The Secret to a Streamlined Government
Connect processes to serve citizens and achieve mission goals.

Government organizations run on case management. You may not realize it, but chances are you're already executing case management workflows to meet your agency's mission. And if you are, it's possible your current setup isn't the most efficient or cost effective.

According to Gartner®, cases may involve a person, or many people associated with one or more organizational entities of similar or different types, such as a household, an employer, or a business. The skills, processes and information employed to handle a case are collectively referred to as "case management." Gartner describes case work as the universal working style of government organizations and claims that the integration of government services depends on designing and developing case management solutions as composable products and services that can be shared across the programs, verticals, and levels of government.

1.   Gartner, "Top Trends in Government for 2022: Case Management as a Service", Michael Brown, Rick Howard, Jan 18, 2022.
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Agencies run on case management (even if they don't call it that).

While case management work is ubiquitous among public sector organizations, many either lack a digital case management solution entirely or still rely on legacy, commercial off-the-shelf (COTS) solutions that make it difficult to work efficiently. This results in:

- **Disorganization and wasted resources.** Government CIOs should look at CMaaS as one of the top technology trends likely to impact strategic plans for 2022 and beyond. Not doing so carries the risk of unnecessary duplication, siloed information, and lower agility in meeting business outcomes.[1]

- **Delivery delays.** Delivery of goods and services—many of which are critical, like emergency response services—is delayed, hurting communities that are already in real need.

- **Tedious, costly tasks.** Manual processes are inefficient, expensive, and error prone, which can introduce significant security risks, especially in cases involving sensitive data.

- **Communication difficulties.** Governments lack a clear line of sight to pertinent data and information about their constituents. This trickles down to create a frustrating experience for citizens, who often must file multiple forms for several different agencies just to accomplish one goal.

And with so many interdependent variables going into government case management work, these challenges can easily snowball. A modern case management solution built on a low-code platform helps government organizations eliminate barriers and inflexible workflows by bringing data together into one streamlined view and automating processes.

Agency story: A federal government agency in Asia.

One Asian federal government health department's strategy shift from eliminating COVID to managing living with COVID-19 resulted in an overwhelming spike in demand for COVID-19 management resources. Its hotline was inundated with demand, and delayed government response times risked further contagion and jeopardized the country's reopening strategy. The federal health department turned to Appian to build a call center on a low-code platform in order to digitize and automate call and case management. Their low-code application was built in just six days, handling more than 3,500 calls within the first three days. Call center agents can now quickly collect and record information on new cases, which are then managed through the platform to a timely resolution. And prebuilt reporting features help monitor progress and service-level agreements (SLAs) to ensure citizens get the responsiveness they expect.

4 common types of case management for government organizations.

Case management work, while commonplace in the public sector and integral to achieving organizational goals, doesn't look the same for each agency. Here are the four most common types of case management and how departments or agencies may be using them.

① **Process-to-decision case management.**

Process-to-decision case work relies heavily on structured rules and workflows and involves tracking compliance with changing rules, policies, and procedures, such as the relevant Federal Acquisition Regulation (FAR) clauses for any US executive agency procuring supplies and services. This type of case management requires making informed decisions that depend on having a high degree of context.

○ **Process-to-decision use case: Ensuring Federal Acquisition Regulation (FAR) compliance.**

○ **Case initiation.** Parameters set up for oversight of an agency's acquisition process.

○ **Case review.** Processes continually reviewed by government staff.

○ **Case collaboration.** Agency under review works with the agency ensuring compliance to provide any necessary documentation or other audit materials.

○ **Case monitoring.** Ongoing collaboration between the agency in question and the compliance-checking agency to ensure rules and procedures for compliance keep pace with frequent regulation changes.

○ **Case closed.** Decision made as to whether or not the government organization in question is compliant.
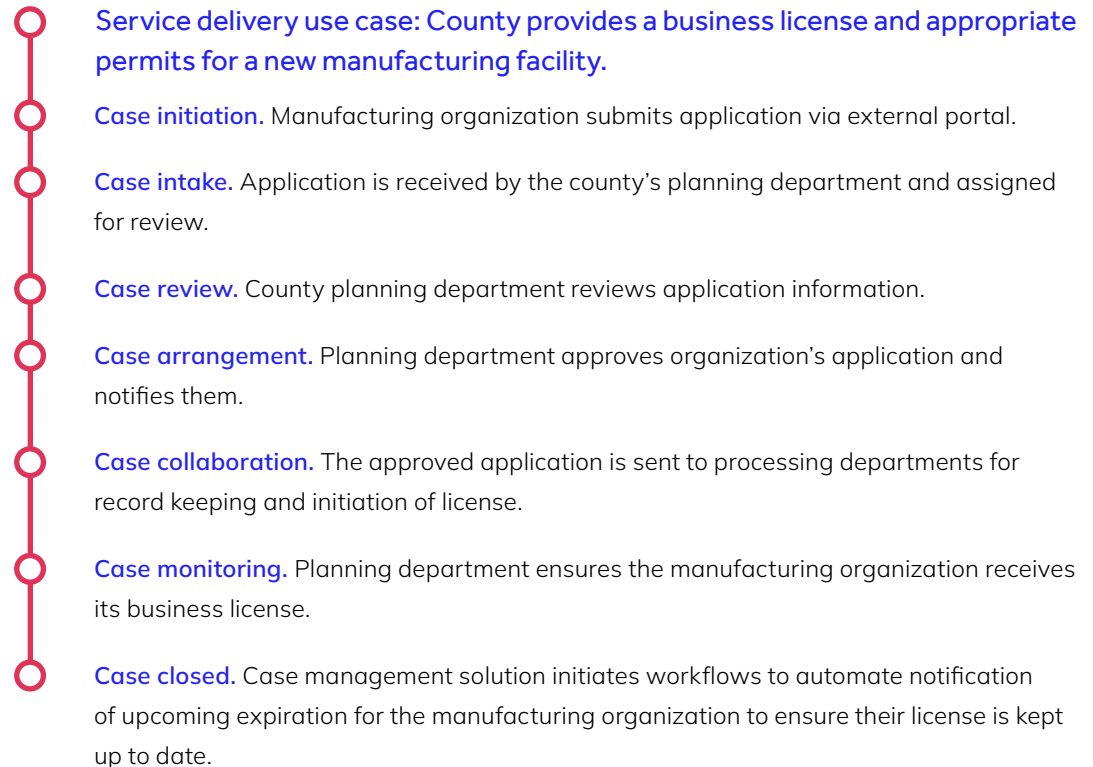
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(2) Service delivery case management.

Service delivery case management includes delivery of bureaucratic engagements like citizen benefits, grants, licensure, permits, eligibility and enrollment, government program assistance, and more. Service delivery cases revolve around approval cycles, geographies, proactive maintenance across large fleets, complex customer service interactions with SLAs, and meeting contractual obligations. This type of case work can involve citizens, their state and local offices, military logistics and operations, and more.

Service delivery case management works most effectively when it follows a highly structured process to meet both internal agency standards and citizen expectations.

Service delivery use case: County provides a business license and appropriate permits for a new manufacturing facility.

Case initiation. Manufacturing organization submits application via external portal.

Case intake. Application is received by the county's planning department and assigned for review.

Case review. County planning department reviews application information.

Case arrangement. Planning department approves organization's application and notifies them.

Case collaboration. The approved application is sent to processing departments for record keeping and initiation of license.

Case monitoring. Planning department ensures the manufacturing organization receives its business license.

Case closed. Case management solution initiates workflows to automate notification of upcoming expiration for the manufacturing organization to ensure their license is kept up to date.

4 common types of case management for government organizations.

③ Incident case management.

Incident management case work is an organizational process to mitigate risk by identifying and resolving incidents. It requires flexibility to manage rare instances that require unique workflows and relies on cross-team or cross-organization collaboration both onsite and in the field. Incident case management is commonly executed by state and local law enforcement, emergency operations centers, and state emergency management agencies.

Incident management use case: Town government responds to a hurricane that caused residential and commercial damage.

Case initiation. Hurricane is found on weather radar with five days' notice for town residents.

Case collaboration. Town leadership notifies residents of details regarding the degree of severity of the storm and what to expect. Town notifies the public works department of post-storm plans to address any damage. If the hurricane is estimated to be severe enough, the town requests state and/or federal assistance.

Case intake. Hurricane passes through the town, and town staff prepare to assess damage. Meanwhile, citizens are able to submit claims for damage directly through an online portal.

Case review. Town leadership assesses all damage and sends public works department, EMTs, and other appropriate local public service staff into the field to check in with citizens.

Case arrangement. Weeks-long clean up is executed with the help of volunteers and town public service staff.

Case monitoring. Town leadership and public service staff assess losses after a reasonable amount of normalcy is restored. Long-term plans are initiated for any severe damage.

Case closed. Damage is repaired and citizens have received all public assistance needed to repair residential and commercial properties.

④ Investigative case management.

Investigation case work is typically a reaction to a specific event or circumstance, either internal or external. It involves collecting and processing evidence and capturing and analyzing information from documents, research, interactions, and perspectives. Investigative case management is typically executed by law enforcement organizations and regulatory agencies and is often less structured than the other four types of case management, as it involves many shifting variables.

Investigative use case: FAA compliance investigation.

○ **Case initiation.** Investigation begins to proactively ensure a large national airline is FAA compliant.

○ **Case intake.** All parties, internal and external, are identified and made aware of the investigation.

○ **Case collaboration.** All parties involved participate in the investigation by providing necessary details and filling any gaps in knowledge for investigators.

○ **Case monitoring.** Investigators evaluate information.

○ **Case collaboration.** More information is required from the airline.

○ **Case monitoring.** Investigators evaluate new information.

○ **Case collaboration.** A third party is consulted to confirm the validity of new information.

○ **Case monitoring.** Comprehensive review of first round and second round of information in totality.

○ **Case closed.** Decision is made on compliance and all parties are made aware of the outcome. Any relevant rule changes are made to prevent similar situations from happening in the future.

The pitfalls of legacy, off-the-shelf case management technology.

Because so many governmental workflows are essentially case work, the effects of poor case management technology ripple through entire departments and agencies. Organizations that use outdated solutions or a cobbled-together workflow may be getting work done, but not in an optimal or sustainable way that makes the best use of employee time, resources, and taxpayer dollars.

Legacy systems and siloed data.

When agencies rely on decades-old technology, mission-critical data lives across multiple core systems that don't talk to each other. This leads to error-prone reporting and dramatically increases the amount of time government personnel spend searching for information. This is incredibly important in incident management and investigation case work, which require informed actions be taken based on a wide set of data. Siloed data creates a poor experience for both employees and constituents because it makes data retrieval inefficient and slows decision making.

Employee experience.

The workforce is changing, and as employee expectations rise, government organizations will need to make changes to meet those demands. Asked to get too much done with limited resources, government employees are often overworked and can face burnout and frustration with their roles. This can result in high turnover rates, and it hinders the public sector's ability to attract and retain top talent. With case management being such a core tenet of government work, the outdated systems many agencies have in place today fall short in helping organizations set their staff up for success.

Agency story: United Kingdom Ministry of Justice (Serco).

Serco, serving the UK Ministry of Justice, was looking for a solution to exceed client expectations on service delivery. They needed to find an efficient, scalable solution to meet client requirements. They wanted to replace manual processes with intelligent automation and implement a digital platform to have better visibility and measurement of client services quality.

Built on a unified low-code platform, their solution automates key processes and tracks the movement of 15,000 prisoners per month in London and Southeast England. The scalable solution has doubled the services Serco can deliver, as well as improved prisoner and officer safety and welfare.

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Manual processes.

In the public sector, time is taxpayer dollars. When processes aren't optimized or automated, time is lost shuffling through information to find the right documents for a case. And when it comes to complex routing for case work that takes place across multiple systems or departments, these manual processes become increasingly inefficient and error prone—and in some cases, a compliance risk.

Citizen time tax.

Government organizations ultimately want to meet their missions, and often that means serving constituents. Particularly for public sector organizations directly providing constituents with goods and services, the "citizen time tax"—the burden placed on individuals trying to navigate the bureaucratic process—can have a great impact on an organization's ability to deliver on its mission. When technology can't meet the standards of the rapidly evolving digital world, government organizations risk a poor citizen experience as routine tasks take more time than they should.

Agency story: United States Food and Drug Administration.

The US Food and Drug Administration (FDA) is a federal agency within the Department of Health and Human Services (HHS). The FDA is responsible for protecting public health by ensuring the safety, efficacy, and security of human and veterinary drugs, biological products, and medical devices and ensuring the safety of our nation's food supply, cosmetics, and products that emit radiation.

The FDA set out to modernize and accelerate the drug application review and safety monitoring process to resolve issues stemming from siloed data across their core systems. With a low-code case management solution, the FDA developed an enterprise-level single source of truth to access regulatory review and safety monitoring applications. Unified critical business data, analytics, and reporting tools in a single platform achieved consistent and on-time delivery of informed regulatory decisions.

During the COVID-19 pandemic, the FDA saw an influx of thousands of new drug applications, all of which had to be approved or denied within 30 days. By leveraging a low-code case management solution, the FDA handles each application as a case and runs through a workflow spanning eight systems where data relevant to the process lives and needs up to 16 different approvals.

Using a modern case management solution for government needs.

To get the most out of existing legacy government technology, leading government CIOs look to case management solutions built on low-code. A low-code case management solution pulls disparate workflows together to create a more seamless process for public employees and constituents alike. Compared to building with traditional coding, it can also generate organizational agility, as employees can adapt case flows and processes quickly when new legislation is passed.

Low-code solutions are built to be open and integrate seamlessly with other core technologies, bringing data together from internal and external systems with no migration needed. Native automation functionality expedites workflows and shifts lower value work to bots, helping to minimize the potential for burnout and create a better employee experience. Simpler technology means reaching goals on both the individual contributor and organizational level is easier.

Artificial intelligence (AI) and robotic process automation (RPA) dramatically improve case management processes, productivity, user experience, and staff engagement. Intelligent automation combines the power of AI and RPA with the power of workflow and low-code development in a unified platform to quickly deliver results. RPA automates high-volume, repeatable tasks within legacy processes and applications by doing things like eliminating silos, replying to web queries, validating data, and responding to common email requests. This eliminates redundant data entry, improves data quality, reduces errors, and decreases costs.

> 79% of government officials indicate that automation has a positive impact on their business.[2]

2. Deloitte Center for Government Insights, Government Trends 2021: Global transformative trends in the public sector, Deloitte, 2021.

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6 things to look for in a low-code case management solution.

(1) Low-code data. Easily build, share, and access critical data across internal and external systems to make the best decisions. Low-code case management solutions converge information from across systems so knowledge workers get the complete picture.

(2) Collaboration. Initiate, collaborate, and receive updates on tasks and actions from a single, user-friendly interface.

(3) Dynamic processes. Handle dynamic, ad hoc interactions and processes with business rules and workflow capabilities to route cases to the right people for quick review and action.

(4) Business rules. Ensure adherence to complex business policies and procedures with an integrated rules engine. Empower your team to adapt to any situation with easy-to-use functionality for creating and managing business rules.

(5) Analytics. Get real-time reports and visibility into all case work and data. Quickly and easily customize process and business reports to get a single, unified view of your case work.

(6) Enterprise mobility. Retrieve information and data securely from any device, even when offline, so field teams can be productive wherever they are working.

Learn more about low-code
case management solutions
and how they can drive
your mission forward at
appian.com/government.

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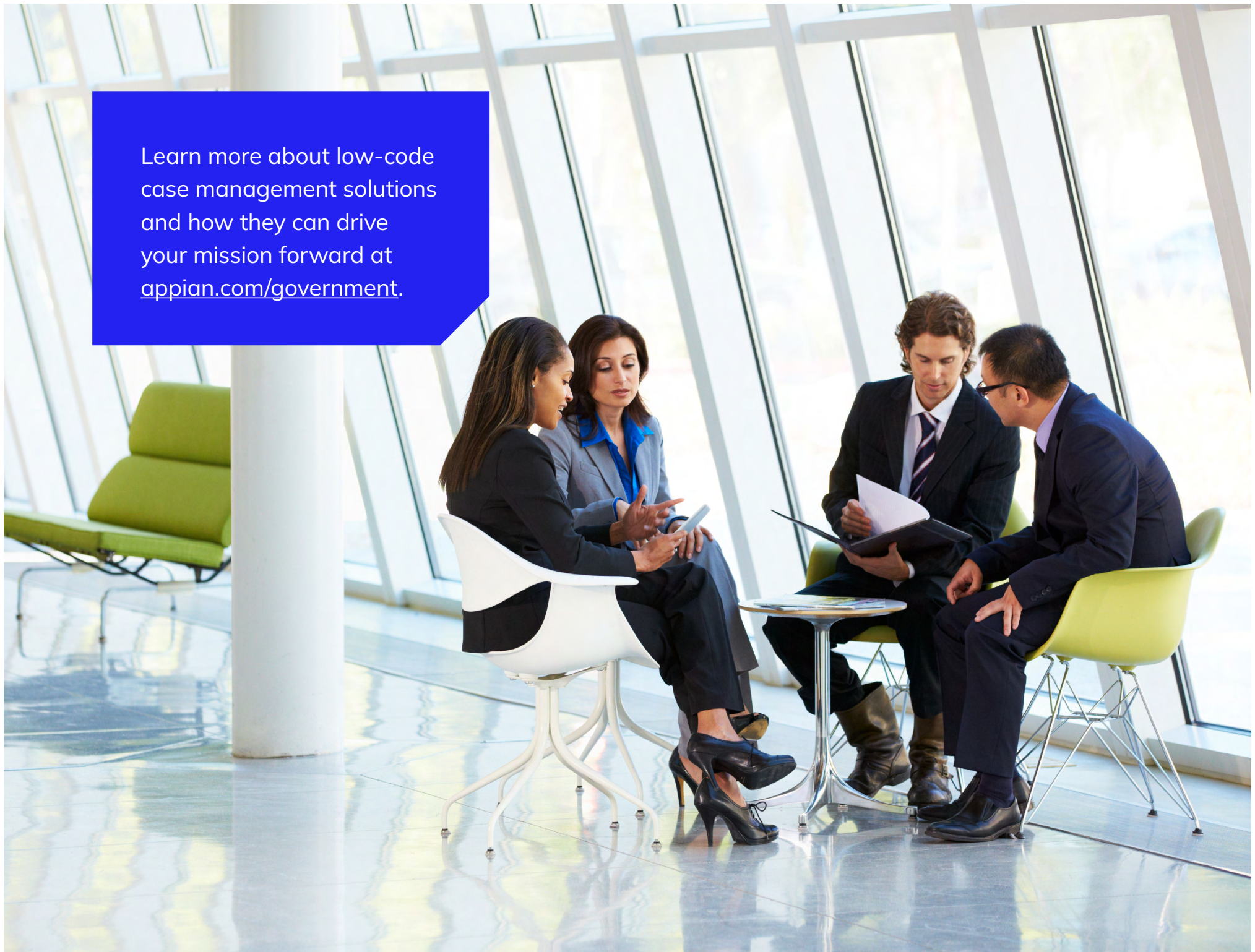
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