



The Council of State Governments
Sharing capitol ideas.

2011 Innovations Awards Application

DEADLINE: MARCH 28, 2011

ID # (assigned by CSG): 2011- _____

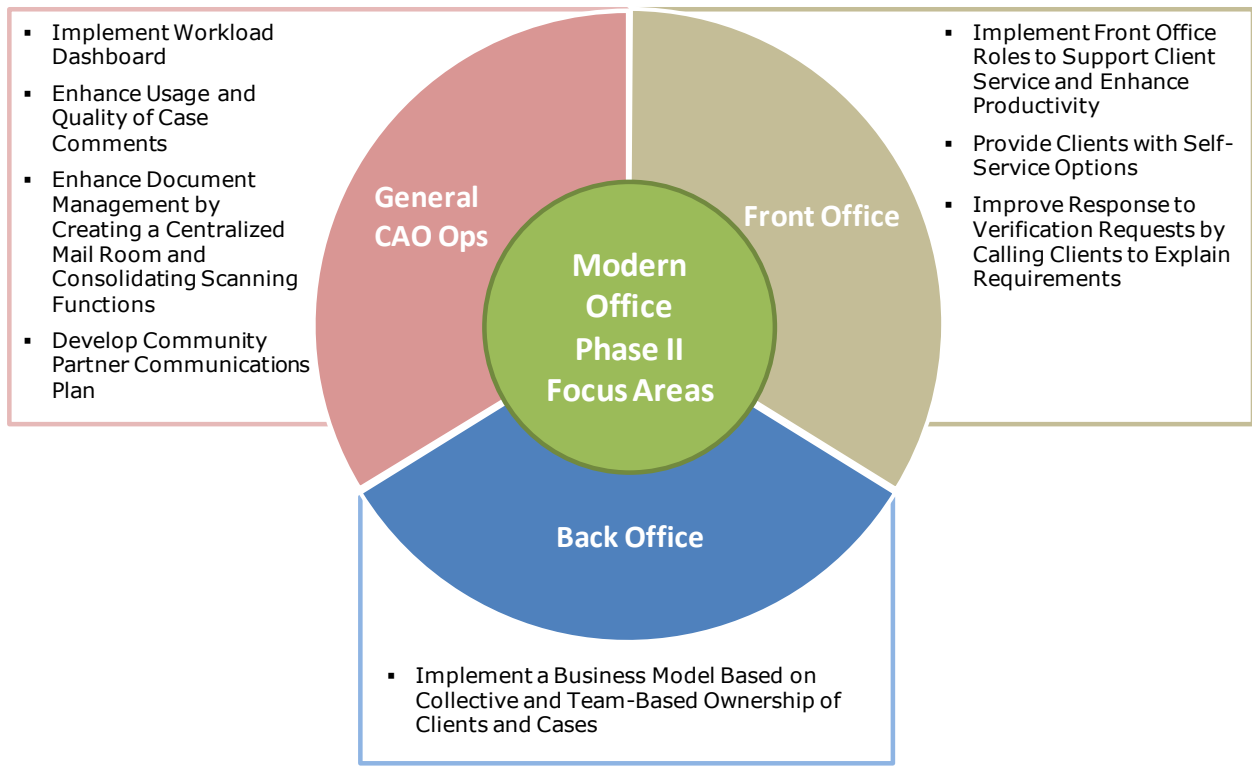
Please provide the following information, adding space as necessary:

State: *Pennsylvania*

Assign Program Category (applicant): *Health and Human Services*

1. Program Name: *Modern Office*
2. Administering Agency: *Department of Public Welfare, Office of Income Maintenance (OIM)*
3. Contact Person (Name and Title): *Elizabeth Bacon*
4. Address: *300 Corporate Center, Camp Hill, PA 17011*
5. Telephone Number: *717-695-5317*
6. FAX Number: *717-433-9930*
7. E-mail Address: *elbacon@deloitte.com*
8. Web site Address: <http://www.dpw.state.pa.us/dpworganization/officeofincomemaintenance/index.htm>
9. Please provide a two-sentence description of the program.
Modern Office is one of the Office of Income Maintenance's responses to the challenge of growing demand for public assistance, and the need for more responsive, higher quality customer service. Modern Office focuses on streamlining business processes, emphasizing client service, introducing staff to new skills, and enhancing the role of technology in health and human services delivery.
10. How long has this program been operational (month and year)? Note: the program must be between 9 months and 5 years old on March 28, 2011 to be considered.
OIM implemented Modern Office in two pilot offices in October 2008. Since that time, an additional 12 offices fully transitioned to Modern Office practices.
11. Why was the program created? What problem[s] or issue[s] was it designed to address?
Modern Office addressed five key business objectives:
 - *Improve overall operational efficiency through the elimination of duplicative tasks, the standardization of information, and the increased optimization of technology*
 - *Clearly define the activities that take place in the Front (Application Intake) and Back (Case Maintenance) Office*
 - *Decrease client wait time by increasing the use of self-service options*
 - *"Do more with less" and increase access to services through the migration from the traditional model of individual case ownership (i.e. worker of record) to collective responsibility (i.e. team-based ownership)*
12. Describe the specific activities and operations of the program in chronological order.

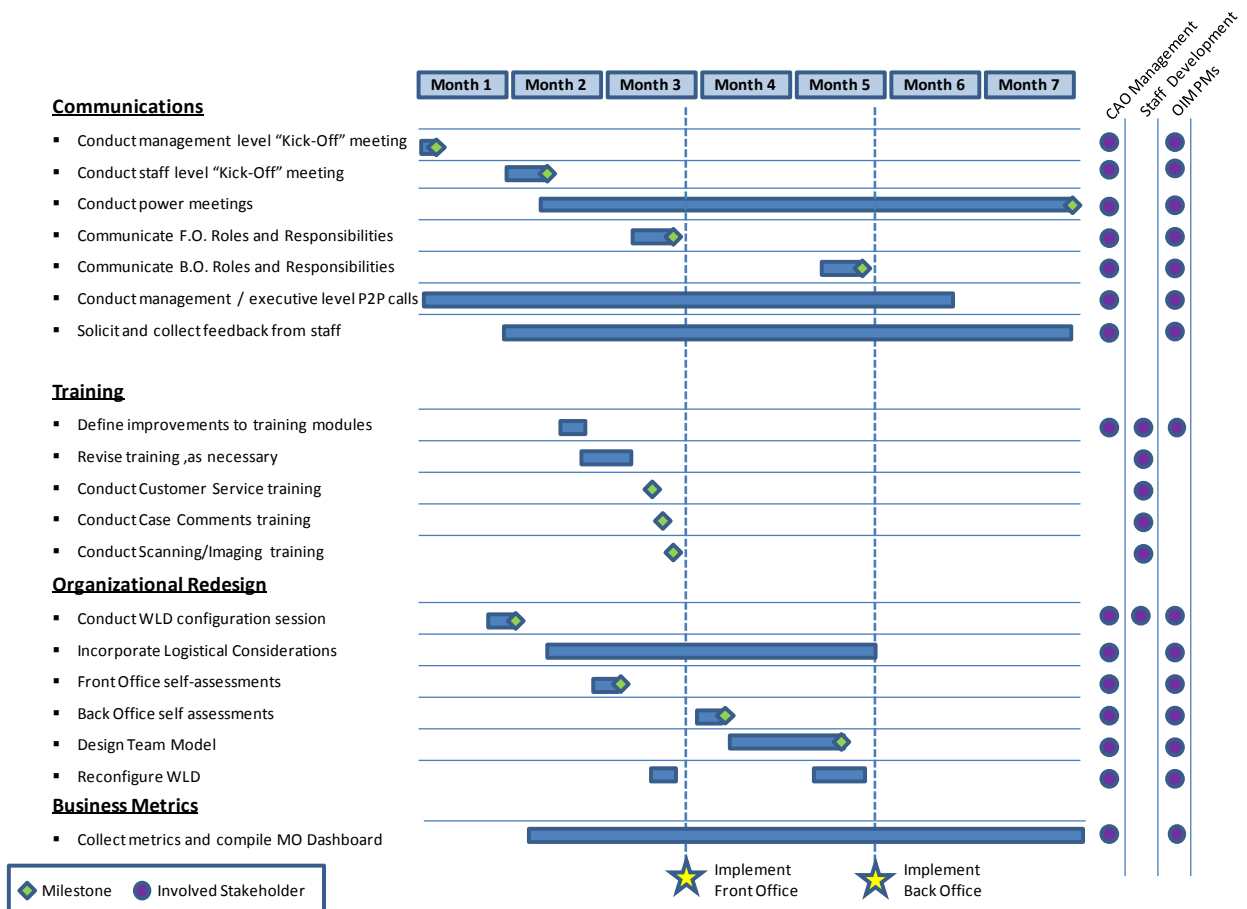
In early 2008, a work group of stakeholders from across OIM developed a set of recommendations to address the business objectives described above. The recommendations spanned General County Assistance Office (CAO) operations, Front Office (Intake) operations, and Back Office (Case Maintenance) operations:



Between October 2008 and June 2009, Dauphin CAO and Snyder District Office (Philadelphia CAO) tested and piloted these concepts to great success. The pilot sites also planned and completed appropriate communications, training, and change management activities to support successful Modern Office implementation:

- *Communications: Targeted and ongoing communications to CAO staff at all levels for Modern Office implementation*
- *Training: Modern Office specific trainings delivered before staff change roles or new processes are created*
- *Organizational Redesign: Activities related to the development and definition of a new organizational model that includes Back Office Teams and the creation of a Front Office Intake Processing unit to support interviewers*
- *Business Metrics: Measuring performance before and after Modern Office implementation; promoting a “data-driven” management culture*

The following image displays a sample Modern Office implementation timeline:



Each CAOs specific implementation timeline varies depending on its baseline condition. The complete implementation of Modern Office may take up to 6 months with specific recommendations implemented at key milestones. During initial Modern Office planning sessions, CAO management and OIM Headquarters staff develop an implementation timeframe based on the baseline condition of the office.

The Modern Office pilot offices implemented recommendations that affected the Front Office and General CAO operations before the creation of the Back Office team based case management model. This enabled the CAOs to focus on one area and refine the business model before moving on and implementing another Modern Office recommendation.

As the Modern Office represents a significant change in operations, CAOs implement Modern Office concepts through a staggered approach so that change is incrementally applied. This results in more control over each implemented concept and encourages adoption of the recommendations among CAO staff.

13. Why is the program a new and creative approach or method?

Modern Office is highly customizable. It is not a "cookie cutter" solution, but instead a repeatable implementation approach with guiding principles that allows each office to develop the best processes for the office's conditions as long as the solution aligns with the Modern Office concepts. The flexibility of the program makes Modern Office highly transferable and successful within a variety of office conditions.

Modern Office also takes advantage of technology to automate many of the manual processes that cause duplicative work and process inefficiencies (see question #18 for more information).

14. What were the program's start-up costs? (Provide details about specific purchases for this program, staffing needs and other financial expenditures, as well as existing materials, technology and staff already in place.)

The program required no additional start-up costs.

15. What are the program's annual operational costs?

The program required no additional operational costs.

16. How is the program funded?

Not applicable.

17. Did this program require the passage of legislation, executive order or regulations? If YES, please indicate the citation number.

No, no additional legislation or executive order or regulations were required to implement Modern Office.

18. What equipment, technology and software are used to operate and administer this program?

The business process and service delivery improvements included in Modern Office relied on the functionality of several existing OIM technologies:

Workload Dashboard (WLD) is a workload management tool that supports Modern Office business processes in both the Front and the Back Office. WLD enables County Assistance Offices (CAOs) to track and monitor application and case maintenance activities. WLD also enables supervisors and managers to develop a sense of the total work assigned to their team and prioritize work accordingly. As part of Modern Office implementation, CAO management staff configure Workload Dashboard to drive their "to-be" business processes, including sharing work amongst a specialized team.

COMPASS, Pennsylvania's online application for many health and human service programs, is one of the "self-service" options available to OIM clientele as part of the Modern Office design. Additionally, Modern Office CAOs provided clients with access to a copy machine for verification documents and a telephone for contacting various coordinating agencies in the Front Office.

Finally, Modern Office requires scanning equipment (hardware and software) to support the development of Electronic Case Records which enable increased document management capabilities. At the time of Modern Office pilot implementation, OIM already had an Imaging Module within their integrated eligibility system that enabled works to search for and view electronic documents.

19. To the best of your knowledge, did this program originate in your state? If YES, please indicate the innovator's name, present address, telephone number and e-mail address.

Yes, to the best of our knowledge, Modern Office originated in Pennsylvania. Modern Office recommendations were developed based on Health and Human Services service delivery best practices from across the nation but the implementation of this kind of program was unique to Pennsylvania at the time of the pilot.

Innovator (Name and Title): Joanne Glover, Acting Deputy Secretary for OIM

Address: Health and Welfare Building, 4th Floor, Harrisburg, PA 17102

Telephone Number: 717-783-1699

FAX Number: 717-787-6765

E-mail Address: jglover@state.pa.us

20. Are you aware of similar programs in other states? If YES, which ones and how does this program differ?

We are not aware of similar programs in other states.

21. Has the program been fully implemented? If NO, what actions remain to be taken?

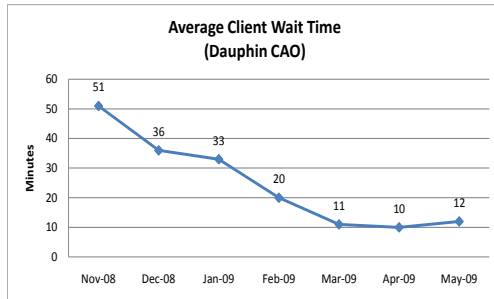
OIM continues to implement Modern Office in the remaining 85 County Assistance Offices across the Commonwealth.

22. Briefly evaluate (pro and con) the program's effectiveness in addressing the defined problem[s] or issue[s]. Provide tangible examples.

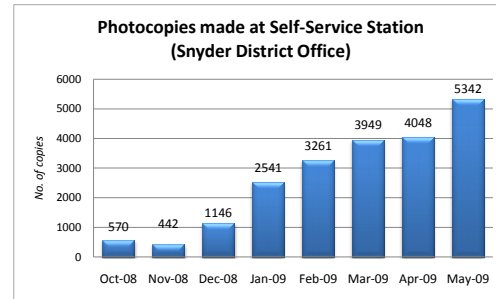
OIM compiled the following facts after the pilot Modern Office implementation to highlight the effectiveness of the program in meeting the desired business outcomes:

Demonstrated Success in the Pilot Offices

Enhanced Client Service

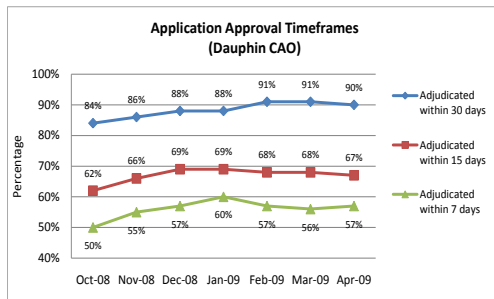


Average client wait time at the pilot offices decreased dramatically after the implementation of Modern Office concepts

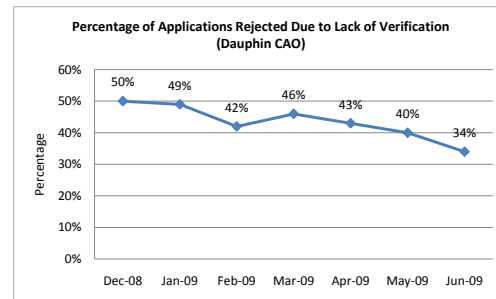


Clients are becoming more comfortable using Self-Service Stations, leading to less wait time in the office and more time for caseworkers to engage clients with more complex needs

Improved Operational Efficiency

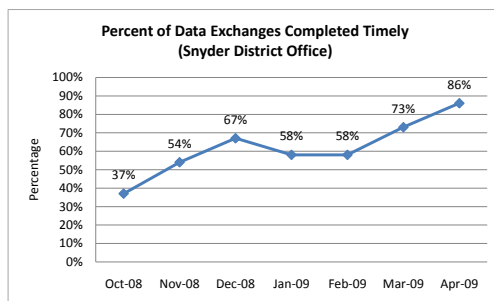


Despite the 40% increase in number of applications, the Modern Office pilots processed a greater percentage of applications on time

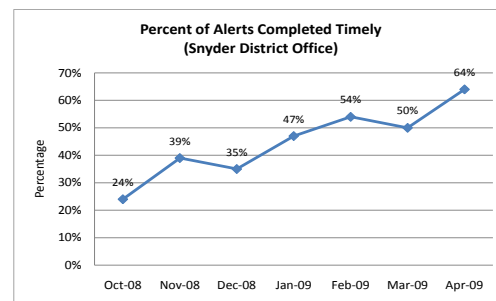


More clients submitted the right verification documents on time, resulting in a smaller percentage of applications rejected for administrative reasons

Success in a Team Based Environment



The Back Office specialist teams have resulted in more work processed per month at a higher rate of productivity. CAOs are able to get more done with the same resources using a team-based case management approach



23. How has the program grown and/or changed since its inception?

OIM designed Modern Office to be customizable and flexible enough to meet the varying demands of each County Assistance Office in the Commonwealth. A Modern Office Implementation Playbook provides implementation guidelines that ensure consistency in implementation approach while allowing CAOs to modify the program to meet the unique circumstances (i.e. size, client demographics, etc.) of the office.

24. What limitations or obstacles might other states expect to encounter if they attempt to adopt this program?

Due to the flexibility of the program as described above, Modern Office would be highly adaptable in other states. The largest obstacle may be the foundational technology required to truly implement the business process related to transitioning from case ownership to team processing.

Additionally, given that some of the Modern Office recommendations require significant change from traditional Health and Human Services delivery models, successful Modern Office requires robust communication and change management strategies. The Modern Office Implementation Playbook contains communications, change management, and project management templates to assist in this arena.

CSG reserves the right to use or publish in other CSG products the information provided in this application. If your agency objects to this policy, please advise us in a separate attachment.



The Council of State Governments
Sharing capitol ideas.

2011 Innovations Awards Application Program Categories and Subcategories

Use these as guidelines to determine the appropriate Program Category for your state's submission and list that program category on page one of this application. Choose only one.

Infrastructure and Economic Development

- Business/Commerce
- Economic Development
- Transportation

Government Operations and Technology

- Administration
- Elections
- Information Systems
- Public Information
- Revenue
- Telecommunications

Health & Human Services

- Aging
- Children & Families
- Health Services
- Housing
- Human Services

Human Resources/Education

- Education
- Labor
- Management
- Personnel
- Training and Development
- Workforce Development

Natural Resources

- Agriculture
- Energy
- Environment
- Environmental Protection
- Natural Resources
- Parks & Recreation
- Water Resources

Public Safety/Corrections

- Corrections
- Courts
- Criminal Justice
- Drugs
- Emergency Management
- Public Safety

Save in .doc or rtf. Return completed application electronically to innovations@csg.org or mail to:

CSG Innovations Awards 2011
The Council of State Governments
2760 Research Park Drive, P.O. Box 11910
Lexington, KY 40578-1910

Contact:

Nancy J. Vickers, National Program Administrator
Phone: 859.244.8105
Fax: 859.244.8001 – Attn: Innovations Awards Program
The Council of State Governments
E-mail: nvickers@csg.org

This application is also available at www.csg.org.