

TRANSFORMING GOVERNMENT

Re-engineering Washington's Service Delivery Model

Helping 1.5 million
children & families
each year.

DSHS

People Helping People



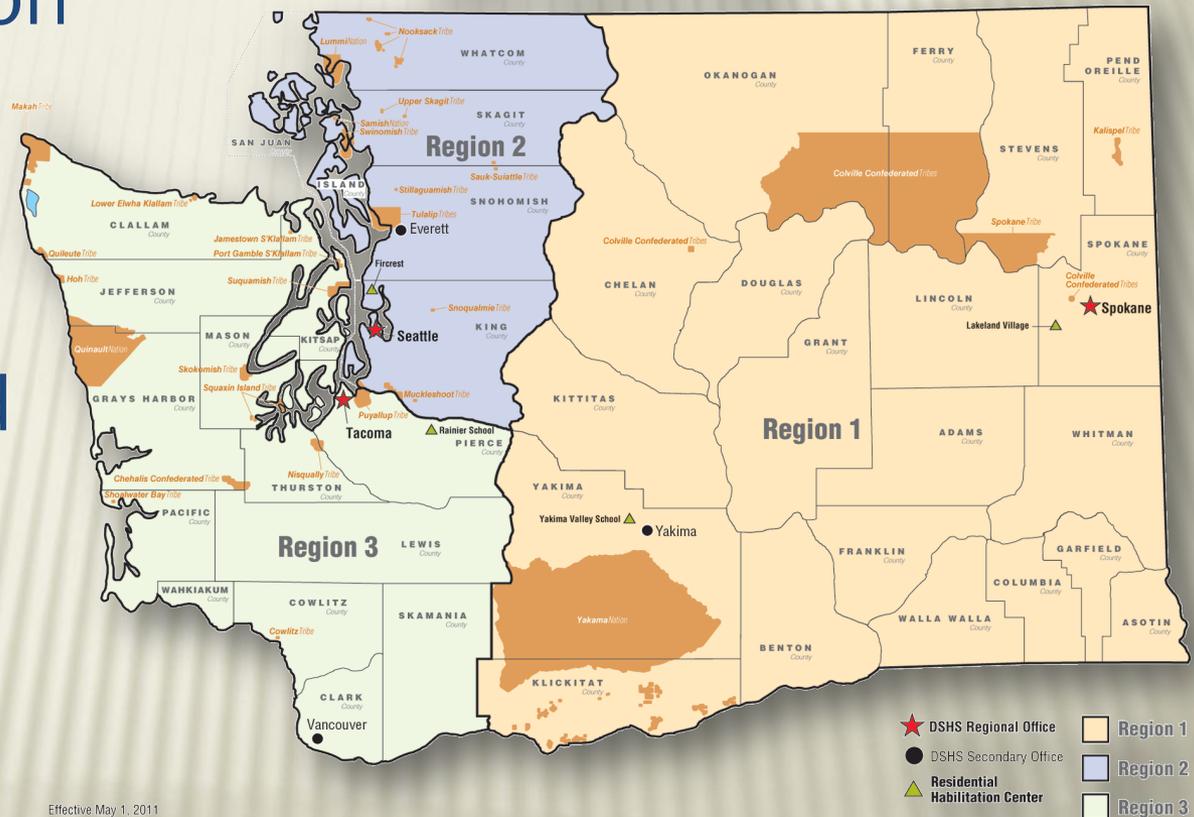
Washington State
Department of
Social and Health
Services

OPERATIONS PROFILE

WA Population = 6.9 million

- Serve 1.5 million residents
- 30 programs and services
- State managed
- 3 regions
- 60 community service offices
- 2600 staff

DSHS Regional Map



Effective May 1, 2011
Revised 12/3/11

PROGRAM PROFILE

| | As of Mar 2012 |
|--|---|
| SNAP | 580,000 cases (1.1 Mil. clients) \$142 Million / mo. |
| TANF | 53,000 cases (127,000 clients) \$20 Million / mo |
| Medical (Transitional, Aged, Blind, Disabled) | 30,000 cases \$3 Million / mo |
| Medical | 636,000 cases |
| Child Care | 33,000 cases |



The Path to Transformation: **MOTIVATION**

2008 STATE OF AFFAIRS

- ▶ Inconsistent practices across offices
- ▶ Culture of local office autonomy –
“Our office is different!”
- ▶ Case management model
- ▶ Excessive policies/procedures



IMPACTS

- Increased time a family waits for benefits
- High case re-work
- Staff burn-out and frustration
- Decreased staff morale
- High risk for penalties

THE IMPACT OF ECONOMIC DECLINE



THE RESULT...

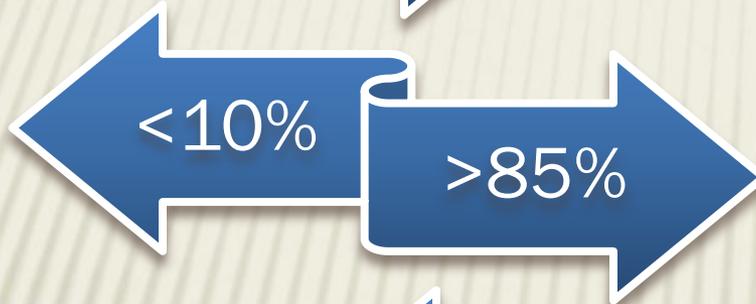


...WE ATTACKED THE SHARK!

TURNED CRISIS → OPPORTUNITY



Reduced interview wait times



Increased same day determinations

Increased Timeliness



Reduced # of Complaints



CRISIS → OPPORTUNITY



Reduced average days to process pended apps.



Reduced average days to process-- Expedited

Improved Accuracy

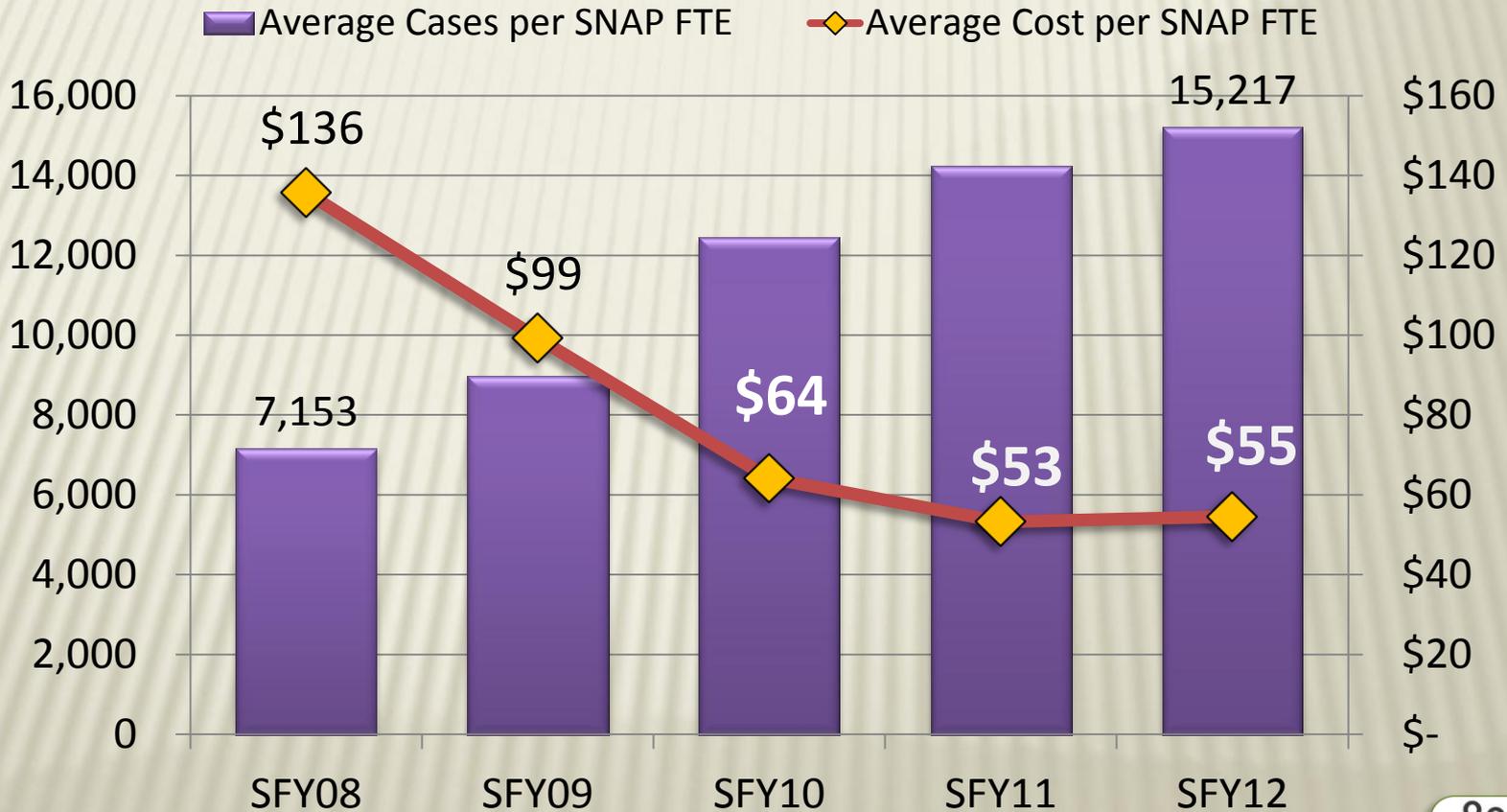


Increased community partnerships



REDUCED COSTS

Average Cost Per FTE



OTHER BENEFITS

- ▶ Ability to monitor operations in real-time
- ▶ Ability to better manage work flow
- ▶ Performance accountability
- ▶ Better anticipation of future IT need
- ▶ Staff actively involved in ongoing process improvements – Kaizen!



The Path To Transformation: Our Approach

WHERE DO YOU START?

Same old approach?

- Demand accountability?
- Add staff?
- Add technology?
- Risk sanctions?
- Reorganize?

Or a calculated risk called...

Business Process Re-engineering



LEADING THE CHANGE

- Set the vision
- Secured Executive support
- Secured USDA/FNS support
- Management team buy-in
- Investment in the future

MAKING IT HAPPEN

- Strong project management
- Robust communication plan
- Consultant guidance and support
- Actively engaged all levels of staff
- Actively engaged stakeholders and clients

SUPPORTING TOOLS

Lean Concepts & Principles



MANAGING OUR PROCESSES

NOT WITHOUT CHALLENGES

- **Difficult in the best times**
- **Culture change takes time**
- **Economic situation – amplifies the need for change while making it more difficult**
- **Ongoing process**
- **Biggest impact is to supervisors and managers**



CONTINUOUS PROCESS IMPROVEMENT...

- Statewide shared workload model
- Call Center → “virtual” office
- Staff accountability improvements
- Balanced scorecard



It's a journey

Thank you...