

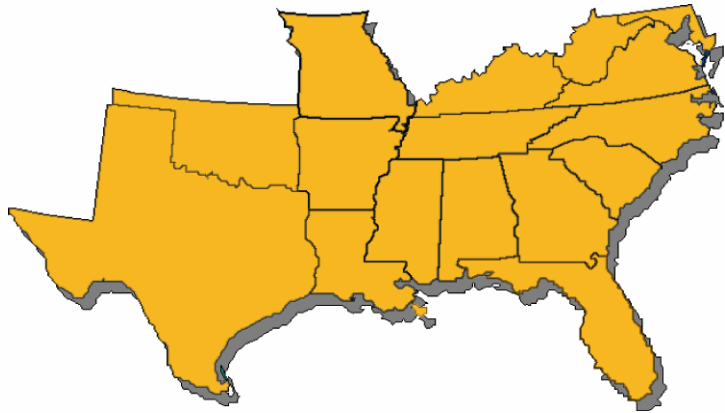


Carolina Nutrition Alliance

Ann Marchetti
Southern Institute on Children and Families
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Public and private sector leadership is needed so that actions are taken to improve access to programs for low income children and families.



The Southern Institute on Children and Families

- Covering Kids & Families
- Supporting Families After Welfare Reform
- Southern Regional Initiative on Child Care
- Southern Business Leadership Council
- Eligibility Process Improvement Center
- Carolina Nutrition Alliance



EPIC

Eligibility Process Improvement Center

Process Improvement History

- Began in 1980's
- Six Sigma Black Belt Methodology: Outwardly focused on voice of the customer, inwardly focused on using statistical tools on projects that yield high return on investment
- Companies that have embraced Process Improvement:

✓ Motorola	✓ Allied
✓ GE	✓ Signal
✓ Sony	✓ Bombardier

Process Improvement History

- Lean Thinking: Pioneered by Ford in the early 1900's
- Perfected by Toyota post WWII
- Known by many names:
 - Toyota Production System
 - Just-In-Time
 - Continuous Flow
- Outwardly focused on being flexible to meet customer demand, inwardly focused on reducing/eliminating the waste and cost in all processes



Process Improvement History

- Institute on Healthcare Improvement applies concepts to health service delivery in 1990's:
 - Community Health Centers
 - Hospitals
 - VA System
- Southern Institute applies concepts to the Medicaid/SCHIP Eligibility Process in 2002:
 - Supporting Families After Welfare Reform
 - Covering Kids & Families Collaborative
 - Carolina Nutrition Alliance

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

THIS MOVIE
ANSWERS THE
BURNING QUESTION:

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



SEE!

THE WORK
PILE UP!

HEAR!

YOUR CO-WORKERS
SNARL LIKE IRRITATED
WOLVERINES!

FEEL!

THE SWEAT
TRICKLING DOWN
YOUR BACK!

SMELL!

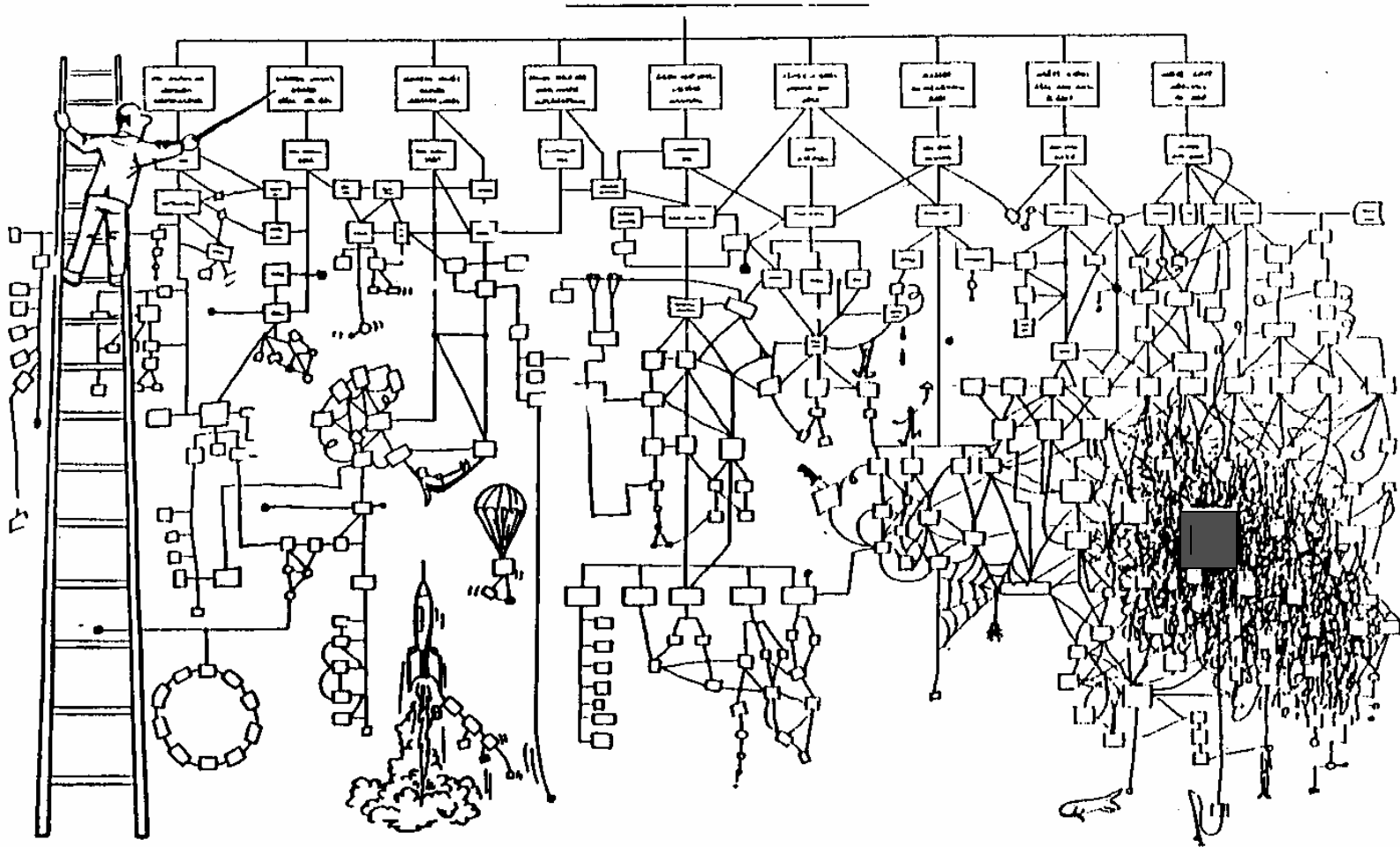
YOUR BOSS
SNEAKING UP
BEHIND YOU!

X

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

Policy ↔ Practice

The Process



Model for Improvement

What are we trying to accomplish?

Aim

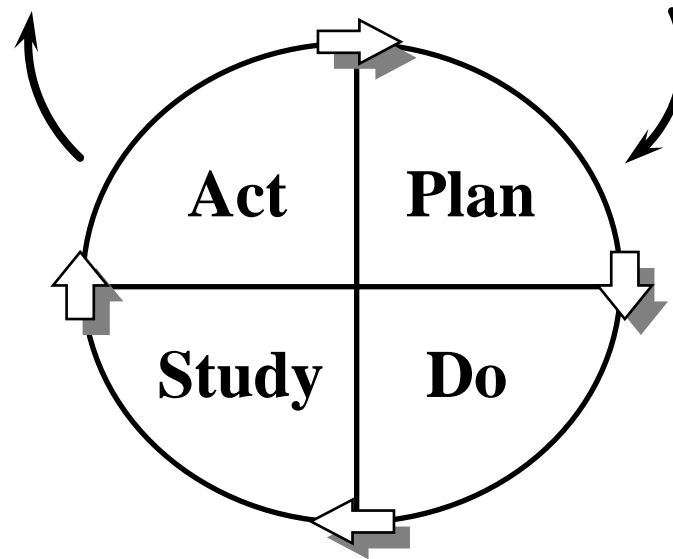
How will we know that a change is an improvement?

Measurement

What change can we make that will result in improvement?

Prediction

Cycle for
Learning &
Improvement



The Value of Process Improvement

- Build knowledge sequentially .
- Increase the belief that the change will result in improvement.
- Predict how much improvement can be expected from the change.
- Learn how to adapt the change to conditions in the local environment.
- Evaluate costs and side-effects of the change.
- Minimize resistance upon implementation.

99% Quality Level

- 20,000 lost articles of mail per hour
- Unsafe drinking water almost 15 minutes each day
- 5,000 incorrect surgical operations per week
- 2 short or long landings at most major airports each day
- 200,000 wrong drug prescriptions each year
- No electricity for almost 7 hours per month

Churning

- A review of the cases that closed at renewal revealed that approximately 30% are reopened within 30 days of closure.
- A review of data shows that over a six month period 95% of closures are reopened so workers are motivated to keep them open and not have to rework.

Testing Client Contacts

- Data showed that statewide 45% of closures re-enroll within 12 months.
- The team decided to test a strategy of calling clients and allowing re-enrollment by phone. The team tested the time of day; calling clients at work; and using a beeper for clients to call worker.
- Preliminary results showed a 100% positive response rate from clients that were contacted by phone. This strategy was originally tested in one county and has been spread to two other counties.

Problem:

- 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

Improvement:

- Changes to the automated computer system

Expected Results:

- 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

Streamlining Work

- The team began with the goal of reducing the number of applications pended prior to an eligibility determination.
- By eliminating unnecessary steps, they have reduced the amount of time it takes to get an application to the worker for processing from 15-18 days down to 3 days.



Carolina Nutrition Alliance



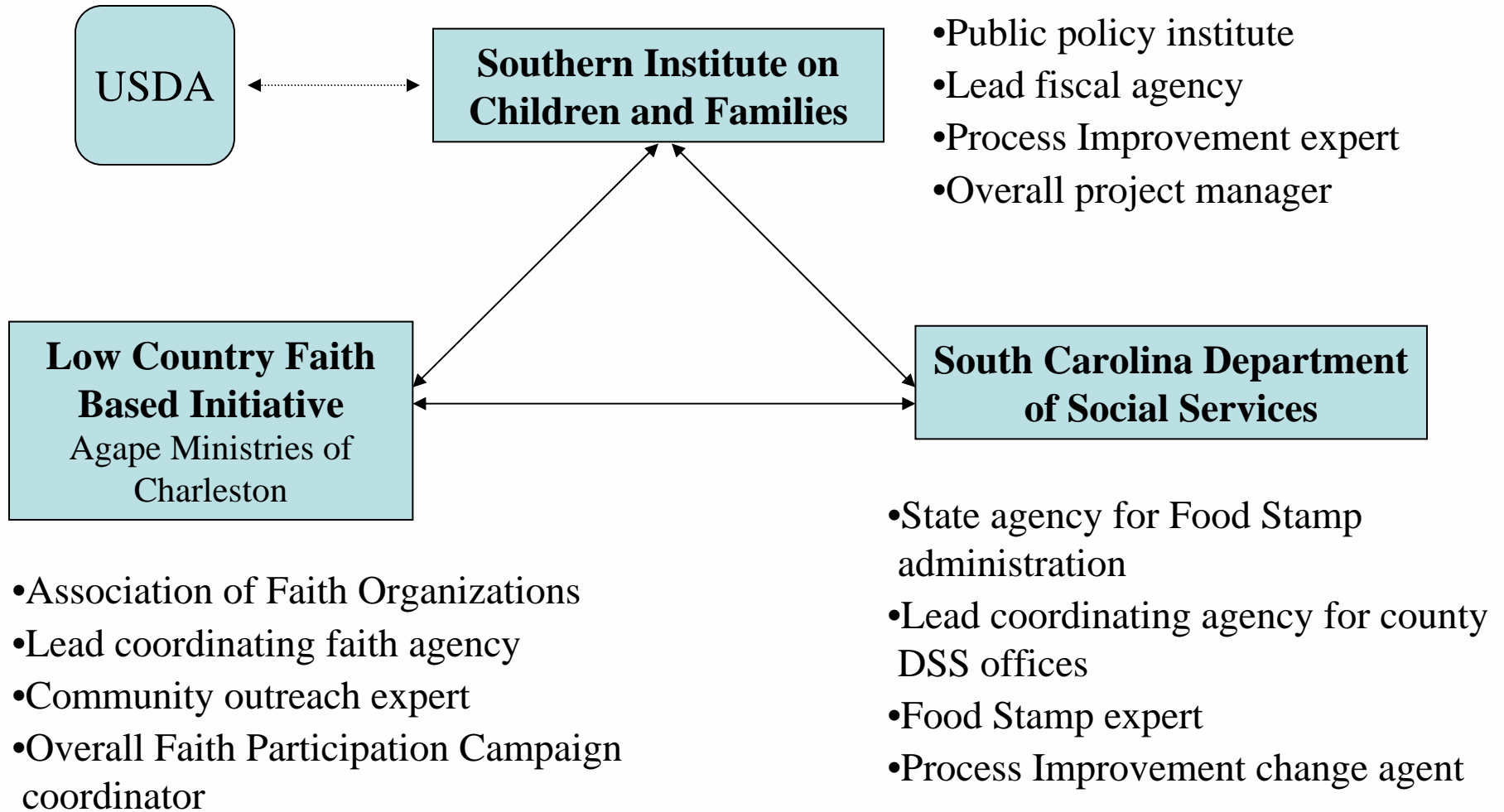
Project Purpose

Facilitate the Food Stamp Program in three South Carolina Counties-- Charleston, Beaufort and Richland to be more accessible to families and individuals who are potentially eligible.



Project Goals

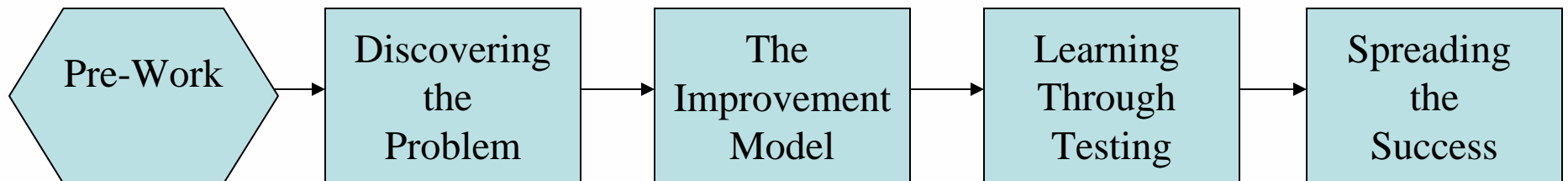
- Increase access to the Food Stamp Program in order to improve nutrition for low income families and individuals.
- Improve the efficiency and effectiveness of the eligibility application and recertification system without risking its integrity.



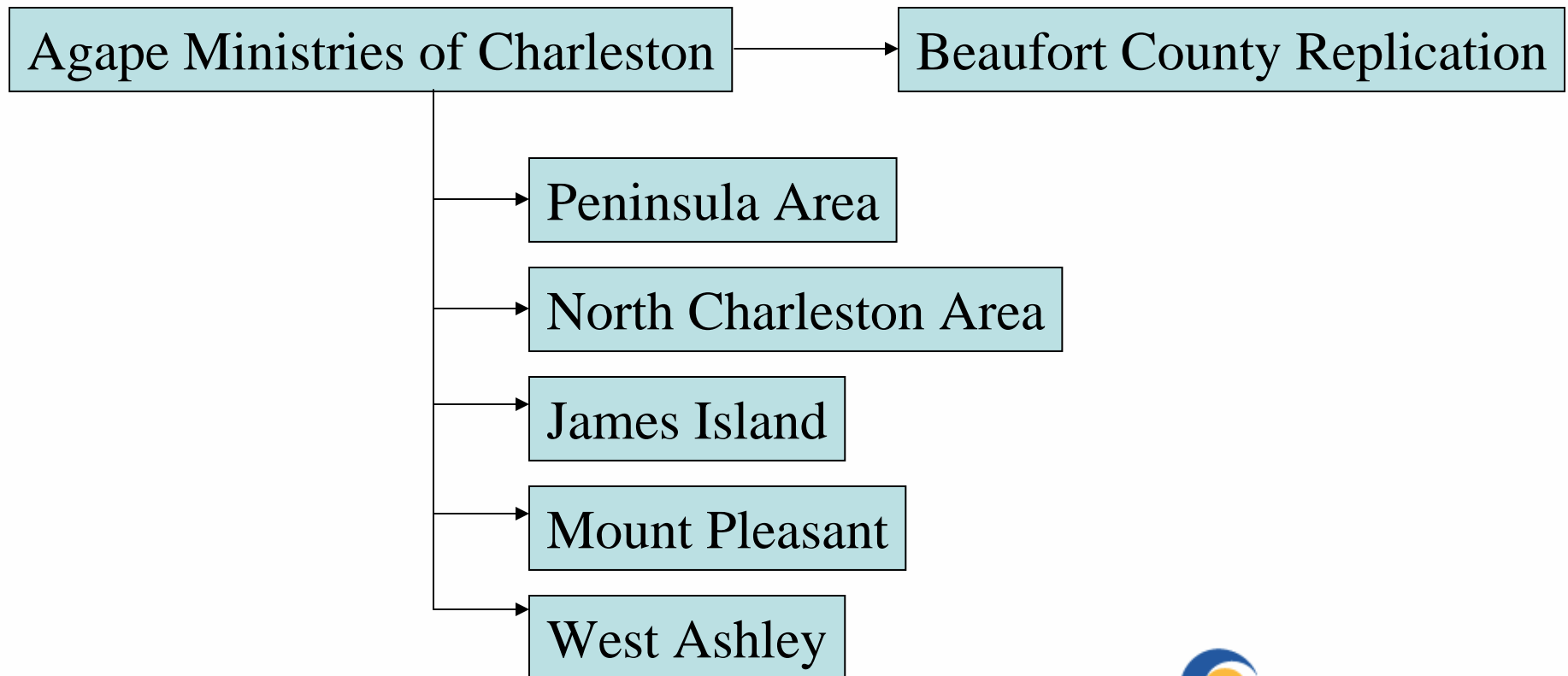
Process Improvement Component

- Increase effectiveness of service delivery.
- Increase efficiency of operations.
- Provide benefits to eligible persons and deny benefits to ineligible persons.
- Empower workers to improve.
- Learn new problem solving skills.

The CNA Process Improvement Road Map



Low Country Faith Participation Campaign





Project Design

- Barriers to participation
- Limitations of resources
- Limitations of mandated policies
- Power of organized efforts
- Effectiveness of open communication
- Value of costs and efficiencies
- Benefits of accommodation and reflection



Basic Principles

- Acknowledge that each partner has different motivations.
- Respect different approaches to identifying solutions.
- Respect the limitation of policies, resources and interpretation.



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Knowledge - Leadership - Action