Larimer County Colorado Business Process Reengineering

Assistance Programs including:

• SNAP
• TANF
• Medicaid
• Adult Financial support
Kinks in the Pipes...

2004 – 2008:
• Implementation of CBMS
• No additional state/federal administrative funding
• Individual caseloads with 35+ calls/voicemails per worker per day and difficulty in covering absences

January 2008 – January 2013:
• Caseload Increases:
  • 147% in Medicaid
  • 210% in TANF
  • 212% in SNAP
• FTE has only increased from 94 to 98 eligibility staff since 2008
Business Process Analysis
Colorado Eligibility Process Improvement Collaborative (CEPIC)

• Began Sept. 2010 through HCPF (State Health Care Policy & Financing) via grant funding from the CO Health Foundation

• Received technical assistance from a Six-Sigma Black Belt and other business process experts over 8 months

• Mapped out entire process to find the kinks in the pipes

• Toughest recommendation from the experts: move from a push to a pull system for workflow

• Implementation of One Touch and Done (OTD) was a result of this process
Value Stream Process:
Medicaid Eligibility
(Med + other HLPG combo cases)

Total Maximum Processing Time – PT + DT = 48 days

Updated August 2010
Task Based Work

• Technicians are trained on multiple programs
• Several technicians work one large caseload
• Technicians are assigned tasks from that workload
• Processing documents in date order received
• Technicians rotate all case tasks
• Diversion from the traditional “intake” and “ongoing” processing model

Timely Processing Stats
• July 2008: 83% of new applications/54% redeterminations
• July 2013: 95% of new applications/93% redeterminations
BIC (Benefits Information Center)

• BIC call center was implemented to serve as a central contact for calls from participants, providers, agencies and the community, staffed by trained technicians
• Technicians no longer take calls/return voicemails
• BIC staff determine immediately if the caller can be assisted within a few minutes
• BIC staff prioritize cases and determine if further research needs to occur
• Currently experiencing a 90+% first-call resolution rate
• Task-based workflow for online applications
• Interviews occur via cold calls, scheduled appointments
• Complete interviews when calls are returned and process verifications
Small Scale Testing - PDSA

- **PLAN** – It is critical to get front-line staff involved here
- **DO** – Only for a few hours, or a few cases, keep it small
- **STUDY** – Data, data, data (probably our toughest step in a “service” environment, we don’t make widgets)
- **ACT** – options to reconfigure and retest, to scrap the idea, or to implement permanent change to process

- Have completed nearly 50 PDSA’s to date including:
  - Up-front imaging
  - Teleworking for eligibility staff
  - Staff rotation on tasks
Value Stream Process:
Medicaid Eligibility
(Med + other HLPG combo cases)

Applicant

Front Desk
Receives
Applications/Date
Stamps

• Mail/Fax (Sub-Process A)
• Drop Off/Lobby
• PE Sites Submit

Request verification from
applicant

Verification Provided

IN

C = 20%
A = 100%
DT = 1-4 hrs.
PT = 1-5 min.

C = 100%
A = 100%

Tech. Researches & Requests Verification

C = 100%
A = 95-99%
PT = 30-45 min.

C = 95-98%
A = 98-100%

Verification Rec’d, Logged, Ticket Created

IN

DT = 5-10 days
PT = 10-15 min.

C = 95-98%
A = 98-100%

Clerical Review/Pend List/ Assign to Techs (Sub-Process C)

IN

DT = 10 – 14 days
PT = 1-2 days

C = 100%
A = 100%

Verif. Sorted/Filed
in CBMS drawer

IN

DT = 1-5 days
PT = 15-45 min.

C = 100%
A = 98-100%

Eligibility Determined in CBMS

IN

C = 100%
A = 100%
DT = 1-5 days
PT = 5-10 min.

IN

C = 100%
A = 95-99%
DT = 1-2 days
PT = 10-40 min.

C = 100%
A = 95-99%
DT = 1-2 days

Diversion to Med
Central Processing
(about 50 per week)

C = 100%
A = 100%

IN

C = 100%
A = 80-95%

IN

C = 95-98%
A = 98-100%

IN

C = 100%
A = 100%

IN

C = 100%
A = 98-100%

IN

C = 100%
A = 100%

Updated August 2010

Total Maximum Processing Time – PT + DT = 48 days
Value Stream Process:
Medicaid Eligibility
(Med + other HLPG combo cases)

Applications Submitted Via:
Mail/Fax, Drop Off, PE Sites

Applications go to
DS support and
assigns to Tech

Tech pends the case, contacts
the client and requests
verification if needed.

Verification Rec’d,
scanned to
Imaging to be
imaged and put in
work flow.

Verification Provided

C = 100%
A = 100%

C = 100%
A = 95-99%

C = 100%
A = 100%

C = 100%
A = 100%

C = 70%
A = 100%

C = 100%
A = 100%

C = 100%
A = 100%

C = 100%
A = 100%

C = 100%
A = 100%

C = 70%
A = 100%

C = 100%
A = 95-99%

C = 100%
A = 100%

Total Maximum Processing Time – PT + DT = 10 days

Updated July 2013
Moving Beyond Compliance

• Focus on days to serve, not to comply
• Empower staff
• Improve and expand teleworking
• Explore alternative work spaces
• Steal shamelessly from any agency showing emerging best practices