

ISM

IT Solutions Management for Human Services

an affiliate of the American Public Human Services Association

REDESIGN

"The Story"

The Journey Begins...

Report to the
Regional Office

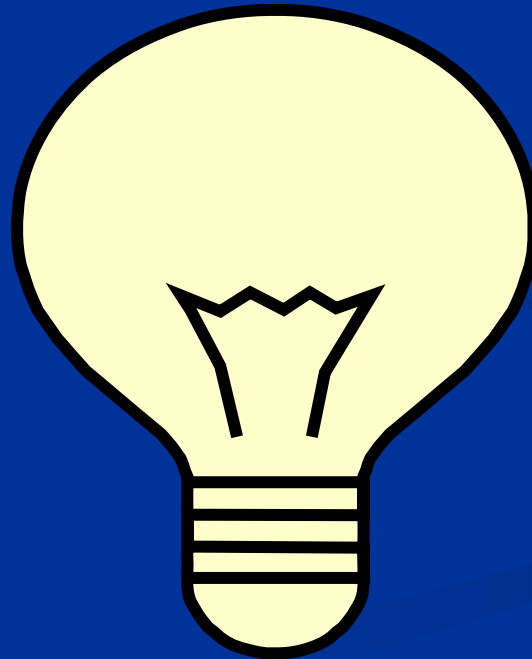


Redesign...



Redesign Strategies

- 49th Street Service Center Pilot
- Employee Survey August 2003



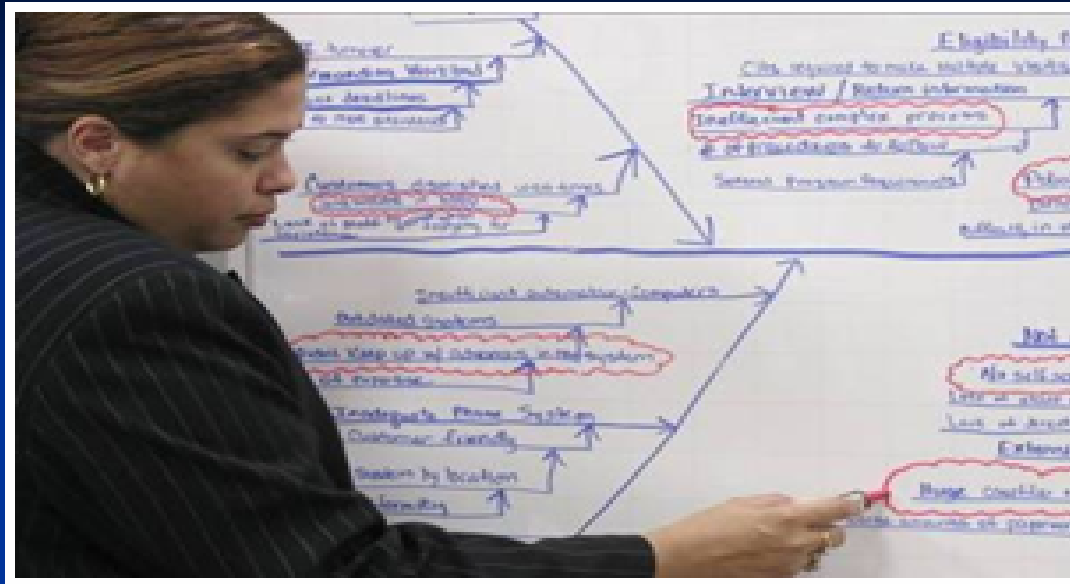
Pre-Redesign System

- Apply, 2-14 Days Until Interview
- Return to Office for Lengthy Interview
- Long Waits in Lobby to Return Information
- Cumbersome Policy
- Repeated Office Visits
- Staff Unable to Keep up with Workload Demands

Brainstorming Sessions



2A a. Explain the process used to identify the root cause(s).





Redesign System Goals

- Modernize Streamline
- Increase Efficiencies
- Customer /Employee Friendly
- Strengthen Community Partnership
- Modernize Technology

Redesign

Challenges & Opportunities

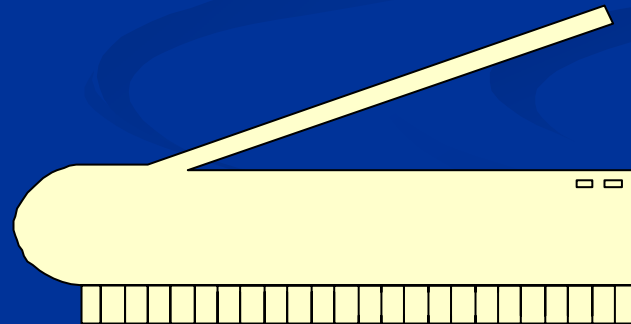
- Increase Access to Services for Clients
- Maintain/Improve Performance
- Simplify Program Policy
- Streamline Processes
- Achieve Efficiencies

Redesign Phases

- Phase I Policy & Procedures
- Phase II People
- Phase III Technology

Redesign Solutions

- Self-Serve User Friendly Lobbies
 - Copier
 - Drop Box
 - Phone
 - Fax



Redesign Systems

- Customer Tracks
 - **Green**=Simplified Interviews Non Error Prone Cases
 - **Red**=Focused Interviews for Error Prone Cases

Redesign Timeline

- August 2003 Plan begin
- 49th Street October 2003
- Regionwide December 2003

Redesign Strategies

- Customer Call Center
- Case Maintenance Units
- Case Processing Units
- Re-engineering Teams

Redesign Strategies ***Re-Engineering Teams***



Training

Community Partners

Policy

Technology

Operational Redesign

Quality Assurance

Human Resources

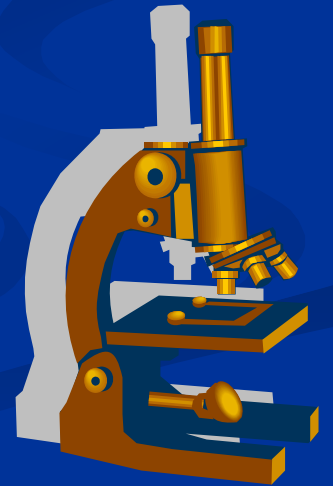
Steering Committee



Redesign

Access Integrity Program

- Reduce the Perception of Fraud
- Expand the Investigators Abilities
- Increase Field Investigations
- Increase Fraud Investigations



Redesign Timeline

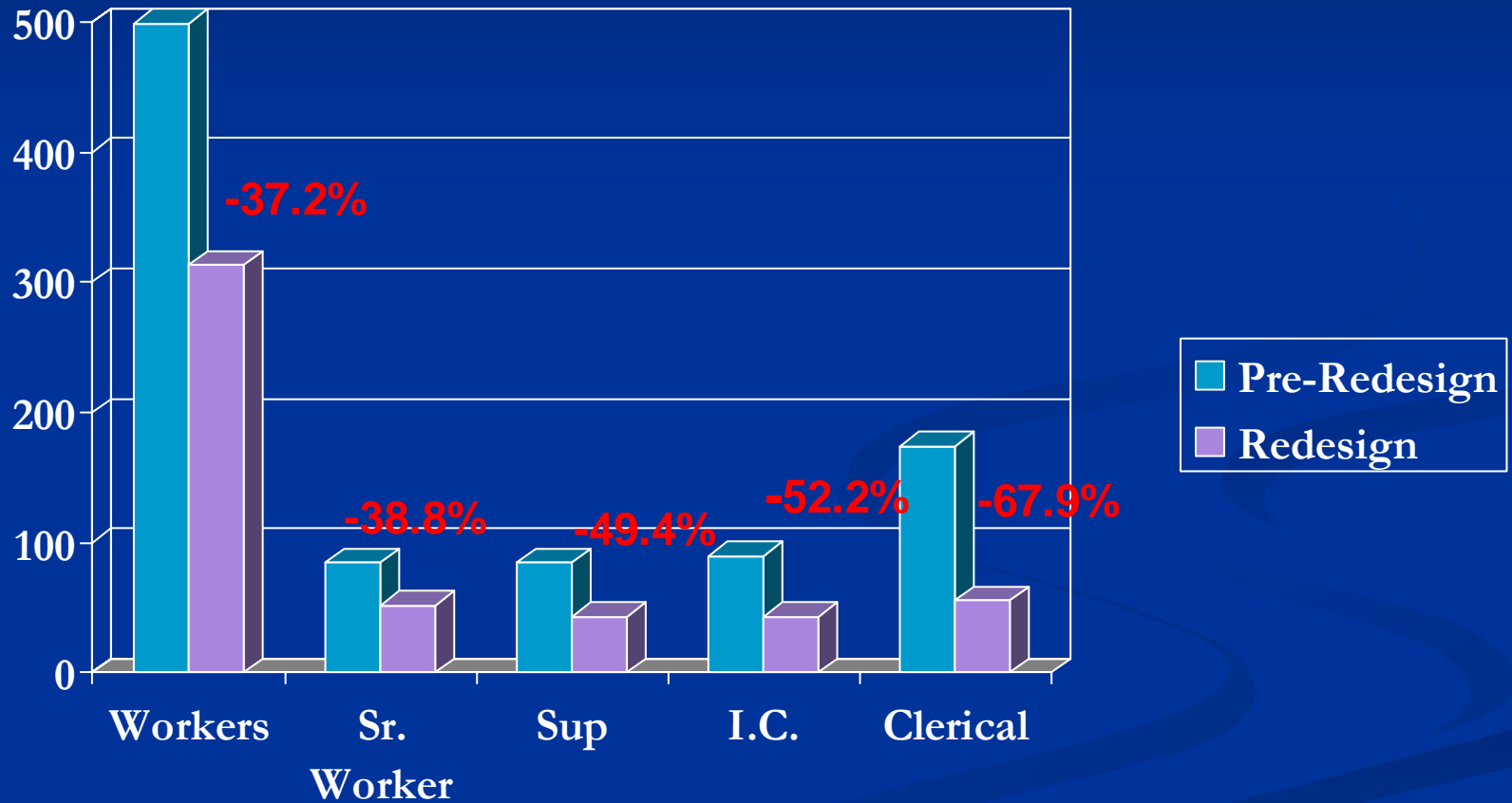
- August 2003 Plan begin
- 49th Street October 2003
- Regionwide December 2003
- Statewide May 2004

Redesign Results

- Lease Reductions
- Operational Efficiencies
- Staff Reductions



Staff Reduction



Redesign Results

Performance

- Application Time Standards
- Average Days to Complete Case
- Quality

Redesign Results

Savings/Reinvestments

- \$10 Million in Salary
- \$1.5 Million Lease Savings
- \$96 Million Statewide

Redesign Impact

Staff, Customers & Partners

- **Develop a High Performance Team**
- **Reduce Turnover**
 - Flexible Work Hours
 - Align Program Policy



Redesign Impact

Staff, Customers & Partners

- Employee Incentive Program
- Self Directed Teams
- Training



Redesign Impact

Staff, Customers & Partners

- Customer Satisfaction
- Reduced Office Visits
- Quicker Benefit Turnaround Time
- Increased Staff Availability



Redesign

Community Partnerships

- Vision
- Community Forums
- Listening Tours
- Continuous Communication

Redesign

Community Partnerships

Current Partners



- Region 560
- Statewide 2,500+

Redesign

Community Partnerships

- Workforce
- Faith Based
- Community Centers
- Medical Providers

Redesign

Quality Management System

- Proactive vs. Reactive Audits
- Immediate & Focused Feedback
- Mentor, Support & Coaching



Redesign

Quality Management System

■ Tools



- Review Sheets Customized by Function
- Readings Adapted to New Environment
- Information Aggregated & “Bubbles Up”

Redesign

Quality Management System

- Delta States
- Web Based
- Statewide Rollout



Redesign Technology

- ARU (Automated Response Unit)
- IMS (Information Management System)
- Web Based Apps & Recerts
 - 90% Apps Via Web
 - 85% Recerts Via Web

Redesign Technology

Electronic Filing System

- Developed by Region
- 860,000+ Documents with Over 4.3 Million Pages
- 3,000+ Documents Daily with Over 12,000 Pages Daily

Redesign Technology

Electronic Filing System

Annual Cost to Create/Maintain 190,000
Paper Files Totaled \$318,000+

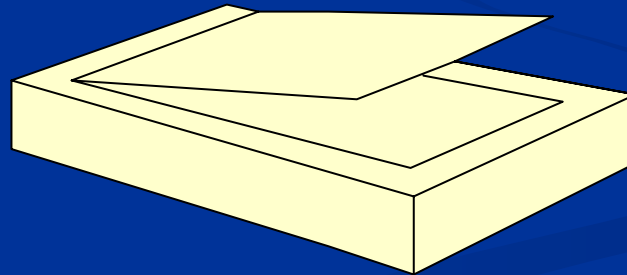
- \$91,020 New Case Files
- \$12,298 Closed Cases
- \$30,316 Storage, Destruction & Retrieval
- \$171,131 Fileroom Storage/Leases

Redesign Technology

Electronic Filing System

■ Savings

- \$300,000 Yearly
- \$871,000 Over the Next 3 Years



Redesign Lessons Learned

- Managers Must Embrace Change
- Leadership Support
- Involve Internal & External Stakeholders
- Continuous Improvement
- Constant Review & Reinforcement

THANKS!