The Digital Dream: From Vision to Reality

Consumer Engagement

Tuesday

September 1, 2015
Delivering Public Service for the Future

The Digital Dream: From Vision to Reality

High performance. Delivered.
Agenda

~ Lisa Mitnick ~
Managing Director, Accenture Digital, Health & Public Service
Harnessing Digital to Transform Service Delivery

~ Greg Kunz ~
Deputy Administrator, Division of Welfare, Idaho Dept. of Health & Welfare
Technology as a Strategy for Business Transformation

~ Tomy Abraham ~
Senior IT Manager, Commonwealth of Massachusetts
Mobility Case Study – Massachusetts DCF
Administrative efforts are a barrier to high quality casework.

Data collection doesn’t lead to improved outcomes. Case Workers are too reliant on time in an office and too often, systems don’t support improved decision making.
Human Services agencies should harness digital technologies to transform case management and improve outcomes

Service Design to drive great user experience and adoption

Analytics to enable informed decision making

Mobile for anytime, anywhere access and real time collaboration

- Inform decision making with evidence and guidance based on history
- Improve system usability to drive engagement
- Increase ability for staff to have access to real-time information anywhere
- Increase transparency and engagement with families, courts and stakeholders
- Reduce reliance on office, without sacrificing supervision
- Increase compliance with other key policies / regulations

Child Welfare Example
A Service Design approach will result in improved user experience, lower training cost, higher adoption and satisfaction.

Service Design leads with an understanding/insight of the end user.

- It is much more than UI/UX and handing out new mobile devices.
- It is truly about transforming case worker practice through a deep understanding of how they live and work.
- We need to continuously assess how our solutions meet the evolving needs of our case workers and the children and families they serve.
Moving from reporting to more advanced analytics can drive better outcomes for children and families

Hierarchy of Business Intelligence

- **Optimization** – What are the best options for the family?
- **Predictive Modeling** – Based on historical trends, what services might the family need next?
- **Forecasting/Extrapolation** – What are the trends for families in this state and what adjustments should we make to prepare?
- **Statistical Analysis** – Why is our new practice model working?
- **Alerts** – What social worker actions are needed?
- **Query/Drill Down** – Where exactly is the family issue?
- **Adhoc Reports** – How many visits, how often are children seen, where?
- **Standard Reports** – How many clients did we visit, how many children in care?
Data Visualization with a Genogram can be used to show Family and Service Provider Relationships
Common Case Worker Challenges can be solved through mobile enablement of the workforce

<table>
<thead>
<tr>
<th>Category</th>
<th>Features</th>
</tr>
</thead>
</table>
| Document Storage, Data Capture, and Forms Management| • Capture notes and take photos  
• Conduct risk assessments                                    |
| Case Management                                    | • Access case histories  
• Create service plans  
• Manage court appearances                                      |
| Remote Data Access                                 | • Access to back end human services systems  
• Access to provider systems for placement                          |
| Scheduling, Route Optimization, Emergency Response | • Dynamically optimize routing and scheduling  
• Alerts about appointments or emergencies                           |
| Mobile Communication                               | • Voice and data communication between case workers and supervisors  
• Communication with families and providers                           |
| Employee Monitoring, Management, and Reporting     | • Accurate time reporting and coding  
• Performance and activity reporting and management                   |
Mobile/Digital Mindset for Child Welfare

It’s broader than case workers

**Caseworkers**
- Access to their cases anywhere on any device
- On-line and off-line capabilities

**Clients**
- On-line Portal access to case plans and other communication.
- Ability to contribute progress.

**Stakeholders**
- Portal for access to case information
- Ability to contribute updates.
- Ability to share data and insight
The best results occur from marrying business process improvement with technology

Accenture has found that agencies who are successful with field service implementations focus not only on technology, but also the overall transformation of the field force.
A successful mobile program can increase time in the field to deliver improved outcomes for children

Day in the Life – Child Welfare Worker

Voice/video chat with supervisor and discusses a visit coming up during the day.

Before the visit, the worker brings up the history of the family, reviews the intake allegations, and the system provides suggestions on what to be looking for based on the allegations.

During the visit, the worker records the visit with agreement from the client. The supervisor could listen in if desired.

After the visit, the worker provides a list of support contacts to the client and can e-mail/text them to the client while finishing the visit.

Notes are recorded and transcribed on the device from the case workers car.

Placement providers can be reviewed on-line and based on the allegations, to suggestions are provided.

The supervisor is alerted that a contact was made, and the worker can review the notes and experience while still in the field.

The worker doesn’t need to return to the office.
The digital mindset

• New capabilities exist that can dramatically improve outcomes
• Requires reconsidering the digital and mobility mindset around case work
• Better decision making is driven by better data, and better use of data.
• Case workers use systems that are intuitive, engaging and helpful.
• It isn’t just about technology – requires consideration of new HR policies, governance and even practice models that integrate the capabilities.
Massachusetts Department of Children & Families: Enabling a mobile workforce for improved outcomes

Tomy Abraham
Director, Business Applications
Executive Office of Health and Human Services
Commonwealth of Massachusetts
DCF Mobility Program – Overview

- **~3000 iPads** – Deployed to all clinical staff, managers and executives
- **~ 3000 Cell Phones** – Deployed to clinical staff and supervisors

**Primary Usage**
- Case Management System - SACWIS
- Corporate email
- Approved Mobile Apps through agency ‘App Store’

**Mobile Device Management** – Airwatch
**Enterprise App Store**: Many applications critical to Child Welfare work ranging from Genograms to Drivers Ed.

**Post-implementation Assessment** – Accenture
- **Survey** ~ 650 respondents
- **In-person interviews** ~ 60
- **Focus Groups in Field Offices** – 4
- **Shadowing Workers** ~ 8

Supporting Children • Strengthening Families
DCF Mobility Program – Field Adoption to Date

• ~92% of the devices are in use. Staff who opted out initially decided to opt-in after initial roll-out.
• 76% of DCF workforce indicates they are comfortable / very comfortable with mobile devices
• 66% of social workers feel more efficient with the iPads, while 87% of supervisors feel that their social workers are more effective with the iPads

• Devices are used in a range of locations – primarily in the car (58%), at their home (49%), at court (48%), and during visits (36%)
• Social workers indicate they can complete a range of tasks using the devices – primarily checking / sending emails (92%), recording case notes (87%), entering time & attendance (79%), and completing child abuse investigations (77%)
Sustainable Mobility Program - Considerations

Practice Transformation
1. Formalize and integrate a mobile roadmap into agency operations
2. Provide guidance on mobile integration with business and case practice

Policy and Organization
3. Strengthen mobile governance model within and beyond agency
4. Develop HR and administrative policies to maximize use of mobile
5. Long term funding approach for mobility program
6. Continuous improvement to agency app catalog

Technology and Operations
7. Strengthen underlying infrastructure and operational support structure
8. Transform business applications to responsive mobile user experiences
9. Refresh agency technology direction to incorporate mobile

Engagement and Support
10. Strengthen physical and virtual collaboration mechanisms for mobile users
11. Deliver more, and more integrated, training on and through device

Culture and Environment
12. Foster a sense of shared stewardship of the mobility program by strengthening internal communications
**Practice Transformation**

---

**Strengthen strategic use of mobile technology**

### 1. Formalize and integrate mobile roadmap into agency operations

- a. Formalize a mobility roadmap and obtain buy-in from key stakeholders
- b. Define and develop data collection methods for mobile metrics
- c. Track and report on key metrics to measure success of mobility program
- d. Implement roadmap, revisiting mobile strategy as agency priorities evolve

### 2. Provide guidance on mobile integration with business and case practice

- a. Develop and disseminate initial guidelines for the use of mobile devices within case practice
- b. Work with field to continue to evaluate new ways to 'mobilize' business and case practices
## Policy and Organization

**Strengthen mobile governance model and develop HR and administrative mobile policies**

### 3. Strengthen mobile governance model within and beyond agency

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>Mobility subcommittee to own/drive/update implementation of roadmap</td>
</tr>
<tr>
<td>b.</td>
<td>Define and establish mobile governance model which includes appropriate stakeholders e.g: Mobile Device Management tools administration.</td>
</tr>
</tbody>
</table>

### 4. Develop HR and administrative policies to maximize use of mobile

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>Develop and disseminate a single policy covering administrative components of mobile program</td>
</tr>
<tr>
<td>b.</td>
<td>Develop and disseminate telecommuting policy</td>
</tr>
</tbody>
</table>

### 5. Determine long term funding approach for mobility program

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>Ensure secure/long-term funding for technical and business aspects of program</td>
</tr>
</tbody>
</table>
Technology and Operations (1/2)

Target near-term IT and operational enhancements while refreshing long-term technology direction to incorporate mobile

6. Enhancements to agency app catalog

a. Enrich & govern agency app store to include ancillary applications / software e.g Cloud based Productivity suites, File Management, Texting, e-Signature)

7. Strengthen underlying infrastructure and operational support structure

a. Augment ongoing helpdesk support approach / model to suite remote worker needs.

b. Re-orient technology infrastructure to accommodate mobility needs. E.g In-office Wi-Fi and Wireless printing
### 9. Refresh agency technology direction to incorporate mobile

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>a.</strong> Convergence of devices</td>
<td><strong>b.</strong> Update overall agency roadmap with consideration for mobile technology</td>
</tr>
</tbody>
</table>

### 8. Mobile friendly agency business applications

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>a.</strong> Integrate mobile user group into design and development of business applications such as Case Management systems.</td>
<td><strong>b.</strong> Develop Responsive user interfaces or mobile app modules with off-line disconnected mode computing</td>
</tr>
</tbody>
</table>
**Engagement and Support**

*Strengthen collaboration mechanisms and trainings for mobile users*

### 10. Strengthen physical and virtual collaboration mechanisms for mobile users

- Develop network of mobile superusers in each office
- Organize mobile content/resources and content mgmt. approach through integration of tools such as social intranet...
- Strengthen mobile feedback loop from field staff to Central Office

### 11. Deliver more, and more integrated, training on and through device

- Onboarding training process of new hires using mobile devices
- Implemented skills-based training modules for mobile users
- Integrate mobile devices into case practice and IT training approach (e.g., via electronic files, e-learning, apps, etc.)
Culture and Environment

Foster a sense of shared stewardship of the mobility program by strengthening internal communications

12. Strengthen internal communication methods across the workforce

- a. Integrate field representation / perspectives into key work groups (e.g., Mobility subcommittee)
- b. Develop an internal communication plan to drive awareness and consistency on mobile policies
- c. Develop annual employee survey to understand staff perspective on mobile opportunities
1. Confirm mobile metrics of success; define and develop data collection methods for metrics
2. Develop and disseminate initial guidelines for the use of mobile devices within case practice
3. Develop HR and administrative policies to maximize use of mobile
4. Incorporate feedback on ancillary applications / software into near-term enhancement of DCF app catalog such as productivity suite for mobile devices
5. Accelerate transition to device optimized case management applications
6. Develop network of mobile superusers in each office
Considerations for Mobility Center of Excellence

Mobile Governance Center
- Policy, Standards, Guidelines
- Audit, Certify and Enforce
- Security (MDM/MAM)
- Advice, Education and Training
- Network and Infrastructure

Mobile Service Center
- Liaison to the business on their app development needs and requirements
- Oversee app development and maintenance
  - Oversee app vetting and testing
    - Provide end user support
    - Measure Mobile against KPIs

Mobile Innovation Center
- Innovator, driving enterprise mobile agenda for state
- Funding and authority to define mobile strategy and development priorities and investment sequencing

Not Mutually Exclusive

Incremental  Substantial  Transformational

Supporting Children • Strengthening Families
Harnessing Digital to Transform Service Delivery

Greg Kunz

Deputy Administrator, Division of Welfare, Idaho Department of Health and Welfare
Creating the Future

How technology supports & distracts us on our path to the future

ISM 2015
Technology’s Role

Playing well with others

The Right Technology
at the Right Place at the Right Time
The Right Technology

- Processing Center
- Automated Rules
- Call Center
- Partner Portal
- Data Warehouse
- Telephonic Signature
- Informed Choice
- Self Service Portal
- Automated Decision Making
- Work Queues
- Universal Workforce
- Electronic Documents
- Same Day Service
- Decision at First Contact
- Re-evaluation Re-engineered
- Lobby Management
The Right Place

- Support Decisions at first point of Contact?
- Anchored to Business Design?
- Connect People to People!
- Automate Decision Making!
- Leverage ACA for Integration?
- Does it support our Partners’ role?
- Can we get a Quick Incremental Win to create RAPID change?
- Will it advance our standards? (for example: “Touch a Family Once”)
The Right Time

- Program Integration
  *circa 2009*
- Rules Engine
- Affordable Care Act
- Program Integration
  *circa 2014 (services)*
- Live Better
Business Evolution to the Future (Idaho’s Example)

1. Process Driven Business Design: What are we doing?
2. Specialization
3. Division of Labor – Roles clearly defined and standardized
4. Same Day Service: no schedule – delivery on day of application
5. New Service Delivery: Decision at first contact (lobby management)
6. Case Management Discipline
7. Universal Workforce
8. Program Integration from ACA
9. Service Integration (Live Better)

Outcomes
Funding for the Future (Idaho’s Example)

Know the BUDGET

Maximize Cost Allocation

Maximize 90/10 Enhanced $
Adjusting Focus on Customer Outcomes

- Can the customer find services?
- SIMPLE access (delivered)?
- Does the service help?
- What dots do we connect?
- Can the customer Live Better?
What you get: Customer Outcomes

- Time
- Health
- Effort
- Access
- Food Security
Questions
Thank You

Please provide feedback on the APHSA Conference App
Download from your App Store or at https://crowd.cc/s/6r3C
Search APHSA Conferences

Visit vendors in Exhibit Hall B to continue today’s conversations and learn more.

Help ISM raise 7,500# of food for Philabundance Technology for a Cause. Donate during registration or visit the APHSA booth (#232).

@APHSA1 #ISMPHL