



STATE OF HAWAII
DEPARTMENT OF HUMAN SERVICES
BENEFIT, EMPLOYMENT AND SUPPORT SERVICES DIVISION

**BUSINESS PROCESS
REENGINEERING PROJECT (BPRP):
CHALLENGES AND SUCCESSES**

AUGUST 14-15, 2012

Case Management Model

- Eligibility determination for SNAP, TANF, GA and AABD via a Case Management Process.
- Application for benefits was processed by one case manager (Eligibility Worker (EW) in Hawaii's case) from start to end.
- Case Management Model is heavily dependent on staff to case ratio to ensure benefits are issued timely.
- Any reduction in or unavailability of staff and other resources would result in higher average caseload per EW and delay in processing of benefits.

WHY ENGAGE IN BUSINESS PROCESS REENGINEERING

- Increase in SNAP and Financial Assistance Applications
- Vacancy Freezes and Reduction in Force (RIF)
- Severe Economic Downturn
- Increase in Staff Workloads and Decrease in Resources
- Outdated Business Processes
- Decrease in Timeliness in Issuance of Benefits

UNPRECEDENTED INCREASE IN CASELOADS

- BESSD began to see unprecedented increase in the SNAP and Financial Assistance (TANF/GA/AABD) caseloads between 2008-2011.

	June 2008	September 2011	Percentage Increase
SNAP	45,027	77,133	71%
TANF	8,344	9,477	14%
GA	3,997	5,381	35%
AABD	1,466	1,549	6%

UNPRECEDENTED DECREASE IN STAFFING

- Number of eligibility staff available prior to 2008 = **425**
- Number of eligibility staff RIF'd in December 2009 and January 2010 = **85**
- Number of eligibility positions deleted = **41**
- **Total Eligibility positions lost = 126 (30% of the total EW positions)**
- **Total Eligibility positions frozen = 99**
- **Total Eligibility Positions available in September 2011 = 200**

UNPRECEDENTED INCREASE IN STAFF WORKLOADS

- Average Monthly Caseload per EW prior to RIF, etc. = 250
- Average Monthly Caseload per EW after RIF, etc. = 500
- Resulted in a large backlog of cases
- Resulted in decrease in timeliness in issuance of benefits
- Low morale among staff

DECREASE IN TIMELINESS IN ISSUANCE OF BENEFITS

Federal regulations require states to issue benefits within

- 7 days from the date of application in SNAP expedited cases
- Within 30 days in regular **SNAP** cases
- Within 45 days in financial assistance cases (TANF, TAONF, GA, and AABD)
- Timeliness rates prior to September 2011 were:
 - Maui: 29% Hilo: 72% Kona: 59%
 - Kauai: 80% Oahu: 66%

DEPARTMENT'S INITIAL RESPONSE

- In January 2010 DHS proposed to establish the Eligibility Processing and Operations Division (EPOD) within DHS:
 - Two centralized eligibility determination centers, one each on Oahu and Hilo
 - Close offices on Kauai, Maui, Molokai, Lanai and Kona
 - Conduct all business via phone, fax and mail

FAILURE OF EPOD

- It was a top-down effort
- Staff at different levels were not consulted
- Employees union was not consulted
- Community was not in favor of closing front line offices on their islands
- No plan to address the large backlog
- There was no transition planning to prepare staff and clients
- FNS and ACF were concerned about access to benefits and services
- April 2010, Hawaii Legislature enacted a law (Act 67) to stop EPOD

BEGINNING OF THE BPRP

- May 2010, BESSD sought and received approval from the Director to pursue efforts to redesign its own eligibility process
- May 2010, Teleconference with FNS and states (AZ, FL, IN, ID, LA, MI, and WA) to learn from their BPR experiences
- July 2010, FNS sponsored site visit to New Mexico

BUSINESS PROCESS

REENGINEERING PLAN – cont.

- **Key Goals and Objectives**
 - Create Capacity
 - Improve Timeliness
 - Improve Accuracy
 - Increase Program Participation
 - Increase Client Satisfaction

BUSINESS PROCESS

REENGINEERING PLAN – cont.

- August 2010, Appointment of the BPR Steering Committee
- BPR Project Strategies
 - Involve staff at all levels of organization and work
 - Active leadership involvement.
 - Actively seek stakeholder input, particularly employees union
 - Transparency (keep all stakeholders informed)
 - Continual evaluation of the project
 - Communicate clearly, effectively and often
 - Phased implementation

BUSINESS PROCESS REENGINEERING PLAN

- **Key Guiding Principles**

- **Customers Have Different Needs** (one size does not fit all)
 - Triaging lobby traffic and interviews
- **Eliminate Repeat Visits** (Same Day Processing of Applications)
 - First Contact Resolution
 - On-demand interviews and processing
- **Reduce Rework**
 - Consistent tools and standard practices
- **Real-time Data and Resource Management**
 - Process Measures
 - Fluid staff assignments

BUSINESS PROCESS REENGINEERING PLAN – cont.

- **Key Elements of New Business Process Design**
 - Intake of new applications
 - Maintenance of on-going cases
 - Pending cases/document verification
 - Monitoring of business process
 - Policy changes
 - Information technology support
- Established Sub-Committees to address [these](#) six elements
- Unanimous Decision to Address and Eliminate Backlog of Cases

BUSINESS PROCESS

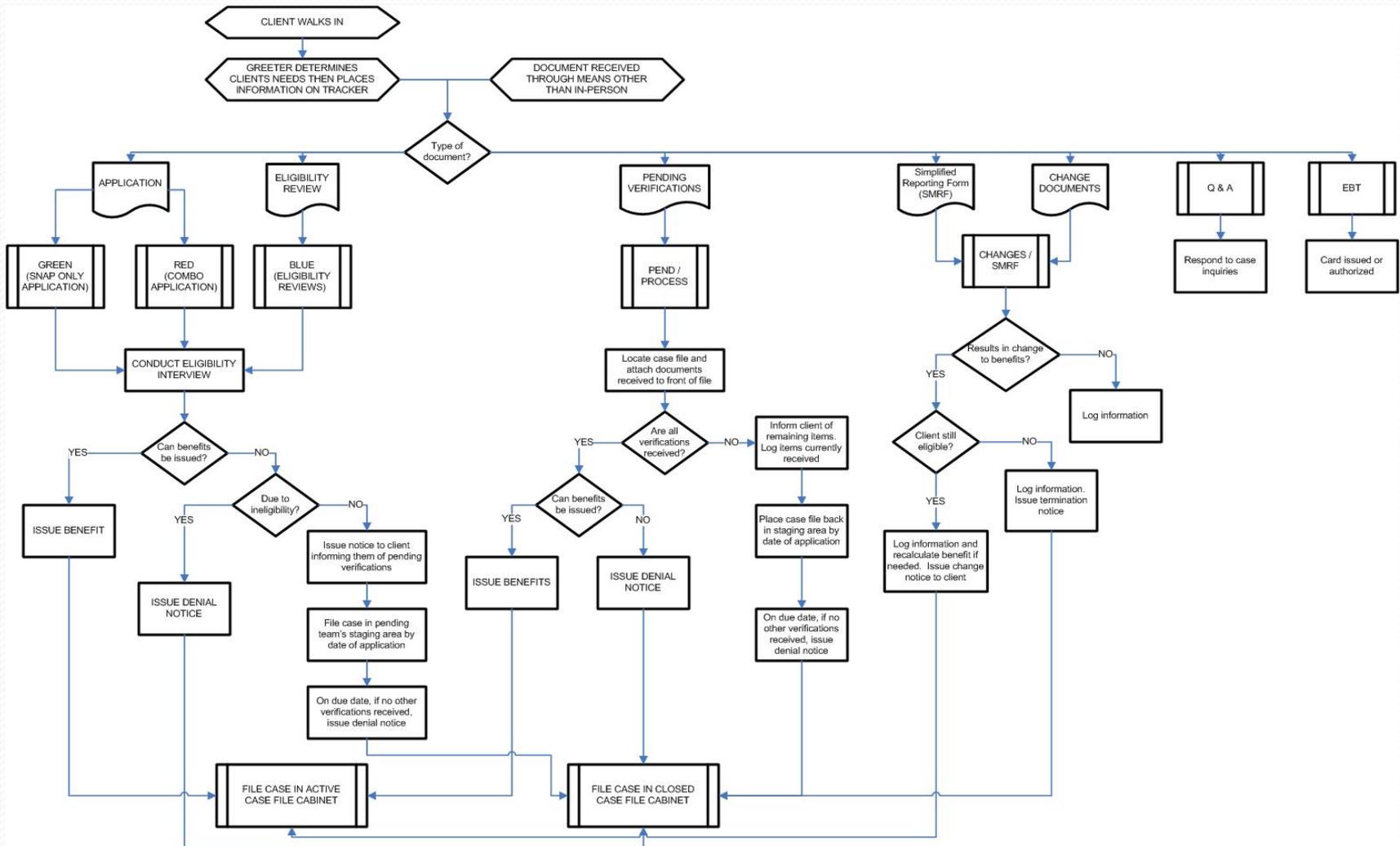
REENGINEERING PLAN – cont.

- BPR Sub-Committees continued their work from September 2010-April 2011
- BPR Sub-Committees recommendations
- Policy and Procedural changes needed to simplify eligibility determination process
- Work Flow of the new task based process
- Implementation in multiple phases
- Engage a consultant to help draft and implement the new task based process

BUSINESS PROCESS REENGINEERING PLAN – cont.

- May 2011, Approvals to procure consultant services received
- Change and Innovation Agency was hired in June 2011 as a consultant to assist in our BPR effort
- SNAP timeliness class-action law suit against the State in August 2011
- July-September 2011, BPR Steering Committee members and Change and Innovation Agency staff conducted site visits statewide and meetings to finalize the plan to implement BPR

BUSINESS PROCESS REENGINEERING WORKFLOW



NEW BUSINESS PROCESS AND TOOLS

- Consistent process management model Statewide (starting with the island of Maui)
- Eliminated backlog of applications
- Same day service
- Standardized interviews through the use of interview scripts
- Standardized case narratives through the use of documentation templates
- Consistent verification practices and approach

NEW BUSINESS PROCESS AND TOOLS - continued

- New and improved procedural handbook and additional desk aids
- Allowed eligibility workers to perform case registration
- Developed and implemented Client Flow/Workload Tracker to assist with the work flow management on a daily basis
- Developed and implemented a file control plan
- Auto-generated Simplified Recertification Forms
- Developed a system generated appointment letter

BPR TRACKER TOOL

- Excel spreadsheet tool obtained from New Mexico and modified for Hawaii.
- Each processing center has a copy for their own work recording, assigning, and monitoring.
- Network shared among 5 users maximum per center.
- Used daily to record applications received, and work received for a case.
- Captures worker assignments, type of work assigned, and the amount of time to complete the work.
- Separates the work between office walk-ins (Lobby), and work received through mail or fax (Ready to Work).
- Allows for real time tracking of work by case, and overall unit, in the absence of automation.

BPR TRACKER TOOL – Cont.

July 20, 2012				LOBBY Log										KPT				
				Double click on the colored header to find next unclaimed case										Completed by EW			Time Calculation	
Case Number or DOB	CASE NAME	DATE RECEIVED	Time In	Green - SNAP	Red - FA	Blue - ER	Change	Pend/ Processing	SMRF	EBT	Q & A	Fair Hearing	Begin	I	End	WAIT TIME FOR INTERVIEW	LENGTH OF INTERVIEW	
															START TIME			Worker
101	Case 1	7/20/2012	08:10 AM							X			08:11 AM	Ueshiro	C	08:20 AM	0:00	0:09
102	Case 2	7/20/2012	08:06 AM	X									08:28 AM	pouliquen	c	08:50 AM	0:21	0:22
103	Case 3	7/20/2012	08:23 AM			X							08:29 AM	woods	C	09:50 AM	0:06	1:20
104	Case 4	7/20/2012	08:24 AM			X							08:27 AM	Doane	c	09:15 AM	0:03	0:47
105	Case 5	7/20/2012	08:26 AM		X								08:30 AM	peahi	P	09:05 AM	0:03	0:35
106	Case 6	7/20/2012	09:04 AM							X			09:05 AM	Ueshiro	C	09:06 AM	0:00	0:01
107	Case 7	7/20/2012	08:50 AM			X							09:09 AM	Leverenz	C	10:10 AM	0:19	1:00
108	Case 8	7/20/2012	08:51 AM			X							09:24 AM	Doane	c	09:48 AM	0:33	0:23
109	Case 9	7/20/2012	08:53 AM			X							08:53 AM	mercado	c	09:55 AM	0:00	1:02
4/19/1900	Case 10	7/20/2012	09:10 AM	X									09:23 AM	pouliquen	p	10:15 AM	0:13	0:51
111	Case 11	7/20/2012	09:13 AM			X							09:39 AM	banasihah	c	09:59 AM	0:25	0:20
112	Case 12	7/20/2012	09:28 AM								X		09:35 AM	Tsukazaki	C	09:50 AM	0:06	0:15
113	Case 13	7/20/2012	09:33 AM					X					09:48 AM	Doane	c	11:33 AM	0:15	1:44
114	Case 14	7/20/2012	09:38 AM								X		09:42 AM	Tasi	C	09:50 AM	0:03	0:07
115	Case 15	7/20/2012	09:46 AM			X							10:04 AM	peahi	P	10:26 AM	0:18	0:21

BPR TRACKER TOOL – Cont.

7/20/2012 Site: KPT LOBBY Log											
Generated: 7/26/2012 2:53:39 PM By snakasone2 (v5.6)											
	Visits	Tracks	Green	Red	Blue	Change	Pend/ Processing	SMRF	EBT	Q & A	Fair Hearing
Total	72	72	9	9	25	3	8	2	6	10	0
Finished Visits	69	9	9	25	3	6	2	6	9		
Completed (C)	56	5	6	22	3	3	2	6	9		
Completed (CV)	0										
Pending (P)	11	4	3	2		2					
No Show (NS)	2			1		1					
Other (*)	0										
Total Wait Time	21:23	3:31	4:05	10:05	0:00	1:50	0:04	0:03	1:42		
Total Interview Duration	33:02	7:03	6:08	15:04	0:22	2:53	0:17	0:26	0:46		
Avg Wait Time	0:13	0:23	0:27	0:24	0:00	0:18	0:02	0:00	0:11		
Avg Interview Duration	0:22	0:47	0:40	0:36	0:07	0:28	0:08	0:04	0:05		
Avg Visit Duration	0:35	1:10	1:08	1:00	0:07	0:47	0:10	0:05	0:16		
Clients in the Lobby	1									1	
Total Wait Time										0:00	
Avg Wait Time	0:00									0:00	
Clients being Interviewed	2						2				
Total Interview Duration							1:35				
Avg Interview Duration	0:47						0:47				

Invalid Rows											
# of Staff assigned		2	2	4	3	4				2	
# of Staff available today		1	1	3	2	3				2	

	Tracks	Green	Red	Blue	Change	Pend/ Processing	AFIP	EBT	Q & A	Fair Hearing	
Total (%)	100%	13%	13%	35%	4%	11%	3%	8%	14%	0%	
Finished Visits (%)	96%	100%	100%	100%	100%	75%	100%	100%	90%	#DIV/0!	
Completed (C) (%)	81%	56%	67%	88%	100%	50%	100%	100%	100%	#DIV/0!	
Completed (CV) (%)	0%	0%	0%	0%	0%	0%	0%	0%	0%	#DIV/0!	
Pending (P) (%)	16%	44%	33%	8%	0%	33%	0%	0%	0%	#DIV/0!	
No Show (NS) (%)	3%	0%	0%	4%	0%	17%	0%	0%	0%	#DIV/0!	
Other (*) (%)	0%	0%	0%	0%	0%	0%	0%	0%	0%	#DIV/0!	
Total Wait Time (%)											
Total Interview Duration (%)											
Avg Wait Time (%)		22%	25%	22%	0%	17%	2%	1%	11%	#VALUE!	
Avg Interview Duration (%)		26%	23%	20%	4%	16%	5%	2%	3%	#VALUE!	
Avg Visit Duration (%)		25%	24%	21%	3%	17%	4%	2%	6%	#VALUE!	
Clients in the Lobby (%)	1%	0%	0%	0%	0%	0%	0%	0%	10%	#DIV/0!	
Total Wait Time (%)											
Avg Wait Time (%)											
Clients being Interviewed (%)	3%	0%	0%	0%	0%	25%	0%	0%	0%	#DIV/0!	
Total Interview Duration (%)											
Avg Interview Duration (%)		#VALUE!	#VALUE!	#VALUE!	#VALUE!	100%	#VALUE!	#VALUE!	#VALUE!	#VALUE!	
Invalid Rows (%)											

IMPLEMENTATION OF BPR

- We went live on **Maui** in early November 2011
 - Prior to implementation of BPR in Maui, the Maui Section's SNAP timeliness rate was 29.1%
 - After one month (December 2011) of implementation of BPR , Maui's timeliness rate jumped to 42%
 - Currently Maui's **timeliness** is averaging (last four months) at **96%**
- **East Hawaii (Hilo)** implemented in November 2011
 - Prior to implementation of BPR in Hilo, the East Hawaii Section's SNAP timeliness rate was 72%
 - After one month (December 2011) of implementation of BPR , East Hawaii's timeliness rate jumped to 87%
 - Currently East Hawaii's **timeliness** is averaging (last four months) at **98%**

IMPLEMENTATION OF BPR - continued

- Implemented BPR on Oahu at following locations:
 - Prior to implementation of BPR, timeliness on Oahu ranged from 66-76%
 - **Kapolei Processing Center** in January 2012 (**96%** timely)
 - **OR&L Processing Center** in March 2012 (**75%** timely)
 - **Pohulani Processing Center** in March 2012 (**89%** timely)
 - **Kuhio Park Terrace Processing Center** in June 2012 (**96%** timely)
 - **Waipahu Processing Center** in July 2012 (**95%** timely)

IMPLEMENTATION OF BPR - continued

- **Kauai** was implemented in May 2012
 - Prior to implementation of BPR in Kauai, the Kauai Section's SNAP timeliness rate was 80%
 - Currently Kauai's **timeliness** is averaging (last three months) at **96%**
- **Statewide timeliness rate is 90.1% and increasing**
- We are in a planning phase for the remaining two processing centers on Oahu and one in West Hawaii (Kona)

LESSONS LEARNT

- Eliminate backlog of applications before implementation
- Communication, Communication, Communication
- Prompt decision making
- Strong leadership and management team
- Engage stakeholders at all levels
- Do NOT re-invent the wheel...work with and learn from your fellow state, city and county counterparts
- Work closely and collaboratively with federal partners

NEXT STEPS

- Limit EBT replacements
- Automate the Tracker (using Sharepoint or similar platform)
- Document Imaging and Content Management
- Leverage Medicaid Eligibility System to include TANF and SNAP by December 31, 2015

CONTENT MANAGEMENT AND DOCUMENT IMAGING

- Create electronic case records
- Automate the BPR workflow through understanding and designing the document road map
- Automate the BPR Tracker
- Allows for more flexibility in utilizing manpower
- Allows for the possibility of on-line application and forms

CONTENT MANAGEMENT AND DOCUMENT IMAGING – cont.

CURRENT STATUS AND TIMELINE

- 6/2012 - Awarded contract to Imagine Solutions, Inc. to design, construct, and implement this project
- 7/2012 – present – Project group involving representatives from Program, IT, and operations meeting with Imagine Solutions to gather requirements, system design and testing
- 12/2012 – Phase 1 rollout to offices on the island of Hawaii. Phase 2 rollout throughout the State thereafter