

Strategic Lean Project Report



For Reporting Period: July 1, 2016 through December 31, 2016

I. General Information:

Lead agency name: Health Care Authority

Partner agencies: N/A

Improvement project title: Translation Lean Project

Date improvement project was initiated: 7/1/2016

Project type: New Project

Project is directly connected to:

Results Washington performance measure

Agency Strategic Plan

Other

If applicable, specify the alignment:

Goal 5: Efficient, Effective and Accountable Government

Results HCA – CP6.7

Report reviewed and approved by: Dorothy Teeter

II. Project Summary:

The Health Care Authority improved the foreign language letter translation process, resulting in a reduction of documents produced for the process from 160,000 pages to 50,000 pages (annually).

III. Project Details:

Identify the problem: The process for translating foreign language letters in the Medical Eligibility Determination Services division of the Health Care Authority was confusing to staff and contained unnecessary steps based on outdated assumptions. The complexity and added steps in the process sometimes caused delays and used more resources than necessary.

Problem statement: Currently, the amount of time that spent each year on printing and hand delivering translation requests is 570 hours or 71 working days (1 FTE) compared to our target of zero, which we want to reach by December 31st, 2016.

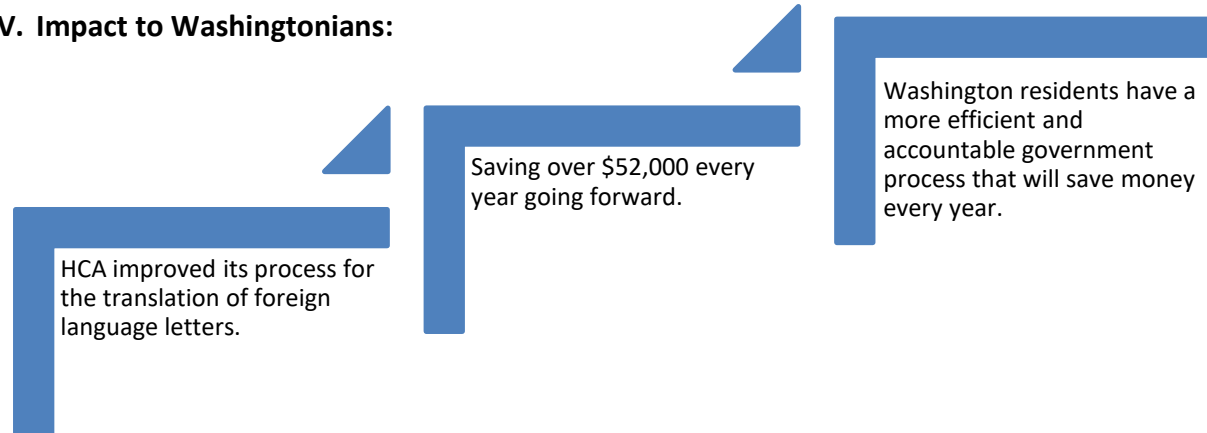
Improvement description: A group of HCA employees led by Management Analysis and Green Belt Teri Wallace used process mapping techniques along with data collection to identify the current state of the translation letter process. This team analyzed the process for waste and eliminated the need to print the documentation and hand deliver it to the next process step. The new process is currently in place and will save the agency and the state thousands of dollars each and every year that it continues to be used.

Strategic Lean Project Report



Customer involvement: A group of staff at HCA, including Medical Assistance Specialists, supervisors and managers used meetings, process mapping and data analysis to improve their translation letter process. Internal customers in the Office of Mail and Imaging Service were consulted and contributed the new process design.

IV. Impact to Washingtonians:



V. Project Results:

Improved process as measured by: <i>(Click those that apply)</i>	Specific results achieved: <i>(Complete the narrative boxes below)</i>	Total Impact: <i>(Actuals; Current Reporting Period)</i>	Results status:
<input checked="" type="checkbox"/> Cost	Decreased \$52,900 of unnecessary labor and materials cost in the letter translation process.	\$52,900 annual savings	Preliminary
<input checked="" type="checkbox"/> Time	Decreased the hours in printing and hand delivering process from 570 hours to zero hours annually.	570 man hours saved	Preliminary

VI. Contact information:

Name: Blake Ellison
Phone number: 360-725-0930

e-mail: blake.ellison@hca.wa.gov