## What is this resource?

- ChildStat is a creative, data-driven, systemic leadership initiative at the NYC Administration for Children’s Services.
- Weekly 3-hour meeting for executives, middle managers and supervisors to engage in frank dialogue and team problem-solving about urgent issues impacting frontline practice and the system as a whole.
- In-depth examination of specific data indicators and randomly selected cases to identify areas that need to be strengthened and hold agency leaders at all levels accountable for making changes.
- Review and monitor child protective work with managers, supervisors & 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.

## What are the critical findings?

- Changes result from ChildStat sessions in conjunction with supervisory support and revisions to training.
- Changes include: enhanced policies to support improved practice via training and information clarifying techniques.
- Leadership at all levels and clarity of goals/vision are integral to success.
- Requires commitment of significant time and resources to be successful.
- Informal debrief with borough/office staff and administrator can be used to increase understanding and camaraderie.
- Succeeded in integrating “Investigative Consultants” into strengthening practice overall.
- Strengthens CPS competence and confidence in role as experts in child safety and risk compared to other professionals.
- Important to acknowledge and recognize leadership and excellence when demonstrated.
- Administrator is able to make immediate policy changes as a result of discussion in ChildStat meeting.

## What are the implications for our work?

- When focused on data elements, the increased attention will escalate the likelihood of improvement.
- ChildStat sessions are not enough for wholesale practice change: need supervisory meetings and revisions to training to improve practice.
- Supervisors are critical to implementing and monitoring practice changes.
- Useful for CPS, foster care, and preventive services in public and private agencies.
- Allocating resources to address issues will result in deepening practice, system competence and excellence.
- Important to integrate lessons learned as a quality assurance and program development tool.
- Data reports on key system and case-level measures must be available for all staff.
- Direct communication and connections between supervisors, managers and administrators is highly valuable.