





## Bringing The Human Experience Back to Digital Service Delivery

The COVID-19 crisis forced unprecedented change on all health and human services (HHS) agencies and their customers, and the world responded in amazing ways. Businesses, governments, and nonprofits quickly took action and found ways to meet essential human needs. Many of these new experiences are better than their predecessors, and it is hard to imagine returning to old ways.

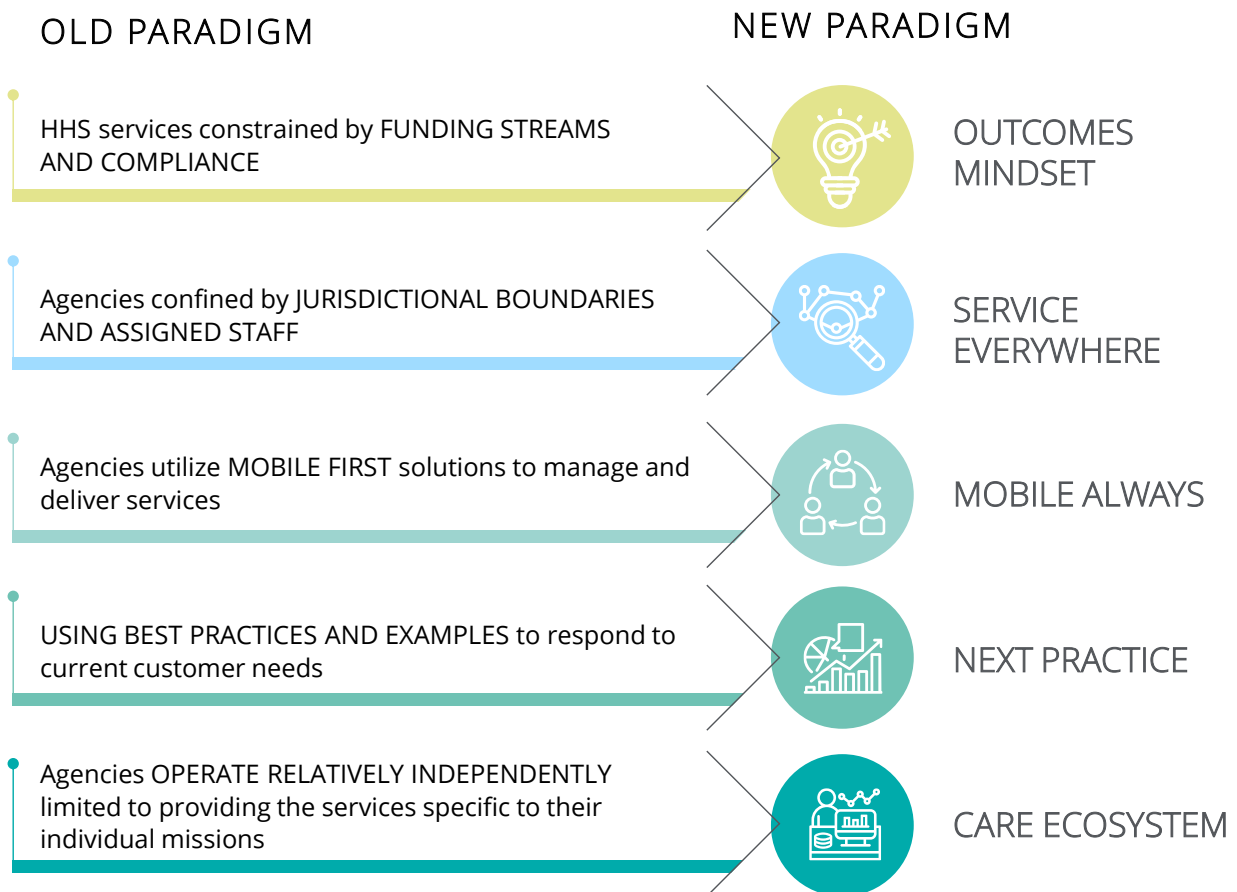
As HHS agencies move toward and prepare for the next normal (taking them through 2026), they need to be more purposeful when designing experiences for the future. Optimizing digital service delivery requires a focus on digital and physical engagement that prioritizes digitizing legacy technologies while elevating the human experience—for workers and the customers they serve. HHS agencies must lead and be able to reach, engage, and connect with their customers on a more personalized level to deliver critical services and information at the most important moments. By following Deloitte's Digital Service Delivery Platform (DSDP) transformation roadmap, Deloitte Consulting offers innovative and effective solutions that help HHS agencies plan and execute their optimized service delivery model to rebuild trust, build confidence, and elevate the human experience for staff and the customers they serve for years to come.

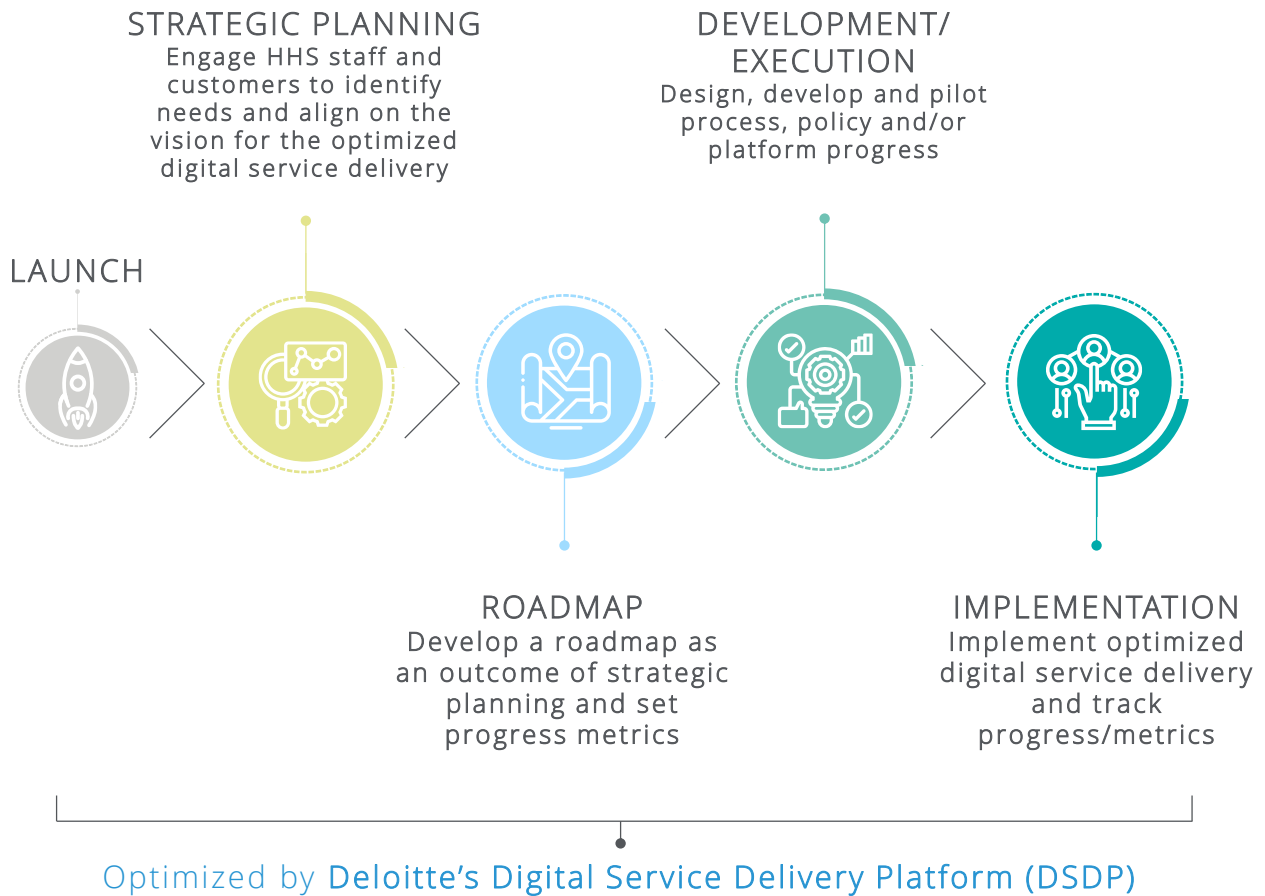
Copyright © 2022 Deloitte Development LLC. All rights reserved.

# Understanding Paradigm Shifts

Before the pandemic, HHS agencies were at very different stages on their journeys to digital service delivery transformation. The pandemic and resulting economic crisis created an imperative for state HHS agencies to break down old paradigms and prioritize their focus on outcomes. As highlighted in the below graphic, to optimize their digital service delivery for 2026, HHS agencies must understand and prioritize the new paradigms, collect feedback from the workforce, and conduct scenario planning for digital and physical engagement between staff and their customers. This applies to all of the current and proposed range of services HHS agencies offer—virtual or in-person lobby activities (intake, changes, inquiries, document management, etc.), back-office operations, and mailroom processes, among others.

An optimized, outcomes-focused digital service delivery model centers on people, both workers and customers, and provides workers with the tools and capabilities to shift to new paradigms and improve the customer’s experience and quality of service. While there is no single path forward, being outcomes-focused, open to paradigm shifts, and coupling emerging technologies (available through Deloitte’s DSDP) with a sound personalization strategy allow HHS agencies to reimagine the future.





## Approach to Optimize Digital Service Delivery

As HHS leaders consider normalcy now and how to optimize their digital service delivery, they should consider myriad factors from their agency's mission and focus on engaging with customers while addressing workers' safety and well-being. Deloitte's digital service delivery optimization approach, powered by Deloitte's DSDP, encompasses people, policy, business process, organizational, and technology considerations to address current and future business challenges.

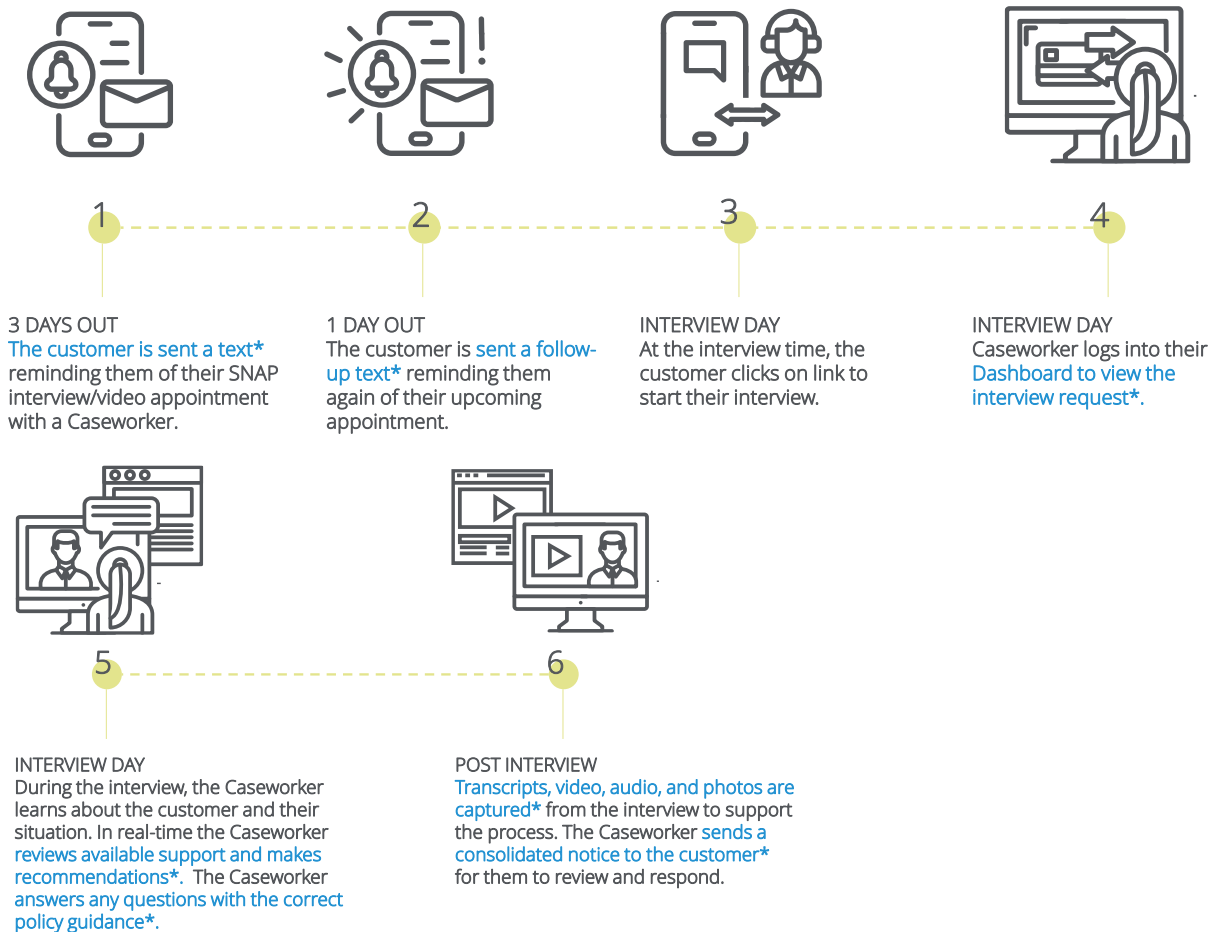
We know that no "one-size-fits-all" solution exists to address the challenges of every human services organization nationwide. We base our solutions on the information we collect from the workforce and customers, which leads to a better understanding of the human experience and paradigm shifts. As shown above, our approach to optimized digital service delivery meets you where you are and helps you plan, develop a road map, execute, and implement aspects of your strategic plan.

# USE CASES: Optimizing Digital Service Delivery

Optimizing digital service delivery means closely looking at how your HHS agency performs all activities tied to the life cycle of a HHS case. This includes intake and eligibility determination, delivering services, managing cases, and reporting outcomes. Deloitte's digital service delivery optimization approach meets you where you are and provides flexibility to prioritize, plan, and execute the optimization of certain aspects of your operating model. Below are illustrative use cases for optimized virtual, hybrid, and physical aspects at an HHS agency. These showcase the adoption of new paradigms and use of Deloitte's DSDP in order to promote operational efficiencies for workers and reimagine how HHS agencies interact with their customers.

## VIRTUAL ENGAGEMENT

OUTCOMES MINDSET, SERVICE EVERYWHERE, MOBILE ALWAYS, NEXT PRACTICE, CARE ECOSYSTEM



\*Optimized by **Deloitte's Digital Service Delivery Platform**

## HYBRID ENGAGEMENT

OUTCOMES MINDSET, SERVICE EVERYWHERE,  
NEXT PRACTICE, CARE ECOSYSTEM



1

The customer walks into an HHS agency and **enters their personal information on screen and selects the action(s) \*** they want to take today.



2

A.I. is used to determine if the customer requires an **interview\* to maintain their benefits. Their case is also marked as priority\*.**



3

In a private room, the customer is offered a **virtual interview\* with a Caseworker.**



4

In-sync with the customer's process, a Caseworker is notified of a **virtual interview request\* and reviews the customer's case\*.**



5

During the interview, **increased digital automation\* lets the Caseworker effectively engage with the customer.**



6

Even while remote, Supervisors **easily track Lobby Health and Metrics\* creating time to focus on anti-fraud, waste, and abuse prevention\*.**

## PHYSICAL ENGAGEMENT

OUTCOMES MINDSET, SERVICE EVERYWHERE,  
MOBILE ALWAYS, NEXT PRACTICE



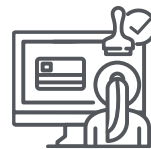
1

Customer travels to an HHS Agency to drop-off their verification documents.



2

Customer **accesses the available self-service HHS screen\*.** They enter their personal information and are prompted to pass their documents through to the Caseworker.



3

The Caseworker **confirms the documents have been received and submitted\*.**



4

On their way out, the customer is shown how to **download and use the HHS mobile app\* to view and manage their benefits.**

\*Optimized by **Deloitte's Digital Service Delivery Platform**

# Benefits of Optimizing Digital Service Delivery

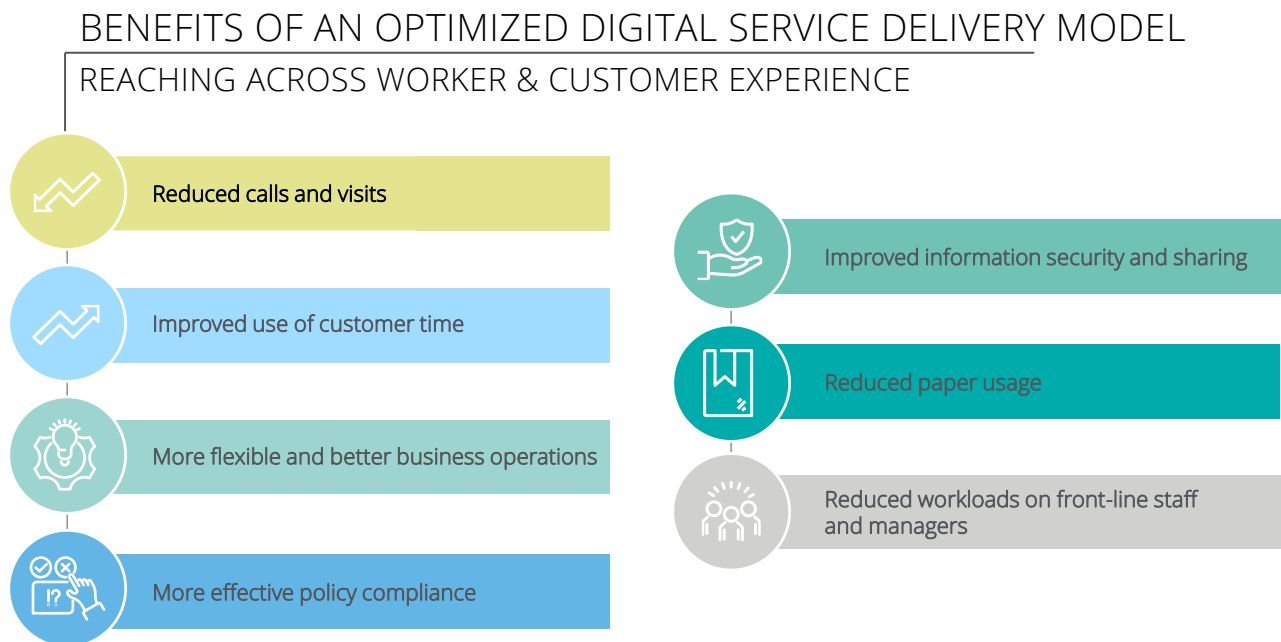
By bringing the human experience back into digital service delivery, HHS agencies are creating an optimized experience tailored to a person's circumstances, behaviors, attributes, and preferences. When HHS agencies deliver personalized, one-to-one communications and experiences, both program participants and agencies receive better outcomes:

## Customer View

Customers can gain greater peace of mind when they receive customized information about the status of their applications and benefits. They can save time by managing their benefits through digital channels and reduce the risk of missing information, as they might have if it had come to them through a less convenient channel. They can become more fully informed about the benefits available to them, helping them avoid coverage lapses or loss of service.

## HHS Worker View

When customers receive proactive, clear information about their benefits and on how to solve common challenges, that can help reduce traffic at state call centers and offices. As HHS agencies contend with fewer lapsed applications, the burden on their staff is reduced.





## Conclusion

*Talking* about change and optimization is easy. But planning takes time. And, for HHS agencies in the current environment, it's already past time to act. The trip may be challenging. On the one hand, it's worth it; on the other, the cost of failure may be great, given the pressure on resources and budget. We can start small to mitigate risk, or engage in a full-scale optimization. No matter the path, optimizing digital service delivery to improve service to HHS customers can lead to improvements from almost everyone's point of view—leveraging DSDP for more efficient use of technology and processes, more rewarding and engaging work for the staff who dedicate their careers to public service, and better outcomes for our customers.

### Points of Contact:



Jamia McDonald  
Principal  
Tel: +1.717.562.5431  
Email: [jammcdonald@deloitte.com](mailto:jammcdonald@deloitte.com)



Michael Walsh  
Senior Manager  
Tel: +1.717.585.2844  
Email: [micwalsh@deloitte.com](mailto:micwalsh@deloitte.com)



Will Arnold  
Managing Director  
Tel: +1.412.338.7960  
Email: [warnold@deloitte.com](mailto:warnold@deloitte.com)



Kenny Smith  
Principal  
Tel: +1.404.220.1026  
Email: [kensmith@deloitte.com](mailto:kensmith@deloitte.com)