

# SMART AS A WIP: Working Smarter, not Harder, by Managing Work in Process

## PANEL

Weston Miller & Michael Corbridge  
Department of Workforce Services

Curtis Giles, Jennifer Larson & Craig Walters  
Department of Human Services

## MODERATOR

Staci Ghneim  
Governor's Office of Management & Budget



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**BREAKTHROUGH RESULTS  
FOR GOVERNMENT AND  
BUSINESS**

# WIP: Work in Process (or Progress)

Like triage and full-kit, managing WIP will increase:

- *Speed*
- *Flow*
- *Capacity*

of individuals, teams, systems, and organizations for improved experience and outcomes of those served



Work smarter, not harder, to increase capacity and quality:

- Start Few to Finish Soon vs Start Fast to Finish Last
- Calculate optimal WIP with Little's Law *or* reduce by 50%
- Tactics include: WIP Boards, Choking-and-Releasing, Queuing, Batching, One-and-Done

# Work In Process (WIP) Control in the Department of Workforce Services' Family Employment Program

Weston Miller, *Operations Manager*  
Michael Corbridge, *Pilot Supervisor*  
Department of Workforce Services

September 7, 2017



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# Department of Workforce Services

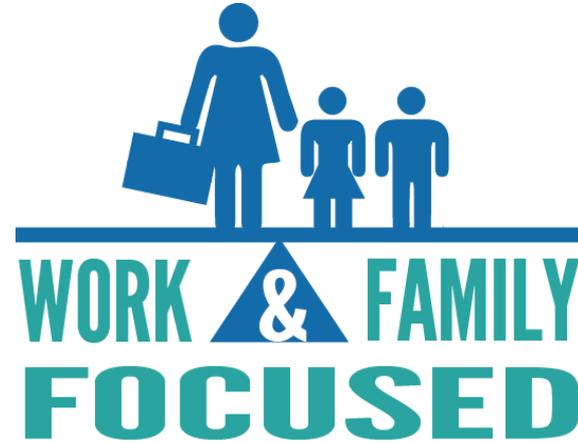


WE HELP

YOU TAHNS

- FIND JOBS
- ACCESS LABOR MARKET DATA
- FIND EMPLOYEES
- GET TRAINING
- RECEIVE SUPPORTIVE SERVICES
- AND MORE

# Background



# Coordinated Case Management Model Purpose

- Help more families achieve and sustain self-reliance
- Reduce the overall duration a family is dependent on government services
- Reduce “re-entry” or “recidivism” to government service



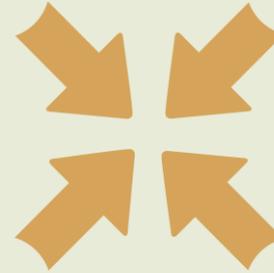
# Pilot

Test Group



Ogden

Control Group



Provo

# Key Pilot Elements

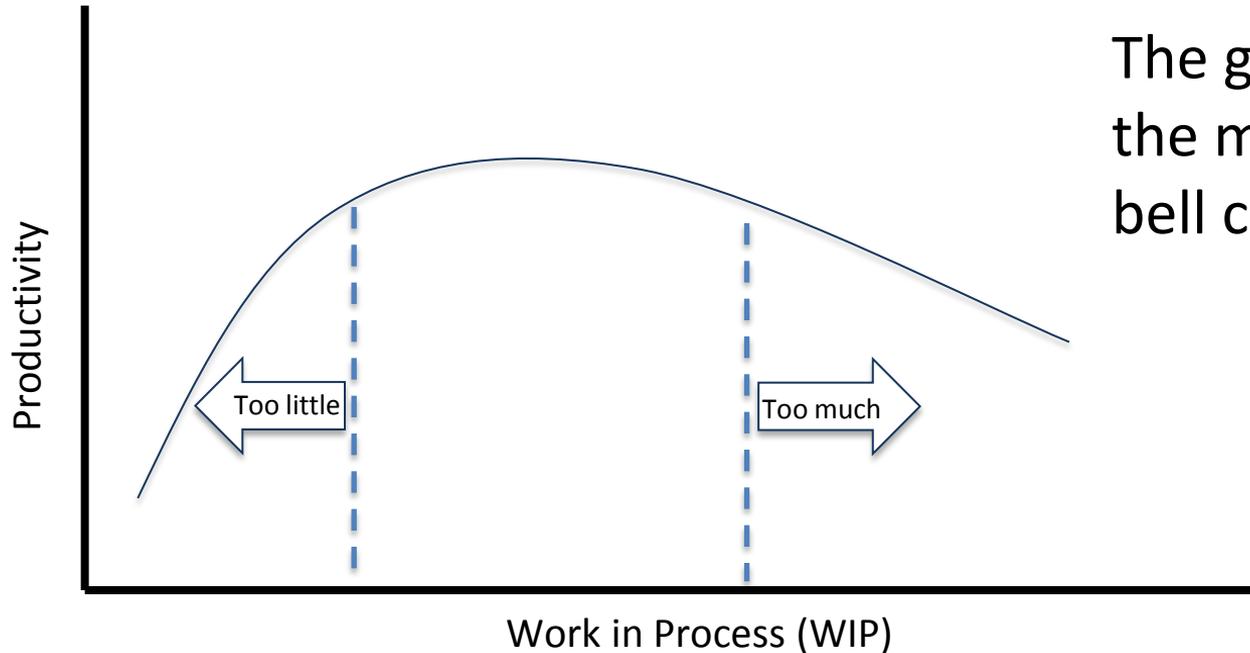
- Early Proactive Engagement (Frontloading)
- Increased Engagement (Concentrated Dosage)
- Phased Employment Planning (Prioritized and Synchronized Services)
  - Initial (Early Intervention)
  - Preparatory
  - Targeted
- **Caseload Control (WIP)**
- Alliance Survey

# Workload Control in Case Management

## Why WIP control in our pilot?

- High caseload with multiple programs/policies
- Workers get spread thin across many cases
- Difficulty following up with customers, partnering with other agencies, and providing needed support

# Multitasking and Productivity



The goal is to land in the middle part of the bell curve

# Controlling Multi-tasking

- Create a process that controls WIP - Point Value
- Control cases in queue until they are pulled into WIP

With balanced caseloads and increased dosage, counselors can focus on progressing existing workload toward goals

# Two-Phased Employment Planning

## Preparatory Employment Planning

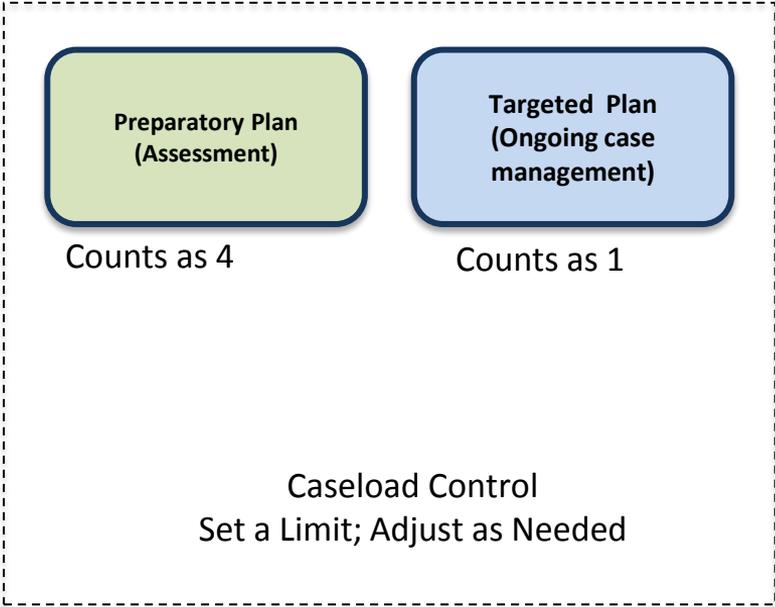
- Relationship building, intensive preparation for long-term success in a self-sustaining employment goal = **4 points**

## Targeted Employment Planning

- Ready to pursue a self-sustaining employment goal with light touch support = **1 point**

# Caseload Control for Pilot

Queue



# How it Works: A Day in the Life...

Worker	Preparatory Plan	Targeted Plan	Total Prep/Targeted Cases	Pending	TCA/Extended(FEP)	Caseload Management Points
Employment Counselor 1	6	6	12	1	1	<b>30</b>
Employment Counselor 2	5	10	15	0	2	<b>30</b>
Employment Counselor 3	4	12	16	3	3	<b>28</b>
Employment Counselor 4	5	9	14	1	1	<b>29</b>
Employment Counselor 5	3	15	18	4	3	<b>27</b>
<b>Total</b>	<b>23</b>	<b>52</b>	<b>75</b>	<b>9</b>	<b>10</b>	<b>144</b>
						Max 30 points per Employment Counselor

Managing WIP  
in the  
Department of Human Services'  
Division of Child & Family Services

Curtis Giles, Jennifer Larson & Craig Walters  
Department of Human Services

September 7-8, 2017



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# Utah Department of Human Services

utah department of  
**human** services

Our Purpose is to strengthen lives by providing children, youth, families and adults **individualized** services to **thrive in their homes, schools, workplaces and communities.**

- 4,200+ Employees Across the State
- 11 Divisions/Offices/Institutions
  - Juvenile Justice Services
  - Aging & Adult Services
  - Services for People with Disability
  - Utah State Hospital
  - Office of Recovery Services

● [HS.Utah.GoV](https://www.hs.utah.gov)



PREVENTION



SELF-RELIANCE



PARTNERSHIP



OPERATIONAL  
EXCELLENCE



PEOPLE &  
CULTURE

# Division of Child & Family Services

utah department of  
**human services**  
Child and Family Services



## Safe Children, Strengthened Families

### Example of Services

- Child Abuse Prevention
- Child Protective Services
- In-home Services
- Kinship & Foster Care Services
- Adoption Services

[DCFS.UTAH.GOV](http://DCFS.UTAH.GOV)

# Child Protective Services

Child Protective Services (CPS) is a resource for potential abuse, neglect or dependency of children in the community. Individuals can report allegations of abuse or neglect 24/7 by dialing **855-323-3237**.

## In Fiscal Year 2016

- 38,979 referrals
- Resulted in 21,093 cases being assigned to workers across the State

# Overview: The CPS Pilot

## The Pilot Thus Far:

- 3 Teams of 5 CPS Workers
- 1,500+ cases
- Navigating Changes to Pilot

## Stay Tuned:

- Promising Early Indicators
- Recidivism Rates
- Family Survey Feedback



# Work In Process - DATA BOARD

## Daily Action Task Agenda (DATA) - WIP Board

- Purpose of **DATA Board & Scrum Meeting**: Manage Work in Process & Build Capacity
- Concept of “**One and Done**” (Reduce Multitasking)
- Blue Light Time



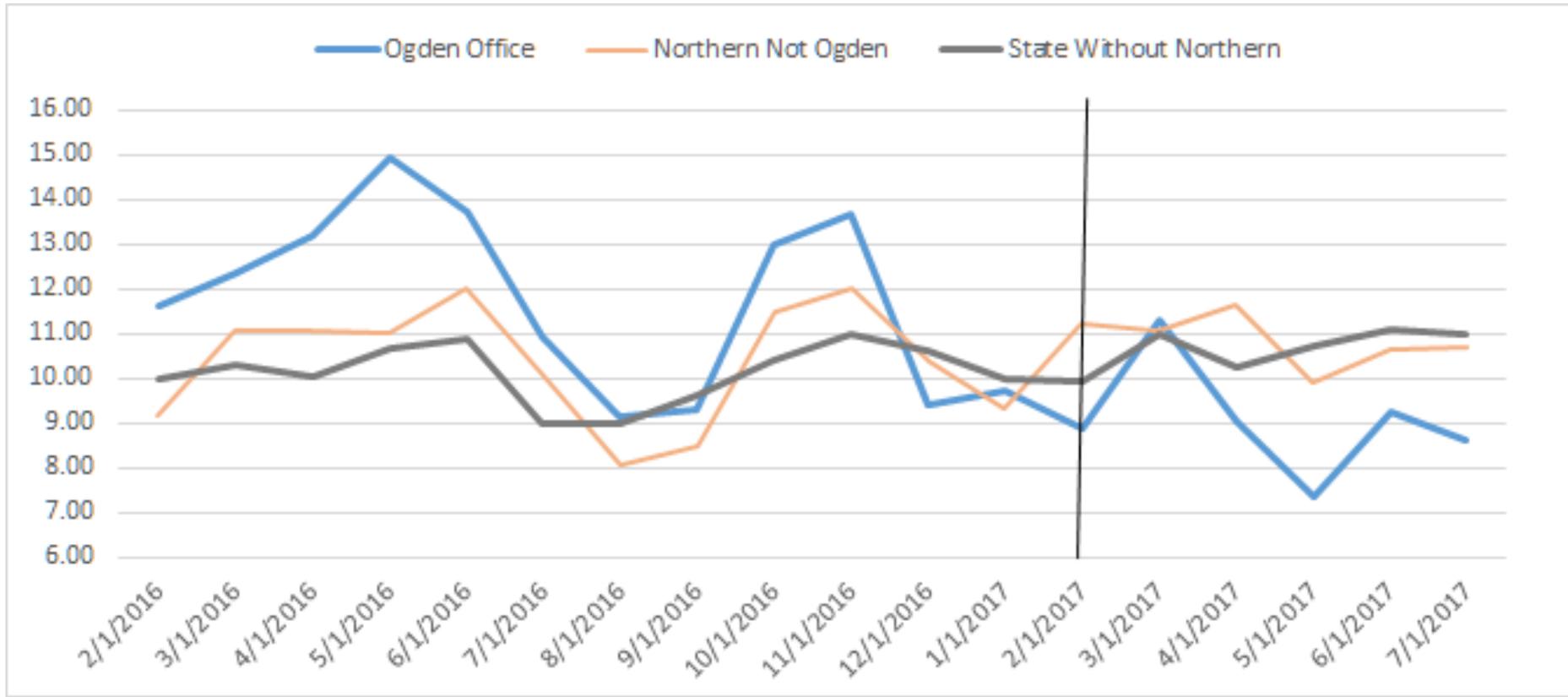
# Work In Process - DATA BOARD

Daily Agenda Task and Action								
Safety Face-to-Face Victim Interview History Review Referent Interview SDM Safety Decision	Parent Contact Interview Mother(s) Interview Father(s) Home Visit	Risk 3rd Party Collateral Contact(s) Perpetrator Interview SDM Risk Decision	Staffing AAG's Supervisor	Interventions CFM Home Visit(s) Parent Contact Staffing(s)	Case Transfer Coordinated Meeting PSC PSS SCF	Case Closure Finding NAA Letter Referent Letter Family Notice	Quality Assurance/ Supervisor Review	Court Involvement
Daily Tasks								



# Work In Process - Results

## OPEN CASES



# Work In Process - Batching

- Purpose: A More Predictable Schedule that Allows for Planning and Crisis Management
- A CPS Case Workers Day Before/After the Pilot
- Standardized [Batching](#) Procedures
- Case Assignment/Distribution Lists



# Example of Distribution List

	Lisa H	Hailey	Leila	Abree	Lisa P	Trisha	Flor	Linette	Brooke	Eric	Brady	Emilie	Kassie	Dani	Stacy J
			5:17 Peters 3												
	5:14 Finch 3	5:15 Lewis 2	5:15 Johnson 3		5:16 Neil 3	5:17 Jennings 3	5:17 Strungfello w 3	5:16 Dowdy 2 on call	5:16 Mendes 2	5:17 Penton 3					
	5:14 Ashley 3	5:15 Samples 3	5:15 Cagle 3		5:16 Thomas 3	5:17 Terraza 2	5:17 Edgar 3	5:15 Vanderstea w 2 on call	5:16 Carrillo 2	5:17 Young 3					
	5:14 Gorman 3	5:15 Moguen 2	5:15 Verham 3		5:16 Unknown 3	5:17 Narehile 3	5:17 Timley 3	5:13 Goode 2 On Call	5:16 Crimson 2	5:17 Hurtado 2					
	5:8 Howard 2	5:9 Campbell 3	5:9 Alexander 3		5:11 Ford 2	Assign cases 5:17	5:11 McKieckle 3	5:10 Foadley 3	5:11 MacIntosh w 2	5:12 James 3	5:12 Bills 2	5:11 McBride 2	5:16 Harper 3	5:12 Larson 3	
	5:8 Vukump 2	5:8 Sant 3	5:9 Foley 3	5:10 Owens 2	5:10 Allred 3		5:10 Peterson 3	5:10 Green 3	5:11 Berg 2	5:12 Fernandez 3	5:12 Pemberton 3	5:11 Hankins 2	5:16 Sandberg 3	5:12 Albridge 3	
	5:6 Salazar 3	5:8 Lopez 3	5:9 Page 2		5:9 Brown 2 on call		5:10 Cazier 3	5:10 Berry 3	5:11 Ferguson 3	5:11 Jolie Miller 3	5:10 Escobon 2	5:11 Noble 2	5:14 Newman IHS	5:12 Shupe 3	
				5:2 Rodela 3	5:2 Mora 2		5:3 Archuleta 3	5:4 Munley 3	5:5 Wilder 3	5:5 Ashby 3	5:7 Clark IHS	5:5 Houston 3	5:5 Schach IHS Comp	5:7 Peterson 3	
	5:1 Ferguson IHS	5:2 Belkosen 3	5:2 Araujo 3	5:2 Martinez 2	5:2 Greenfield 3		5:3 Aparicio 3	5:4 Lopez 3	5:4 Benson IHS	5:5 Crane 2	5:5 Barboza 3	5:5 Berry 3	5:5 Greene IHS Comp	5:8 Padilla 3	
	5:1 Baz 2	5:2 Creager 3	5:2 Lund 2	5:2 Elliot 2	4:27 Coutton 2 on call		5:3 Henneman 3	5:1 Martinez IHS	5:4 Morales IHS	5:5 Vivas 3	5:5 Kondo 3	5:5 Berry 3	5:5 Ornelas 3	5:3 Lopez 2	
				4:28 Martinez 2	4:27 Benales 3			4:30 Wood 2	4:28 Keller IHS	4:28 Raymond 3	4:29 Ballard 3	5:1 Elbrader 3	5:1 Happ 3	5:1 Davila	

# Work In Process - Batching

- Lessons Learned
  - Size of Batch
  - Geographical Considerations
  - Paradigm Shift to No Barrier Cases
  - Morale - Removing the Surprise
  - Relationships with Community Partners



**THANK YOU TO OUR  
SUPERVISORS  
& THE PILOT TEAMS**

# THANK YOU

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