



# Using business process analysis to enhance human services delivery

Presentation at NAWRS 2019

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# Motivation for Business Process Analysis (BPA) in Philly

- ❑ Philadelphia Works wanted to improve workforce services for customers to boost employment and economic stability
- ❑ Discovered that improvements to the program environment were needed to lay the ground work for other program improvements
- ❑ Challenges are not unique to Philadelphia

# What is BPA?



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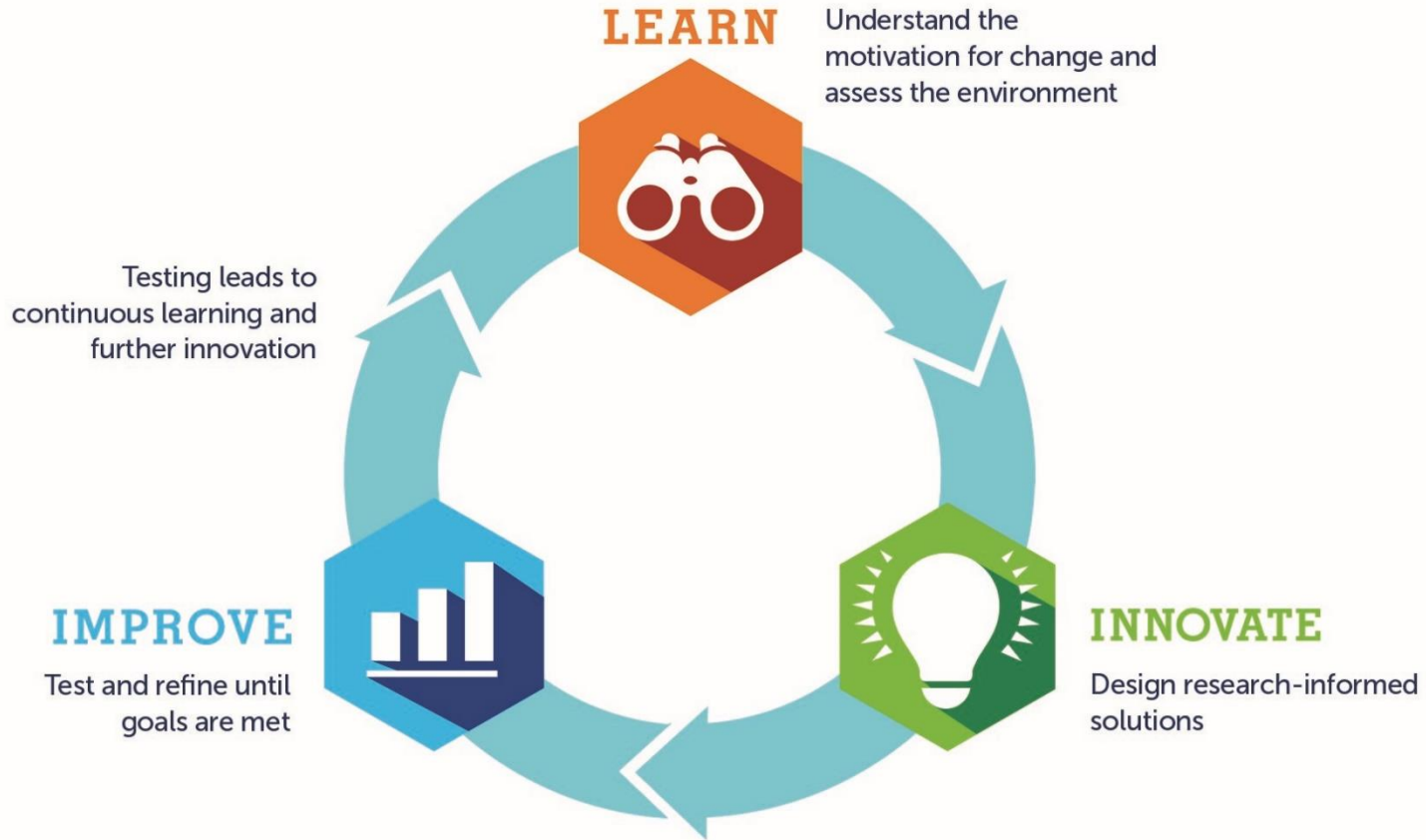
# Goals of BPA for TANF programs



- ❑ Reduce administrative burden for customers and staff
  - ❑ Streamline processes
  - ❑ Ensure consistency in service quality
- Reinvest time saved into value-added customer services



# Learn, Innovate, Improve (LI2) framework



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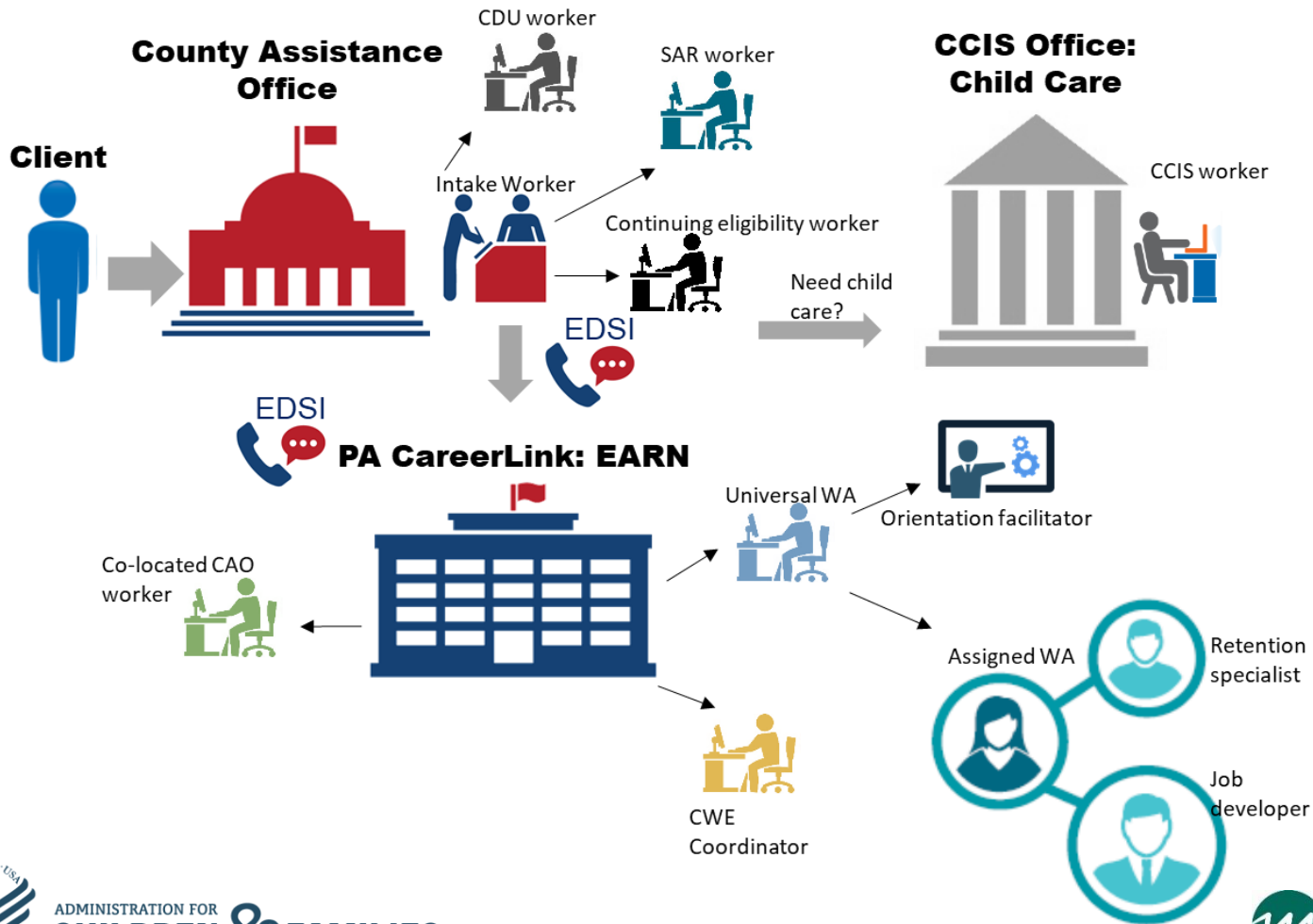
## Example in Philadelphia



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# Learn phase activities: Process flow diagram



# Learn phase activities: Paperwork analysis

Keep

Streamline

Eliminate





# The results



**Before:**



**After:**



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# Innovate phase activities: example revised enrollment paperwork

EARN PROGRAM ENROLLMENT PACKET

Clear heading

Hello, and welcome to

Bold colors  
Large text

We are looking forward to working with you.

Before EARN orientation begins, we'd like you to review the materials in this packet. This will give us a head start on serving you better.

Please take the next couple of minutes to review and complete the following forms.

Using white space to improve readability

Form 1: EARN mission and services

Review this form to learn why you are here and how we can help!

Form 2: EARN program policy acknowledgment

Review this form, then sign and date it to acknowledge your acceptance.

Provide clear directions



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# Improve phase activities and results

- ❑ Designed and conducted tests of revised paperwork
- ❑ Road test revealed the need to tweak the forms and provide additional staff training
- ❑ Anecdotal evidence from customers that less forms to complete on Day 1 improved their experience





# Program perspective

# Implementing service delivery change: Old vs. new way and staff buy-in



- ❑ In the past change was implemented without much input from provider staff
- ❑ The BPA is deliberate in being inclusive of all staffing levels
- ❑ Staff buy-in is necessary to make the BPA effective



# The reality of change: It's hard



- ❑ Influencing change when providers disagree change is needed
- ❑ Staff process and manage change at different levels
- ❑ Change can often FEEL like a disruption instead of a benefit to service delivery



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# Questions



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