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Webinar Series

CCWIS Strategies: A State Panel Discussion on Progress and Plans to Support Key Initiatives

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Philip Breitenbucher: Good afternoon or good morning, wherever you are from. Welcome to today's webinar. We will get started in just a second, we see that there are several folks just joining the webinar room, so we'll let folks get signed in and then we will get started in about a minute. Thank you for being here today.

Okay, good afternoon. My name's Phil Breitenbucher, I'll be your webinar facilitator today. Welcome to today's child welfare information technology systems manager and staff webinar series. The title of this webinar is CCWIS Strategies: A State Panel Discussion on Progress and Plans to Support Key Initiatives (QRTP, Prevention and AFCARS). Today's webinar is presented and supported by the US Department of Health and Human Services Administration for Children and Families, Children's

Bureau.

We would encourage your participation today throughout the webinar, there will be opportunities for periodic Q and A sessions. You can, during those times, you can use the raise hand function and we can unmute your line so that you can ask a question over the phone or through your computer microphone. You're also welcome to submit questions throughout the webinar using the Q and A function and we will be monitoring those questions there. Any question that you may want to pose or ask can be addressed to an individual, or an individual state, a panelist or for just general discussion. We welcome all those questions. After the webinar you can email questions to your federal analyst or to ccwis.questions@acf.hhs.gov. With this, I'll head it off to Tresa Young, Tresa.

Tresa Young: Hi, I'm Tresa Young, I'm from the Division of State and Tribal Systems. We're really happy that you could join us today and it's my pleasure to introduce our speakers. And, most of you probably know many of these folks who are talking today. They are, have dedicated years of their careers to working in technology in support of child welfare. So, most of you know them and they are not afraid, you know, to take on difficult problems. So, really they're the perfect folks to have speaking today and we just appreciate so much that they took the time to put this presentation together for you and to share their experiences with these topics that I know many of you are interested in.

So, we have Cathy Ghering from the State of Ohio and she is the Bureau Chief and with her today is Liz Holzworth who is a Systems Manager from the State of Ohio. From the State of Florida we have Alicia Dyer who is the Child Welfare Modernization Director and Vanessa Snoddy who is a Policy and Practice Manager for Case Management and Well Being and Shivana Gentry who is a Director of Integration from the State of Florida. And finally, from the State of Missouri we have Leanne Leason who is a Senior Business Project Manager and Alyssa Bish who is an Operational Excellence Coordinator who will help her with questions today.

So, again, thank you so much for putting this presentation together for us and we can go to the next slide. So, hopefully most of you are aware of the issues that we're going to be discussing today. Many of you on calls with your federal analyst have brought up the issue of qualified residential treatment providers and you've said, you know, from time to time, "we really would like a forum to be able to talk about system changes to support this program change." And so, that was sort of the genesis of this presentation

today. We want it to be conversational; no question is a bad question. So, these presentations are always more valuable when the state staff feel comfortable to ask questions. We're also going to touch on a little bit around prevention and I think at least one of the state panelists is going to talk a little bit about where they are with AFCARS changes. We won't be interpreting policy on the call, it really will be sort of conversational and states being open about where they are right now with making these changes and what kinds of challenges that they've encountered so far and how they're trying to overcome those. So, then we'll have a closing and wrap up. And, with that we will go ahead and start with the State of Ohio with Cathy Ghering, thank you.

Cathy Ghering: Thanks, Tresa. To provide a little bit of background on our structure, Ohio is a state-supervised county-administered state. The child welfare system is called Ohio SACWIS. A decision was made to keep our existing name even though we're considered a CCWIS transitional system. Keeping a consistent name prevented any confusion with our end-users and also avoided state rule updates for the naming convention. Ohio SACWIS currently supports 88 local public children services agencies, 30 Title IV-E juvenile courts and over 90 private foster and adoption agencies. We also maintain system functionality for the state administered programs, including the newly created Ohio Kinship and Adoption Navigation Program and as well as overseeing our extended foster care program. For now, the system supports approximately 9,000 end-users. The number of users will increase once our QRTP functionality is implemented. Ohio SACWIS splits developmental efforts between a small group of state application developers and a contract vendor CGI. CGI is heavily involved in Ohio's updates by assisting with ETL and report development resources, a technical writer, time and materials staff, and initiative resources.

Liz Holzworth: This is Liz Holzworth. I wanted to start with briefly going over the initial steps Ohio took when Family First was signed into law. Within the first couple months, Ohio formed a leadership advisory committee to start the necessary planning work for Family First. Because we are a county-administered state, it was critical to have our local agencies in the development and planning efforts. The committee helped determine how Ohio would handle the Family First work. This is the structure of the leadership advisory committee and shows all the different work groups which reported to the larger committee. A lot of people were involved in determining how Ohio would implement Family First, including internal and external stakeholders, policy area, and our automated systems team. The early involvement of our automated systems

team allowed us to bring recommendations back to our bureau to start discussing the decisions, plan for the work, set time frames and work with our policy and licensing areas to better understand the scope. Next slide, please.

As most states, Ohio has taken Family First as an opportunity to transform child welfare across the state. Unfortunately for us system people, this means lots of change and big changes. We have worked very closely with our leadership within the Ohio Department of Job and Family Services, our policy counterparts and with our internal and external stakeholders who continue to be part of implementation workgroups. Policies and decisions continue to be made and, at times, change for the Family First work. Due to this, we have really focused on what is necessary and what can we add on once these requirements are up and running. This is allowing Ohio to determine how best to assess and determine the families who would benefit from prevention services, look into ho we can best complete the QRTP assessment and potential for utilizing one evidence-based assessment throughout the state, be a more agile system, limit the initial scope of complexity, allow the opportunity for stakeholder feedback and allow for a more realistic workload.

Cathy Ghering: So, as previously stated, the Bureau of Automated Systems has worked closely with our Office of Information Systems application developers and our vendor resource, CGI, to ensure that we have the resources available to complete the scope of work and the necessary time frames. We've divided the work into several phases and projects which has allowed us to complete the work more incrementally. We took a coordinated approach to the Family First effort since the amount of work to be completed by October 2021 is greater than either our state or vendor resources team could accomplish independently. So, the vendor resource is mainly focusing on our QRTP changes and that frees up our state development resources to implement the initial tweaks for our case module in order to support the prevention services updates. Regular meetings are scheduled with our policy partners to review the system as updates are being made and we receive feedback on our design. Internal team checkpoints, including staff from the helpdesk and the training areas are held monthly to ensure that we have a clear understanding of our decision making and also impacts to existing functionality in the system.

Liz Holzworth: So, QRTP had the first set of approved recommendations from the leadership advisory committee. Therefore, this work started more than a year ago. This set the stage for the work to be broken into phases. QRTP was set up into these three phases - identification

and licensing requirements, which are the first changes we were able to promote to production; discharge planning, aftercare and assessment requirements; and the third phase is case planning, legal and financial requirements.

Cathy Ghering: Next slide, please.

So, right now we're in the QRTP phase two of our implementation. And, as the requirements for discharge planning and aftercare services were being discussed it became clear that we needed an ability for our congregate care agencies to have a place to document these activities. This brought up a great opportunity for Ohio to create a new portal for these users called RTIS, which is our Residential Treatment Information System. It will have a separate access link for this set of users, but RTIS uses our existing database writing to the Ohio SACWIS tables, but users will only see the children that are placed in each of their facilities. By creating RTIS we only brought forward the Ohio SACWIS information that these agencies should be able to see and therefore minimizing any security risks of implementing additional rules to block the fields on the existing screens. The user setup will still go through the Ohio SACWIS provisioning structure with only a couple of user group changes. This is allowing us to be, take more of a modular approach while preventing synchronization issues and also ensuring QRTP agencies are in compliance with the new rules. This portal is scheduled to be available to end-users by April of 2021.

Liz Holzworth: Next slide, please.

Now, moving to the prevention services work. Ohio has held two stakeholder retreats to discuss how we should implement prevention services in Ohio. This involved our policy area, licensing, SACWIS, other state entities such as Medicaid, mental health and addiction services and help, as well as local, public, and private agencies. The participants of these retreats provided a lot of ideas and suggestions for both case flow and system design. By participating in program development meetings, we have been able to help shape how prevention services is implemented in the state and ensure the design of the program will meet the rules and recommendations, as well as be user friendly and streamlined. Next slide.

Ohio has determined to pilot the prevention services program utilizing the Family First Transition Act funding. This will allow Ohio to implement some portions of this program while allowing flexibility and an opportunity for agencies to provide their feedback for policy development and SACWIS functionality. The counties

who opt to be part of this pilot will be part of formalized feedback sessions to ensure rules and functionality work in practice. There are two other phases which will include functionality to support the requirements for these services to become IV-E reimbursable. These will include further case planning changes, payment processing, reimbursement, automation of prevention services case category are also part of those other two phases. Next slide, please.

In terms of challenges and opportunities we are working on how we can limit the complexity of this work until we know more about the implementation of the QRTP requirements and how the prevention services program will be practiced. We are hoping that this will limit the amount of rework needed later and give us more time to design functionality that is user friendly, streamlined and contains the best data for evaluation purposes. Our biggest challenge with the Family First work was prevention services. There were lots of questions about how the prevention services program was going to flow in both the direct service practice and the financial process for Ohio. Several meetings were held to walk through this addressing the policy, practice, fiscal, and system needs. After multiple months, we were able to finalize and case and program flow for how prevention services and its phases will be implemented in Ohio. And it's always a challenge of ensuring we have set requirements when designing functionality based on draft policies or none at all. Due to this, we will not know the extent of the rework which will be needed until all policies are written and the program is implemented. We meet with our policy and leadership weekly to discuss the work and decisions being made on these programs. This allows us to react immediately to changes we hear while designing the functionality. The implementation of Family First results in significant changes to the child welfare system in all areas. Rules have had to be drafted quickly, monitoring standards changed, planning efforts had to be reviewed and, of course, system changes. We have all had to work really closely as an office to find the middle ground of how we can implement all of these changes while creating quality programs within the timeframes. These partnerships and collaboration has been critical.

Cathy Ghering: Since Ohio SACWIS is a CCWIS transitional system, throughout all of these changes we've really thought about how we can make the new functionality more modular, as well as implementing an agile approach while we keep the costs within scope. A challenge has been our underlying need to move to a cloud-based solution. To become more cloud-based, we need to replace the struts within Ohio SACWIS, which is going to require six to eight months

of a code freeze. The request for system updates have not slowed down enough for us to even consider moving forward with a freeze at this time. But we're hopeful once the struts are replaced it will be easier to build new functionality in a modular approach. We do feel that Ohio has made significant strides with getting the Family First body of work implemented in our state-wide system with as minimal impacts as possible to our end-users. So, last but not least, you know, if anyone has any questions or would like any additional information about the Family First changes to Ohio SACWIS, please feel free to reach out to Liz or myself directly, as well, at these email accounts. Thank you.

Tresa Young: I don't see any questions yet in the chat box - but, can you tell us again, Cathy and Liz how many providers you're working with in the residential treatment, how many you expect basically would be having access to that functionality?

Liz Holzworth: I could take that, Tresa. I believe it's around - because we, it'll be both residential agencies licensed by Ohio Department of Job and Family Services, as well as those licensed by Ohio Mental Health and Addiction Services - and I believe it's about 150-200 agencies. And those aren't the facilities, those are the agencies, they could have multiple facilities under them.

Tresa Young: Thank you.

Liz Holzworth: You're welcome.

Tresa Young: And, I heard you mention, you know, the code freeze or your need to upgrade your system and the struts security vulnerabilities that you were talking about. In terms of - which is a huge risk, and I appreciate you sharing that - but, in terms of like the program changes or, you know, the changes in policy that need to be made to the system, can you just share what you found the most challenging so far with the actual program change?

Cathy Ghering: I know, Liz, you and I both talked about this during our prep session with everyone and we did find that there was a challenge with how we were going to implement the payment of the prevention services. So, we had to figure out whether, being a county-administered state, whether we were going to put that onto the counties to pay up front and then try to seek reimbursement through the state or whether we as a state were going to try to take over some of the responsibilities of that. And, I know that this was a back and forth for quite a while and it was a challenge because we can't really implement anything in our system or build functionality to support the flow without actually knowing how they're going to proceed with it. Liz, I don't know if you have

	anything to add.
Liz Holzworth:	The only thing that I would add is just having, we have a bunch of draft policies. There's nothing that's been final and that speaks to what Cathy was saying - having draft rules is just a challenge to begin with because some of those drafts were like shells. They weren't even full written policies. So, we are really designing functionality on very little other than [unintelligible]
Tresa Young:	Thank you. We did get some questions that have come in. Is your financial system included within your SACWIS or is it an interface?
Liz Holzworth:	It is included. So, one of my roles is the finance manager and we do all of the foster care, and we have probably, I think seven different payment types that are issued through our system. Either directly to caregivers or reimbursements to our county agencies.
Tresa Young:	Thank you. Was RTIS portal built on a cloud solution or what was that structure?
Cathy Ghering:	Our RTIS portal actually writes to our Ohio SACWIS tables so everything is still stored within Ohio SACWIS. The portal is really just a different view for the new, the group homes and residential facilities that are needing to have access. So, it also writes back until we're able to build our cloud solution, we're having everything still within our Ohio SACWIS structure.
Tresa Young:	Thank you. And then we have had a request for the contact information of our speakers today to be posted in the chat. If one of the folks that are helping me today could do that, that would be great, thank you. One more that just came in. Are other support services paid for within your SACWIS?
Liz Holzworth:	So, we have payment functionality to be able to document our local agencies paying for different services, however, there is no reimbursement currently for those types of services. So, we will have to with prevention services build on a bunch of the, or all of the reimbursement functionality.
Cathy Ghering:	Now, we do have, for, we have our foster parent training payments do go through our Ohio SACWIS system. As well as some of our reimbursements for, like, foster care miscellaneous or additional fund sources that they have out of there. But at this point, the actual case services have not been paid out of our system. If the local agencies have paid for them, they're able to mark them as payable services and do service auths and so the payment process through our system, but they're currently not reimbursable, just as an addition to what Liz said.

Tresa Young:　　　　Thank you. Okay, so thank you so much for the questions. We really appreciate those who took the time to ask them in the chat box, but we're going to go ahead and move on to the state of Florida and Alicia Dyer will start the presentation.

Alicia Dyer:　　　　Thank you, Tresa. Good afternoon, everyone, from sunny Florida. A little bit about our child welfare system, our information system and our system of care. We are legacy SACWIS system, we are a CCWIS transition state and we are very early into our CCWIS transition. However, we did make a big leap to move our entire system to be cloud-based back in December 2017. For our system of care, we are a state-administered state, however, we do have a privatized community-based care model. And, as far as size - at the end of October 2020, we had approximately a little over 22,000 children in out of home care and 1,752 of those children were in group home residential care. So, 558 of those do not meet the FFPSA setting requirements and would need to be shifted to a foster home or relative care.

So, I'm gonna tell you a little bit about the system changes, how we approach system changes to support QRTP. So, our current legacy child welfare system does have, is very robust, has an underlying structure for provider management, for medical mental health data collection, legal, supports the legal process, we document out of home placements, along with the financial claiming and all the eligibility processing. So, to support the new process for QRTP, we leveraged our existing structure with some modifications to identify specific QRTP related characteristics.

So, to identify the QRTP providers, we added Qualified Residential Treatment Program as a child caring agency licensing subtype and this enables us to identify all of the specific type of providers. And then, to identify the children placed in a QRTP setting, our existing out of home placement module connects children to their provider. So, when we update the provider license, we can identify when the child was placed in a QRTP setting.

And then the documentation of the assessment, we enhanced our existing medical mental health module to add ways to document the referral for the completion of and the placement recommendation for mental health evaluations. And, we also leverage the structure to enable the documentation of other mental health evaluations such as psychological, biopsychosocial, Baker Act and Suitability assessments. This also enables us to monitor the timeframe from placement in a QRTP to the completion of the evaluation that either supports or doesn't support the continued placement in the setting.

Specifically, some other changes for our case planning module and function, our existing case planning process supported the needs for QRTP without any system modifications and additionally, our legal module already had included actions associated with the motion for placement in a Residential Treatment Program and then whether the court placed or denied the placement.

In eligibility, with, we have worked very hard in the past couple years in Florida with what we call the Path Forward Initiative and Project to support the ending of the title IV-E waiver and made significant enhancements in our IV-E eligibility process and module to include lots of automated processes. So, this module already supports child's reimbursability status and so this also documents, we approve the work to automate a process that will use all of the above documented data and then that will calculate if the child is reimbursable and non-reimbursable placement and eligibility.

And then our claiming process utilizes the payment information along with the child's eligibility status to determine the appropriate fund source for all of the claiming. So, all these changes across our legacy system have enabled us to implement the federal requirements, policies, and our new business processes associated with placing a child in a QRTP placement.

So, where we are with the system changes, we are - this webinar is very timely - we just finished up development of all of these changes and system testing and we are starting user acceptance testing today for all these changes and it will last for the next few weeks as we look to implement these changes in late in January 2021. So, we have moved to Microsoft Teams as a remote testing tool and we invite people all across our child welfare system to come participate in testing. So, legal, our child protective investigators, our case managers and our placement specialists.

So, that concludes the overview of Florida's changes - system changes related to QRTP, is there any questions that I can answer for everyone or Vanessa Snoddy, our Case Manager manager or Shivanna Gentry, our Director of Integration?

Tresa Young: I don't see any questions yet on the Q and A chat, but I had a couple maybe before we move on to the next presentation. So, you mentioned that you've been doing remote testing - how long have you been doing that, Alicia?

Alicia Dyer: Well, we really just started when COVID gripped the nation, so it's been about six months now, I think when you match it up with our

build cycle. And it has been quite successful, I believe. We, in the past, we have had lots of requests for more remote testing and it's presented challenges doing remote testing in the past, just because people have a tendency to not commit to the whole day of testing all the changes, because there are so many other distractions when they're sitting at their desk. But we are, have been able to successfully complete a lot of user testing, keeping them, you know, actively engaged throughout the testing process with remote learning and tasking them to run through various scripts and keep them engaged.

Tresa Young: Thank you. We did have a question come in - are you building your functionality in house or with a vendor? Are all of the QRTP enhancements you described considered CCWIS, O&M or new development?

Alicia Dyer: So, we currently have IBM as our systems integrator for all of our systems changes on our legacy system and our changes are O&M.

Tresa Young: Thank you. And, just to add on to that, I believe mostly they are O&M because the state transitioned part of that functionality and the legacy system is not built modularly, just to add onto information about what would distinguish it between development and operations and maintenance. So, we have another question from Nellena Garrison - there are no case plan updates. She was asking do you have case plan updates for QRTP - in Arkansas, we implemented September 30th, 2019, and we had to add an entire new screen with several questions related to QRTP. So, if you could talk just a little bit about any changes you had to make to your case plan.

Alicia Dyer: I don't think we made any case planning changes in the system. Vanessa, are there any additional policy and practice changes related to our case planning process?

Vanessa Snoddy: Yeah, Alicia, there are. And you're right, we didn't make any changes, that many changes to the system as you had mentioned. But we did for policy-wise to outline the documentation that is required to be in there because the functionality like Alicia said is already there, it's pretty much a fill-in kind of option and some multiple choices and then I think there's a portion that actually leads and filters into the case planning based off of the placement of the child. And so that's already there. Our policies just really outline what we need to make sure is in there as they're entering information into our case plans so that it pre-populates.

Tresa Young: Thank you. And also, you know, it may not be the appropriate time

on the call, but since you mentioned in that question and volunteered your state, Nellena, you know, if you want to share that information with us, you know, about what you had to do to change your case plan screen, that would probably be valuable for other, other states to know. So, if you're willing to share some of that information, I'm sure folks would be interested in it, you know, when it's convenient. Thanks. Okay, I don't see any other new questions, but we will go ahead, and if you have questions, we'll pick up at the end of the webinar and check in with folks. But, now we'd like Leanne Leason to talk about the changes in Missouri.

Leanne Leason: Thank you, Tresa. I really appreciate the opportunity to be here today and share what Missouri has been working on around our QRTP changes and AFCARS 2.0. So, to start, I wanted to give an overview of how Missouri is structured so it lends a little more context to the work we're doing in these two areas. Missouri is state-administered and is transitioning our previous SACWIS system to CCWIS. Our state CCWIS system is called FACES. Missouri has a FACES team on the business side that runs and manages a Help Desk and acts as a liaison between the business side and ITSD. The team facilitates all the Joint Application Design sessions and oversees the projects. We have about 13,000 kids in out-of-home-care placements in the custody of Missouri Children's Division. And, approximately 800 of those children are currently placed in residential placement settings. Missouri's Children's Division is responsible for the licensing, contract and monitoring of these residential facilities.

So, in order to begin our work to build QRTP into our FACES system, we held several JAD sessions to collect the business requirements. These JAD sessions included the Missouri ITSD team and the FACES staff along with program and policy staff so we could get a good understanding of what the business policy changes needed to be so we could translate those into what we needed to do to enhance our CCWIS system to support those changes. Next slide.

So, here are some of the planned changes that came out of those JAD sessions around QRTP. We're going to be adding date specific indicators under each facility that indicate if they are meeting their QRTP qualifying conditions. And, this will allow our licensing staff to update those as needed, as facilities may lose qualifications or gain them later, it will allow them to tie dates around those qualifying conditions so we can understand their status at any given time.

We plan on creating a new electronic referral process that will include the reason for referring the child to residential, the dates

the Independent Assessment was completed and the decisions and dates of the Independent Assessment and court decisions and recommendations.

We are going to modify our current automated and online eligibility programs to account for these changes in placements, the timeframes for eligibility assessments and court decisions, and also the QRTP qualifying conditions of the facilities. Those automated eligibility programs will be modified to complete the IV-E redeterminations as the child's circumstances or the facility's circumstances change. If court decisions are not made timely or, again, if a facility loses their QRTP status, our automated IV-E system is built directly into our CCWIS system and does run automatically or can be kicked off manually by our IV-E specialists based on the child's overall conditions and can do those redeterminations manually or automatically.

It will also send reminders or alerts to staff when new assessments or court decisions are due. Next slide.

So, the timeframe for these QRTP changes in our CCWIS system are as follows: Missouri's CCWIS system was built and continues to be maintained in house by state IT staff. But some of our enhancement projects are bid out to our statewide vendor contract. This project was bid out and is currently in the bid evaluation process. We anticipate to have a vendor in house by January of 2021 to begin those changes to be implemented by October 2021.

Missouri does plan to do a follow up in house project to include some additional functionality, such as reporting and tracking of referrals to residential care and maybe some additional alerts to staff based on what we see after the initial implementation and what's needed to help staff monitor and track better the children coming out of these facilities. Next slide.

So, in relation to AFCARS 2.0 in Missouri, we really are just at the beginning stages of this. We have evaluated the new rule and we've mapped out how the new rule has changed from the previous guidelines and what we have and don't have in Missouri and what we will need to do.

We've identified approximately 58 of the data elements, the new data elements we do not contain in our CCWIS FACES system and we will then have to build those in and build those into the extract file. Approximately 36 of the new data elements we do contain in FACES currently but will have to be added to our extract file. Most of our missing data elements in FACES are

around ICWA, additional diagnosed conditions, added conditions at removal and sex trafficking.

We have had several JAD sessions with the business customer and we will begin additional ones in spring of 2021 with development to begin in late fall. The policy will need to determine how to collect these data elements with putting the least burden on staff with no duplication in our system. We will involve stakeholders in those JAD sessions, including policy staff and frontline staff who are gonna be the ones having to enter this data into our system to best determine the easiest way for them to enter the data and capture it with it being least impact to the work they're doing. We may implement this in stages as the enhancements are grouped by program area and the impact within the system. Next slide.

So, some of the challenges throughout both these projects that we've come across is mostly getting the business to settle on what the policy practice was gonna look like. Sometimes we run into endless pilots and feedback meaning that leads to continuous changes and no firm set of business requirements. I think I heard one of the other states express that they struggled with this, as well. It's difficult to build enhancements in a system when the business requirements have not been finalized.

We've had numerous changes in our leadership and with each change has brought new direction. Like many states, finding the budget, time, and resources to implement this among other new federal and state mandates has been a challenge.

The most challenging part will be the changes to eligibility determination process. It really led us to reevaluate and make some overall changes that will benefit many other processes in the future but make the project even larger.

And, then one of the things I think has really been beneficial to this process was having a FACES business team and the ITSD team working so closely together. It's a model that has been key for us in continuing communication and prioritizing projects and building a good relationship between the business side and IT. We are actually housed in the same building, so we work day to day together and have a constant flow of communication with projects and current priorities. And that's really helped move projects along and keep the scope within boundaries and communication flowing. Next slide. So, that pretty much concludes the changes we've been working on here in Missouri, if anybody has any questions.

Tresa Young: Thank you, Leanne. I don't see any questions yet. We'll wait just a

	few moments to see if any additional - I have an easy one for you. We have a mix of folks on the call today since we borrowed the AFCARS time, so we have a mix of program and IT folks - can you describe what a JAD, what a JAD session is?
Leanne Leason:	Sure. I tried to write that out in one of the first slides. It's a Joint Application Design. It's really a meeting, between all the relevant parties - your stakeholders, your IT staff, your policy/practice staff - whoever you feel is appropriate to the topic to get together and talk about how the business policy side is going to work, what the policy practice is going to be and how that might translate into the design changes that are needed. You know, CCWIS needs to support the policy and the practice of the staff in the field, so it's really important to get their feedback and to make sure you're not creating additional work that's not needed or do unnecessary duplication. So, those meetings, it's really just a meeting.
Tresa Young:	Thank you. We do have a question that has come in. How long did it take to build your CCWIS system in house?
Leanne Leason:	Well, that's a really good question. It took us from start to finish - because we brought it up in phases - it took us about six years.
Tresa Young:	And, I had a question if you're comfortable answering it, and if not that's fine, Leanne, but you mentioned that you put out the QRTP changes to a vendor - do you have a budget estimate for what that's going to cost at this point?
Leanne Leason:	We always have our in-house IT staff do some initial analysis on our business requirements that we're gonna be including in the bid, and they always come back to us with an estimated cost that they anticipate might be what we see in the bids. And, we use that to secure funding, that estimated cost. But again, when vendors decide to bid, sometimes you can't truly predict what's going to come in on those bids, but we do get an estimated bid form our in-house state IT staff based on their analysis.
Tresa Young:	Okay. Any other last-minute questions from folks? Okay, well it looks like we may end just a little bit early but again, I wanted to thank the presenters very much for taking time out of your busy day and also wanted to thank all of you who took the time to ask questions and listen to the webinar today. We do have an upcoming webinar that is scheduled for January 26th and the topic for that webinar is CCWIS design requirements, so that will be a great webinar, I think, and hopefully you'll be able to tune into that one, as well. I hope everybody stays safe and has a wonderful holiday and thanks, again, for joining us today. Bye bye.

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