

Learning, Leading, Changing

A Service of the Children's Bureau, a Member of the T/TA Network

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

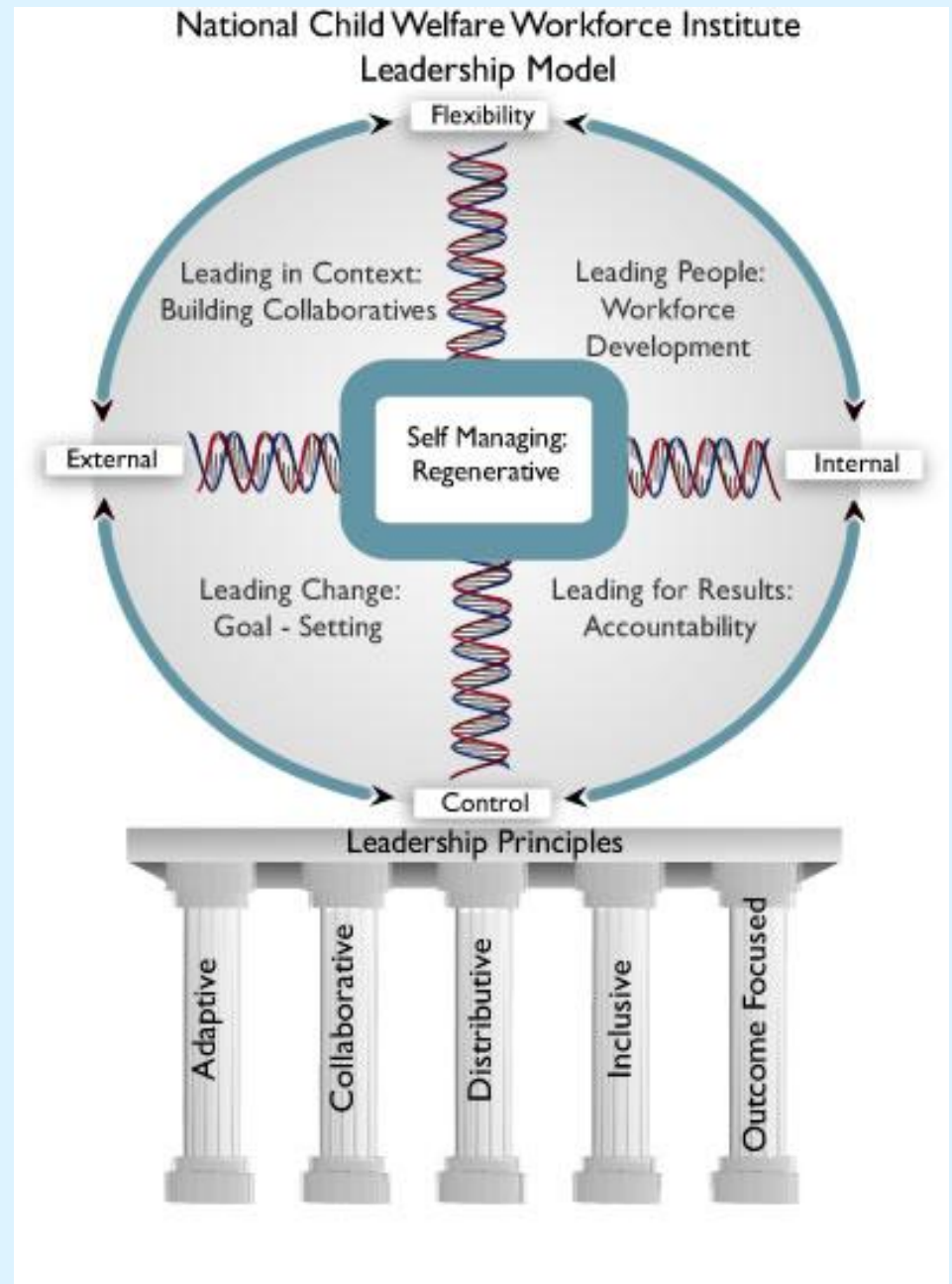
- **Welcome & Technology Orientation**
- **Introduction**
- **Presentation of *ChildStat***
- **Applying the NCWWI Leadership Framework to the Implementation of *ChildStat***
- **Questions & Discussion**
- **Closing**

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





New York City Administration for Children's Services

Children's Services

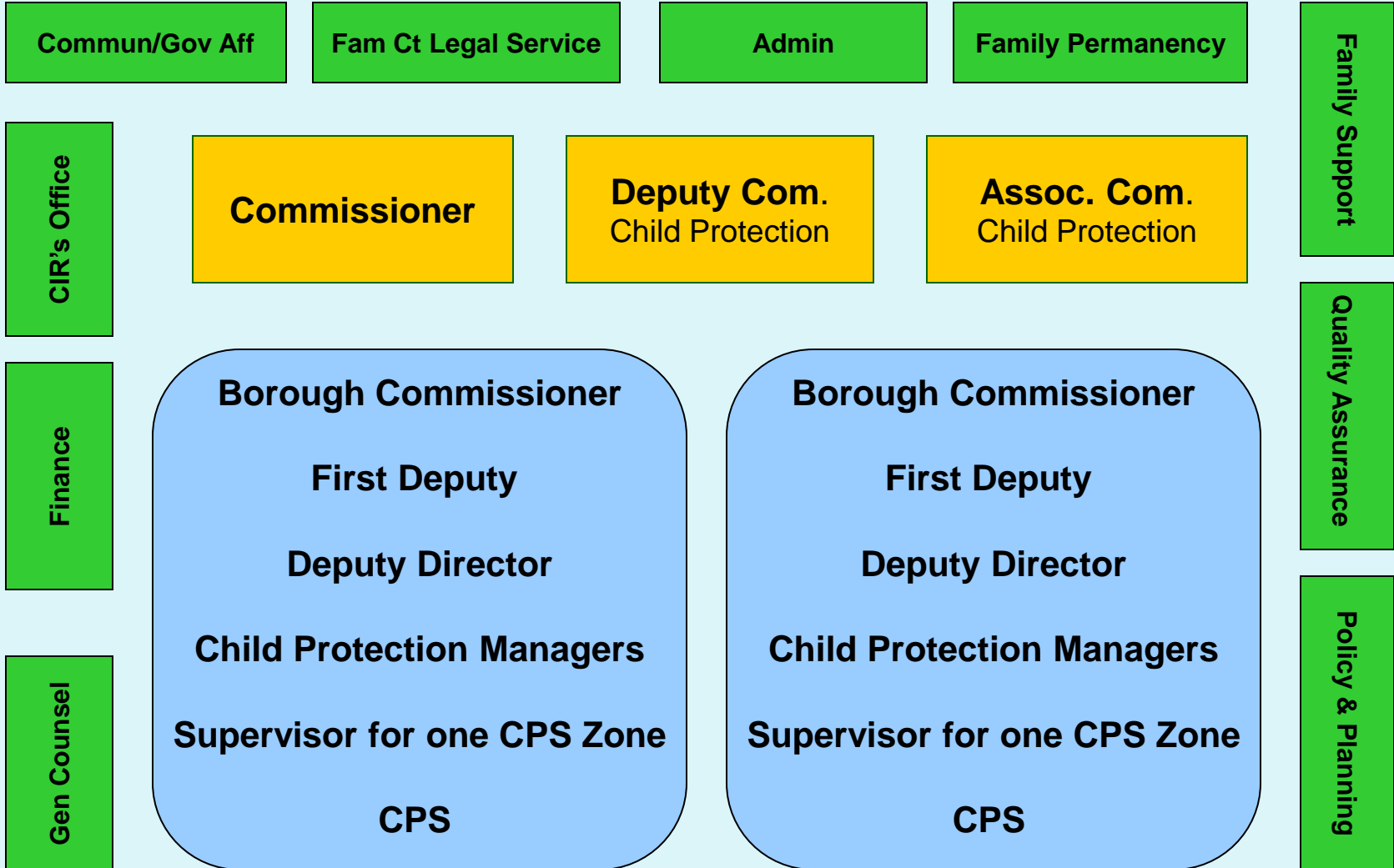
5 Key Commitments

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?



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.

Background (cont'd)

- 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

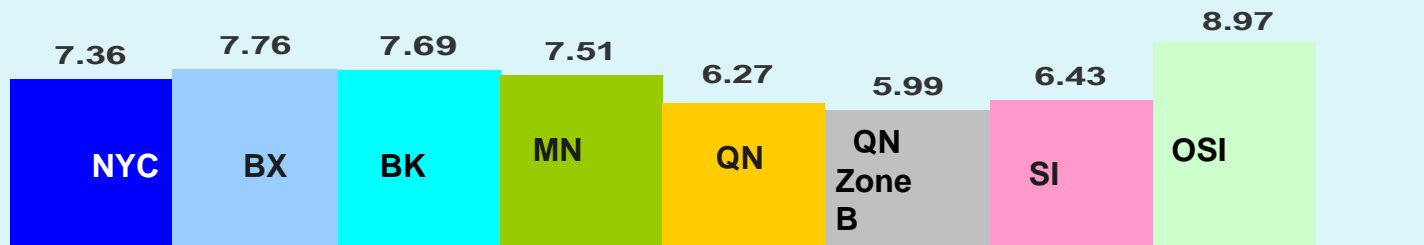
- 7-day assessment approvals
- Investigation conclusions within 60 days

Practice

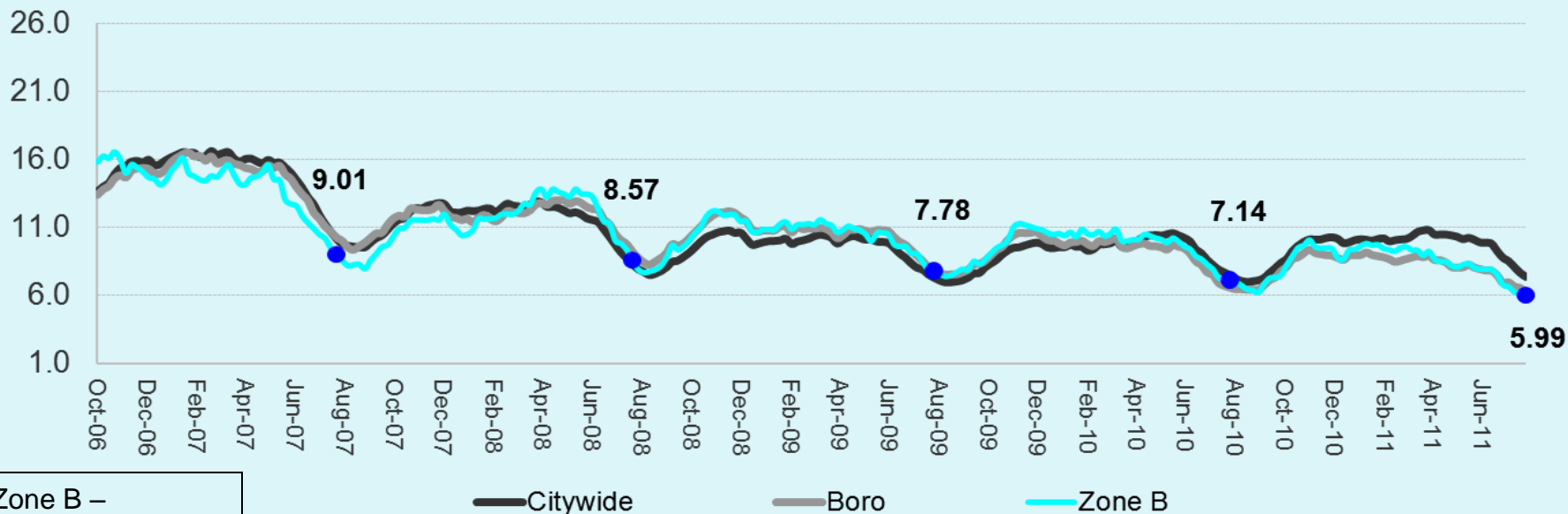
- Indication rates
- Service outcomes of indicated cases
- Repeat maltreatment
- Child safety conference recommendations
- Joint home visits between ACS & preventive/protective providers
- Quality supervision indicators

Workload Management

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



Caseload Trends Jan. 6, 2007 – Aug. 13, 2011



QN Zone B –
 4 Wk. Period Ending:
 Aug. 14, 2010 – 7.14
 Aug. 15, 2009 – 7.78
 Aug. 9, 2008 – 8.57
 Aug. 11, 2007 – 9.01

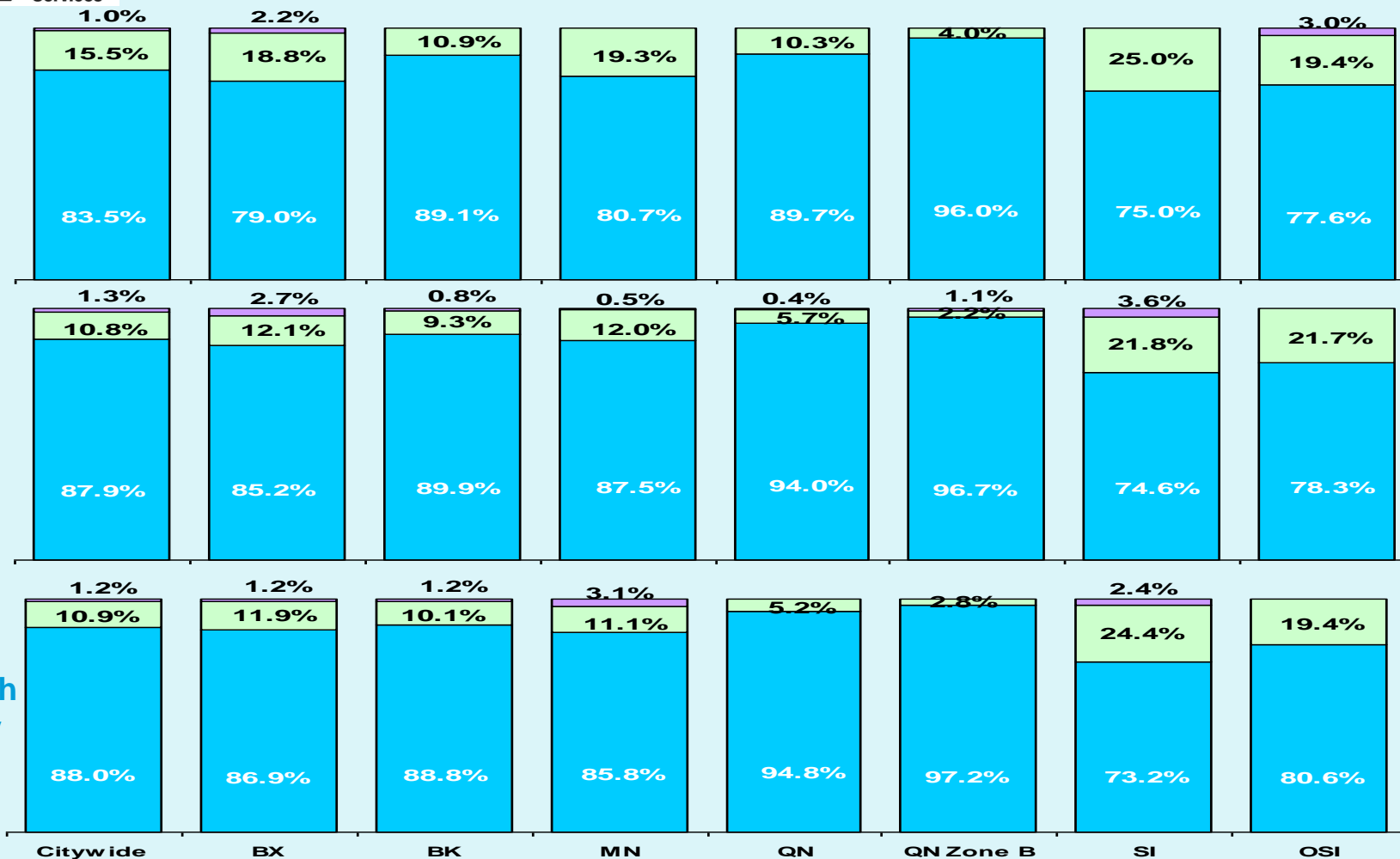
Last Childstat session for QN Zone B on Mar. 31st : **9.32**



High Priority
1 or 13

High Priority
2-12

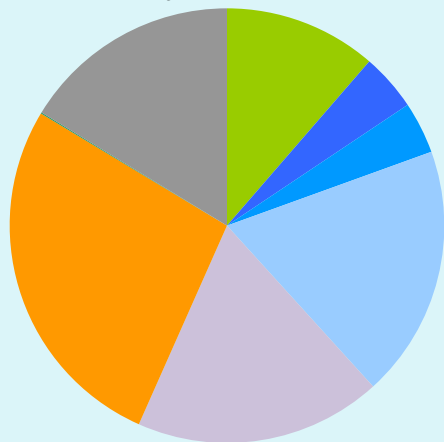
Non-High
Priority



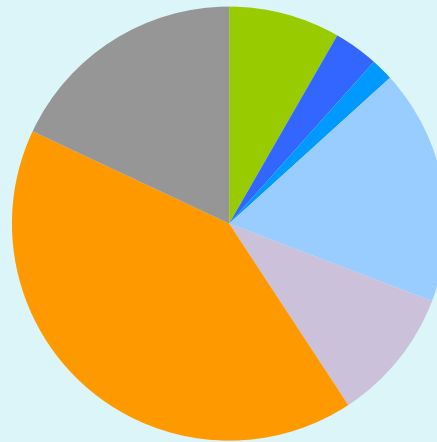
■ Approved on time
 ■ Not submitted on time
 ■ Not approved on time
 ■ Submitted on time not approved on time

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

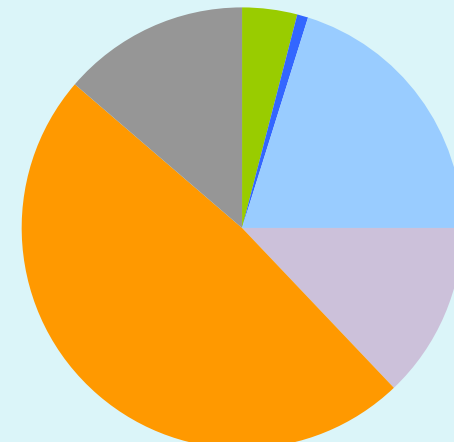
Citywide



Queens



Zone B



Service Outcome of Indicated Cases, Investigations Closed – May 2011**

Foster Care	259	11.4%	35	8.3%	5	4.0%
FSU	97	4.3%	14	3.3%	1	0.8%
FSU w/ Preventive	88	3.9%	7	1.7%	0	0.0%
Preventive Only	428	18.8%	74	17.5%	25	20.2%
Open FSS, No Services	419	18.4%	42	10.0%	16	12.9%
Referred to CBS	615	27.0%	174	41.2%	60	48.4%
Pending*	2	0.1%	0	0.0%	0	0.0%
No Services	371	16.3%	76	18.0%	17	13.7%
Total	2279		422		124	

*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.

Case Review Summary

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.

Case Review Summary (Cont'd)

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?

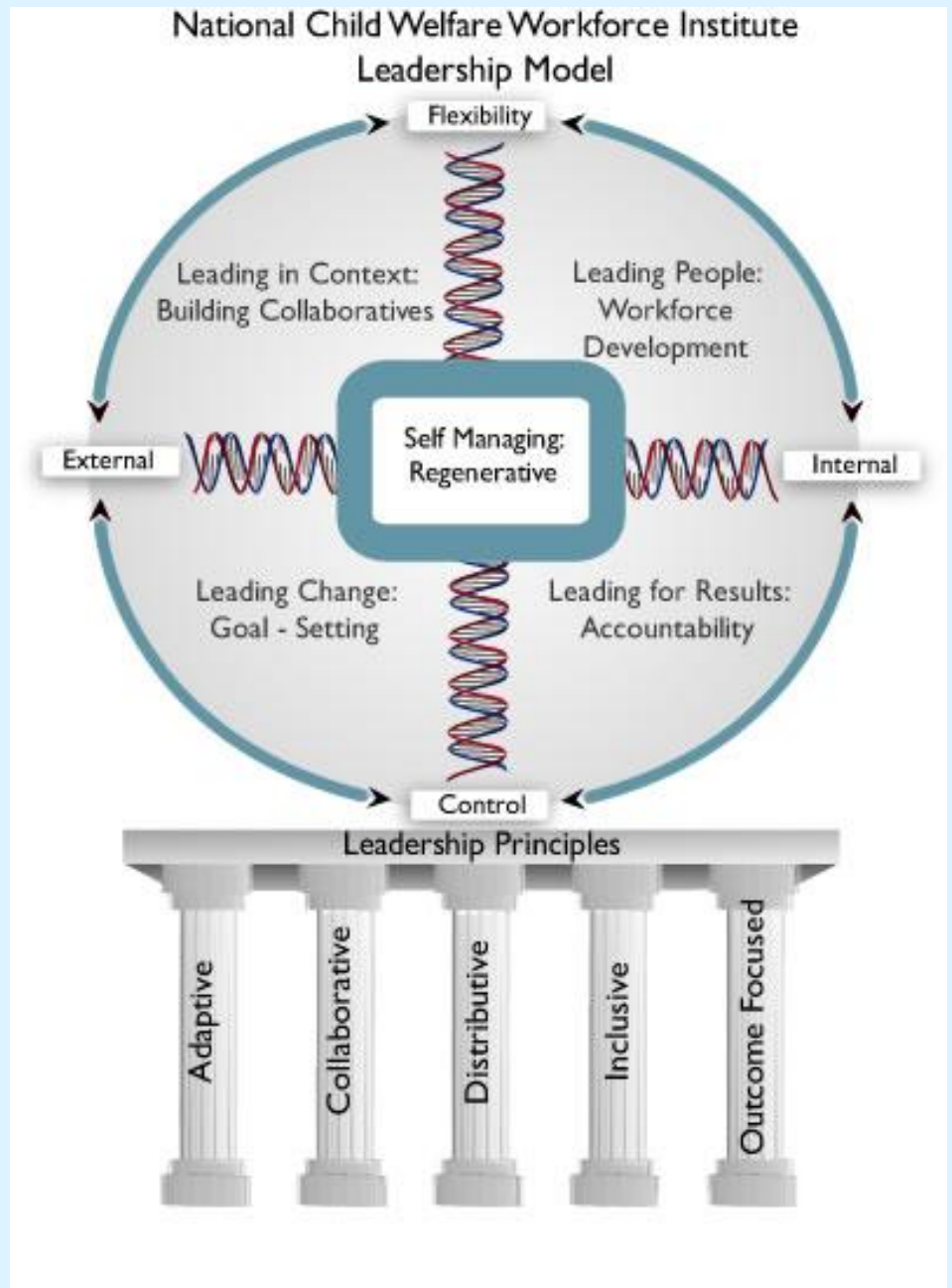
- Expanding to “*Foster Care ChildStat*” with private agencies.
- Planning for “*Preventive ChildStat*” to combine the investigation & service provision by a private agency in 1 case.
- Deepening practice, system competence and excellence.
- Integrating lessons learned as quality assurance & program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

Applying the NCWWI Leadership Model to ChildStat

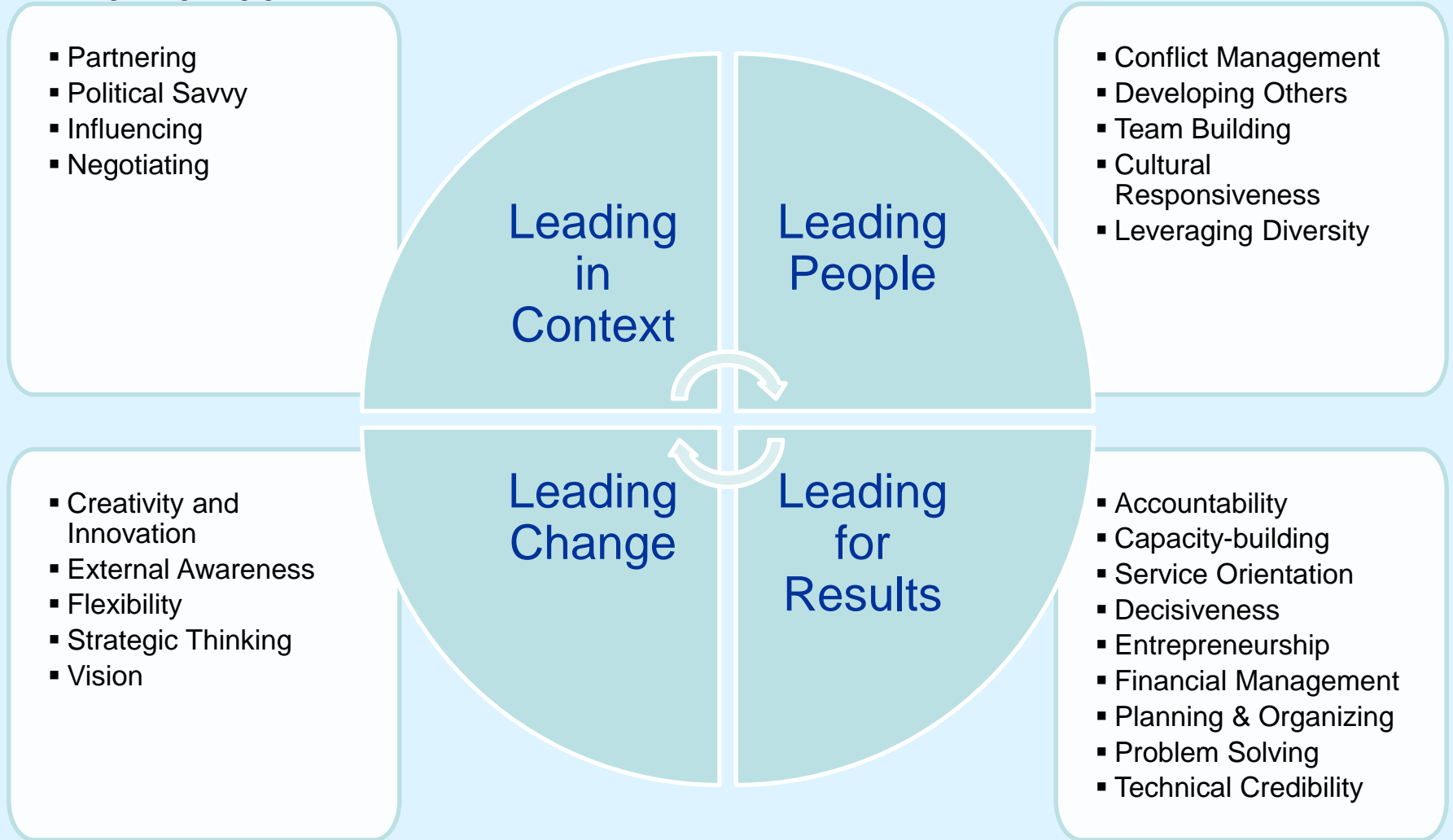
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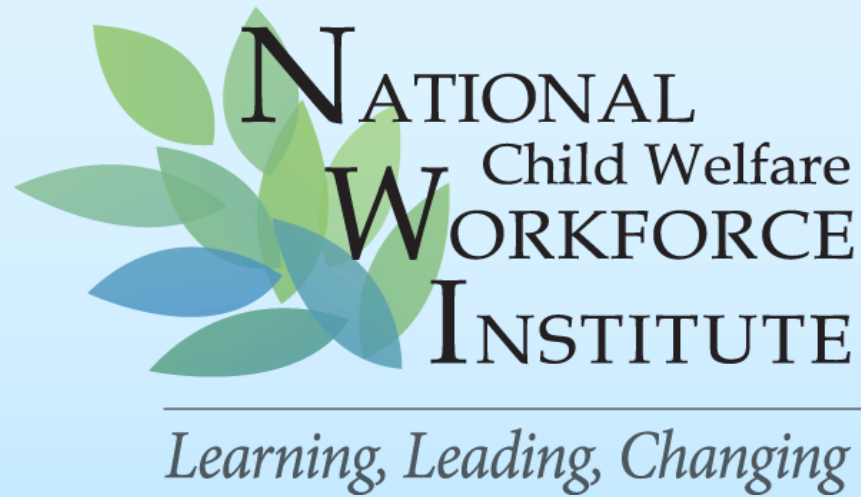
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What leadership competencies & skills have supported ChildStat's success?

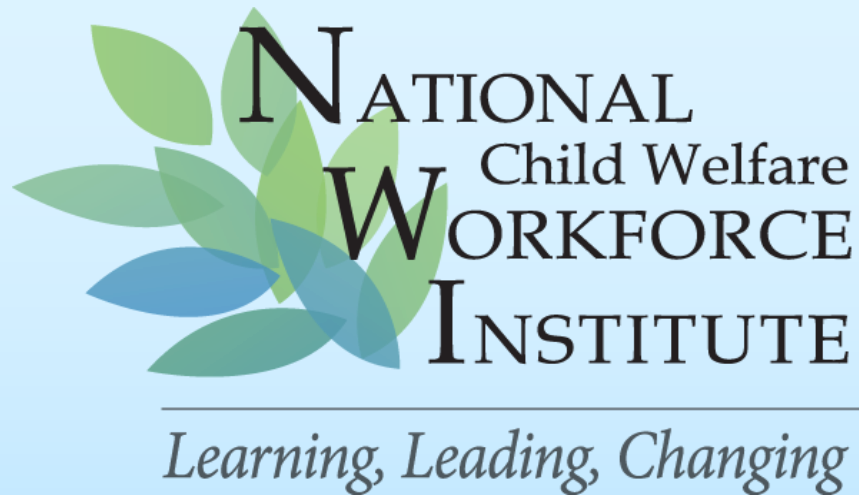




**Questions?
Comments?
Ideas?**

Continuing the Conversation

1. Visit 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> 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
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