



FY 2010 Office of Head Start Monitoring Protocol

September 10, 2009

Health Services Protocol



Health Services

This section of the Protocol contains a list of **Compliance Questions** that identify Head Start (HS) program requirements against which each question is designed to monitor compliance. Reviewers assigned to this section must answer all of the Compliance Questions, but only after collecting and analyzing sufficient information to make well-informed decisions. Responses to each Compliance Questions must be substantiated with details from extensive interviews, document reviews, and/or observations.

Targeted Questions following the Compliance Questions will help lead reviewers to the right people, documents, and observations from which to gather information. These questions reflect the minimum evidence gathering requirements to address the Compliance Questions. Responses to Compliance Questions are not limited to the interviews, document reviews, and observations outlined in the Protocol's Targeted Questions, so long as additional sources are necessary to answer the Compliance Question. The onsite review should cover all program options provided by the grantee and delegate as well as childcare partnerships and family child care homes.

For each Compliance Question, reviewers must document and describe detailed evidence collected through the Guides and Checklists. Guides are organized by type of interviewee, type of document to be reviewed, type of observation to be conducted and system analyses. For example, when interviewing a parent, all Targeted Questions for parents, regardless of where they reside in the protocol, will be listed on the Parent Interview Guide, organized by key topic area (e.g., Communication with Families). The Guides are the area where reviewers will document all of their Notes, which form the foundation for understanding grantee compliance, and, when appropriate, become the basis for preliminary areas of noncompliance. For all evidence collected, reviewers should provide sufficient context to support the conclusions drawn, including the number of documents reviewed, people interviewed, and observations made. In the Monitoring Software, all Notes collected through the Guides are attached to the standards listed with each Targeted or Compliance Question.

The Health Services section of the Protocol is divided into five subsections:

- Staff Qualifications – Health
- Providing Health Services
- Health Policies and Procedures
- Early Head Start Programs Serving Pregnant Women or New Mothers
- Management Systems Analysis



Health Services Question 1A

Has the program hired staff or consultants as content area experts to oversee health services who have training and experience in public health, nursing, health education, maternal and child health, or health administration? Does the program assure that health procedures are performed only by a licensed or certified health professional?

1304.52(d)(2)

Targeted Question for Health Services Question 1A

Interview: Health Coordinator (Staff Qualifications and Expertise)

- Describe your training or experience in public health, nursing, health education, maternal and child health, or health administration. If you are not the content area expert, describe the training or experience of the person who provides this expertise for the program.
- Describe how you provide the program with regularly scheduled, ongoing expertise and oversight in the area of health services. If you are not the content area expert, does someone support you in this area and how?
- Does the program administer health procedures that must be performed only by licensed and certified professionals? If so, are procedures performed by licensed and certified professionals?
- How is the program made aware of those health procedures that must be performed only by licensed and certified professionals?

Staff Files: Health Content Area Expert (Staff Qualifications and Expertise)

- List the health content area expert's training, experience, and qualifications.



Health Services Question 2A

Does the program determine whether each child has an ongoing source of continuous, accessible health care?

Note: 1304.20(a)(2) applies only to Migrant and Seasonal programs and should be cited in conjunction with 1304.20(a)(1)(i) for such programs.

1304.20(a)(1)(i),
1304.20(a)(2)

Targeted Question for Health Services Question 2A

Document Review: Policies and Procedures

- Describe the program’s procedure for determining whether children have an ongoing source of health care.

Child Files

- Review child files to determine whether children's ongoing source of health care is addressed during enrollment activities, before they enter the program, or within 90 days of entry into the program (30 days for Migrant and Seasonal programs).
 - Is the source of ongoing health care documented in the child's record?
 - What was the date that the program determined the child’s ongoing source of continuous health care?
 - Was the ongoing source of health care obtained within 90 days of the child’s entering into the program (or 30 days for Migrant and Seasonal programs)?
 - If a child has no source of ongoing health care, does the child’s file reflect the program’s efforts to assist the parents in accessing a source of care?
 - If yes, document how the program helped parents.

Interview: Health Coordinator (Health Services)

- How do you determine whether enrolled children have an ongoing source of continuous, accessible health care within 30 days of entry?
Applies to: Migrant and Seasonal grantees
- How do you determine whether enrolled children have an ongoing source of continuous, accessible health care within 90 days of entry?
Applies to: Non-migrant and Seasonal grantees
- What do you do to support parents in accessing a source of ongoing health care for their children? How do you document the support you provide parents?

Interview: Parent (Health Services)

- How does the program support you to ensure that your child has access to health care (e.g., your child has a primary care physician and dentist)?
Asked by: ISR I



Health Services Question 2B

Has the program obtained from a health care professional a determination of whether each child is up to date on a schedule of primary and preventive health care, helped parents bring children up to date when necessary, and kept children up to date, as required?

Note: 1304.20(a)(2) applies only to Migrant and Seasonal programs and should be cited in conjunction with 1304.20(a)(1)(ii) for such programs.

The program is required to know which children are not current on required primary and preventive health care, help parents bring their children up to date, and have a system to ensure that children who are current stay current.

1304.20(a)(1)(ii),
1304.20(a)(1)(ii)(A),
1304.20(a)(1)(ii)(B),
1304.20(a)(2)

Targeted Question for Health Services Question 2B

Document Review: Health Tracking System

- Are there any children listed on the health tracking report that are not up-to-date on a schedule of primary and preventive health care? If so, list how many children are not up-to-date and how many children the grantee serves. Describe how children listed on the report are not up-to-date?

Child Files

- Review child files for up to date determinations that incorporate the requirements of the Early Periodic Screening, Diagnosis, and Treatment (EPSDT) schedule for each child and check dates of determinations to ensure the 90-day requirement (30 days for Migrant and Seasonal grantees) is met.
 - 1304.20(a)(1)(ii), 1304.20(a)(2)
 - Does the child’s file include documentation of the health care professional’s determination of whether the child is up to date on a schedule of primary and preventive health care?
 - What is the date that this determination was made, as documented in the child’s file?
 - Was the determination made within 90 days of the child’s entry into the program (30 days for Migrant and Seasonal grantees)?
 - Does documentation include a breakout of blood lead and hemoglobin/hematocrit?
- Review child files for documentation (e.g., case notes, family contact logs) of the program’s attempts to help parents bring their child up to date. Does the program work with parents to bring their child up to date on a schedule of primary preventive health care?

Interview: Health Coordinator (Health Services)

- How do you obtain a determination of each child's health status from a health care professional and ensure that each child is up to date with the EPSDT requirements of your State, within 90 days of his or her entry into the program (30 days for Migrant and Seasonal programs)?
 - 1304.20(a)(1)(ii), 1304.20(a)(2)
- How do you ensure that children who are up to date with primary and preventive health care stay up to date?
 - 1304.20(a)(1)(ii)(B)
- If a child is not up to date on his or her schedule of primary and preventive health care, how do you help the parents bring their child up to date?
 - 1304.20(a)(1)(ii)(A)



- What do you do if parents are having difficulty making appointments or keeping their children up to date in primary and preventive health care?

Interview: Parent (Health Services)

- Has the program helped you keep your child up to date on primary and preventive health care? For example, has the program helped you make and keep appointments and understand the importance of staying up to date?

HEA2D

Asked by: ISR I

- Has the program helped you obtain or arrange further testing, examination, and treatment for your child when necessary?

HEA2D

Asked by: ISR I



Health Services Question 2C

Has the program, in collaboration with each child's parent, performed or obtained the required linguistically and age-appropriate screening procedures to identify concerns regarding children within 45 days of entry into the program, obtained guidance on how to use screening findings, and used multiple sources of information to make appropriate referrals?

Note: 1304.20(a)(2) applies only to Migrant and Seasonal programs and should be cited in conjunction with 1304.20(b) for such programs.

1304.20(b)(1),
1304.20(b)(2),
1304.20(b)(3), 1304.20(a)(2)

Targeted Question for Health Services Question 2C

Document Review: Health Tracking System

- Are there any children listed on the health tracking report that have not had the required screenings within 45 days of entry (30 days for Migrant and Seasonal Programs)? If so, list how many children have not had the required screenings, what types of screenings they are missing. Include in your notes the total number of children the program services.

Child Files

- Review child files for completion of all screenings within 45 days (30 days for Migrant and Seasonal programs) from the child's entry into the program. If concerns were documented at follow up, indicate if appropriate referrals were made.
1304.20(a)(2), 1304.20(b)(1)

Interview: Health Coordinator (Screenings)

- How and when do you ensure each child receives the following screenings: developmental, sensory (hearing and vision), behavioral, motor (gross and fine), language, social, cognitive, perceptual, and emotional skills? How do you ensure that the screenings are sensitive to the child's cultural background?
1304.20(b)(1)
- Do you obtain guidance from the mental health or child development specialist on how to use screening findings? How do you receive information? How do you use this information?
MH2C, 1304.20(b)(2)
- What other sources of information do you use to help you understand screening findings (e.g., parent, teacher, and other staff feedback)? How do you use this information to make referrals?
1304.20(b)(3)



Health Services Question 2D

Does the program ensure that each child with a known, observable, or suspected health, dental, or developmental problem receives further testing, examination, and treatment from a licensed or certified health care professional? Does the program ensure that appropriate follow-up actions are taken?

1304.20(a)(1)(iii),
1304.20(c)(3)(ii),
1304.20(c)(1)

Targeted Question for Health Services Question 2D

Child Files

- Check the files of the children with known or suspected health or developmental problems (that you identified at the review’s start) to determine whether further testing, examination, or treatment was obtained and whether a follow-up plan is in place and implemented, if appropriate.
 - Does the child have known or suspected health or developmental problems?
 - Briefly describe the child's known or suspected health or developmental problem?
 - Was further testing, examination or treatment obtained?
 - Was a follow-up plan in place?
 - Was the follow-up plan implemented?

Interview: Health Coordinator (Follow-Up Care)

- What is the process for obtaining further testing, examination, or treatment for children with known or suspected health or developmental problems? How long does it take to receive care after problems are identified?
1304.20(a)(1)(iii)
- How do you communicate with parents to ensure follow-up on medical and dental concerns?
1304.20(c)(1)
- How do you ensure that children receive preventive measures and further dental treatment recommended by dental professionals?
1304.20(c)(3)(ii)

Interview: Parent (Health Services)

- Has the program helped you keep your child up to date on primary and preventive health care? For example, has the program helped you make and keep appointments and understand the importance of staying up to date?
HEA2B
Asked by: ISR I
- Has the program helped you obtain or arrange further testing, examination, and treatment for your child when necessary?
HEA2B
Asked by: ISR I



Health Services Question 2E

Does the program implement ongoing procedures for identifying new or recurring medical, dental, or developmental concerns so appropriate referrals can be made quickly?

1304.20(d)

Targeted Question for Health Services Question 2E

Interview: Health Coordinator (Identifying Health Concerns)

- What is your ongoing procedure for identifying new or recurring medical, dental, or developmental concerns?
(Note to reviewer: In your notes, describe the program’s procedures for identifying these concerns, indicating whether the procedure allows for the ongoing identification of such concerns.)
- How do you record physical changes in a child's appearance or signs of illness or injury when noted or observed by staff or parents?
- How often do you make referrals based on these observations?



Health Services Question 2F

Does the program involve parents, consulting with them immediately when child health or developmental problems are suspected or identified, and informing them immediately in the case of an emergency involving their children?

1304.20(e)(1),
1304.20(e)(2),
1304.22(a)(4), 1306.35(c)

Targeted Question for Health Services Question 2F

Interview: Parent (Health Services)

- How are you informed when health problems are suspected or identified for your child?
1304.20(e)(1)
Asked by: ISR I
- Does the program talk with you about the importance of health procedures and developmental screening (e.g., hearing, vision). Do program staff obtain advance authorization for such procedures or testing?
1304.20(e)(2)
Asked by: ISR I

Interview: Parent (Notifications)

- How are you notified in the event of an emergency involving your child?
1304.22(a)(4)
Asked by: ISR I
- How are you notified of unplanned interruptions in service (e.g., program closing)? How does the program handle these situations (e.g., help locate an alternate provider or substitute)?
1306.35(c)
Applies to: Family child care programs
Asked by: ISR I

Interview: Teacher, Family Child Care Provider, and Home Visitor (Parent Involvement)

- How do consultations with parents occur when health problems are suspected or identified for children?
1304.20(e)(1)
Asked by: ECD

Interview: Teacher, Family Child Care Provider, Health Coordinator, and Home Visitor (Parent Involvement)

- Does the program familiarize parents with the use of and rationale behind health and developmental procedures administered through the program or by contract and obtain advance authorization for such procedures?
1304.20(e)(2)
Asked by: ECD, and ISR II



Interview: Family Child Care Provider (Parent Involvement)

- What is the system for notifying parents of emergencies or unplanned interruptions in service? Describe the contingency plans you have developed with parents for these emergencies (e.g., alternative providers or substitutes)? How do you inform parents of an emergency or the need to pick up a child who has become ill?

1306.35(c)

Asked by: ECD



Health Services Question 2G

Does the program maintain written documentation of instances when parents or other legally responsible adults refuse to give authorization for health services?

1304.20(e)(5)

Targeted Question for Health Services Question 2G

Interview: Health Coordinator (Health Services)

- What happens when a parent or guardian refuses health services?
- Have any parents or legally responsible adults of children currently enrolled refused to authorize health services?
(Note to reviewer: If the answer is yes, ask to see signed statements of refusal.)



Health Services Question 2H Has the program established procedures for tracking the provision of health care services?	
	1304.20(a)(1)(ii)(C)

Targeted Question for Health Services Question 2H

Document Review: Health Tracking System

- Compare information contained on the health tracking system to a sample of child files. Is the list accurate? If not, please describe any discrepancies. Be sure to include in your notes the number of files reviewed, the number of files with discrepancies, which files had discrepancies, and the type of discrepancies identified.

Interview: Health Coordinator (Tracking Health Services)

- What is your system for tracking children's health care? Can you show me your program's health tracking system?
- What is the process for updating children's health status in the tracking system?
- How do you keep the health tracking system accurate?
- How do you use the tracking system to communicate child health needs with parents and staff?
- Based on a review of child files, apparently some children in your program are not receiving the required health services (e.g., screenings, schedule of primary preventive health care). Are you aware of the issue(s)? What steps are being taken to correct the issue(s) identified?
(Note to reviewer: Describe the concern(s) identified.)



Health Services Question 3A

Does the program ensure that a child with a short-term injury (that cannot be readily accommodated) or short-term contagious illness is temporarily excluded from participating in program activities or group experiences while risk to the health or safety of that child or others is present?

1304.22(b)(1)

Targeted Question for Health Services Question 3A

Document Review: Policies and Procedures

- What are the program policies and procedures for handling short-term injuries (that cannot be readily accommodated) or short-term contagious illnesses?

Interview: Health Coordinator (Short-Term Injury or Illness)

- How does the program determine whether a child with a short-term injury or illness can be accommodated or should be temporarily excluded from the program?
- How are parents informed of the policies or procedures related to short-term injury or illness?



Health Services Question 3B

Does the program ensure that children are not denied admission (or if already enrolled, they are not subjected to long-term exclusion) solely because of their health care needs or medication requirements, unless reasonable accommodations cannot be made to reduce the health or safety risk to that child or others without altering the nature of the program fundamentally?

1304.22(b)(2)

Targeted Question for Health Services Question 3B

Interview: Health Coordinator (Children with Special Health Needs)

- Are children ever denied admission to (or terminated from) the program for health reasons that could not be accommodated? If so, what was the basis for denying admission?



Health Services Question 3C

Does the program ask parents about their children's health or safety needs and ensure that appropriate staff are informed of needed accommodations, in accordance with the program's confidentiality policy?

1304.22(b)(3)

Targeted Question for Health Services Question 3C

Interview: Health Coordinator (Children with Special Health Needs)

- Describe the procedure for requesting information from parents about their children's health or safety needs.
- What is the policy for ensuring that information collected from parents about their children's health or safety needs is kept confidential?
- How do you ensure that staff members who work directly with children are informed of needed accommodations?

Interview: Parent (Nutrition)

- When and how often do program staff discuss your children's nutritional needs and health with you?

NUT2F

Asked by: ISR I



Health Services Question 3D

Are written procedures established and maintained to ensure proper administration, handling, and storage of all medications for children, staff, and volunteers?

1304.22(c), 1304.22(c)(1),
1304.22(c)(2), 1304.22(c)(3),
1304.22(c)(4), 1304.22(c)(5),
1304.22(c)(6)

Targeted Question for Health Services Question 3D

Document Review: Policies and Procedures

- Review the written policies and procedures related to administering medications. Verify information obtained in your interview with the Health Coordinator. Are policies established and maintained to ensure proper administration, handling, and storage of all medications for children, staff and volunteers?

Child Files

- Review specific records of children on medication to determine whether all required conditions have been met. 1304.22(c)(3)
 - Is the child on medication?
 - Do records include physicians' instructions?
 - Do records include parent or guardian authorizations?

Interview: Health Coordinator (Medication)

- When a child is on medication, describe the steps taken to ensure that changes in the child's behavior are identified and documented and that parents are encouraged to communicate those issues with their physician. 1304.22(c)(5)
- Who is designated and trained to administer, handle, and store child medications? How do you ensure that you are adhering to all applicable policies and procedures regarding the handling, administration, and storage of medication? 1304.22(c)(2)
- What training did you receive for administering, handling, and storing medication, including use of equipment necessary to administer medication? 1304.22(c)(6)

Observation: Safe Environments Family Child Care Checklist (Safe Environments Family Child Care Checklist)

- Are all child medications labeled and stored, under lock and key, and refrigerated, if necessary? Is emergency medication (e.g., EpiPen) stored out of children's reach yet accessible quickly? SAF1B, 1304.22(c)(1)

Observation: Safe Environments Center-based Checklist

- Are all child medications labeled and stored, under lock and key, and refrigerated, if necessary? Is emergency medication (e.g., EpiPen) stored out of children's reach yet accessible quickly? SAF1B, 1304.22(c)(1)



Document Review: Medication Records

- Describe how individual records are maintained for all medications dispensed. Are these records reviewed regularly with parents?
1304.22(c)(4)



Health Services Question 4A

APPLIES ONLY TO: Programs serving pregnant women or new mothers

Does the Early Head Start program help pregnant women, immediately after enrollment in the program, access through referrals early and regular comprehensive prenatal and postnatal care that includes early, continuing risk assessment, health promotion and treatment, and mental health interventions and follow-up?

Note: Indicate in your notes whether no pregnant women are enrolled in the program currently. All programs funded to serve pregnant women should be monitored against this question. Look and listen for policies and procedures for serving pregnant women.

1304.40(c)(1),
1304.40(c)(1)(i),
1304.40(c)(1)(ii),
1304.40(c)(1)(iii)

Targeted Question for Health Services Question 4A

Interview: Health Coordinator (Prenatal and Postnatal Care Services)

- Describe the referral agencies and partners you have identified to provide early and regular comprehensive prenatal and postnatal care.
- Do you provide mental health interventions and follow-up for enrolled pregnant women, when needed? Do these services include substance abuse prevention and treatment?
1304.40(c)(1)(iii)
- How and when do you obtain the schedule of appropriate medical and dental examinations for enrolled pregnant women from their attending health care providers?
1304.40(c)(1)(ii)

Interview: Parent (Pre/Post Natal Care Services)

- Ask mothers who have given birth within the program year: Did the program help you receive early and regular comprehensive prenatal and postnatal care that included early, continuing risk assessment, health promotion and treatment, and mental health interventions and follow-up?
Asked by: ISR I

Document Review: Pregnant Women Files

- Review files of pregnant women (and health tracking system, if available) to check their enrollment dates and determine whether services (or referrals) were provided immediately. In your notes, document the enrollment date and the date services or referrals were provided, and indicate how and when after their enrollment the program began helping pregnant women access:
 - Early, continuing risk assessment;
 - Health promotion and treatment;
 - Mental health interventions and follow-up; and
 - Nutritional assessment, counseling and food assistance, if needed.
 1304.40(c)(1)



Health Services Question 4B	
APPLIES ONLY TO: Programs serving women who have delivered a baby within the last year	
Do program health staff visit each newborn within 2 weeks of birth to ensure both the mother and child's wellbeing?	
	1304.40(i)(6)

Targeted Question for Health Services Question 4B

Interview: Health Coordinator (Prenatal and Postnatal Care Services)

- How do you ensure that visits are made to new mothers? How soon after birth are visits made? Can you show me information or your health tracking system on some of the visits that have been made?

Interview: Parent (Pre/Post Natal Care Services)

- Ask mothers of newborns: Did you receive a visit within 2 weeks of your child's birth? If so, what did this visit cover?
Asked by: ISR I

Document Review: Pregnant Women Files

- Review the health tracking system or records of women who have delivered a baby within the last year for information on visits to newborns. Indicate:
 - Whether visits are occurring,
 - Who conducts the visits,
 - Number of visits that occurred within 2 weeks of birth,
 - Number of visits that occurred beyond 2 weeks, and
 - How far beyond 2 weeks those visits occurred.



Health Services Question 4C	
APPLIES ONLY TO: Programs serving pregnant women or new mothers	
Does the program provide pregnant women and other family members with prenatal and postnatal education on:	
<ul style="list-style-type: none"> • Fetal development, labor and delivery, and postpartum recovery; • Risks from smoking and alcohol; • Maternal depression; and • Breastfeeding benefits? 	
	1304.40(c)(2), 1304.40(c)(3)

Targeted Question for Health Services Question 4C

Interview: Health Coordinator (Prenatal and Postnatal Care Services)

- Can you describe the prenatal and postnatal education you provide pregnant women, new mothers, and their families?

Interview: Parent (Pre/Post Natal Care Services)

- Ask pregnant women or new mothers: What prenatal education did the program provide you?
Asked by: ISR I

Document Review: Prenatal Education Materials

- Review prenatal education materials to determine whether they include information about breastfeeding benefits.
1304.40(c)(3)
- Review prenatal education materials to determine whether they include information about:
 - Fetal development, labor and delivery, and postpartum recovery;
 - Risks from smoking and alcohol; and
 - Maternal depression.
 1304.40(c)(2)



Health Services Question 5A

This section lists a series of targeted questions not linked to a performance standard at the service area level. These questions are designed to contribute to a comprehensive analysis of the program's management systems. Accordingly, these questions appear in each protocol section and are completed for each service area to provide insight into how key management systems function with relationship to each service area.

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Targeted Question for Health Services Question 5A

Interview: Health Coordinator (Ongoing Monitoring and Oversight)

- How do you monitor delivery of the program's health services and the program's compliance with all Federal regulations?
- Show me the documents, systems and reports used in implementing the ongoing monitoring of health services.
- What do you do if you detect problems or weaknesses with the program's health services?

Interview: Health Coordinator (Program Planning)

- Describe how information from the annual Self Assessment is incorporated into your program planning and implementation.
- Describe how information from the community assessment (and its updates) is incorporated into your program planning and implementation.

Summary Analysis: Overall Service Summary

- Summarize your general impressions of the program's delivery of health services. The summary should describe what the program does well, which areas need improvement, and your overall level of confidence in the program's provision of health services. Your summary should not directly reiterate the strengths and findings you identified through implementation of the protocol but, rather, should reflect your overall analysis and impressions of the program's effectiveness in providing health services.

Summary Analysis: Communication among Staff

- Summarize whether the program has effective two-way communication between Health staff and staff in other service areas. Your summary should provide examples of why you consider the communication between the program's staff to be effective or ineffective. Your summary might reflect a potential program strength, a concern, or general compliance.

Summary Analysis: Communication with Parents

- Summarize whether the program has effective two-way communication between Health staff and parents. Your summary should provide examples of why you consider the communication between the program's staff and parents to be effective or ineffective. Your summary might reflect a potential program strength, a concern, or general compliance.



Summary Analysis: Ongoing Monitoring

- Summarize the program's process for ongoing monitoring of Health services. A comprehensive explanation of this system should include a description of each of the following:
 - Monitoring measures, tools or instruments, materials and procedures
 - Staff responsibilities for ongoing monitoring of their respective service areas
 - How the program analyzes and documents progress toward achieving program goals and complying with performance requirements
 - How follow up occurs for findings or problems identified through data collection, and how these findings are corrected and documented.

This summary should help all team members understand the effectiveness or ineffectiveness of Health services. Your summary might reflect a potential program strength, a concern, or general compliance.

Summary Analysis: Planning

- Review the Health Services area's written plans so you understand the goals the program intends to achieve and the strategies the program plans to use to accomplish its goals. Summarize the program's progress in implementing its plans and achieving its defined goals. Your summary might reflect a potential program strength, a concern, or general compliance.

Summary Analysis: Record-Keeping

- Summarize whether the program is effective in keeping up to date and accurate health records. Your summary should provide examples of why you consider the program's record-keeping system to be effective or ineffective. Your summary might reflect a potential program strength, a concern, or general compliance.

Summary Analysis: Service Specific Strengths

- Summarize program strengths noted in health services. Describe any practices that were found to be new or innovative and had a positive impact that helped the grantee overcome challenges and provided greater/improved service quality or surpassed established performance indicators. Some examples of broad categories of program strengths include (but are not limited to):
 - Collaborations with local/community-based services
 - Exemplary fiscal practices to ensure the safeguarding of Federal dollars
 - Highly successful efforts to address and improve school readiness
 - Expansion of the program and increased accessibility
 - Extraordinary accommodations for children/families (e.g., children with disabilities)
 - Innovative program design and management

Do not include strengths that will contradict any PANCs identified on this review.