

Can data help  
authorities  
intervene before  
it's too late?

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The better the question. The better the answer.  
The better the world works.







Presented by



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## Section 1



# The scale of the problem

Why governments need to move from a reactive to a preventive approach



Vulnerability has become a critical issue for governments globally, as more and more people fall into different physical, financial or emotional risk categories (1/2)

## **Vulnerability — a rising crisis for governments**

- While there is no universally agreed definition, vulnerability generally refers to a disproportionate risk of harm to a person's physical, emotional or financial wellbeing, including inadequate living standards, poverty and social exclusion.
- Vulnerability is increasing at a rapid pace, with the rate of people falling into a vulnerable category exceeding the rate of improvement among vulnerable people.



# Vulnerability has become a critical issue for governments globally, as more and more people fall into different physical, financial or emotional risk categories (2/2)

## Key statistics highlighting the challenge

### Homeless people

**1.6b** people live in inadequate housing conditions.

**150m** people globally are homeless.

### People with disabilities

**1.3b** people globally experience disability.

### People with mental health issues

**1.1b** people globally suffer from a mental disorder, with anxiety being the most common factor.

### Victims of domestic abuse/violence

**~30%** of women globally are subjected to either physical or sexual violence in their lifetime.

### People with substance abuse issues

**36m** people globally have drug use disorders, with 0.5m deaths globally attributable to it.

### Displaced people

**2x** growth in number of displaced people over the past decade (2012-22).

**~100m** people globally are forcibly displaced.

Source: WHO, United Nations, WHO, The lancet, EY Knowledge analysis.

Rising demand for care and protection services is driven by changing demographics, employment practices and heightened social risk factors

Demographic drivers

The COVID-19 pandemic

Changing employment practices and income stagnation

Rising housing costs

Income inequalities

Escalating opioid use

Poverty is rising

The global refugee crisis

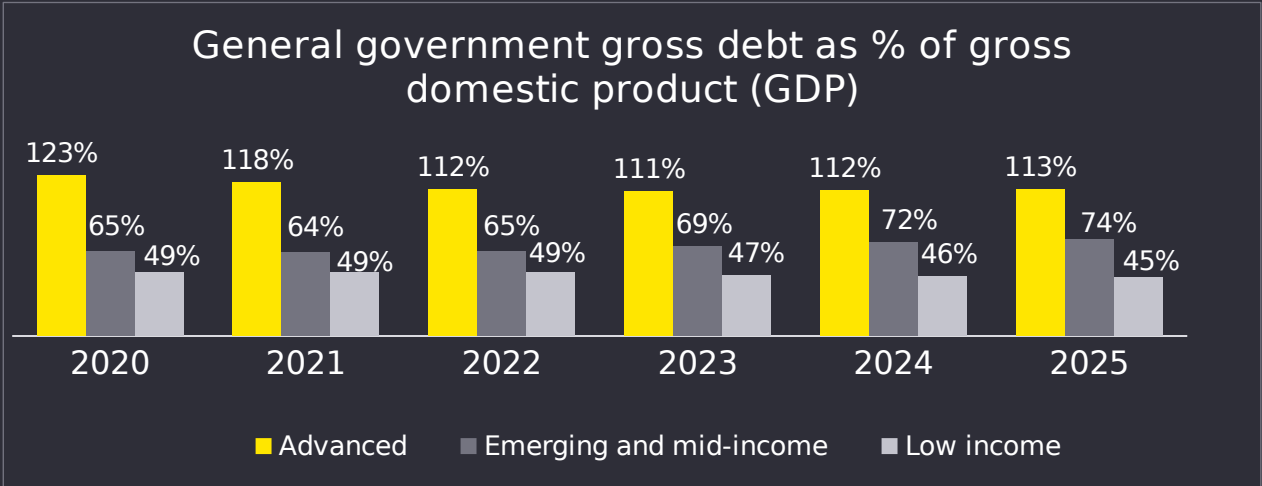
**Increasing  
demand for  
social  
services  
US\$7t  
by 2030**

According to the International Labor Organization (ILO), governments and organizations across the globe will need to spend an additional US\$7t in social care support by 2030 for children, women, the elderly and other vulnerable populations.<sup>8</sup>

Source: WHO, WEF, Credit Suisse, CDC, Concern, Brookings Institution, EY Knowledge analysis.

# Rising debt levels and budgetary constraints are putting pressure on governments' capability to meet the growing demand for services ...

## Rising global government debt



## Falling human services budgets

“

We were disappointed that the FY23 housing budget does not recognize the urgent housing crisis as well as the impact of inflation. Even though it is a historic level of housing funding, it still **falls short of the need**.

Jacquelyn Simone, Director, Coalition for the Homeless Policy (New York)

Source: WEF, IMF, Independent, GDPI, Moneycontrol, Squarespace, EY Knowledge analysis.

... However, the short- and long-term costs of late intervention — for individuals, governments, economies and societies — is far greater

Globally, there are huge fiscal and social costs associated with late intervention and inability to take action before crisis point is reached.

**US\$317.6b**

Annual economic impact of serious mental illness, including US\$193.2b loss of earnings, US\$100.1b in health care expenditure and US\$24.3b in disability benefits.

**US\$1.0t**

Projected economic losses from mental health conditions between 2012 and 2030 in India.

**US\$4.8b**

Lifetime cost of perinatal depression (experienced by women during pregnancy or in the first year following the birth of the child) and anxiety in Brazil.

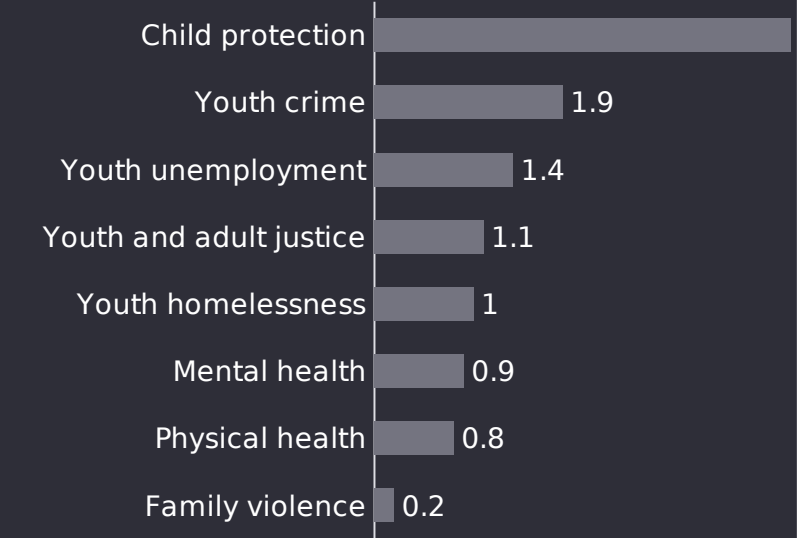
**US\$35,578**

The US government’s annual average spending for every person who must endure chronic homelessness.

In 2019, The Australian government spent US\$10.7b on issues that could have been prevented by early intervention.

US\$10.7b

Annual cost of late intervention in Australia (US\$b), 2019<sup>1</sup>



Source: Citylimits, Economicrt, Berrystreet, The lancet, EY Knowledge analysis.



# Many governments are taking steps to rethink their approach ... but face several challenges that are holding back progress



## Lack of a whole-of-government approach

- Complex needs.
- Programs that are run in silos.
- No agency has a clear mandate or accountability for the “whole person”.
- Duplication of costs and inefficiencies.



## Data is a by-product of a program and not a driver

- Systems struggle to capture and share relevant information.
- Processes are rarely in place to create reliable, consistent and analyzable datasets.
- Multiple siloed IT systems and separate databases.



## Fewer workforce resources amid increased demand

- Acute shortage of human service caseworkers.
- High levels of attrition.
- Issues around morale and wellbeing.
- Varying levels of technical proficiency.



## Ineffective service delivery models

- Service models lack the ability to intervene early.
- Current systems aren't geared towards permanency outcomes.
- Lack of a person-centered approach.

Source: EY Knowledge analysis.



A photograph of a woman with dark hair tied back, wearing a green patterned shirt, sitting on a blue train bench and hugging a young child. The child is wearing a grey t-shirt and shorts. They are in a train car with rows of similar blue seats and large windows. The lighting is soft, coming from the windows.

## Section 2

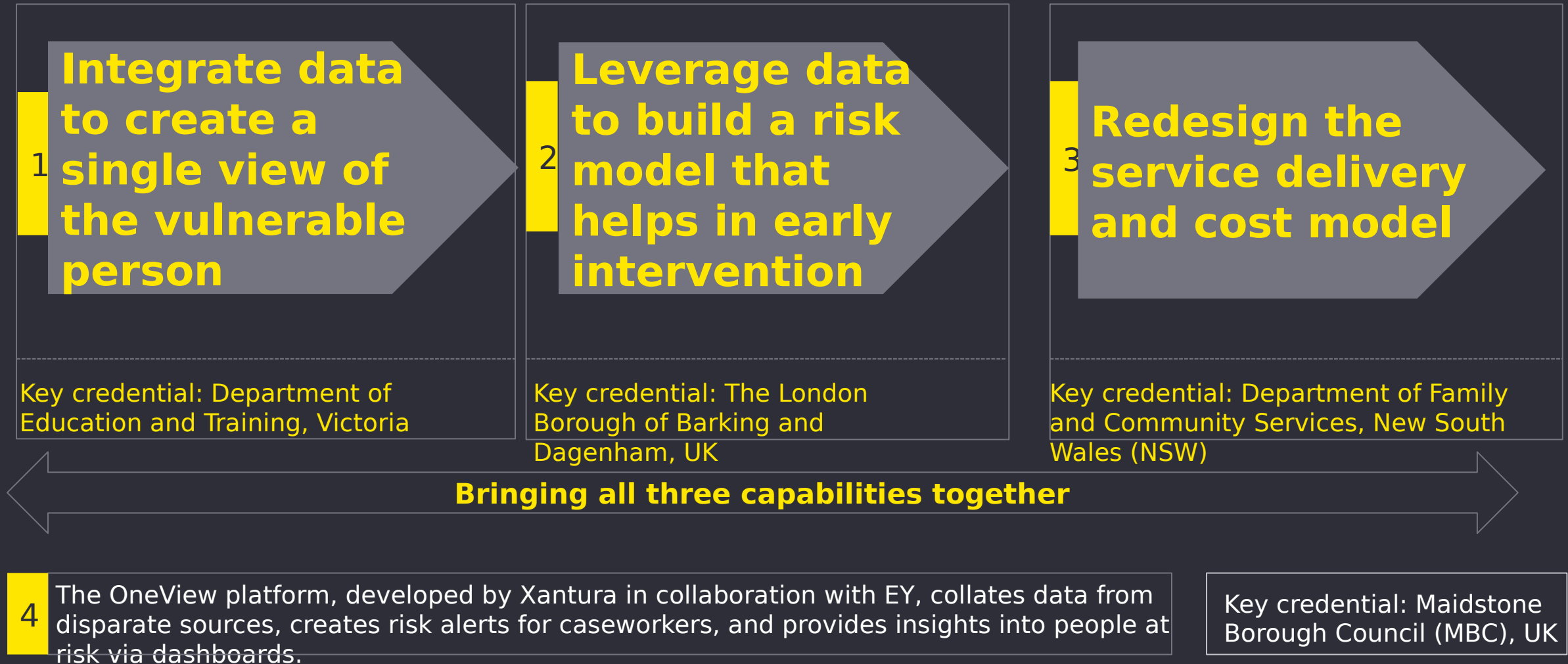


# A broad end-to-end solution

Three core capabilities that can drive transformative change



## Case studies and concrete projects developing elements of this smart safety net



## Link to the videos

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- ▶ County of Hillsborough: [Human Services case study: Hillsborough County \(brightcove.net\)](#)
- ▶ Barking & Dagenham: [Human Services case study: Barking and Dagenham \(brightcove.net\)](#)



# The solution for governments is to enable system-wide reform through the creation of a **“smart safety net”**

A **smart safety net** can shape a bold new future for social care. Doing so will require broad, fundamental changes at an organizational level, more collaboration across agencies, data integration and greater care coordination. At its heart, a smart safety net entails:

- 1 A system-wide approach
- 2 Human-centered design
- 3 Data-driven policy, services, workflows, automation and security
- 4 Frontline caseworkers who are supported and empowered
- 5 Outcomes-based commissioning of services

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