



DEPARTMENT OF HEALTH AND HUMAN SERVICES

CLIENT SERVICES MODERNIZATION

Department of Health & Human Services

Summary

The process for individuals to apply for public assistance is inadequate and not capable of meeting the growing demand for services.

Using Lean principles, the Division of Family Assistance (DFA) was able to streamline the entire operation by utilizing technology. Customer service improved and the processing time for eligibility was shortened.

Accomplishments

- Paperless Operation
- More Client Choices
- Appointment System
- Standardized Process
- Customer Service Improvements

Team

The commitment of all DFA employees at District Offices and State Office is the reason for success.

- Lean Core Team
- DFA Staff
- Commissioner Toumpas

Contact

John MacPhee 271-9248

The Service

156,000 residents of New Hampshire currently receive public assistance from the Department of Health & Human Services.

The Problem

Access to services is limited to waiting in line at one of 11 District Offices. There is insufficient staff, too much paper, long lines and the customer experience is often frustrating. Delays are occurring throughout the process. Staffs are overwhelmed as they attempt to serve more individuals. The current service delivery process has limited options and caseloads are growing.

Streamlining the process and modernizing the entire operation will benefit the clients and the workforce members.

The Goals

- Improve the customer experience
- Expand access to services
- Modernize record keeping
- Shorten the processing time
- Increase capacity to serve the growing population
- Increase employee satisfaction
- Standardize the process across all 11 District Offices

The Lean Process

The current state assessment included visits to 11 district offices, interviewing 280 clients, surveys of 130 staff, and input from the community partner organizations. **Hundreds of individual experiences and suggestions for improvement were organized and reviewed.** The process, from greeting the client, completing applications, determining eligibility, initiating benefits and providing case management was mapped.

Next, the team identified the major aspects of the process to be improved. The Future State Process & Model were built.

Large projects were defined and resourced to accomplish the overall project goals.

Modernization efforts included the following areas:

Technology	Facilities
Policy & Rules	Training
Customer Service	Resources/Staffing
Equipment	Process Standardization

The Results

- Electronic document filing:
 - ✓ District Offices are now paperless
 - ✓ **Over two million documents are scanned annually**
 - ✓ Client records are now shared statewide by case managers.
 - ✓ No more lost documents, crowded file rooms and space required for the files.
- Expanded client choices:
 - ✓ **Web Services were built** to apply for benefits on-line
 - ✓ Self screening for eligibility on-line
 - ✓ Client user accounts for status checking, balances and appointments
 - ✓ **The DFA Call center was built** to enable telephone applications, interviews and provide status.
- Appointment System:
 - ✓ Clients arrange scheduled appointments
- Standardized Process:
 - ✓ Forms, data entry screens, reports and operating procedures are uniform for all offices.
- District Office Facility Improvements:
 - ✓ Streamlined Client flow
 - ✓ Reduced noise levels for privacy and security

“ The Division of Family Assistance's (DFA's) greatest strength is the commitment of our people, who are dedicated to ensuring that benefits are delivered accurately and timely. DFA has been on the forefront of modernization and is continuously improving our service to the public ”

Terry R. Smith, Director
Division of Family Assistance
Department of Health & Human Services