The Utah SUCCESS Initiative and the New Mexico Project

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Utah’s Story
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Department of Workforce Services
Public Assistance - Eligibility Services
Caseload, Cost, Full-Time Equivalent (FTE) FY 2008 - FY 2013 (est.)

- FY 2008: 121,712 cases, $80M estimated, operational costs $77.0M
- FY 2009: 153,204 cases, $1,056 FTE
- FY 2010: 172,046 cases, 997 FTE
- FY 2011: 177,715 cases, 949 FTE
- FY 2012: 184,419 cases, 843 FTE
- FY 2013: 180,087 cases, 820 FTE (budgeted)

Eligibility Services FTE count
Orientation to the SUCCESS Framework
“Our obligation to the taxpayer requires that we continue delivering outstanding results over the next four years...[our] target is to improve government operations and services by at least 25% (a combination of quality, cost, and throughput) by January 2017.”

- Governor Herbert
Utah Executive Branch Agencies

Administrative Services
Agriculture and Food
Commerce
Corrections
Economic Development
Environmental Quality
Financial Institutions
Health
Heritage and Arts
Human Resource Management
Human Services
Insurance
Labor Commission
National Guard
Natural Resources
Pardons and Parole
Public Safety
Tax Commission
Technology Services
Transportation
Veterans Affairs
Workforce Services
SUCCESS Framework

- Set measurable goals and targets
- Use thinking tools and principles
- Create your strategy
- Create your organization
- Engage staff at all levels
- Synchronize policy and projects
- Stay focused

Increased value to the State of Utah and demonstrated excellence
Target and Vision

THE TARGET: at least 25% improvement in performance over 4 years using the performance ratio – quality throughput / operating expense.

QUALITY
Effectiveness, reliability, and accuracy

THROUGHPUT
Capacity to serve or produce units of work within a given period of time

OPERATING EXPENSE
The Five Focusing Steps of Constraint Management
Process of Ongoing Improvement (POOGI)

Prerequisites for application:
I. Identify the system goal.
II. Determine a means to measure goal attainment.

1. Identify the System’s Constraints.
2. Decide how to Exploit the System’s Constraints.
   • Get the most out of the constraining element without additional investment.
3. Subordinate/Synchronize the Rest of the System to the Constraint.
   • Set and implement rules to maximize the capacity of the constraint even if this reduces the efficiency of non-constraint resources.
4. Elevate the System’s Constraints.
   • Physically increase the capacity of the constraint through acquisition of more resources.
5. If in the previous steps a Constraint has been broken, go back to Step 1.

Avoid Inertia!
• How many units can this system produce in an hour?
• Where is the system constraint?
• What would happen if you increased capacity at B?
• What would happen if you increased capacity at C?
New Mexico Human Services
Eligibility Determination System
Throughput Operating Strategy
Draft 11/6/14

System Goal: Meet the demand for services with high reliability and accuracy while reducing overall demand

Throughput: Eligibility Determinations

Quality: Reliability standard/accuracy

Application
Renewal
Change

Application Input

Application Assessed

Pend for Verifications

Determination

Send Notice

Clarification of benefits (if needed)

Referral to Resources

Satisfied Recipient

Feeding the control point:
- There is a balanced distribution of work
- Staff are fully trained and have access to needed resources
- We have more complete applications (full kit)
- There are more informed and educated recipients
- Communication is consistent, understood and used
- Technology is consistent and available

At the control point:
- We are spending more and more time making accurate determinations
- More applications are “one and done”
  - We are providing better and better customer service
  - Work is done more consistently
- Staff have a high level of job satisfaction

After the control point:
- Recipients understand “next steps”
- We have fewer calls
- Rework is reduced
- Fewer appeals
- No lawsuits
- Recipient’s situation is stabilized and improving
- We are making accurate referrals to work program or needed resources
Uses historical data to establish a targeted length of time by which throughput (or other processes/tasks) should be accomplished.
Ideal State

Customer apply on-line Applications are full-kit

IVR/Upload via web

Automated Registration

Risk Level Estimate

Automated? Yes

Automated Decision (no interview)

Automated? No

Interview (chat)

Manual Decision

Recertifications (same as apps)

Changes on line and real time

On-line Chat - Customer Support
Strategies and Tactics Plan

- #1 Increase on-line applications
- #2 Increase “one and done” applications
- #3 Reduce rework (in processing, recertification, customer service center)
- #4 Identify needed measures
Questions?

• For more information visit GOMB.utah.gov
• Or email greggardner@utah.gov