| Direct | Case work | Vulnerable families |

Chile 🇨🇱

Information system description
The GSL platform is a CMIS developed in Chile by the Ministry of Social Development and Family in 2019, with the support of the World Bank. The aim of the platform is to provide a single-entry point to information about potential beneficiaries and about social services and benefits (one-stop shop available at the municipal level), and to support social workers' provision of case management interventions, including casework.

Initial challenge
Before the introduction of GSL strategy, social and labor benefits and services were provided with siloed coordination. While clients accessed benefits and services through municipalities, a patchwork of national, regional, and local rules governed those benefits and services, making it difficult in some cases for municipalities to organize and provide the available national and local benefits and services.

Results
GSL strategy empowered social workers in Chilean municipalities to assist clients with a "one-stop shop" approach. With the GSL platform, social workers can now better assist their clients through access to more, quicker, and improved information about them, reduced time in administrative tasks and improved coordination with other municipal units. Citizens do not need to bring as many documents to verify information and are asked less questions, ultimately receiving an improved service.

INTAKE POINT: Direct registration
Individuals seeking social assistance support are registered directly for case management services at the municipal units of social assistance. At the front office or desk, their requests are registered in the GSL platform. The individual is either provided information and orientation or is referred to other services. In more complex situations, the platform also serves as a supporting tool to provide casework to the beneficiary and his or her family.

LEVEL OF CASE MANAGEMENT: Case work
The GSL platform supports different levels of case management, from information and orientation to referrals and casework. In complex cases requiring casework, the GSL platform supports social workers' activities at different stages of an intervention: social screening, diagnosis, intervention planning, intervention, and monitoring and closure of cases.

CMIS existing and active?	Yes
Year of launch:	2019
Tenants:	214 of 345 Chilean municipalities
Registered operators (all unique users):	ca. 4000
Beneficiaries supported by the CMIS:	2,570,000 (as of September30, 2022)
Beneficiaries covered by the program:	Because this is a direct entry case management intervention, anyone in a participating municipality who needs social support can access the GSL strategy
URL:	

I. Context on the introduction of the GSL platform
1. Institutional context

Case management was already an established practice in Chile before the introduction of the **Gestión Social Local** (Local Social Management – GSL) platform. However, Chile faced two interconnected problems.

First, there was a mix of social benefits and services offered by either national, regional, or local levels of government. Their representative units at the municipality would manage these benefits and services with a wide variety of rules and using different case management instruments. This often resulted in uncoordinated social service provision.

Second, while benefits and services were offered by national, regional, or local authorities, beneficiaries accessed these benefits and services exclusively at the local level. While the target population for programs was the same (vulnerable families), local programs would respond to beneficiaries on demand, where as national level programs provided support based on eligibility lists that were unmodifiable by the local executing units. This led to situations, for instance, where beneficiaries could not access national programs through local municipalities, despite being eligible, because they did not appear on the eligibility list.

It was very difficult, therefore, for social workers to make available to clients the breadth of social benefits and services, since those social workers had to navigate a set of programs provided by different levels of government and different agencies, all with their own rules. This often led to beneficiaries having to take the burden of getting assistance into their own hands and going from office to office to find the benefits or services that matched their complex needs.

The GSL strategy aimed to change the way Chilean municipalities provide social benefits and services by empowering social workers to assist clients as a "one-stop shop" at the municipal level. This is being done through a modular approach. It starts with the integration of the benefits and services provided at the municipal level by the social assistance office with a few other benefits and services. This is called the "base module" and includes integration with national programs and registries, such as the social registry of households (RSH), social subsidies, the **Familias** program for extremely poor families, and the SNAC care program for elderly and disabled people. Beyond the base module, other modules have been added progressively (for example, for employment services). Importantly, the "one-stop shop" model was never meant to rely on physical locations, but to ensure integration across benefits and services for vulnerable individuals. Case management itself was to be the one-stop shop, and the GSL platform enabled Chilean municipalities to begin moving in this direction.

The GSL platform is a CMIS developed in Chile by the Ministry of Social Development and Family in 2019, with the support of the World Bank. The aim of the platform is to provide a single-entry point to information about potential beneficiaries and about social services and benefits (one-stop shop available at the municipal level), and to support social workers' provision of case management interventions, including casework. It does this by promoting the coordination between different benefit and service providers, interoperating with existing information systems at the national and municipal levels and exchanging information between municipal units (internal) and with providers external to the GSL strategy.

The platform was piloted in 2019 in six municipalities. Given the feedback and success of the pilot program, the Ministry planned to expand the pilot to a further 100 municipalities in 2020. Due to the Covid-19 crisis (and the consequent increase in demand for social services), the Ministry opened the project to allow any municipality interested in using GSL to do so. The program then expanded rapidly in 2020 and 2021 to all regions of the country. By mid-2022, 214 municipalities had adopted the platform. To aid this expansion, the platform was adapted to allow for social workers to work with beneficiaries virtually.

2. Provision of social, labor (and other) benefits and services

Before the introduction of GSL, social and labor benefits and services were provided with siloed coordination. As noted above, while clients accessed benefits and services through municipalities, a patchwork of national, regional, and local rules governed those benefits and services, making it difficult in some cases for municipalities to provide, for instance, a national service.

With GSL, the provision of benefits and services was reorganized around the social assistance unit at the municipality. In the first module implemented (also called the "Base Module"), social benefits and services provided by the municipality were integrated with four national programs (social registry of households, **Familias** program, SNAC program, and social subsidies). In practice, there were two ways in which municipalities organized social benefits and services, and GSL adapted those to support a more integrated provision. In the first model, citizens could enter the social assistance unit, the RSH unit, or the social subsidies unit, all at the municipal level, and get information, orientation, and/or referrals to any of the benefits or services within the Base Module (Figure 1; for approximately 40% of municipalities). In the second model, citizens enter a unique/single front-desk and then are referred to the social registry of households, to the social subsidies or to the social assistance unit (Figure 2; for approximately 60% of municipalities).
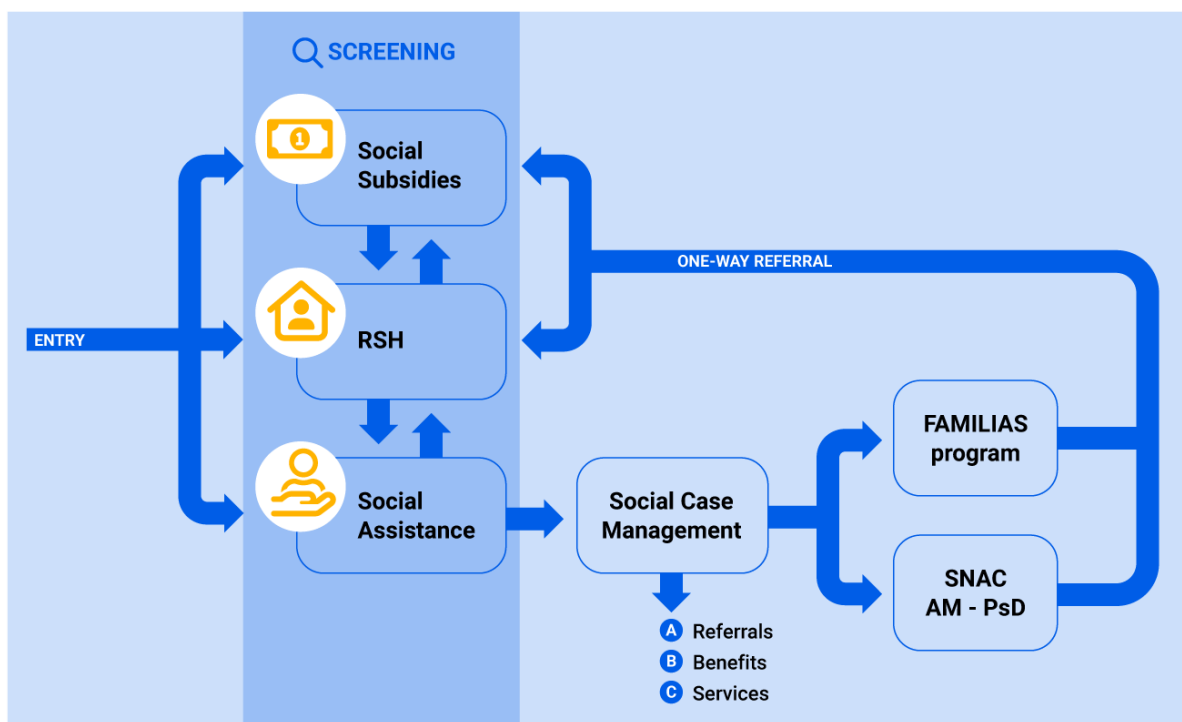
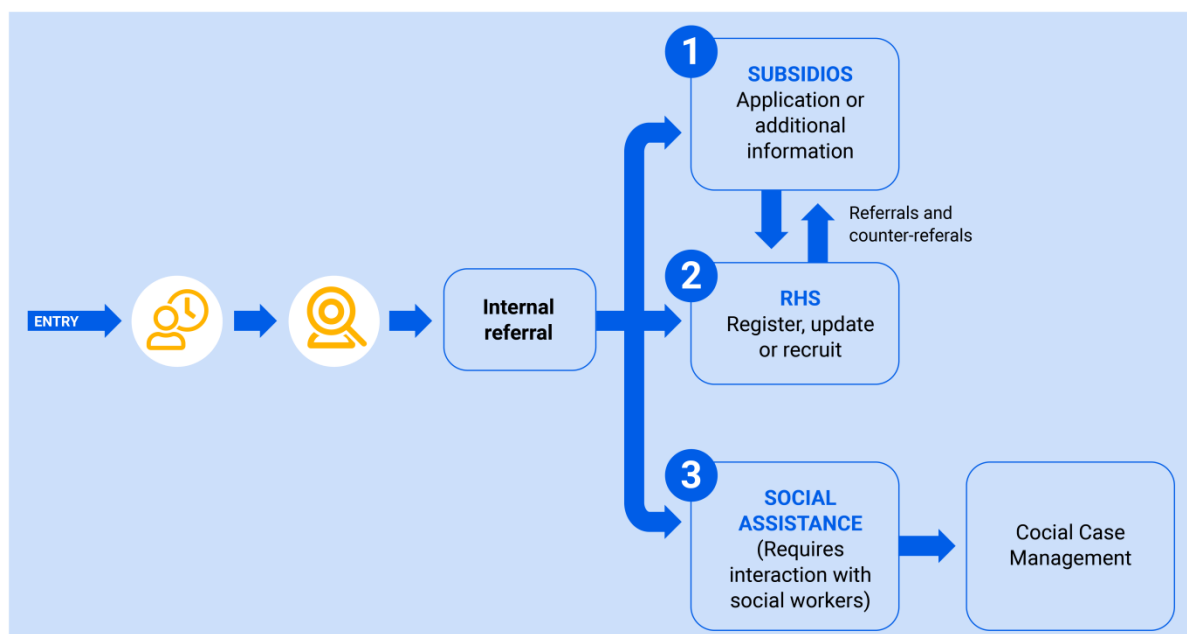*Figure 1: Management model 1 of GSL Base Module: different entry points*

Figure 2: Management model 2 of GSL Base Module: single front-desk

3. Provision of case management services

Before the introduction of GSL, case management services already existed at the municipality level in Chile. Therefore, the introduction of GSL did not involve introducing case management, or any new program. Instead, GSL and the GSL platform were a way to organize the provision of pre-existing services and benefits, and to standardize tools used for case management at the municipal level. Through standardization, social workers could provide case management services more effectively, since they had access to integrated information about potential beneficiaries and about benefits and services available in their municipality. This gave clients a single-entry point to social services. GSL is a

platform that provides a common social screening for all municipalities, allowing a social diagnosis that compiles the available data for every person and household, a common interface to prepare an implementation plan in more complex cases and to monitor their progress. It also provides a catalog of benefits and services and a referral system to each participating municipality.

As presented in the GSL management model for the Base Module on Figures 1 and 2, clients seeking benefits or services receive one of two broad categories of case management. In the simpler requests, the citizen is either provided with information about existing available benefits and services or is referred to the other components of the Base Module for follow-up attention. These referrals are called internal referrals (to the platform). When the referrals entail a service outside of the Base Module, it is called an external referral. To provide information and orientation about available support, the GSL strategy developed a mapping of national and local benefits and services available at the municipality. While this catalogue is not a comprehensive mapping of all available national, regional, and local benefits and services, it does present the key benefits and services, with particular attention to those being integrated under GSL. In the more complex cases, the citizen is referred to the social assistance unit for follow-up casework, entailing a more in-depth assessment of the situation of the individual and his or her family, the preparation of an agreed action plan, and its monitoring over time. The instruments used for this type of casework (assessment, intervention plans and monitoring) were homogenized through the GSL platform, which also extracted information from different sources through interoperability efforts.

4. Supporting Tools for case management services

Before the introduction of GSL, each national and local program was using its own tools for case management. For instance, there was not a unique tool across programs to do a pre-screening of the family, or to assess more in-depth the socio-economic situation of the beneficiaries and their context. Another example was the fact that each program generated their own catalogue of available social services to guide beneficiaries on the potential services they could be eligible for.

With GSL, three main tools were developed and transformed into digital modules of the GSL platform. First, a local Catalogue of Benefits and Services described each of the benefits and services currently available in the GSL municipalities to provide information and orientation to beneficiaries. This catalogue included the national benefits related to subsidies, the national services regarding RSH – both of which are common for the entire country-, and the benefits and services offered by the Social Assistance Unit, that are particular to the municipality. Second, a Registry of Municipal Beneficiaries, compiling information about benefits and services provided to beneficiaries of the Social Assistance unit, identifying receiver's personal information, time of provision and associated amount. The information from this Registry of Municipal Beneficiaries feeds the GSL platform's initial page for screening to inform the social workers on what the citizen has already received. Last, the collaboration protocols (as presented in the following section) supported the referral mechanisms.

5. Collaboration mechanisms

Linked to the Catalogue of Social Services, collaboration protocols were developed to organize and regulate the referral mechanisms. These protocols entail a formal agreement and regulate the referral and counter-referral processes between one or more components of the GSL, municipal units and/or other externals. These protocols included guidelines and agreements on a set of topics:

i.   eligibility criteria for beneficiaries

ii.   availability of service (number of spots)

iii. referral process

iv.   counter-referral process

v.   response time for clients and service provider making the referral

vi.   protocol validity

vii.   and mechanisms to assess the implementation of the protocol

6. Information and technology

In Chile there were different platforms and information systems for the provision of various social programs and services before the introduction of GSL. For example, the early childhood development policy **Chile CreceContigo** (CHCC, "Chile Grows with You") and the **Subsistema Nacional de Apoyos y Cuidados** (SNAC, "National Social Care Subsystem") program have a registration, referral, and monitoring system with the ability to refer cases to the Local Network and to follow up on the steps taken. The **Familias** program has a registration system containing information on each of the beneficiary families and the actions developed in each of the phases of the intervention. There is a national platform for the management of monetary benefits. This platform allows municipalities to manage social subsidies like the Single-Family Subsidy (**Subsidio Unico Familiar**, SUF), the Subsidy for the Payment of Drinking Water Consumption (**Subsidio al Agua Potable**, SAP) and the Mental Disability Subsidy, all managed by the municipalities. Municipalities use this platform to manage beneficiary applications, which then get logged in the platform so a centralized national institution can disburse payment.

The introduction of GSL did not make these systems obsolete. Each program still relies on its independent system for management of the benefit/service provision. GSL, however, interoperates with each system, so that social workers using GSL can connect with these legacy systems to refer beneficiaries from one system to another, and to update beneficiary information.

Two major registries exist at the national level. On one hand, the **Registro Social de Hogares** (RSH, "Social Registry of Households") serves to determine the eligibility of beneficiaries of most national level programs. The RSH became an integral part of the GSL platform. On the other, the **Registro de Informacion Social** (RIS, "Social Information Registry") consolidates the information of the beneficiaries of various social benefits and programs into one national registry.

Before the introduction of GSL, regions and municipalities had their own systems to manage some elements of one or more social programs but there was not a unified platform for all municipalities. These systems had interoperability limitations; they operated separately, and the exchange of information was done through external channels such as paper files or social workers accessing each separate system manually. Despite the fragmented record keeping, the limited interoperability achieved between GSL, the municipalities using it, and other social service platforms has led to an increased homogenization of important data. GSL then is a tool which municipalities can use to aid their own pre-existing systems and processes and achieve some harmonization between them.

GSL acts as a node that extracts information about beneficiaries from different sources. It assembles that information for social workers, who can then act on that information. Nevertheless, when a social worker makes a referral to another program, the program receives information about the beneficiary, but the benefit or service is processed in the program's proprietary system, not in GSL (except in the case of municipal social assistance benefits, since these are managed by municipalities themselves).

II.   GSL platform and its core modules

GSL works according to an e-commerce mental model. When a social worker enters a beneficiary's ID number, they see a compilation of beneficiary information. This compilation is called the "screening tool." The social worker uses the screening tool as the basis of their personalized interview with the beneficiary. According to the outcome of the interview, a catalog of benefits and services for which the beneficiary could be eligible appears. The social worker then uses his or her expertise to guide the beneficiary through available options and adds the decided-upon benefits and services to a cart. The items in the cart compose the intervention plan. The social worker can then "check out" and either approve any benefits or services disbursed through the municipality or refer the beneficiary to other benefits and services' relevant systems.

1. System Architecture

GSL is a multi-tenant web application. Tenants are the **municipalities**. There is a global administrator. The supported user roles are: Administrator (national level), Front desk (**Mesóngeneral**, municipality level), RSH desk (**Mesón RSH**, municipality level), Subsidies desk (**MesónSubsidios**, municipality level), Case manager (i.e., social worker, municipality level).

2. GSL platform operational modalities

GSL is accessible from any internet browser from PC and works only in online mode (with an active internet connection). GSL does not work on mobile phones.

3. Core features/modules of the GSL platform

To log in to the GSL platform, social workers use their national ID number (**RolÚnico Nacional**; RUN) and their password. In the upper area of the screen of GSL platform, there is a menu with the profile of the operator or social worker. In the upper right-hand corner, the username and the role or profile will be displayed. Detailed below are descriptions of the GSL platform modules:

- Intake process
  After having logged in, the social worker enters the national ID number (the RUN) of the individual they are assisting, to get their profile. For users without an ID number, such as migrants who do not yet have a foreigner's identity card, social workers must use the Attention without RUN link to process beneficiaries into the system. While this requires a different flow, it does mean that beneficiaries may access services without an ID number.

- Case management
  When implementing GSL's Social Case Management Model, the social worker can select from a set of actions to perform case management. After entering a beneficiary's national ID number, a screen appears containing information about the individual and the possible actions to be performed. The system automatically creates a single file for the beneficiary
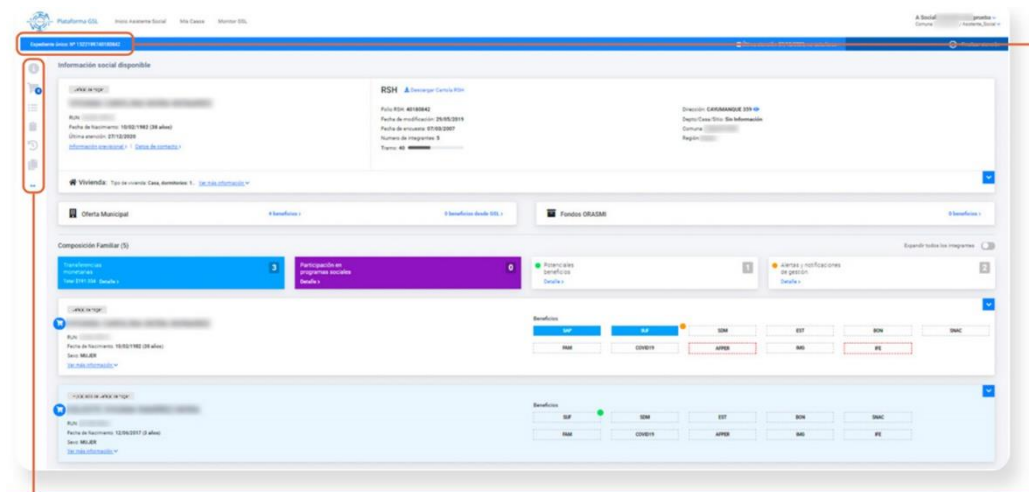
The following functionalities are available for each of the actions for social case management:

(i) **Available Social Information - Social Screening**. When a social worker queries a citizen's ID, the system displays a compilation of information on the citizen and his/her family registered in the Social Registry of Households (**Registro Social de Hogares**; RSH). This information (figure 3) includes characteristics of households and their members, education, pensions, contact information, and a list of benefits already received from local and national programs. If the person is not registered in the RSH, he or she is referred to the Social Registry of Households for registration.

With this information, a social worker can start a conversation with the beneficiary about the beneficiary's situation and needs, rather than collecting information. Because social workers have information from the beginning of their meetings, they can focus on developing relationships with beneficiaries rather than interrogating them.
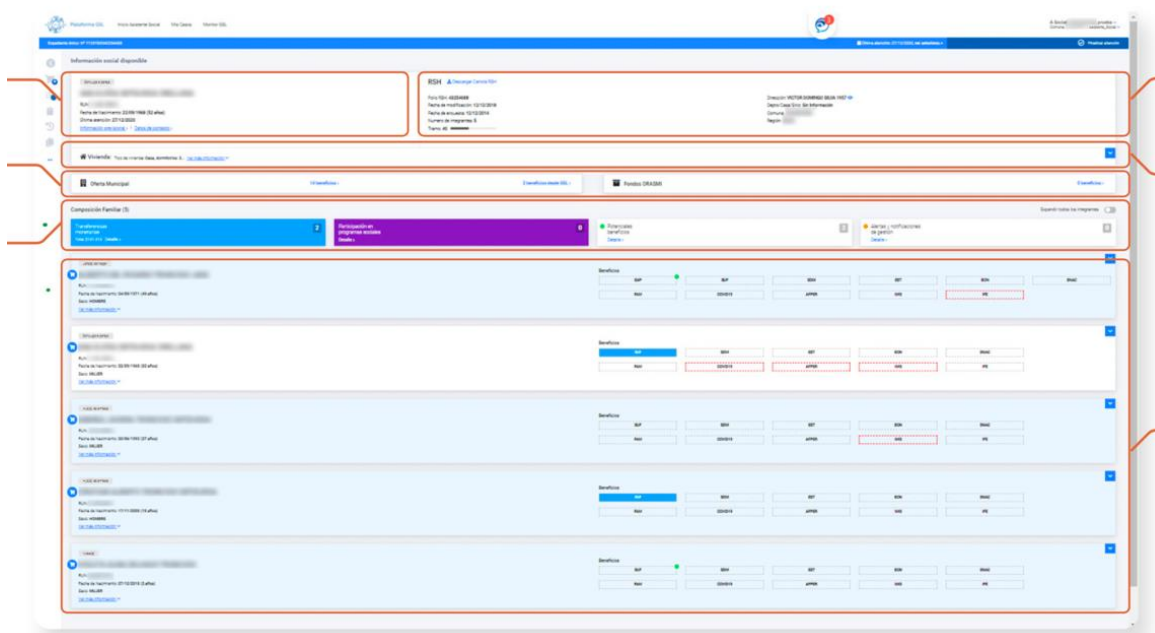

Figure 3: Available social information

(ii) **Intervention plan design**. In the GSL systems, an intervention plan is created by adding benefits or services to a cart. The cart symbolizes the action(s) that the caseworker and the citizen will agree to perform as part of the intervention plan. With the items added, an intervention plan can be created.
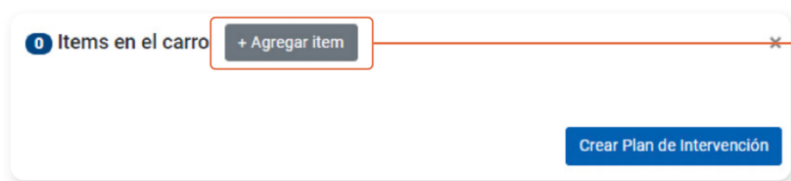
Figure 4 Cart - benefits and services

After clicking on **Add item**, a pop-up window appears offering a catalogue of options to consider (Figure 5). The social worker selects items for the intervention and adds items to the cart thereby creating the intervention plan. The options are grouped into five categories that reflect similar types of interventions/benefits/services:

A. Request modification of RSH information, which contains 4 subcategories and for each selected subcategory specific actions to add to the Cart are displayed.

B. Perform Home Visit, which is a single item category.

C. Issue Social Report, which allows to select the type or purpose of the social report needed.

D. Referral, which contains 3 subcategories and for each of them, some actions are displayed to refer social subsidies to other municipal units that are not integrated to GSL or external referrals to the municipality.

E. Manage in-kind benefits, which contains 8 subcategories and for each one a set of possible items to add to the cart.

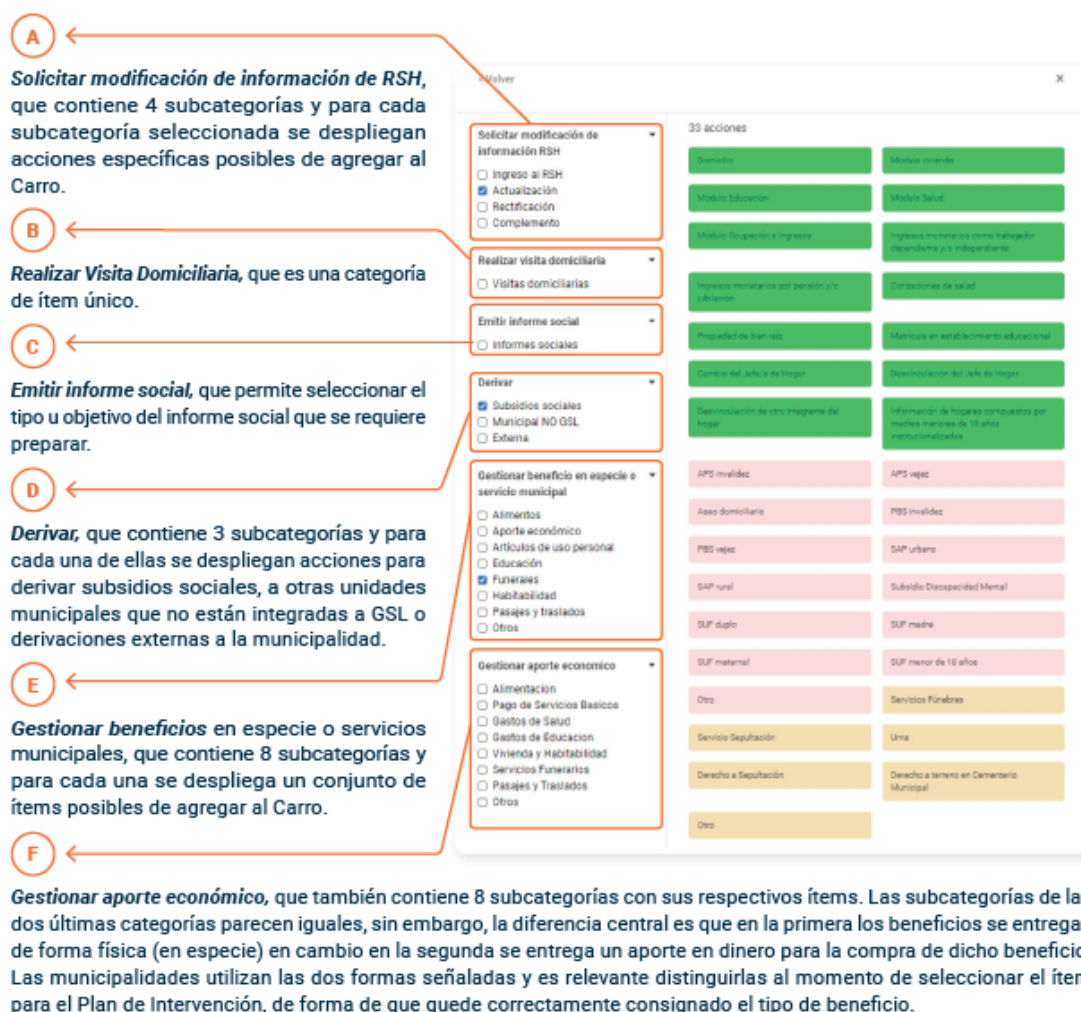F. Manage cash benefits, which also contains 8 subcategories with their respective items.

A Solicitar modificación de información de RSH, que contiene 4 subcategorías y para cada subcategoría seleccionada se despliegan acciones específicas posibles de agregar al Carro.

B Realizar Visita Domiciliaria, que es una categoría de ítem único.

C Emitir informe social, que permite seleccionar el tipo u objetivo del informe social que se requiere preparar.

D Derivar, que contiene 3 subcategorías y para cada una de ellas se despliegan acciones para derivar subsidios sociales, a otras unidades municipales que no están integradas a GSL o derivaciones externas a la municipalidad.

E Gestionar beneficios en especie o servicios municipales, que contiene 8 subcategorías y para cada una se despliega un conjunto de ítems posibles de agregar al Carro.

F Gestionar aporte económico, que también contiene 8 subcategorías con sus respectivos ítems. Las subcategorías de las dos últimas categorías parecen iguales, sin embargo, la diferencia central es que en la primera los beneficios se entregan de forma física (en especie) en cambio en la segunda se entrega un aporte en dinero para la compra de dicho beneficio. Las municipalidades utilizan las dos formas señaladas y es relevante distinguirlas al momento de seleccionar el ítem para el Plan de Intervención, de forma de que quede correctamente consignado el tipo de beneficio.

Figure 5: Catalogue of options

(iii) Implementation of the Intervention Plan. Once one or more items have been added to the cart and reviewed with the user, the Intervention Plan is created, and its status becomes "Open". A green circle on the Intervention Plan icon in the left-hand panel of the screen symbolizes this "Open" status. The information entered for each of the items of the intervention plan is recorded without the possibility of modification, except for the management status of each item.

As presented in Figure 6, the landing page for the intervention plan presents a summary of the plan spending actions or items (in red letters) and those that were already confirmed (in green letters). The appearance in red indicates that the actions need to go through the "check out" process. An action or item will remain pending until the beneficiary is referred to other programs **and** GSL has received confirmation of the action required in the referral. The plan summary also shows those actions and items that have gone through the entire check out process, where applications have been made and confirmed. These appear in green letters. This summary changes as the caseworker updates the status of each item. From this screen it is possible to download a PDF version of the intervention plan in case the user needs it as a backup or to archive it.

Figure 6: Intervention plan has been started

As the social worker monitors the progress of the intervention plan over time, he or she can also update the plan when certain actions have been achieved or if some modifications need to be made. To update the intervention plan, the caseworker opens his or her action menu. There he or she can modify the appropriate status fields using the status selection box to the right of each item. Once the caseworker saves the status update, GSL updates the summary of pending and completed actions. When the action consists of a referral to another municipal GSL unit, and the referral has been finalized as OK by that unit, the action will be automatically resolved in the Intervention Plan. Once all actions considered in the plan are completed, a blue circle will be added to the intervention plan icon in the action menu on the left, indicating that it is closed.

- Social Report
  In GSL, a social worker can create a social report, a document that describes a beneficiary's personal and family situation, and a social worker's professional opinion of a particular situation. These social reports are sometimes required to access other services. It should be noted that a social report is considered a service provided by the social worker. An intervention plan may consist only of a social report.

The following sections of the social report correspond to the content of the information being provided and the justification for the request being made. The system automatically displays the basic data of the members of the household of the person being reported. The data contained there in can be edited, adding, or deleting household members. Next, there are options for sections of the social report that can be activated and edited by selecting them in the upper right-hand box of each section. Thus, the report can expand or contract to meet the needs of each individual family. The optional reporting fields are the socio-economic, housing or health situation. A mandatory field is the professional opinion of

the social worker giving his or her specific recommendation regarding the situation reported and the request made. The social worker who prepares the report must sign it. However, in some municipalities, the procedure for issuance of a social report requires the approval of a head of department. For these cases, a selection option is available to edit the name and position of the corresponding chief. The request(s) to be formulated from the social report must then be completed as a mandatory field.

Glossary

Módulo Base
Base module, or the first module of the GSL platform integrating information from national and local programs, such as the social registry, social subsidies, the Familias program, SNAC care program and the Social Assistance Unit.

GSL
Gestión Social Local (Local Social Management): Strategy introduced by Ministry of Social Development in Chile, with support from the World Bank, to support the integrated provision of benefits and services.

Subsistema Nacional de Apoyos y Cuidados SNAC
National Social Care Subsystem

CHCC
Chile Crece Contigo (Chile Grows with You): national childhood development program

Mesón
Attention Desk where the GSL platform is used, with different profiles depending on the institution of the user (RSH, Subsidies, or Social Assistance)

Familias (Families)
national program to support extreme poor families

SUF
SubsidioÚnico Familiar (Single Family Subsidy)

SAP
Subsidio al Agua Potable (Subsidy for the Payment of Drinking Water Consumption)

RIS
Registro de Informacion Social (Social Information Registry)

RSH
Registro Social de Hogares (Social Registry of Households)

RUN
RolÚnico Nacionalor national identification number

RAPID SOCIAL RESPONSE

WORLD BANK GROUP
Social Protection & Jobs

Case Compass