

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

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Agency: Department of Children and Families

Project: DCF-Comprehensive Child Welfare Information System (CCWIS)

Project Manager: Cindy Butterfield

Reporting Period: Project Inception through 06/30/2020

Total Funds Requested: \$48,914,610

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

Accumulative Total Capital Fund Expenditures to Date: \$10,027,706

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:

07/17/2020

Since the last program update, DCF has completed a minimal viable product to deploy to the DCF Careline. DCF hopes to deploy this software during August of 2020. This will be the first major piece of functionality delivered in the system. The Department has issued its second statement of work for the Intake Module with a targeted start date of Fall of 2020.

1. Create a federally compliant CCWIS system- Feedback received to date from the Federal ACF indicates that the software produced will be considered fully compliant. DCF continues to work closely with ACF in meeting these goals.
2. Increase worker efficiency by Leaning processes now in SACWIS for automation in the CCWIS system - DCF continues to Lean all processes prior to producing User Stories and Features. Automation is used to reduce repetitive activities, aligning screens in the same order as the work is completed and reducing unnecessary steps in the process.
3. Introducing technology to currently manual processes, increasing efficiency - The Careline release will eliminate approximately 50 manual logging systems, as well as introducing a new search system that will allow records to be searched with ease and accuracy. This single feature is estimated to reduce worker time and errors by 20% in this one module. This search engine will be available to all users throughout both the CCWIS and SACWIS systems.
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. We continue to refine the needs for shared data with other agencies.
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 continues with data clean up and the installation of data stewards throughout the agency. The agency continues to assess technical solutions to improve efficiency and accuracy, as well as building requirements and method of reconciliation within the software business rules to identify data that may be suspect.

12/31/2019

The progress made in this last half year has included the Department beginning to work with a system integrator from the DAS State Contract. This work has included the production of the first major piece of replacement software. The department continues to build, refine and improve the overall infrastructure and has implemented mobility to over 1,500 workers. The following are the specific updates based on the project's business goals:

1. Create a federally compliant CCWIS system- DCF has completed 3 program increments with the system integrator. DCF will deploy in February the new Careline system, that manages all the phone reports and internet reports received from the public making child abuse and neglect allegations. This build included system wide improvements including a new and greatly improved search feature, and data conversion. DCF will begin the Intake/Investigations build in the Spring.
2. Increase worker efficiency by Leaning processes now in SACWIS for automation in the CCWIS system – Based on the Lean's, DCF has begun delivering minimal viable product to the social workers. The first product under the new technology is the universal referral form that consolidates the hundreds of service referral forms that social workers had to fill out for each different service type and combined the elements into one single form. Much of the form's content is pre-filled from other parts of LINK and CT KIND. Additionally the form can be cloned if the initial referral or subsequent referrals are rejected. These forms were all individually and manually filled out previous to this build. The Careline build was completely informed by the multiple Leans run to streamline those processes for automation.
3. Introducing technology to currently manual processes, increasing efficiency - DCF has successfully deployed to all front line caseload carrying social workers mobility devices. This allows workers to make notes into the record as the engagement occurs instead of having to produce handwritten notes and transcribe them at a later point. The workers also have access to the case records while in family homes and in court, reducing the need to follow up later to share requested information from the record.
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 first step towards data clean-up and data conversion is currently being implemented with the Careline build. The selected technical solution and logic is yielding good results. The Department is posting for a Program Director to serve as the Data Quality Officer. The Agency held a Lean to determine the best method and to standardize the approach to produce new outcome measures for each contracted service type. As previously reported the outcomes embedded in our contracted services are being modified to include elements that are used to determine child wellness, and meet the newly established federal reporting requirements of the Family First Prevention Services Act. All of these activities will be on-going during the life of the project. The necessary data elements are being integrated into the build.

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 is 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 progress 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 assembled 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 established 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:

12/31/2019:

DCF will be issuing the second statement of work to produce the Intake/Investigations module. This module is approximately twice the size as the Careline so we are anticipating between 9-12 months before completion. DCF is hopeful that we will be able to deliver portions of the build at the end of each program increment with the Careline now anchoring the new technology.

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 SI/Issue 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.