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Summary of the Bidder's Understanding of the Project Scope

Section 3

RFP reference: 7.2.3 Summary of the Bidder's Understanding of the Project Scope, Page 62

Deloitte brings sound understanding of Delaware's vision to transform delivery of services to an Integrated Children Services model. We bring our HHS transformation experience and expertise in service delivery transformation to help Delaware move to the next generation of service delivery for its children. We bring firm commitment to your vision, goals, needs and objectives and are uniquely positioned to help you meet them.

The State of Delaware Department of Services for Children, Youth and Their Families (DSCYF) has embarked on a journey to implement an **integrated case management** system to bring their three core service divisions under the umbrella of a single integrated services delivery model for children and their families. While certainly in the right direction, the journey is a daunting one; having a partner that understands the intricacies and challenges of this journey is paramount to department's success. Over the next 20 months, we work closely, side by side, with

section HIGHLIGHTS

- Deloitte HHS experience aligns with DSCYF goals to transform delivery of children services.
- Deloitte's cross programs experience and national eminence in children services uniquely positions DSCYF to be successful.
- DSCYF benefits from Deloitte's recent transfer of DC FACES.NET to Alabama FACTS, a system experience similar to Delaware's FACTS II needs.

you to help you achieve your vision and transform the service delivery for children and families of Delaware. Deloitte has been a vendor of choice nationally for states that have embarked on a similar journey.

Deloitte has a dedicated State Government practice with dedicated practice areas, making it one of our largest industry practices. We serve as a **trusted advisor** to several of the largest state government agencies in the United States. Our state government practice specifically focuses on child welfare, integrated eligibility, child support, child care, behavioral/mental health, law and justice, and education segments. This structure and individualized focus on segments provides the opportunity for our practitioners to have deep knowledge across multiple programs – a characteristic that we feel is vital to achieving your vision. With over 7,000 devoted State Government practitioners working across the nation, DSCYF can be confident that we have knowledgeable and “ready trained” staff available to meet the current and future Delaware FACTS II staffing needs.

Our practitioners are a talented group of cross functional experts who have dedicated their careers to serving State Government clients. Working within Deloitte’s State Government practice is not just a stop within an individual’s career path, but rather a destination for many and a continual experience that allows practitioners to learn and share with each other and our clients. Our practitioners have worked on multiple HHS programs like child welfare, child behavioral/mental health, child care, early learning, and juvenile justice solutions. This cross-program knowledge and experience gives our team the “Right” program and technical skills needed to achieve your vision. In fact, our proposed Delaware FACTS II project team brings social service system implementation experience nationally, which provides DSCYF with leading practices and lessons learned across the nation. Further, DSCYF benefits from our advisors and national experts that include:



Dr. Wade Horn, former assistant secretary for the Administration for Children and Families (ACF) at the U.S. Department of Health and Human Services. As needed, Wade serves as the project advisor and provide policy, program, and funding advice to the State.

“Deloitte boasts myriad strengths in its State Government practice. The firm recruits top industry veterans as advisors and directors, leveraging their deep industry expertise.”

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Public Sector Consulting
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Arun Natesan, a nationally recognized SACWIS, and child care expert, is a lead Principal of our Integrated Children Services practice that has led implementation of large, complex Health and Human Services projects across the nation. Arun serves as the project quality assurance principal to monitor the overall delivery of the project.



Nicole G. Fuller, proposed Project Manager who is nationally recognized as a SACWIS expert, is a Principal in our Integrated Children Service practice who has led the delivery of SACWIS, child care, and early learning solutions since 1998. Recognizing the importance of Delaware’s initiative

and our long standing relationship with the State, Nicole serves as the day to day project manager for this engagement.



Harvey P. White, a practitioner within the Health and Human Services practice of MAXIMUS has local Delaware program knowledge from his work managing FACTS I in child welfare, juvenile justice, and behavioral/mental health. Harvey has been serving DSCYF as FACTS project leader and transitions into the Integrated Case Management Subject Matter Expert (SME) in the delivery of Delaware FACTS II.

Our team is not new to Delaware; Deloitte has been serving the Delaware Department of Health and Social Services (DHSS) with distinction for nearly **13** years on DCIS II. We understand DHSS programs, business model, citizens, and culture. In addition to regular production maintenance, Deloitte is currently working with DHSS to implement a SNAP notices redesign initiative and selected high-priority SNAP enhancements. These changes facilitate adherence to SNAP policy and enhance communications between DHSS and the citizens of Delaware. We were recently awarded to upgrade your DE ASSIST self service solution by transferring our **PA COMPASS, a proven .NET solution.**

Our Partner for the delivery for FACTS II, MAXIMUS, has been serving DSCYF **since 1993** as the original FACTS I implementer (MAXIMUS purchased PSI), and in recent years as the FACTS I maintenance vendor. Our partnership with MAXIMUS for the delivery of FACTS II uniquely positions us as the team with the legacy system knowledge and the transfer solution knowledge – providing the lowest risk for DSCYF. Additionally, our combined team provides us with a deeper understanding of the challenges you face today and deliver a solution that addresses those challenges. With top industry talent, a dedicated team of State Government professionals, partnership with MAXIMUS, and history with Delaware we are confident that our team is best suited to turn DSCYFs vision into a reality.

Deloitte Features	Benefits to DSCYF
National leader in Health and Human Services and Children Services Delivery transformation.	<ul style="list-style-type: none"> DSCYF gains by selecting a partner that is nationally recognized for delivering solutions that have transformed the human services delivery across the nation.
A fully integrated, production proven, .NET based SACWIS compliant solution.	<ul style="list-style-type: none"> DSCYF gains implementation confidence through a solution that is in line with your mission, vision, and integrated services goals.
A team you know and trust.	<ul style="list-style-type: none"> DSCYF gains by selecting a team they already know and have worked with – Deloitte and MAXIMUS.

Table 3-1. Deloitte’s FACTS II project Features and Benefits.

In this section, we start by providing our understanding of your mission, vision, needs, and objectives. Then we demonstrate our experience that is relevant to your needs and objectives, followed by a discussion of key features and functionalities of our proposed solution to address the challenges you face today with your FACTS solution. Throughout we demonstrate that the Deloitte team, with MAXIMUS as our teaming partner is the most

qualified team to deliver DE FACTS II and transform the delivery of your services. Finally, we wrap up this section with a discussion of success we have had in the past with implementations similar to FACTS II.

Deloitte's Understanding of DSCYF's Mission, Vision, Needs and Objectives

RFP reference: 7.2.3 Summary of the Bidder's Understanding of the Project Scope, Page 62

This section should describe the Bidder's understanding of DSCYF's mission, vision, needs, and objectives as related to the development of the FACTS II software solution. Bidders must provide enough detail in this section to confirm that their organization understands the Integrated Children's Services business model and can provide a software solution that successfully supports this business model.

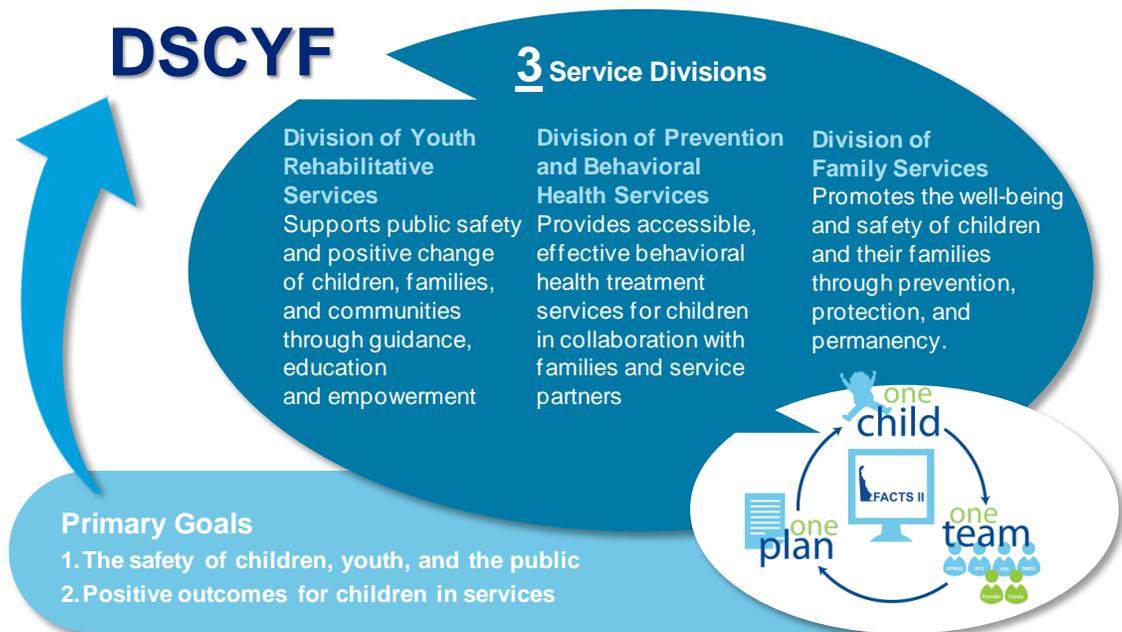
In recent times, as a result of growing population and a more recent economic downfall the demand of social services has experienced a sudden increase. Delaware citizens are incorporating automated tools into their daily lives at a rapid rate. All around them, commercial businesses deliver personalized, collaborative and intuitive experiences and citizens expect the same from government. As a consequence, government agencies are under an increased pressure to provide similar personalized human services. In response to this demand, Social Service agencies are beginning to develop convenient, efficient and client-centric service models.

The DSCYF are on a proactive journey toward Integrated Children Services delivery model, a course that yield tremendous benefits in the upcoming years.

Mission and Vision

Deloitte understands DSCYF's mission is to assist children and families in making positive changes with services that support child and public safety; mental and behavioral health; and individual, family, and community well-being. We further understand that DSCYF's vision is to build the best foundation, determining their children have the brightest future. After all, our children are our future, our responsibility. Deloitte understands that social service agencies like DSCYF who have multiple programs that serve the same client populations provide the opportunity for overlapping services and multiple agency staff being involved with one child and their family. These "Stove Pipe" service delivery models often lead to fragmented and costly service delivery. To stream line its service delivery and bridge the gap, between programs, DSCYF is making a move towards an integrated children services delivery model – a vision that can best be summarized as "One Child, One Team, One Plan". This mission and vision speaks to why DSCYF exists, sets priorities, defines activities and identifies the populations served. It serves as the principle and context for formulating the One Child, One Team, One Plan vision of focusing on one entry point for services that fosters DSCYF unification, as well as guides the objectives for this RFP and the FACTS II project.

To serve its constituents, the Department is comprised of three core service divisions - the Division of Family Services (DFS), the Division of Prevention and Behavioral Health Services (DPBHS), and the Division of Youth Rehabilitative Services (YRS). Each service division is responsible for providing their respective set of child welfare, child mental health, and YRS services all of which are geared toward achieving safety, well being, permanency, and positive outcomes for children and youth in service.



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Figure 3-1. Deloitte’s Understanding of DSCYF’s Mission and Vision.

DSCYF is comprised of three divisions, each with common vision of One Child, One Team, One Plan.

The problem realized by Delaware is common across many states; various agencies providing services for the common client lack the interaction necessary to provide those services in a cohesive manner – often resulting in fragmented and duplicated service delivery with accountability distributed across divisions. To close this gap of service delivery, we understand that DSCYF strategically has decided to move toward an Integrated Children Services delivery model.



Figure 3-2. One Child, One Team, One Plan.
 The integrated child services model.

This **delivery model** integrates child welfare, child behavioral/mental health, and juvenile justice under a single case management umbrella for at risk children and their families. Under this model, the child is known in a single system, have a single cohesive team of case workers which may consist of a child protective services case worker, a court appointed case worker, and/or a mental health case worker, and a single service plan providing a gamete of services across agencies. Again, a concept best explained in your RFP – “**One Child, One Team, One Plan.**”

The child welfare, juvenile justice, and child behavioral/mental health programs, are separate programs, however, they share many service delivery commonalities and clients making them ideal candidates for **integrated services delivery model**.

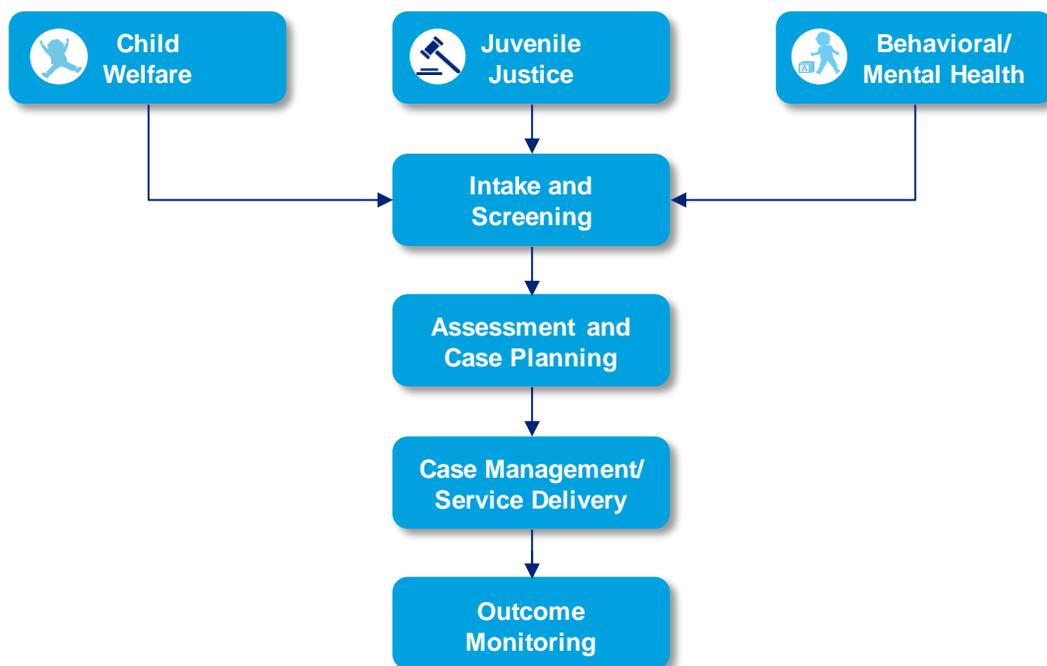
The **child welfare** program’s primary goal is the safety, well-being, and permanence for children. At a high level, the child welfare business process starts with an intake of suspected abuse and/or neglect report. Upon initial screening the report may be accepted for further investigation, rejected, or referred to another agency. The reports that are accepted undergo an initial service screening process to determine the type of services that might be needed for the child and/or family. Next, a detailed assessment of child and/or family’s strengths and needs is performed. Based on the outcome, the service planning is conducted and the exact set of services needed for the family is identified. At this stage, the identified services are provided to the child and/or family through appropriate service and/or community based providers.

The **juvenile justice** program’s primary goals is to provide the necessary services to delinquent youth to help them develop the positive social and vocational skills necessary to lead more crime-free lives. At a high level, the juvenile justice business process starts with a court intake. The court intake process is used to capture initial information about a youth when a new incident or referral occurs. The court liaison completes the initial intake documentation received from the court and referring parties, which could be law enforcement, courts, schools, parents, or other community members. Upon initial screening and acceptance, the court liaison may conduct initial interviews with concerned parties, arresting officer, complainant, parent, and youth, to gather background information about the youth in order to determine placement needs if the youth is placed in DSCYF’s custody or to determine services to be provided if a youth is placed on probation or diversion. An initial recommendation for action or placement is made by the court liaison concluding the intake process. Next, a detailed assessment of child and/or family’s strengths and needs is performed. Based on the outcome, the service planning is conducted and the exact set of services needed for the family is identified. At this stage, the identified services are provided to the child and/or family through appropriate service and/or community based providers.

The **child behavioral and mental health** program’s primary goal is to provide prevention services for at-risk children and youth, as well as facility and community based treatment services for mentally ill, emotionally disturbed and substance abusing children, youth and their families.

Similar to the child welfare, and juvenile justice programs, the child behavioral mental health program process also starts with an intake, followed by an initial assessment, strengths and needs determination and finally appropriate service delivery that may include the use of community based providers or facilities.

After reviewing each program at a micro level and moving to a macro view, commonalities are easily identifiable – each program starts with some form of an intake and screening, followed by assessment and case planning, then moves on to service delivery and case management and finally outcome monitoring. This is not to suggest that these programs are identical but merely that the process commonalities outweigh the differences – making them an ideal candidate for integrated service delivery model.



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Figure 3-3. Process Commonalities.

Child Welfare, Juvenile Justice, and Behavioral/Mental Health programs follow similar process.

Further, the client population being served by these programs often requires intervention from more than one agency. For example, the child may enter the “door” through YRS track and assessment may reveal that the child’s behavior is a result of abuse and neglect occurring at home. In such situation, the case needs to be referred to the child welfare agency for intervention and service delivery for the child and family. The child in question may have a case worker and a probation officer assigned to his/her case at the same time. Similar situations can and do occur for child entering the “door” through mental health program channel. To effectively deliver services to such population an integrated and child centric delivery approach must be adopted. This is the summation of agency’s move towards a “One Child, One Team, One Plan” vision. Having an integrated case management system that can support this vision is paramount to DSCYF meeting the new mission and strategic vision of the department.

Deloitte Meets Delaware's Needs

The current legacy FACTS application was developed during the early formation of the Department in a “stovepipe” model where each agency viewed its client as unique and as a separate “case” even if the cases included the same people. Such fragmentation is not only costly in terms of resources spent, but is inadequate to successfully meet the needs of the child and family or provide successful outcomes. Additionally, the data necessary to measure costs and outcomes is both fragmentary and difficult to retrieve in a useful fashion.

In line with Department’s mission and vision, the State of Delaware and DSCYF are moving toward **an Integrated Child Services** approach that integrates child welfare, child behavioral/mental health, and YRS programs under a single case management umbrella for at-risk children and their families. To support this move, through this RFP DSCYF is requesting a new solution that supports its emerging integrated business model. The Department needs a case management system that is child centric, family focused, and can track services across child welfare, juvenile justice, and behavioral/mental health programs. The Delaware FACTS II system should facilitate the single Case Management approach empowering team members to provide appropriate service delivery by capturing the data necessary to inform the delivery and measure success. As well stated in your RFP, “Families do not care where a service comes from or who is paying for it. They care if the service meets their needs and if it is implemented in a timely manner”. This basic philosophy embodies the need for an integrated child services delivery model, and a system that supports it.

To support this integrated child services business model, the FACTS II solution must be both – **fully integrated**, and **yet flexible** enough to support the specific data collection needs of each of your divisions. Deloitte’s proposed Delaware FACTS II solution provides both the full integration and the flexibility required to support the needs of your service divisions. Our proposed solution, discussed in greater detail in *Section 4.2 – Functional Requirements*, is the mechanism that promotes efficient accessibility and effective management of related assessment, planning, service and outcome information necessary for your service divisions to meet their responsibilities and achieve their goals. Our proposed transfer solution, nation’s only federally assessed .NET SACWIS solution, **DC FACES.NET** is a comprehensive Web-based SACWIS solution that has been transferred to two states and modified to include other programs, like juvenile justice in Allegheny County PA, Adult Protective Services and Medicaid eligibility in the State of Alabama. We understand the business needs of your individual divisions and our proposed solution provides the functionality necessary to meet the individualized as well as common needs of your divisions. The table below provides a high level set of functionality offered by our transfer DC FACES.NET solution and its applicability to each of your divisions. For detailed functionality of the solution, please see *Section 4.2*.

Key DE FACTS II System Functionality	Deloitte Meets FACTS II Requirements			
	Supports DFS	Supports DPBHS	Supports YRS	Supports DMSS
 Referral	X	X	X	
Intake & Screening	X	X	X	
Assessments (Risk, Family, Safety)	X	X	X	
Investigation	X	X	X	
 Person Management	X	X	X	X
Demographics	X	X	X	
Finances	X			X
Health	X	X	X	
Education	X	X	X	
Employment	X	X	X	
Client Merge	X	X	X	
 Case Management	X	X	X	
Case Summary	X	X	X	
Case Closure	X	X	X	
AFCARS/NCANDS	X			
 Service Planning	X	X	X	
Risk and Family Assessments	X	X	X	
Safety Plans	X	X	X	
Service Plans	X	X	X	
Permanency Plans	X	X	X	
 Service Delivery	X	X	X	
Ongoing Services	X	X	X	
Service Management	X	X	X	
Home Removal	X	X	X	
Placement	X	X	X	
Court Processing	X	X	X	

Key DE FACTS II System Functionality	Deloitte Meets FACTS II Requirements			
	Supports DFS	Supports DPBHS	Supports YRS	Supports DMSS
 Financial Management				X
Accounts Payable				X
Accounts Receivable				X
Client Accounting				X
Eligibility				X
Fiscal Administration				X
 Provider Management	X	X	X	X
Provider Contracts				X
Service Delivery	X	X	X	X
Provider Licensing				X
Resource Directory				X
 Staff Management	X	X	X	
Workload Management	X	X	X	
Staff Directory	X	X	X	
 Quality Assurance	X	X	X	X
Administrative Reviews	X	X	X	X
Case Reviews	X	X	X	
 Common Functions	X	X	X	X
Navigation	X	X	X	X
Security	X	X	X	X
Search	X	X	X	X
Alerts	X	X	X	X
Calendar	X	X	X	X
File Cabinet	X	X	X	X
Data Quality Checks	X	X	X	X
Approvals	X	X	X	X

Table 3-2. Deloitte’s proposed Delaware FACTS II solution provides the integration necessary to support DSCYF agencies.

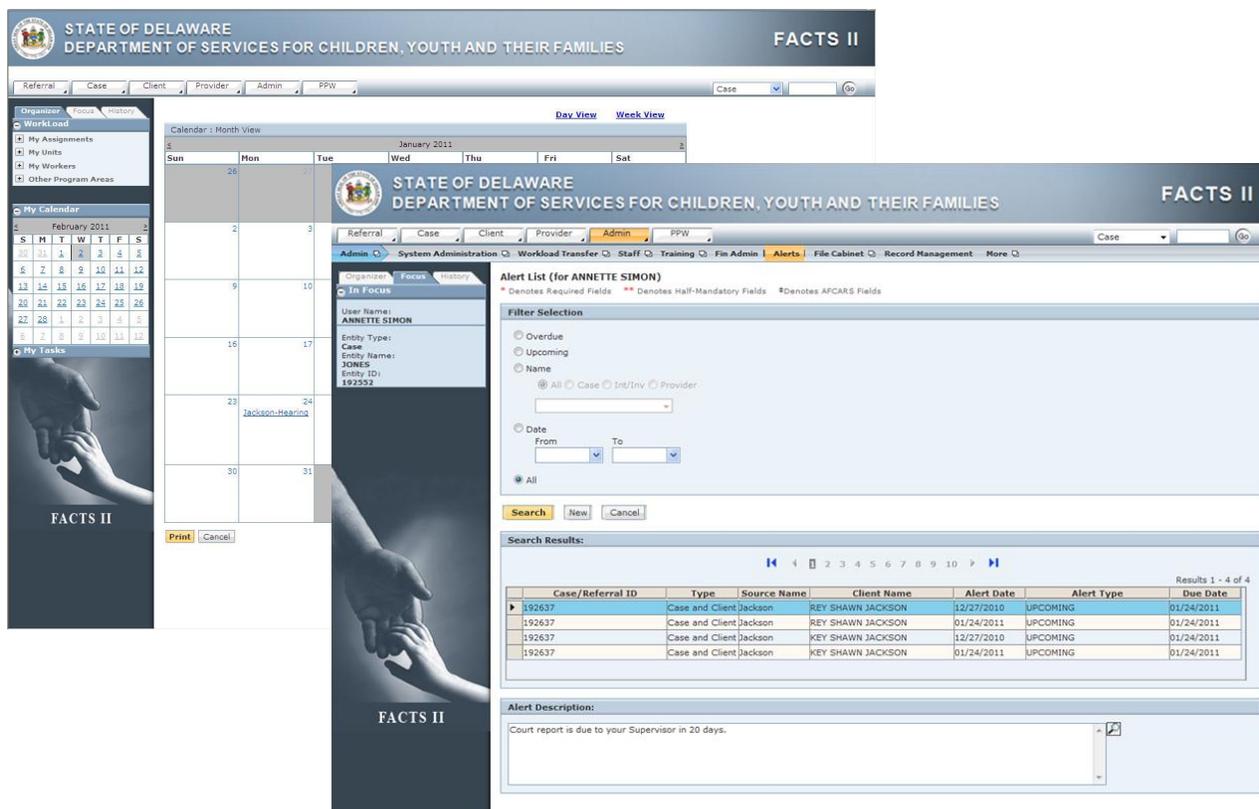
To further demonstrate our understanding of your needs and how our proposed Delaware FACTS II solution helps meet those needs, we provide life like SACWIS case study that demonstrates the varying needs a Delaware case worker has throughout the day and how Delaware FACTS II supports those needs while upholding your integrated service principles.

Our case study takes us through a day in the life of a treatment worker – Mary Turner. Throughout this case study, we provide references to how our proposed solution empowers Mary Turner in completing her duties, while upholding your principles and meet her varying needs.

Deloitte Case Study – A Day in the Life of a Treatment Worker

Mary Turner is a Treatment worker for the Division of Family Services in the Department of Services for Children, Youth and Their Families (DSCYF). Her responsibilities are diverse, as she must manage both child and family needs during the delivery of treatment related services by DFS. Mary must also manage a case load involving multiple children and families as well as contributing to the service delivery needs of clients being served in unison with the child mental health and juvenile justice programs of the department. Services vary based on client needs and family composition and require good planning and organizational skills. The FACTS II solution supports the daily case management responsibilities of the worker.

Its **8:30 am** on a Thursday morning. At the start of the business day, Mary logs into the Delaware FACTS II system to review any notifications or alerts. She can display them based on their priority or their scheduled due dates or simply look at the day's activity via her calendar. **Notifications and alerts** may be related to client case activities, such as plans that are due, her participation in planning with other divisions, assessments that need to be completed, new client assignments, related IV-E eligibility applications, and her own notifications that she has created to maintain her organizational efficiency. These notices or alerts may be generated by the system and directed to her or may be forwarded to her based on another case management action by another caseworker.



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Figure 3-4. Calendar and Alerts Inbox.

The fully integrated calendar and alerts inbox gives users the most up to date information in a logically structured manner.

Mary sees that one of her notifications is a new assignment of a client to her caseload and that the client was placed in emergency foster care the night before. This is a critical factor and requires Mary to quickly and efficiently assess the situation and make any necessary changes to placement to create a more stable environment for the client. While this is a top priority for Mary in the morning, she is also scheduled for two family contact sessions in the field with families in the city of Wilmington, in a drug area that is noted for high crime. She needs to coordinate her visits to the homes with a police escort and needs to communicate this to the Wilmington Police for scheduling before 10am. Mary notifies the Wilmington Police department via a web link access portal and awaits their confirmation. Mary is also responsible for completing a Plan for Child in Care for another client as well as updating a Service Plan for still another client and their family. She needs to also update documentation related to the Termination of Parental Rights Petition that was initiated the day before. Additionally, she informed a Foster Parent provider that she would determine their first months foster care payment check was issued on time.

Mary focuses on the new assignment that she has received. While she is accessing information in Delaware FACTS II, she receives an email response that the police escort her to the afternoon family visits. Now she focuses on her **first priority** - to become familiar with the client via any information that Delaware FACTS II may have available for

her to review. She **searches** for the client and finds the quick details of client directly in the search results section of the client search screen and then quickly reviews the address, client relations, cases, referrals, court, removal, placement, and permanency goals information for the child where such information exists. This information is a summary of details collected by any of the three divisions where they have been responsible for the client. It is dynamic information so that if some case management activity is updated later this morning she is able to see the results when she checks back in or if it is something critical, she may receive an alert notice. She then proceeds to review the client's education information and as she reviews this she observes that they have been classified as special education and on their medical information they are taking ADHD medications.

Client Search
 * Denotes Required Fields ** Denotes Half-Mandatory Fields #Denotes AFCARS Fields

Search Criteria

Search Type
 Client Search Adoptive Client Search Threshold(1%-100%) 79

Client Characteristics
 Client Characteristics
 First Name: [] Middle Name: [] Last Name*: SMITH
 Birth Date: [] Gender: [] Race: []

Address
 Address
 Street #: [] Street Name: [] Suffix: []
 Quadrant: [] City: [] State: []

SSN
 SSN FACES Client ID FOCUS Client ID Social File/XREF #

Search Results
 Results 1 - 4 of 4

Client ID	First Name	Mid Name	Last Name	Date of Birth	SSN	Duplicate	% Match
846045	JIM		SMITH	01/01/1975		<input checked="" type="checkbox"/>	89
845150	TOM		SMITH		- -	<input type="checkbox"/>	89
830755	GRACE		SMITH			<input type="checkbox"/>	88
845182	JOHN		SMITH	12/27/2010		<input type="checkbox"/>	86

Info
 Address | Relations | Case(s) | Referral(s) | Court | Removal | Status | Placement | Perm Goal

Name: JIM SMITH Date of Birth: 1/1/1975
 SSN: [] Creation Date: 1/30/2011
 Address: [] Gender: Male
 Race: []

Known Aliases

Type	Name

Search [] Show [] Clear [] Cancel []

DE_SACWIS-322

Figure 3-5. Client Search Screen.

The client search results screen provides quick access to key client information.



*The client search results screen embodies your integrated services principle of **child centered and family focused**. The information presented is client centric while providing access to family level information. The Delaware FACTS II solution is a case based system that links the entire family together in a single case while assigning each members a uniquely identifiable ID.*

She proceeds to **review investigation activity** details that initiated the Treatment assignment to her. Information available to her provides her with a familiarity of how the client ended up in an emergency foster care placement. A situation of abuse had been reported on the mother of the client. There are two additional siblings that appear safe in the home but Mary completes a Safety Assessment for those children as a part of her family planning responsibilities.

STATE OF DELAWARE
 DEPARTMENT OF SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES
 FACTS II

Referral Case Client Provider Admin PPW

Referral Assessments Safety Assessment Signs of Present Danger Protective Capacities Child Vulnerability Factor Safety Decision

Organizer Focus History

In Focus

User Name: ANNETTE SIMON

Entity Type: Referral
 Entity Name: JACKSON33
 Entity ID: 586332

Entity Type: Client
 Entity Name: FEMALE SCOTT33
 Entity ID: 845487

Safety Assessment Decision
 * Denotes Required Fields ** Denotes Half-Mandatory Fields * Denotes AFCARS Fields

Safety Decision History

Decision Date	Assessment Type	Staff Name	Decision Approval Date	Approved By
01/10/2006	Initial	ANNETTE SIMON		

General Information

Date of Initial Assessment* 01/10/2006 Initial Assessment Done By* ANNETTE SIMON

Assessment Updated Date* Assessment Update Done By*

Decision Supervisor Checklist

1. No signs of present danger were identified at this time. Based on currently available information, the child(ren) is/are not likely to be in immediate danger of serious harm.
 Explain what sources of information were used to verify this.

2. One or more signs of present danger were identified, however, the child(ren) is/are not in immediate danger of serious harm and/or the existence of protective capacities offset the threat of serious harm for the child(ren).
 Document how protective capacities control threats of serious harm or supplement missing or insufficient protective capacities.

Save Find Cancel Approve Report

DE_SACWIS-323

Figure 3-6. FACTS II Safety Assessment Decision.

The safety assessment decision screen provides outcome of the safety assessment performed.



*The safety and risk assessments within FACTS II are built using Children’s Research Center’s (CRC) Structured Decision Making Tool (SDM) the detailed strengths and needs information collected during these assessments empowers DSCYF agencies to identify the correct service needs and their duration – upholding your integrated services principle of **Services are appropriate in type and duration.***

Mary reviews **any assessment and service plan** documentation that may have been created for the client by other caseworkers. Mary sees that the client had been in the YRS Detention center a month ago and that a strengths and needs assessment combined with the service plan has been completed. She can access this information quickly and it is extremely helpful in understanding the factors involved and the needs of the child. When it comes time for her to create her own assessment and planning documentation, she is able to rely on and use previous recorded information as it is applicable. Common assessment and planning criteria are used by each of the department's divisions and are valuable information used as the foundation for building individualized service goals.

DE_SACWIS-324

Figure 3-7. Delaware FACTS II Service Plans.

The treatment plan screen provides access to current and historic service plans and its participants.



*The assessments and case planning in FACTS II embody your integrated services principle of **individualized practice**. The service plans may be created for one or more case participants depending upon the commonality of services identified during the assessment process.*

Mary knows that the emergency foster care placement is a temporary placement and not meant for long term care. She must **initiate a Service Plan** and determine a new foster care placement source. She must seek her supervisor approval of the plan before she can proceed to make the changes in the residential setting for the client.

DE_SACWIS-325

Figure 3-8. Service Plan Screen.

The service plans are child centered and family focused.



The service planning module of FACTS II embodies three of your integrated services principles. The service plans are created for individuals while keeping family in mind. The left hand panel of the screen (as shown above) provides a list of all service plan participants which represent the family members with similar service needs as determined at the time of assessment – endorsing your principle of **child centered and family focused**. The right hand panel of the screen **allows** entry of service plan details such as objectives measures client tasks and provider services. The system assists workers with selection of service providers based on several factors including the type of provider such as community based foster care, adoptive and residential providers, the services offered by each provider and their proximity to the child. Although this is fairly common to most SACWIS systems the FACTS II solution goes a step further and matches clients service needs to provider preferences such as ability to undertake children of certain ethnic backgrounds and disabilities – allowing the worker to select providers which are **community based and culturally competent**. Selecting the “right” provider for a child substantially increases the probability of favorable outcomes.

She needs to also **facilitate a visit** to the emergency provider to visit with the client as well as reach out to the family to learn more about the situation and provide guidance as to treatment services. Mary is able to access the family information section of the client and learns who has been living in the home. This information is critical to her being prepared to address family needs as well as to identifying possible service delivery impacts.

The screenshot displays the 'FACTS II' software interface. At the top, it shows the 'DISTRICT OF COLUMBIA CHILD AND FAMILY SERVICES AGENCY' logo and the 'FACES.NET' branding. Below the header, there are navigation tabs: 'Referral', 'Case', 'Client', 'Provider', and 'Admin'. The 'Case' tab is active, and the 'Placement' sub-tab is selected. The main content area is titled 'FTM Placement' and includes a legend for field types: red asterisk for 'Denotes Required Fields', red double asterisk for 'Denotes Half-Mandatory Fields', and blue hash for 'Denotes AFCARS Fields'. The 'Family Teaming - Placement' section contains a table with columns: 'Client ID', 'Client Name', 'Date Held', 'Conducted By', and 'Record Date'. Below this is the 'Meeting Details' section, which has sub-tabs for 'Gen Info', 'Family', 'Risks', 'Service Needs', 'Service Eval', 'Goals', 'Activities', 'Attendees', and 'Notes'. The 'Gen Info' sub-tab is active, showing fields for 'Client Name', 'Conducted By', 'If Other, Specify', 'Is an Interstate Compact Needed?' (Yes/No), 'Date Referred', 'Time Referred', 'Am/Pm', 'Date Held', 'Time Held', 'Am/Pm', 'Legal Status', 'Permanency Goal', '# of Episodes of Care', and '# of Placement Episodes'. There are also fields for 'Placement Name' and 'Placement Address', and a large text area for 'Reason for Placement Change Request'. At the bottom of the form are 'New', 'Save', 'Preview', and 'Cancel' buttons.

DE_SACWIS-326

Figure 3-9. Family Team Meeting Placement.

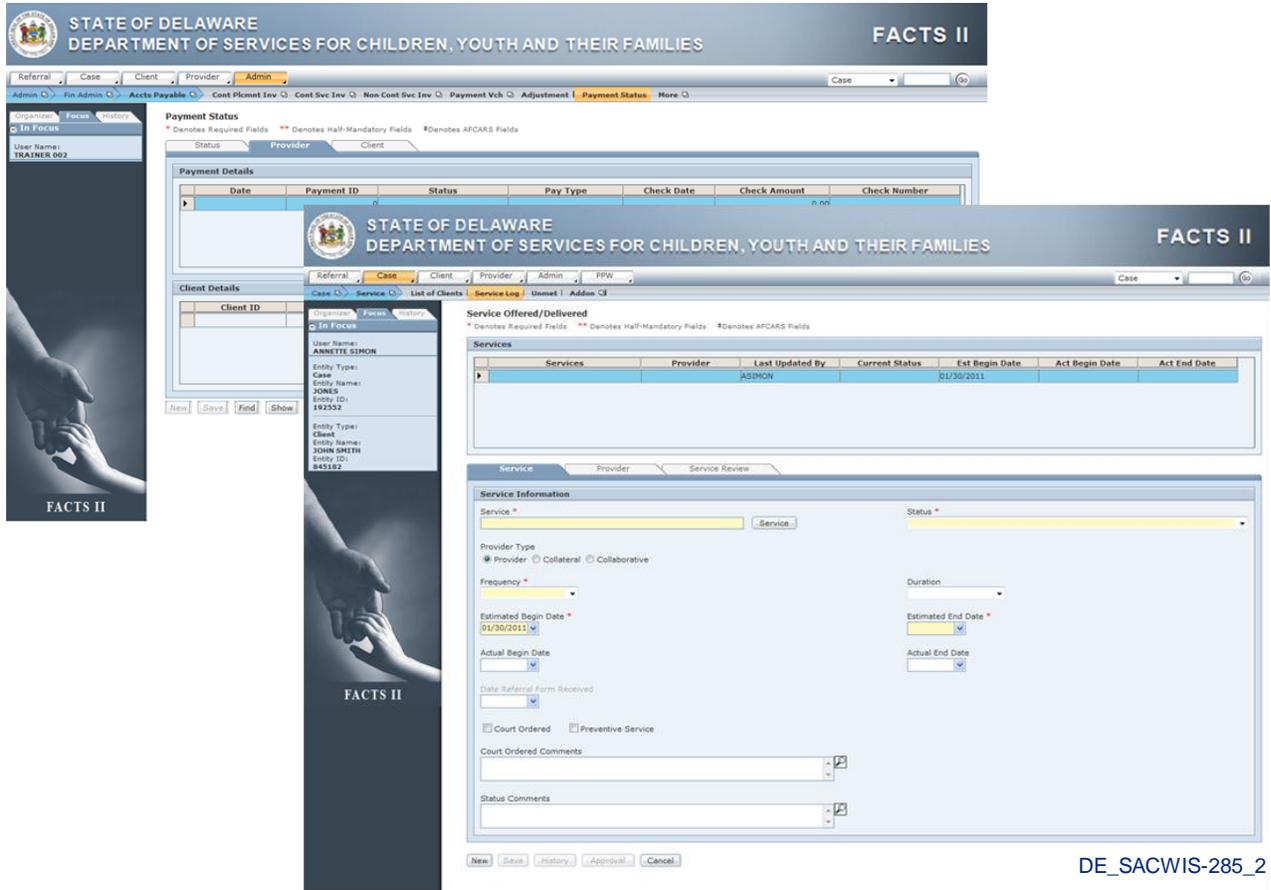
The screen allows case workers to identify and document client needs in a team setting.



*The Family Team Meeting module of FACTS II endorses your principle of **Teams Develop and Manage Care**. The DFS DPBHS and YRS workers will be able to collaborate amongst each other and the family to identify the appropriate set of services for the child and family. The “team setting” for this evaluation aids the workers in better understanding the family dynamics while bringing everyone the child family and appropriate DSCYS agency on the same page in terms of goals and activities that the child family and DSCYF must perform to reach desired outcome for the children and family.*

It is now 9:15 am. Mary has already gotten a jump start on the new case assignment and the information in Delaware FACTS II was useful and helped her to become familiar with the situation quickly. She was able to secure her afternoon police escort while also reviewing information in Delaware FACTS II. Additionally, she is able to quickly create necessary Assessments and Service Plans because data collected from prior activity is available for use if needed. Delaware FACTS II has provided tools that reduce the data entry load on caseworkers and Mary appreciates the **functional capability** and the reality of only having to record it “once”.

Mary reviews her **daily alerts and notes** that she was planning on calling the foster parent provider Mrs. Jiggles with payment information today. She quickly access Mrs. Jiggles record and reviews the providers fiscal payment activity and notes that the first foster care payment check was issued two days ago. She finds the provider's phone number on the screen and calls the provider conveying the information. The Foster Parent provider thanks Mary for the extra effort and quick response. When the department requests feed-back **surveys** from foster parent providers and contracted providers, Mrs. Jiggles is sure to remind them of Mary's customer service effort.



DE_SACWIS-285_2

Figure 3-10. Provider Payment Status and Services Offered/Delivered Screens.

The services offered/delivered screen provides a list of services provided for the client and the payment status screen provides information about payments made to provider and their status.



*The Delaware FACTS II solution endorses your integrated services principle of **Care is seamless within and across systems** by providing a consolidated view of services being provided to the client – regardless of the initiating agency. The payments are tied directly back to the services **provided** giving a seamless view of payments made for services being provided by a given provider.*

Even though Mary has her daily schedule prepared, she won't leave the office without reviewing her Caseload screen. This functionality allows her to see all the clients she is serving as well as observe any risk or case management criterion conditions that are important. She sees where she has 15 cases that are being actively managed, to include the newly assigned case she received today. Only three of her 15 cases are considered high risk. One is the client in emergency foster care placement; the other two that are high risk are in that status because of the geographic hot zone they reside in. Additionally the latter two clients are struggling in school and their educational information indicates that attention should be given to the school support. Mary talks with the families about both the **geographic environment** as well as the **school problems** that she is aware of from Delaware FACTS II. From Mary's caseload screen she can also become familiar with those clients that may be receiving services from her sister divisions in mental health and YRS. Her input is expected as divisions share planning responsibilities for clients and the family in order to reduce redundancy and streamline the service delivery process. She makes a note on her calendar to call the caseworkers for those clients tomorrow and she quickly sends out a notice to each of them indicating this.

STATE OF DELAWARE
DEPARTMENT OF SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

FACTS II

Referral Case Client Provider Admin PPW

Admin System Administration Workload Transfer Staff Training Fin Admin Alerts File Cabinet Record Management More

Organizer Focus History
In Focus
User Name: ANNETTE SIMON
Entity Type: Staff
Entity Name: ANNETTE SIMON
Entity ID: 10021

Workload List
* Denotes Required Fields ** Denotes Half-Mandatory Fields # Denotes AFCARS Fields

Case / Intake / Other Listing

Program Area*
FACESNET TRAINING

Unit
003, TRAINER - Training Unit III 1730

Workers
SIMON, ANNETTE

1 2 3 4 5

ID	Restricted	Type	Responsibility	Referral Type	Name	Client	Date Assigned	Open Date	Resp. Time
10013848		Provider	Primary		FAMILY SERVICE		01/31/2011	01/31/2011	
10013847		Provider	Primary		NEW FACES GRO		01/23/2006	01/23/2006	
10013833		Potential Pro	Primary		FOSTER R US		12/15/2005	12/15/2005	
10013832		Provider	Primary		SYLVAN LEARNIN		12/14/2005	12/14/2005	
10013831		Provider	Primary		LOUIS LONDON		12/14/2005	12/14/2005	
10013828		Provider	Primary		WATCH CHILDRE		11/26/2005	11/26/2005	
10013827		Provider	Primary		WATCH CHILDRE		11/26/2005	11/26/2005	
10013825		Provider	Primary		RONALD JACKSC		11/17/2005	11/17/2005	
10013824		Potential Pro	Primary		CAMILLE JEFFERS		11/17/2005	11/17/2005	
10013818		Provider	Primary		AGENCY XYZ		09/13/2005	09/13/2005	

*** Indicates Restricted or 'A' * Indicates Restricted & Adoption Security or 'A' Indicates Adoption Security

Show Caseload Transfer Summary Edit Name Print
Restrict Contacts Assign/Transfer Close Case Cancel Alerts

DE_SACWIS-327

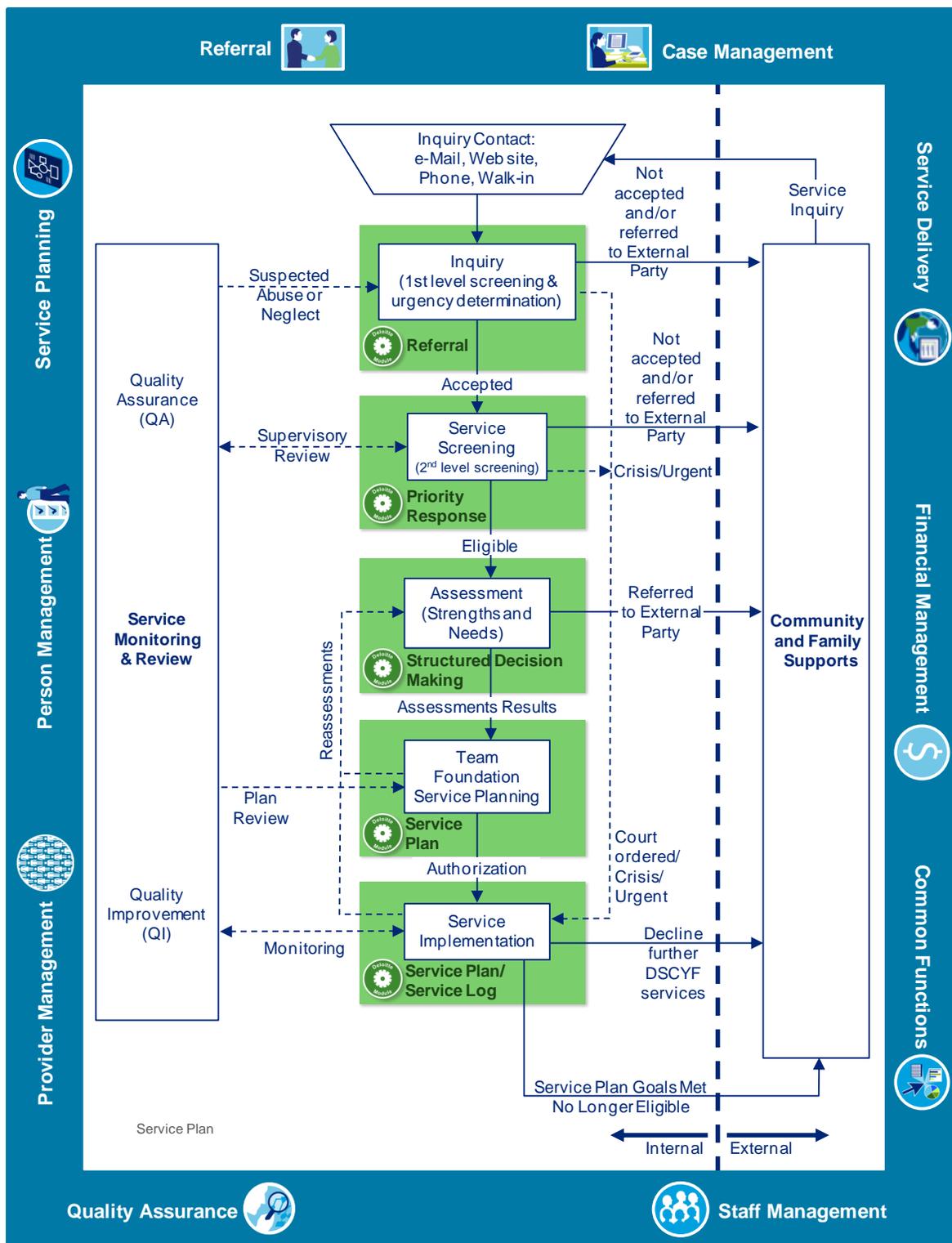
Figure 3-11. Workload Screen.

The screen provides workers access to their assignments, and supervisors the ability to view the assignments of their staff.

Mary feels good about the decisions she must help make, the plans she needs to create. With access to client and family information and with the ability to **navigate** efficiently through multiple views of information, she is able to maximize her time and build treatment services based on solid case information collected on the clients. Delaware FACTS II aides her in meeting the demands of **multi-tasking, scheduling** and **reviewing** information. It also provides policy or criteria based directions that aid the case planning model and focus on delivering **an integrated set of services**. Mary knows that other case workers in child mental health and YRS are co-contributors to her success with the child, since the data they entered is being used to help focus on positive outcomes for the clients.

While Mary is out in the field, her Supervisor **reviews** his staff caseloads. He sees where Mary has received a new client assignment and reviews a snapshot of the tasks that need to be completed. He observes that her caseload has three high risk clients and he sets an indicator in Delaware FACTS II that takes Mary off the assignment list for new cases. When her risk number drops to two he reinstates her for new assignments. FACTS II provides management with the ability to support worker caseload conditions, something that produces success both for the client and for the department. When her caseload risk condition drops to two – he **receives a notification** that she can begin receiving new assignments.

Throughout this case study we have **highlighted** key features of our proposed solution that helps Mary fulfill her duties while upholding your integrated service principles and provide effective service to all her clients. In addition to the highlighted functionalities we have seen above, it is important to note how our proposed Delaware FACTS II solution aligns with your integrated children services delivery model. To demonstrate this alignment, in the diagram that follows we have overlaid the key modules of our proposed FACTS II onto your business model. These modules provide the functionality needed to support each of your business processes and principles.



DE_SACWIS-092_4

Figure 3-12. Integrated Children Services Business Model.

Our proposed solution provides the functionality necessary to implement your Integrated Children Services Business Model.

As depicted in the diagram, the referral, priority response, structured decision making, service plan, and service log modules of our solution provide the core functionality necessary to meet your integrated child services delivery model needs and principles. In addition, the extensible framework of our solution provides scalable common functions such as security, workflow, reports, navigation, and alerts to name a few. These common functions provide the foundation needed to provide secure, cohesive, integrated information to each of the DSCYS agencies. For a detailed discussion of these modules and a deeper dive into the functionality offered by them, please see *Section 4.2 – Functional Requirements*.

We recognize that case workers have a tough job and must balance multiple activities and priorities throughout the day. A fully integrated and technologically capable integrated system to support their varying needs, while upholding your principles is vital to yielding desired positive outcomes for children and families being served by DSCYF. Throughout this section, we have demonstrated how our proposed Delaware FACTS II solution uphold your principles of integrated services, brings your agencies together, and provides the tools necessary for your workers to perform their duties to the best of their ability. Next, we demonstrate our understanding of your objectives and how our proposed solution supports those objectives.

Objectives

With a clear definition of the vision - One Child, One Team, One Plan; we understand that the primary objective of DSCYF is to implement a solution that supports integrated children services business model and can help turn DSCYF's vision into a reality.

Based on the information provided in your RFP, the DSCYF objectives can be summed into three categories – business, functional, and technical. In this section, we provide our understanding of your objectives, how our proposed solution meets those objectives, and identifies other states that we have helped meet similar objectives.

“The staff at Deloitte really understood what we do. They listened to our needs and designed a system that my staff was able to quickly learn. This enabled my staff to more accurately and efficiently complete computer work so attention could focus on better assisting our clients and providers.”

Megan Shreve
PA Child Care Staff Supervisor

Business Objectives

As noted in the RFP, the Department has conducted an extensive restructuring of its business practices in support of the implementation of the integrated children's services model. The restructuring has resulted in changes to case management practices and service philosophy, daily operations, data capture, case management workflow, and querying and reporting. Based on these steps, the Delaware FACTS II solution is required to meet the following business objectives:

DSCYF Business Objective	Deloitte Meets DSCYF Business Objectives
<p>A SACWIS Compliant System</p> <ul style="list-style-type: none"> • National Child abuse and Neglect Data System • Adoption and Foster Care Analysis and Reporting System • Title IV-E, Title XIX, Medicaid • National Youth in Transition Database • Substance Abuse and Mental Health Services Administration • Health Insurance and Profitability Act • Office of Juvenile Justice and Delinquency Prevention 	<ul style="list-style-type: none"> • DSCYF requires a SACWIS compliant system to meet Federal mandates such as NCANDS, AFCARS, Title IV-E, Medicaid, NYTD, SAMHSA, HIPPA, OJJDP • Our proposed Delaware FACTS II solution is federally certified SACWIS compliant solution which supports NCANDS, AFCARS, reporting, provides automated Title IV-E eligibility determination, and offers NYTD functionality.
<p>Coordinate federally-assisted programs and services</p>	<ul style="list-style-type: none"> • We understand that DSCYF desires a solution that help coordinate federally assisted programs such as IV-E, and Medicaid. • Our proposed solution offers IV-E determination module to help DSCYF achieve this objective.
<p>Promote easier access to, and identification of client needs across divisions</p>	<ul style="list-style-type: none"> • Efficient accessibility to and identification of client needs across divisions is paramount to achieving the “One Child, One Team, One Plan” vision. • The child centric model of our proposed solution and the flexible security framework allows for access to client information across agencies.
<p>Enhanced and improved coordination of integrated service planning and delivery</p>	<ul style="list-style-type: none"> • The improved coordination of integrated service planning and delivery is required to avoid the current duplicated and fragmented service delivery. • The child centric model and the service planning module of our proposed solution helps DSCYF meet this objective.
<p>Increased capture of client outcome data to permit improved program and case management</p>	<ul style="list-style-type: none"> • The ability to successfully measure outcomes is vital to streamline, improve, and align future service delivery and measure the success of services provided. • The extensible data collection and reporting modules of our proposed solution allows DSCYF to collect and report on outcome measures.
<p>Integrate the DSCYF systems environment</p>	<ul style="list-style-type: none"> • The integration of existing “stove piped” systems is essential in meeting state’s objective of integrated child service model. • The scalable architecture of our proposed solution allows for the customization necessary to integrate existing disparate DSCYF systems.

Table 3-3. Our Understanding of DSCYF Business Objectives and how Delaware FACTS II meets them.

Functional Objectives

Based on our understanding and the information provided in your RFP, the Delaware FACTS II solution is required to meet the following functional objectives:

DSCYF Functional Objective	Deloitte Meets DSCYF Business Objectives
<p>To access, in a secure manner, a single source to view case events, service planning and delivery, placement, and other information relevant to a child case</p>	<ul style="list-style-type: none"> The Delaware FACTS II solution must provide secure access to single view of case events, service planning, delivery, placement and other relevant child information for authorized user both internal and external to the department. This single view of information for sister agencies and external providers is vital for the envisioned integrated service delivery model. Our proposed Delaware FACTS II solution offers a robust security framework that allows for internal and external users to access relevant case information from a single source.
<p>To record case management activities using a consistent, unified method</p>	<ul style="list-style-type: none"> To support the vision of integrated children services delivery model, the Delaware FACTS II solution must provide the ability to record case management activities using a consistent unified method. The consistent recording of case management activities eases information sharing and interpretation of that information by sister agencies. The case planning module of our proposed Delaware FACTS II solution provides access to authorized users of sister agencies to allow recording and sharing of case management activities in a unified and consistent manner.
<p>To streamline case management activities data collection and report generation processes</p>	<ul style="list-style-type: none"> To further support the integrated children services delivery model, the Delaware FACTS II solution must streamline the data collection and report generation processes of case management activities. This will assure that case management activities information is being collected and reviewed in a consistent manner by all sister agencies. The robust security framework, reporting, and case planning modules of our proposed Delaware FACTS II solution streamline the data collection and report generation processes of case management activities by providing all authorized users access to common information from single source.
<p>To support the planning and delivery of integrated services</p>	<ul style="list-style-type: none"> The Delaware FACTS II solution must provide for planning and delivery of integrated services to avoid duplication and fragmentation of service delivery. The achievement of this objective is a must to fulfill the vision of “One Child, One Team, One Plan.” Our proposed Delaware FACTS II solution allows multiple divisions to have access to the pertinent client information to support planning and delivery of integrated services.

DSCYF Functional Objective	Deloitte Meets DSCYF Business Objectives
<p>To use a standard set of assessments, with standardized definitions, with a single assessment record per family group that integrates the individualized assessments necessary for all family members</p>	<ul style="list-style-type: none"> • To achieve the vision of One Child, One Team, One Plan; a standard assessment with standard definition that all divisions agree upon is required. Without a common assessment in place, the multiple teams cannot be brought to a common ground for creating a “One Plan” that meets the needs of child and family in need. • Our proposed Delaware FACTS II solution is the only one in nation to integrate Structured Decision Making tool. This tool provides for the common ground necessary to bring all DSCYF divisions together.
<p>To plan for services using a single integrated service plan per family group that addresses all needs identified in the integrated assessment process, identifies expected outcomes and timeframes, and supports the monitoring of service effectiveness</p>	<ul style="list-style-type: none"> • We understand that a key component of integrated children services model is the integrated service plan; “One Plan” that identifies the services needed from each of the DSCYF divisions to successfully meets the needs of the child and family in question. • The service plan and service log modules of our proposed Delaware FACTS II solution provides DSCYF the ability to create an integrated service plan per family group that address all needs identified in the integrated assessment process. The service plan allows DSCYF to identify expected outcomes, timeframes, and support the monitoring of service effectiveness.
<p>To use a multidisciplinary team of assigned DSCYF and provider staff, and family and informal supports to oversee and deliver all services to each family, with a primary DSCYF caseworker coordinating the delivery of all identified services in accordance with the integrated plan developed by the multidisciplinary team</p>	<ul style="list-style-type: none"> • We understand that another key component of integrated children services model is the integrated multidisciplinary team; “One Team” that is responsible for delivering all services to the child and family in accordance with the “One Plan.” • In addition to a child centric model, our proposed Delaware FACTS II solution offers a flexible and extensible role based security framework that brings multiple teams together and provide them access to appropriate information for delivery of services as identified in the “One Plan.”

Table 3-4. Our Understanding of DSCYF Functional Objectives and how FACTS II meets them.

Technical Objectives

Based on our understanding and as stated in your RFP, the Delaware FACTS II solution is required to meet the following technical objectives:

DSCYF Technical Objectives	Deloitte Meets DSCYF Technical Objectives
<p>To create a flexible, easily maintained n-tiered, web-browser based system using current technology that is broadly supported</p>	<ul style="list-style-type: none"> • We understand that with rapid changes in technology, DSCYF needs a solution that is built on n-tiered architecture using latest technologies that are broadly supported. This gives DSCYF a solution that has a longer life span. • Our proposed Delaware FACTS II solution is a Web-based system built on an extensible n-tier architecture using the latest of Microsoft.Net 3.0 technology.

DSCYF Technical Objectives	Deloitte Meets DSCYF Technical Objectives
<p>To follow a structured life cycle approach and best-practice development models and methods</p>	<ul style="list-style-type: none"> • To minimize the risk of system delivery, we understand that DSCYF desires a solution and a team that follows a structured life cycle approach and industry proven best practice development methods. • The Deloitte team has a proven track record of successfully delivering large-scale technology and more specifically SACWIS systems. Our team uses our proven EVD system development life cycle approach to successfully deliver the Delaware FACTS II solution.
<p>To use, where possible and practical, Commercial-Off-The-Shelf (COTS) components that are fully integrated into a proven best-of-breed solution</p>	<ul style="list-style-type: none"> • We understand that DSCYF desires a solution that leverages COTS product where possible to provide desired functionality. The appropriate use of COTS products reduces development time while providing enhanced usability. • Our proposed Delaware FACTS II solution uses “just the right” blend of COTS products. Having too many COTS products integrated into the solution can lead to system performance issues as well as higher long term cost of ownership resulting from product maintenance costs. Our proposed Delaware FACTS II solution uses COTS products to provide enhanced functionality such as probabilistic search, configurable workflows, address validation and geo coding, scanning, and spell checking.
<p>To use an Integrated Applications Development Environment based upon the programming languages approved by the State of Delaware</p>	<ul style="list-style-type: none"> • We understand that DSCYF desires to ultimately take over the system and run maintenance operations using its resources. To reach this stage, it is important that DSCYF selects a solution that is built using Delaware approved technologies. • As part of our response to this RFP, we have reviewed the technical standards published by State of Delaware and proud to offer a solution that meets all Delaware defined technical standards.
<p>To accurately convert DSCYF’s existing data from Delaware FACTS and mission-critical stand alone systems</p>	<ul style="list-style-type: none"> • We understand that DSCYF has several systems supporting its various needs today. To attain the program integration desired, it is important to decommission all stand alone systems and make FACTS II the system of record for all agencies. Each of the existing systems however, has vital information that must be preserved. • As part of our Delaware FACTS II development, we have a team dedicated to analyzing your existing systems and devising the conversion routines necessary to successfully bring the data into Delaware FACTS II. The details of our conversion approach can be found in <i>Section 4.15</i>.

DSCYF Technical Objectives	Deloitte Meets DSCYF Technical Objectives
To integrate a reporting database/data warehouse within the system	<ul style="list-style-type: none">• We understand that one of the benefits of having an integrated solution is its ability to provide a wide array of reports. We understand that given the complexity and amount of data involved in some of these reports can have a negative impact on the system performance if the reports are executed directly against the production database. To avoid this inadvertent impact, DSCYF desires a standalone reporting database/data warehouse that can support its extensive reporting needs.• The architecture of our solution allows for the setup of reporting database/data warehouse. We work closely with DSCYF to clearly define the reporting needs and setup a reporting database to meet those needs.

Table 3-5. Our Understanding of DSCYF Technical Objectives and how Delaware FACTS II meets them.

We recognize that the overarching goal of your business and functional objectives is to have an operating business model as well as a case management system that supports the integrated child services delivery model. We further understand that your technical objectives are geared towards having a best of breed solution that is flexible, scalable, and built on latest technologies using latest development and architectural principles. As we have stated in this section, not only does our proposed solution meets each of your objectives we have helped other states meet objectives similar to yours. We are confident that our experience, our team, and our solution are the best fit for DSCYF to meet its mission, vision, needs, and objectives.

Previous Experience

RFP reference: 7.2.3 Summary of the Bidder's Understanding of the Project Scope, Page 62

The Bidder should briefly describe previous experience in implementing similar solutions, both from a technical and a business perspective. The Bidder should detail features and functionality of the proposed solution that demonstrate a comprehensive understanding of DSCYF's current challenges and the issues that will be resolved with the implementation of FACTS II. Additionally, Bidders should be able to demonstrate previous successes with similar implementations and the capability to provide comparable quality services with their proposed solutions.

DSCYF requires a proven partner who not only brings successful experiences implementing federally compliant SACWIS systems but also has the capabilities and expertise to deliver a solution that meets DSCYF's vision of an integrated children services delivery model. Our Integrated Children Services practice focuses on programs which are directly relevant to DSCYF such as child welfare, child care, juvenile justice, adult protective services, youth rehabilitative services, and integrated eligibility to name a few. We bring lessons learned from 17 projects across the nation demonstrated by our qualifications and our experience in customizing the children services solutions to meet DSCYF specific needs.

Deloitte's prior experience in designing, developing, implementing and transitioning HHS systems that meet state and federal requirements provides DSCYF with production proven experience that is uniquely relevant to successfully managing and delivering the Delaware FACTS II project.

We have assembled a team that represents an ideal fit for DSCYF. The Deloitte and MAXIMUS team represents an ideal combination of children services and SACWIS expertise, how to integrate other health and human service programs with SACWIS, and DSCYF FACTS legacy experience. As stated earlier, our team is not new to Delaware, Deloitte and MAXIMUS have been serving Delaware for over a decade. Deloitte has been working collaboratively with DHSS and DTI as a trusted Design, Develop, and Implementation (DDI) partner – since 1996. Our Partner for the delivery of Delaware FACTS II, MAXIMUS, has been serving DSCYF for 18 years. MAXIMUS has been working collaboratively with DSCYF to design, develop, implement, maintain, and enhance the current Delaware FACTS system. Our past experience in Delaware has provided us an enhanced understanding of statewide efforts such as Master Client Index which proves paramount in timely and low risk delivery of Delaware FACTS II.

As a combined team, we understand the challenges you face today with the current FACTS system, as well as bring the expertise and a proven solution required to deliver your vision of the new Delaware FACTS II system. To meet the needs of the Delaware FACTS II project, the Deloitte team brings direct experience and lessons learned from our past and current work.

- The Deloitte team is the **only team that has the current legacy FACTS knowledge** which helps to facilitate a smoother conversion, interfaces, and a comprehensive/integrated design.
- The Deloitte team has **successfully integrated other program such as juvenile justice, child care, Medicaid eligibility, and Adult Protective Services into SACWIS.**
- The Deloitte team is the premier vendor in working with states and local jurisdictions in delivering child welfare initiatives. **We have worked with 16 children and family service agencies** in the U.S. and Canada.
- The Deloitte team is the vendor of choice to design, develop and implement SACWIS solutions across the nation. **We have experience successfully implementing 17 integrated children services** projects similar to Delaware FACTS II project.
- The Deloitte team has the highest commitment to federal compliance. **We have helped six states thru the federal assessment process** after statewide implementation.
- The Deloitte team has **successfully transitioned five SACWIS systems** to their respective state agency who continues to fully maintain, operate and enhance their SACWIS.

We understand the need to implement an integrated children services solution that not only meets your requirements but also is a driver for helping DSCYF achieve results that successfully deliver against the DSCYF goals and objectives and enable the transformation of the child welfare, juvenile justice, and child behavioral/mental health

delivery systems. In this section, we use the following icons to highlight some key features of the relevant solutions we have delivered in the past or are currently being delivered.

Key System Feature	What this Means to DSCYF
<p>SACWIS Compliant</p>  <p>DE_SACWIS-022a</p>	<ul style="list-style-type: none"> • Deloitte’s proposed Delaware FACTS II solution complies with all federal SACWIS standards and guidelines as well as the business and technical requirements of the DSCYF. • The Deloitte team is committed to having clients achieve federal compliance. We have helped 6 states thru the federal assessment process after statewide implementation. • This icon highlights examples where the Deloitte team has collaborated with our clients to achieve a SACWIS compliant system.
<p>Web-based</p>  <p>DE_SACWIS-022c</p>	<ul style="list-style-type: none"> • Deloitte’s proposed Delaware FACTS II solution is Web-based to provide ease of access to all county offices and end users. • DSCYF benefits from having full access to the system from anywhere in the state. • This icon highlights examples where the Deloitte team has maximized value by integrating legacy systems to newer Web-based systems.
<p>Adaptive & Configurable</p>  <p>DE_SACWIS-022b</p>	<ul style="list-style-type: none"> • Deloitte’s proposed Delaware FACTS II solution is business rules driven which allows for easy changes resulting from regulatory for functional needs changes. • We understand the evolving nature of SACWIS, YRS, and Mental Health programs. Use of the Microsoft .NET architecture enables new applications or sub-systems to be modified or upgraded more quickly to changing business requirements. • The Deloitte team works with the DSCYF for implementing changes to the system with a structured and controlled method. • This icon highlights where the Deloitte team has experience modifying and tailoring solutions to meet changing requirements.
<p>Intuitive to Use</p>  <p>DE_SACWIS-022d</p>	<ul style="list-style-type: none"> • Deloitte’s proposed Delaware FACTS II solution has a logical flow for business users from intake and investigations through ongoing case maintenance. • DSCYF benefits from having a state-of-the-art system with intuitive navigation, increasing user satisfaction while reducing training hours. • This icon highlights areas where the Deloitte team has experience implementing systems that include features and components that aid user adoption through intuitive navigation, standard user controls and user-centric design principles.
<p>Program Added</p>  <p>DE_SACWIS-022a_2</p>	<ul style="list-style-type: none"> • Deloitte’s proposed Delaware FACTS II solution has a flexible, scalable, n-tier architecture. • DSCYF benefits from having state-of-the-art system that is built using cutting edge technologies and industry proven architectural and development methodologies. • This icon highlights where the Deloitte team has experience expanding the base solution to include additional programs.

Table 3-6. Deloitte’s Experience Supports DSCYF goals associated with the Delaware FACTS II Project.

The diagram that follows provides a list of projects where we have provided services relevant to the Delaware FACTS II project.



Figure 3-13. The Deloitte Team Brings 10 Prior Experiences Relevant and Similar to Delaware FACTS II. Our proven prior experiences provide DSCYF the right experience for successfully implementing the Delaware FACTS II solution.

Experience in Solutions Similar to FACTS II

For over a decade, Deloitte has been the vendor of choice for implementing SACWIS systems across the United States and Canada. Our SACWIS experience started with the first federally approved SACWIS compliant system: Oklahoma KIDS. The Oklahoma KIDS application served as the foundation for several of our transfer solutions, including West Virginia FACTS and the transfer solution for the District of Columbia, DC FACES.NET, and Massachusetts FamilyNet. Although our base SACWIS solution has grown functionally with each transfer, new system iterations are uniquely different and are a reflection of each jurisdiction's individual functional requirements. Most recently we have transferred the DC FACES.NET solution to the State of Alabama, and added additional programs such as Adult Protective Services and Medicaid. In addition to the above SACWIS projects, Deloitte transferred KIDS to Clark County, Nevada, and DC FACES.NET to Allegheny county, PA to build other comprehensive child welfare information system. Though not considered SACWIS solutions because they were designed for a county, both these projects provide the base functionality of a true SACWIS system combined with YRS functionality. Most recently, Deloitte has been engaged to deliver an integrated case management system for the province of British Columbia, Canada and Newfoundland/Labrador, Canada.



did you
KNOW?

Deloitte is the nation's only firm to implement and transfer federally assessed .NET SACWIS solution:

- DC FACES.NET
- Alabama FACTS
- Pennsylvania KIDS

While other vendors have used our original Oklahoma KIDS design and transferred the design to other states, Deloitte has enhanced and improved its overall child welfare service offering with each of our SACWIS installations. Enhancements have included such things as the inclusion of Adult Protective Services functionality as part of the West Virginia FACTS, and Alabama FACTS implementations, a fully automated Title IV-E eligibility module, photograph integration, and the capability of incorporating remote access devices for use in the field.

The figure that follows shows the history of our SACWIS experience over the past 17 years, including where we have successfully transferred functionality across states and to counties.

Bringing the Experience of 19 Child Welfare Projects to the State of Delaware

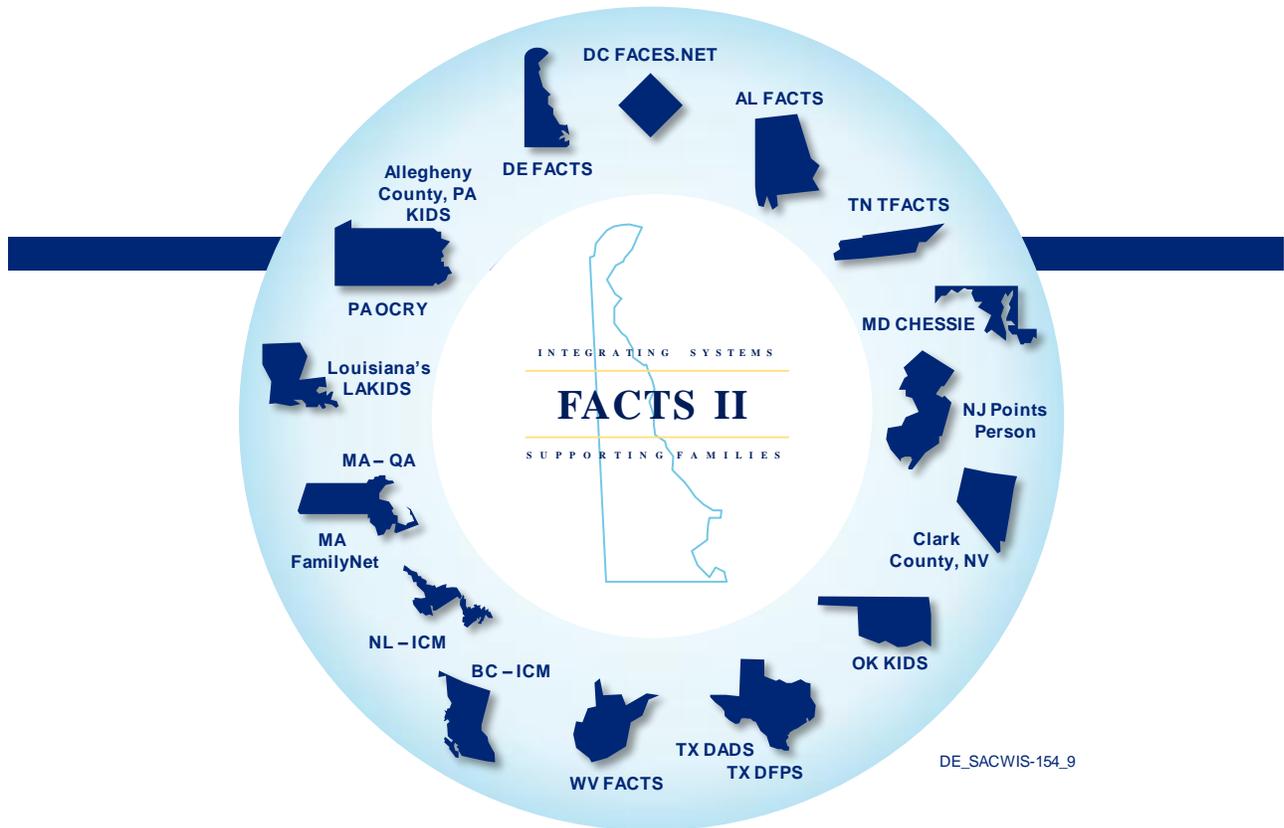


Figure 3-14. Deloitte’s National Child Welfare Experience.

Deloitte has extensive experience over the past 17 years planning for, designing, developing, implementing, and supporting SACWIS solutions.

As depicted by the previous diagram, Deloitte has a proven track record of successfully transferring a SACWIS solution and customizing it to meet State specific needs. In transferring our solution, we have added programs to meet State needs as well as performed technology upgrades to meet State’s technical needs.

The table below provides a summary of our prior experience that is relevant to Delaware FACTS II along with key highlights of that experience.

Deloitte Team’s Prior Experience	Direct Relevance to DE FACTS II
<p>District of Columbia FACES.NET <i>App. No. of Users: 1,400</i> <i>App. No. of Clients: 4,200</i></p>	<ul style="list-style-type: none"> • DC FACES.NET is the first Web system application for child welfare to be federally mandated in the United States • Won a national award for IT innovation within State Government • Has been accessible 24/7 since the go-live date of February 2006 – after the conversion from the client server application that was in production from 1999 thru 2006

Deloitte Team's Prior Experience	Direct Relevance to DE FACTS II
<p>Allegheny County, PA KIDS <i>App. No. of Users: 2,200</i> <i>App. No. of Clients: 5,200</i></p>	<ul style="list-style-type: none"> • Transfer of the DC FACES.NET solution • Base solution extended to provide Juvenile Justice functionality • FACTS is a flexible, scalable solution that supports user remote access from any computer with Internet connectivity
<p>State of Alabama FACTS <i>App. No. of Users: 2,300</i> <i>App. No. of Clients: 47,200</i></p>	<ul style="list-style-type: none"> • Transfer of DC FACES.NET, FACTS was piloted within 19 months of project initiation, which is within the time frame that the Delaware requires to meet its project timeline • Base solution was extended to provide Adult Protective Services, and Medicaid Eligibility functionality • Incorporates Service Oriented Architecture (SOA) to support reusable services
<p>Delaware FACTS (MAXIMUS Experience) <i>App. No. of Users: 3,400</i> <i>App. No. of Clients: 20,000</i></p>	<ul style="list-style-type: none"> • MAXIMUS was responsible for requirements analysis, design and development of FACTS (Previously PSI) which became one of the first operational SACWIS systems in the US in 1996 • Rapid application development (RAD) process was used on the Delaware FACTS project to meet management and community expectations of requirements being addressed completely • Delaware FACTS provides support for all DSCYF client-service functions
<p>Oklahoma KIDS <i>App. No. of Users: 1,000</i> <i>App. No. of Clients: 15,000</i></p>	<ul style="list-style-type: none"> • Oklahoma Kids was the first SACWIS in the country to be started, the first to be implemented and the first to be federally approved • This solution was extended to provide judges to view case information over the web • This solution served as the foundation for several transfer solutions, other vendors have taken Oklahoma KIDS and used it as their starting point also
<p>West Virginia FACTS <i>App. No. of Users: 1,200</i> <i>App. No. of Clients: 15,000</i></p>	<ul style="list-style-type: none"> • Transfer of Oklahoma KIDS • Base solution was extended to provide Adult Protective Services and Child Care functionality • State extended the solution to provide Web-based provider functionality
<p>Massachusetts FamilyNet <i>App. No. of Users: 4,000</i> <i>App. No. of Clients: 74,000</i></p>	<ul style="list-style-type: none"> • Design Transfer of Oklahoma KIDS, Grounds Up Technology • Base solution was extended to provide Web-based functionality that supports business transaction between caseworkers and the provider community • This solution is regarded as one of the most functionally rich, well-designed, and well-managed SACWIS systems nationwide

Deloitte Team's Prior Experience	Direct Relevance to DE FACTS II
<p>Clark County, NV FamilyTRACS <i>App. No. of Users: 450</i></p>	<ul style="list-style-type: none"> • Transfer of Oklahoma KIDS • Base solution extended to provide Juvenile Justice functionality • Staff within either Child Welfare or YRS agency can use FamilyTRACS to view a single, consolidated view of a child within the system
<p>Maryland CHESSIE <i>App. No. of Users: 3,000</i> <i>App. No. of Clients: 30,000</i></p>	<ul style="list-style-type: none"> • Transfer of West Virginia FACTS and DC FACES.NET combined • Base solution extended to provide importing and uploading of child photographs from caseworker Personal Digital Assistants (PDAs) • Complex real time integration with Department of Human Service Master Client Index (MCI) • Complex expungement functionality
<p>Tennessee TFACT <i>App. No. of Users: 4,500</i> <i>App. No. of Clients: 7,000</i></p>	<ul style="list-style-type: none"> • Transfer of Ohio SACWIS • Base solution was extended to provide enhancements including a revamped permanency plan module, the case plan overview, case conference notes, and the TCM case recordings functionality • This solution allows DCS, to more efficiently track children and families of TN that they serve as well as be federal compliant with SACWIS requirements
<p>Pennsylvania Office of Children Youth & Families <i>App. No. of Users: 4,500</i> <i>App. No. of Clients: 7,000</i></p>	<ul style="list-style-type: none"> • Child welfare module for the client registration to the Department of Public Works (DPW) Master Client Index (MCI). • Supports data collection for federal reporting
<p>Pennsylvania Home and Community based Services Information Systems (HCSIS) <i>App. No. of Users: 7,100</i> <i>App. No. of Cases: 121,000/yr</i></p>	<ul style="list-style-type: none"> • HCSIS solution allows the Office of Mental Retardation (OMR) and its Providers to more efficiently manage the reporting of incidents and other critical events, investigations of abuse and mistreatment, deaths, and health information for the individuals they support • This solution extended to provide child welfare incident tracking to behavioral mental health system
<p>Pennsylvania's Enterprise to Link Information for Children Across Networks (PELICAN) <i>App. No. of Users: 1,400</i> <i>App. No. of Clients: 280,000</i></p>	<ul style="list-style-type: none"> • PELICAN provides 24-hour per day, direct access through the Internet for all Commonwealth citizens to apply for subsidized child care • Provides child care, child care licensing, and early learning functionality • Enhanced the base solution to provide child welfare workers to access and update PA state Master Client Index (MCI) information • Align child care policy across the Commonwealth through the use of an integrated system
<p>Virginia Child Care (VaCMS) <i>App. No. of Users: 2,000</i> <i>App. No. of Clients: 25,000</i></p>	<ul style="list-style-type: none"> • Transfer of Pennsylvania PELICAN • Established use of leveraging tools and experience from Pennsylvania to meet Commonwealth Of Virginia's child care case management needs • VaCMS is Web-enabled next generation system currently in development phase and provides full range of services including case management, eligibility determination, waiting list management, financial management, vendor management, and a self service portal for the child care program

Deloitte Team's Prior Experience	Direct Relevance to DE FACTS II
<p>Colorado CHATS <i>App. No. of Users: 1,000</i> <i>App. No. of Clients: 37,000</i></p>	<ul style="list-style-type: none"> • Transfer of Pennsylvania PELICAN • Supports the Colorado Department of Human Services in administering subsidized child care for TANF, Child Welfare, and Low Income programs. This was successfully implemented in June 2010 • Added Point of Sale functionality for use by providers and clients
<p>Texas DADS <i>App. No. of Users: 10</i> <i>App. No. of Clients: 620,600</i></p>	<ul style="list-style-type: none"> • Abuse and Exploitation Data Mart and Reporting Solution • Provides the TX Department of Aging and Disability Services the capability to interface with Department of Family and Protective Services (DFPS), exchange data, report, and monitor trend analysis for the department
<p>Massachusetts HCSIS <i>App. No. of Users: 7,700</i> <i>App. No. of Clients: 33,000</i></p>	<ul style="list-style-type: none"> • Transfer of Pennsylvania HCSIS • Provides Department of Developmental Services to track and efficiently manage the reporting of incidents, critical events, investigations of abuse and mistreatment, deaths and health information for the individuals they support
<p>Canada – British Columbia Integrated Case Management (ICM) <i>App. No. of Users: 4,500</i> <i>App. No. of Clients: 90,000</i></p>	<ul style="list-style-type: none"> • First Siebel Case Management System – Currently in Design and Configuration Phase • Improve outcomes for children, youth and families, and individuals in the province of BC • This solution provides information sharing and improved client services across the British Columbia (BC) social sector
<p>Canada – Newfoundland Integrated Case Management (ICM)</p>	<ul style="list-style-type: none"> • Program and Solution Requirement Analysis and Definition • Leading the development of the child welfare business processes and related solution requirements for the Canadian Newfoundland Ministry
<p>Maryland CHESSIE (MAXIMUS Experience) <i>App. No. of Users: 3,000</i> <i>App. No. of Clients: 30,000</i></p>	<ul style="list-style-type: none"> • MAXIMUS provided procurement support, project management, quality assurance, and change management support • MAXIMUS provided technical support and review of the State's RFP for a vendor to implement MD CHESSIE during the procurement phase • Supported the State in complying with Federal requirements and in completing APDUs
<p>New Jersey Points Person (MAXIMUS Experience) <i>App. No. of Users: N/A</i> <i>App. No. of Clients: N/A</i></p>	<ul style="list-style-type: none"> • Redesigned States eligibility determination for Title IV-E and Adoption Assistance to meet compliance with Federal requirements • Developed Title IVE and Adoption Assistance policy manuals for the State • Provided support to the Division of Youth and Family Services (DYFS) in the construction, completion, and quality assurance of the Title IV-E determinations for approximately 2,000 adoption assistance cases

Deloitte Team's Prior Experience	Direct Relevance to DE FACTS II
<p>Louisiana Kids and Families Integrated Data System (LAKIDS) (MAXIMUS Experience) <i>App. No. of Users: n/a</i> <i>App. No. of Clients: n/a</i></p>	<ul style="list-style-type: none"> Assisting the State with program planning and project management to achieve enterprise-wide approach to encompass the Temporary Assistance to Needy Families (TANF), Child Welfare and Child Care programs within the Office of Family Support (OFS) Documented process workflows, completed gap analysis for transitioning from LAKIDS to ACESS at a enterprise level Evaluated available framework software tools, and developed both "As Is" and "To Be" models
<p>Wisconsin Centralized Eligibility Determination <i>App. No. of Users: 40</i> <i>App. No. of Clients: 8,000/yr</i></p>	<ul style="list-style-type: none"> For the eligibility determination unit of Bureau of Milwaukee Child Welfare, MAXIMUS provides SSI advocacy and prepared eligibility determinations for Title IV-E, Title XIX, and Adoption Assistance for all children in out-of-home care. MAXIMUS is now responsible for running Title IV-E eligibility determination functions statewide, with eligibility staff stationed regionally throughout the State and reporting up to a central unit manager

Table 3-7. Highlights of our children services solution transfer and program integration experience.

District of Columbia FACES.NET. DC FACES.NET is the federally compliant SACWIS for the Child Family Services Agency of the District of Columbia. The project involves the design, development, implementation, maintenance and operations of a SACWIS to track child welfare services across the District of Columbia. DC FACES.NET is the central case management system for the District's child welfare business processes across the Intake/Investigation Management, Service Management, Financial Management (**including Title IV-E Eligibility**), Provider Management (including provider self service), Human Resource Management, and Quality Assurance Management functional areas. The DC FACES.NET system is currently online and available to more than 1,400 District and private agency workers who serve approximately 4,200 active child welfare clients.



DE_SACWIS-099

Allegheny KIDS. The Allegheny KIDS solution is also a **transfer of the DC FACES.NET solution.** Upon transfer, the KIDS system was enhanced to provide juvenile justice functionality. The KIDS project also involves the design, development, implementation, maintenance and operations of a Child Welfare solution to track child welfare services across the county. KIDS was modified **to integrate juvenile justice** as a core function of the solution. KIDS is the central case management system for the county's child welfare business processes across the Intake/Investigation Management, Service Management, Financial Management (including Title IV-E Eligibility), Provider Management (including provider self service), Human Resource Management, and Quality Assurance Management functional areas. The KIDS system is currently online and available to more than 2,200 county and private agency workers who serve approximately 5,200 active child welfare clients.



DE_SACWIS-181

Alabama FACTS. The State of Alabama's Department of Human Resources' Family, Adult and Children Tracking System (FACTS) was a **transfer of the DC FACES.NET solution**. To support the State of AL needs, along with program updates, a technology upgrade was performed to the base solution as well. The FACTS project involves the design, development, and implementation of a SACWIS to track child welfare and adult protective services clients across the State of Alabama. FACTS automates, in an integrated fashion, the State of Alabama's child welfare and adult protective services business processes across the Intake/Investigation Management, Service Management, Financial Management (including Title IV-E Eligibility), Provider Management, Human Resource Management, and Quality Assurance Management functional areas. The FACTS system is currently available statewide to more than 2,300 state employees who serve approximately 47,200+ active child welfare and adult protective services clients. Following implementation, Alabama is the first state to have started the SACWIS assessment process.



Delaware FACTS The Delaware Family and Child Tracking System (FACTS) was designed and implemented as a statewide case management system intended to support a wide variety of health and human services case management functions for children. **MAXIMUS has been the sole contractor** for the life cycle of FACTS, from design through implementation, as well as for subsequent enhancements and maintenance and support services. In order to quickly meet management and community expectations for the system, within a three-year window of enhanced federal funding, a rapid application development (RAD) process was used on the project. This process makes extensive use of a user team to confirm that requirements are being completely addressed. FACTS became one of the first operational SACWIS systems in the US in 1996.



Oklahoma KIDS. The Oklahoma KIDS was the **first SACWIS** in the country to be started, the first to be implemented and the **first to be federally approved**. The Oklahoma KIDS application served as the foundation for several of our transfer solutions, including West Virginia FACTS and the transfer solution for the District of Columbia, DC FACES.NET, and Massachusetts FamilyNet. Other vendors have taken Oklahoma KIDS and used it as their starting point also. The KIDS project also involves the design, development, implementation, maintenance and operations of a Child Welfare solution to track child welfare services across the State. In 2001, before many people had considered using the Internet for a SACWIS, web functionality was built into KIDS to allow judges to view case information over the web. The KIDS system is available to more than 1,000 county and private agency workers who serve approximately 15,000 active child welfare clients

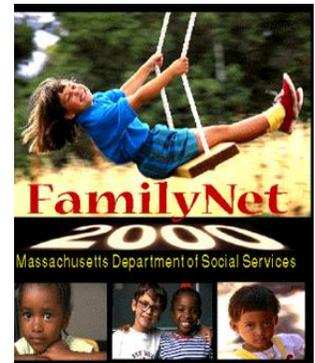


West Virginia FACTS. The West Virginia FACTS solution is also a **transfer of the Oklahoma KIDS solution**. Upon transfer, the FACTS system was **enhanced** to provide Adult Protective Services and **Child Care** functionality. The FACTS project involved the design, development, implementation, maintenance and operations of a Child Welfare solution to track child welfare services across the State. The WV FACTS system has been fully transitioned over to the State. The State enhanced the FACTS system to provide Web-based provider functionality. FACTS is the central case management system for the State's child welfare business processes across the Intake/Investigation Management, Service Management, Financial Management, Provider Management, and Quality Assurance Management functional areas. The KIDS system is currently administered by State and available to more than 1,200 county and private agency workers who serve approximately 15,000 active child welfare clients.



DE_SACWIS-180

Massachusetts FamilyNet. The Massachusetts, FamilyNet solution is also a **transfer of the Oklahoma KIDS solution**. FamilyNet solution is regarded as one of the most functionally rich, well-designed, and well-managed SACWIS systems nationwide. ACF regularly refers states to Massachusetts for help or insight in their own SACWIS development efforts or with specific assistance with the areas that FamilyNet is known for: integrated service planning, extensive legal management functionality, sophisticated financial management functionality, data warehousing, and Title IV-E. Upon transfer, the FamilyNet solution was extended to provide Web-based functionality that supports business transaction between caseworkers and the provider community. The FamilyNet project also involved the design, development, implementation, maintenance and operations of a Child Welfare solution to track child welfare services across the State. The FamilyNet solution is currently State administered and available to more than 4,000 county and private agency workers who serve approximately 74,000 active child welfare clients.



DE_SACWIS-174

Clark County Nevada FamilyTRACS. The Clark County Nevada Family TRACS system is a little different from our other child welfare systems. Firstly, FamilyTRACS is not a SACWIS system. This reclassification is not a reflection of the extent of child welfare functionality contained within FamilyTRACS. In fact, Oklahoma KIDS was used as basis for development. Rather it reflects the fact that FamilyTRACS is used within Las Vegas, rather than the whole of Nevada.



DE_SACWIS-188

More pertinently, FamilyTRACS supports two agencies within Clark County – **the child welfare and juvenile justice programs**. Staff within either agency can use FamilyTRACS to view a single, consolidated view of a child within the system. Upon transfer, FamilyTRACS was enhanced to provide YRS functionality and interacts with the Las Vegas provider community via dedicated Web-based functionality.

Maryland CHESIE. The Maryland CHESIE solution is a **transfer of West Virginia FACTS and DC FACES.NET** combined. Deloitte served as the DDI vendor for the implementation, maintenance, and enhancement services from 2001 through 2010. Upon transfer, the CHESIE system was enhanced to provide importing and uploading of child photographs from caseworker Personal Digital Assistants (PDAs). The CHESIE project involved the design, development, implementation, maintenance and operations of a Child Welfare solution to track child welfare services across the State. CHESIE establishes a statewide foster care and adoption payment issuance and reconciliation system that provides fiscal accountability, monitoring, controls, and reporting capabilities. It also provides social workers with an interactive system which automates the case record, assists in scheduling appointments, generates reminders, prints notices, authorizes payments, and performs other administrative functions. CHESIE solution serves as a statewide repository for child welfare information, 100+ reports available. The CHESIE solution is currently available to more than 3,000 county and private agency workers who serve approximately 30,000 active child welfare clients.



DE_SACWIS-182

Tennessee TFACT. The Tennessee TFACT solution is a transfer of Ohio SACWIS. **Deloitte partnered with Dynamic Research Corporation (DRC) to provide technical design and development** services for the transfer of OH SACWIS. The TFACT project involved the design, and development of a Child Welfare solution to track child welfare services across the State. TFACT solution allows, DCS, to more efficiently track children and families of TN that they serve as well as be federally compliant with SACWIS requirements. The TFACT solution is currently available to more than 4,500 county and private agency workers who serve approximately 7,000 active child welfare clients.



DE_SACWIS-177

Pennsylvania HCSIS. HCSIS is the Commonwealth of Pennsylvania's Home and Community-Based Services Information System for all of the State's federal-waiver programs funded by the Centers for Medicare and Medicaid Services (CMS). As a result, HCSIS supports multiple agencies within Department of Public Welfare (DPW) including the Office of Developmental Programs (ODP), Office of Long Term Living, **Office of Mental Health and Substance Abuse Services, Office of Children Youth and Families**, Office of Child Development and Early Learning – Bureau of Early Intervention Services, and the Office of Developmental Programs - Bureau of Autism Services. The Case Management activities within a **behavioral/mental health** agency are often highly analogous to those undertaken within a child welfare agency. However, our reason for including HCSIS as a sample Deloitte experience is technical as much as functional. HCSIS reaches approximately 5,000 county and central office staff and 2,100 providers, and supports Office of Developmental Programs (ODP) management of 121,000 cases each year. HCSIS supports the Department's tracking of approximately 480,000 quality management incidents and the



DE_SACWIS-175

management of \$2 billion in state and federal funds annually. Upon implementation, the system was further enhanced to provide child welfare incident tracking.

Pennsylvania PELICAN. Pennsylvania's Enterprise to Link Information for Children across Networks (PELICAN) is an integrated suite of child care, and early learning programs which include **Child Care, Child Care Licensing, Pre-K, Early Learning Network,** and Quality Management. These systems address the needs of Office of Child



pennsylvania

*Pennsylvania's Enterprise to Link Information
for Children Across Networks*

DE_SACWIS-174

Development and Early Learning – OCDEL, Office of Income Maintenance (OIM), the general public, and the child care provider community. PELICAN supports over 1,400 eligibility fiscal, regional key and certification workers across the Commonwealth. Upon implementation, PELICAN solution was enhanced to provide child welfare workers to access and update PA State Master Client Index (MCI) used for client clearance. The MCI serves the Commonwealth of Pennsylvania as a central repository for individual information.

Pennsylvania OCYF Master Client Index (MCI).

Office of Children Youth & Families (OCYF) is the Commonwealth of Pennsylvania's division that defines the child welfare programs for the Department of Public Works (DPW). The DPW



MCI is the common repository of individuals who have had contact with the department. As a county administered program, child welfare state data is required to reported annually to the Administration of Children & Families (ACF). The OCYF MCI project creates a common, reusable user interface that provides to child welfare agencies across the Commonwealth. Additionally, the MCI functionality allow OCYF for the first time to track the county where the client originated, the county that has custody of children, and provide key data for federal AFCARS and NCANDS reporting.

Virginia Child Care (VaCMS). The Commonwealth Of Virginia's (VaCMS) is a transfer of Michigan Bridges and Pennsylvania PELICAN. VaCMS established use of leveraging tools and experience from Michigan and Pennsylvania to meet Commonwealth



Of Virginia's case management needs. VaCMS is Web-enabled next generation system currently in development phase and provides full range of services including **child care** case management, eligibility determination, waiting list management, financial management, vendor management, and a self service portal. The VaCMS solution is currently in development and on go-live in production serve more than 2,000 state employees who serve approximately 25,000+ active children.

Colorado CHATS. The Child Care Automated Tracking System (CHATS), adopted from the Pennsylvania PELICAN system, is a fully-integrated Web-based system that automates the core business functions that support the Colorado Department of Human



Services in administering subsidized **child care** for TANF, Child Welfare, and Low Income programs. The CHATS project is structured in such a way that state analysts are responsible for defining business requirements while Deloitte is responsible for defining system requirements and design documentation. CHATS was successfully implemented in June 2010.

Texas DADS. The TX DADS system provides **licensing, certification and complaint investigation**, to confirm that agencies, and providers of services in facilities or home settings comply with state and federal standards, and that individuals receive high-quality services and are protected from abuse, neglect, and exploitation. Deloitte leverages lessons learned from DADS to confirm a solid Provider module for Delaware FACTS II.



Massachusetts HCSIS. The MA Home and Community Services Information System (HCSIS) is a Web-based enterprise application that serves as the quality management system for the Department of Developmental Service (DDS) to support Home and Community Based Services (HCBS) waivers and programs. In Massachusetts, HCSIS is currently used by the **Department of Developmental Services** to enable its agency staff and providers to efficiently manage the reporting of incidents, critical events, investigations of abuse and mistreatment, deaths and health information for the individuals they support. The system currently serves over 33,000 individuals and has over 7,700 Virtual Gateway users.



British Columbia Integrated Case Management (ICM).

The Integrated Case Management System (ICM) provides information sharing and improved client services across the British Columbia (BC) social sector. The ICM project is a tri-ministry project for Ministry of Citizen Services (MCS), **the Ministry of Children and Family Development (MCFD)** and the Ministry of Social Development (MSD). The ICM project is a multi-year, multi-phase project which develops and deploys the ICM solution. This ICM solution becomes the standard Enterprise Case Management solution for the social sector. The initial benefits include support for business transformation for MCFD, service delivery enhancement for MHSD, and provision of a tactical platform for the connected systems and connected people's OCIO work stream within MCS. The overarching goal is to improve outcomes for children, youth and families, and individuals in the province of BC. This system is currently under development.



Canada – Newfoundland and Labrador Integrated Case Management System (ICM). In October 2010, Deloitte was engaged to perform a high level analysis of business and system requirements for a prospective Integrated Children Services Case Management System for the New



Found Land and Labrador Province in Canada. This experience is relevant to DSCYF because many of the functional areas to be analyzed in Newfoundland closely correlate to the functional areas that you have specified for FACTS II which include:

- Child Protective Services
- Youth Services
- Youth Corrections
- Adoptions
- Care Givers and Residential Services
- Child Care licensing
- Family Resource programs

The Province recognizes that the integration of service planning and delivery is key to improving outcomes and tasked Deloitte with assisting them in defining how this integration can be embodied within their case management system.

Maryland CHESIE The Maryland Department of Human Resources (DHR) serves hard working families and individuals who are in need of temporary economic assistance, and vulnerable children and adults seeking protection from abuse or neglect. Operating through 24 Local Departments of Social Services, DHR is responsible for the administration of all major social service programs across the State. MAXIMUS provided QA and project management support for the MD CHESIE Project – Maryland's SACWIS. This engagement was a multi-year effort for a large, complex statewide system that supported State and county users who manage and perform child welfare services. MAXIMUS provided procurement support, project management, quality assurance, and change management support. During the procurement phase, MAXIMUS provided technical support and review of the State's RFP for a vendor to implement MD CHESIE.



DE_SACWIS-182

New Jersey Points Person The Division of Youth and Family Services (DYFS) requested MAXIMUS assistance with a total redesign of State eligibility determination functions to meet compliance with Federal requirements. MAXIMUS revised all IV-E and Adoption Assistance eligibility determination forms to meet compliance with Federal requirements. MAXIMUS also developed Title IV-E and Adoption Assistance policy manuals. MAXIMUS also provided technical assistance during development of a Title IV-E eligibility determination and tracking system, intended to track all components of Title IV-E activity pending development and rollout of the State's SACWIS system. They also provided support to the Division of Youth and Family Services (DYFS) in the construction, completion, and quality assurance of the Title IV-E determinations for approximately 2,000 adoption assistance cases. This request afforded DYFS the opportunity to train their newly



hired Title IV-E eligibility reviewers, make program improvements, and concentrate on the completion of Title IV-E foster care eligibility determinations.

Louisiana Kids and Families Integrated Data System – LAKIDS

The Office of Community Services (OCS) within DSS contracted with American Management Systems (AMS) to develop the Louisiana SACWIS system, LAKIDS, for DSS' Child Welfare Program. In conjunction with OCS staff and the development contractor, MAXIMUS was engaged to provide QA services through the development of LAKIDS. In early 2002, DSS determined that it would not go forward with the LAKIDS development effort, instead deciding to embark on a more enterprise-wide approach to future systems development efforts. The programs to be included in this effort expanded to also encompass the Temporary Assistance to Needy Families (TANF) and Child Care programs within the Office of Family Support (OFS). At this point, the MAXIMUS role changed from providing QA services to assisting the State with program planning and project management services. MAXIMUS worked closely with DSS to document process workflows, complete a gap analysis for transitioning from LAKIDS to ACESS, evaluate available framework software tools, and develop both "As Is" and "To Be" models.



Wisconsin Transition to Centralized Eligibility

Determination In 1997, the State of Wisconsin assumed responsibility for operation of the child welfare program in Milwaukee County, the State's largest, and selected MAXIMUS to provide operational support in the form of a centralized Eligibility Determination Unit for its Bureau of Milwaukee Child Welfare. Through this unit, MAXIMUS provides SSI advocacy and prepared eligibility determinations for Title IV-E, Title XIX, and Adoption Assistance for all children in out-of-home care. Milwaukee also provides trust accounting services for SSI and Title II beneficiaries under the Bureau's care



Understanding of Current FACTS System and Features and Functionality of Deloitte's FACTS II Solution

Our proposed Delaware FACTS II solution is a functionally rich, fully integrated, and SACWIS compliant solution. Discussion of its full set of features and functionalities could fill pages upon pages. In this section, it is not our intent to dive into the detailed features and functionalities the solution provides these can be found in *Section 4.2 – Functional Requirements* In this section rather, we highlight key system challenges that DSCYF faces today with the current FACTS system and discuss how our proposed Delaware FACTS II solution alleviates those challenges. Before we dive into the discussion of current challenges it is noteworthy to mention that the hands on experience of the current FACTS system that our team, and only our team, brings not only provides us a deeper insight of challenges DSCYF faces today but will also prove invaluable in performing conversion activities for FACTS II.

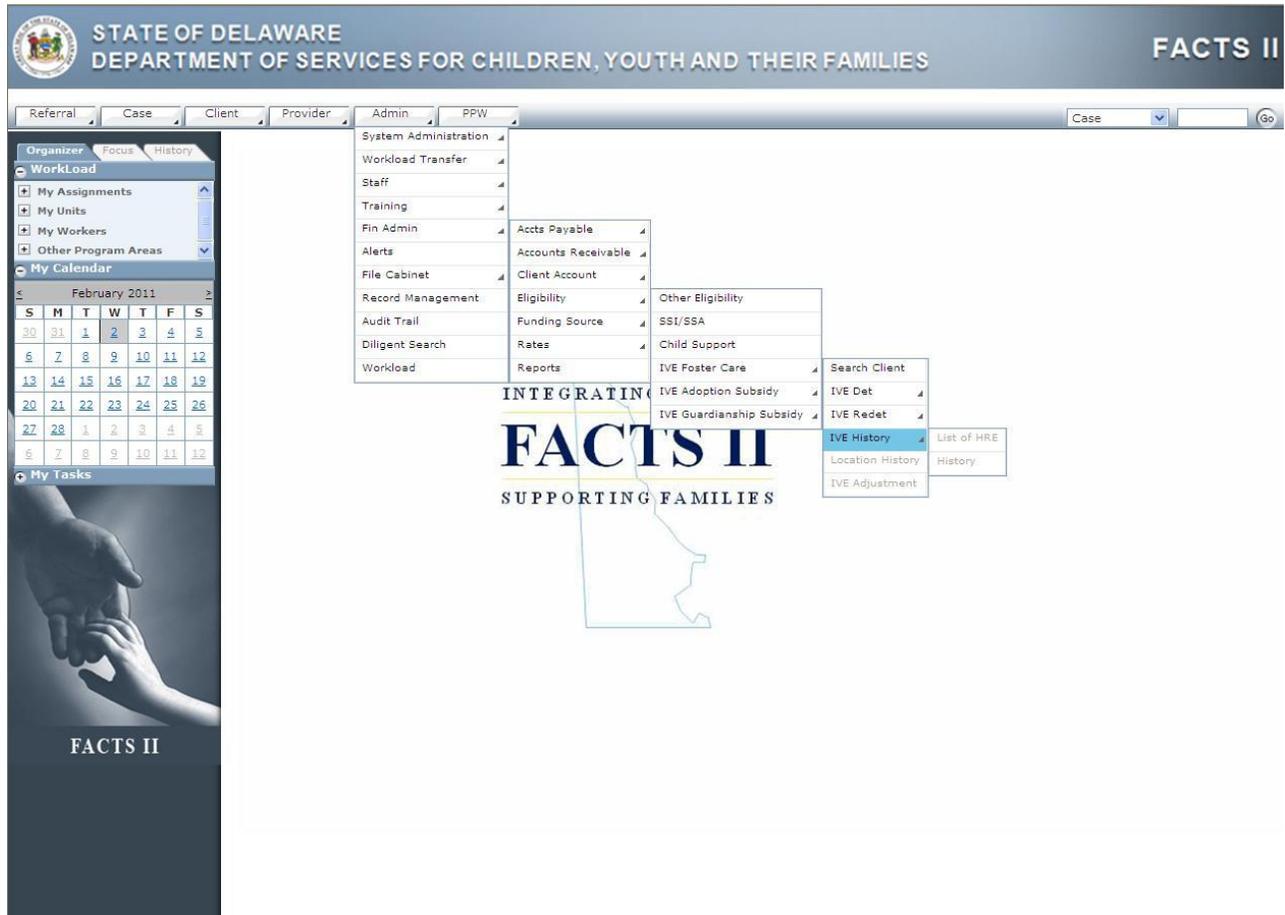
System Navigation

We understand that the navigation and accessibility of information is cumbersome in the current Delaware FACTS system. With a traditional linear fashioned navigation users have to click through a series of menus and button to reach a screen with desired information and then navigate backwards to get to information in another module.

In designing our proposed DC FACES.NET transfer solution, we put system usability at the center of our design and development processes. As a matter of fact, our solution was designed by social workers with social worker needs in mind. We recognize that there is no such thing as an average user; each member of the user community approaches Delaware FACTS II with a different level of social work expertise, a different level of familiarity and a different level of comfort with computer systems in general. The differences between users are amplified by high staff turnover in State agencies.

We recognized that there was a clear distinction between experienced DC FACES.NET users and relative novices. For this reason, our solution offers two distinct means of navigating to screens; each of which is more appropriate to one of those groups of users.

For more experienced users, the roll-down menus are more likely to be their chosen navigation approach. If a user knows exactly what child welfare task they wish to perform in Delaware FACTS II, and what screen is appropriate to that task, then the roll down menus allow that user to navigate directly to that screen with a single click. The figure that follows shows the cascading roll down menus.



DE_SACWIS-902

Figure 3-15. Delaware FACTS II Roll Down Menus.

The roll down menus offers quick navigation for experienced system users.

The figure below shows a close up of the “breadcrumbs”. These are designed with a less experienced user in mind – they may have a business goal in mind (completing an investigation, for example), but are not sure which screens are required to achieve it. As soon as any screen is opened within Delaware FACTS II, the breadcrumbs are dynamically updated to show all screens that are functionally related – thereby leading them through the screens that they need to visit in order to perform a specified task.



DE_SACWIS-500

Figure 3-16. FACTS II Breadcrumb Menus.

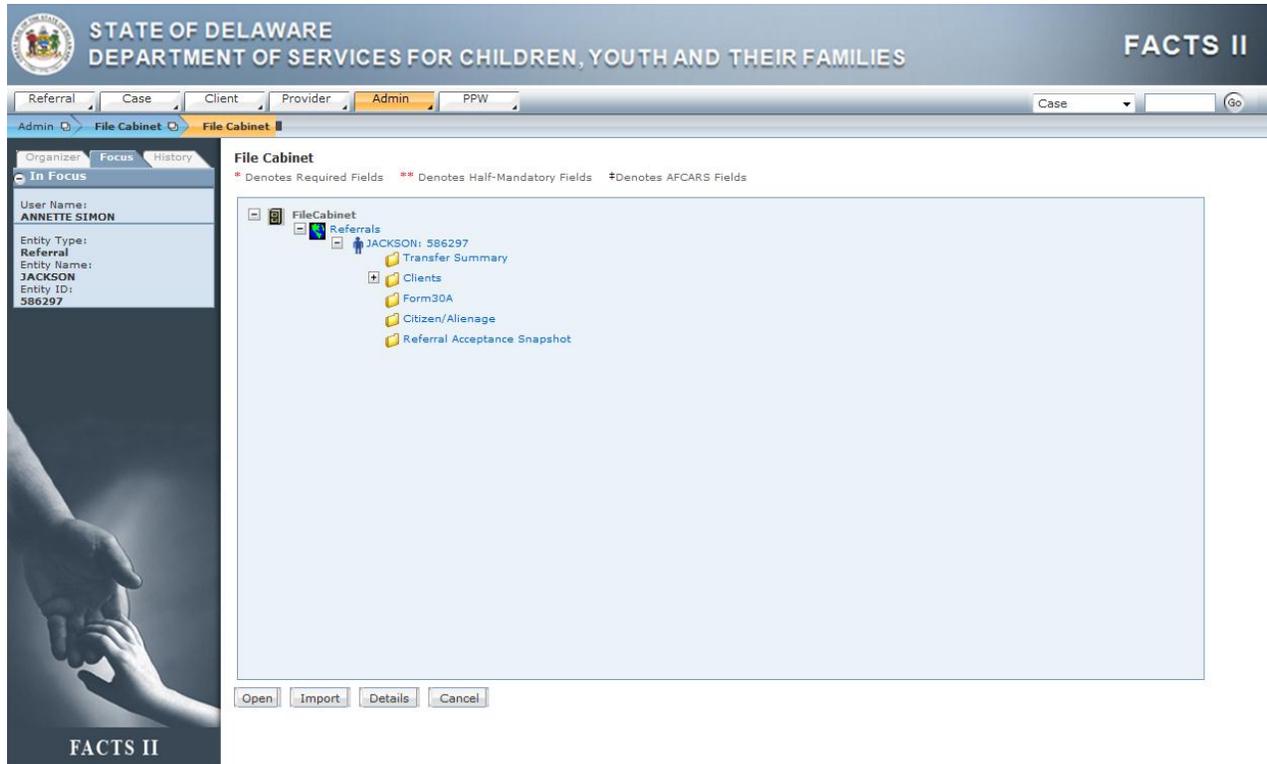
The breadcrumb menus offer guided navigation for novice system users.

In our example above, the user is completing an investigation. The breadcrumbs show that in order to do so, the Referral Narrative, Contact, Allegation, Collateral, Investigation Extension, Notes and Assessment Findings screens must be completed.

Centralized Document Source

We understand that the current Delaware FACTS system does not provide the means to access all documents related to a case from a centralized location. Documents are collected at person, case, or other event levels and must be accessed at the same level. This approach seems logical for the collection of documents but is inefficient when it comes to accessing them. The access to scanned documents is not only cumbersome with respect to the amount of navigation one must perform in the system to get a desired document but is a very inefficient way of identifying all documents available for a particular case.

Our proposed DC FACES.NET transfer solution includes document management functionality that tackles this challenge. Throughout the system at logical places such as court orders, we provide the users the ability to scan and upload respective document within the context of a case or a client. Once uploaded, the document is available for access in two distinct manners. First, the user may access the document from the screen that was used to originally scan it in. This works well when the user is not in the system specifically looking for a document but rather working with the respective system record, having a visual indication and access to document directly from the associated record provides access to quick and timely information. Second, the user may access all case related documents from our centralized document library - the Delaware FACTS II file cabinet. The Delaware FACTS II file cabinet provides centralized access to all case related documents in a logically structured manner, this addresses the second scenario where the user is in the system looking for a specific case related document. The figure that follows depicts the file cabinet functionality in the Delaware FACTS II solution; this can be used as is or easily customized to meet your specific needs.



DE_SACWIS-529

Figure 3-17. FACTS II File Cabinet.

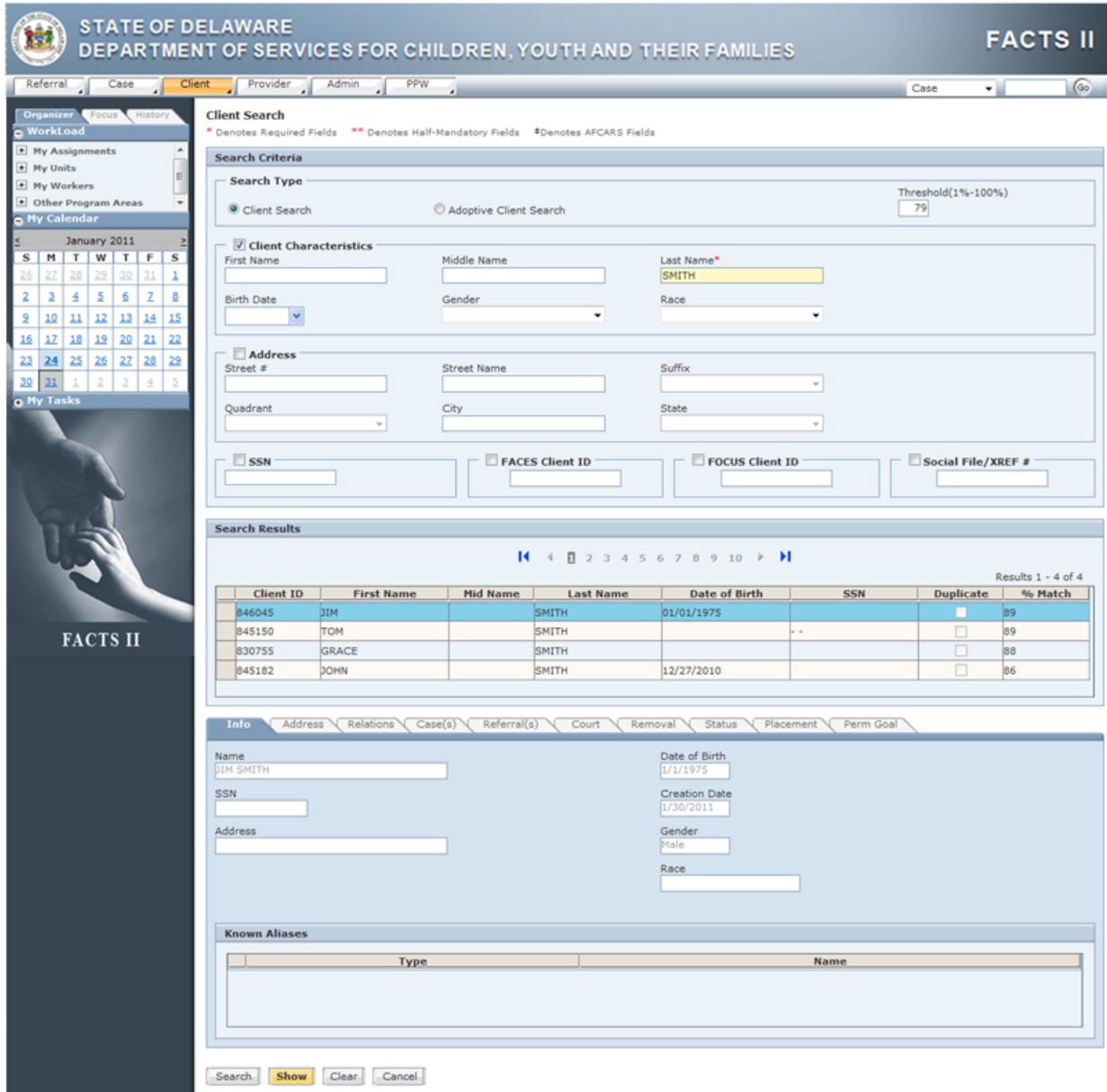
The file cabinet offers logically structured access to case documentation

The centralized document access offered by Delaware FACTS II reduces case worker effort at locating and retrieving documentation and increases the familiarity of what documents have been collected as well as the related data information that they provide.

Snapshot Data

We understand that the current Delaware FACTS system does not provide a snap shot view of the case information. Workers are forced to navigate through a series of screens to collect and piece mail the client, medical, educational and other information together.

As we mentioned earlier, we kept usability at the center of our DC FACES.NET design and development. Our design principles and social worker input received allowed us to design the DC FACES.NET snap shot view. In DC FACES.NET system, users have the ability to quickly search for cases and/or clients and view medical, educations, and other information related to the client directly from the search results screens. Having access to this information from the search results screen also allows the users to accurately identify the record that they were searching for. The figure that follows depicts the Delaware FACTS II search screen with a snap shot of relevant data available at a glance.



DE_SACWIS-328

Figure 3-18. FACTS II Client Search Results Screen.

The client search results screen offers quick access to key client information.

Integrated Assessments and Planning Tools

We understand that the current Delaware FACTS system does not provide common integrated assessment and planning tools that support service delivery and outcome measurement goals across agencies. Having common integrated assessments across agencies is vital to DSCYF achieving its vision of One Child, One Team, One Plan.

We recognize that assessments by their sheer nature tend to vary from state to state. We understand that assessments available within our proposed solution needs to be modified to serve your specific needs – this is true for any solution you may choose to use

as your foundation. What sets our proposed Delaware FACTS II solution apart from rest is the fact that our solution has Children’s Research Center’s (CRC) Structured Decision Making (SDM) fully integrated to support common assessment and case planning activities across your agencies. Structured decision-making is an approach to child protective services that uses clearly defined and consistently applied decision-making criteria for screening for investigation, determining response priority, identifying immediate threatened harm, and estimating the risk of future abuse and neglect. Further, the child and family needs and strengths are identified and considered in developing and monitoring progress toward a case plan. The figure below depicts the SDM tool as integrated in the Delaware FACTS II solution. We work closely with you to customize the assessments as necessary to meet the integrated service delivery needs of DFS, PBHS, and YRS divisions.

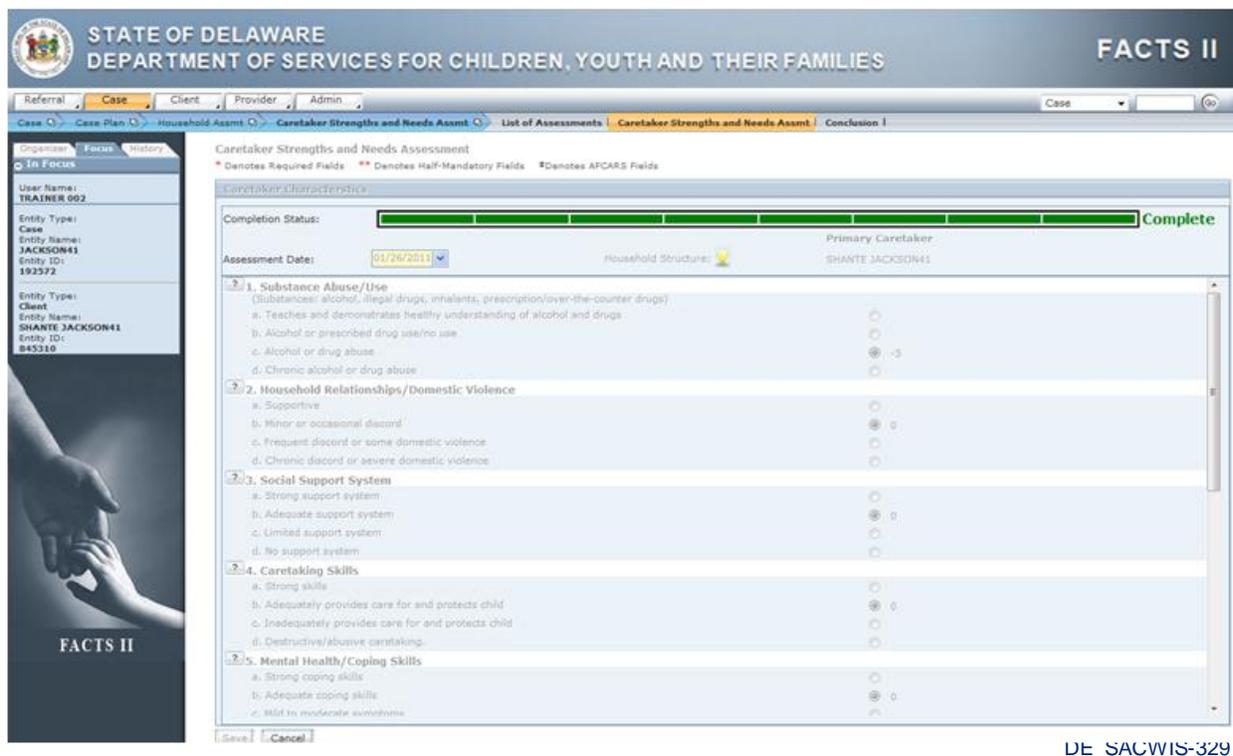


Figure 3-19. Delaware FACTS II SDM Assessment.

The SDM based assessments of FACTS II offer DSCYF the platform for common assessments across agencies.

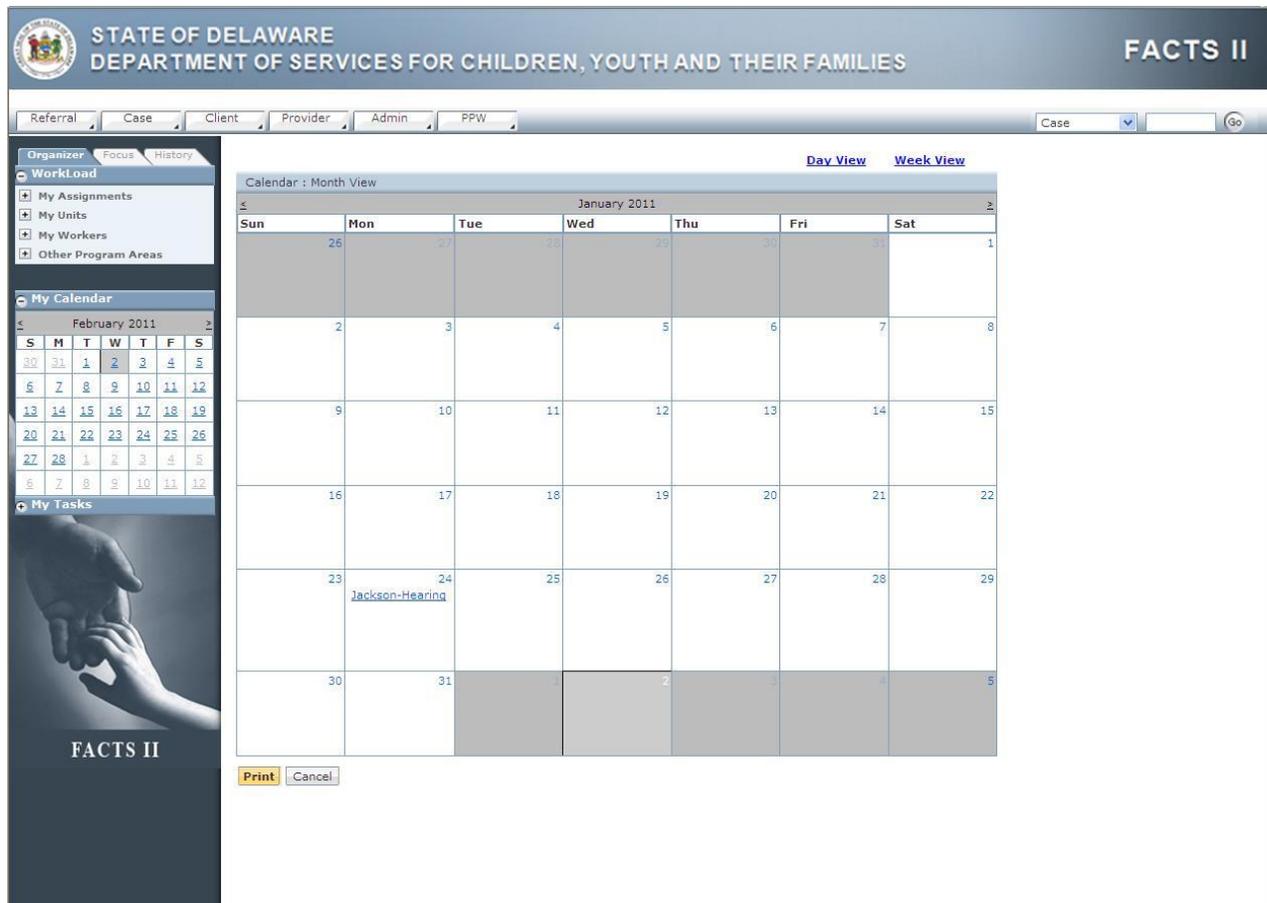
With our proposed solution, you have industry best assessment tools as a starting point for defining your common assessment for use across agencies.

Calendar/Schedule Tools

We understand that the current Delaware FACTS system does not offer a well rounded calendar and scheduling functionality. Workers and supervisor are forced to manage two different calendars, their standard agency e-mail calendar and a separate one for case related activities. This introduces an even compounded problem when viewed from a supervisor’s perspective.

Our proposed solution offers robust calendar and scheduling functionality. The management of schedules is accomplished in collaboration with any common email or scheduling application. For the District of Columbia, we configured DC FACES.NET to operate in conjunction with Microsoft Outlook – the calendar within DC FACES.NET and the users' Outlook calendar are continually synchronized.

The system offers a summary view of calendar in the navigation bar which can be expanded to show events in greater detail. The figure below shows the Delaware FACTS II calendar in both summary and expanded view.



DE_SACWIS-903

Figure 3-20. Summary and Expanded view of FACTS II Calendar.

Our proposed solution offers a robust fully integrated calendar functionality.

Items can be placed onto the Delaware FACTS II calendar in a number of ways:

- Users can manually enter events onto their calendar.
- Supervisors can manually enter events onto their staff's calendars.
- Events are automatically entered as a result of case events. For example, the completion of a case plan automatically triggers a reminder to complete another one in six months.

- Events are automatically entered upon notifications received from partner agencies. For example, in the District of Columbia, the family court provides notification of court hearings via an interface. These court hearing dates are automatically placed upon the appropriate case worker's calendar.

Through a combination of these types scheduled events, case workers are provided with a much more accurate and immediate picture of their upcoming responsibilities. Furthermore, since supervisory staff can view the calendars of their personnel, it is easier to formulate a picture of the workload of the entire team as a means of improving workload balancing between team members.

On Screen Indicators

We understand that the current system does not provide on screen indicators for mandatory fields or AFCARS sensitive information. The users must refer to a help file or policy manual to determine the important data elements of a screen. The cumbersome nature of this process and the constant time pressure social workers are under often leads to this information being left blank, having inadvertent effect on federal reporting.

Our proposed solution offers three distinct onscreen, field level indicators assisting the users in accurate data entry and identification of important fields. Throughout the system the following three indicators are consistently used to denote mandatory, half mandatory, and AFCARS fields:

- * The single asterisk next to a field indicates that the respective field is mandatory and requested information must be provided. All mandatory fields are also highlighted in light yellow color for quick identification.
- ** The double asterisk next to a "group" of fields indicates that response for at least one of the fields in the "group" is mandatory. For example, as depicted in the diagram below, the First and Last name fields are both marked with a double asterisk indicating the user must either provide the first name and/or the last name of the client.
- † The double-dagger symbol next to a field indicates that the respective field is used for AFCARS reporting. All AFCARS specific fields are also highlighted in light blue color for quick identification. As depicted in the diagram below, Date of Birth is an AFCARS specific field.

STATE OF DELAWARE
 DEPARTMENT OF SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

FACTS II

Referral Case Client Provider Admin PPW

Case Info Client Client List Summary **General Info** Demographics Relationships CKL Child Fatality More

Organizer Focus History

In Focus

User Name: ANNETTE SIMON

Entity Type: Case
 Case Entity Name: JONES
 Entity ID: 192552

Entity Type: Client
 Client Entity Name: JOHN SMITH
 Entity ID: 843182

General Information

* Denotes Required Fields ** Denotes Half-Mandatory Fields #Denotes AFCARS Fields

Duplicate Client

Client Residence Other

Client Details

Prefix First** Middle Last** Suffix Maiden Name

Gender* Date Of Birth SSN Medicaid# In Household

Male 12/27/2010 SSN Verified

Date Of Death Death Certificate# Number of persons in household

Deceased

Dates of Involvement in Case

Start Date* End Date Reason For End Date Non-participating Member

11/11/2005 Participating as a Child * Reason Description

Head of the Household Yes

Citizenship/Religion

Citizenship/Alienage* Alien Registration Number Nationality Religion

US Citizen

Role In Case / Language

Role In Case* Languages Need Interpreter

Adult Adoptee Adult Ward State Alleged Maltreater

Select Select

Save Cancel RFAI

DE_SACWIS-505

Figure 3-21. Delaware FACTS II Client General Information Screen.

The onscreen indicators throughout Delaware FACTS II provide guidance at the time of data collection.

The on screen indicators available throughout our proposed solution aides case worker in fulfilling their data collection responsibilities, increase their familiarity with critical data points and provide management with better federal reporting data.

Previous Successes Builds Confidence for DE FACTS II Success

It is said that past performance is the best indicator of future success. For over four decades, Deloitte has been a vendor of choice for implementing large and complex Integrated Children Services solutions across the nation. We were the first to build a fully operational SACWIS system and continue to be a leader in that market. Our first SACWIS ever build has served as a direct foundation for four other SACWIS systems that us and other vendors have transferred. Our case management system implementation experience runs even deeper than our specific SACWIS experience.

As part of our Integrated Children Services practice, we have been building and implementing case management systems in our Health and Human sector for over 40 years. Our cross program experience allows us to understand the importance of case planning and management. We understand that it is one of the important functions a children services worker does, taking into account all the information collected on the family during the intake, investigation, and assessment processes and subsequently identifies the path and direction the family and the individual members of that family should take to reach the identified destination or goal. As a result, we recognize the importance of facilitating these functions within a SACWIS system and more importantly making pertinent information available to other sister agencies – functions such as placement, case planning, service delivery, case reviews, and court processing that improves decision-making, improve accountability, and improve overall communication and coordination within DSCYF agencies and between external partners.

We have a long history of building case management systems that function similar to your requirements and beyond. We bring production proven experience of transferring our base solution and customizing it to meet state specific needs. We have transferred our solution to seven different states and made functional and technical changes along the way to support emerging technical trends and individual state needs. For example, when we transferred our DC FACES.NET solution to the State of Alabama, we added the Adult Protective Services program, Medicaid program, and replaced the Oracle database with DB2 to align with State of Alabama's technical standard. The scalable, flexible, n-tier architecture of our solution allows us to make such functional and technical changes without compromising core system integrity. Our recent history of successful transfers continued when we transferred our DC FACES.NET solution to the Allegheny County in Pennsylvania and added juvenile justice while upgrading the Microsoft.Net technology to the latest framework version – again a testament of our solution's flexible n-tier architecture.



Deloitte built the first
SACWIS program in the
country – OK KIDS.

Deloitte delivers a proven solution, experienced team, and the Integrated Children Services knowledge needed to deliver the Delaware FACTS II solution and help DSCYF achieve its vision of One Child, One Team, One Plan. The table below provides our relevant experience in successfully designing, developing, and implementing solutions similar to the one needed by Delaware.

State	System	# of Years of Support	Transfer Solution	Functionally/Technically Enhanced	Relevant to Delaware
 DC	DC FACES.NET	12+ years			
 Alabama	FACTS	3+ years			
 Allegheny County, PA	KIDS	4 years			
 Maryland	CHESSIE	9 years			
 Massachusetts	FamilyNet	10 years			
 West Virginia	FACTS	3 years			
 Oklahoma	KIDS	3 years			
 Nevada	Family TRACS	4+ years			

State	System	# of Years of Support	Transfer Solution	Functionally/ Technically Enhanced	Relevant to Delaware
 Tennessee	TFACTS	2+ years	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
 Pennsylvania	HCSIS	11+ years		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
 Pennsylvania	PELICAN	10+ years		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
 Virginia	Child Care	1+ year	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
 Colorado	CHATS	1+ year	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
 Texas	DADS	<1 year			<input checked="" type="checkbox"/>
 Pennsylvania	OCYF MCI	<1 year			<input checked="" type="checkbox"/>
 Massachusetts	HCSIS	4+ years	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
 British Columbia, Canada	ICM	1+ years			<input checked="" type="checkbox"/>

State	System	# of Years of Support	Transfer Solution	Functionally/ Technically Enhanced	Relevant to Delaware
 Newfoundland, Canada	ICM	1+ year			
 Delaware	FACTS I	18 years			
 New Jersey	Points Person	1 year			
 Louisiana	KIDS	6+ years			
 Wisconsin	Centralized Eligibility Determination	13+ years			

Table 3-8. Deloitte and MAXIMUS’s Expansive Experience.

In this section, we have demonstrated to you the vast experience our team brings to help you achieve your mission, vision, needs, and objectives. With a dedicated Integrated Children Services practice, production proven solution, a strong history of successful transfers, a track record of successful implementations, and over 40 years of relevant experience our team is best suited to help DSCYF achieve its vision of One Child, One Team, One Plan.