

# Governing For Results 2



**An updated progress report on how state agencies  
are improving the quality, service and  
efficiency of state government.**

**June 1998**

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Dear Fellow Citizens:

Since my first report to you late last year, I'm happy to report once again that state agencies are continuing to make improvements to our government that save us money, generate revenue and provide better service for us all.

Taxpayers have demanded a better government and state workers have listened and are working hard to gain the public's trust.



Since the first publication of *Governing for Results* last December, state agencies have reported an additional 340 improvements.

Inside this booklet are highlights of those efforts added to the successes we reported last year. They range from quality efforts to improve the amount of time it takes to process license applications to developing a statewide strategy to save Washington's dwindling salmon populations.

Collectively these improvements show the commitment our state workers are making to improve our government. They are learning from the past and reshaping how we do business in the future.

I applaud each agency's contributions to the quality of service we offer and commit to you that these efforts will continue. Our goal remains firm: make government work better, renew respect for public service and secure the public's trust.

A handwritten signature in black ink that reads "Gary Locke". The signature is written in a cursive, flowing style.

Gary Locke  
Governor

## **Welcome to the second edition of *Governing for Results***

“Governing for Results 2” is the second installment of highlights on quality improvement projects under way in Washington State government.

The projects reported here have already produced tangible results, including new revenue generation, resources and dollars saved, and streamlined processes providing better and quicker service.

These improvements have been initiated by state agencies in response to an Executive Order issued by Governor Locke a year ago.

Executive Order 97-03, Quality Improvement, requires each agency to develop and implement a plan to improve the quality, efficiency and effectiveness of the public services it provides.

Since that Executive Order was issued, Washington state agencies have reported 498 quality projects that have saved the state \$8,246,924. As a result of these efficiencies, about 64 staff has been redirected to other work. And, these efforts have produced \$1,538,070 in new revenue.

The projects in this booklet were selected from the quarterly quality reports submitted by agencies. These quality efforts are lead by the Governor’s Office, with oversight by the Subcabinet on Management Improvement and Results.

Agency contacts are listed if more information is needed.

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## **Adjudicatory Agencies**

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### **Network of judicial agencies find ways to team up**

**Department of Licensing, Department of Health, Board of Industrial Insurance Appeals, Office of Administrative Hearings, Growth Management Hearings Boards (3), Personnel Appeals Board, Marine Employees Commission, Environmental Hearings Office, Board of Tax Appeals, Utilities and Transportation Commission.**

The directors of 13 state agencies that perform judicial functions determined that they could exchange more information on a variety of topics to better share resources. A group was formed so that the agencies could better network between themselves on common issues. They share information at monthly informal meetings.

### **Results**

- ★ Sharing draft customer satisfaction surveys has allowed each agency to take advantage of each other's models.
- ★ Sharing a state contract for court reporters, obtaining better coverage at lower costs.
- ★ Leveraging job training and legal education opportunities for staff
- ★ The clarification of a recent ethics advisory from the Executive Ethics Board concerning potential conflicts of interest.

**Team members:** Don Bennett and Judy Merchant, Personnel Appeals Board; Jeff Burkhardt, Dept. of Licensing; Les Eldridge, Joe Tovar and Judy Wall, Growth Management Hearings Board; Janice Lien, Marine Employees Commission; Eric Schmidt, Department of Health; Dick Virant, Board of Tax Appeals; Art Wang, Office of Administrative Hearings; Janet Whitney, Board of Industrial Insurance Appeals.

**CONTACT:** Art Wang (360) 664-2031

## **Board of Industrial Insurance Appeals**

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### **Internet site results in 'significant' convenience**

Since 1987, the board has produced a publication called "Significant Decisions." It outlines decisions made by the board and is accompanied by microfiche copies of all of the decisions. The publication costs \$40.00 initially and yearly appendices cost up to \$10.00.

A change allows "Significant Decisions" to be available on the Internet, in addition to the book with microfiche.

### **Results**

- ★ Those interested have convenient access without subscription fees or finding use of a microfiche machine.
- ★ Costs and staff time will be reduced as the more than 400 yearly subscribers shift from hard copy subscription to using the Internet version.

**Team members:** Dee Mathews and David Threedy.

**CONTACT:** Dee Mathews (360) 753-9646

## **Change simplifies sampling of state's hop harvest**

The Department of Agriculture's chemical and hop laboratory in Yakima annually samples the harvest of hops in Eastern Washington and grades the crop on a fee-for-service basis. Samplers travel daily to individual farms and storage sites to take core samples from a representative number of hop bales. The samples are transported to the hop lab in Yakima for grading. Sampling procedures must comply with standards set by the U.S. Department of Agriculture (USDA) and be statistically valid.

At the suggestion of the USDA and with the sponsorship and agreement of the Washington Hop Commission and other western hop-producing states, the Washington State department developed an alternative sampling method for hops. During the 1997 harvest, the new sampling method was piloted, tested and compared statistically with the older method. The new method will be used during the 1998 harvest.

### **Results**

- ★ The number of bales sampled was reduced from 16 percent of each lot to 10 percent, with no detrimental effect on the statistical validity of results.
- ★ Reduction in time obtaining samples for all parties; grades will be certified sooner.
- ★ Customers have expressed satisfaction and a survey is under way.
- ★ The USDA revised its manual to adopt the new hop-sampling process nationwide.
- ★ Reduced waste material for lab disposal.

**Team members:** John Flemm, Paulette Wetch, Raymond Andrews, Gary Meyers, Kyra Wright, Joyce Forbes, and Royal Schoen.

**CONTACT:** Christie O'Loughlin (360) 902-1975 or Gary Meyers (509) 575-2759

### **Innovation expands re-certification opportunity**

All pesticide licensees in the state are required to re-certify with the department every five years to maintain a license. Forty hours of recertification are necessary to keep a pesticide dealer-manager license. However, few courses are available specific to the training needs of dealer-managers. These are the people who supervise distribution of pesticides from a licensed dealer outlet.

The department established a one-day recertification training course in conjunction with Washington State University, specifically for dealer-manager licensees.

### **Results**

- ★ An evaluation showed that 94 percent of respondents learned new and useful information.
- ★ The dealer-manager training course will be repeated in 1999 and will expand to include a dealer-manager support manual.
- ★ Dealer-managers are more likely to sell pesticides to appropriately licensed applicators.
- ★ Records document use and sales more accurately.
- ★ Improved participants' compliance with pesticide laws and regulations.

**Team members:** Gail Amos, Mike Byrd, Bill Ritter, Margaret Tucker, and Carol Ramsey.

**CONTACT:** Christie O'Loughlin (360) 902-1975

### **State improves process for verifying weights and measures**

The Washington Department of Agriculture operates and maintains the state Metrology Laboratory, which verifies measurements of mass, volume and length in a variety of commercial settings around the state. The former system of quality assurance was unstructured and poorly documented.

To improve processes and quality assurance, the lab chose to become accredited by the U.S. Department of Commerce, National Institute of Standards and Technology. The new quality assurance system relies on a newly created manual that integrates standard lab practices and requirements of the National Institute of Standards and Technology.

#### **Results**

- ★ The measurements and documentation the lab needs for accreditation are generated throughout the year, so this new process will become the standard way of doing business. The state meteorologist is able to efficiently schedule tests, combine tasks and collate data.
- ★ Consumers of Washington State are assured the purchases they make based on weights and measurements being accurate.
- ★ Businesses who bring test standards to the laboratory are assured of the accuracy of the measurements and calibrations.
- ★ Procedures and requirements are documented and can be easily resumed in the event of turnover or an extended absence.

**Team members:** Bob Arrington, Jerry Buendel, and Dan Wright.

**CONTACT:** Christie O'Loughlin (360) 902-1975

### **Add emission test, minus wait time**

Citizens in Vancouver are required to get their vehicles tested for emissions. Last fall, a new gas cap test was added to the series of tests, causing citizens to wait up to 45 minutes in line.

Ecology staff worked with the vendor to reduce the new gas cap emission test to just one minute, keeping the average inspection time around five to seven minutes and the wait-in-line time around five to eight minutes. The vendor improved staff training and increased testing accuracy through enhanced software.

### **Results**

- ★ The time people wait for an inspection has been reduced to about five to eight minutes.
- ★ Overall inspection time remains five to seven minutes although an additional test element was added.
- ★ Improved understanding and expectations between Ecology and the vendor.

**Team members:** Fritz Merkl, Curt Piesch, Ray Russell, and Dale Jensen.

**CONTACT:** Dee Ragsdale (360) 407-6986 or Dale Jensen (360) 407-6325

### Spill response staff clean up costs

When Department of Ecology spill response staff received an emergency response call, they went to the scene, assessed the situation and called in a contractor to contain and dispose of the hazardous substances. They remained on the scene in oversight capacity.

Spill response staff from Ecology's Southwest Regional Office determined the agency could decrease contractor costs by using trained Ecology staff. Staffs now assess the nature of the emergency response call, clean up and transport the hazardous substances to proper disposal locations.

### Results

- ★ 67 percent reduction of statewide cleanup costs redirected \$126,000 in 1997 toward training, emergency response equipment and funding an increasing number of incidences.
- ★ Spill response budget is better able to handle the increasing number of calls — up from 153 in 1996 to 202 in 1997.
- ★ Shorter response and cleanup time.
- ★ Healthier environment.

**Team members:** Eric Heinitz, Jim Oberlander, Brett Manning, Mike Osweiler, Ron Holcomb, Gloria Bernhardt, Kathy Armstrong, Jim Sachet, Jerry Thielen, Roger Sesna, Bob Warren, Miriam Duerr, and Doug Stolz.

**CONTACT:** Dee Ragsdale (360) 407-6986

### **Licensing applications quickly move through new system**

The process that the Securities Division of the Department of Financial Institutions used to manage licensing applications was time-consuming and involved the work of many different individuals.

A new streamlined process eliminates unnecessary steps and uses a different computer software database that is faster, provides better access to information and improves data integrity.

#### **Results**

- ★ Applications with no deficiencies are processed as part of revenue receipting and the average processing time was reduced from 3.1 to 2.6 days. Most of these applications (78%) are processed in 2 days or less.
- ★ Time to review applications that are incomplete or contain regulatory deficiencies was reduced by one or more days.

**Team Members:** Nelda Shannon, Cheryl Pearson, Patty Rice, and Juanita Bingham.

**CONTACT:** Scott Jarvis (360) 902-8794

### Agency works to restore fish populations

Populations of salmon, steelhead, trout and char have become severely depleted, which in turn represents a serious threat to other populations. Such declining fish populations affect recreational angling opportunities, commercial harvests and the economic stability of small communities and businesses across the state. The state must protect and restore salmon populations and their habitats to prevent further losses.

The state Legislature directed the Department of Fish and Wildlife to adopt a policy for restoring such populations. Making sure the policy is put into place is one way to achieve significant improvements restoring wild salmon populations. This quality improvement project will track the results of the restoration policy.

### Results

- ★ Provides a basis for monitoring performance of watershed restoration plans. It will help to answer questions like “will action strategies likely restore conditions that fish populations need to be healthy?”
- ★ Implementation strategies are being coordinated and tracked.
- ★ Developed a joint state/tribal policy and staff guidance language for the Fish and Wildlife Commission’s adoption.
- ★ Negotiated with Western Washington tribes to agree on final state/tribal language for the document.
- ★ A number of planning activities will deal with habitat, harvest and hatcheries.

**Team members:** Bruce Crawford, Karen Terwilleger, Larry Peck, Sandi Snell, Ron Swatfigure, and Elyse Kane.

**CONTACT:** Bruce Bjork (360) 902-2373

### **Permit process overhaul saves time and money**

The Department of Fish and Wildlife is introducing a new system of processing hydraulic permits. The new system will use different computer software and hardware that are more easily used throughout the agency. Staffs are getting trained on the new equipment and processes, and the agency is giving field locations more authority to make final decisions on permits.

#### **Results**

- ★ The new process saves time by allowing regional staff to issue permits more quickly and more efficiently. Headquarters staff now can work on other improvement issues, including staff training seminars and writing and producing hydraulic permits in a more user-friendly pamphlet form.
- ★ This type of permit reduces the number of individual permits issued by regional staff, thus giving them more time to help other customers.

**Team members:** Gayle Kreitman, Neil Rickard, John Andrews, Mark Grandstaf, Tracy Lloyd, Brent Renfrow, Ted Muller, Bryan Cowan, Dave Gufler, and Steve Keller.

**CONTACT:** Bruce Bjork (360) 902-2373

### Property leasing for state agencies streamlined

To better address customer needs related to the leasing of property and facilities for state agencies, the department has modified operations, saving time and making services user-friendly.

These modifications include simplifying the process for securing small spaces (less than 5,000 square feet) by eliminating procedures that were only appropriate and cost-effective for larger spaces

#### Results

- ★ The department has streamlined its process for leasing property for state agencies, which will make the process 20 percent faster.
- ★ Eliminating cumbersome requirements for leasing property in tight markets, the agency can now consider proposed or planned space that is not yet constructed. For one agency requiring an 82,000 square-foot space, the new approach will result in annual rental savings of \$328,000 over a five-year period.
- ★ Streamlined advertising processes – including use of the Internet – will reduce newspaper-advertising costs for client agencies by nearly 70 percent, a \$30,000 cost avoidance.
- ★ Expect increased customer satisfaction measured through bi-yearly customer satisfaction study.

**Team members:** Mark Lahaie, Cathy Schilling, Pamela Rose, Scottie Veinot, Guy Winkleman, Kirstan Arestad, Catherine Fahoum, Andrew Jenkins, Burt Sarver, and Pat Rants.

**CONTACT:** Mark Lahaie (360) 902-7386

### **Agencies combine monitoring efforts**

The Department of Health and the Department of Natural Resources have joined forces to manage the growing number of areas that require water quality monitoring. The number of areas increased because of more tribal shellfish harvesting and more national requirements for monitoring areas harvested for geoducks. In 1994, the Department of Health managed nearly 100 areas; that number has grown to 140.

Natural Resources monitors areas of geoduck harvests to make sure harvests are within limits and are within boundaries of approved tracts.

Natural Resources staffs have been trained to take water samples for the Department of Health's use in monitoring growing areas. Through this agreement, Health provides sampling equipment, Natural Resources provides the staff and the boat, and they have effectively eliminated the need for two state agencies to be in the same place at the same time.

### **Results**

- ★ Department of Health has saved about 16 hours of staff time each month.
- ★ Health has expanded its sampling program without adding more staff.
- ★ Because the two agencies understand each other's programs better, planning the geoduck harvests and monitoring water pollution have improved public health.

**Team members:** Jerry Lukes, Greg Combs, Clyde Bill, and Bob Woolrich.

**CONTACT:** Carol Knight-Wallace (360) 753-3129

## **New DNA fingerprint process can save lives**

Being able to identify similarities among *E. coli* strains in foodborne disease outbreaks is critical to saving lives. Traditional processes and data analyses took seven days to complete.

A new process uses electrical pulses to examine differences in the DNA fingerprint of the organism. This process now performs the fingerprinting in 24 hours, instead of the former seven-day process.

### **Results**

- ★ A process that once required seven days to complete now takes 24 hours.
- ★ The quick turnaround time allows public health officials to respond effectively to prevent a larger outbreak or epidemic.

**Team members:** Romesh Gautom, Jay Lewis, Kay Campos, and Donna Osmond.

**CONTACT:** Carol Knight-Wallace (360) 753-3129

### **Rule streamlining is a cure for provider woes**

The 51 professions regulated by the department faced an array of often-confusing requirements involving the application process, license renewals, continuing education audits and penalty fees. The complexity resulted in customer confusion and, in some cases, a perception of unfairness, particularly among providers with multiple credentials.

The department – in partnership with health profession boards, commissions and other stakeholders – launched an effort to consolidate and clarify administrative requirements for the license, certification and registration of providers.

### **Results**

- ★ Repealed 60 rules and amended 156 and replaced them with 50 clearly written and consistent rules affecting all professions.
- ★ Select continuing education audits by computer, not by hand.
- ★ Generated an estimated \$50,000 for the agency by adding a cost recovery fee when credentials lapse for more than one renewal cycle.

**Team members:** Sue Shoblom, Diana Ehri and Pam Lovinger.

**CONTACT:** Diana Ehri (360) 753-9177

### **Technology update gives efficient service at better price**

The Department of Health offers a toll-free hotline for callers to get updated information on recreational shellfish beaches closed because of high levels of “red tide.” The former hotline system was cumbersome, labor-intensive and required hands-on, personal attention to make updates.

The agency changed both the type of service and the service provider. The new system uses voice messaging instead of answering machines and can be updated from a remote location, eliminating the need for personal attention.

### **Results**

- ★ The agency expects to see savings of \$726 each month.
- ★ Staff expects to save about 70 hours each year.
- ★ Number of incomplete calls has dropped from 18 percent to less than 2 percent.
- ★ Customers are better served.

**Team members:** Jennifer Tebaldi, Linda Hanson, and Jan Jacobs Diment.

**CONTACT:** Carol Knight-Wallace (360) 753-3129

### Callers with questions avoid busy signal

Persons calling two toll-free telephone services at Labor and Industries' frequently got a busy signal rather than help in dealing with their issues or questions. The Office of Information Assistance hotline, which provides general information and help to the public, receives about 20,000 calls a month. The volume of calls frequently exceeded the staff available to answer, resulting in callers getting busy signals. The line had 2,725 callers who got busy signals between April 7 and May 16, 1997.

The Provider Hotline is a toll-free number that helps doctors and others providing medical service paid by the state's workers' compensation system. That line receives about 18,000 calls a month.

A team of hotline staff recommended several changes to improve and enhance the two hotlines' capability to answer more calls. These efforts included: tracking complaints to see where process improvement efforts were needed most; placing timers on all hotline staff phones; changing hotline messages to give more information and more options.

### Results

- ★ The OIA hotline reduced the number of busy signals by 52 percent.
- ★ The Provider Hotline reduced the number of busy signals by 82 percent.
- ★ Callers are less frustrated and can quickly get the information they need.

**Team members:** Sandra Chakones, Diane Arnold, Judy Arnold, Stacy Arnold, Shelley Babayan, Rhonda Hubble, Chris Kneeland, Marie Sadac, Marlene Roberts, Susan Williams, Cynthia Dalebout, Bob Brown, Linda Bulkley, Charles Derr, Ann Nielsen, Larry Whalen, Kim Head, Connie Nicholson, Raul De Leon, Tina De La Torre, Bill Travis, Gary Hattrup, Jeanette Thetford, Diane Hurd, Nancy Stoops, and Debbi Moran.

**CONTACT:** Tressa Olson (360) 902-6336

### Catalog provides uniform way to order gear

Labor and Industries' field staff often need to wear special clothing and equipment to protect them from hazards they may encounter on their workplace inspections. But the process for ordering these items was time-consuming, cumbersome and confusing. This would often result in the shipment of wrong equipment or clothing that didn't fit, delays and/or repeated phone calls to the purchasing office.

To correct this, the team assigned to examine the situation developed a simple catalog of equipment and apparel. The catalog, sent to all staff, includes a diagram of the ordering process. The department also decided to quit buying uniforms, but agreed to provide staff with appropriately fitted overalls, shop and lab coats to staff whom need them.

### Results

- ★ The average cost per employee for uniforms was \$216. For the 103 employees the cost would be \$22,248. The cost for two sets of protective overalls per employee is just \$4,120.
- ★ With the new catalog, supervisors will no longer have to spend hours identifying what is available and figure out how to order. Staff will be able to see what they are ordering so the order should be right the first time. Repeat phone calls to purchasing are reduced.
- ★ A reduction in the time it takes to equip staff to perform their jobs. The improvement enables the agency to do a better job of providing a safe environment for staff and provides a simplified ordering process.

**Team members:** Steve Cant, Lucille Christenson, Christa Jaeger, Grace Giorgio, Janet Kurina, Mary Bago, Michael Roe, Steve Morris, Josefina Vanderhoof, and Steve McClain.

**CONTACT:** Julie Kainber (360) 902-4251 or Lucille Christenson (360) 902-4226

### **Desktop computers installed twice as fast**

Labor and Industries' is on a fast-track schedule to upgrade or replace nearly all of its desktop computers – about 2,700 in all of its offices across the state. The upgrade includes both equipment and program software – including the operating systems of all personal computers to Windows 95.

The project was delayed two months due to an acquisition process that took longer than expected. This meant the project team had to make up for lost time. According to the project schedule, the rate of 60 to 80 installations a week would need to increase to more than 160 per week. The team found a way.

For new PCs, staff worked with the manufacturer to configure hard drives prior to shipment to make it easy for L&I to load new and upgrade software over the agency's network. For existing PCs, staff used a "disk duplicator" to configure several new hard drives at once.

### **Results**

- ★ Increased the number of installations from a planned 16 per day to 28 per day in field offices, with another 20 per day at agency headquarters in Tumwater. In effect, the group doubled its planned installation ability.
- ★ Rather than being behind, the project is now ahead of schedule by two months.
- ★ Standardized the installation process – saving unnecessary troubleshooting.
- ★ Reduced loss of work time to the customer by half.

**Team members:** Kim Keifert, Dan Mercer, Mark Delaplaine, Donna Cole, James Dolliver, Andy Galoway from L&I; and Tim Dahlberg from the Department of Information Services.

**CONTACT:** Kim Keifer (360) 902-5882

### **Injured workers get medical exams faster**

Labor and Industries' often arranges for independent medical examinations (IME) for injured workers to ensure they are receiving appropriate medical care. The requests for these exams originate with the worker's claims manager at L&I's central office in Tumwater, then are relayed to a field office for scheduling with a local doctor or doctors. Sometimes this process can delay the claim, leaving the claimant frustrated and the department paying for additional time off the job.

A quality team examining this process found that for an injured worker in the Spokane area it took an average of 42 days from the time an IME was ordered until he or she could see a doctor. A process improvement test reduced that time to about 28 days. The team found that about 14 days could be saved by transmitting the department's authorization letter electronically to the scheduler from claims' word processing unit, then mailing medical history information directly to the service location. (Before everything was packaged together and mailed to the Spokane office).

### **Results**

- ★ The injured worker can see the doctor an average of 14 days faster.
- ★ Savings (costs avoided) to the state's accident compensation fund for Spokane were estimated at \$274,000 per year using the new process. Since, in many cases, a worker cannot return to work until after he or she has seen the doctor for an IME the department will avoid paying the worker for those additional 14 days off work.
- ★ Plans are now under way to phase in this process at all L&I offices.

**Team members:** Don Green, Loris Gies, Sandra Leighton, Nancy Barnes, Steve Clement, Carol Britton, Marsha Benson, and Elizabeth Larsen.

**CONTACTS:** Tressa Olson (360) 902-6336

### **Laser print cuts carbon copy of contractor card**

Labor and Industries' Contractor Section mails approximately 65,000 registration packets each year to construction contractors statewide. The packets consisted of a three-part carbon form – including a mailer, a wall certificate and an ID card. When the carbon mailers started being processed by machines, both by L&I and at the US Postal Service, the certificate and ID card were covered with carbon streaks, making them unreadable. This process resulted in contractors filing numerous complaints and about 75 percent of them requesting replacements two to three times a year at the agency's cost.

A process was developed to use a laser printer to print on the plastic ID card already affixed to the wall certificate. After printing, the certificate is folded, sealed and mailed without the use of carbon.

### **Results**

- ★ Clean registration packets for all of the contractors.
- ★ The ID card will survive the two years it's supposed to last.
- ★ Customers are expressing satisfaction and so far no complaints have been received.

**Team members:** William Hill, Moore Business Forms, Phyllis Cooper, Pam Bergman, and Russell Troutman.

**CONTACT:** Steve Morris (360) 902-6941 or Bill Hill (360) 902-5777

### **Manuals on disk means lighter travel for auditors**

Labor and Industries' auditors in the self-insurance section carried portions of numerous heavy manuals on administrative rules and state laws on visits to employers. The sheer bulk of carrying this information made this job cumbersome and difficult. Sometimes they would have to look up employers' questions after they returned from the field because they couldn't carry all of the necessary information with them.

To improve their process, a team arranged to have the needed sections of these books transferred to an indexed computer disk so they can summon appropriate sections of these rules and laws with a laptop PC.

### **Results**

- ★ Auditors can now reference everything they need faster and without carrying cumbersome manuals everywhere they go.
- ★ Customer service has improved because auditors have access to the information necessary to answer employers' questions immediately in the field.
- ★ The amount of paperwork auditors need to carry in their briefcases is reduced.

**Team members:** Susan Kauffman, Ginny Klapstein, Virgil Porter, Marva Marichal, Evelyn Sanders, Larry Horrell, Eriko Nigro, Lynne Kuntz, Jonnine Vencill, Mary Hartline, and Rita Thomas.

**CONTACT:** Janet Blume (360) 902-6842 or Ginny Klapstein (360) 902-6843

### **“Mom and Pop” vendors get good service**

Labor and Industries’ Factory Assembled Structures Program is required to review plans and inspect any mobile homes or trailers that have been modified for commercial uses. Many of these vendor units are actually “mom and pop” operations that depend on the income to supplement their retirements. Typically they offer food services at state and county fairs around the country, including here in Washington. The Washington Department of Health is now requiring units, even those in use for more than 10 years, to get an L&I inspection and insignia to continue to do business. The vendors were overwhelmed by the packet of government regulations and weren’t sure where to start.

All L&I’s plan examiners worked to simplify the application wording and insignia request. They eliminated all references to other codes, except those affecting the customer. Questions were related only to the individual vendor type units. Examiners gave specific instructions on how to complete the applications. The packet included illustrative drawings and samples of correct applications. The applicants received an L&I staff person’s name as a contact for questions about filling out the application.

### **Results**

- ★ The application packet was cut from 75 pages to 48 pages. This measure saves paper and postage for mailing the packets.
- ★ The “mom and pop” customers reported the entire application process is much simpler.
- ★ Thirty percent fewer errors were reported in applications.

**Team members:** Dan Sevcik, John Harvey, Kay Larson, Norm Williams, Bruce Vogt, Craig Sedlacek, and Shirley Hildebrand.

**CONTACT:** Tressa Olson (360) 902-6336

### **New survey shows field audits work well**

A section of Labor and Industries' that audits employers in the Spokane area for compliance with Industrial Insurance (workers' compensation) laws needed a way to measure the impact of its services. Field Audit was offering a variety of workshops and offering technical assistance programs to customers, but had no way to tell if their efforts were paying off.

To better measure results, the staff designed a customer survey to measure the usefulness of both audits and technical assistance services. The survey asks customers to rate eight elements of these services. Results helped the group to conclude that their audits do have a substantial impact by helping targeted industries to more accurately report the number of hours worked by their employees.

### **Results**

- ★ Customers now have a better understanding of complex rules and regulations of Industrial Insurance reporting requirements.
- ★ More employers are correctly reporting hours which saves employers and L&I time by heading off potential difficulties. It also saves money by, for example, avoiding future penalties.
- ★ Prior to an audit, only three of 21 firms within one targeted industry were reporting correctly. These firms collectively reported 13,306 shop hours. After the audit, 15 firms reported correctly – the number of shop hours reported grew to 32,792 – a 246 percent increase.
- ★ The actual collective savings to firms within this targeted industry through correct reporting were \$47,509.

**Team members:** Judy Paine, Dave Busch, Neil Roper, Cass Lehinger, and Steve Beaty.

**CONTACT:** Tressa Olson (360) 902-6336 or Judy Paine (509) 324-2604

### **New system keeps elevator permits on track**

The agency's Elevator Section determined that the owners of many new elevator systems were operating the vehicles without a permit as required by law. A study of 1997 records showed that 134 new elevator owners were without a permit and had to be sent reminders by certified mail – an average of 11 a month. The apparent reason was that many were unaware, or it was unclear to them, that they needed to send in their payment to the department for the permit within 30 days following the final inspection.

To help solve this problem, the section developed a computer-based tracking system to determine the annual due dates on new elevator systems. Also, when an inspector sends in a final report on an elevator, it is accompanied with a bill for the permit. If 30 days have passed without payment, a certified letter is mailed describing the likely civil penalties that could be levied if the money doesn't arrive within 10 working days.

### **Results**

- ★ Within two months of implementing this change, the amount of certified letters sent dropped from 11 per month to four per month.
- ★ Decreased confusion when permits are due or to be paid by all parties.
- ★ Increased customer service and reduced process time for permits from about 30 to 20 minutes per certified letter, giving staff more time to do other tasks.

**Team members:** Sharon Connelly and Sherrill Mitchell.

**CONTACT:** Jan Gould (360) 902-6128

### **Web site, fact sheet improve communications**

Labor and Industries' electrical program has about 32,000 stakeholders – including electricians and trainees and electrical contracting firms. These customers have an on-going need to know what's going on with electrical code updates and clarifications, legislative changes, licensing, permits and fee issues and other information.

Interpretations of codes and communications within the program and among customers have been inconsistent. The program's newsletter was published infrequently, leading to a lack of information. Communication is largely through phone calls; inspectors' contact with customers and stakeholder meetings.

To help correct this situation, the program initiated a monthly one-page fact sheet with multiple electrical code questions and answers. The fact sheet is made widely available to stakeholders and within L&I. The section also established its own Internet web site that contains the fact sheets, licensing and certification information, laws and notice of public hearings. The site is now getting about 400 visitors a month and its use is expected to grow.

### **Results**

- ★ More consistent flow of information between central office, field staff and customers.
- ★ Wider and regular distribution of information.
- ★ More targeted use of the section's resources.

**Team members:** Janet Lewis, Doug Erickson, and Brian Dirks.

**CONTACT:** Janet Lewis (360) 902-5249

### **Change in vendor saves money, better results**

The microfilm section in Title and Registration films about 200,000 vehicle title applications each month. The vendor's process wasn't adequate to ensure a consistently acceptable product. Chemicals used in the filming tended to fog, requiring the agency to re-film the applications. This caused additional work and costs.

The agency hired a non-profit vendor to film the applications. This change resulted in better results and the ability to provide clear copies for all customers, which include the public, law enforcement, the courts and attorneys.

### **Results**

- ★ A yearly savings of \$5,000 in re-filming costs in 1997.
- ★ The filmed vehicle records now are 100 percent readable.

**Team members:** Phyllis Mercer, Gloria Abernathy, Dung Le, Ruth McLemore, Joseph Nguyen, and Sunny Smith.

**CONTACT:** Nancy Botaitis (360) 902-3610

### **License applications on Internet saves time, \$\$**

Those who apply for various professional licenses must complete a form. The usual process involved mailing the desired form to an applicant and then processing it manually once returned.

To speed up this process, the department made 23 different business license applications available on the Internet, along with 100 additional files of related licensing information.

#### **Results**

- ★ Applicants have instant access to the forms.
- ★ The agency has saved \$5500 in mailing and printing costs from May 1997 to April 1998.

**Team members:** Karl Davidson, Linda Mead, Bill Dutra, Dolly Casitas, Joan Robinson, Shanan Gillespie, Nancy Varnum, Mark Bockhorst, Mary Haglund, and Jim Hood.

**CONTACT:** Nancy Botaitis (360) 902-3610

### Microfilm searches reeled in

The Business and Professions Uniform Commercial Code section files financing statements from lenders in order to perfect their interest in the debtors' collateral. Acknowledgments (proof of receipt of filings) were sent to lenders for their records. This was done before microfilming the original filing so lenders would receive their acknowledgments quickly. About three times a month an original was mistakenly sent back to the lender and had to be retrieved for microfilming. Turnaround time for data entry and completing searches was also unacceptable.

A team looked at the processes and rearranged them for more efficiency. Staff was cross-trained and one procedure was streamlined. The original filing is now microfilmed first and then returned to the lender as the acknowledgment.

### Results

- ★ Data entry turnaround decreased 47 percent.
- ★ Turnaround time for completing searches decreased 33 percent, thus customers received searches faster and data is available sooner to the agency's field staff subscribers.
- ★ Eliminated the three times a month and original was mistakenly sent back to the lender before microfilming.

**Team members:** Linda Mead, Shirley Wheelock, Theresa Layne, Kim Summers, Betty Varpness, Belinda Hauff, and Jeannie Yourex.

**CONTACT:** Nancy Botaitis (360) 902-3610

### **One-stop city-state licenses save time and hassle**

Business licenses are required both by the state and local governments. People starting new businesses complained about the cumbersome and duplicative processes required obtaining all the necessary licenses. The Master License Service (MLS) has reduced duplication at the state level but city licenses also had to be obtained.

A team developed a pilot project with two Washington cities to add the cities' business license application and renewal processes into the state MLS. This allows the cities' customers to apply for and renew their city and state business licenses at the same time.

The team also developed an electronic library of information on business license requirements at all levels of government. The library and the master license application were made available via the Internet.

### **Results**

- ★ Business license applicants in Richland and Bellevue are saving one contact with government and the time to complete one application form.
- ★ Ninety-one percent of customers surveyed indicate support for the new process.

**Team members:** Nell Benzschawel, Nancy Skewis, Mark Bockhorst, Clyde Zahn, Carmen Borja, Terry Townsend, Harumi Tolbert, and Susan McRae.

**CONTACT:** Nancy Botaitis (360) 902-3610

### **Data warehouse puts information at agencies' fingertips**

The Department of Personnel maintains human resource data and statistics on more than 60,000 state employees. State agencies requesting the information rely on volumes of paperwork and reports, and often experience lengthy delays and extra processing charges for special requests.

The department developed the Human Resource Data Warehouse to provide immediate desktop computer access to workforce statistics on such items as salaries, turnover, etc.

### **Results**

- ★ Twelve agencies now have access, with the goal of 40 by June 1999.
- ★ Previously prepared manual reports are now automated and generated as needed.
- ★ The time to prepare a report has dropped, for example, from eight hours to two hours and from five hours to 30 minutes.

**Team members:** Connie Baker, Brad Bingham, William Howard, Alice Huston, Warren Kelly, Jacqui Shrier, Jerry Simmons, Gary Wilkinson, Carol Wyckoff, and Rob Yarbrough.

**CONTACT:** Julia Graham (360) 753-5406

## **Web page efforts weave savings for department**

Microfiche copies of statewide job recruitment announcements were provided by the Department of Personnel to Department of Employment Security Job Service Centers each month at a cost of \$170. The DOP web page ([www.wa.gov/dop](http://www.wa.gov/dop)) now contains the announcements.

### **Results**

- ★ The elimination of the need for microfiche, a savings of the \$170 per month.
- ★ A saving of about 90 total hours in staff time for the remainder of the biennium.
- ★ Employment Security job service centers have immediate access to the recruitment announcements without having to wait for microfiche copies.

**Team members:** Sherrie Losey and Connie Smith.

**CONTACT:** Julia Graham (360) 753-5406

## Washington State School for the Blind

### Department of Corrections

### Department of Printing

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## Braille partnership produces many winners

Without a system to transcribe print to Braille; blind individuals lack the power of the printed word that other Washington residents take for granted. Working together, the Department of Printing and the Washington State School for the Blind created a Braille transcription service that has already produced 2.5 million pages of Braille.

Recently, the partnership expanded to include the Department of Corrections. A group of inmates are being trained to use technology to produce Braille materials.

### Results

- ★ Created a fee-based, self-supporting service to transcribe print to Braille.
- ★ Provides needed service to blind citizens.
- ★ Provides training and employment opportunities for students of the Washington State School for the Blind.
- ★ Provides training, work and future job opportunities for inmates at the Washington Corrections Center for Women.

**Team Members:** Colleen Heiden, Judi Sorter, Alice Payne, William Gilbert, George Morton, and Jim Eccles.

**CONTACTS:** Colleen Heiden (360) 696-6321 ext. 158

### Easy-to-read form saves in triplicate

The original direct deposit form used by retirees was produced in triplicate, was written in small print, contained complex narrative and required notarization. It also cost about \$1,200 to print about 5,000 copies. A project team, using suggestions from retirees and other clients, modified and simplified the form.

#### Results

- ★ Simplified narrative in an easy-to-understand format.
- ★ Elimination of a requirement for the form to be notarized.
- ★ Changed to a single copy rather than in triplicate.
- ★ Reduced printing costs by \$800.
- ★ Received positive comments from retirees in letters and on the customer satisfaction survey.

**Team members:** Leah Wilson, Margaret Wimmer, Dina Morrow, Carol Perry, Cathy Wolfe, Dennis Gustafson, and Jack Bryant.

**CONTACT:** Jack Bryant (360) 709-4755

### Phone service helps customers on fixed incomes

Customer satisfaction surveys and other suggestions from customers indicated a toll-free 1-800 phone number would provide a major improvement in service for those retired from state service and other active members, particularly customers on fixed incomes.

#### Results

- ★ Improved service to customers by providing toll-free access for customers to make inquiries regarding their accounts.
- ★ The new toll-free service was funded by avoidance of postage costs generated by another quality improvement project within the agency.

**Team members:** Stella Birkland, Ann Risdon, Ginger Blair, Claire Schwebke, Jack Bryant, Kim Smith, Kris Fjalstad, Marc Tremblay, David Rakestraw, Leah Wilson, and Margaret Wimmer.

**CONTACT:** Dave Geiger (360) 709-4756

### **Claimants cash in sooner on unclaimed property**

The Unclaimed Property Program receives abandoned property and financial assets from businesses to hold, as custodian until legal owners can be located. Claimants complete a form and provide supporting documentation to validate their entitlement to the property or money being held. Stringent requirements for documentation – such as driver's licenses, Social Security cards, wills and death certificates, among others – led to a large backlog of claims.

A streamlined review process relaxed documentation requirements on all claim amounts less than \$100. Experienced staff was empowered to make decisions on routine, small amounts.

### **Results**

- ★ Reduced the number of days needed to process a claim from an average of 45 to less than three days.
- ★ A historical claims backlog was eliminated.
- ★ Customers no longer need to contact the agency on the status of their refund check.

**Team members:** Steve Frisch, Patti Wilson, Mary Gisler, Shirley Styger, Denise Neeley, Kathy Mclsaac, Craig Conley, Deborah Larson, and Darcy Floe.

**CONTACT:** Steve L. Frisch (360) 586-2630

### **Elimination of form saves five weeks of staff time**

A form required for processing a refund audit involved work by two divisions and some duplicated efforts. The department eliminated the form and one division now handles the assignment in approximately the same processing time.

#### **Results**

- ★ Examiners save seven hours a month (84 per year).
- ★ The field audit manager saves 10 hours a month (120 per year).
- ★ Paper and print costs are eliminated.

**Team members:** Jerry Hammond, Erlina Salido, and Laverna Huber.

**CONTACT:** Jerry Hammond (360) 753-5511

### Higher threshold is step to bigger savings

The department was spending too much time issuing and filing tax warrants on "uncollectible" accounts, and there was a strong likelihood that a high percentage of the liability never would be collected. The threshold was for accounts more than \$500, with a conservative estimate that it costs about \$75 to issue a warrant.

It was decided to increase the current threshold from \$500 to \$2,000 for placing an account into "uncollectible" status without issuing a tax warrant. The tax, however, still is due in uncollectible status.

### Results

- ★ Processing 1,648 fewer warrants than the year before saves \$123,600.
- ★ Staff time previously spent on uncollectible accounts between \$500 and \$2,000 now can be spent more effectively on larger accounts.

**Team members:** Janetta Taylor, David Saavedra, Jackie Rydel, Dean Carlson, Bill Chamberland, James Pettit, Mark Lewis, Mary Welsh, Sue Graham, and Sandy Hurley.

**CONTACT:** Mark Lewis (360) 586-2773

### **Inventory of 'error and out of balance' returns eliminated**

When a taxpayer submits a Combined Excise Tax Return, the department checks it for accuracy. If the return contains an error, an "error and out of balance" (EOB) situation results. Reconciling the error requires a manually intensive, multi-step process. When the department implemented an on-line adjustment process, an inventory of paper EOB 95,000 returns existed.

To address the inventory, the Taxpayer Account Administration Division streamlined processes and reorganized the division's structure.

#### **Results**

- ★ Eliminated the "error and out of balance" inventory by 95,000.
- ★ The EOBs now are examined, and the taxpayer is notified of additional amounts owed or credit due prior to their next reporting period.
- ★ Reduced 10.5 FTE's

**Team members:** Taxpayer Account Administration Division staff.

**CONTACT:** Karen Yandle (360) 902-7000

### **Timber project harvests savings in money, time**

Companies or individuals who harvest timber must obtain a permit (valid for two years) from the Department of Natural Resources. Then, DNR shares the information with the Department of Ecology, the appropriate county and the Department of Revenue, which generates a quarterly tax return to the harvester.

Harvesters who had not harvested and did not officially close their permits continued to receive quarterly tax forms from Revenue – sometimes for years.

In coordination with DNR, Revenue began a program to automatically close any cutting permits that were more than 2 years old. Harvesters are informed of this effort to close the permit on time.

### **Results**

- ★ Harvesters receive a "one-time-only" opportunity to extend cutting for 90 days, followed by application for a new permit.
- ★ Avoided costs of \$2,000 per quarter, including printing and mailing costs.
- ★ More than 280 hours saved.
- ★ A 28 percent decrease in quarterly in delinquencies.

**Team members:** Jim Lovett, Tola Core, Vickie McNeese, Ann Ryan, Joe Gienty, Bernhard Kreutz, Sonja Long, Julie Hoke, Donna Conlee, and Peggy North.

**CONTACT:** Steve Vermillion (360) 664-8432

### **Warrant team's success warrants recognition**

A legal document called a "warrant for unpaid taxes" is used to collect unpaid taxes and penalties after initial collection attempts have failed. The warrant team that reviews, adjusts and reconciles all warrants developed a backlog of 1,850 new warrants at the first of the year and were more than three months behind in processing.

The customer account services warrant team attacked the problem. The team streamlined the incoming mail process to improve turnaround time.

### **Results**

- ★ Forms were automated and paperwork reduced.
- ★ Warrant team members' work on the warrants the day they receive them.
- ★ The warrant inventory decreased from 1,850 to 150.
- ★ Turnaround from the time of receipt decreased from three months to less than five days.

**Team members:** Judith Shrader, Angelynn Greene, Angie Hammond, Lesley Forbes, and Eddie Merritt.

**CONTACT:** Linda Nelsen (360) 902-7112

### **World of electronics saves time and paper**

When the Washington State tax return form is printed, extra copies of the form and its inserts are printed for distribution to the field offices across the state. With new technologies increasing the number of options for obtaining information in these documents, many of the printed forms were left unused.

A forms and records project was started to work with field offices to explore these options – the Internet, telephone information center capabilities and fax on demand.

### **Results**

- ★ Over-prints were reduced by 15 percent (56,000 documents annually).
- ★ \$3,000 was saved annually.
- ★ Customers receive information immediately.

**Team members:** Sheree Christiansen, Jenny Smith, Lynette Williamson, and Becki Bretthauer.

**CONTACT:** Becki Bretthauer (360) 753-7634

### Agencies agree to eliminate duplicate efforts

Native American chemical dependency treatment providers were required to submit two similar sets of data to two separate data systems. The data sets were required to comply with federal Indian Health Service (IHS) and state funding contracts. The two systems contained many duplicate data entry elements, requiring redundant data entry for each client admitted for services.

The Division of Alcohol and Substance Abuse (DASA) and IHS staff completed an agreement allowing for single entry of the required data. Under the agreement, Native American programs will submit data using the DASA data system. DASA will provide the data collected to the IHS data system quarterly.

### Results

- ★ Data entry time for Native American Tribal Treatment programs staff has been reduced by about 36 hours each month.
- ★ Improved data accuracy.
- ★ Other Native American providers are requesting to participate in the DASA reporting system, improving client services, data management and service projection.
- ★ The increase in Native American providers broadens the representative database from which state level planning and service outcomes for Native American populations can be accessed.

**Team members:** Fritz Wrede, Stan Kowalkowski, Lois Thadei, Rick Teboe, Louis Wolfenson, and Richard Palmer.

**CONTACT:** Bill Wegeleben (360) 902-0865

### Applying for assistance quicker and easier

At the Burien Community Services Office, the application process for Food Stamps and Aid for Families with Dependent Children took about 25 days. First a written application had to be completed, and then an appointment for an interview was made. Applicants sometimes had to wait two weeks for their interview. If they didn't bring all the necessary documentation to the interview, their application was put into pending status until needed documentation was provided. This cumbersome process impeded the Work First message and quick entry into the labor market.

Staff developed a new process that allowed applicants to walk in and get help the same day. Staff interviewed the clients and entered information directly into the agency's new Automated Client Eligibility System, foregoing the written application.

### Results

- ★ Application time for Food Stamps has been reduced to four days.
- ★ Applications for Temporary Assistance for Needy Families can be completed within six days.
- ★ Customers received the WorkFirst message and needed assistance 19 to 21 days sooner.
- ★ Reduced the amount of paper used.

**Team members:** Pat Smith, Donna Meixner, Becky Middleton, Carolyn Treiber, LouAnn Carlson, Donna Metz, Peggy Anderson, Denise White, Christina Anderson, Karl Allison, Barbara Pietron, Kathy LaBrec, Anne Jennings, Miriam Torres, Shelly Watanabe, Janet Baz, Debbie Stolberg, Darrell Taylor, Debbie Johnson, James Hunter, Susan Conley, Nick Espinoza, Mike Nguyen, Mike Morris, Connie Harris, Lisa Yanagida, Linh Thai, Debbie Davenport, Ray Grothe, and Hector Martinez.

**CONTACT:** Bill Wegeleben, (360) 902-0865

### **Converting contracts frees staff time**

The Division of Alcohol and Substance Abuse (DASA) was using cost-reimbursement contracts to purchase non-treatment services. These contracts required extensive budgeting, detail and duplicate monitoring by the contract manager and fiscal staff. Each contract required about 36 minutes of processing each month, or an estimated 18 hours for an average of 30 contracts.

Program/contract managers were trained in developing fee-for-services, set rate and fee-for-product contract budgeting. Program managers were able to convert about 90 percent of the product and service contracts to a fee-based reimbursement schedule.

### **Results**

- ★ Processing time has been reduced from 36 minutes to 5 minutes per contract.
- ★ Contract managers can focus on product/service quality instead of compliance.
- ★ At least 72 staff hours have been saved.
- ★ Contractors were able to develop a fee based on a quantified cost for their product or service, which makes additional requests easier to negotiate.

**Team members:** Mary Ann LaFazia and Gerald Nelson.

**CONTACT:** Bill Wegeleben (360) 902-0865 or Mary Ann LaFazia (360) 438-8058

### Customers find out fast if they're 'in'

Customers applying for the Healthy Options managed care program were not notified of their acceptance until they received their medical identification card weeks after enrollment. This often resulted in duplicate forms being submitted or telephone calls from people trying to confirm their enrollment.

A cross-agency team designed a notice to mail to clients within 48 hours of confirmation. To make it as distinctive as possible, a white window envelope with a large "You're In" in red script was used on yellow letterhead.

### Results

- ★ Customers are better informed.
- ★ Calls related to enrollment have decreased by 68 percent from about 1100 a month in June to 350 in November.
- ★ Duplicate enrollments have decreased by 50 percent from more than 2000 in September to 1000 in October.

**Team members:** Selia Evans, Jacquie Howard, Carole Lawton, Michelle Senn, Seanne Sams, Richard Pannkuk, Dan Lehuta, Andree Balzer, Elizabeth Burris, David Hanig, Norma Leavitt, Diane Weeden, and Pat White.

**CONTACT:** Bill Wegeleben (360) 902-0865 or Roberto Reyes-Colon (360) 586-2089

### Duplicate payments eliminated

Children's Administration (CA) staff is responsible for submitting authorization for Medicaid for children in foster and group care and those served by the Adoption Support Program. CA staff did not have easy access to information systems that show when children are correctly authorized for Medicaid and under which plan. Duplicate payments were resulting when children who were already authorized on a Healthy Options plan entered foster care and were authorized on a fee-for-service plan. This was creating billing problems for providers, and when children were not correctly authorized for Medicaid, there were delays in medical care and filling prescriptions.

Children's Administration established a new work unit in the Medical Assistance Administration and a toll-free number for caretakers of children and health care providers. The unit has access to both management information systems and will authorize all Medicaid benefits for children in foster care.

### Results

- ★ Duplicate medical payments have been eliminated, re-directing \$94,500 in Medicaid payments so far this fiscal year.
- ★ Medicaid hotline improves communication services and decreases providers' billing problems.

**Team members:** Dinah Martin, Manning Pellanda, Bernice Dittmer, Viola Victor, Karen Chase, Virginia Johnson, Kim Simon, and Linda Churchill.

**CONTACT:** Bill Wegeleben (360) 902-0865 or Dinah Martin (360) 902-7993

### Employment decreases need for assistance

In 1996 the Belltown Community Service Office had 33 two-parent families on assistance. Multiple case managers were assigned to work on the caseload.

Staff began a project that intensified employment opportunities for the families. One case manager was assigned to focus strictly on employment as a solution to poverty for the families.

### Results

- ★ Only nine two-parent families remain on assistance, seven of which are employed with the other two becoming recent applicants.
- ★ Grant expenditures have decreased by more than \$8,000 a month.
- ★ Twenty-four families found jobs with good pay and benefits, and are off welfare.

**Team members:** Dorella Owens, Lisa Cippolone, Gon Diligencia, Anne Sporich, John Shepard, Hannah Welander, Christina Chao, David Pavageau, and Norma Springhower.

**CONTACT:** Bill Wegeleben (360) 902-0865

### Improved process saves time

The Division of Alcohol and Substance Abuse (DASA) processes hundreds of requests for new agency certification and amendments to current agency operating approval each year. The workload revolved among several staff, which resulted in inconsistency and unfamiliarity with unique criteria.

A team reviewed the process and assigned one certification specialist to review all new applications and provider requests for change in approval. Checklists for different types of review were developed and other improvements made to speed review.

### Results

- ★ Improved consistency and increased customer satisfaction.
- ★ New application review time was cut 75 percent, from 16 to four hours per application.
- ★ Facility ownership changes review time was reduced by 88 percent from 17 hours to an average of two per request.
- ★ Agency re-location review was decreased by 75 percent from four hours to about 1 hour per request.
- ★ Satellite operations review time was cut by 75 percent from two hours to 30 minutes per request.
- ★ Exception from regulation review time was reduced by 87 percent from two hours to about 15 minutes per request.
- ★ Savings in staff time have been redirected to reduce the backlog of applications and other requests.

**Team members:** Bob Geissinger, Gary Reynolds, and David Curts.

**CONTACT:** Bill Wegeleben (360) 902-0865

### **New procedures cut process time — avoid costs**

The Medical Assistance Administration had a process for customers who needed services that fell outside of the policy guidelines of the Washington Administrative Code. These included such services as additional physical therapy visits or certain surgical procedures. However, customers were waiting an average of four months to receive a response to their request, and some requests were lost in the system. The wait could cause a break in the customer's treatment, resulting in their condition worsening and more costly health care services.

A team reviewed feedback and redefined procedures to establish roles, time lines and a means to track the process. Physician and nurse teams were formed to review each request and now meet regularly to review decisions for consistency.

### **Results**

- ★ Processing time has been reduced from four months to no more than 10 days.
- ★ Customers receive consistent, timely responses to their requests and no longer experience breaks in their medical treatment due to processing time.
- ★ The efficiency of the system has avoided the program from hiring an additional person that would have cost \$36,000.

**Team members:** Nancy Fisher, Nancy Andersen, Joan Baumgartner, Eric Houghton, Sam Salama, Bev Atteridge, Cynthia Conklin, Pam Robarge, Kathy Samland, Casey Zimmer, Gini Egan, and Doris Miller.

**CONTACT:** Bill Wegeleben (360) 902-0865 or Gini Egan (360) 586-1470

### **'Telephone tag' game over; backlog eliminated**

During the first year the Automated Client Eligibility System (ACES) was implemented, the help desk had a backlog of 200 calls from field staff with questions. Turnaround time was three to four days and sometimes longer if "telephone tag" was encountered. The field staff in the community service offices often needed system questions answered before they could issue benefits to clients.

Help desk staff gathered suggestions from field staff and other stakeholders and re-designed the help desk process. ACES experts have been designated in the community service offices and screen calls before users call the help desk. They can often answer the question directly. At the help desk, questions are answered by the next available analyst rather than going through three levels of help-desk staff.

### **Results**

- ★ Backlog of 200 calls cut to zero.
- ★ Field staff is better served and can better serve their clients.
- ★ Help desk staff have more time to provide better service.

**Team members:** Cindy Randant, Scott Reese, Shelli McClafin, and Viki Pederson.

**CONTACT:** Bill Wegeleben (360) 902-0865

### Training techniques reduce time-loss

Eastern State Hospital's assault-reduction training program techniques were not totally effective. Nothing was taught on what to do once a staff was knocked or dragged to the floor. And, 50 percent of the staff's injuries were patient assault-related.

A project team reviewed the strengths and weaknesses of the training program. The physical intervention portion of the training was revised from a passive response to a proactive physical intervention.

### Results

- ★ The number of Labor and Industries claims that involved time lost from work was reduced from 23 in 1996 to 13 in 1997, redirecting \$26,720 into patient care.
- ★ Total lost days was reduced from 362 in 1996 to 195 in 1997.
- ★ Assault related injuries decreased from 104 in 1996 to 94 in 1997.
- ★ Increased staff satisfaction with the new format and content of training.

**Team members:** John Schalk, Chris Boyles, Howard Peake, Esther Staeheli, Leo Spilker, Doug Stewart, Bob Davis, Todd Vercoe, Lisa Braas, Trom Froese, Bob Millican, Joe Gondek, Bill Beck, Timm Fredrickson, Chuck Day, Eva Dacanay, Gail Lascik, Tom Peters, and Cheryl Adams.

**CONTACT:** Bill Wegeleben (360) 902-0865 or Connie J. Wilmot (509) 299-4498

### **Treatment book cheaper with inmates' help**

The Division of Alcohol and Substance Abuse (DASA) produced and distributed the Directory of Certified Chemical Dependency Treatment Services in Washington (a.k.a. The Greenbook) on an irregular basis, although it was intended to be revised every six months. Substantial staff resources were required to produce the book. The Greenbook is the only complete list of more than 400 certified and approved chemical dependency treatment providers. Its accuracy is essential for those providing referrals and those needing services.

DASA agreed with the Department of Corrections to use inmates to print the book on a six-month schedule. A single DASA staff person is now responsible only part-time for updating and submitting the data required to produce the book.

### **Results**

- ★ Distribution costs have been reduced by 40 percent, from about \$16,000 to an average of \$9,500 per edition.
- ★ It is distributed every six months, providing timelier and more accurate information.
- ★ Inmates are gaining job skills.

**Team members:** Doug Allen, Renee Anderson, Amber Dassow, Doug Jacques, Tom Canady, Louie Sarot, and Eric Mogensen.

**CONTACT:** Bill Wegeleben (360) 902-0865

### Zero hand-offs improve service

The Pierce West Community Services Office was facing client and staff confusion in understanding the new WorkFirst requirements. Clients were waiting five to 10 days for appointments with the Department of Social and Health Services (DSHS) and Employment Security (ESD). There were also complaints of untimely authorizations and payments, and an increase of over- and under-payments.

A WorkFirst Committee established monthly meetings between ESD and DSHS to concentrate on transition issues. The committee implemented same-day service and set a goal of zero "hand-offs" to improve customer service.

### Results

- ★ Staff sees clients within 15 minutes.
- ★ Clients can apply for services and participate in WorkFirst orientation on the same day.
- ★ The number of over-payments and under-payments for child-care services has been reduced by 10 percent, or 20 cases per month.
- ★ About 35 hours of staff time is saved each month through the elimination of hand-offs and reduction of tracking over and under-payment errors.
- ★ The number of complaints has been reduced.

**Team members:** Denice Krueger, Sue Hines, Alice Schofield, Hilliary Bryan, Gaylene Monroe, Ron Staples, Rick Beatty, Tom Wescott, Lin Mettler, Audret Wilson, and Bob Wellington.

**CONTACT:** Bill Wegeleben (360) 902-0865

### **A little bit of asphalt builds a road**

Historically, patching pavement wastes a certain amount of asphalt. Dump trucks haul it, then spread it through the chained-up tailgate. The right amount of asphalt lands where it's supposed to – most of the time.

DOT staff thought several operational changes might waste less asphalt. Other costs could be reduced by operational changes, too. For example, hauling larger amounts of asphalt over long distances could reduce the number of trips and the number of drivers waiting in line for asphalt. The changes recommended were pup trailers, longitudinal belly dumps and radial tires on the graders.

### **Results**

- ★ Pup trailers increase load capacity, saving \$27,717.
- ★ Longitudinal belly dumps increased the size of the haul as well as the accuracy of the dump, saving \$53,000.
- ★ Because fewer workers drive trucks when using pup trailers and longitudinal belly dumps, the crew repaired more guardrails and accomplished more work.
- ★ Radial tires don't need to be warmed up (by driving the grader awhile) before patching begins, extending the service life of graders. They also reduce bouncing, which produces smoother patches to drive on.

**Team Members:** Bob Stowe, Darrell Anderson, Gary Myers, Rick Wood, Gene Burbery, Don Stuber, and Jim Johnson.

**CONTACT:** Jennene Ring (509) 667-3080 or Darrell Anderson (509) 667-3066

### Fast action builds new 'wireless' process

As demand for wireless telecommunication services grew, competition heated up. Almost overnight, applications to lease airspace on highway rights of way increased from a handful to dozens. The Department of Transportation (DOT) knew its staff needed greater understanding of the technology to process the lease applications knowledgeably *and* quickly. The solution?

DOT met with its customers – the companies requesting leases – to “re-invent” the application process. Working together, they developed a model Wireless Airspace Leasing Agreement and created guidelines to consistently and quickly process applications. At the same time, DOT acquired the knowledge needed to evaluate leases effectively.

### Results

- ★ Expect to use 2,100 fewer staff hours to process leases.
- ★ Customers can start operating their new wireless facilities about one month sooner.
- ★ Revenue from leases begins accumulating faster.

**Team Members:** Al King, John Milton, Gerry Gallinger, Bill Carter, Paul Woolson, Ron Sisson, Patricia Nightingale, Ron Smith, Susan Reagan, Michael Walters, Ross Baker, Kate Stephens, Anthony Bontrager, Liz Carrasquero, Kathryn Colgan, Ralph Cong, and Cydly Smith.

**CONTACT:** Don Nelson (360) 705-7101 or Al King (360) 705-7344

### **Review helps improve services for veterans**

The Veterans Estate Management Program administers federal money that provides food, shelter and clothing services for mentally incapacitated veterans in Washington who suffer mostly from drug abuse. The federal money did not provide for the program's administration costs.

Following a review of the program, the state Department of Veterans Affairs worked with the federal government to secure a low-cost option for these services. The program is now allowed to charge a monthly fee of \$30 for services.

### **Results**

- ★ The program can now accommodate more veterans who can receive services for a monthly fee of \$30. Veterans who have private enterprises administer their federal money pay \$125 to \$250 for fewer services.
- ★ Over a 16-month period, this change has brought the program \$160,000 they will be able to use to increase their caseload.

**Team members:** George Barnes, Jo Peterson, Barb Logan, John Lee, Dick Venesky, Marshall Boyd, Jim Green, and Lynn Roriquiez.

**CONTACT:** Barbara Burgener (360) 709-5238

### **Veterans in two counties get counseling services**

Chelan and Douglas counties had a need for veterans' services, especially to help veterans with post-traumatic stress disorder. However, no services were available in these areas.

A team evaluated the situation and found numerous programs existed in the Bellingham area. They assisted the federal government to see the benefits of shifting resources to an under served area.

#### **Results**

- ★ The federal government in the two counties finances full outpatient counseling facilities. The federal government is paying for four full-time positions to provide counseling.
- ★ A \$20,000 cost savings by combining the new services in offices with other assistance for veterans.
- ★ Better services for veterans in Chelan and Douglas Counties.

**Team members:** Tom Schumacher, John Lee, and Jim Rising.

**CONTACT:** Barbara Burgener (360) 709-5238

### **Veterans in rural areas now receive needed services**

Veterans who live in the rural regions of Clallam, Jefferson and Grays Harbor counties had to travel to Bremerton, Port Angeles or Aberdeen to obtain services. This was also true for veterans living on tribal lands for the Quillayute, Makah, Hoh and Quinault Indian nations.

This created a hardship for these veterans and additional costs for the department. A team identified a need to provide improved service for veterans in these areas.

### **Results**

- ★ A volunteer service officer now provides direct claims and referral services to veterans on tribal lands and remote and rural regions of the state.
- ★ Services are more convenient for veterans.
- ★ An annual cost savings of \$10,500 in salary and travel reimbursements.

**Team members:** Tom Schumacher, John Lee, and Jim Rising.

**CONTACT:** Barbara Burgener (360) 709-5238

### **Better tracking for initial claims reduces errors**

The processing of initial applications for unemployment insurance resulted in a high number of errors in the Walla Walla Job Service Center. Corrections resulted in delays in the payments of claims. No tracking system existed to help identify how and why the errors were being made.

A team set up tracking methods to determine a percentage rate of errors and why they were being made. Employees began using a self-monitoring process and a daily work log.

### **Results**

- ★ The error rate on initial applications dropped from 30 percent to 4 percent over a 13-month period. This is a reduction of 26 percent.
- ★ Cost savings in staff time of \$5,300.
- ★ Repeat visits by customers to correct errors dropped by 18 percent.

**Team members:** Mary Juarez, Lisa Whited, Carmen Nicely, Lee Young, and Barbara Smith.

**CONTACT:** Kathy Baros Friedt (360) 902-9601

### **Change saves \$\$, produces reliable labor report**

Each quarter, the Employment and Training Division surveys approximately 1,600 employers with multiple work sites to prepare a labor market report. Entering the information into a computer system required the efforts of two work groups and numerous edits. Sometimes, missing information produced inaccurate reports.

A team reviewed the process, identified problem areas and developed and tested solutions to devise a more efficient method of handling the report.

#### **Results**

- ★ Reports are more accurate and reliable.
- ★ A savings in staff costs of \$17,946 in the first six months.

**Team members:** Rich Erickson, Donna Thompson, Michael Moores, Molly Webster, Georgie Thomas, Melba Manong, Janice Walker, Henry Tablano, Linda Johnsen, Ed Vuckich, and Nary Ross.

**CONTACT:** Kathy Baros Friedt (360) 902-9601

### **Fraud prevention pilot scores direct hit**

A random sample of the 3.4 million people who received more than \$700 million in unemployment insurance benefits in fiscal year 1997 indicated about 800,000 got \$14.9 million fraudulently.

The agency's Spokane Office of Special Investigations initiated a pilot program on fraud prevention in the Wenatchee Job Service Center. The effort included mailers to all claimants, weekly meetings with service center staff, presentations to employer groups and other educational efforts targeted at unemployment insurance fraud. The results:

#### **Results**

- ★ A 30 percent reduction in fraud over a 12-month period in Wenatchee.
- ★ Savings in the trust fund to the amount of \$98,002 (a reduction in the amount that would have been paid had not the fraud been discovered).
- ★ A pilot model that can be replicated statewide.

**Team members:** Ron Giachetti, Kathleen Mertes, Jean Lupine, Rafael Cerillo, Jane Hedges, Marcella Walker, Loly Larson, Liz Leon, Mary Sue Senseney, and Patricia Marquis.

**CONTACT:** Kathy Baros Friedt (360) 902-9601

**Winner of Governor's Quarterly Award for  
Service and Quality Improvement**

### **Interactive system saves staff time, \$9,000**

The Interactive Voice Response System allows those receiving unemployment insurance compensation to file their claims electronically. However, the system was under-used – the rate had fallen below 70 percent in the Cascade East Region. The low rate of use did not allow staff in the Walla Walla Job Service Center to perform other duties because they were occupied handling paper claims.

A team worked to develop solutions to promote increased use of the system. System instructions were given to all applicants and a paper drop box was eliminated. Weekly group orientations were provided to applicants on use of the system.

### **Results**

- ★ Usage increased to 98 percent in the Walla Walla Job Service Center.
- ★ More than \$9,000 has been saved to date in staff costs and 463 hours in staff time because of increased use of the system.

**Team members:** Mary Juarez, Lisa Whited, Carmen Nicely, Lee Young, and Barbara Smith.

**CONTACT:** Kathy Baros Friedt (360) 902-9601

## **Employment Security Department**

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### **Job seekers save time by going on line**

Persons seeking work often would have to wait 15 to 30 minutes for assistance in their search for work at the department's Job Service Centers. The heavy demand not only caused wasted waiting time, but also limited the number of customers who could be served.

A software program called PC-JOBS was created to allow customer access to employer vacancies via personal computer. PC-JOBS categorizes vacancies by occupation and listings can be sorted by the occupational title, location and wage, allowing customers to do their own job searches.

### **Results**

- ★ At the Pierce County Job Service Center, the program saves .8 of an FTE per year (\$35,000).
- ★ Job seekers can do searches via the Internet from home, job service centers, libraries and other agencies, among others.

**Team member:** Jerry Valade.

**CONTACT:** Kathy Baros Friedt (360) 902-9601

### **Revised process gives faster response saves \$\$**

Job seekers are making increased use of the Internet to find work on-line through America's Job Bank. Up to 30 fax and mail inquiries were being handled daily, along with telephone calls, by one staff member in the Vancouver Job Service Center. This person spent 75 percent of the time responding to job seekers. This caused the employee to fall behind on other duties.

The volume of inquiries also made it impossible to respond in a timely fashion. A team looked at ways to improve responses.

#### **Results**

- ★ All inquiries are date-stamped and distributed among several staff members to respond almost immediately.
- ★ Staff cost savings of \$16,000 by distributing responses to several staff members made the change.

**Team members:** Fred Robertson, Eka Frimpong, Gary Kepler, Yang Em, Adrian Kidwell, Judy Martinez, Gayle Pimm, Rock Bridges, Joe Smith, Lynn Ford, and Lois Butterfield.

**CONTACT:** Kathy Baros Friedt (360) 902-9601

### **Software saves mailing costs of unemployment insurance checks**

The federal Department of Labor pays the mailing costs when Employment Security sends out unemployment insurance warrants. The Department of Labor asked the agency to further automate its mailing process to save money.

Pre-sorted mail sent by Employment Security cost 29.5 cents for each piece. The agency did an analysis of its mailing process and found that enhanced software would permit additional bar coding for the mail.

#### **Results**

- ★ A cost of 25.4 cents for each piece of mail, compared to the previous rate of 29.5 cents.
- ★ Cost savings of \$8,700 between January 22 and March 31, 1998. Projected annual savings of about \$271,000.
- ★ Some recipients of unemployment insurance warrants may receive their checks a day earlier.

**Team members:** Clark Christine, Dale Myers, Judy Carlson, and Jerry Iyall.

**CONTACT:** Kathy Baros Friedt (360) 902-9601

### Telephone interviews find fraud, save time

Most overpayments to claimants receiving benefits for unemployment insurance are the result of fraud identified by the Office of Special Investigations Fraud Management Unit. To counter this, department investigators used to conduct in-person interviews with claimants about possible overpayments.

Frequently, though, in-person interviews would be delayed up to a month because of the transfer of records and scheduling involved.

Beginning in July 1997, the department began telephone interviews with claimants suspected of receiving overpayments.

### Results

- ★ Cases now take an average of 11.5 days fewer to resolve.
- ★ From July 1997 to December 1997, 563 additional interviews were conducted compared to July 1996 to December 1996, representing a 500 percent increase.
- ★ A \$13,980 savings to date in staff travel time.

**Team members:** Deborha Hollinger, Gabriel Ramos, Sheryl Mayes, Ana Parkinson, Elena Perez, Yancy Rosado, and Gerri Woolf.

**CONTACT:** Kathy Baros Friedt (360) 902-9601

### **Tribes and state government work in partnership**

In 1996, as part of an initiative to enhance government-to-government contact, the Governor's Office of Indian Affairs put together a program to increase tribal participation in the legislative process. They requested that each of the 27 federally recognized tribes designate a tribal liaison, which would be the main contact to receive updates, faxes, notices and letters regarding legislative matters.

As part of that effort, several workshops were conducted to educate the tribal liaisons about the legislative process. Also, the office created a "Tribal Organization and Personnel Directory."

### **Results**

- ★ The tribes participate in the legislative process in unprecedented numbers.
- ★ There is greater understanding between the legislative branch and the tribes.
- ★ The directory, which lists the departments of each of the 27 tribes, along with the state agency tribal liaison personnel, has enhanced the ease of access in stakeholder activities for both the state and the tribes.

**Team members:** Debora Juarez, Jennifer Scott, and Rebecca Nichols.

**CONTACT:** Debora Juarez (360) 753-2411

### **Filing claims electronically saves time**

Claims submitted by providers to the Uniform Medical Plan take an average of 14 days to process. The Health Care Authority began an electronic filing with 50 providers with the highest volume of claims. The goal was to cut the processing time for claims.

### **Results**

- ★ Claims submitted electronically were completed on an average of two to three days.

**Team members:** Cheryl Mustard, Cynthia Ray, Cathy Martin, Anne Lucas, Shannon Hannan, Jill Mallaghan, Donna Weathers, Catherine McBeth, Kris Sopin, Don Liefer, and Mike Rawls.

**CONTACT:** Max McMullen (360) 923-2752

### **Innovation saves time, increases productivity**

The Health Care Authority is responsible for checking the credentials of approximately 11,800 health-care providers per year to make sure they maintain high quality care for those who receive their services. The previous process was able to handle an average of 50 checks on providers each month.

The new process uses a national database from accredited sources to verify information, effectively eliminating the need to re-check those providers whose information was contained in the national databases.

### **Results**

- ★ The agency was able to verify credentials for 4,595 providers to date through the new process, avoiding the agency \$165,000 in purchase services and about 2,150 staff hours.

**Team members:** Elizabeth Cochran, Barb LeRoue, Elaine Youell, and Krista Shufelt.

**CONTACT:** Max McMullen (360) 923-2752

### **Revised applications reduces frustration, time, \$\$**

The application and income worksheet packet sent to individuals to apply for coverage through the Basic Health Plan was so bulky and confusing that many applicants could not understand the process. Many returned incomplete applications or telephoned the call center for clarification.

The packet included a 44-page Consumer Guide and three separate pieces for the application form and income worksheets. The cost to produce each packet was \$1.25 and the cost for mailing was \$1.68.

Staff at the Health Care Authority revised the packet to make it easier to understand and less costly to produce and mail.

### **Results**

- ★ The revisions trimmed 12 pages from the Consumer Guide and combined the Consumer Guide and income worksheets into a one-page document.
- ★ The cost of producing the packet is now 96 cents, a savings of 29 cents per unit.
- ★ The cost of mailing the packet is now \$1.38, a savings of 30 cents per unit.
- ★ Reduced printing and mailing costs have saved \$42,500 from December 1997 to March 1998.

**Team members:** Gayle Heinemann, Dave Wasser, Michelle George, Jill Hanks, Janet Peterson, Pam Hildebrand, Elaine Nolan, Willie DeVone, Rosanne Reynolds, and Naomi Snodgrass.

**CONTACT:** Max McMullen (360) 923-2752

### **E-mail speeds response from Governor's office**

The Governor's Office was looking for ways to respond to constituent e-mail in a more timely and efficient manner. One of the problems was the time it took to re-key a constituent's name and address from the e-mails to the Governor.

A new electronic form was created to capture data and to give constituents immediate response to the Governor's position on selected subjects. The form is accessed through the Governor's Office Internet site at <http://www.wa.gov/governor/contact/govemail.htm>

### **Results**

- ★ All data is automatically loaded into the Governor's Citizen Response Tracking System.
- ★ Constituents can select from a variety of subjects and quickly let the Governor know how they feel about those subjects.
- ★ Constituents are automatically linked to the Governor's response for the subject they select.
- ★ The list of subjects is easy to update so it can be kept current.

**Team members:** Marco Lowe, Sam Dang, John Paul, Julie Watkins, and Ross Gonedridge.

**CONTACT:** Ross Gonedridge (360) 902-0629

## Office of Financial Management

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### Personal service contracts got team's touch

Many of the requirements for engaging in personal services contracts with state government are redundant or outdated. These lead to the inefficient use of agency staff time and create barriers for firms who would like to do business with the state.

To remedy this situation, a multi-agency procurement design team identified areas of the statute that were ineffective. The team then drafted legislation to update these requirements. The legislation, Substitute House Bill 1193, passed in 1998.

### Results

- ★ The minimum dollar threshold was increased from \$2,500 to \$5,000 for informal competition and from \$10,000 to \$20,000 for formal competition for personal service contracts.
- ★ Redundant filing requirements with the Joint Legislative Audit and Review Committee were eliminated.
- ★ The requirement for using a competitive state-approved process for hiring subcontractors was eliminated.
- ★ A requirement that work in certain contract categories could not begin until 10 working days after the contract had been filed with the Office of Financial Management was dropped.
- ★ The time and cost for contractors to respond to informal competition was reduced by allowing them to submit a two to three page document rather than a detailed proposal.

**Team members:** Bill Joplin and Sherm Heathers, General Administration; John Toohey and Joy King, Office of Financial Management; Bill Wilson, SAO; Jean Backman, Department of Personnel; John Saunders, Department of Information Services; Teresa Morris, Employment Security Department; and Jan McMullen, Personnel Appeals Board.

**CONTACT:** Susan Johnsen (360) 902-0401 or John Toohey (360) 902-0402

## **Utilities and Transportation Commission**

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### **Fact sheets get information quickly to customers**

Staff in the Transportation Operations Section spent considerable time on the telephone providing representatives of transportation companies information about requirements for transporting people or property for hire. The information was repetitive, and callers sometimes were transferred a number of times to get the correct answer to their questions.

The section formed a team to devise a better way of providing information to callers.

### **Results**

- ★ The team developed three fact sheets with the most requested information.
- ★ The fact sheets are available on paper or electronically through the commission's web page on the Internet.
- ★ Fewer calls are transferred to various staff members.

**Team members:** Sally Turnbull, Mary Sprouffske, Carlene Hughes, Marilyn Meehan, Bonnie Allen, and Linda Elhardt

**CONTACT:** Gloria Papiez (360) 664-1157

## Washington Council for Prevention of Child Abuse and Neglect

### **An infant not shaken is a tragedy avoided**

Shaken Baby Syndrome is all-too-tragic evidence that babies indeed are fragile. And the tragic outcomes of tiny children shaken severely by adults often are portrayed in our courts and the news media.

An educational effort by the Washington Council for Prevention of Child Abuse and Neglect and Children's Hospital and Regional Medical Center warns of the dangers of shaking infants.

### **Results**

- ★ "Babies Are Fragile," a public service announcement (PSA) featuring Sonics star Gary Payton has earned generous air time throughout the state -- plus the Crystal Award of Excellence sponsored by the Communicators Awards from an independent organization of communications professionals.
- ★ Plans to produce another PSA -- this time featuring Drew Bledsoe, former Washington State University football star who now plays for the New England Patriots.
- ★ A stronger message -- "Never shake a child" to replace "Please don't shake a child."
- ★ More direct information on the possible results of severe shaking be provided to better inform the public.
- ★ Plans to develop training sessions on Shaken Baby Syndrome prevention for professionals in the child abuse prevention field and for volunteers who will share this information with care givers and their communities.

**Team Members:** Kikora Dorsey, Mira Bacungan, Debbie Anastasi Black, Frances Carr, Claudia Feigner, Diederik Peters, Fredi Rector, Kelly Stockman Reid, and Jonathan Stacks.

**CONTACT:** Kikora Dorsey (206) 464-6151

### Efforts create savings, provide service

Day Reporting Centers are a more stringent means of supervision for offenders who violate conditions of their parole or community placement supervision. Day Reporting Centers (DRCs) offer intensified supervision that requires the offender to report to the center daily and be involved in a variety of programs and activities, including job search, life skills, anger management and substance abuse treatment.

The Day Reporting Centers also manage work crews. The centers arrange for community service projects as a sanction option for offenders, which allows offenders to perform community service hours. This activity potentially results in savings to those non-profit entities using center work crew services.

### Results

- ★ Because the Day Reporting Centers are centrally located in downtown areas, offenders can take public transportation to the center and take advantage of other services offered nearby.
- ★ The benefits vary month to month; in one month, a work crew performed 619 hours of community service which, based on a \$5-per-hour base pay, created \$3,095 in “free labor” for non-profit agencies.
- ★ The Department of Corrections in Everett and Snohomish County have developed a partnership that includes shared office space and the ability to jointly monitor offenders who move through both the state and county systems, reducing duplication of services.
- ★ Offenders coming out of the work ethic camp can be more easily supervised to monitor their introduction into the community.
- ★ Community safety is enhanced as a result of the more intense, structured supervision offered.

**Team members:** Debbie Garner, Rico Rowe, Steve Ruhl, Stephen Desuler, Oscar Cullum, Julio Perez, Phedra Quincey, Deanna Woods, Catherine Stone, Mark Reyes, Ron Logan, Karen Adams, and Dianne Young.

**CONTACT:** Jane Parnell (360) 586-2507

### Partnership helps offenders in crisis situations

The state's Pine Lodge pre-release center has no on-site mental health staff. Some offenders become unstable and suicidal during their incarceration and often require transfer to other facilities. Such transfers are time-consuming, expensive -- they often involve overtime pay for employees -- and dangerous to staff, offenders and the general public.

Discussions with Eastern State Hospital, Spokane County's Community Services Divisions and Spokane Mental Health Department resulted in a partnership among the state, county and local jurisdictions. The state and local mental health departments worked together to provide suicide assessments to offenders at Pine Lodge during such emergencies. This agreement allowed the Department of Corrections staff and Spokane Mental Health staff to learn from each other.

### Results

- ★ Two different situations arose that previously would have required continual observation of the offenders and eventual transfers to other facilities. In both cases, the offenders were returned to the corrections facilities, saving \$1,440.
- ★ The new arrangement has saved about \$2,000 in staff overtime costs.
- ★ All parties involved in the partnership increased their knowledge of both the correctional system and mental health procedures. Offenders received immediate evaluations of their mental health needs and assessments of their abilities to remain at Pine Lodge.

**Team members:** Charles Law, George Bayer, Jan Gregg, Casey Kramer, Jan Dobbs, and Ernie Packebush.

**CONTACT:** Jane Parnell (360) 586-2507

### **Credit card speeds purchasing and saves time**

Purchasing supplies and materials valued at less than \$800 required a time-consuming process – completing a requisition, obtaining approval (sometimes by more than one person) and sending it to the purchasing office. For headquarters alone, it cost an estimated \$50 to process each transaction and pay the vendor.

A new procedure allows participating work units to purchase less than \$800 in supplies through an approved credit card.

#### **Results**

- ★ The number of transactions over a 12-month period fell from 2,100 to 12.
- ★ Vendors receive payment immediately.
- ★ Staff time spend more time on other duties and less on filling out and processing requisitions.

**Team members:** Sandy Rees, Julie George, Elaine Link, George Price Mike Giovanni, Steve Elwanger, Terry Carlson, Gary Herron, Tim Schmidt, Ed Gianini, Scott Chalfant, Sally Holt, John Greig, and Gus Gustafson Al Wolslegel.

**CONTACT:** Sandy Rees (360) 902-8575

### **Grant process redesign a work of art**

Customers of the commission – primarily non profit arts organizations – spend six days filling out a grant application soliciting government, corporate or individual donations for arts projects.

A quality effort involving agency staff and grant applicants resulted in a new computerized two-year approach to streamline the application process.

### **Results**

- ★ An application that takes six working days needs to be completed only every other year (a 50 percent time saving). This means more than four months in total staff savings for applicants every other year.
- ★ The agency saves \$5,200 in administrative overhead -- \$4,000 for a grant review panel and \$1,200 in printing costs.

**Team members:** Mary Frye, Josie Tamayo, Karen Hartman, Bitsy Bidwell and Coe Tug Morgan, commissioner.

**CONTACT:** Bill Palmer (360) 753-3860

## **Washington State Arts Commission**

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### **Shorter meeting saves time and \$\$\$\$**

Quarterly meetings of the Washington State Arts Commission lasted 2½ days. Commission members received their packets about a week and a half before each session.

In an efficiency effort, the agency shortened the meetings to 1½ days, reorganized the information in the packets and sent the packets to commissioners four weeks before meetings to improve meeting effectiveness.

### **Results**

- ★ A saving of \$6,000 annually in costs associated with the meeting.
- ★ A more user-friendly meeting binder.
- ★ 40 days saving of staff time annually.

**Team members:** Bill Palmer, Sandie MaKi, and Mary Yadon.

**CONTACT:** Sandie MaKi (360) 586-1266

### **Change in firearms maintenance saves \$135,000**

The State Patrol provides firearms, ammunition and maintenance for the agency's 4,000 service weapons. Two full-time employees handled the duties of re-loading ammunition and servicing all of the weapons at a central location.

Staff conducted a study to determine if a more cost-effective method could be found for this assignment.

#### **Results**

- ★ A new program provides factory-loaded ammunition through a state contract.
- ★ Two full-time positions were reassigned to traffic enforcement, one on road and the other in support.
- ★ Documented firearms maintenance is performed statewide.
- ★ Ammunition and FTE costs have been reduced to date by \$135,000, with annual savings projected at \$36,000.

**Team members:** Tom Neff and John Scarfo.

**CONTACT:** Capt. Brian Ursino (360) 753-0271

### **Lease of towers rings up revenue for state coffers**

The State Patrol has an inventory of 70 communications towers throughout the state. The federal Communications Act of 1996 allowed construction of tower systems by communications companies to meet the growing demand for cellular telephone systems.

The Patrol developed a competitive program to provide the companies with leasing of space on agency towers.

### **Results**

- ★ Annual state revenue of \$7,000 to \$10,000 per site. All money is deposited into the Washington State Patrol Highway Account for other projects.
- ★ Enhanced cellular telephone coverage for the public.
- ★ A reduction in the need for the state and private sector to build new towers.

**Team members:** Tom Neff and Judy Cavin.

**CONTACT:** Tom Neff (360) 412-8955

### **Regular unleaded gasoline fuels \$1,000 savings**

The State Patrol sought a way to save costs on gasoline for its vehicles in several districts. A team suggested a switch from using supreme unleaded to regular unleaded gasoline.

#### **Results**

★ Savings of \$1,000 a month.

**Team members:** Tom Neff and Larry McKissick.

**CONTACT:** Tom Neff (360) 412-8955

### **Sex offenders reports costs cut — \$100 to \$1.66**

The Criminal Records Division sought a method to accommodate requests from the public and the media to make the release and registration reports of sex and kidnapping offenders available in an electronic format. A 650-page computer printout was available for more than \$100.

Two teams sought a better method of providing the reports.

#### **Results**

- ★ Customers receive the information quicker.
- ★ The reports are now available on a computer disk.
- ★ The cost of the disk to a customer is \$1.66.

**Team members:** Toni Korneder, Betty Muckelvene, Debbie Tipp, Carla Chambers, Diana Bond, and Carol Smith-Merkulov.

**CONTACT:** Toni Korneder (360) 705-5101

## **Western Washington Growth Management Hearings Board**

### **Settling disputes early saves \$27,000**

Growth management disputes usually settled through costly hearings before the Board. Among the expenses for these hearings are travel, research, court reporting, mailing, telephone, printing, attorney fees and appeal certification costs.

An alternative dispute resolution project was launched. Now a settlement conference officer facilitates negotiations between disputing parties and attempts to resolve the issues early in the process. In many cases, the issues are resolved and a hearing is not needed.

### **Results**

- ★ The Board saves about \$3,000 per case in printing and travel costs. Nine settlement conferences have already saved the Board \$27,000 in the 1998 fiscal year.
- ★ Customers report they are more satisfied with the process and also save time and money.

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## **ACKNOWLEDGMENTS**

The Governor's Office would like to acknowledge the following for their assistance in the production and publication of this addition of *Governing for Results 2*:

- ❖ Office of Financial Management
- ❖ Department of Printing.
- ❖ Department of Labor and Industries, Public Affairs staff.