



Government jobs of the future

What will health and human services work
look like in 2025 and beyond?

About the authors

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About the Deloitte Center for Government Insights

The Deloitte Center for Government Insights shares inspiring stories of government innovation, looking at what's behind the adoption of new technologies and management practices. We produce cutting-edge research that guides public officials without burying them in jargon and minutiae, crystalizing essential insights in an easy-to-absorb format. Through research, forums, and immersive workshops, our goal is to provide public officials, policy professionals, and members of the media with fresh insights that advance an understanding of what is possible in government transformation.

Today's business challenges present a new wave of HR, talent, and organization priorities. Deloitte's Human Capital services leverage research, analytics, and industry insights to help design and execute critical programs from business-driven HR to innovative talent, leadership, and change programs.

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**COMMUNITY
PARTNER OF
THE FUTURE**



COMMUNITY PARTNER OF THE FUTURE

Summary

With a new integrated case dashboard, community partners now have a holistic view of their caseload (for clients that have consented to share their information with designated partner organizations).

Community partners can see which programs and services their clients are currently receiving or have received in the past, instances in which their benefits have lapsed and why, and the status of pending benefits applications, among other client- and household-related information.

The dashboard saves community partners inordinate amounts of time they would have previously spent on the phone trying to track down the same information—time they can now spend attending community forums, evangelizing their organization’s mission to the community, and recruiting partners to advance their cause.

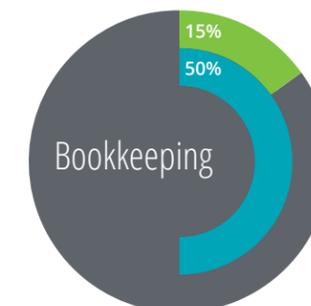
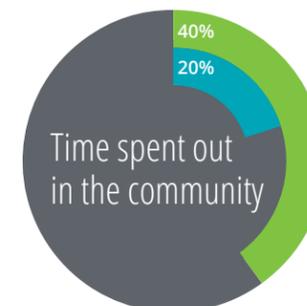
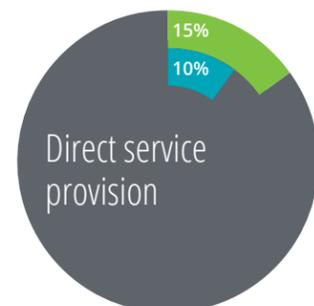
Because of the increased visibility community-based partners have into other community-based supports, they can more effectively and efficiently help their clients navigate the dashboard to find local services and resources, generating automated referrals with a single click.

Responsibilities

- Helps individuals and families address immediate needs through direct service provision
- Connects individuals and families to resources in their community—both governmental and nongovernmental—to help address their specific needs
- Advocates for individuals and families
- Spends time out in the community, attending community forums and events to advance their organization’s cause
- Maintains records and generates reports
- Keeps pace with the latest developments through ongoing training

Time spent on activities

■ 2020 (past) ■ 2025





MICHAEL DUVAL

EMERGENCY FOOD ASSISTANCE PROGRAM MANAGER

Capital Area Food Bank | Washington, D.C.

Community partners work directly with individuals and families to help address immediate needs, identify additional community-based resources and social safety net supports they can access, and use next-gen tools to generate referrals and apply for public assistance on behalf of their clients.

Experience

Emergency food assistance program manager

Capital Area Food Bank
2020–present

Project specialist

Capital Area Food Bank
2014–2020

Ashoka Fellow

Ashoka United States
2013–2014

Intern

Feeding America
2012–2013

Education

Arizona State University

Bachelor of science in nonprofit leadership and management
2010–2013

Other certifications

- **Nonprofit Leadership Alliance**
Certified Nonprofit Professional credential
- **edX**
Micronutrients and malnutrition
- **Coursera**
Social determinants of health
- **ClassCentral**
Developing food bank nutrition policy to procure healthful foods

Top skills

HUMAN

Partnering for impact

Active listening

Communication (empathy, influence, persuasion)

Advocacy

Social entrepreneur

TECH

Case management

Analytics

TOOLBOX

THE TOOLBOX SUPPORTS THE WORKER AS A WHOLE—IN ACHIEVING EXTERNAL OUTCOMES SUCH AS PRODUCTIVITY AS WELL AS INTERNALLY FOCUSED ONES SUCH AS WELLNESS AND PERSONAL DEVELOPMENT.

Productivity



Integrated case dashboard

The integrated case dashboard provides community partners with a 360-degree view of the individuals and families they serve, allowing these organizations to serve clients in a more holistic manner. The dashboard provides a list of all of the organization's active clients that have consented to have their information shared with community-based organizations such that they have transparency into the status of their caseload. Where an applicant may have gotten stuck on an application, the community partner can take action on their behalf, helping to complete missing fields and submitting it once complete.



Self-service now

This rich self-service portal is designed for clients, and the community partner organizations with whom they have consented to have their information shared. It includes a chatbot feature and a virtual guide to help clients if they get stuck at any point in the experience. There are also video tutorials to show users how to navigate the website.



Impact dashboard

This dashboard tracks the impact an organization is having in the community it serves (e.g., number of children who received meals), providing a tangible, real-time window for employees and organizations into the impact of their work, and autogenerating reports for funders.



Community pulse

This tool provides a curated newsfeed of news and developments that impact the communities and clients served by health and human services organizations, helping workers stay up to date on what's happening in the community that may impact the demand for services.

Collaboration



Community connect

This tool helps community partners connect with public and nonprofit organizations in the community. It is an active database that enables staff to generate referrals based on the needs of the individuals and families they are serving.



Ask me anything

This tool crowdsources and aggregates tacit knowledge from across the ecosystem of social safety net organizations in the community and makes the information available via a chatbot-powered searchable database.

Learning



Skills U

This personalized digital learning platform for on-demand, self-paced training includes access to MOOCs, microlearning, microdegrees, agency training, in-person workshops, and seminars.

Well-being



Wellness manager

This mobile app tracks caseloads, hours worked, hours spent on travel, vacation, training, exercise (self-reported), daily steps taken, etc. It helps users balance workloads and flags those who are running thin, protecting them from burnout.

A DAY IN THE LIFE

09:00 AM

Michael heads across town to meet with staff at a local community college to discuss recent trends in student use of the campus food bank and how best to meet increased demand. He stays on for student service office hours, where he meets with several low-income students about the community-based resources available to them.

10:15 AM

Michael gets back to the office and logs into his **integrated case dashboard** that shows a single 360-degree view of his caseload. He has a few alerts, prompting him to click into certain cases where there have been changes to the case file. He sees that one of the families that regularly uses the food bank has had a lapse in Medicaid benefits and makes a note to discuss this with them when they stop by the food bank later in the week so he can obtain the information needed to re-enroll the family.

10:45 AM

Michael grabs a cup of coffee and logs onto the **community pulse** tool to get up to speed on local news and events. He sees a planned relocation announcement by one of the largest employers in the community that employs a significant number of low-wage workers. He tags several colleagues and peers at partner organizations so they see the story and organizes a brown bag lunch to discuss the impact to local food banks and how to minimize the hardship impacted workers and their families will experience.

11:30 AM

Michael gets a text from a partner organization letting him know that it is short-staffed and needs additional volunteers to staff today's soup kitchen. He heads to a nearby church a few blocks away and rolls up his sleeves to serve hot meals—something he relishes doing.

12:45 PM

After the lunch rush quiets, he sits down to visit with some familiar faces, getting caught up on what's going on in their lives. A mother of three indicates that she's had her hours at work cut back and that her family is at risk of losing their apartment with the loss of income. Michael pulls up his **community connect app** and looks for local housing assistance programs that the family may qualify for and is able to send a referral on their behalf.

01:30 PM

Back at the office, Michael grabs his lunch, settles into his office, and signs onto **Skills U** where he's able to complete his local health and human services (HHS) agency's latest training module for community partners, helping to orient him to the latest features and functionality available within the **integrated case dashboard**.

02:30 PM

Michael triages the rest of his caseload, completing pending applications on behalf of clients and making client referrals to other community-based partners.

03:00 PM

Next, Michael turns to finish up some monthly impact reports for funders. He pulls up the **impact dashboard**, that captures a number of metrics and is able to autopopulate those fields in his reports.

03:30 PM

Michael stops by the pharmacy to pick up a prescription for his father before heading to a local community service fair where he evangelizes the food bank's mission and enlists individuals, local businesses, and other nonprofit and faith-based organizations as volunteers and partners to help alleviate hunger in the community.

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