

# BUSINESS PROCESS REDESIGN IN WASHINGTON, D.C.



5<sup>th</sup> best MAGI application processing timeframe



High SNAP benefit accuracy rate

## Client

Government of the District of Columbia, Department of Human Services (DHS), Economic Security Administration

## Timeframe

Spring 2016 to Present

## Project Overview

The District's DHS selected Change & Innovation Agency (CIA®) to help design, develop, and deploy new practices for its human services programs in an effort to realize process efficiencies in its operations, as well as improve accuracy. CIA proposed solutions identified as part of an agency-wide redesign effort to bring improvements and increase efficiency. The new service delivery model was designed to:

- + Free up staffing capacity
- + Maximize organizational benefits associated with current investments in technology
- + Improve program access
- + Increase timeliness and accuracy
- + Standardize processes
- + Ensure efficient case processing

The review and redesign of current DHS practices apply to processes and procedures, policy, business systems, and client contact methods to deliver the safety net programs and services administered by the District through its Service Centers and Call Center, encompassing programs such as Medicaid, SNAP, TANF, Long Term Care, DC Health Care Alliance, Interim Disability Assistance, and child care.

## Tasks

CIA assessed DHS' existing practices and redesigned the process solutions. Implementation began in November 2016 as the first Service Center transitioned to the new model and continued through spring 2017. Currently, CIA is providing ongoing management support and monitoring and oversight activities. Of note, BPR implementation began immediately following DHS' rollout of a massive new eligibility system.

The goals identified for this project will be achieved by working with District staff at varying levels in the human services delivery pipeline to ensure consistency and cohesiveness of the final, redesigned eligibility practices and processes. The major tasks performed during the lifecycle of the project to date include:

- + Assessment of as-is business practices, operations, and organizational culture
- + Strategy sessions with leadership to develop a plan of action and approach
- + Facilitated redesign solutions to create work processes that are faster, more accurate, flexible, and focused on using precious eligibility worker time only on value-added tasks. As-is process mapping was conducted, barriers and bottlenecks were identified, and new processes were developed.

- + Full implementation planning, preparation, and support to implement the new processes and business model developed by the redesign team district-wide (currently underway). This phase includes implementing service strategies needed to ensure a successful statewide rollout of the full model at all local Service Centers, the Call Center, and the Change Center. Readiness plans were developed and planning sessions conducted.
- + District-wide implementation of C!A's workload management solution for DHS

## Outcomes

BPR implementation was a bright spot in DHS' rollout of its new eligibility system, providing significant visibility on workload with the new system and helping to dispel misperceptions about transaction times and completion rates through data. Redesigned processes eliminated unnecessary customer interactions and freed up staff time, allowing DHS to provide faster determinations for its customers. Improvements in DHS' eligibility determinations for Medicaid, in particular, helped the District mitigate a federal court injunction. The agency provided same-day service and on-demand interviewing and case processing at its Service Centers, as well as for non-lobby work, and increased access to, and participation in, SNAP and Medicaid programs. DHS reduced its re-open rate, which led to less churn. These results are a direct result of DHS' decrease in denials and/or terminations due to missed interviews or failure to provide verifications. Additional outcomes included:

- + 78.5% of MAGI applications processed within 24 hours of receipt (ranked 5<sup>th</sup> best in the nation)
- + 85% of cases completed in one touch
- + Long Term Care group working Nursing Home applications within one day and Waiver applications within two days of receipt
- + 60% reduction in backlog work since C!A began working with the District
- + Reduced overtime expenditures
- + Ongoing high accuracy rate in calculation and issuance of SNAP benefits
- + A lower volume of inquiry calls received by the Call Center
- + Reinvestment in clerical capacity
- + Consistency in eligibility work, due to the development of new staff tools
- + Reduction in per-case cost to determine SNAP eligibility