



OKLAHOMA CABINET DEPARTMENT WORKS TO REDESIGN CHILD CARE ELIGIBILITY MODEL

OKLAHOMA DEPARTMENT OF HUMAN SERVICES

/// CASE STUDY



When the Oklahoma Department of Human Services (DHS) set out to reengineer its child care eligibility delivery model throughout the state, EDS, an HP company, not only delivered a best-in-class service delivery solution, but an enterprise foundation for integrating other human services programs.

CLIENT PROFILE

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As the largest Oklahoma State Cabinet department, the Oklahoma Department of Human Services is responsible for the management of child care, disability services, foster care and adoption agencies.

Industry: Government

Founded: 1936

Employees: More than 7,500

Business Need Addressed:
Productivity

State needed improved child care service processes

The department's Family Support Services Division (FSSD) faced a series of complex issues that touched not only child care but several other programs. Challenges included increased case loads, inconsistent processes, and complex and confusing policies.

What's more, the agency's outdated IT was difficult to learn and use. Excessive staff turnover added to the struggle. Meanwhile, political pressures to reduce costs, but improve social outcomes at the same time, presented a major challenge. FSSD needed to clarify its goals and redesign its business model for achieving those goals. The division wanted to reduce costs without reducing staff or compromising service to families.

EDS used proven methodologies to deliver a new business model

FSSD asked for EDS' help designing a new child care eligibility and delivery system that would serve as the foundation to improve the delivery of multiple services to Oklahomans and enable case workers to do social work rather than paperwork. The division's goals were to design a simple and efficient child care subsidy business process, integrate the new system into the strategic Oklahoma DHS enterprise plan, and establish a foundational architecture to support future implementation of eligibility modules for other programs. The project was christened SIMPLE/enterprise.

EDS brought a broad cross-section of skills, tools, methodologies and techniques to this complex consulting engagement. Together, the agency and EDS found that effectively reengineering the child care process would involve more than just changing steps and staff responsibilities.

EDS applied proven business process reengineering methodologies such as facilitated workshops, visioning sessions, best practice research, and implementation and communication planning to analyze current practices and design the new business model.

Services featured

- Business and Technology Services

EDS conducted a thorough current state analysis with input from subject-matter experts from across the state. This confirmed the agency's concerns and identified issues it had not recognized before. Now guided by a clear vision, EDS designed a future state for the agency that uniquely comprised concepts from state government and private industry. It allows the agency to operate more efficiently and use cost savings to more effectively serve its client base.

Throughout the design process, EDS consultants brought strategic insight from the state government arena and private industry to open the organization up to new ways of operating. In addition, the Department of Human Services and EDS examined the serious and significant issues that impact an agency's capacity for change.

With the vision for the future state solidified, EDS worked with the state to develop a transition plan that would guide the implementation. At the request of the state, EDS remained for an additional three months to help the state develop a detailed five-year project plan that integrated the SIMPLE/enterprise strategy with other agency initiatives that were planned or already under way. As envisioned by the agency, EDS ultimately transitioned responsibility for the implementation to the division at the end of the consulting engagement.

New business model makes policies and processes more consistent

The new business model met the agency's goals and provides for optimizing resources, streamlining job functions, enhancing relationships with community partners and better controlling turnover.

The model creatively applies private industry business models to make policies and processes more consistent and manageable across the state.

Additionally, the new model emphasizes the measurement of desired service outcomes. And by redefining system capabilities, the model now includes critical support functions for training, communication and organizational change management.

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