

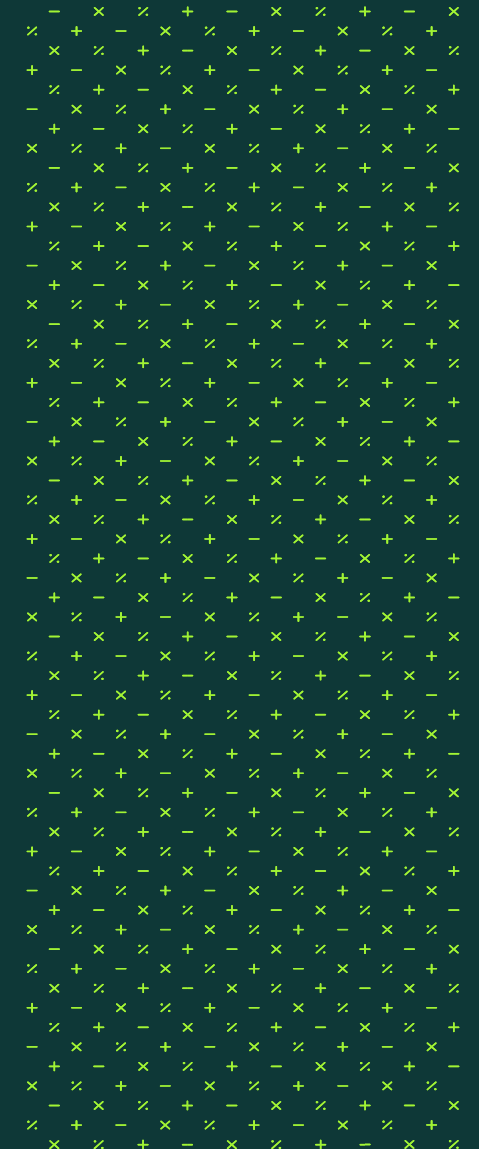


MOSSADAMS

# OPDC FINANCIAL CASE MANAGEMENT SYSTEM

## Current Conditions Report Themes

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A photograph of a person wearing a red hooded jacket and dark pants, standing in a dense forest of tall, thin evergreen trees. The person is seen from behind, looking up at the canopy. The forest floor is covered in moss and fallen leaves. The lighting is soft, suggesting a misty or overcast day.

# Project Purpose

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Oregon Public Defense Commission is implementing a new financial and case management system (FCMS) to replace the existing database. As part of our commitment to improving service delivery and meeting legislative requirements, it is important we replace our disparate, aging, internally built databases with a cloud-based, integrated, modern platform that will enhance your ability to submit invoices, manage cases, and track time. It will also allow us to gather data on caseloads, produce detailed reports, and quickly pay attorneys, investigators and others.

Understanding the significant impact this transition will have on staff, contract attorneys, and other external providers, Moss Adams has been engaged to provide Organizational Change Management (OCM) support services, to help ensure smooth transitions in processes, systems, and stakeholder engagement.



# Current Conditions Report

The Current Conditions Report is an assessment of OPDC staff and contractor's readiness for the FCMS implementation. It will serve as the foundation for the comprehensive communication and training strategy, aimed to define and educate OPDC stakeholders about the expected changes in data sharing and business processes during the FCMS implementation.

## Methodology



Conducted interviews and focus groups with **34** internal staff and **13** external contractors/providers



Distributed a survey to **~1,500** stakeholders



# Current Conditions **Feedback Themes**

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# Awareness & Desire

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- Stakeholder groups (including both internal staff and external attorneys/providers) expressed varying levels of awareness around the scope and impact of the FCMS project.
- The Agency is experiencing resistance to change from multiple stakeholder groups. This resistance stems from factors such as change fatigue, negative past experiences with technology transitions, skepticism about the project's viability, concerns over pending policy changes, limited resources, and apprehension about increased oversight. These challenges are significantly impacting stakeholders' willingness to support the FCMS initiative.



# Knowledge

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- Pending policy decisions—such as those related to time tracking and case management processes and expectations—create stakeholder uncertainty and make it difficult to fully evaluate the impacts of the FCMS project changes.
- OPDC currently lacks standardized practices for communicating significant changes such as the FCMS initiative. Furthermore, while FCMS communications have been frequent, the language used has often been highly technical and not easily understood by the average user.



# Ability

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- Stakeholders emphasized the need for comprehensive, role-specific training tailored to their unique responsibilities. This training should include interactive, hands-on practice, clear and accessible documentation, and ongoing support to facilitate a seamless transition and ensure effective adoption and use of the new system.
- Stakeholder groups have expressed concerns about the challenges associated with successfully managing the Agency's data migration during the transition, highlighting potential risks to data accuracy, consistency, security, and accessibility.



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