Information Technology Capital Investment Program
Project Status Report

To: Information Technology Strategy and Investment Committee
John Vittner, Office of Policy and Management

From: Cindy Butterfield

Email: CINDY.BUTTERFIELD@ct.gov

Agency: Department of Children and Families
Project: DCF-Comprehensive Child Welfare Information System (CCWIS)

Project Manager: Cindy Butterfield

Reporting Period: Project Inception through 06/30/2019

Total Funds Requested: $48,914,610

Total Funds Allotted to Agency: $18,064,379

Accumulative Total Capital Fund Expenditures to Date: $9,154,524

Brief Project Description/Summary:
The Department of Children and Families (DCF) is embarking on the replacement of the LINK system. LINK is the case management software that is used by the Department's Child Protective Services staff. LINK is a 22 year old system that was deemed to be non-compliant and in need for replacement by the federal Administration for Children and Families (ACF). ACF has recently created new standards known as the Comprehensive Child Welfare Information Systems (CCWIS). CCWIS requires that the software be intuitive, easy to use, automates manual activities, interfaces with other State partners, and provide visual indicators of areas requiring attention. The project is projected to take 4 years during the development stage.

Summary of Progress Achieved to Date:
07/29/19:

During this past period DCF began production using a Microsoft Dynamics platform with an internal State employee team to pilot use of the platform.   The initial build was successful but required the technical team make system changes to maximize responsiveness for the users when volume increases. DCF also issued the first Statement of Work (SOW), and selected a vendor.   Currently DCF in the second 90-day statement of work.   The first 90- day increment exposed some challenges and need to rework some processes.   This was predicted knowing that we would not likely achieve full production velocity until the second or third, 90-day cycle.   End users have been trained on the products produced to date and are finding it to be more intuitive than the LINK system we are replacing. It also meets the end users' expectations for pre-fills and ease of navigation.

DCF is beginning distribution of worker mobility products, deploying Iphones and tablets to allow workers to access system information while in our families' homes, reducing redundant activities and being able to more efficiently service our families.

DCF continues to work on data quality issues related to the transferring of information from the old system to the new system.

 Below is the progress on each identified business goal:

1.   Create a federally compliant CCWIS system- DCF continues to make progresss towards this goal.   During the last week of June, 2019, DCF hosted the Federal compliance team for 3 days and received favorable feedback on Connecticut's methodology, infrastructure and project management. We received approval to continue with the project.

2. Increase worker efficiency by Leaning processes now in SACWIS for automation in the CCWIS system - DCF is continually leaning processes for automation and for immediate benefit in the Good state.   DCF has built Leaning capacity within DCF, embarking on time studies to be able to look at the most labor intensive activities and prioritize them for automation in the build.

3. Introducing technology to currently manual processes, increasing efficiency - Progress on this goal has included the initial build by the DCF State employee team, in the Universal Referral Form build, and the roll out of the mobility pilots to allow staff to enter directly into LINK when offsite.

4. Creating CCWIS federally required interfaces to improve efficiency and leverage agency opportunities to improve client care and state operations - DCF has a team evaluating the data that could be shared across state agencies to allow for better service to clients.   Current MOUs are being assessed to determine if a new MOU is required.   DCF will shortly begin working with other agencies to determine the data elements for exchange and a method to achieve those exchanges.

5.   Improving the quality of the data collected and its use to improve departmental mission outcomes, to meet RBAs needs and meet federal reporting requirements. - DCF has assembed a data clean-up team that is exploring technical options to perform automated clean up activities.   The Department is posting for a Program Director to serve as the Data Quality Officer. The Agency has also recently begun to revisit the outcome measures that are embedded in our contracted services, the elements that are used to determine child wellness, and finally meet the newly establshed federal reporting requirements.   All of these activities will be on-going during the life of the project.

 12/31/18

DCF's CCWIS project has recently changed from the planning stage to the development stage.   An RFP that was issued in the Fall of 2016, resulted in the issuing of contracts for signature to the selected System Integrators (SI), in this past week. DCF decided to use an Agile Project Management approach that required the selection of multiple SIs instead of a single SI that would have been used for a Waterfall approach. The adoption of Agile PM required extensive training and education, as well as, modification to the purchasing documents, statements of work and preparation activities to ready the agency for development.

DCF has selected and purchased the technology stack and equipment necessary to build CCWIS.   DCF has run over 50 Leans to ensure efficient business flows. DCF has written features and created backlogs using Agile methodologies. DCF is ready to produce value added software, in frequent end user delivered increments.

Issues and Risks:
DCF will be using Microsoft Dynamics for the first time during the first program increment in July. This is DCF's first project using SAFe Agile PM methodologies. DCF will be running multiple teams at once.   DCF will use the Plan, Do, Check, Adjust methods to ensure that the work being produced is meeting the needs of the end user.

Next Steps & Project Milestones:
07/29/19:

DCF is issuing the Statement of Work for the second module and the quality assurance contractors during this next quarter.

DCF will release the first new product to production during the next month.   DCF is working with the Academy to produce training materials including video training to make the frequent delivery of software easier to roll out.

It is the goal to have the new Careline module fully completed and released by 12/31/19 and a new phone system that is integrated with the reporting tool. The project will then begin production and delivery of portions of the Intake module during the second half of fiscal year FY20.

The next module to prepare for production is the On-Going module.

12/31/18:

The Department has accomplished the following tasks while awaiting for the execution of the DAS CCWIS system integrator contract:

1. Launch first program increment with 2 Teams of DCF staff, working on the Universal Referral Form and the MDM implementation.

2. Issue first SOW to SIssue first SOW to SIs. 8/15/18: Hold vendors' conference to provide technical assistance in preparation of proposals being submitted for first SOW.

3. Deliver worker mobility and minimum viable software products frequently to the end users by the end of the CY18.

4. Evaluated and awarded the first SOW to the SI Vendor and will be issuing the purchase order in January of 2019, with a start date for the SI vendor of 2/19.

The Unit continues to run Leans on the work being prepared for the backlog. The Unit is focused on cleaning the legacy data and creating business rules to support data quality.