Success requires an intentional plan to guide a relationship between software vendor, Hub and participating providers.
Data-Informed Leadership: The Process

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

2. IDENTIFY CHILD MANAGEMENT SYSTEM
   - Survey current usage
   - Review available products
   - Ensure selected software vendor has identified staff for questions, trouble shooting and technical support

3. CRAFT AGREEMENTS Roles, Responsibilities, Shared Data
   - Clarify roles + responsibilities, data-sharing, fee structure
   - Who signs the Memorandum of Agreement (MOU) or contract?

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 Management System, where possible
   - Identify ways to track saved time

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Key Questions + Issues

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

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

- 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

- 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

- 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

#### 7. Guide Data-Informed Leadership

**Staffing, Fiscal, Policy**

#### Key Questions + Issues

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<th>6 DEVELOP DASHBOARD</th>
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<td>Tool to track + report metrics</td>
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**STAFFING:**
- 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
- 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**

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<th>DeveloD Dashboard</th>
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<td>Tool to track + report metrics</td>
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<td>Baseline data essential</td>
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<tr>
<td>Easy to understand: graphs, charts</td>
<td>Able to share with board + owners monthly</td>
<td>Aligned with data needed by funders, policymakers</td>
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<tr>
<td>Track % personnel admin vs. classroom vs. support</td>
<td>Streamline admin staff via fully-implemented technology</td>
<td>Identify pedagogical leader at each site</td>
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<td>Shift resources from admin to paid time for reflective practice (pedagogical leaders + teachers)</td>
<td>Enrollment: track + report cost of vacant slots by classroom</td>
<td>Bad debt: reconcile billing + collections from public $ + tuition; track gap</td>
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<td>Cost per child: calculate costs by classroom; use to inform rates</td>
<td>How can data shape improved policy?</td>
<td>How can data gathered in automated systems inform rate-setting?</td>
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<td>Could the Hub manage a subsidy contract on behalf of participating centers or homes?</td>
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