



Food Assistance

Kaizen Event

Report Out



March 19 to 23, 2008

Food Assistance Kaizen Event Report Out



Team: “FAIRwell !!”



Team Members

presented by:

Team leader	Jeff Terrell, Team Leader, Chief, Bureau of Quality Improvement
Sub-team leader	Chad Dahm, Food Assistance QA&I Coordinator
Consultant	Jim Scott, TBM
Members	Ann Wiebers, Admin. Div. Financial Health and Work Supports
	Bill Gardam, Admin. Div. Results Based Accountability
	Brett Nation, IM QA Coordinator, Council Bluffs
	Carol Stratemeyer, Chief, Bureau of Financial and Work Supports
	Carolyn Farley, IM Henry County
	Cathy Cory, IM Administrator Cedar Rapids Service Area
	Cathy Taylor, IM Administrator Davenport Service Area
	Charlene Hansen, Food Assistance Program Manager
	Cindy Homan-Schuemann, Food Assistance QA&I Coordinator
	Darcy Lansing, QC Monitor
	Dick Closter, IM QA&I Coordinator, Sioux City



Team Members

presented by:

**Members
Cont.**

Jerry Bugge, Chief, Bureau of Quality Control & PERM

Jim Hines, IM Supervisor Marshalltown

Kate Steeves, IMW Story County

Kevin Wright, Supervisor, Quality Control

Lori Lipscomb, IM QA&I Coordinator, Des Moines

Richard Hargin, Supv. Call Center, Training Academy, & Help Desk

Richard Uthoff, IM Administrator Dubuque Service Area

Sandra Kokotan, IM Waterloo

Sandy Toneff, Supervisor, Quality Control

Sara Bath, IM Supervisor Des Moines

Sheila Morenz, IM Dubuque County

Tom Bouska, Service Area Manager, Council Bluffs

Tom Wakefield, Food Assistance Program Manager

Vern Armstrong, Administrator Div. Field Operations and Support

Background

presented by: Ann

This event will examine Food Assistance benefit determinations for cases with wages and salaries (including self-employment) from application for benefits to determination of benefits, and through Quality Control review.

Objectives

presented by: Tom

1. Establish benchmarks for performance targets and method for tracking.
2. Identify and compare State and Federal Requirements, and simplify.
3. Align Federal Policy, QC Review Procedures, State Policy, and Field Practice and Procedures.
 - 3a. Develop best practices for Field Practice and Procedures, State Policy, and QC Review Procedures.
4. Establish a roll out plan to support the new policy, procedures, and practices.

Objectives

presented by: Rick

5. Clarify, align and communicate, the roles responsibilities and duties of Policy, Quality Control, and Field Operations.
6. Support a culture of understanding, aligning and improving, in cooperation with one another.
7. Develop a process, which uses information strategically for monitoring, and to inform decision-making.
 - 7a. Regular, frequent, understood by all, concise, and informative/effective.

Goals

presented by: Jerry

Reduce Food Assistance Quality Control error from the December 2007 year to date rate of 11%, to rate of 4% for the federal fiscal year ending September 30, 2009.

Kaizen Methodology

presented by: Lori

- Clear objectives
- Team process
- Tight focus on time
- Eliminate waste
- Quick & simple
- Creativity vs. capital
- Immediate results (“quick wins” to add value)
- 5S “mindset” – sort, set order, shine, standardize, sustain -- to support event activities

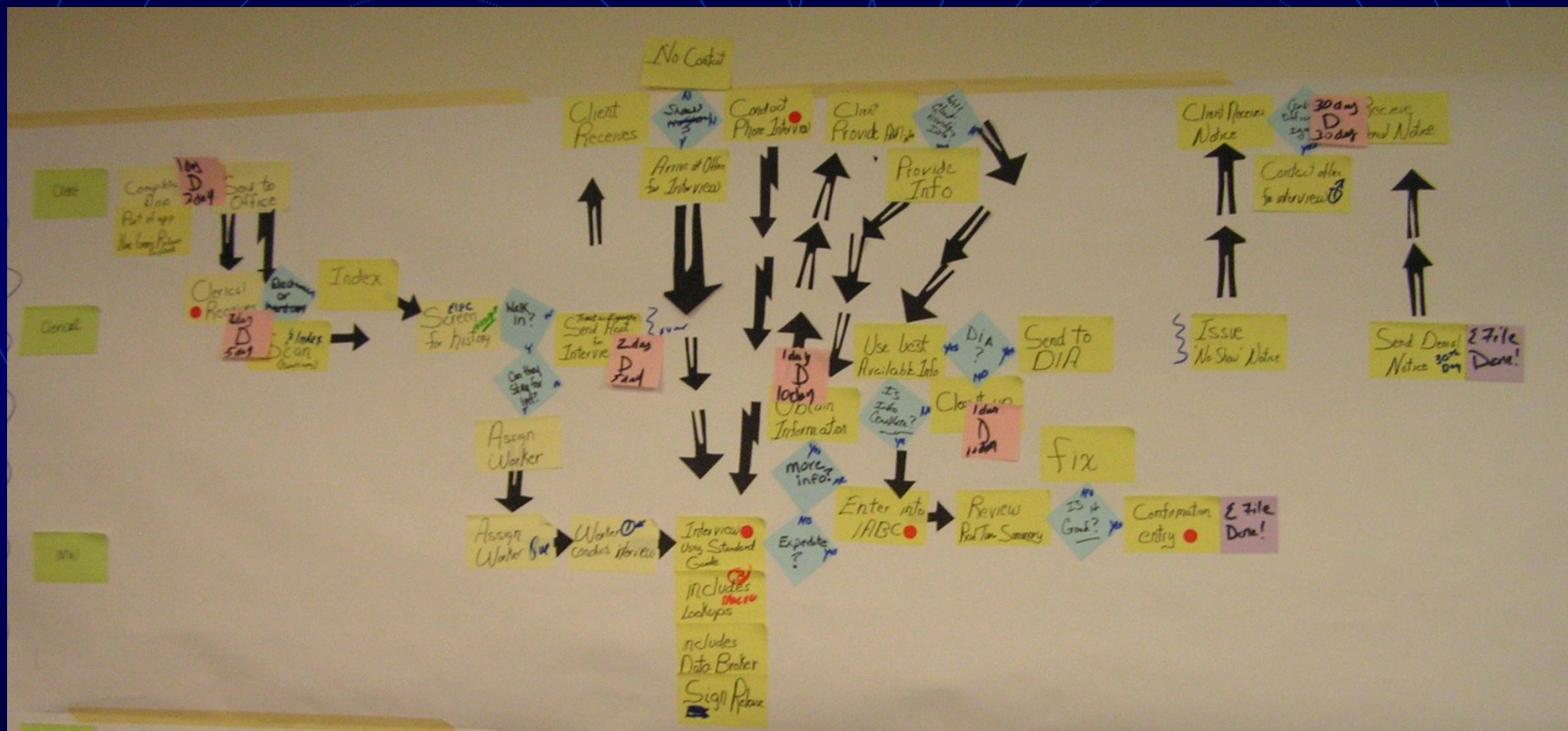
Old Processes

presented by: Sara, Dick, Carolyn, Kate, Kevin



New Processes

presented by: Cathy C., Brett



Results - Application

presented by: Cathy T.

	QC no change	Old Process	New Process	% Change
# of Steps	60	133	51	-62%
# of Handoffs	16	26	11	-58%
# of Decisions	9	35	17	-51%
Delays	3	25	10	-60%
Value Added Steps	0	17	9	47%
Lead Time	10 days	51 days		

Key Learning

presented by: Sandy

- Processes are complicated
- Confusing to clients
- Expectations/standards are unclear
- Complexity can cause staff to loose track of where cases are in the application process
- There is variation throughout the process
- Unclear information can lead to delays
- Lots of people are involved



Completed or Implemented

presented by: Jim, Carol S., Tom

- Data Brokering – completed initial plan to identify systems and define specifications.
- Established Error Analysis Committee .
- Developed plan to eliminate FA Interim Report (FAIR), and 10 day reporting.
- Formed team to develop interview guide, and develop standard form for collection of income data, and have developed interim strategy and long term strategy for implementation, aligning elements with QC, and all will be prototyped.



Homework

presented by: Rich

Item	Item Description	Person Responsible	Implementation Date
1	Error Analysis Committee Membership Finalized	Ann Wiebers	5/29/08
2	Proposal to Eliminate FAIR	Carol Stratemeyer	6/30/08
3	Develop Draft Generic Release	Tom Wakefield	6/30/08
4	Determine the feasibility of self declaration of income (PDSA)	Ann Wiebers & Rick Uthoff	7/30/08
5	Draft Standard Interview Guide	Lori Lipscomb & Brett Nation	6/30/08
6	Data Brokering (aka "MACRO") proposal	Jeff Terrell	6/30/08

Homework

presented by: Rich

Item	Item Description	Person Responsible	Implementation Date
7	Draft Income Documentation Guide	Lori Lipscomb & Brett Nation & Dick CLOster	6/30/08
8	Work Plan for Webinar training to support new interview guide	Rich Hargin	6/30/08
9	Initial Communication Plan Proposal	Tom Bouska	5/23/08
10	Analyze instances when QC disagrees with local agency projections	Jerry Bugge	6/30/08

Parking Lot

presented by: Sandra

- Variation in how staff track 26th/30th day after application
- Variation in QC look-ups versus Field
- Variation of who does what at receipt of application (Large vs. Small office, Variation across large Offices)
- Variation of hours walk-ins can be seen

Team member experience!

presented by:

Darcy, Charlene, and Sheila, and
Cindy

We welcome your
questions and comments,