

***Case Study:***  
***The “Top 100 Families”:***  
***Using Information Technology to Integrate Services***

You have recently been hired as the Administrative Assistant to Susan Breslin, the newly appointed County Executive for Upstate County. Breslin came back from a public management conference where she heard about a "Top 100 Families" project for Hennepin County (Minneapolis-St. Paul) sponsored by the Humphrey Institute. Data from this study indicated that only 100 families in the county accounted for the lion's share of human services and correctional expenditures across all agencies. That is, only a handful of troubled families seemed to reappear in foster care situations, mental health services, criminal justice services, and a host of other expensive educational, social service, and criminal justice-related services. Hennepin County was launching an aggressive program to provide coordinated cross-agency services to these families. Breslin wants to look into a similar approach in UpState County.

Breslin believes that the recent development of an intra-net connecting all of the PCs for all of the county's departments may be an important tool for providing cost effective and integrated services to these families, indeed to all of the county's citizens. Using modern information technology all of the workers who serve all of the members of the Top 100 families could share information, treatment strategies, information about outcomes, etc.

But Breslin is new to the IT field and is seeking advice on how to proceed. She has asked you to draft a brief executive memo that outlines the range of issues that she will need to consider before proposing such a new IT-inspired policy. She wants your best thinking about the issues that she will have to face in the implementation phase of her idea. Using your draft statement of issues to be considered, she will draw up a list of key stakeholders who need to be brought together to think through an approach to her "Big Idea".

*Note: A good answer to this question will draw upon and integrate the various readings, lectures, and case studies that you have completed in this class concerning Information Strategy and Management.*