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