



# Government jobs of the future

What will health and human services  
work look like in 2025 and beyond?

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## About the Deloitte Center for Government Insights

The Deloitte Center for Government Insights shares inspiring stories of government innovation, looking at what's behind the adoption of new technologies and management practices. We produce cutting-edge research that guides public officials without burying them in jargon and minutiae, crystalizing essential insights in an easy-to-absorb format. Through research, forums, and immersive workshops, our goal is to provide public officials, policy professionals, and members of the media with fresh insights that advance an understanding of what is possible in government transformation.

For more than 45 years, Deloitte state health and human services professionals have worked side by side with state agencies. Our mission is to help you achieve your mission—protecting and improving the health, safety, and well-being of our fellow citizens. Our breadth of offerings includes: eligibility and service integration, state health care, child welfare, child care and early learning, and many others.

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# HHS CUSTOMER OF THE FUTURE

## INTRODUCTION

State and local health and human services (HHS) agencies serve society's most vulnerable populations by offering a wide variety of services and programs that support both individuals and families. One ongoing priority of HHS agencies and associated community organizations is to provide services that help citizens reach a place of self-sufficiency and well-being. The path to self-sufficiency does not look the same for all, as the needs of each individual, household, and family unit are unique—each of which requires a different set of services.

While planning for the future and continuing to prioritize the citizens they serve, HHS agencies should consider the current and anticipated challenges that citizens face. Whether accessing services and program benefits, or receiving timely responses to their questions, these challenges can have significant downstream impact on individuals in need.



## HHS AGENCY TRANSFORMATIONS: PAST, PRESENT, AND FUTURE

HHS agencies across the United States have made significant strides to acclimate to current times despite experiencing their own set of challenges along the way, including shrinking budgets, an aging workforce, and increased caseloads. But with these challenges comes opportunity. State HHS agencies have transformed legacy eligibility systems to modernized integrated systems with more automation than ever before. States have also taken a microscope of their operations to streamline business processes and improve efficiencies.

Two areas that continue to be a focus for HHS agencies in addressing the challenges citizens experience today are:

- **Increased access** to HHS agency support, resources, program services, and timely information.
- **Improved customer service.** This can be accomplished by adopting policies and processes, and implementing enhanced technologies to improve overall processing efficiencies, as well as by providing a more personalized experience through tailored services and career coaching, which ultimately aim to make clients more self-sufficient.

## TOOLS TO BREAK BARRIERS

A few more examples of current-day technology and resources being utilized to break barriers and support citizens on their path to self-sufficiency and well-being include:

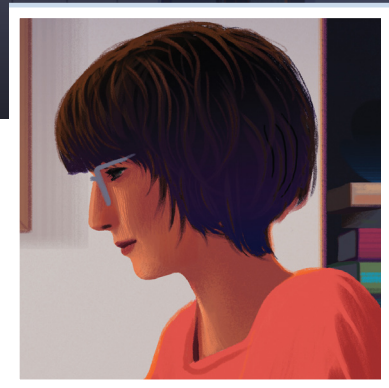
- **Moving to mobile**—To improve its communication and outreach capabilities, states are implementing mobile applications that are user-friendly and provide quick and easy access to status updates, pending actions, etc.
- **Text/SMS messaging**—While this is not a new concept, it is still part of states' efforts to acclimate to the current climate and communicate with citizens. These include push notifications via text based on individual preferences and the need for updates or reminders based on their application or case.
- **Chatbots**—More and more states are looking to implement chatbots to answer citizens' queries in real time—both general questions as well as more specific ones that existing clients may have about their case, application, or benefits.
- **Resource engine**—An online tool that connects citizens to public resources and opportunities based on their interests and needs.

## CITIZEN/CUSTOMER OF THE FUTURE: OPPORTUNITY AWAITS

While HHS agencies are expected to be key drivers of change, the citizens they serve also play a critical role in realizing positive, lasting outcomes—which start with getting citizen buy-in on changes. It is important that as HHS agencies continue to build their own paths and plans to evolve in the future of work, citizens are also informed of and can keep pace with the changes implemented. Through nudging and texting, HHS agencies can conveniently and effectively keep citizens knowledgeable and accountable.

As part of the transformation of HHS agencies, there should be a continued focus on the citizen of the future. The overarching goal is to create a citizen experience without obstacles, where citizens are informed of the opportunities surrounding them and take ownership of their path to self-sufficiency.

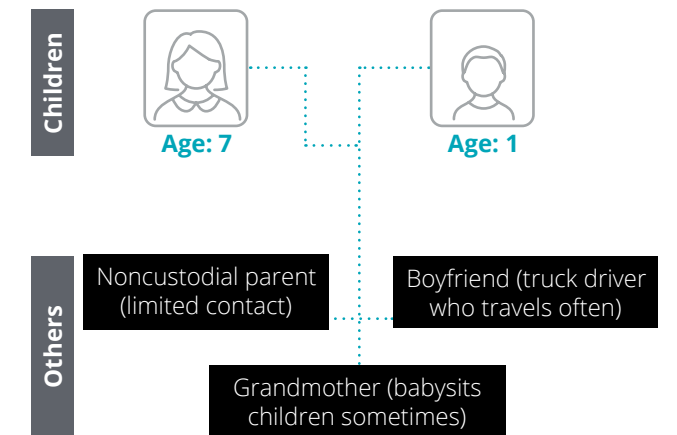
The citizen of the future has an evolved set of expectations, which can be formalized with the help of an [HHS career coach of the future](#). This coach can provide a personal development plan, in which individual goals are established and used to track personal progress and successes. The HHS citizen of the future can evolve alongside the HHS agency, work, and workforce of the future through their own actions and provided support.



# LEANNE COOPER, 34

HHS CUSTOMER OF THE FUTURE

## Household snapshot



## Customer profile

Leanne is in her mid-30s and a single parent of two young children. She recently lost her job as a hostess at a restaurant.

She filed for unemployment insurance and receives child support from her ex-husband. She is a high-school dropout but wants to build her skills. Her goal is to move to a better-paying and more stable job to support her family in the long term.

Leanne receives Medicaid, and needs reliable child care to be able to work. Her mother comes over to babysit her kids at times but finds it challenging given her age and poor health. With the loss of Leanne's job, she is seeking Supplemental Nutrition Assistance Program (SNAP) benefits as well as child care.

*"I really want to be able to provide a good life for my kids but I feel stuck sometimes ..."*

## What are my needs and goals?

- Access to readily available, consistent information about benefits, services, and opportunities that support my goals and objectives to be self-sufficient
- Knowledge of the best ways to navigate the current job market for employment opportunities and/or educational courses to develop a skill set
- Access to reliable and affordable transportation and child care

## What are my challenges/frustrations?

- Long or inconsistent wait times in the local county offices
- Limited access and availability to engage a career coach to develop a long-term plan
- Confusing and inconsistent notification of benefit outcomes or next steps
- Anxiety at various levels of the process due to uncertainty of benefits status for my entire family
- Anxiety or hesitation due to security concerns associated with sharing personal data and information
- Lack of easy access to technologies such as mobile phones, computers, and/or printers

## Characteristics

Education



Computer/tech literacy



Social connections



Motivational level



Work experience



Health care access



# TOOLBOX

## 360 self-serve portal

This rich self-service portal can help customers manage and access their benefits, track the status of their applications, get answers to questions, and communicate with their caseworker. The portal includes a chatbot feature, a virtual guide, and video tutorials to help clients navigate the website/app. It is secure and includes biometric identification via facial recognition and enhanced ID proofing capabilities. The tool can also help citizens stay on track through timely nudges, such as text notifications. It also includes information on additional resources that customers may have access to.

## Smart wallet

This mobile app is a one-stop e-wallet for all cards and vouchers a customer might need to use—electronic benefit transfer (EBT) cards, transportation vouchers, etc. They can simply scan or show the card from the app to redeem benefits.

## Choices

The choices tool is integrated into the self-serve portal and pushes reminders and nudges to help users make better choices. The app also uses gamification and badges to nudge more healthy behaviors.

## Benefits finder tool

This web-based tool allows users/citizens seeking access to benefits to determine what services/programs they might be eligible for by answering a few questions on their needs and current situation. It also directs them to how they might apply for these services via the 360 self-serve portal or other channels.

## Helper chatbot

This chatbot assists citizens/customers with the most common challenges/questions they face while applying for benefits. The bot is integrated with the 360 self-serve portal and is always available when customers use the portal.

## Resource engine

This tool allows residents to access community-based resources to support their social and health needs. It works with case management systems to integrate individual program and household details and circumstances, and uses the information to suggest applicable community resources. Referrals are generated for community partners with the ability to record and track outcomes.

## Life coach

This tool helps caseworkers and customers work together to develop a long-term plan for customers looking to upskill, improve career prospects, improve their earning potential, become self-sufficient, or achieve other longer-term goals. The tool allows customers to have a long view of their lives and goals, and work with caseworkers on a path to achieving them.

# CALENDAR VIEW

JUN 05

**Benefits eligibility**

After hearing about SNAP from a friend, Leanne uses the benefits finder tool to learn which benefits she is potentially eligible for based on her answers to a series of preliminary questions.

JUN 07

**Initial application**

Leanne applies for additional benefits using a self-service mobile app. Since she has interacted with the system before for other benefits, several fields are prepopulated, and all she has to do is verify the existing data.

JUN 10

**What's happening with my application?**

Leanne checks the status of her application in real time on her mobile app. She's relieved to see that she's one step away from completion and did not have to call a helpline repeatedly.

JUN 12

**Timely alerts**

Leanne gets an e-notification of her benefits and new coverage.

JUN 25

**Check-in with her caseworker**

Leanne has a virtual check-in with her assigned caseworker. Over a video call, they discuss skills and training options that Leanne can pursue to improve her job prospects.

JUL 16

**Making healthy choices**

Leanne consults the choices app on her phone for healthy recommendations when she goes grocery shopping and pays with her EBT card through the smart wallet app.

AUG 23

**Proactive reminders**

Leanne receives a notification on her phone: *It looks like your kids are 1 and 7. Have you considered these vaccinations for them? Learn more here.*

AUG 30

**Community-based support resources**

Based on a referral made by her case coach, Leanne logs in to the resource engine to search for resources in her community. On the home screen, she sees an option for single parents that suggests support packages.

SEP 05

**Set up for success**

After securing child care and transportation through the added support services, Leanne goes to a job interview with an updated resume and sense of preparedness thanks to her caseworker's help.

SEP 10

**Reporting made easy**

With part-time employment, Leanne easily reports a change of employment on her self-service app that allows her to conveniently stay compliant.

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