



# UNLOCKING SUCCESS IN HUMAN SERVICES: THERE REALLY IS A SECRET SAUCE

In partnership with:



IDAHO DEPARTMENT OF  
HEALTH & WELFARE



Change & Innovation Agency

*Moderator name and title*




Thriving Communities Built on Human Potential WWW.APHSA.ORG @APHSA1



# OUR VISION

## Thriving Communities **BUILT** on Human Potential

www.APHSA.org | Washington, D.C. @APHSA1

# Our Mission

American Public Human Services Association advances the well-being of all people by *influencing* modern approaches to sound policy, *building* the capacity of public agencies to enable healthy families and communities, and *connecting* leaders to accelerate learning and generate practical solutions together.

*... Because we build well-being from the ground up.*

www.APHSA.org | Washington, D.C.



## Our Collaborative Centers

*Key Platforms*



**Accelerants to  
Realizing the  
Generative  
Stage**

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# IT Solutions Management for Human Services (ISM)

## Who We Are

IT Solutions Management for Human Services (ISM) is a global group of Health and Human Services Information Technology (IT) professionals committed to advancing the H/HS system through technological innovation. ISM members are federal, state, local government and private sector IT leaders.

[www.APHSA.org](http://www.APHSA.org) | Washington, D.C.

## Our Purpose

To promote IT solutions and best practices that enhance the delivery of health and human services. ISM advocates on behalf of state and local H/HS agencies for improvements in policies, processes and procedures. We share innovative solutions, provide peer-to-peer learning opportunities and collaborate with our private sector partners to create a modern, responsive H/HS system.



IT Solutions Management  
for Human Services



@APHSA1

# National Association of Public Child Welfare Administrators (NAPCWA)

## Who We Are

The National Association of Public Child Welfare Administrators (NAPCWA) represents state and local public child welfare agencies through their child welfare administrators, deputies and other agency staff who are responsible for administering a continuum of safety, permanency and well-being supports and interventions for children and families.

[www.APHSA.org](http://www.APHSA.org) | Washington, D.C.

## Our Purpose

To provide children with the opportunity to live a healthy life, be well and reach their full potential, NAPCWA provides national leadership for the development of sound policy, innovative practices, and critical capacity building to improve outcomes for children and families



National Association of Public  
Child Welfare Administrators



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#### THE NOBLE AMAZING MESS

- lobby overflow
- backlog and Pends
- missed deadlines
- kids in care longer
- high caseloads
- poor documentation



### THE NOBLE AMAZING MESS

- amazing staff with unbelievable heart
- more work than resources
- families and children in need





- ✓ Eligibility (2008): **70% of customers get full eligibility decision on the day of application**
- ✓ Eligibility (2009): **Staffing reduced by 10% while timeliness and quality improved**
- ✓ Eligibility (2012): **90% of human-based interactions reach a decision at time of contact**
- ✓ Eligibility (2019): **SNAP timeliness remains #1 in the nation for 7 years (since 2011)**
  - ✓ Health Coverage (ACA): **Jointly built a State Insurance Marketplace in 7 months**
  - ✓ Health Coverage (ACA): **Integrated all Idaho Medicaid with APTC eligibility**
  - ✓ Health Coverage (ACA): **No application backlog; applications done in < 5 days (average)**
  - ✓ Child Support: **Staffing reduced by 32%; customer communications improved**
  - ✓ Child Support: **Created automated customer-centric task management**



- ✓ Child Welfare: **Created and now operating the "Operations Design Bureau"**
- ✓ Child Welfare: **On track for a 30% increase in field staff capacity (by 2021)**
- ✓ Child Welfare: **Reduced the number of open safety assessment cases by 65%**
- ✓ Child Welfare: **Reduced average time to safety 'decision and documentation' from 57.2 days in April to 17.4 days in June**



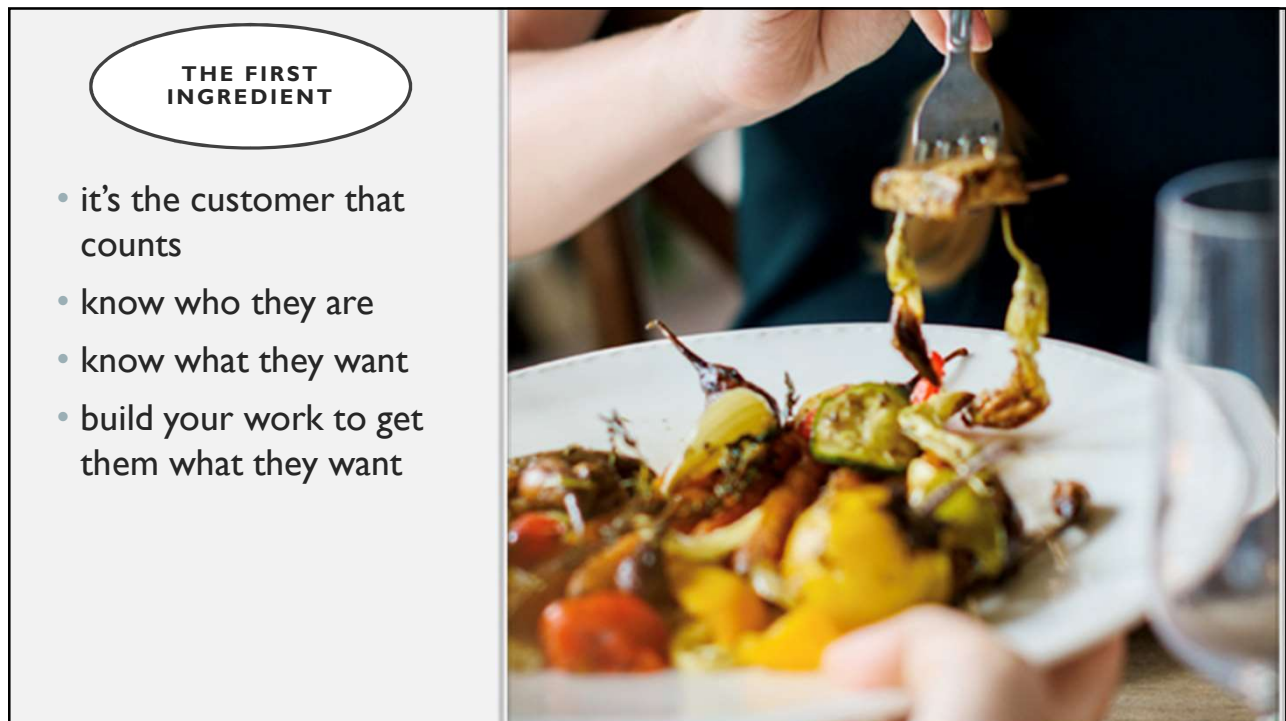
## ACCOMPLISHMENTS (in Health and Human Services)

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## WE CAN...

- serve 90% of benefit clients on the same day
- reduce pends over 80%
- see an empty lobby
- conduct a thorough safety review of a child and close in 15 days or less
- reduce caseloads to under 5 per investigative worker
- always assure the right kids are in the right care for the right amount of time





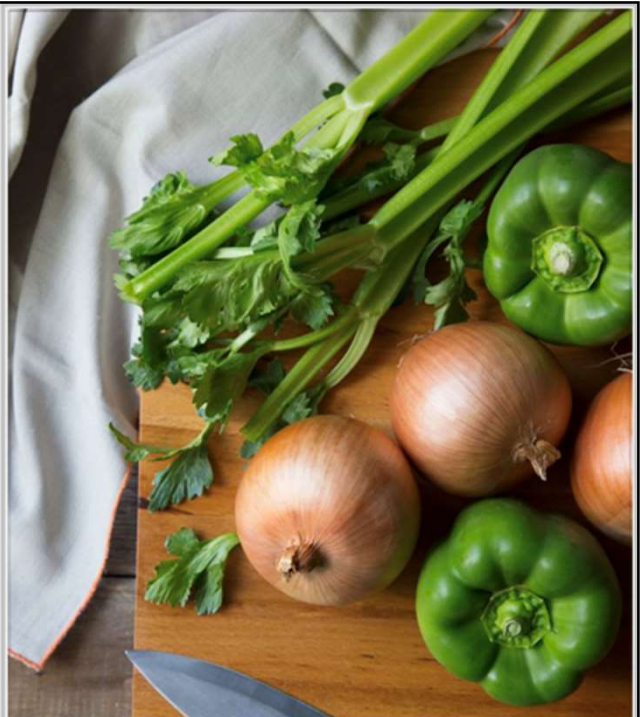
**THE FIRST  
INGREDIENT**

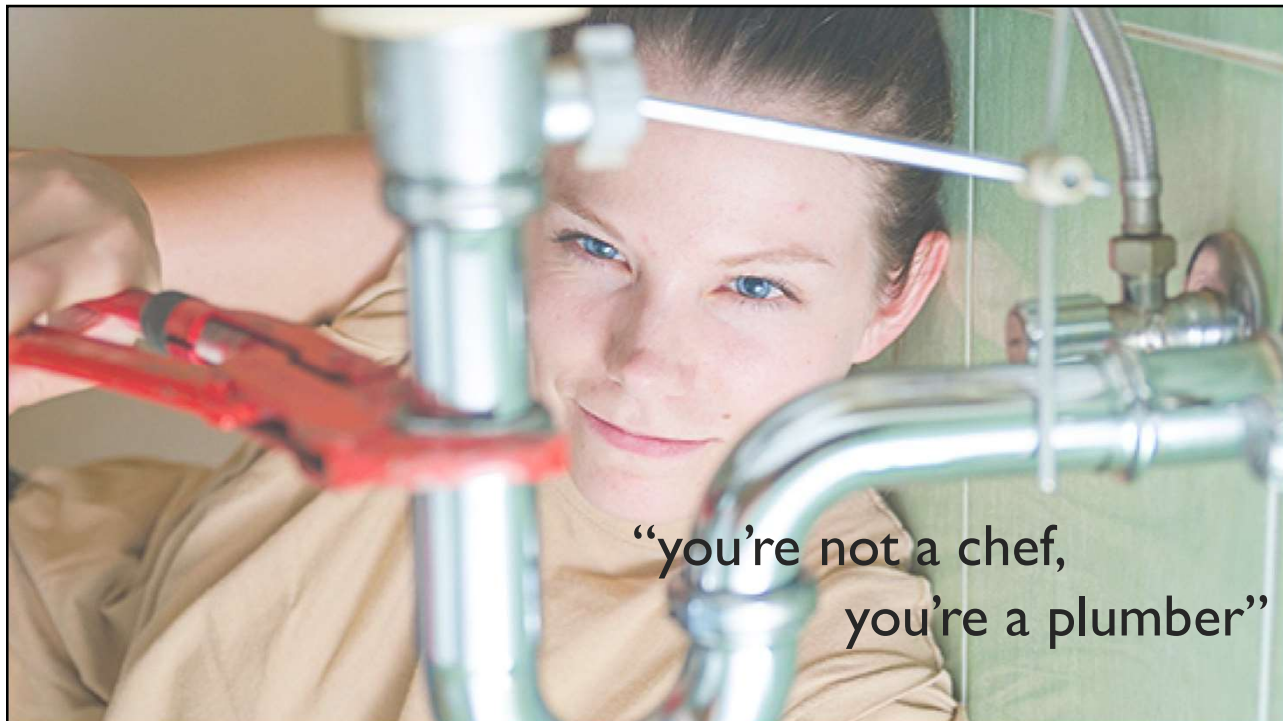
It's not all about customer service, if we want to help families get the basic necessities, we need them to be able to use our processes.

If we want to help children and families, our processes have to assure everyone is getting what they need to support the family

**THE SECOND  
INGREDIENT**

- it's the process
- know your process
- fix it first





“you’re not a chef,  
you’re a plumber”



#### THE THIRD INGREDIENT

- the right technology at the right time
- your process drives the technology, not the other way around
- it is the order of the ingredients as much as it is the quality of the ingredients



THE FINAL  
INGREDIENT

active leadership

## FIX AND FIXATE

- set the direction and the be bold in saying, "I want"
- support your people to develop solutions that will work for your culture
- set up data that demonstrates performance
- carve out the time to stay focused and keep your team focused





## Accountability

- we are all accountable to the process
- we are all accountable to our clients and our families
- we are accountable to one another
- don't hold people accountable to things they cannot influence



## THE SAUCE LIVES AND DIES BY YOUR INGREDIENTS

“too much or too little of any of the four ingredients and we have mush... even having all four doesn't guarantee success, but it does significantly better your odds that you can get amazing results”

