



DEPARTMENT OF HEALTH AND HUMAN SERVICES
DIVISION OF SOCIAL SERVICES

ROY COOPER
GOVERNOR

MANDY COHEN, MD, MPH
SECRETARY

WAYNE E. BLACK
SENIOR DIRECTOR FOR SOCIAL SERVICES
AND COUNTY OPERATIONS

April 1, 2017

SENT VIA ELECTRONIC MAIL

The Honorable Louis Pate, Chair
Joint Legislative Oversight Committee on
Health and Human Services
North Carolina General Assembly
Room 311, Legislative Office Building
Raleigh, NC 27603-5925

The Honorable Josh Dobson, Chair
Joint Legislative Oversight Committee on
Health and Human Services
North Carolina General Assembly
Room 301N, Legislative Office Building
Raleigh, NC 27603-5925

Dear Chairmen:

Session Law 2016-94, Section 12C.1(c), requires the Division of Social Services (DSS), as part of the Department of Health and Human Services, to report to the Joint Legislative Oversight Committee on Health and Human Services on the development, implementation, and outcomes of the child welfare component of the NC FAST system. DSS is required to report quarterly, beginning October 1, 2016, and ending with a final report on February 1, 2018.

The attached report includes the current time line for development and implementation of the child welfare component to NC FAST, any adjustments and justifications for adjustments to the time line, progress on the development and implementation of the system, identification of any issues in developing or implementing the child welfare component to NC FAST and solutions to address those issues, the level of county participation and involvement in each phase of the project, any budget and expenditure reports, including overall project budget and expenditures, and current fiscal year budget and expenditures.

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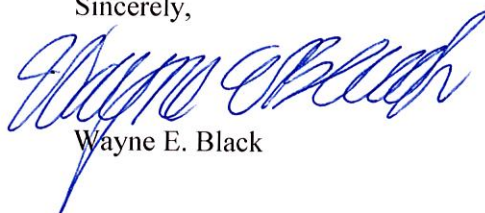
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AN EQUAL OPPORTUNITY / AFFIRMATIVE ACTION EMPLOYER

Should you have any questions about this report, please contact me at wayne.black@dhhs.nc.gov, or 919-527-6335.

Sincerely,



Wayne E. Black

cc:	Wayne Black	Denise Thomas	Marjorie Donaldson	Kolt Ulm
	Theresa Matula	Rod Davis	Joyce Jones	Pam Kilpatrick
	Susan Jacobs	Lindsey Dowling	LT McCrimmon	Ben Popkin
	reports@ncleg.net			

**Status of the Implementation of the Child Welfare
Component of the North Carolina Families Accessing
Services Through Technology (NC FAST) system**

SL 2016-94, Section 12C.1.(c)



**Report to the
Joint Legislative Oversight Committee on Health and
Human Services
and
Fiscal Research Division**

**By
North Carolina Department of Health and Human
Services**

April 1, 2017

Reporting Requirements

SESSION LAW 2016-94 SECTION 12C.1.(c) Child Welfare/NC FAST – The Department of Health and Human Services, Division of Social Services, shall continue toward completion of the Child Welfare component of the North Carolina Families Accessing Services Through Technology (NC FAST) system to (i) bring the State into compliance with the Statewide Information System systematic factor of the Child and Family Services Review (CFSR) and (ii) ensure that data quality meets federal standards and adequate information is collected and available to counties to assist in tracking children and outcomes across counties.

It is the intent of the General Assembly that the Child Welfare component of the NC FAST system be operational by December 31, 2017. To that end, the Department of Health and Human Services, Division of Social Services, shall report on the development, implementation, and outcomes of the Child Welfare component of the NC FAST system to the Joint Legislative Oversight Committee on Health and Human Services quarterly, beginning October 1, 2016 and ending with a final report on February 1, 2018. The report shall include, at a minimum, each of the following:

- (1) The current timeline for development and implementation of the Child Welfare component to NC FAST.
- (2) Any adjustments and justifications for adjustments to the timeline.
- (3) Progress on the development and implementation of the system.
- (4) Address any identified issues in developing or implementing the Child Welfare component to NC FAST and solutions to address those issues.
- (5) The level of county participation and involvement in each phase of the project.
- (6) Any budget and expenditure reports, including overall project budget and expenditures and current fiscal year budget and expenditures.

Timeline

1) SECTION 12C.1.(c).1 The current timeline for development and implementation of the child welfare component to NC FAST.

Per the language in Section 12C.1.(c), the initial goal for implementation of the Child Welfare component of NC FAST was that it be operational by December 31, 2017. Section (2) below provides additional details on the project timeline.

2) SECTION 12C.1.(c).2 Any adjustments and justifications for adjustments to the timeline

The Child Welfare component, also called Project 4 (P4), will introduce a significant change to the way county departments of social services operate and manage their Child Welfare programs. Given the limited automation present in support of current Child Welfare operations, it is vital that county Child Welfare leaders and staff have the support required to ensure a smooth transition to NC FAST and reduce the deployment risk. As explained below, the initial project plan did not account for the business process improvement and extended implementation support staffing cost estimates. It is extremely important to provide business process improvement and extended support for the success of the project.

Based on feedback and the results of prior NC FAST deployments, the rollout of a major system requires a carefully planned, phased deployment across all 100 counties in the state. Also, the initial schedule date was subject to completion of the Fit/Gap Analysis Phase. The Fit/Gap Analysis Phase of the project compares state requirements against the capabilities of the IBM base software (i.e., Cúram) and identifies which requirements are met with the base software and which requirements require configuration or customization of the base software. This phase facilitates the identification of issues and scope changes required to meet North Carolina requirements.

The Fit/Gap phase was completed in June 2016, and a high level Deployment Plan was developed. This expanded P4 Deployment Plan was developed based on input from the three county directors (referred to as the Tri-Chairs) leading the Children Services Committee of the North Carolina Association of County Directors of Social Services (NCACDSS). The Deployment Plan was approved by the NC DHHS Executive Advisory Committee (EAC). This committee serves as a steering committee for NC FAST and comprises county directors, state office representatives, and other key stakeholders. The deployment schedule has also been presented to the Joint Legislative Oversight Committee on Health and Human Services. Reviewing the deployment schedule with these groups is critical as it promotes buy-in and early identification and resolution of issues and concerns with the approach.

Therefore, the Child Welfare component of NC FAST timeline has been updated:

- The system will be deployed to pilot Counties in two releases of system functionality. (Refer to the Release breakdown shown on page 4):
 - July 2017: Release One – focused primarily on Intake, CPS Assessment, and In-Home/Out-of-Home Case Management and supporting capabilities
 - December 2017: Release Two – focused primarily on Adoption functionality and supporting capabilities
- Subsequent Deployments to remaining Counties:
 - Release One through April 2018
 - Release Two through October 2018

To view the timeline, refer to Appendix A.

Implementation Strategy

3) SECTION 12C.1.(c).3 Progress on the development and implementation of the system

The P4 Project implementation will be conducted in phases, with two major releases.

Development occurs across four parallel tracks, using an Agile Project Management methodology. The Agile methodology engages with county stakeholders very early in the requirements confirmation and system design activities. The software is developed incrementally, so that functionality is demonstrated to the county representatives as the system is being built; their feedback helps to shape the design of the system as development and builds continue. This approach is in contrast with the traditional “waterfall” approach to system development, in which county stakeholders were exposed to the system very late in the development process, just prior to go-live. Due to deferred exposure of stakeholders to the new system, the waterfall approach provided limited capacity to address stakeholder feedback prior to go-live. The Agile approach minimizes implementation risks by addressing key user concerns prior to go-live.

The project scope also includes the development and deployment of a mobile solution that is optional. Counties can choose to deploy the mobile child welfare investigator application, the first mobile application for NC FAST. The mobile solution provides child welfare social workers with the ability to complete their casework outside the office, thus allowing them to spend more time interacting with families instead of completing case documentation back at the DSS office. In counties that choose to deploy the mobile application, case workers will be able to perform their work activities in a disconnected mode, with automatic synchronization of data to the system when a network connection becomes available.

Deployment to pilot counties will be conducted prior to the phased roll-out to remaining counties.

The planned high-level functionalities are listed below:

Project 4 Child Services Components



- *Enhancements corresponding to the Release 2 features
- Rel 1 – Release 1 and Rel 2 – Release 2

Current Status and Planned Activities

The P4 Child Welfare project team has completed the Fit/Gap Phase of the project and is now progressing through design and development. The team is using an Agile Project Management methodology to ensure early county and state stakeholder involvement, adherence to the end users' requirements, and to contain schedule, cost, and scope risks. Our counties and state stakeholders are engaged throughout the design and development of each functionality release and will complete User Acceptance Testing (UAT) before a release is approved. UAT is an opportunity for state office and county staff to test the system prior to pilot county implementations. The status highlights are listed below:

- Joint application design (JAD) activities are a collaborative approach to the design of NC FAST Project 4 that promotes buy-in early in the project through the active participation of state office and county stakeholders. JAD activities continue with input from the five pilot counties (Franklin, Guilford, Richmond, Rockingham, and Sampson), the seven Group 1 counties (Buncombe, Carteret, Catawba, Chatham, Cleveland, Orange, Rowan), and the State Division of Social Services (DSS).

- The development approach is to use Out of the Box (OOTB) software and incorporate NC-specific policy and process changes, promote ease of use, and integrate functionality across a state-wide system. Leveraging the capabilities of OOTB software reduces the time and effort required to build the NC FAST Project 4 solution. It also minimizes the long-term maintenance of the system as the software vendor continues to invest in the capabilities of the base OOTB software to take advantage of emerging technological advances to serve their global customer base.
- Functional design, development, and test activities in all four tracks for Release 1 are in progress.
- Onsite demonstrations of the working system are continuing as each component is completed.
- Completed initial visits with all five pilot counties: Franklin, Guilford, Richmond, Rockingham, and Sampson. Pilot counties are participating in design activities and software demonstrations.
- Holding monthly status meetings with State DSS leadership and Tri-Chair committee.
- Collaborative design webinars and previews of development work with County and State users are ongoing.
- The first of two User Checkpoints was held for pilot and Group 1 county representatives on January 17-20 and 23-26. Details are presented in the section titled “County Participation and Involvement.”
- Offering Pilot and Group 1 planning workshops on March 28-30 and April 11-13.
- The second User Checkpoint sessions (3) are scheduled to be held the first three weeks of May.
- A collaborative web site was posted and shared with pilot and Group 1 counties in December 2016. It serves as a communication hub for all counties during pre-implementation. The URL is <https://ncfasttraining.nc.gov/>. (After login, select Courses>>Child Services.) For a list of counties that have participants signed up to use the Learning Gateway site, see Appendix B.
- A project email address and dedicated email service also targeted to pilot and Group 1 counties rolled out in December 2016. All incoming email about Child Services questions and concerns is sent to NCFAST_4_Child_Services@dhhs.nc.gov.
- Continuing to post training materials and project status information on the project collaboration site. Continuing to maintain communications via the project email address. Recent topics include the County Checklist (Readiness), walk-throughs from the demonstrations, graphic printouts of the webinars, and the User Checkpoint Training Manual. Discussion Boards are offered for each topic.

- Sharing the latest information about the rollout of Child Services in NC FAST continues at regional meetings of the NC Association of County Directors of Social Services (NCACDSS) and other stakeholder groups as requested.
- Development continues of a document management roadmap; exploring options for how to establish a statewide document management solution, leveraging county investments to date. The state is currently evaluating potential solutions from multiple vendors, in coordination with county stakeholders. Several meetings and product demonstrations have been held with vendors, county, representatives, and the state. We are assessing which approach is in the best interests of the state and counties. It is expected that a solution will be chosen by April 2017.
- NC FAST is coordinating with the Division of Social Services and the Department of Information Technology Government Data Analytics Center (GDAC) to assure that, as the Department begins implementation of Project 4 for Child Services, that data sharing and integration processes are established between the NC Child Welfare ASSIST initiative and the NC FAST system

Comprehensive Child Welfare Information System (CCWIS)

A Comprehensive Child Welfare Information System (CCWIS) is a case management information system that states and tribes may develop to support their child welfare program needs. If a state or tribe elects to build a CCWIS, the federal government will provide additional funds to help pay for it, as long as the system is designed to support social workers' automation needs to organize and record quality case information about the children and families receiving child welfare services.

- NC FAST already meets more than 50% of the CCWIS requirements with the existing requirements.
- CCWIS compliance will provide federal funding at a 50/50 match rate.
- In December 2016, the Administration for Children and Families (ACF) conditionally approved North Carolina's request for CCWIS funding. The approval is conditional based upon the submission of additional information regarding the project plan and automated functions that will be included in NC FAST, which was submitted in March 2017.

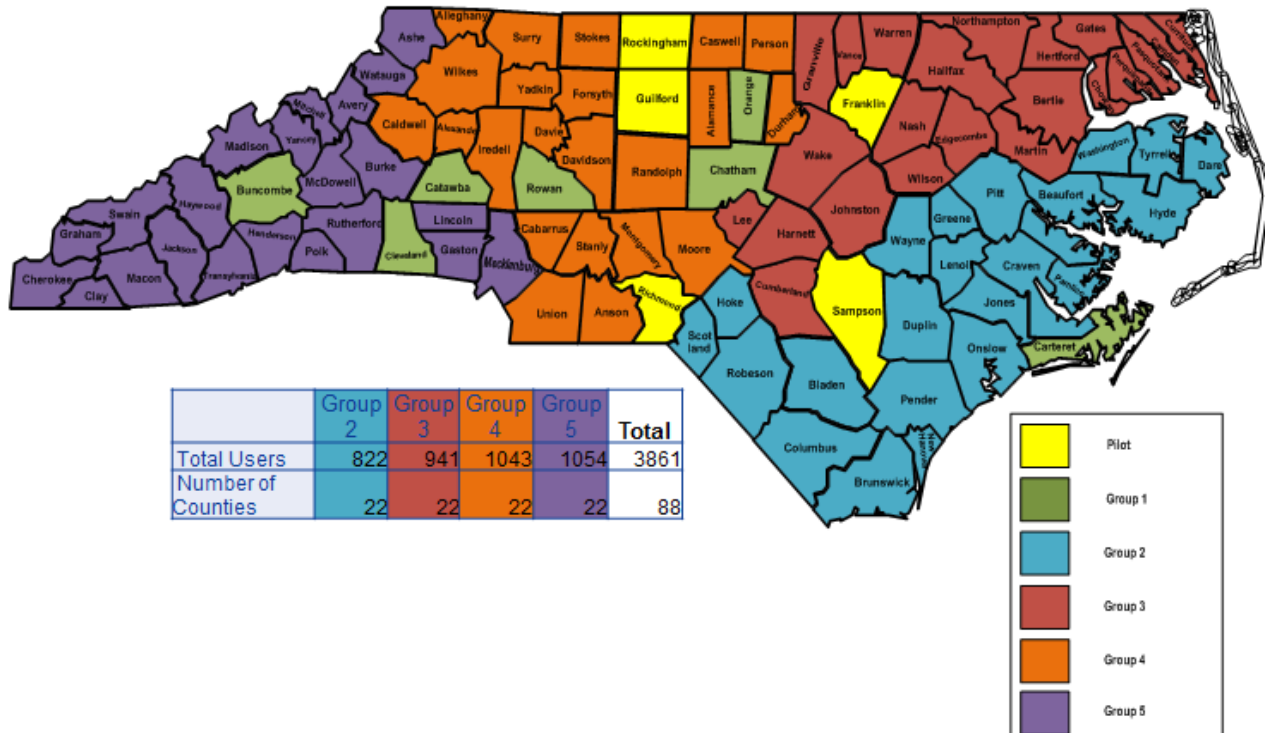
Mobility Update

The project includes delivering an optional mobile solution that will support work outside of county DSS offices:

- The optional mobile Child Welfare Investigator application would support connected or disconnected use (a consideration for rural counties that choose to use it).
- Four applications were initially considered: IBM, Northwoods, Diona, and RedMane. With county participation, completed the initial technical, business, and usability review for each vendor. Northwoods withdrew, and evaluation continued with the three remaining vendors.
- In February 2017, the EAC approved the selection of the Diona Mobile Child Welfare Investigator Application as the basis for the optional NC FAST mobile solution. Planning for NC-specific configurations and implementation is now underway. Additional mobile applications may be implemented in the future.
- User feedback in the mobile application selection process is provided in Appendix C.

Deployment Plan

- The Deployment Plan has been approved by the Tri-Chairs.
- The Deployment Plan was approved by the Executive Advisory Committee (EAC) on December 16, 2016.
- County-specific feedback and issues will be addressed on a case-by-case basis.
- Below is the current planned roll-out by county grouping:



Risks

4) SECTION 12C.1.(c).4 Address any identified issues in developing or implementing the child welfare component to NC FAST and solutions to address those issues.

The project team maintains a formal “Risk Register” of risks and issues affecting the project and reviews those details along with mitigation plans on an ongoing basis. The key risks are noted below.

The approach will be to focus on “Out of the Box” functionality and minimize customizations while trying to achieve a balance between supporting NC specific requirements and minimizing the long term project cost. We will also focus on providing high value functionalities first and minimizing disruption to county operations.

Risk I: Implementation of NC FAST P4 will have a significant impact on county processes and the way county Child Welfare Social Workers and Supervisors document their cases and manage their work. This is a significant risk based on the lessons learned from previous NC FAST implementations. Today, many county child welfare programs are managed largely from paper case files. Moving to a statewide, integrated case management system will have a major impact on the way social workers document their cases, access information, and complete their required activities. Based on what we learned on previous projects, counties need time to adjust their staff and their processes to the new information system. DHHS and NC FAST need time to work with counties to identify best practices from the pilot county implementation, document these best practices, and share them with other counties before they transition to the new system.

Specific steps to mitigate this risk include having a dedicated team to work with counties to do the following:

- Explore opportunities to expose Child Welfare staff to NC FAST ahead of P4 go-live (e.g., provide Child Welfare staff with read-only access to NC FAST).
- Encourage staff to become proficient with typing ahead of NC FAST go-live (if they are primarily reliant on hand-written notes today).
- Assess impact of transition to new to-be process flow.
- With endorsement from the pilot counties, employ a phased rollout approach to deploy the system across the state.
- Review job classifications and standardize pay ranges and hiring profiles.
- Establish a staffing model to identify staffing gaps ahead of go-live.
- Ensure maximum staff availability around key deployment milestone dates.
- Offering pilot and Group 1 planning workshops on March 28-30 and April 11-13.

Risk II: Currently, Child Welfare processes and procedures vary from county to county. Counties may struggle in adapting to the new system unless Child Welfare processes have been standardized and the Division of Social Services has the resource capacity to support counties on the implementation of policy as recommended by the North Carolina Statewide Child Protective Services Evaluation (March 1, 2016). Mitigation steps include:

- A Simplification workgroup has been established with county representation to review and standardize the forms, notices, and requirements.
- All Simplification workgroup activities have been reported up through the Executive Advisory Subcommittee (EAS) and Executive Advisory Committee (EAC) structure and reviewed during monthly status meetings.
- A decision is to be made regarding use of the Outcome Management Structured Decision Making add-on.

Risk III: Inadequate supply of technical resources with the required specialized skills may impact the project schedule. NC FAST is proactively identifying other options to mitigate this risk. Mitigation steps include the following initiatives:

- Hire resources with pre-requisite skills and experience in advance, and provide training.
- A Training Plan has been developed to train the current and new resources with pre-requisite qualification.
- Cross training within the team.
- Re-allocation of expert resources from other NC FAST projects.
- Investigate options for recruiting qualified interns and recent NC university graduates.

Risk IV

Policy changes from Federal or State entities may impact the P4 project schedule and budget. Mitigation steps include:

- Assess any policy changes if/when they occur through coordination with the state Division of Social Services (DSS).
- Follow the established Change Request process.
- Changes will be prioritized according to the business objectives of the Project.

County Participation and Involvement

5) SECTION 12C.1.(c).5 The level of county participation and involvement in each phase of the project.

To drive a timely and smooth implementation of NC FAST Project 4, county workers have been involved in planning and readiness preparation from the beginning of the project development lifecycle. This collaborative, transparent approach with county involvement in processes and procedures is based on the Agile Project Management process used commonly in the development of complex information technology systems.

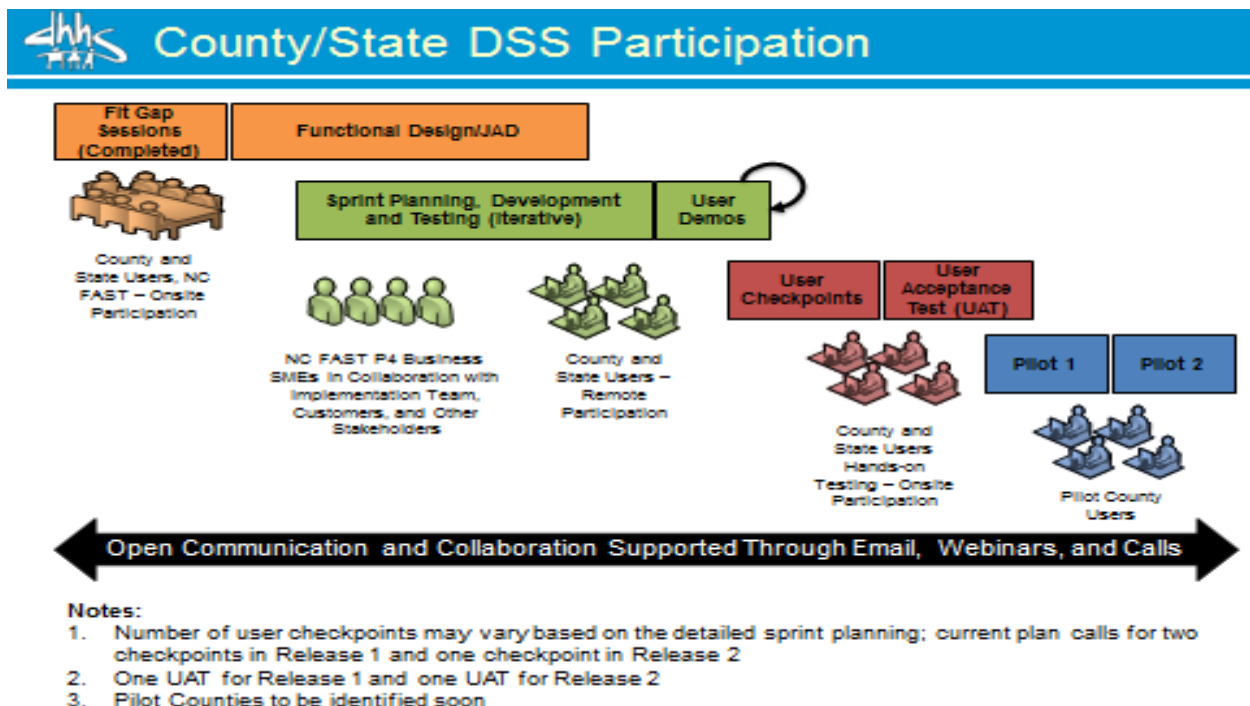
As explained previously, the Agile development approach engages with county stakeholders very early in the requirements confirmation and system design activities. The software is developed incrementally, so that functionality is demonstrated to the county representatives as the system is being built; their feedback helps to shape the design of the system as development and builds continue.

Specific county engagement activities include the following:

- In 2015, preliminary week long visits were made to four counties to gather initial information about the Child Services program. These four counties formed a representative sample of DSS agencies across the state in regards to size, current use of automation or paper based processes, existence of a local case management system, and use of the Signs of Safety practice model.
- In 2016, visits have been made to 14 counties to study as-is business processes and practices; a total of 544 business processes have been documented based on these visits. These counties were chosen because of their size (a range of small, medium, and large counties), location (counties in the eastern, western, and central parts of the state), and level of automation (a range of counties from those with no automation, to those with document management only, to those with a county case management system together with a document management system).
- Three surveys have been conducted with all 100 counties to gather information about their current technology.

- Over 60 staff from eight counties (Buncombe, Carteret, Catawba, Chatham, Cleveland, Richmond, Rowan, and Orange) are involved in the review of business system functions (BSFs) and design activities. Design activities are being expanded to include pilot counties.
- Conducted 2 Joint application design sessions (JADS) (2 sets of 3 Days each), 4 User Demos, 64 User Webinars, and sent 7 customer satisfaction surveys to county participants (ongoing).
- Conducted User Checkpoints: two four-day sessions over a two-week period. Fifty-one unique, non-NC FAST attendees representing both the state and the counties attended (46 from counties; 5 from the state). Thirteen unique counties were represented. See Appendix D for a summary of user feedback.
- Over 70 county staff from 30 counties are involved in seven work groups that report to the Executive Advisory Subcommittee (EAS) and then to the Executive Advisory Committee (EAC).
- Five pilot counties (Franklin, Guilford, Richmond, Rockingham, and Sampson) will continue to be engaged in formal hands-on checkpoint activities that review system design and development results approximately every three months.

This transparent, collaborative approach ensures that the system will provide the software tools that county DSS staff need to do their jobs more effectively and efficiently. County and state DSS participation throughout the life cycle of the project is illustrated below:



The user demonstrations, checkpoints, and user acceptance testing help the county and state users to have early exposure and hands-on experience with the new NC FAST Child Welfare system. Feedback from county participants is presented in Appendix E.

The NC FAST communication approach encourages open, two-way communication. To support this process, the NC FAST County Readiness team includes County Readiness Liaisons who work together with County Champions and Pilot User Group members to do the following:

- Provide consistent and accurate information to targeted audiences at the proper times through engaging communication materials/resources.
- Employ multiple communication channels (e.g., newsletters, blogs, presentations, webinars, on-site visits) to share information in a timely manner with project stakeholders.
- Foster the establishment of realistic expectations about the system and related county DSS process changes.
- Define specific approaches to inform target audiences of NC FAST project scope, job/process impacts, and implementation activities and timing.
- Prepare county DSS staff for the impact the new system will have on their jobs, and equip them with the required knowledge, skills, and abilities they will need to effectively use the new system.
- Involve DHHS leadership and county DSS leadership and staff in preparation for the NC FAST implementation and related business processes impacts.
- Coordinate with Public Information Office (PIO) resources assigned to the NC FAST project to craft communications at the state and county level.

Sub-Committees

Sub-Committees under the Executive Advisory Committee (EAC) have been established that meet at least monthly to focus on addressing specific topics. These sub-committees are composed of county, state, and NC FAST project team members to ensure various stakeholder viewpoints are considered. These are the specific committees and their objectives:

- P4 Conversion – To define a strategy to prepare for the migration of active cases into NC FAST.
- Document Management – To provide an overall framework for the security of and access to documents in NC FAST. Continued exploring options for how to establish a statewide document management solution, leveraging county investments to date. The state is currently evaluating potential solutions from multiple vendors. Several meetings and product demonstrations have been held with vendors, county, representatives, and the state. We are assessing which approach is in the best interests of the state and counties. It is expected that a solution will be chosen by second quarter of 2017.

- **Simplification** – To develop a consistent and standardized method of operating across counties. With county agreement, the committee achieved approximately a 40% reduction in agency forms as part of standardization.
- **Mobility** – To establish a statewide mobile policy for the optional use of a mobile application, confirming mobile hardware and software standards, and providing counties with guidance about the future of NC FAST mobile computing.
- **Security** – To define the user security roles required to support Child Welfare operations in small, medium, and large counties.
- **Data Governance** – To establish who will share data across programs.
- **Staffing and Capacity** – Developing a tool to help counties forecast staffing and resource needs specific to the NC FAST Project 4 implementation so that they are appropriately staffed once the system goes live.

County Readiness Activities

- **Introductory Meetings:** Between September and November 2016, introductory meetings were held with leaders in each of the five pilot counties to discuss general county readiness activities, roles, and timelines.
- **Readiness Workshops:** In March-April 2017, members of the County Readiness team will conduct two 3-day sessions with DSS leaders from pilot and Group 1 counties (approximately six counties in each workshop for a total of 12 counties across both sessions). It is expected that 4-6 leaders from each county will attend the workshop. The focus of the workshop will be to review key aspects of the Project 4 approach that will have direct impacts on county operations (e.g., standardized forms/notices, conversion approach, mobile computing (optional for counties), training approach, security roles, identified process impacts). During the workshops, county leaders will have an opportunity to understand the nature of each impact and identify county-specific actions required to be prepared for a successful Project 4 implementation. County leaders will leave the workshop with a tailored action plan identifying specific actions they need to take ahead of their go-live date.
- **Readiness Assessments:** During the Readiness Assessments, Readiness Liaisons will review a structured checklist of readiness items to confirm that appropriate progress is being made. After the conclusion of the Readiness Workshops, NC FAST Readiness Liaisons will periodically check-in with county leaders to confirm appropriate progress is being made on their action plans. Identified areas of concern coming out of these reviews will be shared with county and NC FAST project leadership for appropriate follow-up action.
- **Town Hall Meetings:** After the workshops have completed, a series of local and regional meetings will be held where Project 4 status and concepts will be discussed with county staff and leaders.

- **Leadership Engagement:** Project team members continue to take advantage of existing meetings to share important updates on project activities. Examples include:
 - East Region DSS Directors' Meeting
 - Central Region DSS Directors' Meeting
 - West Region DSS Directors' Meeting
 - Child Services Committee
 - County DSS Executive Committee
 - Joint State/County Relations Committee
 - Statewide DSS Directors Meetings
- **Demos and Communication Resources:** As system functions become available, members of the County Readiness team will document important information and system demos and will make them available via the NC FAST Learning Gateway communication website.
- **Identify NC FAST users:** The County Readiness team will work with DHHS and county DSS leadership to confirm NC FAST users for each system release.

For a list of county roles that interact with the project, refer to Appendix F.

To see survey results obtained from county participants in on-site JADsessions, refer to Appendix E.

User Checkpoint

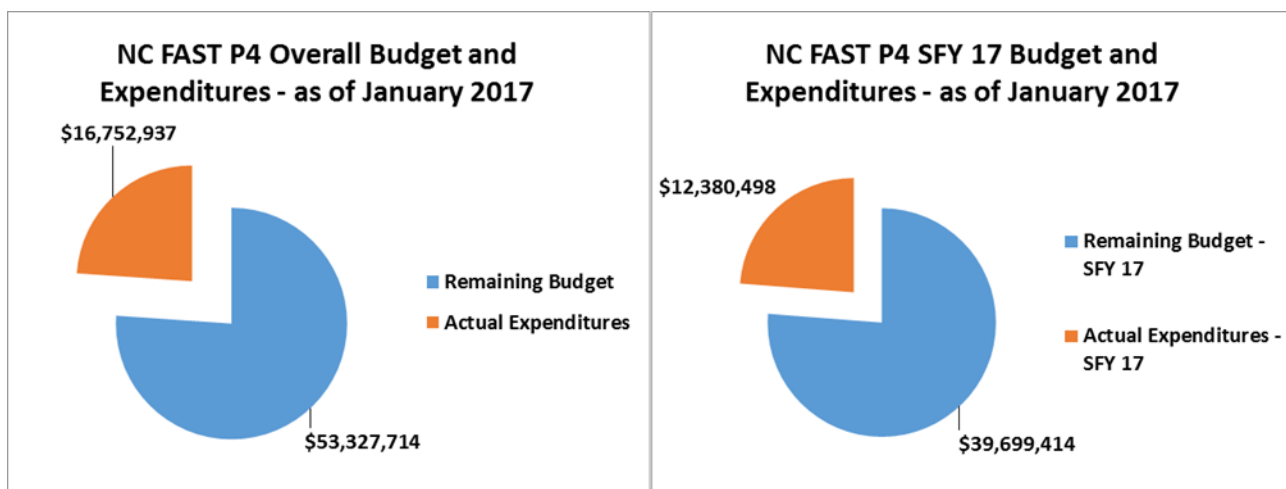
- The first User Checkpoint involved over 50 participants from 12 counties plus the state office. Two four-day sessions were held: January 17-20 and January 23-26.
- Pilot Counties, JAD Counties, and State Office staff were provided with hands-on access to Project 4 functionality in guided training, walkthroughs, and self-paced exploration of the software, using realistic case data.
- Helped county and state office staff establish or clarify expectations for how the system will function. The session also provided them with access to sample training materials.
- Stakeholders were given an opportunity to provide feedback on system features and functions, training materials, and key operational impacts early in the project development period. Participant requests for enhancements and suggestions for new functionality were collected in debriefing sessions and entered into the software development backlog.
- Training materials will incorporate feedback from the participant questions and observations.
- Additional rounds of User Checkpoints will be held in May and October 2017.

Checkpoint summary and checkpoint user feedback is presented in Appendix D.

Budget and Expenditures

SECTION 12C.1.(c).5 Any budget and expenditure reports, including overall project budget and expenditures, and current fiscal year budget and expenditures. Overall Budget and Expenditures: Current Fiscal Year (SFY 17) Budget and Expenditures:

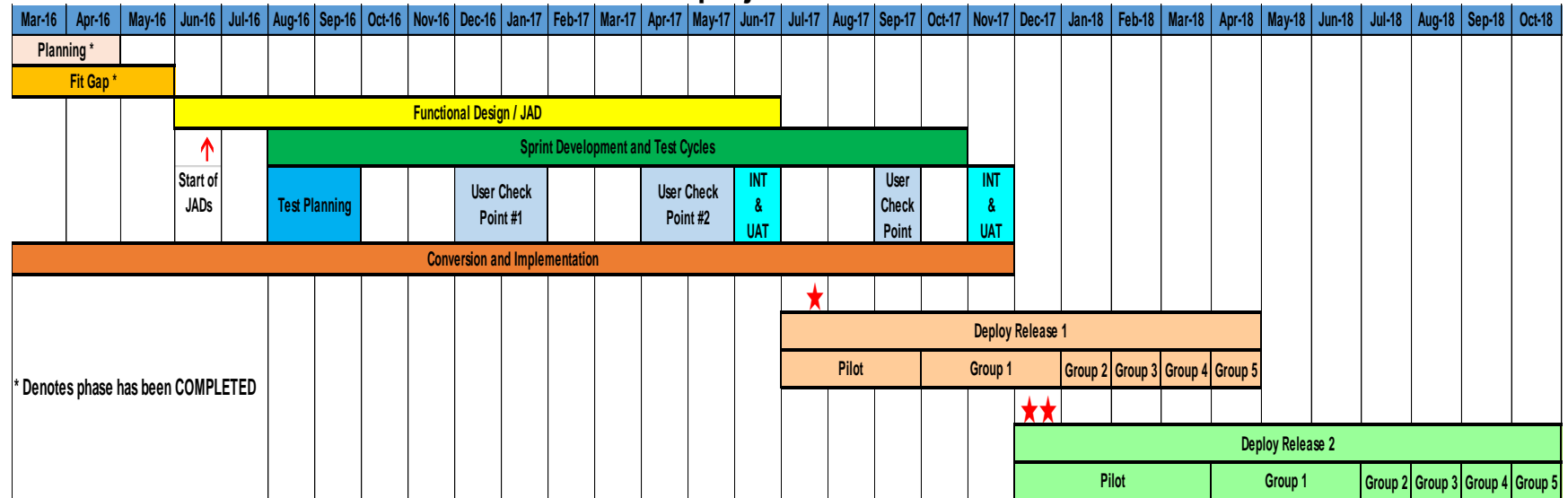
	Overall Approved Budget	Actual Expenditures as of Jan 2017	Remaining Budget as of Jan 2017	Approved Budget - SFY 17	Actual Expenditures - SFY 17	Remaining Budget - SFY 17
Total	\$70,080,651	\$16,752,937	\$53,327,714	\$52,079,912	\$12,380,498	\$39,699,414



1. Expenditures as of January 2017 are understated because contractor payments are reflected only through November 2016
2. CCWIS compliance will provide federal funding at a 50/50 match rate conditionally approved by Federal Partners.
3. CCWIS high-level timeline and automation checklist to be submitted by March 22nd 2017 as part of conditional APDu approval.

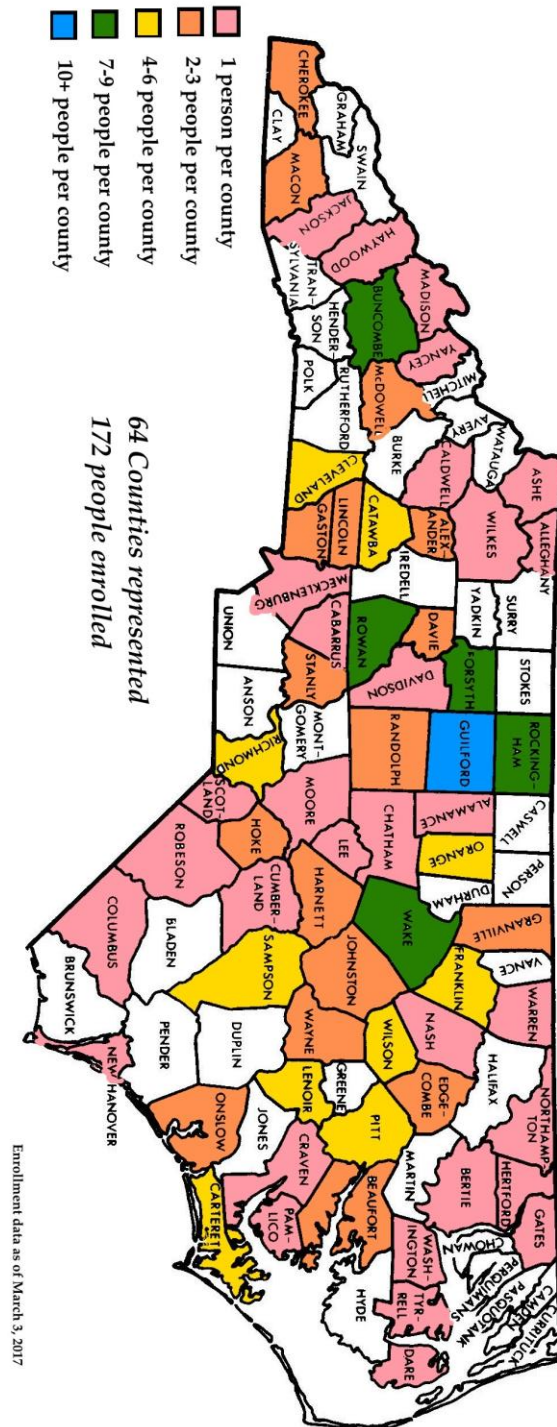
APPENDIX A

The chart below shows the revised timeline of the project:



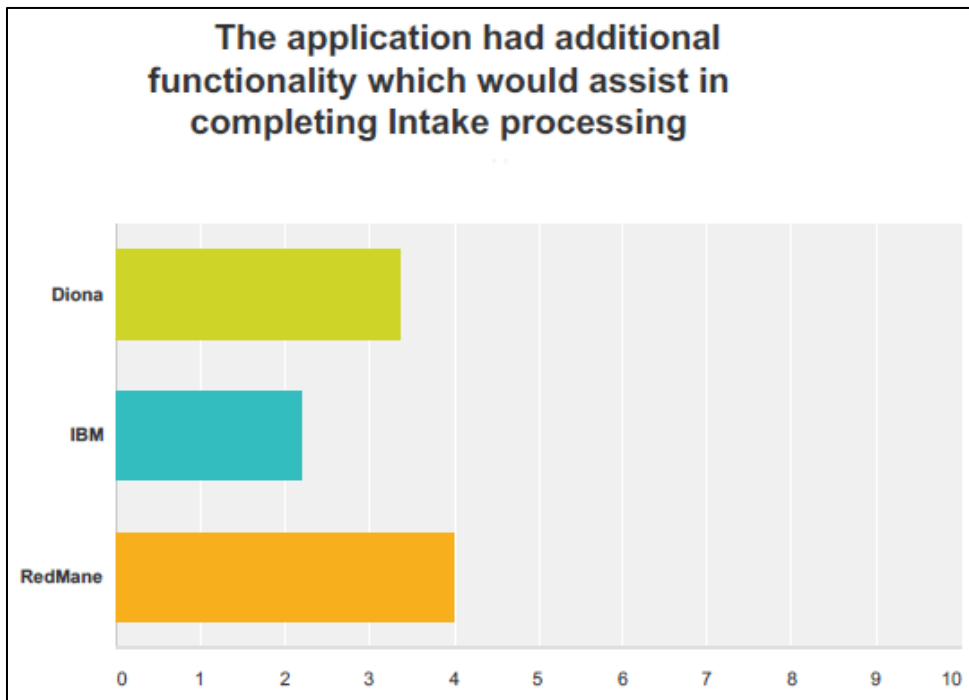
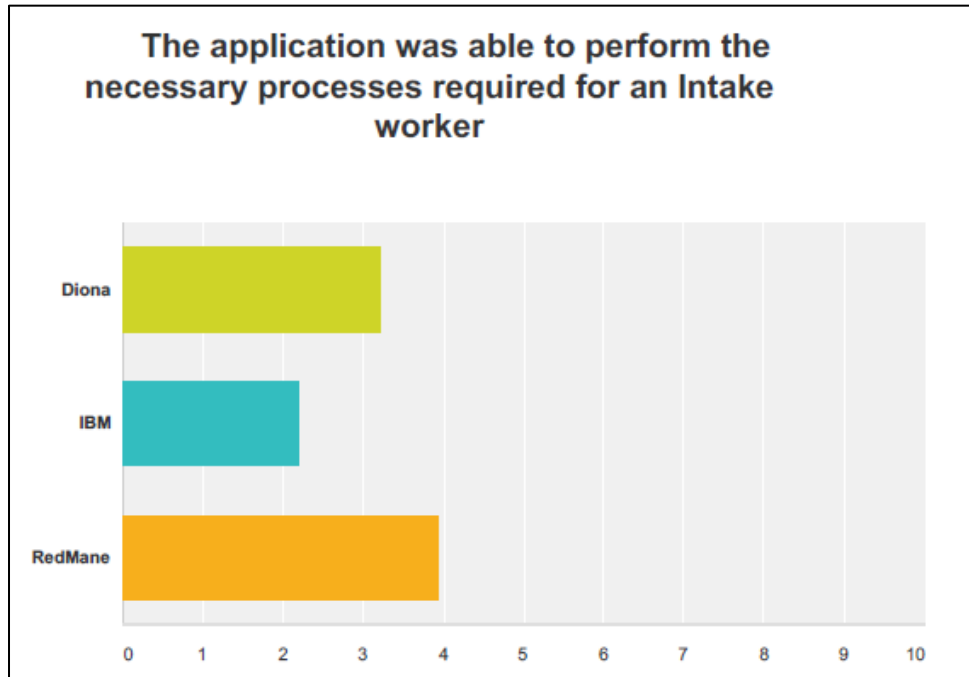
APPENDIX B

Learning Gateway Participation By County

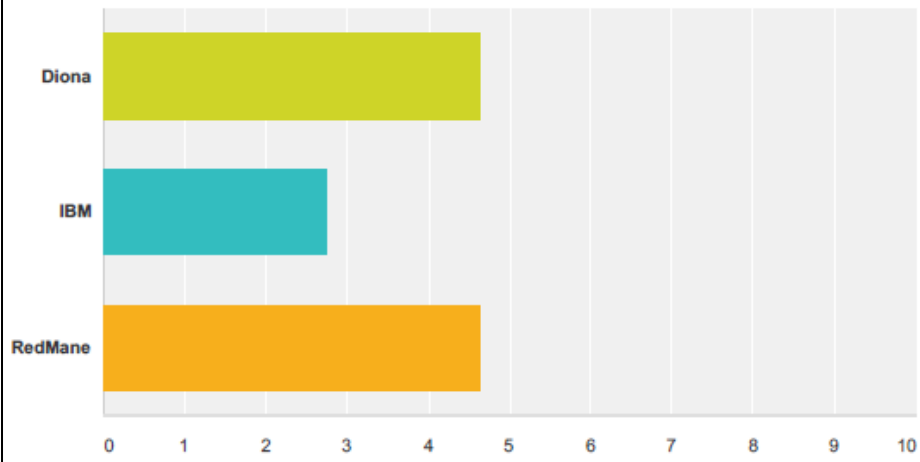


APPENDIX C

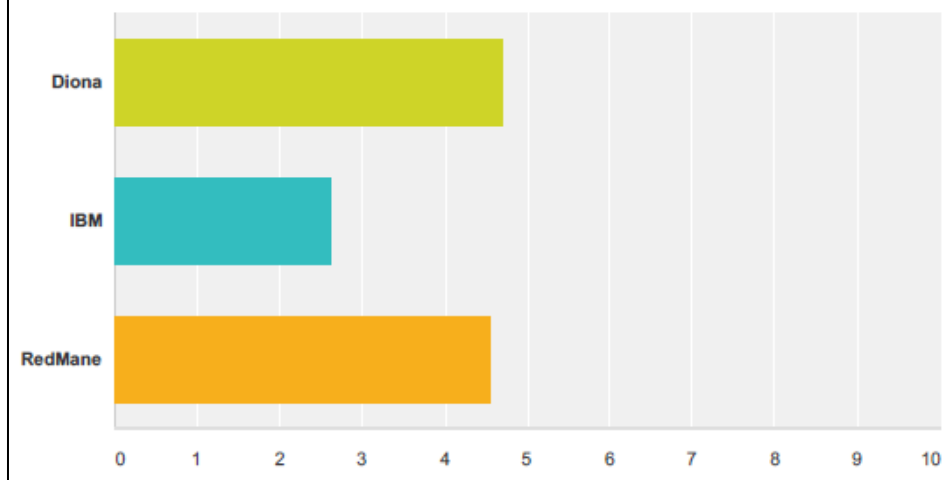
Evaluation Survey for the Mobile Application

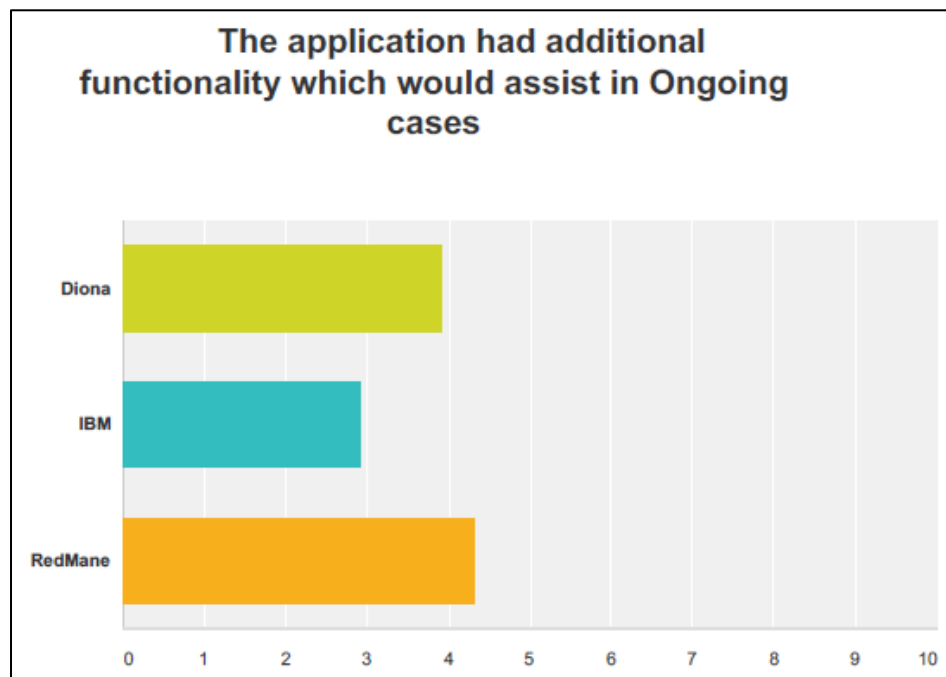
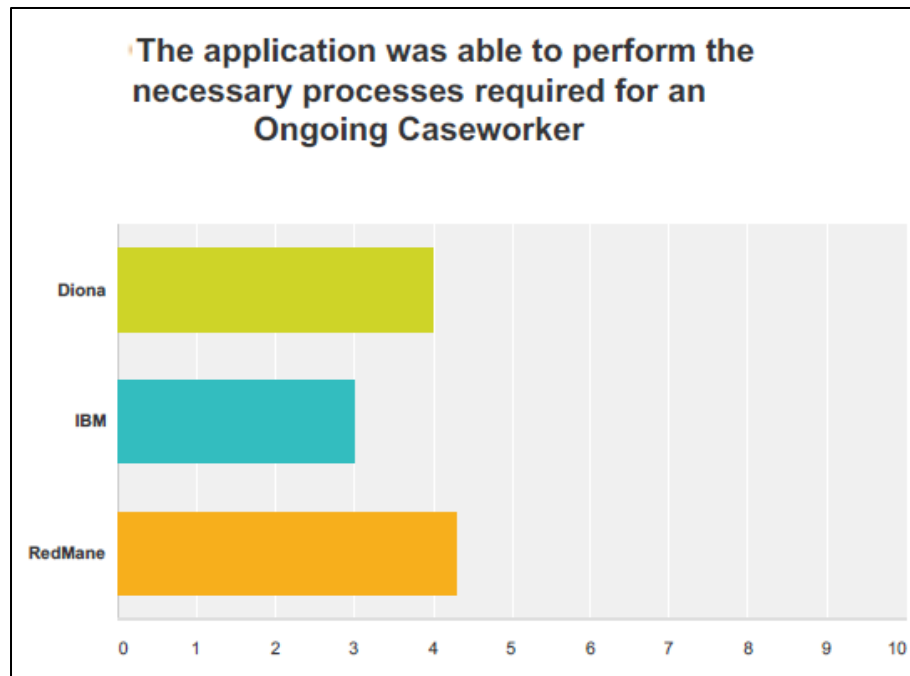


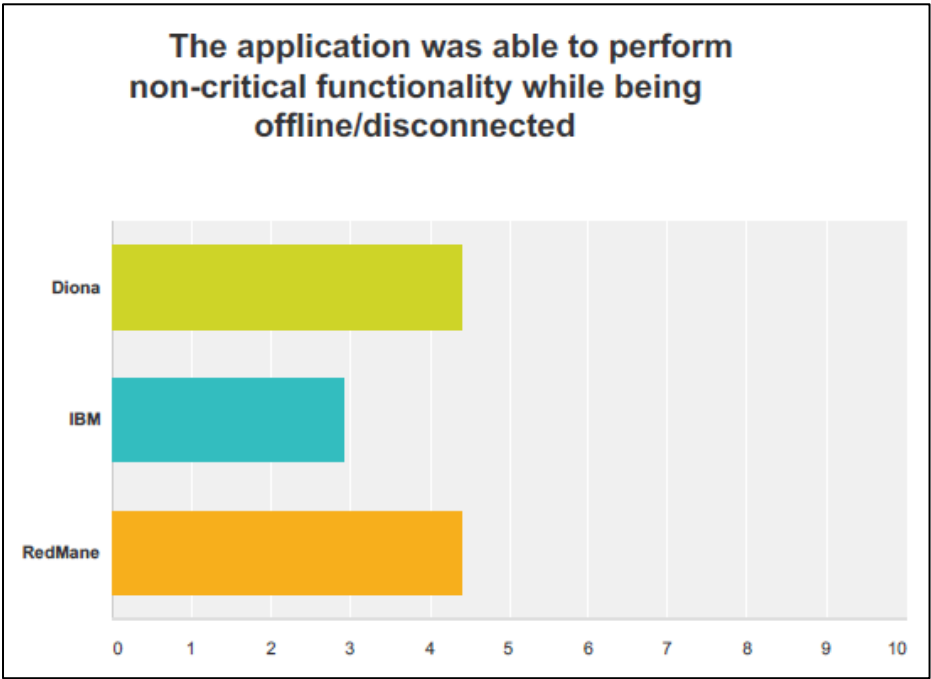
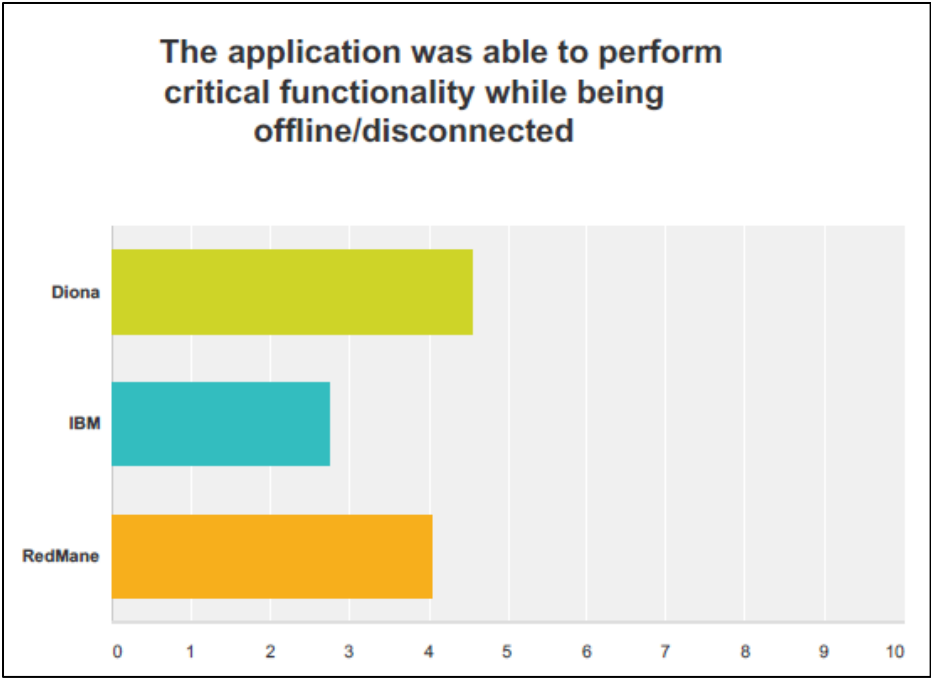
The application was able to perform the necessary processes required by a CPS worker



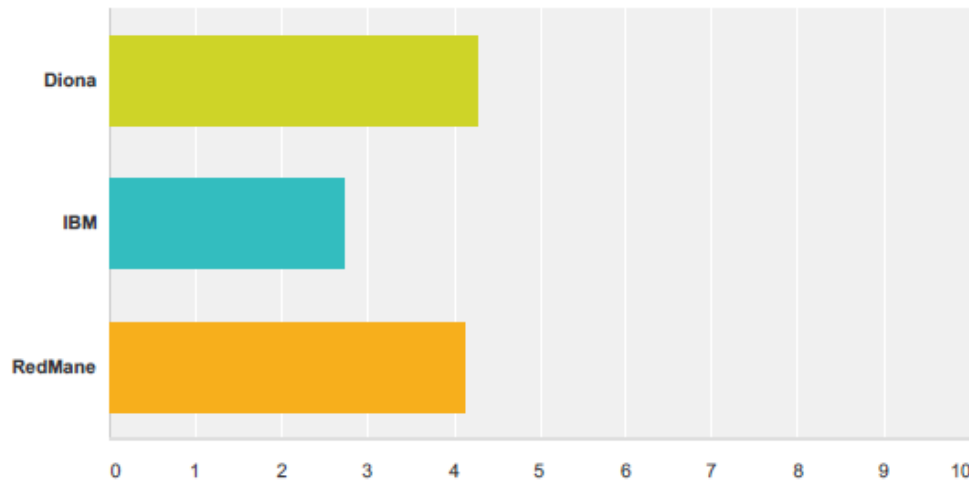
The application had additional functionality which would assist in completion of CPS Assessments and Investigations



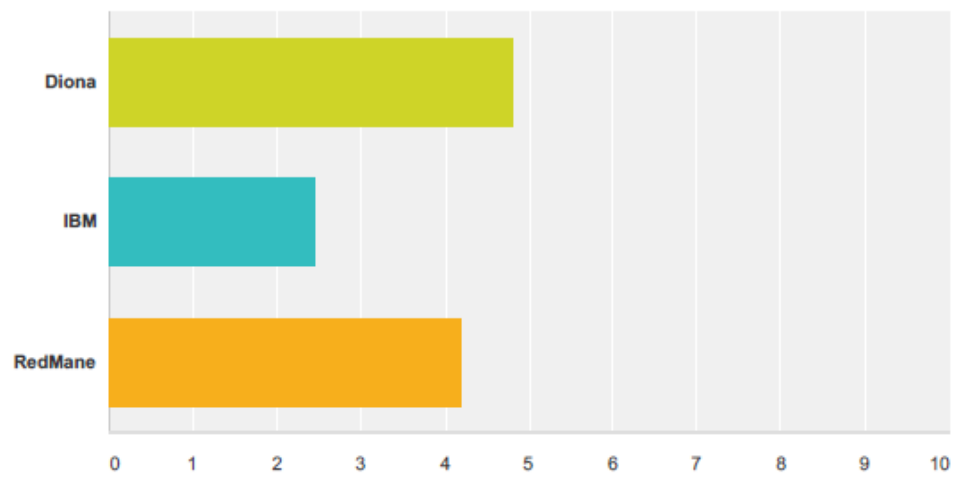


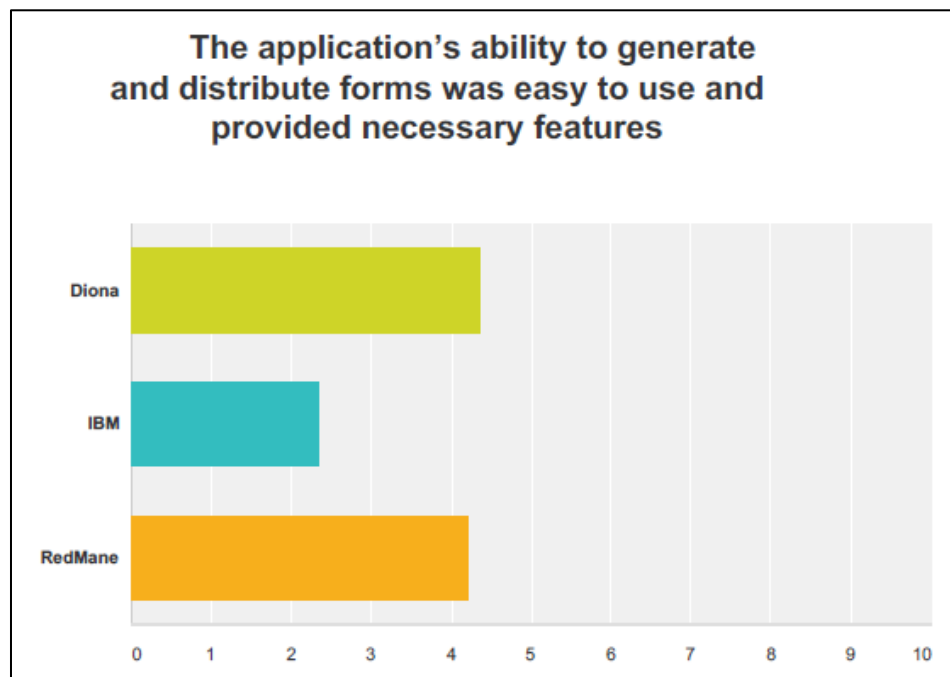
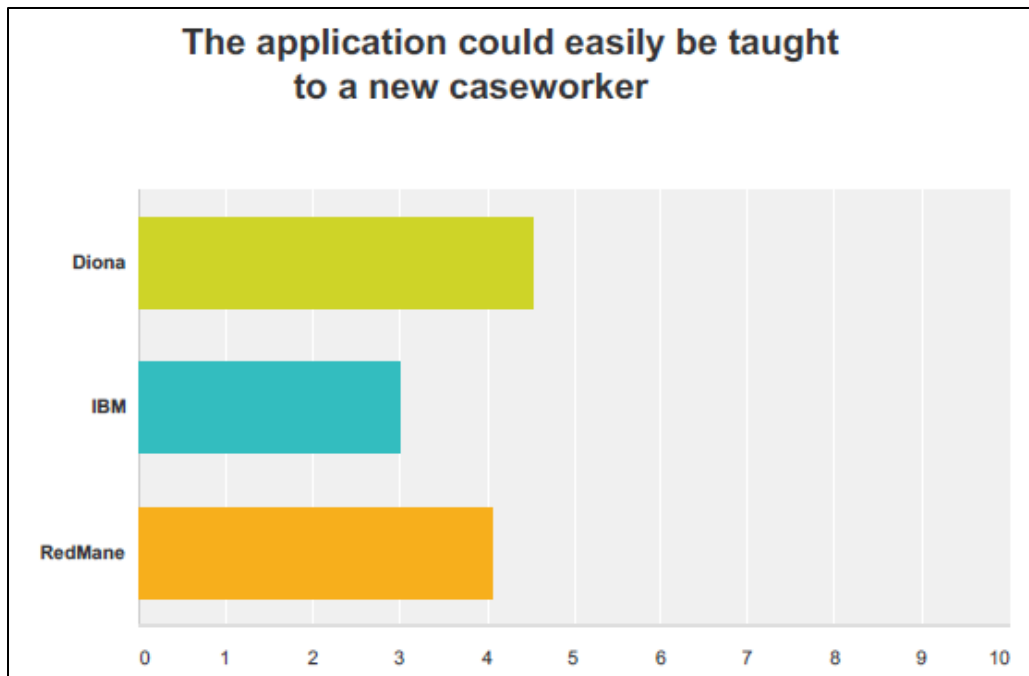


The application functionality was not disrupted if online connection was lost

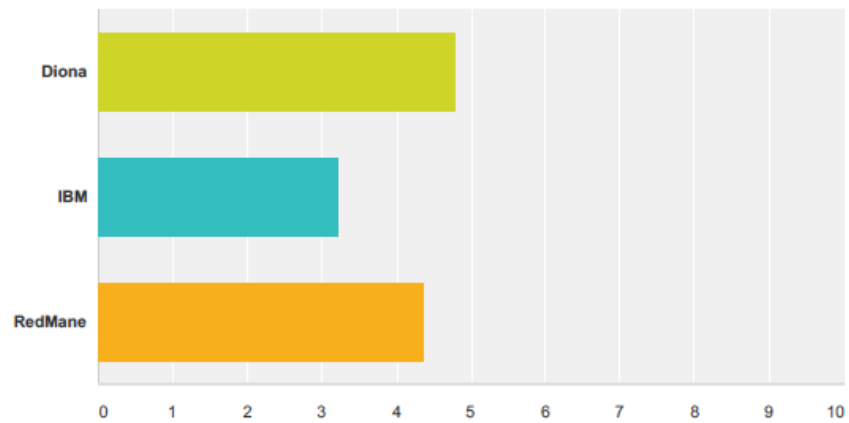


The application was overall easy and intuitive to use

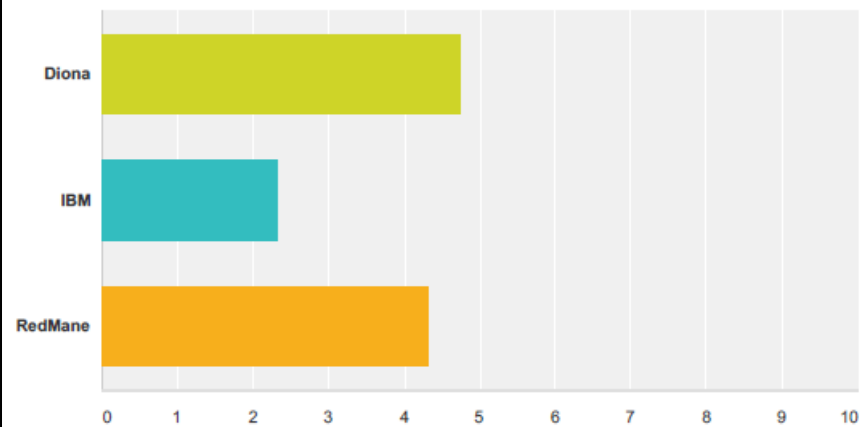




The application allowed for adequate capture of video/audio/picture (multimedia) was easy to use and provided necessary features



Overall I enjoyed using the application



APPENDIX D

User Checkpoint Summary



Project 4 User Checkpoint 1 Summary

For Discussion Purposes Only

January 31, 2017



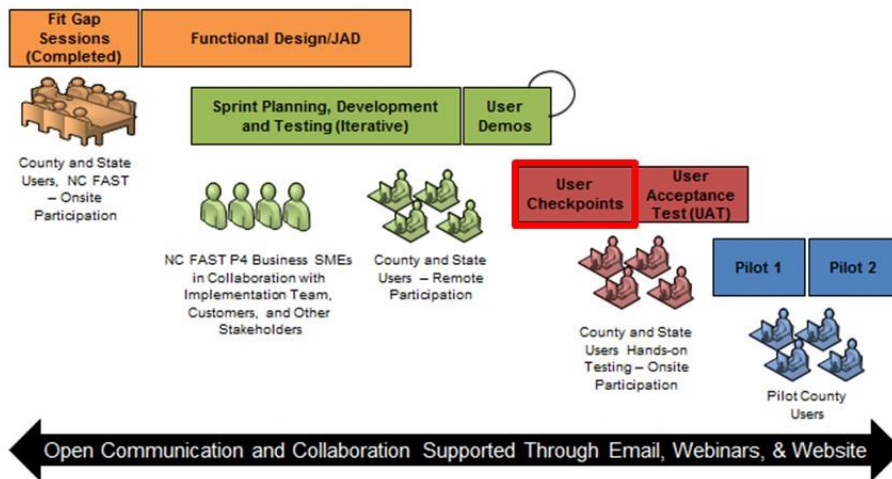
- User Checkpoint Overview
- Participant Quotes
- Participant Survey Results Summary
- Enhancement, Defect, and Participant Question Summary



Slide 2



Communication and Collaboration



The User Checkpoint is one step in a larger process of stakeholder engagement

Slide 3



User Checkpoint Purpose

- Provide Pilot County, JAD County, and State Office staff with an opportunity to get “hands on” with Project 4 functionality
- Help county and state office staff establish or clarify expectations for how the system will function
- Provide stakeholders with an opportunity to provide feedback on system features and functions, training materials, and key operational impacts early in the project development period
- What it is not: A formal approval point for system functionality and operation – that is the purpose of User Acceptance Test (UAT)



Slide 4

NC User Checkpoint Participants



The User Checkpoints involved over 50 participants from 12 counties plus the state office. Two four-day sessions were held: January 17-20 and January 23-26.

Slide 5

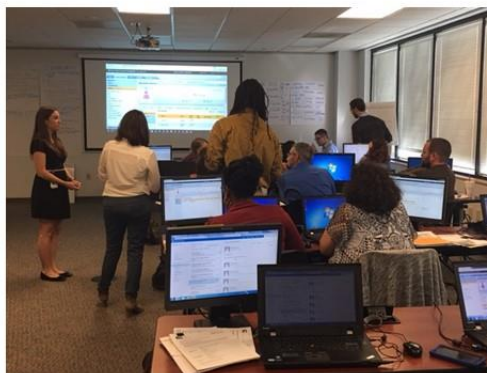
NC User Checkpoint Agenda

Agenda:

- Day 1:
 - Kick-off
 - Intake Demo and Walkthrough
 - Intake Practice
 - CPS Demo and Walkthrough
- Day 2:
 - CPS Practice
 - Ongoing Case Management Demo and Walkthrough
 - Self-Paced Exploration
- Day 3:
 - Self-Paced Exploration
 - Training Debrief
 - Readiness Debrief
- Day 4:
 - Self-Paced Exploration

User Checkpoint feedback will be shared with project stakeholders at the conclusion of the event.

System demos will be developed based on key system functions included in the scope of the Checkpoint activity.



Slide 6



Participant Quotes

During the User Checkpoint, participants were asked to respond to three open-ended questions based on their experience using the new system. The following are all participant quotes received during the User Checkpoints. None have been edited other than to add emphasis to portions of statements.

NC User Checkpoint Participant Quotes

*"Very helpful that provided a broad and very detailed perspective of NC FAST CWS. Provides opportunity to tease out issues along the way. **This will make the program more efficient in the future.**"*

*"Overall, the check point was helpful. The demos were beneficial and I appreciated the brevity since **I feel ultimately what will be crucial is hands on individual experience with the system.**"*

*"**I feel more confident and positive about the system overall.** I appreciate that design/development changes suggested in IAD and sprint meetings have been taken into account and applied to the system. **The fact that so many fields prepopulate is awesome.**"*

*"**Excited about how its going to impact NC and agency in our ability to protect children.** All workers need to be accessing NC FAST now to understand its functionality."*

*"**I am excited about the technology coming to NC.** It is going to do so much to aid child welfare and better serve NC's children and families."*

*"The checkpoint has been very helpful in preparing for our 'go live' date. **There were several people that offered support to make our experience with NC FAST a positive and effective one.**"*

Slide 5

NC User Checkpoint Participant Quotes

"NC FAST will be a very large and complicated system until you spend time browsing, but it is moving towards making the child welfare system more easily manageable for all the workers."

"Excited because it will make my job easier, and nervous because of implementation, archive, mobility option and what my county will do in terms of repositories and mobility apps."

"More confident in the system and what it can do for me and the county overall."

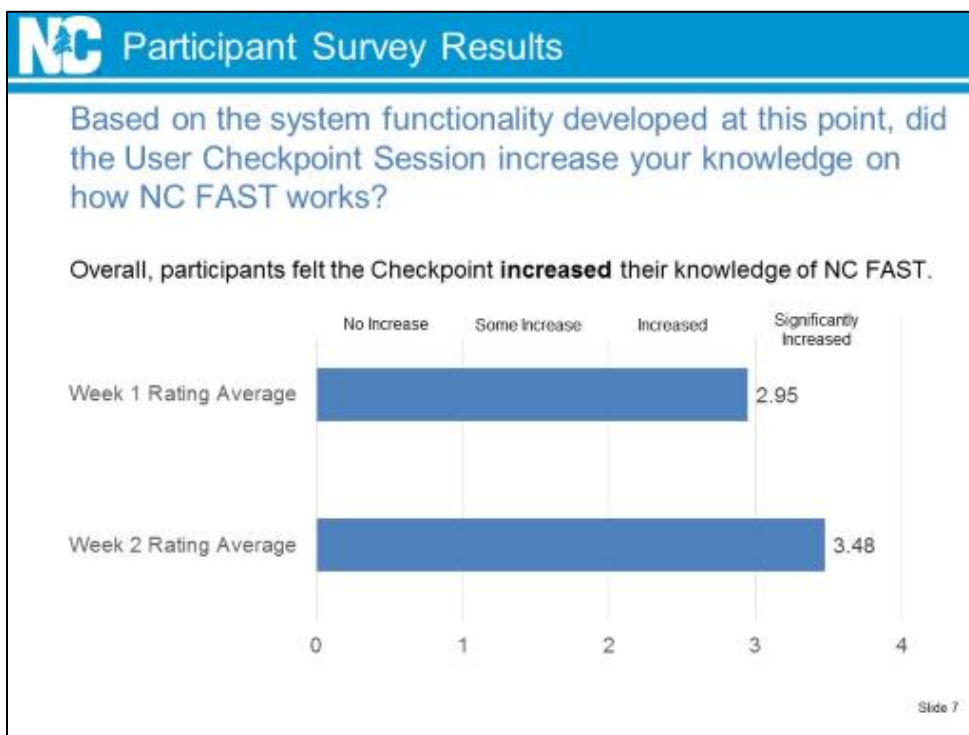
"Complex. The system is complex, but so is our job. It'll be worth it in the end and will eventually be easy to do – just like when you first start any job – it's hard until you get the hang of it."

"I am excited to learn more and start using NC FAST."

"Easy to use once you have the training. Information is easily accessed. The system appears to have capabilities to truly enhance child welfare services."

Slide 6

Note: The survey received 108 comments from 36-38 respondents. The complete body of comments can be shared upon any request sent to NCFAST_4_Child_Services@dhhs.nc.gov

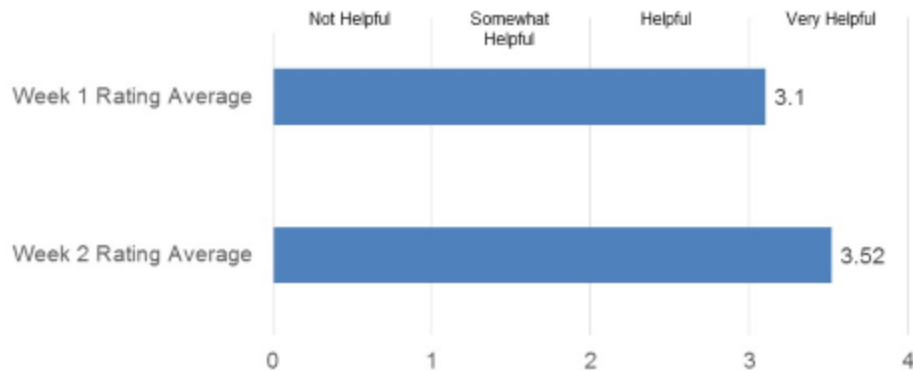




Participant Survey Results

How helpful were the Training Materials?

Training Materials were clearly a **helpful** set of tools for the participants.



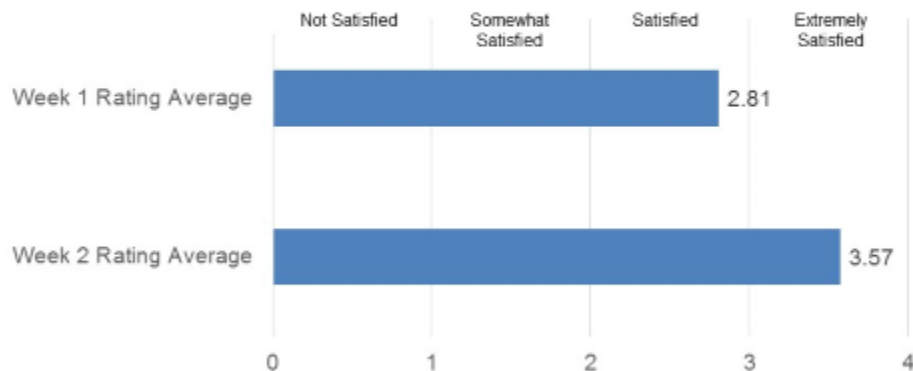
Slide 8



Participant Survey Results

How satisfied were you with the User Checkpoint?

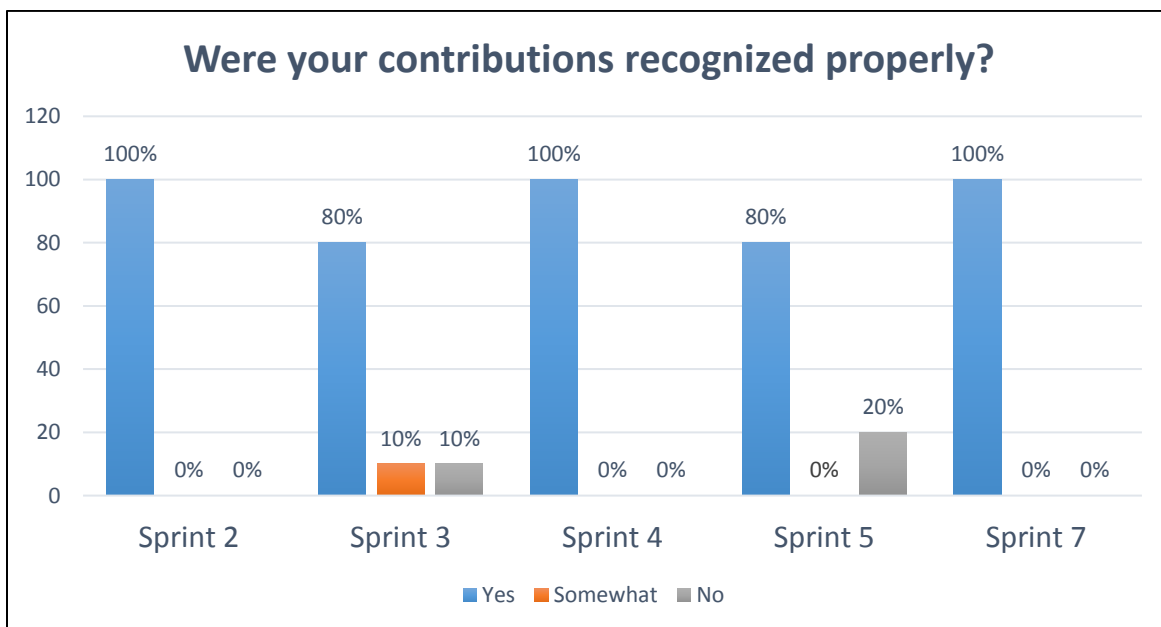
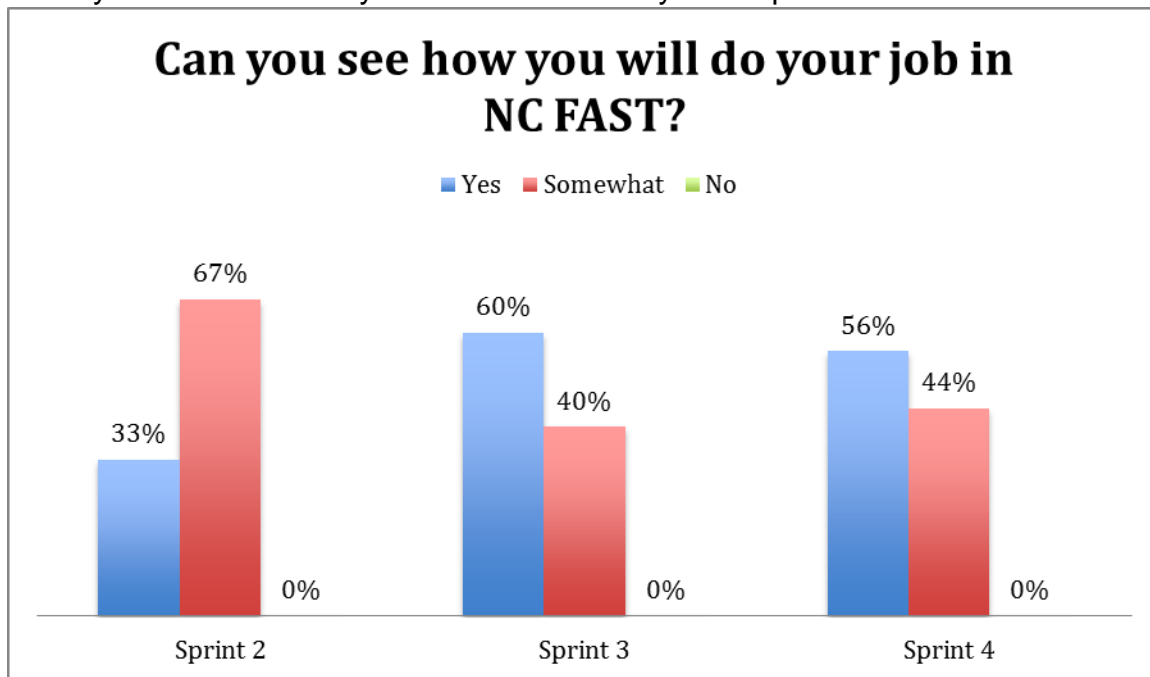
Overall, the respondents seem to be **very satisfied** with the User Checkpoint.

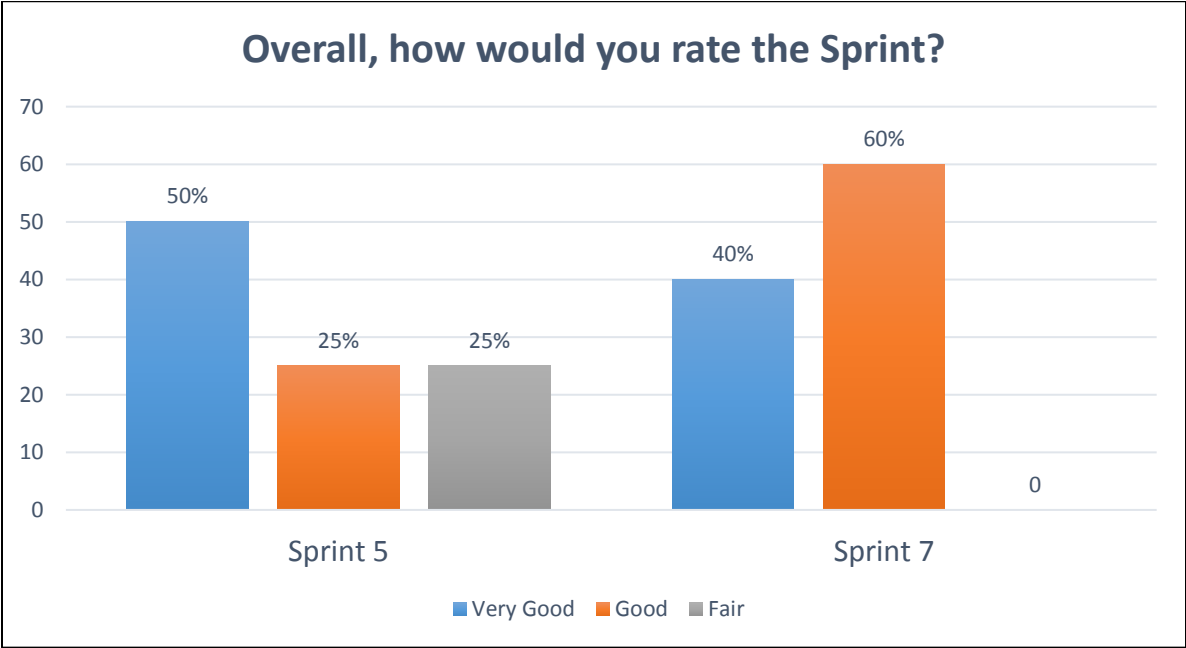
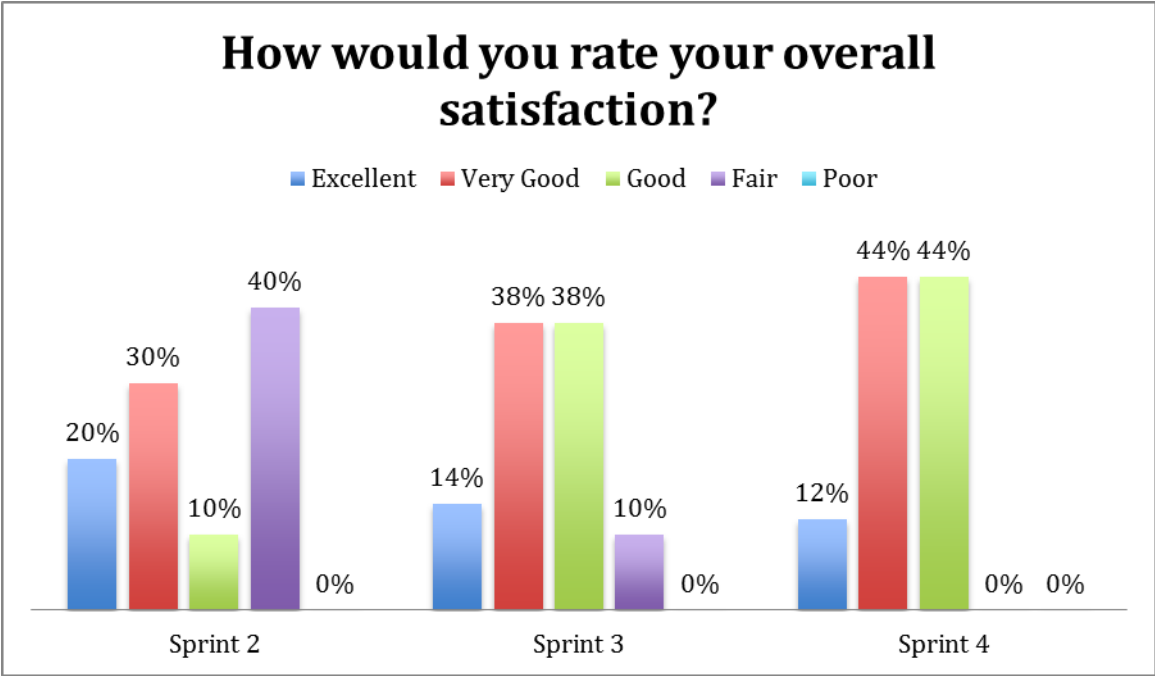


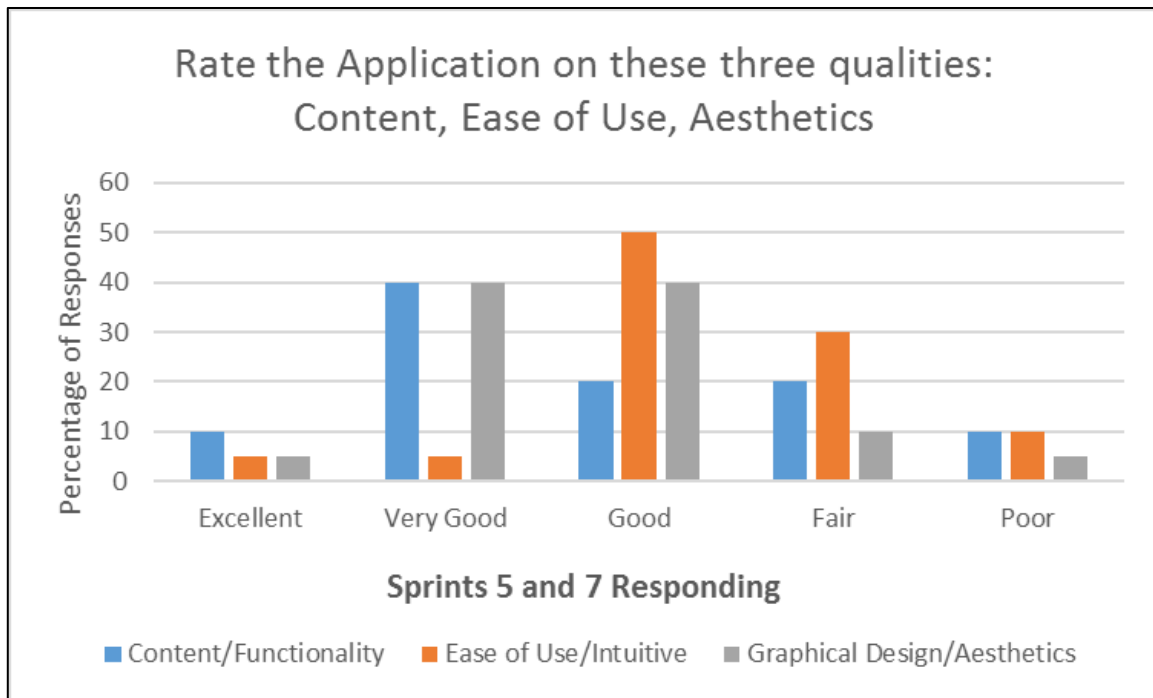
Slide 9

APPENDIX E

County/State DSS Survey Results from County Participants in JAD sessions:







Appendix F

NC FAST Implementation Roles and Responsibilities

Role	Team	Description	Responsibilities
Project Leadership	DHHS, IBM, Accenture, County Directors	<ul style="list-style-type: none"> These team members include: Members of the Executive Advisory Committee (EAC) Members of the Executive Advisory Subcommittee (EAS) NC FAST Project Management Office (PMO) 	<ul style="list-style-type: none"> Responsible for managing required aspects of the Implementation Continually gather status and monitor progress related to Implementation activities Manage issue resolution
Implementation Team Leadership	DHHS, Accenture	<ul style="list-style-type: none"> Monitor and coordinate overall implementation readiness activities within each county across all system releases Provide assistance in completing readiness assessments and county go-live procedures Provide leadership and assistance to the County Champions and County Readiness Liaisons as necessary 	<ul style="list-style-type: none"> Plan and guide the overall Project 4 implementation in each county Develop and maintain the implementation strategy and associated work products (i.e., County Readiness Presentations, County Readiness Assessment Checklist and Tracking Log) Manage the implementation activities across Architecture & Infrastructure, Application Development, Training, Business, and Conversion teams Confirm integration and synchronization across the project teams Coordinate the resources supporting the deployment of NC FAST at each county DSS office Monitor the completion of activities across the counties Track issues and resolutions
County Readiness Liaisons	DHHS, Accenture	<ul style="list-style-type: none"> NC FAST County Readiness team members will be assigned one or more counties from each of the implementation phases They will guide these counties through the readiness process and promote a successful NC FAST implementation in each of their assigned counties 	<ul style="list-style-type: none"> Serve as primary point of contact for County Champions in each county during deployment and funnel status, questions, and issues to the project team Review NC FAST deployment communications and be familiar with deployment schedules Deliver presentations and system demonstrations to county staff Encourage participation in NC FAST activities by all levels of county staff and leadership Work cooperatively with the NC FAST Conversion team to resolve issues as they arise Assume responsibility for an overall successful activation/installation of NC FAST for assigned counties

Role	Team	Description	Responsibilities
County Champions	County DSS Office	<ul style="list-style-type: none"> A County Champion will be identified from each county by the County Director, as a key point of contact with the NC FAST team. County Champions are a critical component to the success of NC FAST; the County Readiness team will work with each County Director to confirm County Champions identified have the necessary skills to fulfill the role. 	<ul style="list-style-type: none"> Serve as a primary point of contact with NC FAST project team; performs oversight of county specific installation and implementation readiness tasks, participants in issue resolution and coordinates with other appropriate county resources to complete tasks. Deliver Implementation communications to the appropriate county staff (prior to, during, and after go-live). Escalate appropriate Implementation risks/issues to County Readiness Liaisons and/or Project County Readiness team. Participate in creating and monitoring assigned county's Implementation Readiness Checklist. Identify and address gaps resulting from the Implementation Readiness Checklist. Participate and complete NC FAST training. Assist in identifying training facilities and validating the availability of facilities and equipment. Support, monitor, manage, and enforce the NC FAST training requirements in the county. Help coordinate and provide on-site support for end users during NC FAST deployment. Coordinate county activities identified as a result of Readiness Workshops. Be a champion of the NC FAST project and support change within the county.
County Technical Champion	County Government	<ul style="list-style-type: none"> Coordinates with County Champion and County Director to confirm that county DSS hardware, network, and software are ready for NC FAST deployment to the county. 	<ul style="list-style-type: none"> Serve as technical point of contact to the NC FAST Implementation team; performs oversight of county technical readiness tasks, participates in issue resolution and coordinates with other appropriate county resources to complete tasks. Escalate appropriate technical readiness risks/issues to County Champion and County Readiness Liaison. Identify and address gaps resulting from the Implementation Readiness Checklist review meetings. Be a champion of the NC FAST project and support change within the county.
NC FAST Help Desk	O&M - Help Desk	<ul style="list-style-type: none"> Primary Help Desk to support pilot and phased roll-outs of NC FAST. Will have a dedicated team of NC FAST Help Desk agents for Project 4. 	<ul style="list-style-type: none"> Provide ongoing technical support, troubleshooting steps, fixes, and enhancements as needed for the county users. Participate in NC FAST testing activities, as appropriate. Investigate and resolve issues within the NC FAST application as they are identified. Escalate issues as needed to Level 3 Help Desk for support and resolution. Escalate appropriate issues to Project Management.
Pilot User Group	N/A	<ul style="list-style-type: none"> A group of five counties who provide input to the NC FAST project team on a variety of items based on their experience with the new system. 	<ul style="list-style-type: none"> Prioritize defects and system enhancements. Review and comment on project approaches. Serve as a communication conduit to the counties (both disseminating information and soliciting input from non-pilot counties) where appropriate.