

Smarter Social Programs

Cúram Research Institute

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Introduction

This paper highlights recent initiatives undertaken by the Cúram Research Institute. It describes our vision for social programs and the new business model of RightServicing. We have conducted extensive research into RightServicing which we are releasing during this conference.

Since the acquisition of Cúram Software by IBM, we have also examined how the wider solutions portfolio in IBM aligns with the significant research and investment that Cúram has undertaken in social security over the last 20 years. The integration of Cúram Software into IBM continues to progress and the alignment of Cúram and IBM solutions offers significant advantages to social security organisations around the world. It is with this in mind that we highlight the new solution portfolio available from IBM.

Finally, as the title indicates, a key part of our strategy going forward is looking at how we can help social security organisations get Smarter. The combination of Cúram Software products and expertise, along with other IBM software and IBM's extensive history in social security, allows us to bring a unique set of offerings, insight and experience together. Through our Smarter Social Programs initiative, we can help organisations move to the next level of transformation.

Martin Duggan

Vice President, Cúram Research Institute

Cúram Research Institute Overview

The Cúram Research Institute's mission is to foster the development of best practice service delivery models that improve the ability of social security organisations to increase the social and economic potential for people and society.

The Institute is committed to undertaking and commissioning research with social enterprises, not-for-profits, academia and other social research organisations. Output from the Cúram Research Institute consists of research papers, position papers, industry consultations, and input to the Cúram product family. The focus of our research is in the cross-over from policy to service delivery. While there is extensive policy research undertaken around the world and numerous reviews of service delivery success and failure, we have found a gap in the intersection of these two worlds. This is the primary focus of the Cúram Research Institute - the development of new social business models and the best practices they encompass. In line with this focus, we have recently agreed to assist the ISSA in the Service Quality project.

The Cúram Research Institute is funded by Cúram Software, an IBM Company, the world's leading supplier of Commercial-Off-The-Shelf Software for Social Program Management organisations.

For more information on the Cúram Research Institute and to download our publications, please go to www.curamresearchinstitute.com

Examples of recent work include:

Outcomes - A New Approach for Policy Makers and Service Delivery Professionals

Publish date: 01 April 2011

This Cúram Research Institute Position Paper proposes a framework approach that aims to deliver a new perspective on outcomes. The framework has:

- An Outcomes Policy component to re-orient programs to focus on addressing the social issues in society; and
- An Outcomes Service Delivery component to ensure people and their families are given the greatest opportunity to achieve their economic and social potential.

Five Key Learning Points are also included in the paper to guide policy makers and service delivery professionals when adopting an outcomes framework.

Citizen-Centred Service Delivery

Publish date: 01 September 2010

This Cúram Research Institute Position Paper explores Citizen-Centred Service Delivery and concepts that provide government the opportunity to:

- Deliver good service when and where it is needed;
- At a lower cost of delivery than is incurred today; and
- That achieves improved outcomes for the individual, their family and the country as a whole.

Four supporting principles are described in the paper to guide government on how to become citizen-centred.

Smarter Social Programs Vision

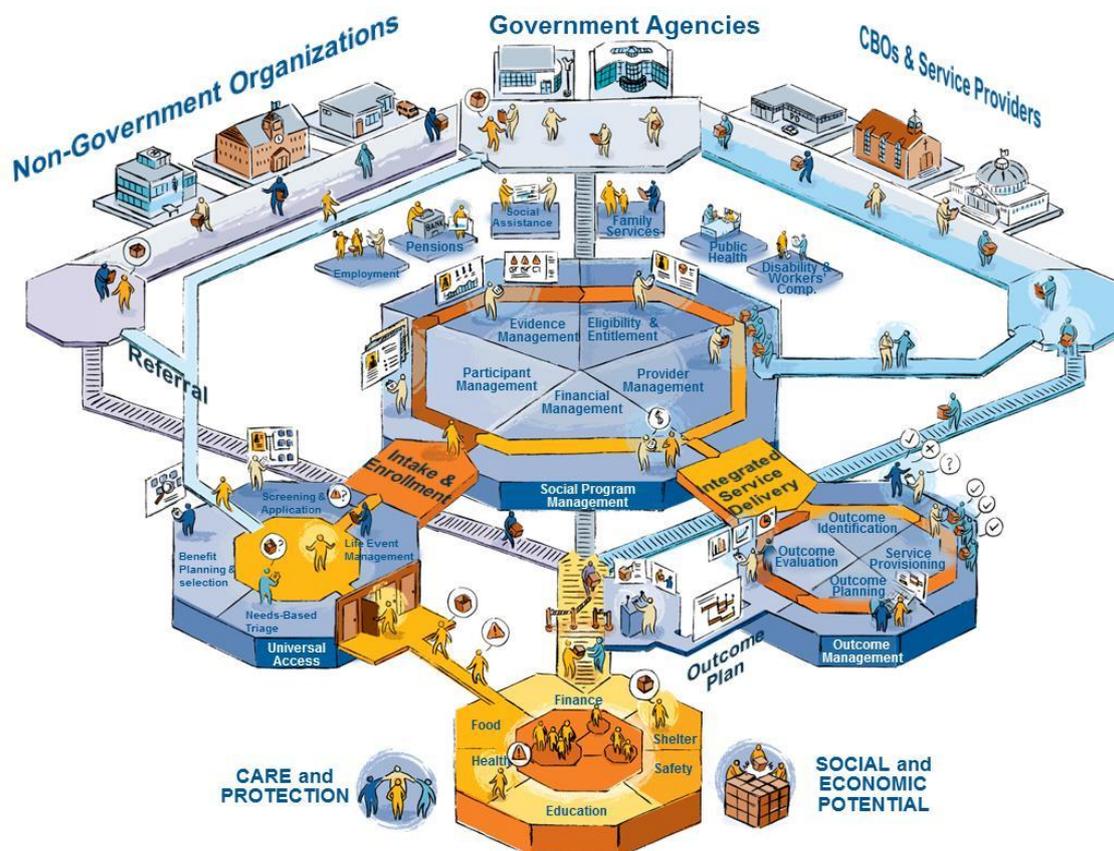


Figure 1 - Social Program Vision

Our Social Program Vision is to bring together Non-Government Organisations (NGOs), government organisations, social partners and contracted providers to provide integrated service delivery oriented around the social context of the individual and their family. Our Vision, described in Figure 1, has five core elements:

1. A better understanding of the social context of the individual and their family so we focus on the social risks and underlying issues of social disadvantage;
2. A Universal Access approach that brings the whole social ecosystem together;
3. A Dynamic Response to social program delivery that allows full automation and intensive case management dependent on the Priority, Complexity and Risk of a case or claim;
4. An integrated service delivery approach that ensures outputs from multiple programs are coordinated; and
5. The ability to coordinate the whole social ecosystem in an outcome management plan that addresses the underlying social issues of people who are most in need.

Cúram Software is able to address all of these five elements; irrespective of how a country's social ecosystem is organised. It is able to deliver the core daily high volume transactional business of social security in an environment of personalised and self-managed service delivery - starting at the very first touch of a citizen to the organisation. The software is able to provide full automation capabilities driven by advanced analytics based on priority, complexity and risk parameters. It enables a differential response to be provided while at the same time ensuring consistent decision making and efficient high volume throughput.

RightServicing

The concept of RightServicing has emerged to rationalise how social program management systems are continually modifying and improving from both a policy and service delivery perspective to meet the needs and wants of individuals and communities while at the same time maintaining societal level outcomes and fiscal realities. It identifies the key characteristics an organisation should invest in to strike this balance.

This research initiative provides a new perspective for social security organisations in how to develop policy and deliver services to achieve better social outcomes at a lower cost. Achieving better social outcomes while lowering administration costs may appear out of reach but in these fiscally challenged times, solutions need to be found. A RightServicing approach will enable social security organisations to achieve productivity dividends and program outlay savings to be re-invested where extra assistance is required.

DEFINITION

A set of organisational attributes combining to provide flexibility and agility for a differential service response.

RightServicing offers value and benefits for society, governments and social program management organisations through social, program outlay and productivity dividends.

RightServicing is defined in the context of nine characteristics namely:

- **Segmenting:** Grouping people together with similar needs and wants
- **Fast-tracking:** Getting through the system with the minimum of fuss
- **Addressing Complexity:** Complexity of people's circumstances is everywhere and must be recognised
- **Managing Risk:** Dynamic and focused at better service and compliance
- **Accessing:** How people access and consume the social system
- **Automating:** Technology to eliminate manual processing and reduce process cycle times and reduce cost
- **Predicting:** Early intervention to stop social disadvantage - prevention is better than finding a cure
- **Micro Programs:** New and innovative social program solutions to achieve desired outcomes and address complex problems
- **Leveraging the Ecosystem:** Collaboration and sharing with other agencies and stakeholders

Organisations contacted during this research indicated they are investing in capability across several RightServicing characteristics with some excellent results as highlighted in the case studies in the report. The full benefits of RightServicing will accrue once all nine characteristics are addressed in a systemic manner over the long term. It is the interplay between the characteristics and the leverage effect this creates that leads to a transformed organisation and social program management system.

The full report is available at www.curamresearchinstitute.com

IBM solutions for social security

IBM has worked with social security organisations since the 1930's and has a strong portfolio of software, hardware and services being used throughout the world. Since 1998, IBM has had a dedicated global team focusing on the social security industry, supporting transformation projects and sponsoring social security based solution investments. Following is the IBM solution portfolio for social security:

- **IBM Citizen Care and Insight**

Provides a holistic view of clients across all relevant programs from all relevant organisations.

This solution brings together tools and technologies to allow citizens to be identified, verified and analysed to prevent fraud, support predictions and cross organisation views.

- **IBM Social Program Management**

Optimizes the service delivery process through improved collaboration between clients, partners and workers.

This solution supports automation of transactional social security systems and the evolution from output to outcome based delivery using the Cúram Software suite of Social Program Management products.

- **IBM Social Program Integrity**

Improves benefits delivery and services while ensuring the proper use of resources.

This solution supports all form of integrity processing either independently or integrated with the IBM Social Program Management solutions. It aims to shift organisations from detecting integrity issues to a prevention based model.

- **IBM Social Program Consulting and Transformation**

Guides social organizations in the definition and adoption of new business models to address current and emerging service delivery challenges.

This solution supports social security organisations that are looking to transform their social policy, the service delivery model or any aspect of their operation. This solution leverages the IBM Social Industry Model and industry based consulting assets.

The IBM solutions for social security are implemented in a wide range of social security organisations. Our industry based subject matter experts are available to advise on policy, transformation strategies, service delivery models and business system implementations. Further information can be obtained at ibm.com or through your local IBM representative.