This workshop highlights innovative approaches in case management. Case stratification allows the child support program to target specific enforcement tactics and services to noncustodial parents based on their financial, case, and relationship characteristics. Speakers will address new ways of organizing child support caseloads to create greater worker efficiency and allow workers to focus on tasks that complement their knowledge, skills and abilities.

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Columbia, SC
Case Stratification

ERICSA
April 1, 2009
Agenda

- Common case assignment approaches
- What is case stratification?
- Stratification objectives
- Examples and Results
- Implementation issues
- Supporting tools
Common Case Assignment Approaches

- Functional split
  - Establishment
  - Enforcement
  - Locate
- Alpha split
- Case-type split
  - Foster care
  - Interstate
- Some task-based split
  - Financial
  - Modification
- Others?
What is Case Stratification?

- Stratification involves the *assessment* and *treatment* of cases based on selected criteria.
- What criteria?
- PSI’s stratification model recognizes that NCPs have:
  - Different *motivations* for making child support payments
  - Different financial *abilities* to pay support
  - Need different sets of services
Case Stratification Objectives

- Defined scope of work for staff
- Greater efficiency
- Improved morale and job satisfaction
- Increased paying cases
- Improved customer satisfaction
PSI’s Case Stratification Model

- Focus on enforcement
- Long-term goal is to apply same concepts to establishment
- Stratification does not change how specific enforcement actions are taken
- Case assignment different from CSES default
- Stratification respects the primacy of CSES
  - All actions are taken in CSES
PSI’s Case Stratification Model

Case stratification offers:

- Different approach to interacting with NCPs
- Proactive contact and positive reinforcement
- Teaming with community partners
- Different office workflow
- Ability to fit skill sets and personalities of workers with needs of NCPs
Stratum 1 – Paying Cases

1. Paying Cases
“Willing and Able”
- Monitor to ensure ongoing compliance
- Early intervention for missed payments
- Employer contact as first action
- Friendly collection call reminders
- Follow-up letters
Stratum 2 – Target Cases

2. Target Cases
“Unwilling but Able”
- Collection Calls as first action
- Escalated contact with NCPS
- Traditional enforcement
Stratum 3 – Active Monitoring

3. Active Monitoring
“Unwilling and Unable”
- Monitor for change in status, locate, automated enforcement
- Bankruptcy, incarceration, disability, receiving benefits
- Investigative locate
- Automated locate with new resources
Stratum 4 – Teaming Cases

4. Teaming Cases
“Willing and Unable”
- Referrals to community services to help overcome barriers to payment
- High “touch” case management required
Case Stratification Examples and Results

- Knoxville
  - Cases stratified at point of intake based on Australian model
  - Willingness to pay and ability to pay considered
  - High touch approach applied to cases
    - More frequent contact with NCPs
    - Early settlement conferences
    - Referrals to local program for education, training, job search and retention
## Knoxville Stratification Pilot Results

<table>
<thead>
<tr>
<th>Area</th>
<th>Pilot Cases</th>
<th>Non-Pilot Cases</th>
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<tbody>
<tr>
<td>Percent of cases under order (1 year)</td>
<td>56.1%</td>
<td>40.8%</td>
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<tr>
<td></td>
<td>50.0% (TANF)</td>
<td>22.1% (TANF)</td>
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<tr>
<td>Percent of NCPs that paid something</td>
<td>78.1%</td>
<td>73.0%</td>
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<tr>
<td>Percent of current support paid</td>
<td>85.9%</td>
<td>72.8%</td>
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<td>80.7% (TANF)</td>
<td>44.2% (TANF)</td>
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<tr>
<td>Avg. amount of arrears owed (1 year)</td>
<td>$1,365</td>
<td>$4,002</td>
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</table>
Case Stratification Examples and Results

- Wyoming Offices
  - Stratification based solely on financial characteristics
  - Enforcement-focused
    - Paying cases
    - Inconsistent payor
    - No payment in 12 months
    - Unlikely to pay
  - Statistically significant increase in current support, cases paying on arrears and total collections from baseline year to end of 2007 SFY
# Wyoming Case Stratification Results

## The Case Stratification Difference—Cheyenne, Wyoming

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<tr>
<th></th>
<th>Collections</th>
<th>Current Support Paid</th>
<th>Arrears Cases Paying</th>
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<td>SFY 05 (Baseline)</td>
<td>SFY 07</td>
<td>% Increase</td>
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<td>$11,303,356</td>
<td>$12,098,114</td>
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Implementing Case Stratification

- Readiness assessment
  - Caseload size
  - Case reassignment capabilities within CSES
    - Central support, or
    - Via macros
  - Data extract mechanism
Implementing Case Stratification

- Catalogue what is and is not impacted by stratification
- Assess support needs from local community organizations and judiciary
  - Begin planning process with partners
- Revise standard operating procedures accordingly
- Incorporate data reliability, quality assurance, goal setting into restructuring
Implementing Case Stratification

- Identify variables for each stratum
  - Assess data extract
  - Develop business rules
  - Run test and validate results
- Address macros needed to support case reassignment
- Determine caseload/staffing ratio per stratum
- Conduct KSA assessment for staff
- Assign staff based on KSAs to stratum
- Assess local tools and modify to support needs
- Identify change management needs
Local Tools

- Workers receive CSES alerts/prompts
- Stratified case listings can supplement CSES functionality
  - Allows for sorting of cases
    - Like actions needed
    - Identify potential compliance issues
- Macros
- Dual monitors
CARES

- A **tool** PSI uses to approach work in a standardized and methodical manner
- Supplements CSES – does not replace it
- **What it does**
  - Takes data and case assignments from CSES monthly
  - Presents prioritized case listing
  - Allows for filtering of caseload
  - Suggests *enforcement action* that will likely be most effective
CARES

How it Works - Predictive Modeling

- Examines individual, case data and enforcement action outcomes from CSES
- Examines “Treatment” data documented in CARES
- Prioritizes cases that are likely to fall out of compliance or likely to have a positive outcome to enforcement actions
- Utilizes a model to suggest/recommend an action with a known probability of a desired result.
  - E.g., License suspension will likely be successful on this NCP; low-level collection call will likely be successful on this NCP; pull out all the stops, this NCP needs a contempt
## Casework List

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<tr>
<th>Filter Cases</th>
<th>Value</th>
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<td>% Paid</td>
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<tr>
<td>Filter3</td>
<td>Emp Verified</td>
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### Casework List

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<th>Trmt</th>
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**Note:** The screenshot shows the Casework Action and Response Enforcement System interface with user filters set to view cases where % Paid is a specific value, % Paid is another specific value, and Emp Verified is a specific value. The system is last updated on 3/15/2006. The page number is 23.
Pulling It All Together

- **Stratification – case assignment**
  - Determines *who* works the case
  - Guides you in *how* to work the case

- **CARES – case prioritization and predictive modeling tool**
  - Suggests *which* cases to work first
  - Suggests *what* action is likely to be the most successful

- **CSES**
  - *Where* you take actions
  - *Where* you receive alerts for key case tracking requirements
  - *Where* you document activities
Questions?
Contact Information

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  - 757-766-5007