NCWWI National Webinar Series: Leadership Session

ChildStat: Leading Systems-level Improvements based on Case-Level Experiences

Presenter: Jan Flory, NYC-ACS, Deputy Commissioner
Moderator/Presenter: Nancy McDaniel, Butler Institute for Families, NCWWI

September 21, 2011
Session Agenda

- Welcome & Technology Orientation
- Introduction
- Presentation of ChildStat
- Applying the NCWWI Leadership Framework to the Implementation of ChildStat
- Questions & Discussion
- Closing
Applying the NCWWI Leadership Model

Represents a synthesis of multiple leadership models

All levels of staff are leaders; the skills manifest differently at each level of leadership

**Fundamental competencies**
include continuous learning, effective communication, initiative, interpersonal relations, integrity/honesty, resilience, personal leadership, socially responsible
Children’s Services
5 Key Commitments

1. No child we come into contact with will be left to struggle alone with abuse or neglect.

2. No family who needs & wants help to keep their children safe will be left without the help it needs.

3. Every child we come into contact with will get the help s/he needs to be healthy & achieve his/her full educational & developmental potential.

4. No child in our care will leave us without a caring, committed, permanent family.

5. Every team member at Children’s Services & each of our partner agencies can expect guidance, respect & emotional support to achieve our goals. Every child, family, community member & foster parent we come into contact with will be treated with concern & respect.
What is *ChildStat*?

- *ChildStat* is a weekly meeting with senior ACS management & Child Protective Borough offices staff to look at data indicators & practice, learn what areas need to strengthen, & to hold all agency leaders accountable for making necessary changes.

- *ChildStat* makes use of various data indicators & individual cases to review & monitor child protective work with managers, supervisors & child protective line staff to ensure high-quality, comprehensive investigations of abuse/neglect, appropriate safety/risk decisions & provision of services required to reduce risk of abuse or neglect.
Who participates?

- Commissioner
- Deputy Com. Child Protection
- Assoc. Com. Child Protection

- Borough Commissioner
  - First Deputy
  - Deputy Director
  - Child Protection Managers
  - Supervisor for one CPS Zone
  - CPS

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Meeting Details

- Meetings are held 3 Thursdays every month, from 9 am - 12 pm
- Each week the focus is on 2 child protective geographic zones
- For each zone:
  - Management data specific to the operations of child protective borough office is reviewed
  - One active child protective investigation is reviewed
- Preparation and debrief meetings occur at the borough level and senior management level.
Background

- A series of high profile fatalities in late 2005 & early 2006 led to the development of a comprehensive Children's Services Safety Action Plan. From this plan, *ChildStat* was developed as a case practice accountability tool.

- Child Safety Reviews held in early 2006 also uncovered concerns with case practice in child protective investigations.

- *ChildStat* was designed as a system for regular communication among all managerial levels, from commissioners to middle managers & supervisors in borough offices, about work on the frontline in child protection.
Before launch in July 2006, focus groups were held in borough offices and at Division of Child Protection managerial retreats to roll out and set expectations around *ChildStat* as a new communication and accountability system.

*ChildStat* was modeled after the NYC Police Department’s *CompStat*. 
Accountability & Change

- Practice & systemic issues identified in *ChildStat* are tracked & monitored.
- Resources are allocated to address issues.
- Deputy Commissioners are accountable for addressing systemic issues.
- Borough Commissioners in each borough office are accountable for practice issues.
- Borough Office management are accountable for follow up on individual cases & supervision of staff.
Zone/borough/citywide performance data are analyzed

**Workload Management**
- Caseload averages
- Pending rates/averages

**Timeliness**
- 7-day assessment approvals
- Investigation conclusions within 60 days

**Practice**
- Indication rates
- Service outcomes of indicated cases
- Repeat maltreatment
- Child safety conference recommendations
- Joint home visits between ACS & preventive/protective providers
- Quality supervision indicators

Average CPS Caseload by Borough/Zone - P/D Combined – Aug. 13, 2011

<table>
<thead>
<tr>
<th>Borough/Zone</th>
<th>Average Caseload</th>
</tr>
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<tbody>
<tr>
<td>NYC</td>
<td>7.69</td>
</tr>
<tr>
<td>BX</td>
<td>7.76</td>
</tr>
<tr>
<td>BK</td>
<td>7.51</td>
</tr>
<tr>
<td>MN</td>
<td>6.27</td>
</tr>
<tr>
<td>QN</td>
<td>5.99</td>
</tr>
<tr>
<td>OSI</td>
<td>6.43</td>
</tr>
<tr>
<td>QN Zone B</td>
<td>8.97</td>
</tr>
<tr>
<td>SI</td>
<td></td>
</tr>
</tbody>
</table>

Citywide: 9.01
Boro: 8.57
Zone B: 7.78

Last Childstat session for QN Zone B on Mar. 31st: 9.32

QN Zone B – 4 Wk. Period Ending:
Aug. 15, 2009 – 7.78
Aug. 9, 2008 – 8.57
Aug. 11, 2007 – 9.01

P/D Combined includes Protective/Diagnostic, Hospital/Sex Abuse and Ed. Neglect Units; Training Units not included.

<table>
<thead>
<tr>
<th></th>
<th>Citywide</th>
<th>Bronx</th>
<th>Brooklyn</th>
<th>Manhattan</th>
<th>Queens</th>
<th>QN Zone B</th>
<th>Staten Island</th>
<th>OSI</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total High Priority 1 or 13</strong></td>
<td>516</td>
<td>138</td>
<td>147</td>
<td>57</td>
<td>87</td>
<td>25</td>
<td>20</td>
<td>67</td>
</tr>
<tr>
<td><strong>Total High Priority 2 -12</strong></td>
<td>1327</td>
<td>372</td>
<td>375</td>
<td>184</td>
<td>281</td>
<td>90</td>
<td>55</td>
<td>60</td>
</tr>
<tr>
<td><strong>Total Non-High Priority</strong></td>
<td>1170</td>
<td>327</td>
<td>338</td>
<td>162</td>
<td>230</td>
<td>72</td>
<td>41</td>
<td>72</td>
</tr>
</tbody>
</table>

Last ChildStat session for QN Zone B on Mar. 31st: 92.9% HP 1 or 13, 93.8% HP 2-12 & 92.2% NHP Approved on time.
<table>
<thead>
<tr>
<th>Service Outcome of Indicated Cases, Investigations Closed – May 2011**</th>
<th>Citywide</th>
<th>Queens</th>
<th>Zone B</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foster Care</td>
<td>259</td>
<td>11.4%</td>
<td>35</td>
</tr>
<tr>
<td>FSU</td>
<td>97</td>
<td>4.3%</td>
<td>14</td>
</tr>
<tr>
<td>FSU w/ Preventive</td>
<td>88</td>
<td>3.9%</td>
<td>7</td>
</tr>
<tr>
<td>Preventive Only</td>
<td>428</td>
<td>18.8%</td>
<td>74</td>
</tr>
<tr>
<td>Open FSS, No Services</td>
<td>419</td>
<td>18.4%</td>
<td>42</td>
</tr>
<tr>
<td>Referred to CBS</td>
<td>615</td>
<td>27.0%</td>
<td>174</td>
</tr>
<tr>
<td>Pending*</td>
<td>2</td>
<td>0.1%</td>
<td>0</td>
</tr>
<tr>
<td>No Services</td>
<td>371</td>
<td>16.3%</td>
<td>76</td>
</tr>
<tr>
<td>Total</td>
<td><strong>2279</strong></td>
<td><strong>422</strong></td>
<td><strong>124</strong></td>
</tr>
</tbody>
</table>

*Pending services are cases where the investigation has been completed with an indicated finding, but where services, if any, have yet to be arranged.

**This table does not reflect cases awaiting an available slot in a preventive agency.
More than 350 cases have been reviewed since *ChildStat* began.

1. One case in a unit assigned to a child protective manager in a zone is selected at random; with emphasis on current theme.

2. The case must be open for at least 30 days & may or may not have prior history.

3. The borough office management presents on family history, investigation of allegations, safety plan for the child/ren & their analysis of case practice in the particular case.
4. Discussion among participants focuses on the investigation to date & the next steps for the family.

5. Staff demographic data are also discussed to provide context for the case.

6. Provision of services required to reduce risk of abuse or neglect are reviewed.

7. Emergency Children’s Services (ECS) participates if they were involved in the case.
Lessons Learned/Outcomes

Through *ChildStat*, Children’s Services has identified & worked to resolve trends in practice through discussions at *ChildStat* sessions, emphasis during supervisory meetings & revisions to training.

• *Early examples*:
  1. Training and information clarifying techniques of “addressing allegations” at start of investigation.
  2. Child Safety Alerts and policy memo regarding interviewing neighbors & building superintendents.
  3. Expedited process for retrieving closed files from the warehouse.
  4. Decline in cases indicated & closed without services.
  5. Importance of past history in current investigations.
  6. Focus on data gets attention & change.
  7. Weekly opportunities for dialogue between staff & top management as well as other ACS divisions.
Lessons Learned/Outcomes (cont’d)

Current examples:
1. Supervisors are critical to implementing & monitoring practice changes.
   • Following union negotiations, line supervisors have attended ChildStat sessions since September 2008.
   • A quality supervision initiative is focusing on supervisory practice throughout the Division.
2. For the second time around, focus on deepening integration of past history into current investigations.
3. Importance of careful upfront assessment without rush to determination - need for multiple hypotheses.
4. Need for assessment & safety/risk decisions before “offering services.”
5. Integration of “Investigative Consultants” into strengthening practice.
6. Importance of strengthening CPS competence & confidence in their role as experts in child safety & risk - compared to other professional judgments in cases.
Where is ACS 5 yrs. later?

• Expanding to “Foster Care ChildStat” with private agencies.
• Planning for “Preventive ChildStat” to combine the investigation & service provision by a private agency in 1 case.
• Deepening practice, system competence and excellence.
• Integrating lessons learned as quality assurance & program development tool.
• “Keeping ChildStat real.”
Applying the NCWWI Leadership Model to ChildStat

Represents a synthesis of multiple leadership models

All levels of staff are leaders; the skills manifest differently at each level of leadership

Fundamental competencies include continuous learning, effective communication, initiative, interpersonal relations, integrity/honesty, resilience, personal leadership, socially responsible
What leadership competencies & skills have supported ChildStat’s success?

- Accountability
- Capacity-building
- Service Orientation
- Decisiveness
- Entrepreneurship
- Financial Management
- Planning & Organizing
- Problem Solving
- Technical Credibility
- Conflict Management
- Developing Others
- Team Building
- Cultural Responsiveness
- Leveraging Diversity
- Partnering
- Political Savvy
- Influencing
- Negotiating
- Creativity and Innovation
- External Awareness
- Flexibility
- Strategic Thinking
- Vision
- Leading in Context
- Leading People
- Leading Change
- Leading for Results

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Questions?
Comments?
Ideas?
Continuing the Conversation

1. Visit [www.ncwwi.org/eventsopportunities.html](http://www.ncwwi.org/eventsopportunities.html) for the webinar recording & related RESOURCES

2. Participate in a follow-up ChildStat LEARNING LAB for more discussion with your peers & our workforce / leadership experts (sign up via email from Sara Munson/Sharon Kollar)

3. Visit the Leadership, Management & Supervision at [http://cwwc.ncwwi.org](http://cwwc.ncwwi.org) for more dialogue & PEER NETWORKING

4. Provide feedback on this webinar to help strengthen the webinar series by completing a WEBINAR EVALUATION SURVEY (via email from Robin Leake)
For more information

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About the NCWWI Leadership Framework - Nancy McDaniel: Nancy.McDaniel@du.edu

About the Webinar Series - Sara Munson: smunson@uamail.albany.edu