

**THE QUEST FOR THE “SHORE” ANSWER:
*HOW EARLY INTERVENTION TECHNIQUES CAN
ASSIST YOUR OFFICE IN IMPROVING YOUR
PERFORMANCE IN ALL INCENTIVE AREAS***

As budgets become increasingly tighter, more and more offices are searching for ways to continue to improve their program while utilizing their resources efficiently. Many offices have started to take a look at how they are approaching their cases and have begun working with non-custodial parents before any actions are filed with the court. During this session we will discuss several initiatives in the State of North Carolina and the State of Illinois designed to improve performance by employing early intervention techniques; put the knowledge they have learned into practical use; and examine the statistical analysis and results of the impact these initiatives have had on IV-D program goals.

Presenters:

Barry Miller
Chief
State of North Carolina Department of Health and Human Services
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Mary Morrow
Assistant Deputy Administrator
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Moderator:

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ERICSA 2009

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How Early Intervention Techniques can assist your office in improving performance



Moderator: Carla West

Program Manager, State of Iowa SCSU (YoungWilliams)

Speaker: Barry Miller

Chief, State of North Carolina Child Support Program

Speaker: Mary Morrow

Assistant Deputy Administrator, State of Illinois
Division of Child Support Enforcement



Early Intervention Improving Performance

ERICSA Conference
Myrtle Beach, N.C.
March 30, 2009



Working Together for Children and Families – A “Shore” Thing

PhoneTree 3500



The PhoneTree is a calling solution designed to confirm appointments, deliver special messages and make collection calls. This is a computer system that uses text-to-speech messaging system that makes calls through the use of a digital computer and hardware software package.

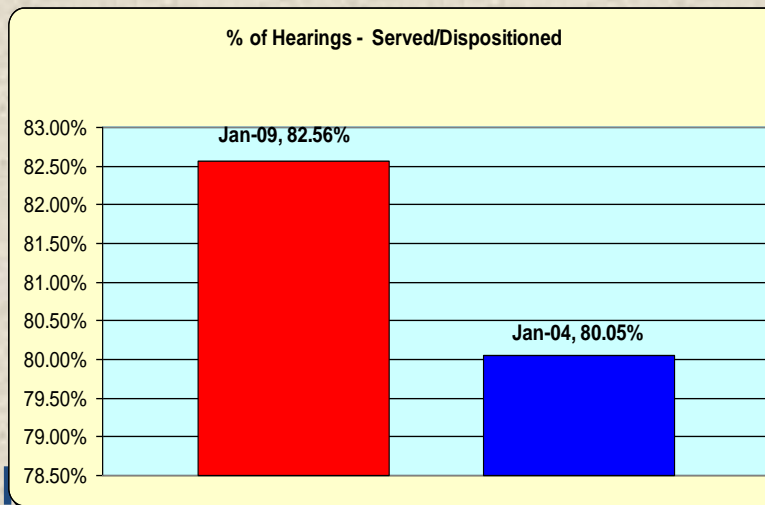
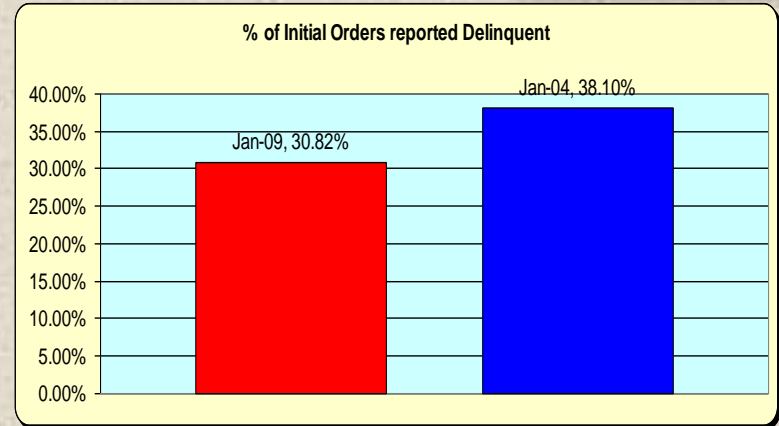
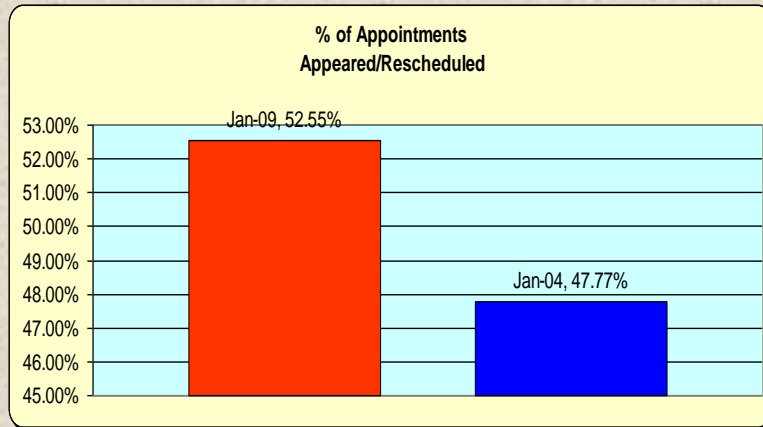
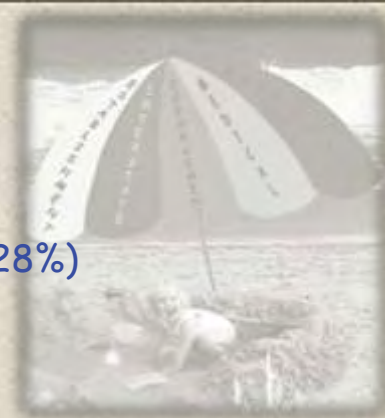


**PhoneTree
System**

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Comparative Data January 2004 - January 2009

Appointment Attendance up from 47.77 to 52.55 (4.78%)
Delinquencies on Initial Orders down from 38.10 to 30.82 (7.28%)
Hearing Attendance up from 80.05 to 82.56 (2.51%)



Outcomes:



- **Decrease in missed appointments**
- **More effective use of staff time**
- **More effective use of court time**
- **Improved customer service**
- **Improved staff morale**

Moore County Project



- Improved Customer Service for NCP's
- “Softer” Approach
- Personal Contact
- NCP Group Interviews

Moore County Project for Collections



Control Group:

Data based on order date 76.86 days
Data based on application date 79.44 days

Experimental Group:

Data based on order date 43 days
Data based on application date 41 days

Timeframe Reduction

Data based on order date 76.86 days to 43 days
Data based on application date 79.44 days to 41 days

Contact for Collections



- “Establish a relationship with the NCP early in the life of their cases involving them in a positive establishment process and encouraging a regular payment pattern”

Contact for Collections Goals



- Open Lines of Communication
- Convey Appreciation to the NCP
- Develop Trust
- Encourage Timely Payments
- Quick Remedies for Payment Problems
- Gain Commitment

Holiday Collections



- One of our largest counties increased collections by 3.78% over the previous year!
- Our second largest county increased by 5.46% and
- The third and fourth largest increased by 3.41% and 1.37%, respectively.
- That is **MORE** in the hands of single parent families!



Delinquency Prevention Through Early Intervention

Prepared for the
Eastern Regional Interstate Child Support
Association



2009 Annual Conference

Presented by: **Mary Morrow**

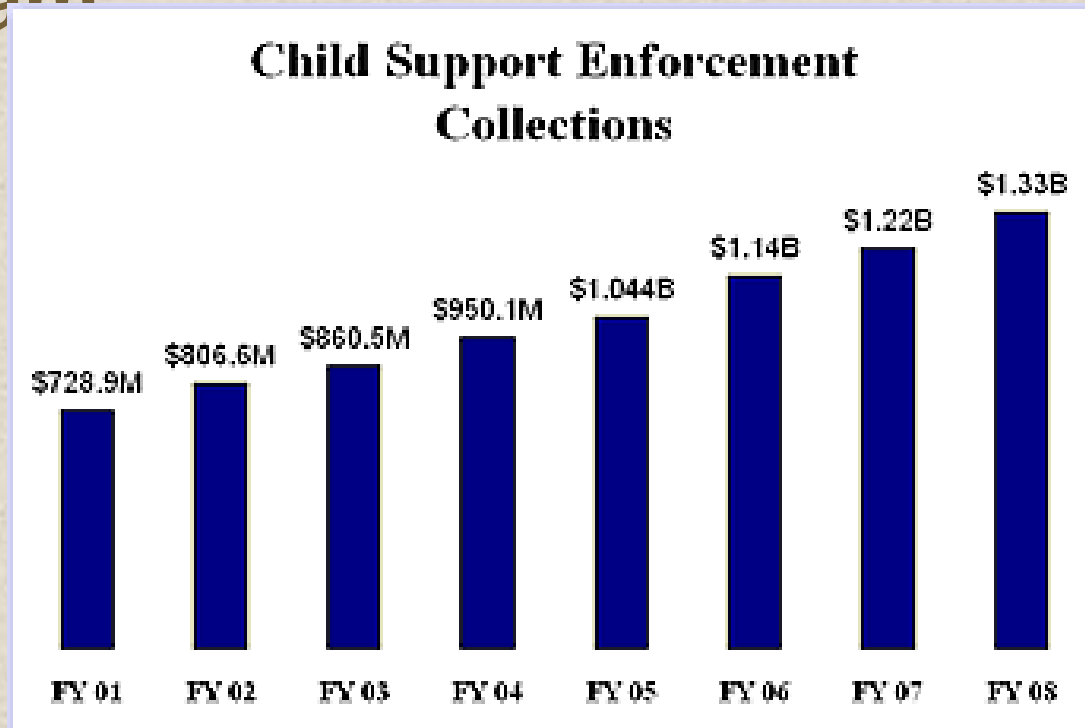


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Looking for Solutions to Collections Problems



- At the end of FY 2008, Illinois had an outstanding Central Collection program



...field operations was not as successful in collection efforts



- A search for new answers for Field Operations took place

We looked at . . .

- Existing and previously successful collections efforts

- Technological solutions

- PAID Initiatives

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The search uncovered



- **Fairfield County Ohio - Navigator Services Project.**
 - **Case management approach to collections**
- **Monterey California - Delinquency Prevention Program (DPP)**
 - **8 Month Case Compliance Monitoring & Management**
- **Texas - Integrated Child Support System (ICSS)**
 - **Case/Order Lifetime Monitoring & Management**

Here's what we liked



- The Fairfield County, Ohio Navigator project gave us new insight to NCP customer service
- The Fairfield demonstrated that changing our approach could change our outcomes
- The final report of the Navigator project encouraged Illinois to take a closer look at what was successful in the area of collection across the



Here is what we found

- **Monterey County Delinquency Prevention Program Goals**
 - Prevent Payment Delinquency and Accumulation of Arrears
 - Increase Payment Collections
 - Provide CP with Regular, On-Time Payments of Full Amount of Current Support Owed

Monterey's Delinquency Prevention Plan



- **Prevent Payment Delinquency and Accumulation of Arrears**
 - “Payment Monitoring” for New Support Orders
 - NCP Courtesy Reminder of First Payment Due (via letter, email & telephone) and Payment Options (mail, credit card, EFT, IW)
 - NCP Employer Follow-Up

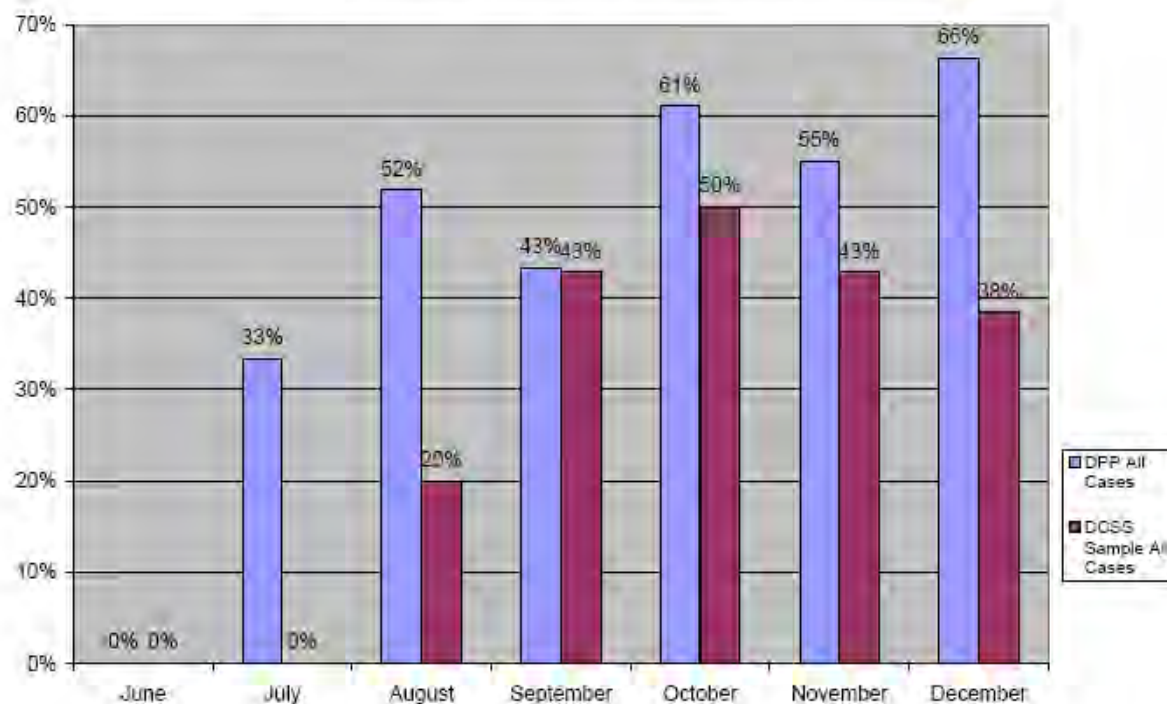
- **AND THE RESULTS???**



Cases with Full Payment on Current Support



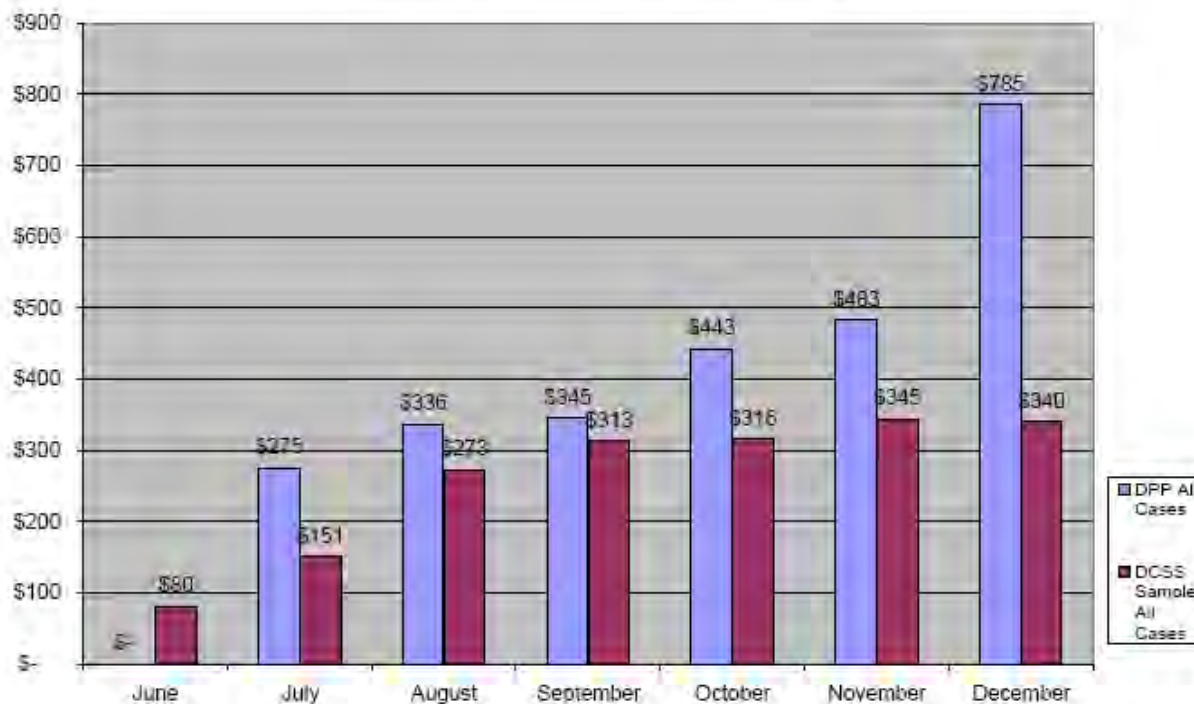
Chart 10. Percentage of Cases with Full Payment on Current Support



Average Payment Received DPP vs. non DPP



Chart 11. Average Payment Received Per Case Type



The Texas ICCS Plan

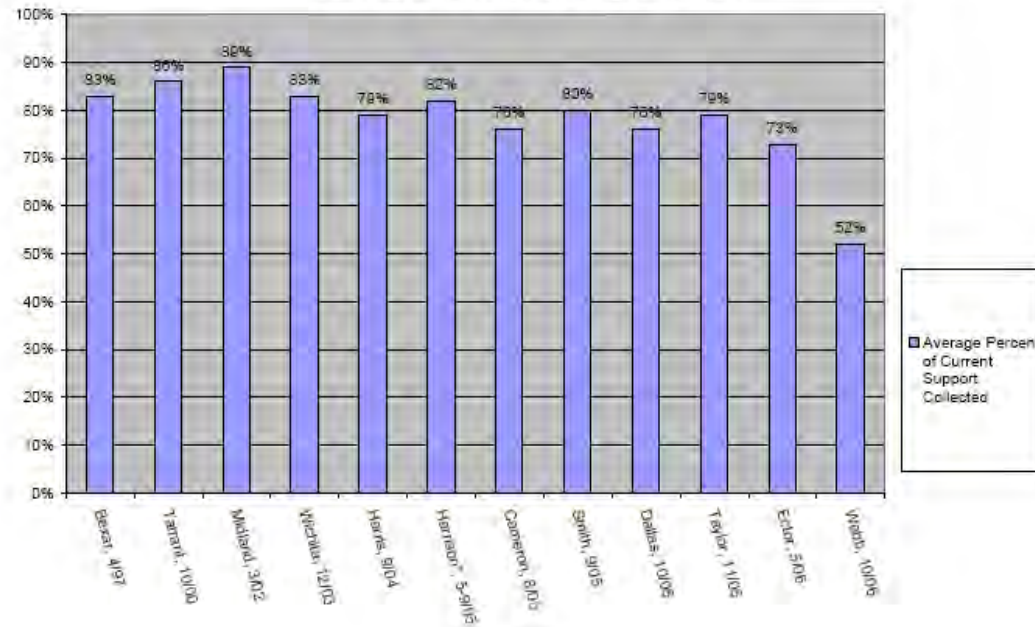


- **Texas Integrated Child Support System**
 - Implemented in Approximately 15 Texas Counties
 - Only New Non-IV-D Court Orders/ Automatically Become IV-D Orders Without Written IV-D Application (Via Federal Waiver)
 - Combines Initial NCP and Employer Outreach, Payment Monitoring and Automatic Delinquency Intervention

Average Percent of Current Support Collected by County



Chart 1. Current Texas ICSS Programs Average Percent of Current Support Collected Reporting Period April 2006 through March 2007



Our decision is made - how do we move forward.



- Age of Support Orders (1 Day,1 Week, 1 Month?)
- Types of Orders (Include Defaults? Modifications?)
- Case Types (IV-D-Only? Non-IV-D? Current, Former and Never-Assistance? Medical Support-Only?)
- Frequency and Type of NCP Contacts (EX: 10 Days before Payment Due? 5 Days After Payment Missed? Letters? Phone calls? E-mail? All?)
- Automation/Payment Monitoring Capabilities? Compatibility with Statewide Automated System? Additional Reporting Software?
- Staffing (Use Existing Staff, Hire New Staff? Outsource?)

Illinois Delinquency Prevention Unit (DPU)



Establish a 70 Day Intensive Outreach & Compliance Monitoring Unit

Goal: Increase percentage of cases on which current support is being paid consistently and in full through an 85 day intensive “front-end” delinquency prevention effort.

Caseload Referral and Follow-up



- **Case Referrals**
 - All IV-D case-types, new consent and default “financial” orders, received daily by DPU via electronic file transfer from statewide automated system
 - Newly established Administrative Orders (Cook County and Champaign Region Counties) and Expedited Judicial Orders (Cook County)
- **Delinquency Prevention Services**
 - Initial NCP/Employer Contact and Weekly NCP Contacts (Day 1: Order Referral to DPU through Day 40: Initial Payment Due Date)
 - Methods of Contact – letter, outbound phone message, live phone call, in-person meeting, email
 - Tone of contact is supportive and informative, working to establish a relationship, instill accountability and eliminate barriers to non-payment
 - “Locate” work, as needed
 - Return / close out referrals requiring redetermination of the current support amount

DPU Process



- **Payment Due (Day 40)**
 - **Check for payment**
- **“Past-Due” Early Intervention Services (Day 45 – Day 85)**
 - **Continued Payment Monitoring**
 - **Methods of Contact – letter, outbound message, phone call, in-person meeting, email**
 - **Tone of contact remains supportive and informative but escalates urgency and conveys consequences of continued non-payment**
 - **Contact Schedule**
 - **5 Days Past-Due (Day 45)**
 - **10 Days Past-Due (Day 50)**
 - **20 Days Past-Due (Day 60)**
 - **30 Days Past-Due (Day 70)**
 - **45 Days Past-Due (Day 85)**

Support for Non Custodial Parents



- **NCP/ Employer Outreach & Education**
 - NCP appeal rights and redetermination process
 - NCP/Employer responsibilities and expectations
 - Available resources for NCP “barriers to payment” – Illinois Families Informational Network Directory (I F.I.N.D.)
 - General Child Support process information
 - Income Withholding process explanation
 - Verify NCP employer and address –

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changes occur

Resources of Non Custodial Parents



- **Customer Service**
 - On site help desk in Chicago
 - Toll free DPU number...866-99PREVENT (866-997-7383)
 - Available Monday through Friday, 8:00 a.m. to 5:00 p.m.
 - Calls routed to assigned Delinquency Prevention Specialist
 - Reporting capability for inbound call volume, wait time, talk time, etc...
 - Bilingual (Spanish) Delinquency Prevention Specialists
 - Customer feedback survey
 - Monthly Steering Committee

Tracking the Results



- **Reporting & Measurements**

- Database customized for DPU – tracking contacts and setting alerts
- Measure efficacy of contact type and contact time
- Track results by case type – consent, default, never assistance, former assistance, current assistance

– ...AND THE INITIAL RESULTS?...

Encouraging data

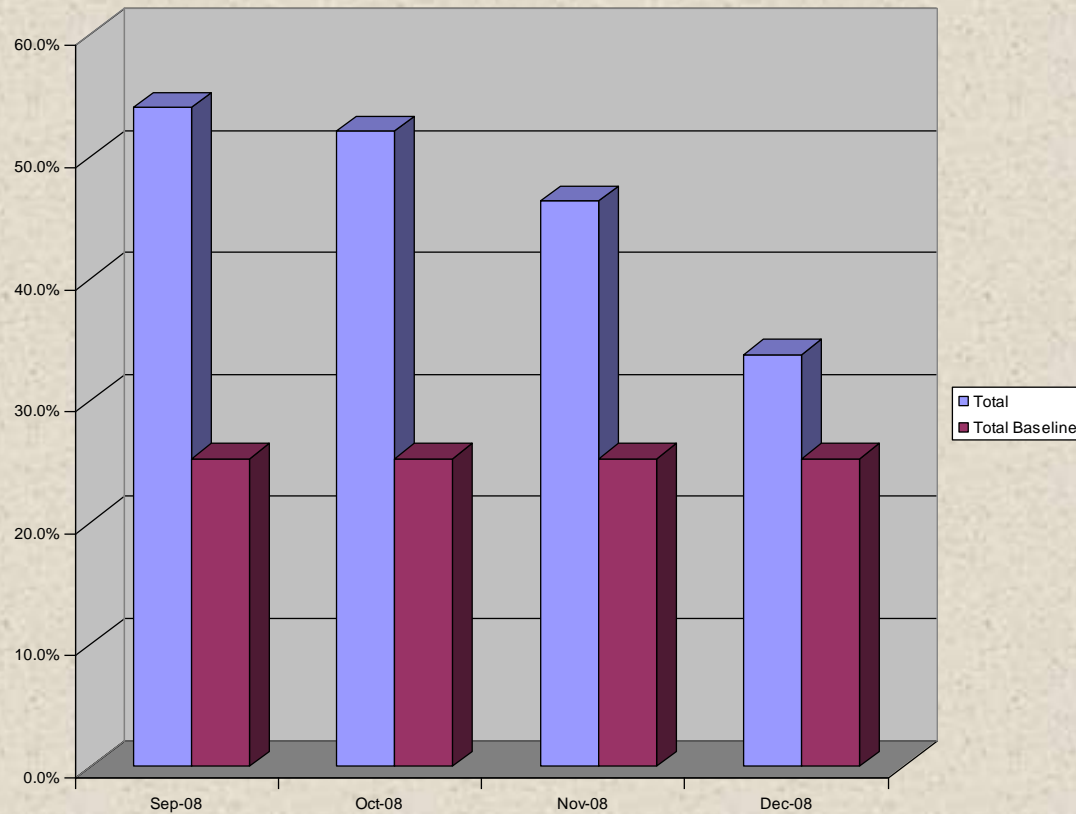


- In 3.5 months – 1300 cases were processed
- Initial results on Administrative cases – 69% of our Administrative consent cases received payments - caused us to add in judicial cases
- The word is beginning to spread

DPU Collections Compared to Baseline Collections



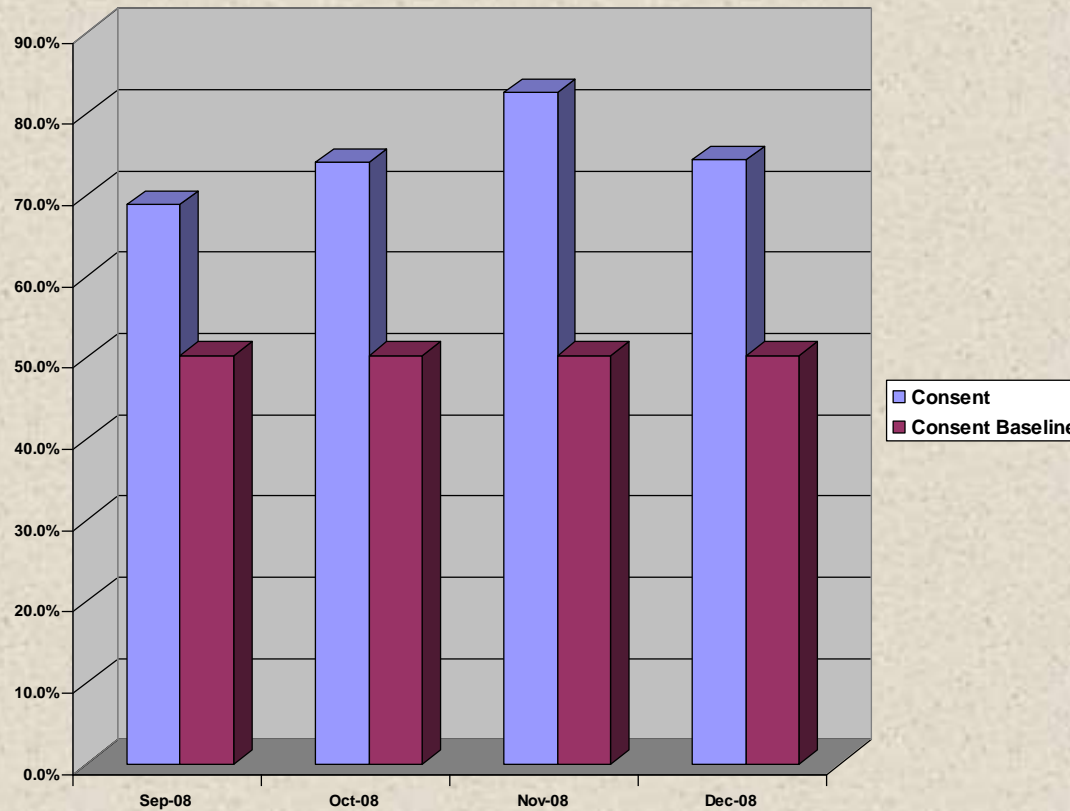
DPU Total vs Base Total



Consent Order Collections



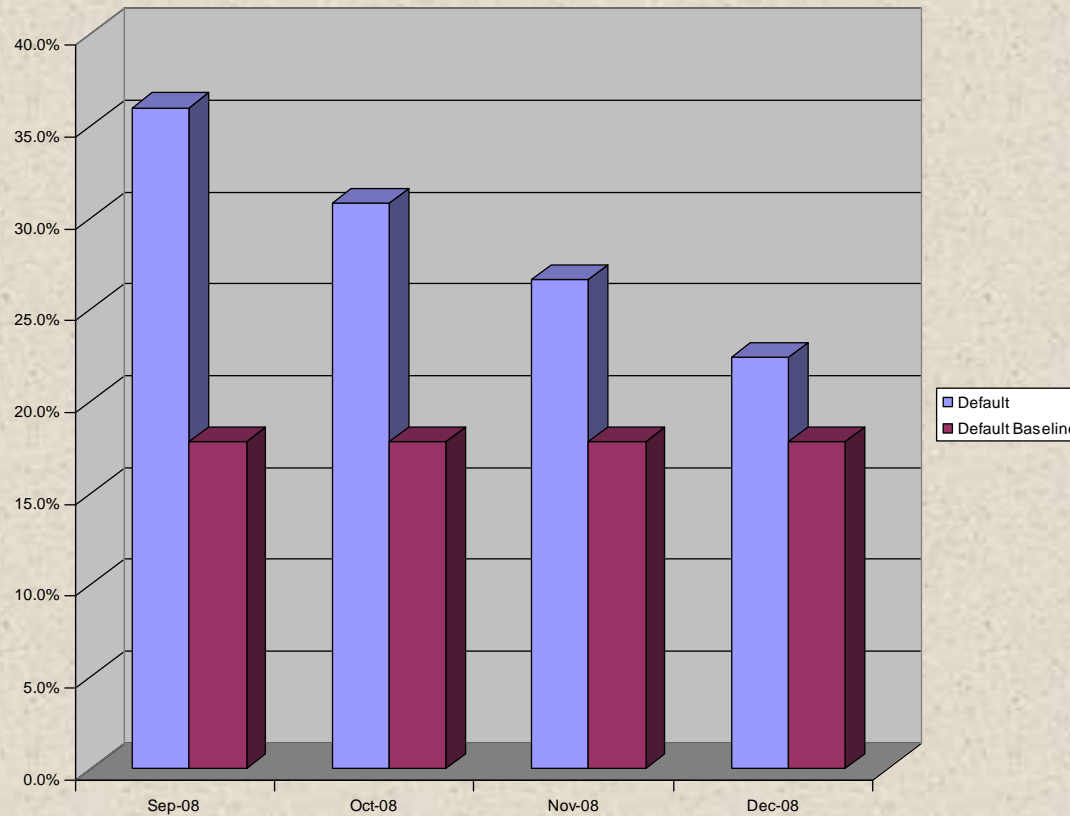
DPU Consent vs Base Consent



DPU Default Order Collections



DPU Default vs. Base Default



Contacts



Early Intervention/Delinquency Prevention Programs

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ERICSA
Founded 1983

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1st Demonstration



**You are ordered to deliver to
Barry Miller one glass of
Coke with three cubes of
ice and one chocolate chip
cookie on a napkin at 1:25
p.m.**

2nd Demonstration



**You are ordered to deliver to
Mary Morrow a sugar cookie
and a bottle of Sprite at
1:29 p.m. on 4/3/09.**

3rd Demonstration



**You are ordered to deliver
one chocolate chip and two
sugar cookies to Barry
Miller and Mary Morrow at
1:15 p.m.**