

The Path to Change

New Mexico's Strategy to Higher Efficiency Through Process Management



State of New Mexico
Human Services Department
Income Support Division

Reality

- Customers were not feeding their families in a timely manner
- Customers were falling through the cracks, resulting in rework and frustration
- Caseworkers, our most valuable resource, were not conducting value added work
- Our capacity to do good was extremely limited



*Vision without Action is
daydreaming
Action without Vision is a
nightmare*

Why is our lobby so full?

- 70% - 80% of clients aren't in line to apply
- Why are they here?:
 - Where are my benefits?
 - 2nd visit to bring paperwork or interview
 - Renewal wasn't processed timely



Pressures

- Rising Caseloads 2008 - 2011
 - SNAP 46%
 - TANF 27%
- Limited & unstable staffing from hiring freeze, furloughs, and turnover
- Limited & unstable technology
- Changing regulations
- Multiple categories of assistance
- Multi-tasking and complexity of job
- Rising error rates
- Customer demand
- Customer service frustrations
- Staff frustrations



How do we possibly manage?

- Demand Accountability?
- Add Staff?
- Add Technology?

The Good News...
We don't have to!



We Needed a New Business Model

- Old Model – Case Management
- New Model – Process Management
- ☀ Follow the walk of the client
 - Intake
 - Interview
 - Pending / Verification
 - Processing / Eligibility
 - Recertification
 - Changes

The image displays four forms from the New Mexico Income Support Division:

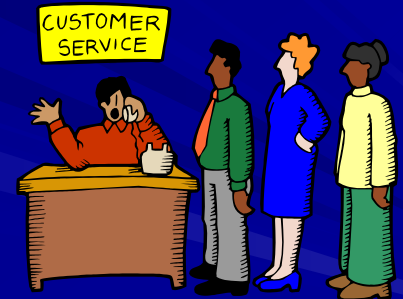
- Program Application:** A form for initial application, including sections for Name and Contact Information, Program Work, and Person to Report. It includes instructions on how to fill it out and where to submit it.
- INTERIM REPORT:** A form for reporting changes in circumstances, such as income or household composition, between reports.
- RECERTIFICATION APPLICATION:** A form for periodic review of eligibility, including sections for household information, income, and expenses.
- CHANGE REPORT:** A form for reporting changes in circumstances, including sections for household information, income, and expenses.

Identify what we produce?

- Shifted to the philosophy of product vs. service
- Output can be measured beyond traditional federal requirements . . . develop the appropriate measures for the product
- Customer service is a tool to achieve our product goals
- Allow staff to focus on targeted products
- If we make producing the product simpler on our customers, we make it simpler for our staff to be successful



VS



New Mexico Structure

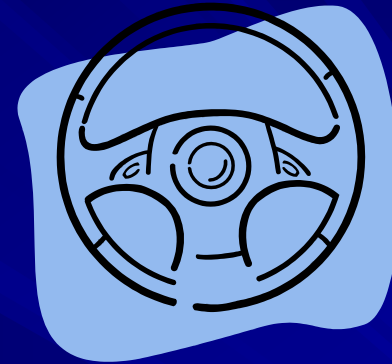
- Steering Committee
- Two track triage team
- Maintenance Team
- Intake Team
- Paperwork & processing team
- Monitoring process
- Leadership set the tone
- Involve key players
- Own the implementation
- Teams must know and feel they are being supported
- Clearly establish goals through project charters
- Remove road blocks & run interface for teams
- Approve team recommendations



The Steering Committee Defined

■ Membership:

- Secretary
- Legal
- Human Resources
- Information Technology
- Regional Operations Managers
- Policy
- Quality Assurance



■ Roles:

- Establish teams based on the path client must walk through our process.
- Establish a project charter for each team.
- Approve team recommendations
- Remove road blocks and run interference for teams
- Support the teams through the process

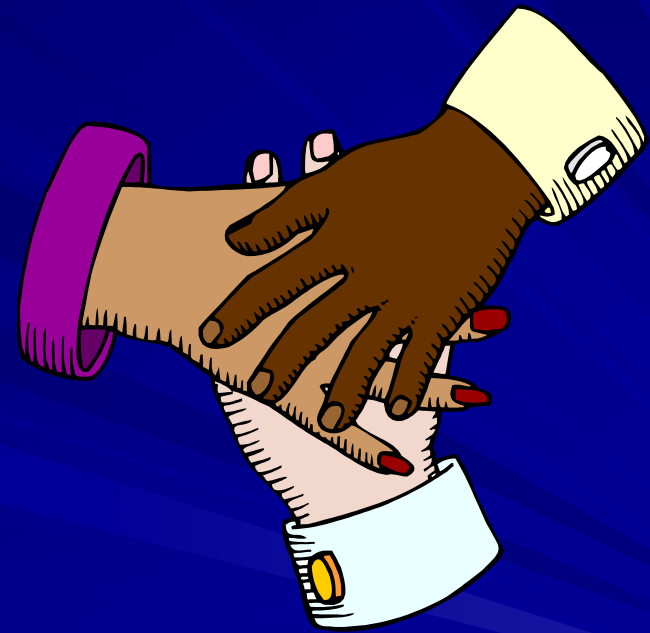
“TEAM” Structures

■ Teams:

- Two-Track Triage Team
- Maintenance Team
- Intake Team
- Paperwork and Processing

■ Membership:

- Caseworkers
- Supervisors
- County Directors
- Clerks
- Central Office Subject Matter Experts (on call)



The TEAMS Defined

■ Two-Track Triage Team

- Reviewed the “Entrance to the Income Support Division Office”
- Application and Verification Drop Off
- Case Inquiries

■ Maintenance Team

- Renewals and Interim Reports
- Case Changes

■ Intake Team

- Types of Interviews
- Policy Changes

■ Paperwork and Processing

- Pending Applications & Renewals
- Reviewed Forms and Notices



Culture & Operational Changes

- **Dedicate staff to process (not caseloads)**
- **Simplify the tracking of application steps:**
 - Intake, Pending, Processing, Renewal, & Changes
- **Managers act as “plant managers”**
- **Work-based customer convenience**
 - Simplify the process, notices, forms, & documentation requirements
- **Better information to customers**
- **Evaluate employee based on the changing nature of the job**
- **Create team environment all share success and failure equally**
- **Do not lose the customer, conduct the interview while we have the client**
- **Manage phone calls**
- **On-line case narratives and tracking**
- **Redesign facility space**



Policy Changes

- *Evaluate your requirements*
- *Measure the risk and benefits*
- *Who does the policy serve?*
- *Simplify*



- Increase phone interviews
- Revise verification requirements
- Evaluate signature requirements
- Broad-Based Categorical Eligibility (165% gross test)
- Conversion factors changed to 4.0 instead of 4.3
- Voluntary Employment & Training
- Mandatory HCSUA
- Expanded Simplified Reporting
- Cross-program regulation alignments
- Combined Application Project

Benefits

- Reduction in application processing wait time
- Improved quality assurance measures
- Ability to manage under hiring freeze, turnover, furloughs, & staff reductions
- Managing high caseloads & growth
- Increased renewal rate (decreased rework)
- Supervisory involvement, training & mentoring
- Simplified forms to meet customer & staff needs
- Phone calls returned timely
- Reduced lobby wait times & traffic
- Staff involvement in procedures
- Better anticipation of IT needs
- Sustainable cultural change



To learn more



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