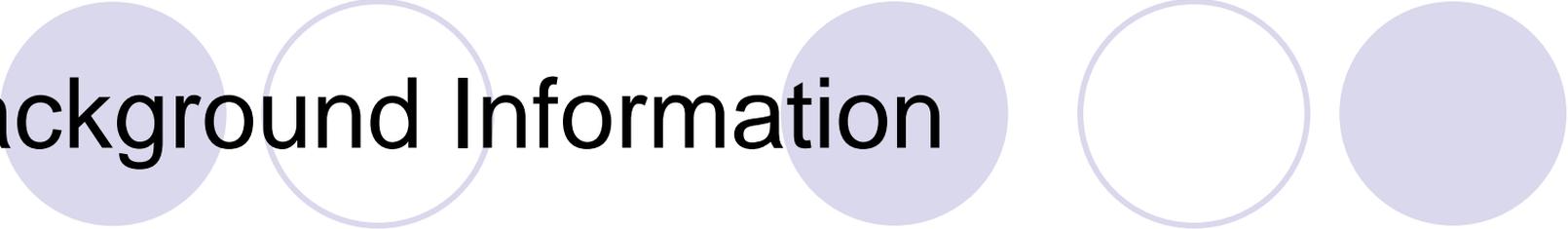


# Nevada Business Process Re-Engineering

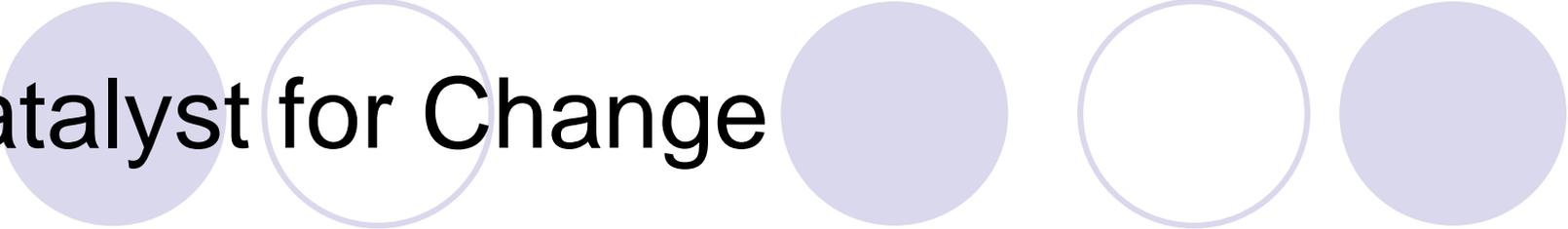
A Change from  
Caseload Management to  
Process Management

# Background Information

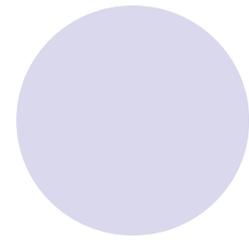
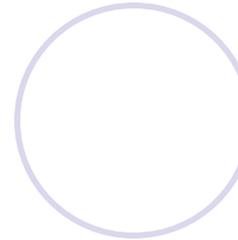
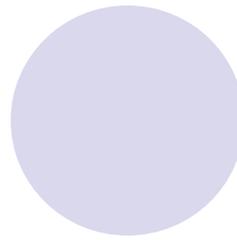
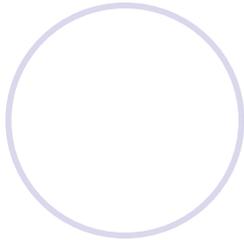
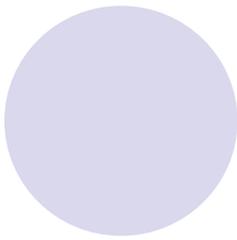


- The Division of Welfare and Supportive Services is responsible for the administration of the TANF, TANF E&T, SNAP, SNAP E&T, Medicaid Eligibility, Child Support Enforcement, Child Care Assistance and Energy Assistance Programs in the State of Nevada.
- Our business process has been traditionally 'caseload' based. (Cases were assigned to individual staff.)
- District office managers would engage in different models of caseload management. (i.e., intake and ongoing duties assigned to different staff, staff specializing in one or two programs, or conversely all staff being required to know all programs, etc.)
- These different models were often implemented in cyclic patterns as management staff kept seeking a 'better' way when demand outpaced resources.
- The procedures and practices in each office would vary, so the application process experienced by applicant/recipients differ by geographical location.

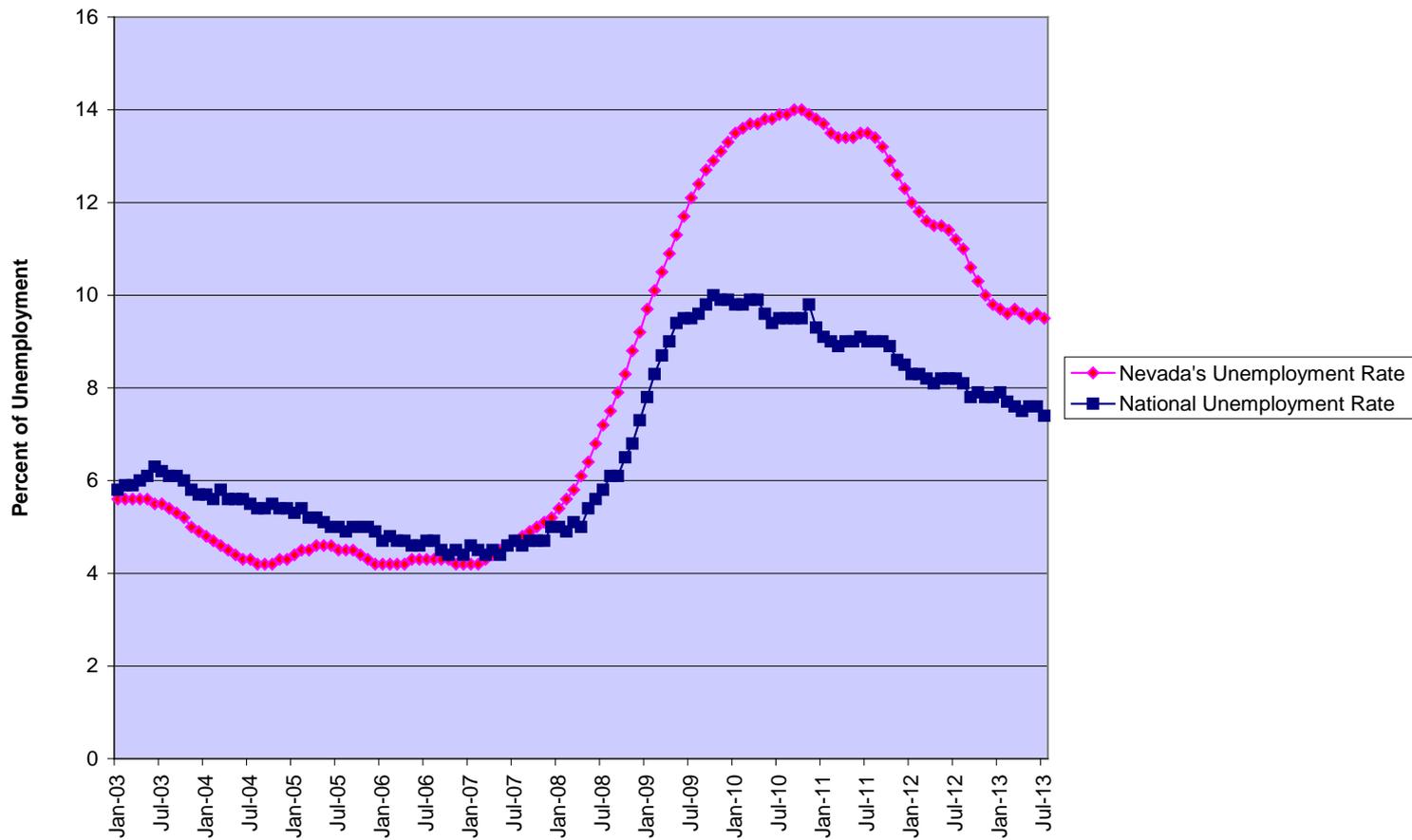
# Catalyst for Change



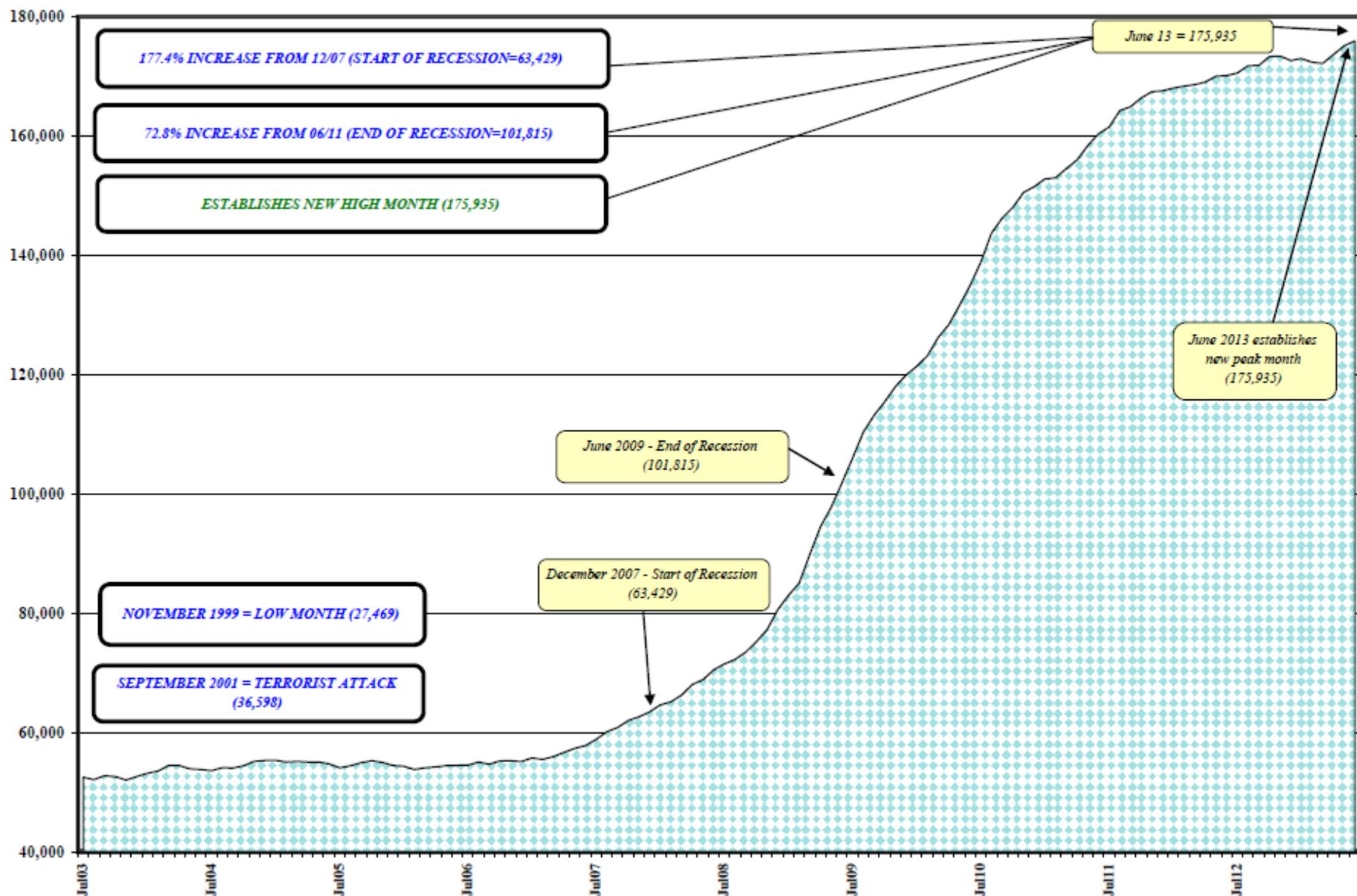
- Nevada has experienced dramatic caseload increases over the last five years due to economic conditions and a high unemployment rate.
  - Medicaid cases grew by 70% from 179,000 cases in 2008 to 304,000 cases in 2012, with the ACA Medicaid expansion looming ahead.
  - The number of SNAP households increased by 177% from 63,000 cases in January 2008 to an all time high of 175,935 cases in June of 2013.
- In this same time period, the state was experiencing revenue shortfalls resulting in state budget cuts and requiring state staff to take unpaid furloughs.
- The Division could not expand fast enough to meet the growing demand, and our ability to provide timely and accurate services was being severely compromised.



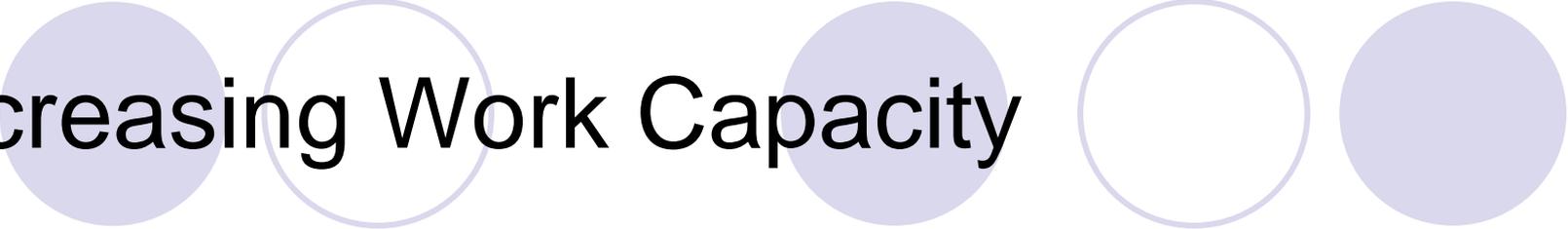
### National and Nevada Unemployment Rate Comparison



NEVADA DIVISION OF WELFARE & SUPPORTIVE SERVICES  
Supplemental Nutrition Assistance Program (SNAP) Participating Cases  
July 2003 - June 2013

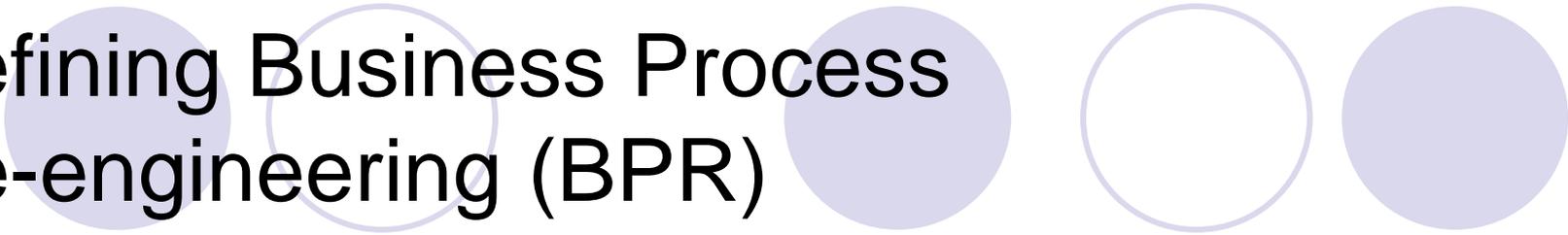


# Increasing Work Capacity



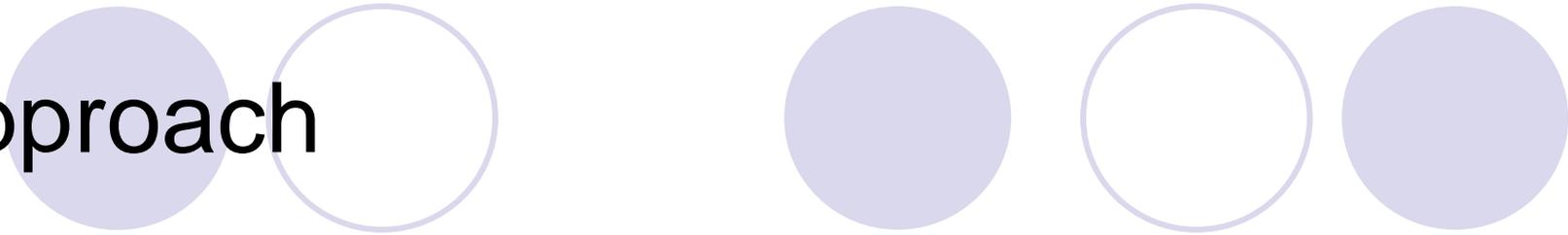
- DWSS developed a number of initiatives to increase work capacity.
  - System Enhancements
    - Online Application/Acceptance of Scanned Documents
    - AMPS (Application Modernization and Productivity Services) Project
      - user friendly interface,
      - task driven business process,
      - the ability to process the majority of cases from anywhere in the state via centralized document imaging.
  - Business Process Engineering –
    - Contract awarded to Change & Innovation

# Defining Business Process Re-engineering (BPR)

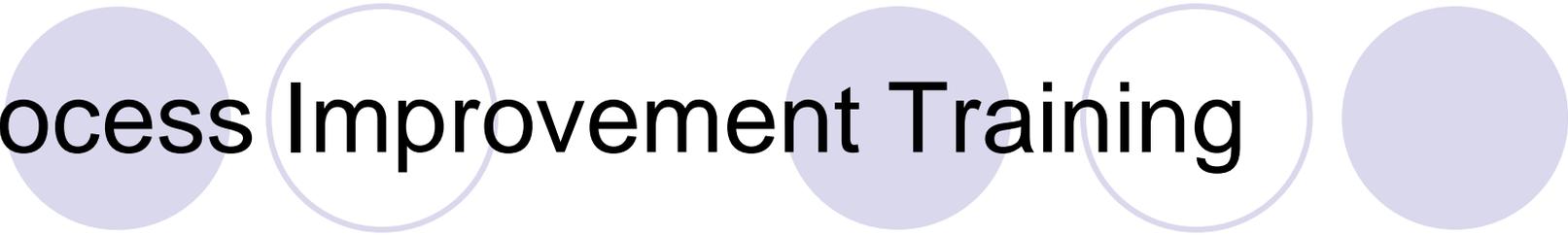


- Business Process Re-engineering (BPR) is the analysis and redesign of workflow.
- The aim is not to improve existing practices, but to start from a 'blank slate' and first determine what processes are really required to meet the end goal.

# Approach

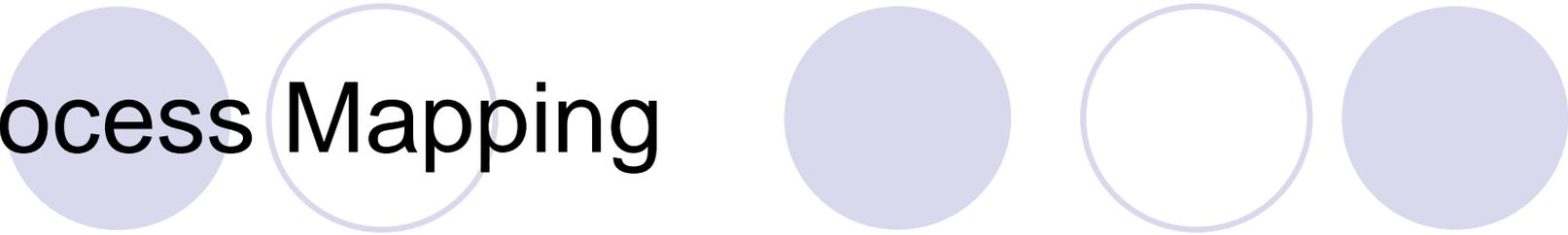
A decorative graphic at the top of the slide consists of two rows of circles. The top row has two circles: a solid light purple one on the left and an outlined light purple one on the right. The bottom row has three circles: a solid light purple one on the left, an outlined light purple one in the middle, and a solid light purple one on the right.

- Process Improvement Training
- Process Mapping
- Process Analysis
- Process Principles
- Recommendations



# Process Improvement Training

- It is not the people
- It's entirely possible to go 80% faster, improve the quality of the work and not change the work itself.



# Process Mapping

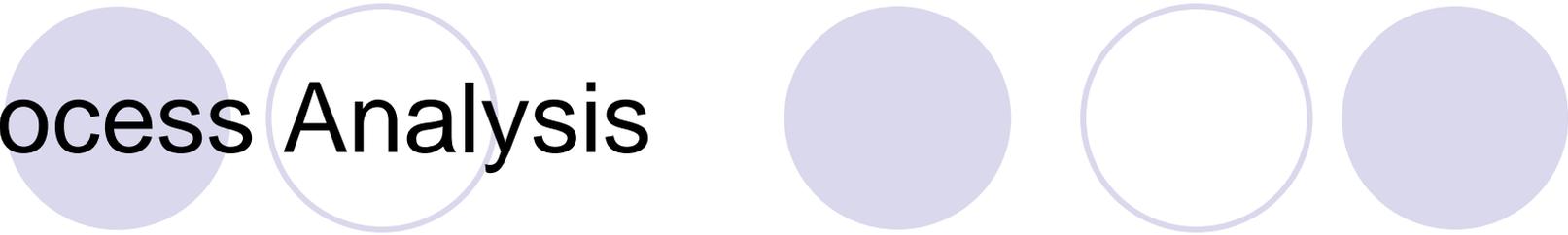
Our contractor, Change & Innovations, worked with a select group of Divisional staff to map out the following processes.

- Intake Process
- Redeterminations/Recertifications
- Change Management
- Client Services

# Process Analysis

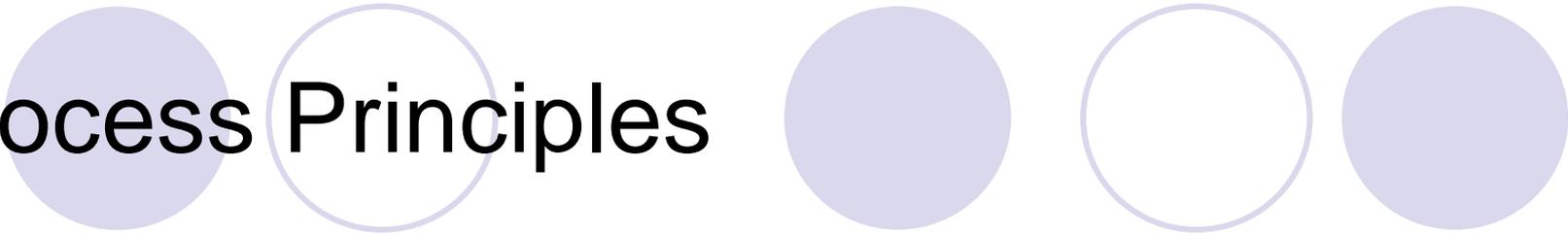
| <b>PROCESS</b>      | <b>WORK TIME</b>           | <b>ELAPSED TIME</b> | <b>OPPORTUNITY</b> |
|---------------------|----------------------------|---------------------|--------------------|
| Initial Application | 1 hr. 29 min.              | 17-63 days          | 99%                |
| Redetermination     | 20 min. –<br>1 hr. 10 min. | 11-80 days          | 99%                |
| Recertification     | 1hr. 13 min.               | 14-85 days          | 99%                |
| Processing Changes  | 35 min.-<br>1 hr. 12 min.  | 14-70 days          | 99%                |

# Process Analysis



- WORK Time vs. ELAPSED Time. How does 89 minutes become 17-63 days?
  - Batching: only doing certain things at certain times.
  - Bottlenecks: more demand through a point in the process than capacity to handle it
  - Backlog: pending case actions create interruptions.
  - To Many Touches: Average 5-7 client visits and/or calls while a case is pending.
  - Pending Cases: 90% of interviews do not end in a determination
  - Working to Deadline: verification sits up to several days until worked.

# Process Principles

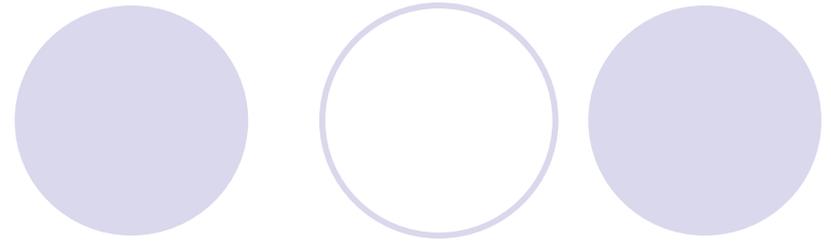


- Eliminate Unnecessary, repeat interactions with customers
- Reduce rework
- Customers have different needs (triage!)
- Real-time data and resource management.

# Recommendations/Adopted Changes

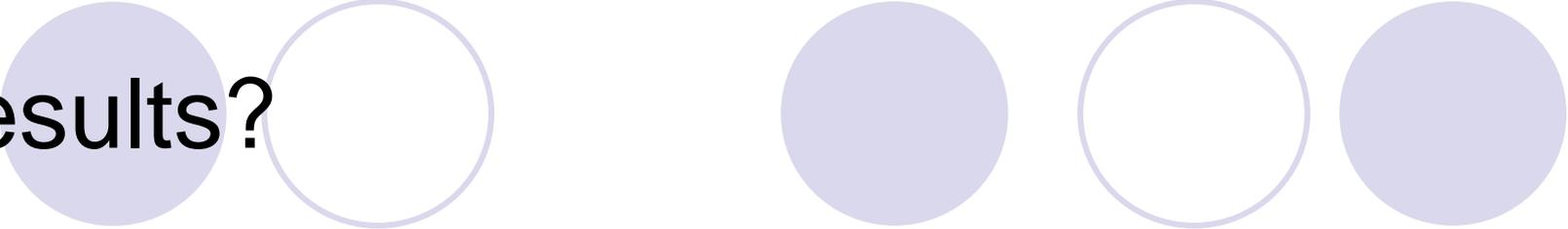
- One & Done Approach (make every effort to achieve same-day determination)
- Manage by Process – Triage Work by process teams. Work is no longer allocated by caseloads
- Create Consistency Tools – (interview scripts, documentation template, verification matrix, quality review checklists) focus, trust, reduce rework, improve quality
- Tracker to manage real time data
- Flexible Appointments
- Key as you go
- Procedural Documents – standardizes processes

# Pilot – Nellis Office



- Preparation for the pilot was done from 6/24-8/19 and Process Management went live in our Nellis Office on 8/19.
- The contract will assist us in bringing up the next four large offices and train our staff to do the same statewide.
  - Owens 11/4
  - Belrose 11/18
  - Flamingo 12/02
  - Reno 1/13

# Results?



- First two weeks were challenging as staff were learning, but even then, the statistics were amazing!
- 74% of work was completed without it being necessary to pend for additional information.