Michigan Department of Health & Human Services

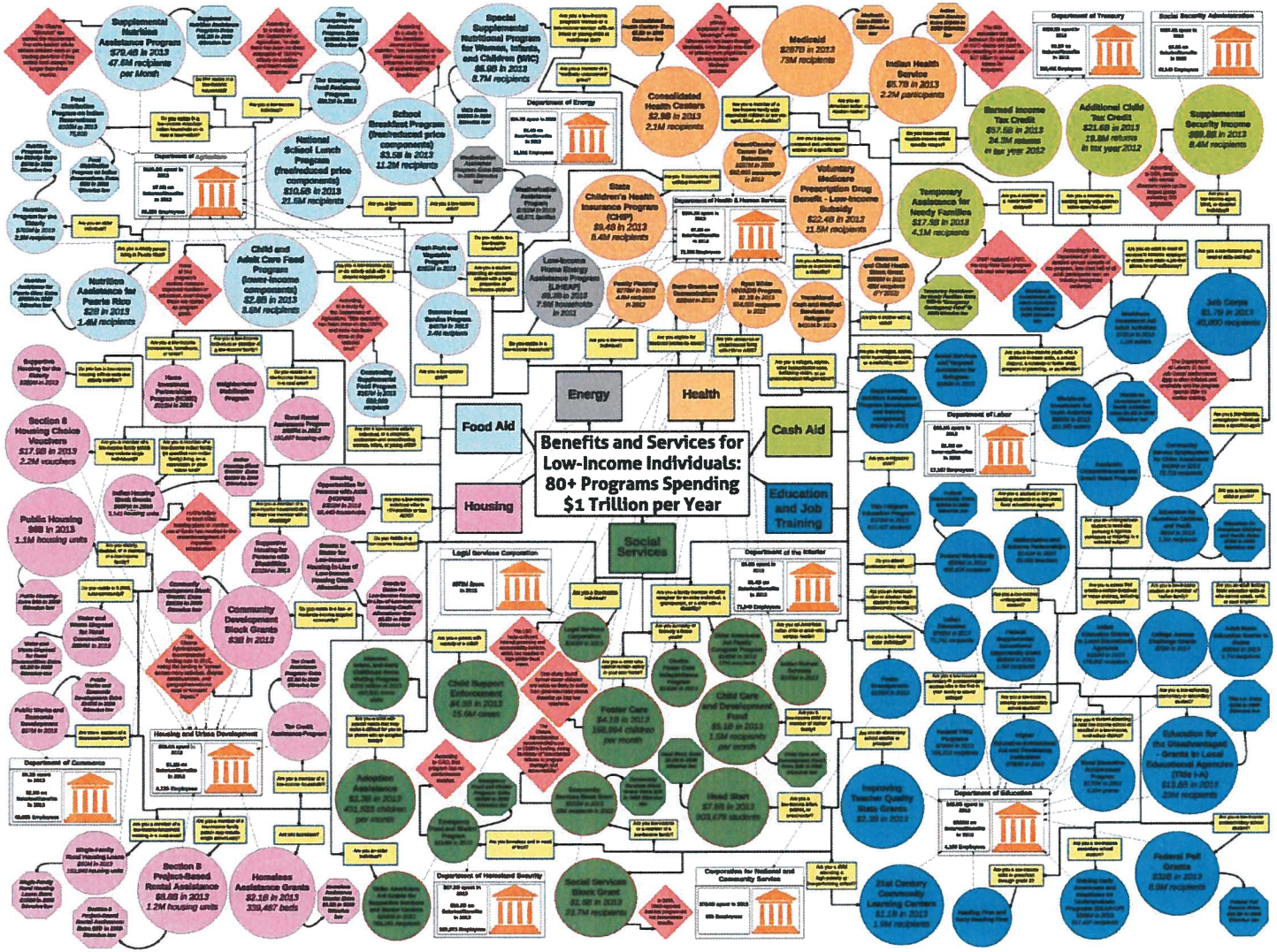
# Integrated Service Delivery

*Putting people first, with the goal of helping all Michiganders lead healthier and more productive lives, no matter their stage in life.*

# Our Challenge: Integrating Programs

"We've tried to solve problems by creating new programs and adding layers of government. Each program focuses on a specific piece of someone's life without looking at the whole person and understanding what's holding them back from success. Government keeps getting bigger, the root of someone's problem isn't solved, and people are maintained in a status quo."

# Where We Stand: Today's Complex System




Source: House Ways and Means Committee staff, using Congressional Research Service reports and other data.

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# Our Vision: Integrated Service Delivery

## Today: Program Focus

- Transactional and enrollment focused
- Siloed service delivery that does not solve the root problem
- Manual processes that add layers of duplication
- Program focus
- Limited supports that focus on a finite segment
- Overloaded case workers

## Tomorrow: Person Focus

- Holistic, proactive, and preventative approach focused on outcomes
- Government and communities collaborating to serve customers better
- Highly automated, streamlined with self-service capabilities
- Person focus
- Providing well-rounded, localized and targeted support to maximize results
- Case workers focusing on people to improve outcomes

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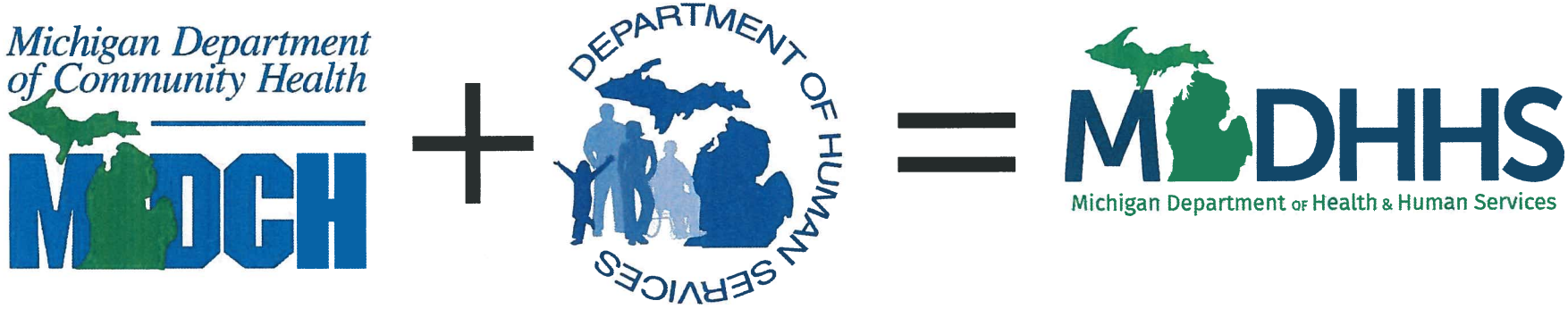
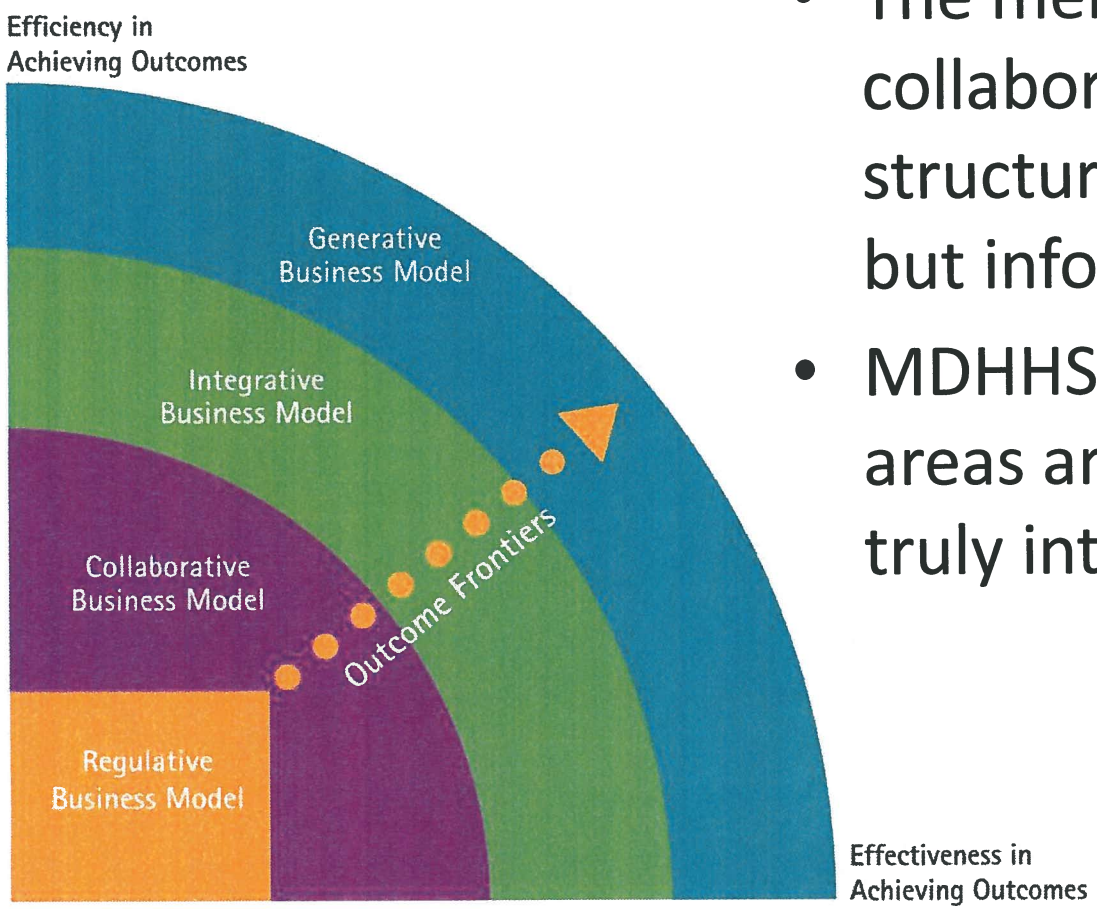
# The Merger: A Starting Point for Transformation




- Separately, the Departments managed hundreds of unique programs that customers interacted with in a multitude of ways
- Through the merger, we're looking at every program we offer to see how we can achieve more person-centric flexibility
- The combined MDHHS is charged with reforming how we interface with our customers through technology and making the service delivery system more focused on the customer's needs

# The Merger: Advancing Efficiency and Effectiveness



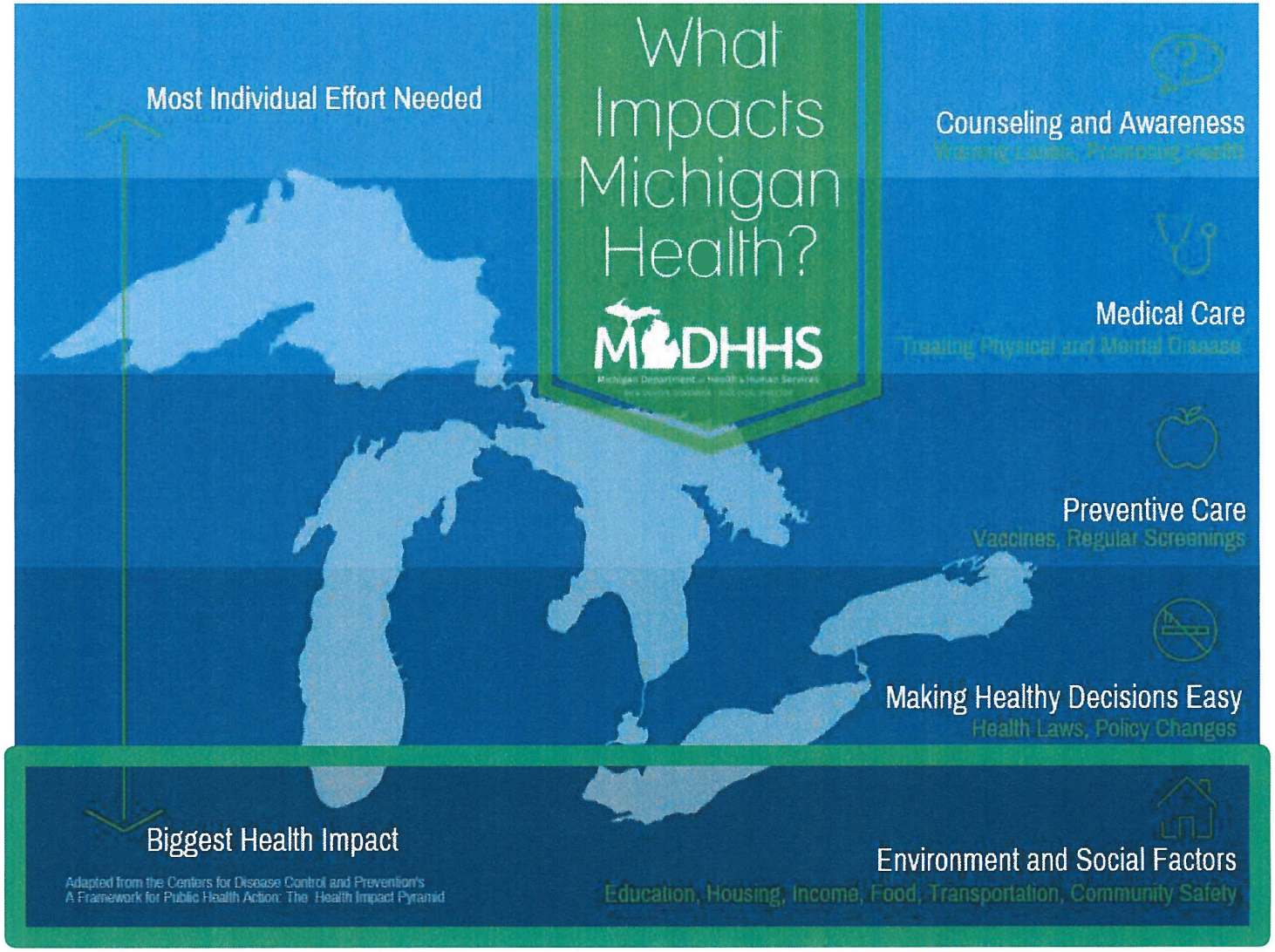

- The merger institutionalized collaborative business model structures that were present but informal previously
- MDHHS's core transformation areas are moving us toward a truly integrative approach

Antonio M. Oftelic. The Pursuit of Outcomes: Leadership Lessons and Insights on Transforming Human Services: A Report from the 2011 Human Services Summit on the Campus of Harvard University. Leadership for a Networked World. 2011.

# Integrated Service Delivery

- Integrated Service Delivery will tangibly change the way services are delivered by focusing MDHHS on serving people rather than administering programs
- That transformation comes through a combination of workforce innovation, technology modernization and stronger partnership with communities
- Successes will be defined by measurable health, safety and self-sufficiency outcomes

# Integrated Service Delivery: Focusing on Impact

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# Integrated Service Delivery: Proactivity in Practice

## Integrated Service Delivery

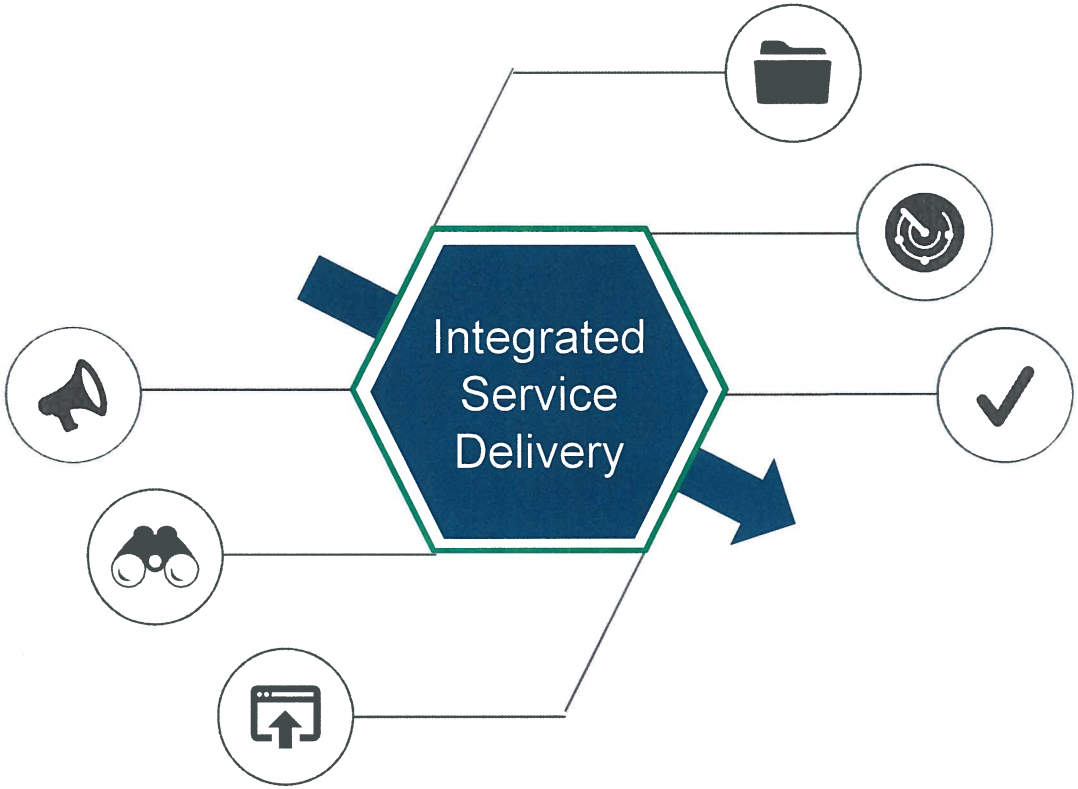
- The integrated model brings many diverse supports and services together in a singular customer experience, including those provided by MDHHS and other organizations
- It works to not only resolve immediate needs, but assess and understand factors contributing to a family's overall stability
- It supports customers in creating a plan to resolve barriers and move toward sustainability

## The Current System

- Today's system delivers services in a fragmented way, often after families are already facing crisis situations
- These reactive interventions are expensive and frequently don't address the underlying factors which contribute to a crisis situation

# Key Concepts: Integrated Service Delivery

- **Outcome Orientation**
  - Assessing and orienting solutions toward root causes rather than symptoms through intentional business process and system design
- **Customer Empowerment**
  - Leveraging technology to simplify processes and provide a platform for direct engagement
- **Cohesive Connection**
  - Incorporating multiple programs in one virtual location with a consistent customer experience
- **Improved Customer Experience**
  - Designing modern interfaces and functionality with a focus on customer preferences and behaviors
- **Analytical Insights**
  - Tailoring services and approach to ensure the right level of support for a customer's needs
- **Single Point of Contact**
  - Using success coaching as the basis of customer interactions with a specific, reliable staff member or partner
- **Collaboration**
  - Embracing partners and providers as collaborators in core service delivery



# Transformation: Integrated Service Delivery

- MDHHS's integrated service delivery transformation will focus on five critical innovations:

## Strategic Alignment

A single, comprehensive strategic structure to align, integrate and ensure the effectiveness and transparency of the programs, services and benefits MDHHS provides.

## Holistic Assessment

A common assessment to holistically identify a person's needs, goals and the programs which may be supportive in achieving their goals.

## Common Connector and Plan

A common application, referral and success planning process across programs to serve as a single entry and connection point to all supportive opportunities.

## Robust Self-Service

Robust client self-service opportunities including online services and a call center where customers can get support with a variety of programs.

## Streamlined Renewal

A streamlined renewal and information update process which exchanges information and determinations across programs to minimize administrative burden.

# Transformation: Infrastructure Supporting Integration

- MDHHS's integrated service delivery transformation will foster five key infrastructure advancements:

## Partner Integration

A platform for State employees, healthcare providers and community organizations to work cooperatively as partners in supporting and coordinating services for customers.

## Statewide Resource Index

A comprehensive, statewide index of health, human services, education and workforce resources and service providers to address the root causes of a person's challenges.

## Universal Case Management

Effective distribution of work amongst MDHHS offices and employees through implementation of a universal caseload system to improve timeliness and allow for greater flexibility.

## Process Improvement

A portfolio of focused improvement projects across the Department's programs and services to engage employees and partners in reinventing MDHHS.

## Consent Management

Architecture to document active customer relationships, gain customer consent for information sharing and share pertinent, timely information.

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