Transitioning to CCWIS Compliance for NYS: Go or No Go?

The Center for Technology in Government, University at Albany SUNY

Theresa A. Pardo, Ph.D.
Teresa Harrison, Ph.D.
Nicolas Soto
Martha Avila Maravilla
Megan Sutherland

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We would also like to thank the interview participants from the selected twelve states; Arizona, California, Colorado, Florida, Georgia, Indiana, Illinois, Maryland, Pennsylvania, Texas, Virginia, and Wisconsin for their contributions to the environmental scan. Participants in the environmental scan provided such a wealth of knowledge for NYS and directly impacted the trajectory of this report. We are grateful for their willingness to share information with the assessment team and OCFS. In addition, working with the state's to understand their experience with CCWIS led the assessment team and OCFS to access other outlets for information, such as the CCWIS Navigator Group.

Finally, we are very grateful to all of the New York State stakeholders who participated in this assessment. The knowledge and expertise of those in the Local Districts of Social Services (LDSS) and Voluntary Agencies (VAs) was instrumental to our understanding of CONNECTIONS and the current state of child welfare in New York State. Their passion and dedication to providing excellent child welfare services to NYS children and families was evident throughout the focus groups and enriched the assessment and this report. We would also like to thank the Council of Family and Child Caring Agencies (COFCCA) for their insight into the potential implications of CCWIS.

Executive Summary

In June 2016, the federal Administration for Children and Families, Department of Health and Human Services (ACF) published a new federal rule defining the Comprehensive Child Welfare Information System (CCWIS) initiative which governs state and tribal Child Welfare (CW) information systems for the foreseeable future. In general, these CCWIS regulations, which are optional, allows state CW agencies greater flexibility to develop systems consistent with their practices and business needs by moving away from "data capture" to a "data maintenance" philosophy, as long as a copy of the data is stored and maintained in CCWIS, which must be the source of all data and reporting requirements. The primary features of the CCWIS regulations include a new level of emphasis on data exchange capability and data quality (rather than on the specific functionality to be provided) and on modularity as a development principle. The new system places greater emphasis on bi-directional data exchanges between CW-related programs in the state agencies that administer health, justice, labor, education, and local agencies as well as other organizations who provide services to children and families.

Features of the CCWIS Regulations

- Provides states with flexibility to determine the size, scope, and functions of its information system, allowing it to align more closely to business needs and practices.
- Must be the source of ALL data and reports required by both federal and state law, regulation, and policy as well as for child welfare practice and management functions.
- Must support the efficient, economical, and effective administration of child welfare programs.
- May obtain required data from external information systems, (e.g., systems maintained by local departments of social services or voluntary agencies), but that data must then be maintained (stored and managed) in the new CCWIS system.
- Place an emphasis on data quality and require the state to develop a data quality plan. Data quality means the data is valid, consistent, timely, and accurate.
- Require bi-directional data exchanges, with such sister state agencies as the Department of Health and the Office of Temporary and Disability Assistance, as well as, where practical, the courts and education systems. Bi-directional data exchanges refers to the ability of two systems to digitally exchange data with each other, eliminating the need for manual input of information and making it possible for sharing system data with authorized users.

In June of 2017, the New York State (NYS) Office of Children and Family Services (OCFS) launched a nine-month assessment of the investments required for enhanced program development and the impact of CCWIS compliance on NYS CW programs and services. Two primary design principles guided the assessment activities: 1. Learn from the experience of others facing the same decision, and 2. Learn from NYS' CW stakeholders. In adhering to these design principles with respect to NYS' CW community, the assessment engaged over 250 stakeholders to better understand the existing CONNECTIONS system, the CW information system that enables New York State (NYS) to document the delivery of CW services to families and children throughout the state and to capture their perspectives on the potential of CCWICS compliance to meet OCFS' strategic priorities. CONNECTIONS provides support for CW caseworkers as they work with families; these include intake, child protective investigations and case management (assessment, planning and the provision of services). Undertaken in 1993, CONNECTIONS was developed in response to the U.S. Administration for Children and Families (ACF) initiative known as the Statewide/Tribal Automated Child Welfare Information System (S/TACWIS).

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NYS' Decision on a Transition to CCWIS Compliance

On February 23, 2018, using information acquired during the assessment activities, OCFS made a decision to continue to examine the investments necessary to achieve compliance with CCWIS and the implications of those investments.

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The February 2018 decision by the OCFS Executive Team of "Go" with respect to a transition to CCWIS compliance was unanimous. The decision conference created a new level of understanding of the considerations that must be addressed in the ongoing planning for a transition to CCWIS compliance. It also created new understanding among the participants, about the consequence of a "No Go" decision. Participants in the decision conference agreed that while NYS continues to bear the responsibility and cost for maintaining and modernizing CONNECTIONS, not taking advantage of enhanced federal reimbursement would only add further burden to the state. A "No Go" decision would likely result in minimal improvements over time and increased dissatisfaction with CONNECTIONS as a tool to enable NYS CW programs and services. Participants recognized that NYS currently lags behind other states with respect to technology improvements aimed at reducing the burden on caseworkers and addressing duplicate data entry and the complications such duplications create. The OCFS Executive Team agreed that a transition to CCWIS will provide the opportunity to address these issues and open the door to NYS to take a leadership role nation-wide in data governance and integrity within a complex human services delivery system while also serving to reduce or eliminate penalties for incomplete reporting. To ensure that the implications of both a "Go and a "No Go" decision are continue to be examined and considered by OCFS and NYS CW community, OCFS Acting Commissioner Sheila Poole formed a CCWIS Executive Steering Committee to guide the next phase of planning the transition to CCWIS compliance.

This report, which will be provided to the CCWIS Steering Committee, presents the results of the nine-month assessment undertaken by OCFS to gather information necessary to inform their decision regarding commitment to CCWIS compliance and, given that a "Go" decision was made, to set a course for continued planning and implementation.

The main themes and questions of interest to the OCFS Executives and Project Team were as follows:

1. CCWIS Compliance and OCFS Strategic Priorities
    - Does CCWIS compliance allow OCFS to advance its Strategic Priorities?
    - What benefits does CCWIS compliance offer to populations receiving services from OCFS?
    - What are the benefits to OCFS in becoming CCWIS compliant?
2. Costs Associated with CCWIS Transition and Compliance
    - What are the financial costs?
    - What are the opportunity costs?
    - What are the costs if OCFS does not become CCWIS compliant?
3. CCWIS Impact on End Users
    - How does CCWIS affect the end user issues?
    - How does CCWIS impact end user satisfaction?
    - What is the impact CCWIS compliance to end users' ability to provide services?
4. CCWIS Data Requirements and Implications
    - What impact will CCWIS compliance have on data quality?
    - What impact will CCWIS compliance have on data exchange?
    - What is needed to address CCWIS data quality and exchange requirements?

5. CCWIS Compliance Risks
   - What are the risks associated with attempting to achieve compliance?
6. Resources and Bandwidth
   - Does OCFS currently have the resources to transition to CCWIS?
   - What staffing resources or skills are required to transition to CCWIS?

The assessment involved five primary information gathering activities:

1. Expert Meetings with OCFS Leadership.
2. A Multi-State Environmental Scan involving interviews with 12 states.
3. Stakeholder Engagement involving 269 Individual from across NYS local districts, voluntary agencies and OCFS.
4. OCFS Regional Director's Survey.
5. Local Systems Survey of Local Districts, Voluntary Agencies and NYC ACS.

The analysis of the data collected was presented to the OCFS Executive Team in preliminary form throughout the assessment and in final form during the CCWIS Decision Conference. Analysis of the data collected from the Environmental Scan and the Focus Groups, Interviews and Regional Director's Survey resulted in the identification of 16 considerations for OCFS as they consider a transition to CCWIS compliance. The first eight are threshold considerations; these highlight the most pressing concerns that OCFS must address in their ongoing assessments of a transition to CCWIS compliance. Threshold considerations include possible legal barriers and alignment with OCFS' strategic priorities. The second eight are secondary considerations; these represent additional issues or investments that require specific attention as part of OCFS' ongoing assessment of a transition to CCWIS compliance.

NYS OCFS	
CCWIS Transition Considerations	
Threshold Considerations	1. Advocates settlement (Advocates for Children of New York Settlement)
	2. Securing NYS OCFS Appropriations
	3. Ambiguity of Federal Reimbursement Model
	4. Relationship between ACF and NYS OCFS
	5. Legal Barriers to Data Exchange
	6. Governance Requirements
	7. NYS Readiness and Resources
	8. OCFS Strategic Priorities
Secondary Considerations	9. Leadership and Staffing Requirements
	10. CWCA (Child Welfare Contributing Agencies) Designation
	11. Role of NYS Information Technology Services (ITS)
	12. NYS CW Data Quality Plan
	13. Leveraging Existing CONNECTIONS Investments
	14. Efficiency and Effectiveness
	15. Technical Implications of Required Data Exchanges
	16. Modular Development

Summary statements are provided below in response to the six themes identified by OCFS Executives and the Project Team to give additional insights to help inform the OCFS Executive Steering Committee in their planning for a transition to CCWIS compliance.

CCWIS Compliance and OCFS Strategic Priorities. From the assessment findings, it is clear that the data-centric focus of the CCWIS regulations including the emphasis on bi-directional data exchange and the attention to the role of the CW information systems in generating efficiencies and effectiveness in CW programs in services, in particular for example with respect to data redundancy, presents a significant opportunity for NYS OCFS to increase its capability to meet its strategic priorities. However, to realize the benefits that a transition to CCWIS may offer NYS, in terms of advancing OCFS Strategic Priorities, this assessment has also made clear that significant investments must be made to ensure OCFS has access to fully committed expert staff across a variety of professions including CW, policy, research/reporting, evaluation, quality assurance, management, legal, financial, project management, business analysis, requirements gathering and analysis, cross-boundary information sharing, modular system procurement and development and technology. These human resources must be complemented with a budget that provides localities, voluntary agencies and the state with the necessary hardware and software investments required to be CCWIS compliant.

Costs Associated with CCWIS Transition and Compliance. Stakeholders engaged throughout the assessment noted that while it is reasonable to assume a transition to CCWIS compliance would require significant investments, both in staff and financial resources; developing an estimate of such an investment in NYS was not possible at this time. This assessment did not focus on this specific question, but rather looked at the current environment and worked to develop a good understanding of the nature of the investments that would be required for NYS to transition to CCWIS. The nature of these investments is presented in this report as "considerations". Data gathered from the environmental scan, however, indicates that financial costs estimates range from $154.1M in total cumulative costs to $118M over eight years. It is important to note that these estimates may not be relevant to NYS' transition and are provided here for illustrative purposes. Another consideration in terms of cost is the extent to which enhancements OCFS is currently developing in terms of bi-directional data exchange, among other requirements, will be enough to meet CCWIS requirements and warrant reimbursement from ACF.

CCWIS Impact on End Users. Stakeholders engaged throughout the assessment presented an interesting array of responses when asked to comment on the potential impact on end users (in this case, those who use CONNECTIONS to carry out their CW work) of a transition to CCWIS compliance. Many were concerned that CONNECTIONS, which is valued for its essential role in capturing and providing access to progress notes, might be made slower or more cumbersome; some were worried that the current architecture wouldn't support the requirements and would collapse under the weight of new development. Others were concerned that investments of money, time and energy would be made, with little to show for it; essentially expressing system upgrade fatigue. Others were hopeful that investments in CCWIS compliance would solve a myriad of system performance and ease of use problems, while creating an array of new benefits, including reducing the need for redundant data entry as a consequence of integrated systems and data exchange. Stakeholders consistently noted that an emphasis on bi-directional data exchange and addressing duplicative data entry, as part of a transition to CCWIS compliance, would represent a unique opportunity to improve upon the existing CONNECTIONS system and, in turn, enable better service delivery to children and families throughout NYS. A number of the system enhancements of interest to stakeholders were found to be already planned and in some cases ready for release, by the CONNECTIONS team, such as document scanning. Further, the technical requirements to support a number of the data exchanges of interest have also been developed. Going forward, data exchanges need to be negotiated with external entities and are subject to confidentiality laws.

CCWIS Data Requirements and Implications. While CCWIS regulations make it clear that certain requirements are 'to the extent practicable', there are still mandatory requirements that OCFS must follow. These include mandatory bi-directional exchange between: financial payments and claims for foster and preventative services; Title IV-E eligibility determination (this is a manual process in NYS now); and between Local Districts, Voluntary Agencies and a CCWIS system. The requirements speak directly of the potential to increase efficiencies by reducing, in a variety of ways, the need for redundant data entry. This emphasis makes possible under CCWIS, investment in features and functionality that enable system integration and data exchanges among systems; capabilities that were not supported under S/TACWIS. Further, CCWIS prioritizes data quality and requires states to have a data strategy to ensure that stakeholders from across the NYS CW system are engaging in shared data governance that meets the needs of OCFS and stakeholders within the LDSS and VAs. With respect to data exchange, throughout the assessment, stakeholders emphasized that the legal and policy work around data exchanges would be the most pressing to address. Establishing the data sharing agreements between state agencies, LDSS' and VAs and ensuring that those agreements address a range of issues including access rights, retention of data, data ownership and data use is and could involve stakeholders from a range of agencies including health, courts, education and public safety is, as noted above, a threshold consideration.

CCWIS Compliance Risks. The risk of non-compliance must be made clear as part of the planning for a transition to CCWIS compliance. Addressing considerations mentioned in Section 6, particularly the Ambiguity of the Reimbursement Model and the Relationship between NYS and ACF are imperative to building clear and comprehensive understanding of the risks of achieving a successful transition to CCWIS compliance. One of risks identified most consistently throughout the assessment is the state's ability to comply with CCWIS requirements focused on duplicate data entry and data exchange, particularly at the local level. According to stakeholders, many local systems are used across the state to complement CONNECTIONS. Typically, these complementary (not connected) systems (see Section 5 for details) require duplicate data entry, and as such represent a challenge to CCWIS compliance. From the environmental scan, it appears that states are being provided time to address these challenges and the rate of reimbursement is negotiable.

Resources and Bandwidth. It was clear throughout the assessment that resources and bandwidth are a major concern for OCFS, even in the ongoing operation of CONNECTIONS. Many stakeholders expressed concern about the "lift" that would be required for the state to complete the transition to CCWIS compliance, while also maintaining day-to-day operations, may have the potential to negatively impact existing system challenges (i.e. existing latency issues and access to information). As noted above, significant human resources across a range of disciplines and expertise areas are required if NYS is to successfully transition to CCWIS compliance. Exacerbating this situation is that a number of key staff with both IT and programmatic knowledge of CONNECTIONS are soon or have recently retired. Going forward, OCFS will need to consider, as outlined in Section 5, existing resources within ITS as well as approaching the Division of Budget to look at appropriations for necessary resources.

SECTION 1: Introduction

CONNECTIONS is the CW information system that enables NYS to document the delivery of CW services to families and children throughout the state. CONNECTIONS provides outcome-based support for CW caseworkers as they work with families; these include intake, child protective investigations and case management (assessment, planning and the provision of services). Undertaken in 1993, CONNECTIONS was developed in response to the U.S. ACF initiative known as the Statewide/Tribal Automated Child Welfare Information System (S/TACWIS). As a part of the S/TACWIS initiative, ACF provided financial incentives for states to develop automated CW processes statewide in an effort to support more efficient and effective administration of programs for Federal reporting.[1]

NYS Current Child Welfare Information System: CONNECTIONS

The case management system in CONNECTIONS supports Child Welfare's mission and the achievement of the five child welfare outcomes by providing a way to record and manage information related to work with children and families, and to retain that information for future reference. Documentation in the CONNECTIONS system provides an historical record of information that is easily and instantaneously shared with others who have system access and appropriate security, such as supervisors, managers and subsequent workers at both the local district and voluntary agency level. CONNECTIONS case management outputs consistent with applicable confidentiality standards may also be shared with lawyers, Family Court, and the clients themselves. CONNECTIONS also provides data to managers at the local level and at the state level to support planning, the assessment of trends, performance levels and resource needs. Information in the system is also used to conduct State Central Register clearances of potential foster parents, adoptive parents, child care workers and day care workers.

The CONNECTIONS case management system is currently used by Intake workers at the Statewide Central Register of Child Abuse and Maltreatment, Child Protective Services (CPS) caseworkers at local districts, and Foster and Adoptive Home Development (FAD) workers at local districts and voluntary agencies. Build 18 added Child Preventive, Foster Care and Adoption caseworkers to the list of CONNECTIONS users.

Source: "CONNECTIONS: Build 18 Resource Guide for Managerial Staff", CONNECTIONS Training Project, SUNY Training Strategies Group.

In June 2016, ACF published a new federal rule defining the Comprehensive Child Welfare Information System (CCWIS) initiative, which governs state and tribal CW information systems for the foreseeable future. In general, CCWIS regulations, which are optional, allows state agencies greater flexibility to develop systems consistent with their practices and business needs by moving away from "data capture" to a "data maintenance" philosophy, as long as a copy of the data is stored and maintained in CCWIS, which must be the source of all data and reporting requirement. The new system places greater emphasis on bi-directional data exchanges between CW-related programs in the state departments that administer health, justice, labor, education, and local agencies as well as other organizations who provide services to children and families.

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[1] "CONNECTIONS: Build 18 Resource Guide for Managerial Staff", CONNECTIONS Training Project, SUNY Training Strategies Group.

In addition to providing for fiscal incentive in the form of negotiated reimbursement for development costs, the CCWIS regulations place new emphasis on data and data quality, rather than on requiring the development of specific system functionality, and support the use of improved technology to better support CW practice. The CCWIS regulations provide states with more flexibility to determine the size, scope, and functions of their information systems, allowing them to align more closely to business needs and practices. For example, the CCWIS rule has only 14 system requirements, versus 64 from S/TACWIS. Further, the overall design principles of CCWIS are based on integration of distributed, reusable, interoperable technologies. Specifically, the rule requires that to be CCWIS compliant, any state's CW system:

- Must be the source of ALL data and reports required by both federal and state law, regulation, and policy as well as for CW practice and management functions.
- Must support the efficient, economical, and effective administration of child welfare programs.
- May obtain required data from external information systems, (e.g., systems maintained by local departments of social services or voluntary agencies), but that data must then be maintained (stored and managed) in the new CCWIS system.
- Places an emphasis on data quality and requires the state to develop a data quality plan. Data quality means the data is valid, consistent, timely, and accurate.
- Requires bi-directional data exchanges, with such sister state agencies as the Department of Health and the Office of Temporary and Disability Assistance, as well as, where practical, the courts and education systems. Bi-directional data exchanges refers to the ability of two systems to exchange data with each other, eliminating the need for someone to manually input information obtained from one system into another.

In preparation for the formal declaration of intent required by ACF by July 31, 2018, NYS's Office of Children and Family Services (OCFS) partnered with the Center for Technology in Government (CTG), University at Albany, SUNY, in June 2017 to help determine if making the investments necessary to transition to a CCWIS compliant CW information system would advance the state's efforts to support high quality CW services. An assessment was conducted to inform OCFS' decisions regarding the future of NYS' CW information systems. Specifically, the assessment was designed to gather the information the OCFS Executive team needed to more fully understand the potential impact of a transition to CCWIS compliance
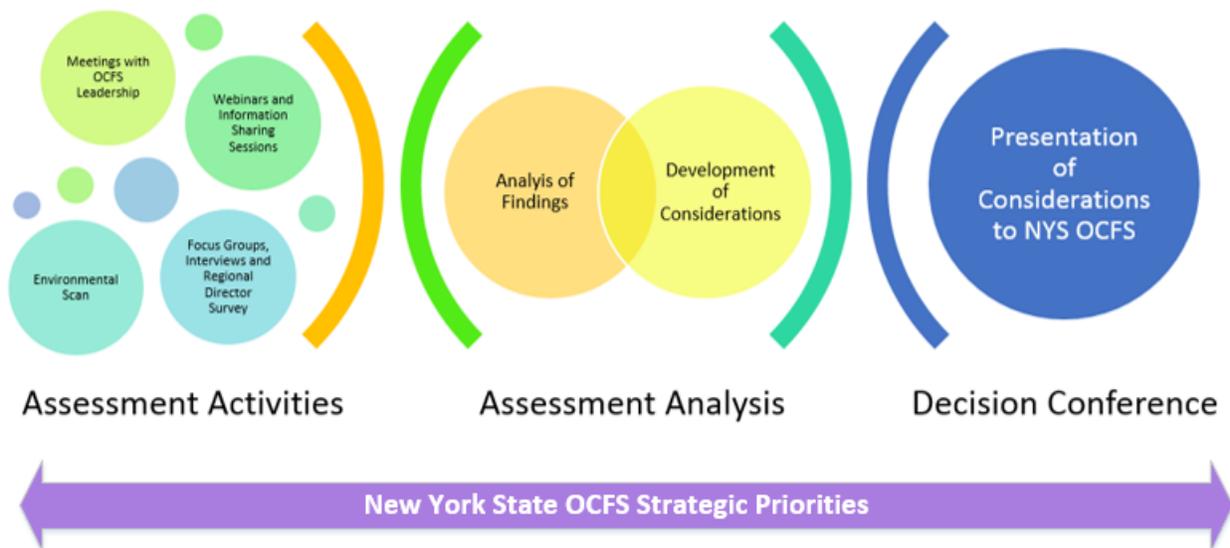
on New York's CW community. Throughout the assessment and decision process, the OCFS Strategic Priorities, as shown below, served as a critical touchstone in all discussions and decision making.

NYS Office of Children and Family Services Strategic Priorities *As of November 2017*	
#	Priority Statement
1	The Office of Children and Family Services serves New York's public by promoting the safety, permanency, and well-being of our children, families, and communities through a statewide network of local social service districts, foster care agencies, and not-for-profits.
2	OCFS promotes high performance case practices through comprehensive programmatic and fiscal oversight and monitoring activities that include federal and state compliance.
3	OCFS will become a national leader in Child Welfare data governance and analytics to support decision making in case practice, program and policy development, implementation, and impact.
4	OCFS sustains a model of training and support to NY's Child Welfare workforce that is relevant, responsive, and aligned with best practices and the diversity of families in New York State.
5	OCFS has the agility to effectively respond to programmatic, regulatory, and technological needs that are vital to achieving success in our child welfare outcomes.
6	OCFS develops clear child welfare system performance standards that can be measured and evaluated to improve performance.
7	OCFS strives to strengthen and enhance its approach to communication and knowledge transfer to key stakeholders in order to promote policy and programmatic excellence.

Against the backdrop of the OCFS Strategic Priorities, the assessment sought to answer a set of key questions as input to a Go/No-Go decision on NYS's transition to CCWIS compliance. During the CCWIS Decision Conference, held on February 23, 2018, OCFS Executive and Project Teams reviewed the results of the assessment and engaged in a series of moderated discussions about those results (See Appendix C for list of Conference Attendees). Participants in the decision conference agreed that while NYS continues to bear the responsibility and cost for maintaining and modernizing CONNECTIONS, not taking advantage of enhanced federal reimbursement would only add further burden to the state. A "No Go" decision would likely result in minimal improvements over time and increased dissatisfaction with CONNECTIONS as a tool to enable NYS CW programs and services. Participants recognized that NYS currently lags behind other states with respect to technology improvements aimed at reducing the burden on caseworkers and addressing duplicate data entry and the complications such duplications create. The OCFS Executive Team agreed that a transition to CCWIS will provide the opportunity to address these issues and open the door

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CCWIS Compliance Decision Points

- The OCFS executive team must notify the federal government of its intention regarding CCWIS compliance and receive approval no later than July 31, 2018.
- What are the implications of each decision option?
  - If OCFS *does not* participate in CCWIS, OCFS will not be entitled to the additional federal funding that CCWIS compliance provides.
  - If OCFS *does* participate in CCWIS, the implications will vary from stakeholder to stakeholder and the way it will affect each stakeholder depends on their role within the system.

to NYS to take a leadership role nation-wide in data governance and integrity within a complex human services delivery system while also serving to reduce or eliminate penalties for incomplete reporting. Therefore, the conference ended with a "Go" recommendation to signal to federal partners that NYS is committed to continuing the planning process to determine how best NYS can achieve CCWIS compliance. In addition, OCFS Acting Commissioner Sheila Poole formed a CCWIS Executive Steering Committee to guide the next phase of planning.

This report, presented in six sections including this introduction, documents the CCWIS assessment in terms of its design, implementation, and findings and comments on the results of the CCWIS Decision Conference itself. Section Two presents an overview of how the assessment was designed and conducted through the environmental scan as well as the stakeholder focus groups, OCFS interviews and Regional Directors survey. Section Three presents the results of the environmental scan and Section Four presents the findings from the focus groups, interviews and Regional Director Survey. Section Five presents the results of the Local Systems and ACS Application Inventory. Section Six presents the threshold and secondary considerations that emerged from the analysis of the assessment data. The threshold considerations highlight the most pressing concerns that OCFS must address if a commitment to a transition to CCWIS compliance is made. The secondary considerations represent additional issues or investments that require specific attention if OCFS does decide to commit to a transition to CCWIS compliance. Finally, Section Seven presents the conclusions that emerged from the February CCWIS Decision Conference, including the decision outcome and the communication plan for that decision and next steps.

Section 2: Designing and Administering the Assessment

To ensure the assessment was designed to support OCFS' decision with respect to a transition to CCWIS compliance; five facilitated meetings were held with the OCFS CCWIS Project and Executive Teams to identify the most critical questions of interest to support their decision regarding a transition to CCWIS compliance. These meetings involved a series of discussions during which participants brainstormed over 150 questions, which were then categorized and reduced to a set of six themes, each with a small set of representative questions.

It was important to OCFS that the assessment activities (See Appendix B for full timeline of assessment activities), including the data collection activities and instruments and the decision conference, were designed to ensure that key stakeholders from across the state were actively engaged in the assessment and that the OCFS Executive Team had the information needed to make the "Go"/"No Go" Decision on CCWIS compliance.

The six themes and questions used to guide the assessment design include:

1. CCWIS Compliance and OCFS Strategic Priorities
   - Does CCWIS compliance allow OCFS to advance its Strategic Priorities?
   - What benefits does CCWIS compliance offer to populations receiving services from OCFS?
   - What are the benefits to OCFS in becoming CCWIS compliant?
2. Costs Associated with CCWIS Transition and Compliance
   - What are the financial costs?
   - What are the opportunity costs?
   - What are the costs if OCFS does not become CCWIS compliant?
3. CCWIS Impact on End Users
   - How does CCWIS affect the end user issues?
   - How does CCWIS impact end user satisfaction?
   - What is the impact CCWIS compliance to OCFS' ability to provide services?
4. CCWIS Data Requirements and Implications
   - What impact will CCWIS compliance have on data quality?
   - What impact will CCWIS compliance have on data exchange?
   - What is needed to address CCWIS data quality and exchange requirements?
5. CCWIS Compliance Risks
   - What are the risks associated with attempting to achieve compliance?
6. Resources and Bandwidth
   - Does OCFS currently have the resources to transition to CCWIS?
   - What staffing resources or skills are required to transition to CCWIS?

The assessment involved five primary information gathering activities:

1. Expert Meetings with OCFS Leadership.
2. A Multi-State Environmental Scan involving interviews with 12 states.
3. Stakeholder Engagement involving 269 Individual from across NYS local districts, voluntary agencies and OCFS.
4. OCFS Regional Director's Survey
5. Local Systems Survey of Local Districts, Voluntary Agencies and NYC ACS.

In total, 269 individuals from across the 6 OCFS Regions including 21 local districts and 26 voluntary agencies participated in focus groups with the assessment team. In addition, 30 surveys were distributed to Regional Directors and selected staff and 21 OCFS executives and their staff were interviewed.

Section 2.1. Designing and Administering the Environmental Scan

Some of the questions generated from the OCFS Executive Team during the first phases of the assessment planning were determined to be best answered by understanding the experience of other states that were further along in CCWIS-related decision making. Therefore, an "environmental scan" was conducted to have the experience of other states that are comparable in important respects to NYS and facing or faced similar CCWIS-related decisions.

Semi-structured interviews were conducted with representatives from 12 states. The interviews focused on each states' experience in their assessment of the CCWIS requirements and their decision making about whether or not to commit to transitioning to CCWIS compliance. Analysis of the interview data generated important understanding of CCWIS-related decision processes, as well as questions and concerns being raised by other states and insights about how other states see the potential benefits of CCWIS compliance.

Interview topics were based on background research, notes from meetings with the OCFS Executives, the requirements of the CCWIS model, and the State's experience with this kind of project. Thus, our semi-structured interviews covered 11 basic question areas directly related to the process of CCWIS transition assessment and decision making, with special attention to some of the requirements considered most important. These questions were complemented by several follow-up questions and prompts. The general topics included:

- The decision process
- Benefits and costs
- CCWIS conceptual design, implementation, and compliance
- Stakeholders affected
- Data exchanges
- Data quality plans
- Governance
- Relationships with federal agency

To learn which states had undertaken CCWIS assessment activities, we consulted the official web page of the US Department of Health and Human Services' Administration for Children and Families (https://www.acf.hhs.gov/cb/resource/ccwis-status), which includes a table presenting the status of each state's CCWIS decision making. At the time of the study design (July 2017) 23 states had taken some CCWIS-related action, 9 of which had begun an initial formal CCWIS assessment and 14 had already committed to the CCWIS model. The states with a county-administered CW system similar to NY's were an important target for the study. For this reason, all the county-administered states that were part of the aforementioned 23 states were initially selected into the sample. However, another criterion for selection was that the states had to have a population of more than five million people in order to be roughly similar to the size and complexity of New York State's system, which reduced the sample to 12. Of the 12 states originally selected, representatives of 11 states agreed to participate and helped us to locate appropriate interviewees if we had not found them ourselves. We added the state of Texas late in the process because

we came to understand that they were in the process of modernizing their CW information system and had been party to some early discussions with ACF. We thus interviewed representatives from the following 12 states: California, Florida, Illinois, Pennsylvania, Georgia, Virginia, Arizona, Indiana, Maryland, Wisconsin, Texas, and Colorado. See Appendix A for profiles of each state interviewed.

At the time of this report, of the 12 states who participated in the environmental scan, four are still undeclared, but three of those are leaning towards choosing to transition to CCWIS. Of the remaining eight states, Colorado, Maryland, Arizona, Virginia, Pennsylvania, Illinois and California are identified as having formally committed to CCWIS; Wisconsin has made an informal declaration. Some states, like Colorado and Pennsylvania, are transitioning their legacy systems. Maryland, Illinois, and Virginia are building entirely new CCWIS compliant systems. Two states, Arizona and California, have opted to transition their legacy systems while building a new CCWIS system, in part in order to continue to receive federal funding for their existing systems. These states will shut down their legacy systems after the new systems are operational. The diagram below represents a continuum that visually positions each state in their decision-making process.
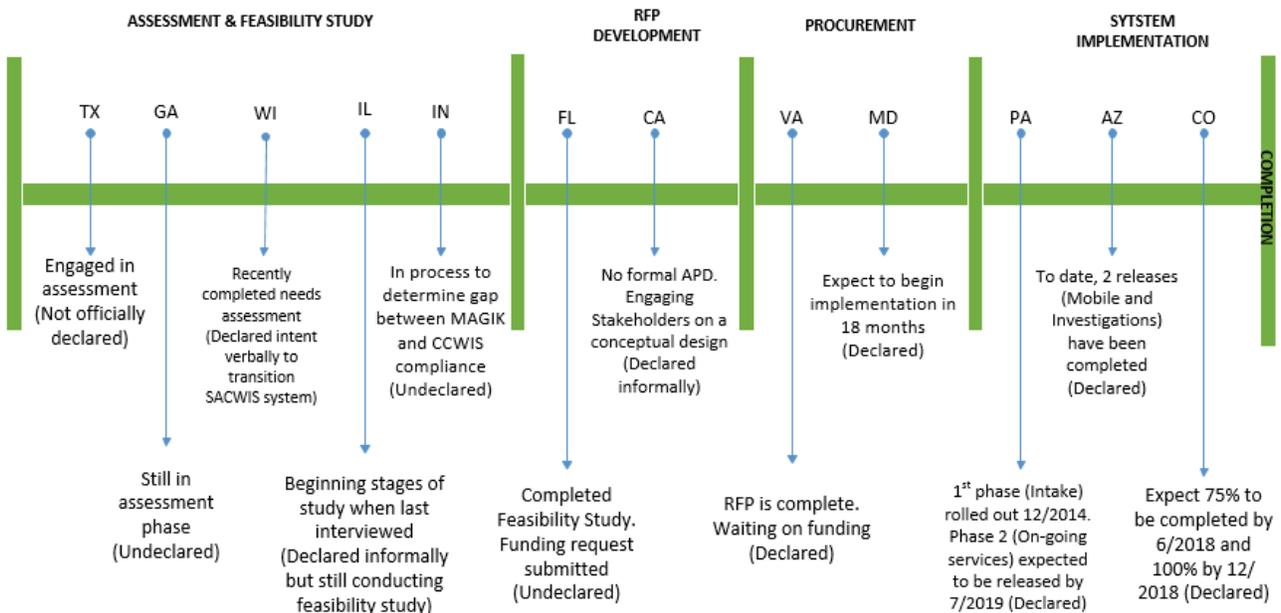
Members of the Environmental Scan Team conducted documentary research to become as familiar as possible with publicly available information (mostly on the web) about each of the 12 states' CW information system. As part of this process, we identified the public officials responsible for the state's CW systems and/or CW information systems and issued invitations to participate in interviews. In Appendix D, we provide a list of the titles of the individuals interviewed. Each interview was conducted remotely and lasted between 45-90 minutes. The team of researchers took notes during all interviews and in eight interviews where the interviewees gave their explicit consent; interviews were recorded and later transcribed.

Section 2.2. Designing and Administering the Regional Focus Groups, Interviews and Regional Director Survey

Through the planning of the assessment, OCFS was committed to engaging with stakeholders across the state to get their input into the current CONNECTIONS system and to get their feedback about the CCWIS requirements. Therefore, an important focus of the assessment was to gather information about CONNECTIONS and the possibility of a CCWIS transition from a variety of OCFS stakeholders in various roles and locations throughout the states and within OCFS. CTG conducted 28 focus group sessions with Local Departments of Social Services (LDSS) and voluntary agencies (VAs) across New York State (See Table 1). These focus groups included 235 individuals from the six OCFS regions. The 90 minute focus groups were partitioned into two types; the first type involved caseworkers and casework supervisors; the second involved executives, administrators and IT personnel. This was done to gain a holistic (but arguably, not complete) view of the CONNECTIONS system and to gather, from a range of CW professionals familiar with the current CW information systems environments, both CONNECTIONS and other related systems, their views on the implications of a transition to CCWIS compliance. Focus groups included staff at all levels:

- Executive Directors
- Chief Information Officers
- IT Managers
- CPS Administrators
- Supervisors (Intake, Clinical)
- Senior Caseworkers
- Care, Case and Program Coordinators
- Quality Improvement Staff
- Case Planning Staff

Focus Group Participants Regions, Counties and Voluntary agencies		
Region	**LDSS County/Department**	**Voluntary Agency**
Spring Valley Rockland	Rockland	• Children's Village
	Westchester	• Abbott House
	Orange	• JBFC
	Ulster	• St. Christopher's INC
Albany	Albany	• Berkshire Farms
	Columbia	• St. Catherine's
	Saratoga	• Northern Rivers
	Washington	
	Warren	
Spring Valley Hauppauge	Nassau	• SCO
		• Mercy First
	Suffolk	• Little Flower
New York City	ACS Family Permanency Services	• Graham Windham
		• Children's Aid
	ACS Child Protective	

Focus Group Participants Regions, Counties and Voluntary agencies		
Region	**LDSS** **County/Department**	**Voluntary Agency**
	ACS Preventative Services	• NY Foundling • JCCA • The Council of Family and Child Care Agencies (COFCCA)
	ACS Policy, Planning and Measurement	
	ACS IT	
Buffalo and Rochester	Monroe	• Hillside • Willa of Hope • Pathways • Gustavus Adolphus • New Directions • C&FS of Erie
	Erie	
	Chemung	
	Steuben	
	Orleans	
	Genesee	
Syracuse	Onondaga	• House of the Good Shepherd • William George • Children's Home of Jefferson County
	Oneida	
	Jefferson	
	Madison	

To supplement the focus group sessions, CTG also administered an OCFS Regional Director's Survey which included similar questions about CONNECTIONS, Data Quality and Data Exchange and conducted a focus group with the CONNECTIONS Implementation Team.   From the Regional Director's survey, 13 responses were collected. CTG also interviewed 21 members of the OCFS Executive Team and their staff in meetings consisting of individuals organized within their respective divisions (including the Office of Child Welfare and Community Services, Division of Legal Affairs, Office of Strategic Planning and Policy Development, Division of Administration, and the Commissioner's Office).

Section 2.3. Administering an Inventory of Local Systems and ACS Applications

Throughout the beginning of the assessment, it was recognized that many of the Local Districts, Voluntary Agencies and NYC's ACS used a variety of different systems and applications to help support case management in coordination with CONNECTIONS. It became clear that due to the nature of the requirements related to data exchanges and reducing data redundancy, understanding the network of local systems and applications would be necessary for any requirements gathering in the future. Therefore, as part of this assessment, it was important to understand the magnitude of NYS' network of information systems based on the systems used by Local districts, Voluntary agencies and NYC ACS. To do this, the Upstate CONNECTIONS Implementation Team contacted upstate local districts and all voluntary agencies to inventory their usage of non-state sponsored information system applications. The Implementation Team collected the data via in-person or phone interviews using a standardized data collection form. It is important to note that for various reasons, it was not possible to obtain data from all local districts and voluntary agencies. However, implementation staff worked to collect data from all the larger districts and most of the larger agencies. The applications listed by agencies on this inventory reflect those developed and used as per local initiatives and investments; not pursuant to an agreement with ACS.

To inventory the applications used by ACS, the Downstate CONNECTIONS Implementation Team facilitated the development of a spreadsheet that was prepared by ACS staff and lists CW-related applications used by ACS only and provider agencies. The data elements captured on this second spreadsheet are comparable to those collected for upstate districts and agencies.

SECTION 3: Understanding the CCWIS Experiences of Other States

Interviews for the environmental scan were conducted from September 2017 until January 2018. Data from the interviews and other sources were analyzed and the results from that analysis are presented in the following four categories: four key points, the state's view of the benefits of CCWIS, insight from the 12 states and reflective remarks on the environmental scan.

Section 3.1. Four Key Points from the Environmental Scan

Four key points of information from the environmental scan were found to be useful in gaining a general understanding of the state of affairs in the states interviewed:

1. None of the states have declined CCWIS involvement.
2. Many of the states who have already declared or are far along in their decision making were already modernizing their CW information system.
3. Budgets are variable.
4. Project leaders are fulltime and have both program and IT backgrounds.

Each of these points is discussed below as a backdrop for the rest of the findings from the states.

None of the states have declined CCWIS involvement. Seven of the 12 states interviewed had formally declared their intention to adopt the CCWIS model; note that California is listed by ACF has having declared but, at the time of the interview, they had not submitted an APD. Of the five remaining states that were still in the assessment process at the time of these interviews, four are likely to adopt CCWIS. Wisconsin has not made a formal declaration of intent, but is recognized as committed to CCWIS. Florida, Indiana and Georgia seemed, in conversation, to be leaning toward CCWIS adoption. Only Texas appeared to be still actively considering whether or not CCWIS transition made sense for them. Interestingly, none of the states has made a decision to decline CCWIS involvement.

Many of the states who have already declared or are far along in their decision making were already modernizing their CW information system. Eight of the 12 states were already in the process of modernizing their CW information system at the time we spoke with their representatives (see Box 1). We are unable to determine if this situation can be generalized to the remaining states we have not contacted. However, it is helpful to note that representatives of the eight states already modernizing expressed dissatisfaction with the prior S/TACWIS model, recognizing it as a mainframe/monolithic system, recognizing it as a mainframe/monolithic system, plagued by legacy software and hardware that is increasingly hard to maintain. Interviewees noted that it was difficult to hire staff with the skills to work with legacy systems. Some also noted the disconnect between the relatively more sophisticated IT skills of current caseworkers and the demands of the legacy systems with which they were asked to interact, recognizing that caseworkers expect to work with

Box 1: State Modernization Efforts

Many states we interviewed were engaged in a modernization prior to the CCWIS rule due to antiquated technology and systems. California, for example, realized that designs based on 1993 technology and IT processes were archaic. Similarly, Virginia was using a system from 1996 that they bought from Oklahoma. And Oklahoma had been using that system since the late 1980s. This system did not include a financial component, which prevented Virginia from ever being S/TACWIS compliant. Colorado looked into modernization after older technology became a hindrance rather than an enabler.

systems that enable more contemporary case management and workflow practices as well as more contemporary feature functionality (e.g. document scanning and embedding). Some representatives expressed their desire to produce the data-related advantages they expect to achieve from a more unified data platform; others were seeking a system that would complement casework within the CW ecosystem. Finally, representatives of states that are S/TACWIS compliant acknowledged that they did not want to lose the federal matching funds that were enabling current system development.

Budgets are variable. It was difficult to obtain concrete and reliable budget estimates from all of the states, since that would have required much longer and more detailed conversations. However, based upon estimates from Virginia ($154.1M in total cumulative costs) and Arizona ($118M over 8 years), we confirmed our expectation that the cost of transitioning to CCWIS is considerable and also unique to the conditions of each state as well as to the extensiveness of the information system design that is envisioned.

Project leaders are fulltime and have both program and IT backgrounds. As Appendix D, which presents the titles of our interviewees, makes clear, we were frequently able to speak to state representatives that represented both the program side of CW as well as the IT side. Sometimes the project manager for the CCWIS transition was an individual who had both substantial program experience as well as IT expertise. Speaking to individuals representing both roles underscored the possibility of designing the CCWIS system in a way that complements the needs of CW practice (see Box 2). It seemed that the more advanced the project was in its consideration of CCWIS, the more likely we were to be speaking to individuals with CCWIS-related responsibilities that had become full-time jobs.

Box 2: Virginia's Reasoning for Project Leads

Virginia's representative, who leads the program side of their CCWIS assessment, highlighted the reasoning behind having a program lead instead of an IT lead for CCWIS. Virginia has been going through an eligibility modernization that has taken more than 7 years. For this modernization, IT took the lead and the program side was never as engaged as they should have been. And, in his words, "Some of it was self-inflicted wounds. Some of it was the people. But some it just had to do with who was in charge. And we didn't want to end up with a system that met our IT {needs} but did not meet our end-user needs."

Section 3.2. States' Views on the Benefits of a Transition to CCWIS Compliance

Advantages for caseworkers and front-line staff. All states in favor of CCWIS acknowledged the potential advantages for caseworkers and front-line staff. They expressed hope that modernizations like mobile applications would reduce some of the burdens of inputting data. Many of the states, such as Colorado, indicated the retention issues their department faced because of the amount of data input caseworkers must do. This issue was also something that was repeated during the in-state focus groups. The states perceive CCWIS will allow more time for caseworkers to be in the field, improve outcomes, and increase retention (see Box 3).

Improved Reporting. The states saw an opportunity, through data exchanges, for more accurate and timely information, which would improve reporting. They felt the data sharing environment that CCWIS promotes will allow for an increase in the amount of information they can pull in. This increased information would then give caseworkers and supervisors the necessary information to produce quality reports. The efficiency and effectiveness requirements of CCWIS would also help to improve reporting. This would help CW systems avoid redundant data which can also improve reporting. See Box 4 for a discussion of one state's strategy.

Improved Family Benefits and Services. California and Virginia saw an opportunity to increase their transparency among their clients. During their assessment, California has been completely open with their constituents about CCWIS. They hold frequent virtual conferences to show their stakeholders where they are in their process. The thought process and timeline of their CCWIS assessment can also be viewed on YouTube. California also wants parents and kids to have access to their CW information. They hope that this will allow clients more control over their own cases. In addition to California, Virginia also wants to provide foster care kids access to their case files. They also see this as a way to give foster care kids more information about their cases and their backgrounds.

Section 3.3. Opinions, Experiences, and Insights from the 12 States

Modularity. Some states welcomed the idea of modular development, recognizing modularity as a cornerstone of contemporary software design practice. The representatives who discussed modularity saw it as consistent with the "agile" approach to software development and mentioned that this was a characteristic they came to understand as welcomed by ACF, even though it was not required. One representative also commented that modularity enabled his state to submit budget requests to the legislature in "chunks" and present them over several years, rather than requiring one very substantial budget request (see Box 5).

Data exchange is viewed as technically feasible but legally constrained. None of the state representatives expressed any concern with the technical feasibility of creating data exchanges between

Box 3: Arizona Ecosystem

Arizona's representative saw the rule change as an opportunity to develop an entirely new child welfare environment in Arizona. She did not believe that Arizona's new system could only be a case-management system. In her own words, "…child welfare was a life cycle, it was an ecosystem, that starts from intake and it's all the way to permanency, and the core value is keeping the child safe. I mean, that's in our title for gosh sake. So, it's not just case management, right? There are services and prevention and financial considerations, like congregate care costs more than Kinship care, for instance. There's a whole ecosystem and being able to support the case worker and all departments, that's what the system needed to do, not modernize a mainframe system."

Box 4: Maryland Human Services Overhaul

Maryland is doing more than just modernizing their child welfare system. Through the work of the former Secretary of Maryland's Department of Human Services, an agreement was reached across state agencies to create an interagency platform, MD THINK. From the representative; "It's an effort to build up a platform, a data platform, for state agencies who work with children and families, to join together with the idea of improving user experience, improving data quality, and really making the whole IT operation, state-wide, a lot more efficient."

sister state agencies or between state agencies and county-level organizations. However, they all acknowledged the legal constraints that they knew must be faced in creating data exchange agreements that did not violate existing state laws, such as those protecting privacy. They had no panacea for creating such agreements; instead they understood that the negotiations would take place on a case by case basis since there did not seem to be, in any of the states, a broader or more general way to approach the problem.

None of the states had a data quality plan, but all recognized it as upcoming challenge. Only Colorado appeared to have begun substantial work on a data quality plan, although Virginia and Arizona had the creation of their plan on their short-term list of things to do. We heard no specifics regarding how these states intended to proceed with the development and use of data quality plans.

Governance. Governance was discussed in two ways by state representatives. Some saw governance as a way for the organization to make decisions about their information systems as a whole; they discussed currently existing structures used to oversee decision-making processes. Other state representatives understood that governance structures would be needed for decision making specifically about the data exchange agreements. Maryland's representative referred to a currently existing Data Quality Council (see Box 6) that had been created to cope with broader data exchange issues in the state and expected that this Council would be the venue in which data exchange agreements might be worked out. The representative also noted the involvement of an assistant attorney general for Maryland in this Council.

Box 5: Virginia Modular Benefits

Virginia's representative commented that modularity enabled him to present more limited budget requests to the legislature over several years, rather than requiring one very substantial budget request. From his perspective, "There was no way we would get 70 {or} 80 million from our General Assembly or more to just go out and purchase a new system." He also referenced the financial climate in Virginia as being different than it was in the past. The ability to break requests down into procurements over time helps to lighten the financial burden of modernization.

Box 6: Maryland Data Council

Maryland's representative referred to a currently existing Data Quality Council that had been created to cope with broader data exchange issues in the state and expected that this Council would be the venue in which data exchange agreements might be worked out. One example brought up was the daunting task of getting consensus on how to define the various data elements they will be sharing on the new data platform. The representative also noted the involvement of an assistant attorney general for Maryland in this Council. Their hope is that the data council will build common interests and functions throughout the human services agencies.

Relationship with the Federal Government. Two states acknowledged that they had somewhat contentious relations in the past with ACF. They both believed that this had something to do with the strict nature of the S/TACWIS regulations. The main issue of one of these states was a perceived lack of receptivity on the part of ACF to the needs of that state in the past.   However, the interviewee acknowledged that the relationship with their liaison has gotten better over the years and perceived more receptivity recently to their state's needs. Other states perceived ACF was too hands-off on issues like cost allocation. However, they acknowledged that things can get better and that "time will tell."

CCWIS Navigator Group. The Navigator group is an ACF-approved, Wisconsin-led collaboration among states. The group was formed by Wisconsin to allow states a venue to brainstorm ideas, discuss CCWIS progress and interesting findings, and to elaborate on their discussions with ACF. To help to create an environment for free-flow of information between states no vendors are allowed to participate. In recent Navigator Group conference calls, some of the states called for greater clarity on the requirements while others are focus on brainstorming strategies for working with ACF in collaborative ways.

CCWIS viewed as a collaborative opportunity. Nearly all the states do see advancing towards CCWIS as an opportunity for collaboration with ACF. As discussed above, even states that have had a historically contentious relationship with ACF see CCWIS as a collaborative opportunity. One of the reasons for this is the receptiveness from ACF for discussion about the CCWIS requirements.   One representative mentioned that she constantly brings up issues, concerns, and disagreements with ACF staff; they have actively engaged with her and come to agreement on many aspects related to CCWIS. This particular state has made significant progress in their CCWIS development and implementation.

ACF appears to be open to suggestions and critiques surrounding the CCWIS process. For example, one state was asked by ACF to switch to an agile development process when they submitted their Advance Planning Document (APD). The state agreed to do this, but in the process also highlighted the slow federal approval process to ACF. The state team noted that they could not be agile as requested by ACF, if ACF continues to take two months to review changes made in their development efforts. When ACF received this feedback, they realized that without changes to related internal ACF processes. The states would not be able to meet such goals as "agile".   This example provides further indication of opportunity for continued positive collaboration between ACF and New York State.

Section 3.4. Concluding Thoughts about the Environmental Scan

Two broad themes relevant to the overarching tone of the decision-making processes emerged:

1. **CCWIS is seen as an opportunity.**
   While none of the state representatives relishes the complexity of the decisions related to CCWIS that now need to be made, it is, at the same time, clear that none of them is protecting their S/TACWIS-compliant systems or is sorry to see them go. States that are already modernizing view CCWIS as a chance to continue their modernization efforts, but now with the potential for an influx of federal funding. These representatives described their intentions to achieve their state design preferences while incorporating the CCWIS requirements, so that they can obtain federal matching dollars.

2. **CCWIS is assumed to be a work in progress.**
   As we heard in a Navigator phone call, some state representatives experience frustration at the vagueness of the CCWIS requirements and would prefer to have more concrete examples and guidelines spelled out about how to achieve these requirements.   At the same time, they also

implicitly recognize the opportunities that exist to work with ACF to negotiate system designs that will achieve approval in meeting requirements. Some state representatives are working with their ACF analyst to discuss and sharpen their understanding of the requirements. Some states show their APDs to their analyst before submitting them to ensure that they are not submitting something that will be deemed ineligible. And some state representatives argue their positions with ACF staff and, in some cases, have been successful in changing the responses of ACF staff.

SECTION 4: Understanding the Implications of CCWIS from NYS Stakeholders

A critical design principle for this assessment was the engagement of the NYS CW Community. This engagement provided over 250 individuals from across the state and in many different roles in the CW program a chance to provide their perspectives on the questions of interest to the OCFS Executives with respect to a transition to CCWIS compliance. Section 4 presents a summary of key findings from the interviews with OCFS staff, focus groups with caseworkers and supervisors and administrators from local districts and voluntary agencies and input from a survey completed by OCFS Regional Directors across NYS.

Section 4.1.   Findings from Focus Groups and Regional Director Survey

As described in Section 2, many focus groups were conducted throughout NYS to talk with caseworkers, supervisors, administrators and IT staff from both local districts and voluntary agencies (VAs). These discussions primarily revolved around the CONNECTIONS system, including its strengths, weaknesses and value within the organization as well as identifying the perceived benefits and challenges of transitioning to a CCWIS compliant system. Finally, comments from these groups also touched on processes currently in place to address data quality and types of data exchanges stakeholders would like to see in the future.

Perceived CONNECTIONS Value and Challenges. Many stakeholders described CONNECTIONS as having value in that it functions as one place where caseworkers can access case history and current status. Stakeholders explained that CONNECTIONS facilitates conversations between organizations and having historical documentation of a given case is important for managing the case itself. The wealth of knowledge that CONNECTIONS contains, according to some stakeholders, makes it valuable for tracking families and making sure they receive the appropriate services. According to stakeholders and survey respondents, this value is typically seen at various levels, from caseworkers to supervisors and amongst other roles within an LDSS or VA. For caseworkers, it is being able to see the history of a record and to access any pertinent information, so long as it is in the system. For supervisors, the value of CONNECTIONS comes in large part from the capability to review information as it is input by caseworkers so that they can monitor best practices, ensure timeliness and completeness of progress notes entry, oversee adherence to regulations/laws and identify where staff need additional supervision or training.

Stakeholders also discussed their views on where CONNECTIONS is least valuable, stating that overall CONNECTIONS is not a decision-making tool that works with the business needs of caseworkers. While it functions as a central record, many stakeholders stated that inputting and accessing data within CONNECTIONS can be difficult and can result in errors in the data. It was emphasized that duplication of information is prevalent and that workarounds are sometimes necessary to document how things are happening within a case. The following CONNECTIONS challenges were consistently identified across the focus group, survey and interview data.

Not mobile or remote-access friendly: Many stakeholders commented that existing mobile features and functions are slow outside of the office setting, which is important for many time-strapped caseworkers, particularly when they are out on a case and need to access information. In many cases, caseworkers need to create written notes and have to enter them into the system once they are back in the office. For some, using a computer during a case visit is not desired as they want to be engaged with the family. However, many agreed that having better mobility access outside the office would greatly improve their ability to enter information in a timely way.

Not user-friendly: Stakeholders described the current CONNECTIONS system as a 'patchwork system' in which finding the right place to enter information can be complicated. Within the system, information is so embedded that in order to find what you are looking for, there are numerous windows and screens a caseworker has to dig through. In addition, progress notes were identified as an important feature of the system, however, stakeholders noted that sometimes entering progress notes and reviewing notes on a case can be frustrating and hard to accomplish due to having to open various windows and the impact of latency.

Latency issues: The consequences of latency issues within CONNECTIONS were apparent for many of the stakeholders. Latency creates real consequences for caseworkers because documentation can be delayed and many spend extra time typing and re-typing in notes or searching for information. In many cases, stakeholders noted that the system would freeze or kick them out and they would lose whatever information they had entered. Stakeholders commented that this happens for many reasons, particularly when there is a new build in the system. Latency times can range from 3-4 minutes to 1-3 hours depending on what a user is trying to do according to stakeholders. One stakeholder stated that an update to a progress note that would normally take under a minute to type could take on average, up to 15 minutes due to latency issues.

Inconsistent access to data: Many stakeholders expressed frustration with navigating CONNECTIONS to find information. Access to data was recognized as an important challenge within the current CONNECTIONS system. One example provided by many stakeholders has to do with the need to find information about a child's relatives, particularly when going to court. However, if a relative resides in another county, caseworkers may not have access to that information. Some stakeholders recognized that the absence of access may be in due to the lack of legal authority to access such data. Other stories were told about time consuming workarounds used to get access to necessary information, including calling a colleague in another department, in another county or in another agency. Some stakeholders discussed the idea that the lack of access to information might be due to delays in assigning a caseworker to a case.

Does not meet workflow needs: Many stakeholders noted that CONNECTIONS does not complement their current workflow processes. This is particularly true for caseworkers because they are responsible for keeping track of a whole host of information related to a case. This includes tracking psychiatric care or school attendance, for example. While access to other systems relevant to case management relates largely to data exchange, CONNECTIONS features and functions are tenuously connected to the realities of caseworkers' business processes or the environment in which child and family services operates. In one example, a stakeholder indicated that while CONNECTIONS allows users to have to-do lists, this feature is not organized in a way that aligns with the work of the caseworker. This, as the stakeholder mentioned, sometimes results in other methods of organizing a to-do list, for instance, in an excel sheet. In other instances, stakeholders articulated that sometimes a user has to take about "15 clicks" to get to the information they need. They described this as having

to go through different tabs and windows to get to information. While this can be seen as an access problem, it also is time consuming and some stakeholders noted that having such information on one page could help in instances where they need to find information in a timely way. In addition, stakeholders noted that, at the time of the focus group, CONNECTIONS was not able to accommodate families that have varying compositions, e.g. single parent or a home whose kids have two different mothers or fathers. In order for caseworkers and their supervisors to get the maximum use out of CONNECTIONS, stakeholders indicated the system needs to be able to accommodate the business process that caseworkers follow throughout the case.

Lack of integration with other important systems: As part of the data exchange discussion, stakeholders noted that CONNECTIONS should integrate with other relevant systems that impact their ability to manage a case. Many stakeholders talked about how they must compensate for the lack of integration among CONNECTIONS and local systems by using local systems to capture and manage non-CONNECTIONS, but related case information Take, for instance, billing; stakeholders described that some organizations have to maintain their billing systems separate from CONNECTIONS so that accurate records of billed services can be maintained. In addition, CONNECTIONS does not connect well with LTS, which is a legal system that many NYC caseworkers use. This enables them to communicate with attorneys but without that integration, stakeholders described having to go outside of CONNECTIONS to get the information and input what they need into CONNECTIONS. As stakeholders described, this lack of integration enables multiple points of data collection and entry, which can give rise to issues of data quality and inefficiencies.

Through various discussions with different stakeholder groups, it appears that some of the challenges that stakeholders experienced could be based on lack of system training or general user error. However, it is important to note that these challenges represent staff responses that OCFS must address, whether from a technical, policy or training standpoint.

Data Quality. Stakeholders were asked to identify what processes are currently in place within their organizations to address data quality. Across the stakeholder groups, there appeared to be some common approaches that are handled at the State level and others that are handled at the local level. In some cases, reports are generated by supervisors and/or managers to drill down to see that caseworkers have accurately documented what is being done on a case. There are also reports that are run out of the Data Warehouse and NYC's Administration for Children's Services (ACS), which are provided back to the LDSS/VAs to highlight discrepancies in the data. From here, the LDSS/VAs can look at the reports and map back to see where gaps are. In other cases, there are training sessions that are conducted to help people understand how to correctly input data into CONNECTIONS as a way to prevent poor data quality. However, many stakeholders acknowledged that there is always room for human error and even with these activities in place, errors can still occur, regardless of the system.

> ### Council of Family and Child Caring Agencies (COFCCA)
>
> *"Data quality is a critical concern to all of us because our ability to serve families relies on the confidence we have in our information. Data quality is a particular challenge for voluntary agencies because we need to update multiple overlapping computer systems that collect duplicate data."*
>
> -Jim Purcell, Chief Executive Officer

In addition, stakeholders acknowledge that data quality itself is a challenge within the CONNECTIONS system, stating that users routinely have to do duplicate data entry, which impacts over quality of the CONNECTIONS data. This duplicate data entry creates, in part, data quality issues that impact not only caseworkers, but the children and families they serve. Based on what we learned from the focus groups, data entry errors or inability to navigate multiple tabs/windows, can result in making it difficult to locate information on a child within the system, which can pose a risk to the child and the ability of OCFS to make sure that child is getting the attention and care they need. In many cases, stakeholders stated that the current CONNECTIONS system does not always contain complete or factual data and some rely on their existing internal systems for accurate records. Some stakeholders indicated that errors in data entry can occur (e.g. launching a case plan amendment by mistake) and these are not always easily remedied once submitted. Other stakeholders argued that the interface of the CONNECTIONS system itself can cause caseworkers to input data incorrectly due to numerous windows, latency issues and overall lack of user-friendliness of the applications within the system. The issue of Person Identification Number (PIDs) was frequently discussed among stakeholder groups. Each individual within the CONNECTIONS system is assigned a PID. However, if personal data is not entered or updated correctly, there can be multiple PIDs for one individual and that information must be merged to create consistency. However, the process for merging PIDs can be cumbersome and if PIDs are not merged, history associated with that PID does not show up. Most stakeholders recognized the overwhelming nature of this problem and expressed much concern about the impact of the problem and little confidence that a reasonable solution to the problem, even with CCWIS compliance might be found.

Redundant data entry, timeliness of data entry, system latency issues and a complex user interface all contribute to data quality challenges within the current OCFS CONNECTIONS system. While some stakeholders acknowledge that there were data governance policies in place within their organization, others acknowledged that data governance was lacking and would be beneficial to have in place so that they can better address data quality standards and issues in the future.

Data Exchange. Stakeholders were asked to describe what new types of data they would like to have available to them, given that CCWIS requires bi-directional data exchanges. The table below provides a list of the types of data stakeholders and survey respondents identified as priority candidates for data exchange.

Data Exchange Wish List from NYS CW Stakeholders As Identified from Focus Group and Regional Director Survey	
Data Source	**Example of Data Types**
Court Data	• Custody orders • Supervision orders • Orders of protection • Pending petitions • Data on court hearings and decisions • Juvenile Justice • Probation information • Restrictive placements
Mental Health Data	• Progress notes from physicians • Psychiatric evaluations and diagnosis
Education Data	• Attendance records • School enrollment • Academic performance to assess educational needs

Data Exchange Wish List from NYS CW Stakeholders As Identified from Focus Group and Regional Director Survey	
Data Source	**Example of Data Types**
	• Behavioral records
Health Data	• Vaccinations/Immunizations • General health records (allergies, vulnerabilities, physical exams, etc.) • Welfare Management System (WMS) data • Vital Statistics • Office of Alcohol and Substance Abuse Services (OASAS) data • Managed Care data
Child Protective Services (CPS) Data	• Kinship referrals
Foster Home Placement	• History of placement
Welfare Data	• Medicaid information • Existing services for the given family
History of Trauma	• N/A

Section 4.2. Findings from OCFS Executive Leadership Interviews

In addition to conducting focus groups and distributing a survey to Regional Directors, interviews with OCFS Executives, as well as executives and staff from the state Office of Information Technology Services situated at OCFS, were conducted to identify additional opportunities and challenges associated with CONNECTIONS and transitioning to CCWIS compliance. The following outlines the findings from these interviews.

Advocates Settlement. The Advocates settlement agreement arose from the resolution of federal litigation in the early 1980s involving the State of New York, New York City and private preventive services agencies on behalf of preventive services clients in NYC. The Advocates settlement agreement generally states that if there is a request to access case records of recipients of preventive services served by private preventive service agency, that access would have to be done on-site of the private preventative service agency, with the exception of cases of suspected child abuse or maltreatment or where a child is being referred for foster care. In either of these exceptions, the record must be physically transferred to ACS. The Advocates Settlement agreement was entered into prior to the common use of computer systems (in 1982) and was designed to address access to case records of preventive services clients in NYC. Interviews revealed that the Advocates settlement is a major barrier for OCFS to become CCWIS compliant. The settlement has been revisited and amended in the past to demonstrate Emergency Assistance to Families (EAF – Federal program related to TANF) compliance. Without the maintenance of all case information within a CCWIS compliant CW system, OCFS would be unable to fulfill the CCWIS data and reporting requirements. OCFS Executives noted, as part of the next phase of planning, that it would be important to pursue discussions with ACF in order to better understand the impact of the Advocates Settlement and the ability to be CCWIS compliant.

CWCA Designation. Throughout the assessment, the topic of Child Welfare Contributing Agency (CWCA) designation became an important one for OCFS. From the federal standpoint, counties are considered the state because they are state supervised. While it became clear toward the end of the assessment that voluntary agencies throughout NYS are considered CWCAs, the challenge in terms of CCWIS compliance and the role of CWCAs is that voluntary agencies maintain a number of systems outside of CONNECTIONS. These systems are seen as necessary because CONNECTIONS does not necessarily offer features or functions that they need to monitor a case. In some cases, voluntary agencies have additional systems for tracking and billing. Therefore, discussion around CWCA designation became more focused on how NYS would approach the issue of CCWIS compliance under the new model that bring local systems under the umbrella of federal requirements versus outside of them as was/is the case for S/TACWIS. Considering the cost of CCWIS compliance when is includes data exchange with and addressing duplicative data entry for hundreds of local districts and agencies supplementing state functions with local IT applications is daunting.

Legal and Policy Issues with Data Exchange. The Data Exchange requirements within the CCWIS regulations presented more legal discussion than technological. Through interviews, stakeholders acknowledged that in order to have these data exchanges, it would be imperative to discuss data stewardship and ownership along with data sharing agreements and creating access capabilities for stakeholders across the state. Stakeholders also recognized that these are conversations that they need to have with sister state agencies as well as other organizations depending on what data can be obtained and exchanged. Data governance was also recognized as important and stakeholders agreed that while it is a challenge for NYS to consider, it is not a unique challenge in that other states face this as well. Furthermore, intertwined with data exchange would be data quality and retention issues. NYS would have to consider what sharing the data through a CCWIS compliant system would look like and what are the laws that must be followed in retaining and using that data.

NYS Resources and Securing Appropriations. Throughout the assessment, the topic of resources, staffing and leadership was a common theme. Many brought up the point that transitioning to CCWIS would require OCFS not only to support the transition, but continue to support CONNECTIONS so that the state could continue to function and provide services per normal. Many stakeholders recognized the need for resources, both staffing and financial, to help support this effort. According to stakeholders, OCFS is currently experiencing the retirement of key staff that had both the IT and program knowledge required to get NYS through a CCWIS transition phase. In addition, additional staff would be needed to help manage the transition to ensure it moves as smoothly as possible, particularly as the state would need to work to also better integrate CONNECTIONS with several supplemental systems maintained by the NYC ACS as well. This lack of staffing resources was a major concern for OCFS throughout the assessment and was identified as a risk to consider as OCFS moves forward.

NYS ITS. OCFS interviewees overall recognize that a transition to CCWIS compliance and addressing the technical and policy implications that such transition would entail has significant implications in terms of staff resources. In considering availability of financial and staff resources within OCFS, interviewees recognized that NYS ITS, among others, would need to play a significant role in a transition to CCWIS, if such a transition is undertaken. However, it was further recognized that ITS, like OCFS, may not have the resources to undertake such a large project. Both the environmental scan and OCFS' own experiences show that a mix of skills sets are required, in particular, staff who understand the federal requirements, and NYS's CW programs and business processes and how they are all integrated into the current CONNECTIONS system are critical to any effort. Aligning a transition to CCWIS compliance with ongoing work being done on NYS's efforts to design and implement an Integrated Eligibility System (IES) was considered a potential strategy for maximizing investments in this regard.

SECTION 5: Findings from Local Systems and Applications Inventory

A critical element in the assessment was creating new understanding of the number of and nature of systems and applications used, in addition to CONNECTIONS by the Local Districts, Voluntary Agencies and ACS. This data is critical to OCFS and the assessment overall, particularly in terms of a number of the challenges related to CCWIS compliance such as data exchanges and the role of CWCAs. An inventory of local systems and applications was conducted to determine the scale of use of local systems and applications by Local Districts and Voluntary Agencies in the provision of CW services to children and families throughout NYS. The OCFS Team has a general understanding that such systems were already widely used by many local districts and agencies for data capture at the unit level and that they covered a very wide range of case and administrative tracking functions, often duplicating data that could be extracted from CONNECTIONS or the Data Warehouse. Such systems, in particular due to their wide use, further challenge a transition to CCWIS Compliance.

A total of 32 Local Districts and 76 Voluntary Agencies participated in the inventory (See Appendix F for complete survey results). It is important to note that is was not possible to collect data on all local systems within the local districts and voluntary agencies. However, data was collected from most of the larger counties and agencies. A majority of those inventoried (53% of Local Districts and 78% of the Voluntary Agencies) use local applications to carry out the CW programs and services. The inventory shows that 31 ACS applications receive a data feed from CONNECTIONS while four applications do not. Detail on which functions are supported within ACS' applications and how many of those applications support that function is provided below. Additional detail from the inventory is presented in the tables below.

CW Organizations Using Local Applications[2]		
Organization Type	*Using Local Application?*		*Percent of Total*
Local Districts	YES	17	53%
	NO	15	47%
Voluntary Agencies	YES	59	78%
	NO	17	22%
Total Applications Used by ACS		
ACS ONLY	*ACS and Provider Agencies*	
15 applications	20 applications	

Applications Most Commonly Used by Districts		
System	*Number of Districts*	*Application Purpose*
Northwoods	3	Data storage system – awaiting OCFS approval to download data
OnBase	4	Electronic document storage/management

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[2] Several organizations were reported to use Excel spreadsheets or Access databases; however, these were not counted above as instructions to staff were not to capture these and as they were likely to be inconsistently reported.

		Applications Most Commonly Used by Voluntary Agencies	
Application	**Number of Districts**	**Application Purpose**	**Notes (as needed)**
Evolve by Netscape	26	• Foster parent, child and case demographics, track care days, movements, programs, goals, level of difficulty and current status of child in care, processing of foster parent board (payroll), MSAR/medical billable days and maintain workload assignments, staff workload management. • Electronic Health Record – applicable to Health Homes • Document Management	• Need to determine if functions listed below only apply to Health Homes • Not all agencies use all functions
AWARDS by Foothold	5	• Electronic Health record • Tracking client information	(Affordable Wide Area Relational Database Systems)
Options	5	• Foster Parent Payroll, Caseload Management, Foster Parent Recruitment and Certification, Adoption Management, Mental Health Services Management, FASP and SPR Management, Child Casework/Birth Parent/Foster Parent Contact Exception Dashboard, Caseload/Child Success Reporting, Document & Procedure Provision, Caseworker Performance & Scoreboard management, Education Reporting, Youth Development Support, Caseworker Legal Coordination, Health Home Management, Foster Home Certification Management, Foster Parent Training and Notification, Permanency Hearing Report Management, Mental Health Service Delivery	Not all agencies use all functions
Fund EZ	4	• Medicaid billing	
IEP Direct	4	• School records, mainly for special educations students.	
Care Logic	3	• Medical documentation • Foster parent payroll, quality assurance, AWOL tracking	

Functions Supported by ACS Applications	
Function	**Application that Support Function**
Analytics, monitoring, evaluation	3
Assessment	3
Data warehousing and reporting	1
Document Collection, Management	3
Education	1
External Data sharing	1
Forms submission and processing	4
Payments management	4
Tracking (Case movement, milestones, case events)	14
TBD	1

SECTION 6: Considerations Governing NYS' Transition to CCWIS Compliance

Analysis of the data collected from the Environmental Scan and the Focus Groups, Interviews and Regional Director's Survey resulted in the identification of 16 considerations for OCFS as they consider a transition to CCWIS compliance. The first eight are threshold considerations; these highlight the most pressing concerns that OCFS must address if a commitment to a transition to CCWIS compliance is made. Threshold considerations include possible legal barriers and alignment with OCFS' strategic priorities. The second eight are secondary considerations; these represent additional issues or investments that require specific attention in OCFS' continued consideration of a transition to CCWIS compliance.

Section 6.1.   Threshold Considerations

Eight "threshold" considerations were identified through the analysis of the assessment data. Each is presented below.

1. Advocates Settlement
2. Securing NYS OCFS Appropriations
3. Ambiguity of Federal Reimbursement Model
4. Relationship between ACF and NYS OCFS
5. Legal Barriers to Data Exchange
6. Governance Requirements
7. NYS Readiness and Resources
8. OCFS Strategic Priorities

Advocates Settlement. The Advocates settlement is the most pressing issue facing OCFS. This decades-old settlement requires certain preventive services case records to be kept exclusively on paper files. Without amending or terminating the agreement to allow system entry, there is no path for NYS to become CCWIS compliant. The major question facing OCFS regarding the Advocates Settlement revolves around the amending or terminating the agreement to allow system entry. OCFS must decide if they can enter into renegotiations, who must be involved in the negotiations to deal with this issue, and what timeline is reasonable to expect either amendment or termination of the settlement agreement. OCFS must also, as previously mentioned, maintain open communication with ACF to help understand the impact this could have on being CCWIS compliant.

Securing NYS OCFS Appropriations. Securing the necessary funding from NYS is another consideration that OCFS must address. In order to pursue a CCWIS transition, OCFS needs authorization from the NYS Division of Budget for appropriations to support any additional expenses related to the transition. To advance toward this goal OCFS needs to have an understanding of the nature of the expenses and an estimate of the budget required. OCFS needs to address questions related to whether it is possible to secure the necessary funding from NYS to pursue CCWIS. OCFS executives presented several points concerning the current financial state of NYS, which will be further addressed, that could potentially hinder their chances of securing the funding. OCFS must decide if they can present a compelling enough case to NYS to secure the funding for a transition to CCWIS compliance.

Ambiguity of Federal Reimbursement Model. A concern for OCFS is the uncertainty of the federal reimbursement model. As the environmental scan has shown, states that are further along with CCWIS have encountered vague and, often, conflicting responses from ACF on the reimbursement. The question here is whether or not OCFS is willing to commit to CCWIS knowing that there is this ambiguity with the federal reimbursement. To address this, OCFS needs to continue their talks with ACF to ensure they will not be negatively impacted by this ambiguity should they choose to pursue CCWIS.

Relationship between ACF and NYS OCFS. The relationship between OCFS and ACF has been considered historically unsettled by several executives within OCFS. To ensure that NYS succeeds with CCWIS, it is necessary to continue the improved relationship that has emerged between the two agencies. As we have seen from the environmental scan, most states acknowledge that their positive relationship with ACF has helped them move their efforts forward. The question here is whether OCFS can maintain the trust relationships necessary to engage in open dialogue and negotiations with ACF.

Legal Barriers to Data Exchange. OCFS also needs to consider the legal barriers related to data exchanges. CCWIS requires bi-directional data sharing agreements with certain state, local and private agencies to increase access to necessary reporting data. According to OCFS and based on results from the environmental scan, there are no unresolvable technical barriers related to completing these data exchanges. The real challenge lies with negotiating these agreements and ensuring that the agreements do not conflict with any legal standards. As part of this consideration, OCFS must also look at data sharing agreements in order to exchange data seamlessly and within the confines of each sister agency's existing legal or regulatory constraints. These agreements are imperative because they will help direct those accessing sister agency data with guidelines regarding how that data can be used and manipulated for the purposes of OCFS' stakeholder needs. OCFS must decide whether they can successfully negotiate these agreements with the range of actors necessary to become CCWIS compliant.

Governance Requirements. Shared decision making has been recognized as a necessary component of the CCWIS process to address major decisions in a strategic way. A governance structure is necessary for investment decisions, data quality, compliance, and changes in federal reporting. While there is a governance structure in place currently, OCFS executives acknowledged the need for a more collaborative and dedicated governance committee. High-level NYS officials are extremely busy individuals with a multitude of responsibilities. The question to address here is: Will NYS OCFS and other key stakeholders be able to commit to the level of and model of governance necessary to deal with compliance, investment decisions, and data quality plans, among others.

NYS Readiness and Resources. The readiness and resource availability of NYS is a threshold consideration because of the large investment that CCWIS entails, especially because OCFS works with 59 local districts and over 230 voluntary agencies. OCFS would have to dedicate major resources to the CCWIS effort, while also maintaining the current CONNECTIONS system throughout CCWIS development. This includes staff that understands the regulatory environment in which OCFS works as well as the business processes and rules that govern CW and case management within the organization. The question here is: Can NYS commit to the level of additional resources including staff at all levels and across a range of policy, research/reporting, evaluation, quality assurance, analysis, and technology disciplines that will be necessary throughout design, build, and implementation? For example, the complexity of New York City alone poses a considerable obstacle for OCFS. OCFS must consider these investments when making their final decision.

OCFS Strategic Priorities. While listed last, this threshold consideration provides a touchstone for all deliberations related to a transition to CCWIS compliance. Throughout the assessment, participants shared their views on the potential benefits of CCWIS requirements, such as attention to data quality and modular development. Each, if not all of these features have some value; the reimbursement model itself has financial value to the state. However, this consideration, despite the many possible opportunities for instrumental value from a transition to CCWIS, requires OCFS to commit to ongoing and systematic consideration of the question: Does a transition to CCWIS compliance increase NYS's capability to meet its strategic priorities?

Section 6.2.   Secondary Considerations

Eight "secondary" considerations were identified through the analysis of the assessment data. Each is presented below.

1. Leadership and Staffing Requirements
2. CWCA Designation
3. Role of NYS Information Technology Services (ITS)
4. NYS CW Data Quality Plan
5. Leveraging Existing CONNECTIONS Investments
6. Efficiency and Effectiveness
7. Technical Implications of Required Data Exchanges
8. Modular Development

Leadership and Staffing Requirements. The key question here for CCWIS development is: What leadership and staff resources (program, policy, research/reporting, quality assurance, evaluation, finance, system, etc.) are required to design, develop and implement a CCWIS compliant system that helps NYS meet its OCFS Strategic Priorities? As seen from the environmental scan, several states have appointed a program executive to lead the CCWIS assessment and development. A common perception is that CW agencies need people who understand the regulatory environment but also understand the context of child and family welfare. It is also crucial to identify any existing leadership and staffing resources within OCFS and ITS that could be used for CCWIS.

Stakeholders saw staffing and leadership throughout a potential CCWIS transition as an important factor that needs to be reviewed and addressed. Expertise from other agencies, like ITS, could be borrowed to help with the transition, but in the long-term, OCFS must think about the staffing requirements and leadership skills needed to develop the technology to be CCWIS compliant, but also to work with LDSS/VAs across the state to implement necessary policies and technologies. Furthermore, transitioning to CCWIS will inevitably require training across the organization and the state to enable staff to use any new features/functions of data exchange or to adhere to data quality plans. This will require staff time to adequately train users throughout CCWIS implementation and to create any necessary materials to help OCFS staff and caseworkers in the future. This is particularly important in the case of NYS OCFS because many high-level CONNECTIONS subject-matter experts are retiring.

CWCA Designation. How Volunteer Agencies are classified by ACF is a question that, at first, seemed to be a threshold consideration. However, during the assessment process, it became clear that VAs fall under the CWCA designation. Given that CCWIS compliance requires involvement of CWCAs in data exchanges and possibly in the efficiency and effectiveness requirements, this remains a crucial consideration for OCFS. As was demonstrated by the local systems survey in Section 5, there are many local systems and applications used by the Local Districts, Voluntary Agencies and ACS. What is known is that many

voluntary agencies use additional information systems for their own management and are therefore doing dual entry, a point that is potentially at odds with the CCWIS data management and exchange requirements. The question is: What changes need to be made to NYS OCFS' approach to CW and the role of state versus local CW information systems?

Role of NYS Information Technology Services (ITS). OCFS recognizes that becoming CCWIS compliant and addressing all of the technical and policy implications means a large bandwidth of staff resources dedicated to the transition. Particularly on the technical side, they need staff who understand the regulatory constraints and program business processes that are interrelated with the current CONNECTIONS system. ITS has unique resources available to OCFS that can be helpful for this transition. However, OCFS needs to address the question of whether ITS should have a role in the design, building, and implementation of a CCWIS compliant system. Something to consider is the opportunity for OCFS to align their needs and process with that of ITS projects, specifically the Integrated Eligibility System project. A good working relationship with ITS could help OCFS to realize 50% reimbursement from ACF.

NYS CW Data Quality Plan. Data quality is a major component of the new CCWIS regulations and for NYS OCFS, this presents both a policy and technological challenge. Currently, duplicate data entry occurs due to the nature of the state case management system and the different business needs of LDSS and VA across NYS. To mitigate this, OCFS must consider what a Data Quality plan looks like across the OCFS organization and what necessary data governance bodies or body must be put in place to help make decisions around data quality. OCFS must also consider how that plan could be enforced among the numerous LDSS/VAs across the state and throughout OCFS itself and what level of data quality is required to maintain CCWIS compliance, in addition to meeting the needs of users.

Leveraging Existing CONNECTIONS Investments. Individuals acknowledged that CONNECTIONS does have value in that it provides specific information and history of cases. However, stakeholders also recognized that the CONNECTIONS system has proven to have its share of challenges as described throughout Section 4. OCFS recognizes that system users are seeking system capability that enables them to access the system remotely and meets their workflow needs. Going forward, there are a lot of features and functionality that exist within CONNECTIONS, and investments being made to CONNECTIONS currently that have the opportunity to be leveraged for future CCWIS development. OCFS is looking at the opportunity to leverage enhancements to CONNECTIONS that are currently in the queue to adapt to certain CCWIS requirements as appropriate. Going forward, the main consideration for OCFS in this regard is to understand what needs to occur for OCFS to leverage those existing investments, along with current system capabilities, that will help address the challenges identified by stakeholders and promote CCWIS compliance.

Efficiency and Effectiveness. To achieve 50% reimbursement, OCFS will need to meet the efficiency and effectiveness requirements of CCWIS. The first question, then, is: Can NYS effectively and expeditiously change business processes and practices to advance OCFS' strategic Priorities and support efforts to secure 50% reimbursement? However, the environmental scan has shown that the operational definition of several CCWIS requirements has not been finalized yet, including the requirements related to efficiency and effectiveness. The next steps for OCFS will be in identifying which specific issues of efficiency and effectiveness ACF will prioritize.

Technical Implications of Required Data Exchanges. Data exchanges are a large component of the CCWIS requirements and, although the technical requirements are not considered to be a threshold consideration, these exchanges are still important for OCFS to consider due to the complex nature of

sharing information between numerous sister agencies, court and school systems and LDSS/VAs systems. OCFS will first need to examine whether they have the technical capability to implement the required data exchanges both with sister agencies and then among the LDSS/VAs. For reference, no state from the environmental scan saw any technical barriers to the data exchanges. However, none of these states have anywhere near as complex a CW system as NYS does. For OCFS to properly address this consideration, they need to examine if LDSS and VAs have the technical capabilities necessary to implement the required data exchanges along with security and privacy measures. They will also need to address the range in readiness of various sharing partners to establish meaningful data sharing.

Modular Development. ACF requirements state that CCWIS automated functions are to be built as independent modules that may be reused in other systems or replaced easily by newer modules with more capabilities. Some states have taken the step to 'grandfather' in their existing S/TACWIS systems and declaring that any new developments become modular pieces of that system. However, the interpretation of this requirement must be reconciled in order to understand what NYS OCFS can do to adequately meet these specific requirements. The question here is: Can NYS OCFS adopt the design requirements that promote efficient and less expensive development of reliable systems that follow industry design standards, including development of independent reusable modules? OCFS must first determine to extent to which CONNECTIONS can meet the new modular design standards. NYS can then decide if they want to negotiate their case with ACF or to commit to meeting the modular design standards in all development going forward. According to ACF, states may waive the design requirements for CCWIS automated functions if they can present a business case for a more efficient, economical and effective design approach that uses newer technology.

SECTION 7: Some Final Thoughts on the Assessment and the Six Assessment Themes

The February 2018 recommendation by the OCFS Executive Team to "Go" with respect to a commitment to transition to CCWIS compliance was unanimous. The decision conference also created a new level of understanding of the considerations that must be addressed in the ongoing planning for a transition to CCWIS compliance. In addition to the development of the letter of intent to the ACF, and as next steps from the decision, OCFS Acting Commissioner Sheila Poole formed a CCWIS Executive Steering Committee to guide the next phase of planning the transition to CCWIS compliance. OCFS will work through this Steering Committee to identify priorities, strategies, staffing and timelines in addressing each consideration. As of the release of this report the CCWIS Steering Committee has begun to meet on a bi-weekly basis. In addition, a communication strategy (See Appendix E) was designed to guide efforts to reach out to stakeholders who participated in the assessment and other key stakeholders that OCFS must connect with as part of OCFS' next phase of planning. As of the release of this report a number of activities outlined in this communication plan have been launched and in some cases, completed.

The information produced through this assessment underscores the complexity of the processes through which New York State administers its CW services as well as the tremendous dedication of the individuals involved throughout CW programs and services. Stakeholders that participated throughout the assessment revealed their passion for providing efficient and effective services for children and their families in NYS and, while they also expressed frustrations with CONNECTIONS and other systems they currently use to do their jobs, in general, they saw a transition to CCWIS compliance as an opportunity for improvements that would deliver value for CW programs and services and to NYS's children and families. This report closes with a brief reconsideration of the six themes that guided this assessment and a summary statement of the key findings related to each theme.

CCWIS Compliance and OCFS Strategic Priorities. From the assessment findings, it is clear that the data-centric focus of the CCWIS regulations including the emphasis on bi-directional data exchange and the attention to the role of the CW information systems in generating efficiencies and effectiveness in CW programs in services, in particular for example with respect to data redundancy, presents a significant opportunity for NYS OCFS to increase its capability to meet its strategic priorities. However, to realize the benefits that a transition to CCWIS may offer NYS, in terms of advancing OCFS Strategic Priorities, this assessment has also made clear that significant investments must be made to ensure OCFS has access to fully committed expert staff across a variety of professions including CW, policy, research/reporting, evaluation, quality assurance, management, legal, financial, project management, business analysis, requirements gathering and analysis, cross-boundary information sharing, modular system procurement and development and technology. These human resources must be complemented with a budget that provides localities, voluntary agencies and the state with the necessary hardware and software investments required to be CCWIS compliant.

Costs Associated with CCWIS Transition and Compliance. Stakeholders engaged throughout the assessment noted that while it is reasonable to assume a transition to CCWIS compliance would require significant investments, both in staff and financial resources; developing an estimate of such an investment in NYS was not possible at this time. This assessment did not focus on this specific question, but rather looked at the current environment and worked to develop a good understanding of the nature of the investments that would be required for NYS to transition to CCWIS. The nature of these investments is presented in this report as "considerations". Data gathered from the environmental scan, however, indicates that financial costs estimates range from $154.1M in total cumulative costs to $118M over eight

years. It is important to note that these estimates may not be relevant to NYS' transition and are provided here for illustrative purposes. Another consideration in terms of cost is the extent to which enhancements OCFS is currently developing in terms of bi-directional data exchange, among other requirements, will be enough to meet CCWIS requirements and warrant reimbursement from ACF.

CCWIS Impact on End Users. Stakeholders engaged throughout the assessment presented an interesting array of responses when asked to comment on the potential impact on end users (in this case, those who use CONNECTIONS to carry out their CW work) of a transition to CCWIS compliance. Many were concerned that CONNECTIONS, which is valued for its essential role in capturing and providing access to progress notes, might be made slower or more cumbersome; some were worried that the current architecture wouldn't support the requirements and would collapse under the weight of new development. Others were concerned that investments of money, time and energy would be made, with little to show for it; essentially expressing system upgrade fatigue. Others were hopeful that investments in CCWIS compliance would solve a myriad of system performance and ease of use problems, while creating an array of new benefits, including reducing the need for redundant data entry as a consequence of integrated systems and data exchange. Stakeholders consistently noted that an emphasis on bi-directional data exchange and addressing duplicative data entry, as part of a transition to CCWIS compliance, would represent a unique opportunity to improve upon the existing CONNECTIONS system and, in turn, enable better service delivery to children and families throughout NYS. A number of the system enhancements of interest to stakeholders were found to be already planned and in some cases ready for release, by the CONNECTIONS team, such as document scanning. Further, the technical requirements to support a number of the data exchanges of interest have also been developed. Going forward, data exchanges need to be negotiated with external entities and are subject to confidentiality laws.

> ### CCWIS Bi-Directional Data Exchange
>
> **CCWIS regulation 1355.52(e)**
> CCWIS must support efficient, economical and effective bi-directional data exchanges to exchange relevant data with:
> 1. Systems generating financial payments and claims for titles IV-E, IV-B
> 2. Systems operated by Child Welfare Contributing agencies (LDSS, voluntary agency systems) that are collecting or using CCWIS data, if applicable
> 3. Each system used to calculate one or more components of title IV-E eligibility
> 4. Each system external to the CCWIS used by OCFS agency staff to collect CCWIS data, if applicable
>   1355.52 (e) (2) – **to the extent practicable**, the CCWIS must support **one** bi-directional data exchange to exchange relevant data that may benefit OCFS and the data exchange partner with each of the below listed state systems.

CCWIS Data Requirements and Implications. While CCWIS regulations make it clear that certain requirements are 'to the extent practicable', there are still mandatory requirements that OCFS must follow. These include mandatory bi-directional exchange between: financial payments and claims for foster and preventative services; Title IV-E eligibility determination (this is a manual process in NYS now); and between Local Districts, Voluntary Agencies and a CCWIS system. The requirements speak directly of the potential to increase efficiencies by reducing, in a variety of ways, the need for redundant data entry. This emphasis makes possible under CCWIS, investment in features and functionality that enable system integration and data exchanges among systems; capabilities that were not supported under S/TACWIS. Further, CCWIS prioritizes data quality and requires states to have a data strategy to ensure that stakeholders from across the NYS CW system are engaging in shared data governance that meets the needs of OCFS and stakeholders within the LDSS and VAs. With respect to data exchange, throughout the

assessment, stakeholders emphasized that the legal and policy work around data exchanges would be the most pressing to address. Establishing the data sharing agreements between state agencies, LDSS and VAs and ensuring that those agreements address a range of issues including access rights, retention of data, data ownership and data use is and could involve stakeholders from a range of agencies including health, courts, education and public safety is, as noted above, a threshold consideration.

CCWIS Compliance Risks. The risk of non-compliance must be made clear as part of the planning for a transition to CCWIS compliance. Addressing considerations mentioned in Section 6, particularly the Ambiguity of the Reimbursement Model and the Relationship between NYS and ACF are imperative to building clear and comprehensive understanding of the risks of achieving a successful transition to CCWIS compliance. One of risks identified most consistently throughout the assessment is the state's ability to comply with CCWIS requirements focused on duplicate data entry and data exchange, particularly at the local level. According to stakeholders, many local systems are used across the state to complement CONNECTIONS. Typically, these complementary (not connected) systems (see Section 5 for details) require duplicate data entry, and as such represent a challenge to CCWIS compliance. From the environmental scan, it appears that states are being provided time to address these challenges and the rate of reimbursement is negotiable.

Resources and Bandwidth. It was clear throughout the assessment that resources and bandwidth are a major concern for OCFS, even in the ongoing operation of CONNECTIONS. Many stakeholders expressed concern about the "lift" that would be required for the state to complete the transition to CCWIS compliance, while also maintaining day-to-day operations, may have the potential to negatively impact existing system challenges (i.e. existing latency issues and access to information). As noted above, significant human resources across a range of disciplines and expertise areas are required if NYS is to successfully transition to CCWIS compliance. Exacerbating this situation is that a number of key staff with both IT and programmatic knowledge of CONNECTIONS are soon or have recently retired. Going forward, OCFS will need to consider, as outlined in Section 5, existing resources within ITS as well as approaching the Division of Budget to look at appropriations for necessary resources.

SECTION 8: APPENDICES

Appendix A: State Profiles

Appendix B: High Level Timeline OCFS – CTG CCWIS Assessment

Appendix C: February 23, 2018 Decision Conference Stakeholders

Appendix D: Titles of Individuals Interviewed for Environmental Scan

Appendix E: OCFS CCWIS Communication Strategy

Appendix F: Detailed Results from Local Systems and ACS Application Survey

Appendix A: State Profiles

Profiles for each of the 12 states interviewed as part of the environmental are provided below.

1. Arizona
2. California
3. Colorado
4. Florida
5. Georgia
6. Illinois
7. Indiana
8. Maryland
9. Pennsylvania
10. Texas
11. Virginia
12. Wisconsin

ARIZONA

Goal Statement

GUARDIAN will be a usability-centric, CCWIS compliant solution built upon a single technology platform that readily facilitates process driven DCS work activities and delivers more contemporary collaboration with all DCS partners. After August 1, 2018 CHILDS SACWIS cost allocation ends. CHILDS cannot be transitioned effectively to a CCWIS. GUARDIAN will meet these requirements completely, and therefore be eligible for CCWIS cost allocation. (Title IV-E)

Profile

SACWIS Compliant: Yes - CHILDS
Administered System: State-Administered
Status: Declared CCWIS – Implementation Stage – GUARDIAN

ENVIRONMENTAL SCAN RESPONSES

Decision Process
- Was working with 20-year-old SACWIS compliant client-server system; already modernizing when CCWIS rule accepted. CCWIS made modularity acceptable and did not dictate how to achieve the requirements, making it possible to proceed with their designs to support the ecosystem of CW, and then make it CCWIS compliant.
- Executive sponsor from technology made the decision to adopt CCWIS, which was supported by agency head.

Definition of Benefits
- The new technology supports the ecosystem, or the life cycle, of the child in care.
- To encompass more than just case management: the life cycle of that child from intake, assessment, and risk. Includes preventive services.

CCWIS Conceptual Design
- CCWIS no longer prescribes how; can modernize CW practices with new technology rather than adding components to an outdated system.
- The best option was "building on a platform" and using CCWIS guidance and money to do so.

Stakeholders Affected
- Caseworkers and staff at 80 offices; ITAC (IT Advisory Council; Senators, Representatives, private sector and public sector officials); business owners from the program side; Agency director and deputy director.

Budget
- Estimated budget of $118,163,553 from Federal Fiscal Year (FFY) 2014 to FFY 2022

Definition of Costs
- Estimated $86 million over 5 years.
- Have been appropriated $20 million for the state and implementation and update approved by the feds so have been appropriated $40 million, favorably reviewed as $14 million.

Implementation
- System name is GUARDIAN.
- Mobile capability is done. There are tablets in the hands of each caseworker.
- The second release was projected to come out in December of 2017.
- There is 50% adoption.

Governance

- Governance is needed in order to establish stewardship over data elements for exchanges. This is a difficult issue, one where a chief data officer for the agency might help.
- Putting structures for governance in place requires starting small.
- The social work profession has not yet started to think along the lines of governance.

Ongoing Compliance
- N/A

Timeline
- Declared: CCWIS Declared
- Currently on Implementation stage

Data exchanges
- Data exchange with Medicaid. (Not bi-directional)
- Data exchange with Education. (Manual)
- From a Technical perspective, exchanging data is not an issue. The issue is at the program side.
- The agreement must be in place about what will be shared.
- One difficulty is who owns the address?
- Need data governance and stewardship to address such questions.

Data quality
- Currently, no data quality plan.
- Needs and IT and Business side solution.

CALIFORNIA

Goal Statement

CW Digital Services (CWDS) is a collaboration of California state and local government agencies that supports our customers through technology to assure the safety, well-being, and permanency of children at risk of abuse, neglect, or exploitation. CWDS maintains and operates the existing CW Services/Case Management System (CWS/CMS), including implementation of operational changes to that system. At the same time, in the context of the CWS – California Automated Response and Engagement System (CWS-CARES) project, CWDS is developing a new technology platform and set of digital services that will be rolled out and trained incrementally over the next few years. These digital services will provide a more intuitive user experience and new capabilities not currently provided by the CWS/CMS, LIS, and FAS legacy systems.

Profile

SACWIS Compliant: Yes – CWS/CMS
Administered System: County-Administered
Status: Informally Declared CCWIS – RFP Development – CWS-CARES

ENVIRONMENTAL SCAN RESPONSES

Decision Process
- Described themselves as "addicted" to IV-E funding.
- Goal is always to match federal funds.
- Decision was made for them.
- California felt it needed to be compliant from a financial standpoint, but also, the structure, the new regulations seemed to be more consistent with the way they conceptualized building something.

Definition of Benefits
- Financial benefit of IV-E funding.
- With an enhanced reimbursement rate of 50%, it is almost a no-brainer.
- The flexibility of a CCWIS package to automate the exchange of different information from different sources and systems is attractive.
- The beneficiaries of CCWIS will be the case workers.
- It will make business intelligence available for managers and policy makers.
- Will benefit caregivers as a new set of users with valuable information about what's going on with the kids in their care.
- Will benefit kids who are of age to advocate for themselves with access to case records to know what is being done and said about that kid.
- Benefit research and researchers, university-based and others, and families themselves.
- Automation will aid in development, implementation, and accountability associated with good program design and good program implementation.

CCWIS Conceptual Design
- Before CCWIS, they had already decided to build, re-procure a system.
- CCWIS regulations seem to fit the business need.
- Overarching roadmap and developing modules. A set of tools that help complete specific business processes. 8 big pieces of business processes.

Stakeholders Affected
- The sponsors of the system, the state DSS, and the leadership there.

- The Office of Systems Integration (OSI), which is the project management partner for large statewide systems.
- The service delivery arm, the counties.
- The legislature; need authority to build the new system with the assumption that we would have the enhanced revenue in order to get to the legislature.
- Department of Finance, which is the Governor's budget arm.
- The legislature, including the county leaders themselves.
- The advocate organization that represents youth, families, pre-case families.
- A number of different organizations and individuals that represent a large swath of possible clients and users and others.
- Medical personnel

Budget
- Only considering project costs, California estimated a cost of $420,744,069 from Federal Fiscal Year (FFY) 2013 to FFY 2023.

Definition of Costs
- By 2015, they had developed a rather elaborate 3-4 year project costs model that they decided to redo based on advice of the failure rate of waterfall models.
- They did some fast analysis and made a decision to recommend to the legislature and the governor's office, and other stakeholders to switch to an agile method that projected costs a year out.

Implementation
- Following agile method.
- Bringing in experts to teach how to engage prospective and current users in user-centered design to inform design and code development.
- Some software development and design is a public exercise.
- In keeping with the agile method, they work in two week increments.
- For the last two years, they have conducted public spurt reviews where they describe what they have been working on for the past two weeks. They provide public access to folks during planning sessions where they plan the next stretch of work.
- Provide quarterly stakeholder forums to demonstrate what has been built so far and provide specific updates on spending, who's building what, and what their intentions are.
- The statute that authorizes the development of their CCWIS requires quarterly evidence to the legislature and to their stakeholders. They broadcast a lot of these demonstrations on YouTube.
- The code they generate with public dollars is seen as a public good. So that code is available, at this moment, on the CWDS website and their GitHub repository.

Governance
- Drafting a governance and data quality plan.
- Legislative action formalized a governance method within this space that gives the counties a vote and voice in the governance of this system.
- Tri-party leadership at the project level. The department, IT, and the counties.
- The statute that authorizes the development of their CCWIS requires them to provide quarterly evidence to the legislature and to their stakeholders and they have been doing that for the last year and a half.
- Planning to form, publish and submit to the feds a data quality management plan that assigns roles and responsibilities to these various organizations.
- They will use that plan as a catalyst for the negotiations that need to take place in order for a governance movement to evolve and take shape.

Ongoing Compliance
- N/A

Timeline
- Declared: Informally declared CCWIS intent.
- RFP Development

Data exchanges
- Not exchanging data in real time with any entity.
- Planning for a set of exchanges with a number of different entities including the California courts, DOE, Title 19 programs, Medicaid, as well as the TANF and SNAP programs.
- Will need to figure out how to exchange data with new entities that are considered CWCAs either through their own systems with a data exchange into the CCWIS and out of the CCWIS or by direct access to the CCWIS itself.
- Have been engaging with a number of different entities setting up blanket data exchange agreements. For example, there is a universal data exchange agreement that they have with the Department of Healthcare Services that allows them to exchange data with any system that they have with any purpose associated with the administration of jointly-owned program.
- Negotiating with DOE to do the exact same thing.

Data quality
- Setting up API infrastructure to deploy a set of normalization services that would use algorithms to help with data quality.
- From a governance standpoint, knowing where the official record is, what the source is of an official record in a specific set, in a specific case.
- Hoping that CW Digital Services (CWDS) can provide a centralized point of governance for those efforts.

COLORADO

Goal Statement

The Department of Human Services (DHS) is requesting a combination of state funds and federal funds spending authority to enhance and modernize the TRAILS case-management system, which is the state's Statewide Automated CW Information System (SACWIS), and associated infrastructure. This request is for Phase II of a planned three-year deployment. The department says the project will modernize TRAILS to allow for faster implementation of system modifications and to accommodate changing CW practices.

Profile

SACWIS Compliant: Yes - TRAILS
Administered System: County-Administered
Status: Declared CCWIS – Implementation Stage – TRAILS Modernization

ENVIRONMENTAL SCAN RESPONSES

Decision Process
- Was SACWIS compliant but modernizing when the CCWIS rule was adopted.
- Opted for CCWIS since, they feel, they were already 90% there, in terms of compliance, and because of the financial advantages.

Definition of Benefits
- Replace dated technology that was unable to be responsive to hotline calls.
- Also, gain a system that has investigations capabilities, can provide services with stable staffing, and can gain staff efficiencies.
- Current system was not user-friendly; portal access did not work in rural locations.
- Current system was a resource drain.
- Will achieve improve safety and welfare for Colorado children.

CCWIS Conceptual Design
- Moving to a web-based application with module by module build.
- Mobile applications are built into the system.
- Includes analytics and reporting.

Stakeholders Affected
- Children and families
- Caseworkers
- Youth services
- Counties

Budget
- Modernization has cost around $20 million

Definition of Costs
- Estimated at $20-30M for modernization based on existing database and information.

Implementation
- Expect 75% of the system to be completed by June 2018.
- Remainder expected to be completed in December 2018.

Governance
- Governance handled by executive management team of the Colorado Department of Human Services.
- They determine what exchanges and agreements to approve.

Ongoing Compliance

- Anticipates system review every 2 years.

- Declared: CCWIS Declared
- Expect 75% to be completed by June 2018.
- Expect completion by December 2018.

Data exchanges
- Now exceeds minimum required by 4 times. (?)
- New data exchanges also being implemented (e.g., EHR).

Data quality
- Creating interfaces that reduce the risk of PII and PHI.
- Eliminating access to information by people who only need to see outcomes.
- Finding and eliminating data redundancy.
- Building a 6 year data quality plan.

FLORIDA

Goal Statement

The Florida Safe Families Network (FSFN) application is designed and developed to meet the State of Florida's requirements for a CW system and meet Federal reporting requirements for child protection, foster care and adoption. The FSFN application automates casework practice and integrates client, service, financial, and provider data to provide workers, supervisors, and administrators with the information they need to protect children, help families, and manage CW programs.

Profile

SACWIS Compliant: Yes - FSFN
Administered System: State-Administered
Status: Undeclared – Completed Feasibility Study

ENVIRONMENTAL SCAN RESPONSES

Decision Process
- Saw 3 options for the state
    - 1) Keep the SACWIS system as is and forfeit federal reimbursement going forward.
    - 2) Create a brand new system for CCWIS.
    - 3) Grandfather in the SACWIS system and migrate to the new CCWIS regulations.
- Needed to figure out what it would take
- In February of 2017, they started an analysis.
- In May of 2017, they determined to be onboard.
- In September of 2017, they met with Stakeholders.
- Engaged a vendor for a feasibility study.
- They held a stakeholder's meeting model services that were outsourced. (?)
- Interviewed Subject Matter Experts (SMEs) and created a strategic road map.
- Requested a million dollars for a feasibility study and request for future funding.

Definition of Benefits
- Flexibility over the monolithic structure.
- Need to do a follow-up study to look at the overall benefits the future system will provide, identify what type of functions it will enable, and overall business process and practices that will benefit from flexibility.

CCWIS Conceptual Design
- No design at this point.
- Part of the next stage of the funding request.
- Currently looking at the flow and who does what functions now in SACWIS.

Stakeholders Affected
- Community-Based Care (CBC)
- Office of CW SMEs
- Senior management
- Steering committee
- Finance
- Legal

Budget
- N/A

Definition of Costs

- Have not really defined costs.
- Contract with vender allows them to scale up or down depending on funds provided.

Implementation
- Current contract is for architect and technical support.
- Moving CW system – only state agency – into cloud.
- Two years' work to move to cloud – while updating system and consolidating.

Governance
- Well-developed governance
- Will have to raise focus to higher level with CCWIS

Ongoing Compliance
- N/A

Timeline
- Declared: Undeclared

Data exchanges
- Don't pull data from CW records in current system.
- Currently have over 1000 data sharing agreements to get and receive data.
- Push data to other agencies; will have to look at a more efficient way to do that.
- Regulatory and statutory limits on what can be shared.
- Legal limits exist across departments from one program to another.
- Have some terms and conditions on data sharing already in existing agreements.
- With CCWIS; if it is relegated to external data systems – feds will not provide funding for that – this is a challenge.

Data quality
- Partnering with ITS looking at all facets of data quality for CCWIS.
- CCWIS does provide some guidance.
- ACF proposing state templates within the ACF toolkit.

GEORGIA

Goal Statement

N/A

Profile

SACWIS Compliant: No – GA SHINES
Administered System: State-Administered
Status: Undeclared – Assessment Stage

ENVIRONMENTAL SCAN RESPONSES

Decision Process
- The agency has convened a CCWIS transition work group, meeting quarterly
- Assessing what resources are needed to transition.
- Decision makers include practitioners and IT personnel.

Definition of Benefits
- It makes sense to create a CCWIS system, from a reporting and data sharing perspective
- CCWIS will streamline work, require less time, and improve the delivery of services to constituents.

CCWIS Conceptual Design
- The plan would be to modernize the existing GA SHINES.
- Already modernized the provider portal.
- Would follow the same process to use CCWIS to continue modernizing GA SHINES.

Stakeholders Affected
- Department of Education (DOE)
- Department of Juvenile Justice (DJJ)
- CW Staff
- Field Program Specialists
- County Directors

Budget
- N/A

Definition of Costs
- CCWIS costs are not yet known.
- Trying to estimate new human resources required for new requirements such as data quality.

Implementation
- Georgia has not yet begun to implement CCWIS requirements.

Governance
- Discussions about data governance for CCWIS have not yet taken place.

Ongoing Compliance
- Generally, compliance is "business as usual" but the data quality requirement is a new challenge.
- An existing Data Integrity Specialists Group works on data quality in the field now and their work may need more resources to address data quality under CCWIS.

Timeline
- Declared: Undeclared

Data exchanges
- Georgia already has data exchanges with DOE, courts, and health information network.
- No interface with DJJ.
- Access to health information is based on role placement in the case hierarchy.

Data quality
- Currently does not have a data quality plan.
- A data governance group exists but has not addressed data governance for the information system.
- There already is a data integrity specialist group in place that could end up being that group but needs to be determined if that group needs additional resources.

ILLINOIS

Goal Statement

With CCWIS, Illinois has the opportunity to take advantage of leading technology capabilities to improve data and implement solutions specifically designed to enhance the efficiency and effectiveness of its program practices. This allows the flexibility to tailor their information technology needs more closely to its unique program requirements. The replacement of SACWIS with a new solution that can leverage the CCWIS final rule will allow DCFS to efficiently and effectively assist staff in managing their workloads while helping to ensure and maintain data integrity to assist in decision-making and program modification.

Profile

SACWIS Compliant: No – Illinois CW System (ICWIS)
Administered System: State-Administered
Status: Declared CCWIS – Conducting Feasibility Study

ENVIRONMENTAL SCAN RESPONSES

Decision Process
- Beginning stages of feasibility study for going with CCWIS.
- Currently in phases two and three of seven and gathering requirements.

Definition of Benefits
- Hope new system will benefit caseworkers, clients, and child safety.
- CCWIS will allow for efficiency from all the additional systems outside of the current SACWIS.
- CCWIS will allow technology to assist them in assessing the risk and safety for kids.
- Not having a monolithic system.

CCWIS Conceptual Design
- They have a financial system that they are rolling out in January.
- They are looking at mobility.
- Also looking at non-functional requirements – essentially all of their security operations, behind the scenes, technical items.

Stakeholders Affected
- N/A

Budget
- Illinois CW Transformation – 2016-2021 Strategic Plan

Definition of Costs
- Too new in the process to answer.
- Just starting cost benefit analysis.

Implementation
- N/A

Governance
- Have a governance structure over the feasibility study (steering committee and oversight committee) but not yet for any future CCWIS implementation – Recognize that is needed.
- DOIT and the IT transformation to create an IT governance structure and project management.
- There is an ITASC committee which is a technology committee to help bridge disconnect between business and IT.

Ongoing Compliance
- N/A

Timeline
- Declared: CCWIS Declared

Data exchanges
- Recent IT transformation towards centralized IT support called DOIT.
- Now have clusters like all health and human services.
- Encourages data sharing.
- Do not yet have many data sharing MOUs.
- However, MOUs have been difficult in the past.

Data quality
- Have a data quality workgroup.
- Early phases of talking about how critical it is.
- Identified need for organization that truly focuses on that rather just IT.

INDIANA

Goal Statement

As DCS transforms Indiana's CW system, the next important step is to provide family case managers and supervisors with a tool that translates the practice into an everyday routine in the field. Indiana has partnered with Casey to finalize MaGIK (Management Gateway for Indiana's Kids).

Profile

SACWIS Compliant: No – MaGIK/ICWIS
Administered System: State-Administered
Status: Undeclared – Assessment Stage

ENVIRONMENTAL SCAN RESPONSES

Decision Process
- Not CCWIS compliant.
- In the process of conducting a feasibility study to determine gap between current system and CCWIS compliance.

Definition of Benefits
- 50% reimbursement rate;
  - Design, development and implementation

CCWIS Conceptual Design
- No conceptual design at this point
- Do not want to be at the mercy of the vendor

Stakeholders Affected
- N/A

Budget
- N/A

Definition of Costs
- Estimated $15M to be compliant.

Implementation
- N/A

Governance
- N/A

Ongoing Compliance
- N/A

Timeline
- Declared: Undeclared

Data exchanges
- N/A

Data quality
- N/A

MARYLAND

Goal Statement

The Department of Human Resources {now Services} is undertaking one of the largest Information Technology Projects in the history of the State, the Maryland Total Human services Information Network (MD THINK). MD THINK is an integrated Shared Human Services Platform. The DHR {now DHS} human services systems will be integrated with the human services systems of the Department of Labor, Licensing, and Regulation; the Department of Juvenile Services; the Maryland Health Benefit Exchange; and the Department of Health and Mental Hygiene to eliminate the siloed program-centric environments of the current legacy systems. This platform will allow delivering collaborative services. A web and mobile front end will provide a central place to access any service from any participating agency.

Profile

SACWIS Compliant: Yes – MD CHESSIE
Administered System: Hybrid
Status: Declared CCWIS – Procurement Stage – CJAMS and MD THINK

ENVIRONMENTAL SCAN RESPONSES

Decision Process
- Prior system is conditionally SACWIS compliant.
- CCWIS decision was part of a larger effort to develop an interagency data platform for Human Services in Maryland called MDTHINK.
- CW (?) part of the system is provisionally named CJAMS (Child Juvenile Adult Management System).
- CCWIS focus on interoperability; seen as natural fit with their larger state modernization effort.
- There was no need for extended consideration of the decision; instead they sought and obtained informal consensus from agency leaders.

Definition of Benefits
- Building a system that is an active partner for caseworkers; enabling them to spend more time with families.
- Collaboration with other agencies.
- Better services and results for clients.
- The system itself will enable savings of time and energy for caseworkers.
- Management will have reports and dashboard of information; data sharing is enabled.
- Will improve accessibility to real time data and avoid redundant data entry.

CCWIS Conceptual Design
- Although the new system will draw functionality from the prior MD CHESSIE system, Maryland will transition to a new system based on CCWIS' new policies and best practices.
- It will be built by a contractor.
- It will be web-based with mobility functionality.
- Also seek to be able to collect information offline and re-sync when in range of secure Internet connection.

Stakeholders Affected
- IT modernization team.
- Data council.
- Various agencies involved in data exchanges. (TANF, Health, Child Support, SNAP)
- Legal.

- Local departments of social services who will be subject matter experts.

Budget
- February 6, 2017 Joint Chairmen's Report Submission shows the approval of an IAPD for Federal Fiscal Year (FFY) 2017 to FFY 2019.
- The IAPD estimates a total cost of $195,299,335 for the MD THINK initiative

Definition of Costs
- $32M – $35M is current estimate. This includes training and implementation.
- They hope to benefit from modules developed by other states and will reuse some parts of their current systems.

Implementation
- Will implement in 18 months.
- Agile process will allow for user testing and feedback on modules.

Governance
- The data council is part of the MD THINK effort. Includes agencies immediately involved in CJAMS.
- But also recognizes the need to have folks from across the Human Services agencies involved from the start so that they can chime in about where this is going, the kind of work that needs to be done and the compromises that need to be made as MD THINK drives to an interagency effort as opposed to a separate silo.

Ongoing Compliance
- Will evolve a set of best practices as well as build from the work of the data council.
- As far as data sharing and standards; there remains work to be done.

Timeline
- Declared: CCWIS Declared
- Hope for implementation in 18 months (from November 2017 interview)

Data exchanges
- Data sharing takes place, along with related agreements, but sometimes it is manual.
- Will need to negotiate more robust agreements for sharing and governance in the future.
- Data council will help and embraces Health, Juvenile Services, TANF and SNAP.
- The technology provides many opportunities, but the legal issues are constraining.
- Assistant Attorney General is involved in the process.

Data quality
- Focus on quality so far has been limited to certain types of information but will broaden soon; will be looking to discover best practices.
- Data Council will provide big emphasis on data cleaning and preparation as they move to the new system. This will force everyone to think about definitions of data elements that will be shared.

PENNSYLVANIA

Goal Statement

At the state level the CW Information Solution (CWIS) will leverage existing assets and evolve into a comprehensive human services enterprise system. CWIS will create an interoperable case management system allowing for state and county acceptance; and real-time electronic sharing of information critical to administering the CW program in Pennsylvania.

Profile

SACWIS Compliant: No – No Legacy System
Administered System: County-Administered
Status: Declared CCWIS – Implementation Stage – CWIS

ENVIRONMENTAL SCAN RESPONSES

Decision Process

- Started to design federated statewide system back in 2012 and decided not to be SACWIS compliant.
- CCWIS is in line with federated model.
- Made sense to apply for CCWIS.
- They have done some analysis of the new regulations and identified where it will meet what is already there and where it would take some work but not a lot of discussion about not going CCWIS.
- They more identified the challenges and then went about addressing them.

Definition of Benefits

- A 'no brainer'; hard part already done with state exchanges.
- Already had a data exchange hub and enterprise data switch to exchange data with the counties; can now build data exchanges with state partners.
- Did not view the new regulations as requirements that were much different than what they were already doing.
- The benefits of going toward a federated system – primarily counties were reluctant to have a statewide SACWIS system in the 90's and in fact they tried to do a statewide system and it didn't work. So they took a step back and looked at what the counties needed and then based on this analysis helped to standardize the selection of applications narrowing it down to 6 case management systems.
- 22 counties had a system and some were still using paper so they needed to choose a system and the state did provide funding to the counties which is a % of the cost the county had to pay for an electronic system.
- They evaluated the counties system that they were currently using and figured if they were going to be sustainable they needed to get everyone automated and standardized across the counties so data could be shared.
- They tried to help identify options the counties could use based on a needs analysis. The counties were able to use systems that already supported their business process. This way they had buy-in to the process and didn't feel they were being forced to buy a system they didn't want.

CCWIS Conceptual Design

- Counties keep their own Case-management system (6 different types to choose from) and exchange data with the state.

Stakeholders Affected

- Primary stakeholder are the counties – who are involved at multiple levels.

- CW Council – executive level county executives, community partners (Mental Health, Doctors, Courts, and Child Advocates) meet about a variety of items including CCWIS.
- County Work Group – meets quarterly (business side) – try to resolve any exchange issues, they have monthly calls with updates to the maintenance , development cycles, modifications or Phase 2 issues, they find it useful to focus on system development lifecycle – system Requirements, functional requirements, detailed design, system design, user testing and implementation roll out.
- Technical side (6 county system) engage with state technicians on a monthly or every other month basis depending on the size of the implementation.

Budget
- N/A

Definition of Costs
- Spending on annually upwards of $10 million.
- The modularity requirement is the biggest issue or concern in how they will now meet this requirement due to the new law and system design.

Implementation
- Started with a feasibility study in 2008-09.
- Recommendation to allow counties to continue to use Case Management System and exchange data with the state system.
- First Phase focused on the intake functional areas and the abuse hotline and the data exchanges from the county systems.
- Phase 2 delayed due to new legislation that had to be implemented by 12/2014.
- The new law (Child Services Law) had 24 amendments so they have been focused on looking at the federal reg. CCWIS and looking at what changes they need to change due to the new state law so that they can take advantage of the funding under CCWIS.

Governance
- Have an existing structure in place.
- Steering team – executive leadership level at DHS executives and stakeholders.
- Project team - for CCWIS and State piece of it; don't have county people on this team – they look at schedule/scope/resources.
- Have sub projects under this project team and CCWIS is one of many projects.
- Issues Meeting – there are "weekly triage meetings" to review defects, escalation to issues meeting not isolated to a system. Issues Meeting provides options on how to deal with the issues escalated from the triage meetings – if critical or issues that could cause an issue in the press they go immediately to decision leadership or steering team.

Ongoing Compliance
- N/A

Timeline
- Declared: CCWIS Declared
- Phase 1 completed in 2014
- Phase 2 delayed; hope to have it implemented by July 2019
- Expect full implementation in 2021

Data exchanges
- Agreements created – Memorandum of Agreement (MOA) or Memorandum of Understanding (MOU).
- Work with counterpart at sister agencies and discuss at the data level but they will need legal to be involved on the drafting of the MOA/MOU.
- There will be data in more than one place but only entered once (worked on this in Phase 1) and then transmitted to whomever needs it.   Feels this meets the letter of the regulation.

- Private providers who work with the counties – is more of an issue for the counties so the state won't have to interface with them.
- Currently they have intake or investigations at the state wide level – counties are required to submit hot line notices, the state investigated and reports to the state their finding (to a centralized database) most of the data is captured at in-take.
- Right now they only exchange data with the county - if the family is accepted for ongoing services then phase 2 is the tracing of on-going services – this will allow them to become compliant with AFCARS reporting.
- Additional information (data) – they are currently looking at what info will be provided to the state or the county – currently counties fax information between systems (external systems like Medicaid and Courts).
- They are looking at two types of exchanges right now A) Medicaid (which is in the same office) wants to have a pass-through functionality where the state becomes the pass through to CAO data to the county and retaining the information at the state area and B) court system (whom they have a previous data sharing relationship with) – counties get court documents and they mail or fax the information – now in Phase 2 they will look at creating a 'pass through' – these are looking to be the most beneficial for they are only looking at 4-D agencies to exchange with.
- They are not looking at State Ed data for the state ED does not want to share data – not a technical issue – there are many political barriers to this.

Data quality

- It is an area of concern however they are at an okay place.
- Issues around counties pulling info in.
- Fields are mapping to the state needs.
- State needs to look at a plan and think about how to improve upon this.
- Phase 1 is looking at additional data validation within the exchange to do on the front end vs after the data is already into the system.
- Lessons learned – being mindful of the counties have to do to changes on-time which results in errors which had to be cleaned up later.
- Some counties have DQ plans – 6 systems and each county from the business side has to consider how there are ensuring your workers are entering data in a timely and correct manor. And has to ensure data elements are defined correctly.
- State will have a DQ plan and then imagine having each county that feeds up to state plan.
- Asking for additional staff to be able to comply with this mandate.

TEXAS

Goal Statement

There are a number of reasons why the agency decided to modernize the system. The Texas Department of Family and Protective Services (DFPS) built the IMPACT system in 1996, and its outdated technology was becoming cost-prohibitive and causing long delays in maintenance and upgrades. Also, the system was not designed to give access to external partners like CASA, law enforcement, or others. Allowing partners access to case data will improve collaboration in serving the needs of Texans.

IMPACT Modernization, the IMPACT system will be modernized into a modular, mobile-enabled application with automated workflows and self-service capabilities for Child Protective Services, Adult Protective Services, Child Care Licensing, and Prevention and Early Intervention program areas. This will improve efficiency and effectiveness of caseworkers, streamline operations, and reduce their administrative burden, enabling them to spend more time with their clients.

Profile

SACWIS Compliant: Yes – IMPACT
Administered System: State-Administered
Status: Undeclared – Assessment Stage – IMPACT Modernization

ENVIRONMENTAL SCAN RESPONSES

Decision Process
- Did a gap analysis between user needs and CCWIS requirements and there is misalignment.
- Currently pulling primarily financial info together to determine cost impact.
- Working with Feds to clarify regulations. Had several Q&A's with them.

Definition of Benefits
- Texas wants to build data exchanges but the data quality piece is difficult because it would force data integrity.
- Benefit questionable. Some agency plans in alignment with CCWIS and some are not.
- States that want to rebuild their system are the ones who get the greatest benefit.

CCWIS Conceptual Design
- N/A

Stakeholders Affected
- N/A

Budget
- N/A

Definition of Costs
- Cost to build
- Cost to maintain with new regulations or business processes.
- Costs outside of requirements.
- Program support staff
- Staff to roll it out
- Many are not CCWIS reimbursable but would have to be considered.
- Privatizing case management and contracting with outside vendors and they will have to bring their systems up to date.

Implementation

- N/A

- Have a project governance structure for IT in general.
- Primarily the same members.
- Have program people involved for project governance.
- Executive sponsor is above IT.
- If impact were only supporting child protective, sponsor would have been CP commissioner, but because it's serving child care licensing, child care provider, etc. it is broader.

Ongoing Compliance

- N/A

Timeline

- Declared: Undeclared

Data exchanges

- Currently have with Medicaid eligibility, Juvenile justice, TANF.
- Recommend two way exchange with TANF and have one way exchange and don't see business need for two way.
- Don't know why two way exchange would be relevant in some cases.
- In last 6 months – 1 year, have changed tone on requiring bidirectional unless they have a legitimate reason not to (i.e. does not make business sense).
- Strategies – migrating over time to move more towards a CCWIS environment

Data quality

- Not that they're aware of.
- Working on data quality program to support the exchanges in the CIO office with other service providers.

VIRGINIA

Goal Statement

The Virginia Department of Social Services believes that in order to ensure the safety, permanency and wellbeing of children in the Commonwealth, the existing technological tools used by family service workers at local departments of social services and other involved stakeholders must be replaced. Nothing short of a complete overhaul is warranted due to the limiting capabilities of the current system architecture and new regulatory changes in the federal government that add Comprehensive CW Information System (CCWIS) requirements.

Profile

SACWIS Compliant: No – OASIS
Administered System: County-Administered
Status: Declared CCWIS – Procurement Stage – Name TBD

ENVIRONMENTAL SCAN RESPONSES

Decision Process
- Do not have a SACWIS compliant system.
- Decided in 2015 to move to a new system; no other option but to move to CCWIS. Had a high-level champion for system modernizing.
- Someone from the business side leads the project, as opposed to someone from the IT side.

Definition of Benefits
- Improve data exchange with entities; has been difficult to get custody of data controlled by counties. Need this data to improve decision making.
- Flexibility to spread costs over multiple procurements instead of one big massive system. Allows multiple procurements so only have to ask for a few million at a time.
- Better outcomes for kids.

CCWIS Conceptual Design
- A hybrid that reuses some of their current eligibility system on the back-end and purchasing, (whether its COTS or custom developed) along with a new front-end.

Stakeholders Affected
- State level program managers and program staff.
- IT team.
- Families, foster youth who can log into the system and see what is allowed, by law.
- Community service boards, (regional centers).
- Licensed Child Placing Agency (LCPAs).
- National Center for Missing and Exploited Children.

Budget
- Governor McAuliffe's Fiscal Year 2018 Budget:
- $6.1 million to begin to procure a comprehensive CW information system (CCWIS) for case management to replace four existing information systems.

Definition of Costs
- Feds require a 9 year financial outlook; estimate is $154M over 9 years.

Implementation
- Although no money yet, staff is working on the project doing data cleanups, business process reviews, security, etc.

- Project manager is 100% dedicated.
- Anticipate more staff being 100% committed moving forward.

Governance
- Created a data governance council; one charge will be to work on managing all the MOA's, data sharing agreements.
- There is a project committee and a steering committee.
- The latter is composed of project manager, CFO, CIO, the director of family services, (AKA CW), director of research and planning, and then three local agency directors.

Ongoing Compliance
- 3rd party reviewed requirements to make sure CCWIS expectations are met.
- Moving forward, will use an IV&V vendor at six-month intervals once the vendor is on board.
- This will be managed by the governance committee.

Timeline
- Declared: CCWIS Declared

Data exchanges
- Established contacts at every desired entity and have at least 2 meetings with each.
- But no work on the MOA's yet because of election year.

Data quality
- Currently cleaning up data in the system and working out identifier issues (duplication problems at the local level).
- Will start working on data quality plan in January 2018.

WISCONSIN

Goal Statement

The mission of the Department of Children and Families is to promote the economic and social well-being of Wisconsin's children and families. The Department is committed to protecting children, strengthening families, and building communities.

Their five overarching goals are:
1. Children are nurtured, safe and engaged.
2. Enhance prevention and early intervention efforts throughout Wisconsin.
3. Families will have access to quality early care and education.
4. Parents will secure and maintain meaningful jobs.
5. Fathers will be more engaged in the lives of their children.

Profile

SACWIS Compliant: Yes – eWiSACWIS
Administered System: Hybrid
Status: Declared – eWiSACWIS Modernization

ENVIRONMENTAL SCAN RESPONSES

Decision Process

- Hired a consultant to spend nine months (February 2017 – November 2017) determining if they should 1.) Transition current system to a CCWIS compliant one? 2.) Build a brand new system? 3.) Buy a new system?
- This assessment was a four step process that included: financial analysis, multi-state collaboration, Independent research and, and direct interviews and discussions.
- They believe they can transition current system to become CCWIS compliant.

Definition of Benefits

- Update developing, testing, and release process.
- Improve the system overall.
- Build a Youth Justice module.
- Reduce the electronic bureaucracy that happens in the system.
- Build better mobile functionality.
- Improve reporting flexibility.
- Create provider and client portals for CW workers and children and families.
- Broaden use of geo-location services.
- Enhanced role-based security.

CCWIS Conceptual Design

- No design; still at the conceptual stage in their roadmap.
- eWiSACWIS is currently 75 to 80 percent CCWIS compliant already.

Stakeholders Affected

- Wisconsin Department of Children and Families Secretary, the Deputy Secretary, and the Assistant Deputy Secretary.
- Division of Management Services and our Bureau of Information Technology.
- County level caseworkers.
- Children and families.

Budget
- N/A

Definition of Costs
- Have not done the deep-dive on the financial piece yet.
- Based on current understanding WI won't gain any money from CCWIS but will avoid potential penalties. Cost pool should become broader.
- Most likely will lose some ability to allocate some costs and claim some costs that WI had with SACWIS.
- There is not a huge financial gain in going to CCWIS.

Implementation
- N/A

Governance
- Informal governance in place now that needs to be formalized.

Ongoing Compliance
- N/A

Timeline
- Declared: CCWIS Declared
- Recently completed CCWIS assessment.

Data exchanges
- Currently has bi-directional with WI Department of Health Services for Medicaid.
- Working one directional data exchange with Department of Public Instruction on disability data with plans to bring in more educational data.
- Exploring other opportunities with other agencies like courts.

Data quality
- Have informal processes in place now that need to be formalized.
- Closest thing they have now is meeting federal requirements around AFCARS and NCANDS.

Appendix B. High Level Timeline OCFS – CTG CCWIS Assessment

NYS OCFS CCWIS Assessment High-Level Timeline of CTG's CCWIS Assessment Activities	
June 2017	Worked with the OCFS Executive and Project Management Teams to generate a set of questions that needed to be answered as input to the CCWIS Decision Conference. Identified 125 questions across 12 themes.
	Worked with the OCFS Executive and Project Management Teams to identify key stakeholders who, given the questions and the regulations, needed to be involved in the assessment process in some way. Identified 49 distinct stakeholder groups.
July 2017	Worked with the OCFS Executive and Project Management Teams to refine the list to 79 questions and 6 themes.
August 2017	Worked with the OCFS Executive and Project Management Teams to match themes to stakeholders
	Used the results to design the data collection instruments for the focus groups and environmental scan.
	Reviewed the regulations from a conceptual level, sorted the regulations into categories and mapped them to stakeholders who would be able to address questions pertaining to those regulations.
September 2017	Met with IES team to map any overlapping interests and processes.
	Developed the engagement strategy for LDSS' and VAs.
	Worked with OCFS to schedule focus groups.
	Began conducting environmental scan interviews.
October 2017	Began scheduling focus group interviews and creating focus group materials.
November – January 2018	Conducted focus group interviews across regions in NYS as well as interviews with OCFS Executives, OCFS Program Staff. OCFS IT Staff and the CONNECTIONS Implementation Team
	Analyze focus group interviews and environmental scan findings
	Completed remaining state interviews
February 2018	Developed plan for Decision Conference and finalized analysis of data gathered throughout assessment
May 4, 2018	Submitted the final draft report to OCFS

Appendix C. February 23, 2018 Decision Conference Stakeholders

- **Sheila Poole**. Acting Commissioner, OCFS.
- **Laura Velez**. Deputy Commissioner, Child Welfare and Community Services, OCFS.
- **Suzanne Miles-Gustave**. Deputy Commissioner and General Counsel, OCFS.
- **Thomas Brooks**. Deputy Commissioner, Strategic Planning and Policy Development, OCFS.
- **Derek Holtzclaw**. Associate Commissioner, Administration, OCFS.
- **Trevor Barr**. Associate Counsel, Legal Affairs, OCFS.
- **Jonathan Birtwistle**. OCFS Business Solutions Director, ITS.
- **Deborah Davis.** Director, Bureau of Budget Management, OCFS
- **Eileen Mardon**. Assistant Director, OCFS Business Solutions, ITS.
- **Vajeera Dorabawila**. Assistant Director, Strategic Planning and Policy Development, OCFS.
- **Sara Blake**. Assistant Director, Strategic Planning and Policy Development, OCFS
- **Jason DeSantis**. Children and Family Services Program Manager, OCFS.
- **Ted Salem**. Senior Project Manager, OCFS Business Solutions, ITS.
- **Dominic Czubek**. Manager, Information Technology Services, ITS.
- **Daniel Roginski**. Senior Budget Analyst, Administration, OCFS.
- **Erin Cassidy.** Associate Commissioner, OCFS

Appendix D. Titles of Individuals Interviewed for Environmental Scan

State	Title
California	Deputy Director, Children and Family Services, Department of Social Services & Project Manager for the CCWIS development
Florida	IT Director of Family and Children Services within the office of Child Welfare
	Chief Information Officer (CIO)
	Specialist Business-end, performance and quality management of OCW
Illinois	Enterprise Administrator for the CMS, Department of Children and Family Services (DCFS)
	Project Manager and Consultant to DCFS from Levi, Ray, & Shoup, Inc.
Pennsylvania	Director of Systems and Data Management MPA PMP
Georgia	Director of Georgia SHINES (Current System), Division of Family and Children Services
Virginia	Assistant Director, Division of Family Services in the Department of Social Services
Arizona	CIO/Assistant Director of Information Technology, Department of Child Safety
Indiana	CIO in the Department of Child Services
Maryland	Deputy Executive Director of Operations, Social Services Administration
	System Engineer of the SSA.
Wisconsin	Deputy Administrator for the Division of Safety and Permanence, Wisconsin Department of Children and Families (DCF)
	Child Welfare Section Chief, Wisconsin DCF
	Contractor assigned by DCF, Encore Consulting
Colorado	Associate Director of Operations, Division of Child Welfare, Colorado Department of Human Services (CDHS)
	Project Manager for TRAILS Modernization
Texas	CIO, Automation of systems for agency
	Contractor

Appendix E. NYS OCFS CCWIS Communication Strategy

NYS OCFS CCWIS Decision Conference Results Communication Strategy February 23, 2018				
What	*To*	*From*	*When*	*How*
Present Slideshow	Project Steering Committee	Laura's Office CTG	March 16, 2018	Presentation: • Talk to committee about process and high level questions that were identified
Condensed Decision Conference Presentation	• Chamber • Deputy Secretary • Division of Budget • Karen Geduldig (ITS) • Council • IES	Sheila Poole	Mid-April 2018	Email to stakeholders: • Not committing to anything • All have agreed to take advantage of federal planning money to deeply explore what CCWIS means for NYS
Email and Report	• LDSS Commissioners • Director of Services • Voluntary Agency Executive Directors • NYPWA • COFCCA	Laura's Office	May 2018 (following completion of report)	Email with Attached Report: • Thanking focus groups/interview stakeholders • High-level outcome and next steps • Reiterate that OCFS has been thinking about CCWIS beyond this assessment and there are a lot of moving parts that need to be considered
High-Level Presentations	Commissioners White Eagle Event	OCFS	May 2018	Presentation: • For the counties, do some version of the presentation
High-Level Presentations	COFCCA Annual Conference	OCFS	May 2018	Presentation: • Offer to do a version of the high-level presentation • Connect with Advocates Settlement in which they might be able to help
High-Level Presentation Slide-Deck	OCFS Web	OCFS	TBD	Publish specific slides on the OCFS public web to provides update on what NYS is doing WRT CCWIS
Environmental Scan Results	State interviewees	CTG	TBD	Email: • Share summary of findings
Presentation of Assessment Results	• OCFS Staff • OCFS Lawyers • OCFS Directors • CW Leadership	OCFS	TBD	Presentation: • What the assessment means • OCFS ideas going forward with CCWIS

Appendix F. Detailed Results from Local Systems and ACS Application Survey

Local District and Voluntary Agency Inventory

LDSS/VA Name:	Does the District/VA have an application/automated/manual process that supports child welfare function(s)?	Name of application/automated/manual process that supports child welfare function(s):	What is the specific child welfare-related purpose of or function supported by the application/process?	What categories of information are used by the application/process? (select all that apply):	To what extent is the data used by the application automatically fed from state-sponsored applications?	If automatically fed from state sponsored data, specify source:	Outputs of the application/process include (check all that apply):
Sullivan DFS	Yes	Access	Case processing/milestone tracking, document management	Child/Family/Household Composition Demographics	Not at all		Local case file number s
Warren DSS	Yes	Access Database	Tracks demographic information for fraud. Captures address, relatives, neighbors.		Not at all		Reports
Washington DSS	Yes	Access database Reception Window Program	Tracks clients coming to office, who they meet with, services provided (food stamps, temporary assistance), how long they were there.	Services Needed/Provided	Not at all		Reports;#No Show List
Saratoga DSS	Yes	Access Family Team Meeting Database	Tracks number of families referred, case number, name, family members, date of	# of family members, support systems	Not at all		Reports; #Run queries/print.

LDSS/VA Name:	Does the District/VA have an application/automated/manual process that supports child welfare function(s)?	Name of application/automated/manual process that supports child welfare function(s):	What is the specific child welfare-related purpose of or function supported by the application/process?	What categories of information are used by the application/process? (select all that apply):	To what extent is the data used by the application automatically fed from state-sponsored applications?	If automatically fed from state sponsored data, specify source:	Outputs of the application/process include (check all that apply):
			referral, date of first meeting.				
Abbott House	Yes	acumed	Demographics, foster parent data, health	Child/Family/Household Composition Demographics;#Assessment of Child Behavior/Functioning;#Foster Home/Parent Data;#Health/Medical/Nursing	Not at all		Reports;#Dashboard
Lincoln Hall	Yes	Admin Plus	Used to document educational records	Child/Family/Household Composition Demographics;#Services Needed/Provided;#Education Records	Not at all		Reports
Erie DSS	Yes	Adoption Data Base	Created by ECDSS IT department to capture information specific to freed children including intent to adopt, photo listing, diligence in finding an adoptive resource, adoption	Child/Family/Household Composition Demographics;#Assessment of Child Behavior/Functioning;#Services Needed/Provided;#Foster Home/Parent Data;#Legal/Court	Not at all		Reports

LDSS/VA Name:	Does the District/VA have an application/auto mated/manual process that supports child welfare function(s)?	Name of application/aut omated/manua l process that supports child welfare function(s):	What is the specific child welfare-related purpose of or function supported by the application/proce ss?	What categories of information are used by the application/process? (select all that apply):	To what extent is the data used by the application automatically fed from state-sponsored applications?	If automatically fed from state sponsored data, specify source:	Outputs of the application/proce ss include (check all that apply):
			packet completed and sent, adoption subsidy completed, sent, approved, date packet to court etc...				
Jewish Board of Family and Children Services (J70)	Yes	AllTrac	AWOL tracking	Child/Family/Househ old Composition Demographics;#Servi ces Needed/Provided	Not at all		Reports
Monroe DHS	Yes	ASFA	Internally created system used to track legal information, CSE classification, when the case opened, transferred, where it transferred to and when it closed, who is or was in care, supervisory notes. Things that are not captured in CONX	Legal/Court;#Educati on Records;#case specific information in regards to case opening, transferring, closing cases and education material	Not at all		Reports;#Dashbo ard

LDSS/VA Name:	Does the District/VA have an application/automated/manual process that supports child welfare function(s)?	Name of application/automated/manual process that supports child welfare function(s):	What is the specific child welfare-related purpose of or function supported by the application/process?	What categories of information are used by the application/process? (select all that apply):	To what extent is the data used by the application automatically fed from state-sponsored applications?	If automatically fed from state sponsored data, specify source:	Outputs of the application/process include (check all that apply):
			or COGNOS				
Brooklyn Community Services	Yes	AWARDS - Affordable Wide Area Relational Database System	Collection and tracking of client information (demographics, program registration etc.)	Child/Family/Household Composition Demographics;#incident reports	Not at all	N/A	Reports
Catholic Charities of the Southern Tier	Yes	AWARDS - Foothold Technology	Information noted in Previous Entries				
St. Anne Institute	Yes	Awards by Foothold Tech	Electronic health record software.	Health/Medical/Nursing;#Financial / Payments	Not at all		

LDSS/VA Name:	Does the District/VA have an application/auto mated/manual process that supports child welfare function(s)?	Name of application/aut omated/manua l process that supports child welfare function(s):	What is the specific child welfare-related purpose of or function supported by the application/proce ss?	What categories of information are used by the application/process? (select all that apply):	To what extent is the data used by the application automatically fed from state-sponsored applications?	If automatically fed from state sponsored data, specify source:	Outputs of the application/proce ss include (check all that apply):
Children's Home of Kingston	Yes	Awards Footholds	Basically, it contains what was once the paper record.	Child/Family/Househ old Composition Demographics;#Asses sment of Child Behavior/Functioning ;#Services Needed/Provided;#Le gal/Court;#Sex / Labor Trafficking;#Health/M edical/Nursing;#Juve nile Justice (Close to Home / Raise the Age);#General Administration;#Psyc hosocial	Not at all		Reports;#Dashbo ard
St. Catherine's Center for Children	Yes	Awards, by Foothold	Used by every program for a Census Management database, however, programs may use some or all of the capabilities, ranging from census, demographics, treatment	Child/Family/Househ old Composition Demographics;#Asses sment of Child Behavior/Functioning ;#Assessment of Parent/Behavior/Fun ctioning;#Services Needed/Provided;#Le gal/Court;#Financial / Payments	Partially	Interface with eMedNY - Medicaid Billing System	Reports

LDSS/VA Name:	Does the District/VA have an application/automated/manual process that supports child welfare function(s)?	Name of application/automated/manual process that supports child welfare function(s):	What is the specific child welfare-related purpose of or function supported by the application/process?	What categories of information are used by the application/process? (select all that apply):	To what extent is the data used by the application automatically fed from state-sponsored applications?	If automatically fed from state sponsored data, specify source:	Outputs of the application/process include (check all that apply):
			planning, billing, etc.				
LaSalle School	Yes	BASC - Behavioral Assessment for School Aged Children	Education/behavior measurement	Assessment of Child Behavior/Functioning;#Services Needed/Provided;#Education Records	Not at all		Reports
Cortland DSS	Yes	CANS - Child and Adolescent Needs and Strengths	Child Needs Assessment	Assessment of Child Behavior/Functioning;#Assessment of Parent/Behavior/Functioning;#Services Needed/Provided;#Foster Home/Parent Data	Not at all		
Astor Services for Children and Families	Yes	Care Logic	Health information gathering,	Child/Family/Household Composition Demographics;#Assessment of Child Behavior/Functioning;#Health/Medical/Nursing;#Education Records	Not at all		Dashboard

LDSS/VA Name:	Does the District/VA have an application/automated/manual process that supports child welfare function(s)?	Name of application/automated/manual process that supports child welfare function(s):	What is the specific child welfare-related purpose of or function supported by the application/process?	What categories of information are used by the application/process? (select all that apply):	To what extent is the data used by the application automatically fed from state-sponsored applications?	If automatically fed from state sponsored data, specify source:	Outputs of the application/process include (check all that apply):
Ferncliff Manor	Yes	Care Logic	Care Logic is used for medical documenting	Child/Family/Household Composition Demographics;#Assessment of Child Behavior/Functioning;#Assessment of Parent/Behavior/Functioning;#Services Needed/Provided;#Foster Home/Parent Data;#Legal/Court;#Sex / Labor Trafficking;#Health/Medical/Nursing;#Education Records;#General Administration	Not at all		No Output Generated
St. Christopher Jennie Clarkson	Yes	Care Logic	foster parent payroll, quality assurance, AWOL tracking, caseload/workload distribution, monitoring staff work/accountability, case processing/milestone tracking,	Services Needed/Provided;#Legal/Court;#Health/Medical/Nursing;#Financial / Payments;#General Administration	Not at all		Reports;#Dashboard

LDSS/VA Name:	Does the District/VA have an application/automated/manual process that supports child welfare function(s)?	Name of application/automated/manual process that supports child welfare function(s):	What is the specific child welfare-related purpose of or function supported by the application/process?	What categories of information are used by the application/process? (select all that apply):	To what extent is the data used by the application automatically fed from state-sponsored applications?	If automatically fed from state sponsored data, specify source:	Outputs of the application/process include (check all that apply):
			document management)				
Chautauqua DSS	Yes	Case Management Data Base	This was created by ITS in Chautauqua in order to capture information that would allow workers and supervisors to look at cases and workloads at a glance. Along with having specific date information to manage cases, it enables supervisors to create To Dos, Lists and a dashboard for workers.	Child/Family/Household Composition Demographics;#Services Needed/Provided;#Foster Home/Parent Data;#Legal/Court;#General Administration	Not at all		Reports;#Dashboard

LDSS/VA Name:	Does the District/VA have an application/automated/manual process that supports child welfare function(s)?	Name of application/automated/manual process that supports child welfare function(s):	What is the specific child welfare-related purpose of or function supported by the application/process?	What categories of information are used by the application/process? (select all that apply):	To what extent is the data used by the application automatically fed from state-sponsored applications?	If automatically fed from state sponsored data, specify source:	Outputs of the application/process include (check all that apply):
Dutchess Probation	Yes	Caseload Explorer	They are using this to enter progress notes and other information. However, Dutchess Probation only enters progress notes into Connections. The Probation officers enter their notes into Caseload Explorer and these notes were being transferred into Connections. They recently started putting their notes into a word document because Dutchess DSS was requesting more detail. Caseload explorer captures that following information.	Child/Family/Household Composition Demographics;#Services Needed/Provided;#Legal/Court;#Education Records;#Juvenile Justice (Close to Home / Raise the Age);#General Administration	Not at all		Reports;#Dashboard

LDSS/VA Name:	Does the District/VA have an application/automated/manual process that supports child welfare function(s)?	Name of application/automated/manual process that supports child welfare function(s):	What is the specific child welfare-related purpose of or function supported by the application/process?	What categories of information are used by the application/process? (select all that apply):	To what extent is the data used by the application automatically fed from state-sponsored applications?	If automatically fed from state sponsored data, specify source:	Outputs of the application/process include (check all that apply):
Cayuga Centers (W03)	Yes	Cerner	Currently used for a variety of child welfare data purposes - particularly tracking ICMPs and medical information. However, the agency will be discontinuing use of this application since the company no longer allows customization of forms and reports. Will be phasing this out in favor of Netsmart Evolve.	Child/Family/Household Composition Demographics;#Assessment of Child Behavior/Functioning;#Assessment of Parent/Behavior/Functioning;#Health/Medical/Nursing;#Education Records;#ICMPs	Not at all		Reports
Madison DSS	Yes	Child and Adolescent Functional Assessment Scale (CAFAS	Child Assessment - PINS and	Child/Family/Household Composition Demographics;#Assessment of Child Behavior/Functioning;#Services Needed/Provided			

LDSS/VA Name:	Does the District/VA have an application/auto mated/manual process that supports child welfare function(s)?	Name of application/aut omated/manua l process that supports child welfare function(s):	What is the specific child welfare-related purpose of or function supported by the application/proce ss?	What categories of information are used by the application/process? (select all that apply):	To what extent is the data used by the application automatically fed from state-sponsored applications?	If automatically fed from state sponsored data, specify source:	Outputs of the application/proce ss include (check all that apply):
LaSalle School	Yes	Client Information System	Tracks demographics; task scheduling aspects of education; incident reporting, referrals, billing, progress reports, med/psych info., discharge summary	Child/Family/Househ old Composition Demographics;#Asses sment of Child Behavior/Functioning ;#Services Needed/Provided;#Fo ster Home/Parent Data;#Legal/Court;#H ealth/Medical/Nursin g;#Education Records;#Financial / Payments;#General Administration	Not at all		Reports
Communit y Solutions	Yes	Client Service Systems	data base we use to enter notes in the FFT data base	Assessment of Child Behavior/Functioning ;#Assessment of Parent/Behavior/Fun ctioning;#Progress Notes are entered	Entirely		
Kidspeace, Inc.	Yes	Clinical System	case processing, residential/clinical documentation	Assessment of Child Behavior/Functioning ;#Health/Medical/Nu rsing	Not at all		Reports
Sullivan DFS	Yes	COGNOS	foster parent payroll, quality assurance, caseload/workload distribution,	Child/Family/Househ old Composition Demographics;#Foste r Home/Parent	Partially		Reports

LDSS/VA Name:	Does the District/VA have an application/automated/manual process that supports child welfare function(s)?	Name of application/automated/manual process that supports child welfare function(s):	What is the specific child welfare-related purpose of or function supported by the application/process?	What categories of information are used by the application/process? (select all that apply):	To what extent is the data used by the application automatically fed from state-sponsored applications?	If automatically fed from state sponsored data, specify source:	Outputs of the application/process include (check all that apply):
			monitoring staff work/accountability, case processing/milestone tracking, document management	Data;#Financial / Payments			
Westchester Institute for Human Development	Yes	Cure MD		Health/Medical/Nursing	Not at all		Dashboard
Westchester DSS	Yes	Cure-MD	Medical records for in-house clinic	Health/Medical/Nursing	Not at all		
Cortland DSS	Yes	Detention Risk Assessment Instrument (DRAI)	Child Assessment - JD PINS	Assessment of Child Behavior/Functioning;#Services Needed/Provided;#Legal/Court			
Hillcrest Educational Center	Yes	eCharts	Used to track progress notes, written assessments, safety plans, education plans, treatment plans. A-Z document	Child/Family/Household Composition Demographics;#Assessment of Child Behavior/Functioning;#Assessment of Parent/Behavior/Functioning;#Services	Not at all		Reports

LDSS/VA Name:	Does the District/VA have an application/auto mated/manual process that supports child welfare function(s)?	Name of application/aut omated/manua l process that supports child welfare function(s):	What is the specific child welfare-related purpose of or function supported by the application/proce ss?	What categories of information are used by the application/process? (select all that apply):	To what extent is the data used by the application automatically fed from state-sponsored applications?	If automatically fed from state sponsored data, specify source:	Outputs of the application/proce ss include (check all that apply):
			scanning. Billing not included.	Needed/Provided;#Ed ucation Records			
SCO Family Of Services	Yes	eClinicalworks	Foster child	Child/Family/Househ old Composition Demographics;#Asses sment of Child Behavior/Functioning ;#Services Needed/Provided;#Fo ster Home/Parent Data;#Health/Medica l/Nursing;#General Administration;#Fost er child Appt/exam/diagnosis /assessment/allergy/l ab/eprescription/refe rral/services/procedu re/workload support	Not at all		Reports;#Dashbo ard

LDSS/VA Name:	Does the District/VA have an application/automated/manual process that supports child welfare function(s)?	Name of application/automated/manual process that supports child welfare function(s):	What is the specific child welfare-related purpose of or function supported by the application/process?	What categories of information are used by the application/process? (select all that apply):	To what extent is the data used by the application automatically fed from state-sponsored applications?	If automatically fed from state sponsored data, specify source:	Outputs of the application/process include (check all that apply):
Baker Victory Services	Yes	eCR,	eCR contains the child's demographic data-record, a portion of the clinical record, and document management including the treatment plans, assessments, and discharge summaries.	Child/Family/Household Composition Demographics;#Assessment of Child Behavior/Functioning;#Assessment of Parent/Behavior/Functioning;#Services Needed/Provided;#Foster Home/Parent Data;#Legal/Court;#Sex / Labor Trafficking;#Health/Medical/Nursing;#Education Records;#Financial / Payments;#General Administration	Not at all		Reports;#Invoices, progress notes
Gateway-Longview, Inc.	Yes	Efforts to Outcome (ETO)/ 1011/ Docuware	All Outcome Based data / medical documentation PN assessments / Incident Reports	Child/Family/Household Composition Demographics;#Assessment of Child Behavior/Functioning;#Assessment of Parent/Behavior/Functioning;#Services Needed/Provided;#Foster Home/Parent Data;#Sex / Labor	Not at all		Reports;#Dashboard

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				Trafficking;#Health/Medical/Nursing;#Financial / Payments;#General Administration			
Green Chimneys	Yes	Encounter Works	Casework	Child/Family/Household Composition Demographics;#Health/Medical/Nursing;#General Administration	Not at all		No Output Generated
Church Avenue Merchant Block Association (CAMBA)	Yes	Enginuity	CAMBA uses Enginuity to track case progression, module completion, client demographics and assessments	Child/Family/Household Composition Demographics;#Assessment of Parent/Behavior/Functioning;#Financial / Payments	Partially		Reports
Kidspeace, Inc.	Yes	ENRG	Foster care data (going live 2018)	Foster Home/Parent Data	Not at all		No Output Generated
Sullivan DFS	Yes	Equifax/Work number	Caseload information	Foster Home/Parent Data;#Financial /	Not at all		Dashboard

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			Employee financial and work records	Payments;#General Administration			
Children's Aid Society (U02)	Yes	eVOLV	Foster parent, child and case demographics, track care days, movements, programs, goals, level of difficulty and current status of child in care, processing of foster parent board (payroll), MSAR/medical billable days and maintain workload assignments.	Child/Family/Household Composition Demographics;#Foster Home/Parent Data;#Financial / Payments;#General Administration	Not at all		Reports;#Dashboard
Jewish Child Care Association (J10)	Yes	eVOLV	Case demographics, child tracking and movement data, services, foster parent demographics and payroll, staff's caseload management, etc.	Child/Family/Household Composition Demographics;#Services Needed/Provided;#Foster Home/Parent Data;#Legal/Court;#Financial / Payments;#General Administration	Not at all		Reports;#Dashboard

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New Alternatives for Children, Inc.	Yes	Evolv	Electronic Health Record	Health/Medical/Nursing;#Financial / Payments	Partially		Reports
Mercy First (B07)	Yes	Evolv CS - Netsmart	foster parent payroll, AWOL and other movements, EHR, caseloads, milestones, targets, etc.	Child/Family/Household Composition Demographics;#Services Needed/Provided;#Foster Home/Parent Data;#Legal/Court;#Education Records;#Financial / Payments	Not at all		Reports
HeartShare St. Vincent	Yes	Evolv, NextGen, EHR	includes demographic information, movement information, foster parent information for billing purposes	Foster Home/Parent Data;#Health/Medical/Nursing;#Financial / Payments	Not at all		Reports

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Hillside a Family of Agencies	Yes	EVOLV,myEVOV E CAIRS, MAPP	myEVOLV – our official source records, services management, program enrollment, progress notes, treatment plans, medications, lab, radiology, referrals, client collaterals, health and medical information, Assessments, foster parent payroll, quality assurance, AWOL tracking, Document management, appointments,	Child/Family/Househ old Composition Demographics;#Asses sment of Child Behavior/Functioning ;#Assessment of Parent/Behavior/Fun ctioning;#Services Needed/Provided;#Fo ster Home/Parent Data;#Legal/Court;#S ex / Labor Trafficking;#Health/M edical/Nursing;#Juve nile Justice (Close to Home / Raise the Age);#Financial / Payments;#General Administration	Not at all	info gathered can be used in a variety of the systems	Reports

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Berkshire Farms	Yes	Evolve	Currently just used for billing. Rolling out trainings on comprehensive assessment/treat ment module. Going live in January. Eventually will include all other components (progress notes, scanning, critical incidents). HomeFinders are opening homes in Evolve as well as CONNECTIONS. Duplicate entry.	Child/Family/Househ old Composition Demographics;#Asses sment of Child Behavior/Functioning ;#Assessment of Parent/Behavior/Fun ctioning;#Foster Home/Parent Data;#Financial / Payments;#Berkshire service plan review, CANS and FAST	Not at all		Reports;#Dashbo ard;#"Breadcrum bs"
Cardinal McCloskey	Yes	Evolve	foster parent payroll, quality assurance,., foster parent payroll, document management	Assessment of Parent/Behavior/Fun ctioning;#Services Needed/Provided;#Fo ster Home/Parent Data;#Legal/Court;#H ealth/Medical/Nursin g;#Financial / Payments;#General Administration	Not at all		Dashboard

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Cayuga Centers (W03)	Yes	Evolve	Will become their go-to system for all aspects of case record management within the next 18 months as they phase out Cerner in favor of this system.	Child/Family/Household Composition Demographics;#Assessment of Child Behavior/Functioning;#Assessment of Parent/Behavior/Functioning;#Services Needed/Provided;#Foster Home/Parent Data;#Legal/Court;#Sex / Labor Trafficking;#Health/Medical/Nursing;#Education Records;#Financial / Payments;#General Administration	Not at all		Reports;#Dashboard
Children's Home of Wyoming conference (C14)	Yes	Evolve	Comprehensive case management & billing system. They won't be using the available Progress notes because they don't want to do dual entry. Have not started using the system yet.	Child/Family/Household Composition Demographics;#Assessment of Child Behavior/Functioning;#Services Needed/Provided;#Foster Home/Parent Data;#Legal/Court;#Sex / Labor Trafficking;#Health/M	Not at all		Reports

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				edical/Nursing;#Educ ation Records;#Financial / Payments;#General Administration			
Coalition for Hispanic Family Services	Yes	EVOLVE	Case Management and Billing	Child/Family/Househ old Composition Demographics;#Asses sment of Child Behavior/Functioning ;#Assessment of Parent/Behavior/Fun ctioning;#Services Needed/Provided;#Fo ster Home/Parent Data;#Legal/Court;#S ex / Labor Trafficking;#Health/M edical/Nursing;#Educ ation Records;#Juvenile Justice (Close to Home / Raise the	Not at all		Reports

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				Age);#Financial / Payments;#General Administration			
Edwin Gould Services for Children	Yes	EVOLVE	Case Management and Billing	Child/Family/Household Composition Demographics;#Services Needed/Provided;#Foster Home/Parent Data;#Health/Medical/Nursing;#Education Records;#Financial / Payments	Not at all		Reports;#Dashboard

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Glove House	Yes	Evolve	Comprehensive case management & billing system. Have just started using the system and will be expanding to multiple programs in January 2018...	Child/Family/Househ old Composition Demographics;#Asses sment of Child Behavior/Functioning ;#Assessment of Parent/Behavior/Fun ctioning;#Services Needed/Provided;#Fo ster Home/Parent Data;#Health/Medica l/Nursing;#Financial / Payments;#General Administration	Not at all		Reports
Gustavus Adolphus FAMILY SERVICES	Yes	Evolve	Quality Assurance, Caseload and Workload Distribution	Child/Family/Househ old Composition Demographics;#Foste r Home/Parent Data;#Health/Medica l/Nursing	Not at all		Reports
Liberty Resources	Yes	Evolve	Comprehensive case management & billing system.	Child/Family/Househ old Composition Demographics;#Servi ces Needed/Provided;#Fo ster Home/Parent Data;#Health/Medica l/Nursing;#Education Records;#Financial /	Not at all		Reports

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				Payments;#General Administration			
Little Sisters of the Assumption Family Health Service	Yes	EVOLVE	Case Management and Billing	Child/Family/Household Composition Demographics;#Program enrollment and tracking, internal scheduling, progress notes, and program attendance	Not at all		Reports

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New York Foundling Hospital	Yes	EVOLVE	Case Management and Billing	Child/Family/Household Composition Demographics;#Assessment of Child Behavior/Functioning;#Assessment of Parent/Behavior/Functioning;#Services Needed/Provided;#Foster Home/Parent Data;#Sex / Labor Trafficking;#Health/Medical/Nursing;#Education Records;#Juvenile Justice (Close to Home / Raise the Age);#Financial / Payments;#General Administration	Not at all		Reports
North America Family Institute	Yes	Evolve	Used for Billing only. Tracking AWOL's and Hospitalizations for Billing purposes only.	billing			

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Northern Rivers - NEPC and Parsons	Yes	Evolve	Document scanning for financial/bills/receivables/some case management.	Foster Home/Parent Data;#Health/Medical/Nursing;#Juvenile Justice (Close to Home / Raise the Age);#Financial / Payments	Not at all		Reports;#Dashboard
Ohel Children's Home and Family Services Inc.	Yes	EVOLVE	Case Management and Billing	Child/Family/Household Composition Demographics;#Foster Home/Parent Data;#Financial / Payments;#General Administration	Not at all		Reports
Sheltering Arms Children and Family Services	Yes	EVOLVE	Case Management and Billing	Child/Family/Household Composition Demographics;#Health/Medical/Nursing;#Juvenile Justice (Close to Home / Raise the Age);#Financial / Payments;#General Administration	Not at all		Reports
St. Christopher Jennie Clarkson	Yes	Evolve					

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St. Catherine's Center for Children	Yes	Evolve NetSmart & GSI	Used only by the Health Homes program to capture all EHR data.	Child/Family/Household Composition Demographics;#Assessment of Child Behavior/Functioning;#Assessment of Parent/Behavior/Functioning;#Services Needed/Provided	Partially	DOH system - MAPP, Medicaid Analytics Portal	Reports
Access Supports for Living	Yes	Evolve, NetSmart	Health Record, clinical services for foster children (exclusively psychiatric records).	Health/Medical/Nursing	Not at all		No Output Generated
Good Shepherd Services	Yes	Evolve, Netsmart		Assessment of Child Behavior/Functioning;#Assessment of Parent/Behavior/Functioning;#Services Needed/Provided;#Foster Home/Parent Data;#Health/Medical/Nursing	Not at all		Reports;#Dashboard

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Leake and Watts	Yes	Evolve/ Lewis	foster parent payroll, quality assurance, AWOL tracking, caseload/workload distribution, monitoring staff work/accountability, case processing/milestone tracking, document management	Child/Family/Household Composition Demographics;#Assessment of Child Behavior/Functioning;#Assessment of Parent/Behavior/Functioning;#Services Needed/Provided;#Foster Home/Parent Data;#Legal/Court;#Sex / Labor Trafficking;#Health/Medical/Nursing;#Education Records;#Juvenile Justice (Close to Home / Raise the Age);#Financial / Payments;#General Administration	Not at all		Reports;#Dashboard
Cayuga Counseling Services, Inc.	Yes	Excel	Use manual spreadsheets to track data.	Child/Family/Household Composition Demographics	Not at all		
Delaware DSS	No	Excel Administrative Database	Credit Check, HIV Assessment, Date of Education, Last dental appt., last	Child/Family/Household Composition Demographics;#Health/Medical/Nursing;#E	Not at all		Spreadsheets

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			Photo update, Bill of Rights date, Transition Plan date, number of Adoptions & dates. Delaware County was showing no adoptions in DW reports so they have created their own spreadsheets.	ducation Records;#Bill of Rights			
Berkshire Farms	Yes	Excel Critical Incidents	Tracks details on critical incidents. Eventually to be in Evolve.		Not at all		No Output Generated
Berkshire Farms	Yes	Excel Foster Home Roster	Placing tool, containing details on all Foster Home information - VIN, address, names, demographics, family members, open beds, school districts. Eventually this information will move to evolve.	Child/Family/Household Composition Demographics;#Foster Home/Parent Data	Not at all		No Output Generated

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Berkshire Farms	Yes	Excel Sheet Tracker	Monitoring Staff and work/accountabilit y.	General Administration;#Task s due for workers/Family Specialists	Not at all		No Output Generated
Otsego DSS	Yes	Excel Sheet Tracker	Aimed at tracking local data on open cases. Used for monthly counts of different categories, such as # of kids in FC, # open investigations, # of kids in care/discharged/et c.	Child/Family/Househ old Composition Demographics; #Services Needed/Provided; #Legal/Court; #Juvenile Justice (Close to Home / Raise the Age); #General Administration; #Counts of cases served in the month. Log of movements, similar to activities.	Not at all		Used for sorting/filtering/c ounts
Saratoga DSS	Yes	Excel Sheet Tracker	Tracks petitions filed, court orders due/submitted/ret urned. Calculates stats for investigations - # cases, # caseworkers in rotation, %	Legal/Court;#General Administration	Not at all		No Output Generated

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			overdue, # sex offenders, etc.				
Saratoga DSS	Yes	Excel Sheet Tracker	Tracks fair hearings for current year		Not at all		No Output Generated
Saratoga DSS	Yes	Excel Sheet Tracker	Tracks open preventive cases, with a table for each service worker/case listings.	Services Needed/Provided	Not at all		No Output Generated
Saratoga DSS	Yes	Excel Sheet Tracker	Tracks petitions requested, filed or not, outcome, extensions, PHRs for foster children.	Legal/Court	Not at all		No Output Generated
Berkshire Farms	Yes	Excel Youth Roster	Tracking tool for placed youth in care. Captures name, DOB, placement date, bio family information ,FC Placement, Medicaid numbers, treatment/therape	Child/Family/Househ old Composition Demographics;#Foste r Home/Parent Data	Not at all		

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			utic/normal/special/etc.				
Onondaga DSS	Yes	FACES	Tracks all children in FC, where placed, what court orders exist, Demographics	Child/Family/Household Composition Demographics;#Foster Home/Parent Data;#placement locations & moves	Partially	WMS demographics	Reports
Suffolk DSS	Yes	FCSA Court Module	Filing forms and court date tracking	Child/Family/Household Composition Demographics;#Foster Home/Parent Data;#Legal/Court	Not at all		Reports
Oswego DSS	Yes	File Pro	Used to track CW data, particularly CPS - such as names, # of children, allegations, town/zip code, intake date, determinations, and FAD homes. Access Databases used for tracking referrals to Youth Services and to	Child/Family/Household Composition Demographics;#Foster Home/Parent Data	Not at all		Reports

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			track records retention/distruction dates for FC & Preventive cases.				
Abbott House	Yes	Fund Easy	Medicaid Billing	Child/Family/Household Composition Demographics;#Financial / Payments	Not at all		
St. Dominics	Yes	Fund Easy	Billing	Financial / Payments			
Jewish Board of Family and Children Services (J70)	Yes	Fund E-Z	Accounting	Financial / Payments	Not at all		Reports
Buffalo Urban League	Yes	Fund\EZ	Paying foster families.	Child/Family/Household Composition Demographics;#Assessment of Child Behavior/Functioning;#Assessment of Parent/Behavior/Functioning;#Services Needed/Provided;#Foster Home/Parent Data;#Legal/Court;#S	Partially	Connections	Reports;#Statistics, payment lines

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				ex / Labor Trafficking;#Health/Medical/Nursing;#Education Records;#Financial / Payments			
Nassau DSS	Yes	General Client Inquiry (GCI)	A comprehensive inquiry system, inclusive of a few Data Entry modules, that provides Local and State client data in one central location. Users are able to view case/individual data, demographics, transaction, enter case comments and view entries made by all Program Areas	Child/Family/Household Composition Demographics;#Services Needed/Provided;#Foster Home/Parent Data;#Legal/Court;#Sex / Labor Trafficking;#Health/Medical/Nursing;#Education Records;#Juvenile Justice (Close to Home / Raise the Age);#Financial / Payments;#General Administration	Not at all		Dashboard;#images of documentation

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			related to a specific case, and see images of required documentations & correspondence				
Kidspeace, Inc.	Yes	Gold mine	Foster parent tracking, contact management and demographics	Child/Family/Househ old Composition Demographics;#Foste r Home/Parent Data	Not at all		Reports;#Dashbo ard
Little Flower Children's Services (B08)	Yes	GSI	Information management by the Managed Care Department.	Health/Medical/Nursi ng	Not at all		Reports
Sullivan DFS	Yes	IED/R	Birth certificates, social security cards, SSI letters, proof of income	General Administration	Not at all		Copies of documents needed
devereux	Yes	IEP Direct	documents academics	Education Records	Not at all		Reports

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Lincoln Hall	Yes	IEP Direct	School records, mainly for special educations students, those who have an IEP. Services needed as they relate to school.	Child/Family/Household Composition Demographics;#Services Needed/Provided;#Education Records;#General Administration	Not at all		Reports
Lasalle School	Yes	IEP Direct Database	Tracks special education info	Education Records	Not at all		Reports
Kidspeace, Inc	Yes	INFOR (Lawson)	Finances, P/L reports used for state rate setting	Financial / Payments	Not at all		Reports
Children's Home of Poughkeepsie	Yes	KaleidaCare	Is being used to document much of what is in Connections	Child/Family/Household Composition Demographics;#Assessment of Child Behavior/Functioning;#Assessment of Parent/Behavior/Functioning;#Services Needed/Provided;#Education Records;#General Administration	Not at all		Reports

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Kidspeace	Yes	Kidspeace intranet	Keeps info about each child in care related to psycho/social, behavioral info, special rate requirement and tracking.	Assessment of Child Behavior/Functioning;#Services Needed/Provided;#Rate request documentation	Not at all		Reports
Little Flower Children's Services (B08)	Yes	Laserfiche	Health record and document management by the Medical and Mental Health Departments.	Child/Family/Household Composition Demographics;#Health/Medical/Nursing	Not at all		Reports
Yates DSS	Yes	Laserfiche	Scanning of Releases, Court Documents, and Medical Records, child drawings, Arrest Records and anything else that is included in Child Welfare Records that cannot be found within the Connections Application.	Anything in the Record not found in Connections	Not at all		Scanned Images of the Documents for viewing or printing

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Children's Village	Yes	Lewis / e-Clinical	foster parent payroll, quality assurance, AWOL tracking, caseload/workload distribution, monitoring staff work/accountability, case processing/milestone tracking, document management)	Services Needed/Provided;#Foster Home/Parent Data;#Legal/Court;#Health/Medical/Nursing;#Financial / Payments;#General Administration	Not at all		Reports;#Dashboard
Monroe DHS	Yes	Little House Program/Matching Program	Foster parent tracking for purpose of recertification date, medical date, training history. Foster parent detailed information such as address, DOB, home composition, preference for children being placed in their	Foster Home/Parent Data	Not at all		Reports;#Dashboard

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			home, current placements and historical placements Program gives matchers the ability to 'match' by certain criteria such as age, gender, race, behaviors, special needs.				
Lincoln Hall	Yes	Lotus Notes	Was being used to document a child's behavior, behavioral reviews and assessments but this system is no longer fully functional. They are switching to outlook.	Assessment of Child Behavior/Functioning	Not at all		Reports
Abbott House	Yes	Millinpro	Tracks Billing for B2H Services	Financial / Payments			

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Jewish Board of Family and Children Services (J70)	Yes	myAvatar (Netsmart)	Electronic Health Record (EHR) management	Child/Family/Household Composition Demographics;#Assessment of Child Behavior/Functioning;#Assessment of Parent/Behavior/Functioning;#Services Needed/Provided;#Health/Medical/Nursing;#Prescribing Medication	Not at all		Reports;#Dashboard
Native American Services	Yes	N.Caroline Family Assmt Prog; Efforts To Outcomes; Excell spreadsheet	Intake, client demos, dashboard, goal setting, billing	Child/Family/Household Composition Demographics;#Assessment of Child Behavior/Functioning;#Assessment of Parent/Behavior/Functioning;#Services Needed/Provided;#Financial / Payments;#General Administration	Not at all		Reports;#Dashboard
Hillside a Family of Agencies	Yes	Netsmart Care Manager	Enrollment into Home Health, care management notes, care plans, Connections-				

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			assessments, planning and provision of services.				
Chemung County DSS	Yes	Northwoods	Information already provided in other Entry				
Oswego DSS	Yes	Northwoods	Data Storage system Are about to enter into a contract with Northwoods as soon as NYS OCFS permission for data downloads is approved.	Child/Family/Househ old Composition Demographics;#Legal /Court;#Health/Medi cal/Nursing;#Educatio n Records	Partially	CONX, once permission is granted	
Tioga DSS	Yes	Northwoods	Have a signed contract and are about to start using the Northwoods system for data storage as soon as NYS OCFS approval is granted for the data downloads.	Child/Family/Househ old Composition Demographics;#Legal /Court;#Health/Medi cal/Nursing;#Educatio n Records;#General Administration;#real time entry of progress notes that will be cut & pasted into CONX	Partially	CONX, once permission is granted	

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Westchest er DSS	Yes	On Base	document management (Birth cert, ss#, court orders)	Child/Family/Househ old Composition Demographics;#Asses sment of Child Behavior/Functioning ;#Assessment of Parent/Behavior/Fun ctioning;#Services Needed/Provided;#Fo ster Home/Parent Data;#Legal/Court;#S ex / Labor Trafficking;#Health/M edical/Nursing;#Educ ation Records;#Juvenile Justice (Close to Home / Raise the Age);#Financial / Payments;#General Administration;#Cogn os/ Child Support Assets/ eforms	Partially		Reports;#Dashbo ard
Broome DSS	Yes	OnBase	Scanning and data storage; also use Access db to track WMS app processing for FC, KinGap and	Financial / Payments	Not at all		Reports

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			tracking subsidies and FC recerts, LOD, etc				
Chemung County DSS	Yes	OnBase	Information already provided in other Entry				
Otsego DSS	Yes	OnBase	Electronic document storage - all hard copies of documents collected in cases are scanned and stored (legal documents, adoption records, CPS docs, services)	Child/Family/Household Composition Demographics;#Legal/Court;#Sex / Labor Trafficking;#Health/Medical/Nursing;#Education Records;#Juvenile Justice (Close to Home / Raise the Age)	Not at all		No Output Generated
St. Dominic's	Yes	Open Insite	Tracks Care Days	Tracks Care Days			
Abbott House	Yes	Options	Billing, Payment, Tracking movements	Financial / Payments	Partially		Reports
Forestdale	Yes	Options	track the Children Foster Care data such as: child intakes, movements, LODs, adoption data,	Foster Home/Parent Data;#Financial / Payments;#General Administration	Not at all		Reports

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			resources , foster parent billing, QA/QI				
SCO Family of Services	Yes	Options	Foster Parent Payroll, Caseload Management, Foster Parent Recruitment and Certification, Adoption Management, Mental Health Services Management, FASP and SPR Management, Child Casework/Birth Parent/Foster Parent Contact Exception Dashboard, Caseload/Child Success Reporting, Document & Procedure Provision, SCO Person Search, Caseworker	Child/Family/Househ old Composition Demographics;#Servi ces Needed/Provided;#Fo ster Home/Parent Data;#Legal/Court;#H ealth/Medical/Nursin g;#Education Records;#Juvenile Justice (Close to Home / Raise the Age);#Financial / Payments;#General Administration;#Ado ption Logistics Mgmt, Children Svcs LOA (IPL/Adoption/Kingap) Supplement, Youth Dev Support, Procedure & Document Library, Caseworker Legal Coordination, Children Svcs Scorecard Dashboard	Partially	Foster Parent/Foster Parent Data from connx via RDIT & via ODS, FASP, Prog. notes, Org. Hierarchy & Person Data from the ODS, PHR data from ACS/LTA, Health home data import from MAPP export	Reports;#Dashbo ard

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			Performance & Scoreboard management, Education Reporting, Youth Development Support, Caseworker Legal Coordination, Health Home Management, Foster Home Certification Management, Foster Parent Training and Notification, Permanency Hearing Report Management, Mental Health Service Delivery	Support & Drilldown, CW/Birth Parent/Foster Parent Contact			
Seamen's Society for Children and Families (P14)	Yes	Options	Case demographics, child tracking and movements, medical information, foster parent	Child/Family/Househ old Composition Demographics;#Foste r Home/Parent Data;#Health/Medica l/Nursing;#Financial /	Not at all		Reports

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			demographics and payroll, staff accountability, management reports, etc.	Payments;#General Administration			
St. Christophe r Jennie Clarkson	Yes	Options					
Hillside a Family of Agencies	Yes	Order Connect	Order Connect - used to submit electronic prescriptions to pharmacies (currently testing to submit and receive laboratory orders and results).				
Children's Home of Wyoming Conferenc e (C14)	Yes	PBIS	educational data tracking - used by their on campus school	Education Records	Not at all		Reports
Green Chimneys	Yes	Power School	Contact information, Demographic information and	Child/Family/Househ old Composition Demographics;#Educ ation	Not at all		Reports

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			Educational information	Records;#Contact information			
Little Flower Children's Services (B08)	Yes	Powerterm	Case demographics, children's placements and movements, level of difficulty, legal, adoption milestones, health information, foster parent demographics, payroll, training and certifications, management reports.	Child/Family/Household Composition Demographics;#Services Needed/Provided;#Foster Home/Parent Data;#Legal/Court;#Health/Medical/Nursing;#Financial / Payments;#General Administration	Not at all		Reports
Catholic charities of Oswego	Yes	Precision Care	Tracks data for internal use only - data is manually entered. Not all programs are using it yet.	Child/Family/Household Composition Demographics;#Services Needed/Provided;#Transportation Scheduling	Not at all		Reports
St. Dominic's	Yes	Precision Care	Medical	Health/Medical/Nursing			

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Monroe DHS	Yes	Preventive PC	Tracks the offering of services in the reference process prior to the opening in CONX. It will track the referral and closing if services were denied.	demographics and what services they have been referred to	Not at all		Reports;#family being served and kids being served
Devereux	Yes	profiler	Used to document funding, billing, goals, demographics, health contacts	Child/Family/Househ old Composition Demographics;#Servi ces Needed/Provided;#H ealth/Medical/Nursin g;#Financial / Payments;#General Administration	Not at all		Reports;#Dashbo ard
Liberty Resources	Yes	Provider Soft	Used for their PT, OT and speech therapy programs	Services Needed/Provided;#H ealth/Medical/Nursin g	Not at all		Reports
Devereux	Yes	Radar	Documents child behavior/occurren ces(incidents)	Assessment of Child Behavior/Functioning	Not at all		Reports

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You Gotta Believe!	Yes	Sales Force	Case management	Services Needed/Provided;#Education Records;#General Administration;#Parent recruiting and licensing	Not at all		Reports;#Dashboard
Suffolk DSS	Yes	Scanning Module	Archiving system for completed cases	SCR#, Date, Report ID, Stage ID	Not at all		Reports
Suffolk DSS	Yes	Schedule IT	Monitoring and work accountability/productivity	Child/Family/Household Composition Demographics;#Foster Home/Parent Data	Not at all		Reports
Kidspeace, Inc.	Yes	SMS - Shared Medical System	Demographics, foster homes, admissions	Child/Family/Household Composition Demographics;#Services Needed/Provided;#Foster Home/Parent Data	Not at all		Reports
Nassau DSS	Yes	Status Tracking System (STS)	Manages & Tracks client activities and facilitates workers time management. Links to GCI to pulls case numbers and can technically	Services Needed/Provided;#Financial / Payments;#General Administration	Partially		No Output Generated

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			identify the service being received by clients.				
Jewish Board of Family and Children Services (J70)	Yes	Tableau	Reporting/Dashbo ards	Child/Family/Househ old Composition Demographics;#Asses sment of Child Behavior/Functioning ;#Assessment of Parent/Behavior/Fun ctioning;#Services Needed/Provided;#H ealth/Medical/Nursin g;#Education Records;#Financial / Payments;#General Administration	Not at all		Reports;#Dashbo ard
Sullivan DFS	Yes	TREAT					
Washingto n DSS	Yes	Treat	Converts BICS reports to pdfs, document storing and sharing	Financial / Payments	Entirely	BICS	Reports
Hillside a Family of Agencies	Yes	UAS	UAS- used to preform and store CANS-NY, MAPP- health home clients are				

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			assigned to our agency,				
Hillcrest Educationa l Center	Yes	Virtual Gateway - from Massachusetts Social Services	Used to capture treatment plans, when they are coming due/expiring, and incident report data.	Child/Family/Househ old Composition Demographics;#Asses sment of Child Behavior/Functioning ;#Assessment of Parent/Behavior/Fun ctioning;#Services Needed/Provided	Not at all		Reports
Hillside a Family of Agencies	Yes	Visit Tracker	Visit Tracker – Prevent program, used to document visits with parents with children 2 y/o and younger.				
Catholic Charities of Wayne County	Yes	YASI - Youth Assessment and Screening Assessment	Reported in other Entries with full details.				
Cortland DSS	Yes	YASI - Youth Assessment and Screening Instrument	Child Oriented Assessment	Child/Family/Househ old Composition Demographics;#Asses sment of Child Behavior/Functioning ;#Services Needed/Provided	Not at all		

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Albany DSS	No						
Arab American	No						
Catholic Charities - Cortland	No						
Catholic Charities of Binghamton	No		The agency has a number of programs that use automated applications (Precision Care & CAIRS for their OMH Programs, Netsmart/eVolve for their Health Homes, but none for their small Preventive Services Program other than CONX.		Not at all		
Chenango DSS	No						

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Community Counseling & Mediation	No						
Dutchess DSS	No						
Family and Children's Association (R15)	No						
Family Focus and Adoption Services	No						
Family of Woodstock	No						
Family Services Inc.	No				Not at all		No Output Generated
Herkimer DSS	No						
Homespace Corp.	No						

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Huntington Family Center	No						
Jefferson DSS	No						
Lewis DSS	No						
MHA - Ulster	No						
Oneida DSS	No						
Orange DSS	No						
Rehabilitation Support Services	No						
Rockland DSS	No						
St. John Bosco	No						
St. Lawrence DSS	No						

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The Learning Web	No						
Timothy Hill Ranch	No						
Tompkins DSS	No						
Ulster DSS	No						
YMCA - Reg 5	No						

ACS Application Inventory

Application Name	Application Full Name	Description		Agency Bureau/Division	External Feeds	Notes
ACRSPlus	Automated Case Reference System	An application that tracks assignment of cases of Child Abuse and Maltreatment. It also tracks caseloads and staff assignment.	ACS Only	DCP	CONNECTIONS 20 minute and nightly data feed, WMS Data feed, CONNECTIONS ODS, MRPROD	
ACSINFO		Data Warehousing and Reporting	ACS Only	ACS/DFS/DPPM	CONNECTIONS ODS, PROMIS	

Application Name	Application Full Name	Description		Agency Bureau/Division	External Feeds	Notes
ARRS	Accountability Review Recording System	Track all fatalities and prepare case review for Accountability Panel Review.	ACS Only	DPPM	Connections ODS	
ART / Appla	Appla Review tool	Used by the FCA'S to submit the PYA, Discharge and Sup to 21 Forms	ACS and Provider Agencies	FPS	None	We've create one of the jobs which is running on this schema. The job is getting the match between HHS & DHS using ODS and CCRS. This critical job is running in this schema.
ASAI	Adoption Subsidy Attorney Invoices	Tracking of Payment to Adoption Subsidy Attorneys.	ACS Only	FPS/ DPS	Connections ODS, WMS	
B2H	Bridges to Health	Track children who are deemed eligible for the Bridges to Health Program.		FPS	CONNECTIONS ODS, CCRS	
CPMS	Client Payment Management System	Client Payment Management System	ACS Only	ACS/DFS	BICS, HRA Files, WMS	
CTDB	Child Trafficking Database	Child Trafficking Assessment for all children.	ACS and Provider Agencies	ACS	Connections ODS	
CTS	Consultation tracking system	Tracks all consultation for evaluation of drug, domestic violence, medical or other case related situations.	ACS Only	DCP	CONNECTIONS ODS	
DOAS	DPS Order Automation System	It is used to request emergency furniture, clothes or services such as extermination or heavy duty cleaning	ACS Only	ACS/Admin/DCP/DPS	CONNECTIONS ODS	

Application Name	Application Full Name	Description		Agency Bureau/Division	External Feeds	Notes
		for children and family involved with ACS.				
E-CANS	Child and Adolescents Needs and Strength - NY	Used to assess children and families wellbeing.	ACS and Provider Agencies	ACS/DPPM/Provider Agencies	CCRS, Connections	ACS internal staff and Contract agency staff use this
EDMS	Electronic Document Management System	Used to collect and maintain documents from multi-systems on pdf.	ACS and Provider Agencies	ACS/ADM/FPS	ODS Connections	
FAF	Family assessment form	Track Home Care applications and re-certifications	ACS and Provider Agencies	DPS	None	
FHRED	Fair Hearing Related Database	Tracks all stages from initial hearing application filing with State until ACS Fair Haring has complied with the decision and orders in the case.	ACS and Provider Agencies	ACS	CONNECTIONS ODS	
FMT / FAP	Family Assessment Program Management Tool	Family Assessment Program Management Tool	ACS and Provider Agencies	DYFJ	CONNECTIONS ODS	
FTC	Family Team Conferencing	Use to track all types of conferences conducted with clients and professionals in the field of Child Welfare.	ACS and Provider Agencies	ACS	CONNECTIONS ODS	
HRSR	High Risk Safety and	SCI	ACS Only	DCP/ PPM	Connections ODS	

Application Name	Application Full Name	Description		Agency Bureau/Division	External Feeds	Notes
	Random Review					
HSPS	Housing Subsidy Payment System	Finance	ACS Only	ACS/DFS/	BICS, HRA Files, WMS, ODS((CNNX)	
HSS	Housing Support and Services	Maintain and tracks all housing applications submitted through our FSS Housing Support Program	ACS and Provider Agencies	ACS/DFS	Connection	
ICS	Investigative Consultation System	Investigative Consultation System enables Investigative Consultants to advice CPS on cases.	ACS and Provider Agencies	DCP/IC	CONNECTIONS ODS	
ITS	Incident Tracking	Tracks all critical incidents	ACS Only	ACS	Connections ODS	
LE-DSS-2921	ACS Local Equivalent DSS-2921	Opens Child Welfare cases in WMS/CCRS.	ACS and Provider Agencies	ACS/DCP/DYFJ/SSO/Voluntary Agencies	CONNECTIONS ODS	
LTS	Legal Tracking System	Allows Family Court Liaison users to keep track of all of the information and documents for a case.	ACS and Provider Agencies	ACS	CONNECTIONS ODS	
M921	Notice of Adoption Finalization	Notice of Adoption Finalization	ACS and Provider Agencies	ACS/DFS/FPS	WMS	
MHCU	Mental Health Coordination Unit	Tracks psychiatric hospitalizations of children under custody of ACS. Monitoring case	ACS and Provider Agencies	FDC	CONNECTIONS ODS	

Application Name	Application Full Name	Description		Agency Bureau/Division	External Feeds	Notes
		planning-related activity during the hospitalization when indicated.				
PAMS	Provider Agency Measurement System	Used to monitor and evaluate the FCA'S for child care	ACS and Provider Agencies	DPPM	PROMIS, Connections ODS	
PAT / PYA		Used by ACS to evaluate the PYA, Discharge and Sup to 21 reports that FCA summit	ACS Only	FPS	None	
PJSS	Project School Success	Project School Success	ACS and Provider Agencies	ACS	ODS and resource directory and DOE Input File.	This will be a Web based application and we've created the job which is running Monthly 2nd and 15th with the source file from DOE.
PMRS		Payment Management Reporting system	ACS and Provider Agencies	ACS	FMS Feed	
PROMIS	Preventive Organization Management Information System	This system tracks all Preventive Services provided to ACS clients	ACS and Provider Agencies	DPS and Agencies	CONNECTIONS ODS	
PTS	Placement Tracking System	This application tracks children who have been placed in Foster Care.	ACS and Provider Agencies	FPS/ DPS	None	
Reports Distribution		Outcome&Indicator, operational, analytical, compliance and SSPS reports.	ACS Only	ACS	Agency files, Connections, wms , ccrs data feeds	
SCI	Service Connect Instrument	Service Connect Instrument	ACS Only	DCP/DPS	CONNECTIONS ODS, PROMIS	

Application Name	Application Full Name	Description		Agency Bureau/Division	External Feeds	Notes
SPPT	Special Payments Processing Template	Special Payments Processing Template-Facilitates Processing special payment through BICS	ACS and Provider Agencies	ACS/DFS/Provider Agencies	BICS, HRA Files, WMS, ODS	
WITS	Warehouse Inventory Tracking System	tracking repository for Archived/warehouse ACS cases/ Documents	ACS only	ACS/Admin	WMS, Connections ODS	