

COUNTY SERVICE CENTER GROUP

CSCG MISSION STATEMENT:

The County Service Center Group is committed to maintaining a membership organization which promotes continuous learning and the exchange of information and ideas between California County Medi-Cal/Food Stamp Service Centers. We partner in an ongoing effort to improve work processes and deliver quality service in a professional, timely and efficient manner.

CSCG Member Counties:

- Contra Costa
- Sacramento
- San Francisco
- San Mateo
- Santa Barbara
- Santa Clara
- Santa Cruz
- Solano
- Sonoma
- Tulare
- Orange

What is next?

Due to the current economic climate, changes in your organization are required. For some, you have already made changes and are running a Service Center that delivers better service with fewer resource requirements. For others, obstacles are in the way making change difficult: organizational anxiety; financial uncertainty; time and confidence that you have the right plan. InTelegy has a white paper coming out this summer addressing these larger issues. For those Counties that have made the move to a Service Center - where do we go from here?

The answer can be broken down into two areas: **Programs and Technology.**

Programs: You have built a platform. Medi Cal and Food Stamps ongoing case maintenance is the logical place to begin with a Service Center business model. Consider the following:

- Foster Care eligibility
- InTake applications and support
- CalWORKs eligibility

Ultimately this business model may lead you to the universal eligibility worker. The universal eligibility worker will sit in a call center, working remotely with their counterparts who interface with clients in the regions, supported by self help (customer access) and work avoidance technology.

Technology: Technology is abundant and expensive. (To get a refresher on the September 2008 CSCG conference: Steps to a 10 year Technology Plan, follow this link: http://intelegy.com/management/?page_id=23)

It is our belief that you should not implement technology without first examining your business processes and determining if the current business model is the right one. Automating an old business model is ineffective and even more expensive. Therefore, **DO NOT IMPLEMENT BUSINESS APPLICATION TECHNOLOGY UNTIL YOU HAVE CHANGED YOUR BUSINESS MODEL AND UPDATED YOUR PROCESSES.** Once you have a plan for business process change consider the following high impact technology investments:

- **Work Avoidance Technology:** Automated outbound calls for appointment reminders, renewal packet generation; reporting of status and changes.
- **Self Help Technology:** Allows your customers access to your systems utilizing secure passwords and access level restrictions in order to see their account and manage their information availability.

To learn more about taking steps that build on your current technology and maximize your programs, set your calendar to join in on the CSCG Conference Call scheduled for Tuesday, May 12th at 11:00am. Listen to Claudine Wildman discuss how Santa Cruz County has improved on their Service Center by integrating additional programs into the existing infrastructure. Look for your email invitation later this week.

Please feel free to contact me to set a time to further discuss these issues and the best way to plan for them. Hang in there.

Vail Dutto
InTelegy CEO

UPCOMING CSCG NEWS:

CSCG Quarterly Conference Call — Mark your calendars for the next CSCG conference call, Tuesday, May 12th 11:00am. We will hear from Claudine Wildman on how Santa Cruz County has brought Medi-Cal, Food Stamps and Foster Care into the Service Center. Your invitation and conference call access information will arrive in your email inbox.

CWDA Conference — The conference venue and date have recently changed. The new dates are October 14-15th and the new venue is Sacramento. The details of the conference are still being worked out, but should be published soon.

You Can't Manage What You Don't Measure

The old management adage "you can't manage what you don't measure" is a key theme to the importance of the service center model. The service center allows for a level of measurement not available in the traditional case management model. Before service centers state standards were measured regularly, but not with enough immediacy to be able to change daily practices to effect the results. Client satisfaction was rarely measured outside of counting the number of client complaints and employee satisfaction was not usually measured in any specific way.

The service center allows for a level of measurement that is detailed enough to provide real, real-time, statistics to management and staff so that processes can change immediately to effect the results. Daily, weekly and monthly measurement of detailed statistics in client service, case management, client satisfaction and employee satisfaction ensure that the team has an opportunity to improve results, before the high level measurements are summarized- not months afterward.

Do you have this same level of measurement in the other areas of your business? Are you applying the same kinds of detailed measurements to your Intake area? Have you identified the key activities and assigned goals for success in your other benefits programs like CalWORKs or Foster Care?

Spotlight on Santa Cruz County and Foster Care

Santa Cruz County successfully integrated Foster Care and Adoption Assistance into their Benefits Call Center in October 2008. Like many counties today, they have a growing FC/AAP caseload and sought to improve their workflows, efficiencies and communication channels between eligibility, the Provider and social worker. Relocating to the call center allowed them to cross-utilize the existing infrastructure, phone and data management systems, and back-up support to meet these objectives.

A detailed project plan was developed in the spring of '08 to serve as the guideline for the 4-month design and implementation process. It took great collaboration between Foster Care eligibility workers, social workers, supervisors, program managers, IT, clerical, staff development, Intake, program analysts, and division and district personnel to map each step and make it a successful move.

Today, Providers and social workers dial the call center's 800 phone number, select the Foster Care/Adoption Assistance phone queue, and are quickly routed to one of the four FC/AAP eligibility workers scheduled to receive calls between 8 am and 5 pm, Monday through Friday. Several designated Medi-Cal/Food Stamp eligibility workers are also logged into this queue to provide back-up message taking support during breaks/lunch or high call volumes. Providers also have the option to listen to recorded FC/AAP program information.

To streamline the case management and communication channels between eligibility, Provider and social worker the caseload was banked, all documents imaged, and modifications made to manage In-Person requirements. This allows a single source eligibility worker to directly respond to the inquiring party and a more balanced workload amongst the FC/AAP eligibility team.

Clerical is using the call center's task management application to log, assign and evenly distribute the FC/AAP case updates and tasks to the four eligibility workers. Pending and completed task reports are also available for the supervisor to effectively manage the team as are summary phone activity reports.

While ongoing program and workflow issues need to be revisited or revised, the first four months since launch have been a success. All incoming mail and task assignments are handled on a timely basis. 83% of all incoming phone calls are answered within 20 seconds (102% of goal!) and greater synergy is occurring between eligibility and social workers and the Providers.

Robb Moretti

InTe|egy consultant

IN THE NEWS: COUNTY SERVICE CENTER UPDATES

Santa Clara County— Santa Clara County completed the User Acceptance Testing of their new Task Management Tool. The launch date was April 13th.

Sacramento County—The Sacramento Dept. of Human Assistance Imaging Project is making good progress – ahead of plan, below budget and with good quality. In January our plan was adjusted to image 115,000 continuing cases before June 30, compared to our original plan of 60,000 cases by that date. We have expanded our capacity ahead of schedule and are now imaging 1,000 continuing cases per day (plus a lot of Intake cases and correspondence for imaged cases).

Tulare County—The Tulare Medi-Cal and Food Stamps Service Center is continuing to perform well in a very challenging environment. Despite recent staff cuts and a recruitment ban, the Center is continuing to consistently meet their service level goal of answering over 80% of calls in 20 seconds. Owing to recent productivity improvements, the Center is also performing very well in relation to case management tasks – with the amount of work on hand at a record low level despite a substantial increase in caseload (and tasks) over the last couple of months.