



El Paso County DHS





El Paso County DHS

Efficiency, Quality, Stability

Presenter:
Economic Assistance Division



El Paso County DHS

Program	Mon Avg 2007	April 2008	Mon Avg YTD 2008	Annualized Change
Family Medicaid	14,309	<u>14,125</u>	14,119	-1.33%

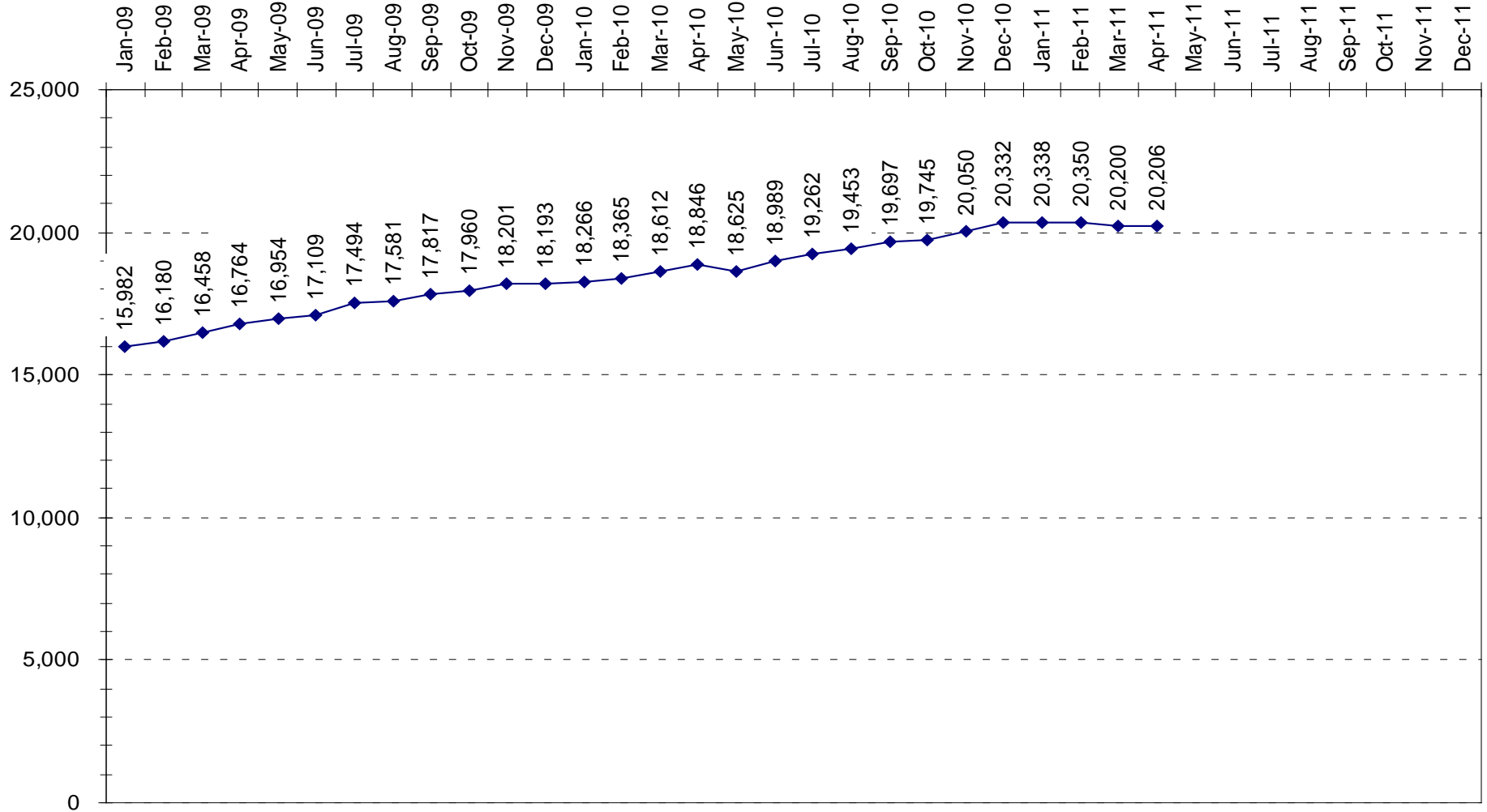
Program	Mon Avg 2010	April 2011	Mon Avg YTD 2011	Annualized Change
Family Medicaid	19,187	<u>20,206</u>	20,274	5.67%

Increase of 6,080 FM cases



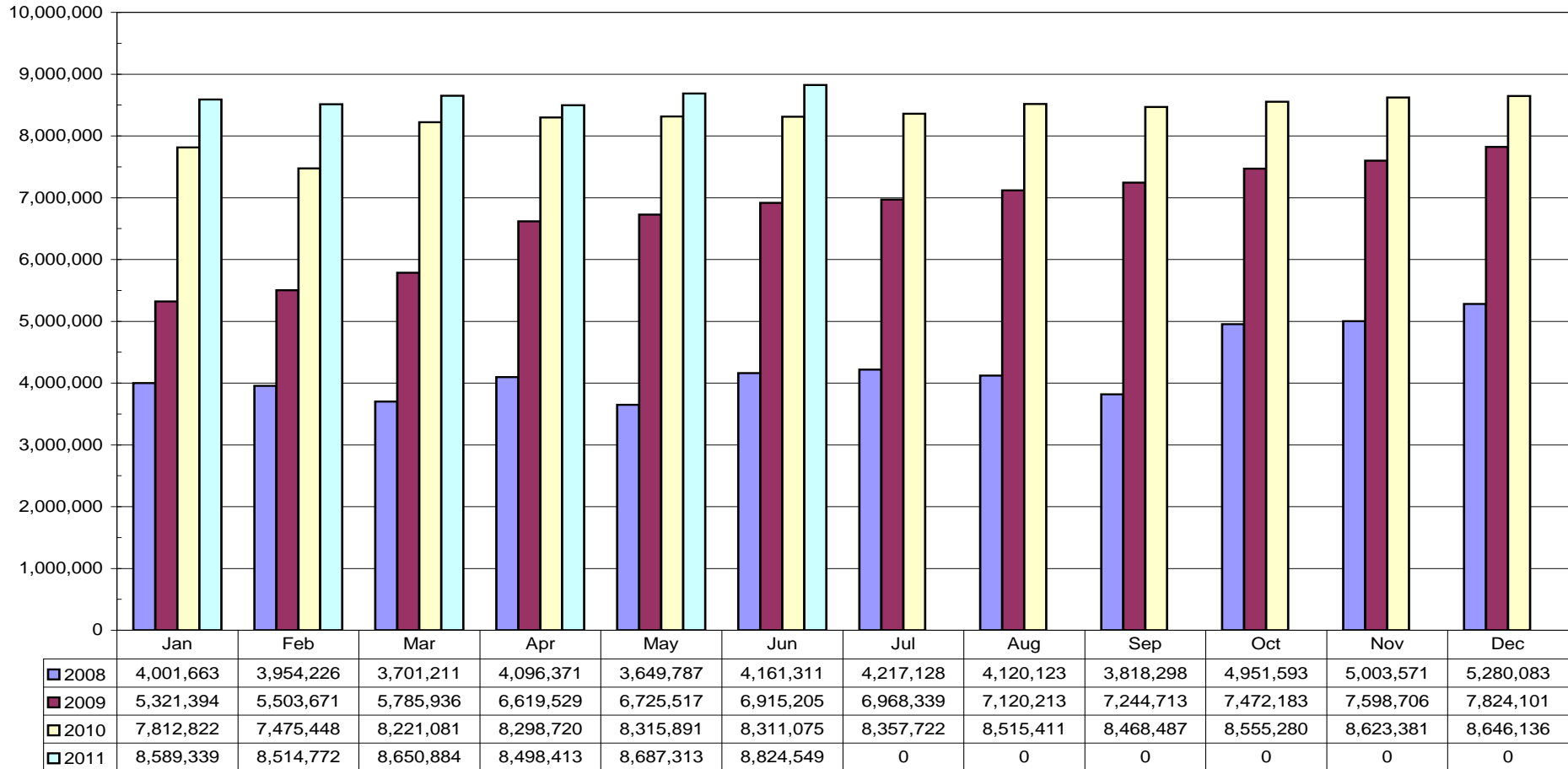
El Paso County DHS

Family Medical Caseload, Jan-09 thru Dec-11



Food Assistance Issuance

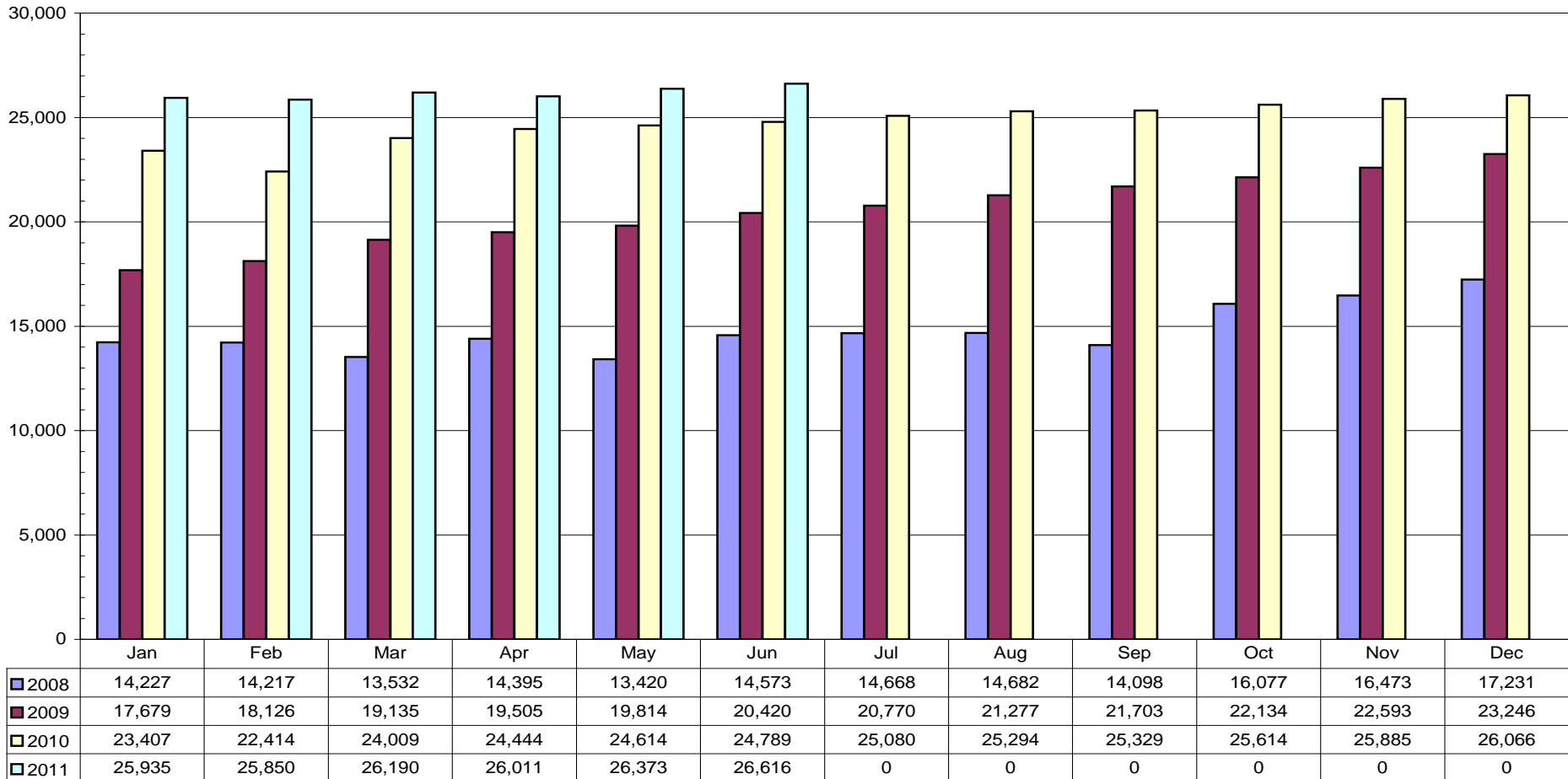
Foodstamp Issuance > Year-to-Year



Source: FNS-388 Report

Food Assistance Cases

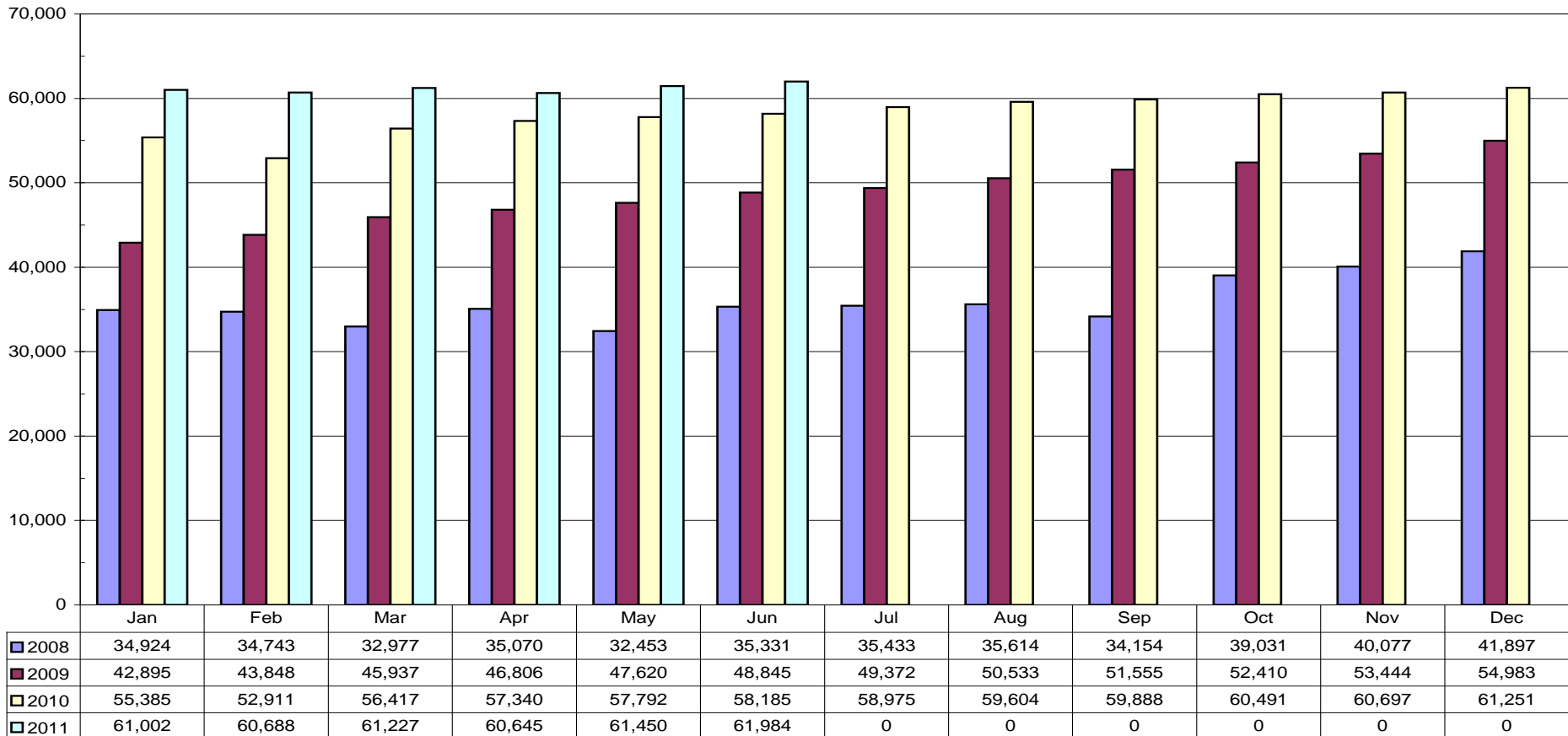
Foodstamp Cases > Year-to-Year



Source: FNS-388 Report

Food Assistance Distinct Clients

Foodstamp Clients > Year-to-Year



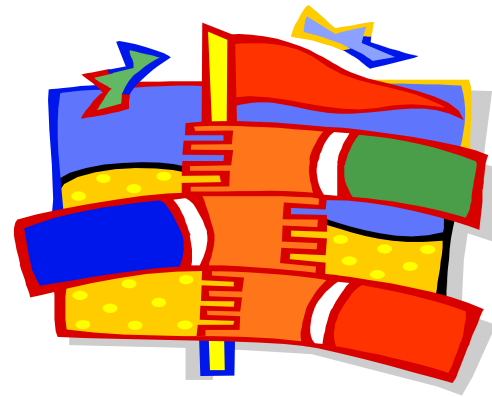
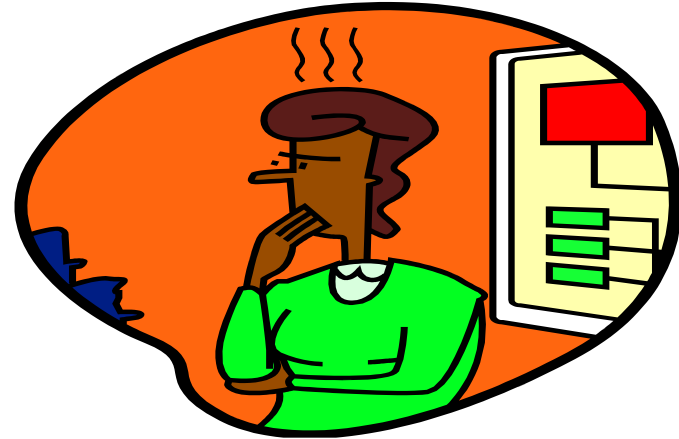
Source: FNS-388 Report



GO | 100

Efficiency.Quality.Stability

Improve





CEPIC Collaboration

The benefits of this CEPIC process?

The time commitment required?

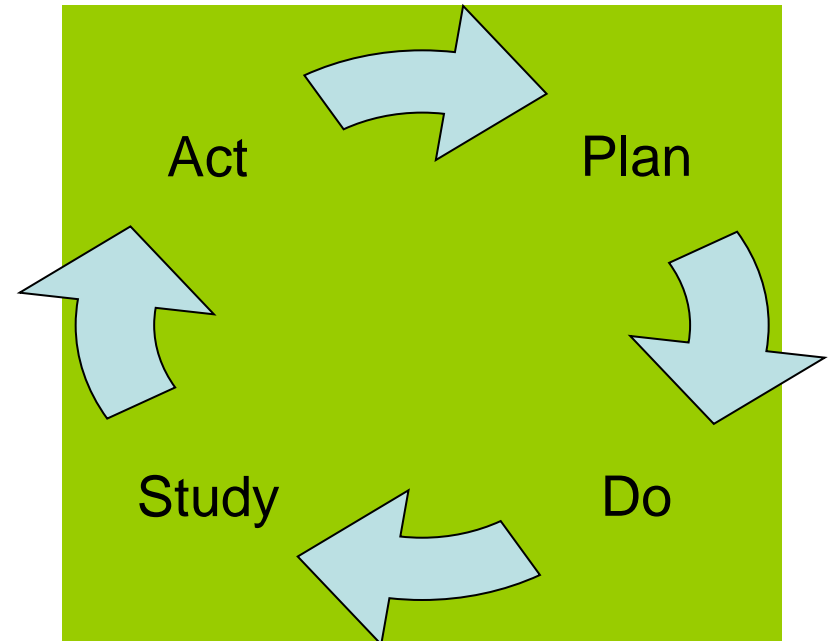
We've already reviewed and modified our Business Process?

Model for Improvement

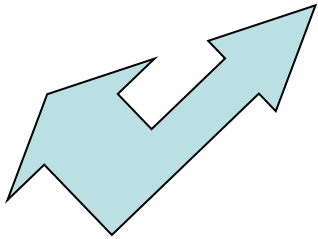
Colorado Eligibility Process Collaborative

What change can we
make that will result in
improvement?

PDSA



Common Barriers To Flow & Typical Countermeasures

- Too many handoffs
 - Fluctuation in work requirements
 - Fluctuation in work pace
 - Waiting
 - Interruptions
 - Rework
- 
- Combine steps
 - Separate standard process from “special” work
 - Standardize pace (expectations)
 - Adopt *Proceed-Until-Halted*
 - Manage the interruptions
 - See “Doing the work”



EPC PDSA's

PDSA #3 - Increase Ongoing productivity, efficiency, and customer service. Establish Ongoing Task Based system along with Pull system.

PDSA #4 - Establish a paperless application process insuring timely processing of applications and benefit issuance.

PDSA #5 -Lobby Flow- Establish a client oriented system to insure assistance from the appropriate staff in a timely manner.

What We Did

PDSA#4

- Combine AI and II functions for Intake

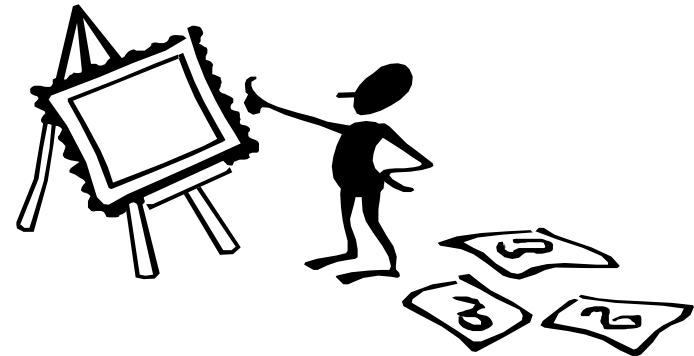


- Increased staff in our Ongoing ROPE Unit by 3.
- Increased Intake staff to a total of 19.
- Set standard expectations and processes.

What We Did

PDSA#4

- Same Day Walk In Determination
- Paperless Application Team (PAT) – True Interactive Interview Process- No Application.



■ Results

- Reduced Need to Schedule by 92%
- Call and complete interviews for applications that are mailed or dropped off. Reduced scheduling another 7.5%.
- Reduce (virtually eliminated) *no shows* and *reschedules*.

“However beautiful the strategy, you should occasionally look at the results.”

-Sir Winston Churchill





Timely Processing of Medical Applicant Determinations - County Detail



Monthly Period Ending June 30, 2011

County: EL PASO

Office: EL PASO

Category Description	Timely Count	Untimely Count	Total
Approved CHP+	55	15	70
Approved Family Medical	790	70	860
Approved Medicaid	102	97	199
Approved Medicare Savings Program	3	22	25
Approved Total	950	204	1,154

Category Description	Timely Count	Untimely Count	Total
Denied	520	151	671
Grand Total	1,470	355	1,825

+++++ Plus +++++

- Reduced pending case loads for Intake.
- Clients like the process.
- No need to cover for absent staff.
- Increased staff satisfaction in assisting clients.



Numbers To Share

PDSA#4

Month of May 2011

- **Clients Served** **2155**
- **Processed** **1819 – 84%**
- **Pended** **436 – 16%**
- **Rescheduled** **10 - .004%**



PDSA # 3 Pull System

Plan , Do,

Study, Act.





What We Did

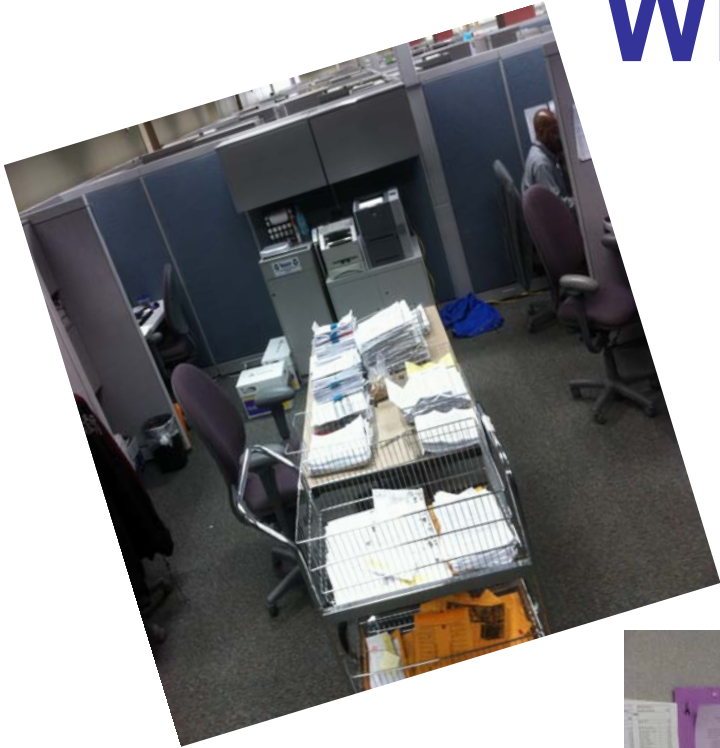
PDSA#3

- Established ROPE Team (**Re-cert Optimum Processing Enhancement Team**)
- Established Ongoing Task-Based Pull System
- Created a Customer Service Line and Worker of the Day
- Visual Data Collection



What We Did

PDSA#3



Week 1 of New Process

	RRRs Completed	Techs Processing	Average Per Tech
4-Apr-11	166	20	8.3
5-Apr-11	167	18	9.3
6-Apr-11	116	17	6.8
7-Apr-11	142	18	7.9
8-Apr-11	139	17	8.2
9-Apr-11	41	5	8.2
11-Apr-11	167	19	8.8

On April 4th we started our new pull system in our new location with 874 April issuance RRRs yet to process. We were able to complete those RRRs and start on our May issuances at noon on April 11th. This is the first time in awhile that El Paso County has been this far ahead of the game prior to the 15th of the month.

Month 2 of New Process

• Week of	RRRs	Techs	Average
•	Completed	Processing	Per Tech
• May 2, 2011	567	17	6.7
• May 9, 2011	276	7.8	7.2
• May 16, 2011	384	11.6	6.8
• May 23, 2011	542	13.6	7.9
• May 30, 2011	<u>164</u>	19	8.6
•	Total 1933		

The month of May is the 1st full cycle using the pull/Task based system. We actually completed issuance by June 7th 2011 , four days sooner than previous cycle.

* For calls connected to agents.

** Including calls aborted and rejected.

Application Summary Analysis

6/1/2011 12:00:00 AM(-06:00) - 6/30/2011 12:00:00 AM(-06:00)

<u>Application Name</u>	<u>Called Number</u>	<u>Calls Presented</u>	<u>Flow-In</u>	<u>Flow-Out</u>	<u>Calls Handled</u>	<u>Avg Speed of Answer*</u>	<u>Avg Talk Time*</u>	<u>Avg Work Time*</u>	<u>Calls Abandoned**</u>	<u>Avg Abandon Time</u>
ChildProtectiveServices	5700	3,017	242	594	2,063	0:00:25	0:03:19	0:00:00	954	0:00:28
DHSMainConsole	0000	9,694	0	407	6,561	0:00:18	0:00:38	0:00:00	3,129	0:01:03
FSM	5328	181	0	45	27	0:24:59	0:03:43	0:00:00	154	0:02:04
FSM	5124	17,291	165	4,777	4,971	0:22:54	0:04:31	0:00:00	12,320	0:04:54
MEDS	6337	4	0	1	0	0:00:00	0:00:00	0:00:00	4	0:00:23
RecordingApp	5215	4	0	0	0	0:00:00	0:00:00	0:00:00	4	0:00:03
TestApp	8888	3	0	0	0	0:00:00	0:00:00	0:00:00	3	0:00:04

Lessons Learned



- Be flexible – ready to make changes as needed
- Everything needs to be visible and on the platform
- Keep all work flowing
- Keep it simple – Don't overdo tracking
- Supervisors need to monitor work and meet daily, hourly – whatever work dictates

Challenges Faced



- Timing
- With no caseloads, who do you assign to?
- Absenteeism
- System issues
- New Standards of Accountability
- Staffing
- Backlog
- Educating clients about new system

Our biggest gains in this process

- Energized Supervisory Team
- Team approach
- Re-deployment of resources
- The ability to Visually SEE all the paperwork in a Pull system
- Gains in Timely Processing

