



*The Role of Modernization in  
Public Service Delivery*





# Modernization Will Transform the Way We Do Business

- The ultimate result will be faster access to critical services for the public, and a more efficient work environment for staff.
  - Clients will have real-time access to their case information and, eventually, a web-based application gateway.
  - Giving staff the tools they need to get the job done faster and more efficiently.
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# What We Expect To Happen

- Building a client centric business model.
- Planning and implementation process requires time
  - Insuring a high level of attention and care is given to do the job well.
- Transition periods – adjustments will have to be made along the way.

# Modernization of Client Service Delivery

- Currently in the design phase.
- Negotiating terms and conditions with vendor.
- 21 month implementation timeline (once contract is finalized).





# Presentation Overview

- DSS Services.
  - The Challenges in Service Delivery.
  - How Modernization and Organizational Change Will Position DSS for the Future.
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# Core Services

- Provide 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.





# What Types of Services

- Economic Viability
- Social Work
- Child Support
- Health Care
  - HUSKY, Charter Oak, Medicaid
- SNAP
- Vocational Rehabilitation Services
- Winter Heating Aid
- Fatherhood Initiative
- Weatherization
- Childcare
- Connecticut Homecare Program for Elders
- Traumatic Brain Injury
- Grandparents as Parents (GAPS)
- Housing Assistance
- Teen Pregnancy Prevention
- Elderly Nutrition Program

# The Service Delivery Model

- Regional offices throughout the state.
  - Direct service
- Strong partnerships with Not for Profits, Community Action Agencies, Hospitals, other state agencies and more.
  - Extension services



# The Infrastructure Is Fragile

- Challenges in our physical, technological and organizational structure.
- Create barriers to efficient and effective service to Connecticut residents.
- Modernization Is A Must Do



# Technology is Only Part of the Challenge

- Infrastructure includes
  - Tools – modernization
  - Changes in the organization and its processes
    - How we interact with people and partners
    - How the interaction feels to those we are in service to
    - Do we deliver results



# Organizational Change

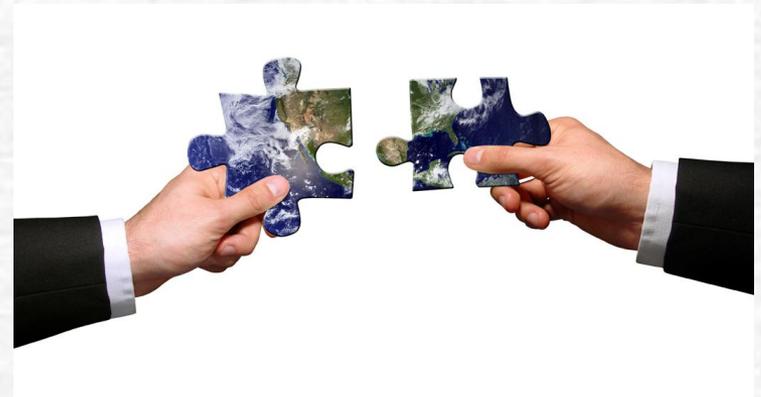
- A refined business model supported with new technology provides additional supports to insure access and efficiency.
  - Service Centers – the regional offices will be available for clients and our partners.
  - Processing Centers – located in the regional offices staff will be dedicated to the case maintenance functions that are needed to maintain eligibility.
  - Dedicated units – specialized work like that of the current Regional Processing Units, will be administered with dedicated DSS staff to account for the complexities of TFA, LTC, and the RPU.
  - Benefits Centers – dedicated eligibility staff delivering services over the telephone.

# Organizational Change

- Update and build a technological infrastructure.
- Refresh and renew our commitment to serving people.
  - Organizational Change Management
    - Customer service
    - Seamless access to services
    - Strong partnerships

# From Challenge Comes Opportunity

- The Raymond Settlement Agreement in 2007.
- Increased need.
- Staffing patterns.
- Outdated technology.

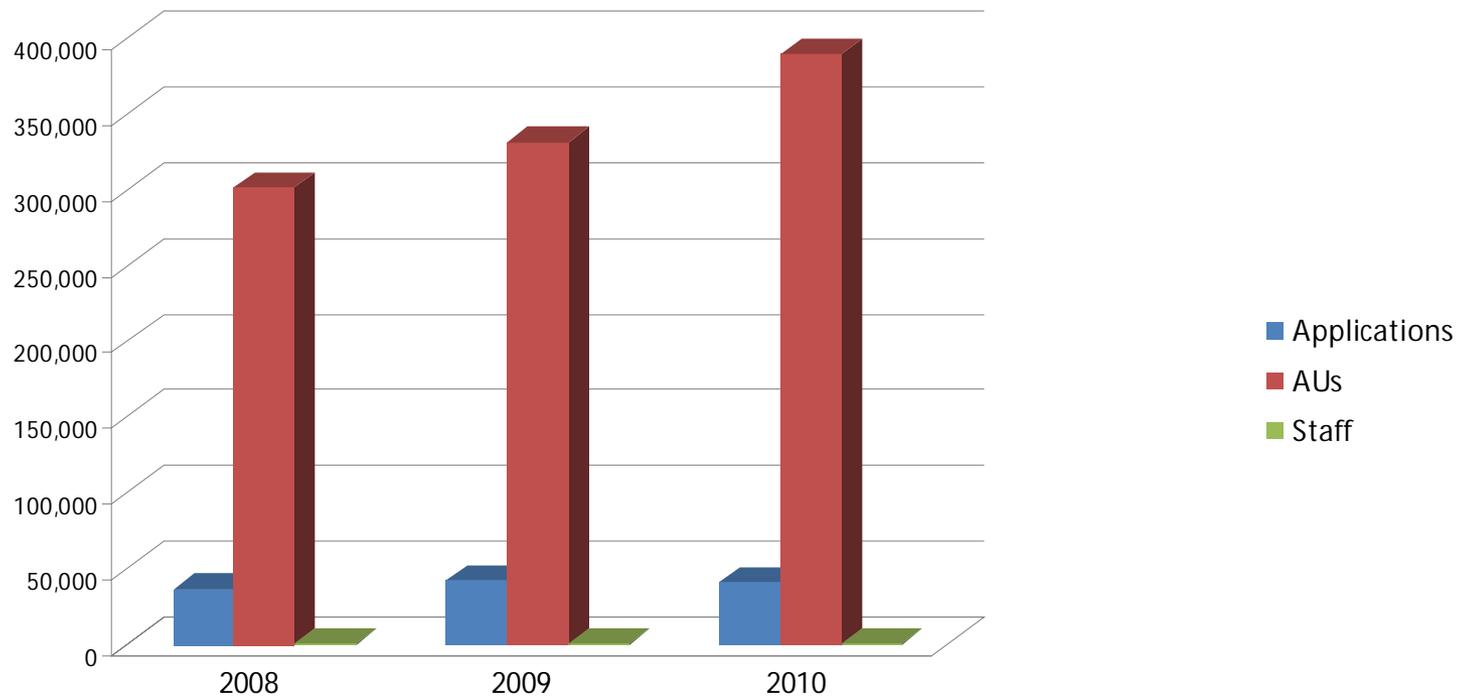


# Raymond Settlement Agreement

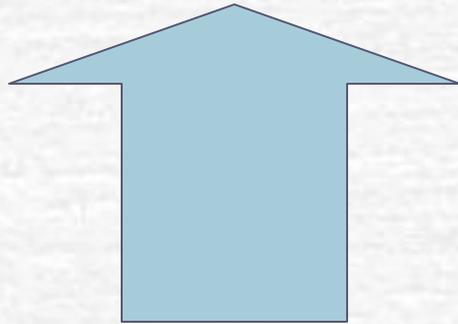
- Created groundwork for a new infrastructure supported by cutting-edge technology that will revolutionize our client service delivery system through Universal Design.
- Universal Design includes a broad-spectrum of solutions that create environments that are usable and effective for everyone, including people with disabilities.
- Universal Design
  - Impacts the Physical, Communication, and Information environments of DSS.
  - To insure that the people we serve and in particular people with disabilities (cognitive and physical) are able to successfully interact with our systems.

# More People Are Seeking Services

Applications and Assistance Units for All Programs  
November 2008 - November 2010

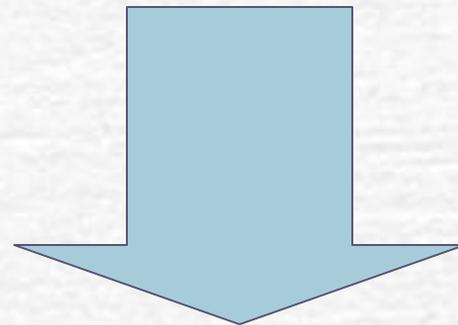


# Staffing Patterns



33% increase  
in households  
that we serve  
from  
2008 to 2010.

8% Decrease  
in Staffing  
from  
2008 to 2010.

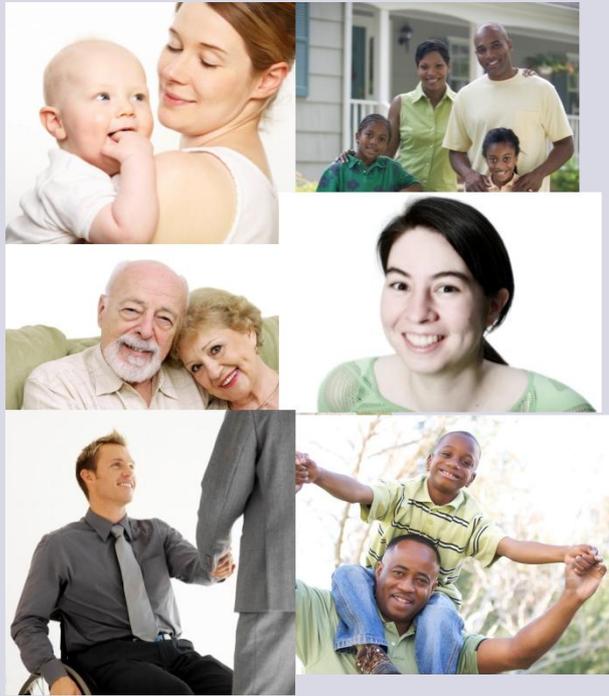


# Technology Has Not Kept Pace

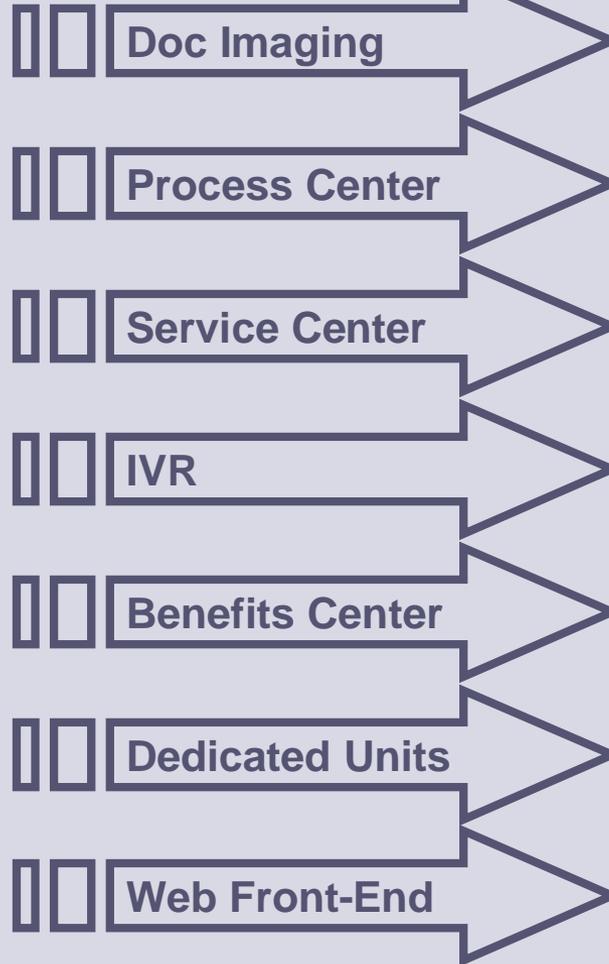
- Eligibility Management System (EMS)
- Phone Systems - outdated
- Web Services – not interactive
- Document Management - nonexistent



# Service Delivery and Modernization

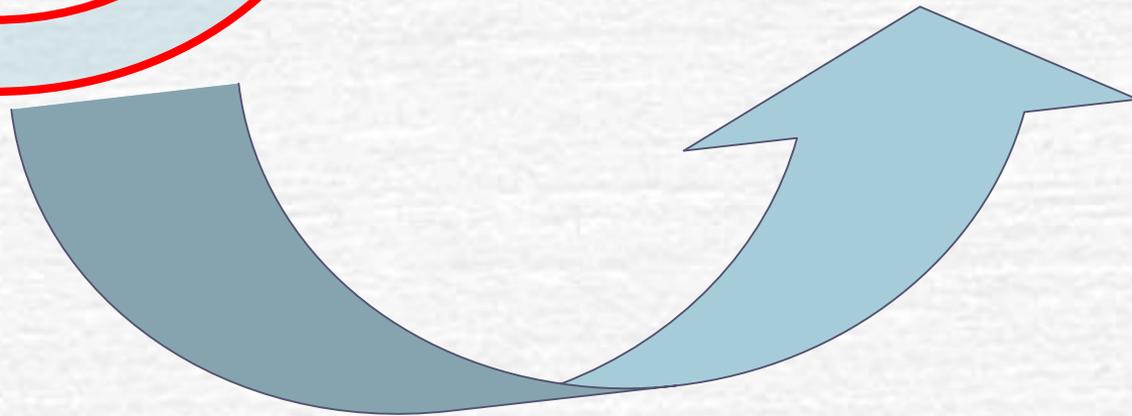


Community Partners

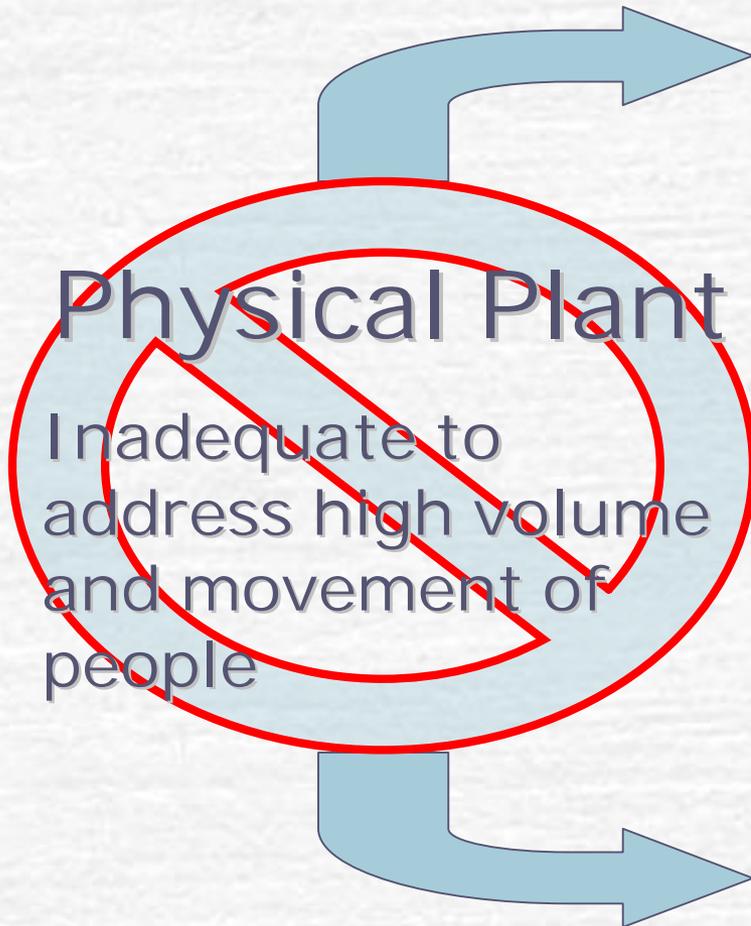


Community Partners

# Modernizing the Tools



# Modernizing the Tools



Processing Centers

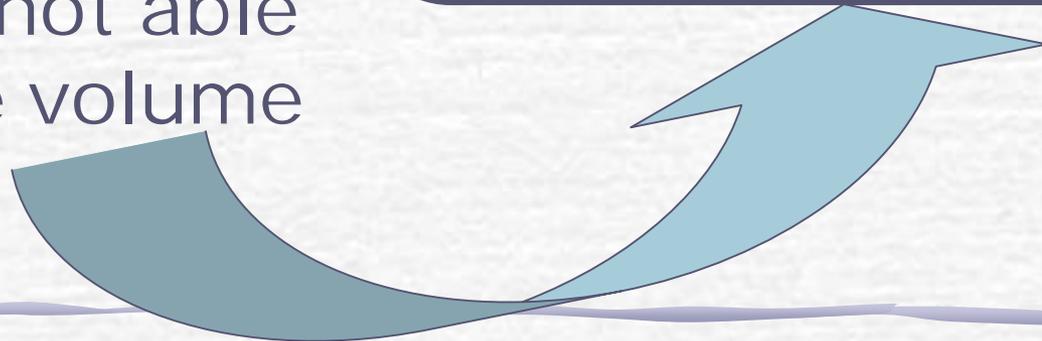
Service Centers

Benefits Centers

# Modernizing the Tools

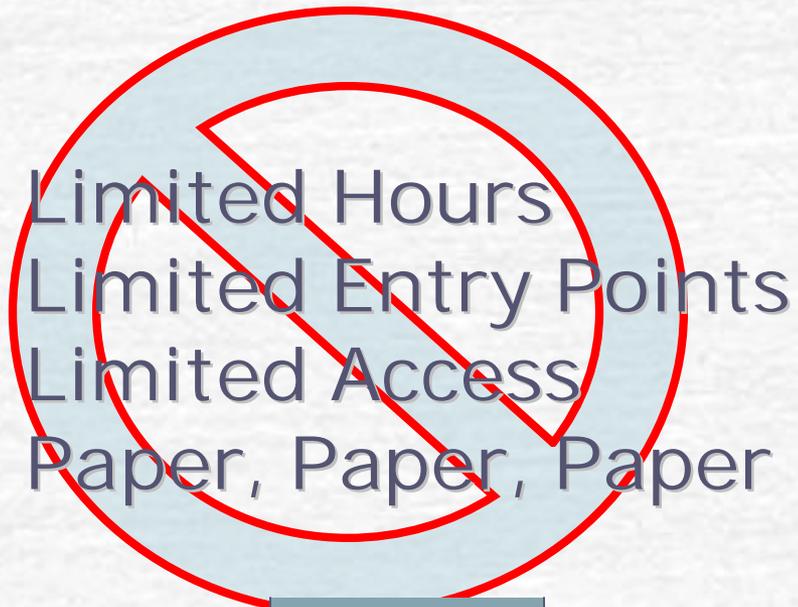
- Phone Systems
- Differ from office to office
- Cannot direct callers to appropriate staff
- Voicemail not able to manage volume of calls

Interactive  
Voice  
Response  
(IVR)



# Modernizing the Tools

Limited Hours  
Limited Entry Points  
Limited Access  
Paper, Paper, Paper



Web Front  
End



# What Does This Mean for People

- Better Service
  - DSS staff will be focused on the specific service needed by that person.
  - Timely – case processing will be more timely as a result of easy access to documents.
    - Work assignments will be routed to DSS via technology and they will be based upon due dates and other parameters like expedited requirements.
  - Eliminates/reduces amount of paper that must be submitted.

# What Does This Mean for People

- Choice
  - Access to DSS services from their phone, their own computer or a public computer or by coming to an office.
  - Access from anywhere in the state. The eligibility caseload will be shared across the state.
- More responsiveness
  - People can get access the information they need more quickly.
  - Expands business hours for people who would like to access services through web.
  - Program information is universally accessible 24/7.

# Strong Partnerships

- As Our Partners
  - Work with us through the transitions.
  - Assist our common clients with access to new systems.
  - Provide feedback.
  - Shape our future together.





*Changing The  
Face Of DSS*

