

*OPEN SESSION*



**WELFARE CLIENT DATA SYSTEMS  
BOARD OF DIRECTORS MEETING  
AGENDA PACKAGE**

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Friday, November 14, 2014

12:00 P.M. – 2:00 P.M.

Library Galleria

East Room

828 I Street

Sacramento, California 95814



Welfare Client Data Systems
Board of Directors' Meeting

Date: Friday, November 14, 2014

Time: 12:00 P.M. to 2:00 P.M.

Location: Library Galleria, 828 I Street, East Room, Sacramento

Attendees: County Directors and/or Delegates, First Data Staff, OSI, WCDS Staff, HP Enterprise Services, Inc.

OPEN SESSION

- 12:00 1. Call to Order by WCDS Co-Chair and Introductions (Barry Zimmerman)
12:02 2. Agenda Review and Comments by WCDS Co-Chair (Barry Zimmerman)
12:05 3. Approval Items
3.1 Board of Directors' Draft Meeting Minutes, 9/12/14 - Attachment 3.1 (Barry Zimmerman)
4. Action Item(s)
12:06 4.1 Nominate and Appoint a WCDS Co-Chair for FY 2014/2015 (Barry Zimmerman)



12:10 **5. OPAC Updates** (*Jerry Dunn, Ann Edwards, Jo Anne Osborn*)

5.1 OPAC Meeting Highlights, 9/25/14

12:15 **6. Discussion Item(s)**

6.1 Operational Excellence Plan – Attachment 6.1 (*Chris Van Vlack, Hali Reyes*)

6.2 Strategic Planning Meeting, 10/22/14 (*Hali Reyes*)

6.2.1 Debrief and Feedback

6.2.2 Strategic Goal #2 – User Centric Projects, e-Vote Results and Next Steps – Attachment 6.2.2

6.2.3 Progress Report for Strategic Goals 1 through 3 – Attachment 6.2.3

6.3 Contact CalWIN - Staffing, Survey Results/Sunday Availability, Schedule – Attachment 6.3 (*Henry Arcangel*)

6.4 CalFresh Audit / Error Rate Update (*Hali Reyes*)

6.5 CalHEERS Escalation (*Hali Reyes*)

01:20 **7. OSI Updates** (*Kristine Dudley / Kurtis Knapp*)

01:30 **8. Open Session Adjournment by Co-Chair** (*Barry Zimmerman*)

**CLOSED SESSION**

**9. Approve - None**

01:35 **10. Discussion**

10.1 M&O Contract Update (*Kristine Dudley*)

10.2 CalHEERS Funding (*Steve Maciel*)

01:50 **11. Informational Items**

11.1 Vendor Transition Update – Attachment 11.1 (*Dan Kalamaras*)

11.2 Quality Assurance Vendor's Monthly Report Out – Attachment 11.2 (*Karen Tinucci*)

11.3 SAWS Executive Steering Committee Meeting Update (*Hali Reyes, Barry Zimmerman*)

02:00 **12. Closed Session Adjournment and Next Meetings** (*Barry Zimmerman*)

12.1 Board & Other Meetings Schedule

- WCDS Board of Directors' Meeting Schedule for 2015 - Attachment 12.1
- Next Board of Directors' Meeting, January 16, 2015



## PUBLIC NOTICE

This is a regularly scheduled meeting of the WCDS Board of Directors that generally occurs monthly from 12:00 P.M. to 2:00 P.M. at the address noted above. The meeting dates for 2014 are as follows: January 17, February 14, March 14, April 11, May 9, ~~June 13~~ (*Canceled*), August 15, September 12 and November 14; there are no meetings for the months July, October and December.

Agendas and Materials: Agendas and most supporting materials are available on the CalWIN website at <http://www.calwin.org/bod.asp>. Due to legal, copyright, privacy or policy considerations, not all materials are posted online. Materials that are not posted are available for public inspection between 8:00 A.M. and 5:00 P.M., Monday through Friday, at 950 Iron Point Road, Folsom, CA 95630.

Supplemental Materials: Materials related to an item on this agenda submitted to the Board after distribution of the agenda packet are available for public inspection in WCDS offices at 950 Iron Point Road, Folsom, CA, during normal business hours.

Disabled Accommodation: If you have a disability which requires an accommodation, an alternative format, or requires another person to assist you while attending this meeting, please contact Stacey Drohan at (916) 608-3367 as soon as possible to ensure arrangements for accommodation.

Approval of Consent Items: Consent Items include routine financial and administrative actions and are usually approved by a single majority vote. There will be no discussion on these items prior to voting on the motion unless Board Members or the public request specific items be discussed and/or removed from Consent.

Public Comment: For any member of the audience desiring to address the Board on a matter on the agenda, please walk to the podium and after receiving recognition from the Chair, please state your name and make your comments. Closed session items may be added prior to the Board adjourning to closed session. In order that all interested parties have an opportunity to speak, please be brief and limit your comments to the subject under discussion. Each person is usually granted 3 minutes to speak; time limitations are at the discretion of the Chair. While members of the public are welcomed to address the Board, under the Brown Act, Board members may not deliberate or take action on items not on the agenda, and generally may only listen.

**MEETING MINUTES****Welfare Client Data Systems  
Board of Directors' Meeting****Date:** Friday, September 12, 2014**Time:** 12:00 P.M. to 2:00 P.M.**Location:** Library Galleria, 828 I Street, East Room, Sacramento

<b>Attendees:</b>	<i>County Directors and/or Delegates</i>		<i>First Data Staff</i>	
	Alameda, Lori Cox		Diane Alexander	X
	Alameda, Don Edwards	X	Karen Tinucci	X
	Contra Costa, Kathy Gallagher	X		
	Fresno, Delfino Neira and Sanja Bugay	X	<i>OSI</i>	
	Orange, Mike Ryan	X	Kristine Dudley	X
	Placer, Cheryl Davis (Co-Chair)	X	Kurtis Knapp	
	Sacramento, Ann Edwards	X		
	San Diego, Rick Wanne	X	<i>WCDS Staff</i>	
	San Francisco, Trent Rhorer	X	WCDS, Lynn Bridwell	X
	San Luis Obispo, Lee Collins		WCDS, Stacey Drohan	X
	San Luis Obispo, Kevin Smith		WCDS, Dan Kalamaras	X
	San Mateo, Iliana Rodriguez	X	WCDS, Sheila Lossner	X
	Santa Barbara, Daniel Nielson	X	WCDS, Steve Maciel	X
	Santa Clara, Umesh Pol	T	WCDS, Jo Anne Osborn	X
	Santa Clara, Bruce Wagstaff	X	WCDS, Hali Reyes	X
	Santa Cruz, Ellen Timberlake for Cecilia Espinola	X		
	Solano, Patrick Duterte	X	<i>HP Staff</i>	
	Solano, Angela Shing	X	HP, Chris Van Vlack	X
	Sonoma, Jerry Dunn	X		
	Tulare, Danny Rockholt	T		
	Tulare, Juliet Webb	X		
	Ventura, Barry Zimmerman (Co-Chair)	X		
	Yolo, Nancy O'Hara	X		

**OPEN SESSION****1. Call to Order by WCDS Co-Chair and Introductions** (*Cheryl Davis*)

Called to order at 12:05pm

**2. Agenda Review and Comments by WCDS Co-Chair** (*Cheryl Davis*)

Patrick Duterte/Interim Dir-Solano introduced Angela Shing as Solano's representative for the CalWIN Board. Solano's new Director, Jerry Huber, starts on 11/10/14.



Agenda addition to Open Session: Item 6.1 Medi-Cal Renewals (*Sanja Bugay*)

Agenda addition to Open Session: Item 6.2 Mobile Application Video (*Hali Reyes*)

### 3. Approval Items

#### 3.1 Board of Directors' Draft Meeting Minutes, 8/15/14 – Attachment 3.1 (*Cheryl Davis*)

**Motion:** *Jerry Dunn/SON motioned to approve the Board's 8/15/14 draft meeting minutes as written. Rick Wanne/SDG seconded. All in favor. Motion carried.*

#### 3.2 Form a Business Intelligence Steering Committee – Attachment 3.2 (*Dan Kalamaras*)

WCDS recommends forming a BI Steering Committee to support the Board's strategic direction around BI. Refer to the attached for composition options. OPAC recommends that the committee include four Board members and two OPAC members. Members' commitment level is not anticipated to be heavy (occasional calls; possibly quarterly). Volunteers: Rick Wanne/SDG and Don Edwards/ALA.

**Motion:** *Jerry Dunn/SON motioned to approve the forming of a Business Intelligence Steering Committee to include four Board members and two OPAC members (Option 2). Don Edwards/ALA seconded. All in favor. Motion carried.*

**Action Item:** *WCDS will circulate a Project Staffing Request to solicit the remaining members needed from the Board and OPAC (BI Steering Committee).*

#### 4. Action Item(s) - None

### 5. OPAC Updates (*Lynn Bridwell, Jerry Dunn*)

#### 5.1 OPAC Meeting Debrief, 8/28/14 - Attachment 5.1

OPAC's August meeting went well. Members sense the evolution of their new responsibilities – OPACs focus is on strategy rather than operations. Hot topics included the new service request policies/processes, forming a BI steering committee and the upcoming Strategic Planning Meeting. For the SPM, WCDS is refining the material shared with the Board in July and will be engaging Kouji Nakata soon. Counties were asked to evaluate their appointment to OPAC and to notify their Board member if they feel they are not the right representative.

### 6. Discussion Item(s)

#### 6.1 Medi-Cal Renewals (*Sanja Bugay*)

There are different CalWIN SQL options to prevent erroneous auto-discontinuance of clients who do not return their renewal packets.

**Action Item:** *WCDS will form an action team to research automation possibilities (Medi-Cal renewals).*



Issue needs to be resolved within the next 1-1/2 weeks in order to make next month's run.

WCDS has developed additional validation strategies of Counties' chosen SQL options.

## 6.2 CalWIN Mobile Application – Demo Video (*Hali Reyes*)

WCDS distributed DVDs of the updated demo video of the CalWIN Mobile Application.

## 7. OSI Updates (*Kristine Dudley*)

- *Business Intelligence:* Dan Kalamaras has included OSI in WCDS' plans for Business Intelligence projects. OSI setup a meeting with Adam Dondro/CDSS et. al. to share the information. OSI looks forward to working together. The State can help in policy matters, such as data sharing between agencies/programs. These efforts lend to both Strategic Goal #1 (BI) and #3 (Outreach).
- *M&O Contract:* DHCS has been working with CMS to meet requirements. Trying to move the approval process forward. FNS does not need to review and approve the contract since they approved the RFP; they just want a copy of the executed document.

## 8. Open Session Adjournment by Co-Chair (*Cheryl Davis*)

Open Session adjourned at 12:30pm.

## CLOSED SESSION – Directors, WCDS, First Data

## 9. Approve

### 9.1 Portfolio Health Check Review and Validate Mitigation Approach – Attachments 9.1.1 and 9.1.2 (*Karen Tinucci, Hali Reyes*)

Refer to attached. **Motion:** *Jerry Dunn/SON motioned to validate the recommended portfolio mitigation strategy as presented. \_\_\_\_\_ seconded. All in favor. Motion carried.*

The Folsom site is working on transforming the organization (“Operational Excellence”) to better support the portfolio and Consortium. WCDS will present the Operational Excellence Plan to Directors at the November 2014 BOD meeting.

### 9.2 WCDS Staff Salary Range Recommendations (in alignment with CPS' Compensation Study) – supporting documents provided (*Steve Maciel*)

WCDS staff was excused for this topic. *Outcome: Assent to salary ranges as recommended by CPS.*



9.3 Funding Proposal for Added WCDS Staff Positions – Attachments 9.3.1 and 9.3.2 (*Steve Maciel, Hali Reyes*)

**Motion:** *Jerry Dunn/SON motioned to approve the Funding Proposal as presented. Sanja Bugay/FRS seconded. All in favor. Motion carried.*

## 10. Discussion

- 10.1 Contract Update and Directors' Report Out on Any County Counsel Feedback (*All*)  
Contract approvals are expected from Counties by end of December. No action.
- 10.2 CalHEERS Funding (*Steve Maciel*)  
Awaiting confirmation of what was expected in State budget for additional CalHEERS funding -\$12MM.  
No action.
- 10.3 County Updates (*All*)  
WCDS is conducting County Visits. No action.

## 11. Informational Items

- 11.1 Contract Transition Update – Attachment 11.1 (*Dan Kalamaras*)  
Refer to attached. The Folsom site is ahead of schedule on several efforts. No action.
- 11.2 Quality Assurance Vendor's Monthly Report Out – Attachment 11.2 (*Karen Tinucci*)  
Refer to attached. No added discussion. No action.
- 11.3 SAWS Executive Steering Committee 9/11/14 Meeting Update (*Hali Reyes*)  
A new strategy to better manage CalHEERS defects will be implemented next week. Another group of staff is coming onboard at CalHEERS for QA. No action.

## 12. Closed Session Adjournment and Next Meetings (*Cheryl Davis*)

- 12.1 Board & Other Meetings Schedule
- APHSA / ISM Annual Conference, September 21-24, 2014, Hyatt Regency, Atlanta, GA
  - CWDA Conference, October 8-10, 2014, Sheraton Park Hotel, Anaheim, CA
  - WCDS Strategic Planning Meeting, October 22, 2014, The Citizen Hotel, Sacramento
  - Next Board of Directors' Meeting, November 14, 2014, Library Galleria, Sacramento

### **Contact CalWIN – Note**

Henry Arcangel will be communicating with Counties regarding scheduling / hours of operations.

The meeting adjourned at 1:47pm.





**ACTION ITEMS**

ID	Open Date	Description of Action Item	Assigned to	Due	Closed Date
21	4/11/14	Analyze the list of completed Separate Services to determine which could be leveraged by other Counties and report back to the Board in June 2014. <ul style="list-style-type: none"> <li>5/9/14: <del>In progress.</del> Hold.</li> </ul>	Jo Anne Osborn	June 2014	
22	4/11/14	Evaluate their current list of open Separate Services (see supporting document 3.4) and bring those to pursue to the Strategic Planning Meeting for the Board's consideration and planning as a Consortium. <ul style="list-style-type: none"> <li>5/1/14 Update: SPM scheduled for 6/11/14.</li> <li>5/9/14: Not to be discussed at SPM. Hold.</li> </ul>	Directors	May June 2014	
27	7/7/14 EC	WCDS will revise the OPAC Bylaws as needed and bring back to the BOD for approval. <ul style="list-style-type: none"> <li>In progress.</li> </ul>	Hali Reyes	8/2014	
28	7/7/14 EC	WCDS to 1) Dialogue with CDSS about the potential for WCDS to host OCAT and request financial support, 2) Evaluate WCDS staffing needs and related costs to lead this effort and 3) bring Hosting OCAT to the full Board in August. <ul style="list-style-type: none"> <li>In progress</li> <li>8/15/14: On hold.</li> </ul>	Jo Anne Osborn	8/2014	
31	8/15/14	Send Directors a draft funding plan, including each county's portion to cover the added WCDS positions. The funding plan will be brought to Directors for approval upon completion of CPS' study and determination of staff salaries. <ul style="list-style-type: none"> <li>Done. Close.</li> </ul>	Steve Maciel	9/12/14	11/6/14
32	8/15/14	WCDS to provide CalHEERS' application backlog stats per County to Directors and the clearing rate.	WCDS	9/12/14	
33	8/15/14	Reserve time on the Board's 9/12/14 agenda to discuss Healthcheck of the WCDS Portfolio. <ul style="list-style-type: none"> <li>Done. Close.</li> </ul>	Stacey Drohan	9/12/14	11/6/14
34	9/12/14	Circulate a Project Staffing Request to solicit the remaining members needed from the Board and OPAC (BI Steering Committee). <ul style="list-style-type: none"> <li>Done. Close.</li> </ul>	Dan Kalamaras	ASAP	11/6/14
35	9/12	Form an action team to research automation possibilities (Medi-Cal renewals).	WCDS	ASAP	



# CalWIN Transformation: Operational Excellence

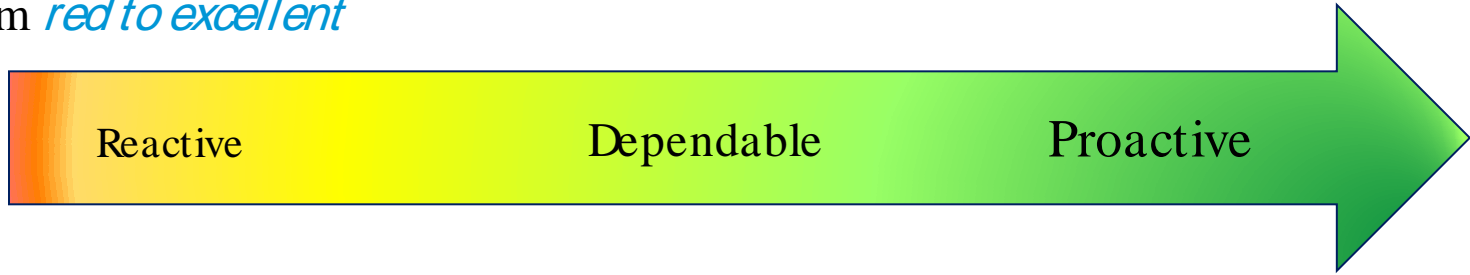
November 6, 2014



# Operational Excellence



Moving from *red to excellent*



	Reactive	Dependable	Proactive
Daily Operations	<i>An operational culture of continuous firefighting</i>	<i>Consistent and reliable in performing daily operations</i>	<i>Continuous improvement</i>
Projects	<i>Phased or Incomplete delivery of expected functionality</i>	<i>High quality, on time, on budget full portfolio delivery as expected</i>	<i>Innovation leadership is a larger component of the portfolio</i>
People & Tools	<i>Overdependence on manual processes and subject matter experts</i>	<i>Collaborative high performance work teams and processes</i>	<i>Proactive and flexible in meeting customer needs</i>



# 2015 -16 Operational Excellence Program (preliminary)



## Phase 1 – Reactive to Dependable: Setting the Foundation

Workstream	Improvement Target	Description
0 Planning, Analysis & OE Program Management	Target: Daily Operations, Projects, People & Tools	Review RCAs and prior assessments, develop a roadmap to improve service delivery, change culture and advance organizational maturity, and manage the suite of improvement workstreams
1 Mitigate reoccurring concerns	Target: Daily Operations <ul style="list-style-type: none"> <li>• Batch Performance</li> <li>• Release retrofits</li> </ul>	Establish action plans to address high priority operational concerns
2 Strengthen new technology operations: MyBCWPortal, CCEstream, & CalHEERS	Target: Daily Operations <ul style="list-style-type: none"> <li>• Accelerate knowledge transfer</li> <li>• Enhance monitoring</li> </ul>	Standardize operational processes, enhance documentation and monitoring procedures, accelerate knowledge transfer
3 Organizational readiness	Target: People & Tools, Daily Operations <ul style="list-style-type: none"> <li>• Shift from internal focused to customer centric culture</li> <li>• Validate end to end application delivery processes</li> </ul>	Define, communicate and transition to the new organizational structure and customer centric culture. Ensure completeness and effectiveness of service delivery processes in the new operating environment
4 Repeatable cornerstone processes	Target: Daily Operations <ul style="list-style-type: none"> <li>• Transitioning Project to Production</li> <li>• Capacity &amp; availability management</li> </ul>	Establish consistent processes to support project transition, ongoing asset tracking and reporting, capacity forecasting and trend analysis, event monitoring, and information security
5 Analyze underlying technical constraints	Target: Projects, Daily Operations <ul style="list-style-type: none"> <li>• Legacy release tools</li> <li>• Concurrent batch architecture</li> </ul>	Identify technical barriers to background batch operation and concurrent development
6 Create Operational Excellence Scorecard	Target: Daily Operations, Projects, People & Tools	Define a balanced set of performance measures and targets, report progress



# 2015 -16 Operational Excellence Program (preliminary)



## Phase 2 – Proactive and Innovative : Implementation and Raising the Bar

Workstream		Improvement Target	Description
7	Release processes and tools to support responsive change	Target: Projects <ul style="list-style-type: none"> <li>• More closely align type of releases &amp; timing with business needs</li> <li>• Increase capability for concurrent development</li> </ul>	Develop and execute an implementation plan for the release tools roadmap
8	Systems available to meet user needs	Target: Daily Operations <ul style="list-style-type: none"> <li>• Extend hours of availability for online systems</li> </ul>	Identify, prioritize and execute initiatives to expand system availability.
9	Improved quality and throughput	Target: Projects <ul style="list-style-type: none"> <li>• Leverage tools to automate and streamline manual processes and reduce human error</li> <li>• Foundational support for SC2</li> </ul>	Identify, prioritize and execute best practice initiatives to accelerate development and testing processes.
10	Shared culture of innovation and customer care	Target: Daily Operations, Projects, People & Tools <ul style="list-style-type: none"> <li>• Partner with individual counties to address operational concerns in support of SC3 ( eg CalFresh error rate)</li> </ul>	Identify county operational improvement opportunities



# 2015 -16 Workstream Timeline (preliminary)



Workstream		Q4 2014	Q1 2015	Q2 2015	Q3 2015	Q4 2015	Q1 2016	Q2 2016	Q3 2016	Q4 2016
0	Planning, Analysis & OE Program Management	Active	Active	Active	Active	Active	Active	Active	Active	Active
1	Mitigate reoccurring concerns	Active	Active	Active	Completed	Completed	Completed	Completed	Completed	Completed
2	Strengthen new technology operations: MyBCW Portal, CCExstream, & CalHEERS	Completed	Active	Active	Active	Completed	Completed	Completed	Completed	Completed
3	Operational readiness	Active	Active	Active	Completed	Completed	Completed	Completed	Completed	Completed
4	Repeatable cornerstone processes	Active	Active	Active	Active	Active	Active	Completed	Completed	Completed
5	Analyze underlying technical constraints	Completed	Active	Active	Completed	Completed	Completed	Completed	Completed	Completed
6	Create Operational Excellence Scorecard	Active	Active	Completed	Completed	Completed	Completed	Completed	Completed	Completed
7	Release processes and tools to support responsive change	Completed	Completed	Completed	Completed	Active	Active	Active	Active	Active
8	Systems available to meet user needs	Completed	Completed	Completed	Completed	Active	Active	Active	Active	Active
9	Improved quality and throughput	Completed	Completed	Completed	Active	Active	Active	Active	Active	Active
10	Shared culture of innovation and customer care	Completed	Completed	Completed	Active	Active	Active	Active	Active	Active





## WCDS Board of Directors Discussion Item

**Meeting Date:** Friday, November 14, 2014  
**Subject:** WCDS Prioritization Rankings for Strategic Goal #2 – User Centric Projects  
**Presenter:** Hali Reyes, WCDS

### Discussion Item

*Results of Directors’ prioritization rankings for Strategic Goal #2 – User Centric Projects are noted below (as of 11/7/14). Next steps will be discussed at the meeting.*

Total eVotes...	MyBenefits	Core CalWIN	Expanded Mobile	Help Desk Support	Task Mgmt
Ranked as #1 Priority	9	3	1	0	0
Ranked as #2 Priority	3	10	0	0	0
Ranked as #3 Priority	1	0	10	2	0

### Supportive Information

At the Strategic Planning Meeting in October, WCDS proposed several projects to Directors in support of Strategic Goal #2 – User Centric... An informal eVote was conducted with Counties for their “favored” projects. An email was subsequently forwarded to Directors to formally collect Counties’ prioritization rankings. (See the below email) Next steps will be discussed at the November meeting.

**From:** Drohan, Stacey **On Behalf Of** Reyes, Hali  
**Sent:** Friday, October 31, 2014 12:16 PM  
**To:** WCDS BOD and Delegates  
**Cc:** ...  
**Subject:** WCDS BOD and OPAC - eVote due 11/7/14, Prioritize Proposed Projects for SG#2  
**Importance:** High

WCDS Board of Directors and OPAC Members,

This email is in follow-up to discussion at the Strategic Planning Meeting held on October 22, 2014 aimed to validate Directors’ rankings of the proposed projects presented for Strategic Goal #2 - Develop User-Centric Processes and Systems Which Enhance Customer Self-Service and Improve User Experience.



Please refer to the attached abstract summaries that provide detail for each proposed project. Directors are requested to review this material and reply with their Top 3 priority projects, in ranked order within the below table, by November 7, 2014. **Note:** The table also includes the results from the informal vote conducted at the SPM to prioritize the proposed projects.

Enter Ranking	Strategic Goal 2 – Proposed Projects	SPM Votes
	MyBenefits User Interface Improvements (HP & Code for America)	23
	Core CalWIN User Interface Improvements (HP)	20
	Expanded Mobile Functionality (HP)	14
	Help Desk Support for Self-Service Systems (First Data)	5
	Task Management (InTelegy)	7

Thank you,



*Hali Reyes*

Executive Director  
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## Welfare Client Data Systems (WCDS) Strategic Planning Project Summary Abstract

Program/Project Title:	<b>MyBenefits User Interface Improvements</b>
Program/Project Duration:	Short Term (3-6 months) and Long Term (>6 months)
Executive Sponsor:	<i>Hali Reyes, WCDS Executive Director</i>
Supports Strategic Goal:	<b>SG2: Develop User-Centric Processes and Systems</b>
Lead Organization:	WCDS
Source Material Prepared By:	
Date Submitted:	October 17, 2014
Primary Objective:	<p>Provide an improved, modern, more intuitive user interface and enhanced self-service capabilities for the MyBenefits CalWIN application.</p> <ul style="list-style-type: none"> <li>• Improve the organization and presentation of content and self-service capabilities so that visitors can quickly navigate to desired pages and perform desired functions</li> <li>• Provide a friendlier look-and-feel that consumers expect and use in today's online world</li> <li>• Implement features aimed at reducing the amount of assistance the consumer needs to complete the process</li> </ul>
Beneficiaries:	Clients, Counties, WCDS
Related Activities Underway & Status:	<p>Independent Assessment and feedback is available for review and consideration, such as by Code for America, dedicated to making government services simple, effective and easy to use:</p> 

### I. Program/Project Goals

Enable more self-service, enhance the customer experience, and create more intuitive solutions within MyBenefits CalWIN.

- Self Service technology
- Enhanced system performance, self-service
- Improved ease of use
- More self-service transactions by clients and potential clients, to reduce pressure on lobby and offload some transactional work being done by county workers

### II. Background / Importance of Initiative

WCDS and Counties have identified opportunities to improve ease of use, accessibility, capability and intuitiveness of the current solution.

The benefits application was originally designed for the counties, but is now consumer facing and needs to support an increasingly more web- and social-media savvy consumer. The serviceability, adaptability

and utility of the current application needs to be improved and aligned to support the end-user consumers.

This application is very much a part of the image, reputation and brand of CalWIN. It needs to provide a positive experience to the client, and promote a positive image of CalWIN for all constituents.

- New self-service features need to be aimed at the consumer, and made more intuitive and simpler to use.
- Implementation of new features should be customer focused and aimed at reducing the amount of assistance the public needs to complete the process
- In servicing the client, the redesigned application also needs to meet current requirements and be flexible and adaptable to new legislation and regulatory requirements


### **III. Proposed Research Tasks:**

The redesign or re-launch of MyBenefits CalWIN will be based on WCDS, County and Industry leading practice.

- Formal Assessment and usability study will inform the effort
- County feedback and recommendations
- End-user, consumer focus groups and usability inputs



## Welfare Client Data Systems (WCDS) Strategic Planning Project Summary Abstract

Program/Project Title:	<b>Expanded Mobile Applications Functionality</b>
Program/Project Duration:	Long Term (>6 months)
Executive Sponsor:	<i>Hali Reyes, WCDS Executive Director</i>
Supports Strategic Goal:	<b>SG2: Develop User-Centric Processes and Systems</b>
Lead Organization:	WCDS
Source Material Prepared By:	 <b>HEWLETT® PACKARD</b>
Date Submitted:	October 17, 2014
Primary Objective:	Empowering clients with a greater level of self-sufficiency in their interaction with county staff and services through mobile technologies.  Allow clients to provide documents, renew services, file recurring reports, etc. from their mobile devices, reducing lobby and phone traffic, and providing a greater level of service.
Beneficiaries:	Clients, Counties, WCDS
Related Activities Underway & Status:	<ul style="list-style-type: none"> <li>• Independent Assessment are available for review and consideration, such as by Code for America, with an objective to making government services simple, effective and easy to use:</li> <li>• WCDS has discussed with Leader the feasibility of leveraging their mobile technology and also sharing the CalWIN technology with Leader.</li> <li>• HP has begun the assessment to consider the feasibility of a single mobile application front end for Leader and CalWIN as a combined mobile technology.</li> </ul>

### I. Program/Project Goals

- Increase client self-sufficiency
- Allow basic and advanced interactions with automated systems via mobile and portable devices
- Increase adoption of such tools
- Increased self-service transactions to reduce transaction workload on county staff

### II. Background / Importance of Initiative

CalWIN currently offers a number of avenues to help self-service clients including Portal, Mobile, and Access CalWIN (voice interaction system). As the use of mobile devices and user sophistication increases, these can be expanded to allow greater flexibility and interactivity with CalWIN and County Staff, easing access to services, and with the added benefit of reducing pressure on county offices.

### **III. Proposed Research Tasks:**


- Research market trends to understand mobile adoption among the counties' clients and develop powerful use cases that can be leveraged into actual technology.
- Investigate areas of collaboration with other Consortia and organizations on similar initiatives.

### **IV. Monitor and Improve**

Once in the hands of the customer, it is imperative to measure the adoption and satisfaction of target market, paying attention to such avenues of feedback as application reviews, directly feedback, and looking for trends in the market in order to stay relevant, increase use of the tools, and provide a better level of service.



## Welfare Client Data Systems (WCDS) Strategic Planning Project Summary Abstract

Program/Project Title:	<b>Core CalWIN User Interface Improvements</b>
Program/Project Duration:	Short Term (3-6 months) & Long Term (>6 months)
Executive Sponsor:	<i>Hali Reyes, WCDS Executive Director</i>
Supports Strategic Goal:	<b>SG2: Develop User-Centric Processes and Systems</b>
Lead Organization:	WCDS
Source Material Prepared By:	
Date Submitted:	October 17, 2014
Primary Objective:	To improve the user satisfaction and productivity of county workers in their interaction with the CalWIN Case Management System through streamlined workflows, simplified windows, and more intuitive relationship with the software.
Beneficiaries:	Counties, WCDS, Clients
Related Activities Underway & Status:	<ul style="list-style-type: none"> <li>• User Experience Changes; <i>ongoing simultaneously with other initiatives</i></li> <li>• Performance and standardization enhancements (ADF Upgrade / IE 11); <i>currently in progress and expected to implement mid 2015</i></li> </ul>

### I. Program/Project Goals

- Increased ability for workers to accomplish daily tasks
- Implement enhancements to improve easy to use
- Increase overall satisfaction with CalWIN’s Case Management System
- Deliver IE11 Browser to Counties for Core CalWIN

### II. Background / Importance of Initiative

CaWIN is a primary tool used by our 18 counties and their staff in the determination and issuance of benefits to clients in need of human services. A savings of just a minute or two per client interaction can greatly increase an office’s efficiency in providing services to their clients, and when multiplied out over 30,000 users, provides a significant cost savings to the counties.

### III. Proposed Research Tasks:


- Engage web usability assessment experts, county management and workers to map out areas of improvement (CalWIN usability study), identify bottlenecks and irritations to use as the basis of a development plan; *utilizing previous assessments where they exist*
- Utilize experts in various aspects of User Interface, Business Process, Workflow Design.

### IV. Monitor and Improve

A continual process of monitoring and improvement will be put in place, being careful to control the scope and frequency of change so as not to put extra strain on workers, but ensuring targeted, effective enhancements are implemented.



## Welfare Client Data Systems (WCDS) Strategic Planning Project Summary Abstract

Program/Project Title:	<b>Help Desk Support for Self-Service Systems</b>
Program/Project Duration:	Short Term (3-6 months)
Executive Sponsor:	<i>Hali Reyes, WCDS Executive Director</i>
Supports Strategic Goal:	<b>SG2: Develop User-Centric Processes and Systems</b>
Lead Organization:	WCDS
Source Material Prepared By:	 <b>First Data.</b>
Date Submitted:	October 17, 2014
Primary Objective:	<p><i>Develop a Customer Support Call Center to support end users of WCDS Consortium Self Service Applications (e.g. MyBenefits Web Portal, ACCESS, Mobile Applications) who are encountering difficulties or have general questions about how to navigate the website.</i></p> <p><i>Customers need to have the ability to call or click to chat or have some ability to talk directly with someone who can help them when the problem is occurring.</i></p>
Beneficiaries:	Clients, CBOs and Other Agencies, Counties, WCDS
Related Activities Underway & Status:	<ul style="list-style-type: none"> <li>• Currently Counties provide contact information and office hours on the MyBenefits Website. A County may also include additional information regarding specific hours of operations and locations. This is County controlled and not consistent amongst the Consortium.</li> <li>• There is no capability for clients to “chat” online with a support representative or for the county’s support staff to view the client session real-time.</li> </ul>

### I. Program/Project Goals

To determine if there is a need from the client or county perspective for real-time customer support for the MyBenefits Web Portal and/or any other WCDS self-service applications.

### II. Background / Importance of Initiative

HP only provides internal support to the counties for the self-service applications. Clients are not able to contact anyone directly (24 x 7) when they are having problems with the website. Their only options are to go into or call their local county office during normal business hours. The local county office or county help desk does not have access to see what problems the client may be experiencing while using the website.

More and more the industry trend is to use web based self-service tools. Our clients want the ability to apply and access information via multiple channels, 24x7, and increasingly using mobile devices. If there are tools or other support means our clients can access, this should also decrease client traffic in the county offices and calls into the county call centers.

### **III. Proposed Research Tasks:**

- Conduct Client & County Surveys to determine need for real time customer support of the WCDS self-service applications.
- Dependent upon survey outcome, investigate additional tools/options that could assist counties in better servicing clients using self-service applications (or clients to better assist themselves)



## Welfare Client Data Systems (WCDS) Strategic Planning Project Summary Abstract

Program/Project Title:	<b>Task Management, Plan, Policies, Procedures, and Tools</b>
Program/Project Duration:	Long Term (>6 months)
Executive Sponsor:	<i>Hali Reyes, WCDS Executive Director</i>
Supports Strategic Goal:	<b>SG2: Develop User-Centric Processes and Systems</b>
Lead Organization:	WCDS
Source Material Prepared By:	<i>inTelegy</i>
Date Submitted:	October 17, 2014
Primary Objective:	<p><i>Leverage InTelegy's experience in working with various aspects related to Task Management in 12 of our 18 counties.</i></p> <p><i>Provide a task management system (TMT) with:</i></p> <ul style="list-style-type: none"> <li>• <i>advanced integration with CalWIN</i></li> <li>• <i>consistent and standard reporting platform across the consortium</i></li> </ul> <p><i>to dramatically improve the customer experience and assist the organization in delivering improved customer service; from clerical and eligibility worker to executive management.</i></p>
Beneficiaries:	Counties, WCDS, HP, FD, State Agencies, Feds, Clients
Related Activities Underway & Status:	Counties have invested significantly and individually in their Task Management systems, though not all are at the functional and integrated level desired.

### I. Program/Project Goals

A standard, consortium developed approach to integrated Task Management functionality for all CalWIN counties, to provide the following benefits:

- Leveraged investment in new and future enhancements
- Real-time and advanced integration with CalWIN data
- Enhanced workflow offering clients more immediate service
- Standardization of reporting on the total client experience

### II. Background / Importance of Initiative

The approach to service delivery has changed in all California County Health and Human Service Agencies, those with service center or task based operations and those in traditional case based support. Through the implementation of ACA the counties have been asked to offer service through new channels (phone and online) and track and manage an increasing volume of work leveraging staff from multiple offices.

In this new service delivery environment it is imperative that the operational units utilize a system to:

- Accept input of case work from multiple sources
- Assign & distribute specific case activities based on priority



- Balance workload by priority and staff availability on a daily basis
- Monitor work completion and timing
- Report on status, completion and assignment statistics

A task management system (TMT) may be used by organizations maintaining a case based service delivery system as well as those organized by program, function and no longer dependent on a single case worker managing all aspects of a case. A task management system provides Supervisors and Managers visibility to the quantity, quality and productivity of the work actions being performed as well as county executives a dashboard view to the overall customer experience.

Due to this critical need for a task management system most counties have developed these systems on their own (at least 12 of 18). Although meeting the immediate need of the operation, these systems lack advancements and a standardized reporting platform across the consortium. Additionally, these counties have invested significantly and individually in these systems.

Historical Perspective:

Increased workload, changing business need, and a commitment to improved customer service prompted the requirement for a new service delivery model. Based on increased access channels and quick, convenient service by the next available worker, customer service is no longer dependent on the client-case worker relationship.

In 2003 San Mateo County opened the first Service Center operation with a banked caseload-task based, call center enhanced delivery of service to benefit's clients. Soon after, several other CalWIN counties deployed similar service centers.

Through the early development of these redesigned service delivery processes it became apparent that technology solutions were needed to help staff and management distribute, track and manage the specific responsibilities for case management in a task based environment; to provide standard task-based functionality across Medi-Cal, CalFresh and CalWORKs eligibility programs and/or combination thereof, while supporting the easy configurability of tasks, profiles and reporting. From this need was born the first Task Management Tool (TMT).



WCDS Strategic Goals
Progress Report
November 7, 2014

Strategic Goal #1 - "Implement a Robust Business Intelligence System"

Several concurrent activities are being conducted as follows:

- The Base BI project is in pre-planning phase, pending contract approval.
The Draft Project Plan has been revised to address the BOD's request for incremental delivery of BI services along the 18-month project path.
A CRFI for the first Project Action Team is being developed. This Project Action Team will define Consortium requirements for the BI solution.
The forming of a BI Steering Committee was approved by the Board of Directors. WCDS and HP visited 5 of the 6 Steering Committee members to gather input and feedback on the proposed approach and short and long-term plans.
User Assessment to identify the next strategic initiatives for analytics is in progress.
Executive and Operational dashboards will be developed as "Quick Wins" for the BI Project.
WCDS continues discussions with OSI to address Performance Measures and Dashboards for the three SAWS Consortia.
o CalWIN is taking a lead role with OSI to develop a unified SAWS approach to Performance Measures and Dashboards for CDSS and DHCS consumption. OSI is to call a meeting for the three Consortia in the near future to begin developing a strategy.
o CalWIN is taking a lead role to work with the State to develop a Data Sharing Strategy.

Strategic Goal #2 - "Develop User-Centric Processes and Systems"

The Strategic Goal #2 team validated the approach and direction to improve employee and client experience and overviewed an initial set of five potential initiatives with Board and OPAC members at the October Strategic Planning Meeting. An eVote is being used to capture prioritization rankings from the County Directors for these initiatives. Preliminary results show highest priority interest in the improvements for MyBenefits, Core CalWIN and Expanded Mobile as shown below:

Table with 6 columns: Initiative, MyBenefits, Core CalWIN, Expanded Mobile, Help Desk, Task Mgmt. Rows show ranked priorities (#1, #2, #3) and corresponding eVote counts.



Progress continues on Strategic Goal #2 short-term projects, with continued roll-out of the Share CalWIN communications portal and delivery of the initial set of usability improvements to be released on November 10. These usability improvements include generating case comments based on actions taken in the MyBCW portal and displaying CalFresh expedited payments or CalWORKs immediate needs payments in My Benefits Portal, Access CalWIN and in Mobile CalWIN.

The CalWIN Mobile and DPSS (Leader) Mobile teams have participated in collaborative sessions to understand each other's mobile technology and what could be leveraged from each other's mobile applications. Collaboration across consortia to deliver improved self-service functionality on our mobile application will ultimately benefit our clients and counties.

Discussions continue with Code for America and with HP's Web and Mobility Usability practices to ensure County staff worker and client public feedback is included in usability assessments. Industry best practices and outputs from these usability assessments will be used in our initiatives to improve the usability, productivity and functionality of the Core CalWIN, MyBenefits and Mobile CalWIN solutions. A recommended approach and vision for performing these usability assessments from HP is planned to be reviewed by the SG#2 team the week ending Nov. 21.

Collectively, the SG#2 activities underway will help us focus on the areas of most interest and value to the counties and to best deliver Industry-Leading Customer & Employee Experience for CalWIN.

### **Strategic Goal #3 - "Advocate for Smart Solutions that Enhance User Experience..."**

Several concurrent activities are being conducted as follows:

- "New Norm" Strategic Mitigation Planning team is developing a draft template to capture and track escalated items.
- Counties had been surveyed asking what County specific initiatives they were pursuing over the next couple of years. The results will be shared with the OPAC members to facilitate a discussion of like items to pursue Consortium-wide.
- WCDS continues to work with CDSS to gain an understanding of the Performance Review processes, specifically for the CalFresh Program. Meeting topics include gathering specific case review points and data that the CDSS Program Analysts utilize.

Next steps include:

1. WCDS and CDSS leadership staff meetings are being scheduled in order to better understand the State QC processes, federal sampling requirements, and impacts for the Counties.



2. Developing a proposed policy to standardize and address how automation can support regulations governing Notice of Action cut-off dates. The intent is to have NOA dates (NEC, X & Y) aligned across Counties. Currently the consortium allows each County to schedule or change these dates based on County policy or business practice.
- In addition to working with the CalFresh Program, WCDS participated in an on-site “hands-on” training or “get acquainted with CalWIN” session for the CDSS Welfare-to-Work analysts performing reviews for WINS and Welfare-to-Work cases. CalWIN has a profile that allows for CDSS or other designated agencies to have remote “read only” access using a web-based URL address. The access is enabled at the County level through Security administrators.
  - Relationship Maps for CalWIN are under development. Executive level mapping has started. The Relationship Maps are intended to facilitate establishing and maintaining Key Stakeholder contacts across multiple levels in the organization.

The activities of Strategic Goals 1 and 2 are being supported and reinforce the *Be the Leader* or Stakeholder Relationship building mission.

- Business Intelligence and Data sharing conversations continue between WCDS, OSI and CDSS, most recently meeting on 11/6/14.
- A joint meeting held with OSI/CalWIN/CalHEERS to develop a plan to address the errors occurring with the eHIT Interface occurred on 11/6/2014. Prior to 11/6/14, CalWIN and CalHEERS initiated ‘Deep Dive’ meetings to identify the owner of each issue, determine root cause of the issue, and define implementation dates for fixes.

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## COUNTY INFORMATION TRANSMITTAL - CIT #11-2226

Confidential       Urgent       Action Required

**Date:** 11/05/2014

**To:** Operations and Policy Advisory Committee (OPAC)

**CC (Informational Only):** CIT & CRFI Distribution List, Covered CalWIN Change Leaders, CalHEERS Technical Workgroup, Gorvita Nagpal, Robin Buttacavoli, David Bailey

**From:** Henry Arcangel, WCDS

**Title of CIT:** Contact CalWIN – Defined County Rotation Schedule for Sunday and Holiday Hours During the 2014-2015 Open Enrollment Period

### **Brief description of information transmitted and reason for transmittal:**

On Monday, October 27, 2014, CWDA shared with the HCR Workgroup the Covered CA Service Center's plans for Sunday and holiday hours during the 2014-2015 open enrollment period, as detailed below:

1. Sunday, November 16, 2014 - 8am-6pm
2. Sunday, November 23, 2014 - 8am-6pm
3. **Friday, November 28, 2014 - 8am-8pm (State holiday)**
4. Sunday, November 30, 2014 - 8am-6pm
5. Sunday, December 7, 2014 - 8am-6pm
6. Sunday, December 14, 2014 - 8am-6pm
7. Sunday, February 8, 2015 - 8am-6pm
8. Sunday, February 15, 2015 - 8am-6pm
9. **Monday, February 16, 2015 - 8am-8pm (State holiday)**

Given the historically low volume of Quick Sort Transfers on these dates, WCDS submitted "CRFI #10-2572 - Contact CalWIN – County Participation During Open Enrollment 2015" to prepare a rotation schedule. OPAC was requested to provide their County's CalHEERS Call Center availability to support the Covered California Service Center's extended hours of operation for the above dates. As of Friday, October 31, 2014, we received official responses from the Counties of Contra Costa, Fresno, Orange, Sacramento, San Diego, San Francisco, San Luis Obispo, San Mateo, Santa Clara, Santa Cruz, Sonoma, Tulare, Ventura, and Yolo. The CRFI resulted in ten counties participating in a rotation schedule.

### **Counties participating in a rotation schedule:**

Fresno, Orange, Sacramento, San Diego, San Francisco, San Luis Obispo, San Mateo, Sonoma, Tulare, and Ventura.

The following figures show the WCDS recommendation for staffing coverage and rotation schedule. The coverage considered average call handle time is 32 minutes, call answer time is 30 seconds, and service level is 100%. We acknowledge that the MOU service level is 80%. Also, the coverage assumed 62% of call volumes from Covered California projections. CalWIN October Quicksort actuals averaged 40% of projected volumes.

# Welfare Client Data Systems CalWIN Project

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## November 2014:

Dates of Operation	Core Business Hours, Total Projected Call Volumes, and Average Number of Agents			Extended Hours, Total Projected Call Volumes, and Average Number of Agents				CalWIN Availability
	8:00 AM - 6:00 PM	Call Vols	Agents	6:00 PM - 7:00 PM	7:00 PM - 8:00 PM	Call Vols	Agents	
Sunday, November 16, 2014 - 8am-6pm	FRS SAC SDG SFO SON TUL VEN	203	26	SON VEN	Not Required	2	5	8:00 AM - 7:15 PM
Sunday, November 23, 2014 - 8am-6pm	ORG SAC SDG SFO SON VEN	226	28	SON VEN	Not Required	2	5	8:00 AM - 7:15 PM
Friday, November 28, 2014 - 8am-8pm (State holiday)	SAC SDG VEN	199	26	SDG VEN	SDG	3	10	8:00 AM - 9:15 PM
Sunday, November 30, 2014 - 8am-6pm	ORG SAC SDG SFO TUL VEN	239	30	TUL VEN	Not Required	2	5	8:00 AM - 6:00 PM

## December 2014:

Dates of Operation	Core Business Hours, Projected Call Volumes, and Average Number of Agents			Extended Hours, Projected Call Volumes, and Average Number of Agents				CalWIN Availability
	8:00 AM - 6:00 PM	Call Vols	Agents	6:00 PM - 7:00 PM	7:00 PM - 8:00 PM	Call Vols	Agents	
Sunday, December 7, 2014 - 8am-6pm	FRS ORG SDG SFO SLO TUL VEN	213	27	ORG TUL	Not Required	2	5	TBD
Sunday, December 14, 2014 - 8am-6pm	ORG SAC SDG SFO TUL VEN	241	30	ORG TUL	Not Required	2	5	TBD

# Welfare Client Data Systems CalWIN Project

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## February 2015:

Dates of Operation	Core Business Hours, Projected Call Volumes, and Average Number of Agents			Extended Hours, Projected Call Volumes, and Average Number of Agents				CalWIN Availability
	8:00 AM - 6:00 PM	Call Vols	Agents	6:00 PM - 7:00 PM	7:00 PM - 8:00 PM	Call Vols	Agents	
Sunday, February 8, 2015 - 8am-6pm	FRS ORG SDG SFO SLO SON TUL	301	34	ORG SON	Not Required	2	5	TBD
Sunday, February 15, 2015 - 8am-6pm	ORG SAC SDG SFO SMT VEN	348	38	ORG SMT	Not Required	3	10	TBD
Monday, February 16, 2015 - 8am-8pm (State holiday)	SAC SDG SMT SON VEN	357	38	SDG SMT	SDG SMT	3	10	TBD

### Additional County Agents Required:

The number of agents participating on Friday, November 28, 2014 and Monday, February 16, 2015 are not sufficient to meet the minimum staffing level. A new CRFI will be submitted to request for additional County staff agents to meet coverage requirements per the MOU.

Associated with deliverable  No  Yes--deliverable name:

Document(s) attached  No  Yes--See list of all file names below

(Note: Do not send zipped files, each document must be listed and sent individually.)

Website Pathname(s): (Note: All CITs are automatically posted to the standard website unless the "Do Not Post" option is selected).

**Standard Path:** (<http://dashboard/calwinweb/> Navigate to CalWIN Documentation->CalWIN Managers->Action Items, CIT's, CRFI's & PSR's)

**Other:** (Indicate path if files should be posted to folders in addition to standard):

**Do Not Post** (Due to confidential issues)

### For inquiries regarding content of this request, contact:

Name: Henry Arcangel via telephone: 916-608-3368 or e-mail: [Henry.Arcangel@calwin.org](mailto:Henry.Arcangel@calwin.org)

### For other inquiries regarding this transmittal, contact:

Name: Tracy Berhel via telephone: 916-608-3369 or e-mail: [tracy.berhel@calwin.org](mailto:tracy.berhel@calwin.org)