



Massachusetts Rehabilitation Commission

Brain Injury Commission
December 9, 2019



Discussion Topics

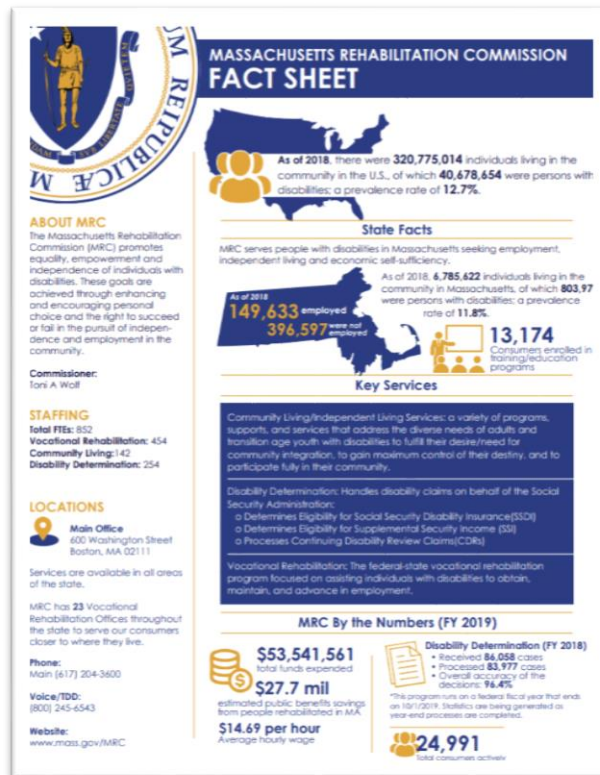
- MRC overview and impact of Brain Injury Services
- Future of MRC Brain Injury Services
- Furthering MRC's goals
 - Technology implementation planning
 - Integrated eligibility design
- Next Steps
- Questions

MRC Overview and Impact

Commissioner Toni Wolf

Facts at a Glance

The Massachusetts Rehabilitation Commission (MRC) promotes equality, empowerment and independence of individuals with disabilities. These goals are achieved through enhancing and encouraging personal choice and the right to succeed or fail in the pursuit of independence and employment in the community.



Future of MRC

Business Process Improvement Consultation

- Deloitte Consulting, LLC
 - Stakeholder and Staff Engagement Sessions provided invaluable feedback on our path forward
 - Worked with 4 sister agencies and 14 community partners including BIA-MA, SILC, and SRC
 - Conducted 55 interviews with MRC staff across all divisions and the Administrative Office
 - Engaged weekly with a steering team of representatives across all divisions and levels of staff
- Roadmap to MRC of the Future



What needs to change?

We want the experience of brain injury consumers, to go...

From this...

I don't know what services are available to me

I have to go through the same cumbersome application process for every program

I submit the same information and justification documentation for each program I apply for

It takes too long after I submit an application to get an eligibility determination.

Interactions with MRC are confusing and complex

I became eligible but do not know what the next steps are. I am still waiting for services.

To this.

- I have a clear understanding of what services are available to me from and outside MRC
- I can tell my story once and documents I provide are shared across different programs and services
- Eligibility requirements are clear and a determination is made in reasonable time
- I can access an online portal to apply for services, upload documents and coordinate with my caseworker
- My caseworker has a holistic view and can see all the services I'm receiving

Furthering MRC's Goals

Lindsay Hough and Amanda Harris
Deloitte Consulting, LLC



MRC Established a Foundation for Change

Operational Assessment

- Assessed the organization to identify operational efficiencies
- Gathered internal and external stakeholder feedback through interactive sessions, interviews and observations
- Identified 30 opportunities for improvement
- Co-created a high-level 3 year implementation roadmap

Requirements Gathering and Options Analysis

- Gathered business and technical requirements through discussions with Community Living staff across 10 key functions
- Conducted market research and an analysis of technology options to integrate data across MRC
- Conducted demos with potential vendors for a new technology solution

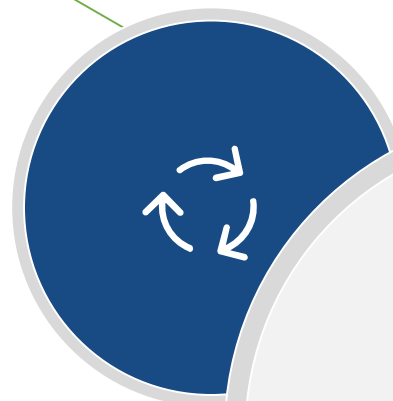
Technology Implementation Plan

- Developed technology implementation strategy
- Identified timeline of key components
- Detailed activities associated with implementation plan components

Expected Benefits of New Solution

Analytics / Quality Assurance

Single source of data allows for simplified, faster, and enhanced reporting, providing a clearer view of data across programs and services and ability to respond quickly to data calls and audits



Agency Leadership

Strategic decision-making based on real-time integration between financial, program, and consumer data allows MRC to better allocate resources across programs



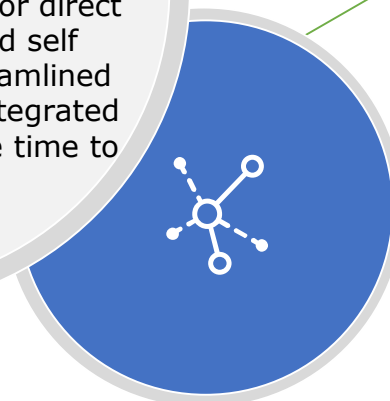
Commonwealth Employees

Streamlined and automated workflows reduce time spent on data entry and tracking and allow staff to spend less time on administrative work and focus on the consumer



Partner Agencies and Vendors

Improved ability to share information such as service plans, incident reports, and other program and financial details with providers, agencies, and service vendors



Consumers

Consumer portal allows for direct access to apply for and self direct services, and streamlined processes and system integrated communications improve time to service delivery

Cost Estimates

One Time Implementation Cost¹

Total: \$4.5 – \$5.5M

- Project Management
- Process Standardization
- Application Design
- Development and Testing
- Training
- Rollout Support

Annual Maintenance Cost²

\$875K-1.4M/yr.

- Internal and External User Licensing
- Data Storage
- Hosting and Infrastructure
- Platform Help Desk Support
- M&O IT Support

1. Costs assume low code platform with minimal custom coding required based on documented requirements. If MRC selects a software platform requiring more custom coding or changes requirements, these implementation costs would increase based on the level of complexity of each requirement
2. The actual costs for and between each phase may be lower based on the number of users in each phase.

Next Steps

What do we need to focus on?



Standardize Processes

Create **common procedures** across VR and CL starting from consumer application to case management and financial tracking. Align processes with functional areas, enabling **consistent and enhanced consumer experience**



Prepare and Adapt

Prepare **workforce tactically and culturally** by investing in training/retraining and change management that maximize **use and adoption of new technology and processes**.



Build a New System

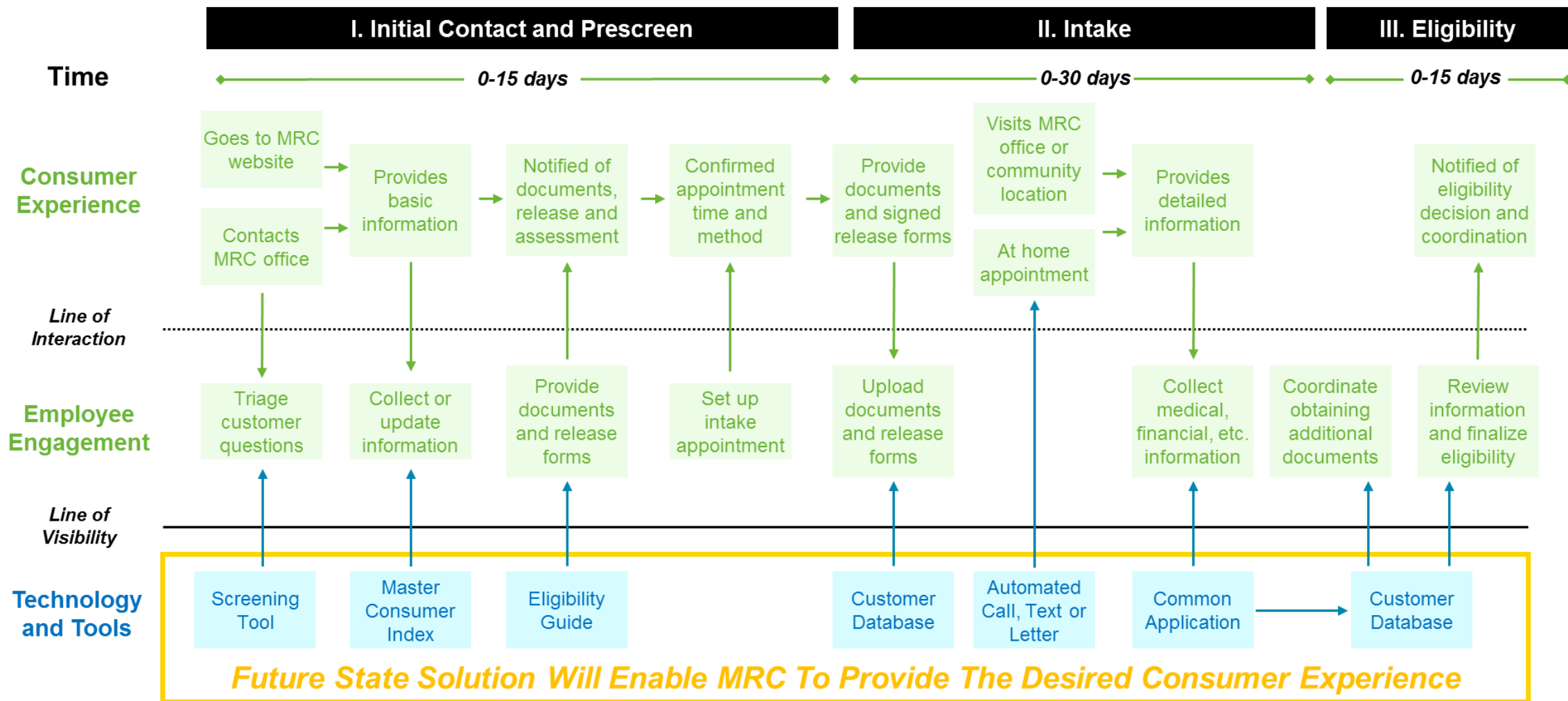
Consolidate VR and CL program functions including Eligibility and Enrollment, Coordination of Services, and Financial Management into a new platform that is the **single source of truth for MRC consumer data**

Build new system using **Platform As a Service (PaaS)** technology with features in line with increasing consumer and staff desires



Standardizing Processes:

Integrated Eligibility Consumer Experience



Questions?

