

**Lessons Learned:
The NEICE Matures**

Annual AAICPC Meeting, Indianapolis, IN
April 2019

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**National Electronic Interstate Compact Enterprise (NEICE):
Connecting state child welfare systems
for better interstate placement outcomes**

NEICE
National Electronic Interstate Compact Enterprise

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Topics


- Lessons Learned
 1. NEICE works
 2. How to onboard states – NEICE system structure
 3. Implementation vs maintenance
 4. Governance structure needs
 5. Budget and sustainability
- Interoperability potential
- Legislative and funding update

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Lesson 1: NEICE Works


- Shorter permanency timelines for children
- Potential for improvements on CFSR outcomes for ICPC cases
- Increased accountability of ICPC case processing
- Easier for case workers to submit and process cases
- Allows judicial view-only of cases to monitor progress

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Evaluation Findings: Decrease in time to complete home study and make placement decision.

Average number of business days from the time the Receiving State receives the 100-A packet, completes the home study and the placement decision is made.	Baseline (before NEICE)	NEICE Evaluation during Pilot (6 states) (6 months of data) ¹	NEICE state to Non-NEICE state (Implementation Evaluation)	NEICE state to NEICE state (Implementation Evaluation)
Regulation 7 ICPC cases that require priority placement	45 days	36 days	37 days	29 days
# of placement requests assessed	11	193	6,154	233
Non-Regulation 7 ICPC cases	54 days	43 days	NA at this time	NA at this time
# of placement requests assessed	134	469	NA at this time	NA at this time


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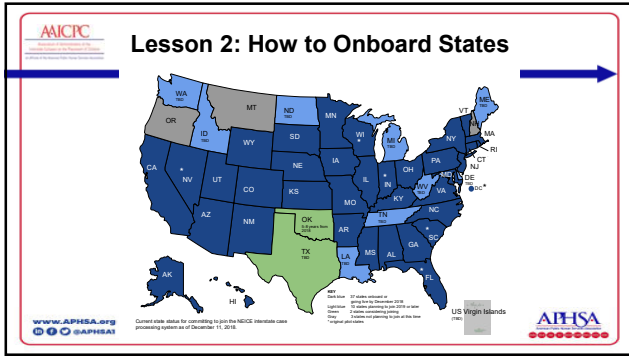
Preliminary Findings from Current Data (in Average Days)

Average Days	2017	2018
Home study decision	12	4
Child is placed	11	7

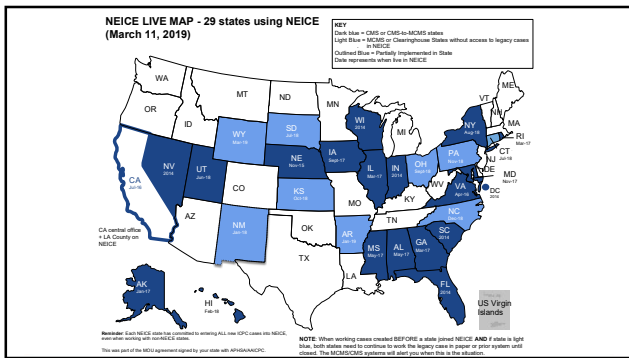
**Between NEICE states, for cases created during the year.

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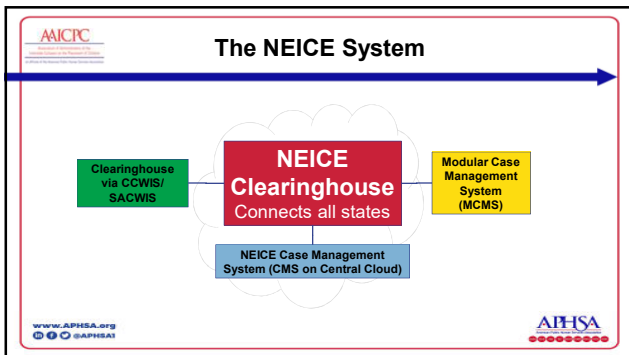
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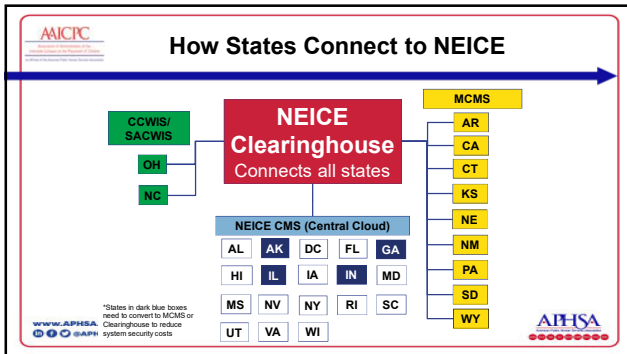
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- Steps to onboard to NEICE**
1. Work with APHSA/AAICPC and your state staff to get MOU signed
 2. Pay one-time connection fee: \$50,000 upon signature of MOU
 3. Annual License Fee: \$25,000
 - Prorated amount due upon signature of MOU
 - Full amount due January 1 annually thereafter.
 4. IT team and program staff determine which connection method, and begin scoping out work to complete.
 5. Begin implementation, meeting regularly with Tetras/APHSA.
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- Next states to come onboard in 2019**
1. Kentucky
 2. Minnesota
 3. Missouri
 4. New Jersey
 5. Massachusetts
 6. Vermont
 7. Arizona
- Colorado delayed due to CCWIS schedule
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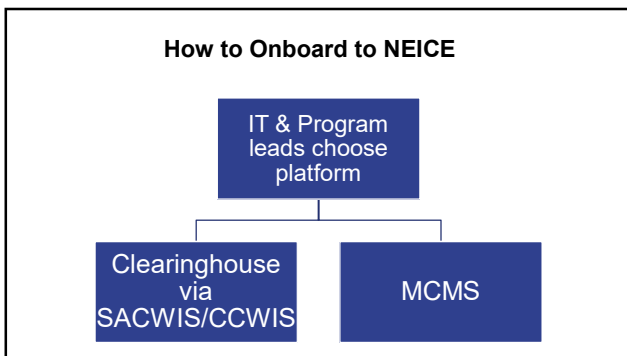
Remaining States that Need to Sign MOU

1. Delaware	9. Oklahoma
2. Idaho	10. Oregon
3. Louisiana	11. Tennessee
4. Maine	12. Texas
5. Michigan	13. Washington
6. Montana	14. West Virginia
7. New Hampshire	15. US Virgin Islands
8. North Dakota	

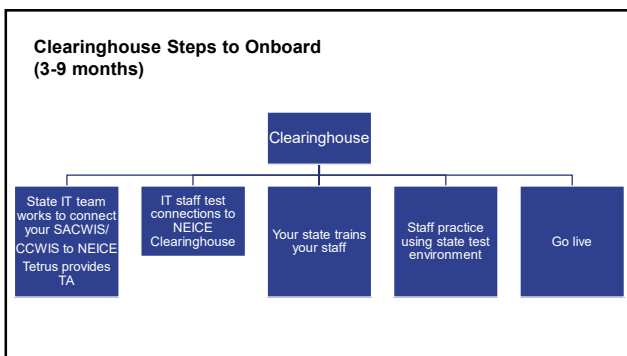
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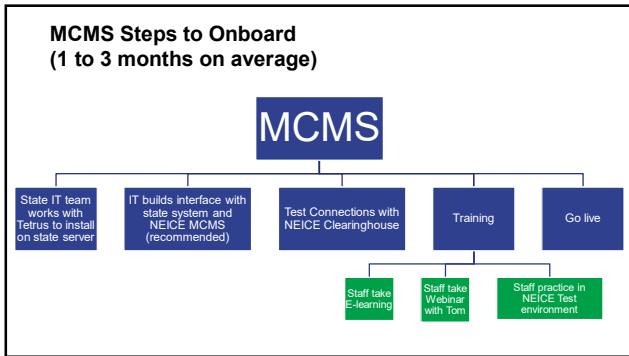
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Lesson 3: Implementation vs Maintenance

- **Implementation phase (2015-2019)**
 - Focus on getting states on board
 - Making system changes to assist with onboarding
 - Fast moving
 - Freeze of product improvement process because of budget limitations
 - Flat fee structure to make ends meet, not possible to tier fees
 - Support focused on helping states in onboarding, responding to questions, webinars, training
- **Maintenance phase (2019-onward)**
 - Focusing on technology refresh, make improvements to system
 - Adjusting governance structure to ensure timely decisions
 - Update IEPD to reflect changes made during implementation
 - Potentially enough resources to adjust to tiered fee structure
 - Support shifting to analysis of data, recommendations for process improvement

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Improving NEICE and Users Experience

- Help desk moving to online platform with states handling basic questions like password resets, creating cases, or adding users.
- Increase and revise online training
- Incorporate user input via User Group and support desk requests
- Refreshing underlying technology (to enable more platform use, more security, faster processing AND addressing requests to process and layout submitted by user group.)
- Enhancing onboarding process for Clearinghouse states, bumped up our technical support

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Help Desk Questions

12/1/18-3/15/2019

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Type of Question	# of Help Desk Calls/Emails
Transmittal	85
Problems with login, password	68
Create case, child, etc.	63
Report	62
100B-related	49
100A-related	41
Case closure	34
Other	34
Delete	33
Placement	29
Sending Agency	22
Notification	13
Admin role-related	11
Case approval	11
Product improvement	4
Training	4
File size	2
Grand Total	565

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Product Improvements (PIs)


- **Top priorities**
 - Private Data Separation
 - Private Adoption Attorney/Agency Access
 - Reports
 - User fields and usability
 - IEPD Update
- **Technology refresh**
 - Utilizes broader technology improvements which incorporates various change requests
 - Reports, new fields, new data labels, stylus signatures

*Pending user group feedback and recommendations

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Clearinghouse Onboarding Challenges and Solutions

- Met with Children’s Bureau to discuss some of onboarding challenges.
- States have widely different needs to support this process
- Creating ticketing system to track and provide updates on earlier questions.
- Updated Technical Specifications
- Working on update to IEPD – Need user input
- Monthly technical meeting on Clearinghouse onboarding
- Develop service level agreement with Tetras to clarify expectations for key customer service deliverables.

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Lesson 4: Need Governance Structure that Supports NEICE from Implementation to Maintenance and Sustainability

- Early on, small committee from states, APHSA, and technical team made decisions during pilot and implementation grant; Project Management Team; State Consulting Team
- Some confusion and delays in decision making without more integrated process in place
- Currently NEICE requires more robust formal governance to address near and long-term decisions:
 - Operational
 - Policy
 - Technical

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NEICE Management (proposed)

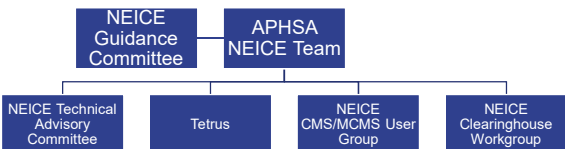
APHSA NEICE Team	NEICE Guidance Committee	NEICE Technical Advisory Committee	NEICE CMS/MCMS User Group	NEICE Clearinghouse Workgroup	Tetrus
<ul style="list-style-type: none"> • CEO, COO, Project Director, Associate, Legal, Program & Technical advisors • Oversees day to day operations, grant management, outreach, onboarding, system security, budget, product improvements, technical vendor and legal decisions 	<ul style="list-style-type: none"> • Members of the AACPC Executive Committee and APHSA NEICE Team • Directs decisions: policy, funding requirements, program or technical direction, and other decisions as required for supporting NEICE management. • Meets regularly and as needed 	<ul style="list-style-type: none"> • Nominated and appointed from NEICE states (NCH/MCMS) • Mix of IT and ICPC Program Staff and ad-hoc members with SME • Advises on product improvements and system refresh • Analyze and assess emerging technologies and how they relate to NEICE; develop roadmap for future capabilities. • Meets quarterly or as needed 	<ul style="list-style-type: none"> • ICPC volunteers from participating states • Reviews product improvement requests • Helps test fees and product improvements • Meets quarterly 	<ul style="list-style-type: none"> • State IT and ICPC program staff working to onboard to NEICE Clearinghouse • Meets monthly 	<ul style="list-style-type: none"> • Operates NEICE • Ensures system security • Onboards states • Trains states in CMS/MCMS • Provides Help Desk Support • Delivers on contractual and service level agreements • Supports technical and operational related projects as needed

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NEICE Management



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    NGC[NEICE Guidance Committee] --- APHSA[APHSA NEICE Team]
    NGC --- NTAAC[NEICE Technical Advisory Committee]
    APHSA --- Tetrus[Tetrus]
    APHSA --- NCMUG[NEICE CMS/MCMS User Group]
    APHSA --- NCHW[NEICE Clearinghouse Workgroup]
    
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Lesson 5: Budget and Sustainability

- Budget is not sustainable with current fees and costs
- Current fees and costs structure based on implementation phase, not maintenance phase
- Fees inequitable across different sized states and numbers of cases across states

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Sustainability/Current Finance Model

Revenue Projections: State fees, grant money, and other

- State license fees of \$25,000 per state
 - 2019: 37 states as of March 2019, hope to add 3 in 2019 = \$925k + prorated \$75k
 - 2020: 48 states with signed MOUs by January 2020 = \$1.2 million
- Implementation grant (Scheduled to end May 2019)
- *Other opportunities*
 - Private attorney/agency submission functionality (possibly)
 - Interoperability – Longer-term

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Projected Expenditures

2019:

- \$1.6 m – includes additional security expenses (about \$300k)* and no product improvements
- Facing shortfall without additional funding

*Incurred because four states with Business Associates Agreement (contract with APHSA for NEICE) on the CMS. BAA's include HIPAA coverage and triggers higher security requirements and costs.

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Expense Categories

Expense Categories	2019
Security	159,950
Help Desk	312,310
MCMS Maintenance	288,375
Clearinghouse Maintenance	207,675
CMS Maintenance	138,450
Azure Hosting	83,000
Onboarding	124,000
Transitioning	115,000
Improvement Costs	250,000
Administration	
-APHSA staff/contractors	216,615
-Overhead	10,720
-Legal	36,000
-Security Audit	20,000
-Supplies/Telecommunications	5,500
-Insurance	10,000
-Training/Software	17,000
-Travel	4,500
TOTAL	1,979,095

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Key Budget Considerations

Challenges:

- Current revenue does not meet expenditure outlays
- Funding for Product Improvements
- Current model subsidized by federal cooperative agreement

Key Decisions

- Getting to a sustainable business model
- Security costs of BAA states
- Reduce costs and/or increase fees

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Moving Forward – Key Actions

- ❖ Making Ends Meet (Cut Costs and/or Increase Revenue)
 - ✓ APHSA cut organizational expenses by 25% this past year.
 - Reduce reliance on help desk and cut expenses
 - Move 4 BAA states off of CMS Cloud
 - Add additional states
 - Rethink and modify fee structure for better alignment with cases.
 - Leverage existing platform to Implement private attorney access functionality and other potential revenue streams.
 - Seek additional funding under federal cooperative agreement.

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Compact Input/Vote Needed

IEPD Update - User Group input needed in May

Legacy Case Issue

Policy Decisions
- Provisional Approval

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Raghu Govindaraj, Tetras

POTENTIAL FOR NEICE INTEROPERABILITY WITH OTHER SYSTEMS

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The NEICE System

CCWIS/
SACWIS

NEICE Clearinghouse
Connects all states

MCMS

NEICE CMS (Central Cloud)

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Interoperability Opportunities

NEICE uses data standards that make it possible to exchange data across state lines.

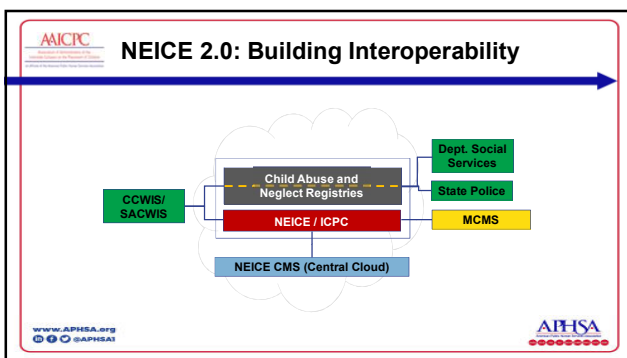
National Information Exchange Model Standards

Other systems that could be connected via NEICE Clearinghouse:

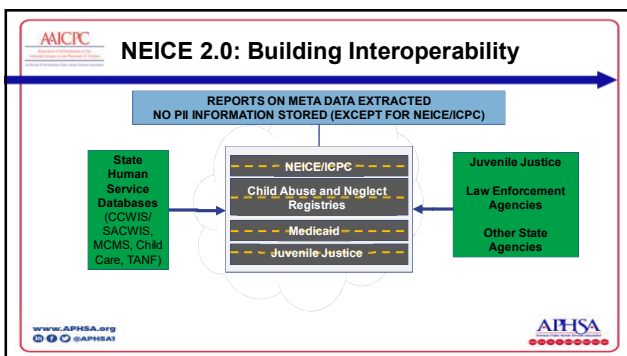
- Child Abuse and Neglect Registries
- Juvenile justice

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NEICE 2.0: What's Needed

Workgroup to plan interoperability & implementation related to ICPC needs

1. Data systems (which ones, what to share, with whom?)
2. Develop governance plan (connecting with and outside ICPC)
3. Develop viable budget model
 - Estimate from vendors to build (time and \$)
 - Administration/Fees
4. MOU development articulating data sharing plans and responsibility for the new data to be interoperable with ICPC data. Legal Review needed.
5. Pilot and scale for national implementation

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LEGISLATIVE & FUNDING UPDATE

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Legislative & Funding Update

The Bipartisan Budget Act of 2018, Public Law (P.L.) 115-123 was signed into law on February 9, 2018.

It included the Family First Prevention Services Act (FFPSA) in Division E, Title VII, which specified a title IV-E plan requirement for the orderly and timely interstate placement of children to **require that state title IV-E agencies have a centralized electronic interstate case processing system by 10/1/2027.**

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Funding for States

- To help implement this requirement, the law also authorized a \$5 million set aside from the discretionary portion of the appropriation for the Promoting Safe and Stable Families program.
- Technical challenge: Money appropriated in 2018, but it was authorized in 2019.
- Solution: Funds were distributed to each state as part of your PSSF formula grant award in 2018
[ACYF-CB-IM-18-04](#)

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New Funding Forecast for States

- Issued Thursday, October 25, 2018
- Funding Forecast Number:
[HHS-2019-ACF-ACYF-CW-1560](#)
- Up to 20 grants to be competitively awarded
- \$200,000 to \$250,000 to be used after Sept 30, 2019 through September 2022.
- Funds to be used to implement NEICE or pay existing fees.

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Next Steps

- Revisit proposed MOU's for Secretariat Services and NEICE
 - Provide clarity in AAICPC and APHSA working relationship/partnership to create a pathway forward.
 - AAICPC and APHSA to complete this work over next 30 days
 - Modify Governance Structure and processes as needed
- Establish Working teams
 - Create working groups and/or committees to address critical decisions: sustainability, operational and technology infrastructure including a focus on the future of NEICE and Interoperability Evolution.
- Continue to enhance user and customer services needs
 - Active User Groups, Training, Technology Improvements and Service Level Agreements

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Association of Administrators of the Interstate Compact on the Placement of Children

More Information

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Children's Bureau

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