



ERICSA

2022

**Jazzin' It Up
for Children
and Families**

New Orleans

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**59TH ANNUAL
TRAINING CONFERENCE
& EXPOSITION**

We Have a New System! What's Next?

Presenters

Karen Coleman, Oregon Business & Technical Services Chief

Ted Mermigos, Delaware IV-D Director

Michele Cristello, Massachusetts IV-D Director

Moderator

Hal Carl, Director, Conduent



We Have a New System! What's Next?

OREGON CHILD SUPPORT PROGRAM

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Oregon's Modernization Objectives and Assumptions

- Objectives

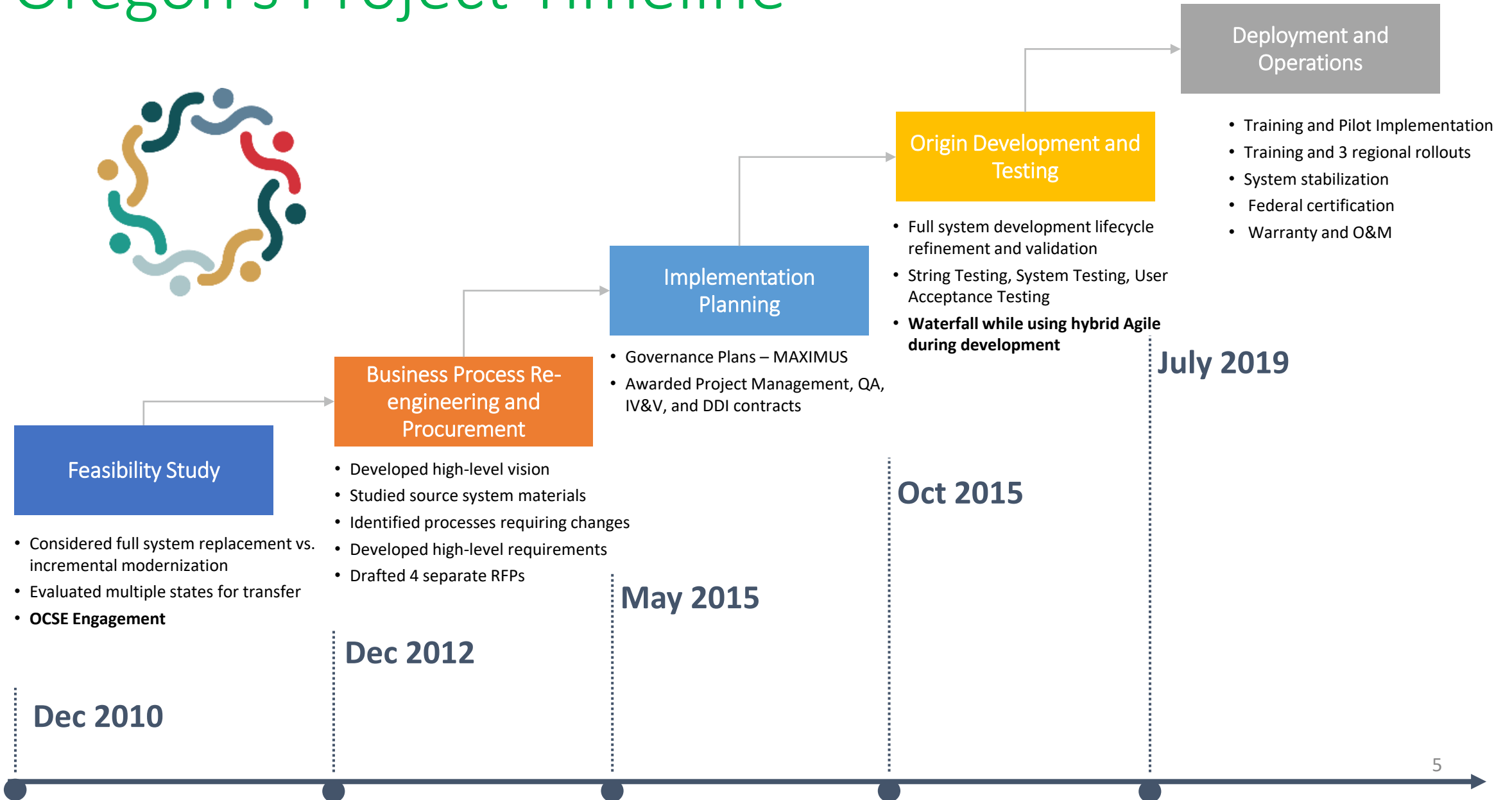
- Increase collections
- Increase program performance
- Increase automation
- Increase customer and worker satisfaction
- Reduce training timeline and time to proficiency
- Reduce manual workarounds
- Reduce system costs

- Assumptions

- Once the new system is implemented and certified, it will be business as usual – only better!
- The program will have more time for focused initiatives, community outreach, to reach under-served populations, and to concentrate on difficult to collect cases.



Oregon's Project Timeline



Oregon's Immediate Focus Post-Implementation

- Preparation for federal certification demonstration
- Defect resolution

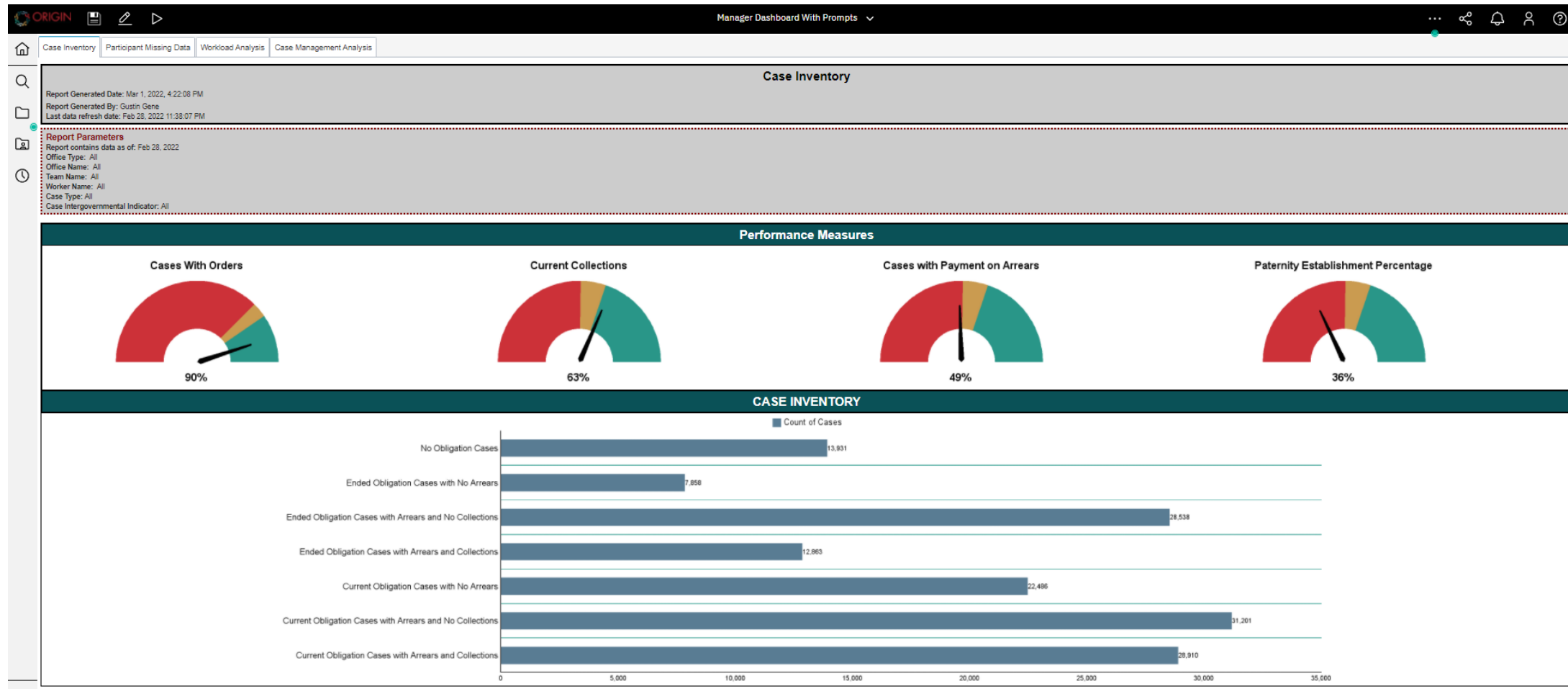
Defect Totals by Calendar Year					
	2018	2019	2020	2021	2022
Open		2	21	99	39
Closed	9,255	2,965	1,764	732	30
Grand Total	9,255	2,967	1,785	831	69

- Continue develop work for enhanced functionality
- Ongoing education/training and knowledge sharing
 - End-to-end business process from the user perspective
 - How to approach the work - tasks, dashboard



Oregon's Immediate Focus Post-Implementation

Dashboard view



Oregon's Immediate Focus Post-Implementation

- Awareness of how automation interacts with user processes
 - What data is important for downstream automation
 - What processes are handled by the system now instead of the user
- Addressing converted data issues to preserve user buy-in
 - Some automated processes did not work correctly
 - Some benefits of new automation were not initially realized
 - Users' initial impression – Some users preferred the old system
 - User frustration because similar cases experienced different outcomes
- Unintended consequences of data exchange information
 - Introduced aged information that staff had to sift through
- COVID Pandemic
 - Flexibility to work remotely
 - Ability to quickly make changes in the new system to support pandemic responses



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Oregon's Focus 2-3 Years Post-Implementation

- Technical training and knowledge transfer
- Transition from vendor to state technology staff
- Recruiting and retaining technology talent – right sizing your team
- Ongoing operations and maintenance – level of effort
 - Software updates and regular patching
 - Monitoring and addressing security vulnerabilities
 - Performance tuning in multiple environments
- Technology roadmap – ongoing modernization strategy
 - Migration to the cloud



Oregon's Focus 2-3 Years Post-Implementation

- Revamp the program's training curriculum
- Operationalizing processes used during the project
- Ongoing organizational change management
 - Were new teams formed?
 - New training and procedure development
 - Define interactions with the system and other program teams
 - Supporting program leadership in their learning
 - Performance management
 - Assigning work and monitoring progress
 - Functioning as designed – Doesn't make it right!
- Participant engagement
 - Online account management
 - Email communication



Oregon's Lesson Learned

- Project's lessons learn library
- Clear understanding of the technology
 - Cost
 - Ongoing maintenance
 - Knowledge/skill level
- Strategy to become a competitive employer
- Embed state staff throughout system development lifecycle
- Educating state leaders
 - It's not "a one and done"
 - Ongoing investment
- Training approach and planning
- Organizational change management activities continue long after statewide implementation
- Ongoing policy coordination and consideration



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We Have a New System! What's Next?

DELAWARE CHILD SUPPORT PROGRAM

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Delaware Child Support System (DECSS)

- Implemented in 2013 and certified in 2015
- Supports 655 users in:
 - DCSS - 169
 - Division of Social Services (IV-A) - 378
 - Division of Child Youth and Families (IV-E) - 14
 - Courts - 79
 - Deputy Attorney General Office - 15
- Contains 86,500+ cases across three county offices
- Experienced only five instances of down time – only one was more than an hour
- Triggered only 10 batch incidents in the past three years



Delaware's Pre-Project Objectives

- Move from mainframe system to web-based to improve user experience and system maintainability
- Improve data reliability
- Increase automation
- Achieve paperless case management
- Deploy financial processes that compliant with distribution regulations

DCSS has had NO

DECSS has automated

DECSS distributes child support payments per federal regulations



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Delaware's Project

- Decided upon transfer: Arkansas Child Support Information Systems (ARCSIS)
- Planned to adopt as much of ARCSIS as possible
- BPR performed pre-DDI project to determine gaps
- Selected vendors for major project components
 - PMO: Ciber
 - DDI: ACS (later became Xerox and then Conduent)
 - QA: PSI (later became Maximus)
 - IV&V: KPMG



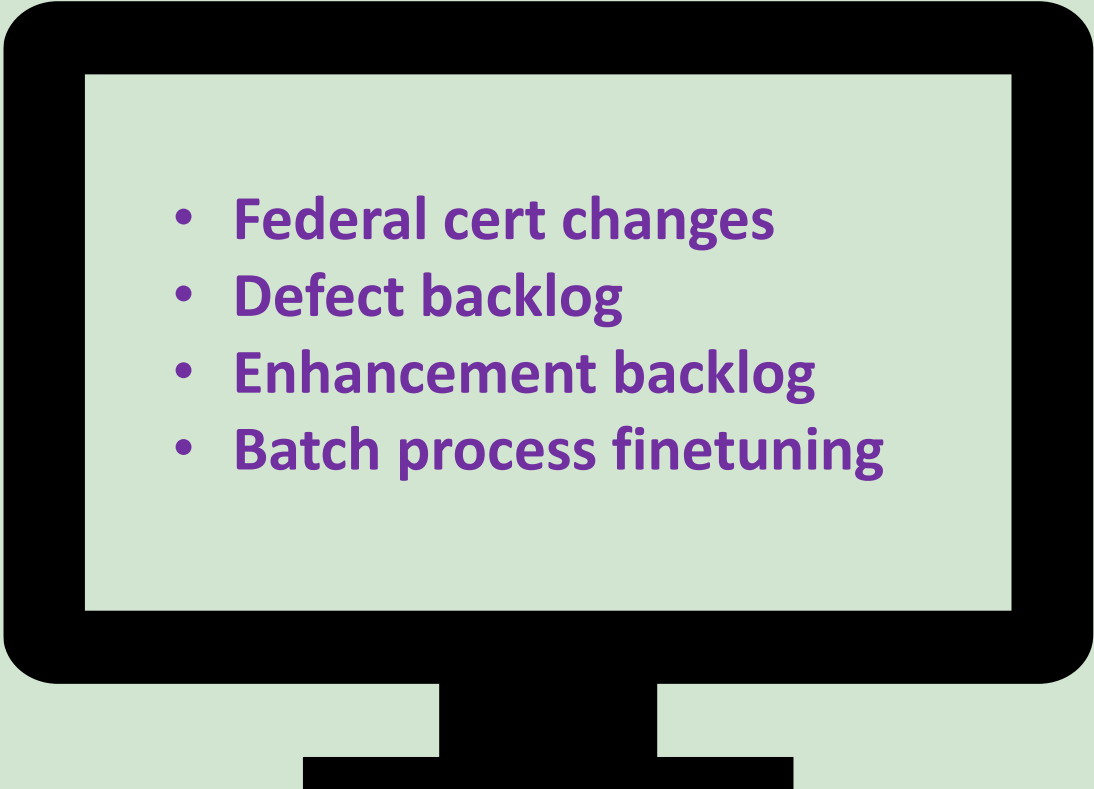
Delaware's Project

- Required all vendors except IV&V 100% on site
- Devoted SMEs 100% to project
- Managed OCM in-house
- Implemented DECSS in 3.5 years (10/2013)
- Federal certification in 2015



Delaware's Immediate Post-Implementation Focus

- 
- Staff training
 - Site support
 - Fed cert preparation
 - Case file imaging

- 
- Federal cert changes
 - Defect backlog
 - Enhancement backlog
 - Batch process finetuning



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Delaware's Post-Implementation Focus in Years 2-3

- Modifying IV-A and IV-E interfaces
- Updating CSENet/Intergovernmental processes/notices
- Centralizing FIDM and lien functionality
- Automating batch scheduling and some code promotion processes
- Adjusting alerts functionality



Delaware's Lessons Learned

TIME	• Look at the timing of sister agencies' systems projects • Engage with interface partners in advance of the system project
PEOPLE	• Vet proposed BP changes among a diverse group of users • Engage ancillary groups (such as the courts and state attorneys) as early and as deeply as possible • Hold in-person change management sessions with users as system processes are developed
PROCESS	• Perform organized data clean-up prior to the system project • Attempt to engage OCSE early rather than late



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MASSACHUSETTS CHILD SUPPORT PROGRAM

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Massachusetts' Vision, Goals and Objectives

A significant **transformation** to our business organization and operations, not just a change to our technology. **Enable** the work of the child support program, making appropriate use of technology to meet and anticipate user needs.

Business Driven. The sole purpose of the technology is to support the business. The business must not be constrained by the technology, but rather, the technology must be flexible, usable, and accessible for the business.

Goals and Objectives

- Improve program performance
- Maximize available resources
- Empower decision-making
- Expand communication channels
- Support partnerships
- Support training and communication for staff
- Support future needs

Business Enablers

- Address all child support technology
- Rules based automation
- Workflow automation
- Enterprise content management/document management
- Business intelligence and analytics
- Customer relationship management (CRM)

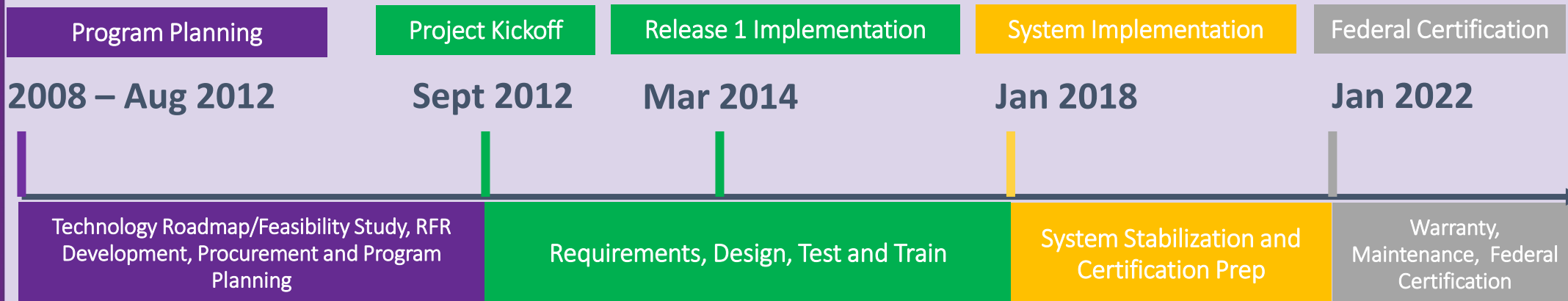


Massachusetts' COMETS HD Project



A full system replacement including the core child support system and all aspects of child support technology – Call Center and IVR, Customer Websites, Data Warehouse and Imaging and Document Management.

A major business reorganization including a new set of central, virtual and regional teams that replaced all previous regional teams. A functional case management model replaced a case ownership model.



MA Immediate Focus Post-Implementation

Primary Focus on Defect Resolution

	Tickets Filed*	Defects Created	Defects Resolved	Changes** Implemented
Year 1	3,382	2,940	2,228	130
*Number of items filed by staff – most turn into a defect, some enhancements and training issues.				
**Changes are non-defect items implemented (not necessarily an enhancement)				

- Additional focus on requirements and functionality that had to be deferred.
- Observed new system functionality and its operational impact.
- Provided significant guidance and instructional materials to staff to assist staff with navigation of their roles on the new system.
- Instituted individual team process meetings for each functional team to ensure business processes were working, system issues impacting their work were identified and workarounds created.
- Targeted specific functional areas where we needed to make sure the team was fully operational and were avoiding the creation of backlogs (i.e., getting cases created and orders entered and accruing).



MA's Focus 2-3 Years Post-Implementation

	Tickets Filed*	Defects Created	Defects Resolved	Changes** Implemented
Year 1	3,382	2,940	2,228	130

	Tickets Filed*	Defects Created	Defects Resolved	Changes** Implemented
Year 2	1,732	2,144	2,355	85
Year 3	1,197	1,709	2,147	251
Year 4	882	1,262	1,232	474

*Number of items filed by staff – most turn into a defect, some enhancements and training issues.

**Changes are non-defect items implemented (not necessarily an enhancement)



MA's Focus 2-3 Years Post-Implementation

System/IT

- Implemented significant deferred functionality – e-filing, Vital Records, Medicaid & IVE interfaces
- Continuing to resolve defects
- Addressing “technical debt” (i.e. software upgrades that were deferred) and developed an ongoing maintenance plan
- Addressing system enhancements
- Shifting focus to long term IT strategies (i.e. moving to the cloud)
- Building your state IT staff team
- Transitioning from vendor to state IT staff

Business Operations

- Prepared for federal system certification
- Tweaking the organization, adjusting staffing levels and confirming the work was in the right place
- Supporting users in acceptance of the new processes/functionality (not just trying to get them through the day)
- Developing more reports, utilizing more data to drive decisions and plan for analytics
- Training - Training - Training
- Continuing individual team process meetings but focusing on continuous improvement of the process



Massachusetts' Lessons Learned

- System changes are a certainty, particularly in the first few years. Plan for these changes and build flexibility into your system so you can more easily handle them.
- Develop data warehouse, reporting and analytics capabilities. Your data will be your most useful tool.
- Have a long-term technical strategy. Technology changes, make a plan to keep moving forward long after your implementation.
- It will take time to build your technical team. Try to build as you go, prioritize as soon as you can.
- Build some time in your project to manage technical upgrades, etc. – don't build technical debt.
- Organizational change management is critical, it takes many forms before, during and after your implementation.
- The benefits of increased automation will take some time to be fully realized. Be patient and focus on staff acceptance.



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Questions?



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