

# HEALTH AND HUMAN SERVICES - CONNECT NEW YORK CITY

## INTRODUCTION

The Health and Human Services (HHS) – Connect programme was established by New York City to transform the city’s health and human services. The programme implemented a shared care management system to break down information silos between social care providers.






The platform shares citizen information between 10 different agencies and provides citizen access, to improve services for families.

SCALE

M

COMPLEXITY

M

-  ACUTE CARE
-  PRIMARY CARE
-  MENTAL HEALTH CARE
-  COMMUNITY CARE
-  SOCIAL CARE

### Scale:

S = &lt; 5 organisations

M = 5-10 organisations

L = 10+ organisations

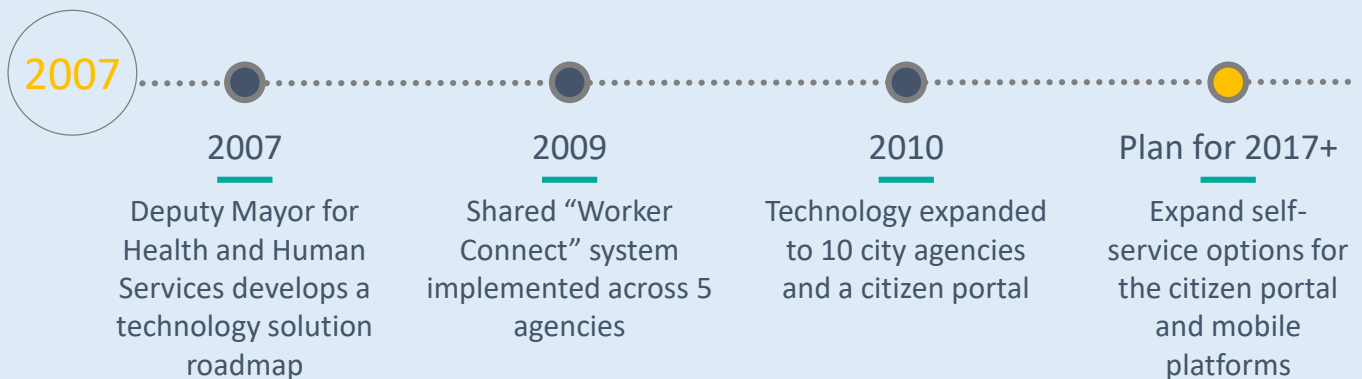
### Complexity:

L = Healthcare (HC) only

M = HC + community or social care

H = HC + community + social care

## TIMELINE



## INVESTMENT OBJECTIVES



INCREASE DATA SHARING CAPABILITIES AMONG CITY AGENCIES TO VIEW CITIZENS HOLISTICALLY, TAILOR SERVICES TO THEIR SPECIFIC NEEDS AND IDENTIFY AT-RISK PERSONS IN A TIMELY FASHION.



This is an international example of interoperability between different local government organisations. It has been implemented to cover a large number of citizens, and also includes functionality for citizen access.

**10** city agencies

Approx. **6500**  
end users

Approx. **8 million**  
population

## SOLUTION

- The HSS-Connect Programme has implemented 2 different programmes: Worker Connect and Access NYC.
- The Worker Connect programme implemented an information sharing solution to give case workers access to citizen demographic data and casework in other government agencies.
- Data is shared between 10 city agencies including the Human Resources Administration, the Administration for Children's Services, Department for the Aging, and New York City Housing Authority.
- Case workers use a web based portal application to access the Citizen demographic and case/program-specific data.
- Caseworkers can identify citizens who are being served by more than one agency and gain a more complete view of the services they are receiving.
- The Access Programme has implemented a citizen portal which gives citizens access to ACCESS NYC and content from the New York City's 311 website.
- The portal includes functionality to search for benefits and automatically process applications for School Meals, renew Medicaid eligibility and apply for Rent Increase Exemptions.

## BUSINESS CAPABILITIES

### RECORDS ACCESS

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- A web-based portal which provides caseworkers access to:
  - Demographic data
  - Services citizens receive in other agencies
  - Contact information
  - Casefile documents
  - Household data

### CARE PLANNING AND COORDINATION

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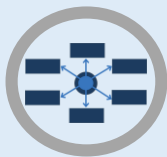
- The caseworkers can identify citizens that are being served by more than one agency, to gain a more complete understanding of the services they are receiving.

### ASSET AND RESOURCE IDENTIFICATION

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- IDNYC is a free identification card for all New York City Residents.
- The card provides access to available services within ACCESS NYC.

## TECHNICAL SOLUTION

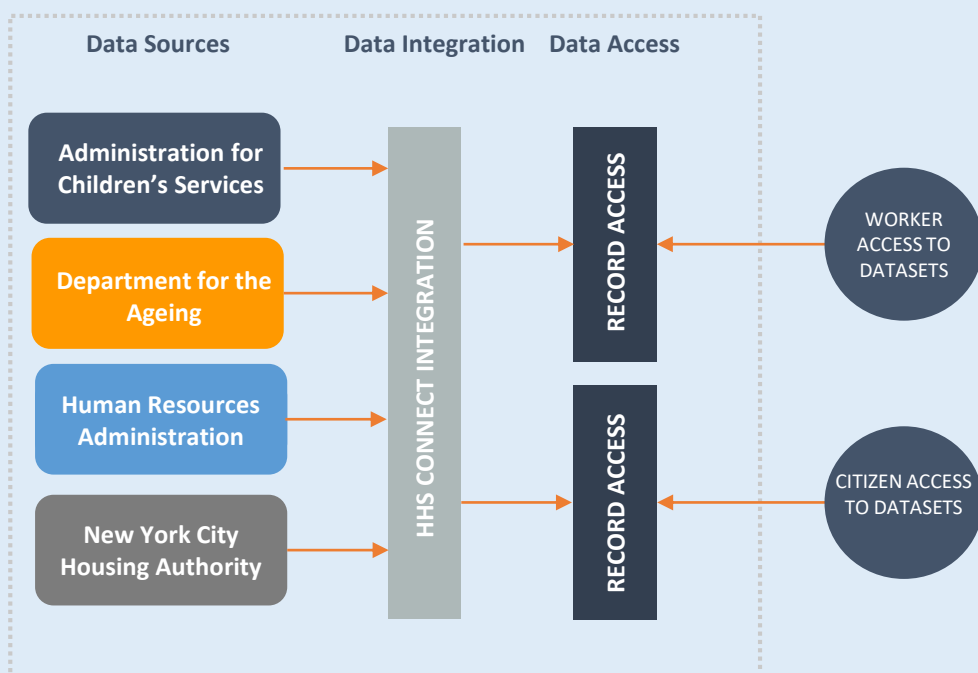


### FEDERATED REGISTRY MODEL

| FEATURE              | IN USE |
|----------------------|--------|
| Coded data           | ✓      |
| Free text data       | ⊘      |
| Bi-directional       | ⊘      |
| Real time            | ✓      |
| Role-based access    | ✓      |
| Caseworker Portal    | ✓      |
| Analytics            | ⊘      |
| Write access         | ⊘      |
| Notifications/Alerts | ⊘      |
| Citizen Portal       | ✓      |

- The HSS-Connect Programme uses a federated registry model to share read-only information in real time.
- The solution uses the Common Client Index (CCI), a master registry of citizen data that is used by several HHS programs.
- There is federated document index that allows participating agencies to access City agency document repositories.
- Algorithms are used to standardise and match citizen records between different source systems.
- The National Information Exchange Model provides a common XML data format.
- End-users access the information through a portal.
- There is role based access.

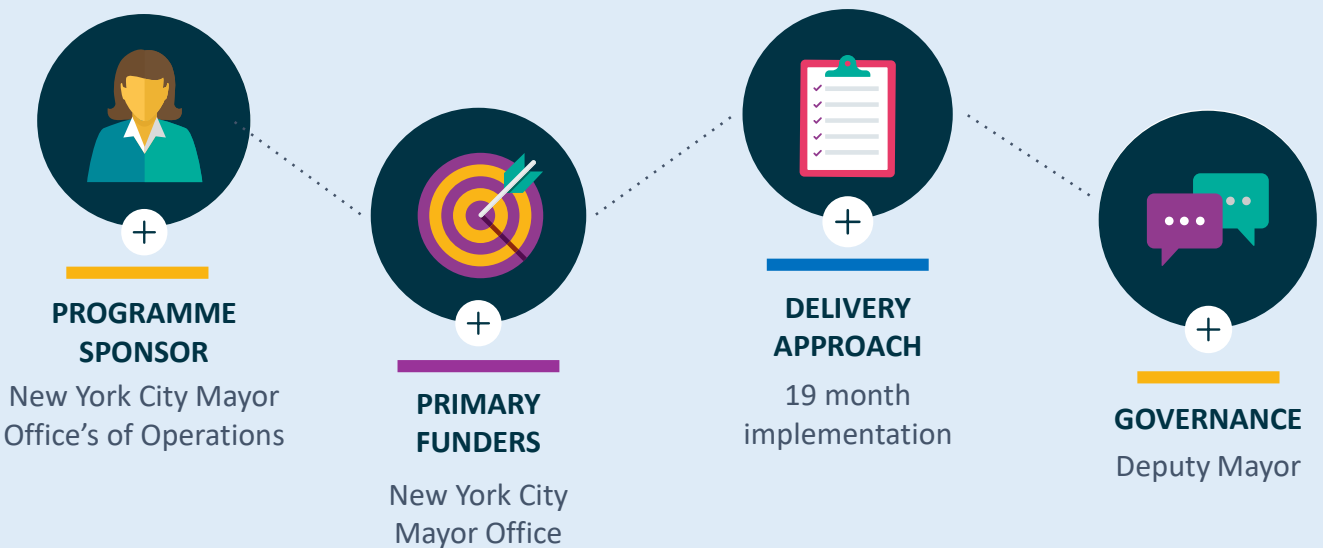
## HIGH LEVEL TECHNICAL ARCHITECTURE DIAGRAM



*Note: this diagram does not show all agencies that are sharing information*

## IMPLEMENTATION

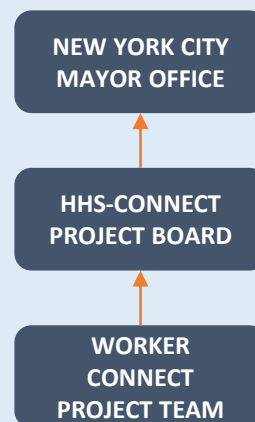
In 2007 the Deputy Mayor for Health and Human Services developed a technology solution roadmap. Five work streams were implemented over 19 months to provide the technology foundations: Common Client Index, Document Management, National Information Exchange Model (a common data model), Worker Connect and Access NYC.



## GOVERNANCE

There was political leadership: the Deputy Mayor oversaw the project. The Executive Steering Committee included the deputy major for HHS and city HHS commissioners.

This committee provided guidance, support and oversight on all the HSS-Connect initiatives. The HSS Connect leadership evaluated each projects cost against the value and social benefits it brought.




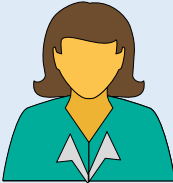
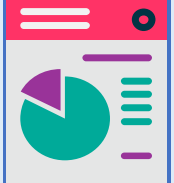
## FUTURE AMBITIONS

In the future, there are specific plans to include the following features with the HHS-Connect programme:

- Introduce data analytics to measure citizen outcomes.
- Expand self-service options for the citizen portal and mobile platforms

## SOLUTION BENEFITS

The HSS Connect programme has identified the following potential direct and indirect benefits of the project:

|                  |   |                     |        |      |
|------------------|---|--|--|---|
|                  | DESCRIPTION   | CITIZEN  | CASEWORKER   | OPERATIONAL   |
| DATA QUALITY     | Caseworkers have access to citizen records from other agencies                  | Citizen experience improves as action can be taken without delay                                     | Saves time interviewing citizens   | Reduces duplicate administrative tasks<br><br>Removes contradictory citizen information |
| DOCUMENT SHARING | Citizen information can be shared in digital form across participating agencies | Citizen experience as their query can be resolved sooner   | Saves time searching for important citizen information from other agencies               | Increases organisational productivity   |
| COORDINATION     | Caseworkers can identify other agencies that the citizen is interacting with    | Citizen experience improves as they don't need to list all the benefit programs they are enrolled in | Saves time interviewing citizen<br><br>Easier assessment of citizen benefits eligibility | Increases organisational productivity and efficiency                                    |

*Note: These benefits are assumption based and there are no supporting data or metrics to quantify the benefits described.*

## SUCCESS FACTORS



### GOVERNANCE

#### SUPPORT FROM POLITICAL LEADERSHIP

- The HHS-Connect programme had explicit support from the NYC Mayor's Office, and its success became a city-wide priority.
- An executive order from the NYC Mayor's Office institutionalized the governance structure of the HHS-Connect programme, as well as mandating regular meetings among HHS-Connect senior staff and the Deputy Mayor and agency chiefs.
- The HHS-Connect leadership promoted a flat hierarchy throughout the organisation, to encourage open communication among staff and promote innovative thinking.



### TECHNOLOGY

#### BUILD FUTUREPROOF INFRASTRUCTURE

- To ensure that the HHS-Connect programme continues to offer relevant and useful services, the HHS-Connect leadership have been considering new features for the programme.



### DATA STANDARDS

#### DATA STANDARDS

- The programme identified the architectural standards and designed the common components that were implemented across the different HSS Connect initiatives.
- This included master data management, data exchange, security components and infrastructure.
- There is a governance process to ensure the programme consistently uses these standards.



### ENGAGEMENT

#### USER-GUIDED DEVELOPMENT AND DEPLOYMENT

- New York City programme leadership utilized focus groups with end users of the tools.
- The focus groups assessed their efficacy and usability.
- The New York City programme leadership also conducted trainings for caseworkers to demonstrate the benefits of using the Worker Connect tool. This initiative led to rapid adoption by the various agency caseworkers.

## LESSONS LEARNED

### INFORMATION GOVERNANCE

**Challenge:** There were numerous privacy and legal concerns about sharing the citizens' data.

**Approach:** To reassure stakeholders the programme developed use-cases for each discreet type of data that would be shared. The use-cases showed why the data was needed and how it would be used.

### CHANGE MANAGEMENT

**Challenge:** The IT programme by itself would not have enabled more efficient working.

**Approach:** The programme evaluated which business processes needed to change to support the use of the new technology and information. A wider change management transformation work stream was set up to ensure the solution was used effectively.

### SELF-SERVICE

**Challenge:** Improving the efficiency within the organisation was not only way that the delivery of services in the city could be improved.

**Approach:** Enabling self-service and citizen interaction has had a big impact on the service delivery effectiveness.

#### FURTHER INFORMATION

CONTACT

**ACCENTURE**

[www.accenture.com](http://www.accenture.com)

Produced in collaboration with NECS and Accenture

**INFORMATION CORRECT AS OF 06/04/2017**

REFERENCES

Accenture Human Services NYC Integrated  
Health Human Service Delivery