



# Business Process Reengineering GAP Analysis Report



# Agenda

- Project Timeline
- Current to Future – The GAP
- Design Priorities
- The WORK
  - Redesigned CM Process Overview
  - Assessment Mapping/Opportunities
  - Workload/Caseload
  - Accountability
- Work ROLES
  - Teams: Rationale, Types and Functions
  - Criteria for Team Selection
  - Team Roles



# Agenda contd.

- Work Role/Team Support
  - Work Ladder
  - Work Transition Programs
- Work MEASURES
  - Measurement Definitions and Sources
  - Measurement and Case Management
  - Measurement Alignment



# Agenda contd.

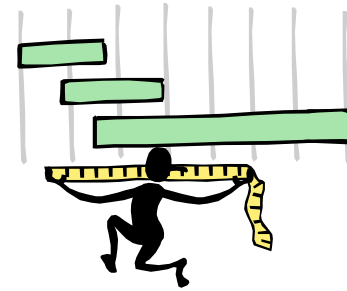
- Work SUPPORT/Technology  
(SACWIS)
- Next Steps
  - Future State Model Presentation
    - March 2002
  - Work After BPR



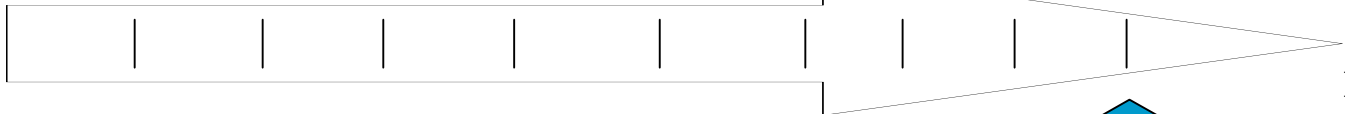
# Purpose and Objectives

- Provide status of the BPR Work Team
- Present a conceptual overview of:
  - Redesigned Case Management Process
  - Work Roles to support the new process – including worker and first level management
  - Work measurement and alignment
  - Technology Support
- Obtain Feedback for continued detailing of work prior to completion of Future State Conceptual Design

# DFCS BPR Project Timeline



May  
2001



March 2002  
Future State  
Conceptual Design

WHO is doing WHAT:  
NOW

February 2002  
GAP Analysis

## **BPR Work Teams are Conducting Project Work:**

- Future State Design – Working on processes / activities / roles
- Practice Development – Conducting Best practice research related to recruitment, retention and rewards; training, assessment, and outcomes
- Staffing & Management Model – Draft staffing model developed; supporting management model in process.
- Communications Team- Continuing to conduct presentations, develop Web site, raise awareness and inform staff of BPR statewide

**BPR “Links”** continue to guide and review work of BPR Work Teams

**Project Management Team** is providing oversight

# Getting from Current to Future State – The GAP



- Strategic Assessment
- Current State Findings

Future State Priorities for Change

“Voice of Customer”  
Internal/External - Families/  
Communities/ Reporting Agencies

Visioning  
“Roadmap”

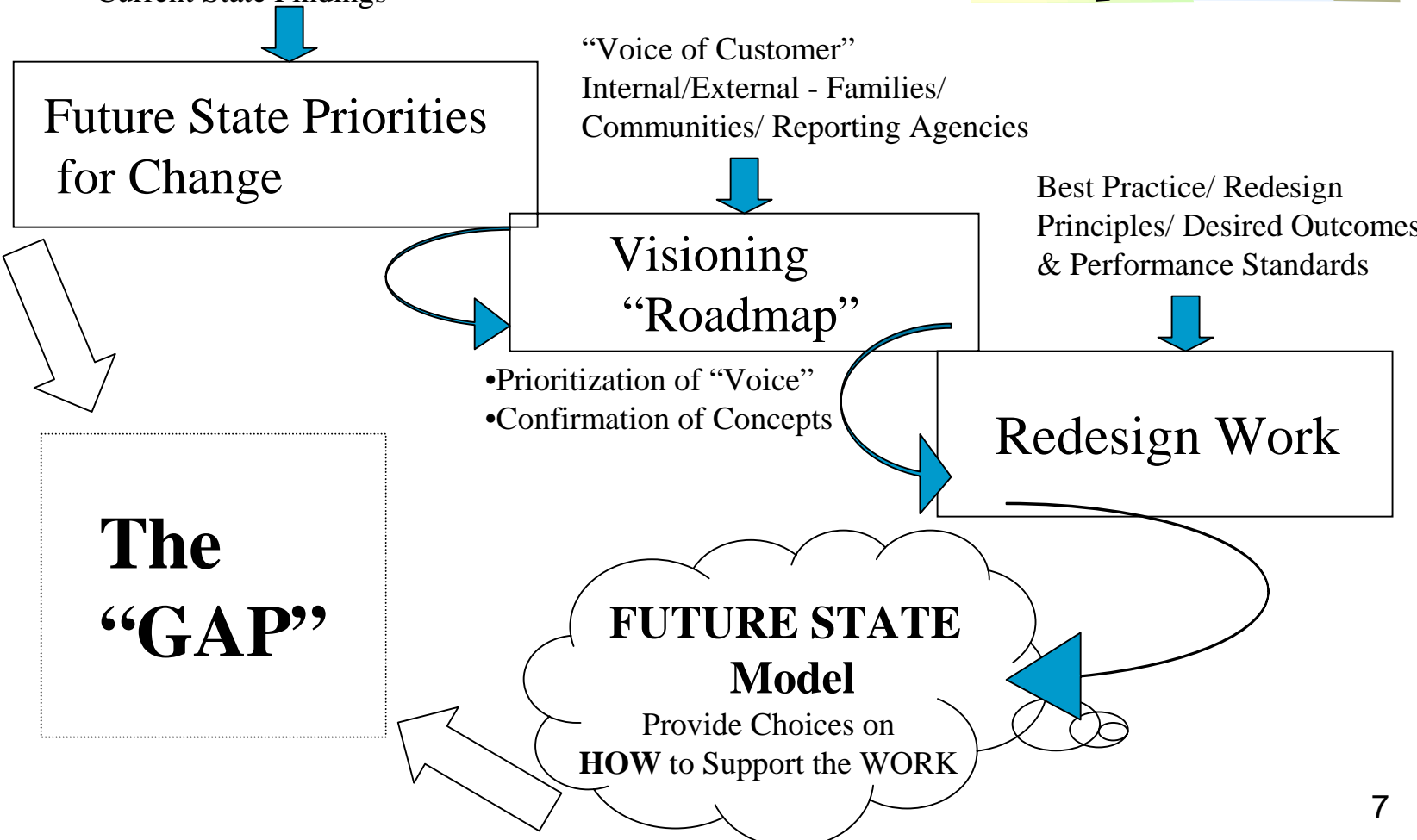
Best Practice/ Redesign  
Principles/ Desired Outcomes  
& Performance Standards

- Prioritization of “Voice”
- Confirmation of Concepts

Redesign Work

The  
“GAP”

**FUTURE STATE Model**  
Provide Choices on  
**HOW** to Support the WORK



# THE GAP



## CURRENT

- Programmatic “silo” structure, including service delivery, resource allocation, & automated systems (through CPS, Foster Care, Adoption, APS) result in multiple hand-offs and multiple case workers involved with families through the case management process
- Each county and state office represent separate points of contact and information for DFCS response and intake

## FUTURE

- Systems orientation with integration of service delivery, resource allocation, and automated systems - with a case management team guiding & supporting the family thru the core case management process from assessment to case closure
- Single point of contact and information access via an integrated contact center to support Initial Response and Intake





# THE GAP contd.

## CURRENT

- Variable and inconsistent screening processes at point of intake that impacts all downstream work – staffing, case load, interaction with family, outcomes
- Multiple Assessment processes, tools (16) and results

## FUTURE

- Triage and case assignment performed in Initial Response/Intake function with consistent, safety focused screening and response criteria to allow for effective, differential decision making to initiate the case at the outset
- Comprehensive assessment process and supporting tool(s) with a focus on safety and risk, and ability to share data with partners/providers



# THE GAP contd.

## CURRENT

- Data collection in Assessment ‘front-end’ loaded, with process that assumes all will become cases
  - No prioritizing of information to be gathered; time spent asking questions that do not address immediate, present needs of the family; and completion of full process that does not balance ‘need to know’ with intrusiveness into family’s life

## FUTURE

- Rationalized & prioritized assessment data collection process that gathers information as needed to support planning
  - Information gathering at initial contact (Initial Response) and in Assess/Investigate that addresses present needs/problems and prioritizes for short, mid, or long-term planning and interventions



# THE GAP contd.

## CURRENT

- Planning process not integrated with assessments and interventions; family not actively involved
  - Due to current delay in obtaining assessments, results are not included in or used to develop case plans which are due to court within 30 days

## FUTURE

- Planning process which builds on/integrates all assessment information
- Family-focused case management process with active family participation in selection of interventions and agreement on goals and timing

# THE GAP contd.

## CURRENT

- Outcomes and indicators that are program focused and are not closely integrated with the overall case management process to determine performance and process measures and improvements
  - Example: Repeat Maltreatment tied to and measured separately in CPS, FC and Adoption programs; documented in separate systems with differing data, reporting time frames and staff

## FUTURE

- Clear definition of expected outcomes and indicators integrated with redesigned process and work model to achieve effective evaluations, meet reporting requirements and lead to ongoing improvements in processes and performance
  - Example: Repeat Maltreatment Identified, measured and documented consistently thruout the Case Management process: Identified and documented via screening in Initial Response, incorporated into Assessment information to form basis for Plan developed and Interventions provided, effectiveness measured and documented in Evaluation, reported out to Community Relations for informing/improving the community, stakeholders, staff & process



# THE GAP contd.

## CURRENT

- Lack of standard workload definitions specific to GA DFCS that link to average caseloads, base resource planning and allocation
  - Adoption of CWLA ‘ideal’ recommendations for budgetary planning

## FUTURE

- Development of a GA DFCS Staffing model based on standards:  
**workload → caseload → staffing**
- Team based work to allow decision making where the work is done and by the people who know the customer best



# THE GAP contd

## CURRENT

- Public relations and public image management need improvement and linkage to DFCS overall case management process
  - Inclusion of key external stakeholders in the CWR initiatives provides a critical first step in the process

## FUTURE

- Incorporation of Community Relations as an integrated & key function in Case Management with a focus on informing, engaging, educating, learning and partnering with the community, other agencies/departments



# THE GAP contd.

## CURRENT

- Resource development separate 'track' in the case management process, not integrated with case management
- Court processes vary across the state
  - Development of CPRS as a stand alone system to standardize case plans

## FUTURE

- Integration of Resource Development throughout the Case Management process
- Integration/inclusion of CPRS (in SACWIS) with standard and legally acceptable, documentation/ case plans as a means of communication with the legal system



# Overall Design Priorities

(Strategic Assessment and Visioning ‘Roadmap’)

## Focus On

- Design Process for:
  - Consistency of value-added activities & outcomes
  - Inclusion of family (birth, foster, adoptive, etc.) with active participation throughout the process
  - Continuity of relationship for families across programs
  - Statewide standardized implementation
- Design Case Worker (CW) Role for:
  - Service coordination and professional, supportive relationship
  - Address professional development to transition case workers from service broker to change agent





# Overall Design Priorities contd.

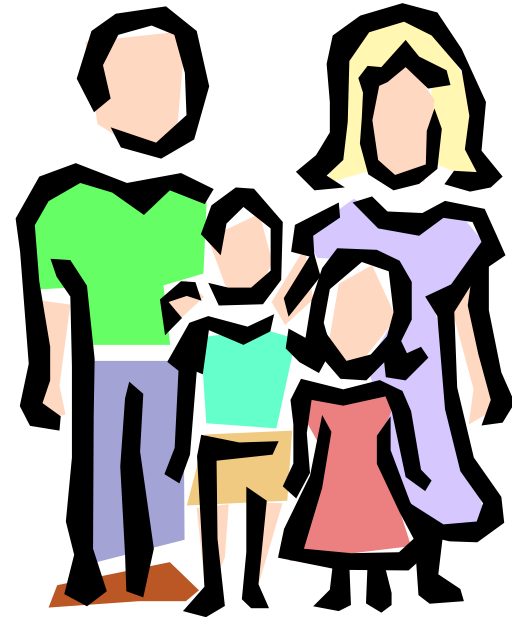
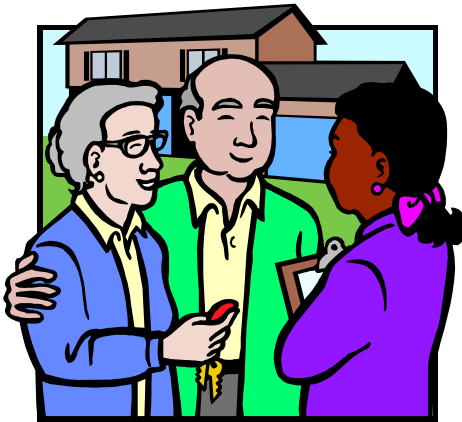
- Design Support of Process/Roles for:
- Organizational:
  - Consistency of organizational structure
  - Consistency of professional development programs, individualized to personal needs, for new and existing staff
- Resource Management:
  - Relative weighting of workloads/caseloads
  - Expansion/enhancement of mentoring program
- Technical:
  - Data entry streamlined and integrated with the work
  - Administrative documentation and reporting simplified and integrated with the work



# Priorities By Function

- Initial Response/  
Screening
  - Systematize early intervention/  
prevention in Initial Response
- Assessment/  
Investigation
  - Evaluate Safety Assessment
  - Evaluate differential Risk Assessment
- Planning
  - Evaluate Safety Plan
- Intervention
  - Evaluate supportive approach
  - Evaluate differential interventions based  
on type of maltreatment and severity of  
harm
- Evaluation
  - Evaluate re-evaluation process, criteria  
and time sequencing
  - Ensure incorporation of ongoing process  
and performance improvement

# The WORK

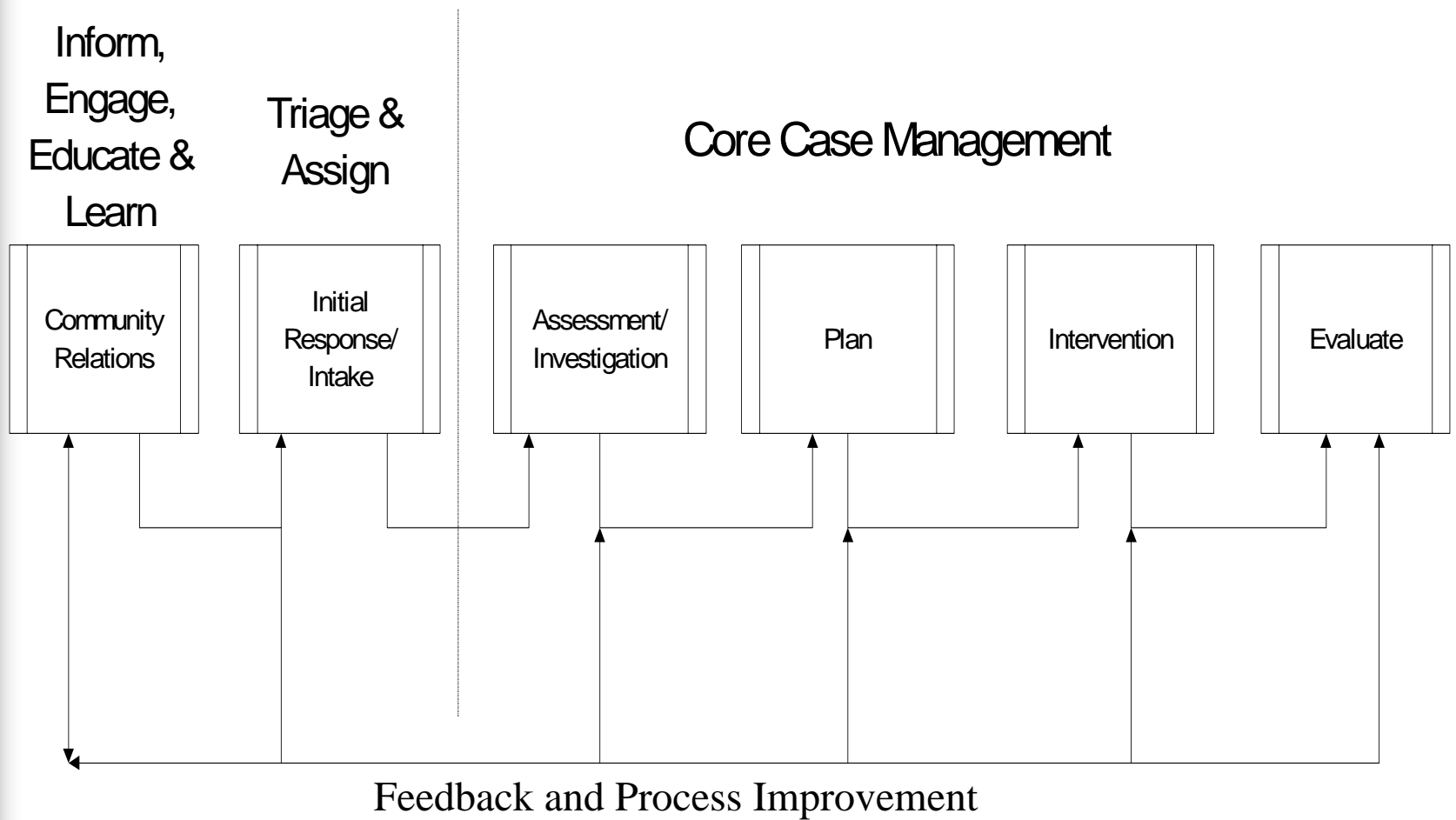




# Redesigned Process Overview

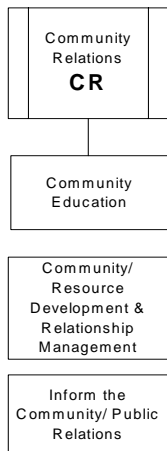
- Community Relations (Education, Community & Resource Development/Relationship Management, Public Relations)
- Initial Response/Intake (TRIAGE and Assign)
- Core Case Management Functions
  - Assessment/Investigation
  - Plan
  - Intervene
  - Evaluate

# Redesigned Process Overview Diagram

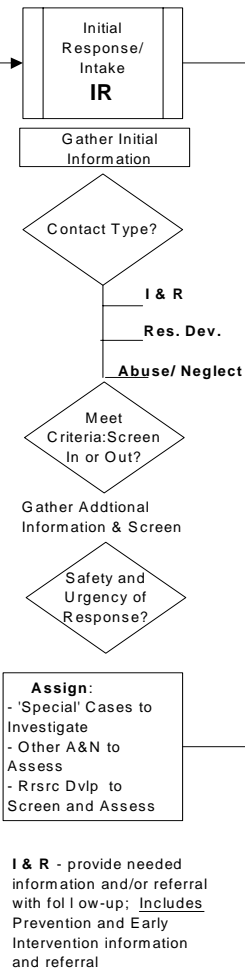


# Redesigned Process – Key Decisions and Activities

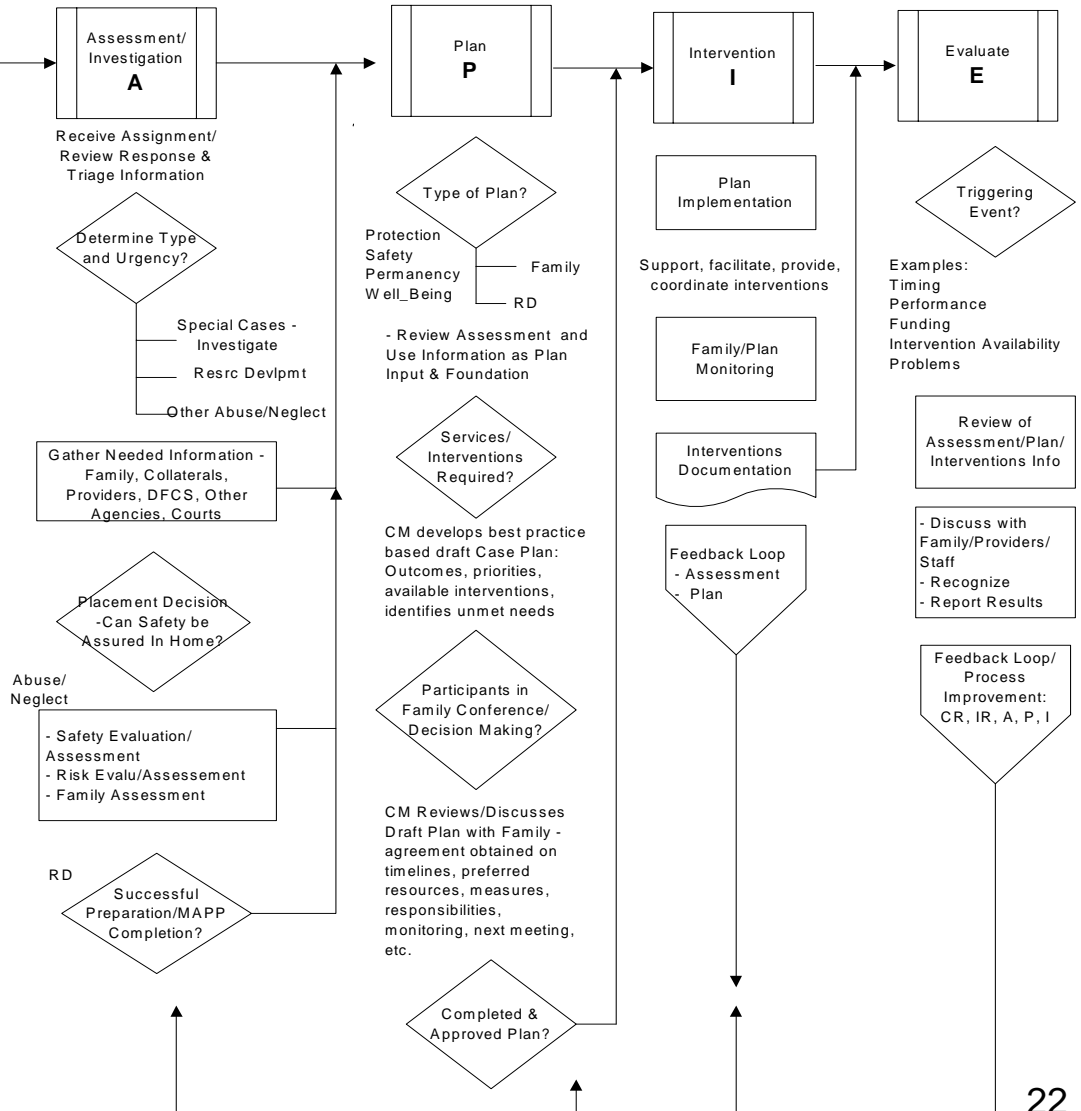
## Inform, Engage, Educate & Learn



## Triage & Assign



## Core Case Management Functions





# Assessment Mapping

## ■ Mapping Process:

- Collected and reviewed:
  - all assessment forms used
  - in Intake thru Evaluation
  - in all program areas (CPS, Foster Care, Adoptions and APS)
- Compared general types and content of information for:
  - Case/Family/Case Manager identifying information
  - Assessment Information/Criteria

# Assessment Mapping contd.

- **Case/Family/Case Manager identifying information** – descriptive and/or demographic information
  - Collected in up to 12 of the 16 total forms reviewed
- **Assessment Information** – Child & family characteristics that correlate to potential risk of harm, likelihood of re-maltreatment and underlying triggers
  - Collected in up to 9 of the 16 total forms reviewed





# Assessment Tools/Forms Reviewed

1. Intake (F-453)
2. Safety (F-455A)
3. Risk (F-457)
4. Strengths & Needs (F-458)
5. Basic Information Worksheet (F-450)
6. Risk Reassessment (F-460)
7. Family Assessment
8. Comprehensive Family Assessment
9. Investigator Conclusion (F-454)
10. Foster/Adopt Family (F-35)
11. APS (F 385)
12. MATCH Assessment
13. Adoptive Family (F-401)
14. CPRS
15. Psychological Assess
16. Medical Assess

**F = Form**

# Opportunities with Consolidated Assessment Tool



- Case/Family/Case Manager identifying information
- Productivity gains (single entry, reuse of data)
- Improved quality of data (enter once and modify only as required)
- Improved customer service (provide information one time only)
- Information tracking, history and audit capabilities



# Opportunities with Consolidated Assessment Tool contd.

- Assessment Information
  - Linkages between assessment and planning
  - Consistency of process and criteria
  - Comprehensive information gathering for planning
  - Incorporates research based safety factors
  - Builds on valid risk based tools
  - Integration of information to support decision making



# Workloads/Caseloads

- Researching Best Practice for Work Load Models
  - CWLA Standards of Excellence for Child Welfare Practice recommended ‘ideal’ workloads/caseloads
  - ACTION for Child Protection’s Child Protective Services Workload Management Model Handbook with validated process and formula for calculating Standard Child Protective Services workloads/caseloads
  - Incorporation of Georgia DFCS specific factors that influence/impact ideal and ‘standard’ models
- Future State Model will contain high level estimates for workloads/caseloads with recommendations for additional work effort and detail required for complete GA DFCS work load model



# Accountability - Defined

- The Authority, Responsibility and Accountability for getting the work done
- The underpinning of effective Team work is the individual responsibility to make informed decisions and accept accountability for the actions and results of the decisions.

Responsibility is to task and process, while  
Accountability is to results achieved

# Levels of Accountability - Example



**Head Football Coach/Leader**

Overall Team Performance



**Game Wins & Losses**

**Positive & Negative Results**

**Offensive Coach**

- |                 |                    |
|-----------------|--------------------|
| + Rushing Yards | - Fumbles          |
| + Passing Yards | - Interceptions    |
| + Touch Downs   | - Missed Fld Goals |
| + Field Goals   | - Safeties         |

**Manager**

- + Results
- + Results
- Results

**Offensive Team**

**Quarterback**

- + Pass Completions
- Interceptions
- + Passing Yards
- + Team Scoring



**Offensive End**

- + Blocking

-

**Work Team**

**Individual Members**



- + Results
- Results
- + Results



# Accountability contd.

## ■ Team Members

- Day-to-day work supporting customers & the change process through informed decision making, consequence management, facilitation of service delivery, and maintaining a professional, helping relationship
- Willingness to take responsibility and be held accountable for the quality of their individual and their teams' work including: decisions made, actions taken, results achieved and incorporation of feedback into own work to improve the process
- Represent and uphold the vision, values and social/legal responsibilities of the organization in all work performed
- Develop, maintain and continue to grow skills, competency and knowledge – professional and personal



# Accountability contd.

## ■ First Level Management (Team Leader)

- Represent and uphold the vision, values and social/legal responsibilities of the organization in all work performed
- Day-to-day operational support and management across team boundaries
- Facilitate team access to organizational administrative support
- Facilitate team access to best practice, policies and second opinions to support effective decision making
- Customer conflict resolution, if staff unable to resolve





# Accountability contd

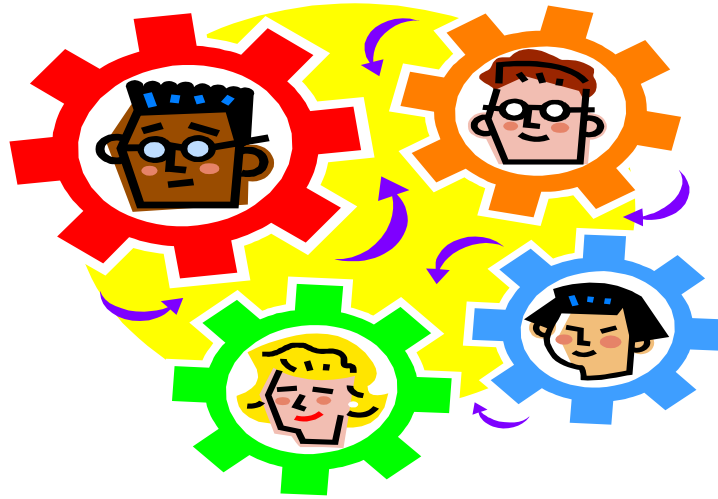
- **Work Team** - A group of people who work closely together to achieve shared objectives, work together on tasks that are highly interdependent, and exercise a level of autonomy in managing their activities in pursuit of those objectives. The team is jointly accountable for and has shared responsibility as a functioning body for the collective results achieved by individual team members. The team must develop and sustain an environment that ensures collaboration, coordination, and cooperation among all members to achieve more effective and optimal outcomes than would be possible on an individual basis.



# Accountability contd.

## ■ Customers/Families

- Joint responsibility with the CM team for planning, interventions and achievement of results
- Sole responsibility for making the change
- Responsible for open, honest, ongoing communication with DFCS regarding needs, requirements, and preferences
- Feedback to DFCS for improving customer service, information sharing and the process



# WORK ROLES

# WHY TEAMS??



## Results

- Absenteeism
- Turnover
- Low quality
- Low productivity
- Decline in work ethic

## Task Orientation

- Regimentation
- Controls
- Production focus
- Functional Specialists

Performance

Traditional

## Results

- Workers and managers equally committed to Agency goals
- Incremental improvements lead to big gains

## Actions

- Communication
- Training
- Jobs designed by & for employees
- Balanced measures
- Teamwork focused on customer, problem solving, learning and improvement

Performance

Team Based



# Team Rationale

- Employees are motivated to work and achieve results.
- Employees are adults who are willing to take accountability for their work results.
- Employees do not need to be supervised, they need to be coached and supported, not controlled and audited.
- Business process redesign organizes work around processes and results, not tasks and uses self governing teams as the main building blocks to allow decision making where the work is performed.
- Process ownership is critical and because processes integrate many different functional pieces, process ownership belongs to teams who run the process.
- Quality service & quality outcomes can only be ensured through competent and accountable workforce – employees and management



# Team Types - Examples

- **Functional** – comprised of people with the same skill and same type of job; grouped to do similar work, assist each other (work in same location) and work to improve their own process (Example: Golf/Tennis Teams)
- **Cross Functional** – comprised of people with different functions and different skills, all contribute to the same process (serving the same customer) and goal; can be temporary or permanent, or permanent with rotating membership (Example: Baseball/Football Teams)
- **Multi Functional** – comprised of people permanently assigned who possess several skills; members possess all skills required to complete a whole process and are cross-trained in the different functions so can do all of the functions providing maximum flexibility (Example: Volleyball Teams)
- **Networks** – exists with individuals who work individually with different customers in different locations and who serve more as a network, sharing, collaborating and giving feedback to each other; network members may pull together as a temporary team (Example: Consultants)



# Criteria for Team Selection

- Maximize service orientation - ability to meet customers' needs
- Maximize ability to make informed, quick decisions where the work is done
- Maximize focus on the customer versus internal/administrative issues
- Provide a positive work environment – meeting social/cultural/inclusion needs of employees and increasing productivity and morale
- Foster responsibility and accountability for decision making
- Allow for self-governance where feasible and appropriate
- Provide personal development and career opportunities



# Team Member Roles - Defined

## ■ Team Leader (1<sup>st</sup> Level Management)

**The team leader provides direction, support, guidance, modeling and is responsible for development of team members. Team leaders can choose different styles, depending on situational requirements. The “leader-led” style is more the “traditional” management with the team taking direction from the leader and the leader providing the above tasks. The “leader-as-coach” style is more of an advisor and coach to provide guidance, support and facilitation.**





# Team Member Roles contd.

- **Team Member/Case Manager:**

The case manager has decision making responsibilities within the team with the input of other team members. This role may serve as a mentor, guide, support person within a specific team.

The CM completes case management activities as determined by the Case Management Team.



# WORK ROLE/TEAM SUPPORT

# Work Ladder



- Two Ladder Systems
  - Horizontal ladder (service delivery track)
  - Vertical ladder (management track)
- Four levels
  - Basic: Trained and Full case load
  - Skilled: Full case load. Skills required to make independent decisions. Can serve as Mentor to New Hire or Basic.
  - Advanced: Functions beyond boundaries of regular work. Possesses additional skills and DFCS certification.
  - Expert: Has achieved a high level of knowledge and extensive skills ('expertise'). Requires external certification/ credentialing.
- Ladder for all staff types - spanning full career



# WORK Transition Programs

- Orientation/Initiation
  - Culture
  - Social Work/Child Welfare Case Management
  - Work processes
- Mentor (all new positions)
- Career Coach (career planning)



# WORK MEASURES



# Measurement Definitions

**Outcome:** A desired result from a process. An outcome generally has more than one indicator or result. Outcomes are generally seen as program goals.

**Indicator or Benchmark:** A measure for which data is available, which helps quantify the achievement of an outcome.

**Performance Measure:** A measure of effectiveness and efficiency of agency or program service delivery

**Strategic Alignment:** Consistency of goals, indicators and measures across programs and functions. Strategic alignment is essential so that all parts of an organization are operating with the same focus/direction. Measurement/Method alignment is consistency of data, data source, collection method, collection time and reporting horizon so that results are comparable to each other and over time.

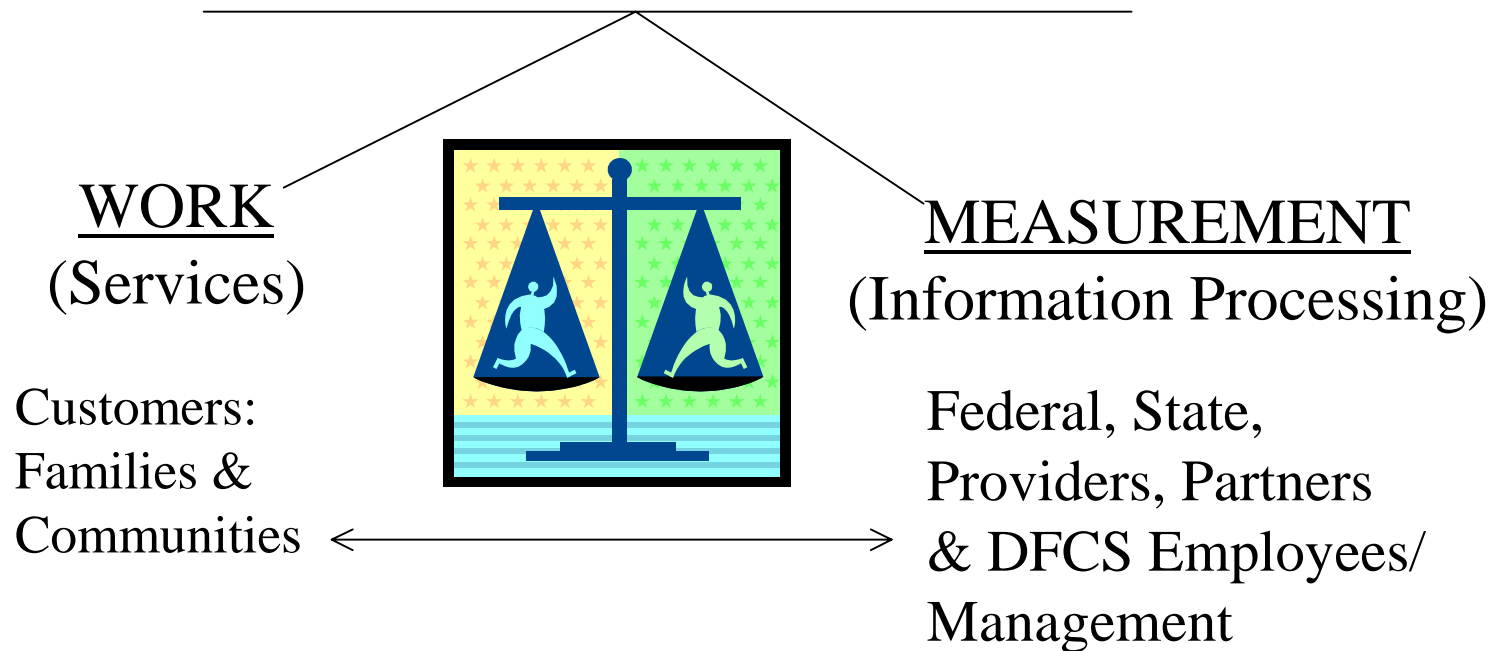


# Measurement Sources

- Working with Child Welfare Reform Initiative # 1 (Improve State and Local Accountability for Outcome for Children and Families )Team, we incorporated their current outcomes and compared them for alignment. Outcomes for comparison were derived from the following sources:
  - FY 2003 Results Based Budgeting (RBB)
  - DFCS Child Welfare Outcomes and Indicators (CWO&I)
  - Federal Child and Family Service Review (CFSR)
  - Business Process Reengineering/Statewide Automated Child Welfare Information System Project (BPR/SACWIS)
  - Federal Adoption and Safe Families Act (ASFA)

# Measurement & Case Management

Case Management is both service delivery/coordination and information processing/reporting function.



The CHALLENGE is that the two functions have different customers with different but complementary requirements. The KEY is **balancing** the two.



# Measurement Alignment - Current

Programs \ Functions	CPS	FC	Adopt	APS	RD
CR	↓	↓	↓	↓	↓
IR					
Assess/ Investigt					
Plan					
Intervene					
Evaluate	↓	↓	↓	↓	↓

**CURRENT** – In order to achieve overall safety, permanency, & well-being goals, we will need to measure and achieve targets within each program.

# Measurement Alignment - Future

Programs \ Functions	CPS	FC	Adopt	APS	RD
CR	→				
IR	→				
Assess/ Investigt	→				
Plan	→				
Intervene	→				
Evaluate	→				

FUTURE – In order to achieve overall safety, permanency, & well-being goals, we will need to measure and achieve targets in each process function.



# WORK SUPPORT/Technology





# WORK Support/Technology (SACWIS)

- Integrated Contact Center
  - Single point of access/contact/information – 24X7
  - Enables and supports implementation of new Community Relations and Initial Response process functions
  - Less costly, more consistent, efficient and effective than 159 intake sites
  - Phone contact less costly than in person
- Messaging – Alerts, Notifications, Ticklers
  - Statewide, immediate alerts related to safety and critical events
  - Immediate, simultaneous notifications



# WORK Support/SACWIS contd.

- Standardized, consistent ‘business rules’ supporting, guiding and informing effective decision making
- Screening and Assignment at point of initial contact – abuse/neglect, I&R (including prevention/early intervention), resource development
- Information access – internal/external, all levels, as needed, comprehensive, accurate
- Information tracking, history and audit capability
- Enables and supports redesigned process functions –
  - Provides a comprehensive/integrated ‘view’ of customers and families – no more vertical slicing due to differing programs and separate systems



# WORK Support/SACWIS contd.

- Reporting – integrated, statewide, comprehensive information gathered as part of the process and work to allow:
  - Performance Management
  - Program Management
  - Staff/Workload Management
  - Federal and state reporting



## NEXT STEPS - Work After BPR



# Next Steps

- Program Improvement Detailed Planning, Integration, Transition and Implementation
  - Human Resource
  - Finance/Budget
  - Practice Development
  - Performance Management
  - Professional Development
- Business Planning
  - System Business Case Development
  - Evaluation of Existing SACWIS Systems/ Alternatives





# Next Steps contd.

- Implementation Advanced Planning Document (IAPD) – Federal SACWIS Planning
- SACWIS Implementation Request for Proposals (RFP)
- Pilot - Redesigned Process
- Support Process Program Improvement
- **Technical System Planning & Design**
  - Information Management Process Support
  - Business Functional Requirements
  - System Technical Architecture Requirements
  - Contact Center Alternatives Evaluation

# QUESTIONS & FEEDBACK

