

VSM Workshop Charter

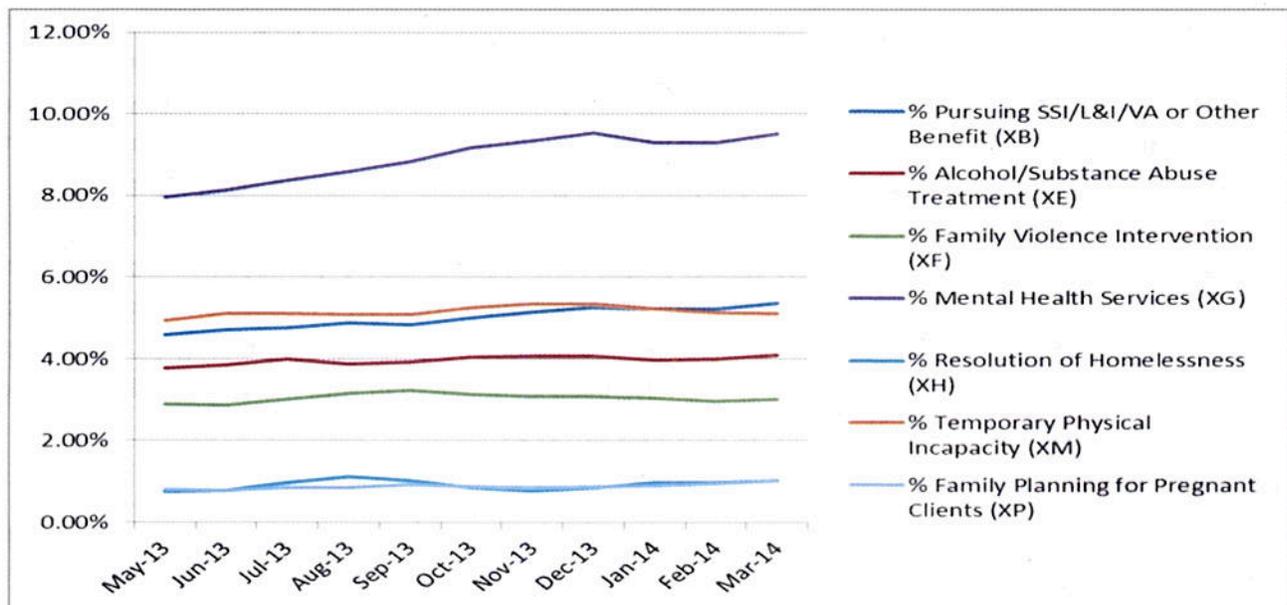
Title

WorkFirst 6—Post CE engagement (Barrier Removal)

Workshop Sponsor	Workshop Project Lead	Workshop Facilitator
Babs Roberts	Jerry Kosierowski	Michelle Grimmett, Ann Cao

Background

1. TANF is a time-limited benefit funded by Congress by way of a block grant to the states. Most clients must participate in specific federally defined work related activities in order for the state to continue receiving the block grant at the full amount. Those participants that are determined to be work eligible individuals (WEI) participate by way of the Washington State's WorkFirst program. However, before some participants can begin work or work-like activities they must address various, often serious, barriers to employment. The length of time in each activity will vary according to the family need, but good communication between the participant, the provider and DSHS (social service specialist or case manager) is necessary to confirm that the participant is moving forward in eliminating these barriers. Additionally, ensuring the participant is connected to the correct provider/activity and maintains engagement should lead to successfully removing or managing such barriers, thus allowing them to move on to work or work-like activities along their pathway to self-sufficiency.
2. The following graph and chart display the change in percentage of the overall caseload over the past year for clients in these coded activities.



Month	Pursuing SSI/L&I/VA or Other Benefit (XB)	Alcohol/Substance Abuse Treatment (XE)	Family Violence Intervention (XF)	Mental Health Services (XG)	Resolution of Homelessness (XH)	Family Planning for Pregnant Clients (XP)	Pursuing SSI/L&I/VA or Other Benefit (XB)	Temporary Physical Incapacity (XM)
May-13	1,567	1,290	992	2,722	255	277	1,567	1,687
Jun-13	1,569	1,278	962	2,712	263	263	1,569	1,707
Jul-13	1,558	1,305	990	2,748	322	278	1,558	1,675
Aug-13	1,591	1,258	1,027	2,802	367	280	1,591	1,656
Sep-13	1,553	1,250	1,040	2,837	330	301	1,553	1,628
Oct-13	1,576	1,273	987	2,897	276	280	1,576	1,652
Nov-13	1,576	1,240	942	2,858	242	259	1,576	1,633
Dec-13	1,599	1,229	934	2,892	264	268	1,599	1,620
Jan-14	1,621	1,237	945	2,890	302	280	1,621	1,622
Feb-14	1,612	1,235	919	2,871	299	298	1,612	1,588
Mar-14	1,632	1,242	916	2,885	312	317	1,632	1,550

*A participant may be engaged in more than one of these activities at the same time.

3. **Lean Initiatives** – CSD has undertaken a project to conduct six Value Stream Mapping workshops between the months of December 2013 and July 2014. These events are ways to bring together staff from across the spectrum to identify improvements we can make that will provide more efficient and effective outcomes and, more importantly, to help identify ways we can best balance the need to engage participants in activities that are meaningful while still engaging enough people in the right activities to meet the Federally mandated participation rate targets. This is the sixth event in the series. Lean WF1 focused on reducing ESD job search churn. Lean WF2 focused on the process used to prepare the required federal participation reports. Lean WF3 focused on verifying and documenting actual hours of participation. Lean WF4 focused on increasing successful outcomes for contracted educational activities. Lean WF5 focused on reducing transitions gaps. Some of the ideas that came from participants in prior events have been identified to fit with the scope of this workshop. These ideas will be shared with the team for consideration as part of their recommendations.

Mission Statement

The goal of this workshop will be to identify and begin to implement strategies that increase engagement in, and the efficacy of, barrier removal activities so participants can move to work or work-like activities.

Deliverables

- Current State Value Stream Map
- Root cause analysis
- Implementation Plan

Scope & Boundaries

Supplier	DSHS Case Managers/Social Service Specialist
Input	Barrier removal activity
Process	Developing the IRP and corresponding treatment plan to move them from deferral to engagement in work or work-like activity or SSI
Output	Close out of barrier removal activity and/or add engagement in work or work-like activities or SSI
Customer	WorkFirst participant

Out of Scope

- A new IT system
- Changes to Federal rules
- Federal Reporting Process (at ACES, ITS and RDA)
- Changes to the WFSE Collective Bargaining Agreement
- Scope relating to the other WorkFirst Lean Project value stream mapping events (e.g. reducing transition gaps; job search process, class curriculum, documenting or recording actual hours)
- The Comprehensive evaluation tool and process
- CSD lobby structure

Problem Statements & Effects

1. There is a significant amount of people that are not engaged in a work or work-like activity because CSD identified a need to engage them in barrier management first. We need to see improvement in how we help these participants successfully address their barriers, connect them to the correct services, and maintain their engagement in order to move to work or work-like activities or SSI. Some participants languish in these activities.
2. Washington State has struggled to meet the minimally required work participation rate (WPR). Washington did not meet the All Family or Two-Parent Participation Rate targets in federal fiscal year (FFY) 2012. The State appears to have met the All Family target in FFY 2013 but again failed to meet the Two-Family participation rate.

Successive years of missing the target result in escalating penalties assessed by decrementing the federal block grant.

FFY 2012 Actuals	FFY 2012 Target	FFY 2012 Rate	FFY 2012 Under Target
All Family	14.6%	11.1%	-3.5%
Two Parent	54.6%	11.8%	-42.8%
FFY 2013 Recomputed <i>(Date: 3/20/14)</i>	FFY 2013 Target	FFY 2013 Rate	Over/Under Target
All Family	12.5%	13.3%	0.8%
Two-Parent	52.5%	12.6%	-38.9%
FFY 2014 Estimates <i>(Date: 3/20/14)</i>	FFY 2014 Target	FFY 2014 Rate	Over/Under Target
All Family	10.2%	13.8%	3.6%
Two-Parent	50.2%	14.2%	-36%

- In response to this the Legislature passed a number of initiatives meant to promote greater participation in work related activities. Several of them may impact this VSM event. The first of mention is the reduced sanction period. Beginning in November 2014 the current timeline of four months in sanction will be reduced to two months in sanction before a case is terminated for non-compliance. The current policy of three such non-compliant sanction termination over the lifetime of a client remain in effect. This would increase the need for communication between the client, the provider, and the DSHS case manager to avoid an unnecessary sanction-related termination.
- This communication between the client, provider and DSHS can be hampered by state and federal confidentiality laws meant to protect the privacy of persons with these issues. However, lack of communication creates service gaps and extends unproductive months of this limited resource.

Workshop Date/Time/Location

Date	Time	Location
July 21 - 25, 2014	Day 1- 10am-4pm Day 2-4, 9am-4pm Day 5, 9am-12pm	<i>Yakima CSO</i> 1002 N. 16th Ave. <i>Yakima, WA 98902</i> Conference Room 5

Workshop Participants

Name	Role/Function	Name	Role/Function
Gregg Broyles	CSOA		
Rob Gimlin	WF Supervisor	Melodie Pazolt	DBHR Mental Health
Misty Connall	WF Program Specialist		DV Advocate
Leslie Kozak	CSD HQ Policy	Myrna Hoyle	SS Supervisor
M. Melodi Keely	WF Social Specialist		Regional SS Coord
Larry Nelson	Homeless provider, People for People	John Vasquez	Regional WF Coord
Andrey Svidenko	CSD HQ Ops	Melissa Matthson	CSD HQ WF Ops
Shelly Riddle	EJAS IT	Artur Arakelyan	ORIA
Nathan Hoover	DEL		

VSM Workshop Guiding Principles

1. Demonstrate trust to other VSM Workshop participants.
2. Follow through on any commitments you make or assignments you accept.
3. Display professional courtesy during meetings and discussions with other VSM Workshop participants.
 - a. Listen to different points of view.
 - b. Maintain self-esteem of all participants.
 - c. Listen while others are speaking.
 - d. Provide VSM Workshop participants equal opportunity to speak on a topic.
 - e. Be positive and constructive.
 - f. Focus comments on the process, not the person.
4. Provide regular progress reports to the VSM Workshop sponsor(s).
5. Consider cost-benefit aspects of our products and actions.
6. Use consensus decision-making process.
 - a. Use multi-voting decision as our secondary decision-making process.
 - b. Use majority rules decision making as our tertiary decision-making process.
7. Keep sensitive information within the group.
8. Ask for help if you cannot complete your assignments on time.
9. Do not let cell phones, pagers, & laptops disrupt the workshop.
10. Have fun.

Roles and Responsibilities

The table lists who does what before and after the VSM Workshop.

Who	Does What
Before the VSM Workshop Starts	
Sponsor	Provides guidance and authorization to the Workshop Project Lead in <ul style="list-style-type: none"> • preparing the workshop charter and • selecting workshop team members
	Commits resources for the workshop
	Ensures leaders of associated function commit to providing resources for the workshop
	Provides opening comments to the workshop participants
	Attends the report-out on the final day of the workshop
Project Lead	Organizes the evaluation meeting to develop the workshop charter
	Ensures completion of the VSM Evaluation & Planning Phase Checklist
	Ensures the correct team members are committed to participating in the entire workshop
	Sends a meeting notice out to the workshop participants
After the Workshop Ends	
Sponsor	Hold Project Lead and Implementation Team responsible for achieving improvements (final results)
	Commit resources necessary to execute process improvement implementation plans
	Ensure leaders of associated functions commit resources necessary to execute process improvement implementation plans
	Support follow-on action plan status meetings
	Sponsor appropriate out-of-scope improvement recommendations and go-forward plans
Project Lead	Ensure workshop participants begin implementing their assigned actions
	Hold implementation meetings with key team members
	Keep track of all open action items and measure progress (i.e. first pass yield, number of transaction, cycle time)
	Link action plan improvements to the future state map

Signature of Workshop Sponsor:	
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