

The IBM Watson Health Solution for Child Welfare



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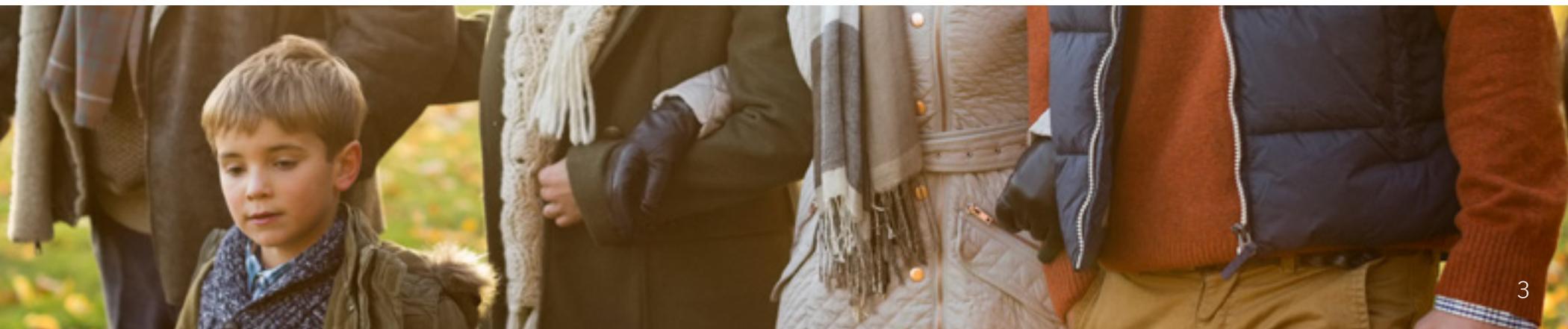
A flexible and modular approach to child welfare solution development

Many US child welfare organizations are transforming their Statewide Automated Child Welfare Information Systems (SACWIS) into the new vision of Comprehensive Child Welfare Information Systems (CCWIS). Now is a good time to consider how child welfare organizations gather, manage and use data, and how their systems enable them to protect children and strengthen families.

Government IT projects have traditionally been too big, too complex and too ambitious, the primary reasons that these projects fail.¹ A modular approach—one that includes IT services, software, data and interoperable interfaces—can provide organizations with scalability to meet the needs of growing programs. It offers the flexibility to integrate new functionality and business processes as programs evolve, without the substantial investment that an infrastructure replacement might require.

Of all the programs and services regulated, administered or delivered by government, there are arguably none more important than child welfare services: child protection, foster care and adoption. According to the World Health Organization, 25 percent of adults worldwide report having been physically abused as children.² The economic cost associated with the consequences of physical, psychological and sexual violence against children is estimated at USD 7 trillion annually.³ There are also consequences of abuse and neglect that each individual child experiences. Victims of abuse and neglect experience problems that include delinquency, teen pregnancy, low academic achievement, substance abuse and mental health problems.⁴ These issues are in addition to the more immediate physical, emotional and psychological consequences of child maltreatment.

Ultimately, the success of any child welfare IT solution will be measured by the efficacy of the agencies and programs providing care for abused and neglected children. Those agencies and programs are challenged by demands for more citizen-centric services, policy agendas focused on delivering sustainable outcomes and resource-constrained operating environments. The status quo has been questioned by the public and rethought by governments and public-sector organizations. At the same time, fiscal constraints are driving greater efficiency in how social programs are delivered. A modular approach to solution development can provide both the fiscal rigor and programmatic efficacy needed.



Personalizing the child welfare process

Since their inception, child welfare case management systems have focused on automation to ensure efficient processing of child welfare cases. Although this focus has increased accountability, it has failed to support caseworkers in crafting the most effective plan of action for their clients. The emphasis tends to be on the services rather than on the individual. Alternatively, the IBM® Watson Health™ solution for child welfare can offer a citizen-centric, outcome-focused approach to case management that helps personalize the child welfare process. Flexible and modular, it's a time-tested solution embedded with global best practices and domain-specific expertise. Users can fully integrate assessments for screening; safety and risk; strengths and needs; and reunification to support evidence-based practices, team decision-making, family centered practices, and community partnerships.

The solution offers many benefits, including:

- Fast, flexible deployment options that provide quick access to deep functions while allowing organizations to modernize at their own pace using a modular approach or the full solution
- Family conferences and multidisciplinary team functions that IBM Watson® can access to help reduce manual work, improve productivity and support consistent decision-making
- Advanced analytics capabilities at every layer of the business intelligence architecture
- Data quality and data governance management capabilities supporting key CCWIS requirements

The solution enables organizations to develop prevention and remediation strategies that help protect children and facilitate permanency, while also improving resource use. It helps connect people to the right programs and supports differentiated outcome plans based on the unique circumstances of each child, parent or family. It supports a multidisciplinary approach to care, enabling caseworkers to locate and coordinate the delivery of services

across programmatic or organizational boundaries. The IBM Watson Health solution for child welfare puts individuals at the center of services, benefits, programs and processes.

The solution is outcome-focused, which means that the IBM Watson Health Solution for Child Welfare provides caseworkers with the information they need to analyze the challenges that children and families face. A dynamic assessment and decision-making framework offers the flexibility to link to outside assessments, build in existing assessments and integrate new ones. After workers identify client needs, workers can develop a comprehensive plan that incorporates input from families, providers, counselors and caseworkers. If a caseworker is unsure of which services to recommend, the solution can suggest benefits and services that align with assessment results. The solution can then track and monitor client progress and provide standardized or ad hoc outcome reports. At every stage of the process, caseworkers can use a powerful tool to manage their cases more effectively and guide their clients toward more successful and sustainable outcomes.

Opportunities for cognitive computing for child welfare

The amount of data that governments must manage is expected to grow by 94 percent by 2018, with nearly 82 percent of this information being unstructured.⁵ Child welfare organizations create vast amounts of unstructured data, including case notes about the child and family, photographs related to the case, and court records. Unstructured data is not easily accessed and interpreted by computers. The volume makes it nearly impossible for caseworkers to access and interpret.

The ability to glean insight from this large amount of data is where cognitive plays a critical role. Cognitive computing refers to systems that learn at scale, reason with purpose and interact with humans naturally. These systems aren't programmed; they're trained to sense, predict, infer and in some ways, think, using artificial intelligence and machine learning algorithms that are exposed to massive data sets. The systems improve over time as they build knowledge and acquire depth in specialty areas or domains like child welfare. In contrast to current computing systems, which require that rules be hard-coded into a system by a human expert, cognitive computers program themselves.⁶

An example of how cognitive systems might transform child welfare programs is helping workers access and interpret the information stored in child welfare case notes. When a cognitive system is trained to understand the child welfare domain, it can draw hypotheses about key information in the case notes and highlight that information for workers. Children and families often have case files that go back years with hundreds, if not thousands, of pages of notes, court records and other unstructured data. This information might include a history of abuse or neglect, or environmental, behavioral health, social and financial factors. The system can highlight and summarize key information and updates when new information becomes available.

Cognitive systems use massive parallel processing capabilities to churn through volumes of unstructured, fluid data, and they learn when the worker selects the information that's most important to them. The dynamic learning inherent in these systems provides a feedback loop for machines and humans to refine insights and teach one another. As a result, workers can conduct a more effective review of case notes.

Cognitive systems can also help scale expertise and knowledge. This capability is critically important given the high turnover of workers in social programs.⁷ Users ask questions and cognitive systems can engage in a conversational manner to understand intent and provide the most appropriate answer in a consistent manner. The system learns and improves its responses over time, based on the experience gained from actual use. This process helps reduce the amount of time a worker—new or experienced—might spend searching for answers related to policy, regulation, operating procedures or other areas. It also provides a mechanism for continuous training. As a result, the number of help center calls or overburdening of more experienced colleagues and supervisors may be reduced.

The IBM Watson Health solution for child welfare enables child welfare organizations to use IBM Watson cognitive computing capabilities to provide insights into their historical data. It can also enhance and scale caseworker decision-making at every step of the child welfare process.

Reimagining child welfare case management

Child welfare organizations are looking for ways to accommodate changes in procedures and the technology that supports evolving practices. They require flexibility to move away from large, one-size-fits-all technology to a more rational “right-size” approach. These organizations need to promote program and system interoperability, but lack the necessary tools. And they need to reduce costs. To accomplish these goals, child welfare

organizations need to improve data governance, quality, accessibility and management.

The IBM Watson Health solution for child welfare allows organizations to address these challenges and modernize at their own pace. As illustrated in the graphic in Figure 1, the solution is available with full capabilities and individual modules that meet specific case management needs and functions. IBM

supports either a private **hosted solution** or an **on-premises** approach. This flexibility means that child welfare organizations have the option to purchase only what they need, when they need it. And with a modular approach, organizations can get up and running quickly while continuing to work on their legacy systems. IBM Child Welfare modules are: Intake, Investigation, Case Management, Collaboration, Legal and Resource Management.

Child welfare implementation scenarios

Full child welfare solution on premises



Modular child welfare on premises



Hosted solution



Hosted child welfare solutions are typically modular, but the entire child welfare application can be hosted.

Figure 1: Child Welfare organizations have the option to purchase only what they need, when they need it.

Reimagining child welfare case management



IBM Child Welfare Intake module

This module creates as-needed referrals for intakes that don't require agency investigation, and captures allegations, participant information and free-form narratives. It also enables prior history checks and gives workers additional insights into family situations. The module supports screening and response priority assessments and includes built-in supervisor workflow to support review of submitted intakes. In addition, the module enables documentation of interactions through full-function contact logs.



IBM Child Welfare Investigation module

This module supports the documentation of investigation activities after a Child Protective Services intake has been created and screened for investigation. It helps the investigator determine allegations as substantiated, inconclusive or unfounded. The investigator can capture new allegations discovered during the investigation phase. Plus, the module can support safety and risk assessments, capture interactions with case participants, enable a view of family history, and includes built-in supervisor workflow for the review of submitted investigations.



IBM Child Welfare Case Management module

Child Welfare Case Management provides support for the removal, placement and reunification of the child with parents or guardians. It enables the creation of contact logs to capture interactions with case participants, and creation and monitoring of outcome plans. The module supports child and family assessments, and maintains case participant information. Using the cognitive provider search, it helps the caseworker find the most suitable provider based on predefined criteria.



IBM Child Welfare Collaboration module

The Collaboration module enables the creation and monitoring of outcome plans, supports child and family assessments, helps create and manage multidisciplinary teams, and provides an integrated, dynamic assessment and decision-making environment.



IBM Child Welfare Legal module

This module facilitates the initiation of court-required legal documents and management of legal actions, enables the attachment of court documents as case artifacts, records court orders and provides case documentation concerning the child's custody, placement, and recommended services. It also tracks legal actions related to the child and parents, such as the child's legal status and administrative findings, and facilitates the preparation of court documents, including petitions, letters and approvals.



IBM Child Welfare Resource Management module

As with the other modules, Resource Management provides a dashboard with information pods specifically for the user. The dashboard for resource managers includes wait list entries, pending home studies, open inquiries, reservations and investigations awaiting approval. In addition, it enables maintenance of information for each provider, including services, credentials, relationships, incidents, investigations and service inquiries.

IBM Child Welfare Intake

Most government social program organizations, including child welfare organizations, have an intake process to establish an individual or family as potentially eligible for services or benefits. Child welfare intake is unique in that it's rarely, if ever, voluntary, unlike an application for food stamps or a disability benefit. When a child or family becomes known to a child welfare organization, it's usually because a report of suspected child maltreatment has been made. But child welfare organizations still face many of the same challenges as other program areas when it comes to intake. A siloed approach to intake may require repeated collection of the same information as a case transitions from a hotline report to investigation to referral for services, and on to foster care and adoption.

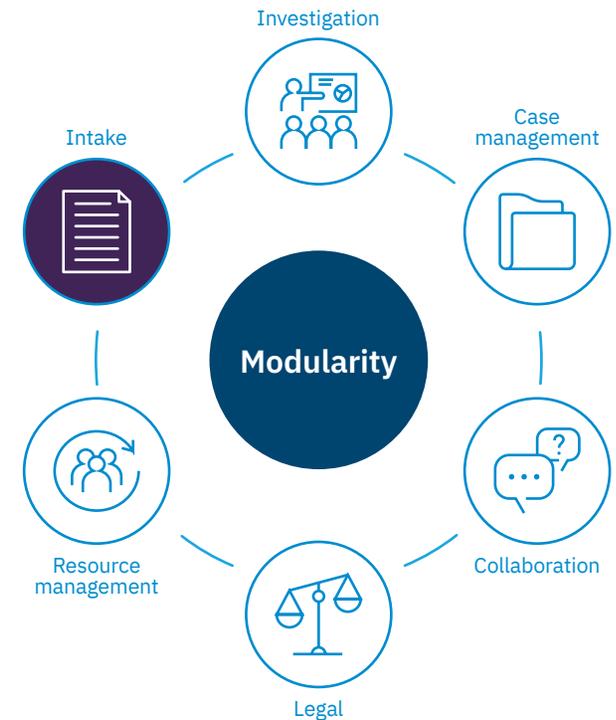
Child Welfare Intake intends to meet two goals. First, it aims to provide workers a means to complete the intake process in a cohesive and usable manner. Within child welfare, the intake process comprises gathering the information necessary to judge whether a

report of alleged abuse or neglect should be accepted for investigation. Second, the solution helps caseworkers ensure the safety and well-being of children reported as maltreated. This effort includes providing investigators with the information and tools they need to conduct a thorough and timely investigation. It also entails supporting caseworkers who might need to refer a child or family for services or benefits ranging from food and nutrition to counseling, mental health services, or child care.

Child Welfare Intake provides functionality to support the intake process, including triage, screening, application and referrals. In addition, the module offers functions that are specific to protection-based programs. This functionality supports investigations and helps ensure that the client is safe and not at risk of further abuse or neglect.

These additional intake processes can include:

- Allegation management
- Safety, risk assessment and planning
- Legal proceedings
- Investigation management



IBM Child Welfare Intake

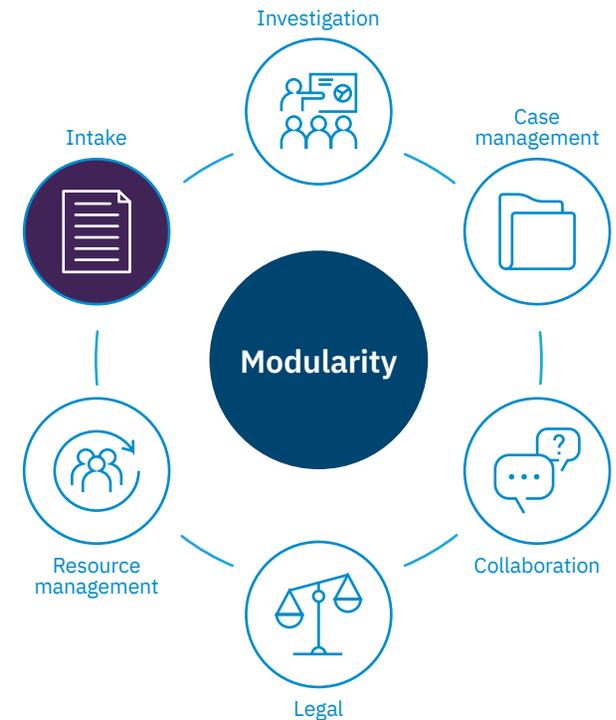
The IBM Child Welfare Intake module supports the creation of intakes for Child Protective Services, Family Services, Interjurisdictional, or Information and Referral intakes. The module allows for the capture of intake participants, intake narratives, and prior history checks, which help provide workers with additional insights into family situations. It also supports the documentation of interactions through full-function contact logs. Agencies may use a combination of policy, best practices, and reliable assessment tools to assist the intake worker in making recommendations regarding an intake.

Agencies also have the option of choosing Children's Research Center (CRC) Structured Decision Making (SDM) components to implement as part of their child welfare case management solution. The integration of CRC's research-based and structured assessments, combined with the capabilities of the IBM Watson Health solution for child welfare, helps support more reliable, valid and equitable caseworker decision-making.

The SDM processes in the intake phase include:

- SDM screening assessment: helps workers determine whether child abuse and neglect referrals, intakes, meet criteria for investigation
- SDM response priority assessment: helps workers use information captured at intake to determine how quickly an investigation must be initiated, if warranted, based on criteria related to the alleged victim and type of allegation

The intake worker can submit the intake with a recommendation to screen in or screen out the intake. The module includes built-in supervisor workflow to support the review of submitted intakes and enables documentation of interactions through full-function contact logs.



IBM Child Welfare Investigation

An investigation is an inquiry into circumstances surrounding an allegation. Social programs can receive thousands of reported allegations each year that must be investigated. Many allegations are related to benefit fraud, but in the case of child welfare organizations, the allegations are typically a report to a child protective hotline. These allegations of child abuse or neglect can come from several sources: members of the public, family members or professionals, such as doctors, teachers or therapists who are mandated by law to report suspected incidents of maltreatment.

Child welfare organizations work cooperatively with other agencies, such as law enforcement, to assess and investigate reports of child maltreatment. The organization can offer services to safeguard the child during the investigation process. Child welfare investigators are required to conduct face-to-face interviews with alleged victims of child abuse and neglect, and are also required to obtain information from other sources. The organization must act quickly on high-priority situations and have investigators travel to various locations to fulfill contact requirements. Investigators are required to confirm identities and capture narrative information accurately and quickly. Agency personnel assess child safety, develop a safety plan when appropriate, and assess future risk of harm to the child. Based on their interactions and local policy,

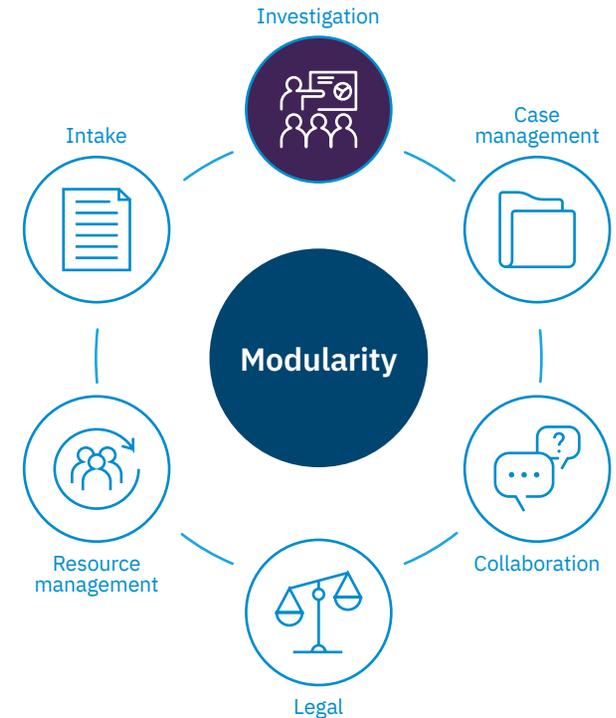
investigators identify services for the child and family. The investigator must also dispose of allegations and, at times, remove the child from the home if the child is in an unsafe situation.

The IBM Child Welfare Investigation module provides functions to support the following investigation processes:

- Create referrals as needed
- Assess situation to determine safety and risk
- Check for prior history
- Enable documentation of interactions with full-function contact logs
- Determine if allegations are substantiated, inconclusive or unfounded
- Generate reports as dictated by policy
- Use best-practice methodologies in an integrated manner

Investigators need access to their case files while meeting with children and families in the field. The Investigation module provides tablet support for the child welfare business processes, including investigations.

The goal of a child protective investigation is, first and foremost, to assess the safety of the child. To determine the child's safety, the investigator needs access to all existing information on the child and family. These details include information collected during intake and prior history the child or family



might have with the organization. The Child Welfare Investigation module enables the investigator to access this information, and support contacts with case participants, such as adults in the home, doctors and teachers, collect evidence, and determine risk factors related to future harm to the child. The module supports identification of the appropriate response based on the needs of the child and family, which includes services, diversionary activities, ongoing case management and removal of the child from the home.

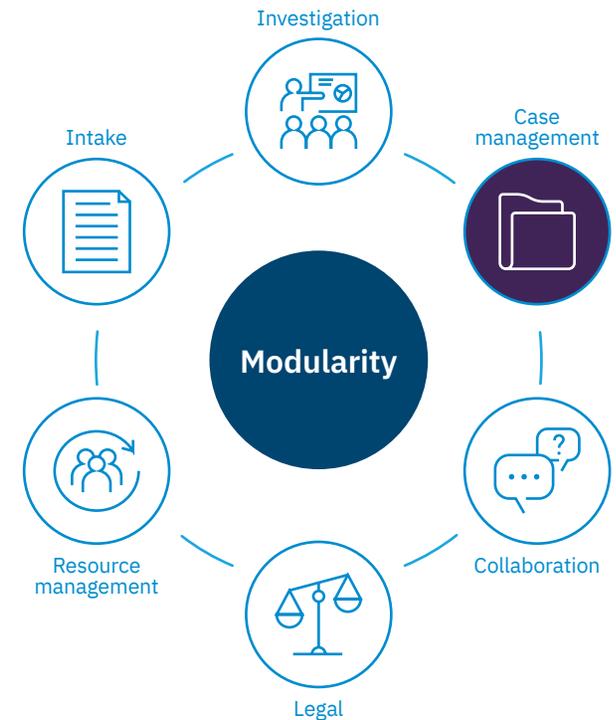
IBM Child Welfare Case Management

Case management enables the caseworker to manage operational and logistic case activities, such as contacts with clients and providers, legal activities and placement management. An important aspect of the caseworker's responsibilities includes ongoing and regular communication with the child and family. Caseworkers might work collaboratively with multidisciplinary teams to assess the needs of the child and family and provide services in a coordinated and well-planned manner. Caseworkers are often required to report case planning activities and progress to legal authorities.

The IBM Child Welfare Case Management module provides a set of tools needed to support responsibilities associated with child welfare services. The module supports home pages that can be tailored to specific caseworker roles, such as an intake worker, investigator or supervisor. It captures contact logs or case notes, enabling caseworkers to document actions they have taken, individuals

they have spoken to, conclusions they have reached and the basis for those conclusions. The contact log also gives caseworkers the ability to capture details of events, interviews or meetings in a timely fashion so that the descriptions of those events are not influenced by later events. For example, the caseworker's description of a child could be influenced by a future parent interview.

It's not unusual for a child or family to have an extensive prior history with a child welfare organization. There could be multiple past incidents for a child, sibling or parent. Caseworkers often work under tight timeframes and need quick summary information of a current allegation. Or, an investigator or caseworker might need a brief thumbnail sketch of a person's prior history with the agency. The Case Management module provides a citizen context viewer of a case participant that can provide the needed case summary and prior history.



IBM Child Welfare Case Management

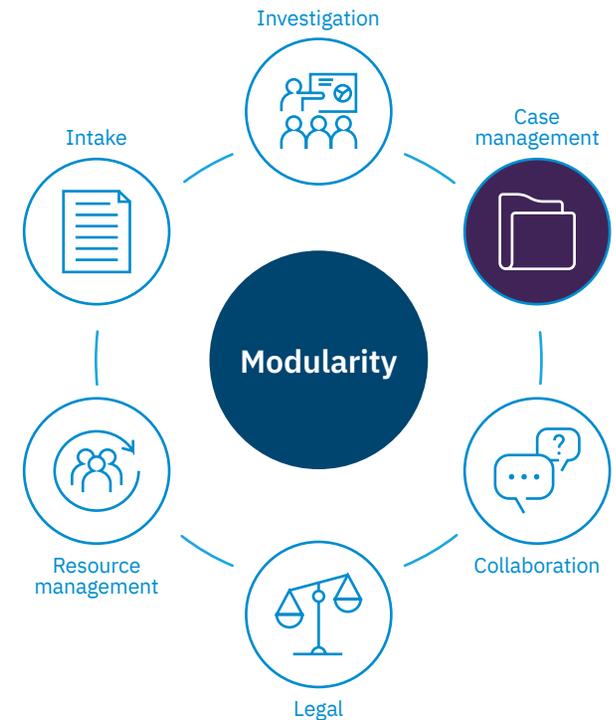
In the United States, Title IV-E of the Social Security Act establishes the rules and conditions that states must meet to claim federal reimbursement for the costs they incur when placing children in foster homes or other out-of-home facilities. The IV-E component of the module includes a sample rule set and evidence to illustrate how Title IV-E Eligibility can be determined. The sample rules execute against the evidence, including the age of the child, deprivation, and citizenship status, along with home removal information, to determine a child's IV-E eligibility.

If a child is Title IV-E eligible and placed with a licensed provider, part of a state's costs for a child's out-of-home placement is eligible for federal reimbursement. Programs can include Foster Care Maintenance and Adoption Assistance payments for eligible children in temporary or permanent custody of a Title IV-E provider who meets IV-E criteria, such as a foster home.

The Child Welfare Case Management module gives child welfare caseworkers and investigators the tools they need to develop prevention and remediation strategies that help protect children and facilitate permanency. It supports a multidisciplinary approach to care because caseworkers can use it to locate and coordinate the delivery of services across programmatic or organizational boundaries.

The module offers the following capabilities:

- Support for removals, placements and reunifications
- Creation of contact logs to capture interactions with case participants
- Storage for case attachments
- Maintenance of case participant information
- Compatibility with the Title IV-E program

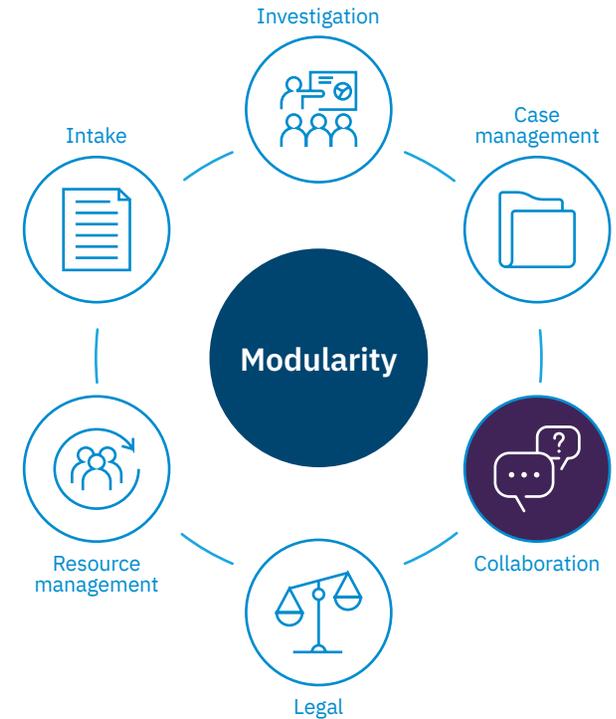


IBM Child Welfare Collaboration

Child welfare services are typically delivered through government agencies in partnership with other government departments and non-government voluntary and community organizations. These organizations can include law enforcement, family court, healthcare, schools, substance abuse programs, mental health organizations, programs for people with developmental disabilities and housing programs. Services can include assessments, counseling, therapy, training, foster placements, and various benefits and support services related to employment, housing and nutrition.

The multidisciplinary team, which is made up of many of the representatives from the involved organizations, collaborate with family members to identify support and coordinate the delivery of services. The approach facilitates integrated service delivery and team-based decision-making, and helps avoid duplication and incorrect delivery of services. Family involvement in the decision-making process supports child-focused and family-centered practice.

By including representatives from a wide range of perspectives, the multidisciplinary teams are better equipped to respond to the needs of children and their families in a comprehensive way. Each team collectively identifies the family issues that contribute to safety risks and unsafe environments. The team also discusses and documents the needs of each family member by sharing assessment information. Team members can provide their own set of skills and background to assess risk and safety issues. Through the combined efforts of the multidisciplinary team members, child welfare agencies can identify suitable programs to help address the needs of the child with the intention of preventing further harmful events.



IBM Child Welfare Collaboration

The Child Welfare Collaboration module is designed to support multidisciplinary teams whose work spans multiple systems and organizations. It facilitates collaboration between key stakeholders for effective team-based planning and decision-making, and promotes the coordination of services across organizations.

The solution offers capabilities designed to:

- Provide a series of role-based portals and workspaces for stakeholders so that they can access the information they need and perform necessary tasks
- Enable teams of internal and external professionals and other stakeholders to view and act on case and citizen information while maintaining citizen privacy
- Enable team members to collaborate and communicate about the creation, maintenance and status of outcome plans, team interactions and client progress
- Provide teams with relevant information about existing cases, benefits and services from multiple organizations and programs

These capabilities can help professionals quickly identify and resolve challenges with difficult cases, identify service gaps, and prevent breakdowns in the coordination and communication between agencies and individuals.

With the IBM Watson Health solution for child welfare, multidisciplinary teams can coordinate services across multiple program areas and drive better outcomes for their clients. As a result, professionals can meet organizational goals and adhere to governance models. Professionals can make decisions and act on information and insights that are experience-based and data-driven, thereby reducing unnecessary services, increasing program efficacy and driving better outcomes for individuals, families and society.



IBM Child Welfare Legal

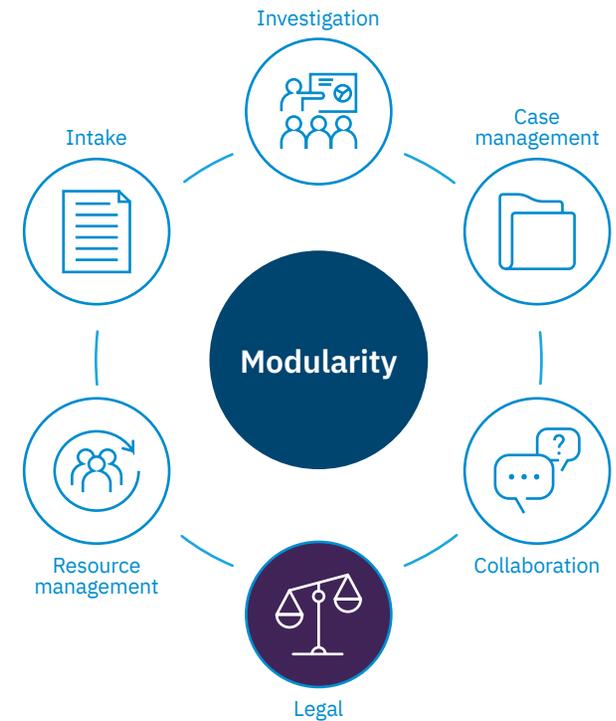
Child Welfare case workers work closely with legal authorities, including councils, magistrates and courts, and frequently need to capture the legal actions taken during a child protective investigation. Legal actions are used to manage directives, actions or other activities concerning investigation participants that are conducted by a legal authority. Examples of directives and actions include hearings, petitions and orders. For example, a court might order a participant with a history of violence to stay away from the family home. Alternatively, the agency might prepare a petition for a court to detain a participant who has committed an offense. Legal actions can result from another legal action, decision or any other reason that's deemed appropriate by the agency. For example, a legal action, such as a temporary custody petition, might result in a temporary custody hearing because of the petition.

The legal authority might determine a legal status for participants of the case. The name of a specific legal status can vary according to local legislation and policy, and may be configured to meet the requirements of the local agency.

Examples of legal status can include:

- Temporary protective custody
- Crown ward
- Permanent custody
- Under care
- Single voluntary agreement
- Temporary substitute care
- Termination of parental rights

It's critically important for the child welfare organization to establish and maintain a cooperative relationship with the legal authorities to help safeguard the well-being of children. Agencies must achieve accurate exchanges of communication and information with the legal authorities.



IBM Child Welfare Legal

The IBM Child Welfare Legal module supports the documentation of legal action, such as a petition, hearing or order, and the participants involved, including children and their family, if applicable. It manages key content, such as petition number, court location, judge and respondent. In addition, it facilitates the full hearing processes and the recording of relevant hearing information, including docket number, court location, magistrate and outcome. The module also provides the ability to document the results of a legal hearing, which is often a direct order from a legal authority. Key legal order details, managed within the solution, are based on the type of program involved, such as conditions for return to the home or adoption

order specifics. Both the transcription and the recorded hearing can be attached to the appeals case. Once an appeals decision is rendered, customized notices can be sent to all parties. Customizable notices are available for communicating legal and appeals decisions.

The Child Welfare Legal module supports processes and sub-processes for registration, tracking and managing appellants, witnesses, representatives, interpreters, employers and other participants in the appeals and legal actions processes. It can help manage payments that are consistent with due process while an appeal is in process.



IBM Child Welfare Resource Management

Depending on the jurisdiction, child welfare services might be provided through a large government entity, such as a state or provincial department of Children and Family Services; a local authority or government entity, such as Local Safeguarding Children's Board or County Social Services; a non-governmental agency, such as Children's Aid Society; or an indigenous agency. These organizations might conduct a child protective investigation, provide foster care service and deliver adoption services. To accomplish their work, they identify, license and maintain a source of service providers or caregivers.

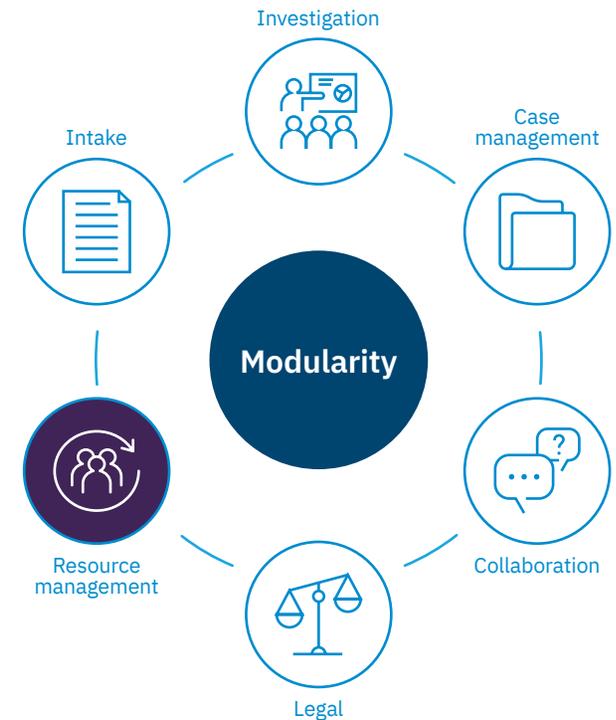
If placement is needed, the caseworker or investigator identifies the least restrictive placement setting for a child or children. These placement resources might include neighbors, relatives or close friends. Typically, these resources—in contrast to a traditional licensed foster home or congregate care facility—are not known to the agency and, therefore, require validation, such as security screening, prior to placement approval.

Decisions about where to place a child in out-of-home care can be made by considering several factors, including:

- Child's existing support network, such as school, relatives or friends
- Child's strengths and needs
- Skills of the available caretakers or facilities
- Child's prospects for permanency with family placements

Whether the placement is in a licensed foster home or with a relative, the goal for the child welfare agency is to minimize the duration and number of placements for a child by considering the factors just listed, plus others, to promote stability. A caseworker might request a specific placement to accommodate a child's special needs or characteristics.

The Child Welfare Resource Management module is designed to support the complete resource management lifecycle. It provides a common repository of information, enhanced caseworker access to services, a configurable set of reusable business services and provider self-service access. As a result, organizations can manage resources holistically, resulting in improved service delivery, enhanced efficiency and sustainable outcomes for the children and families they serve.



The module supports:

- Management of physical capacity, designated capacity and vacancies at providers
- Capture of key resource attributes, such as allowable gender and age groups
- Modification of placements to meet the specific needs of a child or children
- Emergency and out-of-use placements
- Optimal matches of children to placements, resources and providers

Modular, citizen-centric and outcome focused

The IBM Watson Health solution for child welfare revolutionizes service delivery. This comprehensive solution has been deployed globally and in production since 2010. It incorporates an extensive set of leading practices, business processes and service delivery models. It offers domain-specific business and technology components that are built on a modular architecture, providing deep functionality and fast, flexible deployment capabilities—on premises or privately hosted—without tying an organization to a specific systems integration partner or technology. And it can scale from a single-agency program to multi-program or multi-agency initiatives.

The modular solution is in full alignment with CCWIS themes of right-size systems, program and system interoperability, data quality, and reducing costs of development and maintenance. It provides a path forward to modernization with faster results and delivery.

The IBM Watson Health solution for child welfare incorporates a full health and human services-specific business data model that makes future additions of modules or functions faster and less expensive. Pre-existing adapters give organizations the ability to use and reuse existing assets.

The application helps reduce the time, risk and cost associated with custom development projects. By using the IBM solution, child welfare organizations have been making the transition from a traditional, program-driven approach to a citizen-centric, outcome-based approach. With the option of purchasing the child welfare solution as either individual modules or in the traditional manner with full functions, child welfare organizations can purchase what they need, when they need it.

Agile deployment of child welfare solutions

Recently, there's been a shift away from traditional software implementation models, like waterfall, verification and validation (v-shape), big bang, and spiral. A significant proportion of ongoing government projects worldwide are using agile techniques. Agile is an iterative software development lifecycle (SDLC) characterized by the division of tasks into short phases of work and frequent reassessment and adaptation of plans. It replaces high-level design with frequent redesign to meet the end user's evolving requirements. Agile provides value with increased visibility and adaptability. IBM's agile delivery approach combines the IBM Design Thinking and Scrum development framework to achieve agile delivery.

With successful deployments of social program and child welfare projects using agile techniques, IBM has a solid track record of agile implementations.

About IBM Watson Health

Worldwide, health and human services systems are facing economic unsustainability and other serious challenges that threaten their efficacy. Existing systems of care, wellness and support must come together with technology, data and expertise to help people live healthier and more productive lives. An opportunity exists to address this need.

By utilizing a vast amount of untapped data from various sources, including clinical, genomic, behavioral and social factors,

it's possible to help users unlock insights for a holistic view of an individual. With advanced analytics, this data can help drive more informed decisions. To achieve optimal outcomes at the point of impact, cognitive systems help create new knowledge ecosystems that unlock the full potential of data.

IBM Watson Health™ is working to enhance, scale and accelerate expertise across the domains of health and human services,

and facilitate collaboration throughout the community of care. Watson Health helps bring together individuals and organizations to provide access to tools and information that can help everyone lead healthier and more productive lives.

For more information

For additional information on the IBM Watson Health Solution for child welfare go to ibm.com/childwelfare.



Footnotes

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6. IBM, <http://www-935.ibm.com/services/c-suite/think-leaders/new-vocabulary-cognitive-computing.html?lnk=ushpv18ce3l>.
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