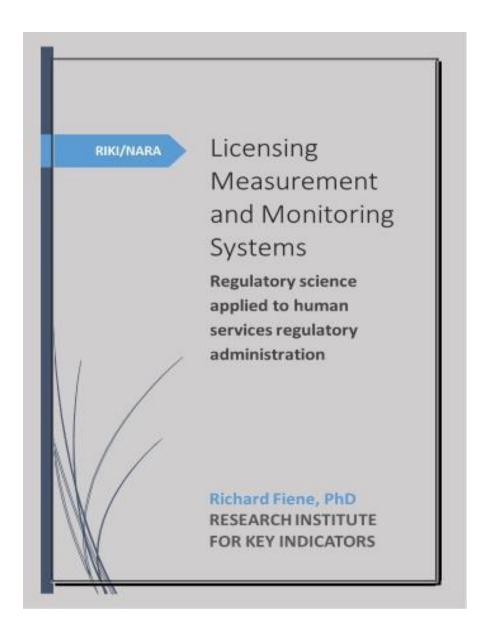
Licensing Measurement & Monitoring Systems: Elements and Dichotomies

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Program Quality Continuum Dichotomies

- 1) "Do no harm" versus "Do good".
- 2) Closed system versus Open system.
 - 3) Rules versus Indicators.
- 4) Nominal versus Ordinal measurement.
 - 5) Full versus Partial compliance.
- 6) Ceiling effect versus No Ceiling effect/Open-ended.
 - 7) Gatekeeper versus Enabler.
 - 8) Risk versus Performance.
 - 9) Structural versus Process Quality.
 - 10) Hard versus Soft Data.



Licensing Measurement Elements

- 1. Lack of Variance in data distributions. Data tightly grouped at high compliance levels.
- 2. Ceiling/Plateau Effect in data distributions. A diminishing returns effect.
- 3. Difficulty distinguishing levels of quality between full and substantial compliance.
- 4. Nominal measurement level: Either In-Compliance or Out-of-Compliance.
- 5. Attempting to move to ordinal measurement level when quality is included.
- 6. Dichotomization of data is warranted because of the data distribution.
- 7. Problem with false negatives and positives, especially false negatives.
- 8. Lack of reliability and validity testing.
- 9. Ease in distinguishing levels of quality between low and substantial compliance.
- 10. Skewed Data. Majority of programs in substantial or full regulatory compliance.



Monitoring Systems Dichotomies

- 1) Substantial versus Monolithic.
- 2) Differential Monitoring versus "One size fits all".
- 3) Not all standards are created equal vs All standards are created equal.
 - 4) "Do things well" versus "Do no harm".
 - 5) Strength based versus Deficit based.
 - 6) Formative versus Summative.
 - 7) Program Quality versus Program Compliance.
 - 8) "100-0" scoring versus "100" or "0" scoring.
 - 9) QRIS versus Licensing compliance with health and safety.
 - 10) Non-Linear versus Linear relationships.



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