Putting **People** at the Center of Digital Transformation

Hannah Burn // State & Local Government Head, Qualtrics

Hello!

HANNAH BURN (she / her)
State & Local Government Head
@ Qualtrics

Signing up for WIC:
A Government Experience

Steph
Colorado Resident

Alex
Program Staff

Carmen
Department
Executive

Steph Small Business Owner & Parent

Steph, Small Business Owner & Parent

Signing up for the WIC program

| Searches "Colorado WIC" | Reviews Eligibility on ColoradoWIC.gov | Submits Online Application | Phone Call & Inquiry | Attends Appointment & Receives Assistance |

Steph
Colorado Resident

Alex
Program Staff

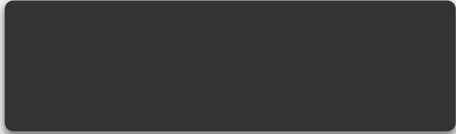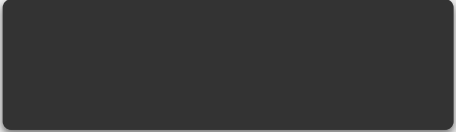- Parent
- Married
- Small business owner

Likes WIC & wants to sign up for other programs, like TANF

Prefers digital self-service channel over phone & in person

Alex
Program Staff
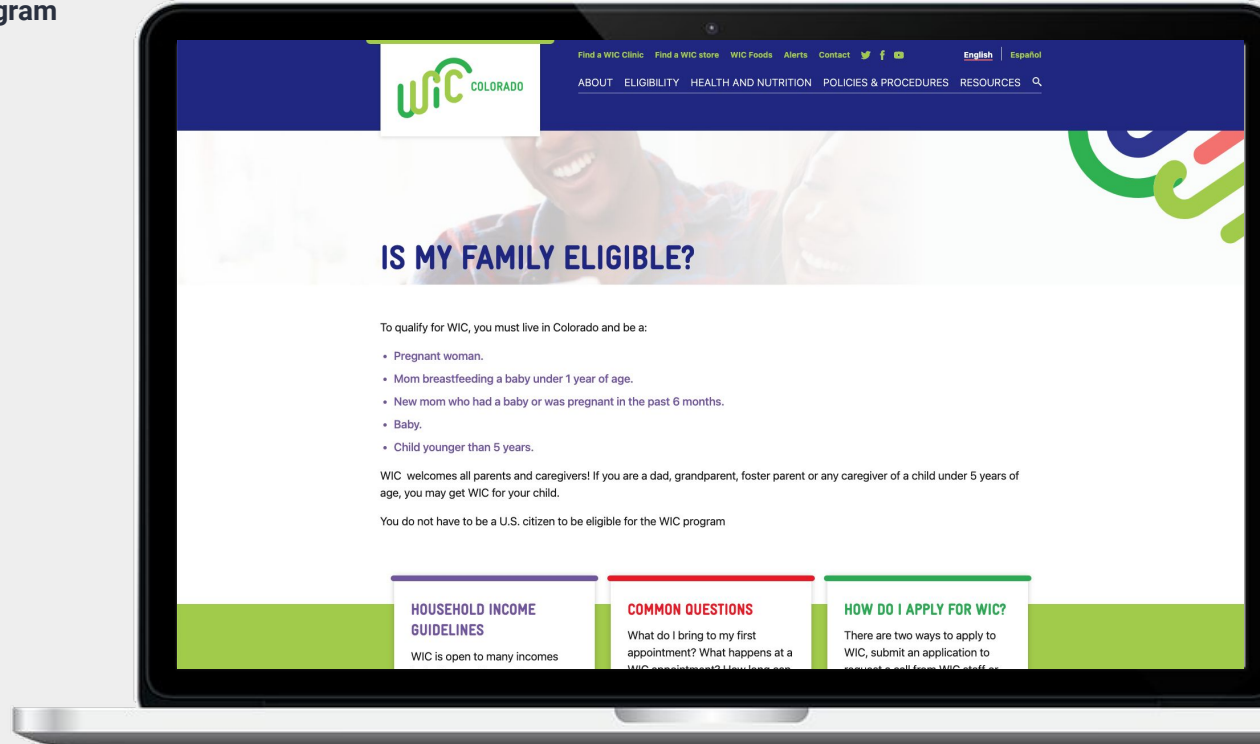
Carmen
Department Executive

Resident

Signing up for the WIC program

Overall Site Experience

1. Primary purpose
2. Audience segment
3. Success
4. Effort
5. Satisfaction
6. Open text
7. Closed loop

WIC COLORADO

Find a WIC Clinic   Find a WIC store   WIC Foods   Alerts   Contact   English   Español

ABOUT   ELIGIBILITY   HEALTH AND NUTRITION   POLICIES & PROCEDURES   RESOURCES

IS MY FAMILY ELIGIBLE?

To qualify for WIC, you must live in Colorado and be a:

- Pregnant woman.
- Mom breastfeeding a baby under 1 year of age.
- New mom who had a baby or was pregnant in the past 6 months.
- Baby.
- Child younger than 5 years.

WIC welcomes all parents and caregivers! If you are a dad, grandparent, foster parent or any caregiver of a child under 5 years of age, you may get WIC for your child.

You do not have to be a U.S. citizen to be eligible for the WIC program

HOUSEHOLD INCOME GUIDELINES

WIC is open to many incomes

COMMON QUESTIONS

What do I bring to my first appointment? What happens at a WIC appointment? How long are

HOW DO I APPLY FOR WIC?

There are two ways to apply to WIC, submit an application to request a call from WIC staff or

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Steph
Colorado Resident

Government Agency

English

Thank you for recently contacting our contact center! How did we do?

We appreciate your feedback and use it to assess customers' recent experiences and determine how we can improve our service to you in the future.

Next

Powered by Qualtrics

Post-Call Transaction

1. Primary purpose
2. Audience segment
3. Success
4. Helpfulness
5. Empathy
6. Open text

Steph
Colorado Resident

5/5 **Ease**
The WIC site is SO nice! I wish they told me how long I'd have to wait...

2/5 **Helpfulness**
Two weeks and no one ever called me. Did they even get my app?

4/5 **Overall Satisfaction**
Program has been great! Could they auto-refer or sign me up for TANF?

Alex
Program Staff

Good catch. **Let's update the application page** with how long people should wait.

That's the **25th call this week** mentioning delays. Sophie, could you dig into this?

I see this question a lot... **Let me flag it** to see if we can do something about it.

Carmen
Department Executive

Nice! These investments are paying off. **Let's get funding to do this for other programs.**

We've got to prioritize self-service. What is **driving higher touch support?**

Let's develop a **proposal for integrated eligibility** to see what we can do.

Resident experience in Government

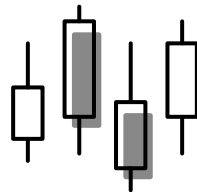# We ask a lot of government.
Efficient but not costly
Responsive but not too risky
Personalized but built for everyone

Constrained
Data, but no insights, limits ability to untangle root problem

Complex
Fractured systems & service makes action nearly impossible

Cautious
Change – however needed – defies fundamental design

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Government organization
programs, policies, & services

Resident profile
needs, preferences, & priorities

Community segments
experience across groups, gaps & opportunities

Operational performance
# of people served, budget to actuals, community data

Experience metrics
satisfaction, ease, trust, success, reliability, etc.

Root cause drivers
expectations, sentiment, perception – the "why"

Burdensome

1 in 6

Eligible people utilize the SNAP program

Broken

13%

Of government tech projects over 6M succeed

Behind

$75M

To fix the failed Healthcare.gov rollout

Learn | Get Insurance

Individuals & Families | Small Businesses | All Topics

Search | SEARCH

Health Insurance Marketplace: Please wait

We have a lot of visitors on our site right now and we're working to make your experience here better. Please wait here until we send you to the login page. Thanks for your patience!

Search HealthCare.gov

Search HealthCare.gov | SEARCH

Health Insurance Marketplace

181 DAYS LEFT TO ENROLL

OCT 1 — Open Enrollment Began

JAN 1 — Coverage Can Begin

MAR 31 — Open Enrollment Closes

HEALTH INSURANCE BLOG

01 OCT — Open enrollment in the Health Insurance Marketplace is here!

21 SEP — 10 ways to get ready for the Health Insurance Marketplace

TOP CONTENT

Get your options & info

How does the health care law protect me?

How can I get ready to enroll?

CONNECT WITH US

Share Your Story

Watch Videos

Questions? Call 1-800-...

A public who **doesn't trust us** to get things done.

"This is the only option."
Legacy systems, policies, and culture drive design

Start with the problem
not the solution – and use data to define the needs

"We know what they want."
Rely on 'professionals' to validate experience

Listen to residents at scale
in their own experience – and design *with* their guidance

"We don't have time."
Unwilling to hit pause to listen and adapt

Embrace an agile approach
Pilot, test, & iterate to fix issues before they're problems

Experience Management

The discipline of prioritizing everyone's experience – the people we serve, and the employees who power organizations – to improve outcomes for all.

~~**Efficient**~~ **but not costly**
~~**Responsive**~~ **but not too risky**
~~**Personalized**~~ **but built for everyone**
Make government more human.

Best practices

1

Start somewhere, but start smart!

We can't fix everything at once, so start smart by using data to prioritize what matters.

50%

Vehicle services, public transit, taxes, affordable housing assistance, and employment benefits **make up more than half overall satisfaction.**

McKinsey – Governments can deliver exceptional customer experiences—here's how

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How satisfied or dissatisfied are you with the following State services?

Business License

Steph
Colorado Resident

Community prioritization

Resident base
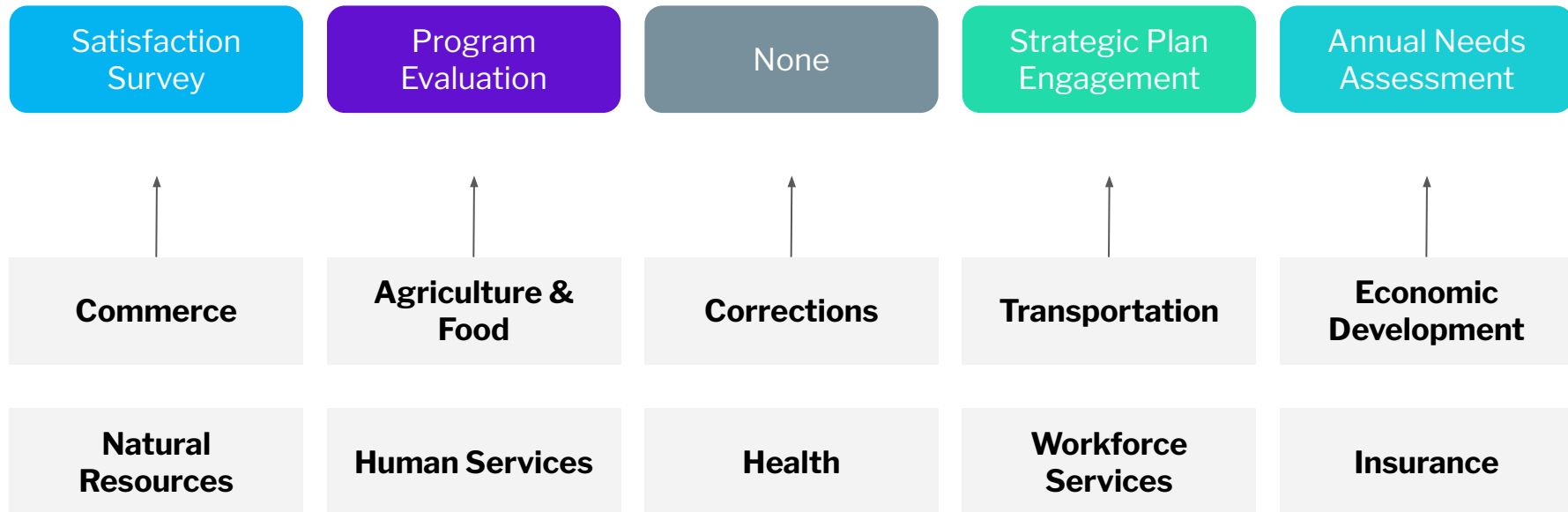
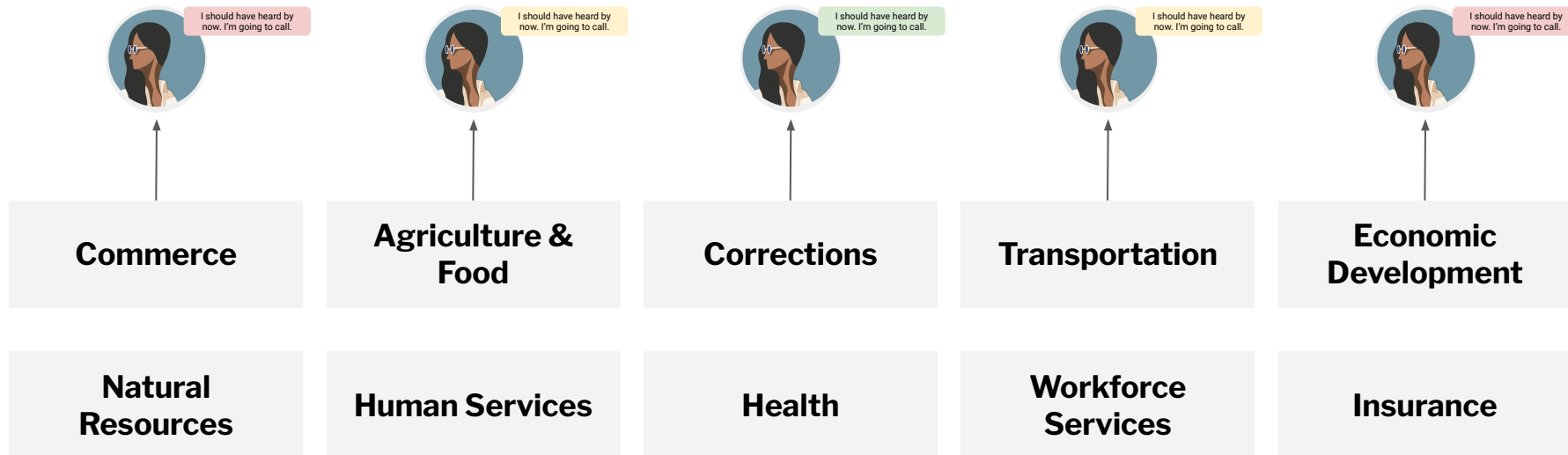**Strategic alignment**

Risk profile

Readiness

Start with scale in mind

Technology alone will not solve the problem, but we can't solve government's problems without it.

Siloed engagement

Satisfaction Survey	Program Evaluation	None	Strategic Plan Engagement	Annual Needs Assessment
↑	↑	↑	↑	↑
Commerce	**Agriculture & Food**	**Corrections**	**Transportation**	**Economic Development**
Natural Resources	**Human Services**	**Health**	**Workforce Services**	**Insurance**

Siloed capability

And siloed standards

Commerce

Agriculture & Food

Corrections

Transportation

Economic Development

Natural Resources
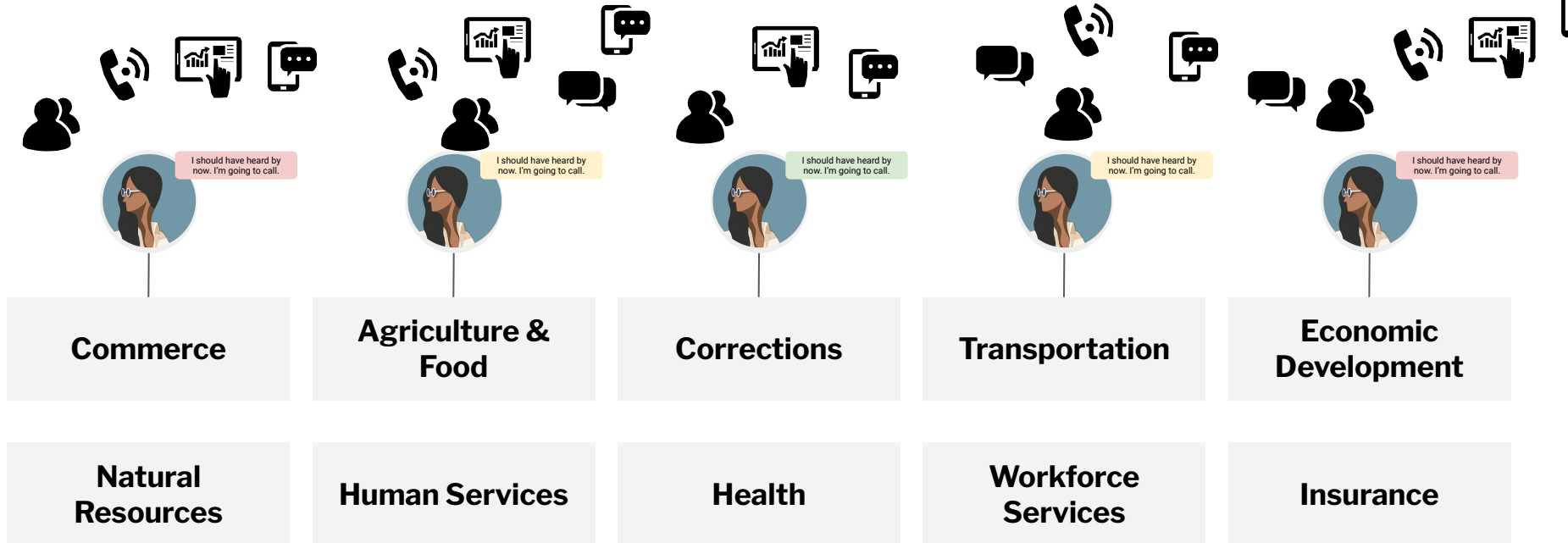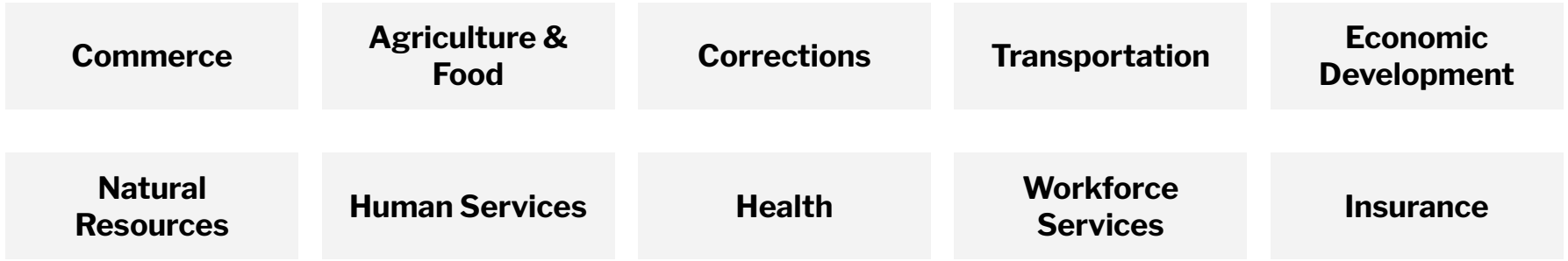
Human Services

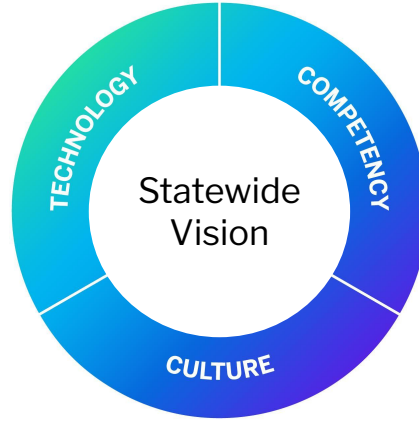Health

Workforce Services

Insurance

3

Start the way you mean to end

Programs don't stick unless they show ROI – don't wait for results to define impact!
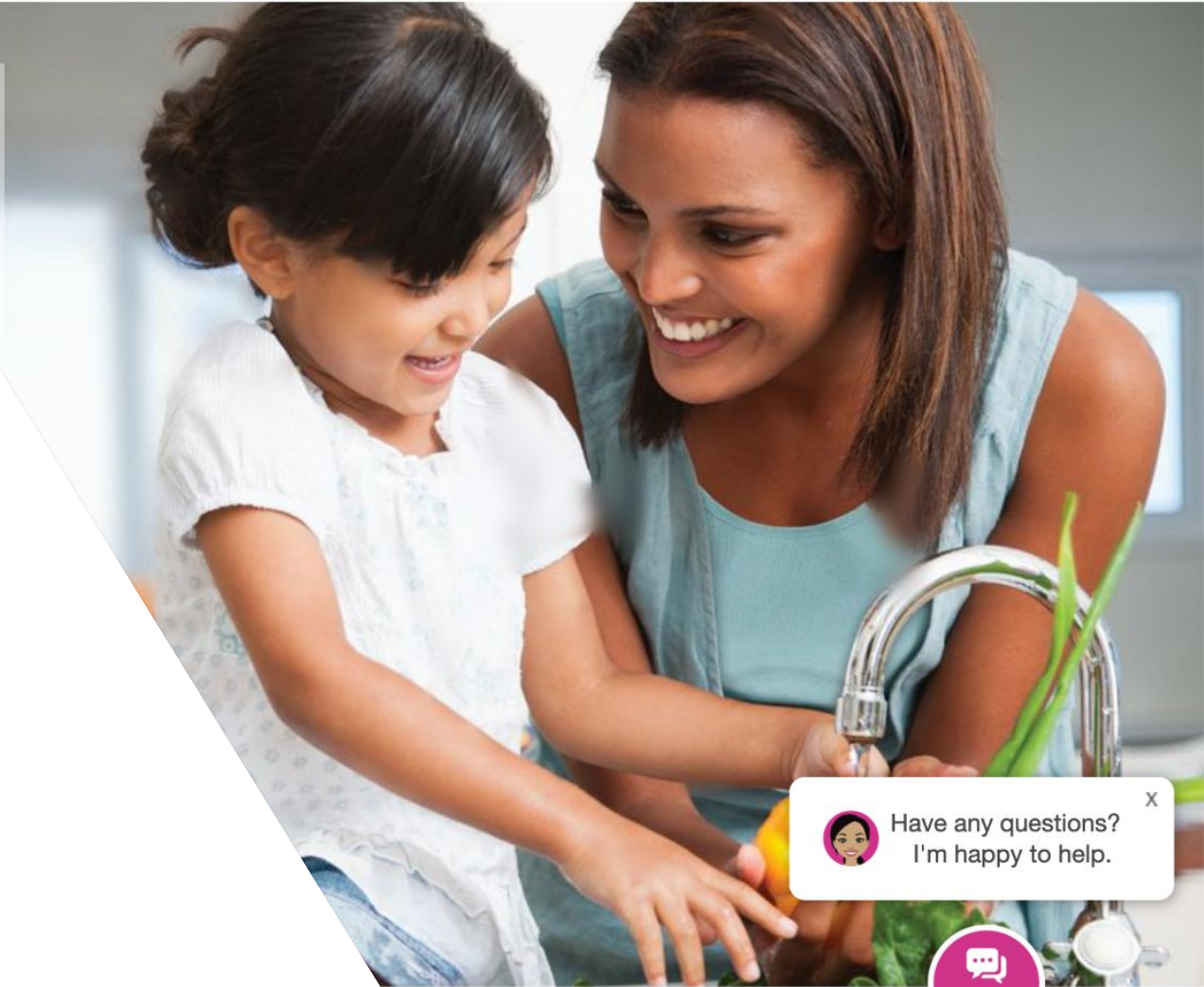
2x

Dissatisfied residents are more likely to express unhappiness through social media or calls to representatives – *McKinsey*

2x

Dissatisfied customers are more than twice as likely to call three or more times for help – *McKinsey*

9x

Satisfied residents are more likely to trust government – *McKinsey*

TEXAS
WIC
Smart Choices • Healthy Families

Have any questions?
I'm happy to help.

x

TEXAS WIC

Smart Choices • Healthy Families

Increase program enrollment

189K Applications
processed in the first 18 months

94%
average program satisfaction

Listen to the experts and drive key outcomes.

Optimize digital self-service journeys

Manage service performance

Increase program enrollment

Mitigate risk of digital redesigns and launches

Improve experience & overall perception

We cannot deliver effective service without **prioritizing experience.**