



Community Services Division

Public Assistance:
What Happens When We Have
The Courage to Change?



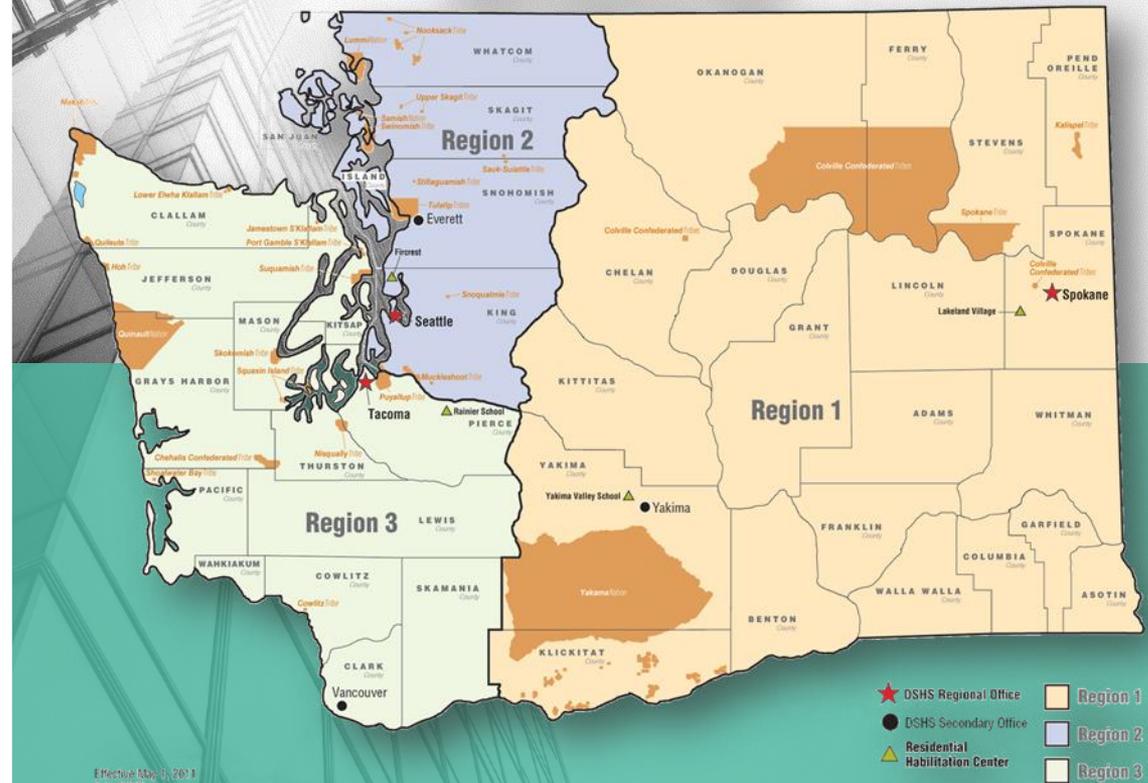
Community Services Division

Babs Roberts – CSD Director
Herminia Esqueda – CSD IT and Data Team

This is Us

- Serve over 2 million residents
- 2,600+ staff
- 3 Regions + Virtual Contact Center
- Mobile CSO
- 52 community service offices
- Central Document Imaging Unit
- 2 HUBS

DSHS Regional Map



But we didn't always look like this...

Per Month

2 million phone calls

1.5 million unique lobby visits

Forced disconnects 50%-70%

200,000 documents backlogged

45 days old

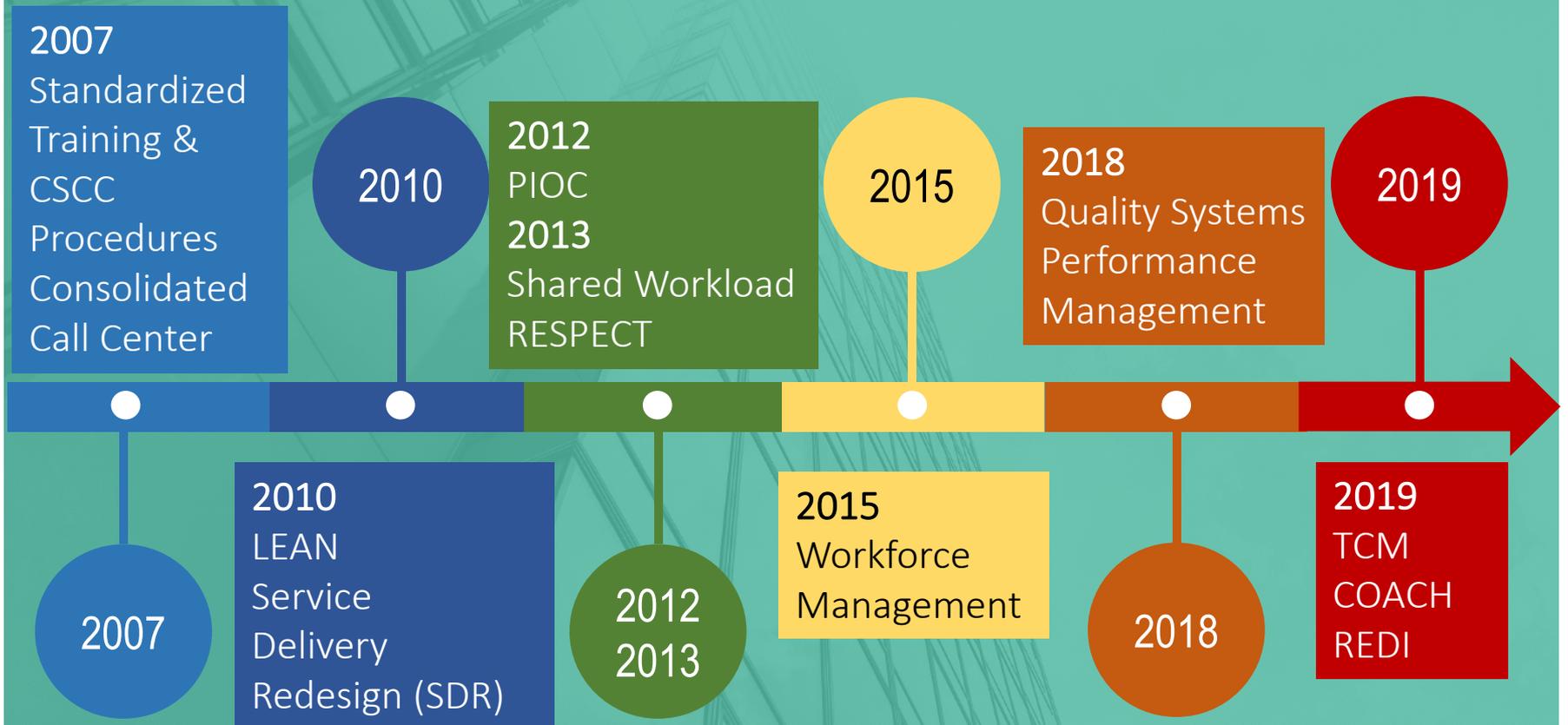
4000 hours of Overtime

Our History

Impact of Economic Downturn



The Courage to Change Our Process



The Courage to Change our Culture ONE CSD

2007

Standardized
Training &
CSCC
Procedures
Consolidated
Call Center

2010

2012

PIOC

2013

Shared Workload
RESPECT

2007

2010

LEAN

Service
Delivery
Redesign (SDR)

2012

2013

- Standardization
- 70 Call Centers to One
- LEAN
- Service Delivery Redesign
- Process Improvement Teams
- Shared Workload – DMS Queue
- Same Day Service
- First Contact Resolution
- RESPECT

The Courage to Change our Culture Getting Better Together

2007
Standardized
Training &
CSCC
Procedures
Consolidated
Call Center

2010

2012
PIOC
2013
Shared Workload
RESPECT

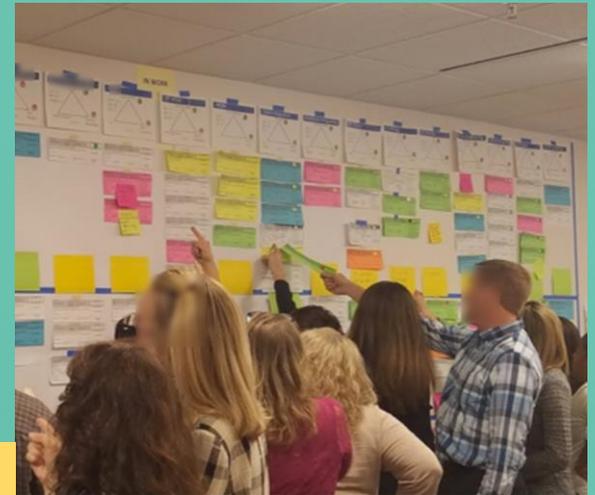
2014
2015

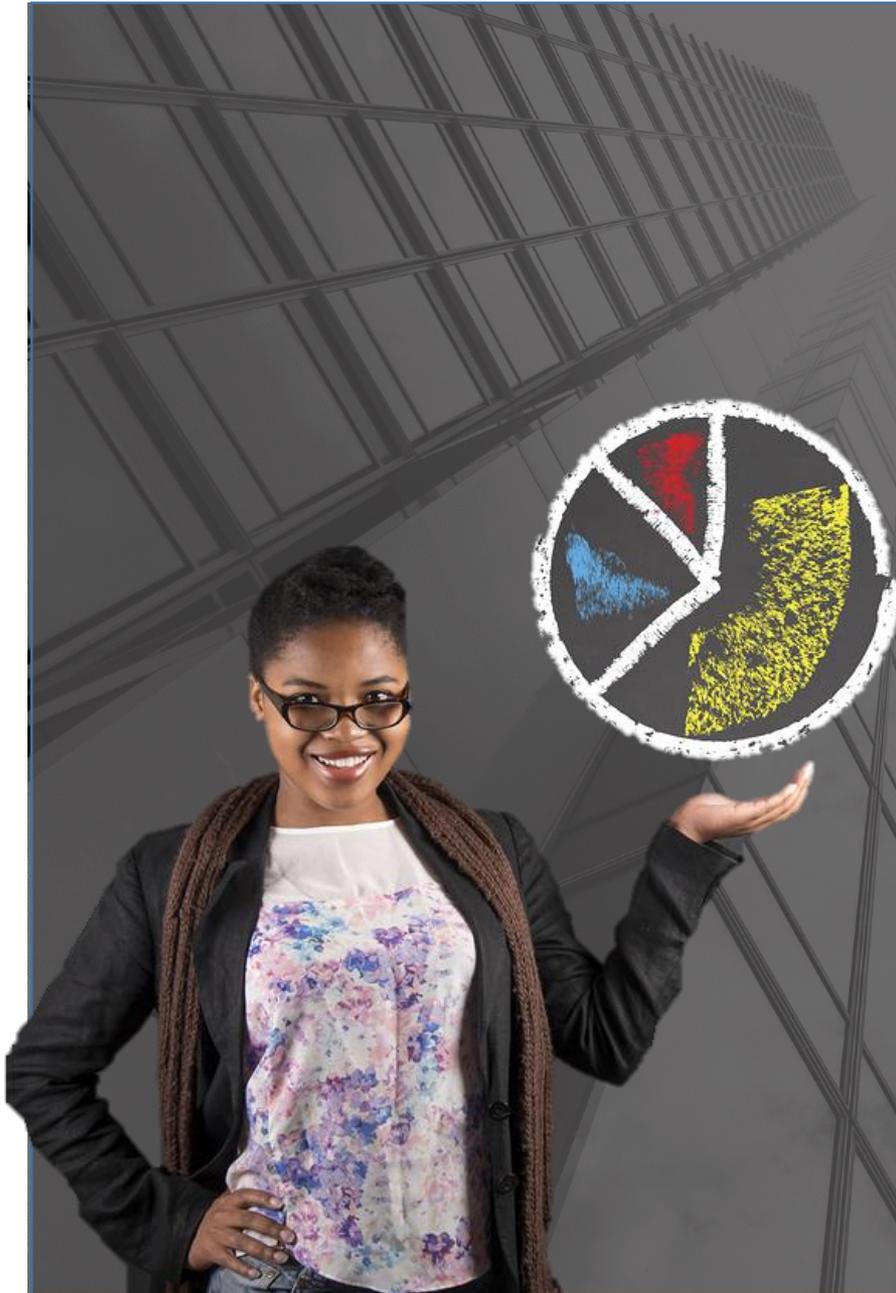
2007

2010
LEAN
Service
Delivery
Redesign (SDR)

2012
2013

2015
Workforce
Management





Workforce
Management
+
Performance
Management
+
Speech
Analytics
+
Quality
Monitoring

Performance Management

Scorecard

- Coaching Tool
- Key Performance Indicators
- Everyone Sees the same information
- Self-Management

PERFORMANCE

		Performance Details		
Statewide CSCC		Score	Actual	Goal
▼	Statewide CSCC Analytics	✓		
▶	Compare - Volume	✓ ↑	649	0
▶	Statewide CSCC ED - Vol...	✓ ↑	649	0
▶	Statewide CSCC ED - Ea...	✓ ↑	7,791.23	0.00
	Statewide CSCC - Produc...	✓ ↑	9,036.00	0.00
	Statewide CSCC - DPA Ti...	✓ ↑	7,086.00	0.00
	Statewide CSCC - Non-Q...	✓ ↓	681.00	0.00
	Statewide CSCC - Leave	✓ ↓	120.00	0.00
▼	Statewide CSCC Operations	✓		
	Statewide CSCC Adheren...	✓ ↓	92.8%	80.0%
	Statewide CSCC Back-Of...	✓ ↓	99.3%	95.0%
	Statewide CSCC Front-Of...	✓ ↑	100.0%	95.0%
▼	Statewide CSCC Productivity...	~		
	Statewide CSCC Producti...	✓ ↓	86.2%	80.0%
	Statewide CSCC Producti...	! ↓	110.0%	110.0%
	Statewide CSCC Producti...	✓ ↓	78.4%	70.0%
	Statewide CSCC Utilization	✓ ↓	80.2%	70.0%

Speech Analytics

- Records and Transcribes 100% of all calls
- Screen Records 20% of all calls
- Mine and analyze information
- Supports Quality Monitoring & Telephonic Signature

CATEGORY LIST Displaying 26 categories

Find Categories

	Category ↑	State	
	Emotions	Active	
	Authentication	Active	
	Cash	Active	
	CBA	Inactive	
	Childcare	Active	
	Completed MCR	Published	
	Confusion	Active	
	Disaster	Active	
	EBT	Active	
	Equal Access	Active	
	Food	Active	
	Healthcare Reform	Active	
	Include non-CSD Ref...	Inactive	
	Lack of FCR	Active	
	Letters	Active	
	Navigator Greeting F...	Inactive	
	Negative Case Actions	Active	
	No Benefits	Active	
	Non-CSD Calls	Published	
	Positive Emotions	Active	
	Repeat Callers	Active	
	Reviews	Active	
	Rights and Responsib...	Active	
	Simplified Reporting	Active	
	Telephonic Signature	Published	
	WorkFirst	Active	

Quality Monitoring

- The QM Program measures procedures adherence to the [CSD Procedures Handbook](#).
- Consistent and accurate feedback to our staff
- Provides coaching opportunities for improvement

EVALUATION / ASSESSMENT

Form: Coaching packag... 📄 🚩 👤 📧

Details

Employee: Anderson, Shelley L. Organization/Group: 15604

Evaluator: Mayes, Christi L. Agent Name: McNally, Sabrina R.

Opening (Filled: 0 of 4)

Greeting (Filled: 0 of 3)

Agent greeted customer and introduced themselves with their first name

Yes No N/A

Agent offered Voter Registration when applicable

Yes No N/A

Customer identified as needing Limited English Proficiency (LEP) services

Yes
 No
 Customer waived services



Who Benefits?

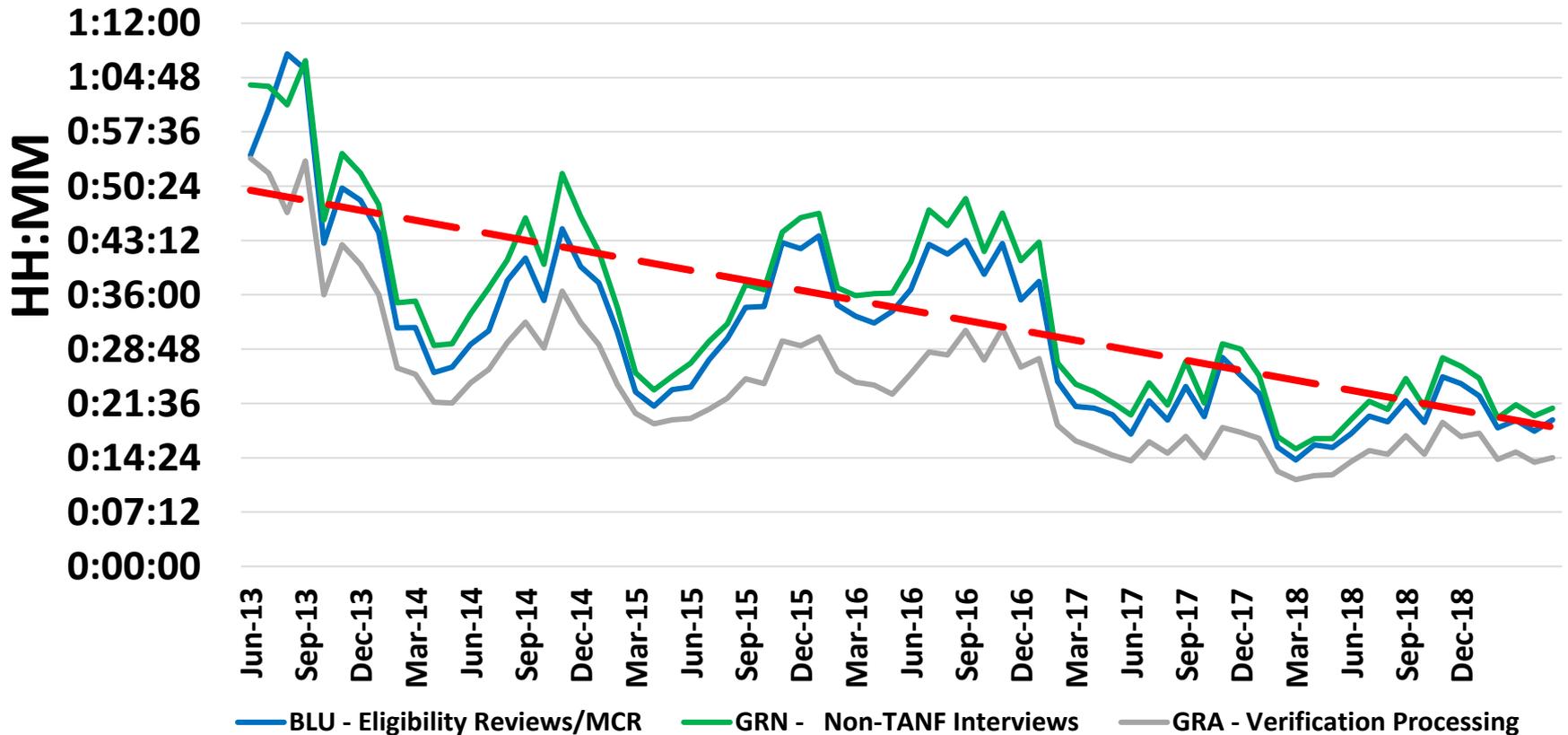
Our Community

- Supports One CSD Model
- Reduced Disconnects
- Reduced Lobby Average Wait Times
- Reduced Case Volume Average Ready Days

Our Results

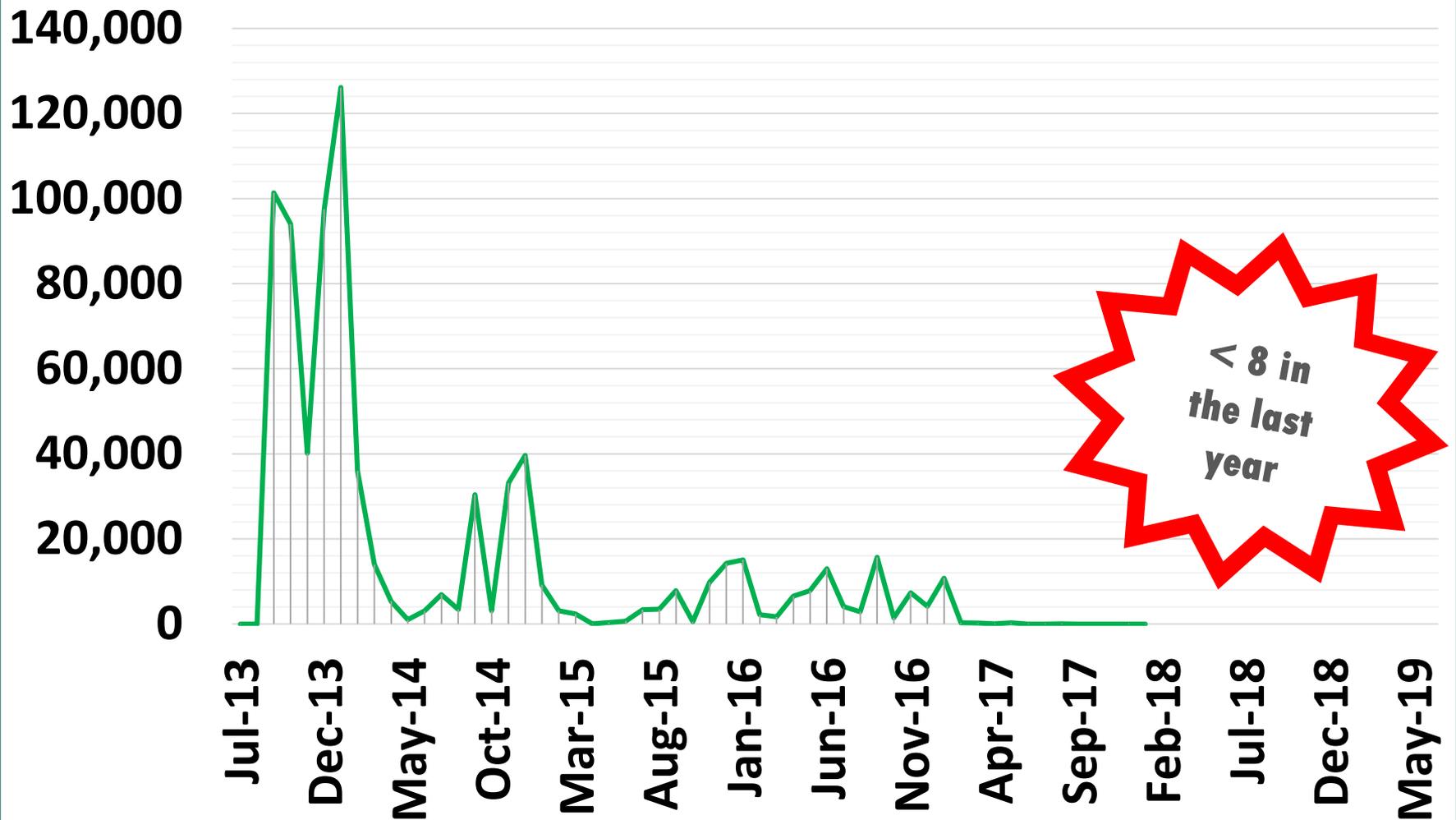
CSD Lobby Average Wait Times

June 2013 - Feb. 2019



Results

Reduced Forced Disconnects



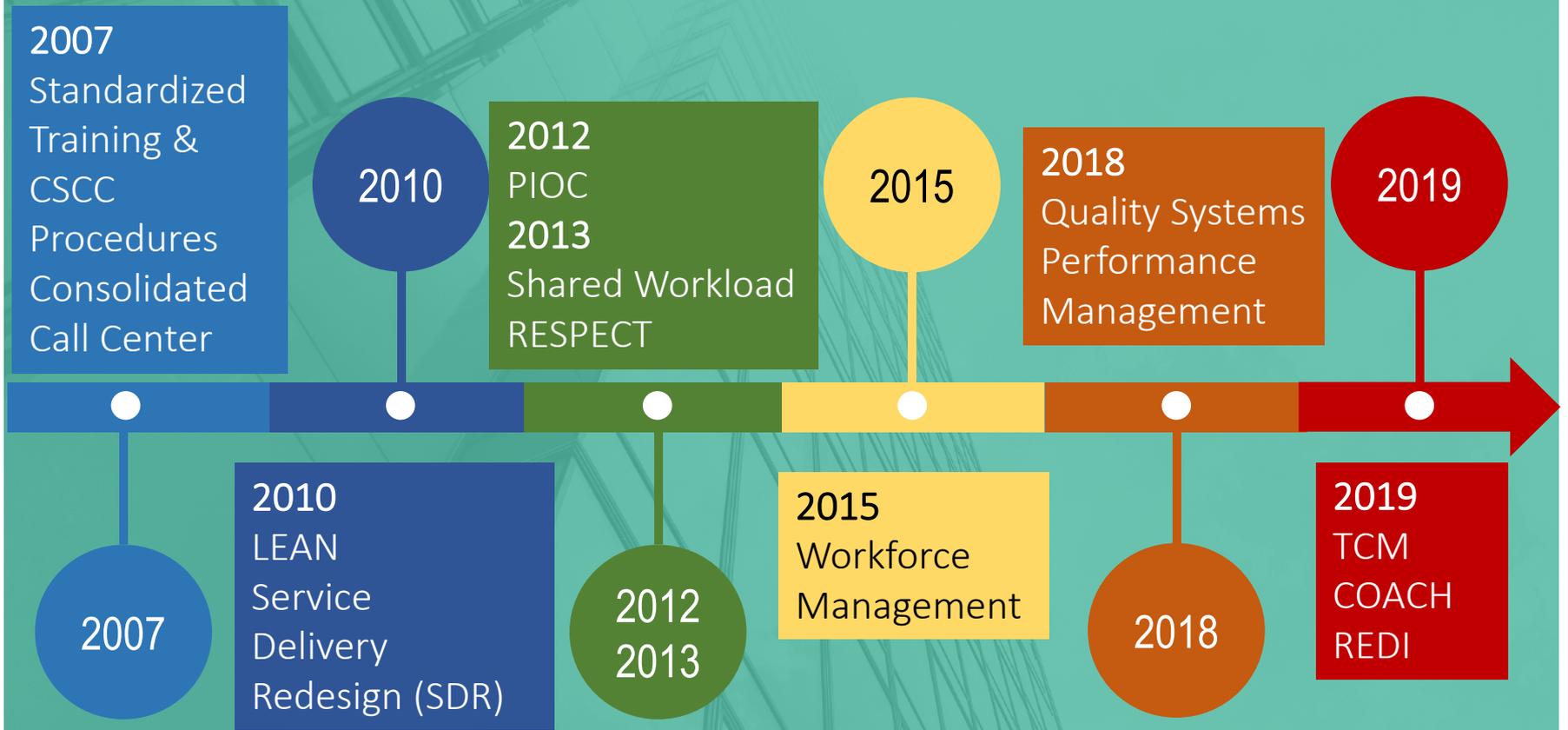
More Results

Benefits:

Customer
Staff
CSD
State of
WA

- Data Driven Process Improvement
- Promote Coaching Culture
- Self-Management
- Standardized KPI's
- Customer Contact Insight
- Fraud Detection
- Telephonic Signatures
- Batch Prompting
- Supports teleworking & remote supervision
- Alternate Work Schedules

The Continuous Improvement Journey in CSD Service Delivery



Reduce Poverty by 50% by 2025



Lessons Learned

Courage
Connection
Community
Getting Better Together



THANK
YOU

Courage
Connection
Community
Getting Better Together