

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 12/31/2021

Total Funds Requested: \$48,914,610

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

Accumulative Total Capital Fund Expenditures to Date: \$21,065,506

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:

1/25/2022

DCF has completed 70% of the Careline module, the first major module to be built. A second SOW has been shared with the providers on state contract and a system integrator is assembling their team to get started on production. DCF has also issued the next large module SOW for Intake and is processing the proposal responses.

DCF had their internal developers build a Background Check application that allows for Child Welfare checks to be run for employers.

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. ACF has approved DCF's APD.

2. Increase worker efficiency by Leaning processes now in SACWIS for automation in the CCWIS system - DCF continues to work with staff on their most labor intensive activities and introduce technology to increase efficiency. The project is now building into its plans the need to support employees that are teleworking up to 80% of the time. Technology is being designed to improve worker speed and quality.

3. Introducing technology to currently manual processes, increasing efficiency - The Careline release will eliminate approximately 50 manual logging systems, as well 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. DCF has brought on Care Director resources directly to deliver the search module technology.

4. Creating CCWIS federally required interfaces to improve efficiency and leverage agency opportunities to improve client care and state operations - DCF is working with the DSS Child Support Unit to produce the first new interface that is required by the ACF to meet CCWIS standards.

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. - The Quality Management Division of the Department has employees that are dedicated to data quality and is implementing the APD.

7/31/2021

DCF has completed 70% of the Careline module, the first major module to be built. A second SOW has been shared with the providers on state contract and a system integrator is assembling their team to get started on production. DCF has also issued the next large module SOW for Intake and is processing the proposal responses.

DCF had their internal developers build a Background Check application that allows for Child Welfare checks to be run for employers.

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. DCF has submitted the latest APD to ACF and is awaiting feedback.

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. The Telcom portion of the project has been expanded to include the quality assurance components of the system and the development of a mobile app as became required through recent legislation. DCF continues to use the Leans produced for Careline and Intake to create the latest SOWs.

3. Introducing technology to currently manual processes, increasing efficiency - The Careline release will eliminate approximately 50 manual logging systems, as well 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. This is scheduled to occur in the first half of calendar year 2021. This deployment was delayed due to the pandemic and a lack of available staffing resources.

The development of the Background Check application allows providers to submit background checks that reduced the lead time for completion from months to day. This is a fully automated process that also provides more accurate results.

4. Creating CCWIS federally required interfaces to improve efficiency and leverage agency opportunities to improve client care and state operations - DCF is working with the DSS Child Support Unit to produce the first new interface that is required by the ACF to meet CCWIS standards.

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. - The Quality Management Division of the Department has assigned resources to begin a more integrated approach of fulfilling ACF's Data Quality plan. This has become a priority for the Federal government and DCF.

01/28/2021

Since our last update, DCF deployed the Five/9 Telcom system that will integrate with the Careline software module build. The telcom software integration is allowing the DCF Careline, 24/7 call center, employees to work remotely, answering calls in a queue, first in /first out manner. The system incorporates a call tree for funneling of calls to specialty areas, is gathering call statistics for planning benchmarks and recording all calls per retention requirements. The installation of the call center software was prioritized due to COVID-19 infection risk occurring in the call center and the need for quarantined and remote workers to remain socially distance and maintain service to the community. This pivot was done in true Agile fashion but did result in the delay of the deployment of the Careline software to the customer. The Business Owner made this priority deployment decision. The project team has identified 3 areas of focus within the Careline module the customer is requiring be included in the minimum viable product for release. A Statement of Work has been created to acquire proposals to complete those final items.

A state team has been assembled to enhance the Universal Referral Form to make it more useful to the customer. These enhancements include cloning, adding of additional services types, streamlined reporting and other efficiencies for the end user. This build will be instrumental in meeting the Exit Plan outcome measures.

Additionally, another state project team has provided a demo of a Background Check build that will reduce the manual input over 100,000 background check requests, and the checking of records that required multiple manually test searches. This project will reduce processing wait times and inefficient manual practices. This build is in process now and is anticipated to be delivered by April, 2021.

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. Based on the customer needs identified in the Leans and Agile process, the Telcom system was configured, deployed, and tested by the end users. The project team provided round the clock training to all shifts and on-site white glove treatment to ensure no calls were dropped and all operators were confident in their ability to use the system. The reporting system allows management to make decisions based on efficiency and is producing superior data on call volume to predict staffing needs.

3. Introducing technology to currently manual processes, increasing efficiency - The Careline release will eliminate approximately 50 manual logging systems, as well 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. This is scheduled to occur in the first half of calendar year 2021.

4. Creating CCWIS federally required interfaces to improve efficiency and leverage agency opportunities to improve client care and state operations - DCF has most recently been in contact with DSS and is setting up meetings to begin to share the data sets being requested and design the method for data sharing.

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 methods of reconciliation within the software business rules to identify data that may be suspect. CT KIND has been working closely with the Data Quality Management unit at the Agency to begin the integration of this work within that unit.

7/17/2020

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 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 and 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:

1/29/2021

The CT KIND Team has had the following project milestones since last reported:

1. Produced a proof of concept minimum viable product piece of software with an all state team.
2. Engaged a System Integrator on the Careline Statement of Work. The will be the first full module replacement for the current LINK system. A subsequent Statement of Work has been finalized to finish the product for deployment.
3. A Statement of Work is in the proposal acceptance phase for the Intake / Investigations Module.
4. An in house team has created a demo and is in the midst of development on a Background Check system to supplement the Careline operation.
5. The project team with an in house team is enhancing the proof of concept initial build to add functionality and reporting capabilities that have been identified by the customer.
6. A new phone system has been deployed in the Careline to integrate with the software build for this module.
7. The Project continues to receive federal Administration of Children and Families authorization and approval for the project progress and planning.
8. The Quality Assurance contractor is finalizing the initial report to the Commissioner on the initial system integrator build.

The following are the CT KIND next steps:

1. Completion and release of the work outlined in the Careline supplemental statement of work.
2. On-boarding of staff and consultants to assist with meeting production deadlines.
3. Completion and release of the Intake Statement of work.
4. Begin the development of the On-going statement of work, phase 1.
5. Implementation of the data quality plan.

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 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.