

# A3 Problem Solving |

Reduce the mean processing time (MPT) of initial claims for SSDI (T2) and SSI (T16).

**Lean!**

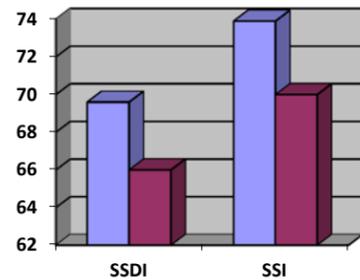
David Stillman, Assistant Secretary  
ESA/March 7, 2014

## Clarify the Problem

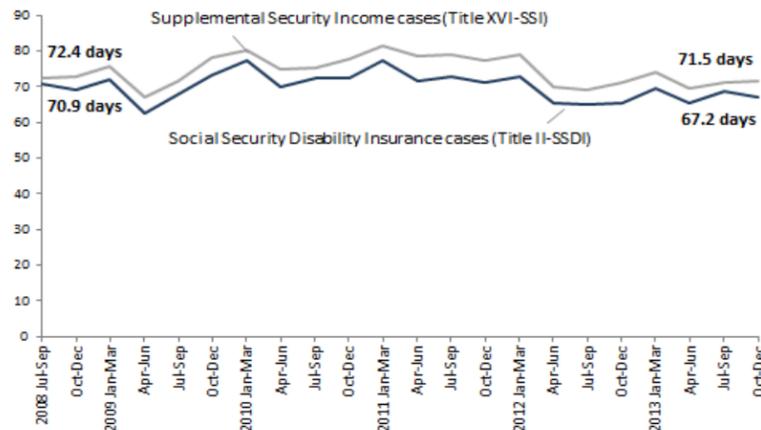
### ESA Strategic Objective 1.2

The Division of Disability Determination Services (DDDS) is responsible to determine whether individuals applying for Social Security disability benefits have a disability that prevents them from working. Social Security disability benefits are critical to individuals with disabilities to meet their basic needs, and timely processing is essential. Currently, the mean processing time (MPT) for Social Security Disability Insurance (SSDI) cases is 67.2 days. The mean processing time for Supplemental Security Income (SSI) cases is 71.5 days

## Breakdown the Problem



### Average days to process by quarter



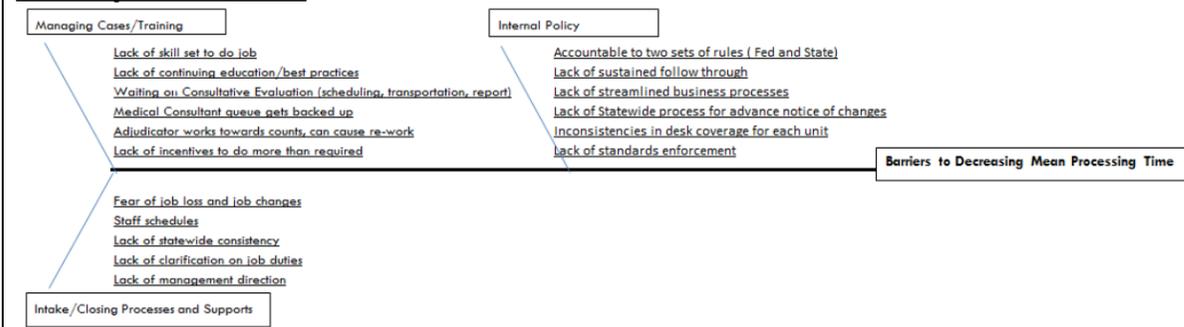
## Target Setting

By July 2015, the MPT will be reduced by 3.6 days for SSDI claims and 3.9 days for SSI claims

To decrease the mean processing time for SSDI claims from 69.6 days (January 2013) to 66 days by July 2015.

To decrease the mean processing time for SSI claims from 73.9 days (January 2013) to 70 days by July 2015.

## Identify Root Cause



## Identify Countermeasures

Root Cause	Proposed Countermeasure	Feasibility	Cost	Risk	Impact
Lack of skill set to do job	Provide continued and effective coaching or mentor to new adjudicators within their first 3-months once out of formal training	High	Low	Low	High
Lack of continuing education	Watch Quarterly Video in a unit meeting	High	Low	Low	Low
Lack of skill set to do job	Hold unit meetings with senior worker to pass on best practices to newer adjudicators	High	Low	Low	Low

## Identify Countermeasures continued

Root Cause	Proposed Countermeasure	Feasibility	Cost	Risk	Impact
Lack of continuing education	Host brown bag lunches/ specialist training with the Medical Consultants	Low	Low	Medium	High
Lack of skill set to do job/ Lack of continuing education	Add case management in training within the first 6-months to 1-year (i.e. desk management or case management)	Medium	Medium	Low	Medium
Lack of statewide consistency	Establish a policy for automated case closure	Medium	Low	Medium	High
Lack of statewide consistency	Increase IT functionality to automatically send out ADL & Work History	Low	High	Medium	High
Lack of management direction	Change threshold on what is considered to be an aged case when the Adjudicator is ordering an expedited Consultative Exam (CE)	Low	Low	High	Medium
Lack of clarification on job duties	Assign the case to an adjudicator at first contact after forms are sent out on pre-developed cases	Low	Medium	Medium	Low
Fear of job loss/changes	Change classification to allow support staff to do more	Low	High	Low	High
Lack of streamlined business processes	Send out initial Adult Daily Living report (ADL) and work history	High	Medium	Low	High
Lack of streamlined business processes	Send out Medical Evidence of Record (MER) requests, ADLs and whatever is listed on the application	Low	Medium	Low	High
Lack of statewide consistency	Allow support staff to make follow up calls for MER and Consultative Exam Unit(CEU)	High	Medium	Low	High
Lack of streamlined business processes	Implement pre-development unit (PDU) statewide	Low	Medium	Low	High
Lack of streamlined business processes	Check BarCode and L&I MER at receipt of application	High	Low	Low	High
Lack of streamlined business processes	Allow support staff to do pre-development on all initial (SSI/SSDI) cases for the new trainees, which provides learning opportunities for support staff seeking career advancement	Low	Medium	Low	High
Inconsistencies in desk coverage per unit	Devote an entire unit to desk coverage	Low	Medium	Low	High
Lack of incentives to do more than required	Train managers to find motivators	Medium	Medium	Low	Low
Inconsistencies in desk coverage per unit	Reclassify a worker for desk coverage to be an Adjudicator 4.	Low	Medium	Low	High
Lack of management direction	Report more statewide goals we are tracking to stay to connected with the goals and performance, within each office	Low	Low	Low	Low
Lack of statewide process for changes	Establish new policies and procedures supporting collaboration, communication, and transparent implementation.	Medium	Medium	High	High

## Action Plan

ID#	Problem to be solved	Action Item	Lead	Due Date	Status
1	Lack of continuing education	Implement documentation of coaching/mentoring plan for supervisors to use within the first 3-months a new adjudicator is out of training to give feedback	Susan Connors	4/2014	
3	Lack of continuing education	Implement a process for Senior Adjudicators to mentor new Adjudicators	Matt McKinney	4/2014	
9	Lack of streamlined business processes	Develop proposal to send out MER, ADLs and items needed on the application	Toni Kurtzhall Sarah Wortman	4/2014	
14, 15	Lack of streamlined business processes	Implement statewide pre-development unit	Kati Raza Sarah Wortman	4/2014	
16	Lack of streamlined business processes	Develop proposal for pre-development of entire claim for new adjudicator	Kati Raza Randy Engelhart	4/2014	
7	Lack of statewide consistency	Establish an automated policy for case closure	Adam Draude	4/2014	
8a	Lack of streamlined business processes	Develop proposal for support staff to send out initial ADL's & Work History	Kati Raza Sarah Wortman	Work with PDU	
11	Lack of streamlined business processes	Implement process for support staff to check BarCode and L&I for all applications at receipt of initial claim	Kati Raza Sarah Wortman	Work with PDU	
13	Lack of statewide consistency	Develop proposal to allow support staff to make follow up calls on MER, CEU	Kati Raza Sarah Wortman	Work with PDU	
18	Inconsistencies in desk coverage per unit	Develop proposal for Adjudicator 4 to be a part of desk coverage	Brain Coleman Toni Kurtzhall	4/2014	
21	Lack of incentives	Establish a plan to train managers to find motivators	Jim Yerxa	4/2014	

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Evaluate Results Standardize , then Repeat