



Stage 1 Business Analysis

California Department of Technology, SIMM 19A.3 (Ver. 3.0.9, 02/01/2022)

1.1 General Information

1. **Agency or State entity Name:** 7350 - Industrial Relations, Department of

If Agency/State entity is not in the list, enter here with the [organization code](#).

[Click or tap here to enter text.](#)

2. **Proposal Name and Acronym:** EAMS Modernization

3. **Proposal Description: (Provide a brief description of your proposal in 500 characters or less.)**

The Department of Industrial Relations (DIR), Division of Workers' Compensation (DWC), seeks to modernize its current case management system, EAMS (Electronic Adjudication Management System), by targeting innovative technology solutions that will bring value to the organization's court case adjudication management and claims benefit administration functions, by providing increased system capabilities and streamlined functionality, high adaptability, improved accessibility, and cost effective maintenance and operations.

4. **Proposed Project Execution Start Date:** 4/21/2025

5. **S1BA Version Number:** Version 2

1.2 Submittal Information

1. Contact Information

Contact Name: Benjamin Bonte

Contact Email:

Contact Phone:

2. **Submission Type:** Updated Submission (Post-Approval)

If Withdraw, select Reason: [Choose an item.](#)

If Other, specify reason here: [Click or tap here to enter text.](#)

Sections Changed, if this is a Submission Update: (List all sections changed.)

Updates were made to sections 1.3, 1.5, 1.6, and 1.7.

Summary of Changes: (Summarize updates made.)

CDT approved the original S1BA for the EAMS Modernization project on 7/31/2019-Project number 7350-093. The EAMS Modernization effort was later separated into two projects, Court and Claims. The revised S1BA and S2AA for Court was approved on 1/10/2023 (#7350-093) and the revised S1BA and S2AA for Claims was approved on 1/10/2023 (#7350-096).

DIR EAMS executive project team has since decided to manage the EAMS Modernization effort as one project instead of two separate projects. Because the modernization of these business processes is now moving on the same timeline, it no longer makes sense to manage them as separate efforts and would be more efficient use of state resources to manage as a single project.

The above sections were updated to reflect the current project approach and resource information.

3. Attach [Project Approval Executive Transmittal](#) to your email submission.
4. Attach [Stage 1 Project Reportability Assessment](#) to your email submission.

1.3 Business Sponsorship

1. Executive Champion (Sponsor)

Title: Administrative Director

Name: [George Parisotto](#)

Business Program Area: [DWC](#)

Title: [Chief Judge](#)

Name: [Paige Levy](#)

Business Program Area: [DWC](#)

2. Business Owner

Title: [Associate Chief Judge](#)

Name: [Mark Fudem](#)

Business Program Area: [DWC](#)

Title: [EAMS Unit Manager](#)

Name: [Lori Clanton](#)

Business Program Area: [DWC](#)

Title: [Chief, Medical Services Administration](#)

Name: [Melissa Hicks](#)

Business Program Area: [DWC](#)

Title: Chief, Programmatic Services

Name: [Denise Vargas](#)

Business Program Area: [DWC](#)

3. Product Owner

Title: [Business Systems Manager](#)

Name: [Lucas Brown](#)

Business Program Area: [DWC](#)

TIP: Copy and paste or click the + button in the lower right corner on any section to add additional Executive Champions, Business Owners, or Product Owners with their related Business Program Areas as needed.

1.4 Stakeholder Assessment

The Stakeholder Assessment is designed to give the project team an overview of communication channels that the state entity needs to manage throughout the project. More stakeholders may result in increased complexity to a project.

1. Indicate which of the following are interested in this proposal and/or the outcome of the project. (Select 'Yes' or 'No' for each.)

State Entity Only: [Yes](#)

Other Departments/State Entities: [No](#)

Public: [Yes](#)

Federal Entities: [No](#)

Governor's Office: [No](#)

Legislature: [No](#)

Media: [No](#)

Local Entities: [No](#)

Special Interest Groups: [Yes](#)

Other: [Choose Yes or No.](#)

2. Describe how each group marked 'Yes' will be involved in the planning process.

State Entity: DIR/DWC—DWC staff are the current users of the EAMS system. Designated internal users may participate in requirements gathering, requirements validation and user acceptance testing.

State Entity: DIR/Office of Information Services Staff currently maintain the existing EAMS system. They may participate in technical analysis and feasibility of alternatives, provide technical requirements, and input on infrastructure and database needs. They will also be administrators of the new technology and will be relied upon for system configuration changes, necessary development, unit testing, QA and other maintenance activities.

Public: EAMS external users. They may include Employers, Employer’s Representatives, Claims Representatives, Defense Attorneys, Applicant’s Attorneys, Injured Workers, Lien Claimants, Lien Claimant Representatives, Third Party Filers and Software Vendors. They are current users of the system and may participate in requirements gathering and user acceptance testing of certain functions.

Special interest groups include software vendors that have created products that interact with EAMS to perform various activities for their clients. Their products may be affected by any changes implemented to the current case management system.

1.5 Business Program

Business Program Name: Department of Industrial Relations, Division of Workers’ Compensation.

Program Background and Context: (Provide a brief overview of the entity’s business program(s) current operations.)

The DWC regulates the administration of workers' compensation claims and provides administrative and judicial services to assist in resolving disputes that arise in connection with claims for workers' compensation benefits. California workers' compensation is a no-fault system, a trade-off between employees and employers. Employees promptly receive the statutory workers' compensation benefits for on-the-job injuries, and in return, the workers' compensation benefits are the exclusive remedy for injured employees against their employer.

The court case management and claims benefit administration management functions are currently in EAMS, which now supports over 8 million cases. The system is used primarily to manage the adjudication of benefit related issues, including the scheduling of hearings to review the issues brought before the DWC, and as a document intake/repository for case related court documents. EAMS is also used as a case management tool for the cases that fall under the jurisdiction of the Uninsured Employer Benefit Trust Fund and Subsequent Injury Benefit Trust Fund Units (UEBTF and SIBTF). The Qualified Medical Examiner (QME) system is an integral part of the overall adjudication process. Both non-represented injured workers and represented injured workers utilize this important process to assess their disability claims and determine how much they are entitled to in workers' compensation benefits.

EAMS is currently made up of three integrated systems: Cúram (Case Management), FileNet (Document Repository) and Cognos (Reporting Tool). EAMS is licensed for 6,300 total users: 1,300

internal users and 5,000 external users. The internal business users of EAMS are staff of the Adjudication Unit, Disability Evaluation Unit, UEBTF and SIBTF Units, Retraining and Return to Work Unit, the Special Adjudication Unit, Workers' Compensation Appeals Board, Audit Unit, Medical Unit, DWC and DIR's Legal Units, and the Return-to-Work Supplemental Program.

The external users of EAMS are employers, employer's representatives, claims representatives, defense attorneys, applicant's attorneys, injured workers, lien claimants, lien claimant representatives, third party filers, and software vendors. These external parties to a case log into EAMS to file documents, view filed documents, request hearings and view more extensive case information. The public may utilize the public information search tool on the website to look up more general case information. A significant part of the community interaction with EAMS is done through DWC's e-forms system. DWC has forms online, through EAMS, which the parties prepare and upload. These forms are essential and are used throughout the life of a workers' compensation case. These forms have been out of support for over 5 years and are potentially at risk of becoming non-functioning soon if not upgraded.

TIP: Copy and paste or click the + button in the lower right corner to add Business Programs, with background and context and impact descriptions as needed.

1.6 Project Justification

1. Strategic Business Alignment

Enterprise Architect

Title: OIS Assistant Chief Information Officer

Name: Suman Biswas

Strategic Plan Last Updated? 1/4/2021

Strategic Business Goal: This project aligns with DIR Strategic Goal #3--Continue improving access and efficiency of services. This goal is further detailed out to include expanding online services for employers and workers to minimize administrative burden, improve access to services, streamline online tools, and increase compliance.

Alignment: This project will require DIR to examine internal capabilities and identify opportunities for improvement for both internal and external EAMS users. This project will target a feasible technology solution that will increase the efficiency of business operations through increased functions and targeted workflows, improve methods by which the system can be accessed by users, and allow for faster system changes to comply with regulatory changes.

TIP: Copy and paste or click the + button in the lower right corner to add Strategic Business Goals and Alignments as needed.

Mandate(s): [None](#)

Bill Number/Code, if applicable: [Click or tap here to enter text.](#)

Add the Bill language that includes system-relevant requirements:

[Click or tap here to enter text.](#)

TIP: Copy and paste or click the + button in the lower right corner to add Bill Numbers/Codes and relevant language as needed.

2. Business Driver(s)

Financial Benefit: [Yes](#)

Increased Revenue: [No](#)

Cost Savings: [No](#)

Cost Avoidance: [Yes](#)

Cost Recovery: [No](#)

Will the state incur a financial penalty or sanction if this proposal is not implemented? [No](#)

If the answer to the above question is "Yes," please explain:

[Click or tap here to enter text.](#)

Improvement

Better Services to the People of California: [Yes](#)

Efficiencies to Program Operations: [Yes](#)

Improved Equity, Diversity, and/or Inclusivity: [No](#)

Improved Health and/or Human Safety: [Yes](#)

Improved Information Security: [No](#)

Improved Business Continuity: [No](#)

Improved Technology Recovery: [Yes](#)

Technology Refresh: [Yes](#)

Technology End of Life: [No](#)

1.7 Business Outcomes Desired

Executive Summary of the Business Problem or Opportunity:

How was the problem or opportunity identified (e.g., log/report deficiencies, backorders, assessment of penalties, excessive overtime costs, statutes or legislation)?

EAMS serves as DWC's court case management system. Through user feedback, ongoing cost analysis, consultative review, and maintenance and operations analysis, DWC's business and technical teams, have determined that EAMS is nearing the end of its usefulness as a functional tool for the state's evolving workers' compensation system and must be replaced.

What created the problem?

The problem is that DWC continues to operate in a system that has proven to not be a good fit for workers' compensation court and case management.

EAMS was planned in 2003, built in 2006-/2007 and went live in August 2008. The prime vendor integrator, Deloitte, used a patchwork approach for the system: Cúram case management, FileNet document repository and Cognos reporting software. The Cúram software was designed for an Irish social welfare system. Although DWC has been able to use some of the available Cúram functions, many processes are unique to the workers' compensation field. Therefore, a large share of EAMS had to be significantly customized to accommodate DWC's evolving needs. Modifications to the software make maintenance and upgrades expensive and difficult to maintain. There are also limitations to what can be accomplished within Cúram. This creates inefficient workflows, which sometimes results in manual workarounds.

What is the magnitude of the problem or opportunity?

Fifteen years have elapsed since the deployment of EAMS and although the system is functioning, EAMS lacks some basic capabilities. For example, the business processes noted below are unavailable in the current system but remain part of the adjudication business process needs. This creates additional burdens on the entire staff to perform these tasks manually.

The following are examples of issues that impact all business units using EAMS:

1. Lack of ability to Mass Re-assign Court Cases - When an EAMS internal user is no longer working on cases or is no longer with the department, their workload must be re-assigned. On average 3,000 to 5,000 cases are assigned to a user. The EAMS system requires manual single case reassignment to a new user. In 2018, there were 18 EAMS user accounts that were disabled or removed just from the ADJ and DEU units, which required a re-assignment of over 58,000 cases, one at a time. DIR DWC Business Units Impacted: ADJ, DEU, UEBTF, SIBTF, and RSU.

2. Unable to merge Court Cases - Duplicate cases exist, and business process indicates they should be merged with all the supporting case information, but the EAMS is unable to complete this task. EAMS lacks the requirements and validations to identify and manage duplicate cases. DIR DWC Business Units Impacted: ADJ, DEU, UEBTF SIBTF, and RSU.

3. Manager unable to view or manage subordinate staff workload - 2nd and 3rd level supervisors

should be able to drill down to the 1st level supervisors as well as the staff under these 1st level supervisors. The lack of management's ability to view and manage the workload of 2nd and 3rd level subordinates results in delays in accessing and responding to needs for shifting workloads due to resources, and to remain in compliance with mandated deadlines. DIR DWC Business Units Impacted: ADJ, DEU, RSU, UEBTF, and SIBTF.

4. Minimal Built In System Report Creation Tools - The current configuration of Cúram does not allow for efficient report creation by business users. This is an important need for management oversight, decision making, and data analysis purposes. DIR DWC Business Units Impacted: ADJ, DEU, UEBTF, SIBTF, RSU and SAU.

5. Poor Navigation - There is limited/no ability to take direct navigational action on business process tasks within the EAMS User Interface (UI). Users are forced to move through many unnecessary screens, to complete their process tasks. DIR DWC Business Units Impacted: ADJ, DEU, RSU, UEBTF, and SIBTF.

6. Inability to connect directly to external resources - EAMS users would like to connect to the following resources directly within the application:

- LexisNexis
- Notice of Hearing Look-up information
- WCIRB Insurance Coverage Look-up
- USPS Address Look-up tool
- DWC website for UAN and zip code look-up tools
- WCIS: Workers' Compensation Information System

DIR DWC Business Units Impacted: ADJ, DEU, RSU, UEBTF, and SIBTF.

7. Issues related to ADJ business unit:

- Companion Court Cases - A companion case is defined as cases that share a common factor. A common factor can be: the same injured worker; the same date of injury (involving multiple injured workers injured in the same accident, with an identical mechanism of injury); the same employer, insurance company, or lien claimant but with different injured workers. Judges and their staff do not have the ability to identify companion cases based on the listed common factors, which can slow down the adjudication process by requiring duplicative actions on each companion case. For example, there is no current functionality to enter a decision or other action and have it apply to multiple cases. DWC staff must enter the same information on each separate case.
- Schedule Future Hearings - Currently EAMS is only able to schedule one hearing at a time for a particular case. Cúram does not allow a user to schedule a trial on a case until the settlement conference is complete. Business needs the ability to schedule future multiple hearings for a single case.

8. Lastly, DWC is unable to respond quickly to changing business needs because current technology is unable to adapt.

For example:

- 1) Recent legislation has allowed courts to require mandatory e-filing. This is something that the division would like to move towards as an effort to reduce paper waste, reduce staffing demands, and to increase efficiency as well as ease of use for all participants in the workers' compensation system. The current system does not have the capability to support mandatory e-filing workflows and e-signatures which will likely be mandated effective in January 2025.
- 2) In 2017, the Legislature implemented certain fraud fighting measures that require DWC to make sure that certain data is captured, and reports be issued to allow for personnel to evaluate that data. Currently, EAMS has very limited ability to obtain this data. For example, the system is not able to capture SAU hearing resolutions for suspended providers' liens. Improved and more configurable technology would allow the division to fulfill its mandate to address workers' compensation fraud more effectively and efficiently.

How do the business drivers selected above relate to the business problem or opportunity?

Cost Avoidance:

There have been vast improvements in technology since EAMS went live in 2008. It is important to look into alternatives that promise to be more cost effective in regard to licensing, hardware, storage space, operations and maintenance. Software that is easy to configure will also reduce the reliance on the need of complex system coding, which can be expensive to implement and maintain each time we upgrade or deploy something new.

Efficiencies to program operations/Better service to citizens:

A modern case management system would improve internal and external user experience by providing tools and capabilities that accurately address their needs. It would also have the capability to expand accessibility by enabling mobile access.

Why is this proposal important to consider at this time?

It has become clear that EAMS is very challenging to work with. It lacks functionality to accommodate key business needs. In addition, absence of an easily configurable system makes it difficult for DWC to implement needed future changes in an acceptable timeframe. In the last 10 years, there have been improvements in technology and an increase in court case management software alternatives. A modern solution will allow the department to:

- 1) Improve internal and external user experiences by providing tools and capabilities that sufficiently address needs for court case management and claims benefit administration.
- 2) Utilize staff time more efficiently by streamlining system navigation and task execution.
- 3) Implement needed system changes in shorter timeframe; especially those relating to regulatory mandates.
- 4) Minimize the need for customized coding for system modification, which is difficult and expensive to maintain and complicates any system upgrades.

Are there any security and/or privacy issues (e.g., confidentiality, integrity, and availability) that should

be considered?

This proposal introduces no new privacy issues. All access remains secure and unchanged from the current process.

Objective ID:CRT-1

Objective: Reduce application maintenance costs—per user license costs, data storage and hardware.

Metric: Comparative cost of software licenses, data storage and hardware.

Baseline: See current operations costs in S2AA

Target Result: Target will be established after S3SD is completed.

Objective ID:CRT-2

Objective: Reduce the amount of system navigation steps and time needed to complete business functions and workflows.

Metric: Reduction of user clicks or steps in navigation path for system task completion.

Baseline: Users must click through multiple, unneeded screens to reach the desired task/screen. 1) Companion case decision posting= Additional 8 clicks per companion case. 2) Enter lien disposition and Order= 9 clicks. 3) Communication creation = 9 clicks.

Target Result: Reduction of user clicks in navigation path for system task completion.

Objective ID:CRT-3

Objective: Allow authorized users to associate/disassociate related cases to enable better case management.

Metric: The ability to link companion cases based on defined criteria and business rules.

Baseline: This functionality does not currently exist.

Target Result: Ability to link companion cases as needed and view the linked cases in a central area.

Objective ID:CRT-4

Objective: Reduce the creation of duplicate entries created by implementing front-end editing and data validation.

Metric: # of duplicate cases created.

Baseline: Front end validations to identify possible duplicate cases does not exist at this time.

Target Result: Existence of front-end validation to identify and manage possible duplicate cases.

Objective ID:CRT-5

Objective: Reduce the time spend on case re-assignment. It currently takes 1 minute/31-40 keystrokes to complete a single case re-assignment.

Metric: # of hours spent by staff each month manually re-assigning cases.

Baseline: 92 hours/month state-wide

Target Result: 10 hours/month state-wide.

Objective ID:CRT-6

Objective: Allow management team to support and develop subordinate team.

Metric: 3rd, 2nd, and 1st level supervisors can view/manage their subordinate staff's workflow and workload activities.

Baseline: This functionality does not currently exist.

Target Result: 3rd, 2nd, and 1st level supervisors will have the ability to view/manage all subordinate staff workflow and activities.

Objective ID:CRT-7

Objective: Reduce the number of service requests for ad hoc reports. The current configuration of Cúram does not allow for easy report creation by business users. This is an important need for management oversight and data analysis purposes.

Metric: The number of requests to IT Staff for EAMS data.

Baseline: In 2021, there was total of 119 requests for EAMS related reports.

Target Result: Reduce the number of requests by 75%.

Objective ID:CLM-1

Objective: Reduce the amount of paper storage maintained.

Metric: Physical files present.

Baseline: Each claim maintains a paper file.

Target Result: Claim files are stored electronically in the system.

Objective ID:CLM-2

Objective: Increase efficiency by reducing the amount of redundant and/or manual steps to accomplish a task.

Metric: Automation of claims processes

Baseline: Outgoing communications templates are manually created, maintained and sent out, payment calculations are manual, approvals are performed manually.

Target Result: Communications to external parties are easily performed, payment calculations are enabled in the system, approval workflows are configured through business roles.

Objective ID:CLM-3

Objective: Increase efficiency by utilizing the claims system for cases assignment.

Metric: Number of case assignments performed manually.

Baseline: All cases are assigned manually.

Target Result: All cases are assigned automatically through business rules.

Objective ID:CLM-4

Objective: Increase benefit management efficiency.

Metric: Number of minutes to process a bill.

Baseline: It takes a Worker's Compensation Assistant, Management Services Technician, and Staff Services Analyst a total of 35 minutes to process one bill.

Target Result: Reduce processing time by 75%

TIP: Copy and paste or click the + button in the lower right corner to add Objectives as needed. Please number for reference.

TIP: Objectives should identify WHAT needs to be achieved or solved. Each objective should identify HOW the problem statement can be solved and must have a target result that is specific, measurable, attainable, realistic, and time-bound. Objective must cover the specific. Metric and Baseline must detail how the objective is measurable. Target Result needs to support the attainable, realistic, and time-bound requirements.

1.8 Project Management

1. Project Management Risk Score: 1.2

(Attach a completed [Statewide Information Management Manual \(SIMM\) Section 45 Appendix A Project Management Risk Assessment Template](#) to the email submission.)

2. Project Approval Lifecycle Completion and Project Execution Capacity Assessment

Does the proposal development or project execution anticipate sharing resources (state staff, vendors, consultants, or financial) with other priorities within the Agency/state entity (projects, PALs, or programmatic/technology workload)?

Answer: No

Does the Agency/state entity anticipate this proposal will result in the creation of new business processes or changes to existing business processes?

Answer (No, New, Existing, or Both): Both New and Existing Processes

1.9 Initial Complexity Assessment

1. Business Complexity Score: 1.6

(Attach a completed [SIMM Section 45 Appendix C](#) to the email submission.)

2. **Noncompliance Issues:** (Indicate if your current operations include noncompliance issues and provide a narrative explaining how the business process is noncompliant.)

Programmatic regulations: No

HIPAA/CIIS/FTI/PII/PCI: No

Security: No

ADA: No

Other: No

Not Applicable: Yes

Noncompliance Description:

n/a

3. Additional Assessment Criteria

If there is an existing Privacy Threshold Assessment/Privacy Information Assessment, include it as an attachment to your email submission.

How many locations and total users is the project anticipated to affect?

Number of locations: DIR offices in Anaheim, Bakersfield, Eureka, Fresno, Los Angeles, Long Beach, Marina Del Rey, Oakland, Oxnard, Pomona, Redding, Riverside, Sacramento, Salinas, Santa Barbara, San Bernardino, San Diego, San Francisco, San Jose, San Luis Obispo, Santa Rosa, Lodi, Santa Ana, Van Nuys.

Estimated Number of Transactions/Business Events (per cycle): ~185,000 new cases per year

Approximate number of internal end-users: 1,300

Approximate number of external end-users: 5,000 (current)

1.10 Funding

Planning

1. Does the Agency/state entity anticipate requesting additional resources through a budget action to **complete planning** through the project approval lifecycle framework? Yes

If Yes, when will a budget action be submitted to your Agency/DOF for planning dollars?

8/16/2021

2. Please provide the Funding Source(s) and dates funds for planning will be made available:

As a result of the BCP submitted on 8/16/21, funding for planning activities was made available on 7/1/2022.

Project Implementation Funding

1. Has the funding source(s) been identified for ***project implementation***? [Yes](#)

If known, please provide the Funding Source(s) and dates funds for implementation will be made available:

[BCP](#)

Will a budget action be submitted to your Agency/DOF? [Yes](#)

If "Yes" is selected, specify when this BCP will be submitted: 9/1/2022

2. Please provide a rough order of magnitude (ROM) estimate as to the total cost of the project:
[Greater than \\$100 Million](#)

End of agency/state entity document.

Please ensure ADA compliance before submitting this document to CDT.

When ready, submit Stage 1 and all attachments in an email to ProjectOversight@state.ca.gov.

Department of Technology Use Only

Original "New Submission" Date: [8/1/2024](#)

Form Received Date: [8/1/2024](#)

Form Accepted Date: [8/1/2024](#)

Form Status: [Completed](#)

Form Status Date: [8/1/2024](#)

Form Disposition: [Approved](#)

If Other, specify: [Click or tap here to enter text.](#)

Form Disposition Date: [Click or tap to enter a date.](#)

Department of Technology Project Number (0000-000): [7350-093](#)