

TRANSFORMING GOVERNMENT
EFFORTS IN THE DEPARTMENT OF SOCIAL AND
HEALTH SERVICES
ECONOMIC SERVICES ADMINISTRATION

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TODAY'S DISCUSSION

- The Department & ESA Programs & Services
- Principles & Strategic Focus Areas
- The Path to Transformation
- The Redesign
- Early Results
- Making It Happen
- Other Efforts & Next Steps

THE DEPARTMENT AND ESA PROGRAMS & SERVICES

DEPARTMENT OF SOCIAL & HEALTH SERVICES – ECONOMIC SERVICES ADMINISTRATION (ESA)

- Provides services and benefits that help people meet basic needs and become self-sufficient
- Ensures parents provide financial and medical support to their children
- Employs more than 4,500 staff working in about 60 ESA offices and 80 federally qualified health centers across the state
- Partners with community-based organizations, Tribes, local governments, community colleges, and other state agencies to deliver services

	As of March 2010
<p>Basic Food</p> <p>Food assistance for individuals and families with incomes up to 200% FPL (\$28,000 for a family of two). Typical Basic Food household is a single parent with one child, receiving about \$240 in monthly food benefits.</p>	<p>483,000 cases 952,000 clients \$119 million per month</p>
<p>TANF</p> <p>Cash, medical, and welfare-to-work services for eligible low-income families (82% of FPL). Typical WorkFirst family is a single mom with two children receiving \$434 grant, medical assistance, \$250 in Basic Food.</p>	<p>66,000 cases 160,000 clients \$30 mill / mo</p>
<p>Disability Lifeline</p> <p>State-funded cash program for individuals without children who cannot work due to impairment or disability. Cash grant of up to \$339 per month; 93% receive Basic Food.</p>	<p>38,000 cases \$12 mill / mo</p>
<p>Child Care</p> <p>Child care subsidies to help low-income families (up to 200% FPL) become self-sufficient</p>	<p>38,000 cases</p>
<p>Medical</p> <p>40 Medical programs for low-income women, children, and families</p>	<p>590,000 cases</p>
<p>Child Support</p> <p>Child support collections, paternity establishment, and medical support orders assistance, an important source of income for many low-income families</p>	<p>353,000 \$55 mill / mo</p>

ESA'S PRINCIPLES & FOCUS – ALIGNING WITH ONE DEPARTMENT

Guiding Principles

- Provide customer-focused service
- Empower and support staff
- Build strategic partnerships
- Demonstrate accountability
- Pursue innovation

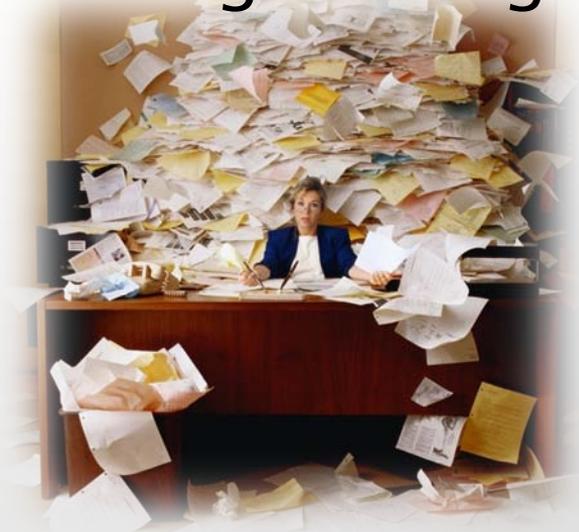
Strategic Focus

- Basic Food access and payment accuracy
- WorkFirst Redesign
- Transforming service delivery and operational support systems
- Strategic partnerships as the key to success
- Reduce hunger and poverty

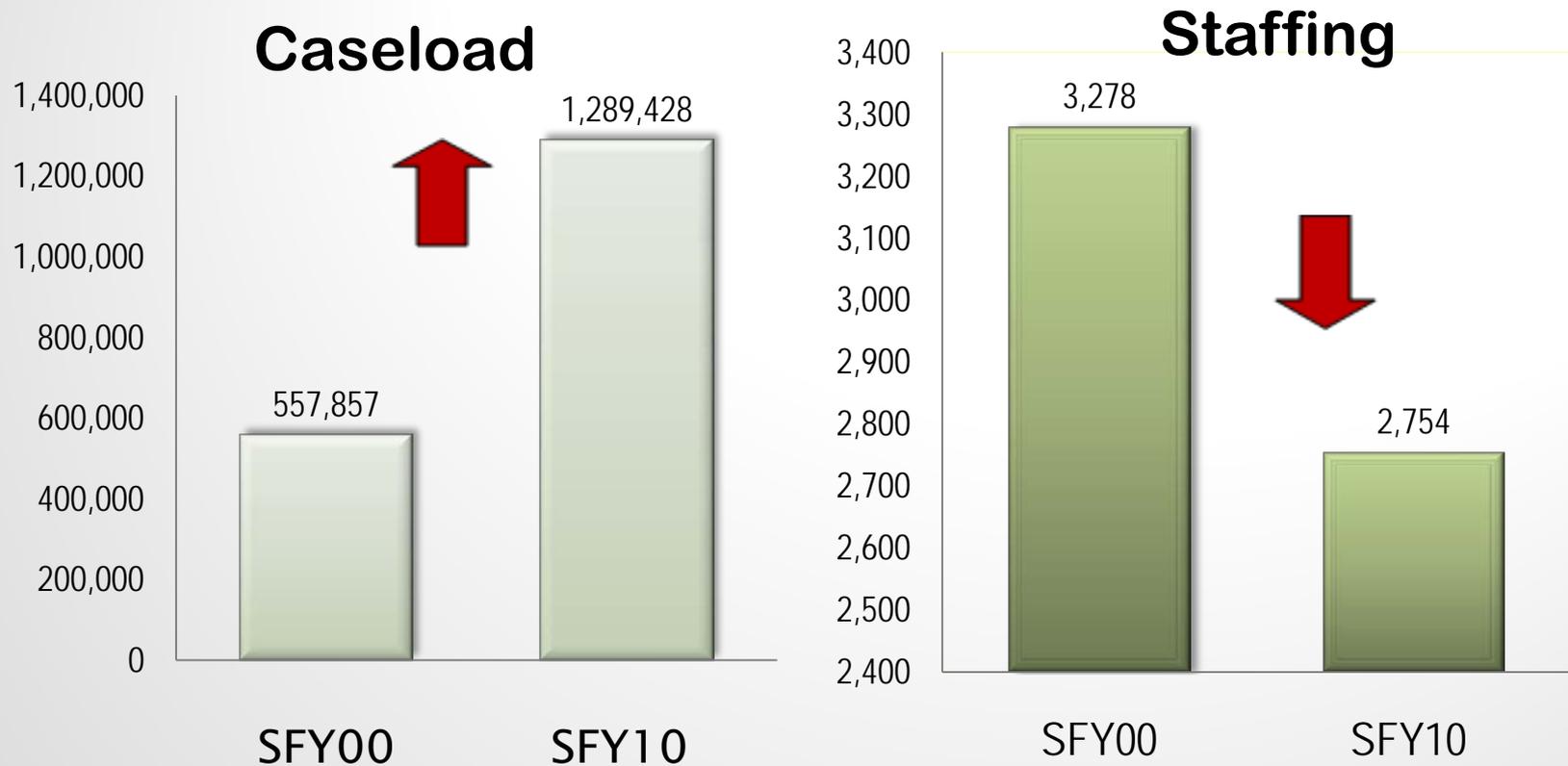
THE PATH TO TRANSFORMATION

IN THE BEGINNING...

- Continued struggles to balance staffing and workload issues in Community Services
- Workload study option
- Focus on business process re-engineering in one division first



MORE MOTIVATION – ECONOMIC DECLINE & INCREASED DEMAND



*Basic Food case load increased 300% since 2000
staff decreased by 15%*

CRISIS / OPPORTUNITY

Increasing caseloads, decreased staffing, business processes that could not meet demand

- Inconsistent practices across offices
- Culture of local office autonomy
- Case management model
- Excessive policies/procedures
- Redundancy



IMPACT TO OUTCOMES

- Increased time a family waits for benefits
- Increased case re-work
- Staff burn-out and frustration
- Decreased staff morale



THE REDESIGN

TRANSFORMATION – REDESIGNING THE SERVICE DELIVERY MODEL

Service Delivery Review (SDR)

- Business process re-engineering
- Realigning staff
- Policy changes & waivers



EXPECTED OUTCOMES – BETTER, FASTER CHEAPER ISN'T ONLY FOR BUSINESS

- Consistent and cost-effective service delivery
- Increased access to services
- Increased customer satisfaction
- Reduced complexity
- Improved working environment

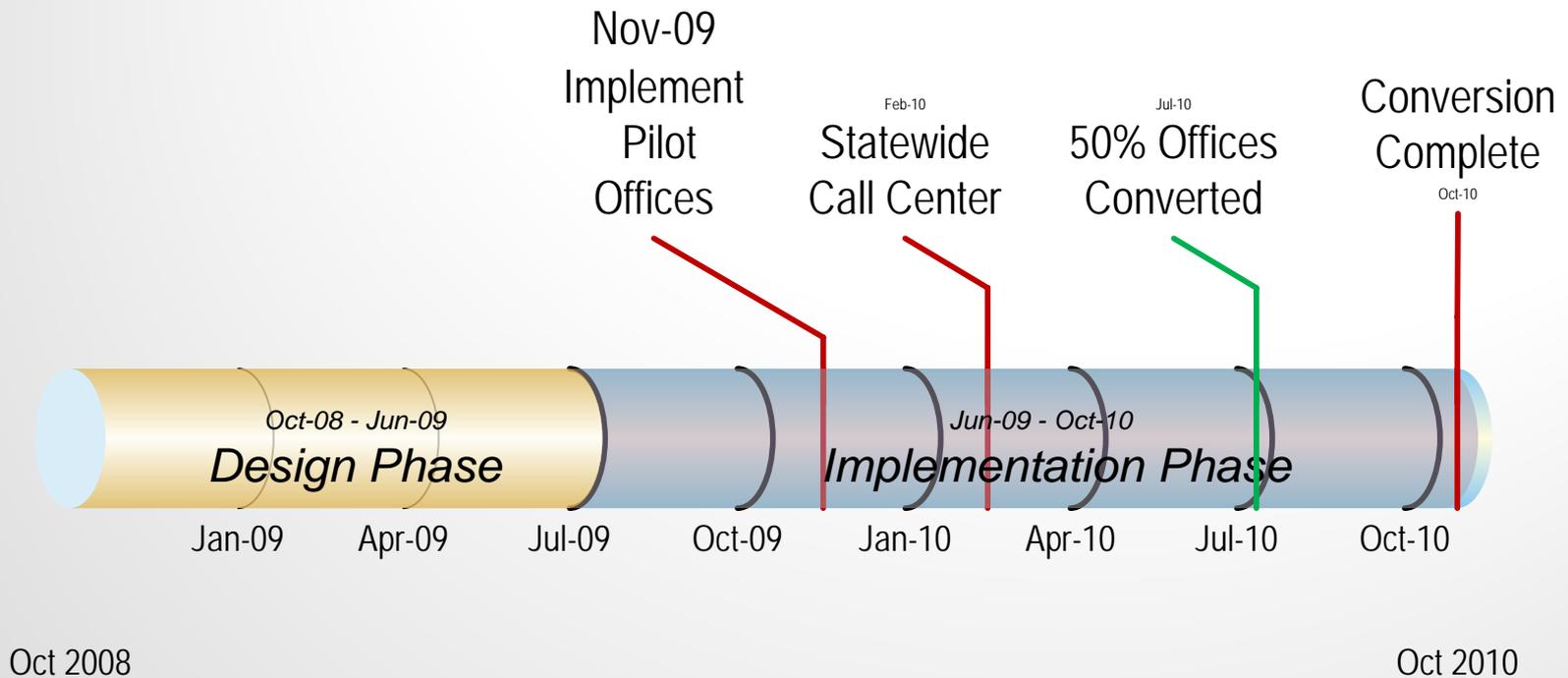
PROJECT ORGANIZATION

Focused on the “Walk of the Client” through our services

- Intake
- Verification and eligibility determination
- Maintenance
- Case management & social services
- Call centers



SDR PROJECT TIMELINE



WHAT CHANGED: BUSINESS MODEL

Standard Scope of Services

Local Offices

- Application intake
- Basic Food
- Social Services
- WorkFirst
- Community Liaisons

Call Centers

- Child care and medical programs
- Single management structure
- Virtually connected

INCREASED ACCESS

Customer Driven Access

Customer Choice

- Walk-in
- Mail-in
- Phone-in
- Online

Online Application

- Apply, recertifications, changes
- Available in lobbies
- Interfaced with eligibility system

More Access Points

- Community partners
- Mobile CSO
- Fax servers
- Benefit Portal

INTAKE & MAINTENANCE

Process Management

Same Day Service

- No appointments needed
- Eliminate backlog (interviews & documents)

Lobby Flow

- Navigators
- Move staff to meet demand
- Process measures

Standards

- Verification
- Narrations
- Eligibility reviews
- Communication protocols
- Call menus

TECHNOLOGY ENHANCEMENTS

CSOs

- Client Check-In
- Narration Templates
- Central Fax Server
- Client Benefit Account→
Benefit Portal
- Eligibility Review Scheduling
- Interview Wizard
- Letter improvements

Call Centers

- Automated Client Search
(screen pops)
- Virtual connections via
expanded network
- One toll-free number
- “Expert Agent”
- “Best service routing”

EARLY RESULTS

EARLY RECOGNITION

- Honorable Mention – Annual Citizens Services Award
- Finalist – American Business Award
- Recognition from FNS and consultation with other states
 - Indiana
 - Hawaii
 - South Carolina
 - California
 - Chicago ISM

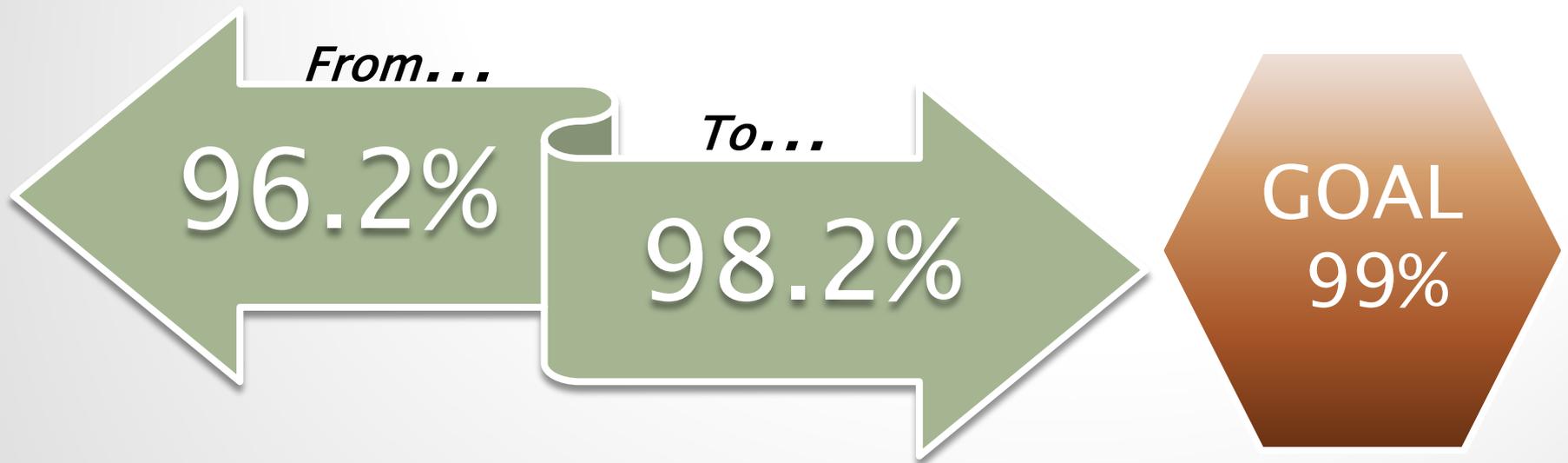


EARLY RESULTS – BETTER SERVICE TO BASIC FOOD CLIENTS



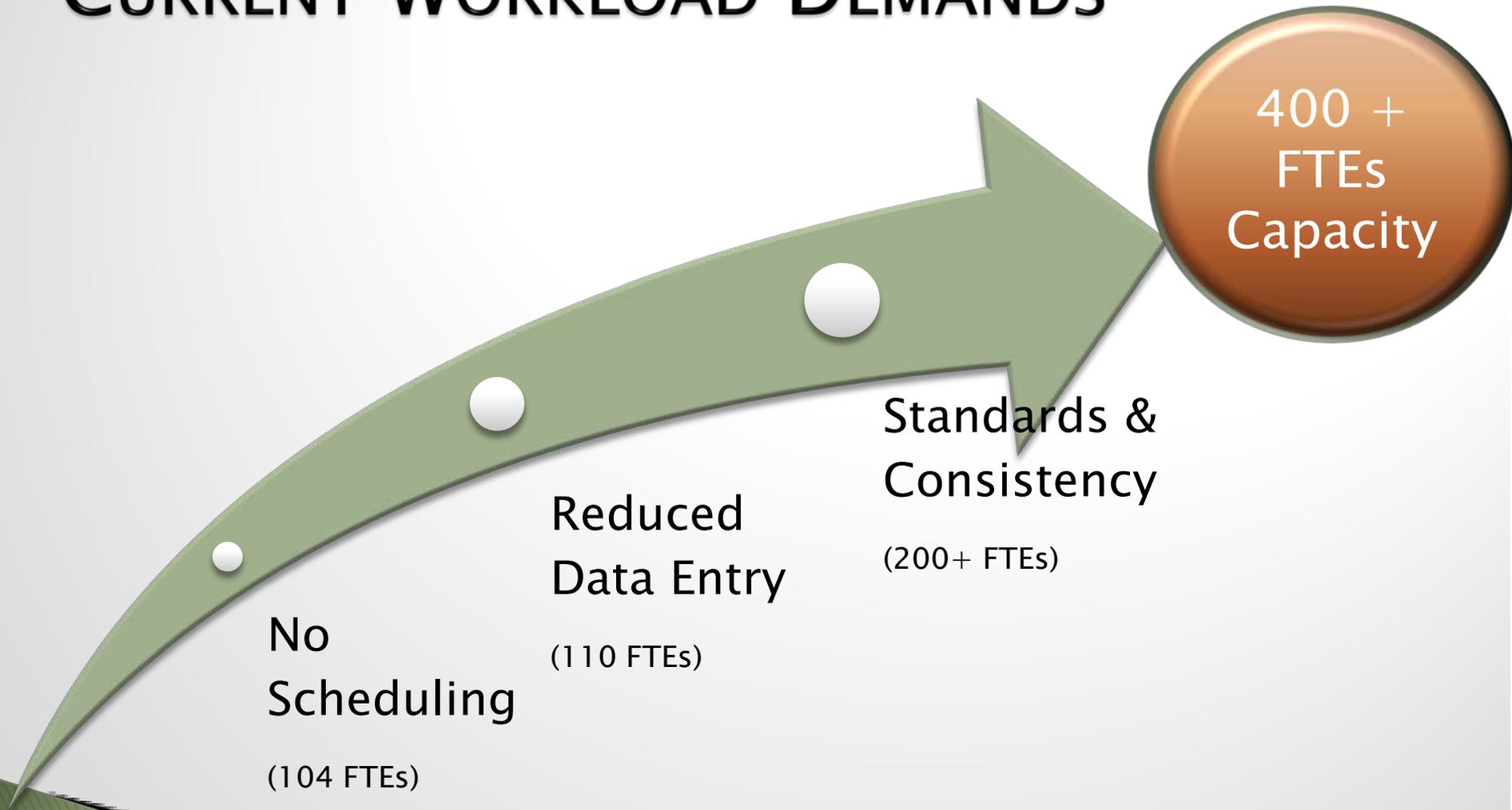
More than 50% of SDR offices processing same day

IMPROVED BASIC FOOD ACCURACY



- *Upfront quality reviews provide more accurate benefits to families*
- *Based on targeted household composition*

ADDITIONAL CAPACITY TO ADDRESS CURRENT WORKLOAD DEMANDS



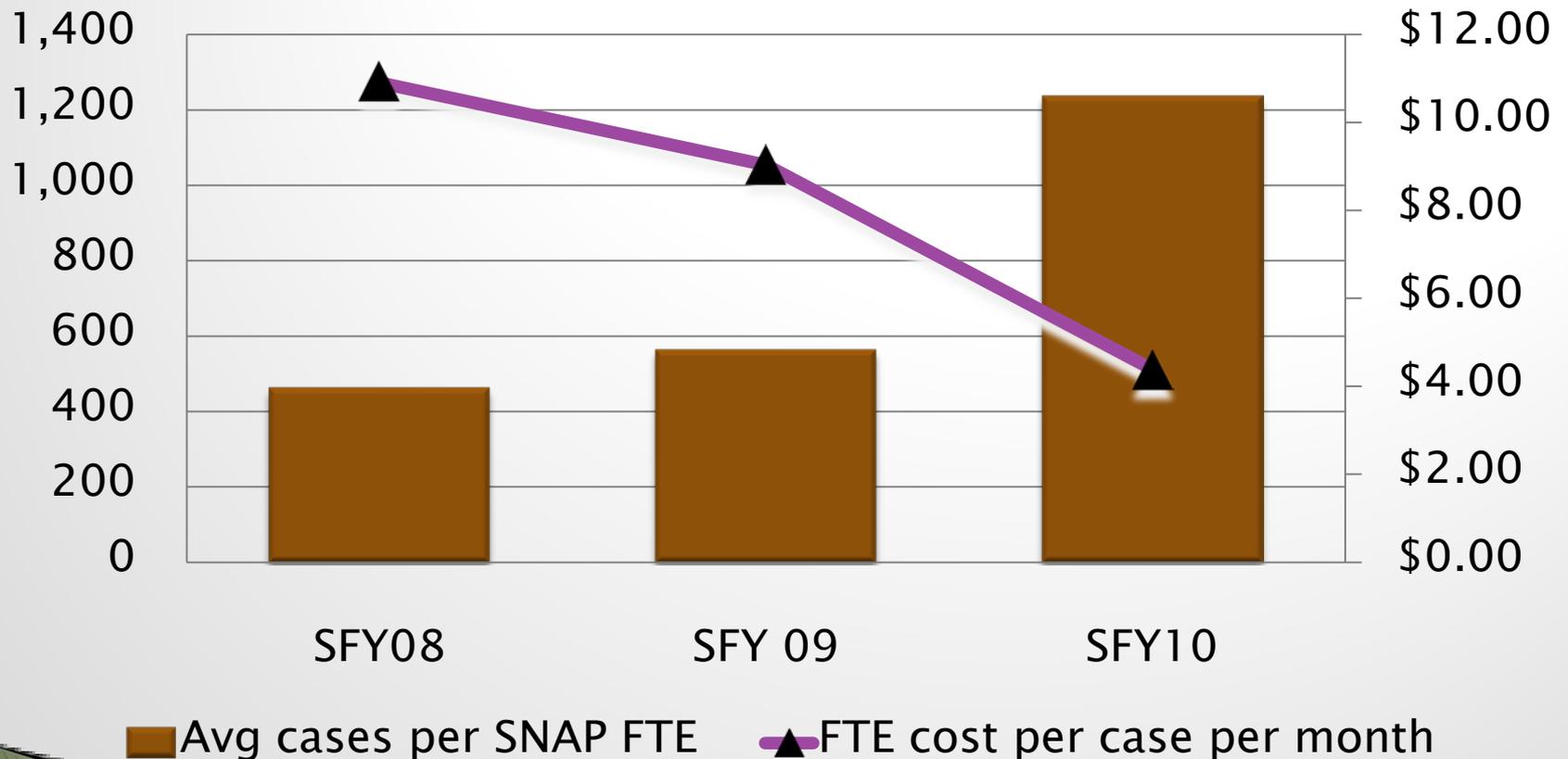
INCREASED ACCESS TO SERVICES

- Online application – CSO lobbies and partnership sites
- Mobile Community Services Office (CSO)
- Expanded community partnerships (600+ Partners)



IMPACT ON COSTS

Cost Per Basic Food Case Columbia River CSO

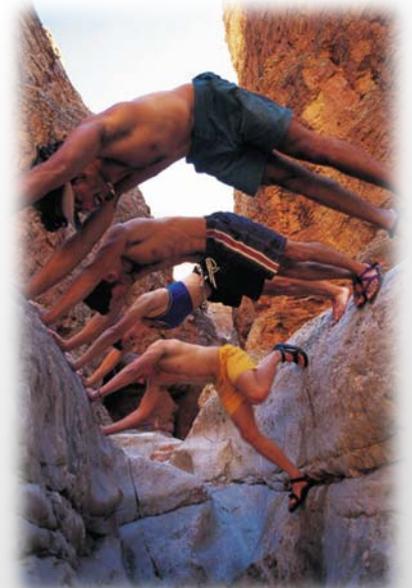


** SFY10 Includes organizational changes & scope changes (staff moved to CSC)*

BUILDING ON OUR STRENGTHS

SDR is built on over a decade of cutting-edge work

- Interactive Voice Response
- On-line application (over 50% of applications)
- First generation call centers
- Document imaging – public assistance and child support
- Electronic payment transfer – public assistance and child support



MAKING IT HAPPEN

MAKING IT HAPPEN

1. Ensure leadership commitment, starting at the top
 - Make your commitment clear
 - Commit the time, energy, resources, staffing, and budget necessary
2. Recognize who can make it happen – innovative solutions come from people who do the work
3. Actively engage staff at all levels
 - Project teams
 - Communication
 - Other options for input

MAKING IT HAPPEN

4. Apply strong project management and continuous improvements concepts
 - Strong project management
 - Project charters, governance structure, plans, and timelines
 - Data for evaluation and measurement
5. Consider outside assistance and guidance; build internal capacity/in-house experts
6. Involve your customers

MAKING IT HAPPEN

7. Provide the tools, resources, training, and coaching
 - Select the tool(s) that work for your organization
 - Classroom training tied directly to work on the project
 - Team coaching

8. Stay with it! Meaningful change takes time
 - Change management concepts – prepare the way
 - Things “get in the way” – budget, staffing, other changes, outside influences – keep the goal in mind

MAKING IT HAPPEN

9. Map your business processes, identify problems, and look for root causes
10. Develop transition/implementation plans unique to each office, using their data
 - Pilot newly re-engineered processes
 - See the effort through implementation
 - Trained implementation teams
11. Communicate, communicate, communicate
 - Everyone's responsibility
 - Local level most effective
 - Word-of-mouth very effective

OTHER EFFORTS & NEXT STEPS

OTHER EFFORTS -- OPERATIONS SUPPORT RE-ENGINEERING

- Automated Leave Tracking system adopted by the Department
- Statewide facilities assessment and planning – more than \$1.5 million in savings for ESA and another \$3 million Department-wide
- Automated Random Moment Time Study (RMTS) – decreased time per transaction from 12 minutes to just under 3 minutes

NEXT STEPS

- Applying the concepts to all parts of our business
- Three design teams focused on operations issues
- Teams working on the Child Support “office of the future”
- Washington Benefit Portal Partnership Project

EMBEDDING CONTINUOUS IMPROVEMENT IN THE ORGANIZATIONAL CULTURE

- Focus on performance excellence – applying for the Malcolm Baldrige National Quality Award
- Marriage of “servant leadership” with a strengths-based approach to the organization, staff, and clients
- Ability to sustain redesign efforts, to continuously re-examine business processes
- Involve a wide range of partners

NOT WITHOUT CHALLENGES

- Difficult in the best times – multiplied when staff are dealing with unprecedented workload increases, personal stress, and other issues
- Economic situation – amplifies the need for change while making it more difficult
- Incorporating the issues of public sector agencies into the process, rather than allowing those challenges to derail efforts

SERVANT LEADERSHIP

“This is my thesis: caring for persons, the more able and the less able serving each other, is the rock upon which a good society is built...now most of it is mediated through institutions...If a better society is to be built, one that is more just and more loving, one that provides greater creative opportunity for its people, then the most open course is to raise both the capacity to serve and the very performance as servant of existing major institutions by new regenerative forces operating within them.”

Robert K. Greenleaf