Business Process Redesign

EES Program Information

Program	Caseload Unit	Cases	Persons
TANF Cash Assistance	Average Monthly	12,547	32,622
TANF Employment Services	Average Monthly	14,354	14,354
LIEAP	Annual	61,985	152,563
Child Care Assistance	Average Monthly	8,593	16,175
Food Assistance	Average Monthly	142,124	302,669

Thursday, January 19th, 2012
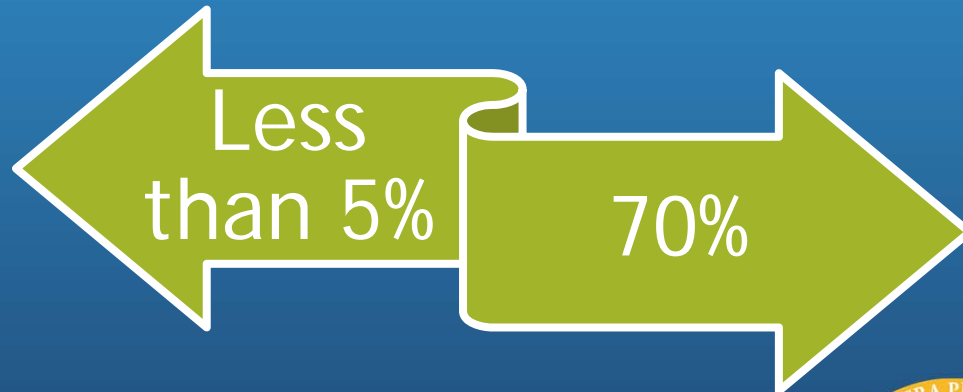
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Business Process Redesign (BPR) Early Accomplishments

Reduced interview wait times

3-4 weeks

10-60 minutes

Increased percentage of cases completed at first contact

Less than 5%

70%

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Business Process Redesign (BPR) Early Accomplishments

Decreased unnecessary client transactions/contacts

25,000+
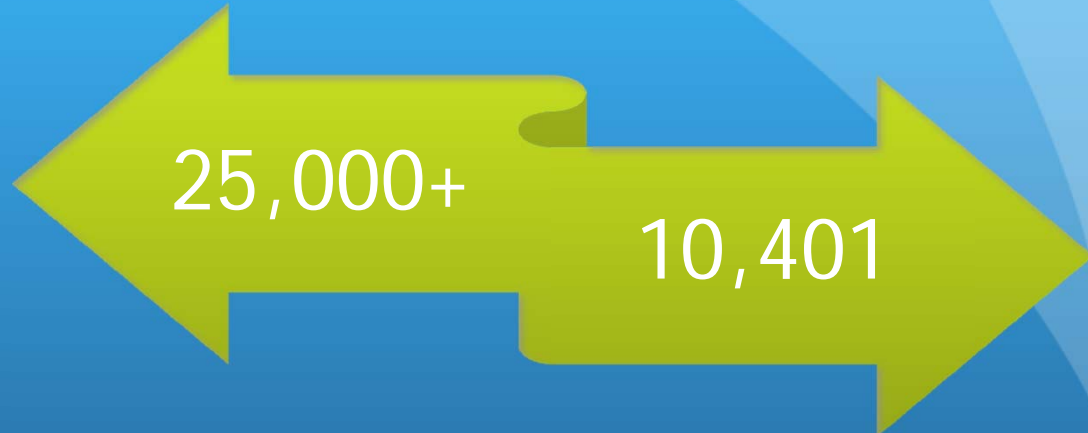
10,401

Results: Reduced # of complaints

Reduced client wait time for essential benefits

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December 2011 Data

- Total Clients Served through lobby and non-lobby work: 10,401
- Total Cases completed during first contact: 7,210
- Completion: 69%
- Avoided Visits (2-4 additional):

14,420-28,840

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Additional Projected Benefits

- Less interruptions so workers can process cases
- Ability to focus on the task-at-hand
- Improved accuracy and timeliness
- Ability to focus on potentially fraudulent cases
- Increased employee morale / less stress
- Better community image

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Additional Projected Benefits

- Improved client experience
- Ability to monitor operations in real time
- Ability to manage increased caseloads
- New staff able to contribute to the process quickly

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Why Change?

Caseload increases compared to Staffing

Program	FY 2009	FY2011
SNAP:	94,499	139,000
TANF:	12,571	14,000
Eligibility Staff:	617.9	635.8

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Why Change?

- To Prepare Business Processes in EES for KEES
  - Don't pave cow paths
- To ensure that we don't face federal penalties for case accuracy
- To be able to focus on potentially fraudulent cases
- To prepare processes for paperless caseload
- To increase client satisfaction
- To increase employee morale

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Findings

- Benefits processing for initial applications takes 81 minutes of work, but was taking between 21 and 34 client days
- Current verification and scheduling practices were creating unnecessary client visits and phone calls (3-5 , and sometimes up to 7 client contacts) prior to determination
- Inconsistent verification and documentation practices
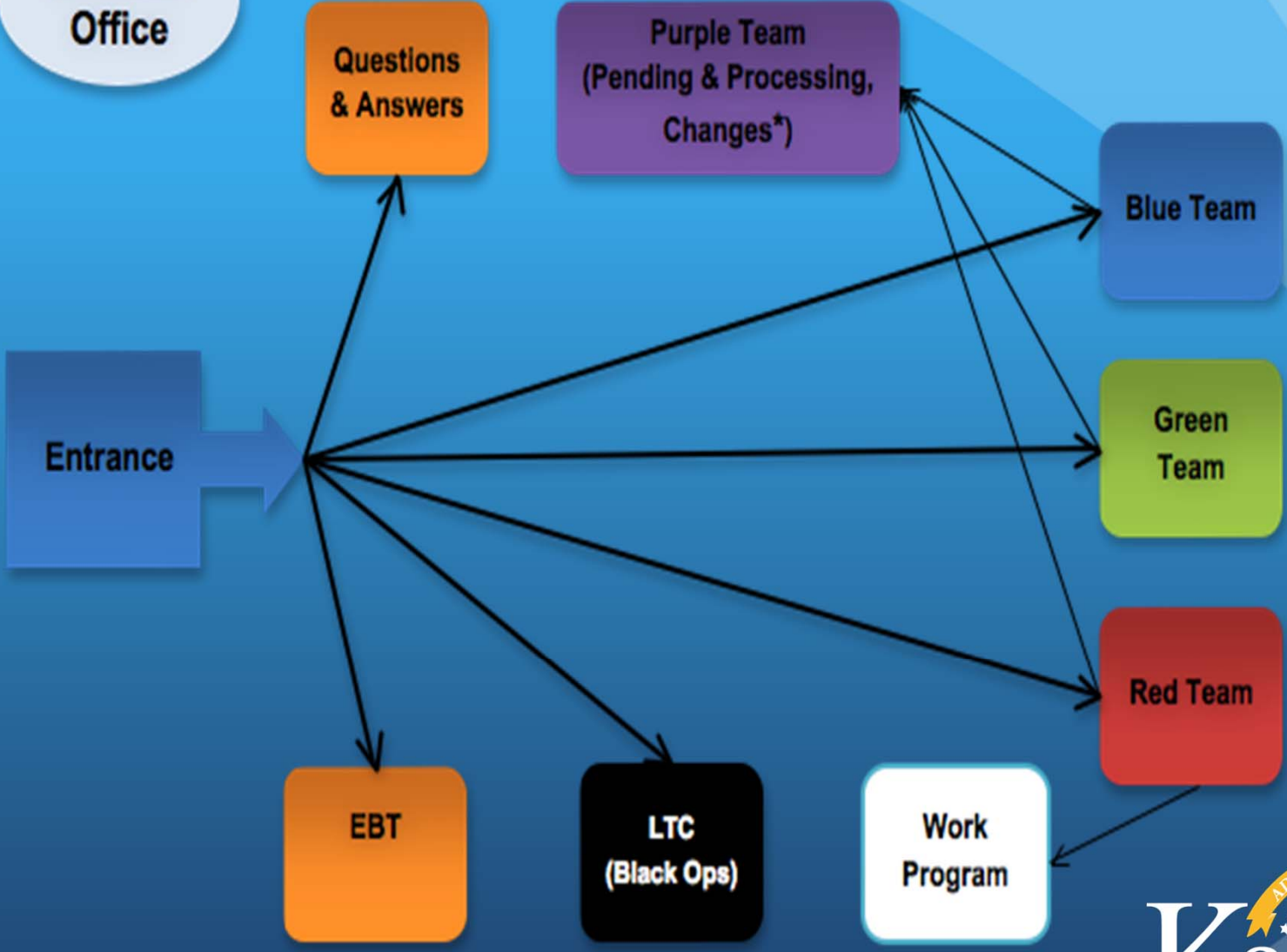- Scheduling of interviews causing extra work for clients and staff

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Findings

- 70-80% of clients aren't in line (or on the phone) to <u>apply</u>. They are there because:
  - We take too long (Regulation expectations Vs. Client expectations) – Where's my stuff?? I need my stuff!
  - We don't complete cases the first time (95% of interviews don't end with a determination) – forced second interaction
  - We were late renewing the case (70-80% of failed renewals will reapply within 3 months)

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Process Management Principles

- Clients have different needs (Triage)
- First-contact resolution
- Eliminate repeat visits / phone calls
- Reduce rework
- Real-time data and resource management

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Office

Questions & Answers

Purple Team (Pending & Processing, Changes*)

Blue Team

Entrance

Green Team

Red Team

EBT

LTC (Black Ops)

Work Program

*Local offices will have the ability to put Changes into a separate team depending on office size.

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