Behind the Curtain: Administrative Capacity Challenges in Medicaid

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SC DHHS Workforce

Number of Employees vs. Years of Service (Avg 8.1 years)

Note: Significant number at 10 years of service is related to agency transfer.
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Shift Thinking in Organizational Growth
Leader Growth

Growing Leadership Capacity

Program Areas
(Health Policy and Administration)

Technology
(Operations and Data Analytics)

Finance
What We Value…

Balancing How We Value

People
(How many we manage?)
Balancing How We Value

- People
- Knowledge Expertise
- Assets
- Projects
Skills and Competencies

Candidate A
- C++
- Visual Basic
- 10 years IT experience
- B.S. Computer Science
- Expert
- Introvert
- Solves problems
- Handles the crunch
- Focuses on detail
- Need to achieve
- Builds own expertise

Candidate B
- C++
- Visual Basic
- 10 years IT experience
- B.S. Computer Science
- Leader
- Extrovert
- Plans ahead
- Demonstrates flexibility
- Serves clients
- Need to influence others
- Builds client partnerships

Source: Gartner CIO Workshop, Diane Berry
Specialist?
- Deep Skills
- Narrow Scope
- Peer Recognized
- Unknown Outside Domain

Generalist?
- Broad Scope
- Shallow Skills
- Quick Response
- Others Lack Confidence

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Versatilist?
- Deep Skills
- Wide Scope of Roles
- Broad Experience
- Recognized in Other Domains

Scope of Roles and Assignments

Source: Gartner CIO Workshop, Diane Berry
“As we find new ways to use computers, they won’t just get better at the kinds of things people already do; they’ll help us to do what was previously unimaginable.”

*Zero to One*
Peter Thiel