



City/State:
New York City/
New York

Client:
Administration for
Children Services

Industry:
Children Services

The Client

The New York City Administration for Children's Services (ACS) protects and promotes the safety and well-being of New York City's children and families by supplying child welfare, juvenile justice, and early care and education services. In child welfare, ACS contracts with private nonprofit organizations to support and stabilize families at risk of a crisis through preventive services and supplies foster care services for children not able to safely remain at home. In juvenile justice, ACS manages and funds services including detention and placement, intensive community-based alternatives for youth, and support services for families. Each year, the agency's Division of Child Protection conducts more than 55,000 investigations of suspected child abuse or neglect. In early care and education, ACS coordinates and funds programs and vouchers for close to 100,000 children eligible for subsidized care.

Problem

ACS was looking to improve the efficiency of the Fair Hearing Process by reviewing the current process and determine opportunities for efficiencies, clarifying work-functions, strengthening information flow and facilitating timeliness of processing payments for Childcare Fair Hearings and Foster Care Fair Hearings.

The review should examine the process from the state notification to the Office of the General Counsel to issuance of payment at Financial Services. The work should document standards, protocols, procedures, process flows, communication between ACS and applicable parties (including the state and contract agencies) and data systems used to research and determine Fair Hearing payments, to strengthen the overall process, controls and the timeliness of payments.

The project outcome should be a set of recommendations about the entire Fair Hearing payment structure, process, operations, and protocols across the organizations with focus on process compliance, process efficiency, management of over-payment and recoupment related to foster care providers.



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The Solution

ACS hired Capstone Strategy Group (CSG) to execute the project. Achievements included:

1. Reviewed current ("as is") business processes and documented shortcomings and improvement opportunities across the ACS eco system. The current state process was the foundation for understanding how activities were performed and challenges the organization faced in performing those activities efficiently.
2. Proposed future state ("to be") processes to address identified challenges.
3. Analyzed and provided an overview of the IT systems that supported the fair hearing payment process.
4. Formulated recommendations, guidelines and suggestions related to required system improvements necessary to support and enable recommended process changes. Withing the ACS eco system.

