Business Intelligence in Child and Family Services

Rob Dylan: Hello everyone. My name is Rob Dylan and I will be your host today for this, for this web panel discussion on business intelligence and child and family services. We have a very, very full agenda today, very good agenda and we are going to start off as you can see with an overview of business intelligence and information management in human services and then we are going to have a very in-depth panel discussion featuring the Colorado department of human services and some other subject matter experts and then we will follow that up with a demonstration of a solution that we've developed and then we will have a Q&A session.

But at first I would like to sort of set the stage and give you an overview of why the need for business intelligence in government specifically, in government agencies but also in social services agencies, you know, often times what we are seeing today is that government's, government agencies in general, social services agencies and specifically can be silos of information, lot of information is contained within, within groups, within an agency, within the governments and often times those groups don't communicate and don't really effectively share information and what ends up happening is, is it that leads can lead to some ineffective decision making and you can see the statistics at the bottom of the slide that really talk about the number of users that sometimes don't have confidence in their information, the number of managers who miss information and the percentage of managers who actually use wrong information at least once a week to make a decision and these are, these are some startling numbers and really point out to the strong need for a very, very in-depth very, very strong information management strategy and then using performance management and business intelligence to drive that strategy forward.

So as we move, as we look at performance management and information management in general, it is designed to tear down those silos, to give you all of you that information that you need so that there is a free exchange of information so that everyone in the organization, everyone in government has access to the kinds, the kind of decision quality information that is critical for you to do your job and we do that through giving you the power to answer three very, very strategic questions when you look at your programs, when you look at the direction of how you are driving the mission of your organization and those questions are one; how are we doing at any given time, how are we performing against our goals and objectives, how is our budget performing, how are we delivering the right kinds of services to the citizens that are relying on us to deliver those services.
The next important question is "why"; so why are we seeing these trends, why are we seeing outcomes not needing meeting our targets, why are we seeing our budgets not able to achieve the cost and revenue goals that we set forth, you know, so being able to answer "why" is very, very important and finally and probably most important is what should we be doing.

So giving new government leaders its ability to be able to plan and forecast and run any kinds of water scenarios around how your organization can, would adapt based on the changes in assigning work force and changes in assigning budget, what is the impact

going to be on the organizations for many, many different perspectives and we do this through by giving through us, through our performance management and information management strategy that really gives you the ability to measure and monitor your performance sort of look at how you are performing against your goals and objectives, being able to report and analyze on specific key performance indicators, key business requirements to really understand, you know, what is, what's causing, what's the cause behind these, behind your performance and finally by using planning technology really, to really look at how we can reallocate resources and what kind of an impact that's going to have on, you know, our program level, taking together being able to do this kind of deep analysis, this deep measurement of programs and budgets really does help drive you to this ability to make much better, much more confident decisions and so in order to get, you know, and to get you all who are involved in the social services, human services side of government we see some very, very strong applications of business intelligence and information technology, information management technology specifically around those things that you need to measure those things you need to report back on, so like AFCARS reporting, NCANS reporting, so staff was reporting and measurement and management.

So all of these various areas where you are responsible for making sure that you comply with any kind of state of federal regulations and most importantly whether you are delivering the highest level of services you can to your citizen. So that really does say in context, what we are going about talk about today in the panel. So I am very, very pleased to be able to introduce our panelists for today. First we have Ron Ozga who is the CIO of the Colorado Department of Human Services. He is joined by Greg Smith who is an AFCARS and NCANS data analyst with the Colorado Department of Human Services and Campbell Robertson who is the Global Director of Public Sector Strategy for IBM. So gentlemen welcome and thanks for joining us today on the panel.

Ron Ozga: Thank you.

Greg Smith: Thank you very much.

Campbell Robertson: Thanks.

Rob Dylan: So let's start with the first question. So we start with you Ron, what is your vision for managing children and family services today and how does that look in the future?

Ron Ozga: Well from my perspective from the IT perspective and support of the agency is for today, we have very limited views as far as where we provide services to a family overall. We have it certainly within different applications that are for the different program areas well that's in our eligibility system or in our child welfare system in that. However tying those over to our mental health programs, tying them over to drug and alcohol abuse programs is where we want to go. So from the IT perspective division for me is be able to provide the senior management of agency now are running these programs and making all decisions, is how can we let them know where services have been provided to the families in Colorado across all their programs and what are the

interactions within the programs? Can we spend dollars in a particular program that will provide better outcomes in another program? For example if we know if a family is involved in, the parents maybe involved in drug and alcohol abuse program and we utilize that information to make sure that we don't have a situation arising on the child welfare side with that family so, that's our vision at least from the IT perspective of where we want to go.

Rob Dylan: Campbell, how does that, how does that fit in with the IBM initiative around single view of the citizen as you hear what Ron said?

Campbell Robertson: Yeah I think there is a couple of things that we can benefit from and there is I guess the initiative of just trying to get a single point of truth, I think, you know, as we are going to be discussing today, we are going to be talking about analytics in business intelligence to make better decisions around Child and Family services and Social Welfare. I think what part of the question that is bagged from that is, you know, where is that information coming from, and what we, what we are starting to see is more of a citizen driven model from an IT perspective what that means is that you are looking more at federated approach that obviously you had data and information that resides in multiple different programs in different IT infrastructures and architectures, but, you know, how do you get access to it and then how do you vet that, how do you cleanse it to ensure that you are looking at the goals, record because, you know, when we are dealing with, you know, varying levels of economic status for children and families.

Sometimes we are dealing with people that don't obviously have a fixed address or that's may have, you know, multiple alliances and so in order to work through that, in order to siege, you know, that this intelligence and the analytics capability what we are seeing is that move to a citizen driven single view architecture to allow us to get that sort of single point of truth, so that we can then distribute that data and that information and those attributes to the varying government programs, so that better decisions can be made and obviously, you know, from data that can be trusted as I think, you know, back to one of your first slides about trusted data and credible data so that's what we are focusing on from IBM's point of view.

Rob Dylan: Okay Greg anything to add?

Greg Smith: Well, you know, from a child welfare perspective I think that, you know, this health outlook look does give us a different way of looking at things, you know, we live in a very automated society, you know, data is everywhere and why not intra welfare as well and so, you know, looking forward, putting this type of data at the finger tips of the people who have to make the decision, family's wise is critical, I mean, you know, historically that kind of data is only been available after the fact and anecdotally and they are being able to look forward as to like Ron mentioned, what kinds of services work best with what families or in conjunction with other services and being able to use the data as part of the decision making process is something that we just really haven't been able to do in a child welfare I feel, so I think that will give us the ability to do that, to be able to use the data in decision making, we don't want the data to try practice but why not use

the data to influence what our decisions are and make the best decisions we have for family.

Rob Dylan: Right. We know Greg, following along that path I mean you talk about, you talk about using the data and using the information and as importantly your vision, you know, how do you, how do you intent to implement that now, what are the steps that you are going to take in doing that?

Greg Smith: Well I think this dashboard that we are going to see shortly is kind of giving us a taste of what it could be like to have a data readily available in a timely fashion and to our users and I think looking forward, we can just imagine what back it would like I mean we can extend it to beyond just say these are measures to other safe hazard measures that we don't have it on now, we can extend it to other areas of AFCARS, but its not extended yet being able to look at compliance issues that, you know, we as a state struggle within AFCARS and being able to look forward to lighted database that's coming out nationwide and how that can help us with being able to see that data readily. There is other compliance area's that at a federal level at each state has to meet and, you know, this could be extended to any of those a case worker context of being able to meet data requirements on a whole host of child welfare.

Rob Dylan: Right. Ron what about from your perspective?

Ron Ozga: From our perspective, you know, we wanted to get to uniform tool on which we would be able to provide just information to the senior management or actually any level of your organization. Again Colorado is a County administered state, so not only we are having to provide this information at the state level, we need to be able to provide at all sorts of our County partners since they are actually administrating the number in these programs. So we wanted to have a uniform way of doing that. So that's how we get to where we are at today, our first initiative was with the AFCARS reporting and support of the children family services review, the second round of those. We have always started to provide some information around referrals and fatalities in the state due to some fatalities that occurred, high profile fatalities that occurred within the state well in the year 2007. So we have been working with the child welfare program here along with the Governor's action committee as they have reviewed that situation and started looking for information to look at.

Other things that we get going on, you know identity management for us, it is an issue we have some, identity management across some of our applications where we can tie the clients together and know that we are dealing with the same client or family, however in some more other areas we don't have that capability. So we have got initiative going on right now looking not only at agency level, but at a state wide levels on consolidation effort that's going on within the executive branch of how we are going to manage identities, not only within the agencies but from public facing type situation as we want to push more and more access out to the web for the citizens and that, how do we manage those identities and make sure we are looking at the same client, same family and that.

Other things we are looking to try to make it easier not only within the agency shared data, but as we start looking at across other agencies they, in legislation last session they have formed a governor's data advisory board that will be looking at the situation of how to fit data, governance and protocol standard for the sharing of data, not only within agencies, across agencies at all different branches of the government, but also down at the local level and even to request coming outside of the governmental states such as non profit foundations and that. I have been appointed to sit on that board as a representative human services, so we have kicked that off starting to look at what are the best practice out there from the data governor's perspective and what kind of protocols do we need to put in place, how we protect privacy, you know, HIPPA starts coming into play all those type of things. So those are some of the challenges on the horizon, is how we maintain the privacy, avoid the question of that big brother is watching over its citizens as we start trying to gather this data and we start sharing the data across agencies that's going to be an issue. Even the fact of the consolidation of IT at a state level, is going to present some challenges to us as far as what takes priorities, where and as far as seeing Today's Economic Times, where we will have resources to spend as we try to push this agenda forward.

Rob Dylan: Okay so Campbell, you know, you hear Ron and Greg talk about dealing from where managing information to privacy issues how do we, you know, how do we deal with that from, you know, from a software perspective, technology perspective?

Campbell Robertson: Well there is couple of things we can look at if we look towards, you know, a different branch or different area within government in North America at the end of the national information of changed model from department of justice and treasury, you know, it is an XML driven standard to allow interchange of information and privacy information across boundaries of government because, you know, as we, as we are aware I mean even within one state government's they are potentially maybe policy and legislative constraints that disallow certain types of information to flow from one part to another and obviously in, you know, in child and family services, we want to make sure that we have the most, you know, the most amount of information, but not violating privacy laws at the same time so that, you know, no one has put out risk and its obviously the services are being provided and being very effectual.

The, so, you know, it comes back to as was mentioned by one of the end of the other panelist that we are talking about a data government's approach that's one issue that we have to have stewardship about who owns the data, who will control that data, how we classify it, what are the attributes and then how do we flow that information across agency boundaries or policy boundaries as well as across, you know, that state boundaries and/or potentially up to different levels of government. So it really rolls back to some fundamental approaches around data government's practices, also about, you know, classification and the attributes that you get as well as, you know, and I think probably beneficial for individuals within, you know, child and family services that hopefully they will start to be data model and a process model that is developed and that can be repeatable across dates because that's one of the good things about, you know,

public sectors that state governments can share information readily on, you know, what has worked in the past and what has not worked.

Ron Ozga: Now this is Ron, can I add a couple of more things?

Rob Dylan: Absolutely.

Ron Ozga: On that last point I have already been participating in the national working group that sponsors through the national center for state course about defining the data standards under the neat model for child welfare data will be shared between courts and child welfare systems, faculty systems. So yeah we are looking at from a national perspective how to put that model in place and that but in order that challenging in this whole data sharing perspective is that, you know, as we are talking about who owns the data, who controls the data, I think one of the biggest things that's going to have to be dealt with is who owns the legal liability of that situation? You don't want to be in a situation where if someone has pages in the address that is going to be used by another agency and that the address is now incorrect and we have a situation where citizen is harmed due to the act as we couldn't respond to appropriate location, who is going to own that legal liability. So I think you are some real basic issues that we are going to have to work out and that whole data government's protocol situation to define that and really have some tight understandings and agree with compliance and how we deal with that.

Campbell Robertson: Yeah that's a good point, very good point.

Rob Dylan: Right so let's move on, so Ron and Greg let me ask you, you know, how is your program as in landscape changed over the last five years and do you see it evolving even more over the next five years, if information becomes more and more readily available?

Greg Smith: I guess I will go first and Ron then start talking. , you know, we have been in our Sequoias in community college just over eight years and we are tracking more data in child welfare speaking, you know, mostly from child workers perspective here we are tracking more data and gathering more information on our families than we ever have before in the past and why not use that data to help us make decision, so and, you know, before our Sequoias is some we didn't have the data we have now lot of information was gathered by reports manually and now that we have that information that each case worker putting in, we are starting to see some of the benefits of that, now having been on this system for a number of years, so we are starting to pull some of the data out and use it to make decisions rather than just reflecting upon what has happened in the past that uses as part of our decision if you are to look forward to what decision we could make that would help improve our practice.

So over in the next five years, I see how far we have come in the last five years and over the next five years I could see it really extending that even further and putting that data in the finger tips of the case workers who are making the day to day discussions for

families, you know, right now, we are still trying to get that data down to the case worker level, we have data that's available, you know, to counties as Ron mentioned where County ministers had paid, so each County has a sensible autonomy that, you know, they are doing their practice the right way and we want to support that we want to give them the data to make the decision that they need to make within their County to have the best practice. So in the future I see that data is drawing down even further to the rate at the finger tips of the case worker, as they are making those decisions within the family.

Ron Ozga: And from the IT perspective, you know, what technology continually evolves the different access routes on how we get the data down whether or not, we are now going to start going down to Black Berry, its like, you know, having Facebook on your Black Berry now, how we provide that capability to the case worker so they are not tied to a desk to access that information, you know, we have started looking at what we want to with laptops and tablets and those types of things some of the counties have moved in that direction we are looking at whether or not digital pens can be used for the recording of data and automatic upload versus the typing of data or writing information in the field on a pad of paper and then coming back and having it transcribed at the end of the system and that. So I think technology as we move forward and becoming more and more mobile on that its going to drive a lot of the changes in the system and how we deliver this information out and how then began, then becomes the issue how do we protect it to make sure its gone out to the right person and its not being accessed or available to someone that shouldn't have it.

Rob Dylan: When you have too much information will you be worried about that?

Ron Ozga: I don't think so you can definitely as we dive into this, so you start pulling in all the data that we have within this agency then you say you should be ready to have some more information from revenue or labor employment or like I say but definitely an information overload, it can't be overwhelming for the case worker that just trying to work with the family.

Rob Dylan: So Campbell how do we handle that, I mean how, what's the best approach for that if there is volumes of information that's coming out now how do we manage all that yeah as we look forward in this?

Campbell Robertson: Yeah its, I mean again its, there is also, there is a couple of different things that we see there is now through the approach, you know, more from an optimization point that we are starting to see because you have got as you move forward you are having to control and manage unstructured information, you have also got structured data within, you know, your data wise applications and your PC systems and then you, you have got the performance metrics and analytics, what we are seeing is that people are reassessing the business processes how they architect them so that the processes are more robust to the point that they can coordinate the unstructured, the content, the records and the structured information as well so that, you know, we can, we can work with the mobile devices and digital signatures, but, you know, and it fundamentally comes back to the state and/or the, you know, the County organizations on

how they are being legislated to maintain and manage data or information or approvals or decisions in an electronic form, you know, it's a question that goes back to the government organization there what would stand up let's say in court or through investigation or through audit and again it fundamentally comes back to working on from a standards perspective, data governance approach on how things are done and also the overall chain, you know, risk associated with, you know, managing, you know, large components of data. So, you know, what is it that's most important, what isn't and then how do we sort of, you know, vet that and again it comes back to, you know, doing master day management and end of the analytics and, you know, global main recognition to help facilitate some of that sort of getting some of the noise of the data out and making better sense of it.

Rob Dylan: Right well, you know, you all brought up this view of, you know, having this one view of the customer or the client, the child the family Ron talked about and Greg talked about, Campbell talked about. So it sounds like having a single view of your customer is important, you know, you talk about, you talked about the legal requirements, you know, how do you, you know, have it now and, how do we get there, I guess the answer, is the question is there I mean, you know, to get all that to get that deeper, deeper view of it, of that of the customer, the client?

Ron Ozga: This is Ron. Right now we do have that across some of our programs within the agency. We have an internal system called SIDMOT assigns the state identity, ID to a client based on seven demographic components, but its not using all of our systems so its used child welfare, its using child enforcement, its using our eligibility systems in child care, so we can link that together. I think the other piece that's going to be more is how do expand that out and then how do we do it from a state level as we start crossing those boundaries but the other piece how do we also define a family, going back to the situation we had in 2007 with the fatalities and Greg you can correct me if I'm wrong I think 60% of situation was a non related member in the household, that was involved in those situations I mean so they are not really a family under the traditional definition of the family, but we need to expand that then how do we tie all that together and link those family units together, so we can see that picture not only at the client level, but what's occurring within that the family structure.

Greg Smith: And I guess to expand on what Ron said, you know, I think in the child welfare realm now that we have this, you know, automation that, you know, never existed ten years ago, we have this ability to share information within our systems and we are just now seeing the benefits that we are able to share information with and get information from our child support division from our court system, from our side of things, you know, we are able to communicate across systems without having to, you know, have tiny little walk down hall and talk to, you know, a person be able to get information, you know, pretty in an automated fashion through the system itself and so we are really, we are starting down in fact we still have a long to go but we, you know, we are able to actually see the benefits of this across this communication.

Rob Dylan: Well Campbell, you know, Ron and Greg bring up interesting points we talk about, you know, the families the definition of families as Ron did and how do you determine, say the single view of a family, is it by address I mean the component's all changed, I mean they are all there, the last name may not be the definition any more these days you know.

Campbell Robertson: We found that, as an example, some of the work that we are doing in and defining over the client in North America around single views for helping human services that as I mentioned to you before that there are individuals that may obviously have multiple aliases as that they are, you know, as you got up that could be an individual in the household that is not may, not know individuals may not have an address, they are, you know, pre like children prior to being born and don't have a name but requires, you know, services to certain degree as well, you know, before being born and so its, it really it comes back to what I would say is an intelligent thought infrastructure from the technology point of view.

What that allows one to do is to manage an entity and that entity really becomes the citizen when you talk about social services and then that citizen has to have specific attributes that make sort of that fit into the requirements of the social services or the law enforcement and then that citizen has relationships with other entities that may exist it could be a government, it could be funding, it could be a government program, it could be another individual within that house, it could be a child and so therefore, you know, you have to have that entity and the relationships to other parties architected into what, you know, what we are telling like, you know, the intelligent hub or the single view of the citizen its, it is not easy by any threads of imagination because you are looking at defining a data model for the attributes, you are also looking at adding additional attributes to deal with issues within social services that may not have been addressed let's say in, in the legal community.

So there is, there is a high degree of work that has to be done around that. So we are working towards developing those data models and a process model as well. So what does it mean to be able to manage that entity of a child and those relationships within that infrastructure to then ensure that we are providing kindly accurate and complete information so that it can be measured, it can be reported upon and, you know, as an example within case management you can prove equitable treatment of all case files through, you know, the automation of a lot of this as well. So its not an easy, its not easy by any stretch of imagination but, you know, its something that we are working with clients to tackle and try to do it and try to then allow other public sector organizations to benefit from.

Rob Dylan: Great so Ron, Greg what were all these three business intelligence information management playing in child and family services overall and can you share some best practices that you have seen in your implementation?

Greg Smith: You know, as I touched upon earlier I think the future of this in the decision making, the decision making that case workers have to make. We can take the data that

we have and start using it for, to predict outcomes rather than just looking how we did in certain programs or certain services, we can start moving towards up predictability model which, you know, is already being done in so many years but not in the social services from precise so, you know, why not expand it to that level and allow case workers to be able to see that if, you know, I have a client who has these type of needs, these type of services or even this type of provider that we have is going to work best and give us the best shot at a positive outcome for this family.

So I think that's the level we are going to get to, right now, you know, at the state level we have the state, our job is really to filter that data and put it into a ready, readily usable easy format for the counties and the workers to see it and use and then I think the next evolution of this is down to the level of predictability being able to say what's going to give us the best outcome for this family or for this kids and being now the use of that I think one of the examples that comes to mind that we experienced in using some of this data is that there is an assumption at County level that certain group of children, that the older children were the ones that were giving them the core outcome, they were experiencing with the number of moves measurements in this CFSR permanency measures and as we drill down to the client level of that data and provided it to the County, it became evident that more so it was the younger children in that County that we are actually, the zero to five age kids that were actually giving them the, you know, causing them not being compliant with the number of moves.

So that was a really eye opening experience for them, they were focusing primarily on adolescent population as you realize that, you know, that was to a lesser extent that the population that was causing them to have so many moves and care. So, you know, those are the type of examples I think of where data can really help in the decision making process.

Ron Ozga: And then from our perspective, I think we can start providing data or information to look at the correlation between the different areas how many kids do you have coming into child welfare may have had in the service out in mental health programs and that again going out, you know, or has the family involved in drug and alcohol abuse program? Are we seeing a lot of movement of families between counties and can we draw some correlations whether or not, you know, out of concerns with that, is that a normal process or is that something that should be an issue that we need to look at that they are trying to avoid detection and that, you know, but they be able to show some of those types of things as we did to prove accounts of moving in this arena, being able to show the actual data from a County to our Executive Director that she was involved prior to coming to state, you know, see co-workers see the case load, see the type of things are going out of the data, you know, its, the question we came up here and how soon can you get it done?

I think they are, they are seeing the value able to tie these things together across be able to look at the case load, the populations and whether or not then the populations how they, the case load is distributed in that, we are going to look at how you have your workers assigned on to your various functions are you know, do you have your most

experienced people around what is your experience level on those workers that are taking the cause coming in and making the decision and what are the screening, in or out of the system, are we making the right decisions there? I think that gives us the capability to start correlating that data then as we can move and branch in other areas and tie other data into that I think just extend that horizon.

Rob Dylan: Right so we are going to, let's final questions for all three of you, so what recommendations do you all have for your colleagues here on this call and others who may listen to this about, you know, if you are thinking about an information management the performance management implementation and what are the steps, what advice would you give to these, to give to your colleagues?

Ron Ozga: From my perspective I think you got to be able to show that the decision makers, what the benefit is going to be for them, be able to use some actual data so they can act, they could see stuff that they are familiar with and would make sense to them that they can draw some conclusions whether to get their buy in to it, that's basically the approach that we took on presenting this to our Executive Director that is, you know, working with data they are familiar with. They can see it up in front of them, they can start doing some okay we do some what ifs with it if you look at this particular we, which we looked at our home services and if we make some decisions as far as how you want to do with this type of a placement or that type of placement, or okay your cost compared to that across counties and that, you know, are we making the right decisions on those type of placements and then what we are utilizing for those. So it really is, you know, be able to use data that you have in-house that you can present to them that they are familiar with.

Rob Dylan: Great. Greg…

Greg Smith: I think in child welfare there is lot of assumptions that are made about certain practices or sort of services or sort of areas and I really think that each day, each time, we used to do whatever they can to make that information, make the data available to the decision makers so that they are making important decision. We were in an automated age most States are in effect with system, we all have data elements for the CFSR for AFCARS and others that we have to comply with let's make that information as readily available as we can in an easily understood format to all the directors and administrators that are making these decisions.

Rob Dylan: Okay Campbell.

Campbell Robertson: Yeah I am just going to take, make some very quick observations. The great thing about the business intelligence applications and, you know, what you will be, sort of what you would see on from the perspective of the data they provide and the flexibility they provide is a great method to be able to sell, you know, the value of what technology brings to child and family services I mean, you know, I would put my technology vendor hat on and say from government organizations, you know, how you move forward, its best to show the end result first. So if you can show the end results of

what the technology can do, that then engages and allows you to then, you know, further validate a business case to get, you know, these either the funding or the programs to be sort of redefined to allow, you know, this greater use of technology and, you know, again I would hit the hard work if so going to come down to things such as data governance and standard, standards that allow you to move data across the policy, you know, barriers within government organizations, but that's show the end result first build, you know, strong business case and I think that, you know, things are moved forward very well.

Rob Dylan: Thank you.

Ron Ozga: Rob one last thing.

Rob Dylan: Yes.

Ron Ozga: And from the IT perspective it can't be all because its neat all right well look like this great graph look at this graphic and this bar chart and all that really got to be able to tie it down to that we are, you know, providing safety and protecting the most vulnerable of our citizens and that's where when you got it tied to the outcome, tied down to that client to that family, its not just for the technology sake that we are doing this.

Rob Dylan: Great advice and thank you Ron and that's will be the last word gentlemen Ron, Greg, Campbell, I would like to thank you for participating in the panel. Ron and Greg and Campbell will be available for questions after conclusion to demonstration, but now I would like to introduce Bob Tinglestad. He is the Founder of Infolink Consulting, he is going to show you a solution that was developed with the Colorado Department of Human Resources around that AFCARS reporting department and I want to mention that this solution was honored this summer by the Center for Digital Government with its best integrator horizon award and so Bob I will turn it over to you.

Bob Tinglestad: Thank you very much Rob and thank you to all our panelists today. We take this as an exciting time in child and family services and we have seen the information agenda being pressed over the past years and automation and its exciting to see that information now being used to inform our decisions. What we would like to do today is show you just one example of a business intelligent solution that they can inform decisions. There are, there are many ideas out there this is just one of them that we implement using the IBM Cognos technology and hopefully that's where we just feed ideas amongst the other states about what they might want to do in their states, so next slide please.

Now what we are going to show today is a solution that is focused around AFCARS, Adoption and Foster Care. AFCARS is part of the child and family services review that every state goes through, has gone through multiple times now at least and there is two major components for that. Number one is adoption and foster care, the other one is child abuse and neglect. What we have done so far with the state of Colorado is we have put together a dashboard that answers the measures, the data measures that are related to the adoption of foster care. There are other data measures that we don't have a solution for

in place today for child abuse and neglect. So those data measures in addition to reviewing both case workers and some of the citizens both the children and the families that have been involved in each state services that's what makes up the child and family services review.

So next slide please. So what we would like to show you today is some of the challenges that we feel we have overcome with this dashboard. First of all from the federal group come to business rules that each state has measured on. This very complicated logic is involved in that if anybody has ever worked at that document, its many pages long and there are a lot of "if-then" kind of statements in there and it does become very complicated to figure out exactly what is the right calculation. , you know, first you have to identify the children served for a particular periods for that measure and then you have to apply, you know, after if you got the business rules per measure.

In addition to that, the business rules change over time and right now there is a notice that proposed rule making posted its being out for quite sometime now and we are not 100% sure when that's going to be official, but we all know at some point the existing business rules are going to change. Most importantly in my opinion is there is currently a lack of insight into those measures. So the federal group ACF says "Okay here are the measures and we are going to hold space accountable for us toward moving towards the national standard". Well within a state, and you have to look at the details of those measures to figure out exactly how you are going to comply with those national standards and how you are going to move closer to them over time. So in the end, the goal of the standards is exactly what it should be, it's improving each state services to their children and families, but we feel that there was some information missing to the help that's really helped the states achieve those measures.

Next slide please. So what we are going to do is a live demonstration of this is screen shot of how the dashboard is implemented in Colorado, but at this time I am going to share the dashboard and give you a little feel for some of the things that we can do with it. Okay so some of the things that we feel we really add value with this type of a dashboard is first of all you can get a feel right off of that how your, your state is doing compared to a national standard. So with a dashboard type of interface we can see how our state is doing for each measure there are 15 to make up the AFCARS review compared to a national standard. In discussions with some states they have indicated that they might like to compare how they are doing to maybe the PIP, Performance Improvement Plan numbers or national medium or different things like that. One of the great things about this solution is its configurable to allow each state and measure against whatever they deem most appropriate. In this case, we have chosen the national standard, and if you study this in any level of detail you have seen that each measure well there is a number that it should be attained and that's the national standard.

Sometimes you want to be better than that number and sometimes you want to be under that number, so what we have done is we have highlighted that. So first of all you can get a glimpse of how your state is doing and if you are not familiar enough with each of the numbers, what you can do is you can hover over that measure and it says, it points out

that this one is related to reentry in the foster care. So just as a sample used case, I am going to click on the trend button because our state is, our sample space here this is marked up there is not meeting the national standard. So what I want to do which is one of the things that really can't be provided easily from ACF is how are we doing over time? So we know that we want to be under 9. 9% for this measure, we know that we are meeting that measure right now but as we look at the trend we see wow we are really over time getting much better at this. So it gears up the level of confidence that we are doing the right things related to reentry into foster care.

So we have a lot of work to do, but we can feel good about the fact that we are improving our service over time. I might do the same kind of a trend for C1 which is reunification and that's reunification and I am going to see in this one that we are really not necessarily improving over time and so now is the time I know I need to take some action as a state to go in and improve our service. Well how do you do that, really the only way to do at least that I am aware of is to go in and look at these specific cases that are happening. So what we have enabled here is the Director capability, so that we can drill into that measure and see all other cases that make up the measure. So again we show the discussion of what this is and it's related to reunification. We can see that we have a group of children at the total of 420 and only 312 are counting as a positive service.

So what we want to do now is go through and see which of the cases are in the numerator we want to increase the number of cases that fall into there. So now what we can do and this is related to Greg's point, that I heard him mention which is we really wanted to provide this information down to the case worker level, so what we can do is say "Hey let's take all of these cases and let's send that out to the case worker and say okay we really need to focus on these cases to try to improve the reunification time and if nothing else, look at those and say okay if they were reunified in the appropriate amount of time which I believe is 12 months, then what can we learn from those cases so that we can improve the quality of service to children going forward". Okay so put this on the highlights of the primary dashboard and that's at a state level. As, as Ron and Greg both mentioned, Colorado is one of the states that is County administered and so you won't be able to provide the same levels of information to the counties. So we provided another tab that looks a little bit different because there is more detail in for each County, but it allows each County that has, that has children related to a particular measure be able to see how they are doing against the national standard themselves.

So if I am a County administrator I am looking at the state level I know we need to improve as a state but what can I do with my area of responsibility and they can also drill into the details themselves for their counties. So that's another value add tool and well I know that not every state has an exact notion of a County, this also is configurable where you can have perishes and, you know, whatever level, grouping level you have, we talk with other states that they have some very small counties that they would like group together for purposes of this kind of a dashboard all of that can be handled with configuration of this kind of a dashboard. So what we have been looking at so far is current information and we can also go in here and look at prior information and past that past data. So that really wraps up the idea of, you know, one idea of what you can do

with business intelligence and with that I would like to pass it back over so we can begin the Q&A phase.

Rob Dylan: Thanks Bob that was great. So we do have a couple of questions, we do have it a time or few question, so we do have one question that is directed to Ron and Greg. You mentioned that your state's administrative is divided by counties Bob mentioned that so how does that affect how data is entered in your systems and as well as, you know, how are services provided and intervention decisions made, so how do you do that at the County level?

Greg Smith: You know, being a County administered state has lot of challenges, but it also provides a great deal of diversity and creativity. , you know, we have certain minimum standards that each County has to meet by stature to services that have to be provided, but within that, you know, counties have a great deal of autonomy in how they want to administer those services and spend those dollars and so there is some, there are definitely issues in terms of getting some standardization across the board with how data is gathered and input, the Sequoias system has helped us a great deal in that regard, so that there is a lot more uniformity for what's being gathered and help us meet our federal requirements, but within each County I think that our economy is actually a good thing its actually provided them the ability, you know, they know their clients better than we do, you know, we at the, at the state level don't necessarily know in the western slope of Colorado, you know, what were expense for those families and so we really, really see a whole lot of diversity within how these services are provided and, you know, at times that can be a struggle but overall I think its provided a great deal of benefit, you know, state wide and I think we see a lot of things from day to day.

Ron Ozga: The agencies are provided, so they set the policy, there is the state human service board sets the roles in that. So it's been put into the role that the Sequoias is the pile of record so that that's the official record for the case file. So, you know, the policy there is agency letters as far as policies and procedures that they had oversee the administration of the counties in that so that they have to have the data in, we have some QA type reporting that we can run to see what data is missing and that and then we have that at the state level there is a field administration group that works with regionally with the counties, with the County directors to go over those type of things and ensure that there is also a state level administrative review group that will go out and do case reviews at the County to make sure that things are, you know, are happening current state policy, state rule and that and so it is over seeing at the state level, but administered at the County.

Rob Dylan: Any, we had another question about, you know, how did you receive buy in from your County did you I mean have any, were there any problems with your counties agreeing to what your policy information and share this information how do you get the buy in?

Ron Ozga: Well it's considered to be state system.

Rob Dylan: Okay.

Ron Ozga: An which they were providing data into it if anything else they want more, they want, they have the capability, they will be able to pull more data out of the system and another systems and combine it with their County data since they are doing the administration that they are paying a lot of the cost of the County to the providers and that they want to see from a County budget perspective, how and what is happening within their from the County commissioner standpoint, how this is being addressed within each County that so that is they are going to looking for more data out of this thing.

Greg Smith: Yeah and I think initially there was some, you know, I guess fear that sometimes you had that oh these are the neighboring counties will be looking at our data and the reality is that everybody is very busy and doesn't have time to look at everybody else's data that we just really, you know, want them to look at their own and having enough time to do that as sometimes even the struggle, but, you know, some comparison between similar counties actually I think is a good thing what, what's come out of that is counties rather than saying oh what we are doing better than so and so they have actually been able to say hey what's working for you and your County because, you know, we are similar sized, we are similar in terms of our, you know, location and, you know, if you are able to, you know, meet this need or meet this requirement the status of measurement and we are not, what is it that's working for you? So I think it's actually that comparison of really a good thing rather than a bad thing but I, you know, initially I think there was some apprehension about the counties but that's all done away for most part.

Rob Dylan: Well this is all the time we have today I would like to thank our panelists and for all of you who have attended our web seminar today and we look forward to speaking with you more in the future, thank you everyone.