



Social Services Blueprint Solution

Synchronization Project Charter

Welcome! This is the project charter for the Social Services Blueprint Solution's fifth and final step, Synchronization, embodied by the tool at **blueprint.utah.gov** for case workers. This formalizes collaboration across social services programs that concurrently share clients.

This charter is an evergreen source of truth offering all materials and updates for this project. Skip to:

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Project Summary

Social services programs run independently, but are interdependent, often simultaneously serving the most vulnerable Utahns. This project maximizes client success by formally teaming their case managers around a transparent timeline and shared ultimate goal.

Overview

The Utah Governor's Office of Management and Budget (GOMB) with social services agencies over several years have developed the [Social Services Blueprint Solution](#). The goal of the *Blueprint Solution* is to improve quality outcomes for the most people as efficiently and effectively as possible. There are five steps for social services programs to fully implement the solution:

1. Implement operational strategies to **generate capacity**
2. **Allocate capacity** to the most critical goal activity: quality work with individuals and families
3. Implement **FITT** (Frontloading, Intensity, Time, and Type of service or action) in the best way to meet the needs of individuals and families
4. Formalize **Milestone Management** in practice and technology to keep clients and case managers accountable to ambitious target deadlines for progress
5. **Synchronize** services and milestone management when clients are shared

Currently, GOMB is working with the following programs to fully implement the solution. They include two within the Department of Human Services (DHS), two within the Department of Workforce Services (DWS), and the entirety of the Department of Corrections (UDC):

1. The Division of Child and Family Services (DCFS)
2. The Division of Juvenile Justice Services (JJS)
3. The Family Employment Program (FEP)
4. Vocational Rehabilitation (VR)
5. Corrections Programming: Prison, Probation, and Parole (UDC)

Predicated upon transformations from the *Blueprint Solution*, programs have since implemented the fifth step, which involves integrating client plan data when they share clients concurrently. By integrating client plan data for shared clients, programs can more effectively sequence and deliver their concurrent services. Historically, there was little standard procedure for case managers from different programs to know whether their client is concurrently enrolled, or whether concurrent case management activities are complementary or disruptive to their own. The focus of this project charter is on achieving synchronization.

In 2016, [HB0003](#) allocated \$2 million for an integrated data system that coordinates services for vulnerable populations in Utah. This project applied about a quarter of that funding toward developing the pipelines and interface for case managers to see the integrated goals, milestones, progress, and roadblocks for clients shared among them.

The technology for this solution is made possible, private, and secure by [Google Cloud Platform](#).

Glossary of Terms

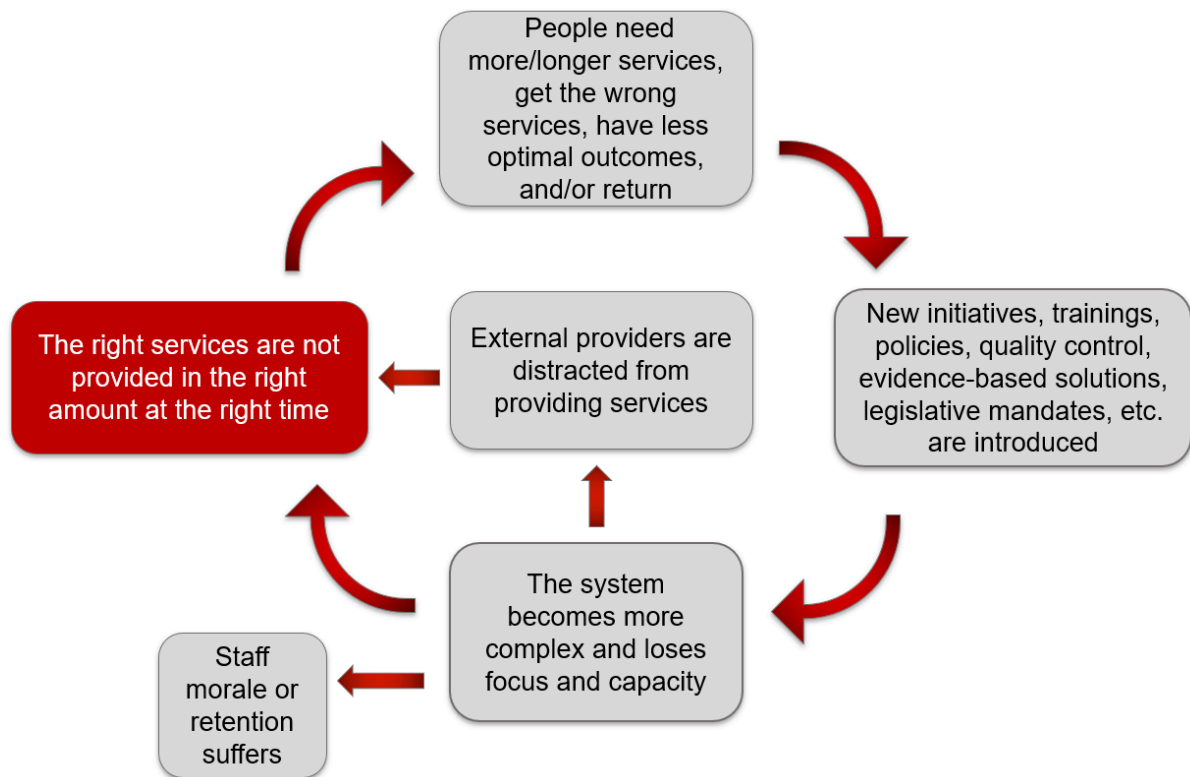
Client	The individual(s) receiving services and support. DCFS - the child and family JJS - the juvenile and family FEP - the primary adult VR - the client Corrections - the offender
Case Manager	The individual managing and overseeing client progress according to the content agreed upon by clients in the client plan. DCFS - case manager JJS - plan manager FEP - counselor VR - counselor Corrections - correctional case manager or AP&P agent
Client Plan	The plan is typically the roadmap of case management and service delivery for the client. DCFS - Child and Family Plan JJS - Plan for Success, or Youth and Family Plan FEP - Individualized Plan for Employment VR - Individualized Plan for Employment Corrections - Case Action Plan
Case Management Information Systems	These are the software and database systems containing client personal information and client plans. Case Managers primarily use this software to conduct case management. DCFS - SAFE JJS - CARE FEP - UWORKS VR - AWARE Corrections - O-Track
Milestone Management	An operating framework where case managers manage their clients' benchmark objectives to "best case" target dates and monitor client progress towards those objectives. The framework is composed of structured business processes and supporting technical workflows/rules built into the case management information systems. The resulting information in the case management information systems answers key operational questions for case managers, and can then be normalized across services.

Synchronization	Standard operating procedures and technology that provides visibility of all planned services for a given client, and therefore concurrent and potentially conflicting services and the information required to resolve the conflict. This technology can be used by case managers, supervisors and leaders to ensure their clients are progressing towards their desired outcomes.
Operational / Business Changes	Modifications and/or additions to existing business processes in order to align the processes to <i>Blueprint Solution</i> principles.
Technical Changes	Modifications and/or additions to workflows & rules in existing case management information systems that support milestone management processes and data exchange for synchronization.

Our Opportunity

The agencies at the center of this effort serve several thousands of vulnerable Utahns each year. Their social services programs comprise the largest share of all budget expenditures across all fund types in Utah at 34%, or about \$6.3 billion. Demand for these services is increasing faster than revenue available to provide them.

The vicious cycle below was developed by these agencies and has reflected their reality. By instead providing the right services at the right time, in the right amount, the cycle helps clients complete fewer services in less time with less complexity while relieving the provider of other constraints on capacity.



Historically, case managers have not been empowered to deliver the right services in the right amounts at the right time to clients enrolled in multiple programs. For instance, a client may be engaged with two or more services if their Corrections involvement led to DCFS services, and both those services depend on FEP to help their client get employed. Time to service delivery typically lags when handoffs take place, and often there is little feedback or closure after referrals are made.

An [MOU](#) between the five programs (UDC, FEP, VR, DCFS, JJS) allowed their client rosters from September 2019 to be matched by name, dates of birth, and social security numbers. Most notably, exact matching revealed the following concurrent enrollment:

- 17.3% of DCFS clients with active Child and Family Plans were under UDC jurisdiction
- 9.4% of VR clients were under UDC jurisdiction
- 9.3% of FEP clients were VR clients
- [See all results](#)

Concurrent program enrollment can backfire for clients when their case managers unknowingly over-commit clients, create competing deadlines, or otherwise generate conflicts or redundancy. It is not reliable to expect clients to be transparent, forthcoming, or even perceive the full scope of services with which they are engaged. The onus is on the institutions to protect clients' success by sharing specific client case management activities with case managers whose clients are concurrently enrolled.

Business Objectives

The *Social Services Blueprint Solution* breaks down into four main steps for each program to implement individually; then the final step, synchronization, is implemented together.

BLUEPRINT SOLUTION FULL KIT CHECKLIST

1.0 Have operational strategies been implemented to generate & sustain capacity?

1.1 Are there appropriate client and/or system diversions or triage mechanisms?

2.0 Has a system map been developed, critical activity identified & capacity allocated to the critical activity?

2.1 Are individual performance measures in place to support the critical activity?

3.0 Has FITT been implemented in the best way to meet the needs?

FITT = Frontloading, Intensity, Time and Type of the service(s)

3.1 Is there a clear best or standard practice model that embodies the system goal?

3.2 Dosage defined and implemented

4.0 Has Milestone Management been implemented?

4.1 Input fields defined and implemented in case management information system: Goal, milestone, activity, planned/actual start date, planned/actual end date, status, stuck reason codes, planned/actual dosage

4.1.1 Situational awareness view per client for case managers

4.1.2 Prioritization view for case managers

4.1.3 System-level constraint dashboard view for managers

4.2 Process measures defined & routinely reported

4.3 Training sessions provided for impacted functions

4.4 SOPs for all impacted functions

4.5 Business process & technical changes implemented at all sites/locations (full roll-out)

5.0 Has Synchronization been implemented?

5.1 Synchronization Phase 1

5.1.1 Key questions & business rules established

5.1.2 Answers to key questions available for case managers

5.1.3 Person matching logic satisfactory & improving

5.1.4 Data consistently being reported to central warehouse

5.1.5 Process measures defined & routinely reported

5.2 Synchronization Phase 2

5.2.1 Universal consent form integrated into process

5.2.2 Key questions & business rules established

5.2.3 Answers to key questions available for case managers

5.2.4 Management Dashboard on system constraints

5.2.5 Training sessions provided for impacted functions

5.2.6 SOPs for all impacted functions

5.2.7 Individual performance measures empower synchronization

MILESTONE MANAGEMENT

Ultimately, each program should use the *Milestone Management* system to:

- Set target deadlines for progress
- Determine which work to prioritize now
- Further implement FITT, control WIP (volume of work in process)
- Indicate early if progress is not occurring
- Allow supervisors to help where progress is stuck
- Identify system-level constraints and performance
- Reduce mental load amidst casework chaos!

Therefore, *Milestone Management* should answer the following questions efficiently:

- What is the high-level timeline of this case? What is the status overall and for each milestone?
- Is the client setup for successful completion? Is their forward-looking case plan developed?
- Is this case progressing well? If not, what is preventing this case from progressing?
- What case needs its case manager's attention most? On what should case managers each focus efforts today?
- What causes disruptions to client progress the most at the team or department level?

Milestone Management normalizes case management data to the following fields:

- Goal
 - Milestone
 - Activity
 - Target Start Date
 - Actual Start Date
 - Target End Date
 - Actual End Date
 - Status: Not Started, In Progress, Complete, Stuck
 - If Stuck, why?

Normalizing this data facilitates data integration for synchronization.

SYNCHRONIZATION

When programs concurrently share clients, they should synchronize in order to deliver the right services in the right amount at the right time.

Accordingly, the right information must be available from the right sources at the right time.

PHASE 1: SIMPLE SYNCHRONIZATION

Social services case managers have identified two key omnipresent information needs:

1. Is this client currently engaged with another program?
2. If so, what is the contact info of their other case manager(s) so I can learn more?

Phase 1 will create the tool, governance, and operating framework to answer simply these two questions.

PHASE 2: MILESTONE SYNCHRONIZATION

For specific phases of case management, case managers have identified the following deeper synchronization questions to answer, whether by automated technology or in teaming conversations with the client and other case managers:

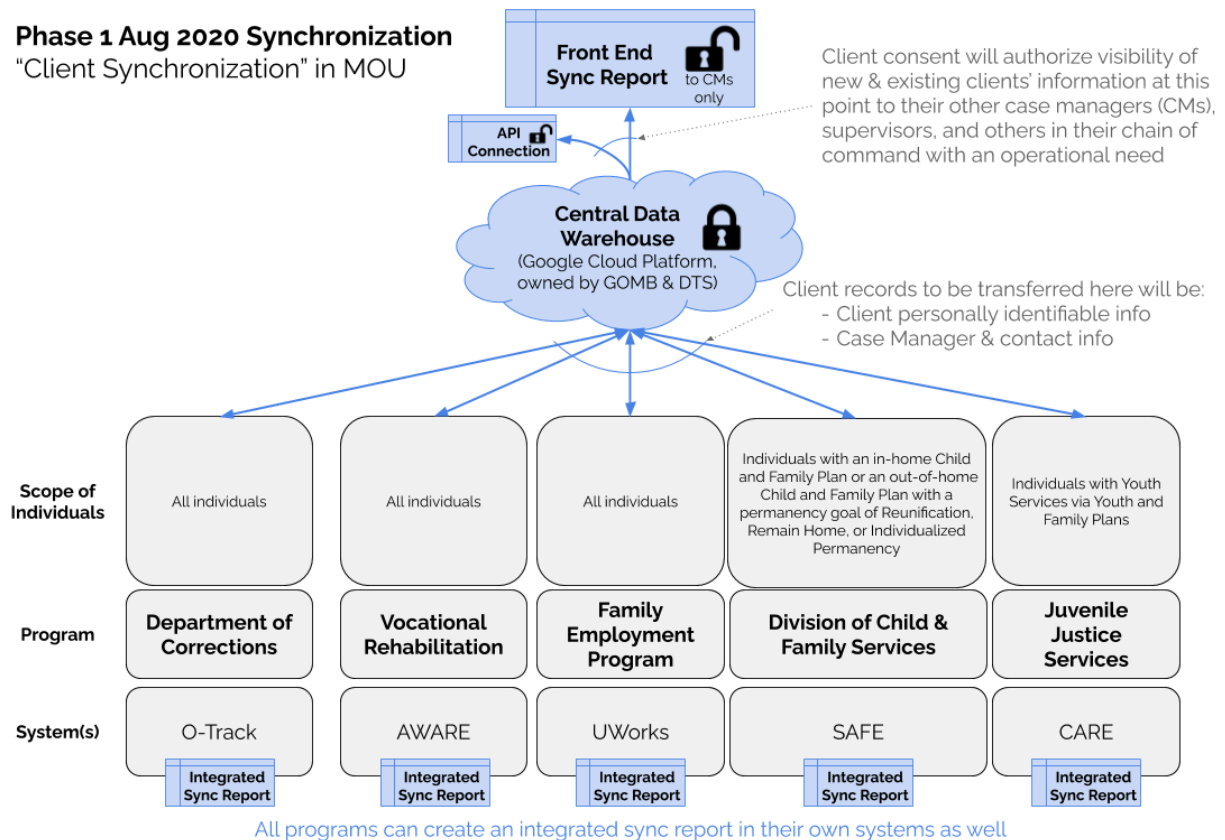


- Intake
 - **Who is this?**
 - What other programs is this individual enrolled in currently?
 - What other programs has this individual enrolled in previously?
 - What other programs are family members enrolled in currently?
 - Do I have consent to discuss this case with the other case manager(s)?
- Assessment
 - **What is the complete picture of the client? Primary limitation?**
 - Risk factors? Successes? Common characteristic or obstacle?
 - What is already required of the individual, when, and why?
 - What goals already exist for the client? Are they meeting them?
 - How to complement existing plans? How to fill gaps?
 - Substance abuse & drug testing, housing, parenting, employment, mental health treatment, education & training, physical health
 - Where can redundancy be eliminated?
- Plan/Services
 - **What are we all working on right now?**

- What service/treatment would address the most immediate/proximal need and important/distal need?
 - Reconcile the non-negotiable milestones and desirable milestones
 - Client's immediate needs are prioritized by:
 - 1) maintain basic needs (safety, food, shelter, critical physical/mental health)
 - 2) maintain freedom (not incarcerated)
 - 3) maintain family (keep kids and remain in the home)
 - 4) build self-reliance
- Has the client bought in? Are they willing and able to work on it primarily?
- What supports and resources can we each contribute to prioritize that milestone?
- Status of that milestone?
 - Full kit? FITT? Aggressively targeted? Early feedback signals? Stuck?
- What work should the client stop doing?
- Housekeeping
 - Has the case manager for the other programs changed? Same?
 - Are they still enrolled in other programs?
- Aftercare / Follow up
 - Does the client have an after care plan to prevent problems to ensure continued success?

The data flow for synchronization aims to work as depicted in the below diagrams. Programs will transfer client personally identifiable information, and case plan components to the central data warehouse. Then, client consent will authorize the visibility of new and existing clients' information to a front-end report for relevant other case managers, supervisors, and others in their chain of command with a business need. Aggregated reports will also be created for executive management to see de-identified, high-level trends of bottlenecks, throughput, and gain other operational awareness.

Phase 1 Aug 2020 Synchronization
 "Client Synchronization" in MOU

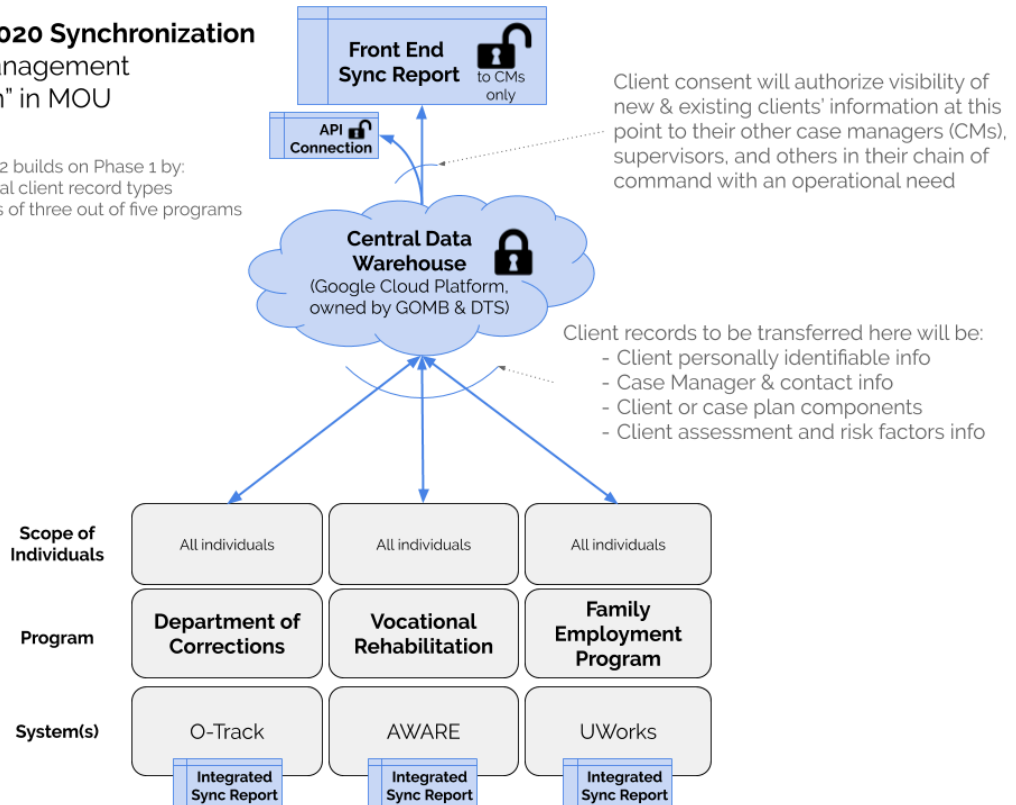


Phase 2 Sept 2020 Synchronization

"Client Case Management Synchronization" in MOU

Synchronization Phase 2 builds on Phase 1 by:

- Transfer of additional client record types
- Technical readiness of three out of five programs



All programs can create an integrated sync report in their own systems as well

Outcomes

The Social Services Blueprint Solution creates the following key improvements:

BEFORE	AFTER
Individuals / families struggle to comply with multiple plans, activities and requirements	Plans and activities are designed based on the capacity of the individuals / families
We have aspirational mission and/or vision statements supported by multiple strategies that aren't measurable	We focus on our primary goal and work toward a measurable ambitious target
Systems are not designed to spend necessary quality time with individuals / families that need it	Systems are designed to spend necessary quality time with individuals / families to build trust, resulting in better outcomes
We can take 60 days or longer to develop plans that are long, legal, bureaucratic, overwhelming and often in conflict across services	We develop simple and understandable plans that are prioritized for results in a short period of time
We manage caseloads	We manage caseload movement
We continue to focus time and attention on new, evidence-based practices that we don't design the operations to accommodate for and don't have the time / resources to implement	We optimize operations and process flow to generate capacity and improve quality
We waste precious staff capacity with too many policies, forms, trainings, etc.	We support staff by enabling them to spend the right time and resources on the right people
We have reactive case reviews and reports that are too late to prevent harm or change case outcomes	We have proactive case reviews and reports that are timely and improve case outcomes
We don't have clarity into the reasons why people are stuck and not progressing	We have real-time information that helps management and policymakers understand where investments should be made to help facilitate quality outcomes for people
We have a lot of data, but little information / insight	We have daily reports to help employees make informed decisions that are in the best interest of the individuals / families
We don't have clarity into the number of people that receive services across multiple agencies / programs	We have real-time information that helps management understand the issues and needs of people working across multiple agencies / programs

Project Timeline

- | | |
|-----------------------|--|
| Pre-2019 | <ul style="list-style-type: none">○ JJS Operational Improvements○ FEP Operational Improvement Pilot in Ogden○ AP&P Operational Improvement Pilot in Logan |
| Spring 2019 | <ul style="list-style-type: none">○ Began designing DCFS Operational Improvements |
| May 2019 | <ul style="list-style-type: none">○ <i>Blueprint Solution Synchronization</i> kickoff with Executive Directors of DWS, DHS, and Corrections |
| June 2019 | <ul style="list-style-type: none">○ Began designing Corrections Operational Improvements |
| July 2019 | <ul style="list-style-type: none">○ <i>Blueprint Solution Synchronization</i> kickoff with legal team○ Vocational Rehabilitation Improvement Workshop○ Began technical reviews of each program's existing case management information systems |
| August 2019 | <ul style="list-style-type: none">○ Email update sent to project stakeholders (8/7) |
| September 2019 | <ul style="list-style-type: none">○ <i>Blueprint Solution Synchronization</i> intro at GOMB's Ops Conf.<ul style="list-style-type: none">○ JJS receives SUCCESS Team of Champions Award○ Corrections receives SUCCESS Trailblazer Award○ Business Case for Google Cloud Platform Plan approved by GOMB and DTS |
| October 2019 | <ul style="list-style-type: none">○ Corrections Operational Improvements implemented (10/15)○ <i>Blueprint Solution Synchronization</i> tech planning kickoff with Google Cloud Platform (10/21) |
| November 2019 | <ul style="list-style-type: none">○ MoU for roster-matching pilot finalized (11/1); pilot results (11/20)○ <i>Blueprint Solution</i> presentation incl. Corrections Operational Improvements to legislators and stakeholders (11/6)○ Focus groups on synchronization with case managers (11/25-26) |
| December 2019 | <ul style="list-style-type: none">○ <i>Blueprint Solution Synchronization</i> tech plan documented (12/13) |
| January 2020 | <ul style="list-style-type: none">○ Synchronization Operations and Tech Steering Teams formalized |
| February 2020 | <ul style="list-style-type: none">○ Continued finalizing operational procedures○ VR Milestone Management kicked off○ Tech design & development began |
| March 2020 | <ul style="list-style-type: none">○ MOU for data-sharing finalized (3/6) |

**through July
2020**

- Finalized client consent forms
- Finalized operational procedures
- Completed tech development
- Conducted training with program staff

August 2020

- Phase 1 Synchronization for all programs started
- Phase 2 Synchronization for UDC and VR started
- Improvements ongoing to blueprint.utah.gov

Recent Accomplishments

Last Updated: September 30, 2020

- August 10 'go live' on blueprint.utah.gov for program staff
- [Training materials](#) including written and video posted to GOMB website
- Usability improvements and feature additions to blueprint.utah.gov
 - Accessibility
 - Email notifications of new matches to workers

What We're Working on Now

Last Updated: September 30, 2020

- Ongoing support of blueprint.utah.gov
- Documenting impact

Project Team & Stakeholders

Executive Sponsors	Kristen Cox - GOMB (former primary sponsor as of 9/4/2020) Ann Williamson - DHS (DCFS, JJS) Jon Pierpont - DWS (FEP, VR) Mike Haddon - Corrections
Project Lead	Rachel Stone - GOMB
GOMB Support	Greg Gardner - Operational Excellence Director
Technical Lead	Keaton Walker - DTS
Technical Consulting	Google Cloud via SpringML
Synchronization Operations Steering Team	Tonya Myrup - DCFS Donovan Bergstrom - JJS Liz Carver - FEP Aaron Thompson - VR Dennis Franklin - Corrections Blake Jackson - Corrections
Synchronization Tech Steering Team	Mike Hussey - DTS John Angus - DTS Kellie Pahl - DTS Scott Wolford - DTS IT Director for GOMB Tricia Cox - DTS IT Director for DHS Mark Schultz - DTS IT Director for DWS Bryan Kasteler - DTS IT Director for Corrections
Synchronization Legal Team	Scott Cheney - GOMB Carol Verdoia, Deborah Wood, and Laura Thompson - DCFS Mike McDonald - JJS Kathy Bounous - DWS (FEP, VR) Matt Anderson - Corrections Lonny Pehrson - GRAMA

Many others make this project possible. Thanks to all who have supported the Blueprint Solution and its tool so far.

Communication Plan

This public project charter is the evergreen source of truth for most recent updates and materials for the *Blueprint Solution*. Is something missing or out-of-date? Any questions or concerns can be sent anytime to Rachel Stone, rachelstone@utah.gov.

Website landing page: <https://gomb.utah.gov/transforming-social-services/>

Note: In November 2019, the name of this project changed from 'Plan for Progress' to 'Blueprint Solution Synchronization.'

Below is the official logo for the *Blueprint Solution*.



Legal Agreements

1. **FINALIZED** An initial MoU to pilot matching on the rosters of current clients. This will estimate the aggregate overlap across programs. Think: a five-circle venn diagram.
 - a. [Signed MoU](#)
 - b. [Match Results](#)

2. **FINALIZED** An MoU for ongoing data exchange between DCFS, JJS, FEP, VR, and Corrections. Data to be exchanged includes client personal information for matching among all five programs, and the structured content of their client plans for UDC, VR, and FEP. Only case managers currently assigned to consenting clients will see their concurrent client plan data from other program(s).
 - a. [Signed MOU](#)

Google Cloud Solution

Google Cloud Platform (GCP) has been evaluated by DTS and GOMB as an optimal tool to aggregate, integrate, and disseminate back specific, relevant client plan data to case managers whose clients are concurrently enrolled.

GCP takes advantage of existing centralized state employee identities regardless of agency, and leads in flexibility and cost efficiency for integrating disparate data platforms.

GOMB entered into contracts for a Google Cloud Professional Services team, Spring ML, to work with GOMB and each program, its data, and stakeholders, to determine in detail how GCP should best be architected for this functionality and develop accordingly. The resulting Technical Design Document contains key design decisions including architecture diagrams, security frameworks, person-matching methodologies, etc.

The production of the Technical Design Document for GOMB cost \$99,500. Resulting from generous support from Google, including Google Cloud CEO Thomas Kurian, the development of GCP for the synchronization solution cost GOMB approx. \$495,000.

[Business Case](#) for Google Cloud Platform Plan, approved by GOMB and DTS on 9/20/2020. Please email rachelstone@utah.gov for additional documentation related to GCP.

Documentation

Last Updated: February 24, 2020

Documents linked throughout this charter and other materials are centralized here.

Blueprint Solution

1. [Social Services Blueprint Solution](#) original slide deck
2. [Social Services Key Improvements](#) handout
3. GOMB Ops Conference Milestone Management Presentation [slide deck](#); [recording](#)
4. [Project Stakeholder List](#) spreadsheet
5. Roster- or Person-Matching Pilot [MoU](#); [match results](#)
6. [Notes from Case Manager focus groups](#)
7. [2016 HB3 \\$2M Appropriation Language](#)
8. OUTDATED [GOMB Original Inquiry for AGs Office](#)
9. OUTDATED [Original Milestone Management Rollout Plan](#)

Technical Design / Google Cloud Platform

1. [Business Case](#)
2. Technical Design Document (Email rachelstone@utah.gov for this)
3. [Phase 1 Synchronization Data Flow Diagram](#)
4. [Phase 2 Synchronization Data Flow Diagram](#)

Blueprint.Utah.Gov Tool Training Materials

1. [Tool Guide](#) (inside, links to training videos)