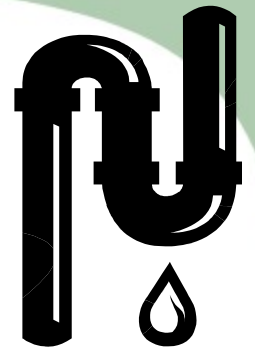


Larimer County Colorado Business Process Reengineering

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:

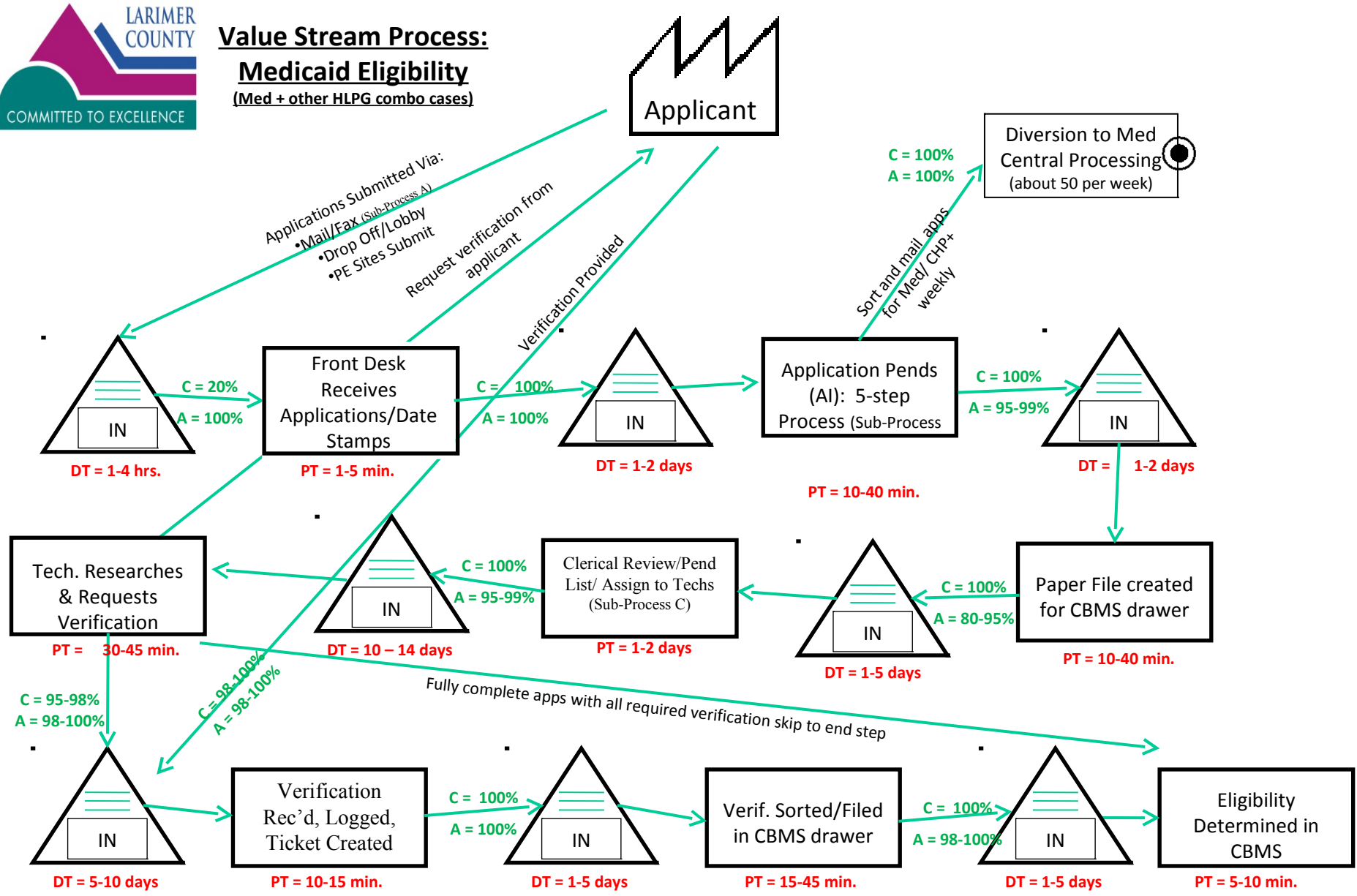
- Caseload Increases:
 - 147% in Medicaid
 - 210% in TANF
 - 212% in SNAP
- FTE has only increased from 94 to 98 eligibility staff since 2008

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 HPLG combo cases)



Total Maximum Processing Time – PT + DT = 48 days

Task Based Work

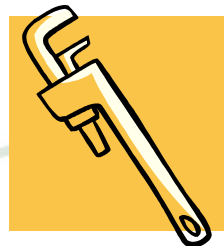
- Technicians are trained on multiple programs
- Several technicians work one large caseload
- Technicians are assigned tasks from that workload
- Processing documents in date order received
- Technicians rotate all case tasks
- Diversion from the traditional “intake” and “ongoing” processing model

Timely Processing Stats

- July 2008: 83% of new applications/54% redeterminations
- July 2013: 95% of new applications/93% redeterminations

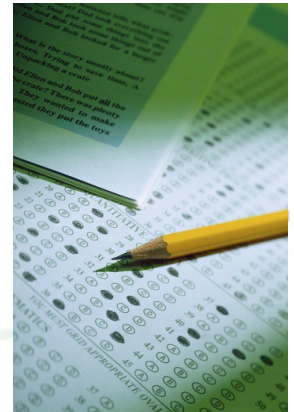
BIC (Benefits Information Center)

- 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

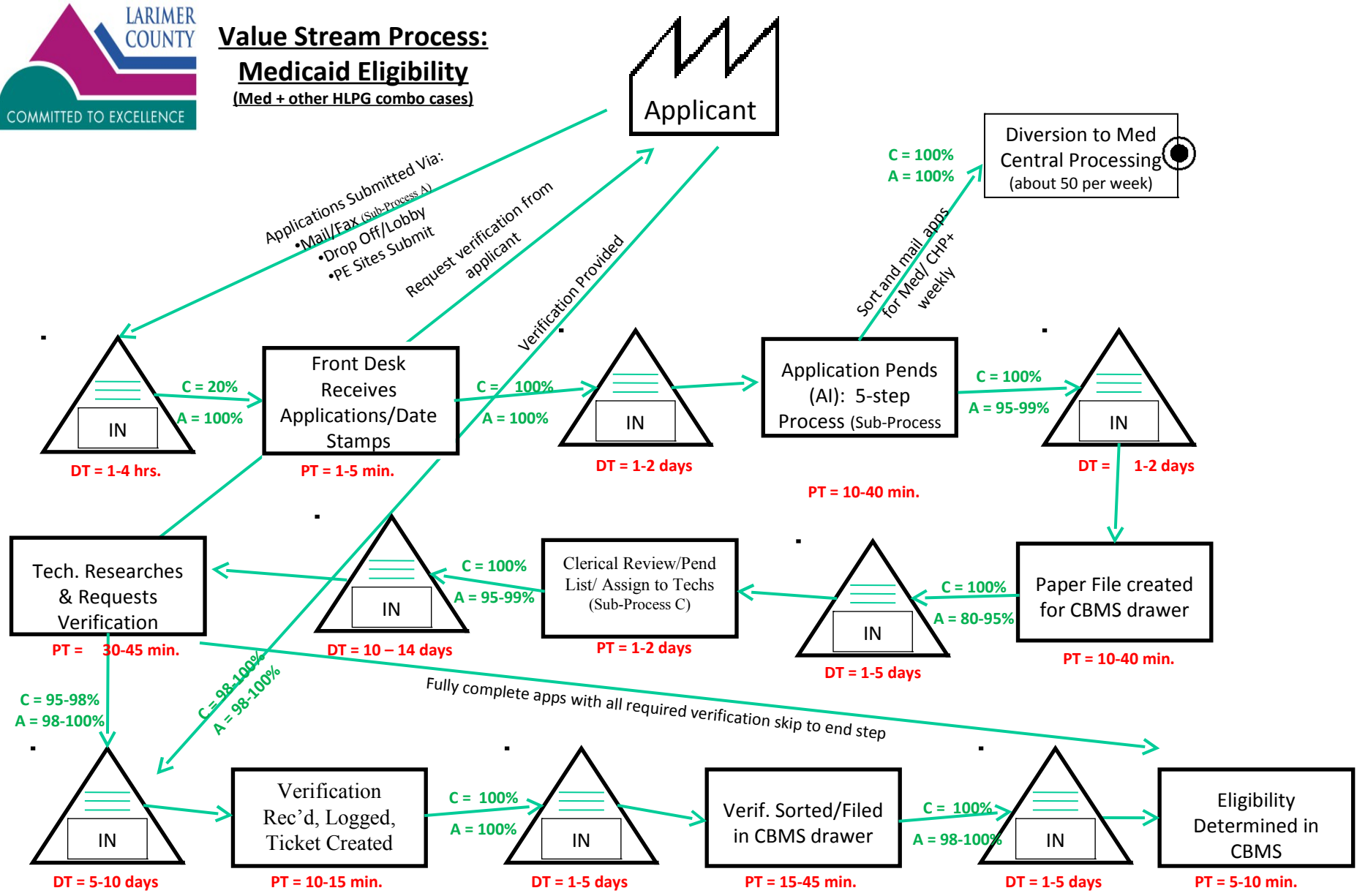


Small Scale Testing - PDSA

- **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 HPLG combo cases)

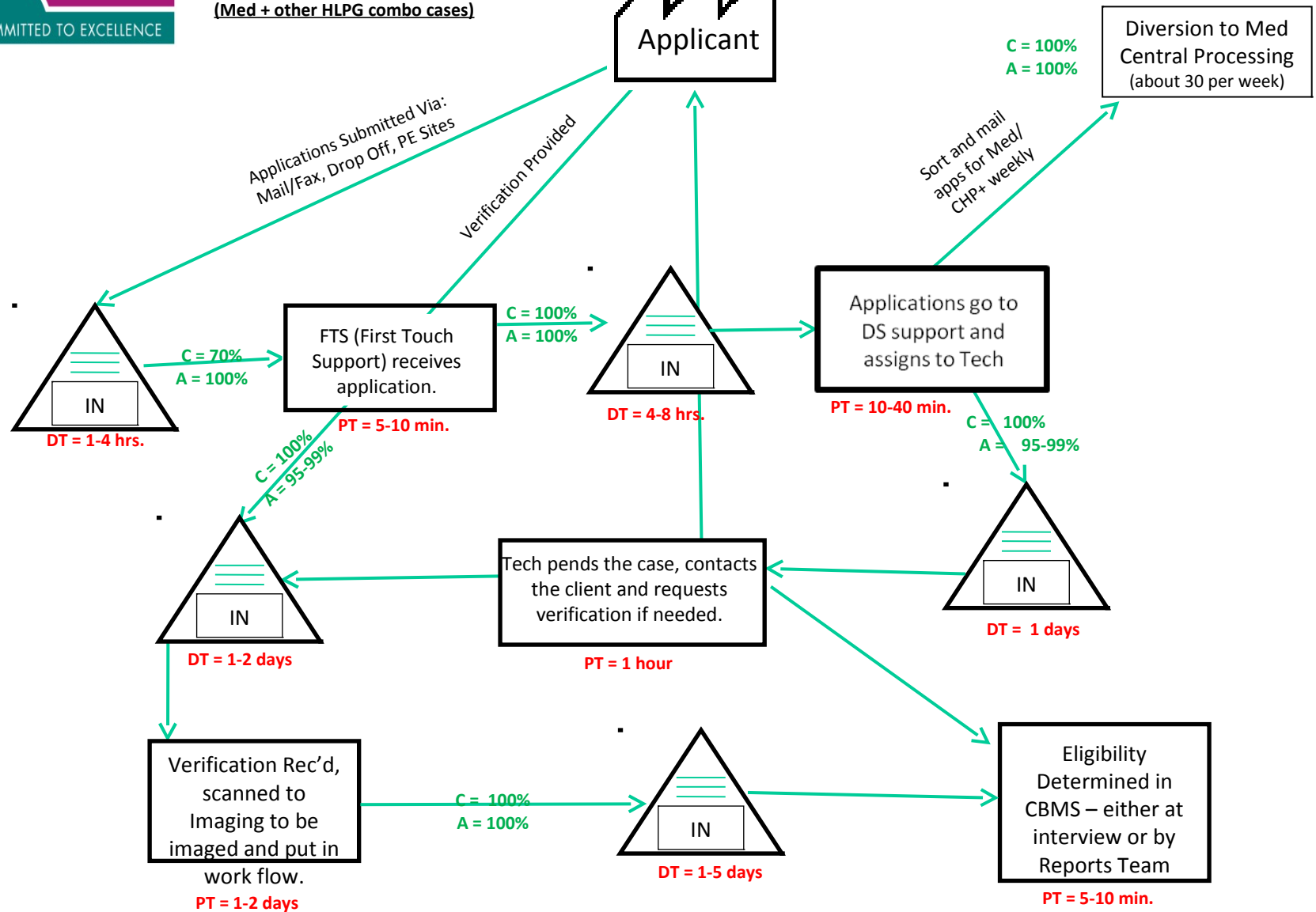


Total Maximum Processing Time – PT + DT = 48 days



Value Stream Process:
Medicaid Eligibility
 (Med + other HPLG combo cases)

Applicant



Total Maximum Processing Time – PT + DT = 10 days

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**