

43rd Annual ISM Conference

Track 2 – IT Solutions

Conducting a Successful Transition

Presented by:
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Ohio

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Agency Background

- The Ohio Department of Job and Family Services helps Ohio families find solutions to their temporary challenges through a wide range of assistance.
- The agency integrates and combines traditional human service programs with traditional labor programs.
- This includes unemployment compensation, healthcare, cash assistance, food assistance, child care, child support enforcement and administration, and employment and training assistance.
- Ohio uses a “state supervised, county administered” model for human service programs, regional “one-stop” model for workforce assistance, and a centralized model for unemployment compensation.

System Development Background

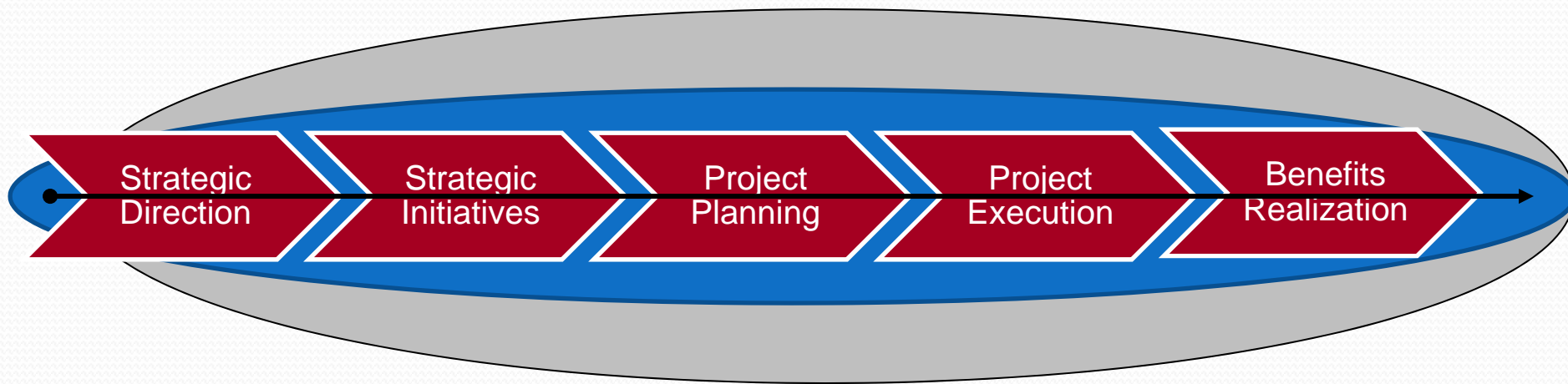
- The ODJFS, Office of Information Services supports the delivery of health, human, and employment services through the application of IT.
- Programs are delivered to millions of recipients through the development and round-the-clock operation of automated information systems.
- Typically, these large, complex systems were built as custom or transfer systems by major vertical integrators using a strategy of rip and replace.
- Drawbacks to this way of introducing system improvements include:
 - Time delays
 - Cost overruns
 - Complexity
 - Quality and performance limitations
 - Post-implementation vendor dependence



New Approaches

- Ohio has started to become its own “general contractor.”
- Functional Organization: To provide a foundation for success, the Office of Information Services was realigned from a stove-piped structure that was tailored to mirror the customers’ organizations to an enterprise organization consisting of an internal business office (to assure coordination with agency support services and the timely availability to project resources) four pillars of IT:
 - Production and Operations
 - Architecture and Engineering
 - Application Development
 - Project and Portfolio Management

New Approaches (cont'd.)



Strategic Direction: Created client Partners to assist the lines of business in realizing the potential of integrating IT into their strategic plans.

Strategic Initiatives: Created Portfolio Management Process to bring the lines of business together and provides information about technical options, cost estimates, and resource requirements for the business to use in setting project priorities.

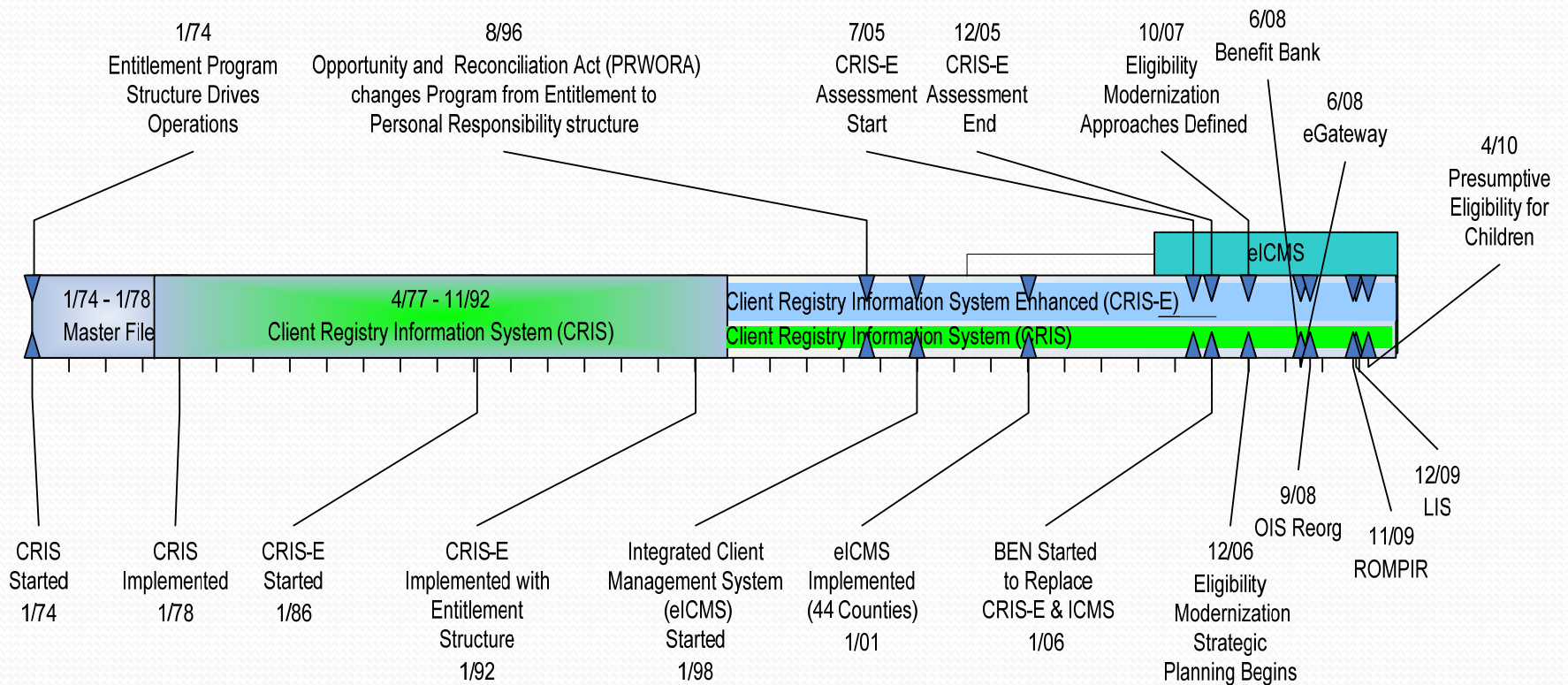
Project Planning and Execution:

- Utilize “Delivery Management” approach to projects regardless of resources used.
- Apply industry standards and repeatable project management processes.
- Stress incremental delivery versus big bang approach

Eligibility

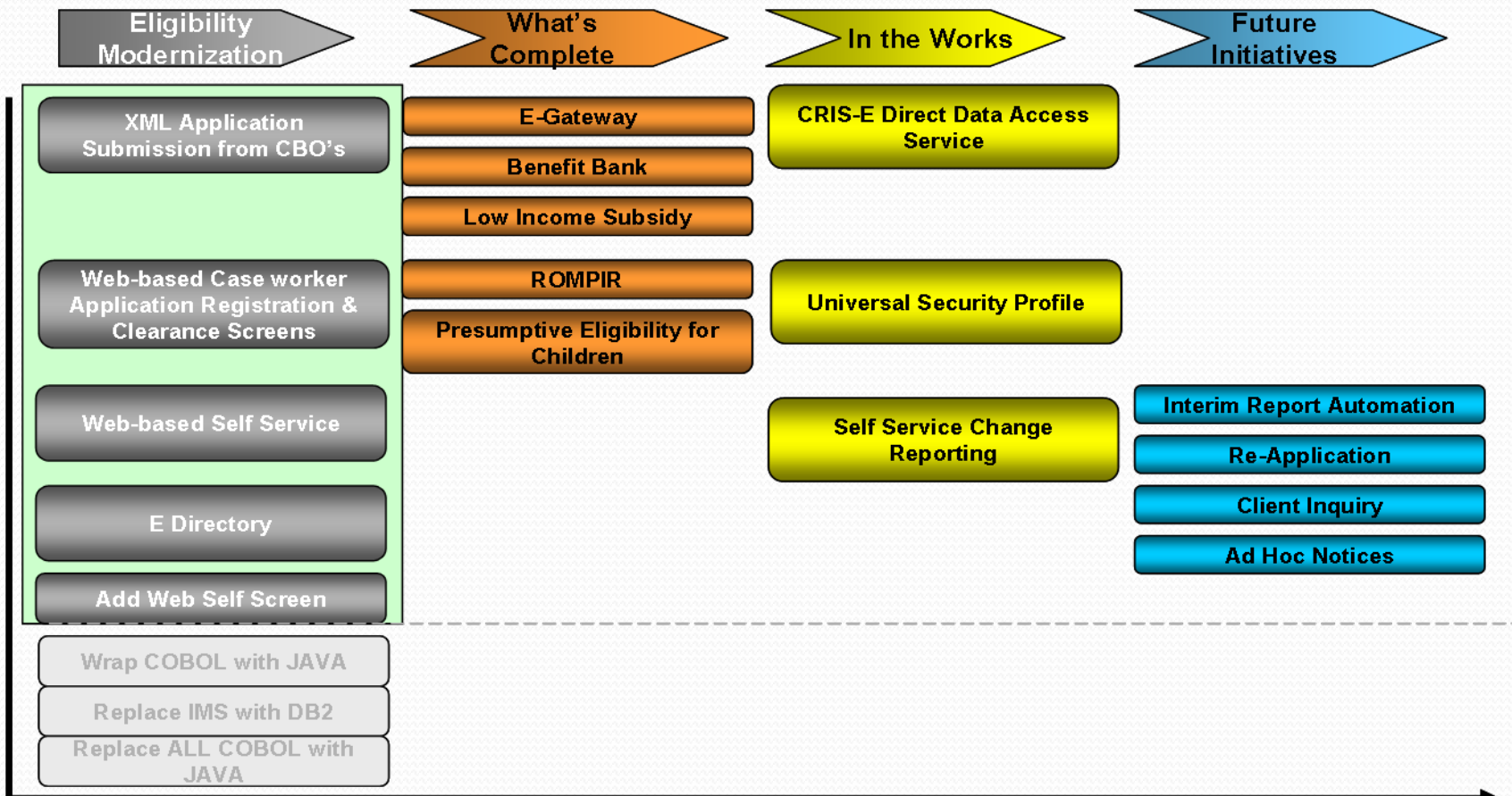
- CRIS-E is the system of record for ODJFS client demographic and eligibility data.
- There is a constant demand for its many services and for access to its vast repository of data.
- This demand come from Ohio's counties and from numerous other systems, agencies, and stakeholder organizations.

Eligibility (cont'd.)



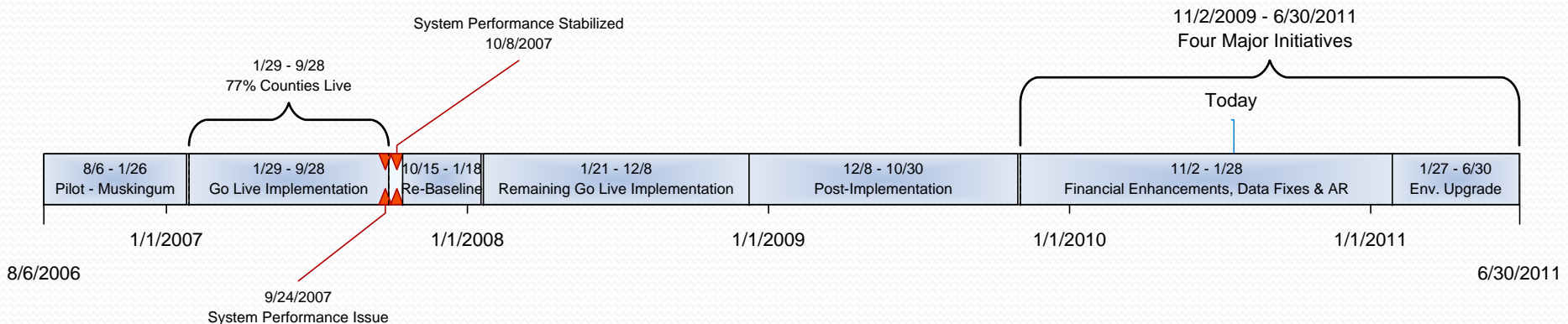
Eligibility (cont'd.)

Implementing the Roadmap



Child Welfare (cont'd.)

- A phased roll-out of counties started with a pilot in July 2006.
- By August 2007: 3,750 of 5,000+ users were online and 68 of 88 counties converted.
- In September, as 6 agencies were added, system performance rapidly deteriorated. A Rapid Response Team was assembled and system performance restored within 2 weeks. But, system credibility had been damaged, including questions about functionality. ODJFS had to rebuild relationships with users, establish proactive monitoring, and enhance functionality before resuming implementation.
- By the end of 2008, all counties were live and post implementation support began.
- Internal staff took full responsibility for application maintenance during 2009 and planning for the four major initiatives begins.



Child Welfare (cont'd.)

Four Major Initiatives

- **Financial Implementation:**
 - Critical systems development
 - Adoption Assistance & Medicaid
 - Foster Care Maintenance
- **Alternative Response:**
 - Define business requirements for new state rules
 - Conduct training in the remaining counties
 - Implement application changes
- **Data Fixes/Workflow Enhancements:**
 - Eliminates Help Desk, Business Analysts, Developers, and Database Administrator resources from the correction process
 - Perform data corrections without any support from state staff
 - Decrease turnaround time by more than half through automation
- **Environment Upgrade:**
 - Clone Server/Lab Environment upgrade
 - Production Environment upgrade

Unemployment Compensation

Ohio Job Insurance System gets “the check out”:

- Claim Intake
 - Eligibility (issues identification, fact finding, redetermination)
 - Monetary calculations
 - Selective auditing
 - Integrity assurance (overpayment identification, correspondence, reconciliation)
 - Appeals
- Implemented August 2004 as a web-based replacement for the legacy of UC Benefits System
 - 4 year project duration, engineered to support processing 1 million claims annually
 - 64 unemployment offices closed and replaced with 23 call and processing centers
 - Ohio’s unemployed served via call center or web self-service

Unemployment Compensation (cont'd.)

Implementing the Roadmap

What's Complete

- Call Center Capacity Pin Reset 2009
- Call Center Capacity Virtual Hold/Out-Calling 2009
- OJI Capacity Increases 2009
- Web Claims Intake 7x24 2009
- Linking Appeals Process With OJI
- Right-Fax Paper Reduction 2009
- Automatic Adjudication of Fraud Cases 2010

In the Works

- OJI Look and Feel Upgrade June 2011
- Live Person On-line Support for Users
- TBD (2010 – 2011)
- Virtual Video Orientation Sept. 2010
- RC Express Phase 2 August 10
- National Employer Separation Data System Sept. 2010

Future Initiatives

- Continue to Eliminate Paper 2011
- Continue to Drive to Self Service 2011
- E-Mail Correspondence Q1 - Q3 2012
- Appeals Self Service (RC Express Phase 3) 2011

Conclusion

- As an alternative to the large rip and replace integration projects, Ohio has used a new approach – to become its own “general contractor.”
- This will allow you to manage the “subcontractor” work performed by both state and vendor teams.
- To be successful, this process requires enhancing project management competency and applying portfolio management practices in your organization.
- Projects executed this way prove successful regardless of procurement strategy, provided they are broken down into manageable components and prioritized by stakeholders.

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California – Interim Statewide Automated Welfare System (ISAWS) Migration Project

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California Statewide Automated Welfare System Consortium IV (C-IV)

California Welfare Automation Background

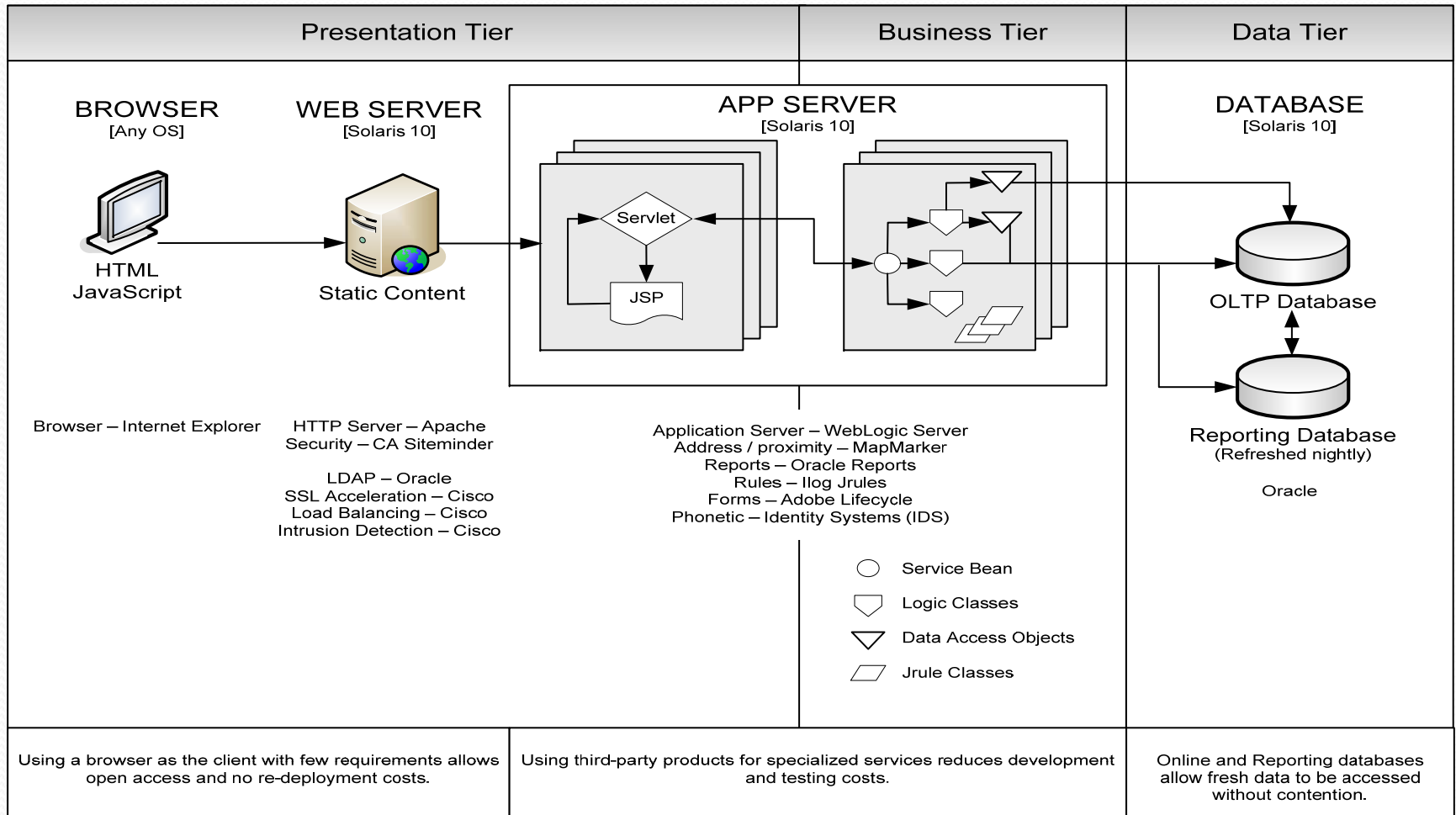
The Budget Act of 1995 required the development of a multiple county consortium strategy as the foundation for achieving statewide welfare automation.

- Interim Statewide Automated Welfare System (ISAWS) – 35 Counties
- Welfare Case Data System Consortium (WCDS) – WCDS 18 Counties
- Manage Development, Implementation, Maintenance, and Operation of CalWORKS Information Network (CalWIN)
- Los Angeles – 1 County
- Manage Development, Implementation, Maintenance and Operation of Los Angeles Eligibility, Automated Determination, Evaluation, and Reporting (LEADER)
- Consortium Four (C-IV) – 4 Counties
- Manage Development, Implementation, Maintenance, and Operation of C-IV System

ISAWS Migration to C-IV

- In 2001, the 35 counties using ISAWS concluded that the system was no longer meeting their business needs.
 - The ISAWS system was a traditional mainframe-based system using terminal emulation and aging MAPPER software.
 - Much of the ISAWS system was dependent on a proprietary architecture.
 - The system could not be kept up to date.
 - In an environment of frequent change, such applications become more difficult to maintain. Consequently, they become more expensive to maintain.
- In 2004, State and counties concluded that migration is preferable to replacement.
- Result – 35 out of 35 ISAWS counties selected C-IV as their destination system (Migration not Transfer).

C-IV Architecture Overview



C-IV Architecture Overview (cont'd.)

Key Dates	Accomplishment
August 2006	ISAWS Migration Planning Project Began (Approval of PAPD)
August 2007	<p>System Development Activities (Sole Source with existing C-IV M&O vendor in exchange for reduced M&O contract term)</p> <ul style="list-style-type: none"> • Project Management Office • Migration Application Changes to the C-IV System • Central Site Preparation • Data Conversion <p>Central Hardware and Software (Commodities procurement through San Bernardino County)</p>
January 2008	Migration Project Eliminated from Proposed Budget
May 2008	Migration Project Budget Reinstated
October 2008	<p>Traditional Procurement for Implementation Goods and Services Concluded and Implementation Project Began (Competitive Procurement)</p> <ul style="list-style-type: none"> • Local Site Preparation and Installation • Training • Change Management • Interactive Voice Response • New Imaging Solution

Implementation Waves

C-IV Migration Wave Map *Counties by Wave*

Wave 1 (Nov 2009)

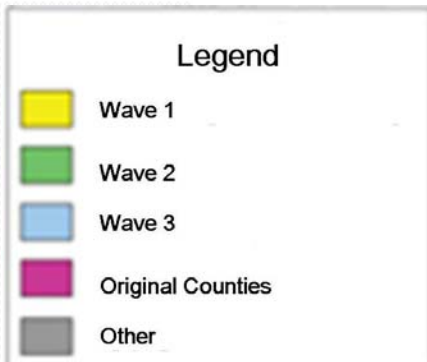
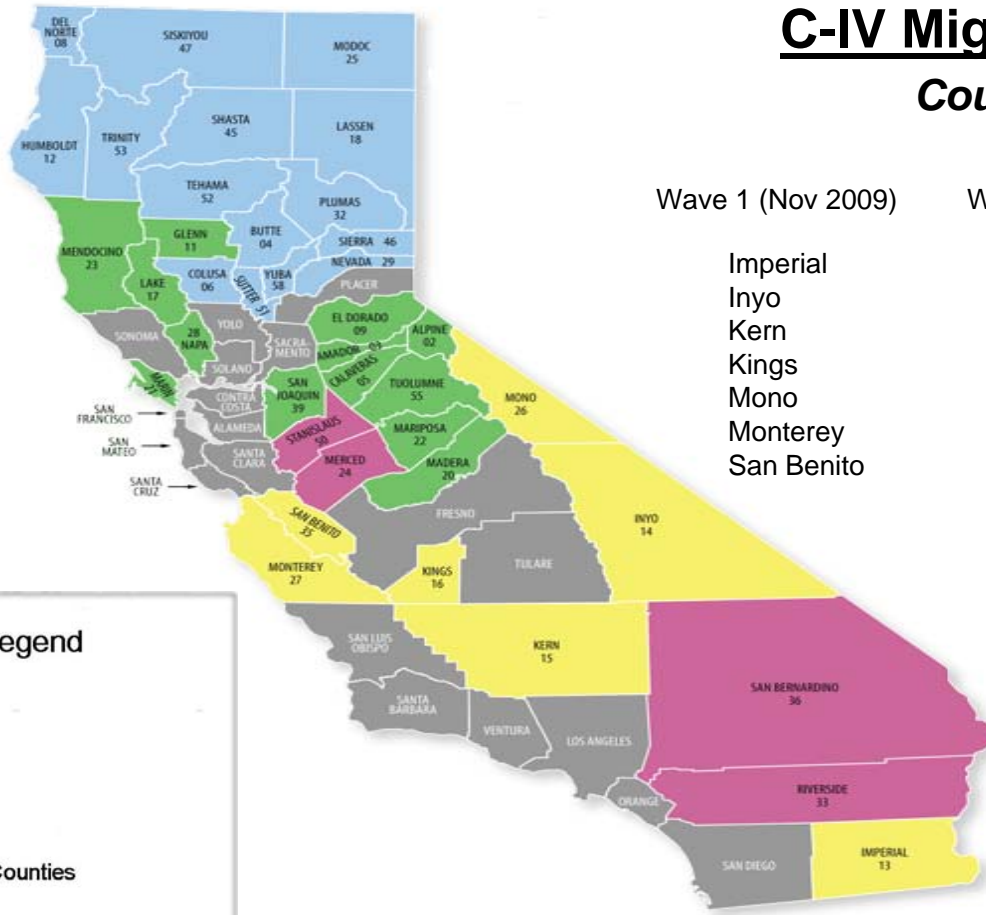
Wave 2 (March 2010)

Wave 3 (June 2010)

Imperial
Inyo
Kern
Kings
Mono
Monterey
San Benito

Alpine
Amador
Calaveras
El Dorado
Glenn
Lake
Madera
Marin
Mariposa
Mendocino
Napa
San Joaquin
Tuolumne

Butte
Colusa
Del Norte
Humboldt
Lassen
Modoc
Nevada
Plumas
Shasta
Sierra
Siskiyou
Sutter
Tehama
Trinity
Yuba



C-IV – Before and After Migration

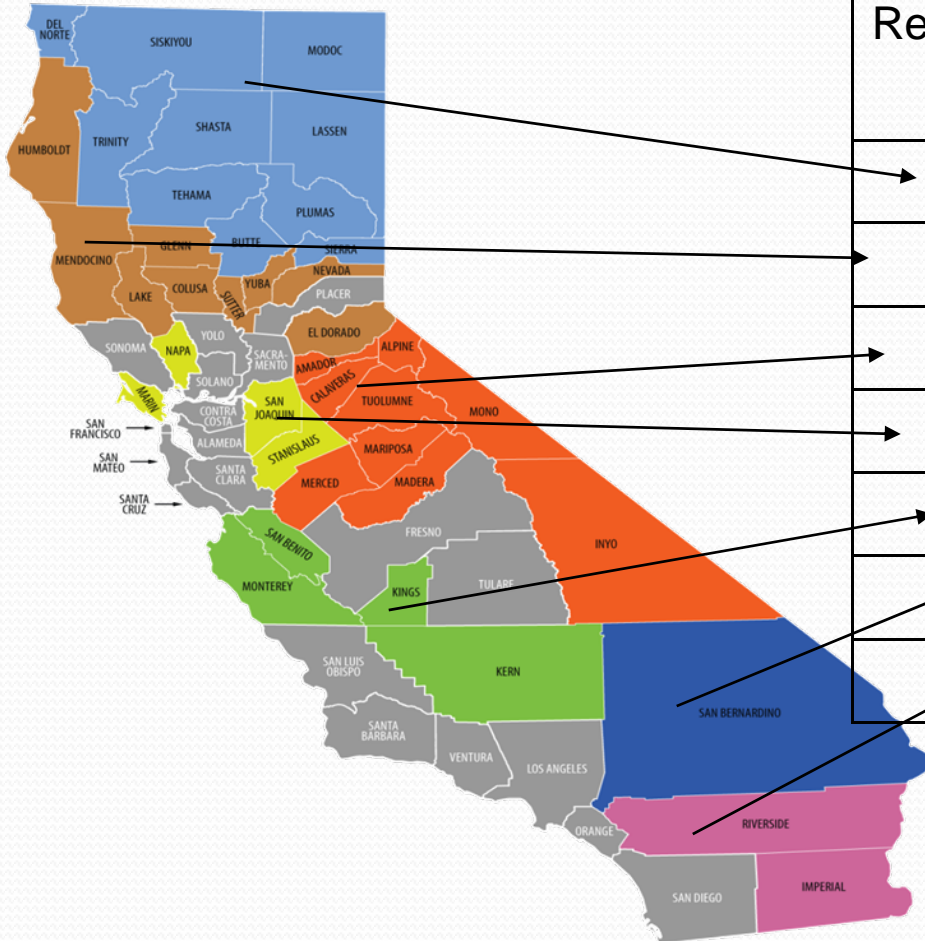
C-IV Before Migration

- 4 counties
- Almost 1 million customers
- Over 6,800 users
- Over 60 offices
- Over 2.5 million online transactions per day
- 1,000 batch jobs
- Over 50 interfaces
- 1 million pages printed / mo.
- Over \$150 million in benefits issued per month

C-IV After Migration

- 39 counties
- Over 2 million customers
- Over 12,000 users
- Over 200 offices
- Over 5 million online transactions per day
- 5,000 batch jobs
- Over 200 interfaces
- 2 million pages printed / mo.
- Over \$250 million in benefits issued per month

C-IV Regions



Region	Total Counties	Total Persons Count
7	10	150,097
6	9	160,723
5	9	163,729
4	4	343,525
3	4	383,144
2	1	445,981
1	2	409,589

Regional Representation

- Each region has:
 - 1 representative on Joint Power Authority (JPA) Board of Directors
 - 1 representative on Project Steering Committee
 - 1 full-time Regional Project Manager (RPM)
 - 2 representatives (Subject Matter Experts) on each C-IV Committee/Workgroup

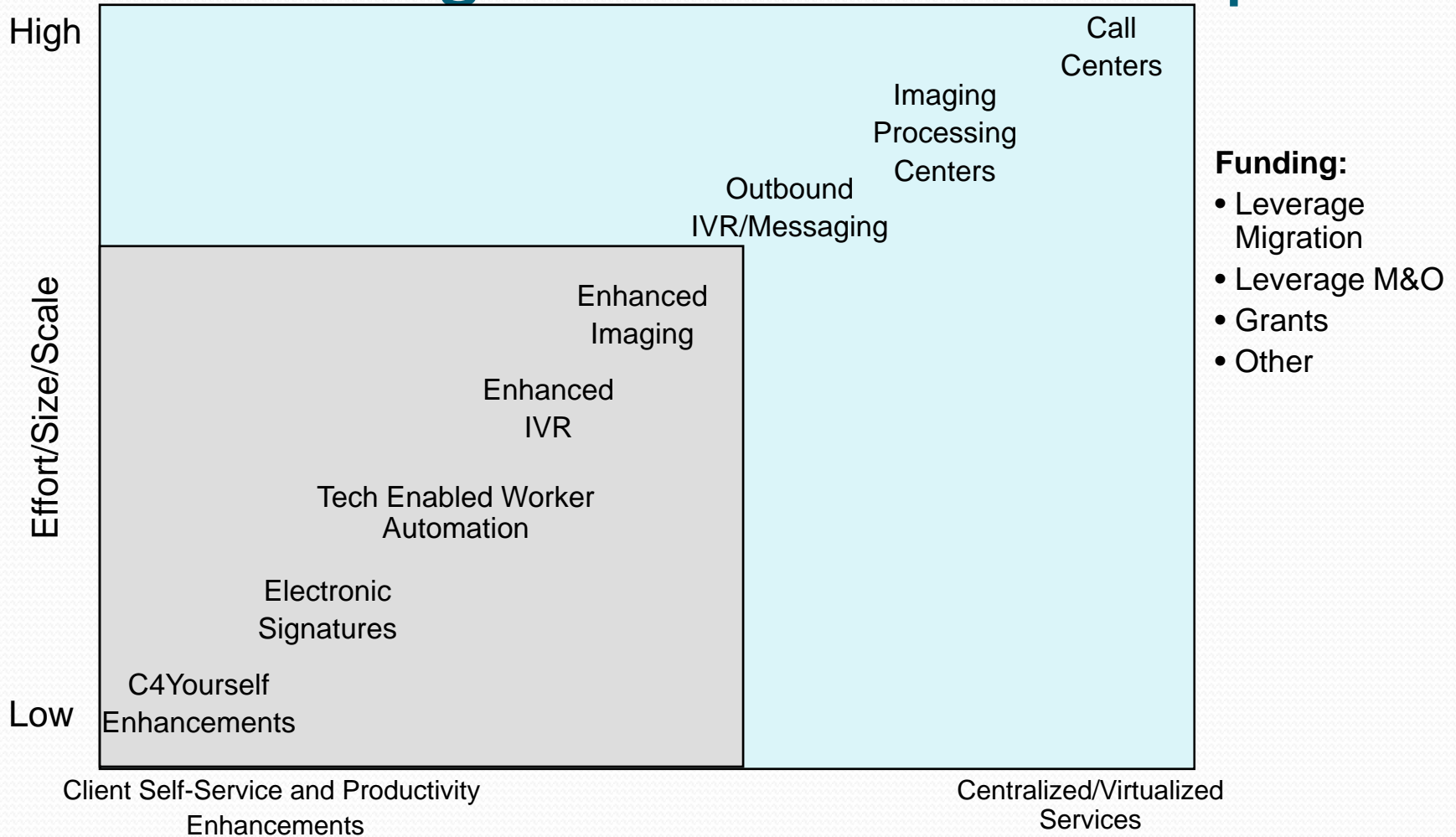
High-level Best Practices, Challenges and Strategies

Areas of Focus	Challenge	Strategy
Consortium Governance	One County, One Vote	Regional/ Representational Model
Change Management	Job process changes must be conveyed to all line staff (6,000 + new users)	Change Discussion Guides and Readiness Surveys
Communication	Informal with only four counties	Increase formality including format, tracking and methods of delivery
Conversion	Cleanup of data is time consuming	Cleanup needs to be planned with labor and incorporated into the workload

High-level Best Practices, Challenges and Strategies (cont'd.)

Areas of Focus	Challenge	Strategy
Fiscal	Never underestimate the passion of a fiscal manager	Provide additional ad hoc and data reconciliation support during conversion period
Help Desk	Significant Differences in support models	Provide more visibility into Tickets, System Change Requests and Database Change Requests
Security Profiles	Start with Production County Profiles	Test Profiles in Conversion Environment prior to go-live
Training	System focus not policy focused	Continues after Go-Live in the Counties with Targeted topic sessions and updates to Change Discussion Guides

C-IV Strategic Growth Roadmap



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Q & A

