

## Case Study

# Indiana's Human Services Transformation

High tech. High touch. High return. By improving processes and changing how citizens are served, the State of Indiana partnered with Conduent™ and turned this welfare program around. We've simplified the way casework gets done, so programs operate more effectively.



In 2005, Indiana's welfare enrollment operation was broken. Error rates and the incidence of fraud were high, cases were backlogged and applicants waited weeks for help or appointments. As a new administration took office, the Indiana Family and Social Services Administration (FSSA) was facing federal fines due to the program's poor performance.

After careful research, government officials engaged a large technology provider for a total program overhaul, with new computer systems and processes designed to stop the bleeding.

The State of Indiana decided to make a bold move: engage a set of partners who could help them implement a unique, customer-focused "hybrid" solution that combined what worked from the modernization effort with a new work distribution strategy. Conduent was chosen as a partner because of our proven expertise and

business process services knowledge, as well as our extensive understanding of human services casework workflows. Our flexible team embraced this new, integrated public/private partnership with the State of Indiana.

### **The Solution: Find the Perfect Blend of Local Responsibility and Centralized Processing for Your Customers**

The resulting Indiana hybrid eligibility solution is an artful blend of centralization and localization – high-tech and high-touch – that benefits program recipients and program administrators alike. With all of its innovations, the most unique aspect of this engagement is the relationship between FSSA and Conduent. The state retains responsibility for overall program direction – as well as the eligibility system and telephone infrastructure – while we provide business process services and support, including more than 375 eligibility staff



that work with agency employees on a local level. Underlying the operation are Conduent™ innovations that improve workflow without the need for extensive system modifications.

The result: a modernized delivery model that incorporates the best of both worlds.

Centralized front-end document processing includes document indexing, appointment scheduling and application review. Some processing tasks were regionalized to take advantage of workload distribution, while others are delivered locally for high-touch service.

Many functions are handled by our team and designed for process efficiency. Some functions, such as eligibility authorizations, are handled by the state.

- The state employed integrated customer service technology to create an environment where program recipients can best interact with state agencies: face-to-face, at a local kiosk, by phone, by mail or online.
- 11 Regional Centers are staffed by our personnel who provide call center support, assist with application, redetermination and change processing, as well as support for hearings and appeals.
- 103 local offices, run by the state, with FSSA and Conduent personnel working side-by-side, provide personal service to program recipients who prefer a face-to-face experience. All forms are now electronic, and kiosks at the local offices enable applicants to “do it themselves” or have a caseworker walk them through the online application process.

Modernization did not involve a massive eligibility system replacement. To regionalize work, streamline workflow and gain efficiencies, our team created a new workflow system to complement the state’s existing eligibility system platform. This was accomplished with the state’s

support. The new system is co-hosted in state facilities and supported by our team. Both state and Conduent staff leverage this new workflow solution.

The partnership has created a cycle of small but perpetual improvements that continue to improve service and benefit everyone involved – most importantly, the human services program recipients we serve.

### **Tangible Results**

Six months after the modernized hybrid solution was operational statewide, it produced outstanding results. With our help, Indiana’s welfare enrollment system was dramatically transformed, delivering both a higher level of service to program applicants and increased efficiencies to the state.

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The new solution, workflows and processes have delivered these results:

- Indiana citizens have improved access to program information via phone and online. They can apply for benefits in person, by mail, fax, phone, online or using a kiosk in a local office.
- The timeliness of decisions on all programs has increased from 75 percent in 2005 to more than 95 percent in late 2014 .
- Error rates for SNAP decreased by 48 percent.
- Backlog has been reduced by two-thirds.
- Doubled the percentage of TANF applications processed timely\*.

These improvements took place when program demand catapulted from 695,000 applicants to more than 1.8 million per year, without comparable increases in staff. The more than doubling of volume did not deter productivity.

\*TANF application and recipient volume significantly decreased during this time period, also promoting timeliness improvements.



Indiana's Human Services enrollment operation was at risk, with high error rates, long wait times and inefficiencies. The state worked with Conduent and other partners to create a modernized, hybrid eligibility solution that combined the efficiencies of process centralization with the intimacy of local offices. The state decreased errors and gave recipients a choice of how they wanted to interact with the program – online, by phone, by mail, through a kiosk or face-to-face.

These figures tell the story:

- More than 150,000 applications on average are received and processed by the state and Conduent™ team each month.
- Roughly 208,000 calls are handled per month in our regional centers.
- More than 1.1 million tasks were resolved for client changes and Medicaid redeterminations (in 2014).

Process improvements enabled dramatic productivity increases from the very beginning. During implementation – which required staff to attend training, reducing their availability for daily tasks – we reduced the backlog of pending cases by 66 percent, without adding headcount.

As part of a successful implementation, we trained more than 7,200 personnel, including state, Conduent and other partner employees.

The initial turnaround was noticed in a big way. The same federal agency that once threatened Indiana with fines awarded FSSA a \$1.6 million bonus in 2011 for the “Most Improved Payment Error Rate.”

Improvements in Indiana's performance were not short-lived. Application timeliness for all programs dipped below 90 percent in only five of the 30 months between July 2012 and December 2014, and stayed above 80 percent each of those months. Today, we continue to play a key role by contributing to FSSA's successful adjustment to major health coverage changes brought by the Affordable Care Act.

Additionally, we are supporting the state's high-profile HIP 2.0 initiative by providing training on this new program to all personnel, including state, Conduent and other vendor employees.

It's a turnaround of major proportions, all driven by a unique, innovative service delivery model.

**Indiana's eligibility model creates a new kind of solution that changes the way the state manages its human services programs – and everyone benefits.**

Indiana had initially tried to move a caseworker-driven, paper-based, high-touch service delivery model into a completely centralized, high-tech one. Neither one produced the desired results.

Indiana's leadership worked with Conduent and other partners to create a unique and innovative approach that delivers the best of both worlds, built on customer choice. The new approach combines centralized document processing and fraud mitigation with regional service centers and local, state-run offices providing face-to-face contact and support for recipients.

What's unique about this partnership at the local offices is that more than 375 Conduent eligibility specialists and assistants work alongside state employees. Our personnel do not authorize cases, but gather information from applicants to improve service and speed application processing for state case authorization.

This integrated personnel model is unique in a local agency environment and works incredibly well for Indiana. The state drives the direction and maintains control of the local office, but gains the benefits of an experienced labor pool.

The 11 Regional Centers are staffed solely by our personnel, and perform backend, non-applicant-facing functions and provide call center support. By engaging a more traditional business process service delivery model for these functions, the state gains the efficiency and cost benefits of centralization.

Indiana's human services modernization effort was driven by workflow and operational improvements, not a full system replacement. Our unique workflow tool complements the existing eligibility systems and improves the workflow and operational environment, an innovation that enabled the state to improve processes without extensive system modifications, downtime or high cost.

Most importantly, the Indiana solution centers around service to program applicants, giving each individual the opportunity to apply for assistance or check status in the way that individual prefers: in person, by phone, by mail or fax, online or through a local office kiosk. When Indiana clients have questions, they have the option to call a toll-free number or visit a local office in person. By implementing a well-supported client choice model, Indiana decreased client complaints, decreased client wait times and reduced frustration.

Through this unique approach to agency modernization, a dedicated government leadership team and with our help, the State of Indiana transformed its welfare program from one of the worst to one of the best in the country.

### **A Dramatic Welfare Transformation**

- SNAP error rates reduced by 48 percent
- Timeliness of decisions for all programs improved from 75 percent to 95 percent
- Timeliness for TANF applications nearly doubled\*
- Backlog reduced by two-thirds
- Providing service to a recipient population that increased from 943,343 in 2007 to more than 1.3 million in 2015

### **Programs Supported**

- Medicaid, including SCHIP, Hoosier Healthwise and the Healthy Indiana Plan 2.0 (HIP 2.0)
- SNAP
- TANF

\*TANF application and recipient volume significantly decreased during this time period, also promoting timeliness improvements.

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