Eligibility Process Improvement:
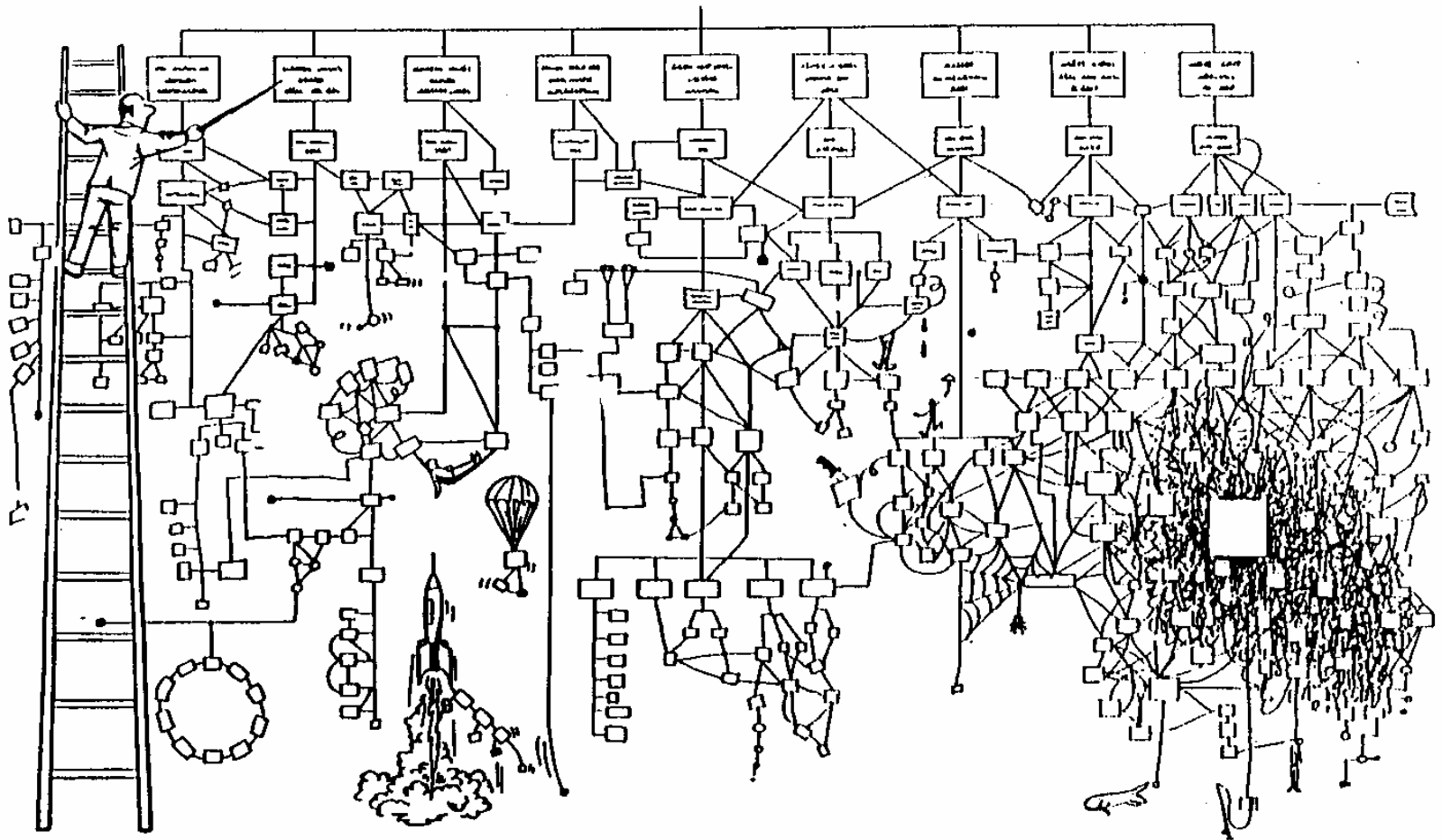
Change at the Operational Level

Presented by:

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Vice President

Enrollment and Renewal Processes

- **Interaction of:**
  - **Process**
  - **People**
  - **Automated Eligibility Systems**

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The Process

I USED TO BE NORMAL ... HAPPY ... WELL ADJUSTED! BUT THAT WAS BEFORE ...

THE JOB THAT ATE MY BRAIN

THE INCREDIBLE YET TRUE STORY OF A HARD-WORKING WORKER AND THE WARPED WORK THAT MAKES HER GO WACKY

SEE!
THE WORK PILE UP!

HEAR!
YOUR CO-WORKERS SNARL LIKE IRRITATED WOLVERINES!

FEEL!
THE SWEAT TRICKLING DOWN YOUR BACK!

SMELL!
YOUR BOSS SNEAKING UP BEHIND YOU!

THIS MOVIE ANSWERS THE BURNING QUESTION:

"SINCE THEY DON'T PAY ME TO THINK, DO I REALLY NEED A BRAIN?"

X | X-TRA WORK, X-TRA HOURS, X-TRA X-HAUSTION

Churning is Rework

Data and Case Reviews:

- 30% of closures reopened within 30 days
  – this becomes next month's work.

  - 95% of closures reopened in a 6 month period
  – this is rework.

  - 45% of closures statewide re-enroll within 12 months.

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Ineffective Communication

- **Problem: System Generated Communication**
  - 24,000 clients received at least 1 official notice in the last 6 months
  - Average number of notices per client was 4.1 per day
  - Range of notices was 1 to 48 in a day

- **Solution: Change the Computer System**
  - 172,660 fewer pieces of paper
  - 43,165 fewer envelopes
  - Save 2 hours/day per worker by reducing inquiries about notices
  - Save 30 minutes/day per worker in researching notice and explaining

Incorrect Addresses

Local office counted returned mail over three days:

- Received 473 pieces of mail
- 228 pieces (48%) were returned by post office

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Language Match

In a large county, the Spanish caseload retention rate increased by 34% when the annual redetermination form was changed to multi-lingual.

Streamlining Work

	BEFORE	AFTER
Processing Time	28 days	3 days
Wait Time	87.5%	14%
Eligibility Determination Time	40 min per app	18 min per app
Touches	72	16
Overtime Cost	$27,000 monthly	$0 monthly

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Model for Improvement

What are we trying to accomplish?

How will we know that a change is an improvement?

What change can we make that will result in improvement?

Aim

Measurement

Prediction

Cycle for Learning & Improvement

Act | Plan

Study | Do

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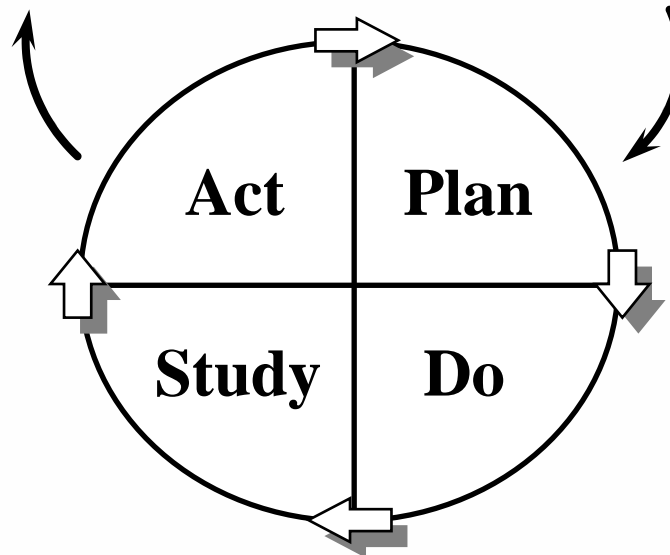
The Seven Transactional Wastes

1. **Waste of Overproduction** – Preparing unneeded reports, reports not read or acted on, multiple copies in storage

2. **Waste of Time (Idle)** – Batch processing, i.e., monthly closings, weekly billing, monthly collection reports

3. **Waste in Transportation** – Unneeded steps, document/data travel distance

4. **Waste of Processing** (Too Fast) – Excessive sign-offs

5. **Waste of Stock on Hand (Inventory)** – Transactions waiting to be processed

6. **Waste of Movement (Worker)** – Unneeded data entry, extra steps

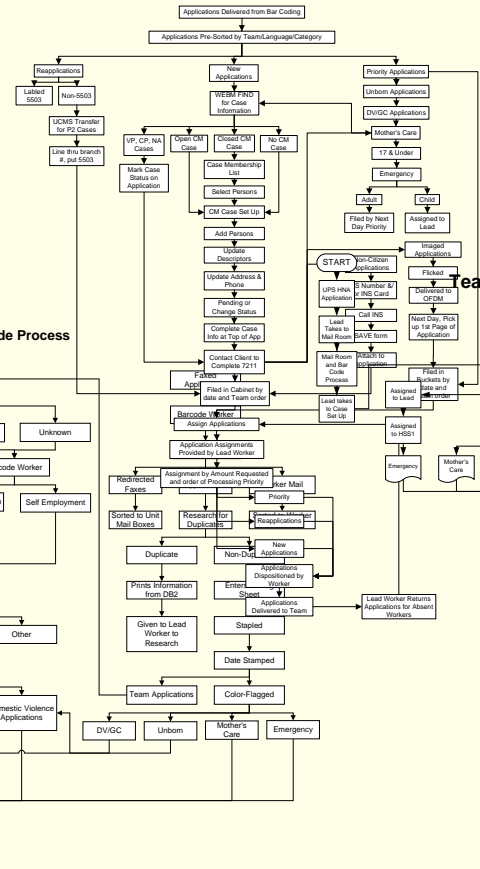7. **Waste of Making Defective Products** – Incorrect data entry

Example: Oregon Health Plan
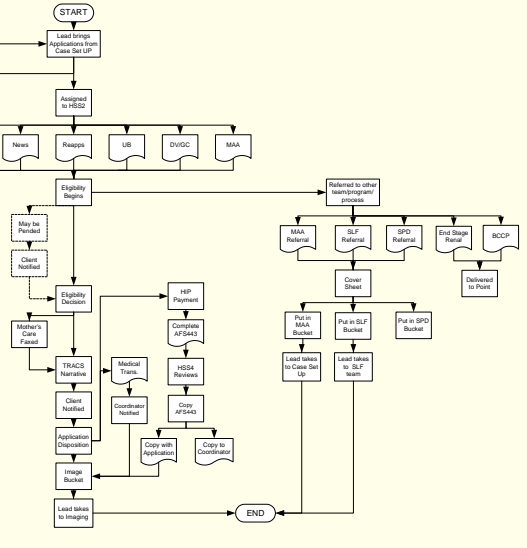
They went from this:

OHP Application / Mail Room Process
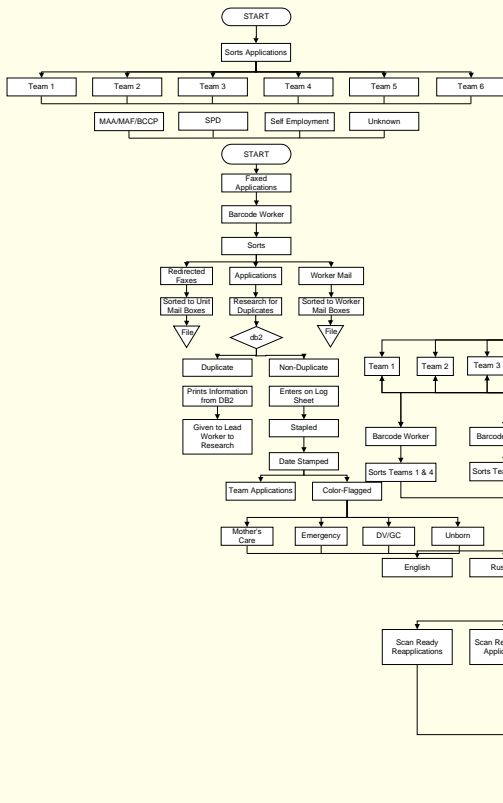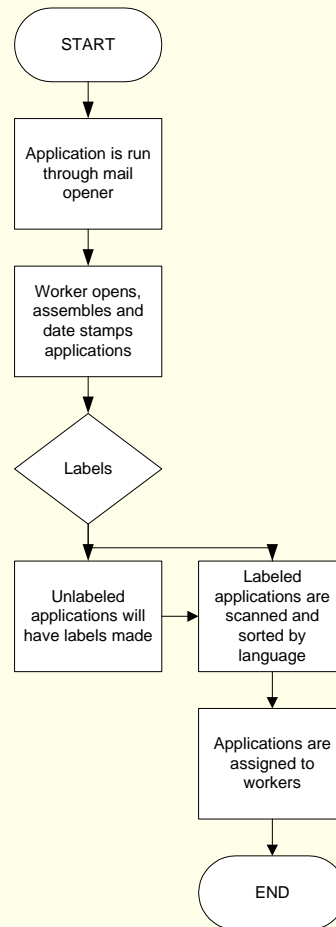
OHP Application / Case Set Up Process

OHP Application / Bar Code Process

Team 1 Application Workflow

Expectation: A new flowchart

Proposed OHP Application Process

- *"It was interesting for me to follow the application process and imagine it was a person. First, we date-stamp your forehead, put a name tag on you and then throw you in a drawer for 20 days…"* - Team Member

- *"No longer is it an application, it is "Mrs. Brown and her children who are waiting on the decision for benefits."* - Team Member