



Detailed Lean Improvement Project Report

For the June 1, 2014, through December 31, 2014, reporting period

Agency name: Employment Security Department
WorkSource Grays Harbor and Pacific Counties

Improvement project title:
Remote Service Delivery, WorkFirst

Date improvement project initiated: Concept meetings began July 1, 2014, and full implementation was achieved by October 7, 2014.

Summary:

Loss of staff due to the latest ESD reduction in force created a gap in WorkFirst service delivery. With only 1.5 remaining full-time employees (FTEs) available to cover three offices in Grays Harbor and Pacific Counties, we used Lean methods to look to technology as a service delivery model. Resource savings from this project include approximately 450 miles of travel and more than nine hours per month.

Details:

Description of the problem:

Lack of staff to engage WorkFirst clients in Pacific County. Round-trip travel exceeds 150 miles, requiring more than three hours of non-productive road time and the resulting travel costs.

Description of the improvement:

Developed easy-to-understand flow charts and audio/video presentations, so that non- WorkFirst ESD staff can guide new clients through the enrollment process and WorkFirst orientation, including the required data entry. At the end of each enrollment, or very soon after, the client has his or her first "appointment" with a WorkFirst job coach in Aberdeen via Lync, the new enterprise videoconferencing application. Most face-to-face engagement with clients now uses technology, and road trips have been greatly reduced.

Specific results achieved:

During our first full month of full implementation, our caseload in the two Pacific County offices increased from five to seven in August and September to 20 in October, and is staying at that level. While we don't yet have mature data, it appears our "refer-back" rate also has improved, meaning fewer clients are going back to the Department of Social and Health Services (DSHS) for non-compliance issues. Resource savings include approximately 450 miles of travel and more than nine hours per month.

How we involved customers or stakeholders in this effort:

WorkFirst partners in DSHS were the priority stakeholders in this project. We provided timely explanations as the project went forward and invited appropriate WorkFirst counterparts from that agency to demonstrations of the new process. Our intent was to remove any reluctance to refer clients for services under this model, and we succeeded in



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that goal. It should be noted that while the concept came from leadership, implementation was achieved entirely by line staff. Special thanks to Christina Pitts, Brian Matsen, Loren Nann, and Adrienne Moreno for their enthusiastic response to this challenge and support of the project.

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