



Eligibility Services Division



S U C C E S S
F R A M E W O R K

IMPLEMENTATION

Muris Prses, Assistant Director

What is ESD?

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We make timely and accurate decisions for these programs:

- Food Stamps/SNAP
- Child Care
- Medical
- Financial



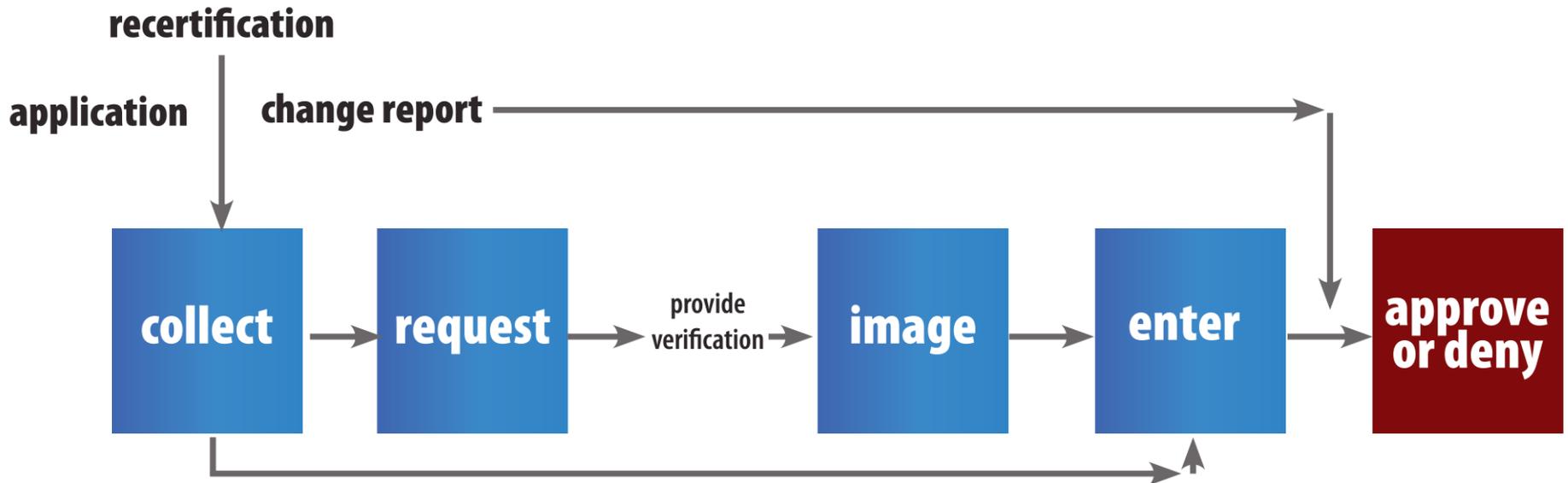
768
employees



ESD's Business Model

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Eligibility Services Division Timely and Accurate Decisions



Events that shaped us...

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Economic downturn

Call center

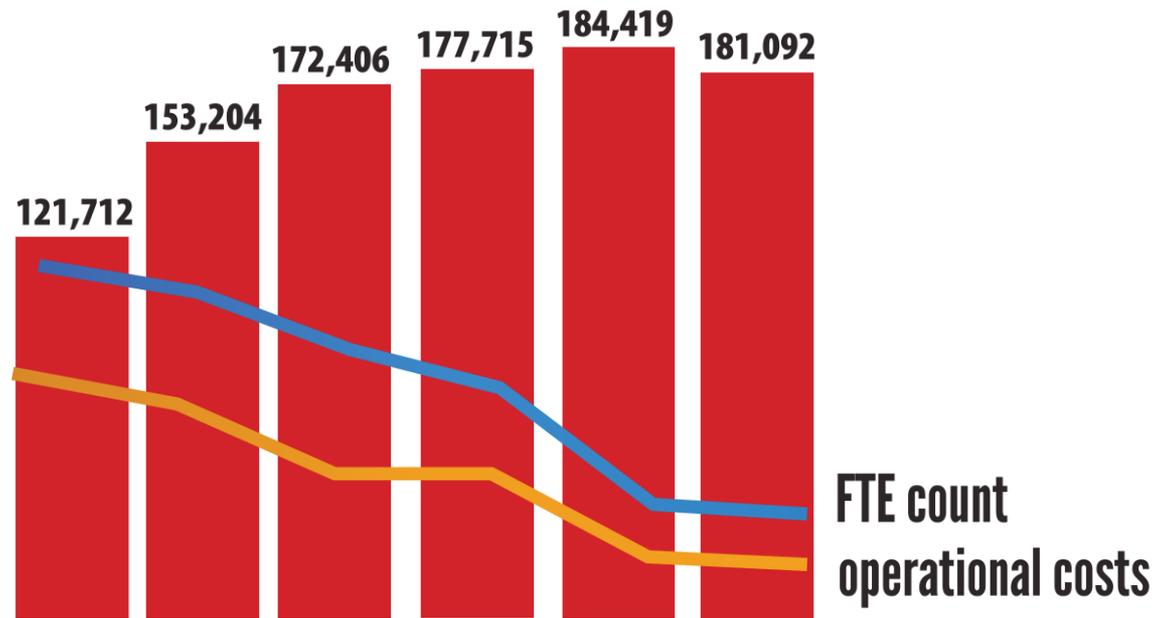


Caseload growth



Improve services

Caseload, Cost and Full-time Equivalent FY 2008-13



ESD at



Baseline

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60%
caseload



28.4%
budget reduction



315
less FTEs



16 days



high call wait times



SUCCESS
— FRAMEWORK —

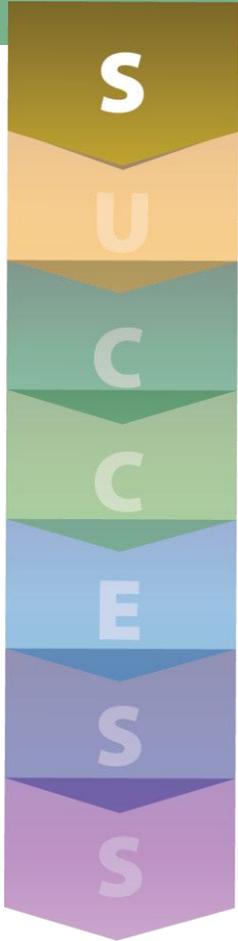


S U C C E S S
F R A M E W O R K

Principles at Work

Set Goals, Targets and Performance Measures

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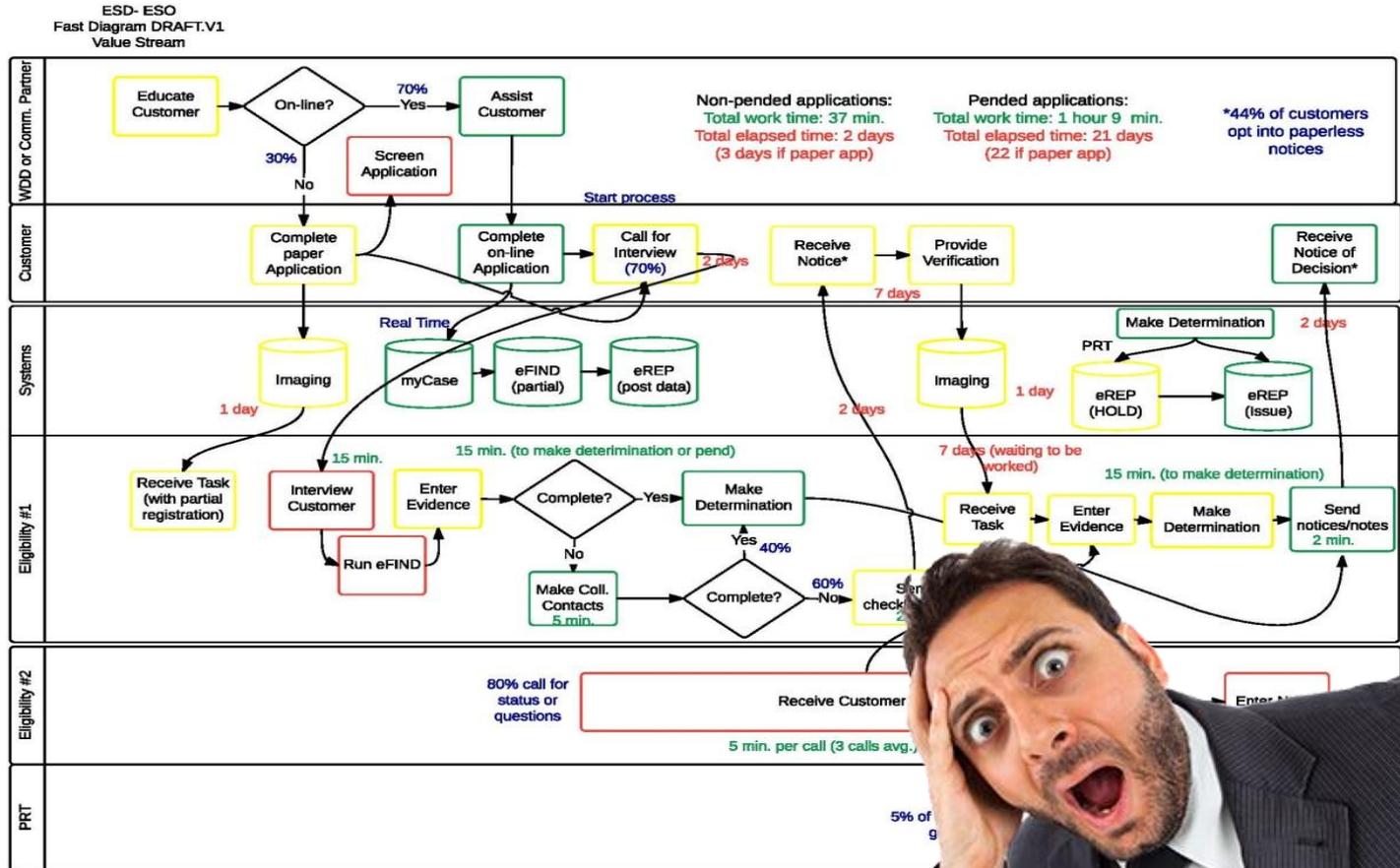
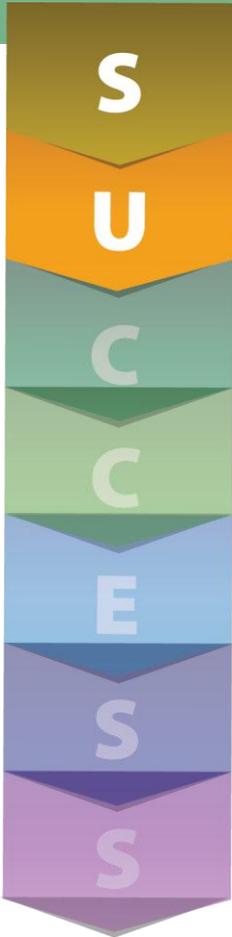
Redefining

Q

- percentage of applications approved within 14 days of receipt
- program quality as a necessary condition

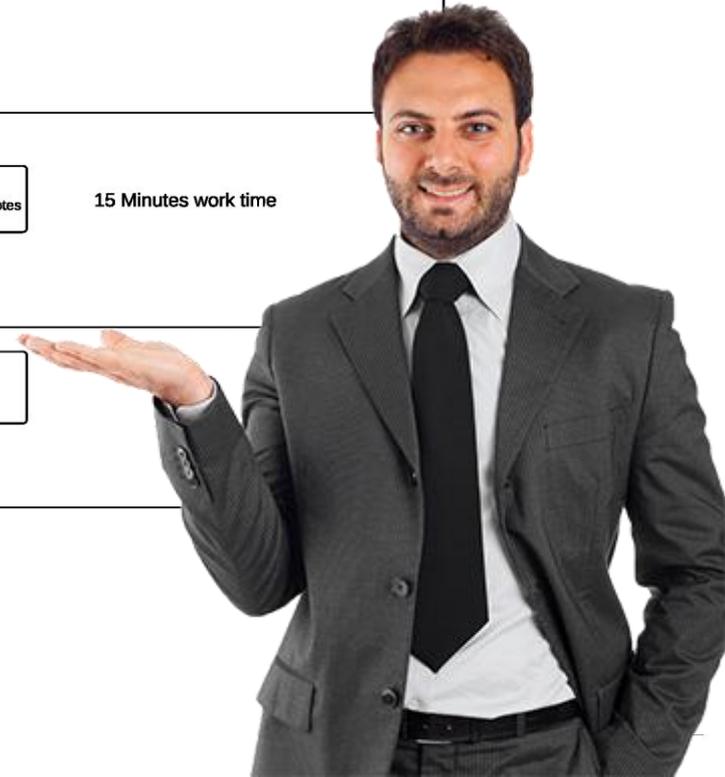
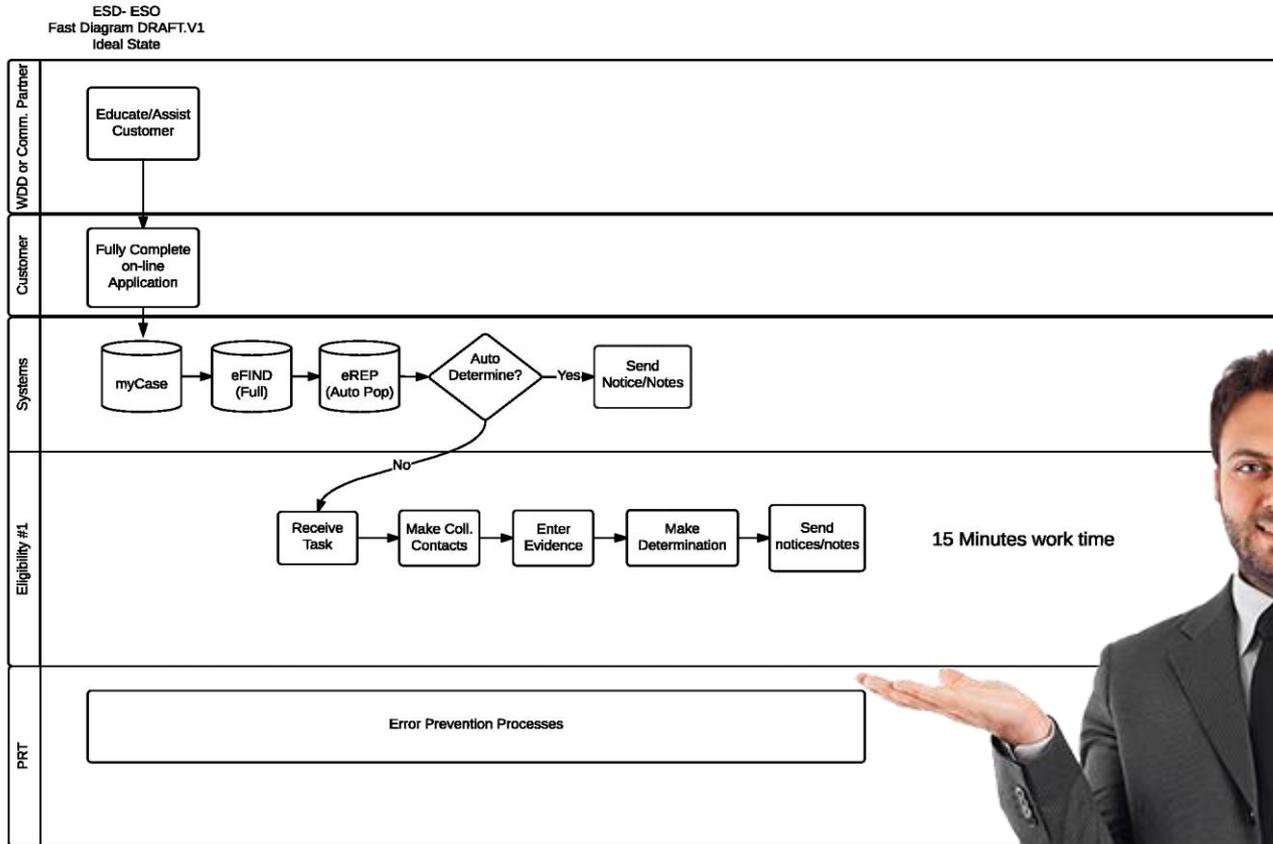
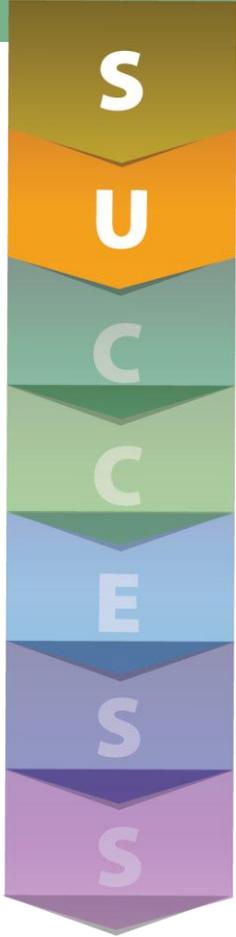
Use Analysis and Thinking Tools

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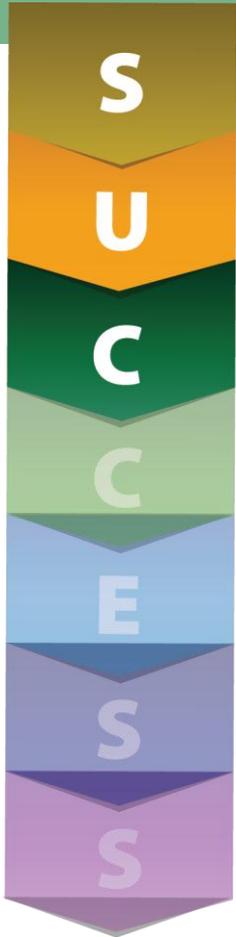
Use Analysis and Thinking Tools

Utah OPS: Building on SUCCESS

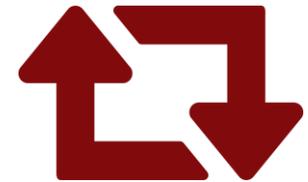


Create the Strategy

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T – Throughput depends on need; we have little control of public assistance demand. Monitor changes and look for ways to increase capacity for determinations



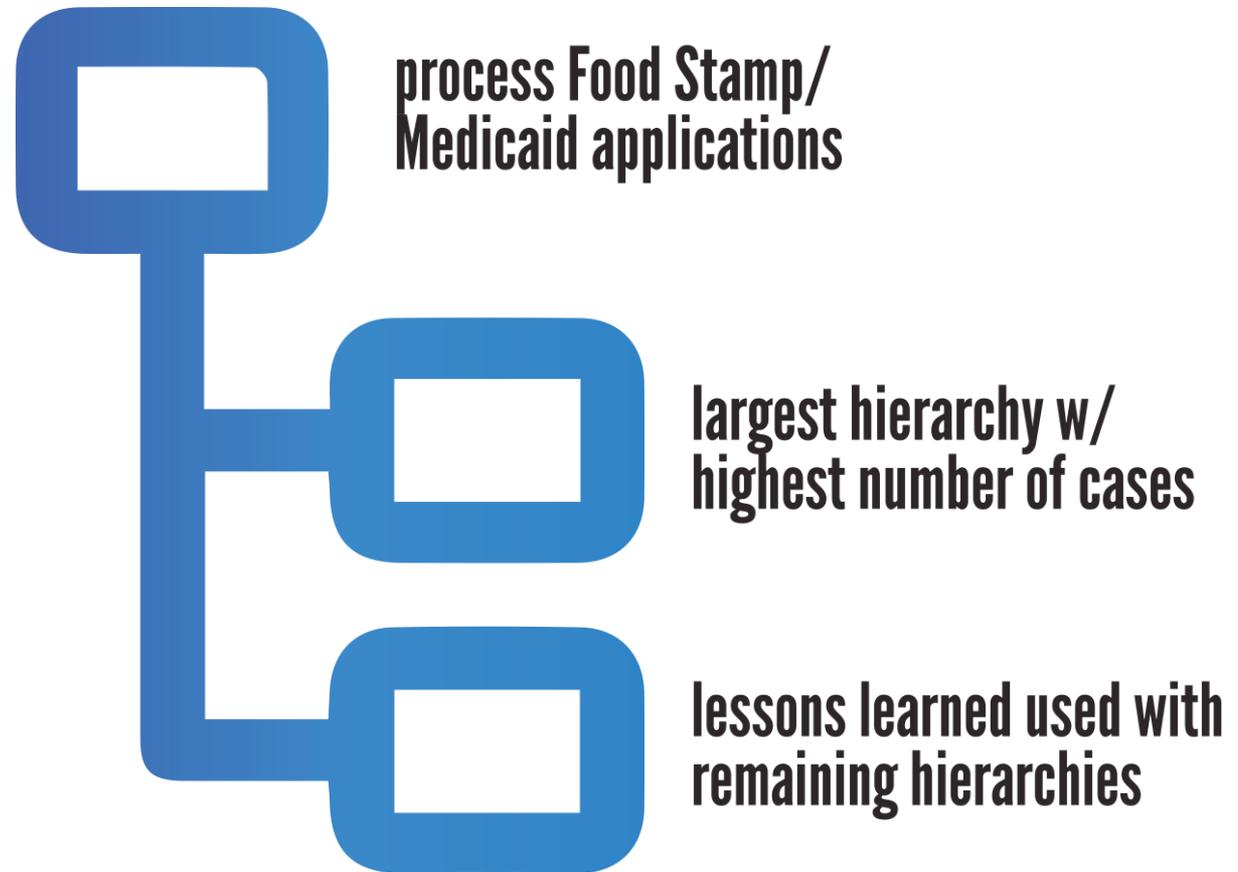
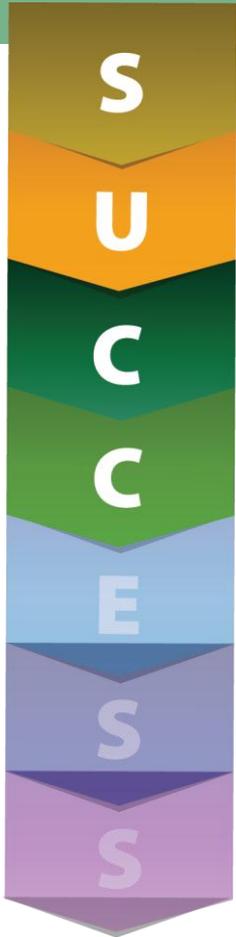
Q – Improve time it takes to make a determination; approve more programs in a shorter period of time

OE – Control and reduce expenses

Program accuracy as a necessary condition

Create the Organization

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Engage Employees and Customers

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Synchronize Projects and Policy

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systems

performance review team

operationally driven

training team

imaging

program policy team

Stay Focused

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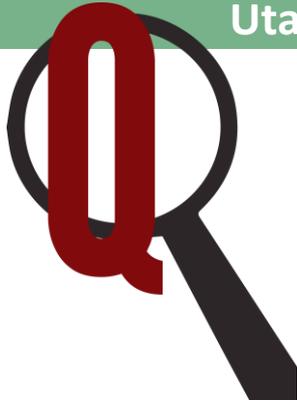
[Jem Melts Rock](#)

Putting



Principles to Work

Focusing on



FAST Plan:

- Increase “one and done” applications
- Increase the percentage of applications completed thoroughly online
 - Align accuracy expectations
 - Create a culture of focusing on determinations vs. clearing tasks



Four Strategies in Two Phases

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Phase I



- Improve online services and increase number of applications online
- Reduce over-verification
- Flag “one and done” cases
- Align accuracy expectations
- Shift focus on determinations and timeliness
- Incentivize staff

Phase II



- Expand flagging of “one and done” cases
- Electronic verification
- Continue improving strategies



Tactics and Activities

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We've completed four 8-week timelines and Phase I...

Strategy	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	
1. Increase number of applications completed online and thoroughly	Review recommended	Start working with systems							
1. Increase number of applications completed online and thoroughly	Week 1 (Jun 22)	Week 2 (Jun 29)	Week 3 (Jul 6)	Week 4 (Jul 13)	Week 5 (Jul 20)	Week 6 (Jul 27)	Week 7 (Aug 3)	Week 8 (Aug 10)	
1. Increase number of applications completed online and thoroughly		Complete data collection on paper applications imaged by EC.	Pilot paper application tracker for Mountain Lands.			Develop community partner online application plan.	Meet with WDD leadership to evaluate effectiveness of the pilot and finalize next steps.	Complete approved myCase and online application enhancements	Work with systems to implement possible changes from validation and start flagging cases in eREP.
2. Increase one and done applications			Start reviewing 500 samples of unearned income applications for Phase II flagging.	Start Phase II - electronic verification development			Start unearned income flagging		Completion of evaluation of next 4 teams.
2. Increase one and done applications	Start evaluating impacts of training and data mining for work groups. (Gerald)		Start reviewing 500 samples of unearned income applications for Phase II flagging.				Start evaluating impact of training and data mining for workgroups. (Ben)		
3. Align Accuracy Expectations		Complete all training on TPL, edits and performance plan					Start evaluating impact of training and data mining for workgroups. (Ben)		
4. Create culture of focusing on determinations instead of clearing tasks	COMPLETED	COMPLETED	COMPLETED	COMPLETED	COMPLETED	COMPLETED	COMPLETED	COMPLETED	



Completed Activities

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- **Created report to track “Q”**
- **Enhanced myCase**
- **Flagged no income applications**
- **Completed over-verification steps**
- **Changed accuracy expectations**
- **Rolled out “Green Light Document”**
- **Rolled out telephonic self-service portal**
- **Reviewed impacts of all changes**



Phase II

- Expanding flagging of “one and done” cases
- Electronic verification
- Continue improving strategies



How FAST did we get?

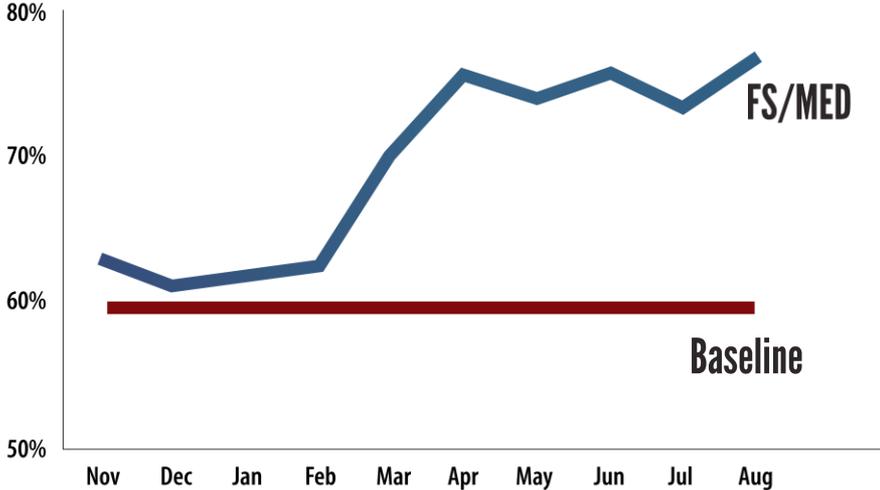
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Days to Decision

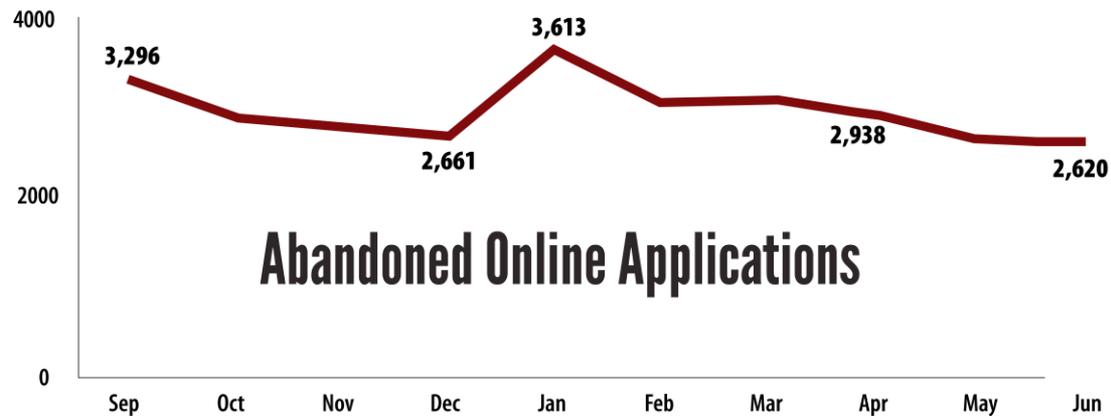
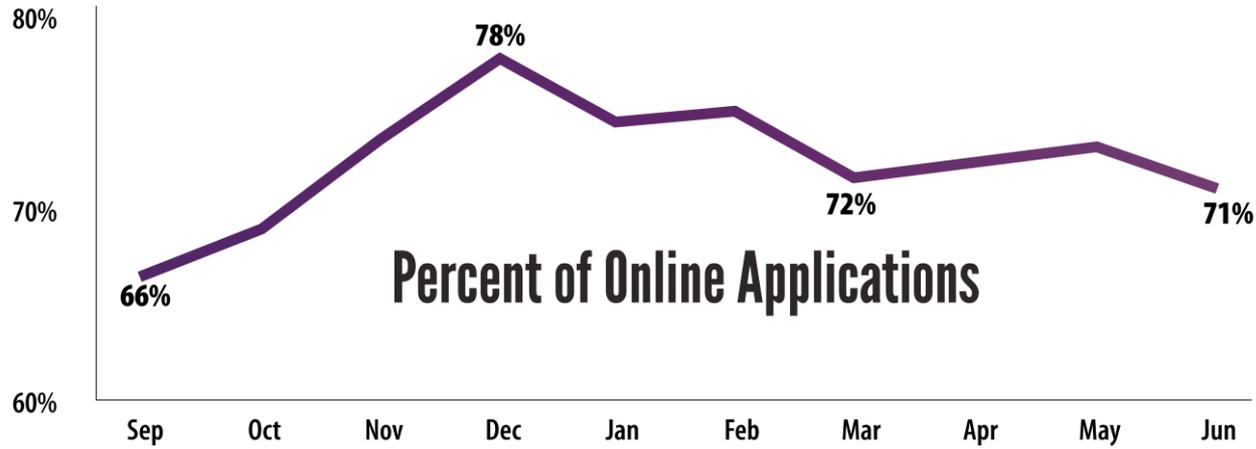


ESD's "Q" Measure



Not everything went our way...

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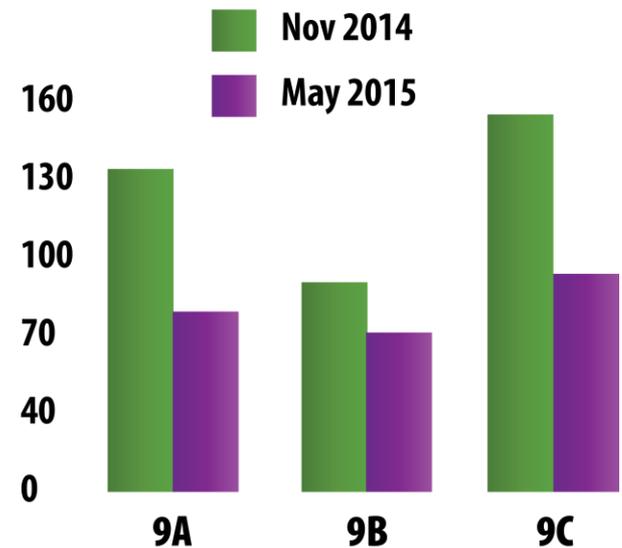
Benefits to Customer

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- Less verification to provide
- Quicker benefit availability
- Reduced call wait times



Verification Requests

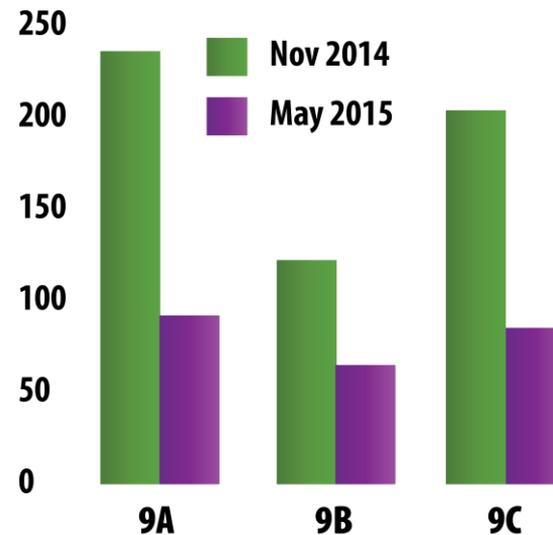


Benefits to Worker

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- Reduced number of calls
- Reduced multiple case access
- Reduced number of touches
- Improved proactivity
- Reduced number of tasks
- Automated 25% of calls

Case Contacts—Touches



Not just faster..BETTER!

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Q Improvement

27%

Improved timeliness



- call wait time 4 minutes
- postage \$700,000
- long distance charges \$850,000
- 768 employees

Folks, we could not have done it without:

- Dale Ownby (Division Director)
- Matthew Larson (Assistant Director - Systems)
- Kevin Burt (Assistant Director - Policy)
- Workforce Services Executive Director's Office
- Governor's Office of Management & Budget



FAST Team:

- Muris Prses (Assistant Director)
- Ben Mortensen (Operations Manager)
- Chris Williams (Operations Manager)
- Gerald Gappmayer (Operations Manager)
- Kristopher Dew (Operations Manager)

