Business Process Redesign 2016

Information from the first BPR Statewide Planning meeting:

What exactly is Business Process Redesign?

Business Process Redesign (BPR) is a broad concept describing the effort of capturing an organization's hidden capacity, reducing activities that do not add value, and decreasing cycle times required to determine eligibility. This is accomplished through training exercises and activities focused on process management principles that are reality-based:

- Eliminate unnecessary customer interaction (paper, person, phone, etc.)
- Reduce rework (touch it once and work to completion)
- Customers have different needs (one-size does not fit all)
- Use of real-time data (Tracking tool called: *PathOs*)

These principles are the fundamental building blocks of the redesign effort.

Why are we changing the process?

We recognize that staff cannot work any harder than they do today. We have had a backlog for over a year, we are receiving more and more applications from various sources, we are working in two systems, and we are stretched too thin to handle any unforeseen circumstances like a natural disaster or another major policy change that impacts workload.

The goal of BPR is to remove unnecessary or non-value added tasks that waste time and resources. The end result will free up staff to focus on work that is truly meaningful and important to our mission.

The end result will be more capacity and the ability to serve our clients faster, more efficiently.

How are we getting to these new process decisions?

The statewide planning or redesign team mapped our "as-is" processes from the start of a case to an eligibility determination. They analyzed all the touch points and workflow to understand where they could close the gap between **work time** (actual time spent actively working on the determination) versus **elapsed time** (actual time until the determination is achieved). The preliminary recommendations they made were the outcome of looking at places to work more efficiently by removing tasks and redirecting workflow. (They are not going to ask staff to work faster by looking at the work time.) The end result is for the team to create DPA "to-be" process maps (beginning January 25th).

What are the proposed preliminary process changes?

The statewide planning team or redesign team will be meeting the week of January 25 to map the "to-be" process maps and provide recommendations to Leadership for changes in our processes. As a preliminary result of the first statewide planning session, the areas identified to be mapped during the second statewide planning meeting are:

- Pend Less- the goal is to dedicate and focus the capacity of our most valuable resources, you- our staff, on making eligibility determinations instead of managing unfinished work and coming in contact with families multiple times in the course of a single eligibility determination. Focus on providing you with the ability to arrive at a determination when you first interact with the customer.
- Flexible Appointments
    - *Cold calls prior to scheduling appointment, scheduling fewer appointments*
    - *Conducting appointments closer to the time clients apply*
- Develop Tools/Prototypes
    - Use eligibility tools to help us process the work more consistently- interviewing, verifying eligibility, and documenting cases more consistent so we can share work and leverage our staffing capacity to a greater level without reworking cases
- One and Done concept
    - *Consideration for training staff in all programs and both systems to eliminate the need to have multiple workers interacting with the same household*
    - *Assigning the work to staff in a manner that provides more focus and increases the likelihood of achieving a determination without pending*

Were production and performance measures discussed?

C!A has developed a simple tracking system to identify where and what type of work is turned into each office statewide in real time. The work is entered by the Office Assistants daily and the Eligibility Technicians will claim one task at a time in the system. At this time we aren't going to place requirements on high production as the process should naturally increase the overall production. We will work to identify and re-engineer proper performance metrics for everyone.

Where is accountability?

Accountability for work will change to reflect the new processes designed. BPR's impact on days to determination will help with reducing multiple touches to cases. We also anticipate, as part of BPR, the need for revamping other processes division-wide.

How do we confirm work is getting done?

Managers will be trained on how to shift staff to complete the incoming work based on data and the new process.

What happens to existing work (backlog)?

Backlog will be worked to the greatest extent possible before an office begins transition to BPR. Work going forward will be distributed to staff sensibly and equitably. The statewide planning team will be working on backlog reduction strategies the week of January 25th.

How can we stay caught up?

By claiming only one case at a time and streamlining the work. BPR is our best effort at increasing capacity and decreasing case processing time. It is leadership’s belief that this will allow us to complete “work today’s work today” and discover additional capacity to accommodate increases in caseload.