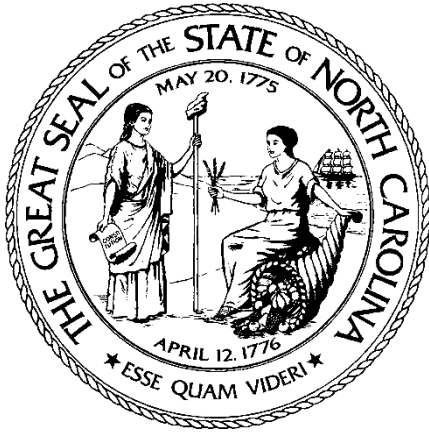JOINT LEGISLATIVE OVERSIGHT COMMITTEE
ON HEALTH AND HUMAN SERVICES

NC FAST Implementation of Child Welfare Update

Susan Perry-Manning and Sam Gibbs
Department of Health and Human Services

March 13, 2018

Child Welfare Services Overview

- NC FAST Child Welfare System, when fully implemented, will integrate child protection, child foster care/placement, adoption services and:
  - Provide counties with the ability to view family history across the state to inform decisions
  - Drive consistency of service delivery and compliance with policy
  - Automate and streamline foster care revenues
  - Aggregate county and state level data for monitoring and outcomes tracking

Child Welfare Services Overview

- **Deployed with multiple releases**
  - Release 1:
    - CPS Intake, CPS Assessments, CPS In-Home Services, Legal Services, Title IV-E Eligibility, Financials, Federal Reporting
  - Release 2:
    - Adoptions, Provider Management, LINKS, Foster Home Licensure, Guardianship Assistance Program (GAP)
  - Release 3:
    - PIP Policy Changes and Federal requirements to interface with other systems such as Administrative Office of Courts

- **Designed with pilot and staggered roll out to allow defect fixes and enhancements to be scheduled into production**

Progress

- ## 5 Pilot Counties
  - − Franklin, Guilford, Richmond, Rockingham, Sampson

- ## Pilot counties went live on August 7, 2017

- ## Pilots are using system daily
  - − Data as of March 4, 2018
    - 4743 Intakes
    - 2655 Assessments
    - 921 Ongoing Cases
      - 257 In-Home Services
      - 664 Foster Care Cases
    - 50 Foster Care Cases for Ages 18-21

Current Status

- Pilot process has identified a variety of defects and enhancements to be addressed that will improve functionality

- Critical issues are items that, if not corrected, do not allow staff to do their work within the system itself and for which there is no reasonable work around within the system

- DHHS has committed to address critical issues before rolling out to additional counties

- Concerns raised by DSS Directors include:
  - NC FAST System availability: Issue resolved
  - DSS Directors' ability to monitor/assess work: Reports will be available in mid-March release
  - County foster care financials defects: To be completed in mid-March release
  - Economic services should not have access to child welfare information: Issue resolved

Current Status

DSS Directors' concerns:

- PIP policy changes have not been incorporated: Scheduled for Release 3 in June (not critical for next release)

- Help desk response rate: Ongoing improvements underway; adding new staff with both child welfare content expertise and IT knowledge; and retraining existing team

- Social worker training: Additional training needed for the implementation of child welfare practice within the NC FAST environment

Other Issues Identified:

- Business processes in NC FAST may not be consistent with current policies: Some issues resolved; ongoing

- Increased workload to pilot new system: Mitigating impact through onsite support and additional training; system will drive some standardization of practice and require changes in business processes

NC FAST Child Welfare Challenges

- Moving to a statewide, integrated case management system has a major impact on the way social workers document their cases, access information, and complete their required activities

- Child Welfare operates differently across counties making change management difficult

- Concurrent implementation process during federal Program Improvement Plan

- 24X7 high availability access to allow Child Welfare workers full functionality at all times

Current Status

- DHHS leadership met with DSS directors to hear their concerns and review critical issues and agreed that critical issues needed resolution before the next roll out

- Established weekly DHHS leadership meetings to review NC FAST Child Welfare System status in detail – working every technical, program, policy and staffing issue through to resolution

Current Status

- Created multidisciplinary teams of DHHS and county DSS staff to resolve management reports, training needs, and foster care financials

- Improved communications with county leadership and staff

- Adjusted roll out schedule to address fixes and county readiness

Lessons Learned

- 2016 business requirements for Child Welfare System were inadequate resulting in the need for more development work during roll out

- Additional cross-training within DHHS technical and program staff needed

- Additional on-the-ground support needed to support implementation

- Ongoing county input at both leadership and direct services level essential

Next Steps

- Releasing fixes based on priority needs

- New release of Cúram software in April which includes improved user interface

- Adjusting training and on-the-ground support to ensure adequate preparation for roll-out counties

- Initiating a Business Process Improvement initiative to assist county in improving processes to maximize the effectiveness of their programs using NC FAST

- Working collaboratively with State CIO to provide a 24X7 high availability

- Working on immediate improvements and Proof of Concept to provide better Help Desk services and support:
  - Using the cognitive capabilities of IBM Watson to provide Help Desk staff with an intelligent tool to provide improved predictability
  - Faster resolutions of end-user Help Desk tickets and reported issues

Revised Rollout Schedule
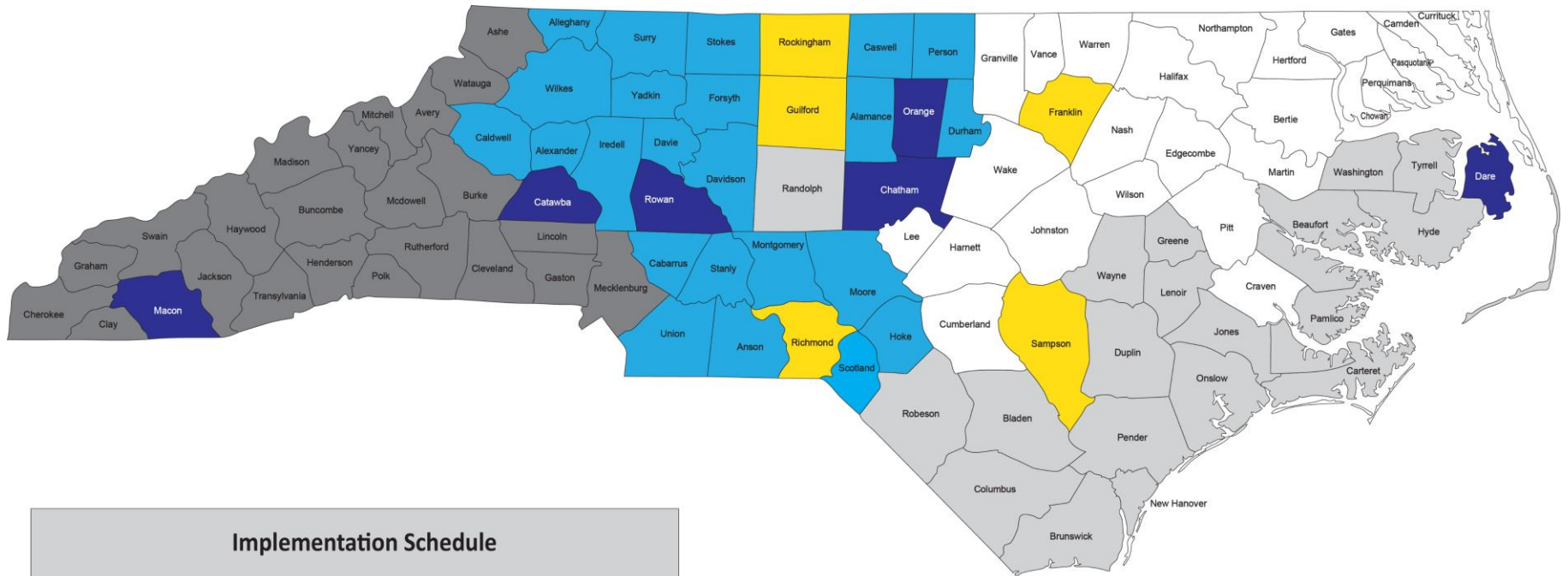
Implementation Schedule

		Release 1	Release 2
🟨	Pilot	August 7, 2017	February 26, 2018
🟦	Expanded Pilot	March 26, 2018	March 26, 2018
⬜	Group 2	June 25, 2018	June 25, 2018
⬜	Group 3	August 20, 2018	August 20, 2018
🟦	Group 4	September 24, 2018	September 24, 2018
⬜	Group 5	November 26, 2018	November 26, 2018