



# Alien Emergency Medical Lean Project, 2015

Updated October 2015

# Alien Emergency Medical (AEM) Lean Project

Alien Emergency Medical (AEM) is a component of Medicaid for non-citizens that have emergent health conditions and do not meet immigration requirements for Washington Apple Health (Medicaid).

# AEM Challenges

- Adult Medicaid expansion due to ACA
- New automated system
- Manual process
- Multiple sections share responsibility
- Competing priorities
- Staffing
- 45 day compliance window
- 1388 case backlog

# Lean Process Concerns

- Responsible sections felt strong sense of ownership
- Committing to the goals of the group
- Willingness to change
- Task seemed undoable
- 120 step process map
- Daunting system limitations

# Process Map



# What Made Us Successful

- Senior leadership support
- Team commitment and accountability
- Regular Lean team meetings that continued through completion
- Committing to timelines benchmarks and goals

# Results

- 215 days ahead of goal
- Cases average 25 days
- Minimal staffing increase
- Backlog eliminated
- Program within compliance standards
- System upgrades







# Questions