



**MICHIGAN DEPARTMENT OF HUMAN SERVICES**



**Field Operations Administration**  
**House Appropriations Subcommittee on DHS Budget –**  
**10/16/2013**  
**Business Service Center Model**

# Prior DHS Business Model

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- Central Office based; Top-Down service delivery
- 83 Counties; 62 County Directors and District Managers, reporting to one FOA Director
- Numerous Central Office divisions directing aspects of the work in the local office
- Business Supporting Functions within local offices; without staffing or expertise to support the specialization

# BSC Structure

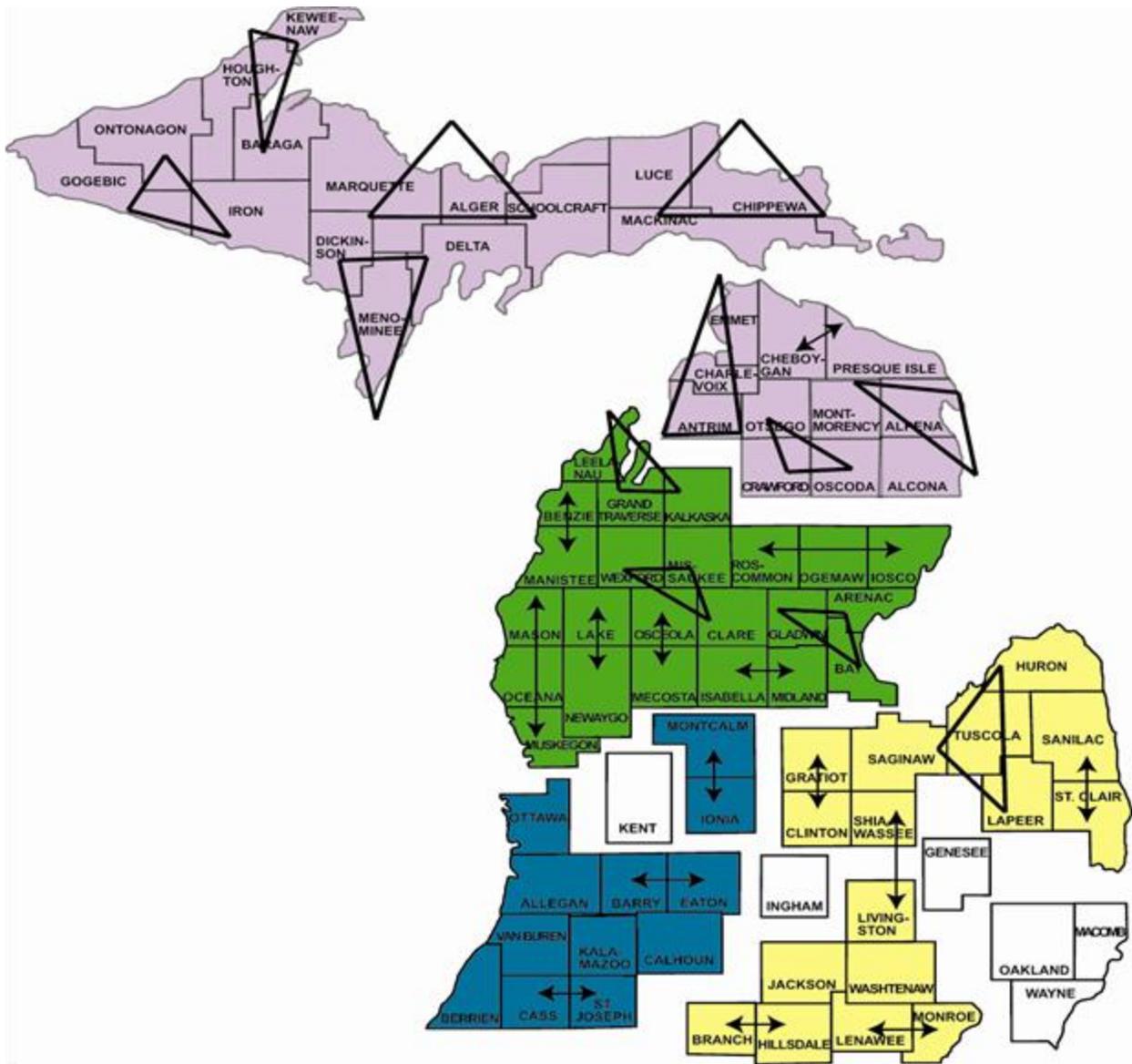
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- Six Business Service Centers operate in the state
  - The urban counties are split into two BSC's: one serves for cash assistance and one for child welfare per the terms of the Child Welfare Modified Settlement Agreement
- Allows for efficiencies in terms of shared resources, contracting with shared providers, etc.
- Control of business supporting functions, allowing local office to focus on core mission
- Moves DHS into a broader view of the work and client base, rather than singular county view.
- Accounting Service Center to support each Business Service Center

# BSC Efficiencies

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- Allocations are made at the BSC level
- Streamline and consolidate business functions of DHS at the BSC level
  - Alignment and sharing of resources
- More consistent service delivery
  - Access to local office contract and spending



# Mission Statement

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The BSC's are dedicated to empowering, supporting, inspiring and promoting each county we serve by offering direction and assistance for the counties operation needs. To foster county success in fulfilling the DHS mission, we will provide them with the necessary tools, support, education and advocacy. We are committed to building and sustaining strong, productive relationships with our counties through effective communication, research, and excellent customer service.

# BSC Structure

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- BSC Director
  - 5-9 County Directors reporting to the BSC Director
  - Assistance Payments Analysts
  - Child Welfare Analysts
  - Contract Analysts
  - Human Resources

# Role

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- **BSC Director**
  - Provides direct support and services to the local office
  - Assist County Directors in operations of the local offices
  - Provides oversight of business operations of staff within the BSC
  - Represent the needs of the local offices in meeting their performance objectives and goals

# Role

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- Assistance Payments Analysts
  - Provide assistance to the County Director and staff in addressing policy and program questions
    - ✦ Ensures policy consistency and uniform application of policy
  - Work closely with local office operations to address client concerns and issues
  - Problem solve with County Director and staff in analyzing daily operations by identifying strengths and weaknesses in meeting the client's needs

# Role

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- **Child Welfare Analysts**

- Provide assistance to the County Director and staff in addressing policy and program questions
- Work closely with County operations to address performance issues outside of DHS
- Problem solve with County Director and staff in analyzing daily operations in meeting our most vulnerable clients

# Role

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- **Contract Analysts**

- Assume responsibility for contracts from local offices within the BSC; thereby freeing local office staff to focus on core mission
- Onsite monitoring of contracts currently in place to assure proper service delivery and credentials of staff as well as auditing expenditures submitted by contractors to assess the reasonableness of the same
- Individuals familiar with resources in geographical area that help identify contracts to provide the best service delivery to meet client needs

# Role

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- **Human Resources**

- Assume HR responsibilities from local offices and within the BSC; thereby freeing up local staff to focus on core mission and candidate selection to meet county needs
- Provide direct assistance during interviews and complete necessary business processes to complete hiring course

# Support to the Core Mission

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- Individualized Local Training
- Problem Resolution
- Clarification of metrics and barrier resolution
- Sharing of Best Practices
- Accountability

# Accountability and Ownership

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- BSC and local offices operate as a Team in achieving the best outcomes for Michigan's most vulnerable citizens
  - Performance Measures
  - Child Welfare Modified Settlement Agreement Licensing Goal achievement

# Next Steps

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- Align the Business Service Center Structure with Governor Snyder's Prosperity Regions
- Continue to move support for the local offices and service delivery from Central Office to a geographic base within the BSC