



Global Business Services

Enhancing Human Services Efficiency and Effectiveness

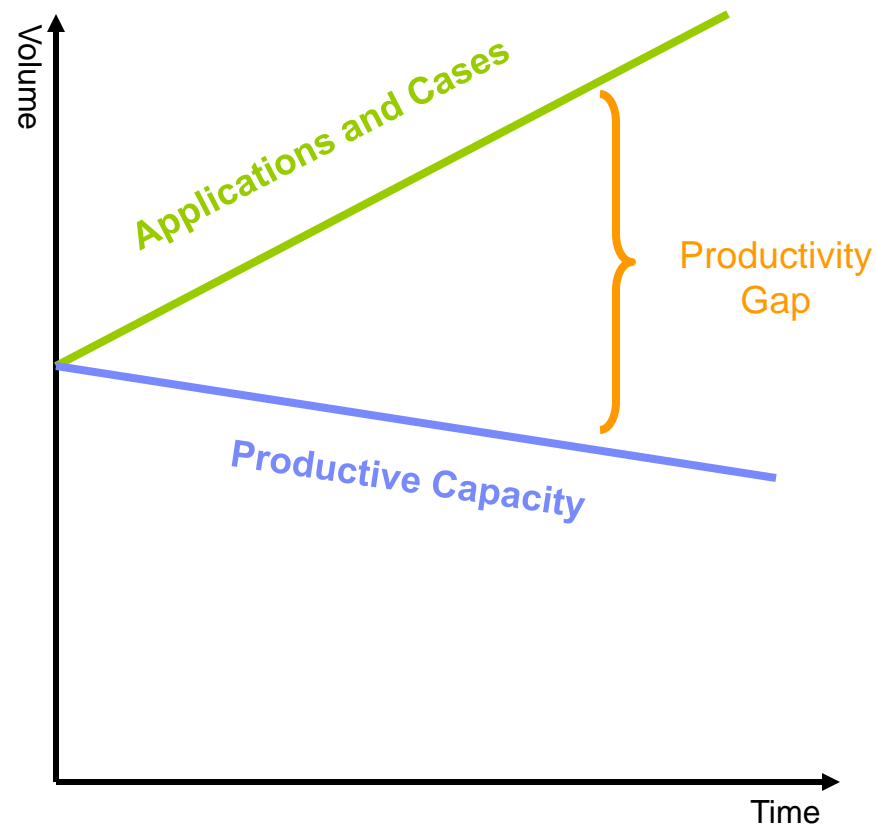
**Prepared for the Connecticut
Commission on Enhancing
Agency Outcomes**

Stuart Venzke, Managing Consultant

April 24, 2009

Demand for services is already straining human services systems, and will likely persist for years. With no slack in the system, agencies must deploy people, processes, and technology to work **Smarter** to meet this demand.

- Applications and caseloads are still rising as unemployment and underemployment rises
- Budget reductions and natural attrition are reducing the capacity to serve clients efficiently and effectively
- This productivity gap between the demand for services and the ability to provide them will likely continue for several years



Technology must become a “force multiplier” for human services agencies, enabling agencies to improve the productivity of existing workers to meet the ongoing demand for services.

Historically, human services agencies used technology primarily to process transactions more efficiently—to make things faster.

Efficiency

Effectiveness

Automated systems reduced transaction times and improved decision accuracy.

Automated Eligibility Systems

Faster Human Services

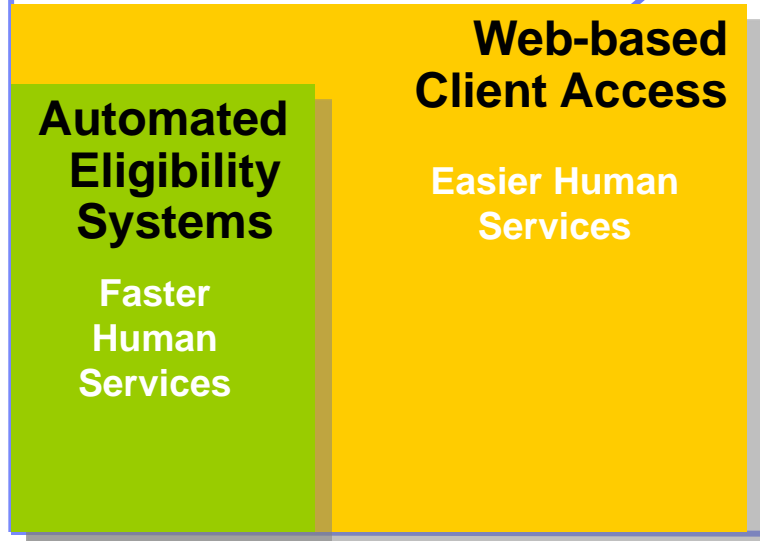
Responsiveness

More recently, leading human services agencies have used technology to improve rudimentary access to services and be more convenient to clients.

Efficiency

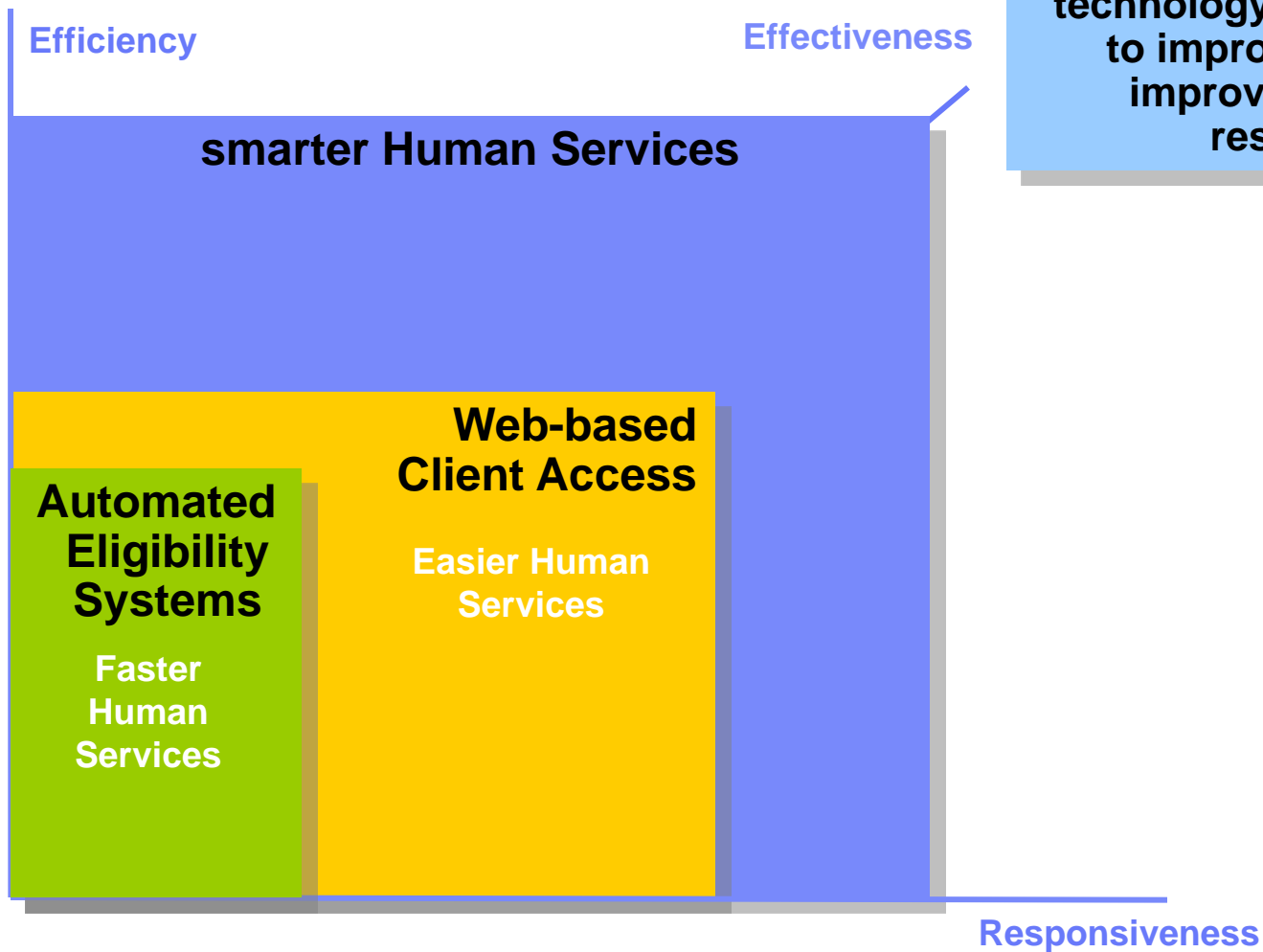
Effectiveness

Web-based Client Access allows clients to screen for potential eligibility and conduct some transactions



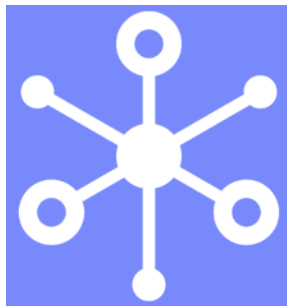
Responsiveness

Today human services agencies must work **smarter**, using technology to improve client outcomes while also improving responsiveness and efficiency.



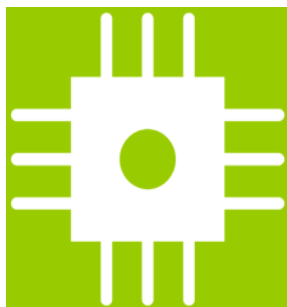
Smart Human Services integrates technology, process, and people to improve outcomes while improving efficiency and responsiveness.

Smart human services agencies are **Interconnected, Insightful, and Intelligent.**



Interconnected

- Share relevant information in real-time with other agencies and with a broader partner ecosystem.
- Serve clients holistically, breaking down traditional silo walls to integrate business processes and extend the human services system.



Insightful

- Continually analyze data to identify trends, measure outcomes, assess operational efficiency, and improve transparency and accountability
- Move from expensive crisis reaction mode to crisis prevention and early intervention.



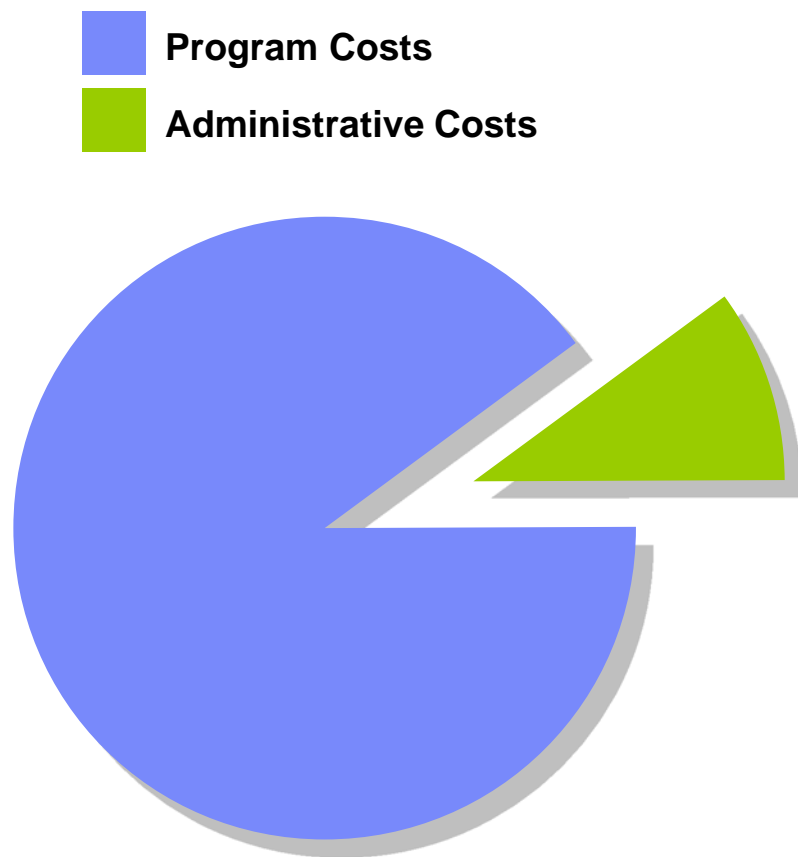
Intelligent

- Apply insight to redefine programs, allocate funding, and strengthen outcomes.
- Help workers make better eligibility and treatment decisions by leveraging history and best practices.

Human services agencies can be smarter in the way they provide access, deliver services, and support their workers.

Smart Access	Providing clients with the tools and information to access the services they need quickly and easily, and providing workers with a comprehensive view of the client and her circumstances
Smart Decisions	Using data more effectively to make program and operational decisions that improve outcomes and reduce costs. Providing workers with the tools and information to make more accurate eligibility decisions and to provide clients with the most appropriate array of benefits and services.
Smart Service Delivery	Focusing on core mission and shifting work to other providers who can do it more effectively or less expensively
Smart Processing	Re-engineering business processes and leveraging technology to drive out inefficiency and focus workers' efforts on where they add the most value
Smart Workforce	Providing workers and managers with the tools to improve productivity, enhance skills, work collaboratively to improve client outcomes.

Being smarter means driving out unnecessary administrative costs, while also “right-sizing” program costs to provide clients with the services they need—no more and no less.



- For many programs, administrative costs represent a fraction of the total cost
- Small savings in program costs, without undermining client outcomes, can dwarf the savings available in administrative costs

Decomposing agencies into their core functions can help identify functions that could be consolidated or shared to reduce costs. (sample agency)

	Social Policy	Program Development	Outreach	Relationship Management	Case Management	Program Financial Management	Compliance and Integrity	Business Services
Policy & Strategic Planning	Policy Setting and Governance	Policy Interpretation and Legislation Support	Campaign Planning	Service Provider Strategy	Service /Case Modeling	Collection Strategy	Risk Universe	Financial Strategy
	Partnership and Community Engagement	Integrated Program Development		Client Engagement Strategy		Payment Strategy	Compliance and Integrity Strategy	HR Strategy
Oversight & Accountability	Outcome Evaluation and Performance Analysis	Product Design	Campaign Design	Service Provider Planning, Budgeting, & Monitoring	Case Supervision	Program Accounting	Compliance and Integrity Control	Financial Management
		Strategic Reporting	Product Administration		Campaign Administration	Provider Performance Management		Performance and Outcome Management
	Activity Management			Appeals				Banking Arrangements
	Document Management							
Service Delivery	Analysis and Forecasting	Product Implementation & Capability Management	Prospect Management	Recruiting, Licensing, & Contracting	Benefit/Service Eligibility & Calculation	Program Account Reconciliation	Compliance and Integrity Assessments	Financial Delivery
			Marketing and Advertising	Intake/Registration	Benefit/ Service Planning and Delivery	Collections		Risk Detection, Prevention, and Reporting
	Marketing and Advertising			Screening & Referral		Performance Measurement	Payments	Quality Assurance
			Communications			Debt Collection	Remediation	
	Community Building				Banking Operations			

Utah Cares integrates with the state's 2-1-1 directory to provide Utahans with access to accurate information about community and government-run assistance over the phone and on the web.

- Screens for need using AIRS taxonomy
- Determines potential eligibility for government run programs
- Allows on-line submission of applications
- <http://utahcares.utah.gov/>

utah gov State Online Services Agency List Search Utah.gov go Home | Help | Contact Us

Utah cares

navigation

- Home
- Versión en Español
- Search By Need
- Search By Group
- Search By Provider
- Help
- Contact Us

United Way • AIRS
2-1-1
Get Connected. Get Answers.

POWERED BY
REP

Welcome To Utah Cares

Utah Cares is a free, confidential tool that helps you find state and community services.

[Search By Need](#)
You will be asked a series of questions about your current situation and needs.

[Search By Group](#)
Perform a search on a specific target population such as services for people with disabilities or English as a second language.

[Quick Search For Provider](#)
Looking for a specific provider or service? A variety of features will allow you to quickly find a provider or service.

[Volunteer](#)
Click here for volunteer opportunities in your area.

[Community Service Providers](#)
Click to apply as a Utah Cares Community Provider.

● [Versión en Español](#)

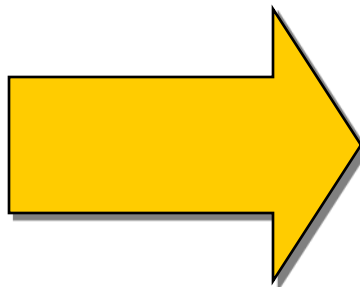
[Download Application](#) - Interested in downloading the Department of Workforce Services application for Financial Assistance, Food Stamps, Child Care or Emergency Assistance? Application is in Adobe Acrobat Reader PDF format. Complete and return to the DWS office in your area.

Disclaimer:
The Utah Cares website will evaluate a situation, but will not imply actual eligibility. Whether or not you are eligible for/or receive services will be determined by each provider

Indiana's modernization program decomposes traditional business processes and leverages enterprise document management and call center technology to drive \$490 million in savings over 10 years.

Legacy Operational Environment

- 111 offices spread across 90 counties statewide
- Case-to-Case Worker connection
- Paper based
- No consistent way of doing business (no state wide procedures manual)



Modernized Operational Environment

- 2 Primary Offices (Primary in Grant County and Backup in Lake County) with Document, Data and Voice Center
- 6 "Mini-Service Centers"
- 55 "State" County Offices
- 41 "Vendor" County Offices

Intelligent Processing solution at the Social Security Administration saved more than an estimated \$1 billion.

Challenge

The Continuing Disability Review process is designed to determine whether a disability recipient is still suffering from the disability and eligible for continuing benefits. SSA desired to strengthen and streamline its disability review process.

Solution

IBM conducted analytics to assist SSA in setting review process policy by designing, developing, implementing, and ongoing refinement of statistical profiling models to take into account health, demographic, and other information in identifying appropriate review procedure for an individual's profile.



Business benefits:

- Enhanced the cost-effectiveness of the disability review process by developing profiles to appropriately streamline review procedures
- Saved estimated \$1B in CDR process costs
- Allowed over 250,000 disabled beneficiaries a year to avoid unproductive medical reviews.

Smart Workforce enables workers and managers to improve productivity, enhance skills, and work collaboratively to improve client outcomes.

- Role-based learning provides workers with the training they need when they need it, allowing them to be more productive more quickly
 - High caseloads make it difficult to pull workers from the line for training
 - Continuing attrition requires new workers to become proficient quickly
- Knowledge and Collaboration tools allow workers to share information and draw on the insight of experienced workers
- Workforce analytics help managers develop worker skills and balance workloads

