Welcome to
ONE DHS
Your single destination for applying and managing your benefits online

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Email Address

| Email Address |

Password

| Password |

Log in

Don't have an account? Create one here!

Forgot your password?

Create a ONE DHS account to apply for and manage your benefits online.

From ONE DHS, create an account or login to view and manage your benefits. You can also contact TDHS with any questions you have about applications and benefits, or search our Frequently Asked Questions Knowledge Base for information.

One DHS is a cloud-based, self-service Customer Portal that enables customers to apply for and access information about vital services available through the Department of Human Services. The One DHS portal guides customers through a streamlined account creation and application process, ensuring that information is accurate and complete. View and manage current benefits, learn about other programs and potential eligibility, and apply for new services - all in one place.

One DHS Omnichannel Customer Support

A seamless, no-wrong door
customer service experience!

January 2022 - May 2023

NASCIO Award Category: Business Process Innovations

Submitting State: State of Tennessee

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Case for Change

The Tennessee Department of Human Services (TNDHS) faced challenges providing a cohesive and operationally efficient customer service experience that met the needs of its 2.5M supported residents. From a resident perspective, interacting with TNDHS was complex and confusing – with over 30 agency phone numbers listed on the 'contact us' page for residents to navigate. Customers were met with frequent transfers, a low rate of first call resolution, and instances of wait times so high they were unable to reach a representative and abandoned the contact. Siloed customer service groups meant service representatives lacked context of the customer's background or journey, and customers would repeat their needs upon each transfer.

Operationally, fragmented service infrastructure made it difficult to diagnose the extent of the problem. Extremely limited data and insights on customer behavior existed due to disparate processes and systems. Like many state agencies, as an organization anchored to program funding verticals, it was difficult to imagine how customer service could be a shared agency-wide capability. Rather, the organization operated 18 disparate pockets of customer service to field its approx. 3M annual phone calls, with each program solving for customer service on their own - leading to duplicative effort and inefficiencies. Manual and untracked processes were prevalent, and specialized state employees were being diverted from their core competency to answer customer contacts on basic inquiries.

TNDHS decided to transform its entire customer support operating model to create a seamless, no-wrong-door customer service experience, while realizing operational efficiencies for the agency. A series of circumstances caused the agency to take on this challenge when it did. In 2018, the agency set out on a comprehensive technology modernization journey. The intent was to modernize both its antiquated mainframe business applications and its on-prem, disparate telephony providers. Months later the COVID 19 pandemic hit, vividly exposing weaknesses in the agency's customer support model. TNDHS rapidly launched AVA, the Virtual Assistant in summer 2020 to help with the inundation of contact volume. The agency worked quickly in the following months to move multiple programmatic phone systems to the cloud-based telephony provider, Nice CXOne, to allow for flexibility and scalability. The agency quickly saw the power and impact of these tools on an accelerated time horizon.

Over the same period of heightened COVID months, society saw rapid digital advancements and a fast shift in customer behavior to adopt, trust, and expect virtual service channels. This meant that DHS customers expected the same of their contacts and interactions with TNDHS, but instead were met with a frustrating and fragmented experience. At the beginning of 2022, the agency opted to continue with the momentum and investments already made and take on a true transformation of its servicing processes, technology, and workforce to revolutionize the way it provides service to its residents.
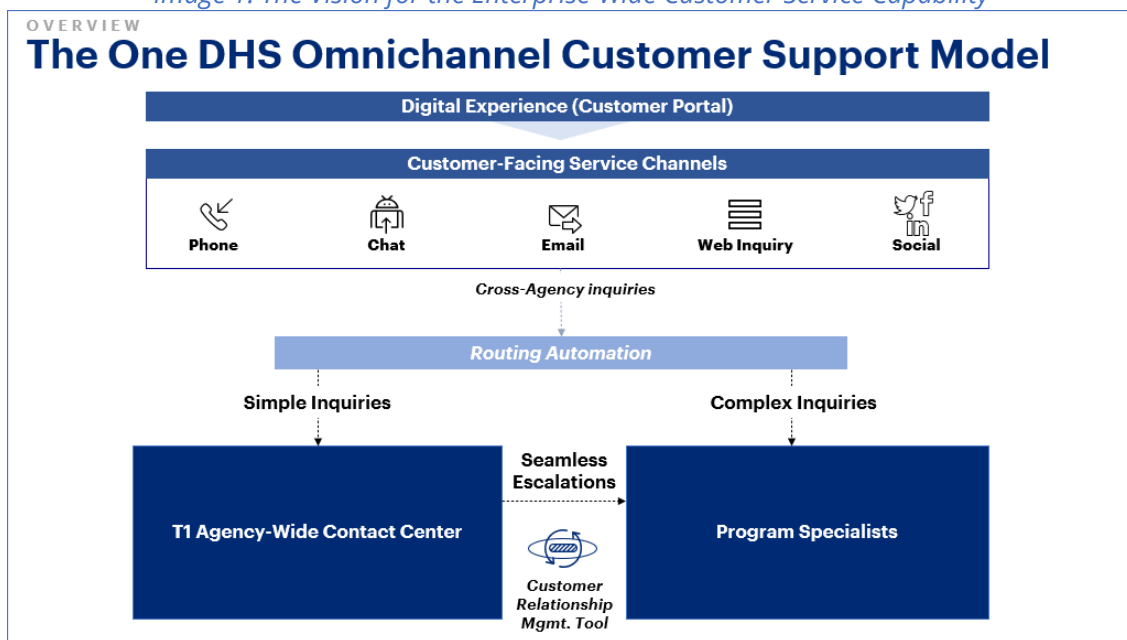
The One DHS Omnichannel Customer Support Model

The agency defined the vision for its enterprise-wide shared Customer Service Capability:

a. Offer a seamless, no-wrong door service experience for customers
b. Simplify customer entry points (one phone number, one chat entry point, etc.)
c. Establish a new Tier 1 Contact Center that fields agency-wide general inquiries
d. Offer service in customer's preferred channel, including digital, self-serve, and asynchronous interaction
e. Use automation to route customers to the right place and reduce manual processes
f. Enable a single view of a customer through a Customer Relationship Management (CRM) tool. Make the record visible to everyone providing service throughout the customer journey.
g. Build the service model on flexible and scalable cloud-based technology to ensure it remains resilient over time, and can accommodate an evolving workforce (virtual, hybrid, etc.)
h. Leverage agency talent optimally. Leverage a shared tier 1 customer service talent pool, while allowing specialized program employees to focus on higher order tasks

*Image 1: The Vision for the Enterprise-Wide Customer Service Capability*

Implementation of the One DHS Customer Support Model

To date, TNDHS has completed phase three of four planned phases in the scoped service transformation journey, as summarized in diagram below.

**Phase 0: Foundational Building Blocks (*Complete)*
Two key foundational building blocks were established preceding the formal One DHS service transformation initiative. First, in summer 2020 the agency launched AVA, the Virtual Assistant. AVA began as an FAQ bot to answer pandemic-focused questions and deflect volume influx, and quickly scaled to add customer intents across all agency programs across multiple end-user portals and social media channels. AVA would go on to become the entry point for the agency's new live chat channel. The second building block was the modernization of the program's core contact center infrastructure to a cloud-based telephony platform, Nice CXOne. Over 24 contact centers were migrated off disparate, legacy telephony, setting a foundation to be able to pursue agency service transformation with a unified, modern tech stack.

Image 2: DHS Customer Service Transformation Journey
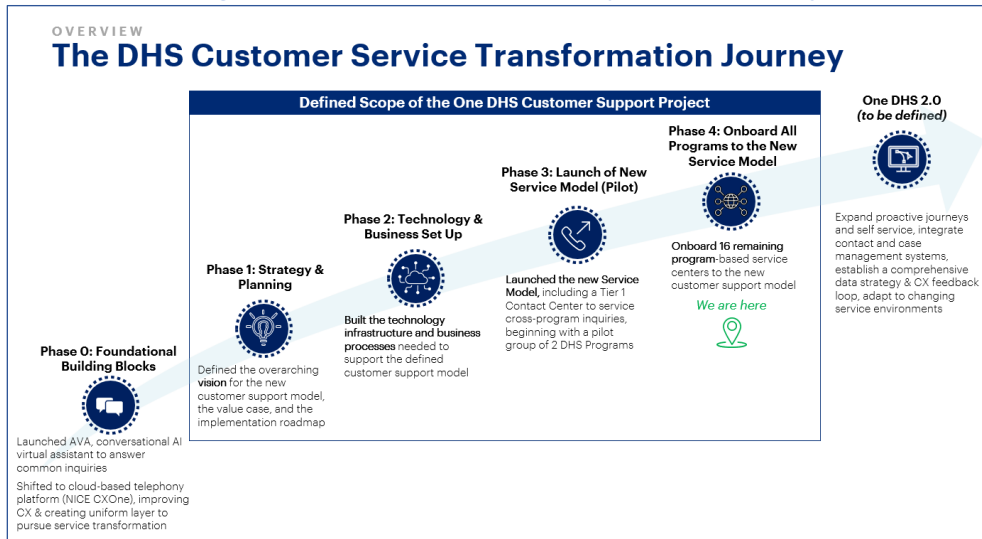
Phase 1: Strategy & Planning (*Complete*)
In a short planning phase, the agency defined the vision for a new customer support model, the value case for pursuing, and an implementation roadmap to gain executive sponsorship. This included the business operating model and to-be technical architecture. Gaining understanding and alignment from a diverse stakeholder set during this phase has been critical to the project's success thus far. Key stakeholder groups include Commissioner, Program Executives, Technology Executives, Operational Contacts (ex: financial team members, operational/service team members, etc.) Governing Bodies, and a strategy and implementation Vendor Partner. A shared vision and 'project-why' to anchor back to has been paramount to keeping these groups aligned. This is especially important, as the project is first-of-its kind and template for the DHS in delivering an agency-wide strategy, as opposed to historical program-specific implementations and decision-making authority.

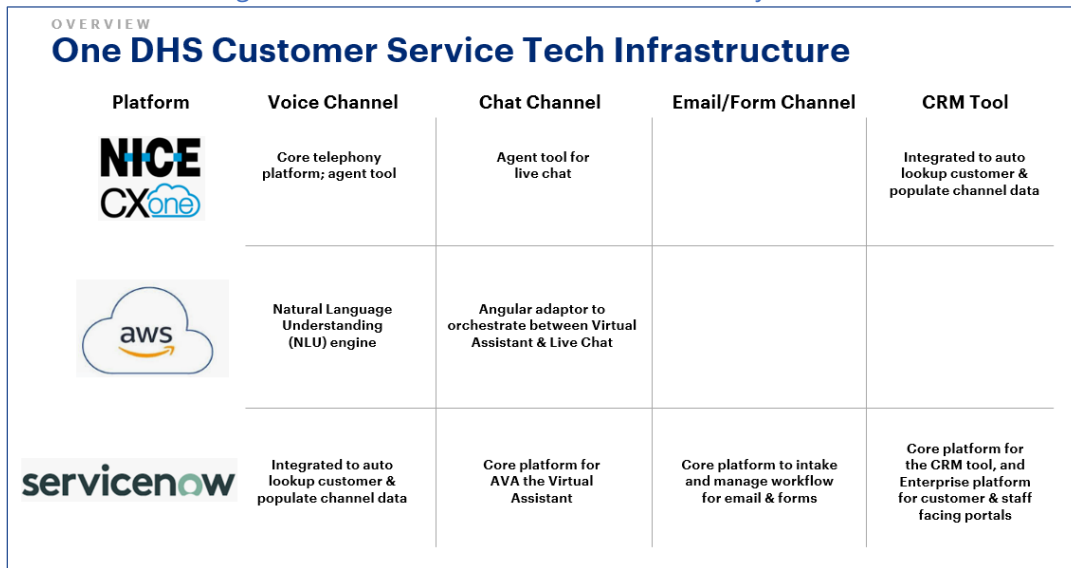**Phase 2: Technology & Business Set Up (*Complete*)**
Over the next year the agency implemented foundational technology and prepared the organization operationally for the change.

Technology Set Up:
The technical architecture was intentionally designed to bring market-leading capabilities in the customer service space, while ensuring accessibility and leveraging the enterprise investments already made. The architecture was built on cloud based Nice CXOne for telephony, and ServiceNow for CRM (see Image 3 below). ServiceNow is the platform underpinning the broader enterprise strategy of customer and staff facing portals and the future integrated eligibility engine.

- Defined and built an agency-wide Interactive Voice Response (IVR) structure that leverages business rules and automation to route customers to the right servicing party depending on the complexity of their need
- Integrated AWS (Amazon Web Services) Natural Language Understanding (NLU) to Nice CXOne Core telephony to introduce a conversational phone experience and avoid an 'IVR mega-tree'
- Built a live chat capability that allows for escalation out of AVA the Virtual Assistant to live support, after a user has already attempted to self-service with the bot.
- Implemented a new Customer Relationship Management (CRM) in ServiceNow to establish a 360-degree view of the customer being served. This customer record is also interconnected to the agency's customer-facing 'One DHS Portal,' where customers can apply for benefits and complete other digital self-service.
- Integrated the CRM and customer channels so that customers are automatically identified in the CRM based on the number they are calling from, and the data captured in the service channel is automatically populated in the CRM.

Image 3: One DHS Customer Service Technical Infrastructure

OVERVIEW
One DHS Customer Service Tech Infrastructure

Platform	Voice Channel	Chat Channel	Email/Form Channel	CRM Tool
NICE CXone	Core telephony platform; agent tool	Agent tool for live chat		Integrated to auto lookup customer & populate channel data
aws	Natural Language Understanding (NLU) engine	Angular adaptor to orchestrate between Virtual Assistant & Live Chat		
servicenow	Integrated to auto lookup customer & populate channel data	Core platform for AVA the Virtual Assistant	Core platform to intake and manage workflow for email & forms	Core platform for the CRM tool, and Enterprise platform for customer & staff facing portals

<u>Business Set Up</u>:
Accompanying the technical set up, business readiness needed to be completed to pivot the process and people aspects of the new service operating model. This was a shift from being program-centric to whole-agency and citizen-centric.
- Defined a governance structure for the new shared service model and contact center
- Defined and built reports anchored to key KPIs (Key Performance Indicators) to demonstrate success of the multi-channel service operation
- Defined an internal and external communications and change plan
- Identified regulatory and compliance impacts
- Developed the infrastructure and process to be able to allocate costs for the shared service model back to individual programs based on actual consumption (novel for the agency, and something that can be applied to future cross-program projects)

Phase 3: Launch of New Service Model - Pilot (*Complete*)
In late February 2023, the new One DHS Customer Support Model launched with two low-volume pilot programs. This included go-live of the technology and process in support of the below:
- Launched the new Tier 1 contact center to service cross-program inquiries. This center's workforce is 100% remote on cloud-based telephony
- Went live with the Agency-Wide One DHS phone number and folded pilot centers phone numbers into this agency number (all programs will be folded into this single number)
- Launched the new natural language, conversational phone experience that uses automation to route customers to the right place
- Implemented the new customer relationship management tool that establishes a 360-degree view of the customer being served, prevents context leakage during a transfer, and integrates all the data captured in the service channels
- Launched a new live chat capability to allow strategic escalation out of the existing virtual assistant

Phase 4: Onboard All Program to New Service Operating Model (*In Progress*)
Over the subsequent 18 months following pilot launch, TNDHS will onboard 16 additional program-based service centers into the agency-wide service operating model. This includes accounting for the program in the enterprise IVR structure, tailoring the CRM to program needs, and training and change management to adopt the new tech and optimized processes.

The Future and Impact

Up Next
The 2.5-year focused scope of this project to create an agency-wide, no-wrong-door customer support model unlocks many opportunities for the broader DHS enterprise vision moving forward. Up next, TNDHS will continue to expand its beginnings in proactive customer journeys. This means powering journeys with customer data from the new eligibility system and sending personalized, automated text messages throughout key points in the journey to reduce customer churn, missed deadline processing, and service expense. The agency is also now poised to mature its self-service capabilities, both in the web digital channel (DHS Customer Portal) and in the service channels (IVR, Chat, SMS, Email, Social). This includes integrating the new customer service systems, Nice CXOne and ServiceNow, with core business systems to allow customers to have fully automated, AI-powered interactions in their channel of choice.

The new service model also lays the foundation for the agency to take a truly data-driven approach to customer support and agency policy, from analyzing 360-degree customer behavior, to tracing root causes upstream and gaining operational efficiencies. Having a single agency-wide telephony environment and a universal CRM that is integrated with the customer portal allows the agency to understand its most common contact types, customer transfer points, failed self-service attempts, etc. and take meaningful action on this data. For example, instead of wondering how many days a customer will wait for acknowledgement and decision on their application for Child Care before they call regarding status, the agency can understand the answer from the data and consider implementing SLAs (Service Level Agreement) and automation to track to this timeline, preventing customer contacts and the need to divert staff capacity and expense to answer questions on status. The new service model also serves as a foundation to drive an agency-wide customer experience (CX) strategy, now that CSAT (CUSTOMER SATISFACTION) is collected uniformly during the service experience. Consistent cross program service data can be indexed with Voice of the Customer (VOC) collection efforts to drive the agency CX strategy, optimizing processes that lead to poor customer satisfaction.

Lastly, this new service model establishes the modern, flexible, and scalable infrastructure - across tech, process, and workforce – the agency needs to be resilient in rapidly changing times. Generative AI (Artificial Intelligence) is charting a course to fundamentally change the way every industry, including State Governments, think about providing service and interacting with their customers. While there is much to be learned, establishing the building blocks now to be able to adopt and capture the value of these immensely powerful emerging technologies is crucial to the Enterprise's ability to maintain relevance and deliver its mission in the best way possible.

Impact
In the brief period since pilot launch in late February 2023, the new service model is already demonstrating success against its intended objectives.
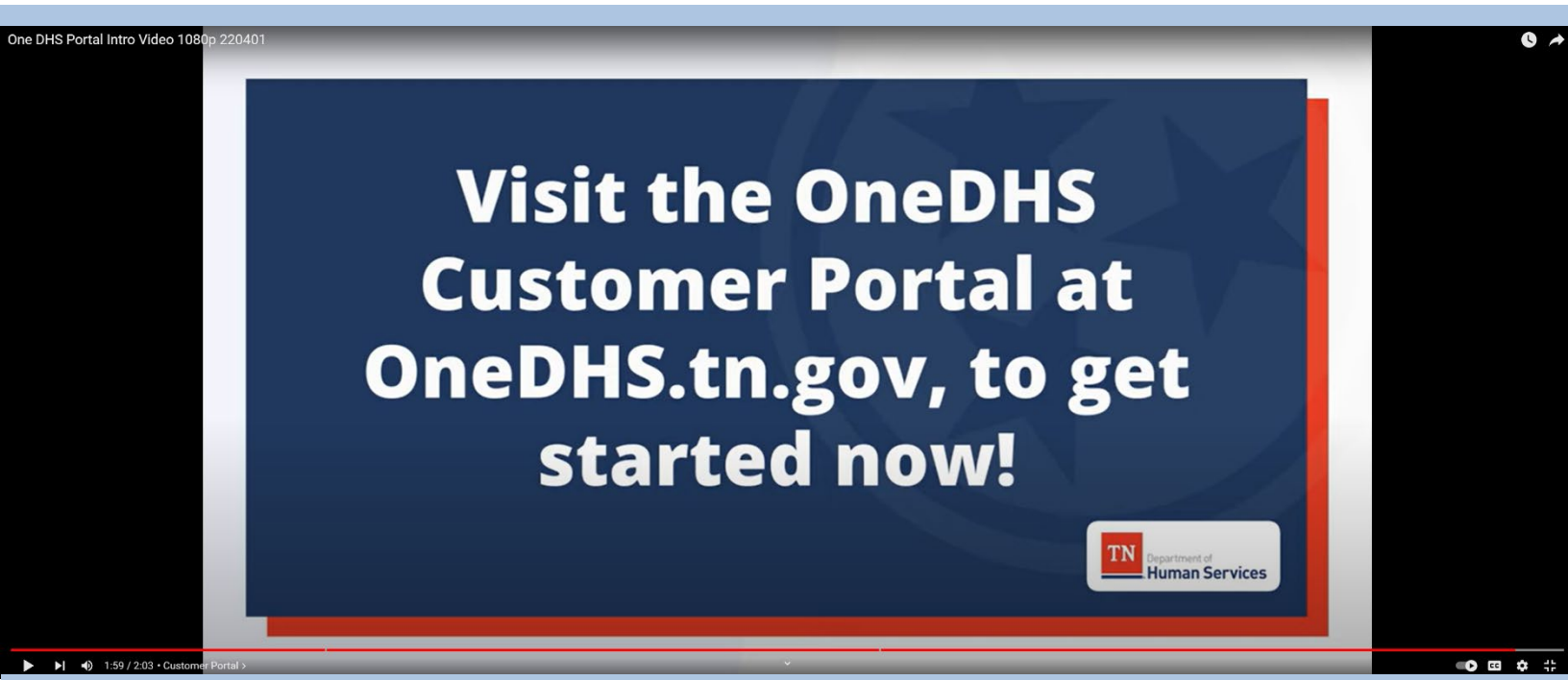
Customer Impact:
- Streamlined customer entry points to create a single, no-wrong-door customer experience
  - Three of approximately 30 agency phone numbers folded into the agency number at launch, remainder to follow
- Ability to speak conversationally and be routing using automation to the right servicing party
  - Since the launch, the IVR conversational AI is demonstrating above industry average in being able to route customers to the correct entity based on speech
  - Over 90% of calls that used to come into a general triaging team that were manually transferred to a service center are now automatically routed
- Customers feel like the agency knows them – integrated systems allow them to be greeting with "am I speaking with 'sample name'?" and if they speak to multiple agents each party has full context of their previous dialogue

- If a transfer is needed, customers can be directly transferred to an intended party, instead of provided a phone number to call or transferred to the top of another IVR

Agency Impact:
- The central customer service capability created efficiencies and economies of scale, instead of each program solving, staffing, and spending for how to provide service themselves
- The Tier 1 Contact Center will service a third to a half of incoming contact volume regarding basic FAQs, freeing capacity of specialized program workers to focus on case and policy work, and reducing the volume of 'unserved' citizens that cannot get through to an agent
- Leveraging automation to route customers and auto populate back-office records, and managing service processes in a centralized, auditable workflow tool (CRM
- Established the model to implement shared agency capabilities leveraging program-aligned funding in a compliant and fair manner
- Established the infrastructure needed to collect meaningful data and extract actionable insights
- Better positions the agency to meet its Customer Focused Government (CFG) goals
- Established the infrastructure, across tech, process, and workforce, needed to be resilient and future-ready in a changing environment (evolving workforce locations, Gen AI tech, etc.)

The One DHS Omnichannel Customer Support project serves as a blueprint for other State of Tennessee agencies and State Governments to pivot from organization focused to unified, citizen-centric engagement models.

One DHS Portal Intro Video 1080p 220401

Visit the OneDHS Customer Portal at OneDHS.tn.gov, to get started now!

TN Department of Human Services

1:59 / 2:03 • Customer Portal >

Check out OneDHS on YouTube @ https://www.youtube.com/watch?v=klXMfVLfej0