

# Strategic Lean Project Report



**For Reporting Period:** July 1, 2015 through December 31, 2015

## I. General Information:

Lead agency name: **Office of Administrative Hearings**

Partner agencies: DSHS Division of Child Support

**Improvement project title: DCS On Demand Phone Interpreter Pilot**

**Date improvement project was initiated: 9/1/2015**

**Project type: New Project**

**Project is directly connected to:**

Results Washington performance measure

Agency Strategic Plan

**If applicable, specify the alignment:**

Goal 5: Resource Stewardship

2.1 Increase percentage of projects with measured improvements in cost and/or, quality, safety, time, customer satisfaction, employee satisfaction as reported in strategic lean project reports from 48% to 100% by December 31, 2015

"2.3a Use technology and Lean methods to redesign or improve business processes to meet customer needs."

**Report reviewed and approved by: Lorraine Lee, Chief Administrative Law Judge**

## II. Project Summary:

The Office of Administrative Hearings improved the process used to schedule interpreters for phone hearings, resulting in a cost savings of \$12,263.53 from September to November during a pilot project.

## III. Project Details:

**Identify the problem:**

The Office of Administrative Hearings (OAH) holds Division of Child Support (DCS) hearings over the phone. This improvement project focused on phone hearings where one of the parties had limited English proficiency (LEP) and required an interpreter. When an interpreter is required, OAH pays for the interpreter services.

At the scheduled hearing time, an Agency Representative from DCS would call the parties and the interpreter. The Agency Representative would hold a short prehearing conference with the parties. After that conference, the Agency Representative would call the Administrative Law Judge (ALJ) and connect them to the call with all of the parties.

In these cases, the interpreter was needed prior to the OAH ALJ joining the call. This required OAH to preschedule an interpreter to be available for the hearing. If an interpreter is prescheduled, they are more expensive and typically require a minimum payment of two hours. Most of the DCS hearings last between 15 minutes to 1 hour. Significant taxpayer money was being wasted in this process because of the requirement to pay interpreters for at least two hours even if their services were only used for ten minutes of work.

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**Problem statement:** Currently, we preschedule interpreters with a two hour minimum compared to our target of using an on demand service that only charges by the minute, which we want to reach by 12/30/2015.

**Improvement description:** OAH Division Chief Charles Bryant contacted Sharon Redmond, the Chief of Policy at the DCS Virtual Law Office, and discussed a pilot project. After proposing his idea and brainstorming with her, she agreed to a joint pilot project. During the months of September through November, an on demand service from the State Master Interpreter Contract (LanguageLink) was used for the hearings. The DCS Claims Officers used OAH billing codes and called LanguageLink before they connected the LEP party to the conference call.

A time study showed that it requires approximately 35 hours to schedule interpreters for 121 hearings. Using this new process, the staff time required to preschedule interpreters was completely eliminated.

This process also eliminated the two hour minimum payments to interpreters. The pilot was a financial success with an estimated savings of over \$12,000.

Monthly Savings	
September	\$3,219.40
October	\$5,203.96
November	\$3,840.17
<b>TOTAL Saved</b>	<b>\$12,263.53</b>

The new process allows OAH to reduce interpreter costs while still providing an interpreter to accurately interpret what is being said for LEP parties and allow access to due process.

In the final process of gPDCA, an assessment of the quality of the on demand interpreters was evaluated. This initiated a new Lean project that we are currently working on.

**Customer involvement:** This was a collaborative effort between OAH and DCS. Support staff, administrative law judges, and claims officers were all involved in this project.

# Strategic Lean Project Report



## 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 cost of interpreters used for DCS phone hearings <b>from</b> approximately \$15,444.85 <b>to</b> \$3,181.21.	\$12,263.53 saved between 9/2015 to 11/2015	Final
<input type="checkbox"/> Quality			
<input checked="" type="checkbox"/> Time	Decreased time required by support staff to schedule interpreters <b>from</b> approximately 121 hours <b>to</b> 0 hours.	121 hours of staff time saved between 9/15 to 11/15	Final
<input type="checkbox"/> Customer Satisfaction			
<input type="checkbox"/> Employee Engagement			

## V. Contact information:

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# Strategic Lean Project Report



**For Reporting Period:** July 1, 2015 through December 31, 2015

## I. General Information:

Lead agency name: **Office of Administrative Hearings**

Partner agencies: Health Care Authority

**Improvement project title: PRISM HCA**

**Date improvement project was initiated: 5/29/2015**

**Project type: Previously reported project**

**Project is directly connected to:**

Results Washington performance measure

Agency Strategic Plan

**Goal 5: Resource Stewardship**

2.1 Increase percentage of projects with measured improvements in cost and/or, quality, safety, time, customer satisfaction, employee satisfaction as reported in strategic lean project reports from 48% to 100% by December 31, 2015

**Goal 2: Promote efficiencies and increase customer value.**

2.3a Use technology and Lean methods to redesign or improve business processes to meet customer needs.

**Report reviewed and approved by: Lorraine Lee, Chief Administrative Law Judge**

## II. Project Summary:

The Office of Administrative Hearings improved the process for handling and hearing Health Care Authority appeal cases, resulting in a steady improvement in reducing the case age from 62.97 days down to 50.51 days.

## III. Project Details:

**Identify the problem:**

The Office of Administrative Hearings (OAH) conducts appeal hearings for the Health Care Authority (HCA). OAH was struggling to meet their deadline of closing cases within 90 days. This delay directly impacted Washingtonians who needed to use the appeal process to resolve their health care issues.

OAH had multiple case management systems that were limited in their capabilities and were old, unsupported technology. These systems did not capture or provide congruent data and it was extremely difficult to produce reports to show performance metrics.

In November of 2013, a project was initiated to improve the case age for the HCA cases. A 5 Why analysis revealed that system issues were one of the root causes of the high case age. In one system each new case was given a new docket number. In another system, docket numbers were associated but new ones were not created. This created an issue with tracking the age of each case. The legacy case management systems created this artificial restriction and obscured the actual case age.

# Strategic Lean Project Report



**Problem statement:** Currently, case age is obscured and we do not have reports to track how old HCA cases are compared to our target of having performance reports to show exactly how old every case is, which we want to reach by 12/30/2015.

**Improvement description:** OAH built a new case management system, PRISM. All of our Department of Social and Health Services and HCA cases were consolidated into that system from multiple legacy systems in June of 2015. PRISM's functionalities allow OAH to create reports to see the exact age of each case.

Specific requirements were gathered from HCA as the customer. As a result, new fields surrounding continuance requests were added to PRISM to capture data that HCA needed. Reports were developed using customer input. The reports showed both the total case age as well as the total number of days at OAH. This helps OAH and the customer differentiate where time can be reduced. The reports also include a Report Descriptor that captures the business rule and an associated technical specification that details the query used to pull the data. These artifacts act as anchors to why and how the report was created.

From July 2015 to December 2015 OAH was able to steadily decrease the case age. In 2013 when the project was first initiated, 20 cases were over 200 days old and the average case age was above the agreed-upon goal of 90 days. In the last six months of 2015, the average case age consistently decreased to 50.28 days in December.

**Customer involvement:** Customer requirements were gathered before designing the reports and they were used to add functionality to the case management system, PRISM.

## 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 type="checkbox"/> Cost			
<input type="checkbox"/> Quality			
<input checked="" type="checkbox"/> Time	Decreased Case Age on the HCA caseload <b>from</b> 62.97 days <b>to</b> 50.28 days.	Case Age dropped 14.91 day from July-Dec 2015	Final
<input type="checkbox"/> Customer Satisfaction			

## V. Contact information:

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# Strategic Lean Project Report

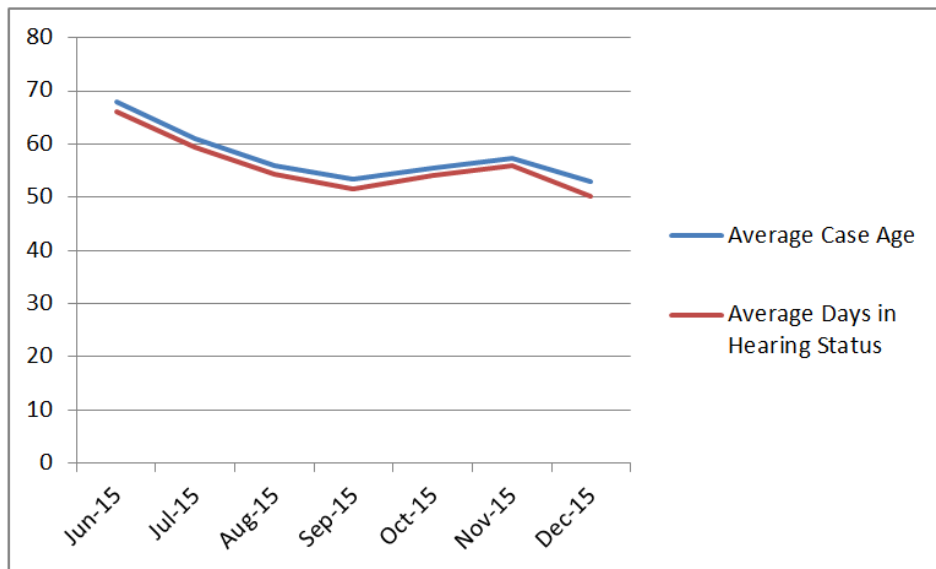


## VI. Optional Visuals:

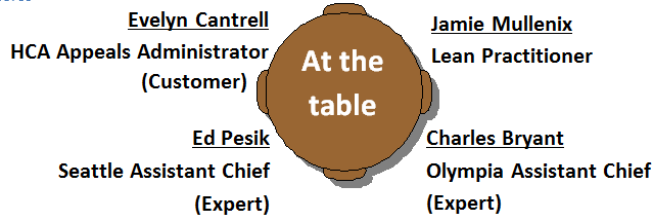
### The reduced case age between July 2015 and December 2015:

	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15
Total Cases	440	434	464	481	529	425	479
Closed within 90 days	320	329	374	395	437	351	397
Average Case Age	67.96	61.09	56.05	53.33	55.57	57.31	53.05
Average Days in Hearing Status	66.14	59.39	54.36	51.6	54.18	55.87	50.28

Days In Hearing Status is calculated as the number of days between OAH receiving the appeal request and publishing the OAH decision resolving the appeal.



### Original 5 Whys Analysis:



<p><b>What?</b> System Issue</p> <p><b>Why?</b> Each HATS case intake had a new docket number but in CATS no new docket number is assigned but is "associated" therefore impacting how old the case is.</p> <p><b>Why?</b> This work around was established because CATS system was not built to hold so many cases and this was a way to minimize system failures.</p> <p><b>Why?</b> Old system with code that is no longer supported and if re-plate formed would fail.</p>	<p><b>What?</b> Continuances on DDDS cases</p> <p><b>Why?</b> SHS department representative doesn't have the evidence necessary for hearing</p> <p><b>Why?</b> Not provided to department representative. Using hearing to facilitate conversation</p> <p><b>Why?</b> Not sure – outside OAH Control</p>
<p><b>What?</b> Personnel Performance Issue (loosing CD and holding cases to be scheduled)</p> <p><b>Why?</b> Support Staff had cases tucked away in desk</p> <p><b>Why?</b> Not organized</p> <p><b>Why?</b> No regular case tracking and employee didn't tell anyone Issue resolved</p>	<p><b>What?</b> Delay in notice of hearing being sent out.</p> <p><b>Why?</b> Don't know who the department representative is</p> <p><b>Why?</b> Change in staff at SHS</p> <p><b>Why?</b> Lack of communication</p>
<p><b>What?</b> Case was held open "just-in-case"</p> <p><b>Why?</b> ALJ waiting on additional documents when it may not be necessary</p> <p><b>Why?</b> Lack of training and consistency across ALJs</p>	<p><b>What?</b> Cases scheduled out too far.</p> <p><b>Why?</b> Too few DRs for esp. HCS MPC cases, but also for DDA MPC &amp; Eligibility</p> <p><b>Why?</b> AAA DRs taking only AAA cases &amp; HCS DRs taking only HCS cases</p> <p><b>Why?</b> Large number of HCS Financial Eligibility cases taking up dockets</p> <p><b>Why?</b> DRs not always ready</p>

# Strategic Lean Project Report



**For Reporting Period:** July 1, 2015 through December 31, 2015

## I. General Information:

Lead agency name: **Office of Administrative Hearings**

Partner agencies: Employment Security Department

**Improvement project title: USDOL Reporting**

**Date improvement project was initiated: 2/1/2013**

**Project type: New Project**

**Project is directly connected to:**

Results Washington performance measure

Agency Strategic Plan

**Goal 5: Resource Stewardship**

2.1 Increase percentage of projects with measured improvements in cost and/or, quality, safety, time, customer satisfaction, employee satisfaction as reported in strategic lean project reports from 48% to 100% by December 31, 2015

2.3a Use technology and Lean methods to redesign or improve business processes to meet customer needs.

**Report reviewed and approved by: Lorraine Lee, Chief Administrative Law Judge**

## II. Project Summary:

The Office of Administrative Hearings improved the process for reporting the case age, pending cases, and benefit appeals to the Employment Security Department (ESD) for mandated reports to the US Department of Labor. The process resulted in faster processing, less staff time required to complete the process, and higher data integrity.

## III. Project Details:

**Identify the problem:** Seven reports about appeals were sent monthly to ESD as separate documents. The reports were manually calculated and frequently had errors. The summary data was filled into a report template by hand and faxed to ESD. There were multiple handoffs and it was a slow process.

**Problem statement:** The report process was slow and frequently contained errors compared to our target of an automated process which reduces handoffs and is audited for accuracy, which we wanted to reach by 7/1/2014.

**Improvement description:** The Executive Assistant, Barb Cleveland, Rica Helberg, Management Analyst 3, and our IT staff worked to automate the process for tracking and generating reports. The automated preparation of reports saved staff time and made the process more efficient.

A monthly audit of the data was also established. Previously, ESD would find errors when they manually entered the data in their system. Now, the data is verified and reconciled each month by our internal compliance auditor before it is sent to ESD.

2015 was the first full year where we saw the results of this improvement effort.

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Prior to this automation, ESD would report to OAH that they found errors in the data approximately 80% of the time. The monthly compliance audit has been extremely successful. There have been no errors in the data reported to us by ESD in the calendar year 2015.

Previously, the time required to manually calculate and prepare reports averaged 291 hours each year. After the improvement effort, generating the automated reports and auditing the data for integrity requires an average of 32.4 hours each year. There has been an estimated savings of 258.6 hours of staff time annually. The time saved from automating the process allowed us to add the data compliance component without adding any staff.

This automation saved time and improved quality by eliminating waste from the process.

**Customer involvement:** Karen Gibeau at the ESD is the person (customer) who receives the USDOL monthly reports from OAH. Barb Cleveland worked with Karen to learn about her needs and understand the customer requirements. This information was used in designing the automated reports. Karen now receives all of the information she needs in one PDF document monthly.

## IV. Project Details:

<b>Improved process as measured by:</b> <i>(Click those that apply)</i>	<b>Specific results achieved:</b> <i>(Complete the narrative boxes below)</i>	<b>Total Impact:</b> <i>(Actuals; Current Reporting Period)</i>	<b>Results status:</b>
<input type="checkbox"/> <b>Safety</b>			
<input type="checkbox"/> <b>Cost</b>			
<input checked="" type="checkbox"/> <b>Quality</b>	Increased quality <b>from</b> an estimated 80% error rate <b>to</b> a 0% error rate in the last 12 months.	0% error rate monthly	Final
<input checked="" type="checkbox"/> <b>Time</b>	Decreased time required to manually calculate and prepare reports <b>from</b> 291 hours annually <b>to</b> 32.4 hours annually including the time required for the new activity of auditing the data.	89% reduction in time required	Final
<input type="checkbox"/> <b>Customer Satisfaction</b>			
<input type="checkbox"/> <b>Employee Engagement</b>			

## V. Contact information:

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# Strategic Lean Project Report



## VI. Optional Visuals:

This is a process map that was created at the beginning of the project showing the current state and mapping out the future state.

