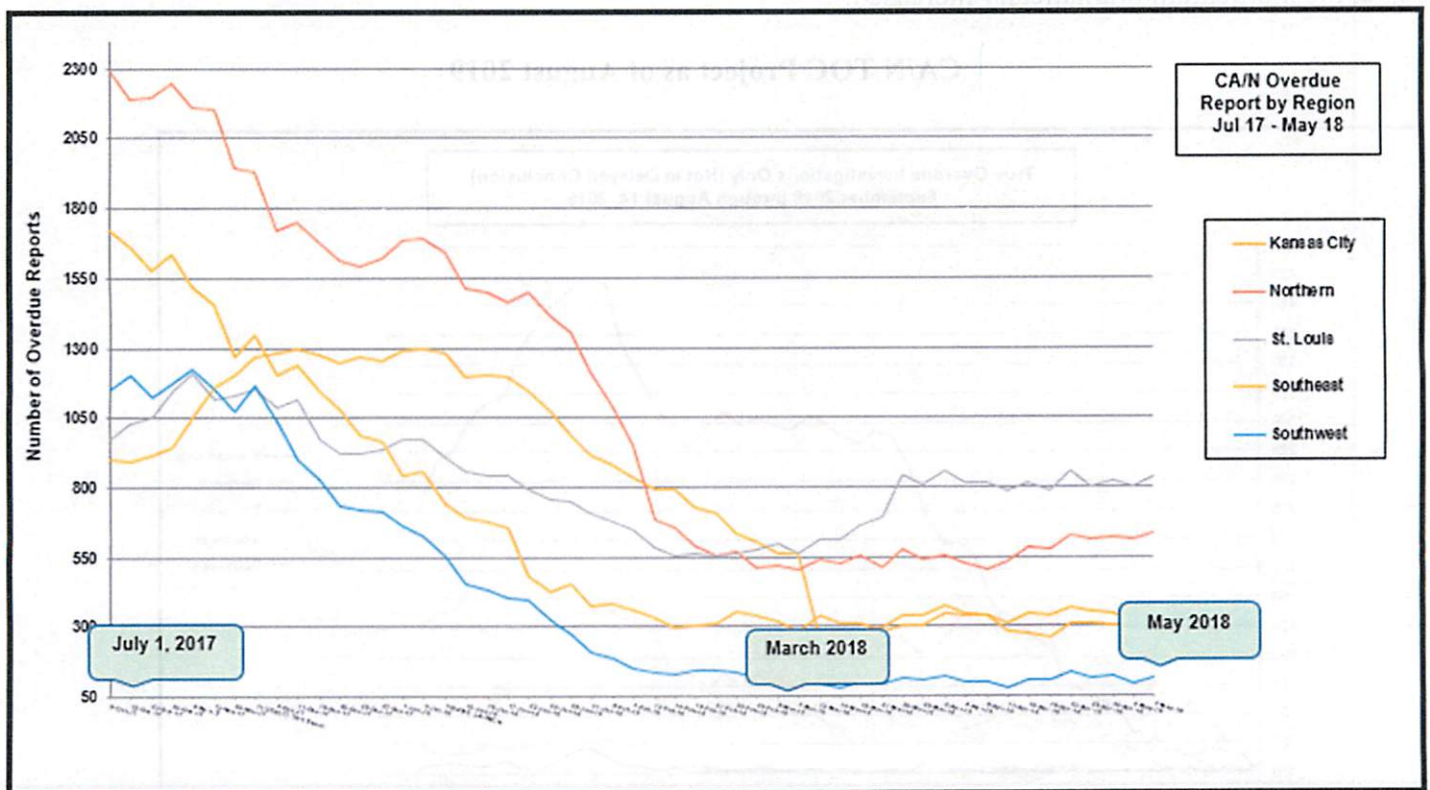


**Department of Social Services  
Children's Division  
Theory of Constraints Continuous Improvement Project  
System: Child Abuse/Neglect (CA/N) Investigations**

In November 2017, Children's Division (CD) staff completed training for the Theory of Constraints (TOC). Over the following months, about 1,200 staff and the Department's Strategic Performance and Innovations (SPI) Team worked closely to introduce these tools and techniques statewide in attempt to reduce the backlog of CA/N overdue investigations.

- Beginning with about 7,800 overdue investigation and assessment reports as of July 2017 and employing TOC, as of May 2018, a 65.87% improvement was recorded (reduction in overdue reports statewide).
- From May 2018 to June 2018 and for overdue investigations minus delayed conclusion, a 91.18% improvement
- On September 5, 2018, only 15 overdue investigations statewide were recorded and no more than five (5) overdue investigations for any one region.
- From August through October 2018 and each at separate times, all of the five (5) regions experienced ZERO overdue.
- Since October 2018, the spike in mandated reports is visible due to school months; however, we are sustaining. As of August 2019, 444 overdue statewide.

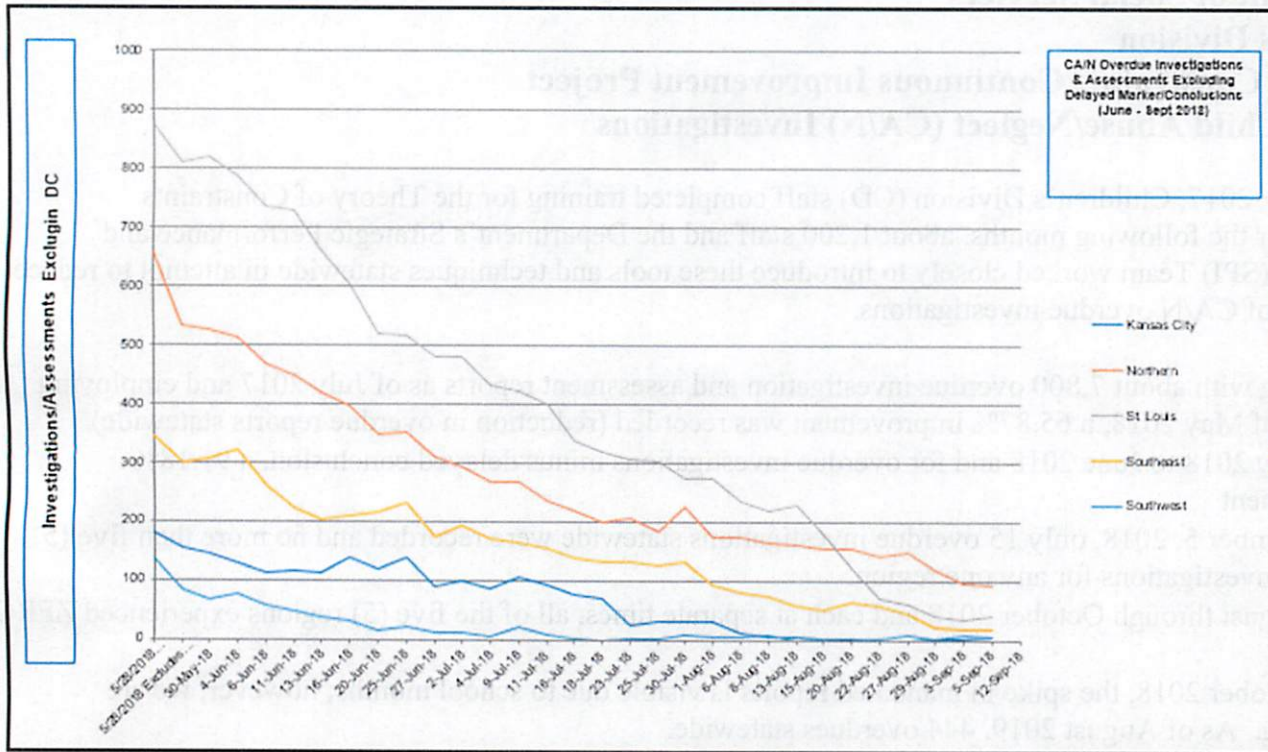
**CA/N TOC Project Begins**



From the beginning:

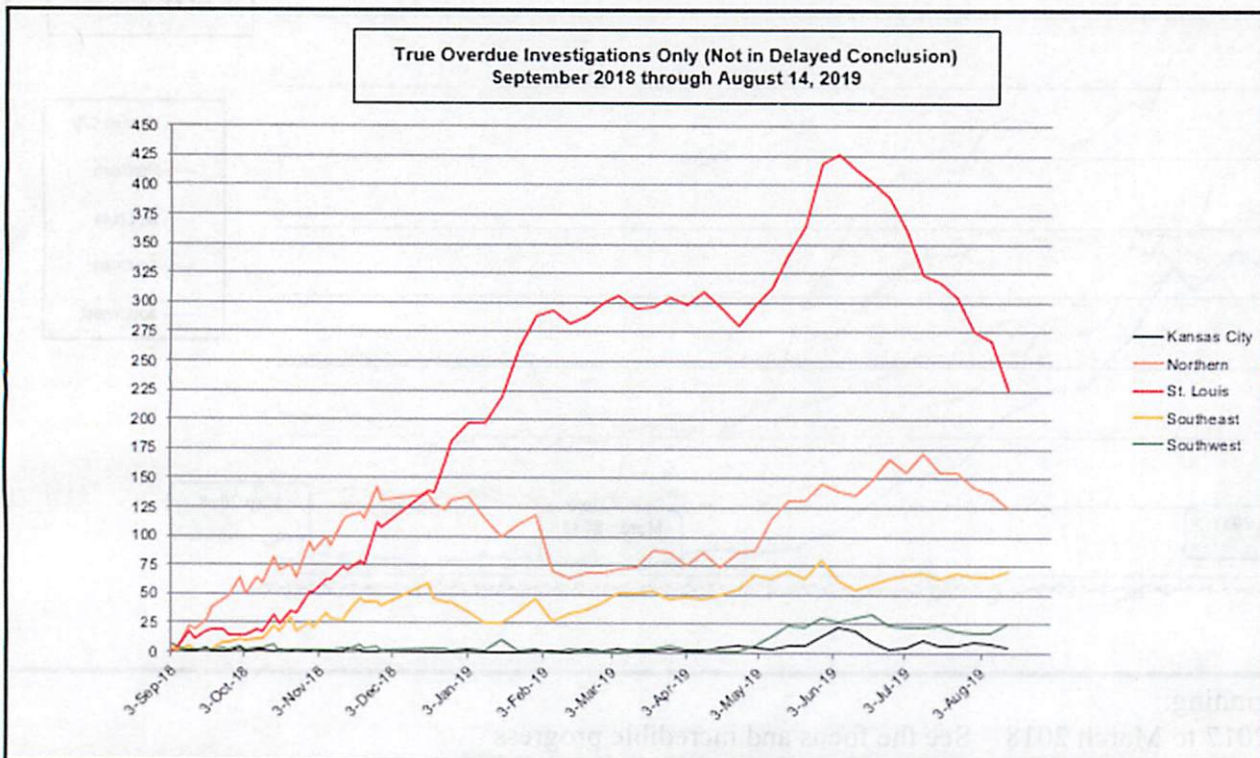
- July 2017 to March 2018 – See the focus and incredible progress
- March 2018 to May 2018 - Flat line BUT shows sustainment ability

## CA/N TOC Project Checkpoint and Re-Evaluation



In May 2018, we took a different look at the data and excluded investigations in delayed conclusion as those in delayed conclusion were beyond the Worker's ability to impact/control. After excluding the delayed conclusion cases, the momentum dramatically increased.

## CA/N TOC Project as of August 2019



ZERO in all regions was achieved in September 2018 and have since respectably sustained.

You Tube video with Cari Pointer @ [https://www.youtube.com/watch?v=yo\\_UBYgs0-E](https://www.youtube.com/watch?v=yo_UBYgs0-E)

State of Missouri  
 Department of Social Services  
 Family Support Division, Program Integrity Unit (FSD/PIU)  
 System: Public Assistance Claims Referral Process

The FSD/PIU is responsible for determining and establishing overpayment claims for public assistance benefits. Every overpayment claim represents real collection efforts by the State to recoup funds for taxpayers and support the public safety net for Missourians in need. In March of 2018, the backlog of unprocessed claim referrals made evident the need for a Theory of Constraints (TOC) process improvement effort.

The project largely rested on the philosophy that existing staff and resources had the capacity to address the backlog through process improvement. FSD/PIU consists of about 20 individuals who together and at record pace achieved exceptional progress by, but not limited to:

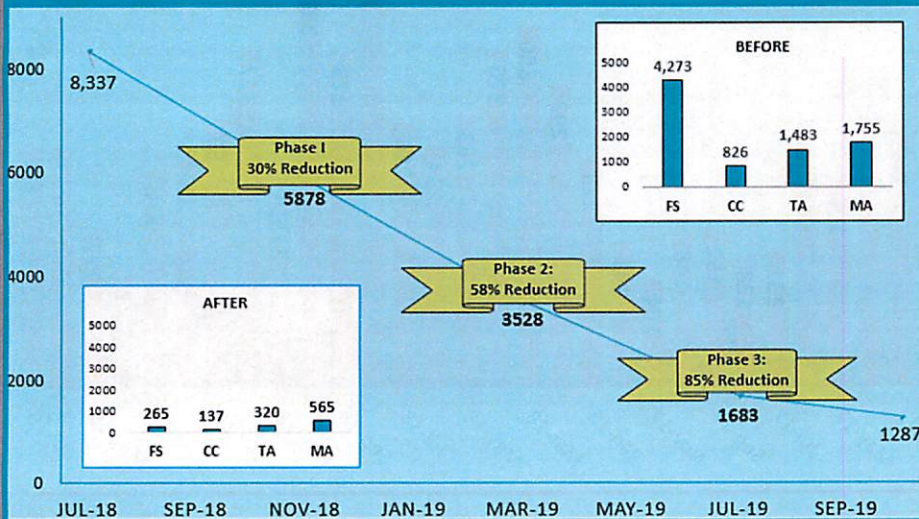
- Identifying and removing management, process, and system constraints;
- Understanding the vicious cycle;
- Challenging administrative, state, and federal policies and the “way we’ve always done it”;
- Maximizing capacity and improving flow; and,
- Utilizing triage, huddle, work-in-progress boards and other valuable TOC tools

**Our Outcomes**

- Claim processing times reduced from 365+ days to 5 days
- Reduced our average caseload size to 40
- Reduced intake process from 185 days to 2 days by fully-kitting when received
- Claims are now Fully-Kitted prior to reaching the Case Analyst
- Reduced verification waiting time from 30 days to 15 days
- No findings at the 2019 FNS Claims Integrity Review
- Federal/State/Administrative manual policy updates
- 85% of the backlog is eliminated
  - 92% eliminated of workable cases
- Successful mindset and culture shift
- Return on Investment Increased from 379.23% (07/2016-08/2017) to 434.80% (07/2018-08/2019)
- Increased overall claim recoupment of funds

*Team Work Made the Dream Work!*

**Our Results**



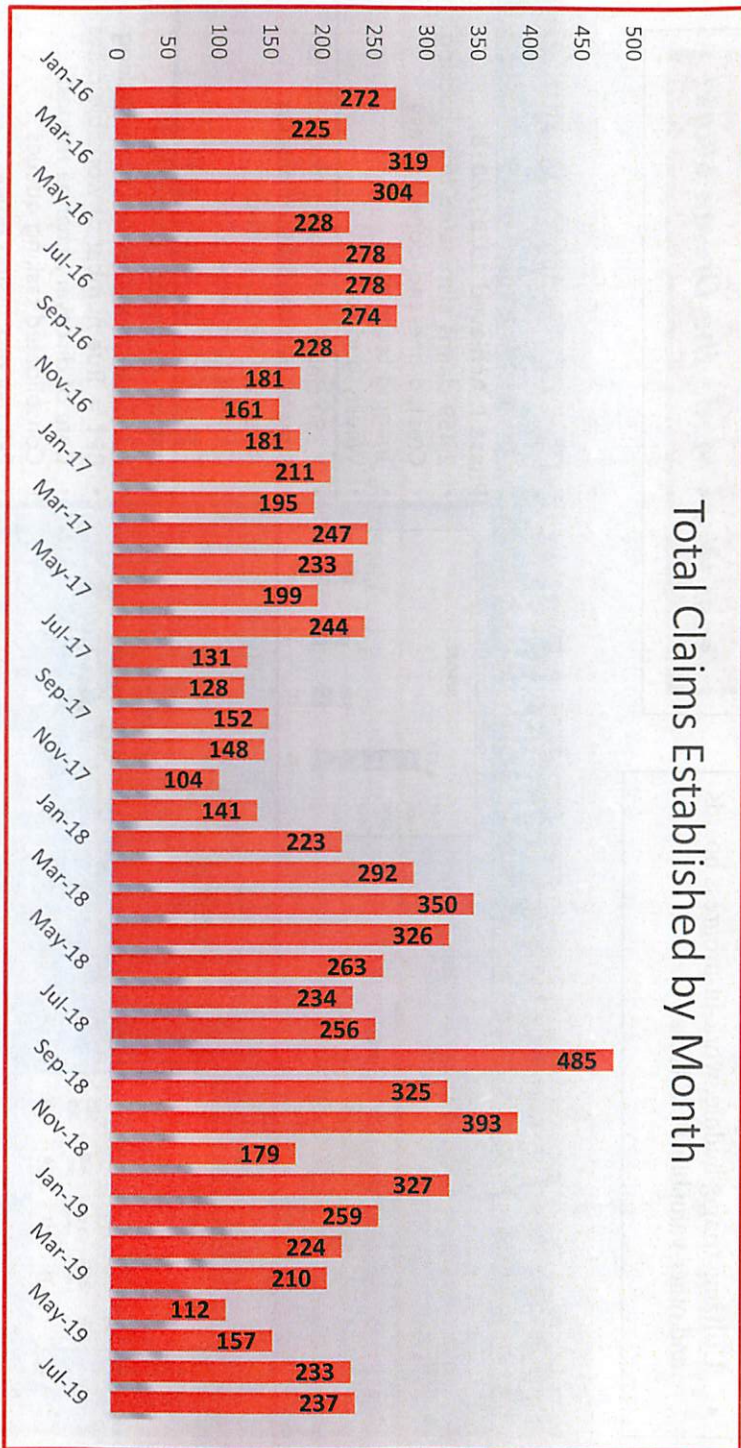
**Phase I: Achieved 10/31/2018**

- 2,459 claims eliminated from backlog
- Created one-and-done process
- Triage techniques
- Weekly huddles

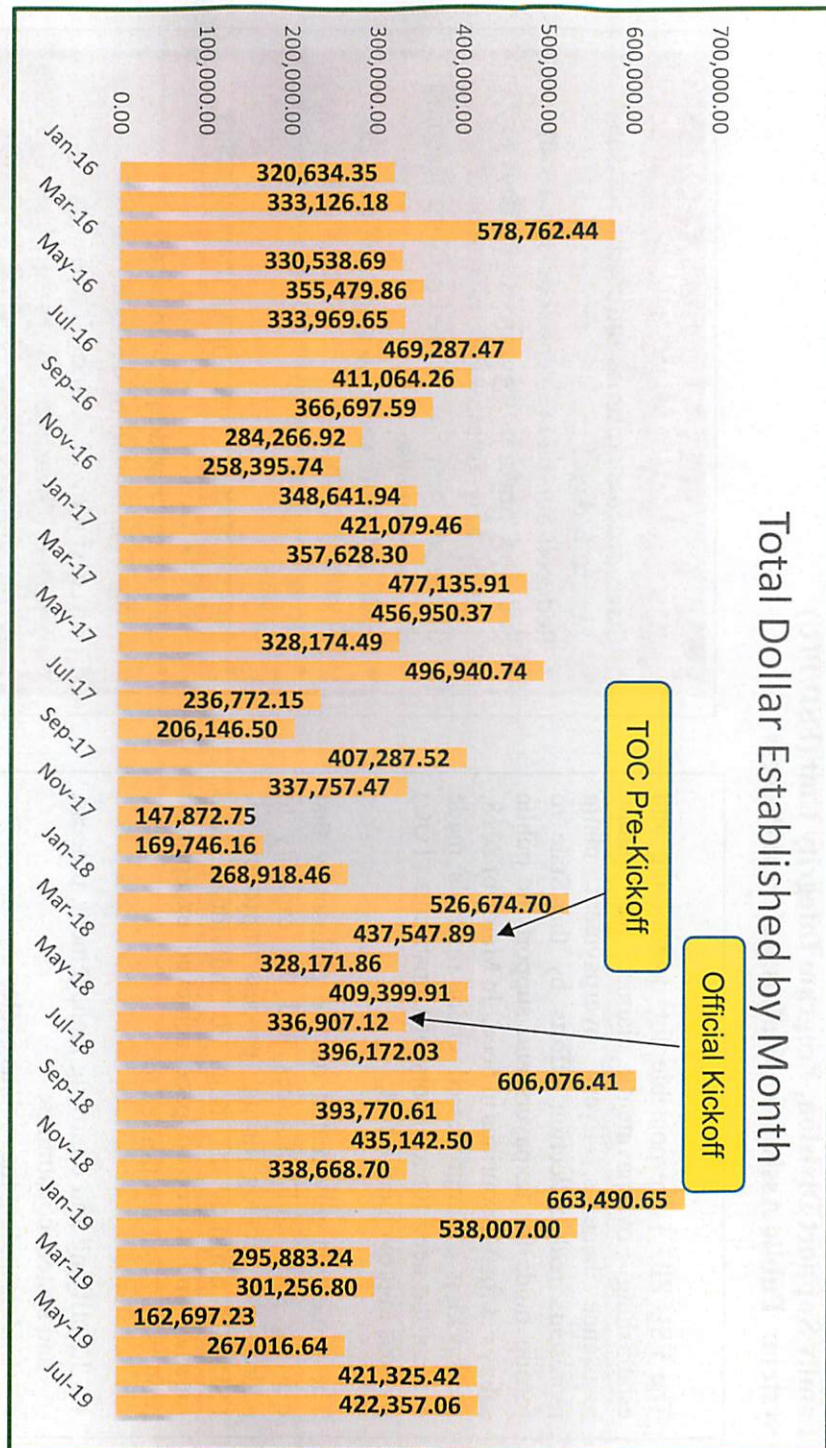
- 2,350 claims eliminated from backlog
- Streamlined verification process
- Referrals are fully-kitted
- Created unit wide S.O.P.
- Threshold plan amendment

**Phase III: Achieved 08/15/2019**

- 2,241 claims eliminated from backlog
- BPT = True number of workable cases
- Date of discovery change request
- Consolidated tasking queues
- 2-5 day processing times



Total Claims Established by Month



Total Dollar Established by Month

TOC Pre-Kickoff

Official Kickoff