



# Driving Program Effectiveness with Technology in Difficult Economic Times

## The CIO Perspective

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Georgia Department of Human Services



## The Perfect Storm

- The crisis is still ahead for State Governments
- Budget cuts aren't going away
- In this new environment, public officials find themselves facing a situation of rising demand and diminishing revenues for Government services – drastically in many cases.
- Calls for transformation are coming from all directions, particularly in technology, as a potential solution to mitigate the issue

# The scale and depth of the current economic crisis represents unprecedented challenges that governments must address



## Increased pressure

Spending commitments

Budget deficits

End to stimulus

## Rising expectations

Citizen demands

Changing demographics

Emerging technologies

Changing role of government

## The nature of the crisis

A crisis of **citizen's confidence** in government as they worry about whether the levels and quality of basic services they expect will continue to be met.

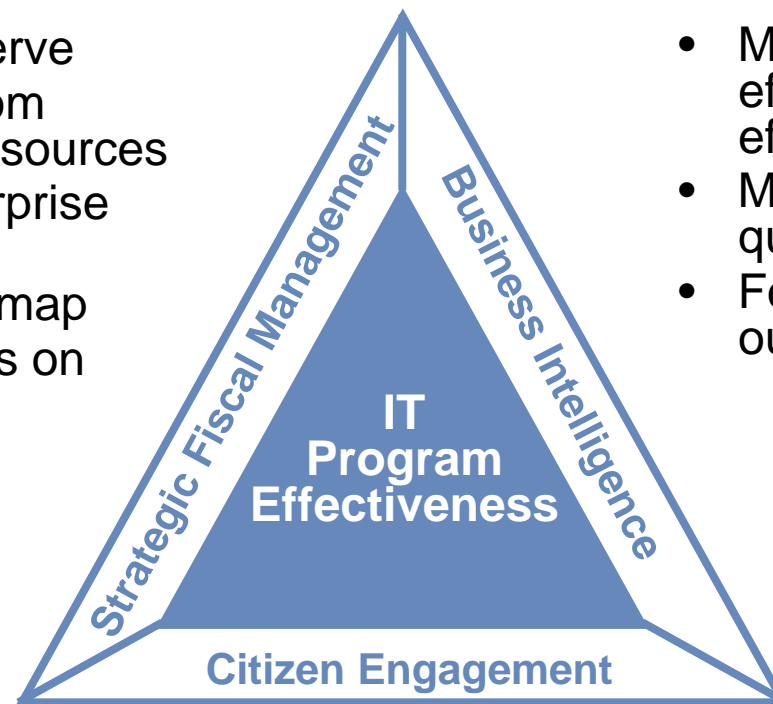
A **political crisis** as governments struggle to reassure and shore-up citizen support.

A **crisis of the institutions and processes of government** as they come under pressure to at least maintain current levels of services while operating budgets plummet.

# Georgia DHS Program Effectiveness Response



- Reduce Cost to Serve
- Maximize value from remaining funding sources
  - Develop Enterprise Capabilities
- Work from a Roadmap
- Work with business on grants



- Maximize process effectiveness and efficiency
- Manage both quality and quantity
- Focus energy on key outcomes

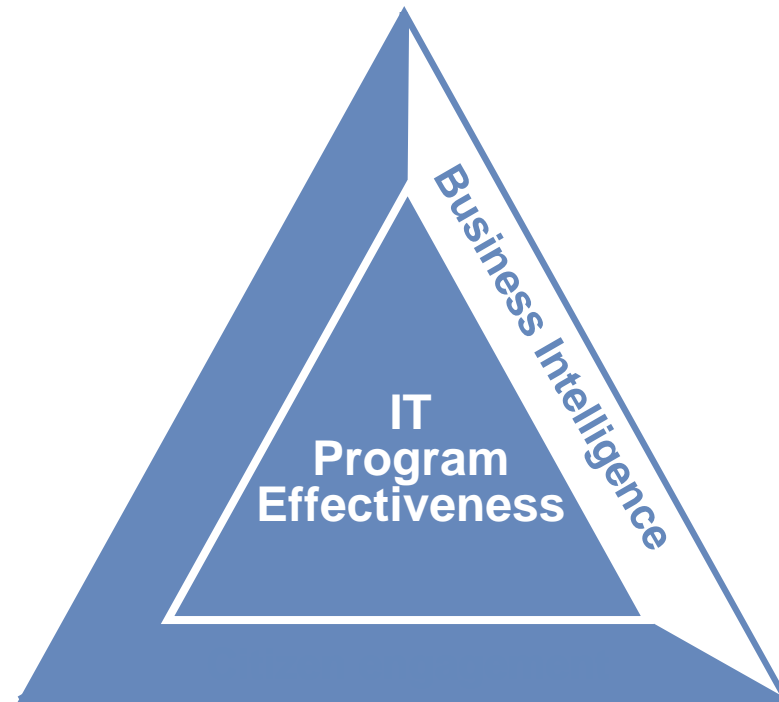
- Improve access to service
- Move to lower cost channels
- Improve quality and service at same time

# Business Intelligence



Deployed Business Intelligence as a method to help FOCUS field operations on specific outcomes that drive performance and compliance.

- Identify cases at risk
- Identify 'out of bounds' situations
- Link service delivery quality to client outcomes
- Enable data driven decision making – which ultimately reduces costs



## Key Features of GA DHS LENSES BI



- Three key areas of reporting:
  - Operational Outcome Measures
  - Federal CSFR Outcome Measures
  - Case Review Quality Measure Dashboards
- Actionable Reporting
- Highly Visible – used throughout organization
- Only source of data for these measures – a key feature
- Reports are pushed to stakeholders and leadership – e-mail/blackberry
- Internal reports – tied to training, not intended for general public at this point
- Can see both scores and exceptions on one graph – improves ability to quickly take action

## Example: Georgia Lenses



**Georgia**  
**LENSES**  
Using business intelligence to drive practice and performance

Please enter your User ID and Password below, and then press the Log In button.

User ID

Password

Oracle Business Intelligence 10.1.3.4

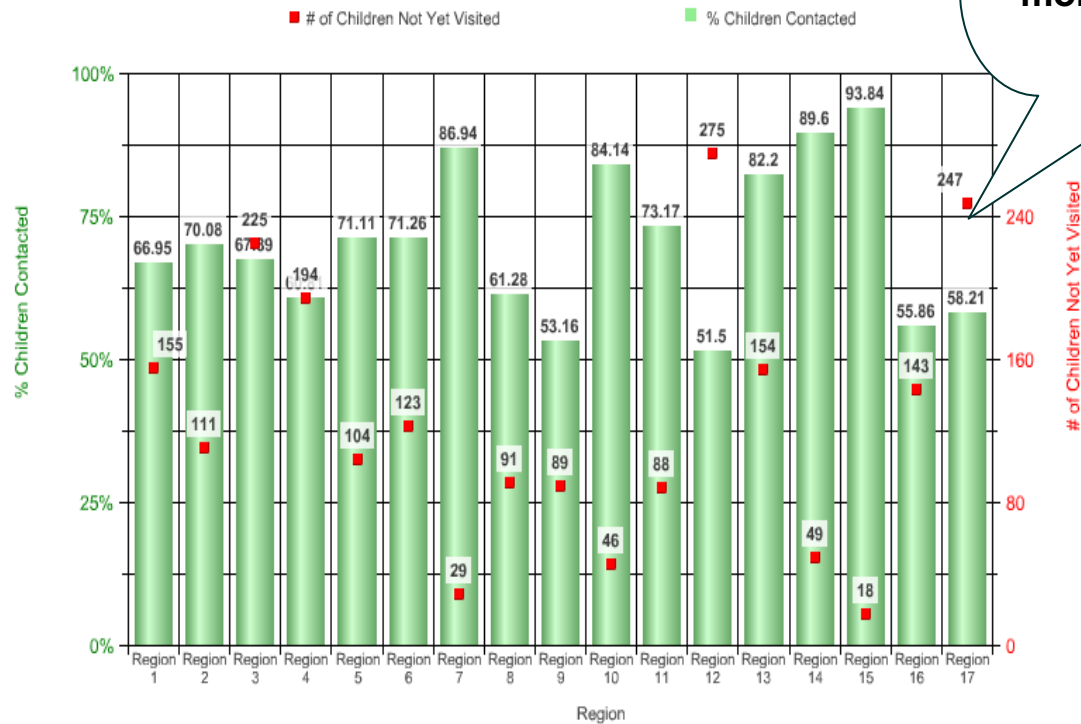
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- Lenses is developed in Oracle's OBIEE toolset.
- Using Business Intelligence to drive practice and performance.

### Month to Date Contacts

Data as of: 04/19/2010

% of ECEM Eligible Children Visited Statewide:	<b>70.21%</b>
# of ECEM Eligible Children Not Yet Visited Statewide:	<b>2,141</b>
# of ECEM Eligible Children Statewide:	<b>7,188</b>



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- **Contacts with children was a key challenge for operations**
- **Report shows statistics to date, and dots indicate the number of cases not yet contacted.**
- **Drilling produces the list.**
- **Drove to near compliance in first month of report.**

Mail Message



Mail Properties

From: Georgia LENSES  
<georgia\_lenses@dhr.state.ga.us>

Thursday - April 15, 2010 5:56 AM

To:

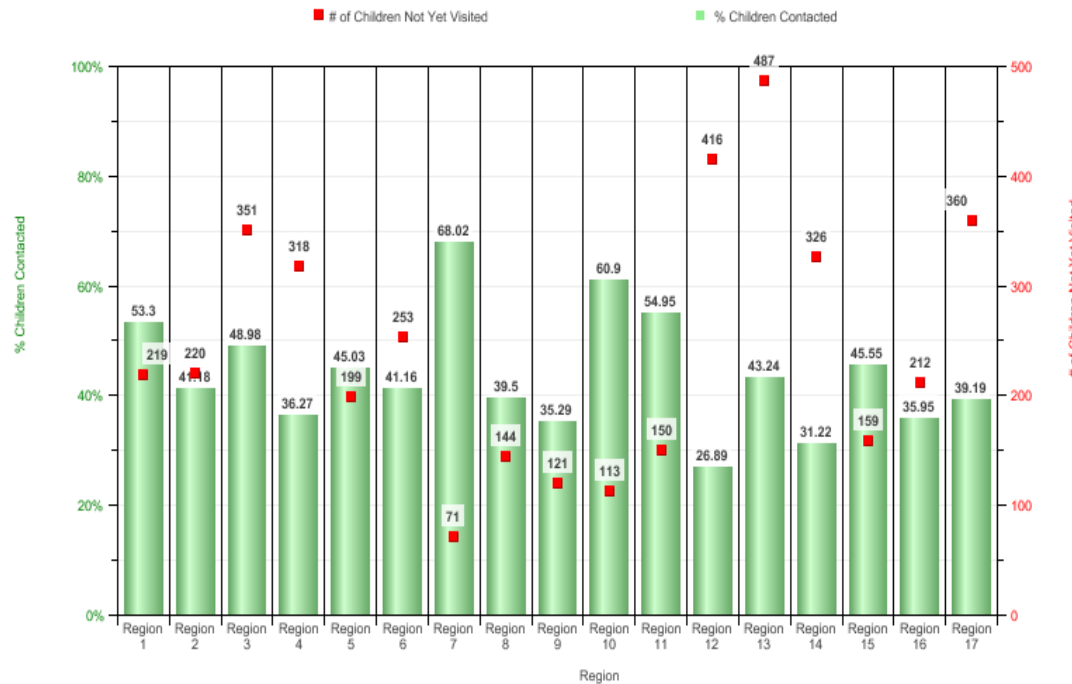
Subject: Month to Date Contacts

Attachments: Mime.822 (93768 bytes) [View] [Save As]

### Month to Date Contacts

Data as of: 04/14/2010

% of ECEM Eligible Children Visited Statewide:	42.85%
# of ECEM Eligible Children Not Yet Visited Statewide:	4,119
# of ECEM Eligible Children Eligible Statewide:	7,207



- Reports sent prior to reporting period close so field can take action.
- Viewable on mobile phones/blackberries
- Leadership more connected
- Same tool is used for reporting specific 'out of bound' cases

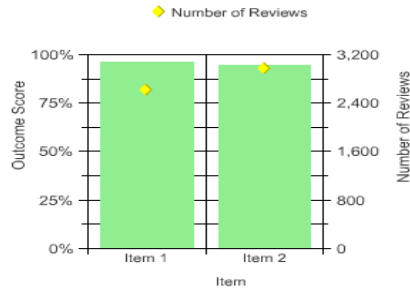
### Safety 1 Outcome Report

Data as of: 04/19/2010

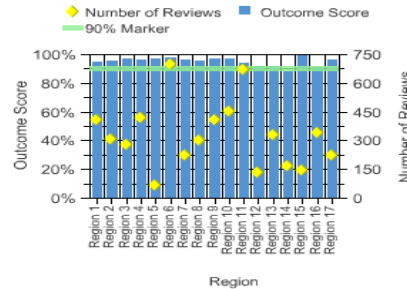
Federal Fiscal Year is equal to 2010  
 and Outcome is equal to Safety 1  
 and Question Type is equal to M  
 and State is equal to Georgia

**Legend:**

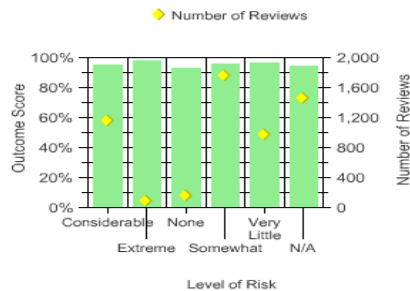
- Red Highlighted Bar Indicates Outcome Score Below 90% Threshold
- Green Highlighted Bar Indicates Outcome Score Of 90% Or Above



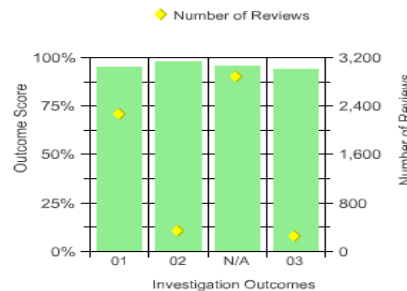
[Detail View](#)



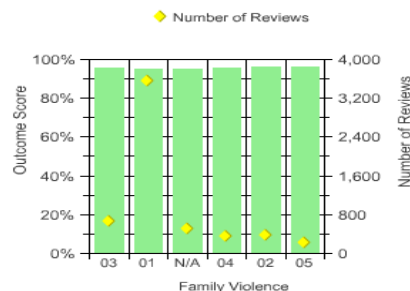
[Detail View](#)



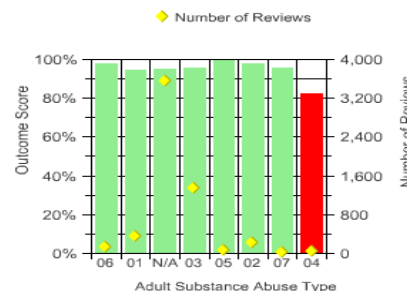
[Detail View](#)



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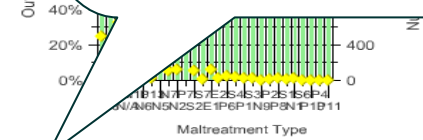


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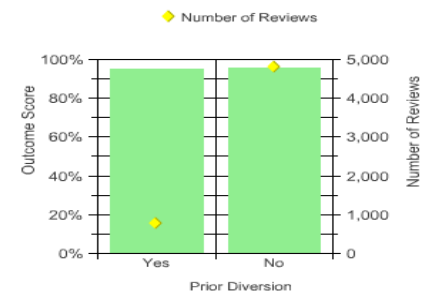


[Detail View](#)

- This report is a operational dashboard for managing quality
- Many more metrics used to identify trends
- Reports a combination of cases statistics COMBINED with quantified results of case reading – quality of case work
- Again, specific cases are a click away



[Detail View](#)



[Detail View](#)

# ECEM Eligible Children Not Yet Visited

Data as of: 04/14/2010

County	Unit County	Unit #	Supervisor Name	Case Manager Name	Case ID	Child Name	Foster Care Child ID	ECEM Compliant Prior Months to Date
	Clayton	29	Sensitive Data	Sensitive Data	<a href="#">9400637</a>	Sensitive Data	9434128	Yes
	Clayton	29			<a href="#">9400729</a>		9431998	Yes
	Clayton	29			<a href="#">11360459</a>			
	Clayton	29			<a href="#">11360459</a>			
	Clayton	29			<a href="#">16809128</a>			
	Clayton	29			<a href="#">16809128</a>			
	Clayton	29			<a href="#">16809128</a>			
	Clayton	29			<a href="#">16809128</a>			
	Clayton	29			<a href="#">16809128</a>			
	Clayton	29			<a href="#">16809128</a>			
	Clayton	29			<a href="#">16861349</a>			
	Clayton	29			<a href="#">9400678</a>			
	Clayton	29			<a href="#">11368257</a>			
	Clayton	29			<a href="#">16813831</a>			
	Clayton	29			<a href="#">16813831</a>			
	Clayton	29			<a href="#">16843559</a>			
	Clayton	29			<a href="#">16843559</a>			
	Clayton	29			<a href="#">9400766</a>			
	Clayton	29			<a href="#">9400775</a>			
	Clayton	29			<a href="#">11317800</a>			
	Clayton	29	<a href="#">11369714</a>					
	Clayton	29	<a href="#">11371319</a>					
	Clayton	29	<a href="#">16827527</a>					
	Clayton	29	<a href="#">9400979</a>					
	Clayton	30	<a href="#">16846703</a>					
	Clayton	30	<a href="#">16860791</a>					

• Drill down to a list report available for all metrics – links directly to the case management system – no switching between systems.

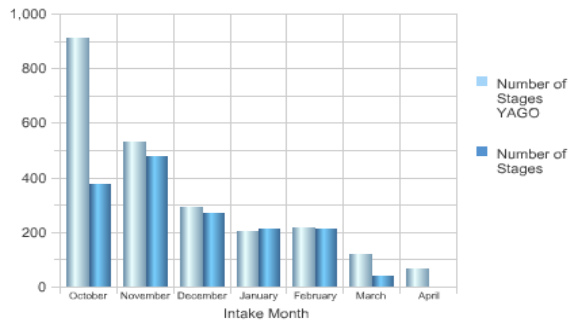
Region  County

Days Before Investigations Due:

% of Investigations Due in # Days Closed

### Historical Overdue Investigations

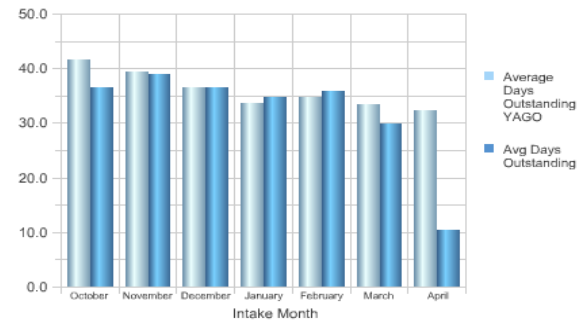
Data as of: 04/20/2010



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### Average Length of Investigations

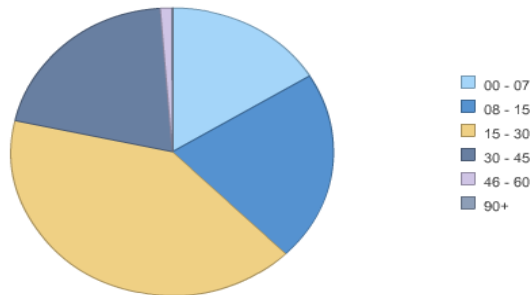
Data as of: 04/20/2010



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### Open Investigations by Number of Days Open

Data as of: 04/20/2010



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- Operational report for overdue investigations
- Note significant drop in over due since implementation of toolset
- Multiple views per measure
- Trending



In closing....



*“The dogmas of the quiet past are inadequate to the stormy present. The occasion is piled high with difficulty, and we must rise to the occasion. As our case is new, so we must think anew and act anew.”*

— *President Abraham Lincoln*