

# Technology and Human Services Symposium



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**Technology**  
and Human Services  
Symposium  
*Logistics Information*

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**Date and Time:**  
Removed for privacy.

**Location:**

## Technology and Human Services Symposium

### *Symposium Structure:*

### *Desired Outcomes, the Ecosystems Approach, and Framing*

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#### **Symposium Process and Desired Outcomes:**

The U.S. Department of Health and Human Services (HHS) is interested in better understanding the issues and opportunities surrounding the intersection of technology with human services. Many human services programs, systems, and organizations face competing demands: they are bound by their missions to invest in services and service delivery, but constrained by decreasing budgets and limitations in existing system, program or organizational design. This dynamic creates pressure to do more with less.

The increased use of technology has great potential to address this problem by facilitating improvements in both processes and outcomes. However, while technological innovations promise the ability to do more with less, the speed at which technology changes and the lack of established best practices or research and evaluation evidence makes selection of appropriate technologies and successful implementation challenging.

In order to fully explore the benefits, challenges and applications of technology in the human services realm, two offices within HHS, the Office of Planning, Research and Evaluation (OPRE) in the Administration for Children and Families (ACF) and the Office of the Assistant Secretary for Planning and Evaluation (ASPE), have invited a diverse group of stakeholders from across the fields of human services administration and management, grant making, technology, and research to assist HHS and other symposium participants expand thinking about human services challenges, solutions and opportunities. Through this symposium, we hope to identify examples of analogous technology problems and opportunities in other areas and spark ideas about technology use in human services settings to improve benefit access and program effectiveness.

We are working to achieve these goals through a symposium that focuses more on dialogue among participants than on presentations and “Q&A.” You may be thinking, “But I’m not an expert on technology or human services!” Each of you was asked to participate because you offer a unique perspective that will greatly contribute to the discussion and we are interested and excited to learn from you. Our goal is to create a space and framework to facilitate dialogue that draws on the group’s diverse expertise and contributes to the collective learning.

We hope that symposium participants will return to their work with an expanded network of colleagues and new ways of thinking that may influence and contribute to their future research, policy, and practice work across and within the domains of technology and human services.

#### **The Ecosystem Approach:**

During the symposium, we are asking participants to break into one of three smaller “ecosystem” groups to facilitate discussion (see our proposed list later in the packet). We chose this approach so that the group can tackle challenges, solutions and opportunities for each important ecosystem and so that no facet of this issue remains unexplored.

We were intentional in our choice of the word “ecosystem.” First, the term reflects the complexity of technology and human services systems. Both human services and modern technologies:

- Have boundaries that are difficult to clearly delineate and determine;
- Are nested within systems;
- Are dynamic networks in and of themselves;
- Contain relationships that provide feedback loops (both positive and negative); and
- Are subject to concerns about “cascading:” a success or failure in one component can have positive or negative, cascading consequences for other parts of the system.

In addition, we chose the term “ecosystem” because it borrows from the rich literature of child development advanced under the theories of Urie Bronfenbrenner and common in the field of human services today. In this symposium we do not want to focus on technology or human services in the abstract, but rather in the context of a community of people.

For simplicity, we have categorized the ecosystems into three areas. Each group will focus primarily, but not exclusively, on opportunities to do one of three things:

1. Improve access to benefits and the delivery of services for *clients* of HHS’s programs;
2. Improve the effectiveness of *frontline staff and caseworkers*; or
3. Improve the capacity of *human and social service organizations*.

While each participant will engage in only one of the groups, we have included background information for each ecosystem in this packet to allow you to gain a better understanding of all three ecosystems.

### **Symposium Framework:**

We are organizing the dialogue of each ecosystem around a framework suggested in the 2012 MAP/Idealware report *Unleashing Innovation: Using Everyday Technology to Improve Nonprofit Services*. These “four core elements common to organizations that used technology to successfully innovate program delivery” are summarized below (and slightly adapted for our purposes).<sup>1</sup>

1. *Identifying Needs: Identifying Needs:* Take time to step back and become familiar with your needs. This allows you to be more attuned to possibilities for improvement in quality and efficiency.
2. *Understanding Technology:* Be aware of the technologies available to you, both those you already have and other, affordable solutions relevant to your needs. Educate yourself about available options and make yourself aware of technology being used by your peers (some examples are provided in this packet).
3. *Connecting Needs and Technology:* Think about ways to connect your needs with technology solutions.
4. *Effecting Change in the Organization:* Take steps to make sure your organization is on board with the solutions being implemented and that sufficient resources are available to see them through to completion and to sustain them in the future.

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<sup>1</sup> Bernard, Chris, Amy Wagner, Kyle Andrei, and Laura Quinn. (2012) *Unleashing Innovation: Using Everyday Technology to Improve Nonprofit Services*. MAP for Nonprofits and Idealware. ([http://www.mapfornonprofits.org/index.asp?SEC={67E61022-5F37-47AC-9ADF-818727526495}&Type=B\\_BASIC](http://www.mapfornonprofits.org/index.asp?SEC={67E61022-5F37-47AC-9ADF-818727526495}&Type=B_BASIC))

**Preparation:**

We invite participants to do a few things before coming to the symposium:

1. Take a few minutes to consider these questions:
  - a. What would you say has been learned to date about using technology to strengthen human services?
  - b. What examples are you aware of which would help feed our understanding of technology and human services?

Please note that we have provided several examples of technology for human services (and sometimes for other, analogous fields) in the background materials referenced in #2, below. Please come prepared to share examples of your own and lessons learned that you believe would be of interest to the group. We learn from successful as well as less successful efforts!

2. Identify your “ecosystem” (list on page 11 of this packet) and read through the two-page background materials for that ecosystem:
  - a. Clients Ecosystem: pages 12 – 13 of this packet
  - b. Frontline Staff and Caseworkers Ecosystem: pages 14 – 15 of this packet
  - c. Organizations Ecosystem: pages 16 – 17 of this packet

**Technology**  
and Human Services  
Symposium  
*Participant List*

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# Technology and Human Services Symposium *Agenda*

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Monday, September 10, 2012

## **Meeting Facilitators:**

Valerie Uccellani and Michael Culliton  
*Global Learning Partners*

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*Office of Planning, Research and Evaluation  
Administration for Children and Families  
U.S. Department of Health and Human Services*

Removed for privacy  
*Office of the Assistant Secretary for Planning and Evaluation  
U.S. Department of Health and Human Services*

## **9:00 – 9:15 am: Welcome and Meeting Overview**

Opening Remarks:  
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*Administration for Children and Families  
U.S. Department of Health and Human Services*

## **9:15 – 9:45 am: Group Introductions and Framing the Day**

Valerie Uccellani and Michael Culliton  
*Global Learning Partners*

This session will focus on why we are here and what we envision leaving with today, as outlined below.

### **Desired Outcomes:**

Symposium participants will return to their work with an expanded network of colleagues and new thinking about ways for appropriate technology to strengthen the field of human services for children, youth, families, and individuals.

Participants will see many individual and collective opportunities for action. They will have a clearer sense of practical steps that could be taken in research, policy and practice to advance and evaluate these opportunities.

Ideas generated at the symposium may be used by policymakers, social and human service agencies and researchers to inform future policy, research and technical assistance agendas. Findings might also be helpful to private-sector entities working with these stakeholders as they help design technology and facilitate technological processes.

## **9:45 – 10:45 am: Technology for Human Services: What We Know**

In this session, participants will discuss the implications of the latest research on technology and explore “what we know” about the use of technology to strengthen human services. The session will close with a look at the fast growth of this field, the opportunity to learn from each other’s efforts and the need to thoughtfully evaluate our efforts in order to know what works.

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*Pew Internet and American Life Project  
Pew Research Center*

Removed for privacy

*Independent Consultant to the Health and Human Services Sector*

Removed for privacy

*Office of Planning, Research and Evaluation  
Administration for Children and Families  
U.S. Department of Health and Human Services*

## **10:45am – 11:00 am: A Framework for Using Technology in Human Services**

This session will offer a brief overview of a four-part framework that we have chosen to use to help guide the dialogue for the next part of the day. The framework offers “four core elements common to organizations that used technology to successfully innovate program delivery.”<sup>2</sup>

1. *Identifying Needs:* Take time to step back and become familiar with your needs. This allows you to be more attuned to possibilities for improvement in quality and efficiency.
2. *Understanding Technology:* Be aware of the technologies available to you, both those you already have and other, affordable solutions relevant to your needs. Educate yourself about available options and make yourself aware of technology being used by your peers.
3. *Connecting Needs and Technology:* Think about ways to connect your needs with technology solutions.
4. *Effecting Change in the Organization:* Take steps to make sure your organization is on board with the solutions being implemented and that sufficient resources are available to see them through to completion and to sustain them in the future.

## **11:00 – 11:30 am: Break and Movement into Ecosystem Groups**

## **11:30 am – 2:30 pm: Connecting Human Service Needs with Technology: Work in Ecosystem Groups**

### **[Break from 12:30 – 1:30 for Lunch on Your Own]**

In this time, ecosystems will operate at their own pace to work through the framework described above. This will be a facilitated dialogue in which participants draw on concrete examples, and their collective expertise, to generate the following:

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<sup>2</sup> Bernard, Chris, Amy Wagner, Kyle Andrei, and Laura Quinn. (2012) *Unleashing Innovation: Using Everyday Technology to Improve Nonprofit Services*. MAP for Nonprofits and Idealware. ([http://www.mapfornonprofits.org/index.asp?SEC={67E61022-5F37-47AC-9ADF-818727526495}&Type=B\\_BASIC](http://www.mapfornonprofits.org/index.asp?SEC={67E61022-5F37-47AC-9ADF-818727526495}&Type=B_BASIC))



1. Priority needs for this ecosystem
2. Promising and appropriate technologies for this ecosystem
3. Issues and questions regarding the connection of needs and technology in this ecosystem
4. Recommendations for effecting change: Opportunities for action and practical steps that could be taken in research, policy and practice to advance and evaluate the use of technology in this ecosystem

**2:30– 3:00 pm: Break and Move back into Plenary**

**3:00 – 3:30 pm: Sharing across Ecosystem Groups**

Using the Gallery Walk technique, all participants will review the work of the other ecosystems. Together we will name crosscutting opportunities for action and practical steps to support technology for human services.

**3:30 – 4:30 pm: Reactions to Today’s Work and More Examples of Matching Technology with Human Services**

In this session, Federal representatives will hear what the groups have generated during the day and share their own thinking about how participants of this symposium might move forth with the ideas produced here. Each ecosystem group will share highlights of its framework and name priority opportunities and action items.

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*Administration for Children and Families  
U.S. Department of Health and Human Services*

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*Office of the Assistant Secretary for Planning and Evaluation  
U.S. Department of Health and Human Services*

Removed for privacy

*Office of Science and Technology Policy  
Executive Office of the President*

Removed for privacy

*National Telecommunications and Information Administration  
U.S. Department of Commerce*

**4:30 – 5:00 pm: Moving Forward**

In this closing session, participants will work across ecosystems to review the original intention for the outcomes of today’s session and name personal next steps to advance our collective work in technology for human services.

## Technology

and Human Services

Symposium

### *Proposed Ecosystems Groups*

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These groupings are recommendations in order to ensure a breadth of perspective and experience in each ecosystem. A participant is welcome to shift to a different ecosystem as long as: (1) He or she lets us know by **Wednesday, September 5<sup>th</sup>** so we can maintain relatively equal numbers in each group and (2) Each person stays with his or her ecosystem throughout the day, each time we break into groups. We have created ample opportunity throughout the day to exchange ideas between and across ecosystems.

#### **CLIENTS**

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**Focus Question:** How can technology improve access to benefits and the delivery of services for clients of HHS?

**Facilitator:** Michael Culliton

**Participants:** Removed for privacy

#### **FRONTLINE STAFF and CASEWORKERS**

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**Focus Question:** How can technology improve the effectiveness of frontline staff and case workers?

**Facilitator:** Valerie Uccellani

**Participants:** Removed for privacy

#### **ORGANIZATIONS**

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**Focus Question:** How can technology improve the capacity of human and social service organizations?

**Facilitators:** Removed for privacy

**Participants:** Removed for privacy

# Technology and Human Services Symposium

## **CLIENTS:**

### *Focus Questions, Brief Background Information, and Select Examples*

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#### **Focus Question:**

How can technology improve access to benefits and the delivery of services for clients of HHS?

#### **Brief Background Information:<sup>3</sup>**

While increased internet adoption and the rise of mobile connectivity have reduced many gaps in technology access over the past decade, for some groups digital disparities still remain.<sup>4</sup> This is important to understanding the access people have to technology and to setting the stage for our symposium. According to a 2012 report by Pew Research Center's Internet and American Life Project, a person's age, educational attainment and household income were the three most influential factors in determining whether that person has a smartphone or is a high-speed broadband internet user.

Among the main findings about the state of digital access:<sup>5</sup>

- One in five American adults does not use the internet. Senior citizens, adults with less than a high school education and those living in households earning less than \$30,000 per year are the least likely adults to have internet access.
- The ways in which people connect to the internet are increasingly varied:
  - Currently, 88% of American adults have a cell phone, 57% have a laptop, 19% own an e-book reader and 19% have a tablet computer; about six in ten adults (63%) go online wirelessly with one of those devices.
- The rise of mobile technology is changing the story. Groups that have traditionally been on the other side of the digital divide in basic internet access are using wireless connections to go online. Among smartphone owners, young adults, minorities, those with no college experience and those with lower household income levels are more likely than other groups to say that their phone is their main source of internet access.

#### **Select Examples:<sup>6</sup>**

- Text4baby ([www.text4baby.org](http://www.text4baby.org)) is a free service that provides prenatal advice and information to pregnant women and new moms, pegged to the due date of the child, in English or Spanish. The service includes everything from reminders about prenatal check-ups to advice and resources about nutrition, exercise, car seat safety, breastfeeding and other topics.<sup>7</sup>
- ACCESS NYC is New York City's public online screener for 35 programs, and benefit application portal for five programs. The tool is part of New York City's HHS-Connect initiative. It is available to the public for self-service use in seven languages. The screener consists of two levels. Users complete an initial screen that provides general information about the kinds of programs that might be available for their households.

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<sup>3</sup> This section contains excerpts from for following report that we have slightly adapted for our purposes: Zickuhr, Kathryn and Aaron Smith. (2012) *Digital Differences*. Pew Research Center's Internet and American Life Project.

([http://pewinternet.org/~media/Files/Reports/2012/PIP\\_Digital\\_differences\\_041312.pdf](http://pewinternet.org/~media/Files/Reports/2012/PIP_Digital_differences_041312.pdf))

<sup>4</sup> Zickuhr and Smith (2012).

<sup>5</sup> Zickuhr and Smith (2012). This section is lifted directly from this report.

<sup>6</sup> All examples from this section are excerpts lifted directly from the indicated sources.

<sup>7</sup> Zickuhr and Smith (2012); [www.text4baby.org](http://www.text4baby.org)

They then have the option to provide more detailed information that will help determine their potential eligibility for specific programs.<sup>8</sup>

- The Benefit Bank (TBB) is an online tool that can be used to help individuals and families prepare and submit tax returns, benefit applications and the Free Application for Federal Student Aid (FAFSA) for Pell grants. TBB exists in some form in Ohio, Arkansas, Florida, Indiana, Kansas, Maine, Mississippi, North Carolina, Pennsylvania, South Carolina and Texas. In each state, online access is available through trained benefit counselors at community organizations.<sup>9</sup>
- Health-e-Arizona (HEA; One-e-App) is a web-based tool that allows users statewide to screen and electronically submit a single combined application or individual applications for TANF, SNAP, Medicaid, CHIP and the Medicare Savings Program. In addition, HEA determines the sliding-fee scale rate for clients of health clinics who are not eligible for other benefits based on their income. Social Interest Solutions (SIS), a nonprofit organization based in California, operates the One-E-App tool on which HEA is based. SIS has licensed One-E-App to agencies in three other states: California (One-e-App), Indiana (Ind-e-App), and Maryland (Health-e-Link). HEA is available for self-service use, but also has a network of subscriber organizations that assist clients with the online tool, can view information about caseworker assignment and have access to a state HEA liaison who can respond to questions.<sup>10</sup>
- The electronic Resource and Eligibility Product (eREP) is the Utah Department of Workforce Services' (DWS) rules-based eligibility determination system for 25 to 30 programs including TANF, SNAP, Medicaid, and child care assistance. The state Department of Technology Services (DTS), which provides centralized technology services for all state departments, runs eREP. Public-facing online tools allow customers to interact with eREP data in multiple ways. First, Utah Helps allows applicants to screen for benefits and to complete and submit applications online. Second, the myCase portal interacts with eREP so customers can receive (but not submit) information about active cases. Finally, the state offers Utah 2-1-1 Information and Referral, a program of Utah Food Bank Services. DWS has other technologies in place that directly or indirectly support their online applications and customer accounts, including centralized eligibility call centers (to conduct interviews in English or Spanish), document imaging (both for filing and for receiving faxed images) and eFind (a data brokering system).<sup>11</sup>

### Preparation Questions:

1. *What would you say has been learned to date about using technology to better serve clients?*
2. *What other examples are you aware of in which technology has been used to improve access to benefits and the delivery of services for clients of HHS?*

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<sup>8</sup> Kauff, Jacqueline, Emily Sama-Miller, Gretchen Rowe, Cicely Thomas, and Libby Makowsky. (2011) *Promoting Public Benefits Access Through Web-Based Tools and Outreach*. Mathematica Policy Research for The Office of the Assistant Secretary for Planning and Evaluation (ASPE), U.S. Department of Health and Human Services. (<http://aspe.hhs.gov/hsp/11/BenefitsAccessFinal/index.pdf>)

<sup>9</sup> Kauff, et al. (2011).

<sup>10</sup> Kauff, et al. (2011).

<sup>11</sup> Kauff, et al. (2011).

## Technology and Human Services Symposium

### **FRONTLINE STAFF and CASEWORKERS:**

#### **Focus Questions, Brief Background Information, and Select Examples**

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##### **Focus Question:**

How can technology improve the effectiveness of frontline staff and caseworkers?

##### **Brief Background Information:**<sup>12</sup>

There is much to learn from the experiences of the health and education sectors, which have led the way over the past decade in innovations in technology that can help frontline staff and caseworkers more efficiently and effectively perform their jobs.

Rising caseloads and tight budgets have compelled states to assess very carefully how to do more with less. Most have concluded they cannot continue to provide services in the same ways they did in the past. Today's shifting health and human service paradigm that is focused on lowering costs through prevention, case management and improved outcomes requires a more holistic understanding of the cost drivers....

Staff at all levels will need to sharpen existing skills, and learn new ones, just to keep pace with the changing requirements of their clients, programs and public expectations.<sup>13</sup>

Modernizing workflow, not just the technology, is essential to supporting modern business needs of and the consumer experience with human service organizations....Planners must examine policies, regulations, and business rules that hinder access, real-time processing, care management and sustainable outcomes. The consumerization of information technology must be considered, both from the employee and consumer perspectives. The trend to BYOD (bring your own device) has huge implications for connectivity, data exchange, and relationship management in the future, and the bricks-and-mortar infrastructure is quickly transitioning to self-service portals, a remote workforce and community partners as access and distribution channels.<sup>14</sup>

##### **Select Examples:**<sup>15</sup>

- Benefits CalWIN is an online tool that enables screening, online application submission, and online program recertifications for SNAP, Medicaid, and TANF or through the state and county websites, and offers language options in English, Spanish and Chinese. After a Benefits CalWIN application is submitted by a client, it is placed into a "holding tank," where staff register the application. If the information appears valid, it is put into a queue for a caseworker to conduct an interview with the client, if one is needed (and to determine whether expedited processing is needed for SNAP). As the worker moves from screen to screen in CalWIN during the interview (or during application intake, for programs that do not require an interview), the corresponding information for the

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<sup>12</sup> This section contains excerpts from the following reports that we have slightly adapted for our purposes: DeSantis, Cari. (2012) *Guidance for a New Business Model in Health & Human Services*. National Workgroup on Integration, APHSA. (<http://nwi.aphsa.org/docs/business-model-guidance.pdf>) and Friedman, Rick (2012). *Technology Guidance for Horizontal Integration of Health and Human Services*. National Workgroup on Integration, APHSA. (<http://nwi.aphsa.org/DOCS/Technology-Guidance.pdf>)

<sup>13</sup> Friedman (2012).

<sup>14</sup> DeSantis (2012).

<sup>15</sup> All examples from this section are excerpts lifted directly from the indicated sources.

application appears in another window called Floating View. As the client confirms the information, the worker has the option to electronically import the information from the Floating View window into the CalWIN system with the click of a button or can choose to type the information in manually.<sup>16</sup>

- Case Commons developed a web-based data management application to allow service caseworkers to easily store, visualize and share their client data. The company explains that the software help human services teams explore their data and share insights with one another. Through interactive data visualization and feedback, Casebook Analytics can show caseworkers, supervisors and administrators how they are doing, both at the level of an individual case and across an entire human services system.<sup>17</sup>
- Single Stop USA funds local sites to implement its service model, which includes four components: tax preparation, legal counseling, financial counseling, and screening and application assistance for public benefits. For the screening and application assistance, Single Stop counselors use an online tool called the Benefits Enrollment Network (BEN) to help determine clients' eligibility for a range of Federal, state and local benefits and tax credits. BEN can use data entered for the screening to pre-populate benefit applications that clients can submit on their own. In addition to the services they provide, Single Stop counselors refer clients to other local community-based organizations that could be of use based on the clients' specific circumstances. Single Stop USA operates sites in New York, California, New Jersey, New Mexico and Florida.<sup>18</sup>
- Social media and mobile devices are appearing in education to solve similar problems to those experienced by health and human services:<sup>19</sup>
  - Handheld devices can allow students and teachers to share classroom material. Sites can be developed around a particular subject, and participants can share thoughts, make recommendations, and react to one another's observations in ways that inform the group discussion.
  - There are also sites devoted to group projects. Students from different schools or even different countries can come together over the Internet and work on common projects. They can transmit research materials and disseminate papers and analysis. This allows them to overcome geographic distance and to learn collaboratively.<sup>20</sup>

### Preparation Questions:

1. *What would you say has been learned to date about using technology to better support frontline staff and caseworkers?*
2. *What other examples are you aware of in which technology has been used to improve the effectiveness of frontline staff and caseworkers?*

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<sup>16</sup> Kauff, Jacqueline, Emily Sama-Miller, Gretchen Rowe, Cicely Thomas, and Libby Makowsky. (2011) *Promoting Public Benefits Access Through Web-Based Tools and Outreach*. Mathematica Policy Research for The Office of the Assistant Secretary for Planning and Evaluation (ASPE), U.S. Department of Health and Human Services. (<http://aspe.hhs.gov/hsp/11/BenefitsAccessFinal/index.pdf>)

<sup>17</sup> Zickuhr, Kathryn and Aaron Smith. (2012) *Digital Differences*. Pew Research Center's Internet and American Life Project. ([http://pewinternet.org/~media/Files/Reports/2012/PIP\\_Digital\\_differences\\_041312.pdf](http://pewinternet.org/~media/Files/Reports/2012/PIP_Digital_differences_041312.pdf)); Feely, Kathleen and Sam Gill. (August 2011) "Casebook: The Power of Social Networking Technology to Change Policy, Practice, and Management." *Policy and Practice*. ([http://casecommons.org/press/pp\\_august\\_11.pdf](http://casecommons.org/press/pp_august_11.pdf))

<sup>18</sup> Kauff, et al. (2011)

<sup>19</sup> West, Darrell M. (2012) *How Blogs, Social Media, and Video Games Improve Education*. Governance Studies at Brookings. ([http://www.brookings.edu/~media/research/files/papers/2012/4/24%20education%20technology%20west/0424\\_edu\\_media\\_west](http://www.brookings.edu/~media/research/files/papers/2012/4/24%20education%20technology%20west/0424_edu_media_west))

<sup>20</sup> West (2012).

# Technology and Human Services Symposium

## **ORGANIZATIONS:**

### *Focus Questions, Brief Background Information, and Select Examples*

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#### **Focus Question:**

How can technology improve the capacity of human and social service organizations?

#### **Brief Background Information:**<sup>21</sup>

The health and human service field is in a critical moment, squarely on the threshold of what promises to be a very different future. It will not be business as usual. Although modern technology can deliver whatever system design is envisioned, it is up to the nation's health and human service leaders to see the vision, think strategically, drive innovation from the consumer point of view and plan for the future today....There is much to learn from the experiences of the health sector over the past decade and from the innovations in technology that can help human service systems leaders envision new ways to solve their business problems.<sup>22</sup>

Many human service systems operate under a business model of separate agency silos that react to post-trauma needs, redundant data gathering and uncoordinated case management....Over the past decade, the health sector has begun to address these and a host of other issues that affect quality, access and cost control. Technology has helped, as with electronic health records, online portals, business rules engines, real-time processing and master data management systems; but the real value has been in rethinking *how* the business of health care is accessed and delivered and in reengineering the system to maximize the technology available in the 21<sup>st</sup> century. Similar thought must go into designing the human service system....Layering new technology over an old, outdated set of business processes and front-line practices will not do.<sup>23</sup>

In addition, often, IT is perceived as existing in a parallel universe from the rest of an organization's day-to-day business. This is partly due to technology ...[having] its own language, logic, and even symbols....The result has been that the IT shop has often been asked to design, lease or purchase a "magic bullet" that will solve the latest Federal, state or local mandate before the organization has had the time to think through the implications of the new requirements....Technology can be a tremendous enabler of a business solution. But the key is always to put the organization's business first to define the desired outcomes and ensure that the results match expectations.<sup>24</sup>

#### **Select Examples:**<sup>25</sup>

- IBM has suggested that the government use Twitter to reach out to its clients and receive quick feedback. The article explains that Twitter updates are seen as public conversations and are increasing not only transparency and potentially accountability,

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<sup>21</sup> This section contains excerpts from the following reports that we have slightly adapted for our purposes: DeSantis, Cari. (2012) *Guidance for a New Business Model in Health & Human Services*. National Workgroup on Integration, APHSA.

(<http://nwi.aphsa.org/docs/business-model-guidance.pdf>) and Friedman, Rick (2012). *Technology Guidance for Horizontal Integration of Health and Human Services*. National Workgroup on Integration, APHSA. (<http://nwi.aphsa.org/DOCS/Technology-Guidance.pdf>)

<sup>22</sup> DeSantis (2012).

<sup>23</sup> DeSantis (2012).

<sup>24</sup> Friedman (2012).

<sup>25</sup> All examples from this section are excerpts lifted directly from the indicated sources.

but can also—when used appropriately—lead to increased inclusion of public opinion in policy formulation through information aggregation processes. Twitter can be used effectively to involve a large number of citizens and create conversations with an engaged, networked public. The outcome of these conversations can be new insights and even innovations in the public sector including suggestions on how to make government more effective, or rapidly accelerating emergency responses that help to improve public safety.<sup>26</sup>

- In 2009, the FCC began developing the National Broadband Plan, a work-in-progress that aims to increase broadband access across the country by providing additional infrastructure, incentives for companies to create low-cost access, educational programs and much more. The plan includes thousands of suggestions from the American public made via online comments and Twitter posts. In some cases, corporations are doing great work by pushing for greater broadband access and creating public-private partnerships that benefit those on the underserved side of the divide.<sup>27</sup>
- Many state departments of health and human services have begun using technology to facilitate enrollment and renewal in Medicaid and the Children’s Health Insurance Plan.<sup>28</sup> Nearly two-thirds of states (34) now have an on-line application that can be submitted electronically; and five states enhanced their on-line application capabilities in 2011.<sup>29</sup> Eight states have received approval to enroll children through the “Express Lane Eligibility” (ELE) option created by CHIPRA; and three states are using ELE for Medicaid renewals. Thirty-four states and the District of Columbia are successfully utilizing the CHIPRA data matching process provided by the Social Security Administration to confirm U.S. citizenship for children, saving time and lowering costs for administering agencies.<sup>30</sup> In addition, in California, “C4,” a county consortium comprised of four large counties that use the same eligibility systems, is using a rules based/source engine so data can be easily transferred.<sup>31</sup>
- Several states were recent recipients of the Work Support Strategies Initiative, funded through the Ford Foundation, with additional support from the Annie E. Casey Foundation and the Open Society Foundation, which provide recipients the opportunity to design, test, and implement more effective, streamlined, and integrated approaches to delivering key supports for low-income working families, including health coverage, nutrition benefits and child care subsidies.<sup>32</sup>

### Preparation Questions:

1. *What would you say has been learned to date about using technology to strengthen organizations?*
2. *What other examples are you aware of in which technology has been used to improve the capacity of human and social service organizations?*

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<sup>26</sup> Mergel, Ines (2012). *Working the Network: A Manager’s Guide for Using Twitter in Government*. IBM Center for the Business of Government, Using Technology Series. (<http://www.businessofgovernment.org/sites/default/files/A%20Managers%20Guide%20for%20Using%20Twitter%20in%20Government.pdf>)

<sup>27</sup> Bernard, Sara. (2012) “Crossing the Digital Divide: Bridges and Barriers to Digital Inclusion.” *Edutopia*. (<http://www.edutopia.org/digital-divide-technology-access-inclusion>)

<sup>28</sup> U.S. Department of Health and Human Services. (2011) *2011 CHIPRA Annual Report*. (<http://www.insurekidsnow.gov/chipraannualreport.pdf>)

<sup>29</sup> Heberlein, M., T. Brooks, J. Guyer, S. Artiga, and J. Stephens. (January 2011). *Holding Steady, Looking Ahead: Annual Findings of a 50-State Survey of Eligibility Rules, Enrollment and Renewal Procedures, and Cost-Sharing Practices in Medicaid and CHIP, 2010 – 2011*. Kaiser Commission on Medicaid and the Uninsured and Georgetown University Center for Children and Families. (<http://www.kff.org/medicaid/8130.cfm>)

<sup>30</sup> U.S. Department of Health and Human Services (2011).

<sup>31</sup> DeSantis (2012).

<sup>32</sup> DeSantis (2012); The Urban Institute. (2012). *Work Support Strategies: Streamlining Access, Strengthening Families*. (<http://www.urban.org/worksupport/>)