



# A Federal Government Healthcare Success Highlight

How automation, technology expertise, and a dedicated partnering philosophy provides a modernized navigational roadmap for transitional mental and behavioral healthcare services.

## THE CHALLENGE

This Federal government healthcare customer provides guidance on connecting with mental health and behavioral care services for more than 100,000 end users per year. The agency's program is a critical support and advisory service designed to encourage the continuation of an individual's mental health program, especially when confronted with changing geographic location and/or specific health care systems. This service historically relied on a combination of manual end-user interactions involving inbound referrals and outbound campaigns to engage and potentially enroll end users. However, a common challenge with mental health and behavioral care regiments is continuity of care; therefore, the agency sought to modernize the program's operations to ensure continuity of individuals' mental and behavioral healthcare. This agency engaged with Leidos to modernize operations, increase end-user enrollment, and improve end-user service satisfaction.

## OUR TEAM

The Leidos Team consisted of experienced Agile Program Managers, Information Technology Service Management (ITSM) Developers, Automatic Call Distribution (ACD) / Interactive Voice Response (IVR) Telephony Platform Integrators, help desk process agents, and Artificial Intelligence (AI) / Machine Learning (ML) and automation Subject Matter Experts (SMEs) supported by our technology platform partner [ServiceNow](#).



## OUR SOLUTION

To modernize the agency's program operations and improve continuity of mental health and behavioral healthcare services Leidos focused on innovations and opportunities for programmatic improvement in three critical areas:

1. Expediting service activation (transition-in) to reduce risks of healthcare service interruption
2. Using software automation in enrollment to streamline user experience and increase end-user participation
3. Employing AI/ML to maximize timely outreach associated with healthcare referrals and advice

During the agency's contracting process, our Leidos Team worked to design a modernized solution that included innovation pertaining to service activation.

### Innovation Area 1: Service Activation

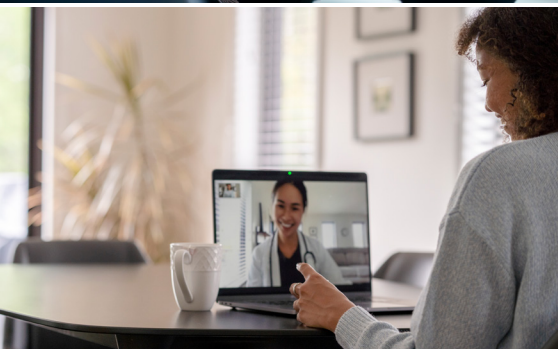
Understanding the critical nature of our customer's support service, Leidos prepared for an expedited service activation or transition-in timeframe of two weeks. Typical activation times can range from 30 to 90 calendar days; therefore, in anticipation of contract award, our team configured the required help desk infrastructure (hardware and software) and process framework to develop a customized ServiceNow Customer Service Management (CSM) instance. Our team's pre-award investment in a dedicated ServiceNow instance carried manageable risk based on Leidos experience with similar infrastructure implementations and cooperation from our partner ServiceNow. Our customized solution design utilized capabilities within ServiceNow CSM to build a Case Management module, Customer Profiles, and CXOne integration to enable use of AI/ML automation that not only was the foundation for additional innovations but also allowed Leidos personnel to allocate more of their time to service activation and away from previously manual processes.

After the contract award to Leidos, our Team inherited a process with an expected 8% end-user enrollment rate and predominantly manual processes, with Level 2 support staff spending approximately 60% of their time attempting to engage interested end-users and then spending 30-60 minutes per call just completing introductory steps prior to an initial consultation. An effective service activation was the foundation for the Leidos Team's ability to innovate and improve operations, further described in the following sections.



### Innovation Area 2: Automation in Enrollment

Use of ServiceNow fulfiller workflow enhancements in the Case Management module along with the integration of ACD/IVR automations allowed Leidos to increase service throughput by 500% without adding additional personnel and increased the end-user enrollment rate from 8% to 15%. With the increase in enrollment rates, Level 2 caseload significantly increased, leading to a delay for an individual to receive a mental health consultation.



To address this delay, Leidos implemented further ServiceNow fulfiller workflow enhancements, created a program-specific intake form, and integrated it into the end-user profile to streamline the completion of the introductory enrollment steps. Leidos also configured ServiceNow case templates and created detailed knowledge articles resulting in single-click updates for processing and disposition, which further automated a previously manual workflow. These new features allowed for the de-escalation or shift left of this task from Level 2 fulfillers to Level 1 fulfillers, with Level 1 requiring less human involvement than the higher Level 2 fulfillers. The innovation continued with Leidos developing a custom scheduling feature with integrated Level 2 fulfillers' appointment availability to allow Level 1 fulfillers to schedule initial consultations. Once this new scheduling capability was deployed, Leidos built alerts and appointment reminders to avoid scheduling errors and to ensure effective communication between Level 2 fulfillers and end-users.

The ServiceNow innovations implemented along with the integration of ACD/IVR automations addressed the manual processes, while the shift left strategies allowed Leidos to reduce the time of enrollments, reduce an approximate 4-month consultation delay by over 80%, and streamline service continuity for end-users. In addition, certain end-user scenarios require crisis intervention which also carries an aggressive Service Level Agreement (SLA); therefore, Leidos applied workflow automation to further streamline end-user experience.

## Innovation Area 3: Use of AI for Referrals

The inherited process involved escalation to an external crisis intervention expert through the completion of a manual form and further reviews with agency personnel before it was ultimately reported to the Customer. The initial crisis was to be reported within 2 hours and followed up on within 24 hours. There were significant delays with this workflow, again due to manual data entry and the inherent risks of error based on human involvement.

To solve this data entry delay and risk, Leidos configured a program-specific form that was integrated into the ticket allowing for the form to be filled out directly in the ticket and escalated directly to the customer. The form remains hidden until triggered by the selection of a priority escalation box. At this point, the form populates within the ticket and drives users to fill out exactly what is needed through a combination of drop-down menu selection and free text fields. Once the form is complete, the user sends the "form" which auto-generates an email with all the gathered information to a distro list including the customer. It also triggers Level 2 to successfully engage in their required actions for follow up to meet their 24-hour timeline.

Since its implementation, the crisis intervention Priority 1 SLA is consistently achieved by all levels and end-users receive expedited care when necessary.

### VALUE FOR OUR CUSTOMER AND OUR COMMUNITY

Leidos is proud of our opportunity to design and implement innovations that improve critical end-user services, and our Team is dedicated to continual process improvement and collaboration with our customer.

This healthcare highlight delivered tangible success, including:

#### Efficient and cost-effective

2-week service activation  
and transition-in

#### Reduced costs and risks

through automation

**Improved platform and service  
throughput** by 500%

#### Reduced consultation delay

by over 80%

**Increased enrollment rate**  
from legacy 8% to current 15%

Increased end-user and  
customer satisfaction with

#### direct scheduling innovation

Created a custom-designed,  
**real-time management and alerting**  
capability delivering transparency  
and continuous monitoring

**Met or exceeded 100% of the  
reporting Service Level Agreements**  
(SLAs) for Priority 1, mental health  
consultation escalations

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