



Leadership: Creating Innovation & Change

Dick Armstrong, Director, Idaho Department of Health and Welfare

Idaho's Service Delivery Performance for SNAP (Food Stamps)

Historical FNS Measures of Program Performance

FFY	QC Payment Error		QC Negative Error		QC Timeliness		SNAP Admin \$
	Rate	National Ranking	Rate	National Ranking	Rate	National Ranking	\$/Case/Mo
2003	11.31%	50th	9.52%	42nd	83.82%	38th	Not Available
2004	9.05%	51st	13.22%	50th	90.41%	29th	\$40.91
2005	8.34%	48th	10.68%	45th	86.79%	37th	\$37.40

We don't believe in:

- Stacking
- Tracking
- Scheduling
- Letting work pend (waiting to be done)
- Pass work from person to person
- Multiple interactions with families
- Losing documents & tasks
- Individual & different processes
- Repeating our mistakes

We do believe in:

Delivering everything our decision-maker needs to know to complete a client case at the point of sale—i.e., first contact

- First contact person must be a decision-maker
- We need partners to educate customers on how to effectively interact with us
- Problems First
- Customer Experience

What we did:

- Redesigned the Service Delivery Process
- Decision Maker First Point of Contact
- Informed Choice
- Customer Volume Management
- Same Day Service
- Created a single consolidated product (Starbucks)
- Created a business prioritization model
- Created performance accountability
- Touching work only when an action needs to be taken
- Created a statewide Universal Workforce

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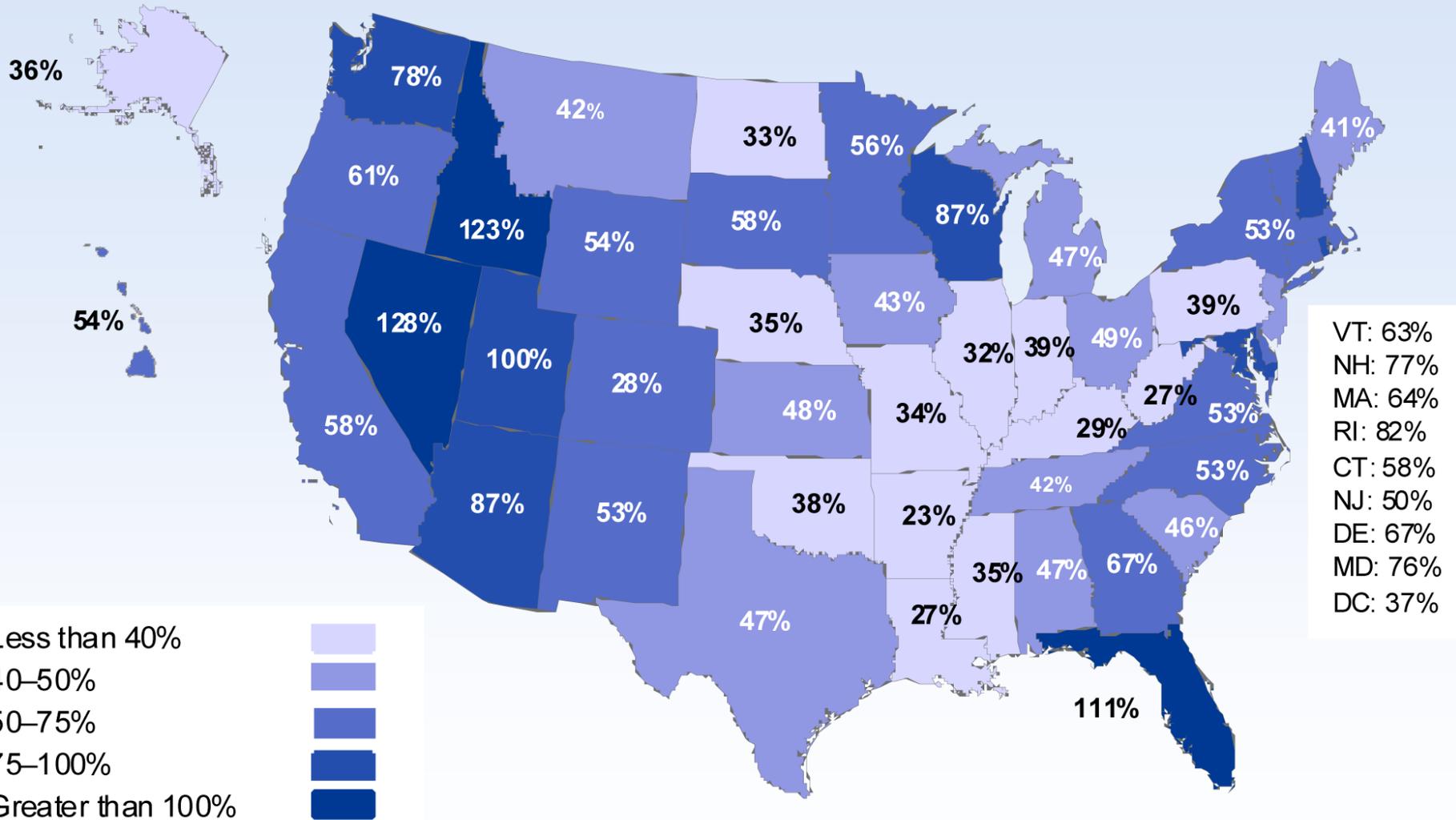
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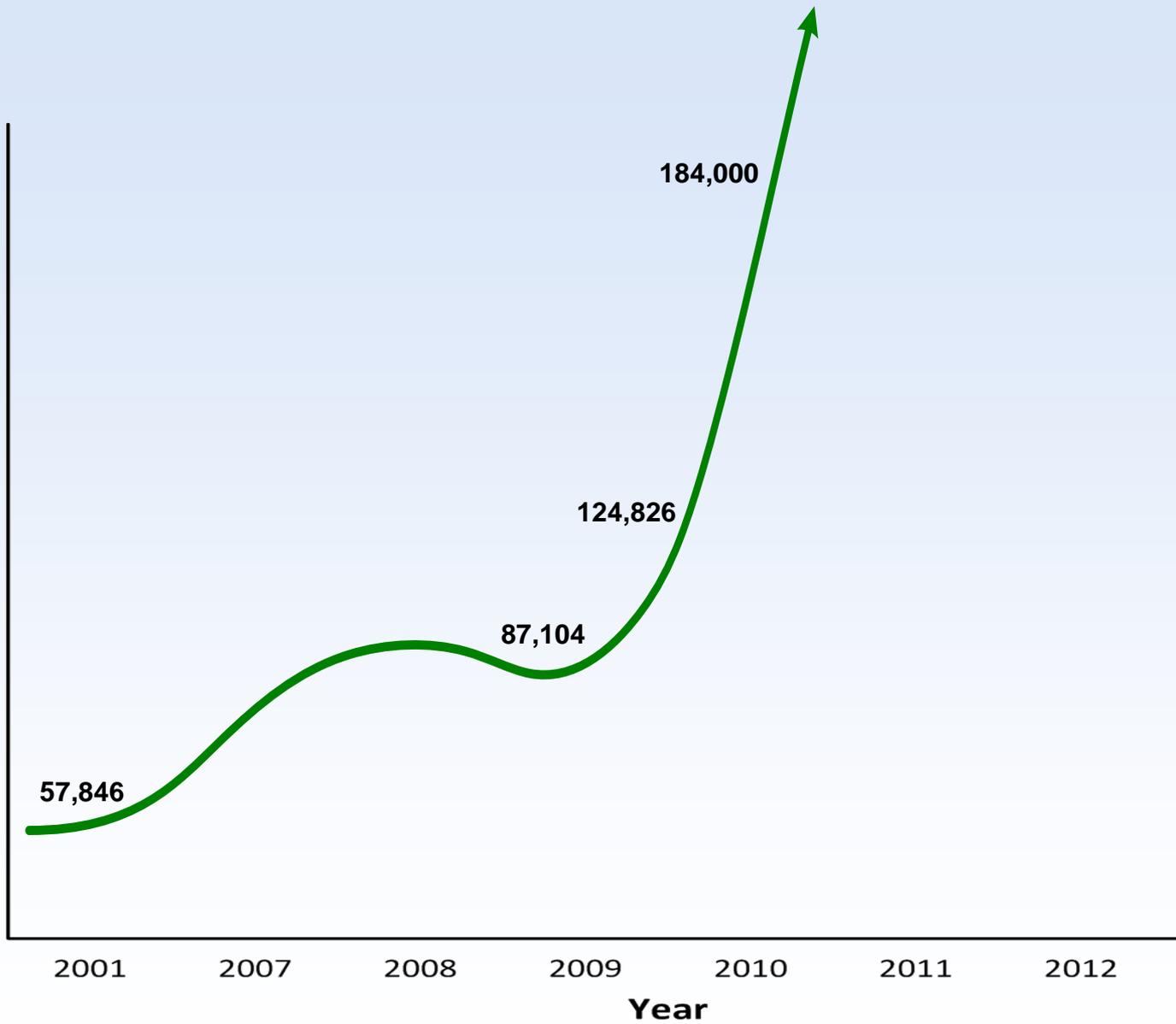
New Idaho Measures of Program Performance

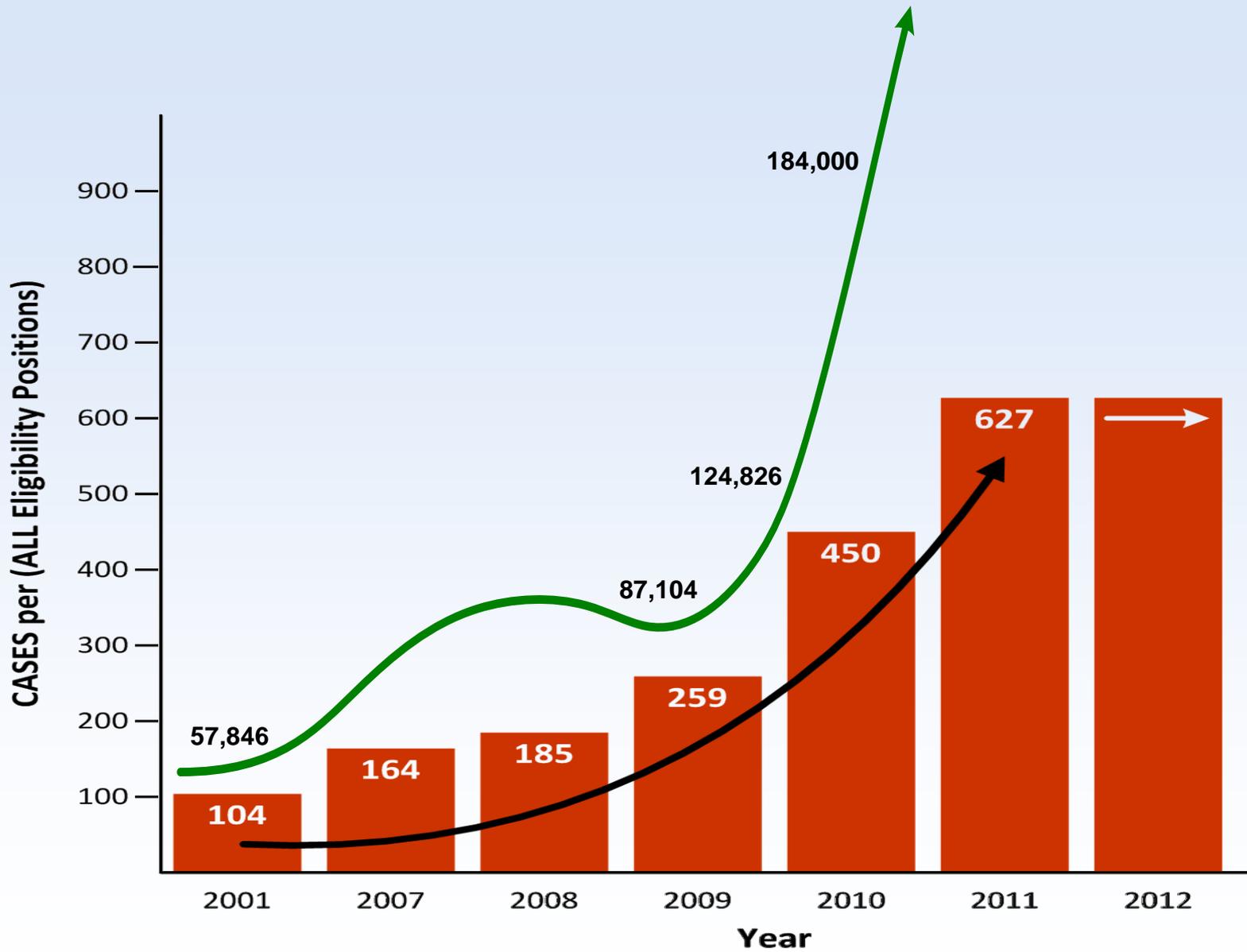
FFY	SNAP Admin \$	Same Day	Days to Approval	Task Resolution
	\$/Case/Mo	% Approved on Day of Application	Average Time to Approval	Percent Tasks Complete in ≤ 5 days
2006	\$40.40	< 2%	> 20	
2007	\$42.59	Jan'07: 3% Jul'07: 6%	Jan'07: 19 Days Jul'07: 15 Days	
2008	36.48	Jan'08: 14% Jul'08: 21%	Jan'07: 12 Days Jul'07: 10 Days	
2009	\$28.40	Mar'09: 25%	Mar'09: 8 Days	IBES Implemented
2010	\$17.90	72.2 %	2 Days	96%
2011	\$16.08	71.3%	2 Days	99%

Percentage Change in SNAP Enrollment by State, 2007–10



Supplemental Nutrition Assistance Counters High Unemployment -- Sheila Zedlewski from the Urban Institute





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SNAP Quality Control & Cost Metrics: Idaho Performance						
Year	QC Payment Error		QC Negative Error		QC Timeliness	
	Rate	National Ranking	Rate	National Ranking	Rate	National Ranking
2006	4.64%	18th	7.67%	39th	83.06%	43rd
2007	4.44%	18th	5.20%	26th	80.00%	48th
2008	3.59%	12th	0.72%	3rd	91.32%	16th
2009	2.69%	11th	2.76%	8th	94.81%	11th
2010	3.32%	18th	2.39%	6th	98.24%	2nd
2011	2.52%	5th	1.97%	4th	99.38% <i>Projected</i>	1st <i>Projected</i>

Next (and continuing) Steps: Keep Changing!

- Improve program/policy integration
- Enhance local partnerships: roles & framework
- Seek alignment in Federal Programs
- Create and enhance automated decision making
- Increase self-service functions
- Modify processing center functions
- Improve the Universal Workforce
- Automate verifications
- Strengthen Agile Development “Thinking”
- Maintain ‘Informed Choice’ within technology add-ons
- Create Longitudinal Data Mart
- Improve cross agency coordination of processes



Questions?