

## Session Descriptions July 25, 2008

### **Interactive Leadership Workshop** (Open to all ISM Conference registrants)

#### **The Oregon DHS Transformation Initiative**

Oregon DHS is seeking to build a world-class health and human services organization. In this interactive workshop, the leaders will structure a conversation about the Oregon DHS Transformation Initiative. In order to build a more efficient and effective organization, DHS has chosen to use Lean, Six Sigma, and other quality tools and principles to begin the transformation that will enable the agency to respond to increasing demands for service in an atmosphere of reduced resources. Core to the culture change is the engagement of both program and technology staff in the discovery of options for staff engagement at all levels.

Attendees will:

- See ideas that might work for them and their organization
- Practice using transformation tools and techniques that have proven success in manufacturing and now show promises for human services
- Explore ways to reveal savings in time and process steps
- Examine the advantages of tracking progress at the local and enterprise level
- Learn how to help staff develop a connection to outcomes
- Discover what is working and what is not

Join Oregon DHS as they journey through the joys and pain of major organizational change. They will share lessons learned, trials and tribulations, and the sustaining hope of making improvements for the people the agency serves.

This is a follow-up to the highly-rated training from last year in Boston when Oregon described their Lean Pilot in Finance.
--

### **Track 1: Business**

#### **Organizational Readiness**

Every organizational initiative of any significance, e.g. installing a major new application, making major modifications in an agency's organization structure, requires a lot more from the organization than simply implementing the initiative. In fact, most major initiatives rise and fall on the change management work that is done (or not done) to get the organization ready for the new initiative and on the caliber of executive sponsorship. Unfortunately, all too often agencies short change the prep work and place major focus on initiative implementation. In this session, Washington State, having recognized that change management starts long before requirements gathering, RFP writing, vendor selection, and project implementation, will discuss how it developed and implemented a shared definition of success as part of planning to replace its SACWIS system. Also, FNS will discuss the results of its review of a major initiative in Florida, the modernization of the state's Food Stamp Program. Included will be lessons learned about Florida's implementation approach, client access issues, successes and problems with the new technology, and costs and savings.

## **Governance – It's not all about IT!**

This session will focus on two Governance strategies.

North Dakota will discuss its Master Client Index project and the creation of a Communication Liaison in the Department of Human Services. The department is working to improve data sharing practices internally and among other state agencies to achieve better coordinated services. The new Master Client Index is expected to index approximately 500,000 shared client entities, representing 1.5 million clients, that are currently housed in the state's 20-year-old legacy client indexing system used by TANF, food stamps, child support, developmental disabilities, vocational rehabilitation, and child welfare. The Communications Liaison serves as the liaison among system architects, database administrators, vendors, and Department policy makers.

The Indiana Family Social Services Administration will discuss its modernization project in the Division of Family Resources (DFR) which administers eligibility for Medicaid, cash assistance, child care assistance, Food Stamps, employment, and training services. In order to address many systemic problems, DFR created a new business paradigm called the "DFR Modernization Project" which is a public/private partnership between the state and a coalition of vendors. Critical success factors are the governance structure and the process created to manage the relationship between the state and the vendors. Indiana will discuss the principles of governance established in the procurement phase in order to appropriately set expectations for all parties, as well as the philosophy, organization, functions, metrics, and lessons learned as the project has progressed. Indiana will also discuss what it has learned in changing DFR from a bureaucratic, transaction focused entity to one focused on effective vendor and contract management.

## **Human Side of Change**

Periodically, as they conduct the routine business of serving citizens, agency staff is required to endure a transition from their comfortable and modest legacy system to the latest and greatest, the state-of-the-art, the whiz-bang, Web-based, highly interactive, best information system ever. During periods when they are naturally skeptical and nervous about being taken out of their comfort zones, staff are subjected to lengthy, complicated, and demanding communications which are designed to both inform and reassure. As staff cope with the pressures of having to learn how to use a new system and, perhaps, how to perform new business processes while still continuing to deliver services accurately and on time, reactions emerge that range from excitement about what the new system offers all the way to leaving the organization because of stress. Anticipating, understanding, and responding to these natural human reactions to change are critical to the success of any new initiative. In this session Louisiana and Texas will discuss how they dealt with the challenges of implementing new systems for child protective services and adult protective services while also recovering from the devastation wrought by Hurricanes Katrina and Rita.

## **Metrics – Defining, Measuring, and Monitoring**

In the past two decades there has been an explosion in the volume of information collected by public child welfare agencies. Due to a growing commitment to accountability, states have invested vast sums to improve both the quantity and quality of information captured. Data warehouses, data mining, and enterprise computing are all terms of art that describe how the IT sector has worked to manage the extraordinary volume of data that can be made available to users. Many feel that these investments have yet to payoff. With that in

mind, the challenges ahead have less to do with data capture than with how it is presented and how effectively it can help people do their jobs.

In this panel, the Tennessee Department of Children's Services and the Chapin Hall Center for Children will present their joint work using the state's SACWIS data to manage the Tennessee child welfare system. Unique features of the model include the integration of child data with fiscal data, a link that puts the state in a strong position to understand its return on investment. The session will cover the methods used to extract knowledge about system performance from the child welfare data and how the model is expanded to describe how data from multiple states is organized for cross-state comparison.

### **Privacy and Security is Everybody's Business**

Mobility and wireless technology are becoming an integral part of IT thinking. The business side of mobility and wireless technology should be part of the initial decision making about how to deploy IT. This session will focus on the importance of privacy and security in the human services workplace, particularly surrounding the use of wireless networks as more organizations become mobile. Iowa will provide key insights on trends in wireless and mobility standards, implementation challenges, and best practices. The City of Richmond, Virginia will discuss how they built a business case; defined and analyzed business requirements; and matched the appropriate technology, privacy, and security options to meet their business needs.

## **Track 2: IT Solutions**

### **Legacy Systems: Replace or Refresh?**

Many states are trying to improve delivery of services at the same time they are dealing with a reduction in staff and aging technology. Put simply, many legacy systems, some quite old, some relatively new, are unable to adapt to changing business needs. And the question seems to always be the same: "should we replace the system, often at considerable expense and risk, or should we refresh it with things like a new user interface, a data warehouse, or enhanced reporting?" Technologies that can be used to develop replacement systems or to refresh existing systems are improving constantly, so the answer to the question is not always readily apparent. In this session, Pennsylvania and Michigan will discuss how they used different approaches to modernizing their legacy eligibility systems. Presenters will review the business and technical drivers that affected their move from their legacy systems to a more flexible business model, including the steps they took when making the decision whether to replace or incrementally refresh their systems. They will also discuss their successes and lessons learned.

### **Self-Service Solutions**

In today's world, information technology makes it possible to bring people closer to the services they receive and give them opportunities to customize services to better meet individual needs. Obtaining information and buying things over the Internet are good examples of increased self-service. The delivery of human services to clients is also following this trend toward enhanced options for self-service. In this session Utah, Wisconsin, and Washington will discuss their experiences with development and implementation of web-based online applications and the decision processes they employed to decide which self-service technologies – online applications, document imaging, work flow management, IVR, call centers, etc. – to implement first.

## **Technologies for Service Delivery**

The effort to modernize and improve the delivery of services to clients is an ongoing and seemingly never ending activity as business needs change and the technical options that are available to agencies continue to expand and diversify. In this session Illinois will discuss its integration of interactive form-processing automation into legacy systems to improve service to clients and case managers. Also, Indiana will describe its use of call centers, IVR, document management, workflow management, data warehousing, legacy system integration, and other techniques to improve services.

## **Got COTS?**

At last year's conference in Boston, four speakers from the private sector presented their perspectives on the value and risks associated with implementing commercial-off-the-shelf software (COTS). In this year's contrasting follow-on session, three public sector people from the U.S. and Canada will discuss their experience with using COTS as the foundation for their IT systems. Included will be overviews of their projects, the reasons for choosing a COTS approach, and how the use of COTS products influenced their projects.

## **Solutions Implementation: Avoiding Pitfalls**

Agencies undertake lengthy, elaborate, and often frustrating but critically important activities to define what they need (requirements), procure the right solution, and negotiate the contract. Now comes what is usually the hardest and riskiest part, implementation. In this session Maine and Colorado will share real life experiences relative to their recent solution implementations. Since "hindsight is always 20/20", the presenters will focus on lessons learned (the good, the bad, and the ugly). They will also share implementation strategies for ensuring early success, strategies for avoiding the trials and tribulations that can bog down implementations, and why managing expectations is so important.

## **Track 3 - Technical - Human Services Technology Toolkit**

### **Business Intelligence - To BI or Not To BI**

Government organizations and their policy makers are increasingly asking for more information and insight from their data systems. Business intelligence often uses key performance indicators (KPIs) to assess the present state of business and to prescribe a course of action. This session showcases two solutions and tools that synthesize data into information and subsequently into knowledge that can be used to make informed and effective decisions. Allegheny County, Pennsylvania will discuss its application of GIS technologies to assist in decision making and Georgia will present its SACWIS data mart that summarizes data and displays future trends.

### **Mobile Computing - Are you cordless yet?**

In today's environment, states need the ability to have mobile workers providing services to citizens. Carrying a computer is not always feasible. This session presents alternative mobile input devices in use now that capture forms and signatures, transmit worker location, and facilitate collaboration. West Virginia will present a solution based on digital pens, implemented on a trial basis in the child protective services program to produce ad hoc plans for the family. Mississippi will present its solution in which GPS-enabled cell phones are used to identify workers and the speed they are traveling, estimate mileage traveled, and stops made. The data is reported via an online portal.

## **Green IT**

According to Wikipedia, the Internet's free encyclopedia, "green computing" is the study and practice of using computing resources efficiently. Modern IT systems rely upon a complicated mix of people, networks, and hardware. As such, a green computing initiative must be systemic in nature, and address increasingly sophisticated problems. Elements of such a solution may be comprised of items such as end user satisfaction, management restructuring, regulatory compliance, disposal of electronic waste, telecommuting, virtualization of server resources, energy use, thin client solutions, and return on investment (ROI).

Similar to Corporations in the United States, state and local governments are constantly striving to improve resource consumption, service quality, productivity, and costs. In addition citizens are increasingly sensitive to sustainable practices and environmental sensitivity. This session highlights the technology associated with two operational initiatives: Virtual Office and Virtualization. Arizona will present their implementation of a virtual office using remote access and subsequent productivity enhancements. Oklahoma will discuss both its vision of how the agency plans to realize reduction in energy consumption and costs with virtualization of its servers while improving productivity and the pilot project that aims to realize the vision.

### **Collaboration Technologies – Inspire, Motivate, Collaborate**

A best practice in human services is the implementation of project management methodologies. This session will look at the tools which help to automate the project management function by allowing teams to share documents, ideas, and the progress of the project. This not only helps management keep track of tasks and deliverables, but also facilitates groups working together while being in different physical and geographical locations. Arkansas will discuss its use of Microsoft's SharePoint product as a collaboration tool to facilitate workflow, information sharing, and document sharing. Colorado will discuss how it uses CA Clarity, a project and portfolio management tool, to manage IT projects with staff who are in different locations by allowing the sharing of documents, schedules, and project reports.

### **SOA**

Service Oriented Architecture (SOA) is a new approach to enterprise IT architecture design. From an IT perspective, enterprises can leverage the concept of SOA to standardize their technology and application assets in order to reduce IT operations cost, increase re-use of assets, enable shared services, and increase business flexibility. From a business perspective, SOA provides a unique opportunity to enable new business models and processes by leveraging current investments in IT. Enterprises can strategically transform business operations, improve customer satisfaction, and reduce cost by using the IT flexibility facilitated by SOA. SOA, if used effectively, has an enormous potential to deliver breakthrough business/IT alignment and hence business performance improvements. This session will present the application of SOA concepts at an enterprise level in the health and human services domain. Texas will present its SOA program, begun in 2004, as a real world case study of business and IT transformation to enable a multi-channel government interaction model used to demonstrate the power of SOA. The Texas program includes the SOA roadmap, the technology blueprint, SOA operations, governance, and IT performance management.

## **Track 4 – Regional Showcase**

## **Proactive Customer Service Centers and IVR Tools**

In this session, Arizona and two California counties discuss how they have effectively deployed private industry technologies such as Interactive Voice Response systems (IVR), Auto Dialer technologies, and customer support centers to benefit child support customers, social service customers, and workers alike.

Arizona's award winning use of the IVR auto dialer feature has improved the responsiveness of custodial and non-custodial parents and dramatically increased child support collections. Arizona's proactive approach to communicating and reminding parents of their child support obligations early on helps reduce the adversarial relationships commonly developed between the agency and parent.

The Los Angeles Customer Service Center (CSC) provides a very unique blend of traditional call center ticket tracking, reporting, and statistical capabilities with that of real-world public assistance services being provided directly to clients at a time that is most convenient for the client. Clients may choose to speak to an eligibility worker who uses the Los Angeles County automated welfare system (LEADER) for real time case information. LA's CSC includes an IVR system that gives automated case status and benefits information.

Alameda County, California (ALC) employs its award winning IVR system to help the Children and Family Services Department track the whereabouts and status of its foster child population while simultaneously keeping overpayments to foster care providers to an absolute minimum. In addition, ALC uses IVR technologies to provide benefit and status information to its TANF clients, and payroll information and eligible service hours to its in-home support workers and clients.

## **Business Continuity and Disaster Recovery**

When disaster strikes, any interruption in the delivery of health and human services presents additional risk to the safety of society's most vulnerable citizens. The coordination of relief efforts and stabilization of the technical infrastructure is critical to establish the flow of benefits to people who rely on state and local agencies for basic needs like food and healthcare. In late-2007, communities were devastated by wildfires in Southern California and floods on the Oregon Coast. In 2008, Iowa was hard hit by Mississippi River flooding. Multiple public sector jurisdictions and contracted vendors were challenged to mitigate the immediate threats to the affected populations. By rapidly assessing the scope of these disasters and deploying personnel and equipment to hard hit areas, client services, such as the Disaster Food Stamp Program (DFSP), were quickly established. In this session California, Oregon, and Iowa will participate in a panel discussion about how business continuity was insured in the immediate aftermath of a crisis. Included will be a behind-the-scenes view of what went right and what was learned in order to better prepare for future disasters.

## **Improved Client Experiences and Outcomes**

Human service programs are founded on the premise that government intervention can make a positive impact on the lives of their clients. Most legacy human service applications are confined to making eligibility determinations and benefit calculations, and recording decision events that occur over the lifecycle of the case. Human service agencies are now discovering ways where intelligent application of modern technology can be used as a primary driver to actually improve client outcomes. IT can be an effective mechanism to overcome barriers to effective service delivery. State and local agencies

are developing applications to speed traffic flow in crowded offices. Delivering services to homeless people presents special challenges and agencies are turning to advanced technical solutions to assist them in providing coordinated services to this population. In this session two California counties, Los Angeles and San Joaquin, and the City of San Francisco will discuss ways they are using IT to make a positive impact on client outcomes and client/agency interactions.

### **Workforce Management**

Workforce management and succession planning are common challenges we all face. How do you groom your current staff to become the dynamic leaders of the future? What skills will they need to be successful? How can we better recruit and retain key employees? California has responded to these questions by developing the Information Technology Managers Academy (ITMA), the Chief Information Officer (CIO) Academy, and the Executive Institute.

How do you balance the individual needs of your staff with generational characteristics? How do the needs and expectations differ between generations? How will your organization change to accommodate these needs? Arizona has recently deployed a solution with tremendous success. The Arizona Medicaid agency has implemented a virtual office program where department employees are working from home full time. Turnover has plummeted while productivity has increased.

In this session program sponsors, ITMA graduates, industry experts, and innovative solution providers in this interactive session from Arizona, California and the private sector will discuss the benefits of implementing similar programs in other organizations and personal "success stories" that have been created as a result of these programs.

### **Integrated Client Information and Services**

What services has this person received? How many people are we serving? These seemingly simple questions can be quite challenging to answer due to the isolated silos of information that form the IT landscape of most human service agencies. Accurate answers to these and similar questions require construction of virtual bridges that cross technical and organizational boundaries. In this session Alaska will discuss its Master Client Index and Oregon will discuss its Integrated Client Services (ICS) data warehouse.

Siloed legacy applications prevented Alaska's Department of Health and Social Services from obtaining a complete and accurate picture of who they were serving and what services an individual was receiving. Duplicate records for the same person were hard to identify due to a lack of a unique identifier across all applications. The department has deployed a Master Client Index (MCI) to support the need to know who the department is serving and what services are being provided at a client level. MCI employs modern probability algorithms for client de-duplication and merging that go beyond traditional matching logic to gain a holistic view of clients.

Client services data at Oregon's Department of Human Services (DHS) has been spread across multiple systems and disparate data platforms. DHS developed an Integrated Client Services (ICS) data warehouse to accomplish several important goals – accurate forecasting and budgeting for future needs, better data integrity, de-duplication of records for overlapping services, and a better understanding of the outcomes from services delivered. ICS contains data from 8 program areas that is used to create 3.5 million

"master" client records. These master records are used to answer "What if..?" questions about client services across the enterprise.

## **Lunch & Learn Sessions**

### **ISM Recognition Award Winner – Innovation in Service Delivery**

#### **Indiana Family and Social Services Administration (FSSA)**

##### **Eligibility Modernization Project**

Approximately one in six Indiana residents depends on some form of human services support. Indiana's Family and Social Services Administration (FSSA) is responsible for delivering this critical assistance to citizens. Under its legacy approach to eligibility determination, FSSA's 107 county offices each used their own operating methodologies, hampering the state's ability to effectively determine eligibility. Recognizing a need for change to support its citizens, FSSA selected a coalition of eleven companies to manage and modernize the eligibility and intake processes for key programs including TANF, Medicaid, and food stamps. Key to enabling the new system was the creation of electronic case files to replace the old paper files and applications (over 18,000 to date), Internet-based screening, change reporting and case status, and an extensive Interactive Voice Response system that is available 24 hours a day, seven days a week. In this session for state and local government attendees only, Indiana will discuss and answer questions about the Eligibility Modernization Project.

### **ISM Recognition Award Winner – Innovation in Service Delivery**

#### **Pennsylvania Department of Public Welfare**

##### **Workload Dashboard Initiative**

On January 28, 2008, the Office of Income Maintenance of the Pennsylvania Department of Public Welfare implemented the Workload Dashboard Initiative as part of the strategy to modernize its eligibility system. The dashboard includes a user dashboard, which provides a comprehensive, personalized view of the tasks, appointments, and other critical information needed by staff to effectively manage their workload. In addition, the supervisors have the ability to create self-defined teams, quickly locate and view the availability and activity assignment information for specific staff members, and aggregate assignment information for the entire team. Over the course of the past few months the Workload Dashboard and related initiatives have set the stage to continue to revolutionize operations at the County Assistance Offices through technology innovation. In this session for state and local government attendees only, Pennsylvania will discuss and answer questions about the Workload Dashboard Initiative.

### **ISM Recognition Award Winner – Application of New Technologies**

#### **Louisiana Department of Social Services**

##### **Geographic Information System**

Using a Geographic Information System (GIS), the Office of Community Services (OCS) Child Welfare Division of the Louisiana Department of Social Services created the Leveraging Location Intelligence Initiative (LLII), an invaluable new tool to help the agency meet the needs of children and families served through child protection and foster care. LLII integrates hardware, software, and data to capture, manage, analyze, and display geographically referenced child welfare information. This enables the agency to visualize relationships, connections, and patterns in data allowing informed decisions to be made as well as increase efficiency throughout Office of Community Services. In this session for

state and local government attendees only, Louisiana will discuss and answer questions about the Leveraging Location Intelligence initiative.

### **ISM Recognition Award Winner – Collaboration Across Boundaries**

#### **Oklahoma Department of Human Services**

##### **Debit MasterCard Card**

The Oklahoma Department of Human Services (OKDHS), in partnership with two private sector vendors, designed, developed, and implemented a new Debit MasterCard Card program for the delivery of child support payments, TANF, and Aid to the Aged, Blind and Disabled (AABD) benefit programs. While the use of debit card programs to deliver government benefits is not new, the Oklahoma approach is unique in several ways. It is the nation's first debit card system that returns, to the State, all funds and benefits when the debit card is returned as undeliverable by the Post Office or when clients have not selected their 4 digit personal pin number within 90 days; it was also the first system to contract out the direct deposit portion of the system, thus insuring a single point of entry for inquiries; and lastly, the OKDHS system combines a variety of different programs to insure that common customers/clients are issued a single card. In this session for state and local government attendees only, Oklahoma will discuss and answer questions about the Debit MasterCard Card program.

##### **Incremental Organizational Transformation**

Alabama has embarked on the task of transforming the management and delivery of the state's health and human services. The Connected HHS Framework is a coordinated technology and business process strategy that focuses squarely on clients and families and the multiple systems that serve them, does not require a large scale reorganization of services at the state and local level and does not replace of expensive technology investments already made by federal, state, and local governments. Rather the strategy is to create a connected HHS framework that allows an incremental transformation of the organization and IT architecture with low risk, as opposed to large, complex, risky and all-encompassing approaches. In this session for state and local government attendees only, Alabama will discuss and answer questions about its Connected HHS Framework.

##### **E-Discovery - The Crossroads of Law and Technology**

In late 2006, the U.S. Federal Rules of Civil Procedure were changed to recognize and account for electronically stored information. E-discovery is the production and presentation of electronically stored information that meets the basic requirements and needs of discovery. The Washington Department of Information Services is implementing a new service, the Washington State Electronic Records Vault (WaSERV) for electronic records retention and discovery. WaSERV is aligned with the Secretary of State's Digital Archiving Project. With it agencies will be able to respond faster to public records requests, undertake comprehensive searches, and standardize record retention practices. In this session for state and local government attendees only, Washington State will discuss WaSERV and lead a discussion about record retention and E-discovery.

### **General Sessions**

#### **Opening General Session**

##### **Update on Happenings in Human Services in the Golden State**

**John Wagner**, Director of California Department of Social Services

## **The Future of IT in Human Services**

**Charles Phillips**, President, Oracle Corporation

### **CEO Perspective: The Changing Face of Service Delivery**

A panel of Chief Executive Officers, **Mitch Roob** from Indiana, **Bruce Goldberg** from Oregon, and **Albert Hawkins** from Texas, talk about how human service programs, and especially benefits delivery, has changed (or needs to change) in their states, what factors drove these changes, and how IT has been instrumental in successfully (or not so successfully) implementing these changes.

### **A Look Ahead to Human Services in the Next Administration**

Change is the one constant in the public human services and 2009 promises more of the same. There will be a new administration in Washington, DC and with it will no doubt come impacts on federal programs and, subsequently, how the state and local governments do business. In this session, a panel of human service veterans from both sides of the aisle, **Wade Horn**, **Sheri Steisel**, **Liz Schott** will “read the tea leaves” and prognosticate on what changes may be coming.

### **State and Local Business Meeting Breakfast and Roundtable Discussion**

#### **Procurement: Finding the Balance**

Aside from actually making it work, one of the most mission critical activities in human services IT is acquiring the products and services that are needed to serve clients, support operations, and manage the agency. In this session, **Robert Metzger**, an attorney specializing in government procurements, **John Kost**, an executive from a private sector company specializing in IT research and analysis, and **Mary Ellen Bennard**, a state agency CIO, debate best and worst practices in human services IT procurement.

#### **The Whys and Hows of IT Centralization and Consolidation**

Centralization and consolidation of services and organizational structures tend to run in cycles, often driven by changing business needs, program priorities, or political pressures. Sometimes it's simply that things aren't working satisfactorily and restructuring may improve things. In this session, a panel of state CIOs, **Teri Takai** from California, **Ron Huston** from Colorado, and **Kamal Bherwani** from New York City, will discuss changes in IT operations and support in their jurisdictions including consolidation, shared services, and centralization. The panel will discuss the drivers which led to these changes, how they made their assessments, and how they implemented the changes.

#### **Federal Panel – Agency Collaboration and Program Updates**

The “usual suspects,” **Tim O'Connor** from FNS, **Terry Watt** from ACF, and **Rick Friedman** from CMS, again grace our conference with updates on collaboration plans among agencies, APD reform efforts, and program and legislative updates which will impact human services IT. They may even provide an update on EA cost allocation.