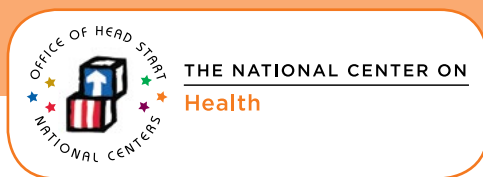


# Health Manager's Orientation Guide



*School readiness begins with health!*



# Health Manager's Orientation Guide

Please note that this document has been designed to be viewed and used primarily online, or electronically as a PDF document. Only select URLs are included in the text that can be viewed in printed copies. More hyperlinks can be accessed using the electronic format available on the Early Childhood Learning and Knowledge Center website. URLs provided were current at the time of publication. Since URLs change frequently, nonfunctioning links may be encountered.

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This section is designed to help you get to know whom health managers work with and what their roles are in your program.

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This part of the guide was designed to help you understand the foundations of Head Start as outlined in the Head Start Program Performance Standards (HSPPS). Knowing how your daily work builds upon these foundations will help you develop health services that meet the needs of enrolled children and families. Your program’s management systems, data, and leadership help to integrate health throughout your program and meet all of the Head Start health requirements.

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Managing health services means knowing and understanding the details of health service delivery. To help you organize your work, this section provides you with more in-depth knowledge of the health-related HSPPS. It covers seven different health priority areas:

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After you have completed the checklists in the Health Topics Self-Reflection Checklist section, this is one of the places you can go to find out more information on completing your health manager tasks. Here you will find out in greater detail about the responsibilities for each of the health areas your program supports. Each health topic includes several tasks, their corresponding HSPPS, descriptions, timelines, people who can help, resources, and other related tasks.

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This section is designed to help you use the results from your health topic self-reflection checklists as well as what you learned from the Health Topics: Delving Deeper section. It serves as a starting point for helping you plan and prioritize. It also gives you information on other key tasks and activities that will help you as a health manager.

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# How to Use This Guide

Whether you are new to Head Start, are new to the role of health manager, or have been a health manager for a while, this guide was developed to be a resource tool for you.

When you begin any job, you often need guidance about how to start understanding

the day-to-day responsibilities of your job. You need to figure out what should be done first and who, what, or where to go to for answers to questions

*You bring your own unique background, training, skills, and strengths to the role of health manager.*

you may have. This guide has been designed to help you with these tasks.

If you have been in your job for a while, this guide will help you connect with new resources and provide you with information that may give you fresh ideas for how you do your work.

Each of us comes to the role of health manager with our own unique backgrounds, training, and strengths. What works for your program or you may not work for someone else or for another program. Some of this material may be brand new to you while you may be very familiar with other parts already.

This guide provides you with tools, resources, and information no matter if you are brand new to your job as health manager or have been in the position for a while. It is designed to be a starting point to help you determine what needs your attention, how to structure your work, and ways to continue to grow and learn.



It is a compilation of training and technical assistance (TTA) resources, planning tools, and strategies to help you in your role as health manager. You are encouraged to make these materials and tools your own.

Wherever you are starting from is the perfect place for you.

## Getting Started

First, take a deep breath and know that you are not alone. There are plenty of resources, technical assistance, program specialists, colleagues, Head Start staff, and others to help you in your role as health manager.

Second, remember you do not need to know everything at once. This guide is designed to help you along the way. If you do not know the answer to something, or are uncertain about what to do, there is always someone or something available to help you.

As stated before, you have your own unique skills and knowledge that you bring to the role of health manager. The following is a suggested starting point to help you in the use of this guide.

**1. Briefly review the glossary (see page 161).**

This will help you get a sense for some of the terms you may not be familiar with. Do not worry about needing to know them all or remembering them in detail.

**2. Get to know who is part of your health services team and their roles.**

This section provides you with information on key staff including your Health Services Advisory Committee (HSAC).

**3. Take some time to read the section on the foundation of successful health services (Chapter 2).** This

will give you an idea of how what you do fits into the larger picture of Head Start and what systems are in place to support you.

**4. Fill out the health topic self-reflection checklists.** This will give you a starting point for figuring out what information you need to know. Especially pay attention to the time-sensitive HSPPS.

**5. Delve deeper into the health topics.** The Health Topics: Delving Deeper section (Chapter 4) goes into greater detail about each of the health tasks and the related HSPPS. It also provides you with resources and strategies to help you complete your health tasks.

**6. Go to the section Key Tasks for Delivering Health Services and Ways to Get You Started (Chapter 5).** Use the information from the self-reflection checklists you completed along with the information here to help you develop a plan for completing your tasks as well as learning more about your role as health manager.

**7. Find out about more ways to continue to grow and learn as a health manager** in the section What Next? Continuing to Grow as a Health Manager.

**8. Look at the Appendices** for more tools and resources available to assist you.

*Remember you do not need to know everything at once. If you do not know how to do something, there is always someone available to help you.*



# Introduction: Welcome to Head Start Health Services Management

Welcome to Head Start Health Services Management! As a health manager you are part of a community of people devoted to preparing children for success in school and helping families build better lives for themselves and their children.

Every year, Head Start programs across the country help families get their children ready for school, later learning, and life through health, education, family, and community engagement activities. As a health manager, your job is to make sure children are healthy and safe so they can engage in learning. Regardless of each person's responsibilities, all Head Start staff members strive to be a positive influence on the children and families they serve.

## You Are Not Alone: Health as a Part of Comprehensive Services

Health is one of several Head Start service areas—in addition to education, family and community engagement, and disability services—that support the children and families enrolled in your program. These service areas often overlap. Together, they provide a strong and comprehensive community-based approach to helping children and families get the support they need.

Any Head Start staff member who addresses the physical, mental, or oral health needs of

Head Start children is providing health services. Health is everyone's business. It is central to children's overall growth and development.

## Guidelines for Excellence: The Head Start Program Performance Standards

"The Head Start Program Performance Standards have played a central role in defining quality services

for low-income children and their families for almost 30 years. The performance standards were created to advance the primary goal of Head Start to increase social competence

of children. Head Start defines social competence as 'promoting each child's everyday effectiveness in dealing with his or her present environment and later responsibilities when beginning school!'"<sup>1</sup>

The HSPPS are the regulations that guide all of your work. There are over 100 individual standards related to health in the HSPPS. They are found throughout each section of the regulations. Each standard defines the scope of work for

*For more information on the Head Start Program Performance Standards, go to <http://eclkc.ohs.acf.hhs.gov/hslc/standards/hspps>.*



your program. As a health manager you will get to know them and understand how to meet them through your health activities. This is best accomplished through program planning, coordination with other service areas, and strong leadership. When your Head Start program's systems and services work together, you are able to support children and families' health and wellness.

As stated earlier, you do not work alone. Health managers work with their management team, and use their expertise to bring the HSPPS to life in their program. These standards define high-quality services for children and families. As you become more familiar with the HSPPS and the way your program works, you

*Ultimately, each child's physical and mental health "is influenced by his or her cognitive capacity and skills, by the environment, the community, and the family, just as all of these factors will in turn be influenced to some degree by the child's physical and mental health."*<sup>1</sup>

can add more research-based practices to build upon the HSPPS and further strengthen your services.

Throughout this guide, specific HSPPS will be referenced using their regulatory numbers, which will link to the appropriate section of the regulations. Seeing each specific standard in context will help you determine how to meet each regulation. You will also be able to see how the different standards work together to structure your work with children and families.

## Helping Children and Families Become and Stay Healthy

### Supporting Lifelong Success

Every community has health needs that influence a child's readiness for school and life. Health managers work with program staff and community leaders to identify the needs of children and families in their program and connect them to appropriate services so that children transition into schools healthy, safe, and ready to learn [45 CFR 1304.20].

Head Start health services do not just focus on identification and treatment. Head Start places equal importance on health promotion and prevention activities [45 CFR 1304.40(f)]. Your program addresses health disparities by

*"Health in the earliest years—actually beginning with the future mother's health before she becomes pregnant—lays the groundwork for a lifetime of well-being."<sup>2</sup>*

*See Promoting Health: More Ways Head Start Supports Children on page 204 for more information.*

helping families access health information they can understand. Health education encourages children and families to avoid unhealthy behaviors and engage in healthy lifestyles.

## Setting the Stage for School Readiness

Over the years, research has shown that Head Start programs reduce the effects of poverty for the children, families, and communities they serve.<sup>3</sup> Head Start programs offer comprehensive services to promote children's healthy development and school readiness.

The Office of Head Start's (OHS's) approach to school readiness includes preparing children to succeed in school and in life. School readiness is defined as "children possessing the skills, knowledge, and attitudes necessary for success in school and for later learning and life" and families "engag(ing) in the long-term, lifelong success of their child."<sup>4</sup>

All Head Start programs develop written and measurable school readiness goals as required by 45 CFR 1307, Chapter XIII Head Start Regulation Part 45 CFR 1307.2

To learn more about Head Start, you may want to review these resources:

- [History](#)
- [Head Start Stories](#)
- [What You Should Know About Head Start](#)
- [1st National Birth to Five Leadership Institute, Plenary Session Video Presentations](#)
- [Making the Link Between Health and School Readiness](#)

and 45 CFR 1307.3 (b)(1)(i) as amended. School readiness goals clearly define desired outcomes for children and families. These goals are developed within the following Head Start frameworks:

The Child Development and Early Learning Framework ([http://eclkc.ohs.acf.hhs.gov/hslc/sr/approach/pdf/OHSApproach-to-School-Readiness\\_Early-Learning-Framework.pdf](http://eclkc.ohs.acf.hhs.gov/hslc/sr/approach/pdf/OHSApproach-to-School-Readiness_Early-Learning-Framework.pdf))

## Quick Reference

The HSPPS include requirements for health services for children, families, and staff. Services must address the following areas of health:

- Physical health [[45 CFR 1304.20](#)]
- Oral health [[45 CFR 1304.20](#)]
- Child health and safety [[45 CFR 1304.22](#)]
- Nutrition [[45 CFR 1304.23](#)]
- Mental health [[45 CFR 1304.24](#)]
- Health Promotion and Education [[45 CFR 1304.40\(f\)](#)]
- Family services [[45 CFR 1304.20\(e\)](#)] and [45 CFR 1304.40\(f\)](#)] and services to pregnant women and expectant families [[45 CFR 1304.40\(c\)](#)]
- Staff health and wellness [[45 CFR 1304.52\(k\)](#)]

- Children with special health care needs and/or disability [infants and toddlers - [45 CFR 1304.20\(f\)](#) and preschool - [45 CFR 1308](#)]

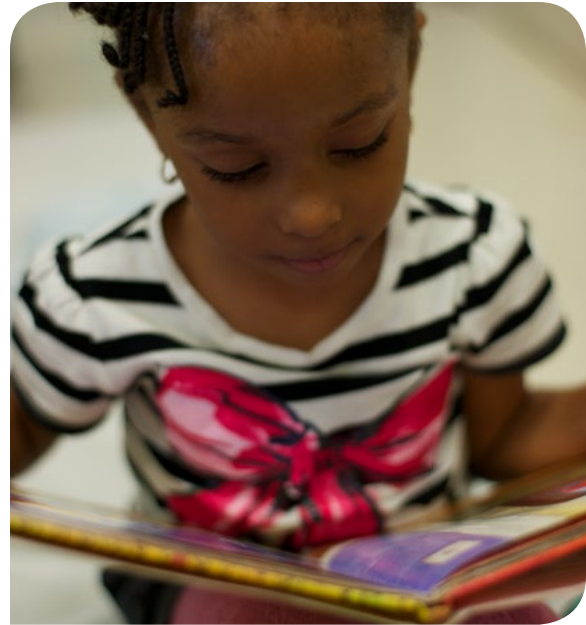
The Head Start Management Systems listed in 45 CFR 1304, Subpart D of the HSPPS structures how you plan, implement, and evaluate health services in your program. As a health manager you will get to know the health services requirements for each program option used by your program, including [center-based](#), [home-based](#), [family child care](#), [combination](#), or [additional program options](#). If your program provides [transportation](#) services, you will also help bus staff ensure that all children travel safely between their homes and the program.

The Revised Framework for Programs Serving Infants and Toddlers and Their Families ([http://eclkc.ohs.acf.hhs.gov/hslc/sr/approach/pdf/OHSApproach-to-School-Readiness\\_Infant-Toddler-Framework.pdf](http://eclkc.ohs.acf.hhs.gov/hslc/sr/approach/pdf/OHSApproach-to-School-Readiness_Infant-Toddler-Framework.pdf))

The Parent, Family, and Community Engagement Framework ([http://eclkc.ohs.acf.hhs.gov/hslc/sr/approach/pdf/OHSApproach-to-School-Readiness\\_complete.pdf](http://eclkc.ohs.acf.hhs.gov/hslc/sr/approach/pdf/OHSApproach-to-School-Readiness_complete.pdf))

Your program's school readiness goals are also built on the knowledge that culture and home languages are essential to providing effective Head Start services as outlined in: [Revisiting and Updating the Multicultural Principles for Head Start Programs Serving Children Ages Birth to Five](http://eclkc.ohs.acf.hhs.gov/hslc/hs/resources/ECLKC_Bookstore/PDFs/Revisiting%20Multicultural%20Principles%20for%20Head%20Start_English.pdf). ([http://eclkc.ohs.acf.hhs.gov/hslc/hs/resources/ECLKC\\_Bookstore/PDFs/Revisiting%20Multicultural%20Principles%20for%20Head%20Start\\_English.pdf](http://eclkc.ohs.acf.hhs.gov/hslc/hs/resources/ECLKC_Bookstore/PDFs/Revisiting%20Multicultural%20Principles%20for%20Head%20Start_English.pdf))

Health services are critical to children meeting your program's school readiness goals. As described in [Healthy Children are Ready to Learn](http://eclkc.ohs.acf.hhs.gov/hslc/tta-system/health/center/physical-health/individual-wellness-plans/HealthyChildren.htm) (<http://eclkc.ohs.acf.hhs.gov/hslc/tta-system/health/center/physical-health/individual-wellness-plans/HealthyChildren.htm>), all the services you oversee as health manager



support the belief that school readiness begins with health.

You help your program understand how these services support school readiness when your program's management team is developing or monitoring progress on your program's school readiness goals. Your knowledge of child and family health and safety will help your program to reach its school readiness goals!

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### School Readiness Resource:

[Making the Link Between Health and School Readiness](http://eclkc.ohs.acf.hhs.gov/hslc/tta-system/health/link-between) (<http://eclkc.ohs.acf.hhs.gov/hslc/tta-system/health/link-between>)