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Top Trend in Government: Case Management as a Service

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12 April 2023

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Published 12 April 2023 - ID G00785084 - 6 min read

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Initiatives: Governmentwide Digital Innovation and Application Modernization

Case work is ubiquitous in government, but often enabled by highly customized legacy case management systems that impede agility and integration. Government CIOs can use composable application design to build reusable enterprise case management products that aid integrated government service models.

Overview

Opportunities

- Case work is the predominant workstyle of government, and modernization of legacy custom-built case management systems is an opportunity to improve cross-government services integration.
- Increased government adoption of low-code application platforms enables composable and modular interoperable case management systems.
- The growing ranks of business technologists and the use of fusion teams can act as “force multipliers” to increase the pace of digital innovation for case management.

Recommendations

Government CIOs focused on digital transformation and innovation should:

- Gain support from program executives for an adaptable, modular set of services to satisfy multiple case management functions (case management as a service [CMaaS]). This can be achieved by demonstrating how better outcomes, improved collaboration or program integration can be attained more quickly with the flexibility of composable applications.
- Develop a modular CMaaS application strategy by adopting a composable business architecture and using packaged business capabilities (PBC) and low-code application platforms (LCAP).

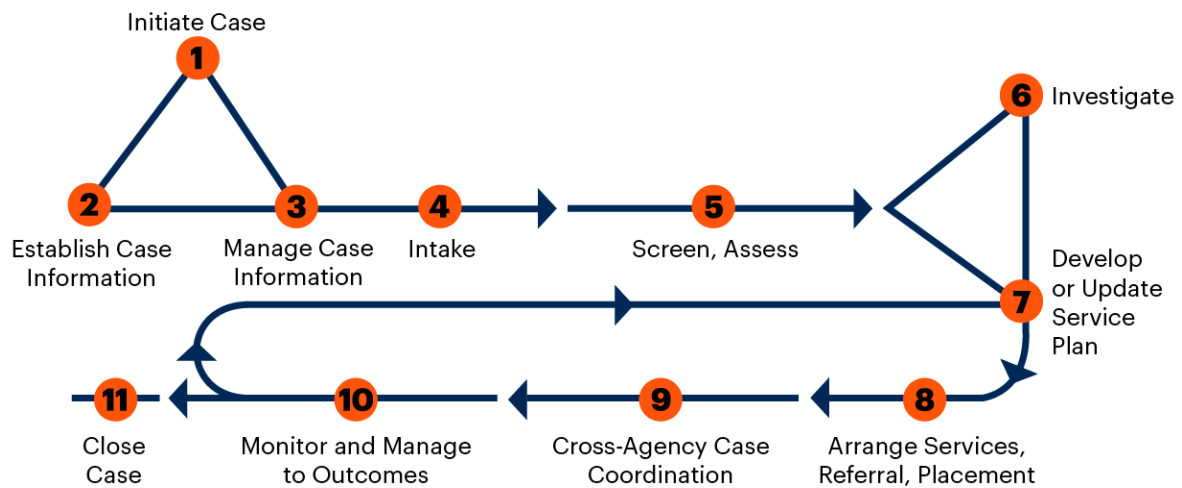
- Harness the power of self-service, automation and collaboration by forming CMaaS fusion teams that include case workers and business technologists.

What You Need to Know

Case work is a ubiquitous workstyle of government, generically depicted in Figure 1.¹ Depending on the type, duration and complexity of a case, some processes may be bypassed, and other processes may be repeated. As the predominant workstyle, the integration of government services depends on designing and developing case management solutions as composable products and services that can be shared across the programs, verticals and levels of government. Case management processes — such as intake, assessment, referral, investigation or close — can be developed and deployed as components of CMaaS using a LCAP.

Figure 1: Case Management Life Cycle

The Case Management Life Cycle



Source: Gartner
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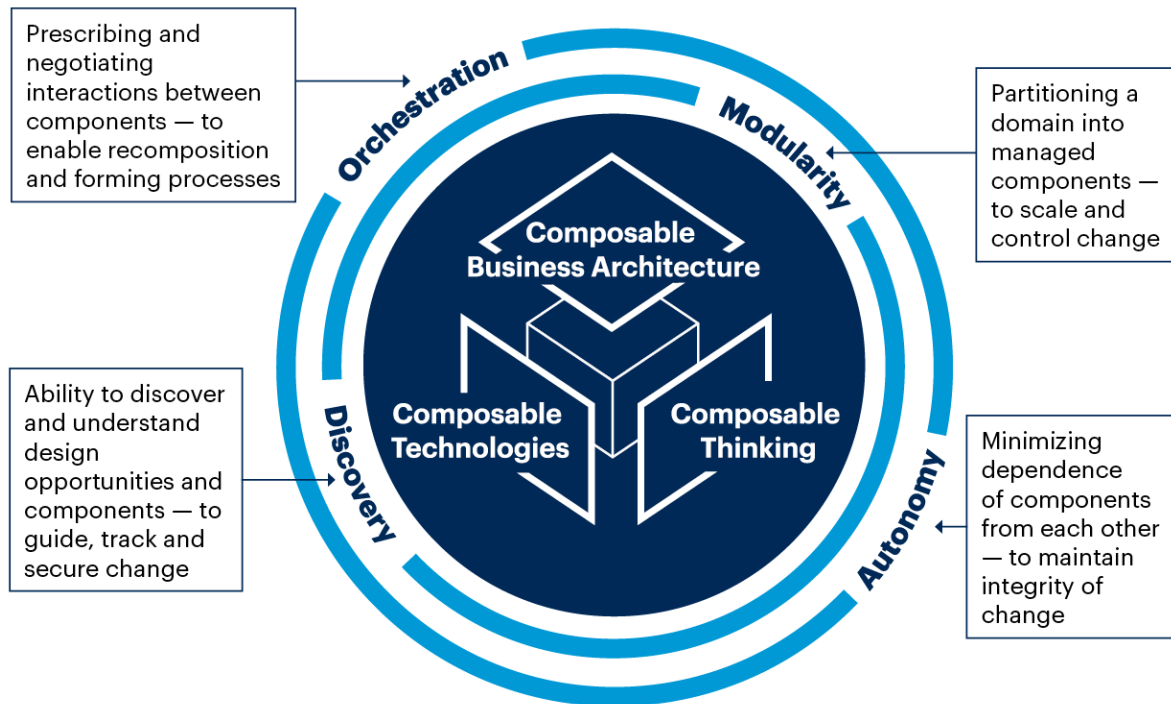
Profile: Case Management as a Service

Description

CMaaS is an approach for designing and developing cloud-based case management solutions as a set of horizontal products that are modular and interoperable. CMaaS products are developed according to four composable design principles shown in Figure 2.

Figure 2: Core Design Principles of Composability

The Core Design Principles Of Composability



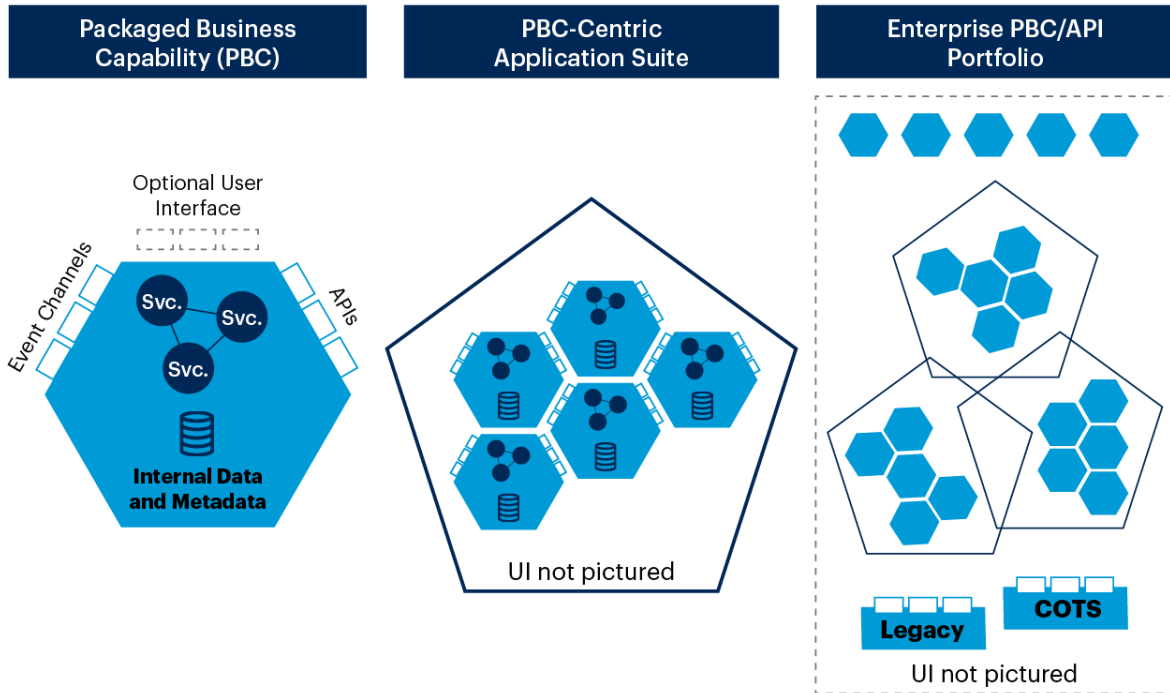
Source: Gartner
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With CMaaS, each process of the case management life cycle is designed as a collection of application building blocks called PBCs (see Figure 3).

Figure 3: Packaged Business Capabilities Form Application Suites and PBC Portfolios

Packaged Business Capabilities Form Application Suites and PBC/API Portfolios



Source: Gartner
 API (Application Programming Interface), COTS (Commercial Off-the-Shelf), Svc. (Service), UI (User Interface)
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A composable approach to case management modernization – where application capabilities are represented as reusable PBC modules – enables organizational resilience and faster innovation. The portfolio of PBCs is used to rapidly compose and augment business applications in multiple patterns to support new experiences, processes, partners and service models. A case management PBC:

- Encapsulates its own data, rules, interfaces and workflow.
- Operates independently of other CMAaaS PBCs that are developed and deployed.

Why Trending

A legacy portfolio of monolithic case management point solutions built with different technologies from different eras is common in government. The inflexible architecture of these mission-critical applications reinforces operational silos and prevents integrated service delivery. However, case work is a universal workstyle in government (see Note 1) with similar processes and workflows composing the case management life cycle. These similarities lend themselves to reusable business capabilities that can be bundled and shared.

CMaaS builds institutional agility in government by applying composable application architecture and practices to replace legacy case management systems with modular case management products. A CMaaS strategy allows for applications to be rapidly assembled and augmented in response to changing business needs or legislative mandates. As composable technologies, architectural models and standards have matured, government CIOs and technology service providers are more capable of delivering on the modular CMaaS approach.

The rising use of LCAPs in government also enables the development of modular and interoperable applications. Maturing case management solutions developed on a common LCAP for diverse verticals, like social services, licensing and regulation, or public safety, reinforce the similarity of core case management processes.² Increasing numbers and proficiency of business technologists by expanding the workforce available to create the PBCs is another enabler of a CMaaS approach. Examples of CMaaS can be found in Antwerp's Digipolis and Hamburg's Modul-F.^{3,4}

Implications

Case management applications will be composable, not siloed monoliths. Government program executives have long maintained that their individual business needs are so unique they can only be satisfied by single-purpose or custom-built solutions. If CIOs are to move away from custom and siloed solutions, they must rapidly deliver solutions with a flexible, composable approach to meeting case management needs.

Supporting tools and platforms are required. A CMaaS approach is enabled by an array of capabilities, such as an LCAP, user ID and authentication, application composition technology, and cloud services. These underlying capabilities will be best presented as part of a holistic investment strategy tied to broader modernization efforts, mission outcomes and the commitments of government officials.

A variety of skills are required. CMaaS will also necessitate ways of working that require skills in:

- Development
- Test automation
- Integration
- DevOps
- Data analytics
- Security
- User experience

Governance principles that prefer enterprise-scale solutions are necessary if teams are to create composable CMaaS products and applications that can be used and reused by multiple government entities.

Fusion teams will engage business units. As government organizations embrace the concept of a composable business architecture, business technologists – aka “citizen developers” – will increase their proficiency in the use of enterprise LCAPs. This deeper collaboration among stakeholders will further dissolve the traditional boundaries between business and IT.

Hype Cycle Profiles Supporting This Trend

Figure 4 illustrates key innovations supporting CMaaS.

Figure 4: 2023 Case Management as a Service Hype Cycle

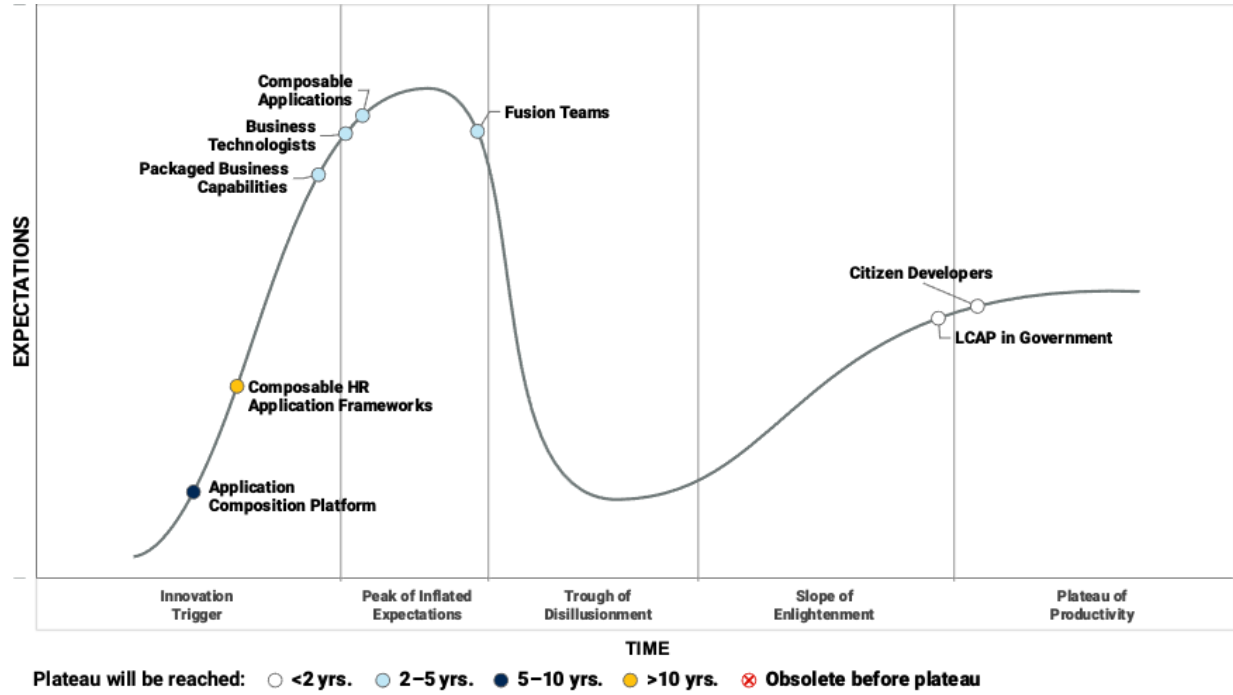


Table 1 lists key innovation profiles supporting CMaaS, sorted from least to most mature along their respective Hype Cycles.

Table 1: CMaaS Innovation Profiles and Their Hype Cycles

Innovation Profile	Hype Cycle
Application Composition Platform	Hype Cycle for Cloud Platform Services, 2022
Composable HR Application Frameworks	Hype Cycle for Human Capital Management Technology, 2022
Packaged Business Capabilities	Hype Cycle for Cloud Computing, 2022
Business Technologists	Hype Cycle for Digital Workplace Applications, 2022
Composable Applications	Hype Cycle for Cloud Computing, 2022
Fusion Teams	Hype Cycle for Human Capital Management Technology, 2022
LCAP in Government	Hype Cycle for Digital Government Services, 2022
Citizen Developers	Hype Cycle for Digital Workplace Applications, 2022

Source: Gartner (April 2023)

Evidence

- ¹ The Work of Government Is Casework, GovLoop.
- ² The Composable Government Agency: Citizen Development, Packaged Business Capabilities and No-Code/Low-Code Microservices, PA TIMES Online.
- ³ Antwerp City Platform as a Service, Digipolis.
- ⁴ Hamburg Modul-F, Federal Ministry of the Interior and Community.

Note 1: Case and Case Management Definitions

A case is the conceptual representation of one or more encounters (contact) between a person, place, thing or event and any organizational system designed to manage the encounter(s) to a state of stabilization or resolution. Cases may involve a person, or many people, associated with one or more organizational entities of similar or different types, such as a household, an employer or a business. The skills, processes and information employed to handle a case are collectively referred to as “case management.”

Case management processes in government broadly encompass five classes of “case work”: service, social assistance, insurance, health and legal. In essence, whenever the boundary of an organizational system is touched by a defined trigger event, a case is created. For example, the request to reset a computer password triggers a service case of low complexity and limited duration. A legal case can take years to resolve, may be highly complex, and is based on rules, precedent and judgment.

Document Revision History

Top Trends in Government for 2022: Case Management as a Service - 18 January 2022

Top Trends in Government for 2021: Case Management as a Service - 12 April 2021

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Source: Gartner (April 2023)

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