

DSS Informational Forum
For Legislators:
Reinvestments in Service Delivery

July 2012

ConneCT

CT Department of Social Services

DSS at a Glance: *Serving 750,000*

DSS provides a wide array of services and supports:

- Over 90 programs that serve approximately 750,000 people annually:
 - ▣ Meet basic needs of food, shelter, economic support and health care.
 - ▣ Promote and support the choice to live with dignity in one's own home and community.
 - ▣ Promote and support the achievement of economic viability in the workforce.

Why Reinvestment?

- 2003 – fiscal crisis and early retirements cut over 20% of staff. Bristol, Norwalk, Meriden offices; Killingly, Ansonia outposts close.
- Late 2000s – public demand for critical DSS services arc upward with economic downturn. Applications/cases rise sharply.
- Ongoing – antiquated Eligibility Management System, obsolete phone systems, outdated processes
- 2011-12 – major reinvestment begins with staffing reinforcements, technology upgrades.

Reinvestment – *Where We Are Today*

- Rigidity in the technological systems that support business processes.
- Fractured structures that support service provision.
- Service growth and expansion.
- Rapidly changing landscape in the design of social service programs.
- Metrics that drive quality are inoperable.

Reinvestment – *Where We Are Today*

- Rigidity in the technological systems that support business processes.
 - ▣ Eligibility Management System (EMS) is unyielding and complex resulting in lengthy eligibility processes for staff and service inconsistencies for people.
 - ▣ Phone systems are limited in capacity, ability to connect people, and have periods of no service.
 - ▣ Web services are non-existent.



Reinvestment – *Where We Are Today*

- Fractured structures that support service provision.
 - Office design is not intuitive and customer focused.
 - Each office location is supported with different phone systems.
 - Customers can only be seen in the office location that serves their catchment area.
 - Customers can only call into the office location that serves their catchment area.



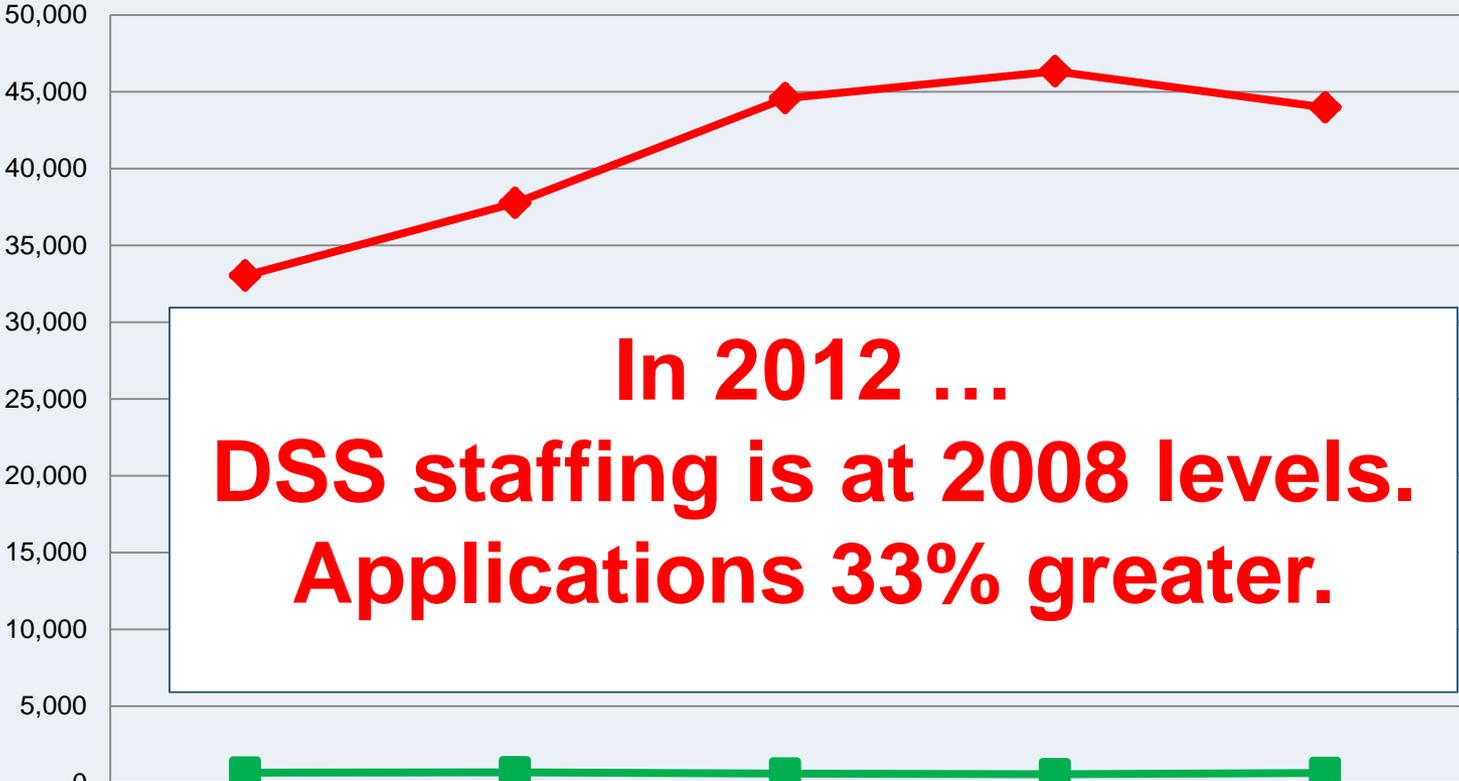
Reinvestment – *Where We Are Today*

- Service growth and expansion.
 - ▣ Caseloads are growing.
 - ▣ Applications are increasing.
 - ▣ Volume of work to staffing ratios are just being addressed.



Reinvestment – *Where We Are Today*

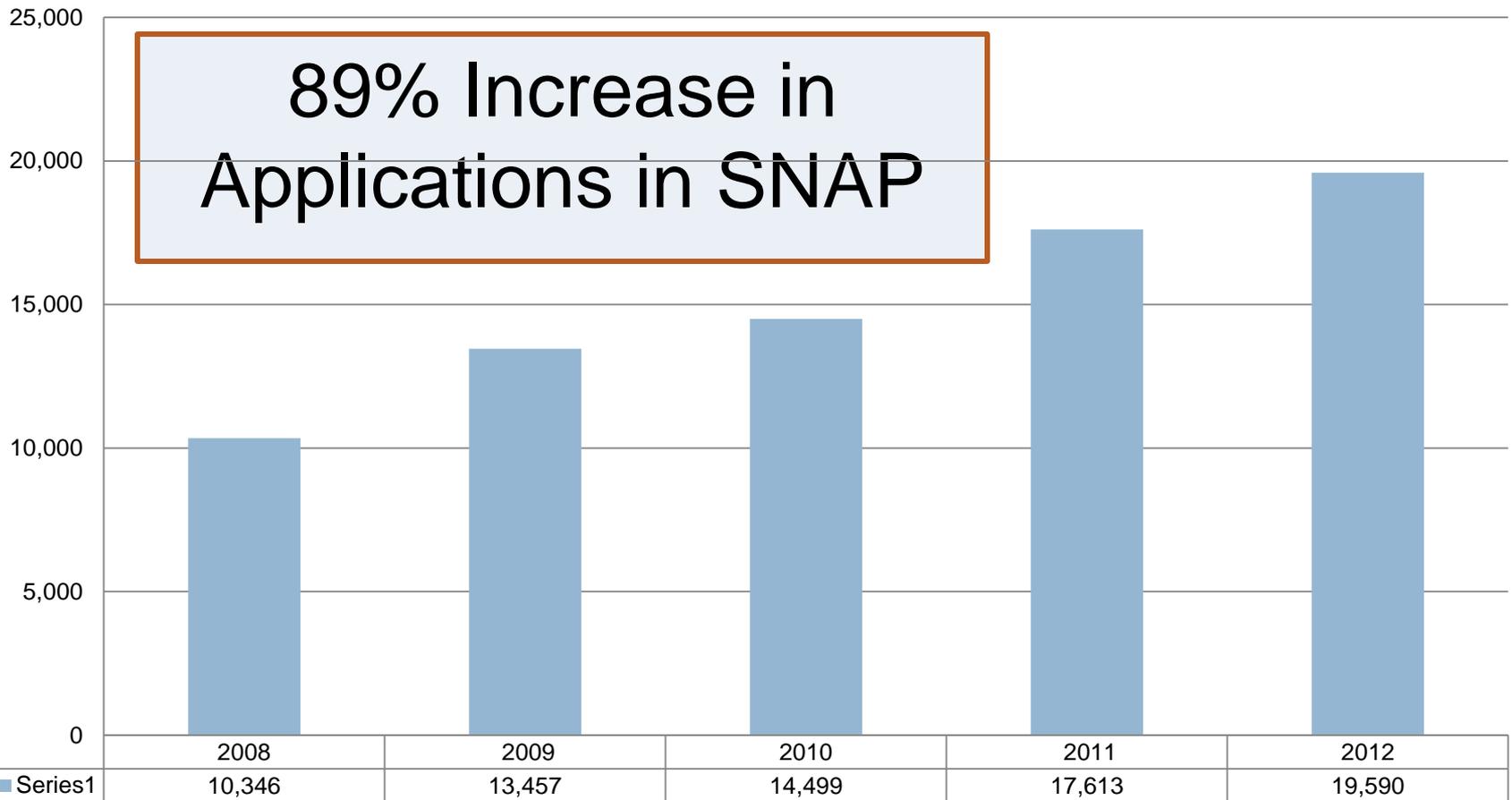
2008 to 2012 Staffing to Volume of Applications



	May 2008	May 2009	May 2010	May 2011	May 2012
◆ Applications	33,028	37,768	44,588	46,336	43,984
■ Staff	662	685	610	558	660

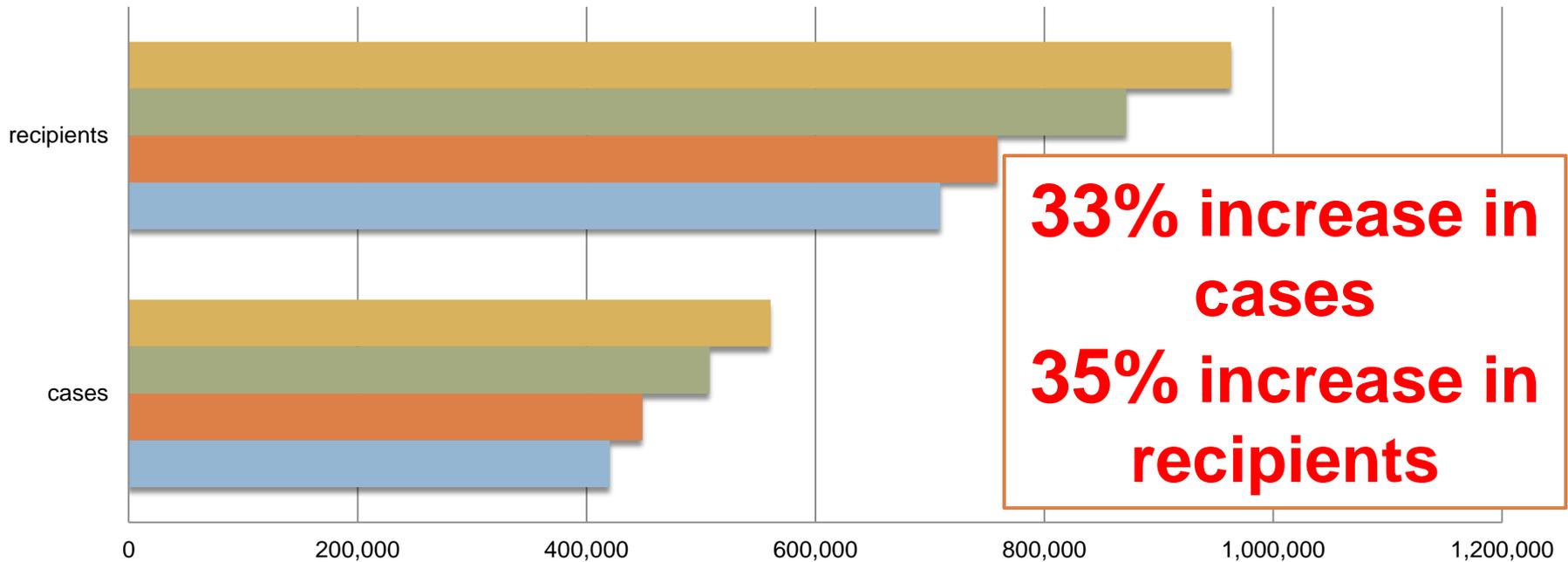
Reinvestment – *Where We Are Today*

SNAP Applications 2008 to 2012



Reinvestment – *Where We Are Today*

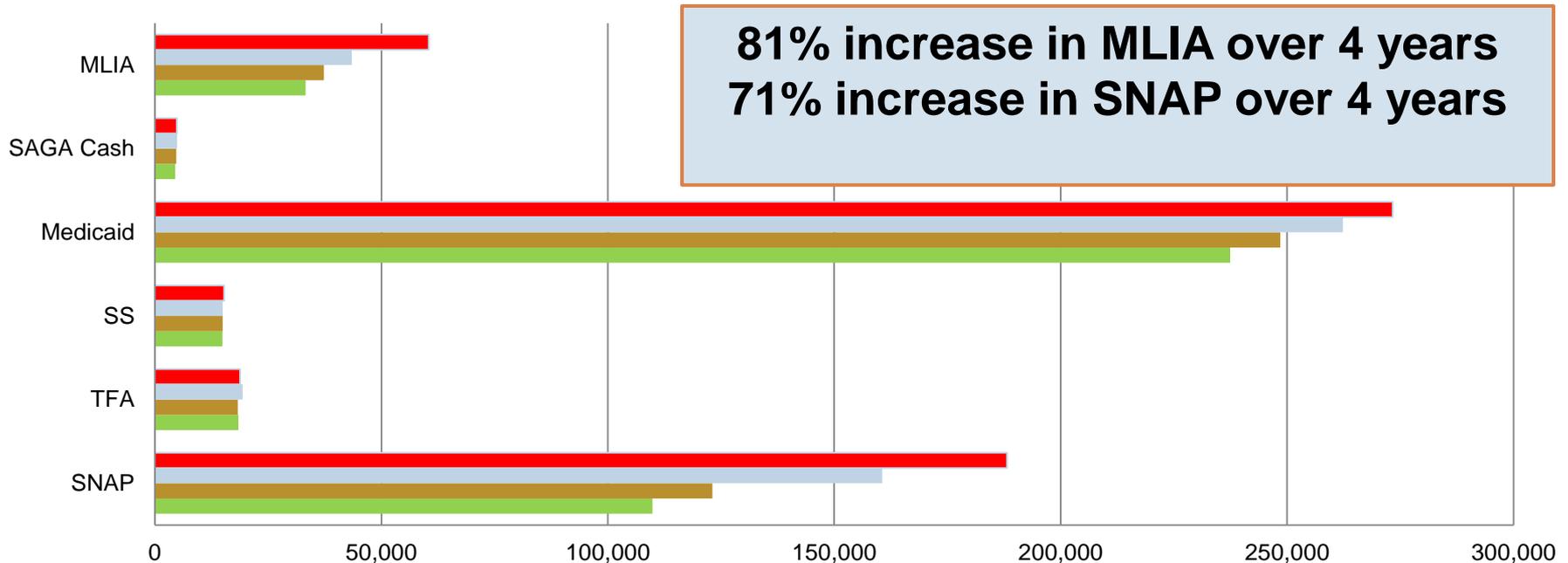
**2008 to 2011 Average Monthly Cases & Recipients
(all cases SNAP; TFA; SS; Medicaid; SAGA Cash; MLIA)**



	cases	recipients
■ 2011	560,839	963,242
■ 2010	507,501	871,414
■ 2009	448,806	759,186
■ 2008	420,319	708,959

Reinvestment – *Where We Are Today*

**2008 to 2011 Average Monthly Cases & Recipients
(program specific)**



	SNAP	TFA	SS	Medicaid	SAGA Cash	MLIA
■ 2011	188,176	18,831	15,258	273,306	4,838	60,430
■ 2010	160,564	19,334	14,939	262,357	4,867	43,430
■ 2009	123,095	18,319	14,933	248,465	4,700	37,285
■ 2008	109,880	18,443	14,868	237,419	4,447	33,254

Reinvestment – *Where We Are Today*

- Rapidly changing landscape in the design of social service programs.
 - Changes to the public health insurance program.
 - Expansions in waiver coverage.
 - Categorical eligibility expansions in the Supplemental Nutrition Assistance Program (SNAP).
 - Choice to live in your home rather than in long term care facilities.
 - Expansions in definitions of work activities for people participating in TANF programs.
 - Employment options for people with disabilities.

Reinvestment – *Where We Are Today*

- Program Changes
- Changes & modifications to programs requires multiple units within DSS and in many cases the cooperation of outside entities to implement.
- For example:
 - Program staff to develop implementation, write policy bulletins, draft state plan amendments and/or regulations, and client notices
 - Additional staff time may be required to attend meetings of entities that the department has been designated as a member of and/or to fulfill statutory reporting requirements
 - IT staff to make necessary EMS changes
 - Legal to assist in client notices and regs
 - Public Affairs – legislative/media inquiries
 - Contracts to issue RFP's, draft contract amendments
 - DFMA
 - Cooperation of partners, contractors, stakeholders

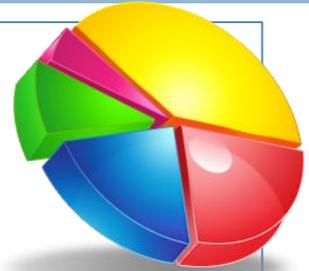
Reinvestment – *Where We Are Today*

	2007	2008	2009	2010	2011	2012
Program Changes* *	26	18	14	13	12	16
Budget Changes	18				77	
Total Reports Required	Not available	Not available	Not available	62	87	89

**Changes includes but not limited to: eligibility requirements, programmatic and/or policy, new reports, membership requirement on various legislative and executive entities. Changes also include measures taken to increase efficiencies.

Reinvestment – *Where We Are Today*

- Metrics that drive quality are inoperable.
 - Measure the numbers served.
 - Measure general caseload numbers like timeliness, applications granted, redeterminations complete.
 - Limited in ability to measure comprehensively.
 - Detailed picture of the specifics in the types of cases and alignment to delays.
 - Caseload activity related to resource needs and allocations.





Reinvestment – *Where We Are Today*

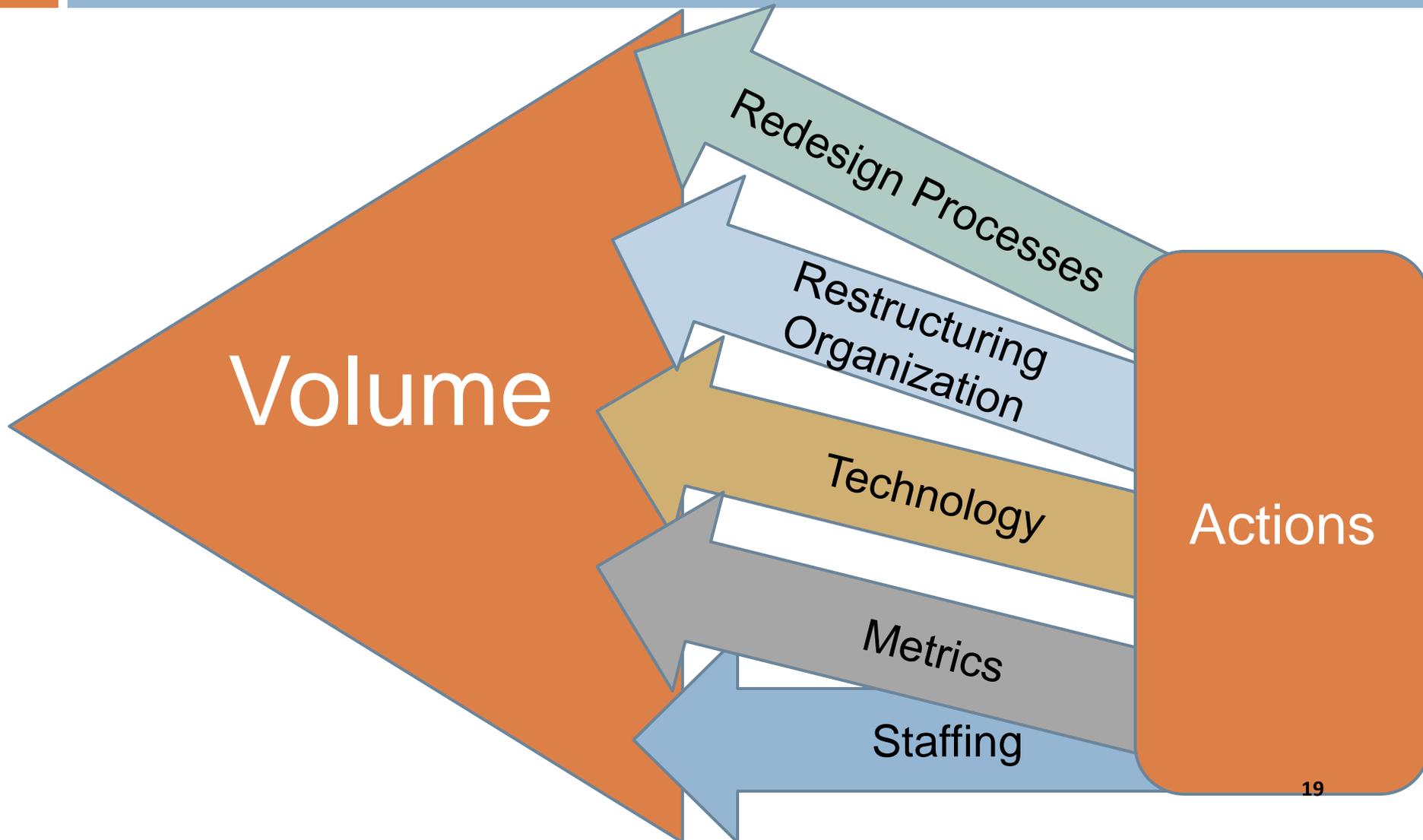


Reinvestment – *Where We Are Today*

- What we hear from the people we serve...
 - ▣ “I can’t reach my worker.”
 - ▣ “The mailbox is full.”
 - ▣ “I have sent in my paperwork three times and they keep losing it.”
 - ▣ “When I finally spoke with someone, they told me I had to call someone else.”
 - ▣ “I am waiting for a call back, its been seven days.”
 - ▣ “I went to the office and I was in line for an hour and had to leave.”



Reinvestment – *Where We Are Today*



ConneCT – *Steps to Launch*

November 2006	RFI – Web-based Online Application System
June 2007	Vendor Demos based on RFI Responses
September 2007	Raymond Settlement Agreement creates an opportunity for DSS to utilize technology and other business processes to build access to DSS programs
February 2008	RFP – Vendor to support project development. (First Data)
October 2008	Planning Advance Planning Document (PAPD) to FNS & CMS
March 2009	Implementation Advance Planning Document (IAPD) to FNS & CMS
August 2009	RFP – Systems Integrator for ConneCT
March 2010	Deloitte awarded the right to negotiate
April 2011	Deloitte and DSS agree to contract terms and conditions
October 2011	ConneCT contract executed between CT and Deloitte
November 2011	Deloitte Consulting LLP & DSS host the joint ConneCT project kick off
Ongoing	Procurement of hardware and software
Ongoing	Joint Application Design – JAD sessions
Ongoing	Testing
Ongoing	ConneCT implementation

ConneCT – Goals

Expands Access

Quality Focused

Customer Centered

*Adaptability with
Technology*

Outcome Driven

*Efficient Deployment of
Resources*

ConneCT

Communication

Accountability

Service

ConneCT – *Major Components*

□ Web Services

- Access to information – “Am I eligible?” “What is the status of my case?” “I’d like to apply.”

□ Telephony

- Access to help – “What is the status of my case?” “Did DSS receive my paperwork?” “I have a question.”

□ Document Management and Workflow

- DSS staff have immediate access to e-documents & case information; eligibility work is assigned as it is ready to process – “Yes, we did receive your paperwork and it has been worked on.”

ConneCT – *Web Services*

Expands Access



- ❑ Pre-screening – Am I eligible?
- ❑ Online Application – I would like to apply.
- ❑ My Account – What is the status of my case?
- ❑ Change Reporting- I am working.
- ❑ Online Redetermination – It is time to review my case.
- ❑ Access anytime.
- ❑ Access to support for PIN and password resets or navigation questions.

ConneCT – *Telephony* phone access IVR

- What is the status of my case?
- Did you receive my paperwork?
- I would like to speak with an Eligibility Worker.
- Information is safe and secure using a confidential PIN number along with DSS client authentication.



Expands Access

ConneCT – *Document Management and Workflow Centers*

- **Allows for the build of Benefits, Service, & Processing Centers**
 - ▣ No in-state borders – it is a virtual service network
- **Processing Centers** located across the state (most offices).
 - ▣ Eligibility workers dedicated to processing work received via document management, online, & through systems interfaces.
- **Service Centers** located in every office.
 - ▣ Eligibility workers dedicated to seeing people who come to a DSS office.
- **Benefits Centers** located in 3 offices.
 - ▣ Eligibility workers dedicated to respond to people over the phone.

ConneCT – Document Management and Workflow Centers

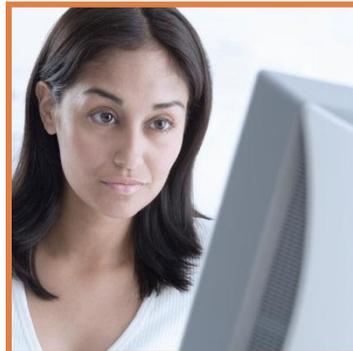
Benefits Centers



Service Centers



Processing Centers



ConneCT – Document Management and Workflow Centers

Expands Access

Phone, In-Person, Web, Mail,
Fax

Quality Focused

Comprehensive
Measurements about Service
Delivery

Customer Centered

Customers Determine How
They Want to Engage With
DSS

*Efficient Deployment
of Resources*

Deployment of Resources –
Data Driven and Virtual



- **Three Benefits Centers** – Bridgeport, New Britain, and Waterbury.
- **One 1-800 number.**
- **Access to Eligibility Workers over the phone.**
 - ▣ If a person wants to speak with an eligibility worker, they will be transferred to a Benefits Center.
 - ▣ Eligibility Workers in Benefits Centers will
 - Answer questions, process change requests, mail applications and other paperwork, and provide information regarding other resources.

□ ***First Call Resolution.***

- Eligibility Workers in Benefits Centers respond to customer calls.
- Work on the issue or process as far as they can on that given occasion – e-documents readily available .
- Identify any outstanding issues and create the necessary electronic process for follow-up or completion of the action.

ConneCT – *Benefits Centers*

Customer Centered

- Access to an eligibility worker over the phone.
- Eligibility workers have access to all e-documents and case information to provide support.
- A client centered solution if a person does not want to come to a DSS building.

Quality Focused

- Ability to track how long callers wait.
- Able to redeploy resources to the benefits center based upon data.
- Will know average lengths of calls and resolution.

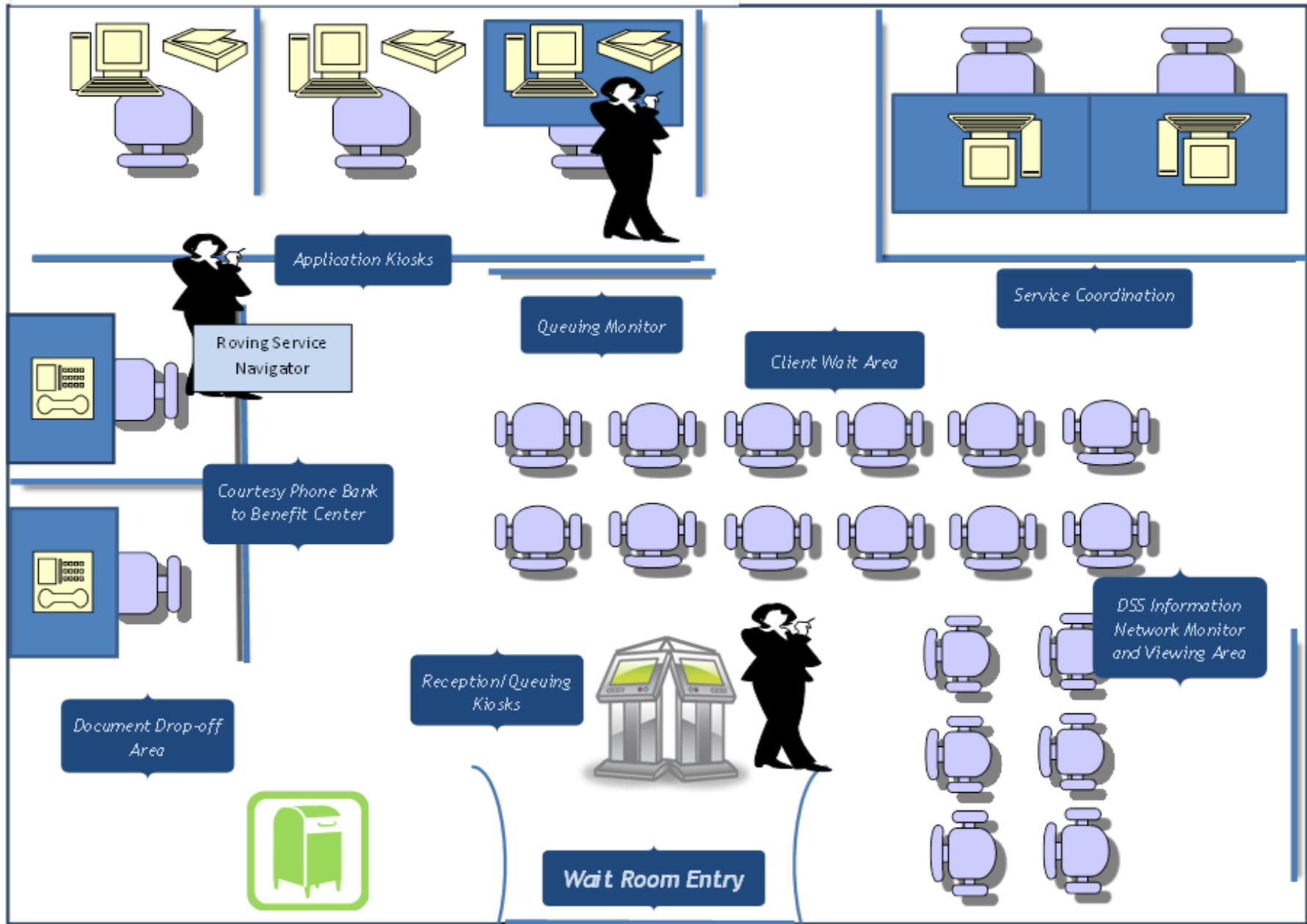
ConneCT – *Service Centers* Office Access

- Redesign of offices to Service Centers.
- Utilize principles of Universal Design.
 - Electronic queuing, accessible interview booths, noise reduction surfaces, open aisles, accessible seating.
- Focused on creating a quality service experience for people.
- A person can go to any DSS office in the state.
- Use of technology and physical plant enhancements.

Quality Focused

Customer Centered

DSS Service Center - Concept Design (Not to scale)



ConneCT – *Providing Tools to DSS Staff*

□ Document Management and Workflow

- Provide tools so eligibility staff can manage volume, process work timely, and focus on quality.
- Documents will be indexed and scanned into the ConneCT system and will be accessible to any worker, regardless of location.
- All documents received will be accessible electronically within 24 hours.
- Access to data to make staffing and other resource decisions.

Adaptability

*Efficient Deployment of
Resources*

Outcome Driven

ConneCT – *Redesigning the Business*

- “LEAN” eligibility processes.
- Redesigned the “caseload” concept to be able to process eligibility more quickly and efficiently.
- Maintain specialty areas in certain programs like long term care and temporary family assistance to insure effective service.
- Redesigning agency forms for ADA requirements, “plain language”, and bar codes for document imaging.

ConneCT – *Project Release Schedule*

- **Deployment One – 2012**
 - ▣ Integrated Voice Response (IVR)
 - ▣ MyAccount
 - ▣ Pre-Screening

- **Deployment Two – 2012**
 - ▣ Benefit Center
 - ▣ Document Management and Workflow
 - ▣ IVR Integration
 - ▣ MyAccount Integration

- **Deployment Three – 2013**
 - ▣ Online Application
 - ▣ Change Reporting
 - ▣ Online Redetermination



ConneCT – *Limitations of the Eligibility Management System EMS*

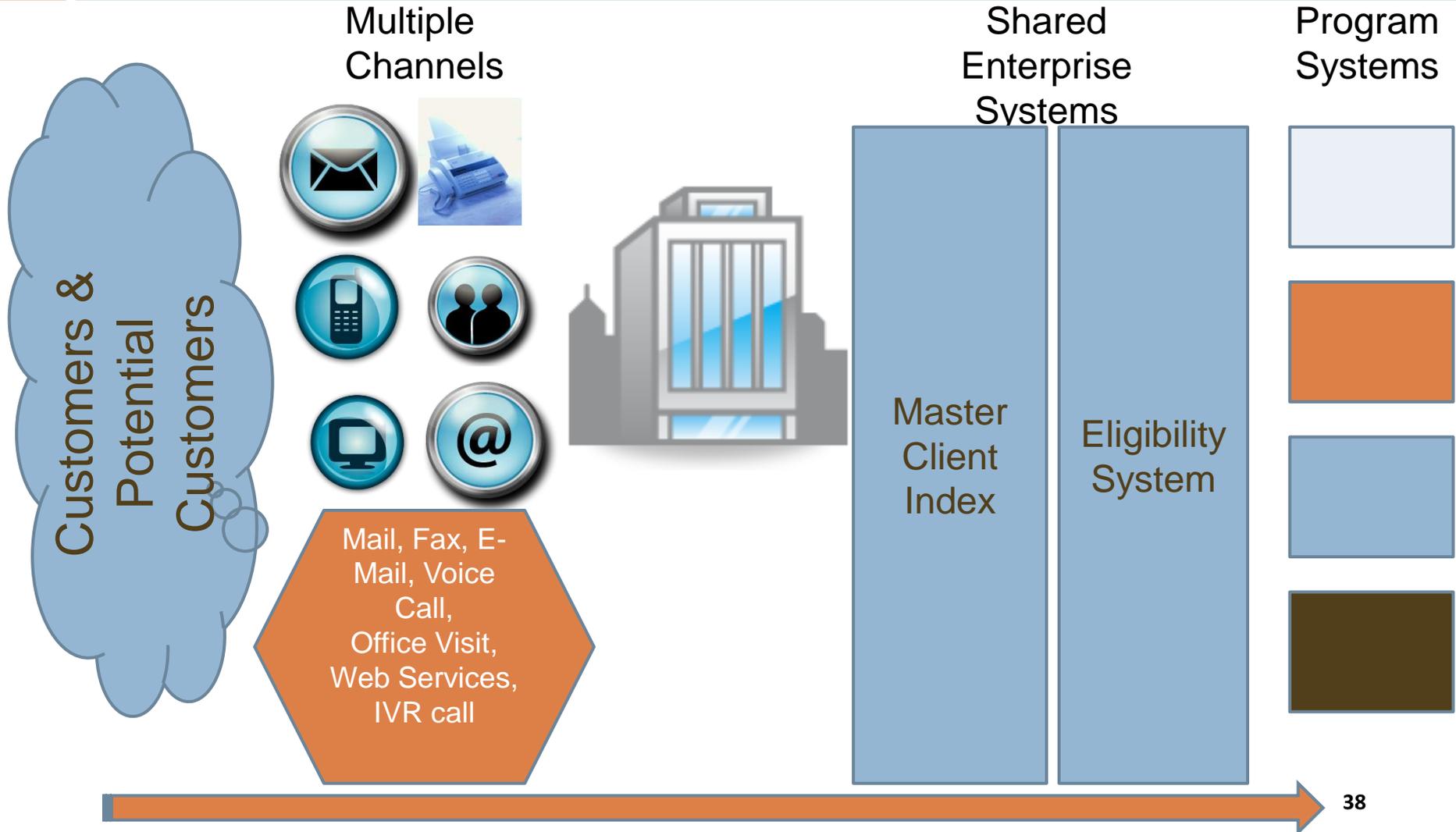
- **People must apply for each benefit program separately.**
 - Inefficient, complex and time consuming application processes results in missed opportunities for support.
- **Duplication of effort and increased cost to the state.**
 - People repeat specific assessments (e.g., medical and psychological examinations) during the application process for each program.
- **Delays in benefits.**
 - People experience delays in receiving benefits as a result of the time it takes to access required data and as a result of the complexity of the EMS-driven eligibility determination process.
- **Lapses in benefits**
 - People are often subjected to a lapse of 30-60 days when moving from a care facility back into the community.
- **Frustration and confusion as a result of notices from EMS.**
 - People are sent multiple and, at times, contradictory notifications regarding their eligibility for services.

ConneCT – *EMS Replacement* *What the Future Holds*

- Planned integrated eligibility initiative that will create a “**single front door**” to all CT’s social services programs.
- Integrated eligibility platform
 - Facilitate cost-effective information sharing across Connecticut’s HHS enterprise, supporting improved operations and performance.
 - Flexible business rules engine and other service components will create a system that is agile.
 - Facilitates the ability for the state to respond to changing federal and state health care coverage and program eligibility policies.



ConneCT – EMS Replacement *What the Future Holds*



ConneCT – *EMS Replacement* What the Future Holds

- Connecticut has identified four areas of anticipated benefits to EMS replacement and integrated eligibility, outlined below.
 - ▣ ***Cost Containment and Reduction.***
 - ▣ ***Enhanced Quality.***
 - ▣ ***Improved Health Outcomes for the Citizens of Connecticut.***
 - ▣ ***Increased Access to Benefits for People who are Eligible.***



ConneCT – *What the Future Holds*

- I do not have a worker anymore.
 - Redesign of business processes for ConneCT has started. In some areas eligibility workers are no longer assigned to specific caseloads but share them across the office.
 - Once ConneCT is implemented Eligibility Staff will not have assigned caseloads but will share them across the state.
- Encourage self service.
 - When people come to our offices or call our benefits centers – first call or first touch resolution.
 - However, they will be encouraged to self serve going forward - support will be provided in creating an account, using the kiosks, and accessing information through the IVR.
- Accessing the right support.
 - Community services information, EBT replacement, navigation questions related to use of My Account, PIN and password resets will be managed through our partners.
 - If a person only needs these types of services, they will be redirected to the appropriate resource.



DSS – *Our Service Focus Now*

- How can we help you serve constituents now?
 - Client Information Tracking System
 - Process of triaging and escalating responses from DSS.
 - Client Service Representatives
 - Eligibility workers in reception areas to triage people waiting in line.
 - SNAP Express lines in regional offices.
 - Dedicated SNAP eligibility units.
 - Hiring eligibility staff.
 - Dedicated eligibility staff to Medicaid.
 - Changes in asset review policy to streamline eligibility determinations in LTC.

ConneCT – Customer Centric & Service Driven



**Web Services
Telephony
Document
Management
and Workflow**

ConneCT
*Communication
Accountability
Service*

**EMS
Replacement**