

SUSTAINABILITY + TECHNOLOGY

Making Business
Leadership Real:
The Role of Automation

October, 2019

PROVIDERS

(CENTERS + HOMES)

Success requires an intentional plan to guide a relationship between software vendor, Hub and participating providers.

HUB

SOFTWARE VENDOR





Data-Informed Leadership:

1 IDENTIFY LEADERSHIP

in Hub, Centers/Homes

- ▶ HUB STAFF:
- Support on-boarding, lead metrics identification, track trends, share results with members
- MEMBER STAFF:
 Implement on-boarding,
 help identify metrics +
 track trends, open to
 data-driven decisions

KEY QUESTIONS + ISSUES

- Owners and boards involved early-on
- Engaged site director
- Commitment to change
- Time to engage in change management

2 IDENTIFY CHILD MANAGE-MENT SYSTEM

- Survey current usage
- Review available products
- Ensure selected software vendor has identified staff for questions, trouble shooting and technical support

KEY QUESTIONS + ISSUES

- Enterprise version (necessary for shared data)
- Cloud-based or on-premise? Or both?
- Essential functions
- Key reports

3 CRAFT AGREEMENTS

> Roles, Responsibilities, Shared Data

- Clarify roles + responsibilities, data-sharing, fee structure
- Who signs the Memorandum of Agreement (MOU) or contract?

KEY QUESTIONS + ISSUES

- Clear agreements in writing
- Written commitment to change as (all or part of) initial fee
- Clarity that membership fees will increase over time
- Clarity regarding Hub accountability to members

4 ON-BOARD MEMBERS

Centers + Homes

†**†**††

- Technical Assistance from software company
- Offer temporary staff support to load data

5 IDENTIFY METRICS

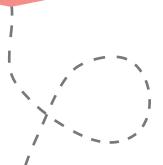
- Key fiscal + program measures
- Reports linked to Child Mangement System, where possible
- Identify ways to track saved time

KEY QUESTIONS + ISSUES

- Initial data entry is a huge hurdle for members: who can help?
- Identify/empower site-based admin or hire temps to load data
- Gather baseline data during on-boarding process

KEY QUESTIONS + ISSUES

- Common metrics for all members so individual performance can be compared to norms
- Engage site directors, boards, owners in process
- Consider desired outcomes when selecting metrics





Data-Informed Leadership: The Process CONTINUED IN THE PROCESS CONTINUE

6 DEVELOP DASHBOARD (track metrics)

7 GUIDE DATA-INFORMED LEADERSHIP

Staffing, Fiscal, Policy



- Tool to track + report metrics
- User-friendly
- Baseline data essential

STAFFING:

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- Help build site-based leadership + understanding of business metrics
- Plan to shift \$ from admin to classroom
- Craft tools/process for on-going reflective supervision

FISCAL:

- Feedback loop: Hub to members
- Share data/trends
- Help members reflect
- Craft management strategies to address fiscal challenges

POLICY:

- Share business leadership process + key metrics with policymakers
- Ask technology partner to create API links to public systems
- Use data to inform advocacy; cost in lieu of market prices; waivers for alternative staffing, etc.

KEY QUESTIONS + ISSUES

- Easy to understand: graphs, charts
- Able to share with board + owners monthly
- Aligned with data needed by funders, policymakers
- Track % personnel admin vs. classroom vs. support
- Streamline admin staff via fully-implemented technology
- Identify pedagogical leader at each site
- Shift resources from admin to paid time for reflective practice (pedagogical leaders + teachers)
- Enrollment: track + report cost of vacant slots by classroom

KEY QUESTIONS + ISSUES

- Bad debt: reconcile billing + collections from public \$ + tuition; track gap
- Cost per child: calculate costs by classroom; use to inform rates

- How can data shape improved policy?
- How can data gathered in automated systems inform rate-setting?
- Could the Hub manage a subsidy contract on behalf of participating centers or homes?

