

2007 ISM Conference Track and Session Descriptions

Interactive Sunday Leadership Workshop

Applying *Lean* to Government: The Oregon Experience

This year's interactive Sunday afternoon leadership workshop, which is open and applicable to all conference attendees, is focused on using *Lean* methodology in a human service organization. *Lean* was originated at Toyota as a way of organizing and performing work to increase efficiency, remove waste, lower costs, and improve customer satisfaction. *Lean* offers attractive opportunities in the public sector where it is critically important to improve results in a time of scarce resources. Yet there are significant differences between private and public organizations that need to be considered when applying *Lean* in government. This workshop will introduce *Lean* concepts and techniques. Attendees will engage in a conversation about potential application in their organizations and have an opportunity to explore the *Lean* methodology and tools.

General Sessions

General Session GS-1: Policy Development – Don't Leave Home Without IT

In today's rapidly changing world, a thorough and creative analysis of the policy options in human services is essential to our ability to provide services that support societal priorities, are cost effective, and meet the needs of our consumers. One thing is very clear – the creation of good policy requires good data that is accurate, timely, and useful. In this session, **Jerry Friedman**, APHSA Executive Director, will discuss current efforts to revitalize policy formulation and analysis in APHSA, and the critical role that IT plays in this activity.

General Sessions GS-2:

The Changing Face of Human Services – A View from the Top

Dr. JudyAnn Bigby, Secretary, Executive Office of Health and Human Services for Massachusetts will explore the impact of the changing faces of Human Services and IT Management's role and responsibilities.

An Identity Story

Identity online is undergoing a substantive evolution as a new generation has grown up with the web and expects to do everything digitally. Accordingly, consumers are finding more commercial and social transactions migrating to the internet and citizens are benefiting from broad e-government services initiated by the public sector. However, despite the demand of these "digital natives", not everything online is possible yet. While the web has made it is easy to gather information online, users are unable to easily provide it, thus making consumer-oriented websites hungry for identity-related solutions. Additionally, most e-government services that can increase efficiency and provide better outcomes, require knowledge of the citizen. In this fast paced talk **Dick Hardt**, a visionary in security, identity, and open source software for the Web, will

provide perspectives on what is identity, where we are today, and what might happen in the future.

General Session GS-3: Human Services: A Rapidly Changing World

Most human services legacy programs are ancient and lack the functionality required to do what is needed to support complex cases. Strong Commercial Off-The-Shelf (COTS) products have been introduced to meet these needs, but even they must overcome counterproductive procurement techniques and organizational structures designed for a different era. Ultimately, effective case management solutions have the potential to fundamentally transform the relationship between government and those in need. **John Kost**, a managing vice president in Gartner Research, where he leads the Public Sector worldwide, will discuss this rapidly changing world of human services and its implications for IT.

General Session GS-4: Federal Panel – Continuation of Enterprise Architecture Discussion

At last year's Federal Panel the focus of much of the discussion was Enterprise Architecture: What is it? What do the Federal agencies think about it? How can the Federal agencies work more closely with states to accommodate approaches to enterprise architecture? Over the past year the Federal agencies have worked together on the issues that Enterprise Architecture raises. In this session a panel of Federal officials from Food Stamps, Child Support Enforcement, Child Welfare, and Medicaid will discuss the progress that has been made related to Enterprise Architecture. Attendees will have an opportunity to contribute to the ongoing dialogue that the states, the private sector, and Federal agencies must have in order to address the challenges that Enterprise Architecture presents.

Track 1: Mapping Out the Journey

When policy changes occur, human services administrators often find it necessary to modify or replace established business processes which in turn necessitate modified or new information systems. States must ensure that the purpose and impact of policy changes is thoroughly understood prior to implementation of new business processes and applications. This track focuses on how states are implementing some major policy initiatives.

Session 1-1: Florida ACCESS Business Drivers

Under the threat of privatization, the Florida Department of Children and Families empowered its management team in the Sun Coast Region to “blow-up” the existing eligibility process and implement a new one that really worked. By thinking outside the box, they successfully implemented a process using call centers, business partners, on-line applications, and scanning that allows them to process applications more efficiently and with significantly less staff. In this session Florida will discuss the business-drivers that led the state to radically change the way they do business. Find out how they got buy-in from their administration, their business partners (including what’s in it for them), their employees, and the consumers of services.

Session 1-2: Transforming State Medicaid Programs

One of the nation's most daunting challenges is meeting the medical needs of the growing number of Americans who don't have health insurance, while at the same time containing rising healthcare costs. States are developing and implementing innovative policy initiatives through the use of Section 1115 Waivers to create their own ways of reforming Medicaid/SCHIP programs across the nation. Presenters in this session will discuss several recent Medicaid Waivers that are gaining traction on the slippery slope of Medicaid Reform.

Session 1-3: Citizenship Verification

The Deficit Reduction Act of 2005 (DRA) amended the federal Medicaid law to require all United States citizens applying for or renewing Medicaid coverage to present "satisfactory documentary evidence" of their citizenship. Even though this new citizenship documentation requirement went into effect on July 1, 2006, many states are still grappling with how to implement effective business processes, and the IT to support them, in order to meet the requirements. In this session representatives of a non-profit consortium, the Centers for Medicare & Medicaid Services (CMS), and a state in the throes of implementation will discuss their experiences and insights about citizenship verification.

Session 1-4: Workforce Participation

Enactment of The Deficit Reduction Act of 2005 has made it much more difficult for states to meet the Workforce Participation requirements. Changes in the base year for calculating the caseload reduction credit, inclusion of state programs in the Workforce Participation rate, and narrowing of the activities considered in the calculation are forcing most states to rapidly and substantially increase work participation among their recipients. In this session presenters will discuss approaches states are using to meet this challenge and how automated systems are being employed to support their efforts.

Session 1-5: Child and Family Service Reviews (CFSR)

Federal CFSR reviews cover all areas of child welfare services, from child protection and family preservation to family reunification and adoption services. Through outcome measures and on-site reviews, the Administration for Children and Families (ACF) seeks to assess each state's Child Welfare Program performance in the areas of safety, permanency, and child and family well-being. Reviews have now been completed in all 50 states, the District of Columbia, and Puerto Rico and most states have developed and are implementing Program Improvement Plans (PIPs). The CFSRs and the PIPs have created a compendium of best practices for improving and refining Child Welfare programs across the country. In this session, presenters three states will discuss the CFSR process, the new outcome measures, and how they have addressed this challenge through programmatic change supported by their automated systems.

Track 2: Getting Everyone On Board

This track will focus on what states and the private sector are doing with project management and application development to make the correct decisions for the organization. How do you measure the effectiveness of the decisions? How do you ensure that projects are successful? What best practices and technologies should you be employing? Sessions in this track will include discussions about how states and vendors use project management practices, application development methodologies, and application architecture in order to address these questions.

Session 2-1: Project Management Best Practices

Are you getting good information about best practices and lessons learned and putting them to use? Are there aspects missing in your state? Have you had a project not go as well as you would have liked? Are your projects successful, challenged, or even failures? The Colorado Department of Human Services has several hundred projects active at any moment in time. Over the past few years, much work has been done to examine project management practices in order to improve project execution. In this session Colorado will discuss the key findings of a 2005 study of project management practices and some best practices that should be considered.

Michigan has undertaken a large project to completely integrate its TANF, Food Stamp, State Emergency Relief, Child Daycare, and Medicaid programs. Michigan is different from most other states in that its Project Management Office (PMO) is largely contracted out. While many states have implemented a PMO concept, few have contracted out the management of the PMO to independent contractors. Representatives from Michigan will discuss the reasons why the state decided on this direction, the organizational and communications structures, and the benefits and challenges of this approach.

Session 2-2: Innovative Approaches to Software Development

What route to take ... the usual "waterfall" approach or be "agile" and try a new route to your destination? A project development process is a structure imposed on the development of a project and its end product. Software development life cycle, software process, and project management processes are terms that come into play throughout the life of a project. There are several models for such processes, each describing approaches to a variety of tasks or activities that take place during the process. What options are available in today's world of software development? What are the factors to consider and how do you decide? In this session, Ohio will discuss how the *Agile* methodology is being used on the SACWIS project and Indiana will present its use of the *Lean* methodology in software development.

Session 2-3: SOA – Practical Considerations for Implementation

What is SOA and why do I need it? Like many examples of "the latest and greatest," the term "Service Oriented Architecture" (SOA) has been applied to just about everything. This session will give an overview as to why you should consider SOA for your environment and its value in integrating the business as a set of linked, repeatable business tasks or "services" leading to business optimization. Practical tips on how SOA can be implemented and utilized within an IT environment will be presented. In

this session, Oklahoma will discuss how they made their decision to implement SOA as part of their architecture and a vendor active in human services will discuss some of the practical considerations in implementing SOA.

Session 2-4: Florida ACCESS Re-engineering Process

In Track 1, Florida presented why and how they got buy-in to radically change their mode of operation. This session will outline what the new process looks like. Florida will discuss how they consolidated and redesigned their Service Centers, how they use their Call Centers, and how they were able to improve their work tools and environments using savings generated from re-engineered processes.

Session 2-5: IV&V and QA – Ensuring the Success of Your Project

What's the value proposition? What's the difference between Independent Verification and Validation (IV&V) and Quality Assurance (QA)? Do they work and are they worth it? Both IV&V and QA can be effective tools for identifying issues and preventing project failure. Many states are employing the services of independent IV&V or QA contractors to ensure that IT projects stay on track and are ultimately successful. In some cases, the federal agencies require the use of these services when a project appears to be off-course. However, not everyone is completely certain about the differences between the IV&V and QA processes, the pros and cons of each approach, and how each is most effectively used. The presenters in this session will discuss this topic from both perspectives – that of the system integrator whose work is being reviewed and that of the contractor performing the reviews.

Track 3: Choosing a Vehicle

So, you're ready to meet a business need. You know generally what you want to end up with but aren't sure about just how to get there. What options do you have? Do you go for something that comes with all the bells and whistles included, such as a framework or a COTS solution? Or do you build from scratch? How robust does your underlying architecture need to be? The alternatives related to Service Oriented Architecture (SOA) and middleware can be overwhelming. And finally, how will people need to use the application, e.g. is mobile computing a critical requirement? The sessions in this track will help you to evaluate some of the options available from a technical perspective.

Session 3-1: SOA/Web Services: Implementation and Lessons Learned

Service Oriented Architecture (SOA) is the heart of a revolutionary computing platform that is being adopted worldwide and has earned the support of every major software vendor. Presenters in this session will cover the complex process of planning, designing, and implementing Service Oriented Architectures that meet organizational goals. They will also discuss actual implementation experiences in human services production environments.

Session 3-2: Considerations in Mobile Computing Solutions

In today's world, the need for a mobile workforce is increasing in our quest to provide the best service to our citizens. Because sensitive data may be housed on mobile computers, serious consideration must be given to the security aspect of this mobile computing environment. Data security involves considering issues of integrity, availability, and confidentiality. While security issues shouldn't stop human services agencies from developing and deploying mobile applications, it is very important to face these issues up front. This session will focus on some of the security considerations that need to be analyzed and resolved before mobile applications are deployed in a casework environment. Also discussed will be software-based access controls and the role of encryption.

Session 3-3: SOA Middleware: Bridging Your Data on the Information Highway

Information technology is experiencing a period of convergence where formerly separate technologies can now work together to meet the business needs of organizations. Convergence can be facilitated in software via middleware and the Enterprise Service Bus (ESB). These tools, which perform conversion or translation functions, permit applications that run on different platforms, come from different vendors, or both to effectively communicate with one another. Middleware has been part of the information technology landscape in one form or another for several decades. Over the years middleware has become increasingly sophisticated and versatile. Today, a diverse group of commercially available and custom products is available to satisfy the many different needs of customers. This session will make use of real-life examples to illustrate the successful use of middleware.

Session 3-4: Business Intelligence – The Information Behind the Data

Public sector stakeholders – government executives, officials, and, most importantly, citizens – are demanding increased accountability of government programs. Government organizations need to deliver quantifiable measurements and clear performance results in order demonstrate value and to better understand the impact of human services programs on the people they serve. *Business Intelligence* is the term used to define a broad category of applications and technologies for gathering, providing access to, and analyzing data for the purpose of achieving this objective. Presenters in this session will discuss how the use of business intelligence benefits citizens and how it can be used to evaluate and measure the effectiveness of human services programs and policies.

Session 3-5: Implementing COTS Solutions

Commercial Off-The-Shelf (COTS) solutions promise faster time to production, lower risks, lower cost, and easier customization and enhancement in the future. Does that mean that COTS solutions are the right vehicle for everyone? But just as the "standard package" that comes with a new car is not desired by everybody, each IT solution has different requirements. A panel of COTS providers in human services will answer some of the key implementation questions facing anyone considering building or acquiring a new application, such as "Will I own the code?" "What if I have a different set of architecture standards?" "Do I have to contract for long-term support?"

Track 4: Regional Showcase – A Drive Through the Northeast

Sessions in this track will highlight innovative human services information technology solutions implemented or currently in development in the Northeastern states. Presenters will share success stories and lessons learned as they work to deliver services in collaboration with both service providers and consumers of services. Featured solutions use a wide range of business and technical approaches and architectures.

Session 4-1: Mobile Technology – Bringing the Road to You

In 2005, the Connecticut Department of Social Services acquired a mobile office, the "Rx Express", to provide citizens with convenient access to Department of Social Services (DSS) programs. The Rx Express, developed to help elderly people enroll in the Medicare prescription program, contains state-of-the-art electronic links that allow secure access to the DSS database, a smart board to display information in a large screen format, videos describing DSS programs, and interview stations. In the last year, the Rx Express has visited 102 sites and welcomed thousands of visitors. It will be on-site at the conference and open for attendees to visit. In this session, Connecticut will discuss how the mobile office became a reality, future plans such as expanding access to all DSS programs, and deployment in the event of an emergency or disaster.

The Families and Children Tracking System (FACTS) is West Virginia's statewide child welfare information system. Because West Virginia's forested mountains and narrow valleys make electronic communication difficult, a strong business need exists to provide workers with off-line access to FACTS while they are working in a client's home, a school, or elsewhere in the community. To overcome communication limitations, FACTS developed several 'disconnected computing' methods that allow workers off-line access. In this session West Virginia will discuss how tablet PC's using a mobile FACTS application and digital pen's provide a capability for mobile workers to work off-line and improve data quality and worker efficiency.

Session 4-2: Maximizing the Mileage on the E-Health Highway

Connecticut recently was awarded a CMS Medicaid Transitional Grant to implement the Connecticut Health Information Exchange and E-Prescribing Initiative (HIE/EPI), a statewide exchange for Medicaid clients. Anchored by a unique collaboration between the Department of Social Services (DSS) and the Health Information Exchange Organization (eHealth Connecticut), the proposed HIE project has great potential for broad changes in the health care delivery system in Connecticut. In addition, EPI will link physicians and other healthcare providers to accurate patient diagnoses, current medication lists, drug allergies, and adverse drug events; will reduce medication errors; and will help control costs through adherence to preferred drug lists and appropriate use of generic drugs.

Massachusetts, a leader in health care innovation, has a number of ongoing efforts to develop and exchange electronic health information as part of public-private partnerships among key stakeholders. Connectivity for administrative transactions

among many of the health plans and large providers is taking place within the New England Healthcare EDI Network (NEHEN). Pilot projects undertaken by Massachusetts SHARE (Simplifying Healthcare Among Regional Entities) are developing connectivity for clinical data exchange. The goal of the Massachusetts e-Health Collaborative (MAeHC), which represents 34 key constituencies, is piloting the deployment of an electronic health record.

In this session Connecticut and Massachusetts will discuss their e-health initiatives.

Session 4-3: Recent Trends in Service Quality and Service Delivery

Citizens in need of public assistance services face a number of challenges, including duplicate application forms, repeat visits to local offices, and multiple points of contact for receiving services. Within welfare offices, often times they are required to provide numerous verifications and may need to repeat information during renewals, or when applying for new programs. Recent trends in the private sector and in information technology – including widespread use of the Internet – have raised the public's expectations for responsiveness, service quality, and 24/7 convenience. Government entities, both state and local, are developing technology-based solutions both to meet the public's expectations and to leverage providers and local community partners to improve timeliness of service delivery to clients. This session will highlight *Access NYC* and Nassau County, two New York State local initiatives that address this need.

Session 4-4: Human Services Integration: Achieving Service Coordination via Payment Integration

Massachusetts is mid-way through a statewide effort to put all human services invoicing, reporting, and payment activities online. This 4-year implementation involves 13 human services agencies, more than \$2.1B in annual spending, more than 1,000 contracted community provider organizations, and over 5,200 contracts. The new system will replace current paper-based invoicing for all non-Medicaid social services, such as residential programs, homes for adults with cognitive/physical disabilities, juvenile justice programs, substance abuse treatment, juvenile justice, family preservation programs, and a wide range of other social services. The system will streamline provider reporting requirements, improve invoice approval practices, and strengthen internal controls. It will also generate a single repository of information on programs and services which will allow improved support of resource allocation decisions, utilization review, and quality management. This session will focus on lessons learned on issues ranging from technical architecture to business implementation challenges.

Session 4-5: Approaches to Child Care Automation

Vermont will present its Bright Futures Information System (BFIS). Launched in 2005, BFIS is a comprehensive, Internet-based application which dramatically increases the ability of the Child Development Division of the Department of Children and Families to enhance services to Vermont families and to those who provide care and services to children. BFIS will make it possible for parents to do such things as learn about child care providers in their area, search for child care program openings, report concerns,

and apply for child care subsidy online. Child care providers will be able to apply or reapply for a license or certificate online, enter continuing education and track professional development, find out what courses and workshops are available, advertise services and available openings, submit invoices and track payments, and receive payments as direct deposits.

Pennsylvania will present its comprehensive Child Care Management System (CCMIS) that has been the cornerstone for unifying the delivery of child care services across the Commonwealth. The Office of Child Development and Early Learning (OCDEL) relies on CCMIS as the primary IT system to deliver its programs and services that focus on low income and subsidy child care programs. CCMIS is a robust solution for self-service registration, online application for services, enrollment and eligibility determination, wait list management, invoice processing and automated payments for providers, and a comprehensive resource and referral search capability for child care providers. Program administrators can use a dashboard of key program metrics, and a business intelligence engine with access to more than 50 different business and program outcomes. The final wave of CCMIS implementation was in June 2007.

Lunch and Learn Sessions

Session LL-01: ISM Recognition Award Winner: Massachusetts Virtual Gateway

Virtual Gateway is an innovative, one-of-a-kind Internet portal that provides online access to health and human services information and services for a vast array of clients, providers, and front-line staff as well as the citizens of Massachusetts. More than 17,000 people, many of them employed by more than 1,000 state agencies and provider organizations, use the Virtual Gateway to conduct business with the Commonwealth. The Gateway is the result of collaboration and integration across multiple, independent government agencies to meet three common goals – provide a single point of access to services; promote worker and provider productivity; and support the relationship between the Commonwealth and its community partners. Rather than the traditional top to bottom approach, information and services on the Virtual Gateway are organized according to the needs of human services clients, providers, and staff, and according to how they seek information and conduct business on a day-to-day basis. In this session for state and local government attendees only, Massachusetts will discuss and answer questions about the Virtual Gateway.

Session LL-02: ISM Recognition Award Winner: Riverside County, California Integrated Homeless Mapping System

The Homeless Street Count is a HUD-required national effort to count the total number of homeless people in local communities. The count begins in shelters and homeless housing projects and is then extended to the street as information about homeless people is captured on forms by volunteers, city and county workers, and homeless services staff. The purpose of the street count is both to learn as much as possible about the service needs and patterns of homelessness experienced by individuals and families living on the street and to raise public awareness in communities that deny the presence of homeless people. Two teams led by outreach workers who were familiar

with the area they were covering were equipped with a Windows Mobile Handheld device and a Global Positioning System (GPS) receiver. An interactive mobile application was created to collect the same data as was being collected on paper with two extra pieces of information, location (latitude and longitude) and a time stamp. Data from the handheld devices was loaded into Geographical Information System (GIS) software and overlaid onto other GIS data already in the system (e.g. ZIP code boundaries, streets, locations of homeless services). This allowed workers to view the county and determine if areas were well canvassed, what areas, if any, were missed, and if a person had previously been counted. In this session for state and local government attendees only, Riverside County will discuss and answer questions about the Integrated Homeless Mapping System.

Session LL-03: ISM Recognition Award Winner: Wisconsin CARES Worker Web

The Wisconsin Department of Health and Family Services (DHFS) was faced with the challenge of having to cut reimbursement funds to local agencies that administer Medicaid and FoodShare (i.e. Wisconsin's name for Food Stamps) at a time when participation in these programs was increasing. CARES Worker Web (CWW) is an incremental renewal effort that helped offset this reduction in funds by leveraging existing investments and taking advantage of technological advances. CWW is one of the first incrementally-implemented, state-of-the-art, J2EE IBM WebSphere/Mainframe DB2 eligibility determination and case management systems in the country. In this session for state and local government attendees only, Wisconsin will discuss and answer questions about CARES Worker Web.

Session LL-04: Procurement Strategies

Each state has its idiosyncrasies with respect to procurement. Some work and some don't. In this session for state and local government attendees only, participants can share their thoughts, best practices, and ideas about procurement management and strategies for streamlining the procurement practices to strengthen vendor-state relationships.

Session LL-05: Contracts/Vendor Management

Almost everyone has had both good and not-so-good experiences trying to manage contracts and vendor results. In this session for state and local government attendees only, participants can share thoughts, experiences, best practices, what worked, and what didn't work with respect to contract and vendor management.

Session LL-06: Cost Benefit Analysis

It's APDU time again! We all can use some extra help and advice from each other as we work to complete the cost benefit analysis. In this session for state and local government attendees only, let's do lunch and talk!