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Acronyms and Abbreviations

ADL	Activities of Daily Living
AHRQ	Agency for Healthcare Research and Quality
AIOS	International Association of Pension Fund Supervisors (Asociacion Internacional de Organismos de Supervision)
AM	Account Maintenance
ANSES	Argentinean Social Security Institute (Administracion Nacional de la Seguridad Social)
ATM	Automatic Teller Machine
BLS	Bureau of Labor Statistics
CAGB	Coronary Artery Bypass Graft
CARICOM	Caribbean Community
CC	Customer Care
CCS	Child Care Services
CCT	Conditional Cash Transfer
CDR	Continuing Disability Review
CEF	Brazilian Federal Economic Funds (Caixas Economicas Federales)
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CISS	Inter-American Conference on Social Security (Conferencia Interamericana de Seguridad Social)
CPI	Consumer Price Index
CPP	Canada Pension Plan
CPPIB	CPP Investment Board
CUIL	Argentinean Unique Labor ID (Codigo Unico de Identificacion Laboral)
DCFS	Department of Children and Family Services
DI	Disability Insurance
DRG	Diagnostic Related Group
EA	Enterprise Architecture
FA	Colombia's Families in Action Program (Familias en Accion)
FAT	Employers Protection Fund (Fundo de Amparo ao Trabalhador)
FFS	Fee-for-Service
FIAP	International Federation of Retirement Fund Managers (Federacion Internacional de Administradoras de Fondos de Pensiones)
FOSIS	Chile's Solidarity and Investment Fund (Fondo de Solidaridad e Inversion Social)
GAAP	Generally Accepted Accounting Principles
GDP	Gross Domestic Product
HI	Health Insurance
IAAF	International Association of Athletics Federations
ICM	Integrated Case Management
ICU	Intensive Care Unit
ID	Identification
ILO	International Labor Organization
IMSS	Mexican Social Security Institute (Instituto Mexicano del Seguro Social)
INC	Inception
ISSA	International Social Security Association
IT	Information Technologies
LA	Latin America
LAC	Latin America and the Caribbean
LTC	Long Term Care
MOH	Ministry of Health
MSA	Medical Savings Accounts
NAEYC	National Association for the Education of Young Children
NAFCC	National Association for Family Child Care
NCSP	Non Contributive Social Programs
NEB	National Employment Bureau

NECPA	National Early Childhood Program Accreditation
OECD	Organization for Economic Cooperation and Development
OECS	Organization of Eastern Caribbean States
OMCC	Organization and Management of Care Consumption
PANES	Plan of National Attendance to Social Emergency (Plan de Asistencia Nacional a la Emergencia Social)
PATH	Program for Advancement Through Health and Education
PAYGO	Pay-As-You-Go
PFM	Pension Fund Manager
PILA	Integrated Form for the Payment of Contributions (Planilla Unica de Liquidacion de Aportes)
PRAF	Honduras Family Assistance Program (Programa de Asignacion Familiar)
RPS	Nicaragua's Social Protection Network (Red de Proteccion Social)
SAP	Systems, Applications, and Products
SASSA	South African Social Security Agency
SINE	Brazilian National Employment Service (Sistema Nacional de Empleo)
SSA	Social Security Administration
SSDI	Social Security Disability Insurance
TANF	Temporary Assistance for Needy Families
UI	Unemployment Insurance
UNDP	United Nations Development Program
WCI	Workers' Compensation Insurance

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FOREWORD

The Inter-American Conference on Social Security (CISS) prepares The Americas Social Security Report annually. The goal of this Report is to become a tool to improve the understanding of the status of social security programs in the Americas, through the evaluation of topics that the General Assembly selects every year. This Report is addressed to the social security community, including governments, agencies, social groups, employers, users, and anyone interested in the improvement of social protection in contemporary society.

The Permanent Inter-American Committee on Social Security approved the topics selected for the 2008 Report during its 22nd General Assembly held in Cancun, Mexico. The title of the Report is *Innovating Models of Social Insurance*. The Report was written under the hypothesis that the potential for large gains in the efficiency of social protection programs is great, and that some of the problems programs face can be solved only after a proper focus is given to administrative and organizational issues.

This Report provides information about the best operational and organizational practices, and highlights what the role of the regulators should be in increasing the productivity of the programs. The Report is only a first step in the CISS research agenda to understand best practices in the management of social programs. Operational design is a constant and dynamic process, because implementation of best practices should be done in a step-by-step fashion, and it is improved over time. The Report provides best practices of general application. Answers to detailed situations should be addressed by each agency and national system. However, one of the main recommendations of this Report is that even the most specific organizational change should conform to an overall strategy and organizational architecture.

We hope that the information contained in this Report will increase the interest in improving productivity of social programs. We believe that it is possible to deliver more to the beneficiaries of social programs, even without major legal reforms on the benefits and taxation issues that are usually the primary material of debates on social security.

Gabriel Martinez
Secretary-General