For the greater good

Improving digital experiences to help Health and Human Services keep pace with evolving needs

Adobe | **Microsoft**

The high stakes of serving

Every day, thousands of Health and Human Services (HHS) employees work tirelessly to deliver crucial support and benefits to millions of people. These are men and women with one goal–to make a greater impact, more efficiently. But they're often tackling this challenge with outdated technology.

HHS agencies that put people at the center of their IT modernization projects increase customer and employee satisfaction and drive efficiencies.

Government agencies that employ customer experience (CX) best practices report results above and beyond others:

- 1.7x increase in conversion or online process completion rates[1]

- **1.9x** increase in customer advocacy (compliance, positive word-of-mouth, and so on)[2]

- 1.6x higher employee satisfaction[3]

- 1.6x **drove faster software development cycles, which can reduce costs**[4]

The demand to do more with less is compounded by the increasing need for HHS services.

"Our analysis revealed that CX leaders are more likely than other groups to see tangible benefits from digital CX initiatives and to exceed goals."

Source: "Perils and Payoffs on the Path to Customer-Centric Digital Government," a commissioned study conducted by Forrester Consulting on behalf of Adobe, April 2018

1,2,3,4 "The Business Impact of Investing in Experience: A Spotlight on Government," a Forrester Consulting Thought Leadership Spotlight Commissioned by Adobe, August 2018

Experiences that put people first

Agencies need to find new ways to deliver their services effectively and efficiently for those who need them. Some find that the secret to overcoming their greatest challenges lies in how their private sector counterparts use digital CX solutions to improve their efficiency, and create a more positive relationship with the people they serve.

The growing number of people who need services

56%
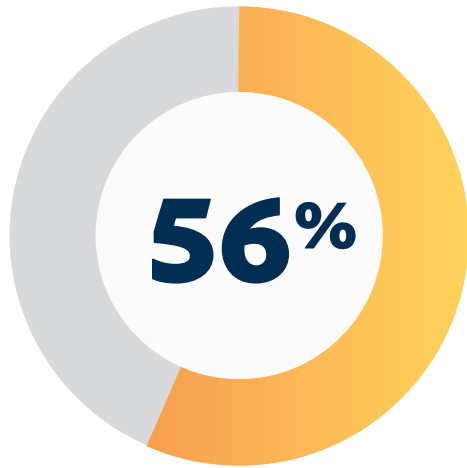
56% of American adults with a mental illness do not receive treatment.[5]

>5x

Opioid overdoses were 5x higher in 2016 than in 1999.[6]

~438,0000

The number of children in foster care increased for the fourth year in a row to about 438,000 children in 2016,[7] yet at least 50% of states saw their foster care capacity decrease between 2012 and 2017.[8]

>80%

Medicare enrollment is expected to increase by over 80% by 2030.[9]

5 http://www.mentalhealthamerica.net/issues/state-mental-health-america
6 U.S. Department of Health and Human Services FY 2019 Annual Report
7 Adoption and Foster Care Analysis and Reporting System (AFCARS) FY 2016
8 https://chronicleofsocialchange.org/wp-content/uploads/2017/10/The-Foster-Care-Housing-Crisis-10-31.pdf
9 https://assets.aarp.org/rgcenter/health/fs149_medicare.pdf

Expectations span generations and demographics

We all know that today's consumers expect to get what they want, when they want it, from any device or platform.

Private sector customer experiences are driving public service expectations, pressuring government agencies to evolve as customer experience leaders.

As customer expectations evolve, so must the way HHS agencies communicate and connect. Like private sector service providers, agencies need to adopt new ways to reach customers, employees, or other agencies with timely, personalized information and services.

"Citizens expect digital public services to be highly functional, efficient, and well-designed. More fundamentally, they want a positive experience with services tailored to their needs, which promotes a closer relationship or dialogue."

Source: "Delivering Experiences That Count," a Global Survey by WPP and Adobe, 2017
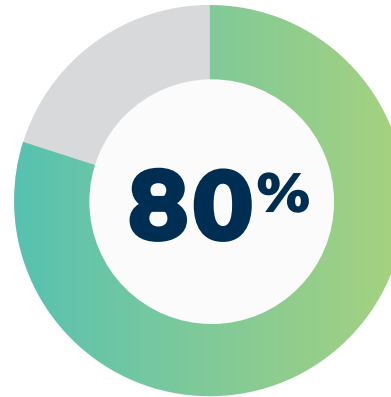
New opportunities to engage

70%
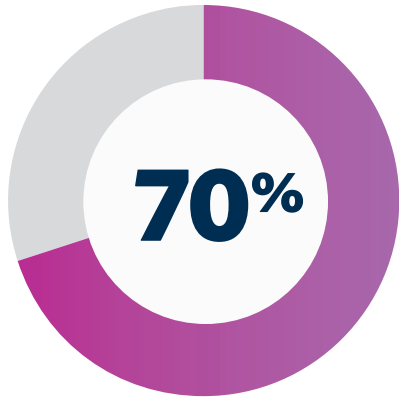
of Americans who are 50 and older use a mobile phone daily.

<50%

of homeless persons access the Internet on a daily basis, either from a personal cell phone or through public connections at libraries and community centers.[10]

80%

of customers expect the same or a higher quality of digital services from government as they do from commercial organizations.[11]

75%
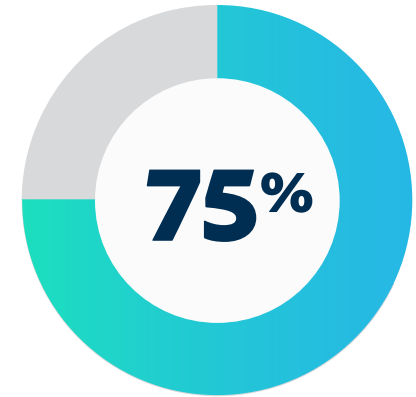
of American consumers get frustrated with seeing content that doesn't match their interests.[12]

Reaching eligible individuals and families on the right channels is just the beginning. You also have to provide them with meaningful and personally useful information.

10   VonHolz, Lauren A. Houdek, et al. "Internet and Social Media Access Among Youth Experiencing Homelessness: Mixed-Methods Study." Journal of Medical Internet Research. May 2018.

11   "Citizen Satisfaction with Digital Government Services Doubles in Two Years, Accenture Report Shows." Accenture. February 2017.

12   "Impact of Website Personalization on Conversion Rates." Barilliance.com. July 24, 2017.

The time for change is now

The numbers and trends can't be ignored. Agencies need to modernize their communication and service delivery practices to reach more eligible people, create meaningful engagements, and provide valuable services with more efficiently.

94% of government CX decision-makers agree or strongly agree that they need to consider the customer's needs as a top priority in all digital initiatives, yet in practice, only 15% say they always prioritize customer needs.[13]

Top government priorities for CX in the next 12 months:

- 75%—Make it easier for citizens to use our services.

- 65%—Improve our understanding of customer needs.

- 60%—Make internal employee processes easier.

- 58%—Modernize IT systems to support digital technologies.

- 54%—Reduce our technology costs.

Source: "Perils and Payoffs on the Path to Customer-Centric Digital Government," a commissioned study conducted by Forrester Consulting on behalf of Adobe, April 2018

Why HHS agencies are struggling to transform:

- Outdated systems of record that aren't adaptable

- Manual and redundant processes that hinder efficiency

- Imprecise and overwhelming cost and resource management

- Culture of risk aversion

- Siloed, inaccessible data

- Increased demand for privacy and data security

13 "Perils and Payoffs on the Path to Customer-Centric Digital Government," a commissioned study conducted by Forrester Consulting on behalf of Adobe, April 2018

Reasons for optimism

Even in the face of mounting expectations, HHS leaders are reimagining the relationship between HHS agencies and the people they serve with experience-driven models.

"The public really wants an efficient and effective government. I know that applying digital technology allows that. It's really about giving our public servants the tools that they need to do their job."

— David Ige, Governor, Hawaii

Experience-driven governments lead other governments in terms of improved customer and employee experience, reduced costs, and increased customer loyalty.[14] They're also able to meet expectations without increasing costs or jeopardizing the protection of sensitive personal data.

For government agencies looking to boost engagement, a consistently superior experience will inevitably lead to more satisfied customers.

Government agencies that design their experiences informed by customer preference and need can benefit from greater customer compliance, likelihood to engage with the agency when not required, and through positive word of mouth (i.e., advocacy).[15]

"Working in state and local government environments for almost 20 years in CX roles, I've found that employing a scalable platform architecture that supports enterprise standards and is deployable across multiple lines of business improves operational efficiencies and lowers operating costs."

— Kumar Rachuri, director, State and Local Government Solutions, Adobe Public Sector

14, 15 *"The Business Impact of Investing in Experience: Experience-Driven Businesses Drive Superior Business Performance by Investing Broadly in CX Across the Customer Life Cycle." Forrester Consulting and Adobe. April 2018.*

Turning vision into action

Successfully reaching, onboarding, and engaging the people you serve in a meaningful way results in better service and improves the way people view your agency. Here are five best practices that HHS agencies are using to help drive better outcomes for the people they serve.

Best practice 1: Shred the paper and toss the pen

What it means: Imagine paperless internal and external documentation and automated enrollment processes. Use mobile-optimized digital forms and secure electronic signature applications to save paper, while delivering a seamless enrollment experience. Improving these processes will allow agencies to expand their impact in diverse ways.

Specific benefits:
- Streamlines onboarding and enrollment
- Gathers all customer forms in one place
- Reduces manual workload and increases team productivity
- Meets security compliance requirements
- Lowers form abandonment rate
- Creates, modifies, and manages forms digitally and dynamically for each user

Proof points: Digital documents reduce the amount of paper printed across the State of Hawaii by 24,000 pages every day. Between reductions in paper, ink, printing, and employee labor costs, the state saved almost US $5 million over 2.5 years.[16]

Get started: Check out our Digital Transformation Savings Calculator to discover what you can save by automating processes and incorporating electronic signatures. When agencies invest in systems and structures that support digital growth, possibilities are endless.

16 *"Going green with digital workflows. The State of Hawaii cuts cost and waste with Adobe Sign"*

Best practice 2: Build a web content foundation that lasts

What it means:
An exceptional experience begins with websites and other digital touchpoints that are useful, secure, and personalized across the customer journey—even as the customer moves from channel to channel. To get there, you need to be able to create, launch, and personalize websites at scale.

Specific benefits:
- Creates mobile-first experiences that comply with the Connected Government Act
- Speeds up information access across any device
- Creates a central content repository for simpler content creation and delivery
- Helps ensure compliance with security policies and regulations
- Allows for easier personalization and optimization
- Uses AI and machine learning to deliver the best content to every customer

Proof points:
In a global study on customer attitudes toward government CX, relevance ranked third in terms of its importance to customers, but ranked as the lowest performing dimension within agencies.[17]

Get started:
Your CMS should do more than enable great content. Discover whether it integrates with analytics and can provide a more secure, scalable and agile cloud foundation so you are set up for future success.

Adobe is named a Leader in the Gartner: **Magic Quadrant for Web Content Management** report, 2018.

17 *"Delivering experiences that count." A global survey by Adobe and the WPP Government & Public Sector Practice.*

Best practice 3: Measure with meaning

What it means:
A powerful data aggregator is at the heart of improving service delivery. But beyond just measuring clicks and page views, you can now holistically capture how customers interact with your services at every step of their journey. Use machine learning, artificial intelligence, and more to deliver customer insights, faster than ever, throughout your agency.

Specific benefits:
- Turns data into valuable insights
- Identifies key target audience behavior to improve your campaigns
- Holistically measures preferred channels and frequency to enable effective outreach
- Provides robust reporting capabilities and data visualizations with at-a-glance campaign metrics that are shareable from the front line to the back office

Proof points:
Government agencies that embrace customer experience best practices are twice as likely to overperform compared with their goals, while reaping hard cost savings, higher rates of funding, and improved satisfaction among the consumers they serve.[18]

Get started:
Start with enrollment and define the critical interaction points throughout the entire customer journey. Then identify the tracking tools needed to capture your desired insights. Consider starting with web analytics and integrating additional channels over time.

Adobe is named a Leader in the **Forrester Wave™ Customer Analytics Solutions** report, 2018.

18 *"Perils and Payoffs on the Path to Customer-Centric Digital Government," a commissioned study conducted by Forrester Consulting on behalf of Adobe, April 2018*

Best practice 4: Get personal without being intrusive

What it means:
People prefer, and even expect, their online experiences to be personalized. But it's not easy to tread the line between being helpful and being intrusive. Striking that balance doesn't have to be daunting. With the right solutions, you can scale your personalization strategy to match agency capabilities and security requirements.

Specific benefits:
- Improves customer experiences
- Increases positive brand sentiment
- Sparks deeper engagement with services because communications are tailored to unique needs
- Yields more personal interactions without causing privacy or security concerns
- Reduces irrelevant or repetitious interactions for a better customer journey

Proof points:
"When you bring in [Adobe] Campaign and Analytics, you are able to better understand the person you're trying to reach, and then as you move from enrollment to engagement, you're able to create more personalized communications."

— Jennifer McNeill, senior director, Adobe Public Sector

Get started:
Define business rules and source data from the right places to drive personalization across your customer touchpoints. Test your whole user experience, including images, copy, and messaging, to identify what works best for your customer.

Adobe is named a Leader in the **Gartner: Magic Quadrant for Personalization Engines** report, 2018.

Best practice 5: Orchestrate connected experiences

What it means:

To be effective in HHS, you must be able to reach all eligible customers through whichever method they prefer—email, text, phone, chatbot, and so on—and then keep a consolidated record of all those interactions. In short, your marketing efforts need to be connected.

Specific benefits:

- Provides consistent experiences across web, mobile, and in-person interactions
- Delivers timely content across channels without relying on IT
- Maps user journeys to identify what's most effective
- Reduces the time needed to find and recruit
- Increases engagement with relevant messaging

Proof points:

Fifteen years ago, the average consumer typically used two touchpoints when acquiring a service, and only 7% regularly used more than four. Today, consumers use an average of almost six touchpoints, with nearly 50% regularly using more than four.[19]

Get started:

Take the Email Marketing Self-Assessment to identify your strengths and areas of opportunity.

Adobe is named a Leader in the **Gartner: Magic Quadrant for Multichannel Marketing Hubs** report, 2018.

19 Chahal, Mindi. "Why marketers are failing to target consumers at key life events." MarketingWeek.com. March 4, 2016.

Bonus best practice: Increase operating efficiency with smart technologies

What it means: Manual processes and siloed workflows slow down teams and make it harder to get the job done. Adobe Document Cloud (including Adobe Sign) integrates with third-party tools like Microsoft SharePoint and Office 365 so that you can sign, send, and track documents electronically, without leaving your favorite applications—saving valuable employee time and empowering them to create better customer outcomes.

New-era solutions for HHS services

Agencies looking to increase their efficiency while also building positive sentiment through digital customer experience can find help in the partnership between Adobe and Microsoft. Both are global leaders in creating end-to-end solutions for the most complex business challenges facing the public sector today.

"Combining Adobe and Microsoft's technology and business expertise gives HHS users the best of all worlds. Now, they can plan, lay out, schedule, launch, and manage their performance of cross-channel campaigns from one place."

— Megan Atchley, lead, Health & Human Services Practice, Adobe Public Sector

Improving experiences

Reimagining the relationship between HHS and the people it serves, one step at a time

Reach
Easily find eligible customer across channels

Inform
Effectively educate them about your services

Enroll
Successfully enroll more participants

Onboard
Streamline delivery of services and benefits

Engage
Gain trust with personalized communication

End-to-End Digital Foundation

Execute

Measure

Optimize

Collect data, analyze behavior, and continuously improve customer experiences

Combined Adobe and Microsoft solutions for digital government address improvements in every step of the customer service lifecycle within HHS agencies. The result is greater customer satisfaction, a more positive perception of government agencies, and room for ongoing improvements to adapt to their evolving needs.

Adobe digital experience solutions

An integrated set of Adobe offerings to orchestrate a great customer experience

Adobe Solution	Description
	Adobe Experience Manager is a solution that optimizes the authoring, management and delivery of digital media and content across owned channels, including web, mobile, email, print and social communities, to build brand and drive demand.
	Adobe Campaign helps marketers design, orchestrate, execute and measure personalized communications across all online and offline channels including web sites, email, direct mail and emerging channels like mobile applications.
	Adobe Target helps organizations dynamically test and present highly-customized experiences to a digital property in order to drive significantly higher conversion rates.
	Adobe Analytics helps marketers tell the story of what's happening in their business through data by leveraging high-performance, real-time analytics across online and offline marketing channels.
	Adobe Audience Manager is a data management platform that helps you build unique audience profiles so you can identify your most valuable segments and use them across any digital channel.
	Adobe Sign is a cloud-based, enterprise e-signature service that replaces paper and ink processes so you can keep documents moving — from your phone, to the web, to your favorite application. Sign delivers the highest levels of security and compliance, with certified document delivery you know when documents and forms are received and signed. The preferred e-signature solution across Microsoft's portfolio.

Microsoft solutions that integrate with Adobe

Get more from your Microsoft investment with integrations to connect your content, data, and processes to deliver a more compelling and personalized experience to each customer.

Additional resources to redefine your HHS services

- [Forrester: Perils and Payoffs](#)
- [Customer-Centric Digital Transformation](#)
- [Hawaii Case Study](#)
- [Calculate Your Savings with Digital Forms](#)
- [Forms Maturity Model Paper](#)

To learn more about how you can reach more people with relevant information, serve greater numbers of those in need, and do it all in less time at lower costs, visit www.adobe.com/government.

About Adobe

Adobe's trusted enterprise solutions enable next-generation digital government. We help government agencies modernize service delivery while reducing cost to serve and processing time—all while delivering remarkable digital experiences.

About Microsoft

Microsoft is uniquely positioned to provide the technology tools that empower government agencies to deliver better services through cloud and AI, enabling them to build an intelligent government.