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.

Automated systems reduced transaction times and improved decision accuracy.
More recently, leading human services agencies have used technology to improve rudimentary access to services and be more convenient to clients.

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

- Automated Eligibility Systems
  - Faster Human Services
- Web-based Client Access
  - Easier Human Services

Efficiency

Effectiveness

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.

- **Efficiency**: smarter Human Services
  - Automated Eligibility Systems
    - Faster Human Services
  - Web-based Client Access
    - Easier Human Services
- **Effectiveness**: smarter Human Services
- **Responsiveness**: smarter Human Services
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)

<table>
<thead>
<tr>
<th>Social Policy</th>
<th>Program Development</th>
<th>Outreach</th>
<th>Relationship Management</th>
<th>Case Management</th>
<th>Program Financial Management</th>
<th>Compliance and Integrity</th>
<th>Business Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partnership and Community Engagement</td>
<td>Integrated Program Development</td>
<td>Campaign Design</td>
<td>Client Engagement Strategy</td>
<td>Case Supervision</td>
<td>Program Accounting</td>
<td>Compliance and Integrity Strategy</td>
<td>HR Strategy</td>
</tr>
<tr>
<td>Outcome Evaluation and Performance Analysis</td>
<td>Product Design</td>
<td>Campaign Design</td>
<td>Service Provider Planning, Budgeting, &amp; Monitoring</td>
<td>Performance and Outcome Management</td>
<td>Funds Management</td>
<td>Compliance and Integrity Control</td>
<td>IT Strategy</td>
</tr>
<tr>
<td>Strategic Reporting</td>
<td>Product Administration</td>
<td>Campaign Administration</td>
<td>Provider Performance Management</td>
<td>Activity Management</td>
<td>Appeals</td>
<td>Financial Management</td>
<td></td>
</tr>
<tr>
<td>Service Delivery</td>
<td>Analysis and Forecasting</td>
<td>Prospect Management</td>
<td>Recruiting, Licensing, &amp; Contracting</td>
<td>Benefit/Service Eligibility &amp; Calculation</td>
<td>Program Account Reconciliation</td>
<td>Compliance and Integrity Assessments</td>
<td></td>
</tr>
<tr>
<td>Community Building</td>
<td>Marketing and Advertising</td>
<td>Intake/Registration</td>
<td>Screening &amp; Referral</td>
<td>Performance Measurement</td>
<td>Collections</td>
<td>Risk Detection, Prevention, and Reporting</td>
<td>Financial Delivery</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Payments</td>
<td></td>
<td>HR Delivery</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Debt Collection</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Banking Operations</td>
<td></td>
<td>IT Delivery</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Remediation</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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/
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
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.

**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.

**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.
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