

New York's Transformational Approach for Enhancing Human Services Operational Efficiency

A Collaborative Effort Among OTDA, DOH and OCFS

OTDA – Office for Temporary and Disability Assistance
DOH – Department of Health
OCFS – Office of Children and Family Services

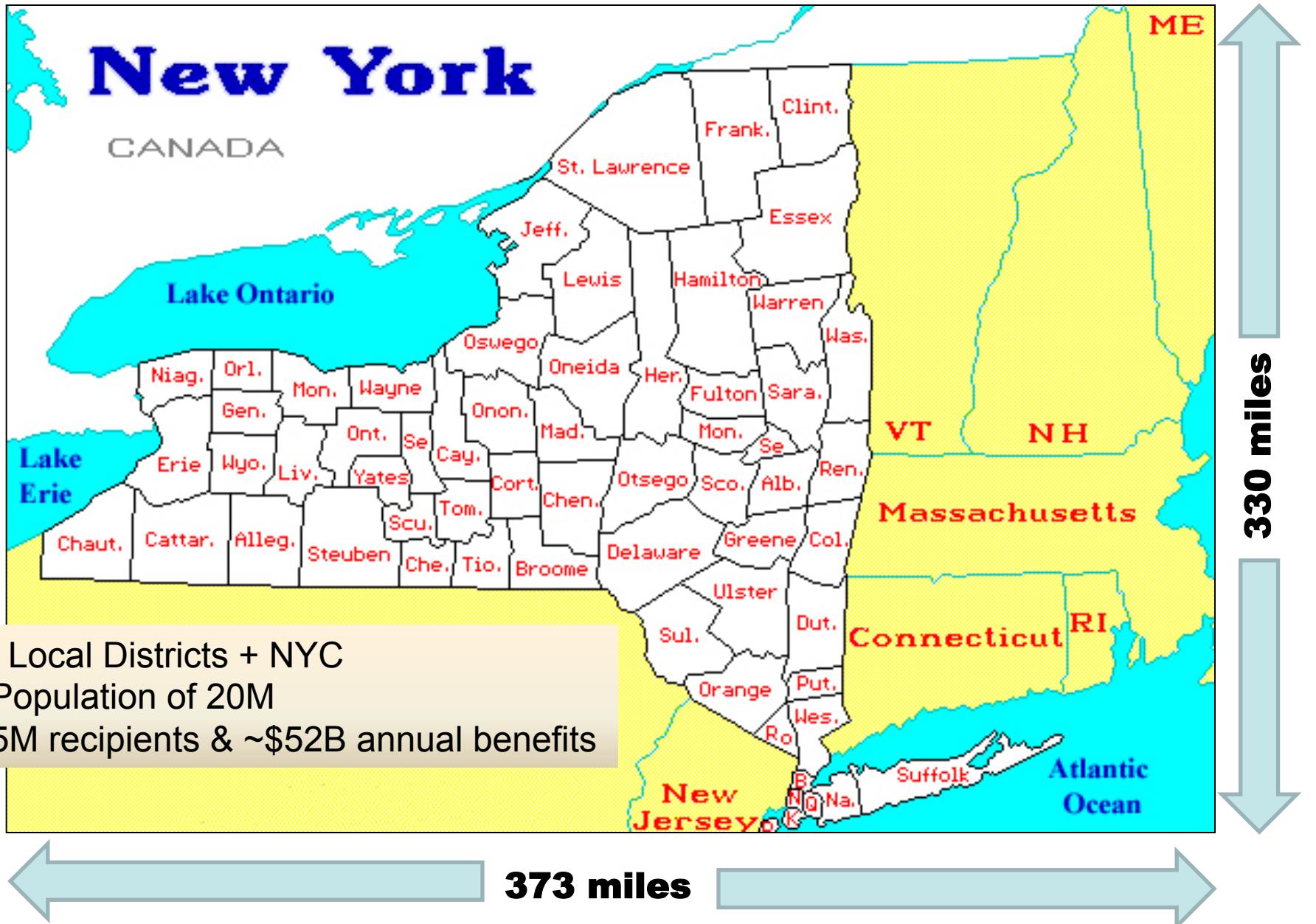
August, 2010

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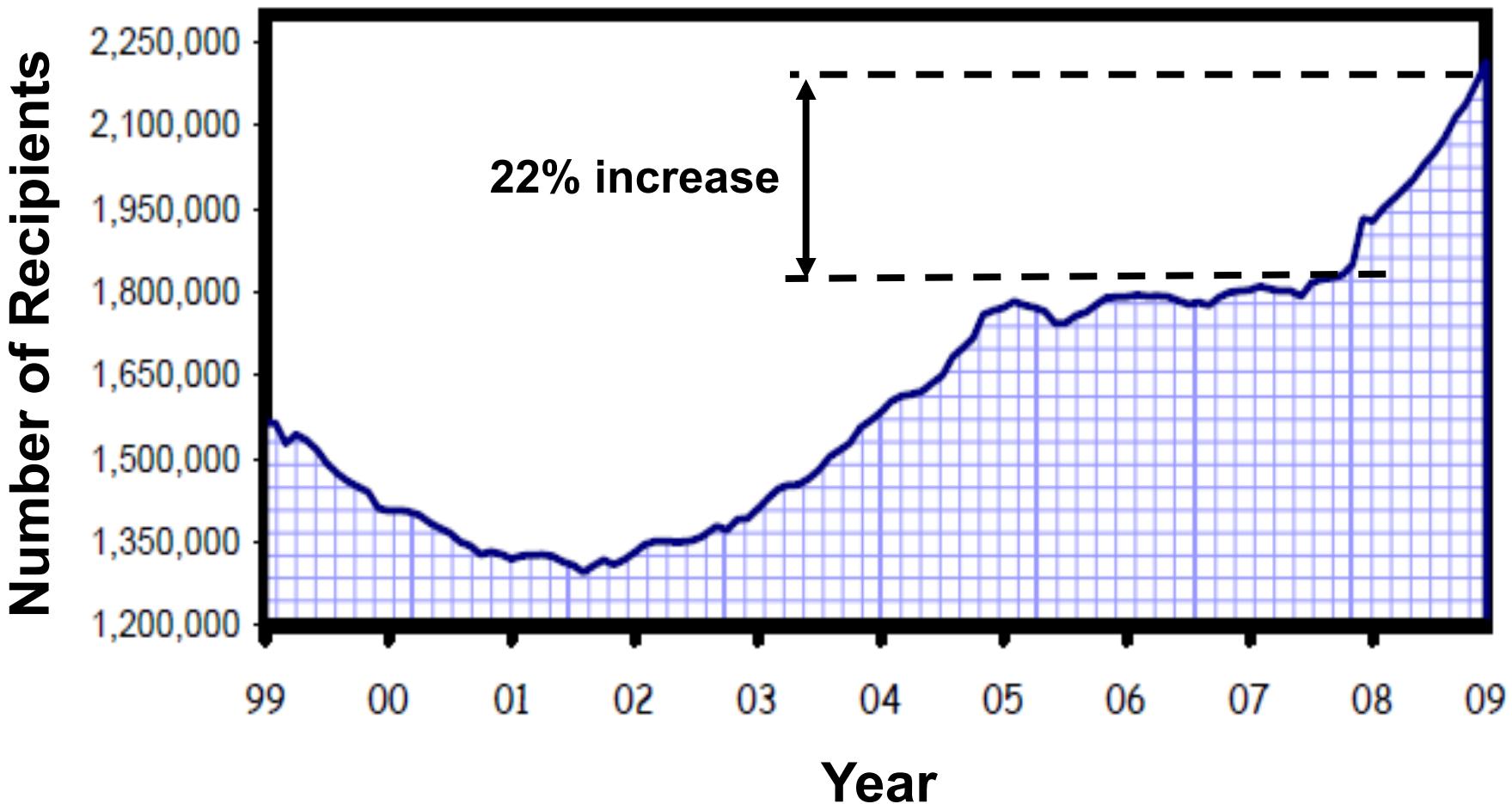
Agenda

- **New York's Human Services Landscape**
- **Challenges**
- **Approach**
- **Interim Accomplishments**
- **Lessons Learned**

State Supervised & Counties Administered



Steep Increase for Food Stamp Caseload



High Expectations for Providing Quality and Cost-Efficient Health Care



National Goals

Improve Quality

Decrease Cost

Increase Access



Patient Protection and Affordable Care Act
Health Care & Education Reconciliation Act of 2010

- Improve Quality
- Increase Efficiency
- Increase Access to Care
- Elimination of Fraud, Waste, and Abuse

HITECH Act



- Meaningful Use Incentives
 - Medicare
 - Medicaid
- Health Information Exchange
- Regional Extension Centers
- Workforce Enhancement
- Beacon Communities



News Release

Assembly Speaker Sheldon Silver

FOR IMMEDIATE RELEASE:
March 25, 2010

Silver, Farrell Detail Proposal For State Pickup Of County Share Of Medicaid Administration Costs

Plan Would Save Hundreds of Millions in Taxpayer Dollars by Consolidating Operations, Reducing Costs and Establishing Statewide Uniformity

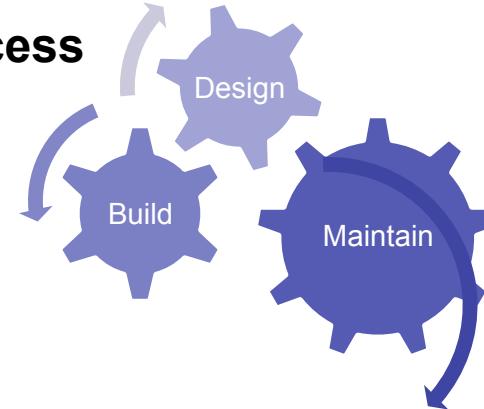
Unprecedented Challenges Demand New Ways of Doing Things

People



- Manage multiple priorities
- Broader set of skills required
 - Business Analysis, System Modeling, Performance Management, Influencing & Social

Process



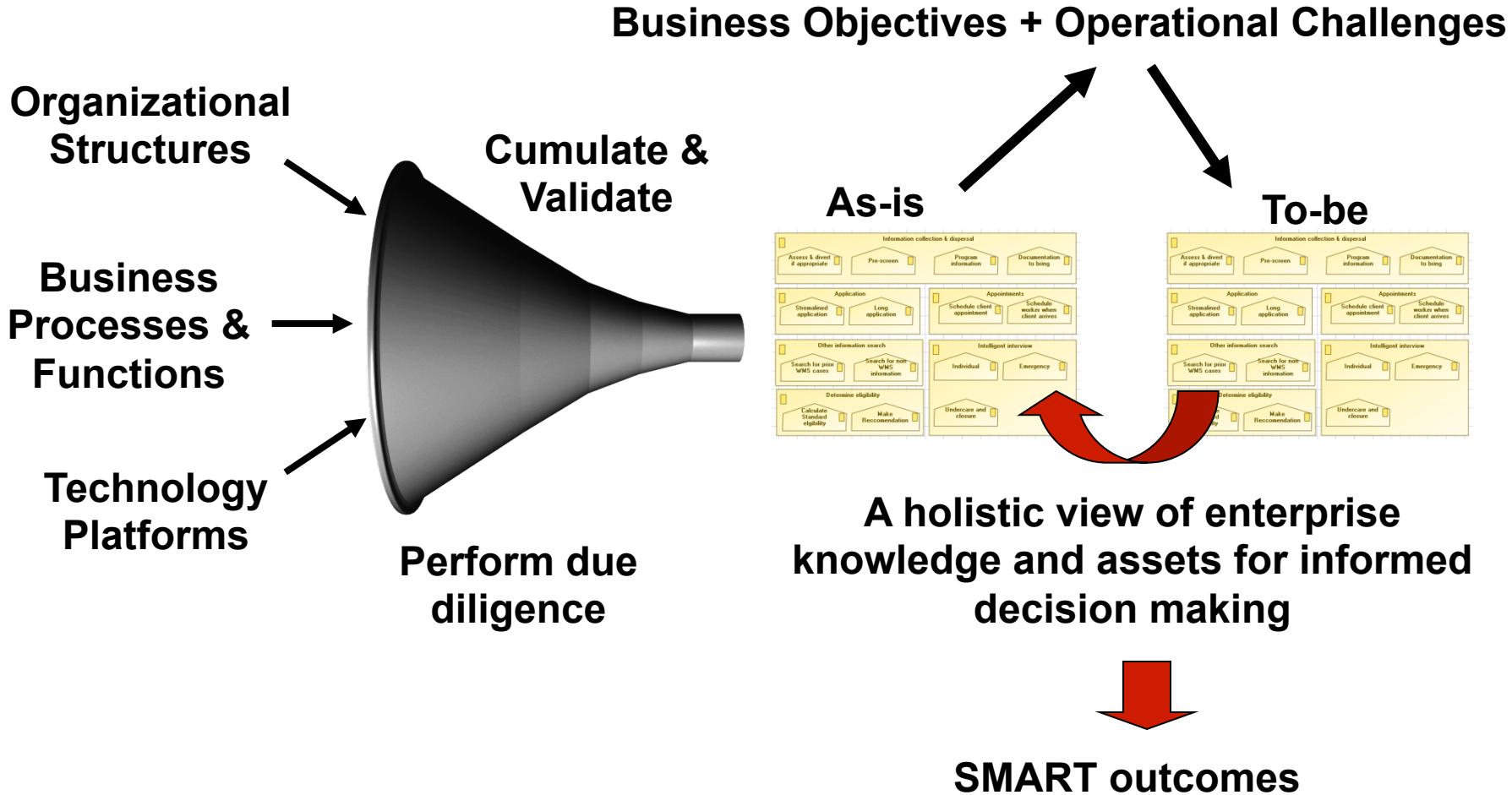
- What you see is what you get
- Reproducible & repeatable
- Minimize variation
- Outcome oriented

Technology



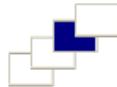
- Business Driven
- Simple & Agile
- Allow ease of exit
- Interoperate

A Structured Approach to Deliver Timely Measurable Business Values



SMART: Specific, Measurable, Attainable, Realistic and Timely

THE ZACHMAN ENTERPRISE FRAMEWORK²™



What How Where Who When Why

Scope Contexts	Inventory Identification e.g. 	Process Identification e.g. 	Network Identification e.g. 	Organization Identification e.g. 	Timing Identification e.g. 	Motivation Identification e.g. 	Strategists as Theorists
Business Concepts	Inventory Definition e.g. 	Process Definition e.g. 	Network Definition e.g. 	Organization Definition e.g. 	Timing Definition e.g. 	Motivation Definition e.g. 	Executive Leaders as Owners
System Logic	Inventory Representation e.g. 	Process Representation e.g. 	Network Representation e.g. 	Organization Representation e.g. 	Timing Representation e.g. 	Motivation Representation e.g. 	Architects as Designers
Technology Physics	Inventory Specification e.g. 	Process Specification e.g. 	Network Specification e.g. 	Organization Specification e.g. 	Timing Specification e.g. 	Motivation Specification e.g. 	Engineers as Builders
Component Assemblies	Inventory Configuration e.g. 	Process Configuration e.g. 	Network Configuration e.g. 	Organization Configuration e.g. 	Timing Configuration e.g. 	Motivation Configuration e.g. 	Technicians as Implementers

Enterprise Architecture

Define Business Goals & Provide Delivery Mechanism

Project & Change Management Caring and Feeding



Workers as Participants

Operations Classes

Released October 2008

Inventory Sets

Process Transformations

Network Nodes

Organization Groups

Timing Periods

Motivation Reasons

Normative Projection on Version 2.01

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THE ZACHMAN ENTERPRISE FRAMEWORK²™

	What	How	Where	Who	When	Why	
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Operations Classes	Inventory Instantiation	Process Instantiation	Network Instantiation	Organization Instantiation	Timing Instantiation	Motivation Instantiation	Workers as Participants
	<h1>Business Process Reengineering Process Improvement</h1>						Normative Projection on Version 2.01

Released
October 2008

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Source: Leon Kappelman

THE ZACHMAN ENTERPRISE FRAMEWORK²™



Scope
Contexts

What

How

Where

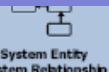
Who

When

Why

Human Resources Organization Design Job Design

Logic



System Entity
System Relationship



System Transform
System Input



System Location
System Connection

Organization Identification
e.g.



Organization Types

Timing Identification
e.g.



Timing Types

Motivation Identification
e.g.



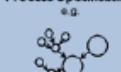
Motivation Types

Strategists
as
Theorists

Technology Physics



Inventory Specification
e.g.



Process Specification
e.g.



Network Specification
e.g.

Organization Definition
e.g.



Business Role
Business Work

Timing Definition
e.g.



Business Cycle
Business Moment

Motivation Definition
e.g.



Business End
Business Means

Executive Leaders
as
Owners

Component Assemblies



Inventory Configuration
e.g.



Process Configuration
e.g.



Network Configuration
e.g.

Organization Representation
e.g.



System Role
System Work

Timing Representation
e.g.



System Cycle
System Moment

Motivation Representation
e.g.



System End
System Means

Architects
as
Designers

Operations Classes



Inventory Instantiation
e.g.



Process Instantiation
e.g.



Network Instantiation
e.g.

Organization Instantiation
e.g.



Operations Role
Operations Work

Timing Instantiation
e.g.



Operations Cycle
Operations Moment

Motivation Instantiation
e.g.



Operations End
Operations Means

Engineers
as
Builders

*Released
October 2008*

Inventory Sets

Process Transformations

Network Nodes

Organization Groups

Timing Periods

Motivation Reasons

*Normative Projection
on Version 2.01*

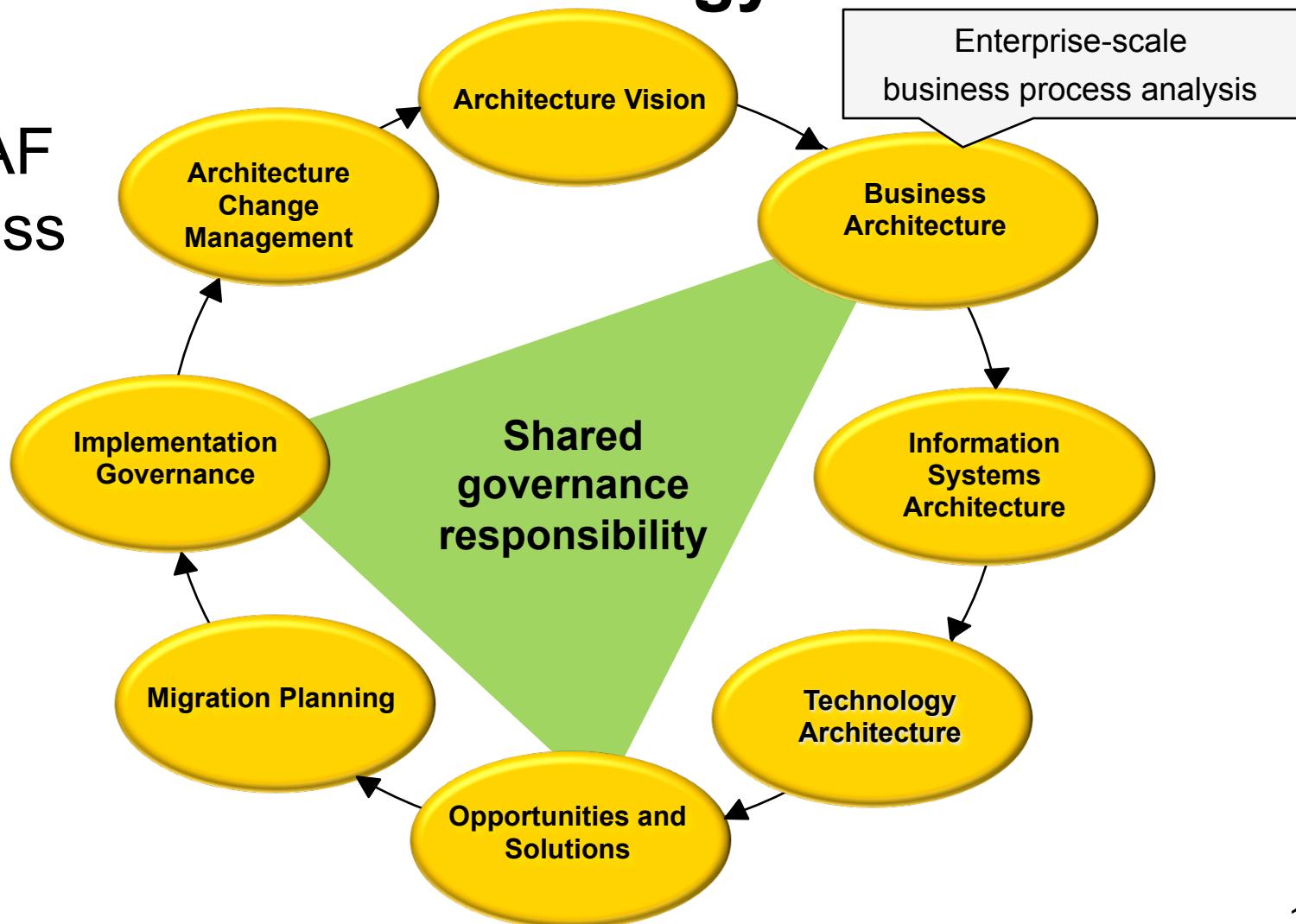
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Governance and EA Work Together to Achieve Business Goals with Targeted Technology

TOGAF
Process



Collect Comprehensive Enterprise Information for Making Informed Decisions

27 Programs in total

- 18 DOH
- 6 OTDA
- 3 OCFS

Interviewed over 100+ people

- Front Line Workers
 - Supervisors
 - Managers
 - Commissioners
- ...from 5 counties & NYC

Interviewed over 50+ people

- Subject Matter Experts
 - Policy Experts
 - Program Managers
 - Agency Executives
- ...from OTDA, DOH and OCFS

Voice of the ‘Customer’ Local District Advisory Board

Membership:

- Local District Commissioners
- State Program Directors

Role:

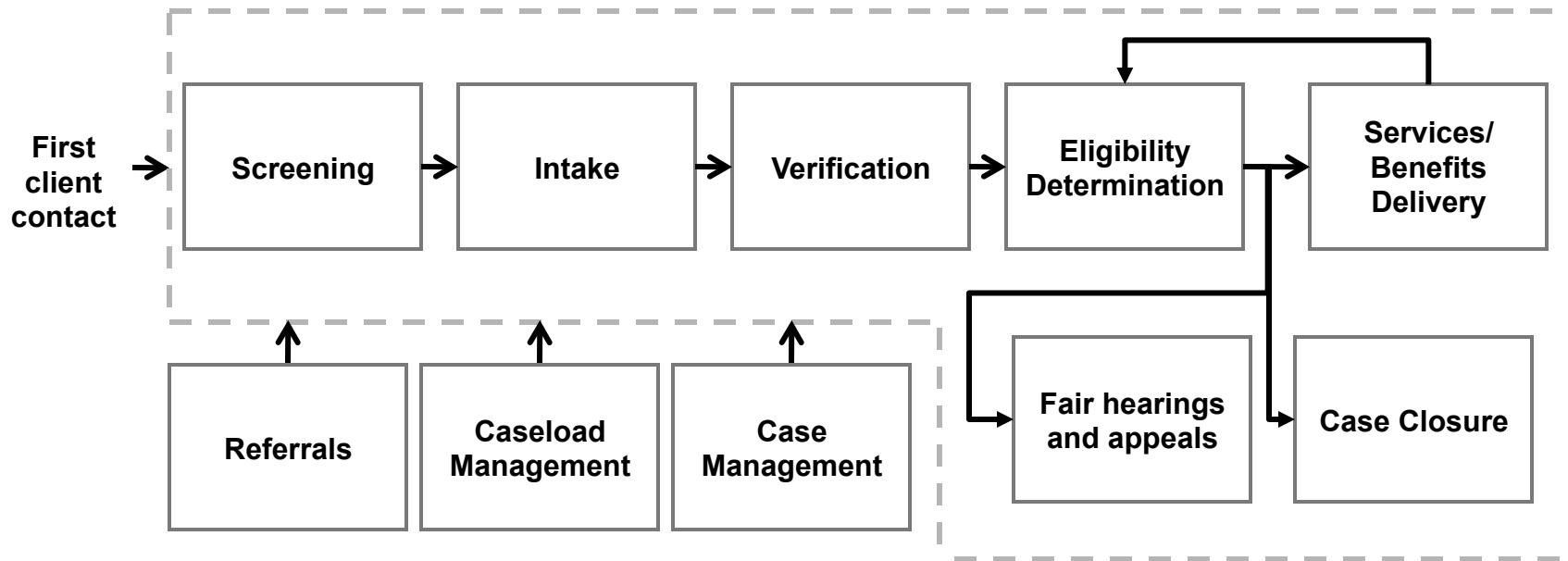
- Provide insight and input on program work products
- Act as an advocate
- No voting power

Time Commitment:

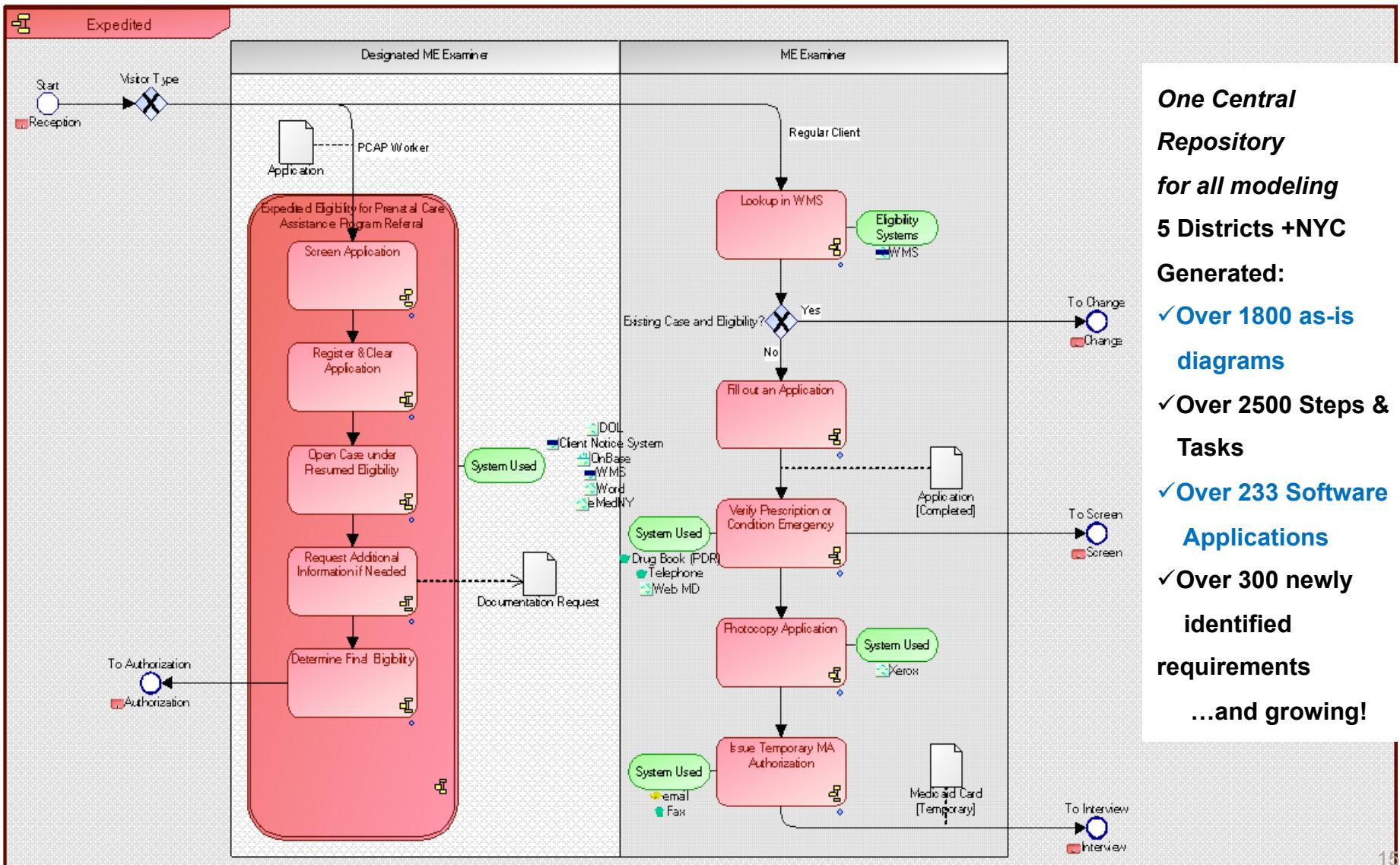
- Monthly phone conferences
- 3 Regional Sessions

Albany	Monroe
Chautauqua	Nassau
Delaware	Oneida
Dutchess	Onondaga
Erie	Orange
Franklin	Schoharie
HRA	Seneca
Jefferson	Suffolk
Madison	Westchester

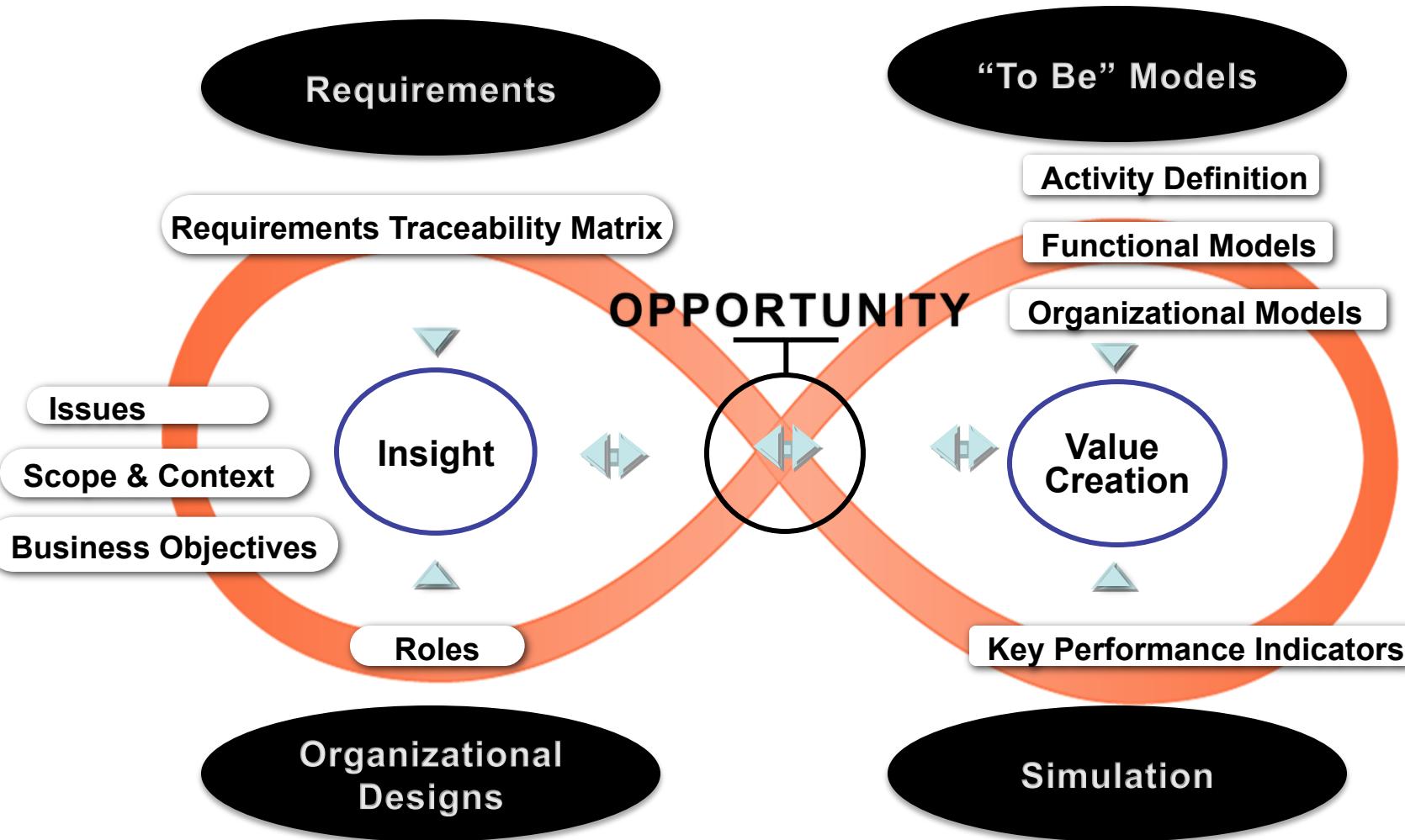
Identified Ten Functional Areas from First Client Contact to Case Closure (As-is)



Convert Static Data to Easy-to-Understand and Actionable Information



Iterative Process to Establish High-Value Opportunities and Return on Investment



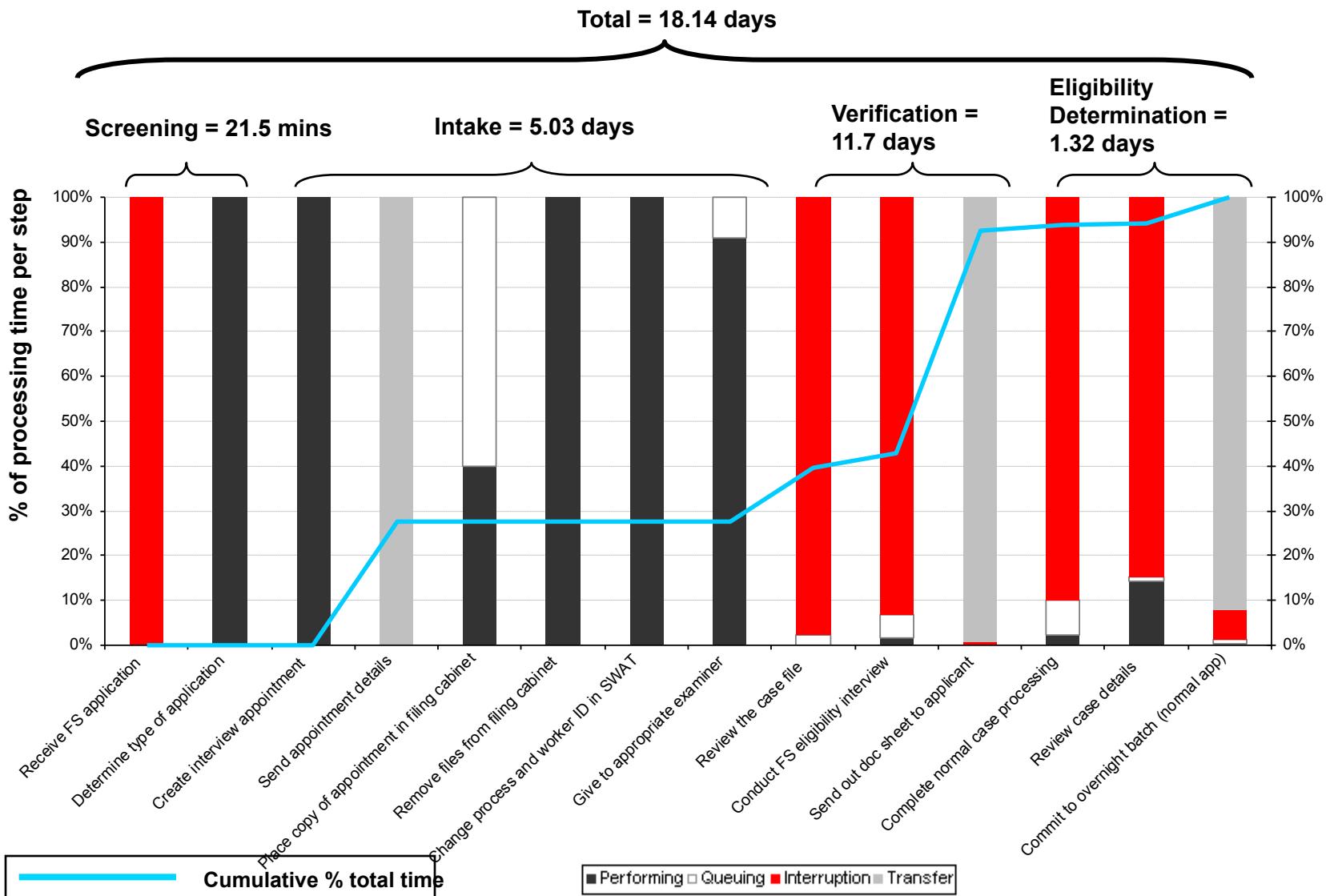
Opportunities

- Automate screening and intake Process
- Improve cross program information exchanges
- Enhance system of record interface capabilities
- Expand/Enhance the utilization of existing imaging systems
- Develop/Improve internal district training materials
- Improve access to verification data

Technology Enablers

- Web Portal
- IVR/Call Center
- Rules Engine
- Document Management
- Workload & Case Management

Sample Processing Time for “Normal” Food Stamp Applications



Simulations Identify High Impact Opportunities for Reducing Processing Time

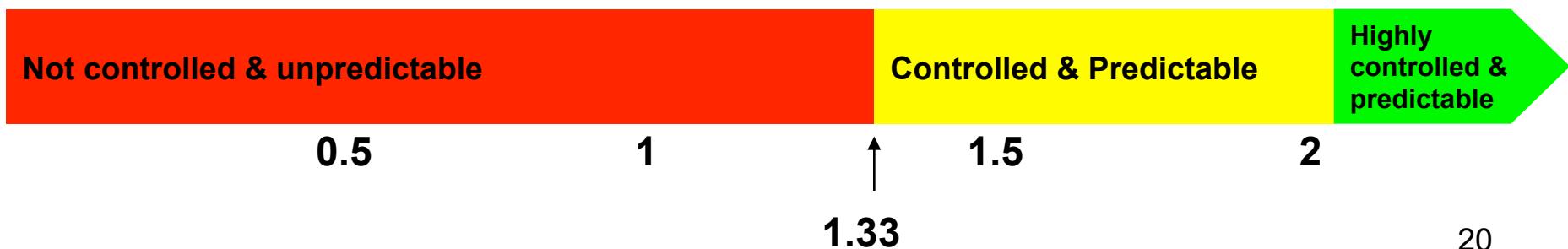
(there are other success measures)

Applications Type	As-Is	Scenario B	Scenario C
Normal	1.42	1.56	8.67
Expedited	0.71	1	1

Scenario B: Automate Screening and Intake

Scenario C: Removing waiting time in verification activities

CpK = Nearest Specification Limit – Mean Average of Current Process
3 x standard deviation



myBenefits – A HHS Client Portal

 NEW YORK STATE
David A. Paterson, Governor

Wednesday March 17, 2010 [En Español](#)

Welcome to myBenefits!
The fast and easy way to find out about many health and human services programs and how to apply for them - anytime and anywhere.

[Click here to learn more about myBenefits.](#)

Get Started

[Am I eligible?](#) [Apply for benefits](#)



Returning Users

[Continue your saved application](#) [Check the status of your application](#)

[Check your account
Electronic Benefits Transfer \(EBT\)](#)

myBenefits Alerts:

Apply for Food Stamp Benefits! myBenefits can assist New York State residents in applying for food stamp benefits. To find out the best way for you to apply for food stamp benefits, click the Apply for benefits button.

You can prescreen for Temporary Assistance, Food Stamps, Health Insurance, tax credits and other programs to help make ends meet by clicking on the Am I eligible button.

Resources

Information on programs you may be eligible for:

Assistance Programs	Health Insurance	Tax Credits
Food Stamps	Medicaid	Earned Income
Temporary Assistance	Child Health Plus (CHP)	Child/Dependent Care
HEAP	Family Health Plus (FHP)	Noncustodial Parent
WIC	Healthy New York	
School Meals	EPIC	

Additional Resources:

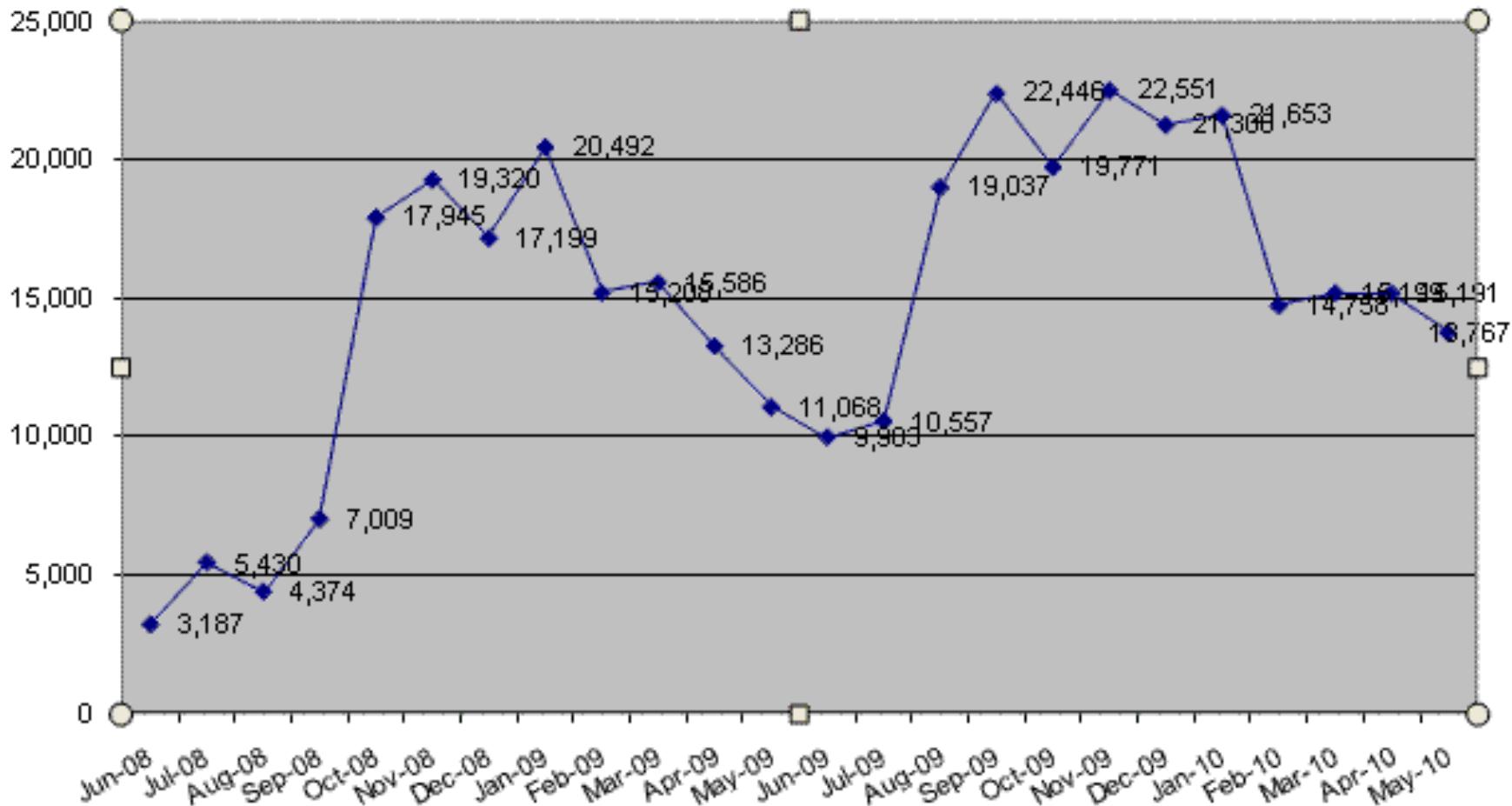
[Resources for Working Families](#)
Additional NYS programs to help you make ends meet.

[New York State Department of Labor](#)
Lost your job? Looking for work?

[New York State Consumer Protection Board](#)
Learn about financial life skills.

Local district workers, providers or community partners

Over 400,000 Pre-screenings Performed Since June 2008

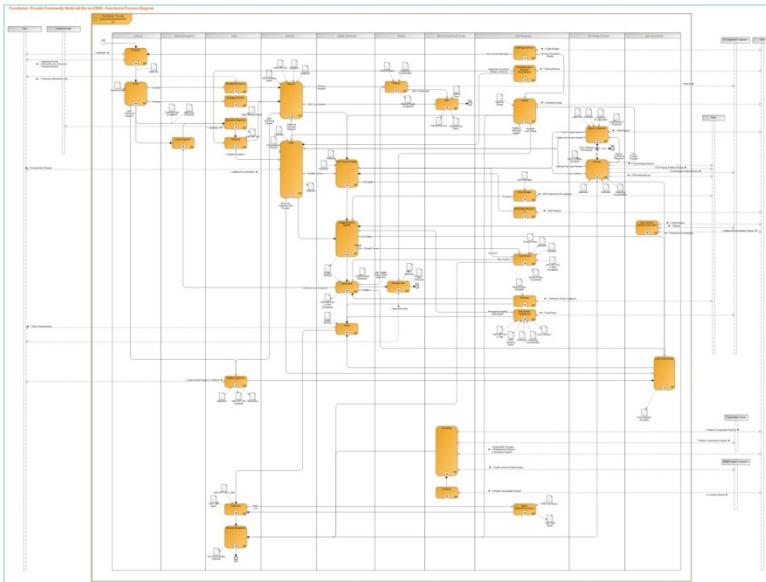


Measurable Business Impact for A Pilot County

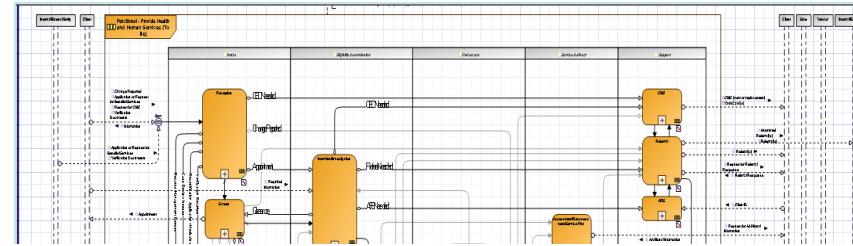
- 2,672 public FS online apps since October 2009
 - 46.1% submitted outside business hours
 - 36.6% met WFFSI criteria
 - 78.7% had hardship
 - 27.2% met expedited criteria
- 366 CBO-facilitated since 9/08
- 12.3% of FS apps were submitted online (Jan-May 2010)
- 27,275 prescreenings since 5/08
 - 52.6% FS-eligible
 - 82.5% HEAP-eligible

Streamlined Business Functions and Processes for Better Efficiency

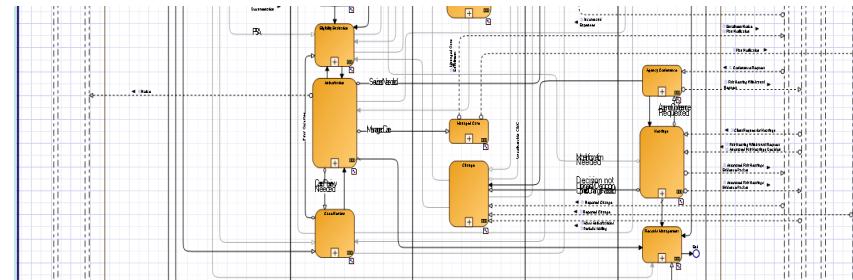
As-is



To-Be



Reception, Screen, Verify, Budget & Authorize

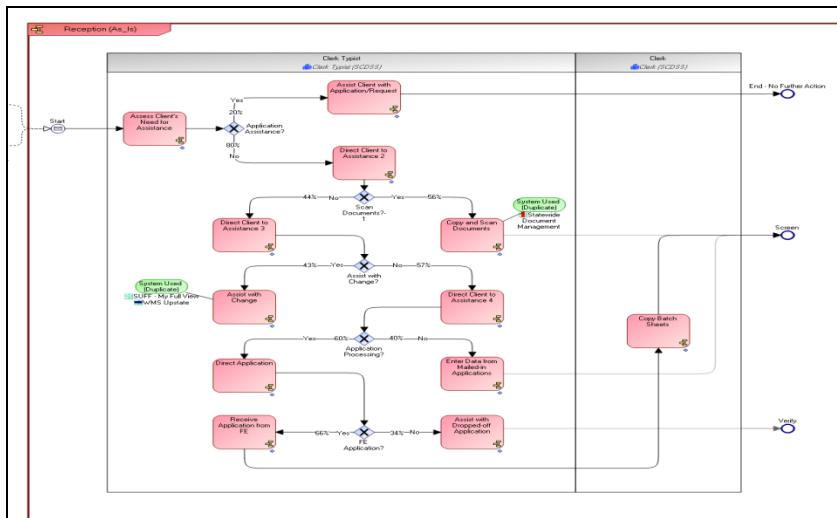


**54 different ways
10 functions
42 activities**

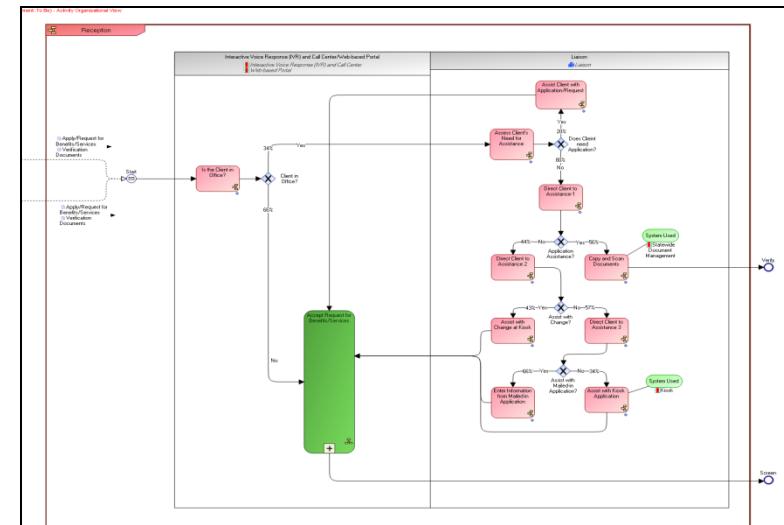
**1 way
5 functions
19 activities**

Time Reduction Made Possible by Process Streamlining and Technology Enablers (best case scenario only, change management needed)

As-is
Org. Model



To-be
Org. Model



Pink ~ manual steps
Green ~ automated

Improvements vary between 40% to 100%
Averages ~70%

Lessons Learned

- Think different
 - Challenge status quo & each other
- Engage your partners and “customers” early & often
 - They won’t always agree with you
 - Think positive and be part of the solution
- Measure and publish performance
 - You can only improve what you can measure
- Celebrate success

