

DHS Technology Update 2009-Present





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Allegheny County Department of Human Services (DHS) has sustained an environment of continuous improvement for the past ten years. The most recent DHS achievements have occurred during a period when governments and their constituents have had to face unprecedented challenges. The focus of the last three years has been to enable DHS to improve client service by accelerating strategic technology solutions and business process changes and setting the stage for the future. This was accomplished by completing a series of initiatives and ongoing projects while maintaining and enhancing existing capabilities. Deloitte is proud to have been a contributor to the solutions and technologies that are now in place.

DHS understands that comprehensive service delivery must include **advancement** in technology, **improved business processes** and the right people to support change. DHS and Deloitte have worked together to implement mechanisms to support the **new technology** that have resulted in more **effective and streamlined** processes, a better **prepared support** team and a more **confident user group**. Furthermore, we have collaborated to improve operations for the **expanding DHS application footprint** and have made significant **infrastructure changes** to provide a stable and high performing environment. These changes established a foundation for DHS to utilize emerging technologies and **innovative approaches** to expedite further **interoperability**, performance and cost improvements.

DHS continues to be recognized as an efficient, customer-oriented organization – often called upon to share your experience with other HHS agencies across the country. We are particularly proud of the recognition DHS received from the Center for Digital Government in 2012 as a recipient of the prestigious Digital Government Achievement Award.

Our collaboration has yielded many successes, as described in this report. We are committed to work closely with DHS to help you achieve your vision. Our challenge and ambition once again is to maintain the momentum that we have achieved and to meet your expectations for delivering exceptional service. We look forward to building on the foundation that has been established to achieve positive and innovative results with DHS going forward.

Sincerely,

Beverly R. Karwoski
Engagement Principal
Deloitte

INTEGRATION THROUGH INNOVATION

IMPROVING CLIENT SERVICE THROUGH STRATEGIC TECHNOLOGY SOLUTIONS

The Vision

Allegheny County [Department of Human Services](#) (DHS) is passionate about delivering the highest quality services to the citizens of Allegheny County. Over the last decade DHS has made significant strides over other counties and government entities to lay a foundation for the advancement of program office capabilities by leveraging technology applications that serve as an enabler for continued expansion and integration.



Allegheny County promotes “one DHS” philosophy that supports integrated services.

Recognizing the need for major changes in local government, the redesigned Allegheny County Human Services promotes a “one DHS” philosophy, with the goal of providing integrated services across program offices thereby setting the standard for other human services agencies across the United States.

DHS has used administrative technology solutions as the framework for standard business processes and program service delivery. To improve data quality and integrity, to facilitate continuing integration, and to generate reports and analytics, the County has developed a technology roadmap that will result in positive programmatic results.

Keeping Up with Change in Government and Technology

Human services is changing. Technology can enable agencies to achieve key objectives such as the ability to share critical information, streamline service delivery, connect with a network of providers, and engage the community to improve integrated service delivery. As DHS moves towards achieving these objectives, there are challenges that lie not only in program delivery, but also in the ability to effectively manage and deliver services to constituents. Utilizing innovative technology solutions that enable integration within the agency and keeping up with ever changing technology trends demonstrates that DHS is in the forefront of leading change in the marketplace.

Achieving The Vision

The DHS Guiding Principles and Vision Statement were developed through a collaborative effort in 1997 as part of the county's redesign of human services.

Guiding Principles

High quality

- Reflecting best practices in case management, counseling, and treatment.

Readily accessible

- In natural, least-restrictive settings, often community-based.

Strengths-based

- Focusing on the capabilities of individuals and families, not their deficits.

Culturally competent

- Demonstrating respect for individuals, their goals, and preferences.

Individually tailored and empowering

- By building confidence and shared decision-making as routes to independence rather than dependency.

Holistic

- Serving the comprehensive needs of families as well as individuals through tangible aid and a full continuum of services: Information Exchange, Prevention, Early Intervention, Case Management, Crisis Intervention and After Care.

Vision Statement To create an accessible, culturally competent, integrated and comprehensive human services system that ensures individually tailored, seamless and holistic services to Allegheny County residents, in particular, the county's vulnerable populations.

THE JOURNEY SO FAR



Allegheny County DHS has been dedicated to advancements in technology for more than a decade and within the past three years has taken on the challenge of accelerating change from a technology perspective through strong source systems. The journey has been comprised of a series of initiatives and ongoing projects that are key to providing a strong foundation for DHS.

In the early 2000's DHS had made significant investments to establish a solid foundation of solutions to support key business and technology needs.

By 2009, DHS had already launched the Master Client Index (MCI) and implemented the first release of the Key Information and Demographics System (KIDS) application. The implementation of KIDS, which is a fully integrated Child Welfare Management application designed to support the records management process from the initial reporting of allegations through the delivery and payment of services, marked a critical component of comprehensive case management.

KIDS retains demographic and service-related information for all of the children and youth who receive services through DHS and their families, beginning with the DHS Office of Children Youth and Families (CYF), the Office of Community Services (OCS), and the Juvenile Probation Office (JPO). KIDS has been customized to support the core values of DHS. The goals of KIDS include:

- Reduce paperwork and the faxing/ mailing of hard copy documents;
- Enable caseworkers and providers to, with greater ease, access case records and information;
- Reduce duplication in gathering and entering data;
- Increase level of coordination, enabling efficient service delivery;
- Generate timely notification of approvals, critical dates and reauthorizations; and,
- Provide evidence and information from data about service delivery outcomes, leading and lagging indicators.

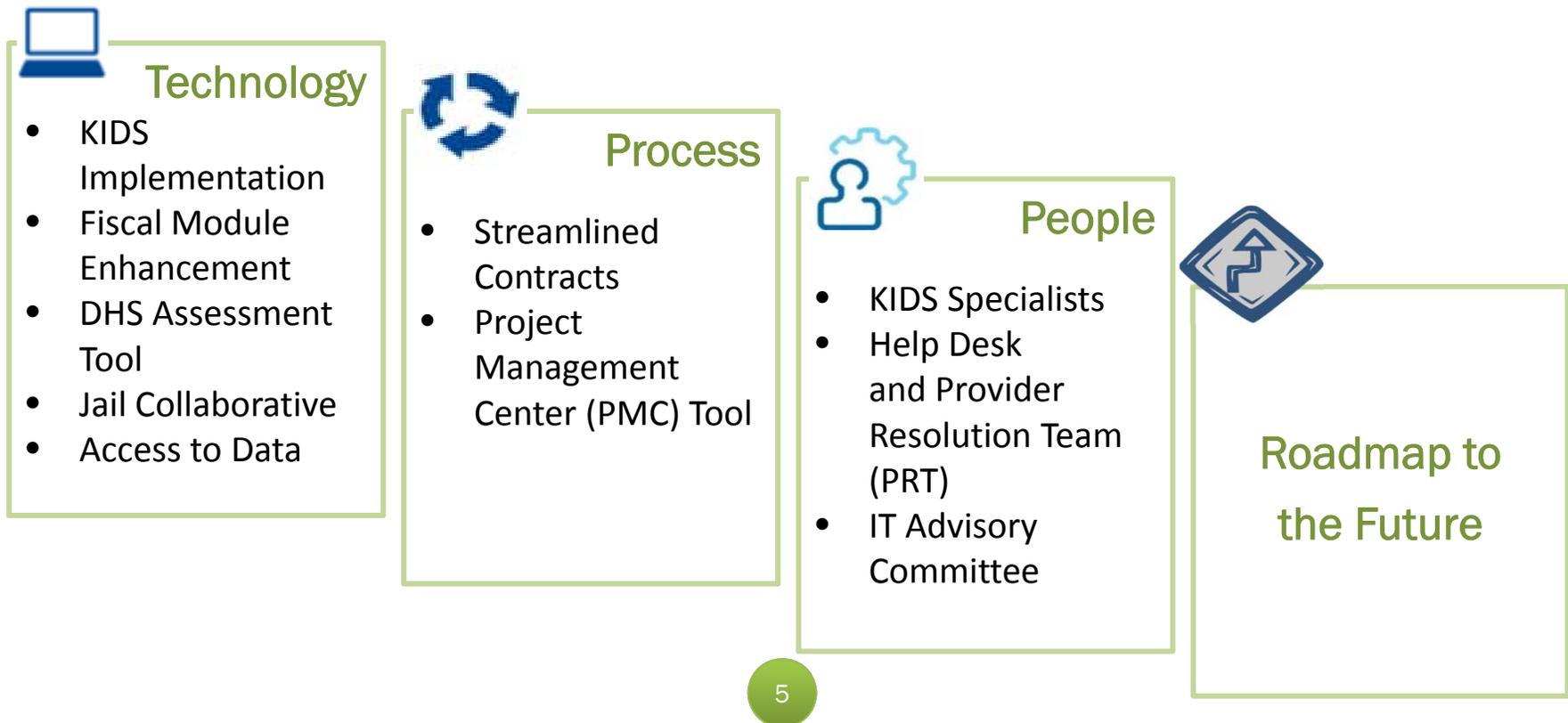
The KIDS application has been developed and released through a phased approach to allow for DHS staff and the provider community to become familiar with each module. The integration of KIDS with supporting applications such as the Master Client Index (MCI) and Master Provider Enterprise Repository (MPER) gives Allegheny County DHS the ability to deliver a level of service coordination not feasible in the past.

With KIDS serving as the cornerstone, DHS continues to expand capabilities through further integration as well as additional functionality. DHS is now well positioned to further advance their program offices capabilities and service offerings.

Setting the Right Foundation

DHS is dedicated to continued advancements in people, processes, and technology to create seamless and comprehensive service delivery to the citizens of Allegheny County.

The remainder of the report describes the projects and activities that DHS has initiated over the past 4 years to improve and integrate service delivery in each of the core areas (people, process, and technology). The report also provides an overview of the next generation of service delivery that propels DHS forward. These initiatives along with the roadmap set the foundation to achieve integrated services delivery that is automated, agile and adaptive.



KIDS Implementation

Issue

Once the KIDS application was released there was an immediate plan for continued expansion. The County understood the need to build a comprehensive information system for CYF to improve and automate business processes. The challenges faced by the County included the capability to have one record for complete, real-time case management and service information for all clients and families, to enable integration and access among supporting agencies and on a real-time basis increase data sharing and to capture all information of services rendered to clients for the purpose of initiating payments.

Action

- Streamlined methods of collecting and processing information gathered during the intake process by reducing the need for handwritten documents and replacing them with electronic files.
- Broadened KIDS to include the ability for authorized individuals to record, edit, search, and retrieve files concerning clients' demographic information, as well as abscondence, employment, education and health status.
- Provided an accessible methodology to keep authorized individuals, including service providers, aware of needed services for clients, services being provided to clients, and measurable outcomes.
- Introduced the functionality to support youth services as individuals transition to independence.
- Added functionality for service providers to maintain documentation such as Service Plans and Service Logs.
- Provided the ability to support services to youth that are known to JPO.
- Integrated the application with the Court of Common Pleas Case Management System (CPCMS).
- Automated provider claiming and payment for supported DHS services.

Impact

Client

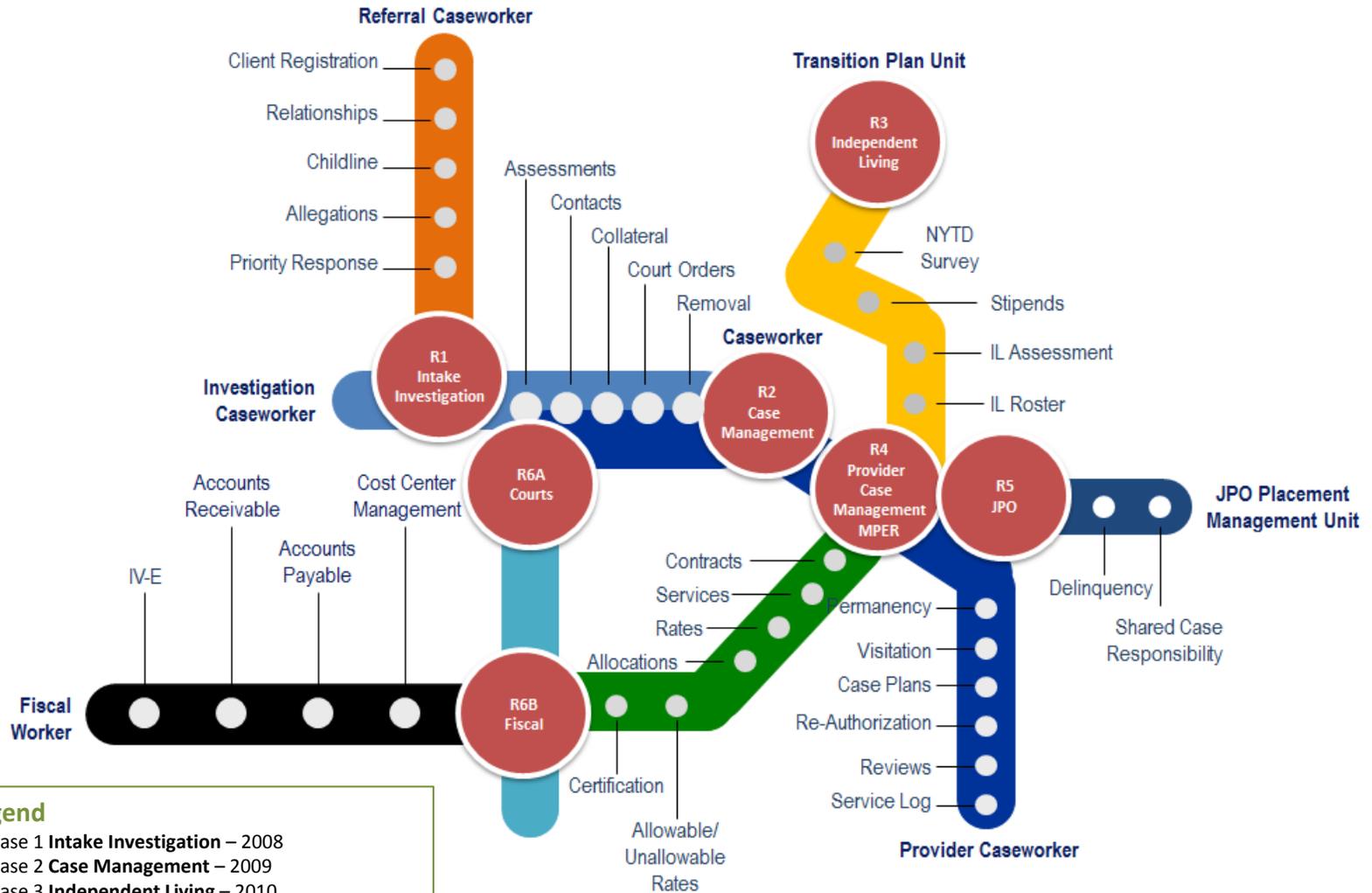
- Clients are better served due to accurate and timely access to information and reporting.
- Clients benefit from the integration of placement assistance assessments.
- The exchange of information between CYF and service providers is seamless, further expanding service coordination.
- Streamlined process for the collection and maintenance of records for children being serviced by the Adoption, Foster Care, IV-E Eligibility, and Permanent Legal Custodianship groups.

Agency

- A standardized and streamlined business process has been adopted, which allows for complete and accurate records.
- Manual handoffs have been reduced while system coordination has been optimized.
- Paperwork has decreased.
- Data collection has increased while maintaining record accuracy.
- Transparency has improved between CYF, other DHS agencies, and state/federal government.



KIDS Release Map



Legend

- Release 1 Intake Investigation – 2008
- Release 2 Case Management – 2009
- Release 3 Independent Living – 2010
- Release 4 Provider Case Management/MPER – 2010
- Release 5 JPO – 2010
- Release 6 A Courts – 2011
- Release 6 B Fiscal – 2011



Fiscal Module Enhancement

Issue

The Fiscal release answered the challenge of how to capture case management records and convert them into payments for provider agencies, a process which connects caseworker documentation in KIDS, the generation of invoices on behalf of the provider, and payments to/from Allegheny County. KIDS is able to generate the payment and the claim that would be used to reimburse the County from the State based on eligibility – tightening the gap between claiming what is paid and actual payments.

Action

- Identified and established unique rates to pay providers for services rendered.
- Defined a process for accurate and timely case management documentation where payments are linked to the services documented by providers.
- Included the ability to automatically reprocess claims that are adjusted due to a change in service documentation or rates.
- Established payment parameters to include Contracted Services, Licenses, Allocation Statements, Rates, Service Offerings, Defined Unit Types, Programs (if applicable), Level of Care (if applicable), and Facility (if applicable).
- Developed 'Exception reports', which allows users to edit parameters that did not meet payment requirements.

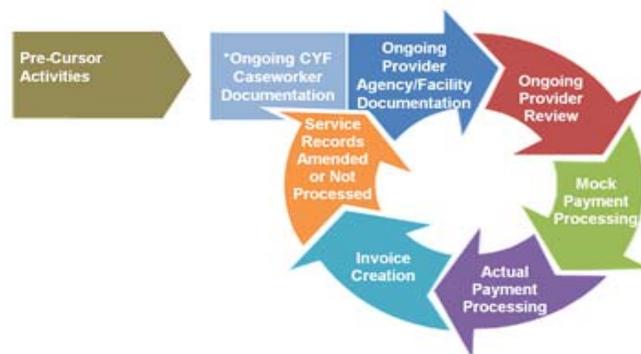
Impact

Client

- The immediate impact for the provider includes invoice and payment automation.
- The mock process gives providers the opportunity to view potential payments, ensure accurate record keeping and take action to reconcile if needed.
- Other benefits include accurate and adjustable payments, batch processing for defined payment dates on checks and invoices, and provider confidence in an accurate payment and forecasting system for their organization.

Agency

- Since Release 6B went live in 2011, Allegheny County has sent nearly 50,000 invoices to providers using the KIDS application.
- Benefits include minimizing fraudulent records through accurate record keeping, the enforcement of specific payment parameters, and most importantly, the ability to file State reimbursement claims timely and precisely.
- The creation and management of State claims to recoup IV-E eligible funds became straight-forward. Now the application tightly couples payment processes and eligible claims from reimbursement, resulting in accurate compensation.



DHS Assessment Tool (CANS/ANSA)

Issue

DHS recognized the need identify, meet, and overcome challenges in their attempt to deliver integrated services based on assessment data. The County answered this challenge by developing a single assessment tool for children, adults, and families.

Action

- Created the DHS Assessment Tool, which is the single point of entry and repository for all Child and Adolescent Needs and Strengths (CANS) and Adult Needs and Strengths (ANSA) assessments.
- Integrated the ability for Behavioral Health providers to receive CANS and ANSA data through a download process.
- Incorporated the CANS assessment tool into the business process across DHS, including the expansion of the tool for the Office of Children, Youth and Families.

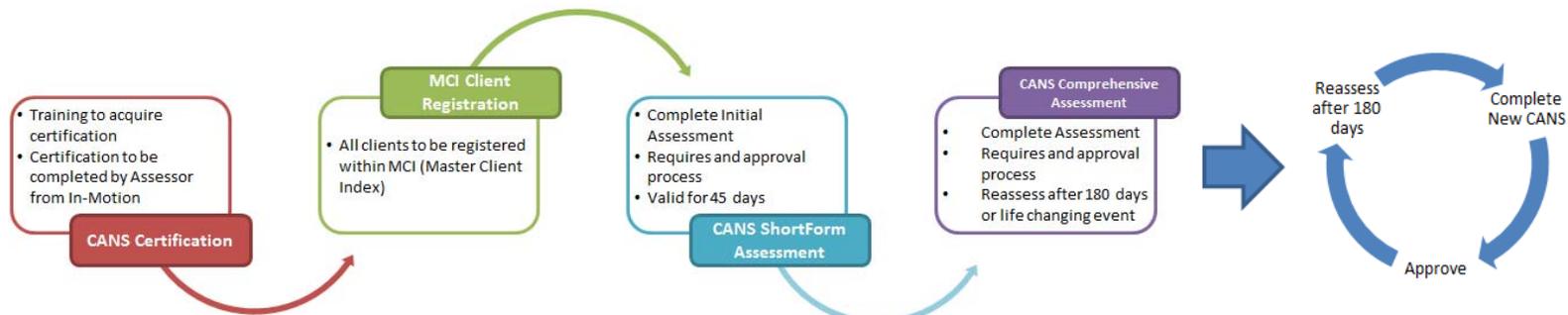
Impact

Client

- Allows for a common and accurate evaluation of a child's or adult's individual needs and strengths.
- Enables the client to become involved in their own service delivery.
- The tool facilitates communication among CYF and service providers.

Agency

- Provides a better assessment of individual needs, which helps DHS deliver effective services and empower families to grow stronger and independent.
- Enables the agency to measure service outcomes to determine which services have the most impact.
- Assessment details are now accessible by workers across various program areas that are involved in service-planning and determining the appropriate level of care necessary for children, adults and their families.



Jail Collaborative

Issue

The mission of the Allegheny County Jail Collaborative is to improve public safety by reducing recidivism. The Collaborative works with government and non-profit organizations, volunteers and other members of the community to meet this goal by building a clear path for successful reentry into society for men and women who leave the Jail's facilities. The Collaborative faced the challenge of linking service providers for an efficient business process and data sharing.

Action

- The Jail Collaborative application was implemented to coordinate efforts among staff who work in the jail system and service providers. The staff includes social workers (who conduct assessments), Reentry Specialists (service coordinators), and a Reentry Probation Officer.
- Leveraged experience connecting County agencies, such as family court and juvenile probation, using similar business processes.
- Utilized common technology frameworks to develop a low cost application.

Impact

Client

- Clients have increased access to resources to assist them in the journey from jail to release.
- An increased number of transitional housing and safe emergency housing options are now available for clients after their release.
- The services plan contributes to housing, family support, treatment, and employment possibilities.
- Jail Collaborative facilitates communication and relationship-building between families, inmates, and residents of alternative housing.
- Clients are better able to obtain information about detention and the judicial system.

Agency

- Jail Collaborative improved the process and opportunities for those assisting incarcerated or newly released clients.
- Opportunities have emerged for people in the community to become service providers, visitors, mentors, spiritual guides, and other support staff.
- The new process has increased communication and decreased duplicate efforts.
- Improvements in enrollment practices, including registration based on assessed need, staggered enrollments, and dissemination of information concerning programs available in jail and in the community.



Access to Data

Issue

While the DHS Data Warehouse has been live since 2000, users had limited access to the integrated data without IT intervention. Furthermore, although the KIDS system allowed DHS to collect extensive data related to the child welfare system, there were limited mechanisms to perform trend analysis on that data, as well as studies on how the child welfare process relates to other domains (e.g. Education).

Action

- Incorporated a KIDS data mart for child welfare reporting and analysis, which contains integrated information on clients from referral through the final outcome.
- Integrated multiple reports using the IBM Cognos product which were developed and made available to appropriate users, from the executive to the caseworker level.
- Developed a user-friendly, intuitive Reports Portal application to provide access to the reports mentioned above.
- Provided self-service data-retrieval tools for appropriate users to conduct independent analysis on the wealth of information available in the data warehouse and data mart.
- Conducted a client merge process to remove duplicate client records, providing for consistent client information across DHS applications, and expanded the documentation available around the data warehouse and reports.
- Integrated three additional data sources - Pittsburgh Public Schools, Clairton Public Schools, and Courts –into the data warehouse. This integration allows DHS to analyze correlations between education, court activity and services provided to families by DHS.
- Implemented the IBM DataStage ETL (Extract, Transform, Load) tool to enhance the data warehouse processing, maintainability, and scalability.

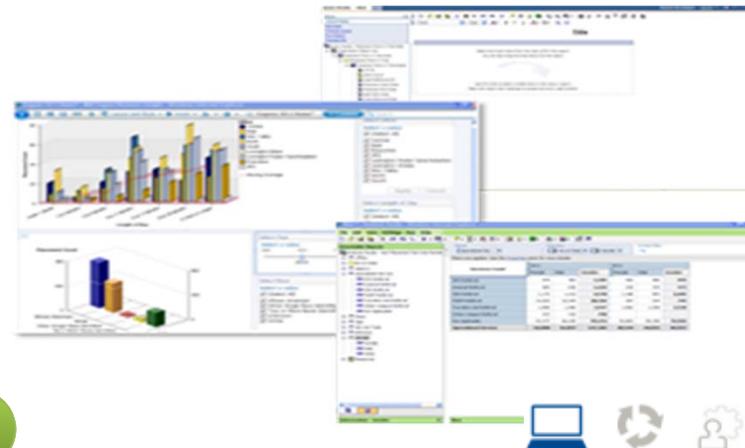
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Client

- By integrating additional data sources and improving analysis and reporting tools, DHS is better able to get a holistic view of services being received by a client and to better determine which services would lead to the best outcomes, leading to better client service.

Agency

- DHS is better able to measure program success, which ensures that resources are being directed to the most effective programs.
- The reports portal provides the foundation for DHS reporting. Eventually this portal will become the single repository for DHS reports across all DHS program and support offices.
- The enhanced data warehouse toolset sets the foundation for the data warehouse to continue expanding in the future.



Streamlined Contracts Process

Issue

The contracts process involvement spans from the service providers, the DHS program offices, the DHS fiscal office, and DHS contracts staff through the offices of County Law, County Manager, and County Controller. The lack of automation caused contract planning through execution to consume an excessive amount of valuable time and required a high degree of manual effort.

Action

- Implemented the Master Provider Enterprise Repository (MPER), creating a centralized storage location for all provider and contract related information.
- Automated key components of the contracts workflow.
- Integrated MPER with ActionTracker, facilitating the creation and execution of Executive Actions.

Impact

Client

- Expedited service delivery as a result of real time information available for all service providers.
- Providers benefit from expedited contract execution that enables their ability to receive service referrals and start receiving payment.

Agency

- The introduction of common services and definitions allows for consistent reporting and tracking of services across DHS.
- Reduced the time it takes to facilitate the contracts process by 80%, which significantly optimized the contracts workflow.
- MPER facilitates a transparent contracts process that reinforces communication, deadlines, and accountability.



Project Management Center (PMC)

Issue

The Deloitte Project Team supports a number of DHS program offices and initiatives. Some of the key challenges facing DHS and the Deloitte Project Team were monitoring, allocating project resources, and time management.

Action

- Implemented the Project Management Center (PMC) tool which enables communication, tracking and transparency across all DHS IT initiatives.
- PMC is a step forward in providing standardized and intuitive project status reporting, management, and transparency.
- PMC significantly upgrades project management capabilities between DHS and the Deloitte Project Team.
- The ACDHS Dashboard displays a high level synopsis of on-going maintenance activities, new initiatives, and issues, risks, and action items that affect the project.
- Personalized dashboards can be created to reduce redundant meetings, decrease meeting preparation time, and depict real-time data.

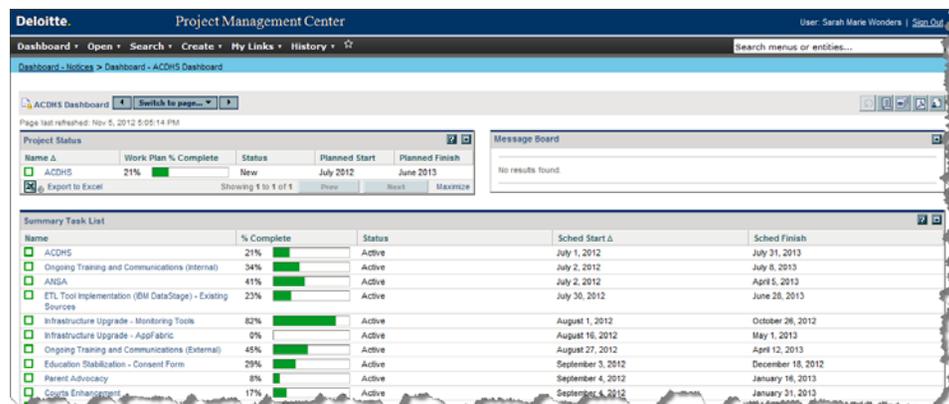
Impact

Client

- PMC is web-based, so it requires little meeting preparation and can be accessed from any location.
- DHS Management users and the Deloitte Project Team can personalize an assortment of dashboards to reflect information and data for a variety of meetings and reports.
- DHS Management is able to monitor the on-going health of the project, track milestones, and assess potential risks using real-time data.

Agency

- PMC is updated regularly by the Project Management Team, which allows for a single source of status and increased transparency.



The screenshot displays the Deloitte Project Management Center interface. At the top, it shows the Deloitte logo and the title 'Project Management Center'. Below this, there are navigation tabs for 'Dashboard', 'Open', 'Search', 'Create', 'My Links', and 'History'. The main content area is titled 'Dashboard - ACDHS Dashboard' and includes a 'Project Status' section with a table of project metrics and a 'Summary Task List' table.

Name	Work Plan % Complete	Status	Planned Start	Planned Finish
ACDHS	21%	New	July 2012	June 2013

Name	% Complete	Status	Sched Start	Sched Finish
ACDHS	21%	Active	July 1, 2012	July 31, 2013
Ongoing Training and Communications (Internal)	34%	Active	July 2, 2012	July 8, 2013
ANGA	41%	Active	July 2, 2012	April 5, 2013
ETL Tool Implementation (BMI DataStage) - Existing Sources	23%	Active	July 30, 2012	June 28, 2013
Infrastructure Upgrade - Monitoring Tools	82%	Active	August 1, 2012	October 28, 2012
Infrastructure Upgrade - AppFabric	0%	Active	August 16, 2012	May 1, 2013
Ongoing Training and Communications (External)	45%	Active	August 27, 2012	April 12, 2013
Education Stabilization - Consent Form	29%	Active	September 3, 2012	December 18, 2012
Parent Advocacy	8%	Active	September 4, 2012	January 16, 2013
Coyle Enhancement	17%	Active	September 4, 2012	January 31, 2013



KIDS Specialists

Issue

Once the KIDS application was implemented, there was a need for end-user support by a team who had extensive knowledge of the KIDS application and who had deep understanding of the roles and responsibilities of CYF caseworkers. This team would need to provide consistent guidance and direction to enable the caseworkers to use the KIDS application effectively.

Action

- CYF and the KIDS Project team worked together to onboard six KIDS Specialists who had extensive knowledge of casework.
- DHS realigned staff based on specific needs and individual skills to create a strength-based group of resources focused on streamlining processes and supporting service delivery.
- Provided extensive training to the Specialists on:
 - Technology development lifecycle
 - KIDS and MPER applications
 - Help desk procedures
 - Training Methodology
- Assigned each of the Specialists to a regional office to support the CYF staff.
- Included the Specialists on system requirements and testing sessions to ensure that the application would support or enhance the current business process.

Impact

Client

- CYF Staff have technology questions answered on the spot with the support of the KIDS Specialists which allows them to serve their clients effectively.
- The CYF Caseworkers receive on the job training support when system enhancements impact the KIDS application.

Agency

- The KIDS Specialists are proven assets to the agency. They contribute to enhancing the KIDS application by bridging the gap between technology and daily business processes.
- They work with the KIDS Project Team to ensure the application meets the business needs of the CYF Staff.
- They are instrumental to provide support to the caseworkers through desk side and classroom training.

The Help Desk and Provider Resolution Team (PRT)

Issue

As DHS continues to expand its end-user base, a knowledgeable and accessible team to answer questions and assist with issues that arise in a timely manner is a critical component to allow technology to support the business processes of internal and external users. With the implementation of the Fiscal Module in KIDS, the county recognized a need to improve the skill set of the existing help desk and expand the team to include team members with an understanding of KIDS and Fiscal business processes.

Action

- Combined IT and Administration by realigning resources from IT and finance to provide cross-functional support to transition from manual-based to technology-based processes.
- Provided extensive training to the current Help Desk team to deepen their understanding of how service providers are utilizing MPER and KIDS to document services and render payment.
- Mobilized a Provider Resolution Team (PRT) to efficiently and effectively address issues related to the KIDS Fiscal Module and Program/Policy concerns.
- Assigned PRT members to specific providers to enable them to develop historical knowledge of common concerns/issues for providers.
- Held several working sessions with the Help Desk Staff, PRT, Fiscal Office, CYF Program Staff and Contract Monitors to educate the entire team on the provider payment cycle.
- Engaged the PRT in the provider training of the new Fiscal Module to begin to build relationships.
- Empowered the PRT to escalate issues to the Deputy Directors if necessary.

Impact

Client

- The service providers experience an efficient resolution of issues related to the documentation and payment of services.
- Providers are able to reach out to the team for assistance from people who are familiar with the business process of their agency.
- Payment concerns are addressed quickly and providers receive payment with increased accuracy.

Agency

- The PRT coordinates complex issues to ensure that there is shared responsibility and consistency with issue resolution.
- The PRT assures that accurate and timely follow up is passed on to providers.
- The PRT documents and tracks all provider issues so that historical knowledge can be easily transferred.



IT Advisory Committee

Issue

DHS recognizes the importance of open communication and collaboration with the service provider community, as their role is critical to serving the citizens of Allegheny County. In order to develop and maintain strong partnerships with the large group of service providers, DHS identified a need to convene a structured IT Advisory Committee to bring service providers and DHS staff together.

Action

- Solicited volunteers from the provider agencies to lead the IT Advisory Committee.
- Provided a forum for quarterly meetings that would foster open discussion around current system functionality and suggestions for the future.
- Encouraged DHS leadership and program office staff to attend and participate in the IT Advisory Committee meetings.
- Implemented a weekly touch point call to enable providers to voice immediate technology concerns impacting their business.
- Conducted a focus group with service providers to gather information about the use of the DHS applications and impacts to their business processes.

Impact

Client

- The service providers are able to openly discuss business and technology suggestions with an audience of their peers as well as DHS leaders.
- Providers are able to learn from each other with regards to best practices and the development of business processes around technology implementation.
- The committee has established open communication to enable transparency and collaboration between DHS and the provider community.

Agency

- DHS leaders are able to keep a pulse of the provider community.
- DHS leaders and programs offices are able to gather information in a structured format and timely fashion. This information is critical to current system functionality and future decisions around system development.
- The PRT documents and tracks all provider issues so that historical knowledge can be easily transferred.



ROADMAP TO THE FUTURE

The development of systems that are automated, agile, and adaptive allows DHS to proactively improve service delivery.

Looking Ahead

Allegheny County DHS has many mission critical initiatives. Key decisions are made on a daily basis within DHS around how to prioritize these initiatives without disrupting service delivery. A significant number of these decisions are made based on data contained in current DHS systems. The impact of technology to streamline business processes, improve access to accurate data, facilitate program integration, and to utilize analytics to drive decisions, with the **overall goal of improving services to the citizens of Allegheny County** is at the forefront of what drives DHS towards continued improvement.

Each technology modification has the potential to move DHS forward in their mission to integrate program offices; however, if not completed properly and maintained in a cost effective manner, these modifications could severely impact the existing functionality of the systems and the ability to move forward.

The Next Generation of Service Delivery

DHS had developed a Technology Roadmap to support short term and long term business strategies. This includes designing IT architectures, mobile technology platforms, cloud-centric operating models, and SOA-based application components to efficiently deliver needed business and technical capabilities to support a comprehensive technology roadmap for DHS.

This Technology Roadmap is the stepping stone to achieving complete **Automated Management** of internal processes such as eligibility determination, client background checks, contract management and execution, and access to updated catalogs of provider services. It also leads to **Agile Service Delivery**, which allows DHS to efficiently and quickly deliver the most appropriate and comprehensive services. In addition, DHS continues to strive toward **Adaptive Services and Resources**, which means that services are flexible and can be customized to meet the challenging needs of clients.

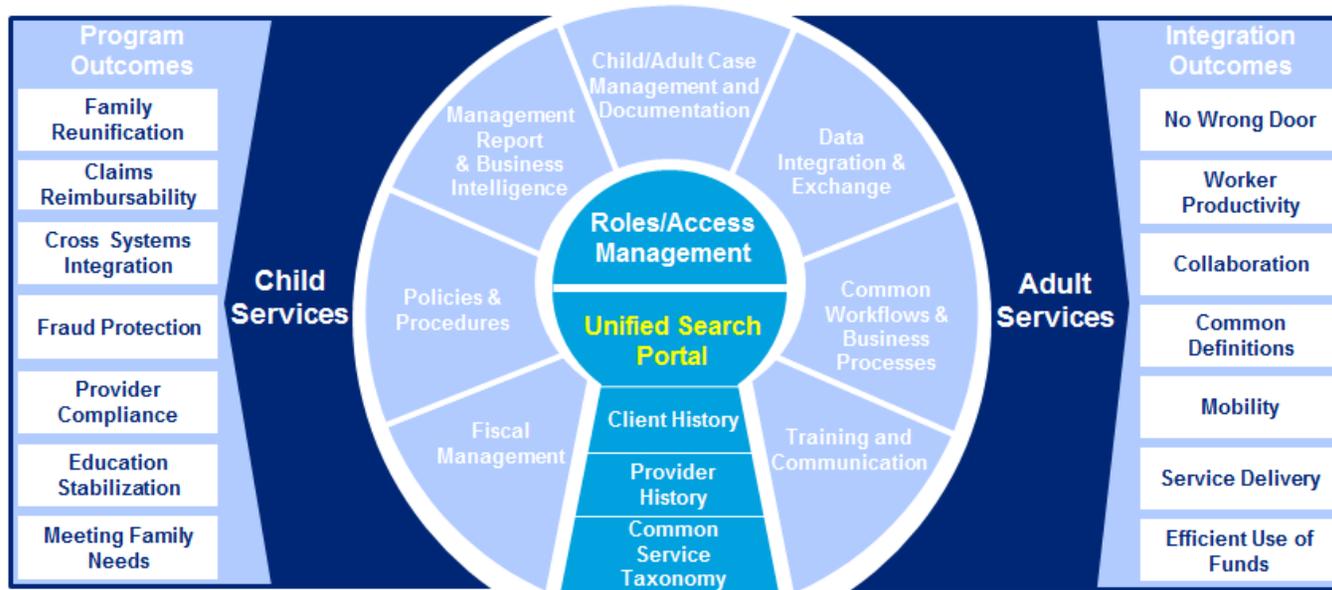


ROADMAP TO THE FUTURE

Future of DHS – An Intelligent Service Life Cycle

The future of DHS relies on sharing data and providing access to information **anytime and anywhere** to facilitate accurate decision making during critical junctures in the service life cycle. While keeping the core principles (*Automated Management, Agile Service Delivery, and Adaptive Services and Resources*) of the Technology Roadmap in mind, DHS continues on the journey to implement an integrated case management system to bring child welfare services under the umbrella of a single integrated services delivery model for children and adults.

The agency plans to continue expanding the current technology architecture to create an integrated case management system to significantly reduce implementation risk and overall implementation time with the ability to reuse technology components and use a common framework across DHS. An integrated approach to service delivery promotes coordination of care that impacts outcomes by using multiple services while balancing the demands of multiple agencies. An integrated system facilitates the management and delivery of services to meet program and integration outcomes while focusing on consumers' ability to easily access these services. This allows DHS to be responsive to changing demands and needs of its consumers and industry as a whole while continuing to build on its status as a leader and innovator among public sector organizations.



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