

# BUSINESS PROCESS REDESIGN IN NEVADA



29% increase in statewide  
timeliness rate



Elimination of Medicaid,  
SNAP, TANF backlog

## Client

State of Nevada, Department of Health and Human Services (DHHS), Division of Welfare and Supportive Services (DWSS)

## Timeframe

May 2013 to Present

## Project Overview

During the economic downturn of 2010, Nevada experienced the largest SNAP caseload increase in the nation. Increased demand for services caused by ACA implementation and Medicaid expansion further impacted an already ineffective service delivery model.

Early in 2013, Nevada faced a SNAP timeliness rate of 69%, a payment error rate exceeding 6.0% in FFY12, and a negative error rate of 36%. Consequently, the state also faced federal sanctions and there was unnecessary demand placed on the system via customer visits, calls, and mail. These unnecessary client contacts also created a need for staff to rush through their work, increasing the likelihood of errors.

The Nevada DHHS-DWSS engaged Change & Innovation Agency (CIA®) to analyze – in detail – the as-is model of work and develop solutions to their unique challenges, through which we developed intimate knowledge of DWSS' operations. Our redesign work in Nevada took a comprehensive look at revamping and sustaining every aspect of DHHS-DWSS' eligibility practices for Medicaid, SNAP, TANF, and other safety net public assistance programs. The new service delivery model was designed to free up staffing capacity, improve program performance, and achieve consistency/standardization by streamlining the most important eligibility practices and processes. The DHHS-DWSS business practice solutions emphasized:

- + One and Done approach (First Contact Resolution; no appointments needed; on-demand interviews and processing)
- + Lobby and telephone flow improvements
- + Fluid staff assignments
- + Consistent tools and standard practices
- + Customer choice (walk-in, mail-in, phone-in)
- + Process measures and management reports

## Tasks

In conjunction with DHHS-DWSS, CIA analyzed the agency's most important eligibility practices to determine different strategies for processing the work, and implemented the new processes statewide with the support of a custom configured implementation of CIA's workload management solution to assist with ongoing monitoring and management of workload and office performance to ensure continued adherence to the new processes.

The major tasks performed during the project lifecycle to date include:

- + Assessment of local office operations and staff
- + Strategy sessions with leadership to develop a plan of action and approach
- + Redesign teams 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.
- + Pilot planning and preparation to implement the new processes and business model developed by the redesign team. This phase included implementing service strategies needed to ensure a successful statewide rollout of the full model at all local offices. Readiness plans were developed and planning sessions conducted.
- + Full implementation planning and support for statewide rollout of the new processes and workload management solution

## Outcomes

Before engaging CIA, Nevada had the highest unemployment and foreclosure rates in the country, and was facing skyrocketing demand for Medicaid and other social services. The new processes enabled DHHS-DWSS to provide increased access to – and participation in – SNAP while mitigating the effects of increased caseload across all programs.

Nevada achieved a statewide timeliness rate of 98% (an increase from 69% before process redesign began), and offered same-day service and on-demand interviews and processing at all local offices. Pending work and backlogs were eliminated for Medicaid, SNAP, and TANF programs, with DHHS-DWSS providing same-day determinations for most initial applications, regardless of the access points through which the applications were received. Since process redesign, DHHS-DWSS achieved and has maintained a high accuracy rate in the calculation and issuance of SNAP benefits, and experienced a reduction in per-case cost to determine SNAP eligibility. Additionally, the development of new tools has brought consistency to DHHS-DWSS' eligibility work.