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*Using Predictive Analytics to
Tailor Services for Better
Outcomes for Children in NYC*

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Better Outcomes for Children in NYC*

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Agenda

- Brief Overview of NYC Child Support
- Predictive Analytics
- Early Intervention
- Strategic Enforcement

NYC Child Support Program

- 406,000 cases and 70 % or about 300,000 have a child support order in place
- In CY 2012, collected \$739 million, assisting 1/4 of a million NYC children
- Approximately 800 staff who are located in 11 offices throughout the City, including every Family court
- Organized by functional area – no case ownership
- Effective April 1, 2012 the State no longer contributes to the program. Funding is 34% local and 66% federal

NYC Child Support Program

OCSE Program Statistics

	NYC			NYS		
	CY 2010	CY2011	CY2012	CY 2010	CY2011	CY2012
Average Caseload	403,606	403,925	408,221	937,619	947,994	956,758
Cases w/Orders	287,691	282,093	286,847	755,231	757,181	767,166
PEP	69.93%	71.48%	73.93%	82.12%	82.43%	83.44%
SEP	71.28%	69.84%	70.27%	80.55%	79.87%	80.18%
Collections on Current	71.24%	69.53%	70.51%	75.71%	75.28%	75.27%
Collections on Arrears	43.12%	42.64%	41.94%	47.43%	46.08%	45.26%
Cost Effectiveness	Unavailable	\$10.88	\$11.71	\$4.69	\$5.47	Unavailable

What is Predictive Analytics?



Predictive analytics is using data to generate predictive insights to make smarter decisions and improve performance:

- Helps shift focus towards prevention instead of solely reaction
- Promotes tailoring operations and business processes rather using the one-size-fits-all approach
- Facilitates the right action, on the right case, at the right time

NYC's Challenges

- 300,000 cases with orders, 43% with a collection in the month
- No one person is accountable for the case
- Manual intervention by staff is reactive; i.e. after the NCP falls into debt or is targeted for automated enforcement
- Reports lack information about how to optimize resources and prioritize work

NYC needed greater insight into the potential future behavior of NCPs in order to obtain better outcomes for the children of NYC.

Predictive Analytics and NYC

Goal: Improve collections

Solution: Design predictive model(s) to predict the likelihood of a successful outcome for a case based on the history of successful outcomes for similar cases

Model 1: New Case Model (cases with newly established orders)

- The New Case Model helps identify the NCPs who are at highest risk of failing to pay their child support over the first three (3) months.
- This model is used for early intervention

Model 2: Existing Case Model (cases with orders > 4 months)

- The Current Support Model will help OCSE identify the NCPs who are at highest risk of failing to pay their child support obligations in the coming month
- This model is used for strategic enforcement

Predictive Variables Examples

New Cases Model

Predictive Variable
Wage Garnishment Status
NCP Age
of Children on Case
of Children Where NCP Provides Medical Insurance
Current Support Obligation Amount
Number of NCP Cases
Child on Cash Assistance

Existing Cases Model

Predictive Variable
Current Paid % 1 month prior
Age of Youngest Child
At least 1 Child Born in Wedlock
of Children Where NCP Provides Medical Insurance
of years since case created
Arrears to Obligation Amount Ratio
Child on Cash Assistance

These are only some of the variables used in each model. The impact of a specific variable is different in each case

Early Intervention



- Early intervention outreach, using the New Cases Model, began in August 2012
- All NCPs who obtain a new child support order and meet the high risk criteria are identified monthly.
- The expectation is by making a concerted effort to contact the NCP and welcoming them into the program, it may be what is needed to motivate some number of these high risk groups to comply with their child support order.

Early Intervention

A caseworker welcomes them into the child support program and

- Ensures they understand their order
- Reviews the rules governing the program
- Reinforces the need to read their mail
- Informs them to call her if they have a problem
- Asks if they have any questions

The caseworker tracks the case

- Those paying, require no action
- Those not paying, will receive a follow-up call & as appropriate, referral to other services

Early Intervention: The Results

Number of NCPs identified for outreach

93

Number of NCPs for whom contact was attempted

87

Number of NCPs mailed introduction letter

37

Number of NCPs contacted by phone

18

Number of NCPs engaged in program

5

Number of NCPs paying

43

Early Intervention: The Challenge

Convincing enforcement staff of the benefit of early intervention

- Shift in focus from enforcement to supportive role is a significant change in how staff perceive their role
- Difficulty engaging and connecting to NCPs adds to the difficulty in convincing staff of the value of this approach

Strategic Enforcement

- 160,000 cases out of approximately 300,000 do not pay their child support.
- Approaching all 160,000 cases using the same strategy and giving them equal importance fails to recognize the difference that exist across the caseload.
- There are insufficient resources to provide extra scrutiny to 160,000 cases.
 - By filtering the cases, it ensures we align our resources to those cases that are most likely to yield results and increase collections.

Strategic Enforcement: Our Plan

- We are redesigning our full enforcement system and plan to incorporate the existing case model data into the system. It is a local system that allows us to focus on non paying child support cases.
- The current system lacks any ability to distinguish between cases and largely gives each case equal weight.
- The predictive data will inform our efforts on how best to enforce our cases.

Strategic Enforcement: Going it Alone

- Ideally it would be best to have a predictive model included in our state system, but it is not necessary.
- Developing a model ourselves required
 - Contracting with experts in this area
 - Having a deep understanding of our caseload & the factors that may trigger compliance vs noncompliance
 - Recognition that it is okay to treat cases differently based on their case circumstances.

Questions

