Recognizing Child Abuse and Neglect training
 - e. Safe Sleep training
 - f. Blood Borne Pathogens training
 - g. Pediatric First Aid or Basic/Standard First Aid
 - h. CPR for Infants, Child and Adults or CPR for Child and Adult (CPR must be a hands-on training)
 - i. Food Handler permit
 - j. TB Test results

SUBSTITUTE ORIENTATION

Once qualifications have been verified or there is a plan in place to complete them, substitutes must attend an in-person substitute orientation developed by the Substitute Pool Administrator that covers at minimum:

1. Required paperwork including a signed agreement with the Substitute Pool Administrator.
2. Photo taken for identification badge

- a. The badge must be worn when on-site at a facility. If forgotten, the substitute MUST have a government issued ID such as a driver's license with them to perform service
- b. The badge must include the following information on the front:
 - i. Photo
 - ii. Position title (Substitute)
 - iii. Substitute Pool Administrator logo
 - iv. Substitute name
 - v. Phone number of Substitute Pool Administrator
3. Required data for the substitute pool software profile
4. Overview of licensing standards in alignment with WAC requirements and definitions including:
 - a. Child supervision requirements (including napping)
 - b. Guidance/discipline techniques (including restraint policy)
 - c. Food service practices
 - d. Off-site field trips
 - e. Transporting children, if applicable
 - f. Medication management and storage
 - g. Health, safety and sanitization procedures (including handwashing and contagious disease recognition and prevention)
 - h. Medical emergencies, fire, disaster and evacuations
 - i. Mandatory reporting of suspected child abuse and neglect
 - j. Pick up and drop off requirements
 - k. Requirements for authorized person sign in and sign out of children
 5. Confidentiality – i.e. not sharing information about children unnecessarily, ensuring documents with family/child information are stored in a confidential manner

SUBSTITUTE STATUS

The Substitute Pool Administrator will use MERIT to manage the substitute applicant's qualifications and corresponding Substitute Pool Status, making them active in the substitute pool. Detailed instructions and an "At-A-Glance" sheet are [available here](#).

Substitute Pool Statuses for substitutes includes:

Pending: Substitute has indicated interest.

Initial Substitute Pool Status once a substitute applicant has indicated their interest by checking the participation checkbox on their professional record in MERIT.

Finishing Qualifications: Substitute is working on qualifications.

Secondary status once the Substitute Pool Administrator has contacted a substitute pool applicant and developed a plan in order to meet all qualifications.

Approved: Meets all qualifications.

Once the substitute pool applicant meets all qualifications, the substitute pool status becomes Approved, making the substitute pool applicant qualified to work as a substitute.

Not Approved: Substitute does not meet qualifications.

If a substitute pool applicant does not meet all qualifications, they become unfit to work as a substitute at any time or they are no longer interested their substitute pool status becomes Not Approved and the reason will be entered into MERIT. The not approved reasons include:

- Lack of work
- No longer available to work
- Substitute Orientation not complete
- Health and Safety requirements not met
- Substitute Pool program documentation not complete
- Pre-service qualifications not met
- Portable Background Check not cleared
- Portable Background Check expired
- Education Requirements not met
- Approved in error
- Approval removed by DEL

MANAGING SUBSTITUTE PARTICIPATION

The Substitute Pool Administrator will manage substitute participation in the substitute pool using MERIT to ensure that only fully and currently qualified substitutes are active in the substitute pool software and providing services. Detailed instructions and an “At-A-Glance” sheet are [available here](#).

1. The Substitute Pool Administrator will have access to qualification data in MERIT for those individuals who have indicated their interest in participating as substitutes in the substitute pool. The Substitute Pool Administrator will use MERIT to:
 - a. Review substitute pool applicant’s progress towards completing qualifications
 - b. Verify substitute health and safety qualifications upon review of proof of completion
 - c. Actively review all qualification data to ensure ongoing compliance with qualifications
2. If a qualification is expired or will expire soon, the Substitute Pool Administrator will:
 - a. Notify the substitute
 - b. Provide the substitute with resources, support and adequate time to renew their qualifications
 - c. Update the substitute’s Substitute Pool Status in MERIT to “Not Approved” and note the appropriate “Not Approved Reason” (if qualification is expired)
 - d. Indicate in the substitute pool software that they are no longer qualified to provide substitute services (if the qualification is expired)
3. If the substitute has informed the Substitute Pool Administrator that they no longer want to be part of the program, the Substitute Pool Administrator will update their status in MERIT to “Not Approved” and note the appropriate reason.
4. Substitutes can re-apply for the substitute pool by contacting the Substitute Pool Administrator, or indicating their interested on their Professional Record in MERIT.

FACILITY QUALIFICATIONS AND APPROVAL

Early Learning programs across the state are working towards providing higher quality care for children and may have access to the substitute pool to continue to reach their program goals.

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MANAGING FACILITY INTEREST

The substitute pool administrator will have access to contact information for facilities in MERIT that meet the substitute pool facility qualifications and will conduct outreach to gather interest in participating in the program.

Facilities interested in participating can contact the substitute pool administrator to discuss eligibility requirements and indicate their interest. Once a facility has expressed interest in participating in the program, the Substitute Pool Administrator will:

1. Inform the facility of the facility qualifications and include a minimum of the following:
 - a. A list of qualifications
 - b. A phone number to reach the Substitute Pool Administrator for support
2. If the substitute pool administrator finds that a facility they reached out to is not interested in participating in the substitute pool, then the substitute pool administrator will:
 - a. Use MERIT to indicate that the facility is not interested
3. If at any time the facility becomes interested in participating in the substitute pool, they can contact the substitute pool administrator.

FACILITY QUALIFICATIONS

To be qualified as an eligible facility, the following must apply:

1. Have served at least one non school-age child receiving subsidy within the past 12 months
2. Participating in Early Achievers working towards a Level 3 or higher
3. Not be exclusively Head Start, Early Childhood Education Assistance Program (ECEAP) or school age
4. Be in good licensing status; this means having a non-expiring license that is not suspended, revoked, or on probationary status
5. Complete the facility orientation and facility orientation documents required by DEL or the Substitute Pool Administrator

ALLOWABLE ACTIVITIES

Facilities must also agree to only use a substitute for allowable activities. Allowable activities include the activities below. For more detailed information, see [Substitute Pool Allowable Activities](#).

1. Early Achievers Level 2 training series.
2. Completing self-assessments, action plans, or filing supporting documents.
3. Early Achievers Remedial Activities.
4. Early Achievers Technical Assistance and Coaching.
5. Environmental Rating Scale (ERS) preparation.
6. Classroom Assessment Scoring System (CLASS) preparation.
7. Education/Professional Development degrees or certificate programs

FACILITY ORIENTATION

Once facility qualifications have been verified, facilities must attend an orientation developed by the Substitute Pool Administrator. The orientation can be in-person or through a distance learning option such as a webinar or recorded video. The orientation must cover:

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1. Use of Substitute Pool software
2. Participation requirements
3. Payment structure and documentation requirements
4. Required forms (substitute evaluation form, parent notification form, etc.)
5. Facility Agreement with the Substitute Pool Administrator including required documentation and who has authority to manage their substitute pool software account.
6. Policy surrounding the misuse of the substitute pool including disqualification activities
7. Insurance requirements/liability agreement as determined by the substitute pool administrator and reviewed by DEL.

FACILITY STATUS

The Substitute Pool Administrator will use MERIT to verify the facility's eligibility and corresponding Substitute Pool Statuses, making them active in the substitute pool. Detailed instructions and an "At-A-Glance" sheet are [available here](#). Substitute Pool statuses for facilities include:

Eligible: Meets qualification requirements

Facilities who meet the qualification criteria have an initial substitute pool status of Eligible

Finishing Qualifications: Finishing required orientation and documentation

Facilities that have been contacted by the substitute pool administrator and are planning to complete the orientation and orientation documents

Approved: Completed all qualifications

Once the substitute pool administrator verifies that all qualifications are met they are now approved to participate in the substitute pool

Not Approved: Does not meet qualification requirements

If a facility does not meet all qualifications at any time, their substitute pool status becomes Not Approved. The Not Approved reasons include:

- Facility Orientation incomplete
- Facility Documentation Incomplete
- Licensing Status
- Early Achievers Participation Status
- Subsidy Status
- Level 3, Never Used a Substitute
- Approved in Error
- Approval Removed by DEL
- Approval Removed by Substitute Pool Administrator

Not Interested-Eligible but not interested.

If a facility is eligible but not interested in participating in the substitute pool, they have a status of Not Interested. The facility can participate in the substitute pool at any time in the future by contacting the substitute pool administrator and letting them know they are now interested.

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MANAGING FACILITY PARTICIPATION

The substitute pool administrator will manage facility participation in the substitute pool using MERIT to ensure that only qualified facilities are active in the substitute pool software and accessing substitute services. Detailed instructions and an “At-A-Glance” sheet are [available here](#).

1. The substitute pool administrator will have access to qualification data in MERIT for those facilities that are participating in the substitute pool. The substitute pool administrator will use MERIT to:
 - a. Verify that all active facilities meet all qualifications for participation in the substitute pool
 - b. Review facilities’ progress towards meeting qualifications
 - c. Actively review all qualification data to ensure ongoing compliance with program qualifications
2. If a qualification has not been met, the substitute pool administrator will:
 - a. Notify the facility
 - b. Provide the facility with resources and support to meet that qualification
 - c. Update the facility’s Substitute Pool Status in MERIT to “Not Approved” and note the appropriate “Not Approved Reason”
 - d. Indicate in the substitute pool software that they are no longer qualified to access substitute services
3. If the facility informs the substitute pool administrator that they no longer want to participate in the program, the substitute pool administrator will update their substitute pool status in MERIT to “Not Interested”.
4. Facilities can re-apply for the substitute pool by contacting the substitute pool administrator.

CONNECTING SUBSTITUTES WITH FACILITIES

THE SUBSTITUTE POOL SOFTWARE

The Department of Early Learning will provide the Substitute Pool Administrator access to the state’s substitute pool software. Along with access to the software, DEL will:

- Provide training on all required functions of the software
- Connect the Substitute Pool Administrator with the substitute software’s technical assistance
- Provide start-up configuration to meet essential implementation needs
- Explore additional configuration options based on the lessons learned during implementation

Once the Substitute Pool Administrator has verified in MERIT that all qualifications are met for both substitutes and facilities, then the Substitute Pool Administrator will add those substitutes and facilities to the Substitute Pool Software. The Substitute Pool Software is where the connection happens for placements. A Facility may request a specific substitute through the substitute pool software or by contacting the Substitute Pool Administrator.

There are various roles within the substitute pool software. These include:

- Administrators: Can complete the following activities; DEL and the Substitute Pool Administrator have administrative permissions.
 - Managing and creating facility and substitute records within the system

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- Managing facility and substitute program qualifications and ensuring program compliance within the system
- Support for users navigating the system
- Facilities: eligible family home and child care center facilities that participate in the substitute pool
- Substitutes: eligible substitutes that participate in the substitute pool

MANAGING VACANCIES

Vacancies are similar to job absences. The system uses vacancy profiles to ensure adequate matching of substitute skills and vacancy need. Vacancy profiles can be considered job-types within the software system. A facility identifies the kind of vacancy they have and the matching of a substitute is based on that vacancy profile. For example, a facility identifies they have a vacancy need for a Spanish speaking substitute. A substitute with that skill set can indicate their ability to meet the requirements and ability to be there for the time of service.

Some other expectations of using the substitute pool software include:

1. The facility contact, typically the owner/director, is the manager of all substitute requests for facilities.
2. The Substitute Pool Administrator may create a vacancy for a facility or accept a job on behalf of the substitute/facility if that support is requested by the facility.
3. The facility must indicate the activity they will be doing that qualifies for substitute use. (see figure 1 for allowable activities)
4. Documentation of allowable use must be maintained by the facility for the Substitute Pool Administrator to audit at will.
5. If the provider is awaiting an Early Achievers rating visit by the University of Washington, it is the provider's responsibility to ensure that their substitute use aligns with their blackout dates. Ratings cannot be rescheduled if a substitute is present.

FILLING VACANCIES

The program is designed to allow facilities to create vacancies and substitutes to fill a vacancy or be assigned the vacancy. The Substitute Pool Administrator can help both the facility and the substitute to complete any of the tasks below by providing technical assistance or entering the information directly into the substitute pool software. Detailed instructions are [available here](#). To fill a vacancy in the substitute pool software, the following occurs:

1. The facility creates a vacancy in the substitute pool software.
2. The facility can assign a specific vacancy to a substitute and the substitute will be notified. The Substitute also has the option of searching for open vacancies within the substitute pool software and accepting them.
3. Facility is notified when their vacancy has been accepted and by whom
4. The Substitute is able to search for available jobs that meet their interest.
5. Licensing receives notification of the facilities that have a substitute on a given day.

SUBSTITUTE PERFORMS SERVICE

ON-SITE WALK-THROUGH

Substitutes are required to attend an on-site orientation performed by the facility contact at the beginning of each assignment to orient the substitute to the physical space, the needs of the children in care and any safety information. An on-site walk-through check list will be provided by the Substitute Pool Administrator and must be signed by both parties to attest that the orientation has been performed. The signed checklist will be kept onsite at the facility. The Substitute Pool Administrator may audit the facilities to see the signed checklists. DEL may review the Substitute Pool Administrator's audit records. Substitutes will be paid for up to one hour for on-site orientation time in addition to the time direct service is performed.

SUBSTITUTE PERFORMANCE

When the substitute arrives on-site for the day, the substitute must wear a picture ID, provided by the Substitute Pool Administrator while they are at the facility. At the end of their day, they may only leave when the designated facility contact releases them or when there are no children left in care.

The facility reconciles that the job has happened by verifying the hours worked within the substitute pool software.

EVALUATIONS

The facility and the substitute will provide feedback about their experience through the substitute pool software. The feedback will not be openly visible to the other party, but the Substitute Pool Administrator and DEL will be able to view the feedback. System improvements, based on this feedback, will be included in the Substitute Pool Administrator's annual report.

Feedback questions will address at a minimum the following:

Questions for the Facility

- Name of person completing form
- Service date
- Were they on time?
- Did they follow the plans/directions you provided?
- Were you satisfied with the service provided by the substitute? On a scale of 1-5, unsatisfied- average- extremely satisfied.
- Comments text box

For the Substitute

- Name of person completing form
- Service date
- Did the provider return on time?
- Were the plans/directions clear?
- Provided enough on-site facility training?
- Anything that would have helped while on-site?
- Would you be interested in working at this facility again?
- If no, why?

PAYING SUBSTITUTES

- a. Substitute Pool Administrator verifies that payment should be made by:
 - Checking to ensure that documentation supporting the reason for substitute use has been collected.
 - Confirming the number of hours worked by viewing the substitute pool software.
 - If any required information for payment is missing the Substitute Pool Administrator will follow up with the facility/substitute to obtain the missing information or collect payment.
- b. Substitute Pool Administrator pays Substitute or reimburses facility for services performed.
 - Administrator will run payroll on a regular schedule rather than per assignment.
 - Reimbursements from DEL to the Substitute Pool Administrator will be negotiated based on the terms of the vendor contract.
 - The Substitute Pool Administrator manages tax reporting and all legal responsibilities.

CONTINUOUS QUALITY IMPROVEMENT

The Substitute Pool Program Administrator will develop an approach for providing DEL recommendations for continuous quality improvement of the substitute pool software. Areas of consideration include but are not limited to:

- Program implementation: Allowable and qualified activities, use of the substitute pool, recruitment
- Substitute preparation: Is the pre-service training sufficient? Would in-service training be valuable?
- Facility preparation: Are facilities prepared for using the substitute pool?
- Evaluation: Methods for ongoing feedback such as focus groups and use of evaluation forms