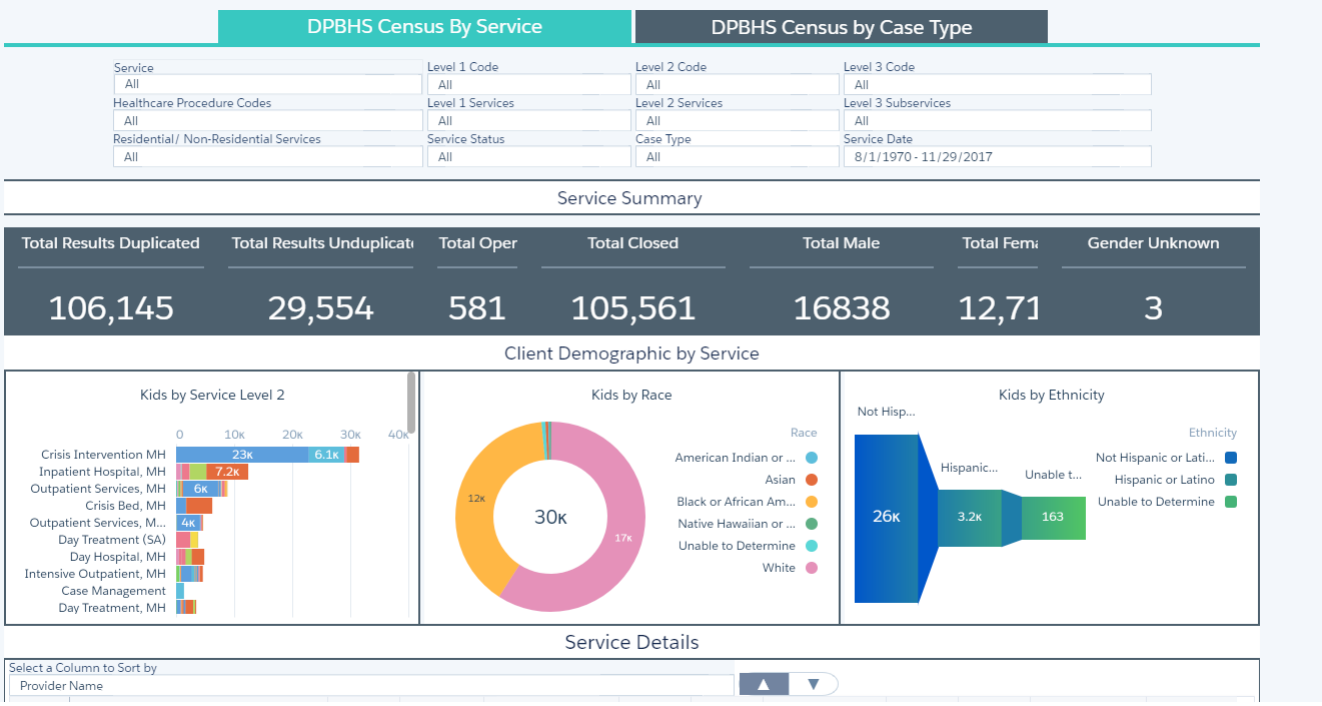
NASCIO 2018 Recognition Awards Nomination



State of Delaware

Department of Technology and Information

FOCUS (For Our Children's Ultimate Success)

Category: Emerging and Innovative Technologies
Project Initiated: April 25, 2016
Project Completed: (implementation-ongoing) - February 6, 2018

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Executive Summary

The Department of Services for Children, Youth, and Their Families (DSCYF) provides and manages a continuum of services for children and families who have experienced abandonment, abuse, adjudication, mental illness, neglect, or substance abuse. The department is composed of four separate divisions that provide services throughout Delaware to more than 49,000 children daily. Different divisions had been providing services to the same clients and families in parallel, monitoring and managing them discreetly. Seeking efficiencies and a more unified approach, DSCYF sought an enterprise-wide case-management platform that would enable divisions to share information and empower their staff to effectively and efficiently serve the most vulnerable families in Delaware.

In February 2018, FOCUS (For Our Children's Ultimate Success)—an enterprise solution resulting from thorough and careful planning and collaboration—launched in Delaware, becoming one of the nation's first cloud-based child welfare case management systems. FOCUS's primary goal is to provide high-quality care for that leads to improvements in the functioning of involved children, youth and their families. The integrated case management solution supports services that can be delivered seamlessly within and across divisions. FOCUS equips workers with intelligent and data-driven decision-making tools through the Force.com government cloud, aligned with FedRamp and business intelligence from Salesforce's Einstein AI.

DSCYF workers' jobs often involve long hours (day and night) in the field—in family homes, children's' schools, and institutions. This necessitates a mobile workspace allowing workers to use mobile devices to complete their assignments when away from their offices. FOCUS provides an easy-to-use, cloud-based workspace accessible everywhere with an Internet-connected device. To improve a caseworker's experience and efficiency while working in the field, where their clients live, play, go to school and work, the mobile-enabled FOCUS system brings the same powerful tools from workers' desktops to their mobile devices.

FOCUS increases worker accountability and enables faster decision-making. Leveraging Salesforce's Einstein AI, workers access real-time analytics about their clients from any Internet-connected device, from the client's home or school, transforming the way data and observations are collected. Not only is data entered in a more timely manner, but FOCUS provides a holistic view of clients, their needs, and the availability of services with a single click of a button by staff in any division.

The new FOCUS system is available to workers 99.99% of the time through the cloud, accessible on mobile devices, and on any modern browser—regardless of operating system. Through the implementation of FOCUS, an AI-powered case-management solution, workers can respond and work as business dictates, without constraints imposed by software or location.

Exemplar

The Department of Services for Children, Youth, and Their Families (DSCYF) provides and manages a continuum of services for children and families who have experienced abandonment, abuse, adjudication, mental illness, neglect, or substance abuse. The department is composed of four separate divisions employing approximately 1,200 staff across the entire state while serving an array of services to more than 49,000 children on any given day. While each division provides a distinct suite of client services, often the same clients and families were being served and managed in parallel by multiple divisions within the department. DSCYF had a strong desire for an enterprise-wide, unified case-management platform that would enable divisions to share information and empower their staff to effectively and efficiently serve the most vulnerable families in Delaware.

FOCUS (For Our Children's Ultimate Success) is the enterprise solution resulting from thorough and careful planning and collaboration. The solution was implemented on Salesforce's cloud architecture platform, making it one of the first full-fledged child services solutions on the cloud nationwide. The cloud approach allowed for a single platform for all users to share and access real-time information, and enabled the streamlining, standardization, and optimization of business processes across business units. While the decision to move to a cloud-based system posed new challenges and opportunities for the DTI, DSCYF and Deloitte, the resulting solution brings the state closer toward Comprehensive Child Welfare Information System (CCWIS) alignment.

FOCUS's primary goal is to provide high-quality care for children and youth in ways that lead to improvements in the functioning of involved children, youth and their families, monitored by an integrated case management solution. FOCUS's intelligent, data-driven decision-making tools delivered through the Force.com government cloud, aligned with FedRamp and business intelligence from Salesforce's Einstein AI equips DSCYF's workers to deliver services that are child-centered, individualized, family-focused, strengths- and community-based, culturally respectful, appropriate in type and duration, and seamless within and across divisions.

Concept

From project inception until go-live and thereafter, the solution team worked alongside the real users to understand their needs and the challenges that they experienced in managing their day- to-day work efficiently. The legacy application (FACTS)in use by the department for the past 20 years used was a proprietary software solution.. FACTS had become antiquated in capability offerings, siloed by division, and overshadowed by the advent of newer technologies. This showcased the need to move toward a more emerging technology set—the core idea of FOCUS.

The journey-mapping exercise conducted with key business stakeholders identified several usability factors from the end users' context. The process was key to ensuring that FOCUS would bring about innovation focused on the needs of DSCYF staff.

Variations in Work Location – The nature of work requires that workers split their time between a variety of settings, such as traveling around the community, or coming back to the office periodically to enter case notes into the computer.

Review of Entire Case History – Obtaining a holistic picture of prior departmental involvement of the youth, relatives, and providers currently requires digging into multiple places in the system to acquire case history information.

Employees' Change Roles in Organization – Individuals' involvement in terms of their case may

remain constant with the agency over time but could involve different divisions. However, contact information, and even names, often change, as do worker case load assignments. Sometimes, partial contact information is provided and time is spent trying to track down more information.

A Day at DSCYF is Always in Flux – Many workers' daily work plans, or even the current task they are completing, can be interrupted by a situation requiring an immediate response. Situations range from concern over the safety of a person to providing facts, data, and reports on past situations.

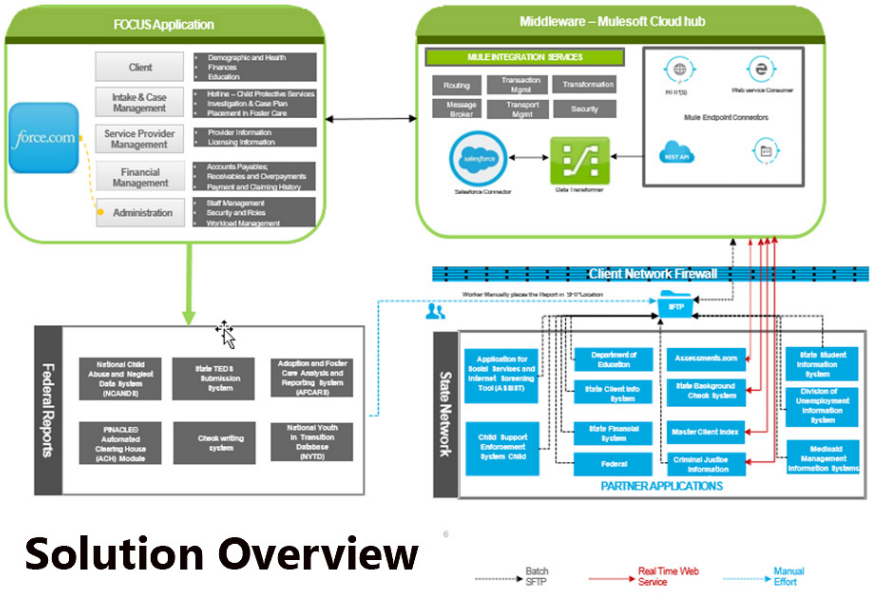
Retention of Personal Data – Requests for information come from both internal and external sources, involving both digital and paper processes. Redacting case records of sensitive information requires significant amounts of time, paper, and experience.

Need for System Guidance – In the legacy application system, many workers and supervisors kept manual logs of case transfers and actions taken for audit purposes. Automation of communication and work listing of events to ensure effective case transfer/referrals was needed.

Create Flexible, Timely, Accurate Reports – Most workers and supervisors have a set of manually entered data tables and spreadsheets used for consolidation and reporting upward and externally. There is a mix of standard/fixed reporting needs with constantly changing requests for new information sets and trend insights.

Hardware Limitations – As the use of smart phones and iPads/tablets within the department increases, a need arose for a solution available across various devices, making information always readily accessible. Additionally, apart from the above user-centric challenges to be addressed, the new solution required robust and secure integration with the other partner systems across the state to enable the exchange of information while remaining compliant with state and federal regulations.

Keeping all this in mind, FOCUS was conceived as a cloud-based, enterprise-wide case-management system that would eliminate the legacy application's limitations. Its goals: improve the client servicing, enhance user experience, offer robust integration with partner systems, and increase the overall efficiency of the department. The project was implemented using an Agile methodology (based on a "scrum" approach) with 13 sprints and five User Acceptance Test (UAT) cycles conducted over the span of 20 months. The project successfully went live in February 2018.



Solution Overview

Significance

The FOCUS project's mandate was to envision, design, and build a case-management system for DSCYF that would integrate four divisions within one enterprise-wide solution. DSCYF employs approximately 1,200 staff at 31 locations who serve more than 8,000 children on any given day. Among the

workforce are 52 family crisis therapists, who work in elementary schools throughout the state. Additionally, the department licenses nearly 2,200 daycare operations providing services for more than 49,000 Delaware children. The four divisions that are supported by the system include :

- ***The Division of Family Services (DFS)***, which investigates child abuse, neglect, and dependency, and offers treatment, foster care, adoption, independent living, and child care services.
- ***The Division of Youth Rehabilitative Services (DYRS)***, which provides services including detention, treatment, probation, and aftercare services to Delaware youth mandated to its care by Family Court.
- ***The Division of Prevention and Behavioral Health Services (DPBHS)***, which provides a statewide continuum of behavioral health care, including prevention and early intervention services, and mental health and substance abuse (behavioral health) treatment programs for children and youth.
- ***The Division of Management Support Services (DMSS),*** which exists primarily to provide support and advocacy on behalf of the department's three operating divisions, through administrative support, consultation, and technical support in critical areas.

Throughout the project, more than 450 business processes were included, representing over 700 functional and technical requirements, integrated across all DSCYF divisions and throughout 50 interfaces to state and federal data sources.

The solution was implemented on Salesforce's cloud architecture platform, making it one of the first full-fledged child services solutions on the cloud nationwide. The cloud approach allowed for a single platform for all users to share and access real-time information, and enabled the streamlining, standardization, and optimization of business processes across business units. While moving to a cloud-based system posed new challenges and opportunities for the department and Deloitte, the resulting solution brings the state closer toward Comprehensive Child Welfare Information System (CCWIS) alignment. In addition to the innovative nature of the cloud approach, the department also selected the Agile methodology as the project's delivery method—a first for the state. It now stands as a reference implementation framework for future enhancements of the solution and potentially other projects within the department or across the state. The Agile framework allowed DTI to measure the solution's business value for DSCYF end users on an ongoing basis, during the life cycle of the project. This allowed for early course-correction, as well as the ability to foster user adoption even before the solution was live. Instrumental to the success of the Agile approach was that DTI and DSCYF staff were designated as product owners of the solution, therefore owning the overall quality and outcome of the project. All project stakeholders had access to a centralized Agile project management tool, providing visibility and transparency on all key stages of the Agile life cycle, such as user stories, sprint and project backlog, sprint reviews.

Because of this ownership, the collaboration between Deloitte and Delaware was constant from start to finish. The project team was able to deliver a working product and gain user acceptance at the end of each sprint, with product owners validating solution functionality in the application itself during sprint reviews. As an organization's most valuable asset is data, conversion was a critical success factor for FOCUS. It included the conversion of 600 tables from the 25-year-old legacy, non-relational database system to the cloud. Forty percent of the data converted required complex transformations to fit the new solution. The sharing of data across divisions within the solution has allowed for a 360-degree view of clients and cases that, when coupled with powerful ad hoc reporting, will improve response time, increase attention to information, and mean more timely decision-making for users. Furthermore, because the solution works natively on desktop, tablets, mobiles, delivering the same end-user experience, it enables quicker access to better data.

Enterprise alignment was attained through leveraging the Salesforce Einstein reporting capabilities. The Einstein reporting tool supports complex multi-object reporting requirements, fostering data-

driven decision-making. This positions DSCYF with a framework for predictive analytics and AI in the future. The solution is moving toward CCWIS compliance, therefore aligning with the vision of compliance with future and current federal and state regulations. Integration of business processes across the DSCYF's fiscal, cost recovery, and eligibility units, and interfacing with Medicaid as a partner system, means the solution is also meeting federal funding goals by ensuring that service delivery and claiming meets federal guidelines and requirements. Finally, at a department and state IT level, the solution aligns with Delaware's Cloud First infrastructure strategic goal of reducing the state's hardware footprint and maintenance costs by moving to a cloud-based infrastructure.

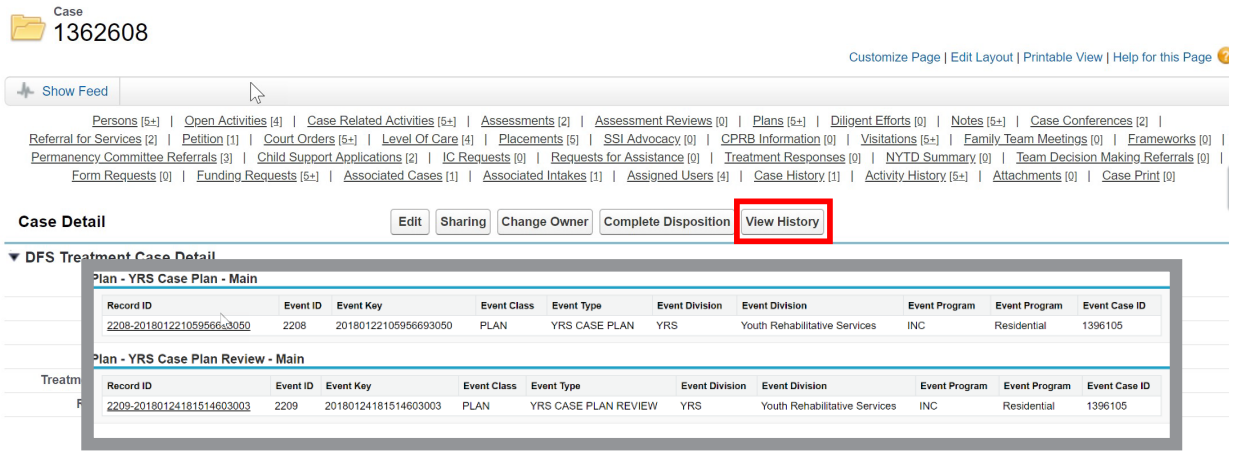
Impact

360 Degree, Device and Browser Agnostic View to Help Department Serve Children and Families Better – With FOCUS built on the Force.com platform, and utilizing a state-of-the-art cloud framework, all four divisions (DFS, DPBHS, DYRS, and DMSS) now have a consolidated view of clients and cases. Many processes require seamless integration across all four divisions, with some having been handled outside the system on paper. FOCUS automated these for a 360-degree view of DSCYF clients. Workers across divisions now have the complete picture on their hand-held devices—client history, current needs and services, and future needs—while in the field, and can respond to child and family needs quickly.

Cloud-based Platform to Increase Operational Efficiencies – Cloud-based FOCUS is available to workers 99.99% of the time by mobile devices, or any modern browser regardless of operating system. Within a month of go-live, across core capabilities—for example, intake and case creation or calculating level of care and child placement—users were able to operate at a high level of confidence comparable to their legacy system. As with any new system, users achieve greater efficiency over time, with continued use. Spending less time on the system to complete the same amount of work will allow case workers to allocate more time to field work. FOCUS achieves three key operational benefits by being built on Force.com government cloud:

- Compliance with FedRamp's security standards
- Predictable cost model for infrastructure with simplified licensing approach and environment structure
- Improved speed-to-deployment and ease of deployment for enhancements with increased configurability versus custom code

Historical Data Easily Accessible and Available – A framework was designed and developed in the FOCUS application to hold historical data pertaining to old business processes DSCYF no longer uses. The 25-year-old legacy system (FACTS) had historical data contained in more than 600 tables no longer applicable in FOCUS. However retaining this data in new system was important

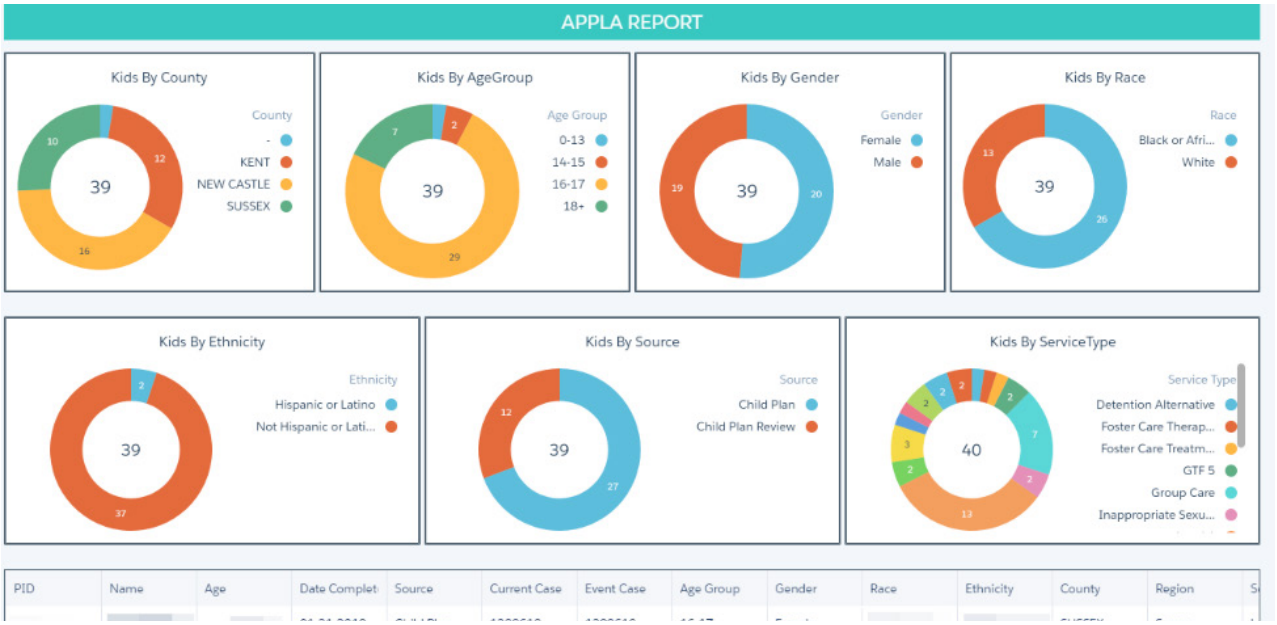


to track the history of children's need and interactions with DSCYF. The conversion framework helped DSCYF to retain the data in FOCUS with easy navigation to access it from core application screens, such as "Case" and "Person." Also, it provided the functional context of the historical data, so that children's interactions can be tracked throughout the duration of time for which DSCYF has provided services to them.

Improved Analytics to Enable Faster Decision-Making – With FOCUS, case workers now have real-time reports and dashboards readily available to analyze data and drive faster decision-making. FOCUS uses Salesforce's standard reporting capabilities and Einstein Analytics capabilities to empower case workers with the data they need to make informed decisions. More than 130 standard reports and six Einstein reports and dashboards are available. Workers can customize reports with the drag-and-drop standard Force.com reporting framework to easily find and analyze the data according to their needs. A few examples of these reports are as follows:

DPBHS' Census Report – Empowers DPBHS with real-time data on the children receiving services, providing analytics regarding demographic information. DPBHS can plan and customize future service offerings based on demographics, making the division more responsive to client needs. (*see front cover)*

DFS' Another Planned Permanent Living Arrangement (APPLA) Report – This report empowers DFS to monitor youth with APPLA goals (aging out of foster care to independent living at 18) on a real-time basis facilitating planning strategies and associated transition needs for different counties, based on demographic distributions, such as age group.



In summary, FOCUS supports approximately 1,200 DSCYF staff and contracted providers to be more effective in their mission to promote the safety and well-being of over 49,000 children and families they support on a daily basis.