

Strategic Lean Project Report



For Reporting Period: January 1, 2015, through June 30, 2015

I. General Information:

Lead agency name: DSHS/Economic Services Administration/Division of Child Support (DCS)

Partner agencies:

Improvement project title: Total vs Total Value Stream Mapping

Date improvement project was initiated: 11/4/2014

Project type: New Project

Project is directly connected to:

- Results Washington performance measure
- Agency Strategic Plan
- Other

If applicable, specify the alignment:

Goal 5: Efficient, effective and accountable government
ESA Strategic Plan Goal 2: Continually improve DCS operations and performance.

Report reviewed and approved by: Wally McClure

II. Project Summary:

The Division of Child Support turned its manual Total vs Total process into an electronic one, eliminated the referral backlog, and reduced the time needed to process a referral packet from 20 days to 1 day. As a result, families are receiving their child support money faster.

III. Project Details:

Identify the problem:

The Division of Child Support (DCS) uses the Total versus Total (TvT) process to compare the total amount of cash public assistance paid to a family against the amount of child support the family has assigned to Washington State. When an individual accepts a TANF grant (Temporary Assistance to Needy Families) they are legally required to assign their child support rights to the state until they terminate the grant. If, after termination of the TANF grant, the state has assigned more child support debt than has been paid in total assistance to the family, the state must reallocate it back to the custodial parent.

DCS Central Services staff complete TvT calculations and adjustments. TvT reviews, and subsequent adjustments, are conducted by a team of approximately 11 Central Services staff (Support Enforcement Technicians and Support Enforcement Officers). These referrals come from Support Enforcement Officers in the Field Offices and Conference Board Chairs to name a few. The TvT process has always been highly dependent on printing/using paper and requires that information be gathered from several systems. Multiple staff works on a TvT referral at different points in the process. This creates a situation in which various staff touch the same information more than once, paper is shuffled to numerous locations, and the potential for duplication of work and effort is high.

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Problem statement: The TvT process was resource intensive and duplicative. The target was to decrease backlogged referrals, decrease the processing time and decrease or eliminate the use of paper used, by 2/1/2015.

Improvement description: The TvT process was manual and included printing packets for each referral. The TvT team was also not centrally located, which caused the physical hand off of paper packets to different areas in the office at different steps in the process. When this project began in April of 2014, the backlog of work was approximately 660 cases and it took approximately 20 days to process a referral.

Customer involvement: DCS involved other internal staff in the planning and execution of the project. Policy and Information Technology staff, as well as a field office representative, participated in a Value Stream Mapping (VSM) event in November 2014 to identify waste, duplication of effort, and rework in the TvT process.

IV. Project Details:

Improved process as measured by: <i>(Click those that apply)</i>	Specific results achieved: <i>(Complete the narrative boxes below)</i>	Total Impact: <i>(Actuals; Current Reporting Period)</i>	Results status:
<input type="checkbox"/> Safety			
<input checked="" type="checkbox"/> Cost	Decreased the amount of paper that the TvT team used by 76 percent from an average of 8.6 pages printed per packet to 1.2 pages printed per packet with a total average yearly cost savings of \$126,400.	Total average yearly cost savings of \$126,400	Final
<input checked="" type="checkbox"/> Quality	The team created and now is using electronic tracking for the referral packets. Daily, and at a glance, the team now can identify: <ul style="list-style-type: none"> • Possible issues with tracking, so they can be solved immediately. • What percentage of the work comes from which supplier/customer. • The times of highest volumes so staff can be proactive instead of reactive. • A growing backlog so they can be proactive before it becomes overwhelming 	Using electronic tracking for the referral packets	Final
<input checked="" type="checkbox"/> Time	Decreased the amount of time it takes to process a referral from an average of 20 days to an average of 1 day which is a 96 percent decrease. Due to this significant time savings, the TvT had more time to fully cross-train team members in other duties.	Decreased the amount of time it takes to process a referral by 96 percent	Final

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<input checked="" type="checkbox"/> Customer Satisfaction	Decreased the processing time of referrals so that both DCS internal and external customers are receiving funds faster. The team also created a standard expectation with the main objective being to serve every customer in the same time frame and manner.	Decreased the processing time of referrals	Final
<input checked="" type="checkbox"/> Employee Engagement	Increased the sense of teamwork for this diverse group. Increased collaboration, innovation, and the willingness to share ideas and discuss issues for resolution. We continue to focus on empowering the team to manage the workflow and come up with solutions to problems, instead of depending on the lead worker or supervisor to fix them.	Increased the sense of teamwork	Final

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