



Re-Imagining Public Services

7 Practices for Proactive Governments

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Executive Summary



A Blueprint For Delivering Proactive Public Services

There is much to celebrate on the journey to transform public services. But there is much more to do to achieve the vision of digital government—delivering efficient, effective, and equitable public services. The promise of digital transformation remains elusive; exemplar digital services are infrequent and projected cost savings rarely materialise. The citizen sees what’s on offer in the private sector, and is impatient to see similar levels of service in their dealings with the public sector.

The next phase of government digital transformation requires a further evolution from a responsive to a proactive mindset for delivering public services, characterised by:



Tailored, timely communications to
citizens about services and updates to current requests



Streamlined, easy-to-use services
with multiple engagement options



Personalised offerings
based on individual needs and life circumstances



Requesting only essential information,
that agencies don’t already have



Efficient and timely service delivery,
with routine tasks as automated as possible



Accessible and equitable
services supporting those who are not digitally-enabled



To achieve these ambitions, government agencies must embrace seven essential practices:

01

Adopt an impact management ethos



02

Build a digital thread to link policy and execution



03

Apply human-centred design to government services



04

Plan a 'digital lifetime' for tomorrow's citizens



05

Bring together key data to understand the citizen and personalise relationships



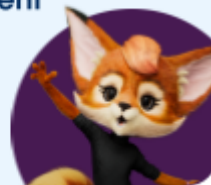
06

Systematically remove friction and cost through enterprise automation



07

Advance towards the future vision through continuous improvement



A value framework optimising trust, efficiency, impact and experience, executed incrementally and continuously offers a balanced and data-driven approach for achieving the vision of proactive government. **Particularly in times of economic crisis with limited budgets and devalued currency, investments in support of optimisation and cost savings are critical. We must not remain complacent, for the digital gap between the public and private sectors continues to widen as the pace of innovation accelerates.** To this end, Salesforce offers a proposition unique to the market, with proven IT and process ROI, and a global track record of successful outcomes for our customers and their constituents.



1. Proactive Government



Transform Services At The Core, Beyond Digital Veneers

Historically, government agencies have operated in a reactive mode, receiving requests and servicing them in a linear and transactional fashion. This approach was a pragmatic one, driven by the complexities of scale and compliance. The processes behind public services are often complicated, sometimes involving multiple stakeholders, and many remain paper-driven.¹ Over the past decade or so, a concerted effort to digitise government has made it more responsive, producing incremental gains in citizen experience, agency efficiency, and policy outcomes. But more work remains, acknowledged by the principles and priorities laid out in the digital strategies of numerous European governments. The next phase of transformation will focus on moving from a responsive model to a proactive one, through automation, intelligence, and process simplification.

Indeed, the subject of ‘proactive government’ is increasingly a priority for European governments, with many on the continent adopting the once-only principle (OOP)², spearheaded in EU states by the European Commission. In its simplest form, the OOP dictates that for certain data, if ‘the government’ already has the data, they cannot ask you for it again. At least in the context of the 21 online procedures that make up the EU’s Single Digital Gateway (SDG)³ initiative, that could be any government within the EU, not just the agency you are interacting with in a given moment.

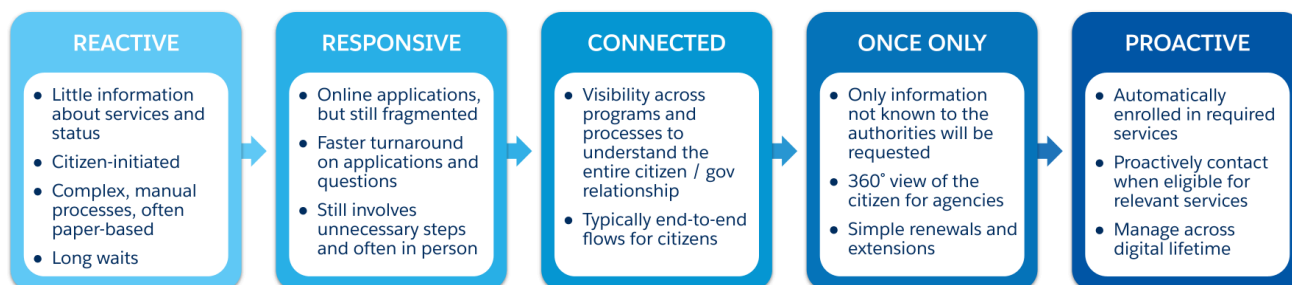


Figure 1 – The Proactive Government Maturity Model with five operating modes for agencies

Proactivity is arguably a lofty ambition; yet it is increasingly present in policy goals and operational strategies, such as those of the French government⁴, and we believe it will soon become an imperative. When many government processes still rely on paper or in-person interaction, or are otherwise highly manual⁵, proactivity may even seem out of reach. Here we can learn from the private sector—especially digital-native companies—which have radically transformed the way they engage customers and deliver goods and services, sometimes disrupting entire industries in an instant.

¹ PERICENT: <https://www.linkedin.com/pulse/do-physical-paper-based-operations-still-reality-sanjay-sharma/>

² European Commission: https://commission.europa.eu/news/once-only-principle-system-breakthrough-eus-digital-single-market-2020-11-05_en

³ European Commission: https://single-market-economy.ec.europa.eu/single-market/single-digital-gateway_en

⁴ Aide Sociale (France): <https://www.aide-sociale.fr/versement-automatique-aides-sociales>

⁵ OECD: <https://www.oecd.org/gov/budgeting/43412680.pdf>

A Question of Impact, Not Just Experience

Governments deploy a common set of tools to achieve their goals and mandates. While they provide a highly diverse range of services to their citizens, the underlying processes are remarkably similar to each other. They are usually to support fundamental goals such as safety, fairness, and equity, often seeking to unlock economies of scale. These tools are:

Public Engagement

to manage citizen communications and relationships



Distribution of Funds

to individuals and families, and to groups (e.g. businesses)



Issue Authorisations and Regulate

activities and public behaviour for safety and equity



Deliver Services

directly to provide broad access or to benefit from economies of scale



Enable Itself

to deliver its mandate, such as internal functions or shared services agencies



A frequent imperative of government is to maximise societal outcomes while controlling the cost to serve. Striking an appropriate balance between the two lies at the heart of most political agendas which then manifest in agency offerings and operations.

Costs come in many forms, from tangible to intangible, direct to indirect, and internal to external, and are variously borne by all stakeholders involved in a process.



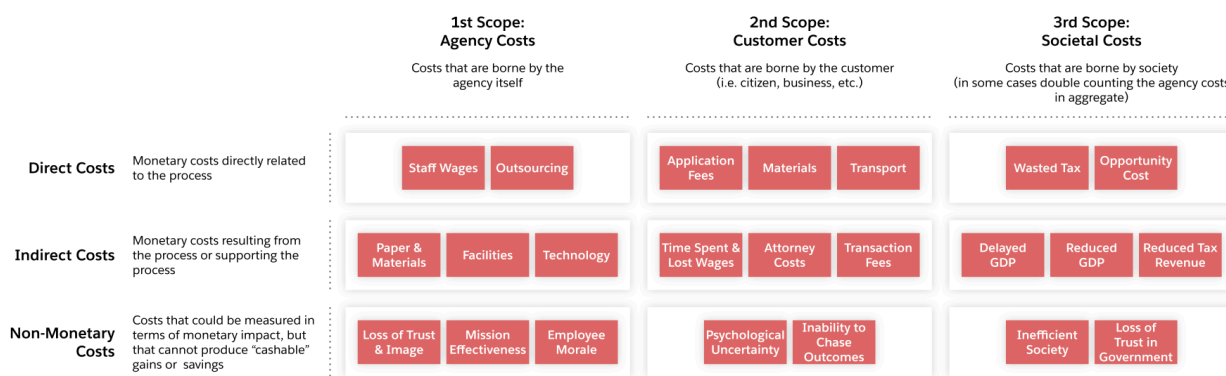


Figure 2 – A multi-stakeholder framework for costs of delivering and consuming public services

In the aggregate, the costs to citizens, agencies, and society are staggering. As an example, it is estimated that EU taxpayers could save €50B annually if there was widespread adoption of electronic invoicing. They could save €39B annually if all member states introduced e-procurement.⁶ To maximise impact, and especially to contain delivery costs, we must target the sources of friction.

One source is sometimes the confusion about the process itself, due to unclear instructions, or fragmentation of the process across multiple services or systems. Some services require a visit to a physical office, especially without the ability to book an appointment (i.e. queue on arrival), which is time consuming and therefore friction-inducing. Offering only a paper application option results in substantial friction—and this is only partially mitigated by offering a PDF upload option. Asking for information more than once, or information an agency already has access to, or unnecessary information or evidence, can also drive friction. And these are just a few examples.

Anything more than zero-touch, automatic issuance of a benefit implies a degree of friction, though sometimes it is necessary due to legal or practical reasons. By systematically smoothing out the process and lessening friction, and thereby cost, agencies can save money and apply it directly towards increasing the impact and reach of their services. It can also increase control and responsiveness for policymakers and agency leaders. **A proactive approach that removes friction can accomplish both cost savings and improve outcomes, with a collateral benefit of enhanced experience for stakeholders.**

⁶ European Commission (and derived figures): <https://digital-strategy.ec.europa.eu/en/policies/egovernment>



2. Re-Imagining Public Services With Citizens At The Centre



Practice #1 – Adopt an Impact Management Ethos

Typically, agencies seek to deliver the greatest good for the greatest number, within a framework of fairness. Similar to ‘impact investing’ strategies in the not-for-profit space, government agencies should increasingly manage to outcomes rather than simply execute a set of static processes. This practice also helps to advance digital equity by not limiting transformation to citizen engagement, instead focusing it on the overall service.

In an impact management operating model, agencies continually refine and prioritise services, benefits, programmes, etc., also evaluating them against each other to maximise benefit to the stakeholder. This is relevant across a variety of functional contexts, not only in distribution of funds. For instance, regulators can vary the nature and depth of regulations, and resulting inspections, to limit both harm to the public and the compliance burden of those they regulate.

Practice #2 – Build a Digital Thread to Link Policy and Execution

From an operations perspective, the first step to proactivity is to define the organisation’s ‘digital thread’. It establishes a bridge between the policy and execution sides of an agency, and facilitates continuity and control. For a regulator (e.g.), it might look like this:



Figure 3 – Digital Thread of a notional regulator: each process loop feeding into itself and the other

At first, it will be nothing more than a conceptual construct, serving as the ‘North Star’ for service and technology design. Over time, each step is increasingly connected to the next—from data and workflow perspectives—and the digital thread becomes more concrete.



Practice #3 – Apply Human-Centred Design to Government Services

While the digital thread serves as an internal framework to enhance an agency’s operating approach, proactivity is ultimately about the customer. An external framework is also required. Proactive government agencies apply human-centred design (HCD) principles, minding both employees and citizens. Unfortunately, transformation efforts to-date have largely focused on user-centred design (UCD)⁷, often by launching or enhancing web portals and extending their offerings. UCD is certainly an important facet of HCD, but applied in isolation it only provides marginal benefits to stakeholder experience and process efficiency. Instead, agencies must examine the whole service experience. Ostensibly, citizens would prefer an efficient and transparent process to a drawn out, opaque process with a digital veneer only at the start.

When designing (or better yet, re-designing) public services, agencies can benefit from these tactics:



Simplify processes
especially by reducing the number of steps



Make processes easy to understand
for all participants, including agency staff



Make it easy for citizens
to engage and to consume services



Avoid unnecessary delays and gaps
in providing a service



Reach out to citizens
before they reach out with a problem or request



Phase out processes altogether
if they have little value or unclear purpose



⁷ A Google search for “government UCD” produces 67% more results than for “government HCD”



Follow to the 'once-only principle'

asking only for information they can't get otherwise



Offer flexibility

with options wherever practical (e.g. channels for consuming a service)



Keep the citizen informed

along the way



Systematically eliminate paper

including PDFs, except for legal and equity purposes

A fundamental mindshift is needed, where design focuses on relationships and not transactions.

Paris Habitat (France)

Paris Habitat, the largest housing authority in Paris, incorporates digital channels into their day-to-day operations and interactions with their tenants in order to provide optimal customer service. Built on Salesforce Customer 360, the mobile application allows Paris Habitat employees to address tenant requests and concerns in a timely manner. At the same time, tenants can receive notifications and submit requests directly to housing managers. MuleSoft enables users to connect to all of Paris Habitat's analytics and data in real time and on a single interface.

Tailored, targeted, and timely notifications reduce friction in the process, providing a more seamless experience and reducing the burden to process stakeholders. This approach is enabling Paris Habitat to become a more proactive and impactful agency.



Practice #4 – Plan a ‘Digital Lifetime’ for Tomorrow’s Citizens

Policymakers and agency leaders often prioritise transformation and modernisation efforts based on one or several factors: those with high visibility or political value, those that currently incur a high cost or carry risk, and those that affect a large number of citizens.⁸ Ultimately, these practices can leave substantial gaps in the citizen experience (and that of other stakeholders) and only produce incremental progress.

Instead, a whole-of-government approach is necessary. In most countries, no one level of government has exclusive ownership of the citizen relationship—making a holistic approach difficult to implement. As a starting point, some countries like the UK have mandated a single User Interface / User Experience (UI/UX) for all government websites⁹, regardless of level. Others provide shared services, such as cybersecurity and hosting.¹⁰ Some provide funding to achieve specific harmonisation goals, such as interconnection to the Single Digital Gateway.

Yet none of these come close to solving the challenge of a fragmented and inconsistent experience when citizens typically have to consume different services in different places and different manners, sometimes even across multiple entities. A single government entity could be entrusted with the task of coordinating citizen engagement, serving as an aggregator of government services. In many countries this would be a national government, but in others like Spain and Belgium, regional governments might be more suitable stewards. They can take steps like building a citizen ‘one-stop shop’ with access to all commonly used services, centralised information, and orchestration of end-to-end service journeys.

Every child born today is a ‘digital native’. Moreover, many of those alive today are already part of this digital-native generation. It is critical that policymakers and government leaders be intentional in their strategies and plans to align to these new norms—all interactions and services should have a digital option, with measures in place to ensure digital equity for those without access. Notably, government strategies and policies now acknowledge this imperative; but a fragmented and minimally coordinated approach to their implementation means that—while some are making measurable progress¹¹—most are still unable to close the experience gap with commercial organisations, weakening public trust.¹² It may even be widening due to the accelerating pace of innovation, resulting in a new generation of legacy customers. Some agencies are still implementing their first portal—how long will it be before they can offer services in the Metaverse?

Rather than migrating paper-based or legacy technology solutions in a spotty, piecemeal manner, governments should adopt a digital-first rule for the next generation. Every citizen born ‘tomorrow’ (i.e. in 2025 or so) should have all of their government benefits and services available online and in appropriate channels, such as mobile or chatbot, starting at birth. This means not only the application or request, but the entire process including the resulting asset (e.g. digital

⁸ McKinsey: <https://www.mckinsey.com/industries/public-and-social-sector/our-insights/making-government-for-the-people>

⁹ UK Government Digital Service (GDS): <https://design-system.service.gov.uk>

¹⁰ US Department of Homeland Security (DHS): <https://www.dhs.gov/publication/dhs-data-center-consolidation>

¹¹ United Nations: <https://publicadministration.un.org/egovkb/en-us/Reports/UN-E-Government-Survey-2022>

¹² Boston Consulting Group: <https://www.bcg.com/trust-imperative-3-know-your-customer>

identity card, electronic payment, etc.), unlocking meaningful gains in efficiency and impact also to those who are not digitally-enabled.¹³

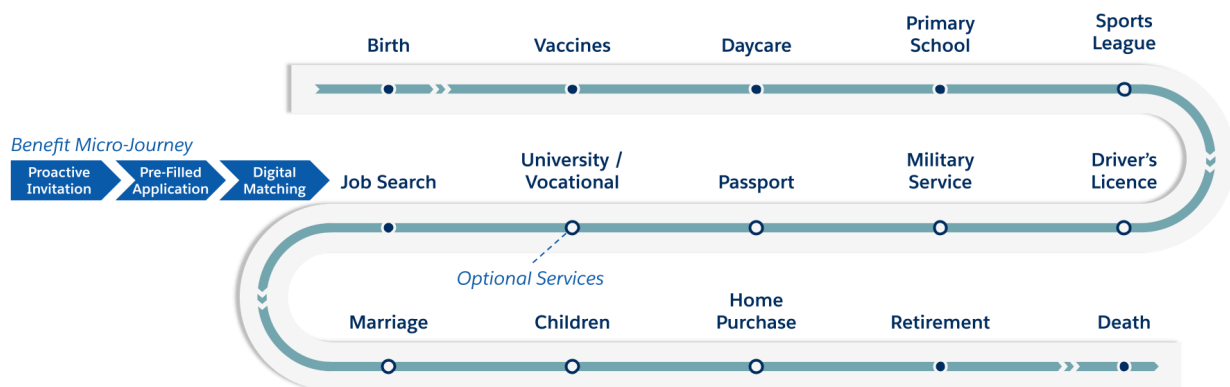


Figure 4 – A notional Digital Lifetime with major milestones and optional example services—the backbone of proactive government

Perhaps the most important aspect of the digital lifetime is that it offers governments predictability with common citizen events and milestones. For example, by issuing a birth certificate, the government will know exactly when a child requires childhood immunisations. The appropriate agency can proactively notify parents leading up to that time so that they can make an appointment. Similarly, when a teenager nears 18 years old, they should be notified about driving school options. Pre-eligibility also means a simpler menu of services if citizens reach out to the government instead. The citizen portal offers the most relevant services at the top, and hides services that a citizen is simply not eligible for, or not yet eligible for.



¹³ McKinsey:
<https://www.mckinsey.com/industries/public-and-social-sector/our-insights/the-global-case-for-customer-experience-in-government>



3. Essential Capabilities For This Next Phase Of Transformation



Delivering connected and proactive services means adopting a ‘government-as-a-platform’ approach to technology, made up of five core capabilities:



Relationship Management

Behind nearly every process is people. Build a single view of the citizen, including a history of touch points and interactions with your organisation. Engage across channels, providing relevant options to citizens.



Case Management

Agencies’ interaction with stakeholders generally comes in the form of requests, or ‘cases’. Case management underpins licensing, grants, benefit requests, maintenance, complaints and other processes and functions.



Collaboration

Services often span more than one team or department, and even multiple agencies or organisations, making effective collaboration essential to speedy and comprehensive citizen service



Integration

Citizen-centricity requires pulling in information from other systems and services. This ‘Citizen 360°’ (or Stakeholder 360°, etc.) serves as the core of the information model, around which we build out and connect processes, as well as a ‘single pane of glass’ for agency employees and administrators to conduct their work.



Data Insights

Unlock the power of data in a way that builds public trust in decision-making and enables evidence-informed policy and services. Apply impact management strategies to maximise citizen outcomes and control costs.

In our experience, few agencies meaningfully standardise their business capabilities (i.e. organisational competencies, methodologies, process standards, etc.), focusing instead on rationalising technology. This fragmentation may have been optimal in the past, being necessary to meet control, specialisation, separation of budget, and other objectives, but this is no longer the case. Connected services on shared solutions are emerging as the new norm for digital government.



For instance, government customers that adopted Salesforce’s joined-up platform achieved an average 24% faster case resolution time.¹⁴ Additionally, Salesforce customers surveyed by Forrester secured an average 169% ROI with a payback period of less than 6 months.¹⁵ Efficiencies and savings such as these enable agencies to direct more resources towards citizens and improve the experience along the way.

Practice # 5 – Bring Together Key Data to Understand the Citizen and Personalise Relationships

The former five capabilities merely provide the foundation, and the next step in the journey to proactive government is the joining up of data. This starts with an API-first strategy to unlock data from all systems and applications across the enterprise and make it universally available; and an event-driven messaging backbone to facilitate the chaining of steps in the process. Beyond availability, it is important that data is trusted and centralisation of integration capabilities also supports this need.

The technologies powering digital transformation efforts enable organisations to engage with their stakeholders in new and innovative ways. But these technologies, notably SaaS, mobile and IoT, have also dramatically increased the number of endpoints to connect to. Sifting through the noise of big data and deriving useful information is critical.

The value of data all comes down to its availability and trustworthiness. IT leaders face two seemingly contradictory goals: ensure stability and control over core systems of record, while enabling innovation and rapid iteration for transactional and engagement systems above them. This is the challenge variously referred to as ‘bi-modal’ or ‘two-speed’ IT. The tension between centralisation of enterprise integration and specialisation to meet specific needs brings further complexity. These ‘connectivity building blocks’ span three architectural levels:



Interface

Exposing data in a governed and secured form via an API



Orchestration

Application of logic to that data, such as transformation and enrichment



Connectivity

Access to source data, whether from physical systems, or external services

¹⁴ Salesforce FY23 Customer Success Metrics (details available upon request)

¹⁵ Forrester: <https://www.govexec.com/assets/total-economic-impact-salesforce-case-management-solutions-government.pdf>

A citizen-centric data domain model could include such elements:



Figure 5 – The Citizen 360° with relevant data domains for a typical government agency, and with example elements for each

On top of this integration plumbing, we must next align data definitions at the business level and construct an enterprise information model in the platform. The information model has the citizen (or business, etc.) at the heart, with data domains linked up to it. API-led connectivity supports the establishment of enterprise data domains representing different services and attributes of the citizen profile, across an agency’s remit or across the whole of government.

City of Toronto (Canada)

The City of Toronto unlocks greater efficiency across non-emergency service delivery with Salesforce. They re-platformed their 311 call centre system into a modern contact centre, unlocking everything from back-office information to self-service capabilities across a single, connected omnichannel experience:

- ▶ Consistent customer service experience across multiple channels
- ▶ Reduce call handling time through improved access to an AI-powered knowledge base
- ▶ Built-in internal accountability mechanisms and two-way communication options allowing citizens to track request progress and receive proactive notifications

The consolidation of services and channels, along with contextual journeys and targeted notifications, are supporting the City of Toronto to become a more efficient and effective government, progressing from responsive to proactive.



We can then link up processes to the Citizen 360°, empowering users to initiate a range of actions from a central place and enriching their view. Each node around the 360° represents a ‘data domain’ for the organisation—logical groupings of closely related data elements from across the organisation. Zooming out to the citizen as a whole, many governments are upleveling this concept to ‘data spaces’ which the Gaia-X project defines this as “a type of data relationship between trusted partners who adhere to the same high level standards and guidelines in relation to data storage and sharing within one or many vertical ecosystems.”¹⁶ Streamlining citizen services depends on effective use of data spaces, particularly through:



Mutual agreement around **data definitions and standards, access policies, and change control processes**



Maximising the availability of **useful data** across the enterprise, leveraging federated **integration patterns** to enable both **centralisation** and **specialisation demands**



Adopting **common quality ratings** for data elements (e.g. **gold, silver, bronze**), **meeting**, assessing **available data**, to **maximise trust and adoption**

These tactics in turn support intermediate goals such as interoperability, alignment, and visibility—and the ultimate vision of proactive government.

Accessible, intelligently structured data forms the core of the platform for government. From here we can look to accelerate service delivery, eliminate unnecessary steps, and evolve to a proactive mode by connecting processes to this citizen-centric information model.



¹⁶ Gaia-X: <https://gaia-x.eu/what-is-gaia-x/deliverables/data-spaces>

Practice # 6 – Systematically Remove Friction and Cost Through Enterprise Automation

Agencies’ efforts to improve process efficiency have been largely limited by the tools at their disposal.¹⁷ But this is no longer the case: there is a wide variety of automation tools to solve a range of problems with targeted solutions. What is ‘automation’ though? Many equate it to hyperautomation, which Gartner defines as: “a business-driven, disciplined approach that organisations use to rapidly identify, vet and automate as many business and IT processes as possible. Hyperautomation involves the orchestrated use of multiple technologies, tools or platforms, including: artificial intelligence, machine learning [and others].”¹⁸

We offer a simpler definition: automation is anything that reduces clicks or steps in a process. It is implemented in three contexts:

Automate Communications	Automate Processes	Automate Data Flows
<ul style="list-style-type: none"> ▶ Timely, contextual messages about existing services / service requests ▶ Preempt questions and issues from customers (citizens, businesses) ▶ Proactively notify customers of relevant services available to them 	<ul style="list-style-type: none"> ▶ Obsess about removing paper (and PDFs) from the process ▶ Systematically join up disconnected parts of the process ▶ Reduce clicks and steps for both customers and employees 	<ul style="list-style-type: none"> ▶ Pre-populate data you already have about the customer ▶ Automatically move data across systems within the larger process ▶ Allow customers to centrally manage and update their data

Figure 6 – The three motions of Enterprise Automation

Automating communications means both inbound and outbound, providing increasingly personalised information for citizens. On the inbound side, meet citizens where they are with an omnichannel presence. Deflect high touch interactions with self-service options like knowledge articles and chatbots, simultaneously improving experience and reducing the cost-to-serve. On the outbound side, initiate timely outreach about services available and relevant to each citizen. For services in progress, provide contextual, timely updates about the status of a request. Actions like these improve trust, extend the reach of services, and reduce inbound requests.¹⁹

The most meaningful opportunities for automation—and therefore cost savings and improved experience—lie with the processes themselves. This motion requires a portfolio of fit-for-purpose

¹⁷ Mark Schwartz: [The Art of Bureaucracy](#)

¹⁸ Gartner: <https://www.gartner.com/en/information-technology/glossary/hyperautomation>

¹⁹ McKinsey: <https://www.mckinsey.com/industries/public-and-social-sector/our-insights/the-global-case-for-customer-experience-in-government>

tools that can be applied to both large-scale transformations and incremental improvement efforts:



A Low Code Platform as the Foundation

Accelerate development with out-of-the-box capabilities, such as identity and access. Also, running on Platform-as-a-Service (PaaS) eliminates the need for patching, compiling, and other anchors of legacy technologies.



Horizontal Accelerators

These are capabilities such as Document Intake, Authentication, and Generation; Composable Case Management; Field Service and Mobility; and Embedded Analytics. Horizontal enablers automate otherwise tedious tasks that would require more clicks, or worse still, that would otherwise depend on paper and e-paper (PDF).



Pre-Built Applications and Components for Government

Modifiable-off-the-Shelf (MOTS) solutions help automate processes such as Distribution of Funds (Block Grants, Subsidies, etc.), Authorisations (Permits, Accreditations, Certifications etc.); Emergency Response Management; and Compliance & Investigations (Examinations, Audits, Assessments, etc.).



Hyper-Automation Capabilities

These accelerate processes across the board, and include capabilities like Guided Intake Wizards; Decision Tables; Rules Engine; Machine Learning; Generative AI; Robotic Process Automation; and API Management.

The combined power of these platform layers drives outcomes for our customers. For instance, our customers have achieved an average of 64% improvement in process efficiency leveraging our purpose-built industry solutions and the underlying capabilities.²⁰ These results are backed up by analyst studies such as one from Nucleus Research, who determined that “deployments with industry solutions produced an ROI 147 percent greater than deployments without.”²¹

The rapid proliferation of generative AI technology has unlocked new opportunities for automation and service efficiency. But as a new technology, time is needed to work out privacy and integrity issues, particularly in the context of public services. Nevertheless, the technology is expected to further streamline processes, building on top of established automation capabilities that require human configuration. Generative AI can offer recommendations to government employees on relevant and appropriate actions, help surface key information quickly and

²⁰ Salesforce Industries Customer Success Metrics Database (details available upon request)

²¹ Nucleus Research: <https://nucleusresearch.com/research/single/salesforce-industry-solutions>

comprehensively, and assist with the formulation of responses to citizen inquiries and requests, among other benefits.

There is a tendency to view artificial intelligence as a ‘silver bullet’—most recently in the form of generative AI. Yet, despite these revolutionary advances, without the right process and data architecture, the usefulness of such tools is limited. A well-defined structure around which AI technologies are applied is essential to harness their power.

Barwon Health (Australia)

Barwon Health has deployed a connected care platform that exemplifies the future and direction of the industry. It centres around a Community EMR—a digital front door for patient care. This patient-first, HL7-ready platform gives clinicians the tools they need to:

- ▶ Enrol patients in programs as needed
- ▶ Connect that data and information accordingly
- ▶ Give real-time visibility to care providers as needed so that everyone involved in the person’s care (including the patient!) can take action as one team

By giving staff 360-degree data visibility, Barwon is giving them the ability to go deeper, see what’s most relevant to their line of work in context, ask more meaningful questions, and be more responsive (if not proactive) with treatment recommendations. The platform serves as a foundation that: empowers patients and clinicians, refocuses time and energy on patient care, and reinforces trust imperatives.



To build this essential structure, we must also consider the automation of data flows. With the connectivity established through broad deployment of API and messaging capabilities, we can progress to a more proactive and real-time flow of data. In particular, this supports adherence to the once-only principle. It also ensures that agency employees have current, accurate, and complete information about the citizen they are serving, enabling more tailored engagement and offerings, reducing errors or sub-optimal actions, and improving citizen outcomes. For example, an ‘integrated care’ model where health and social care providers share information ensures that each has the appropriate context for their own services with the citizen. At this point, you’re probably thinking: “This all sounds great, but what about privacy?”. Privacy regulations need not be blockers—at the end of the day they are all about protection and consent. Ask the citizen for permission to reduce their burden and improve their life.



4. Incremental, Data-Driven Execution



Practice #7 – Advance Towards the Future Vision Through Continuous Improvement

The strategies and principles outlined in this paper offer a blueprint for governments to move to a proactive model, but it is not always obvious where to start. There is a lot of perceived difficulty around transformation and automation. But all too often this comes from trying to ‘swallow the elephant whole’, so to speak.

Instead, transformation leaders should break up the problem into more manageable pieces, and approach them incrementally. Here, we look to the private sector again. Government operations are still operations; we can apply methodologies and principles like 6 Sigma and Kaizen. Compare cost-to-automate with cost-to-operate to prioritise friction points in the process and execute along a feedback loop to achieve incremental gains in parallel to larger transformation projects:



Assess

Identify which improvement can bring the process closer to the ideal journey



Design

Select the right automation tools to apply to each friction point and select the one with the greatest ROI on cost



Implement

Apply the automation capability to the process



Measure

Measure the improvement: efficiency gains / cost savings



Think Big, Start Small, Scale Fast

McKinsey found that smooth government processes lead to multiples of improvement across five key pillars: public trust, mission outcomes, financial benefits, risk, and employee experience.²² With this in mind, we offer a potential framework to define targets and measure progress:

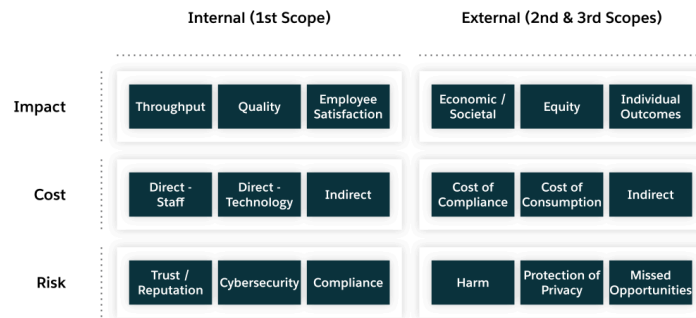


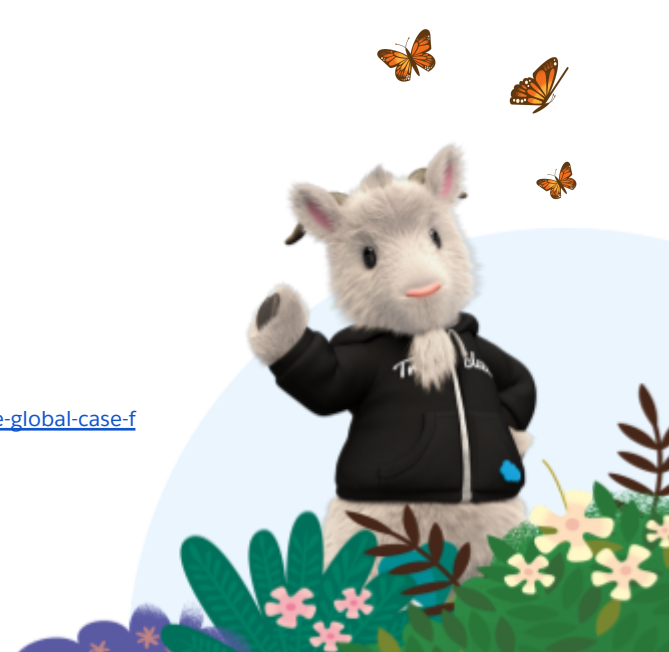
Figure 7 – A value framework to prioritise digitalisation and process optimisation investments

The goal of proactivity in public service must not be seen as a nice-to-have for later consideration, but rather as an imperative. Technology continues to progress at an exponential pace, and with it, citizen expectations of government. The seven practices outlined in this paper serve to compound each other’s benefits, but can also be adopted in part. We recognise that organisational change is hard, and a partial approach is undoubtedly better than no action at all. The journey to proactivity is well worth embarking on knowing that it can drive trust, efficiency, impact, and experience improvements.

Salesforce has the right tools across the five core capabilities needed to deliver on this vision and a proven track record of success with governments across the world. We are here to help you apply these strategies and supporting technology to your agency, as a trusted partner in this next phase of digital transformation.

For further information or to request contact from Salesforce visit:
salesforce.com/uk/publicsector

²² McKinsey:
<https://www.mckinsey.com/industries/public-and-social-sector/our-insights/the-global-case-for-customer-experience-in-government>





Thank You

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