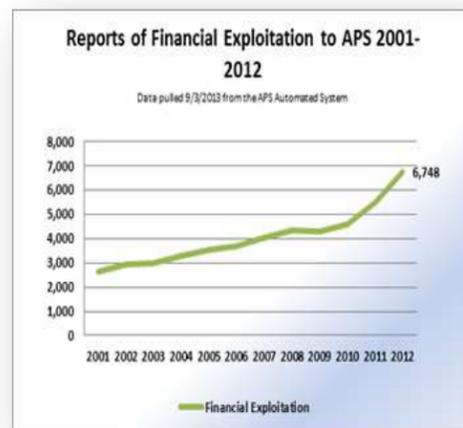
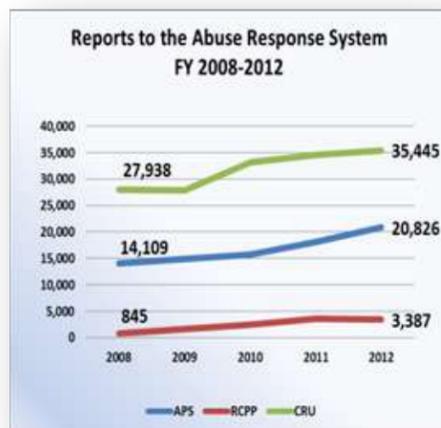


Background

- This January, the Home and Community Services Division conducted a Lean A3 to evaluate its Strategic Plan goal related to decreasing the number of Adult Protective Services (APS) investigations that take longer than 90 days to complete. One action item from that Lean event was to use the Lean Value Stream Mapping (VSM) tool to streamline and eliminate waste in the APS Intake process.
- The VSM looked into the process by which we triage, screen and assign for investigation, referrals of allegations of abuse, neglect or financial exploitation of a vulnerable adult. Anyone (staff, law enforcement, concerned citizens) may make a referral to APS.

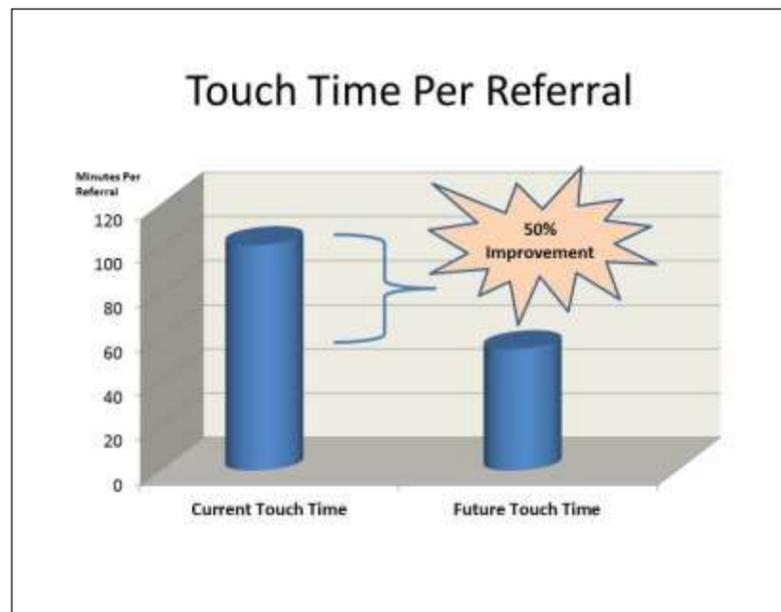


Goals & Objectives

Find and eliminate inefficiencies (waiting, over-processing, re-work, defects etc.) within the current process, create a standardized/streamlined/improved process, and identify an action plan to get from the current process to the new process.

Workshop Outcomes

- One standardized process across three regions for APS intakes and action plan to get there
- Increased collaboration, team cohesion, and commitment to current and future continuous improvement efforts
- A 50% improvement in touch time (spent touching/working the referral) from 102 minutes to 55 minutes per referral, which is a savings of 47 minutes per referral! Multiply that by the 21,000 annual referrals APS processes and that's over 16,000 hours of staff time saved!
- A 36% improvement in cycle time (from receiving referral to assigning it for investigation) going from 866 minutes to 515 minutes per referral; a savings of 351



Action Plan

The team came up with 31 individual action items to improve the intake process. By August 2014, they expect to have most, if not all, of those action items completed. It is estimated that with the new processes and improvements in place, we will achieve the projected "Workshop Outcomes" noted on the bottom left side of this documents. Here is a summary of what will be accomplished with completion of the action items:

- We will revise our outgoing phone message that people hear on evenings, weekends or when all lines are busy and we will revise our intake form on the website to improve the quality of information we receive, improve the customer experience, and decrease the amount of rework we do. We will continue to pursue the option of online reporting moving forward.
- We will work with our partners (Law Enforcement, EndHarm, hospitals, mental health and medical providers, etc.) to improve processes and flow/accuracy of information.
- We will continue to investigate ways to maximize the use of technology (TIVA, phone systems, PDF converters, faxing systems, automating assignment log) to ensure staff have the best and right tools to do their jobs.
- We will strengthen the "screen-out" criteria, train staff to that criteria, and move toward a statewide, streamlined process for intake assignment to improve inter-rater reliability, accuracy of decisions, and timeliness of processing the referral. All of this will improve client outcomes, decrease risk/liability, and help us reach our strategic goal related to % of investigations completed within 90 days.

Evaluate Results, Standardize, then Repeat