



TURNING AN INVESTMENT IN DIGITAL INTO AN INVESTMENT IN THE MISSION

4 best practices behind CO HCPF's move to the cloud

Colorado Department of Health Care Policy and Financing (CO HCPF) launched a new Customer Contact Center, built on Salesforce Service Cloud, in just three months. The Contact Center enables agents to deliver better service faster; opens up new service channels; and supports the Department's vision of a single platform that connects Medicaid clients and applicants, service providers, community partners, local government, larger health and human services programs, and more.

During this process, the department demonstrated four best practices that serve as a guide for other departments and agencies looking for ways to modernize tools and transform the mission.

1 SEPARATE SYMPTOM FROM PROBLEM
Identifying a problem can be tricky because it (and thus, its solution) is often buried under a variety of manifestations as teams work to adjust or accommodate for a given gap. CO HCPF took the time to recognize and rationalize these symptoms across their organization. Department leaders focused on what they needed in terms of outcomes and worked backward from there to identify the problem.

2 DEFINE KEY CRITERIA
Using a symptom-based, outcome-oriented approach, CO HCPF defined four key initiatives [[will link back to case study]] which served as guidelines for what the department needed to prioritize from a technology standpoint. This clarified needs and mitigated distractions — timeline pressure, out-of-scope features and functionality, and so on — that might otherwise put the project's success at risk.

3 FIND AN EXECUTIVE SPONSOR WHO HAS THE TIME TO ENGAGE AND COMMIT
Blazing a different trail is most successful when executive sponsors can make themselves accessible and available to engage in the decision-making process throughout the project's lifecycle. They often provide the kind of perspective, context, history, and experience that both inspires project owners and

relates to project stakeholders, keeping the total value proposition intact. Christine Comer, Client Services Division Director at Colorado HCPF, served as the Customer Contact Center's executive sponsor, and stayed involved throughout the project lifecycle.

4 LEVERAGE SUBJECT MATTER EXPERTS – BOTH IN-HOUSE AND VIA EXTERNAL PARTNERSHIPS
By relying on the domain expertise brought in by its external partnerships and applying that to its extensive knowledge of the mission's most critical needs, CO HCPF established a successful strategy as well as a successful execution plan. Instead of turning staff into technologists overnight, the department was able to keep teams focused on mission-critical activity and connect them to subject matter experts for insights, testing, and validation as needed.

