Transformational Change at the Department of Human Services

Presented by Karena Ingham, Digital Transformation Division

2 September 2014
Outline

• Department Overview
• Service Transformation Journey
• Our Service Delivery Operating Model
• Smart Centre Approach – A Case Study
• Next Steps – The Future
In 2011, the Department was created through the merger of several agencies.

The Department of Human Services brought together service delivery agencies with the aim of improving the delivery of social and health-related services to the Australian public.

Australian Government
Department of Human Services

Human Services Legislation Amendment Act 2011
We have focused on improving the way we deliver services...

- To better meet people’s needs by providing more tailored and intensive services
- To provide greater access to services through one-stop shops and more outreach support
- To enable more convenient access to services through improved online service delivery options
- To integrate call and processing channels through a Smart Centre approach
- To collaborate and strengthen our ability to design and deliver the services people want
- To simplify transactions and streamline processes through the development of new ICT solutions
Our Customers – Our Engagement

- 23 million customers
- Over 35,000 staff
- 59 million calls
- 8.6 million mobile app transactions
- 65 million customer document pages scanned
- Over 60 million online services transactions
- 200 + products and services
- Over 1000 Service Points
- $A149.4 billion in payments
- 360,000 face to face contacts daily
Challenges facing customers

**Centrelink**
- Parenting Payment Single
- Carer Allowance
- Family Tax Benefit A & B
- Child Care Benefit
- Child Care Tax Rebate
- Baby Bonus
- Maternity Immunisation Allowance
- Pension Concession Card
- Pharmaceutical Allowance
- Telephone Allowance
- Rent Assistance
- Child Disability Assistance

**Medicare**
- Medicare rebate
- PBS
- Immunisation details
- Medicare safety net

**Family Court**
- Shared parenting arrangements
- Disputes

**Employment and training**
- Job Services Australia

**Public Transport**

**Education Services**

**State Government**
- Concession Cards

**Local Government**
- Housing Services

**ATO**
- Lodge tax returns

**Child Support**
- Register for child support
- Child support payments

**Who provides the service?**
- When are they open?
- Rules to access?
- Where is it?
- My details – again!

**Bouncing Between Agencies, Transactions and Frustrations**

Jenny, a single parent with three children (one of whom has a disability) could be entitled to one or a combination of payments at some point in time.
Service Delivery Transformation Journey

Presented by Karena Ingham, Director, Business Architecture, Digital Transformation Division

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Transforming our services
Service delivery channels

**Face-to-face**: services are available through service centres and agents, including specialist services such as social workers.

**Letters, forms and brochures**: information is provided via letters and brochures, and claims can be lodged by paper forms.

**Phone**: Information can be sought and provided via call centres.

**Online**: information and services are available through humanservices.gov.au and my.gov.au.

**On the go**: mobile apps allow customers to access DHS services from smart phones.
Channel shift
Innovative face to face service delivery

Margate Service Centre

Point Cook Pop-Up
Mobile Offices
Whole of Government integration of service under the banner of myGov

myGov branding at Turbot St, Brisbane
Increased self management

Citizens are demanding services that allow them to self manage when and how best suits their circumstances

- In the first half of 2013, smartphone subscriptions grew 13 per cent
- At 30 June 2013, there were more than 12.3 million internet connections
- Australia ranks number one for mobile wireless broadband subscriptions among OECD countries
- There are more than 7 million Australians who own a tablet device
Express Plus Apps

In 2013, the Express Plus: Families app hit #1 in the iTunes App store in the Productivity category, and #4 in the free apps category.
Smart Centre Approach
A Case Study

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No one thing gives us a Smart Centre approach.

It is eight elements working together – working smarter for our customers.
Change Objectives

• To improve government and customer outcomes
• Offer varied work and build capabilities for staff
• To respond flexibly to current and future demand
• To optimise resources
• To provide more customer-focused service delivery across channels.
Smart Centre Operating Model

Customer Needs

Customer selects preferred channel

Classify & Route (Tier 1 Triage)

Work allocation to appropriate skill tag

Do the work & channel shift (Tier 2 Triage)

Outcome or Initiate new action
The customer circumstances, together with the complexity of the work and the skills/capability required to be able to complete the work, will determine where the customer will be managed in the Smart Centre Skills Pyramid. Customers may be managed in all categories at different points in time depending upon their circumstances and/or the nature of their enquiry/interaction.

**Intensive:** Services provided to customers facing significant disadvantage or multiple complex challenges who require coordinated assistance.

**Managed:** Services provided to customers who require services to be coordinated into a support plan to meet departmental or legal obligations.

Services provided to customers who, at certain times, are unable to self-manage as a result of a particular circumstance and require additional assistance to access or understand services.

Services provided to customers who, on the whole, can manage their own business.

**This work requires specific skills. The work is likely specific to customer cohort and has a strong link with Programme areas. Some work is highly specialised and requires a detailed depth of knowledge to complete end to end.**

**This work is more specific to a customer cohort. The complexity increases requiring a greater depth of knowledge and understanding. Discretionary decision making may be required.**

**This work is universal and high volume. Minimal training is required to undertake this work. Self managed options are actively promoted.**
Difference in current versus future state

- Streamlined processes for the customer
- Less interactions for the customer with first contact resolution
- Ability to triage customers to subject matter experts
- Ensure channel shift to digital services to enable ongoing self management
Key ingredients for success

- Put customers at the centre of the business
- Understand (and simplify) end to end business processes
- Technology is a massive enabler but don’t let it drive change
- Governance
Next Steps – A Framework for the Evolution of our Business Architecture

CONTEXT

- DRIVERS
  - Political, Economical, Social, Technological, Legislative, Environmental – Customer Behaviour, Experience & Expectations – Industry Trends & Benchmarks

- STRATEGIC PLAN & SUPPORTING STRATEGIES

- SERVICE DELIVERY OPERATING MODEL

- SERVICE DELIVERY PRINCIPLES

- CONTROL & ACCOUNTABILITY
  - Law – Policy – Accountability – Governance - Direction

OUTCOMES & MEASURES

OUR BUSINESS

- SERVICE DISCOVERY
- SERVICE MATCHING
- SERVICE ASSESSMENT
- SERVICE DELIVERY
- ONGOING MANAGEMENT

SERVICES TO CUSTOMERS

- (eg. Information Management, Payments, Service Assurance)

BUSINESS CAPABILITIES

- (eg. Authentication/Identity/Verification)

SUPPORTING OUR BUSINESS

- OUR PEOPLE AND THEIR EXPERIENCE
- OUR DATA AND INFORMATION
- OUR TECHNOLOGY
Next Steps – The Evolution of a Business Model
Questions?