CALS Breakout Session

April 11, 2017

CWDS / Child Welfare Digital Services

Agenda

Service Manager Presentation

What, Why, and Who is CALS?
What's in CALS Scope?
When Will We See What?
How's It Going So Far?

Viewpoints from our Core Constituents

What, Why and Who?

What is CALS?

[Why is government so attached to acronyms? Disclosure: this question will not be answered in this presentation.]

CALS *stands for*

Certification,

Approval, and

Licensing **S**ervices

Certification (of Foster Family Agencies' foster homes and out of state group homes)

Approval (of Resource Family Homes, which includes all Foster, Relative, Guardian, and Non-Relative Extended Family Homes)

and

Licensing (of Foster Family Agencies, Group Homes, Short Term Residential Therapeutic Programs, Shelters, Transitional Homes, and more)

Services (for **CALS** workers and recipients)

Why CALS belongs in NS*

*N(ame) S(oon)

CALS **users** make sure there are **good places for kids** to go **when they can’t stay** where they are.

CALS **users** =

workers and

recipients

CALS **workers** **recruit** foster care providers, **approve (or deny)** applications, and **monitor** their ongoing suitability.

CALS **workers** can be **state facility licensing** or **county resource family home approval** employees.

CALS **recipients** are the partners **providing the good place to be**, and the partners **choosing which place** for which child.

CALS **recipients** include **applicants,** approved or licensed **providers**, **other child welfare workers**, children in foster care, their biological parents, and the general public.

But how does that answer the WHY?

Let’s consider some scenarios.

Scenario 1:
Emergency placement with relatives

Scenario 1:

Emergency placement with relatives

Because CALS…

Scenario 1:

Emergency placement with relatives

Because CALS…

RFA application processing initiated automatically

Scenario 2:

Need new placement option

Scenario 2:

Need new placement option

Because CALS…

Scenario 2:

Need new placement option

Because CALS…

Easy and informational cross-jurisdiction searches find the right options

The CALS Challenge

What We Need to Understand to Provide the Right Solutions in NS

In January, there were 56,727* children in foster care in California.

* Validity of sources needs verification

In January, there were 56,727* children in foster care in California.

There were 40,494* places for them to go (includes homes and facilities)

* Validity of sources needs verification

These are the **challenges** facing **CALS workers** to address that need:

How do we get people to provide foster care?

How do we prepare them and/or make sure they (and their home or facility) are qualified?

How do we make sure that placement workers can find the right place for a child at the right time?

How do we ensure that these homes and facilities remain good places for children to be?

What do we do when they stop being a good place?

How do we collaborate effectively with across county lines or with the state?

How do we keep track of all of the work we need to do to

“make sure there are good places for kids to go when they can’t stay where they are” ?

These are the **challenges** facing **CALS recipients**:

How do we find out what it means to provide foster care and whether we can do it?

Applicants or Approved/Licensed/Certified Providers

How do we make contact with the right person when we have questions about applications/license/standing?

How do we let CALS workers know when we have a reportable incident or we've corrected a concern?

How do we find an available home for when we need to place a child in one?

How do we know that the available homes are good homes?

These are the **challenges** facing the **CALS product, design, and development** team to support workers and recipients:

How do we encapsulate three legacy systems? (CWS/CMS, FAS, and LIS)

How do we meet the business needs of 61 organizations that do the work differently?
(58 counties, the State's Children's Residential Licensing Program & 2 Tribes)

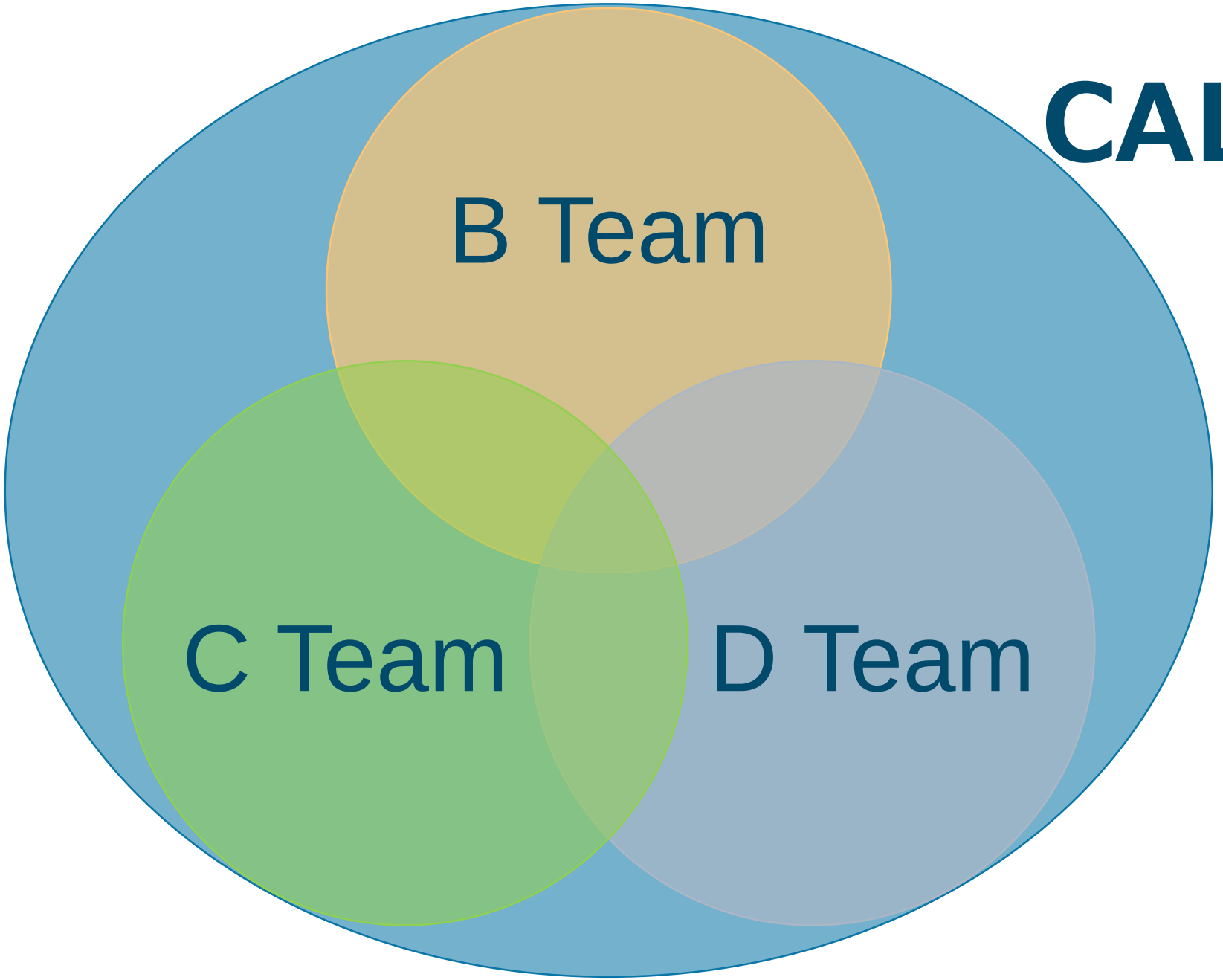
How do we uncover users' needs when users' jobs are changing as we conduct discovery? (RFA and CCR)

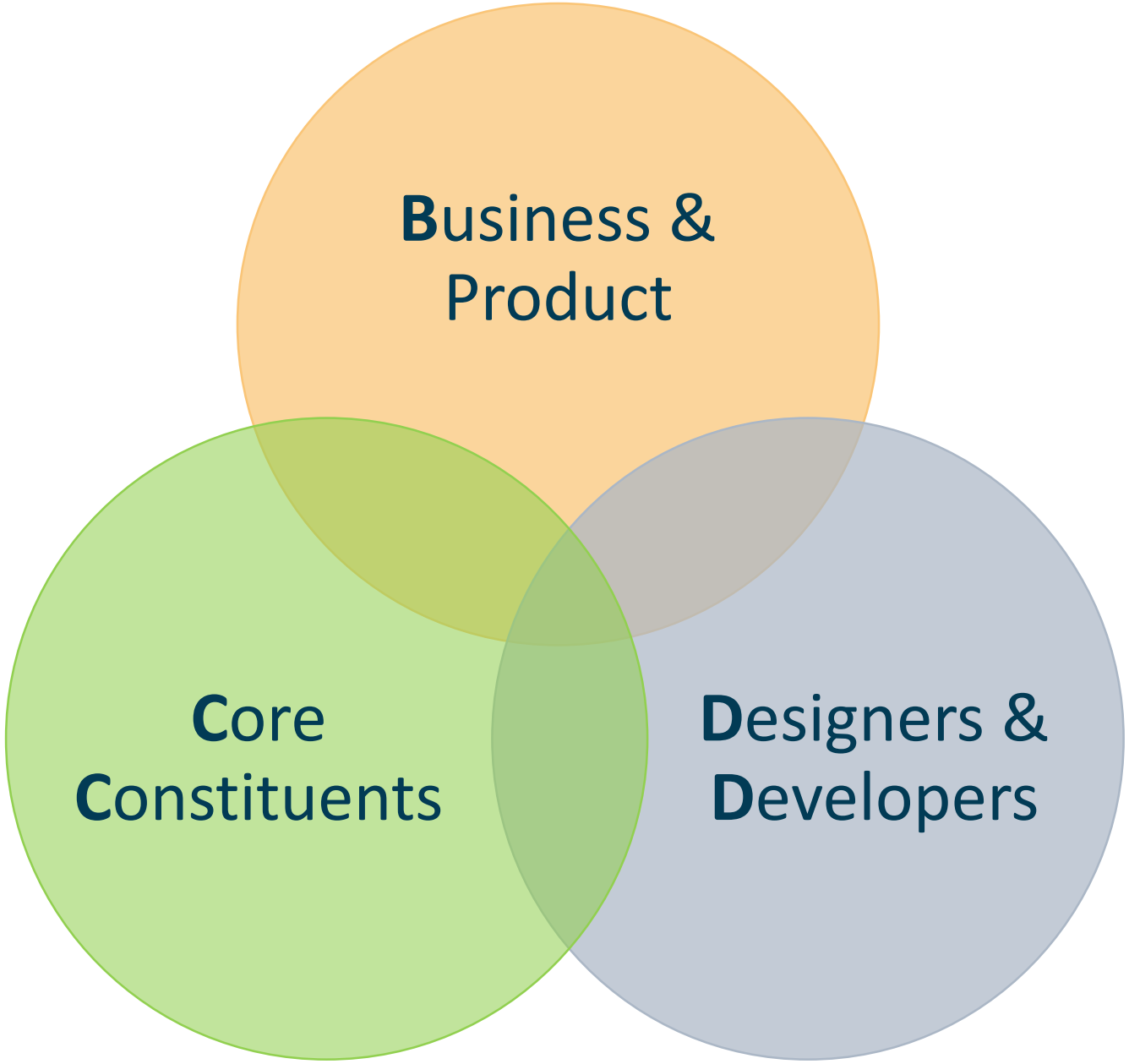
How do we take into account a marketplace that is actively producing products for CALS' users?

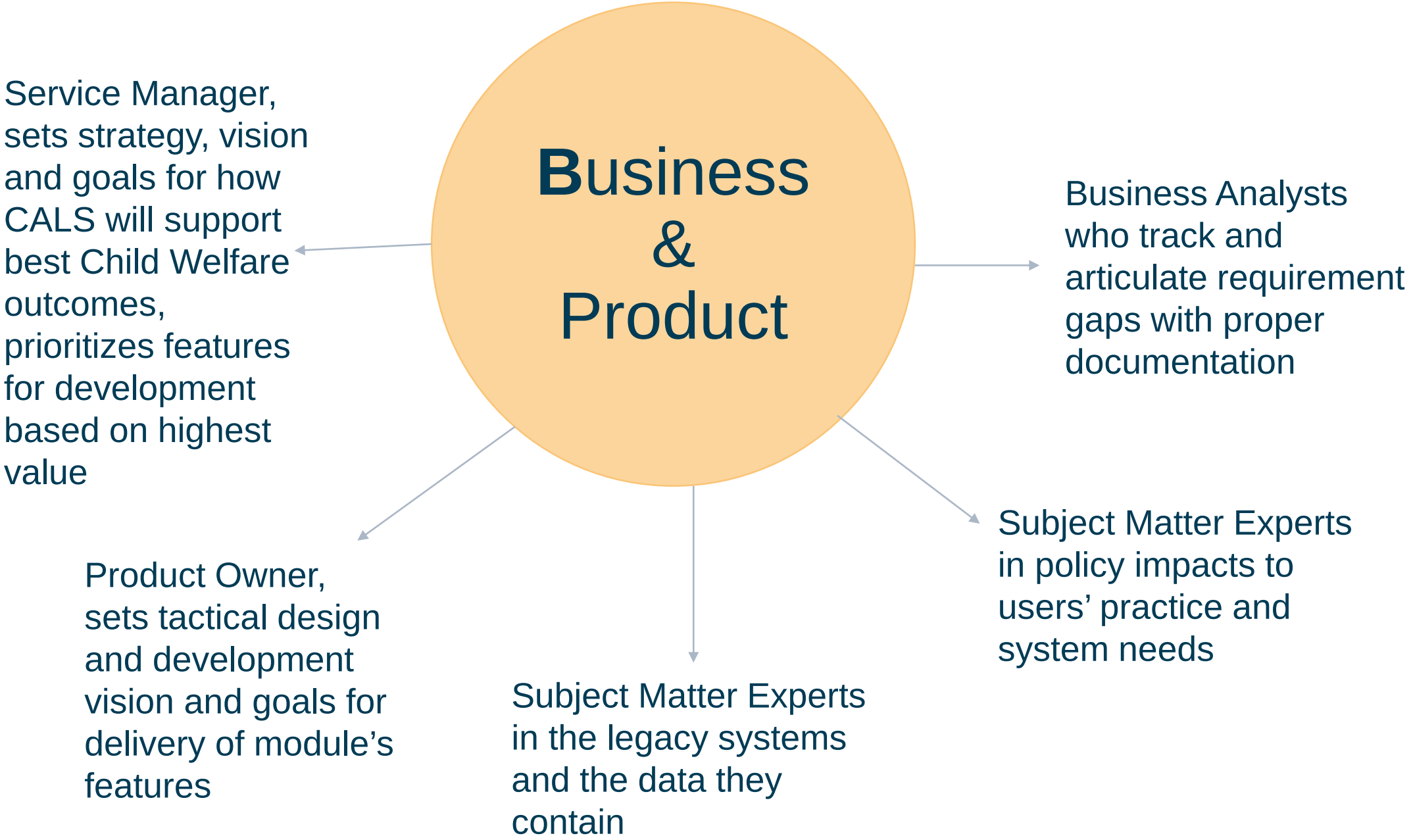
Who We Are

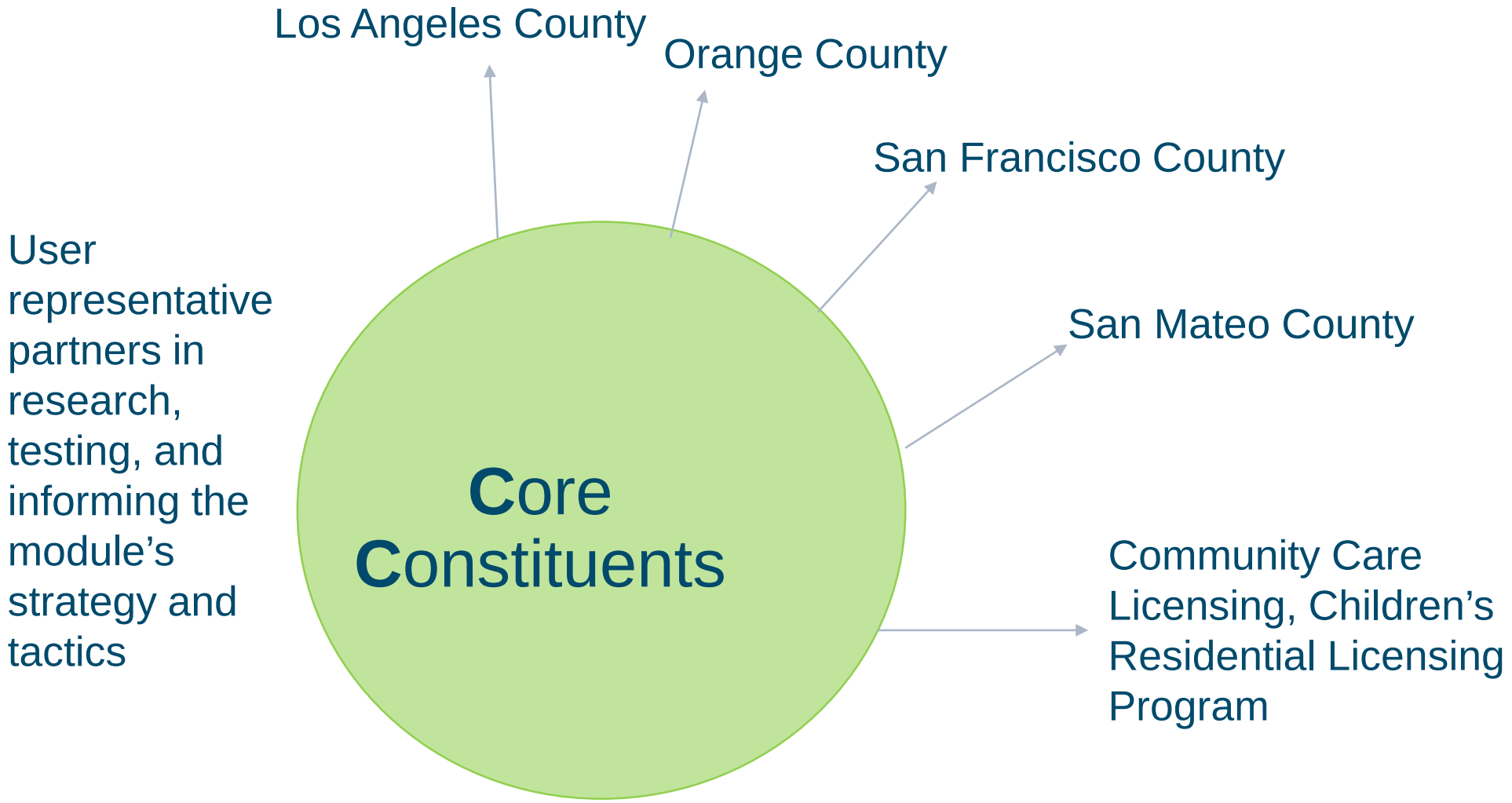
The Team Tackling the CALS Challenge

CALS "A" Team



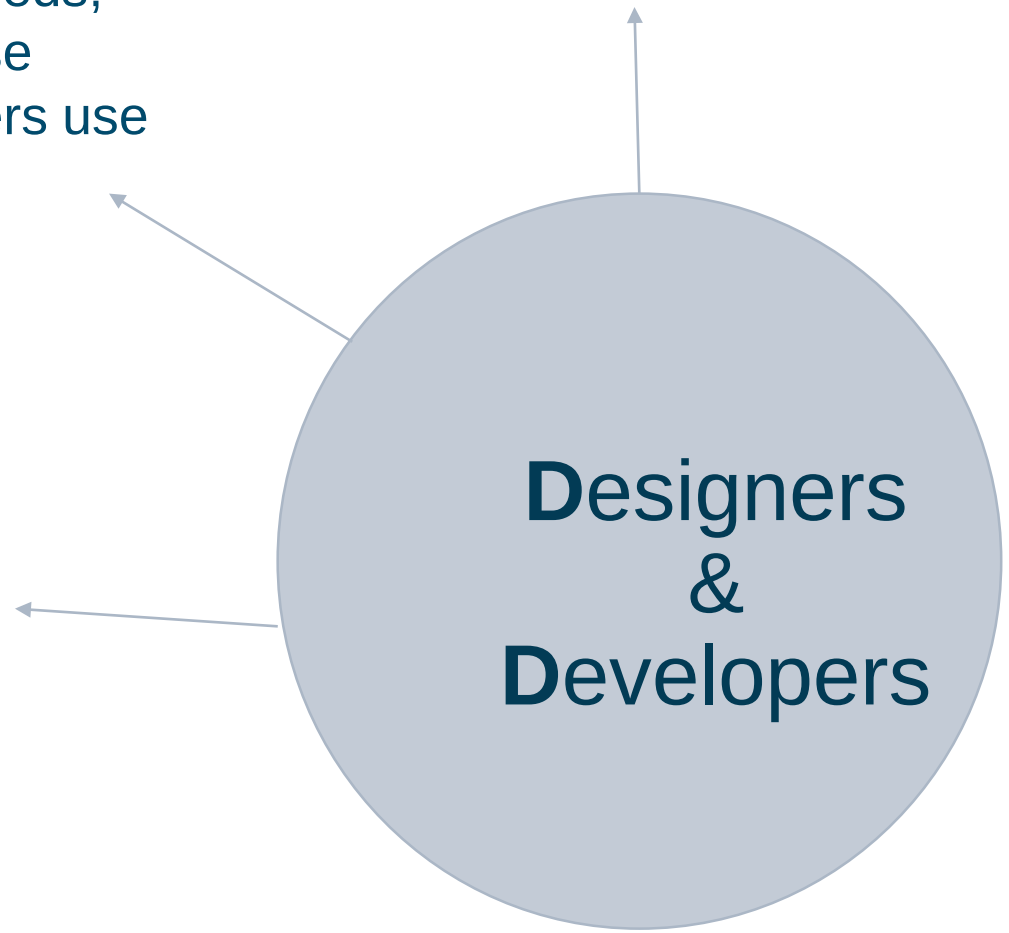

Business &
Product
Core
Constituents
Designers &
Developers


Business
&
Product
Service Manager, sets strategy, vision and goals for how CALS will support best Child Welfare outcomes, prioritizes features for development based on highest value
Business Analysts who track and articulate requirement gaps with proper documentation
Product Owner, sets tactical design and development vision and goals for delivery of module's features
Subject Matter Experts in the legacy systems and the data they contain
Subject Matter Experts in policy impacts to users' practice and system needs


Los Angeles County
Orange County
San Francisco County
San Mateo County
Community Care Licensing, Children's Residential Licensing Program
User representative partners in research, testing, and informing the module's strategy and tactics
Core Constituents

Three (3) user researcher/designers who seek to understand user needs and design solutions that meet those needs; and who then articulate those needs in language developers use to “build” the solutions

Four (4)“front end” developers who “build” the solutions by writing programming code that presents the solutions to users as functional software



Project management and team support

Cambria Solutions, Inc. was onboarded as the vendor for the CALS Design and Front End Development at the end of January 2017

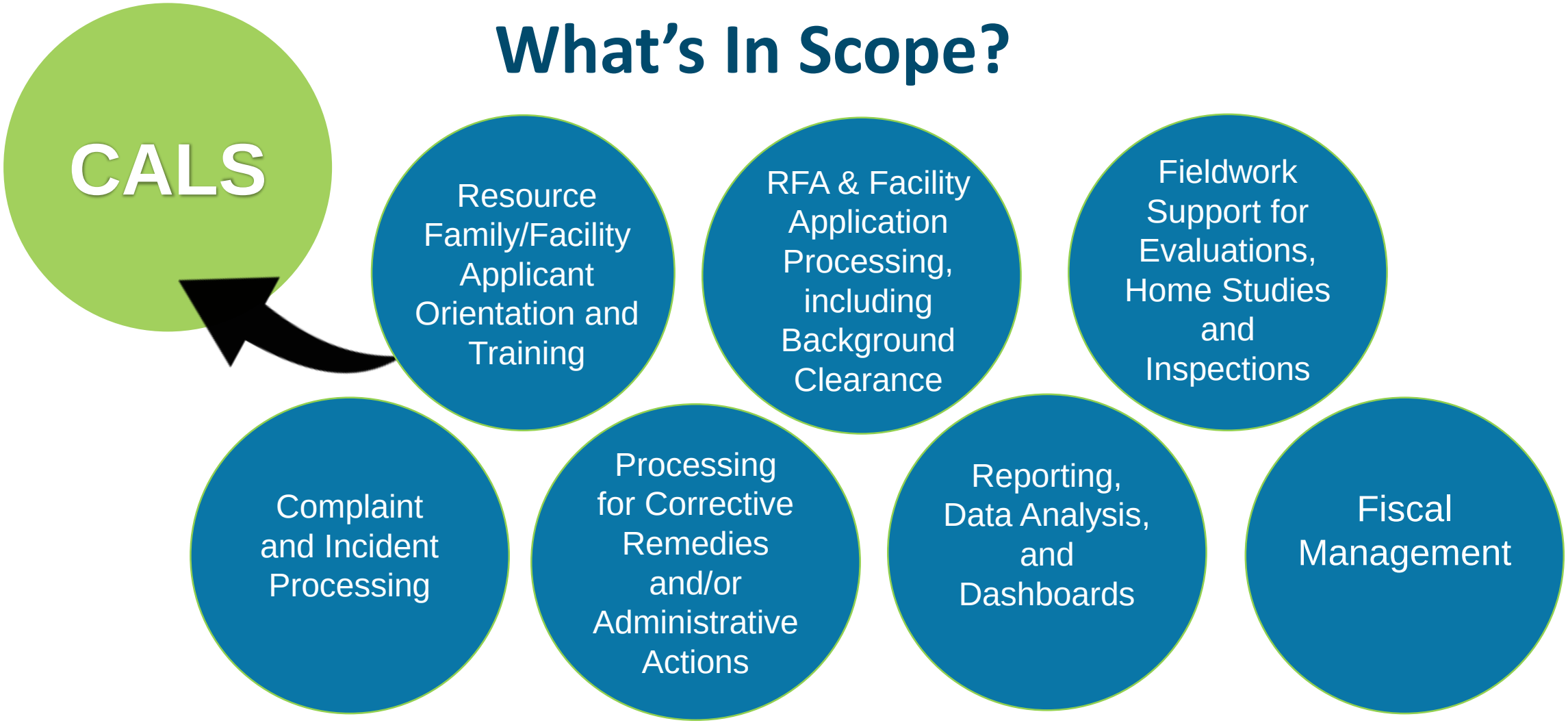
Together, A Team are:

People with a passion for the CALS Project and helping foster children find loving homes. We are working together to build a system that is user-friendly and intuitive to use.

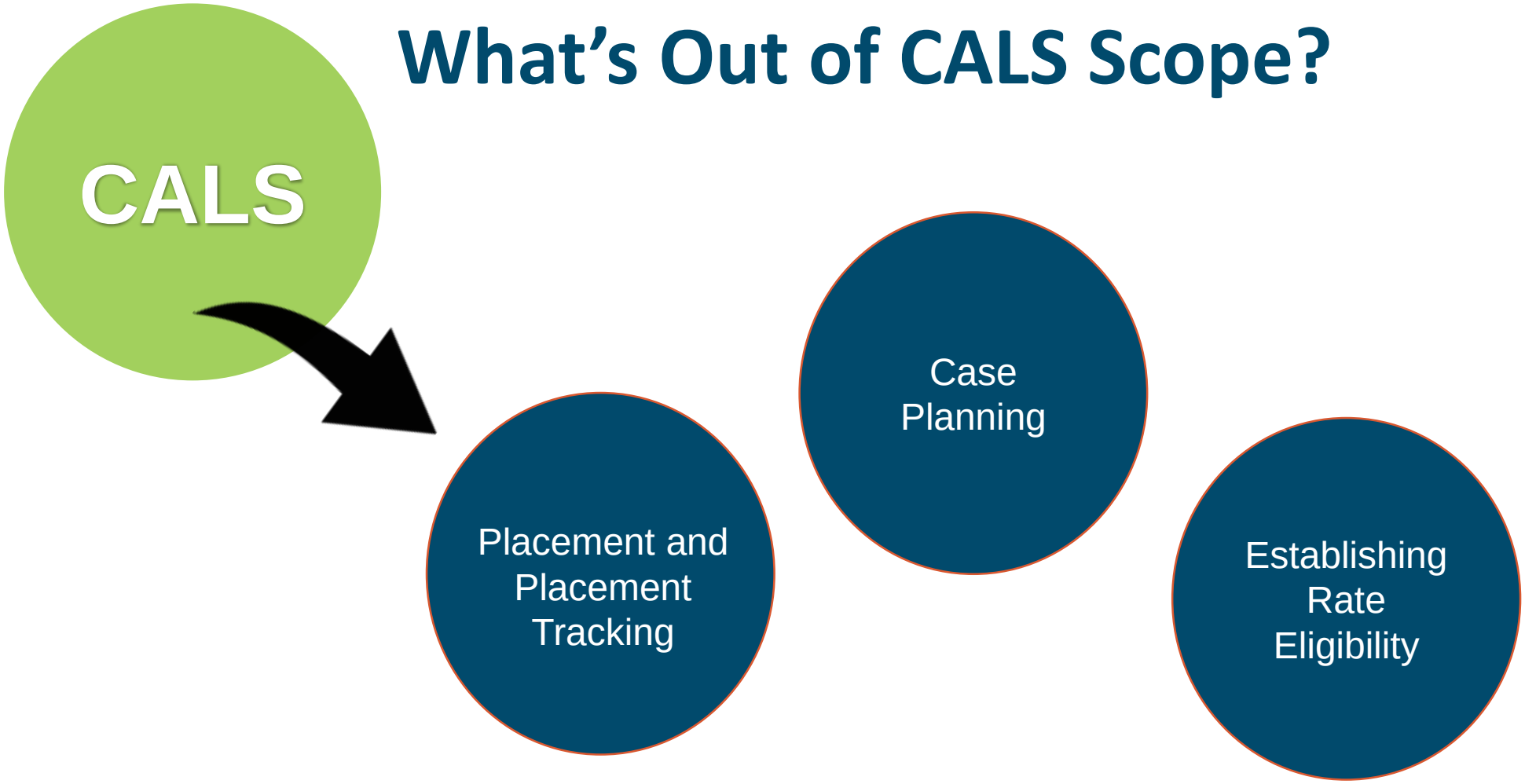
CALS “Scope”

What Functions Should Users Expect to Have in NS?

What's In Scope?

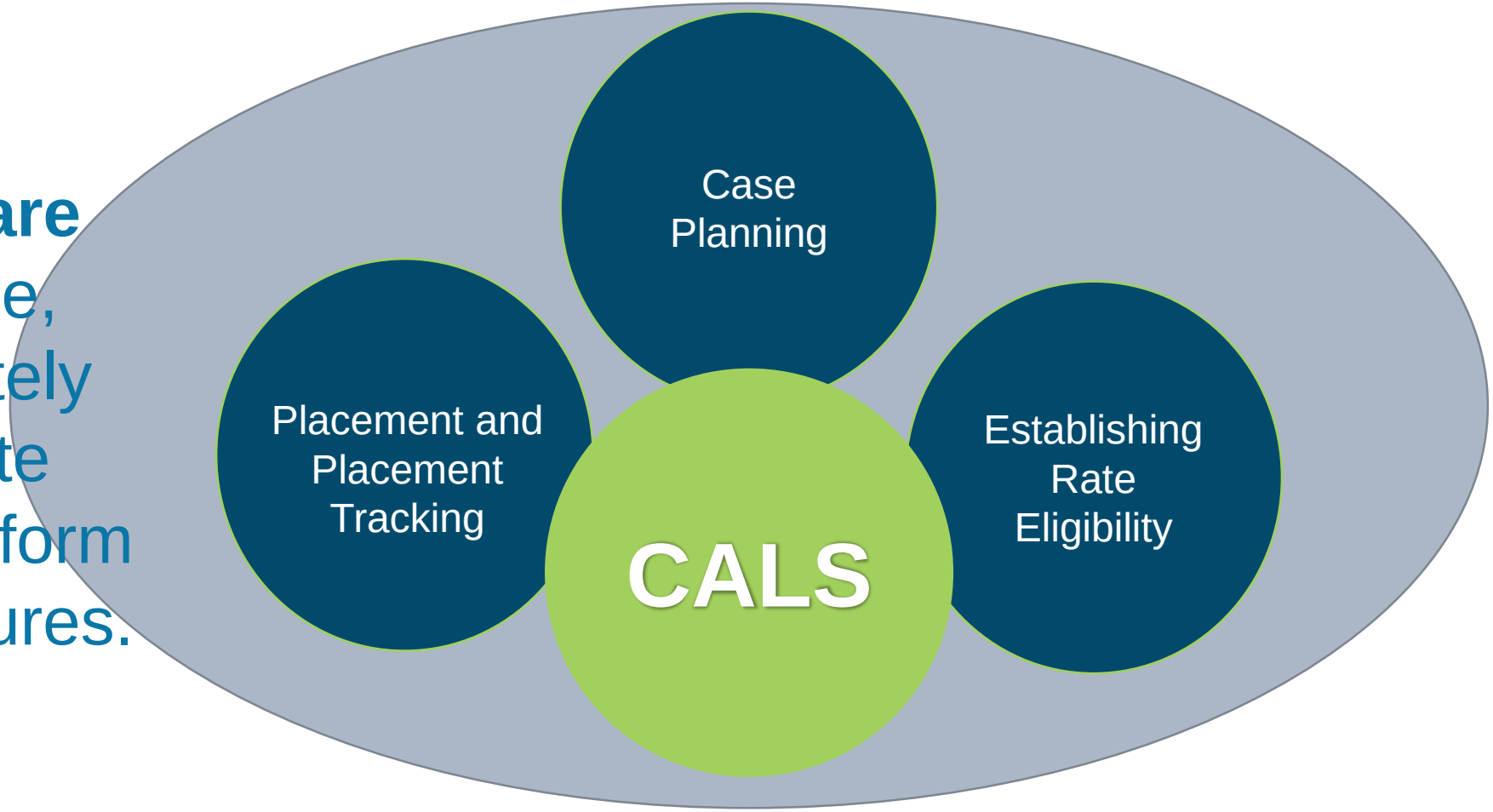


What's Out of CALS Scope?



What's Out of CALS Scope?

But these **are** in **NS** scope, and ultimately will integrate with and inform CALS features.



When Will We See What?

Wikipedia says that a prediction (Latin præ-, "before," and dicere, "to say"), or forecast, is a statement about an uncertain event. But… *here goes…*

Within 1-2 years:

Facility and Home Search

- Integrated view of CWS/CMS and LIS and FAS data, likely to include:
  - Capacity/children in placement
  - Compliance history
- **IN USE STATEWIDE**

RFA and Facility Licensing Tools

- Application & complaint processing, including:
  - Reduction of paper forms and manual data entry
  - Workload management
  - Cross jurisdictional collaboration
- Applicant/Approved Home and Licensee Self Service Portals
- **READY FOR IMPLEMENTATION**

Within 5 Years

Everything else

No one will be using CWS/CMS, LIS or FAS to support or perform the work of resource family approval or children's residential facility licensing. And we will have begun developing new ways of doing that work in NS which drive to both better Child Welfare outcomes and higher job satisfaction for the people doing that work.

How’s It Going So Far?

[Did I mention that a Service Manager’s job includes managing stakeholders’ expectations?]

Facility and Home Search

CALS JOURNEY	PROOF OF CONCEPT	SEARCH FOR HOME OR FACILITY	SEARCH RESULTS	HOME AND FACILITY PROFILE
FEATURES	• API Connection – Multiple Data Sources • Search & Search Results	• Search by: *- Home/Facility Address* *- Assigned LPA/RFAW* *- Facility/Home Number* *- Approving Agency* *- Facility/Home Name*	• Search Results as Determined by County/State SMEs • Display of Search Results (Usability Study)	• Determine Profile Content • Usability Study
STATUS	COMPLETE	IN DEVELOPMENT	IN DESIGN	IN DESIGN

Facility and Home Search

CALS JOURNEY	**PROOF OF CONCEPT**
FEATURES	• API Connection – Multiple Data Sources • Search & Search Results
STATUS	**COMPLETE**

- Developers have demonstrated the ability to query multiple data sources and return results simultaneously from more than one source
- See 3/14/17 Solution Demo (YouTube.com "CWDS Solution Demonstration March 2017", first 10 minutes)

Facility and Home Search

CALS JOURNEY	**SEARCH FOR HOME OR FACILITY**
FEATURES	• Search by: *- Home/Facility Address* *- Assigned LPA/RFAW* *- Facility/Home Number* *- Facility/Home Name* *- Approving Agency*
STATUS	**IN DEVELOPMENT**

- Search terms validated with C-Team in Iteration 2.1 and provided from Designers to Developers in Iteration 2.2
- In Iteration 2.3 Developers are writing queries to databases that mirror CWS/CMS and LIS data structure (but contain mock data) that retrieve based on these search terms

Facility and Home Search

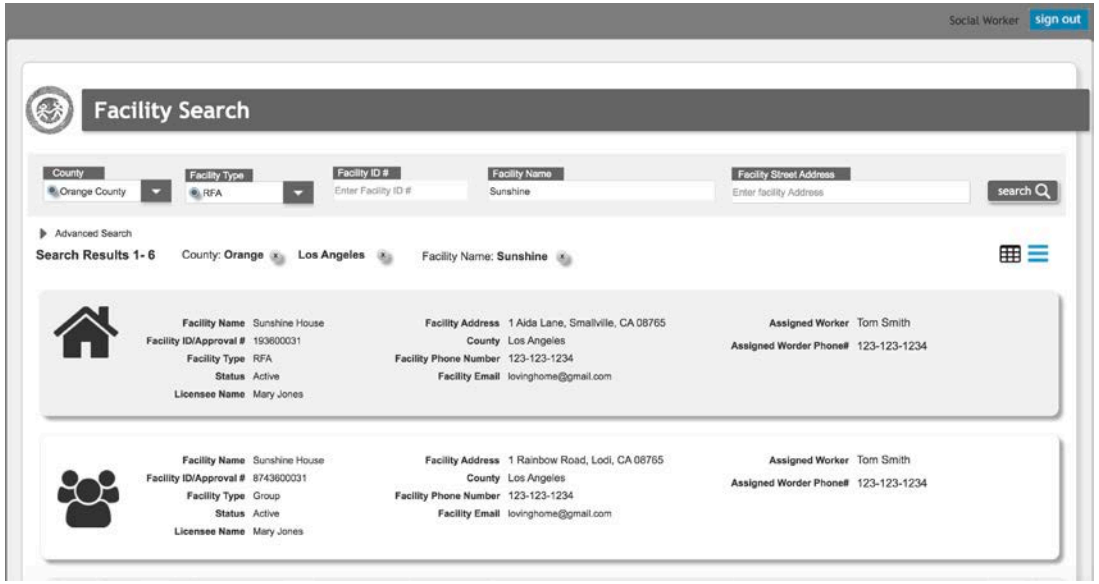
CALS JOURNEY	**SEARCH RESULTS**
FEATURES	• Search Results as Determined by County/State SMEs • Display of Search Results (Usability Study)
STATUS	**IN DESIGN**

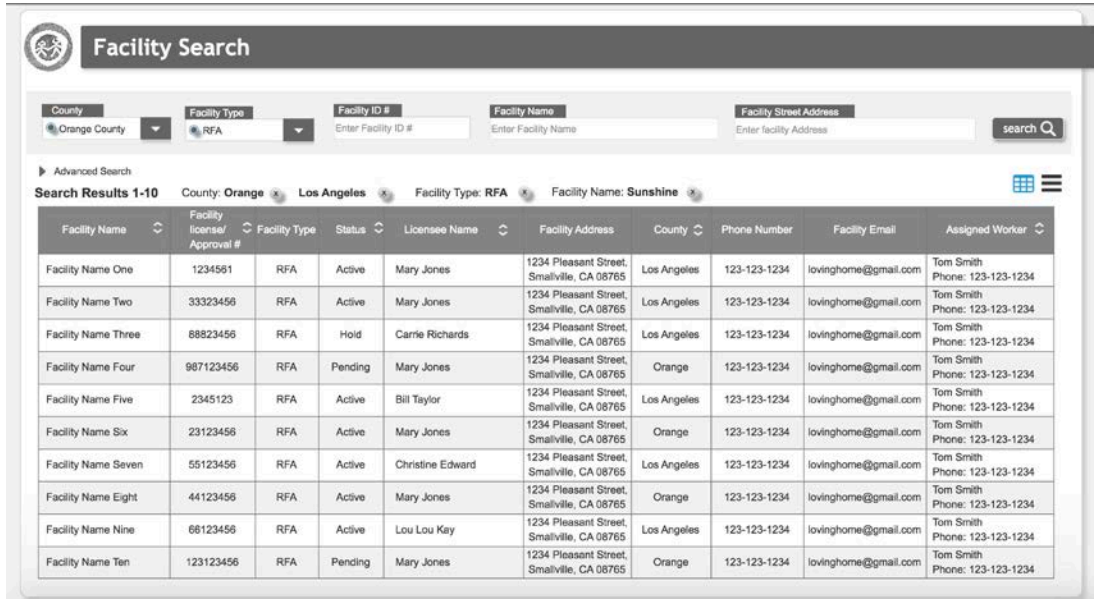
- Wireframe created by Designers for C-Team's usability assessment
- Requirements for Developers due this Iteration for creation of prototype that C-Team will be able to manipulate

Some definitions:

- Wireframes are "low-fidelity" representations of planned features to enable partially informed response to design and usability
- Prototypes are higher-fidelity and allow manipulation of the proposed features to gain more informed response

Search Results Wireframe





Facility Name	Facility license/ Approval #	Facility Type	Status	Licensee Name	Facility Address	County	Phone Number	Facility Email	Assigned Worker
Facility Name One	1234561	RFA	Active	Mary Jones	1234 Pleasant Street, Smallville, CA 08765	Los Angeles	123-123-1234	lovinghome@gmail.com	Tom Smith Phone: 123-123-1234
Facility Name Two	33323456	RFA	Active	Mary Jones	1234 Pleasant Street, Smallville, CA 08765	Los Angeles	123-123-1234	lovinghome@gmail.com	Tom Smith Phone: 123-123-1234
Facility Name Three	88823456	RFA	Hold	Carrie Richards	1234 Pleasant Street, Smallville, CA 08765	Los Angeles	123-123-1234	lovinghome@gmail.com	Tom Smith Phone: 123-123-1234
Facility Name Four	987123456	RFA	Pending	Mary Jones	1234 Pleasant Street, Smallville, CA 08765	Orange	123-123-1234	lovinghome@gmail.com	Tom Smith Phone: 123-123-1234
Facility Name Five	2345123	RFA	Active	Bill Taylor	1234 Pleasant Street, Smallville, CA 08765	Los Angeles	123-123-1234	lovinghome@gmail.com	Tom Smith Phone: 123-123-1234
Facility Name Six	23123456	RFA	Active	Mary Jones	1234 Pleasant Street, Smallville, CA 08765	Orange	123-123-1234	lovinghome@gmail.com	Tom Smith Phone: 123-123-1234
Facility Name Seven	55123456	RFA	Active	Christine Edward	1234 Pleasant Street, Smallville, CA 08765	Los Angeles	123-123-1234	lovinghome@gmail.com	Tom Smith Phone: 123-123-1234
Facility Name Eight	44123456	RFA	Active	Mary Jones	1234 Pleasant Street, Smallville, CA 08765	Orange	123-123-1234	lovinghome@gmail.com	Tom Smith Phone: 123-123-1234
Facility Name Nine	66123456	RFA	Active	Lou Lou Kay	1234 Pleasant Street, Smallville, CA 08765	Los Angeles	123-123-1234	lovinghome@gmail.com	Tom Smith Phone: 123-123-1234
Facility Name Ten	123123456	RFA	Pending	Mary Jones	1234 Pleasant Street, Smallville, CA 08765	Orange	123-123-1234	lovinghome@gmail.com	Tom Smith Phone: 123-123-1234

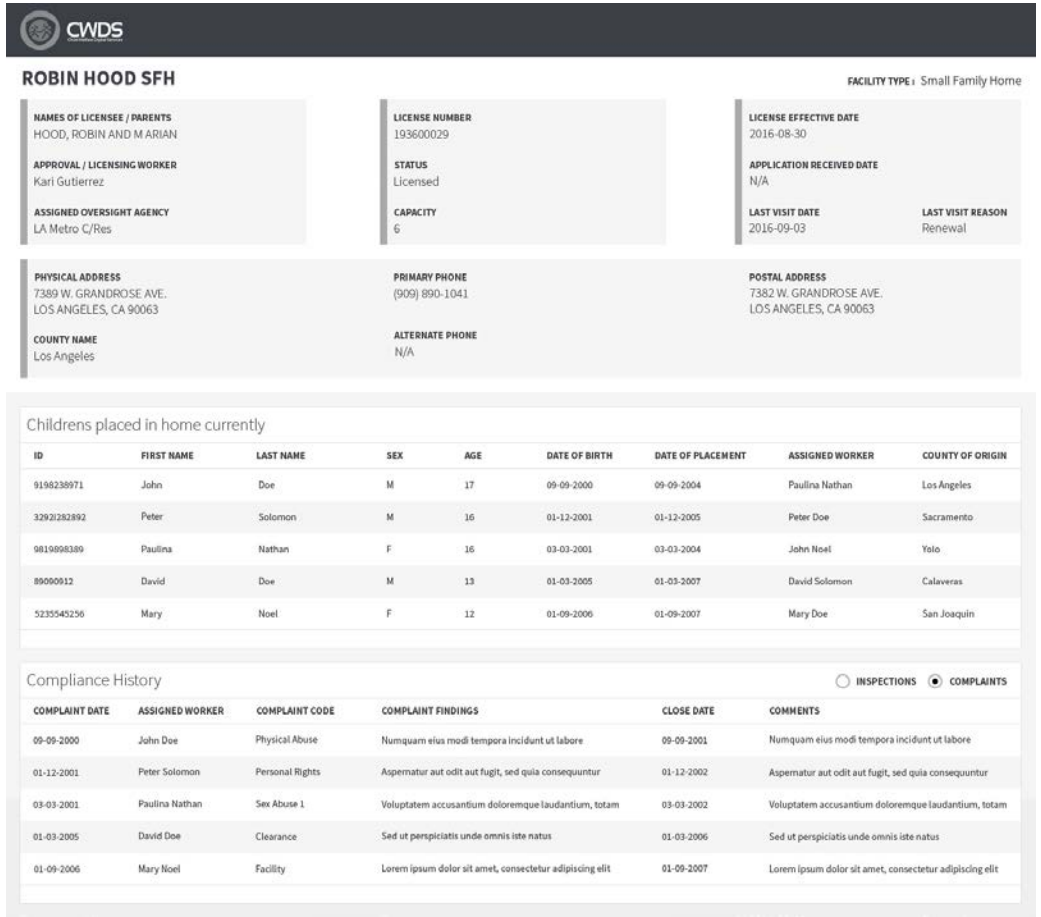
NOTE: These wireframes are early design (don't get attached). Ultimately, Search Results, as a System-wide feature, will be modeled not only on CALS' user needs but conform to NS style guidelines for search results across the digital services.

Facility and Home Search

CALS JOURNEY	**HOME AND FACILITY PROFILE**
FEATURES	• Determine Profile Content • Usability Study
STATUS	**IN DESIGN**

- Wireframe created by Designers for C-Team's usability assessment
- Requirements for Developers due this Iteration for creation of prototype that C-Team will be able to manipulate

Facility and Home Profile Wireframe



Focused right now on CALS' workers needs, but anticipating its availability to placement social workers, and across the NS user base.

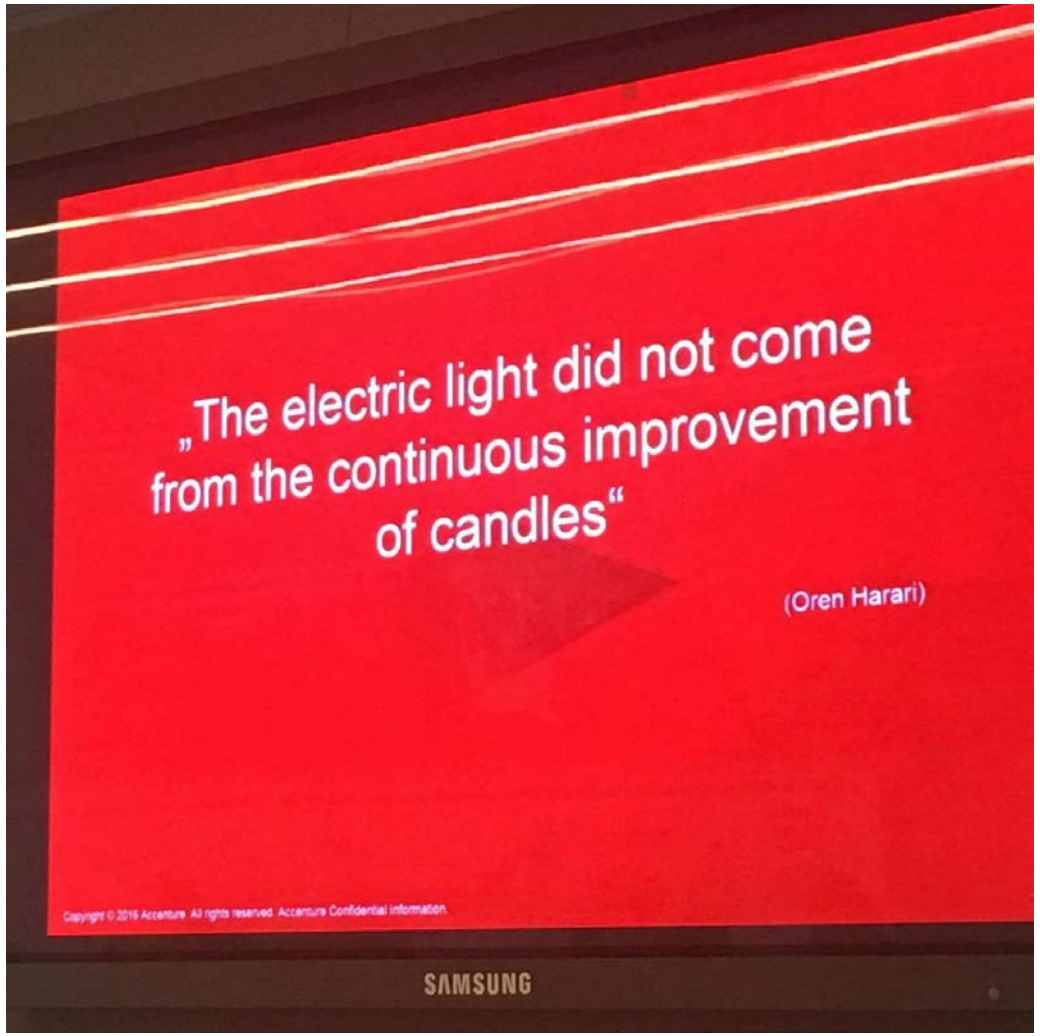
Meanwhile…

IN DESIGN

RFA and Facility Licensing Tools

- Application & complaint processing, including:
  - Reduction of paper forms and manual data entry
  - Workload management
  - Cross jurisdictional collaboration
- Applicant/Approved Home and Licensee Self Service Portals

Purpose of User-Centered Design:

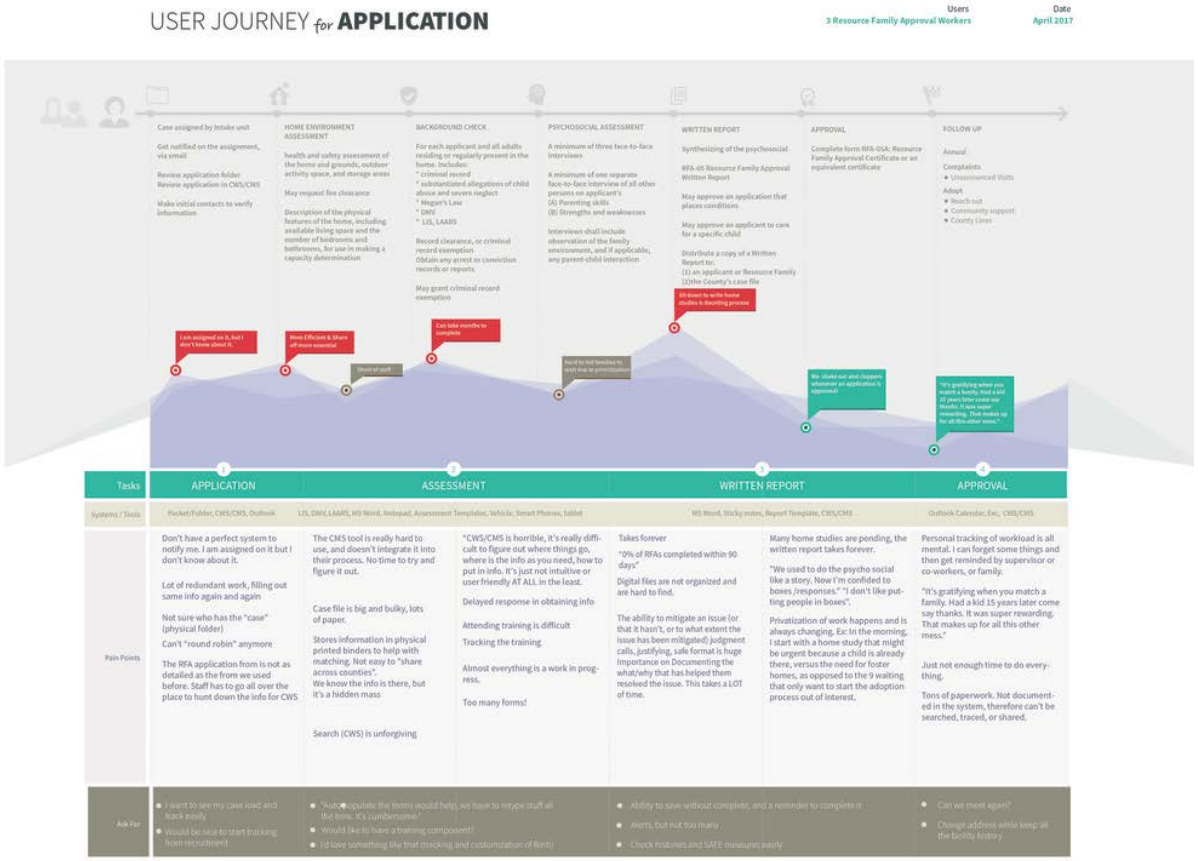


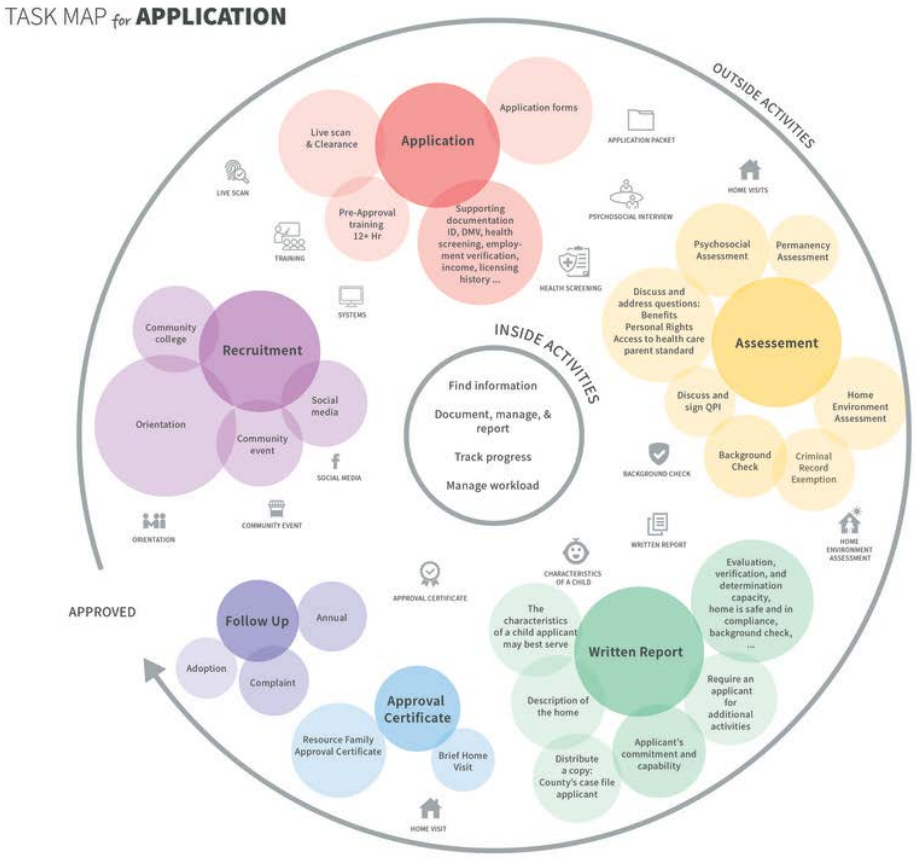
Research to date:

- 10 Locations Visited
  - 6 County Offices
  - 4 CCL Locations

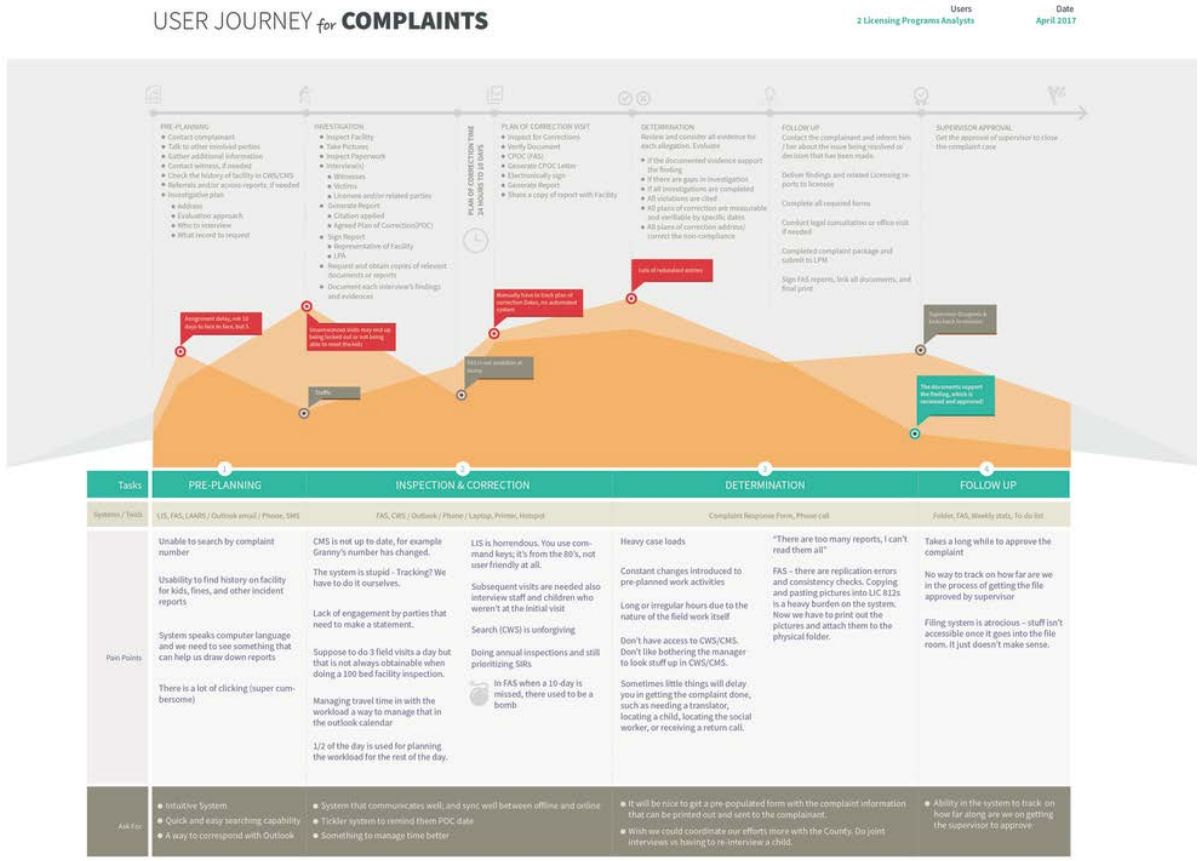
- 45 Interviews held
- 21 different roles & responsibilities interviewed
- 160+ collective hours of data collection

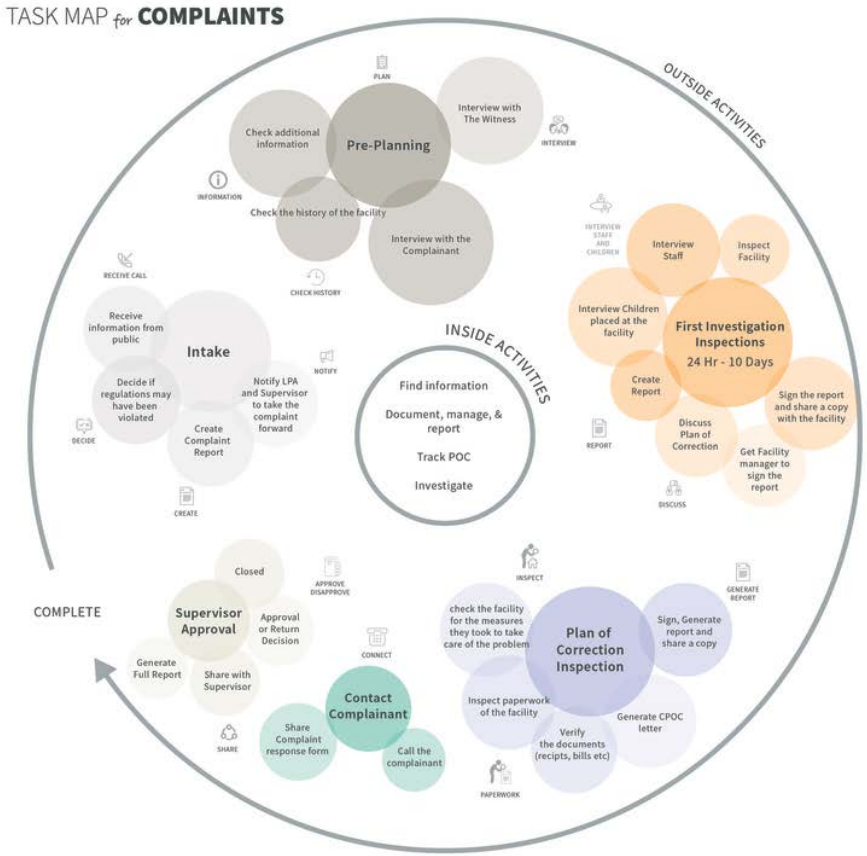
Research to date - Review of key findings



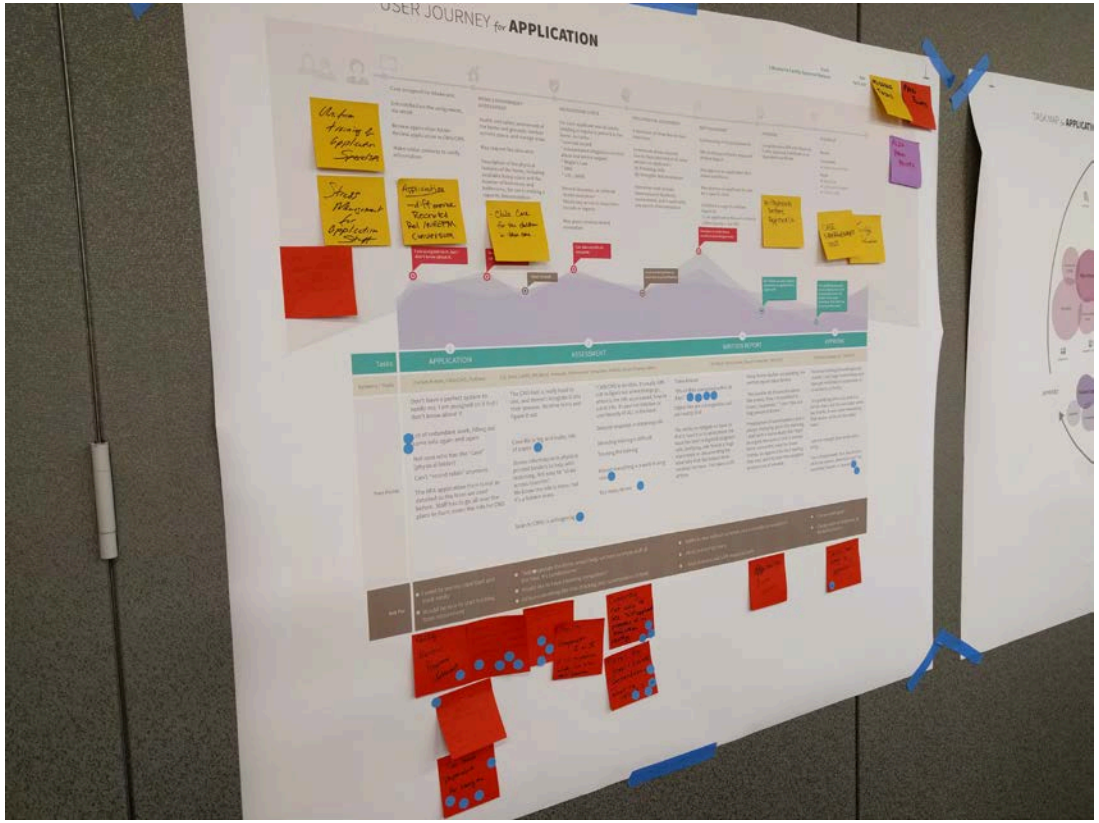


Research to date - Review of key findings





Research to date – C Team Response

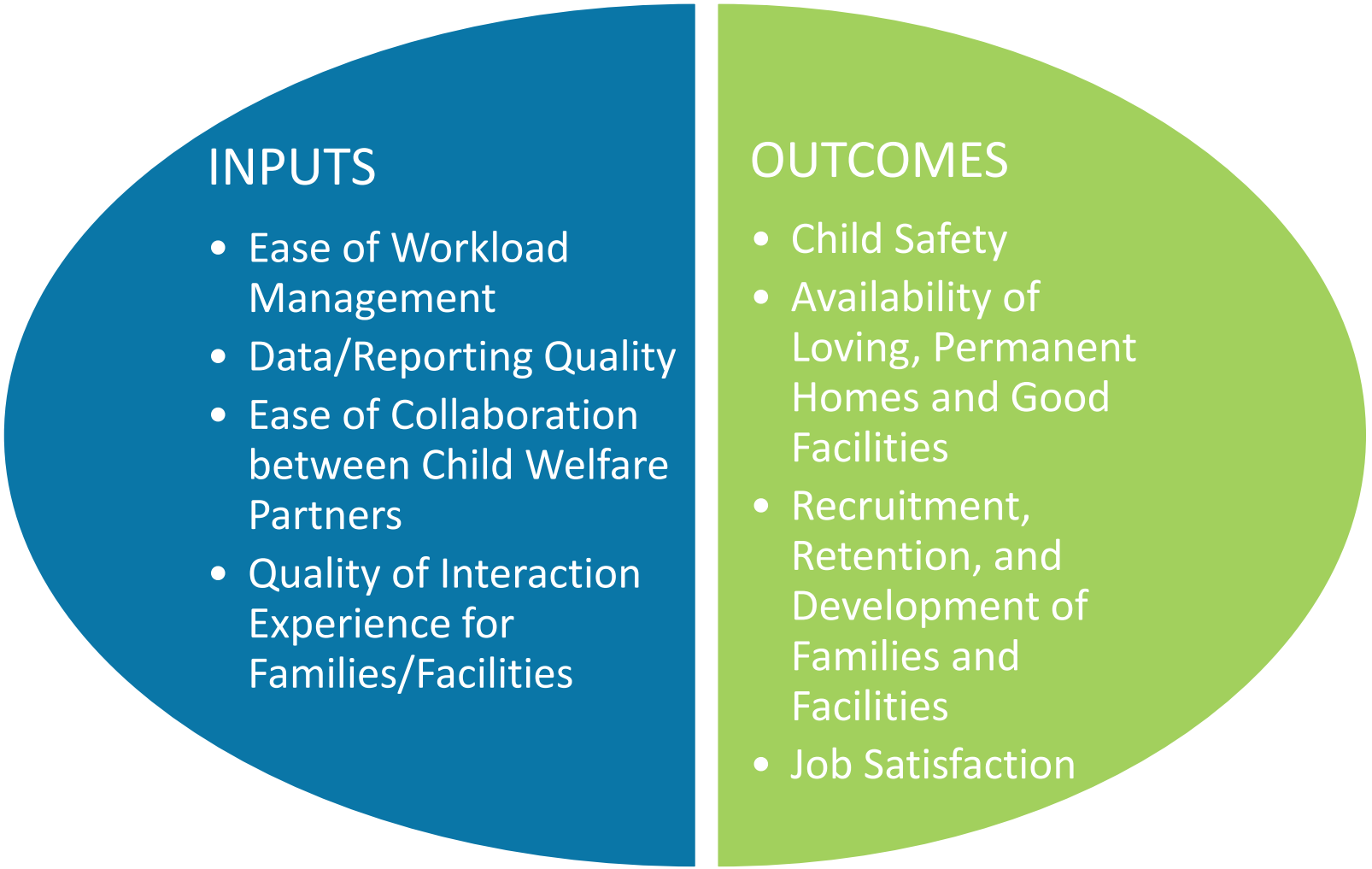


- Correction
- Validation
- Ranking of pain points

Research to date – C Team Response

- Ranking of first problems to solve (raw results)

Research to date – Business Values



Next steps

- Validation Visits
- Ideation (Brainstorming)
- Wireframes, prototypes

Watchpoints Ahead

- Back end/API support
- Three legacy systems/data reconciliation
- Competing client priorities/needs

Viewpoints from C Team

(Core Constituents Stephen Kim from Community Care Licensing, and Ayse Dogan from San Mateo County share their perspectives and experience)

Stephen Kim

Technical Support Program Analyst
Community Care Licensing Division
Department of Social Services

Analyst with the **Technical Support Program (TSP)** of the **Quality Assurance, Advocacy, and Technical Support Bureau (QAATS)** (pronounced “CATS”) of the **Community Care Licensing Division (CCL)** since September 1 of 2015.

Before that, Licensing Program Analyst with the Culver City Children’s Residential Program Region Office for a year.

Prior to entering state service, Foster Care Social Worker for a Foster Family and Adoption Agency for thirteen years.

Graduate studies in clinical psychology and philosophy.

“As an Analyst, I value the importance of critical thinking and clarity in the delivery and exchange of important ideas and feedback.”

Stephen Kim

- **Introduction**

  In order for the CALS project to really succeed, our process of prioritization must converge under a well-thought-out theoretical framework that binds the ideas contributed in a purposeful, meaningful, and logically consistent manner.

- **Concept of Teamwork**

  A meaningful convergence of ideas amongst the different teams jointly invested in the success of this project can only happen where the team members engage in a “meeting of the minds”—doing their best to leave their own framework of reference (“comfort zones”) in order to immerse themselves in the thinking processes of the other teams.

- **Final Thoughts**

  This project, by its unique driving methodology of transparency, feedback-centeredness, and removal of needless barriers, has the great potential to be a catalyst or a “model” for greater cooperation between the agencies singularly invested in the welfare of children, but as yet not fully integrated in their joint operational efforts.

Ayse Dogan

Resource Family Recruitment
Approval & Training Supervisor
San Mateo County Human Services Agency

24 years in Child Welfare

14 years as a Social Worker in a variety of work capacities

10 years as a Social Worker Supervisor

Ayse Dogan

- **Changes and Experience**

  “I try to take one day at a time, but sometimes several days attack me at once.”

  - Jennifer Yane

- **Today Forward**

  “Life is like riding a bicycle. To keep your balance, you must keep moving.”

  - Albert Einstein

Questions?

For more information: CWDSCALS@osi.ca.gov