

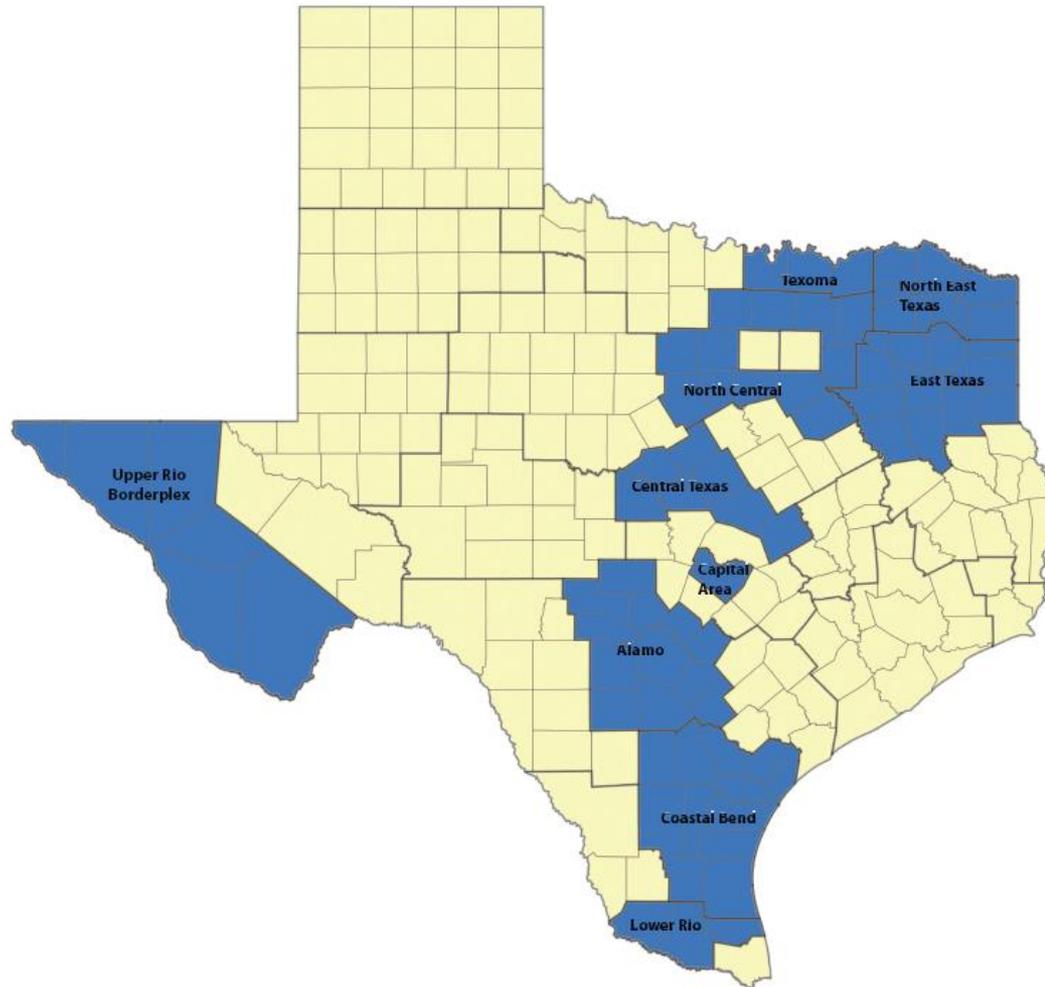


# Child Care Eligibility Rapid Process Improvement

Workforce Forum

March 29, 2016

# Child Care RPI Boards



# Child Care RPI Participants

- **Facilitator:** David Johnson
- **SME Team Member:** Philip Warner, Michelle Gee
- **Board and Contractor Project Team Members:**
  - Susan Ashmore, Alamo
  - Nicole Robinson, Capital Area
  - Crystal Sanders, Capital Area
  - Kim Alexander, Central Texas
  - Sherry Trebus, Central Texas
  - Denise Woodson, Coastal Bend
  - Sally Strong, East Texas
  - Brandy Brannon, East Texas
  - Erika Mascorro, Lower Rio
  - Sylva Diaz, Lower Rio
  - Kelley Fontenot, North Central Texas
  - Sharon Davis, Northeast Texas
  - Randy Reed, Northeast Texas
  - Deborah Hendley, Texoma
  - Marisela Correa, Upper Rio
  - Loretta Priest, Upper Rio

# Problem Statement

- CCDBG Reauthorization will require 12-months of child care services once determined eligible for services which places a greater emphasis on accuracy of eligibility determinations.
- As a result the Board's eligibility determination and redetermination processes can benefit from a review applying a Rapid Process Improvement framework to evaluate readiness to integrate changes from Reauthorization.

# Scope

Activities related to the eligibility & setup process for At Risk and Transitional Child Care

- Waitlists development and maintenance,
- Application and eligibility determination process, including income calculation,
- Referral process, and
- Redetermination timeframe and process.

## **Current State**

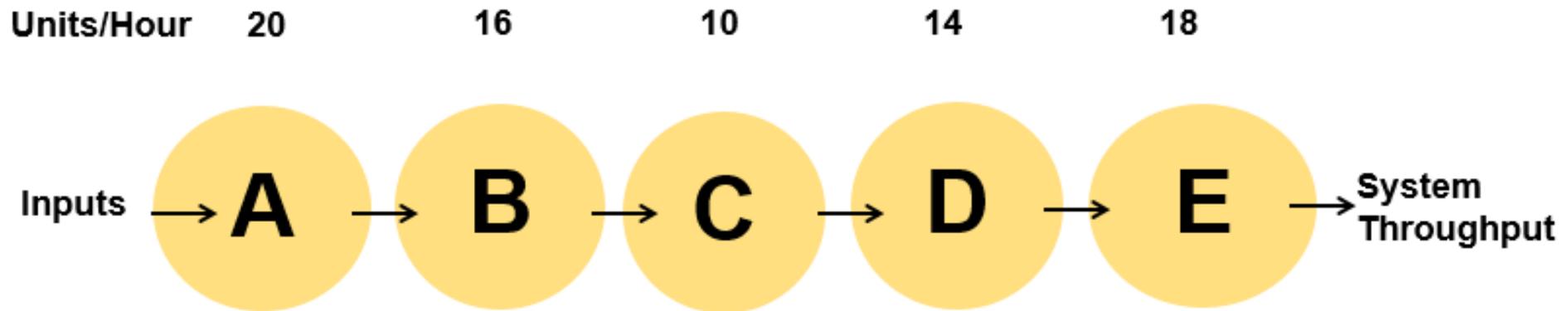
- Process benchmarking not routine
- Cross-board communication on eligibility processes not routine
- Tracking efficiency is uncommon

## **Future State**

- Benchmarking (QT/OE, etc.) possible and routine
- Board practices now distributed and available to boards and will carry on via continuous improvement
- Boards have several optional models for measuring efficiency

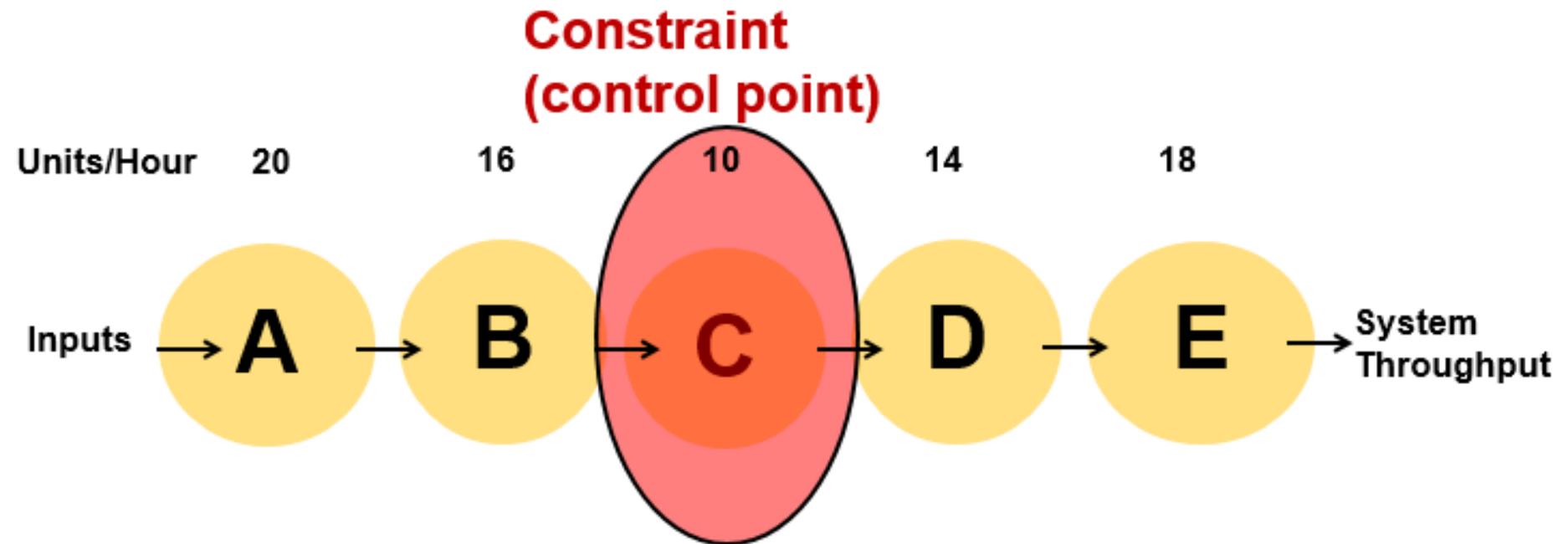
# Theory of Constraints (1 of 2)

- Identify the bottleneck



# Theory of Constraints (2 of 2)

- Identify the bottleneck



- The goal is to turn the constraint into a control point

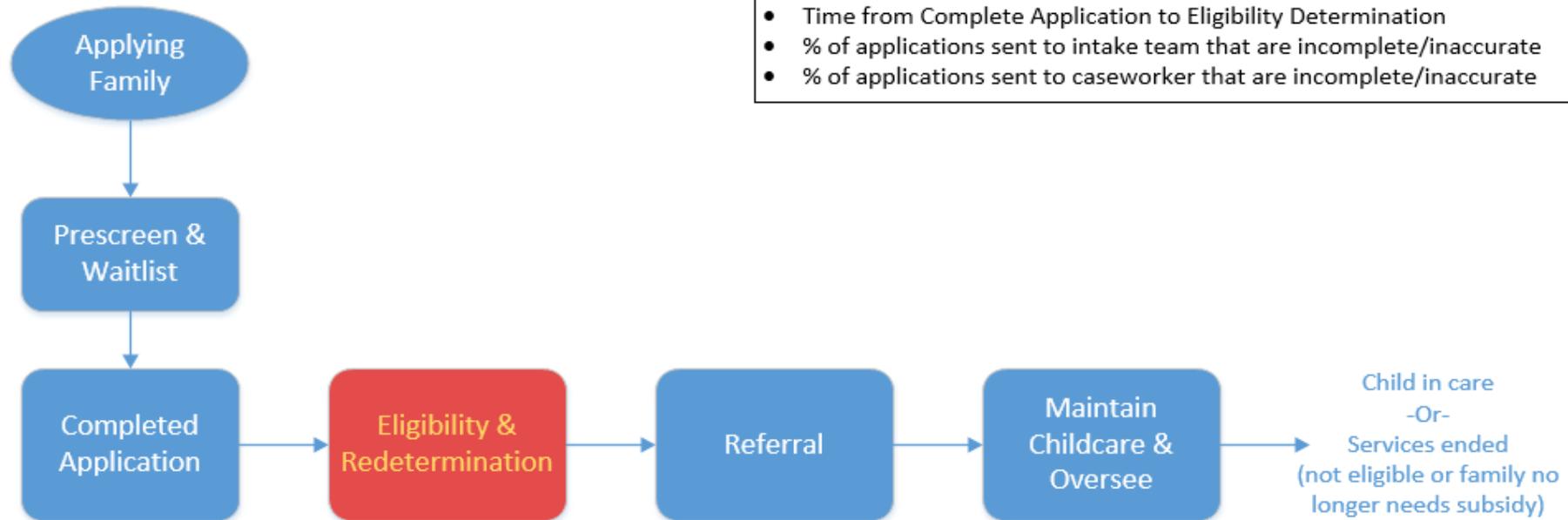
# Develop the Throughput Operating Strategy

- “What good looks like”
- A simple picture of the system you are working with. (Map the logical work flow)
- Decide the goals of the system
- Apply the 5 Steps to improving Throughput to the system
  - 1) Identify the Constraint
  - 2) Squeeze the Constraint
  - 3) Subordinate to the Constraint
  - 4) Elevate the Constraint
  - 5) Return to Step 1
- Describe how things should operate for every link in the chain
- Use this picture to drive the most important changes first

**Goal:** Provide an efficient, timely, accurate, and family-friendly eligibility determination process

**Feeding Control Point:** Applicants are informed and coached as to how to properly and fully complete the application. Applications are verified and quality controlled by administrative staff in order to ensure that more and more applications arrive at case managers desk complete, accurate and ready to determine eligibility.

- Measures:**
- Error Rate: # Errors/Total Determinations
  - Time from Complete Application to Eligibility Determination
  - % of applications sent to intake team that are incomplete/inaccurate
  - % of applications sent to caseworker that are incomplete/inaccurate



**Control Point (WGLL):** Childcare case workers are receiving complete and accurate applications that are getting better and better. They are getting cases with adequate time to make their eligibility determinations more and more often. High volumes of work, distractions, distressed applicants, and time pressures do not cause multitasking. Eligibility determinations are being determined faster and faster with fewer and fewer errors.

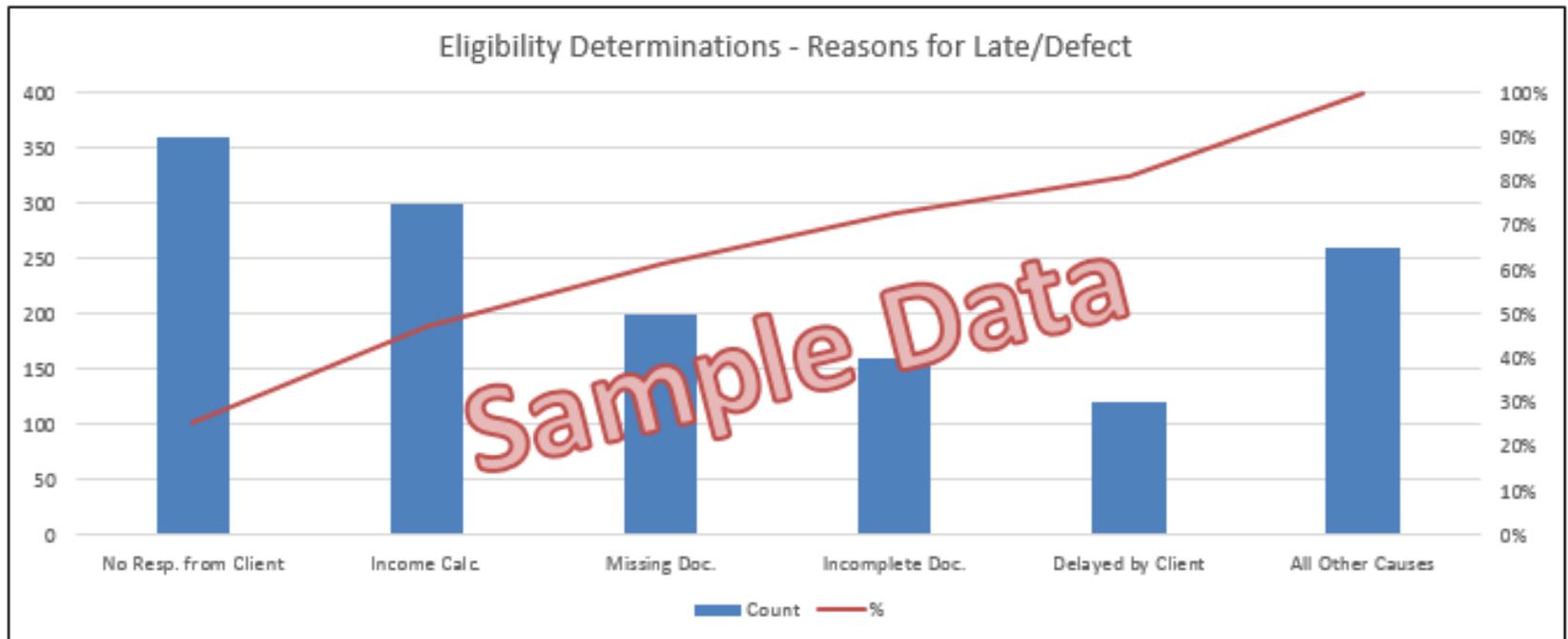
# How do we understand our performance?

- Value Stream Maps
- Pareto Charts
- Dashboards
- QT/OE

# Pareto Chart

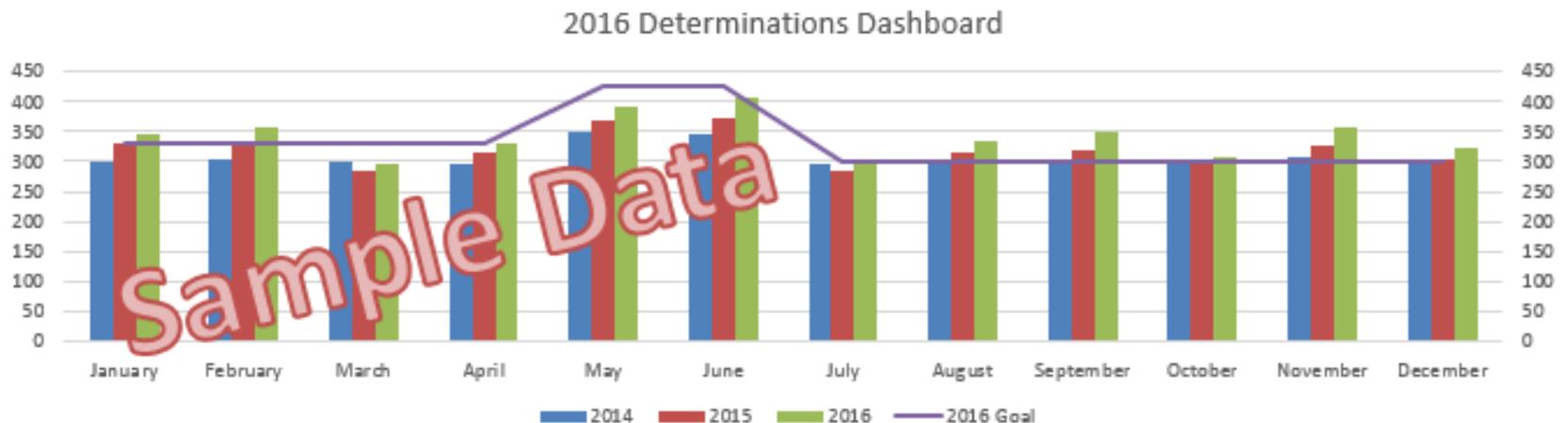
## Pareto Principle

- 80% of your problems are caused by only 20% of potential sources
- 20% of priorities produce 80% of result



# Dashboards

- In most cases we should:
  - Collect data in a manner that makes sense to your organization (i.e., daily, weekly, monthly, on-going)
  - Report it monthly
  - Assess it quarterly
- The information derived from it is essential to continuously improving throughput quality
- Considerable seasonality in Child Care – suggest multiple years



# QT/OE

- Way of measuring changes in efficiency over time
- **Throughput** – Volume of units that pass through the system or number of people served (# eligibility determinations)
- **Quality** – Degree to which something produces the desired outcome (#/% eligibility determinations timely and accurate)
- **Operating Expenses** – sum of total costs associated with producing total throughput, not just quality (total funding for eligibility determinations and redeterminations)
- **QT/OE** – equation that measures the efficiency of the system

## QT/OE, cont'd

|                       | Jul-16  | Aug-16  | Sep-16  |
|-----------------------|---------|---------|---------|
| Determinations (T)    | 300     | 300     | 350     |
| Accurate & Timely (Q) | 92%     | 96%     | 96%     |
| Quality Deter. (QT)   | 276     | 288     | 336     |
| Operating Expenses    | \$8,688 | \$8,688 | \$6,688 |
| QT/OE                 | 0.032   | 0.033   | 0.050   |

- Regardless of how you improve your efficiency, QT/OE provides a standardized and universal system of measure

# Shared Board Practices

- Each Board will be encouraged to upload practices which they find effective and efficient

- Will utilize QAN website

[QAN Toolkit:](#)

[http://intradev.twc.state.tx.us/intranet/train/html/qan\\_wia\\_toolkit\\_child\\_care\\_practices.html](http://intradev.twc.state.tx.us/intranet/train/html/qan_wia_toolkit_child_care_practices.html)

- Will not include oversight/review from TWC

# Expressing Gained Capacity

- Need a standardized way to express the capacity we gain from improvement
- If we're able to produce the same QT with fewer FTEs, we can:
  - either re-task those FTEs to perform other work
  - reduce FTEs thru attrition and redeploy the money in service delivery or even salary/rate increases.
- If we're able to produce MORE QT without increasing FTEs then we have savings in the form of “Cost Avoidance FTEs”

# FTEs as Gained Capacity

- Actual FTE Savings:
  - Board fully expends its Child Care funds and meets its targets with 3 staff members doing 100 determinations per month = 300
  - RPI enables staff to gain 50% capacity and do 150 per month = 450
  - Management decides to re-task one staff member in a different program – Actual staff savings of 1 FTE for the Child Care program
- Cost Avoidance FTEs:
  - 4 employees each do 100 determinations per month = 400
  - RPI enables staff to gain 25% capacity and do 125 per month = 500
  - Conceptual savings is 500 (now) – 400 (previous) = 100/month
  - We've gained 1 FTE of production with no increase in cost/staff

# RPI Results

- Gained Capacity to Date:
  - Multiple boards had well over 10% increases in Quality Determinations
    - One board had ~30%
  - Aggregate avg decrease in touch time of 18%
- Projected 1<sup>st</sup> Year Capacity Gains:
  - Cost avoidance of 6.8 FTEs through increases in throughput
  - PLUS reduction of 4 FTEs in Determination staff → 10.8 FTEs
- Projected to remaining 18 Boards
  - Estimated Cost Avoidance FTE savings of between 20 to 40 FTEs for the entire system

# How will Gained Capacity be utilized?

Must have a plan *before* you realize the gains

## Examples from Boards:

- Increasing TRS reimbursement rates

- Continuous Training Development

- Increase throughput

- Enhance quality

- Bolster other parts of the organization

# Recommend TWIST (or future system) Changes

- Allow uploads into TWIST (or future system) to eliminate duplicate entry
- Elements in Intake Common to capture applications  
(Currently no way to capture work pre-program detail)
  - Application date/closure date (those resulting in no Program Detail)
  - Reason for closure (no response, not eligible, did not provide documents, did not comply with PRA, referred to other resources)
- Group Action capabilities for the Wait List
  - Would like to remove large groups from the wait list
- Recommend forming a small workgroup to provide input for the changes

# Specific Future State Changes

- Assist & Encourage Boards to Collect & Calculate QT/OE
- Milestone Tracking - Reasons for Late/Defects
- Tracking Full-Kit Applications (measure “Right the First Time”)
- Developing and Using Dashboards
- Posting and Reviewing/Adopting Board Practices
- Utilize benchmarking and modeling to determine WGLL
- Standardized State Online Application Data Elements – currently identified in WF Automation Strategic Plan

# RPI Takeaways

- Key Changes from Reauthorization
- Recommend Removal of the PRA
- Common Online Data Element w/ Upload
- Board As-Is Milestone Tracking & Developing WGLL

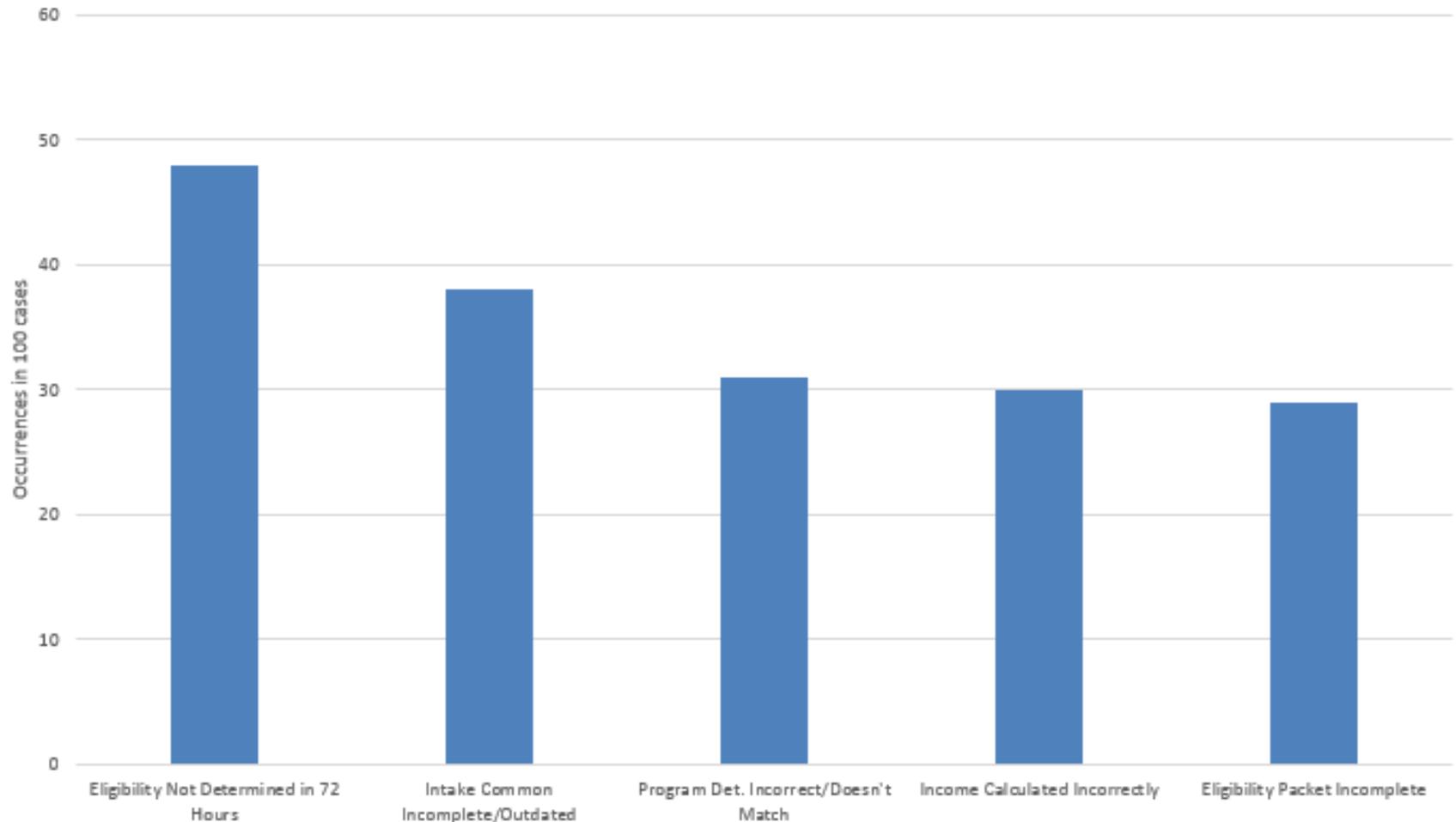


# CHILD CARE RPI RESULTS

Capital Area

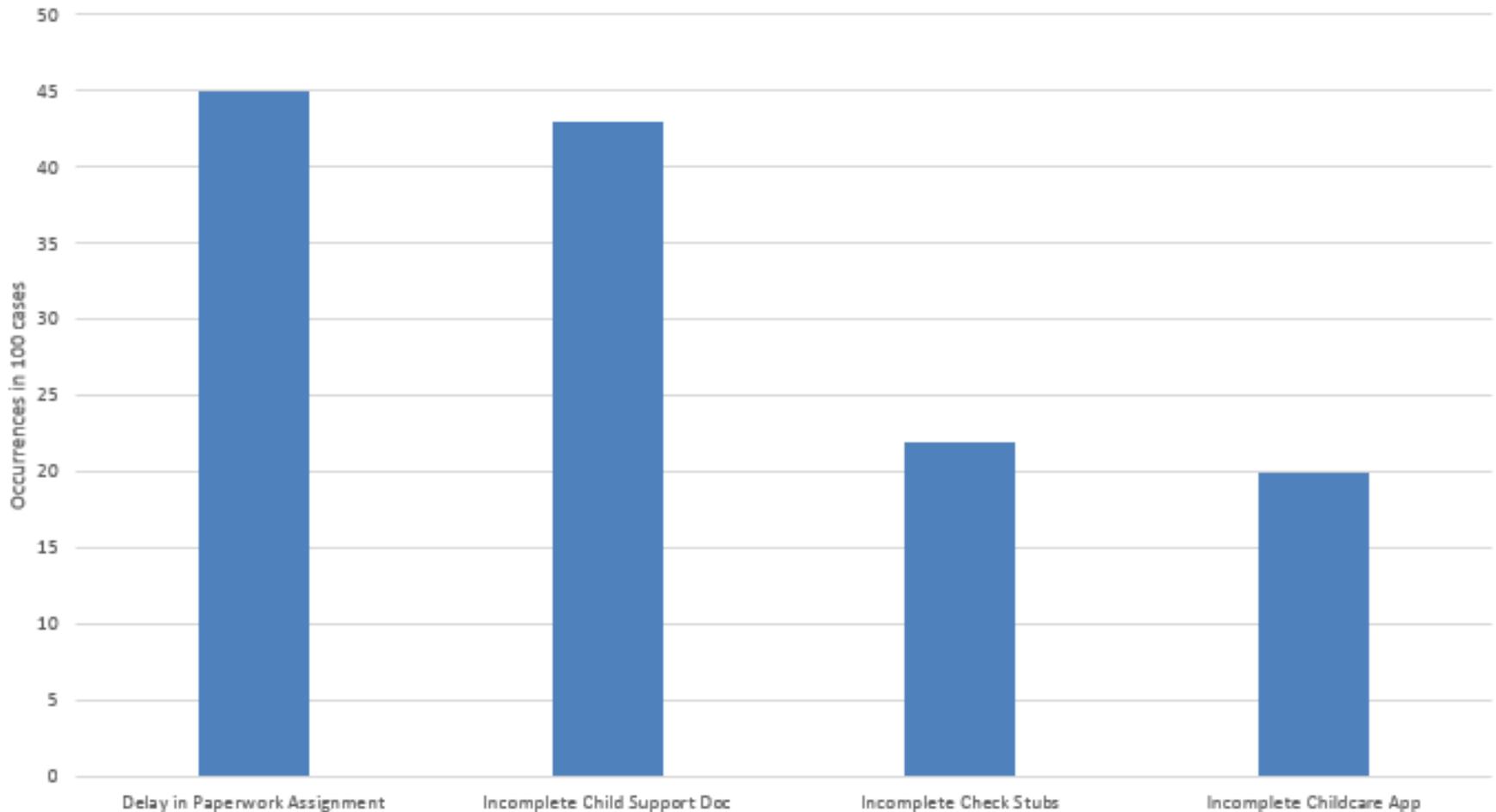
# Pareto Chart – Capital Area

Measuring Quality in 100 Cases  
Data from 10/1/2015 - 10/31/2015



# Pareto Chart – Deep Dive - Capital Area

Measuring Quality - Eligibility Not Determined in 72 Hours  
Data from 10/1/2015 - 10/31/2015



# QT/OE - Capital Area





# CHILD CARE RPI RESULTS

Alamo

# Dashboard – Alamo

| Cabinet Item Schedules  |                     |                       |                                   |       |
|-------------------------|---------------------|-----------------------|-----------------------------------|-------|
| Cabinet Item Status     | Current Daily Count | Dismissed Daily Count | Monthly Count New Schedule- March |       |
| Red Past Due            | 96                  |                       |                                   |       |
| Yellow Due Today        | 124                 |                       |                                   |       |
| Green Due w/in 1-5 days | 204                 | 207                   |                                   | 2,680 |
| White Due in 5+ days    | 465                 |                       |                                   |       |
| Orange High Importance  | 33                  |                       |                                   |       |

| Waitlist      |               |                   |                     |  |
|---------------|---------------|-------------------|---------------------|--|
| County        | Current Count | Avg Monthly Count | BCY16 Avg YTD Count |  |
| 013 Atascosa  | 34            | 37                | 49                  |  |
| 019 Bander    | 7             | 7                 | 16                  |  |
| 029 Bexar     | 4,412         | 4,263             | 4,663               |  |
| 091 Comal     | 112           | 122               | 160                 |  |
| 163 Frio      | 11            | 11                | 10                  |  |
| 171 Gillespie | 22            | 22                | 23                  |  |
| 187 Guadalupe | 117           | 113               | 151                 |  |
| 265 Karnes    | 2             | 4                 | 4                   |  |
| 269 Kendall   | 6             | 6                 | 18                  |  |
| 269 Kerr      | 48            | 47                | 77                  |  |
| 325 Medina    | 23            | 24                | 17                  |  |
| 493 Wilson    | 41            | 41                | 39                  |  |
| Total         | 4,835         | 4,697             | 5,227               |  |
| Total Plural  | 423           | 434               | 564                 |  |

| Providers                  |                      |                          |                    |  |
|----------------------------|----------------------|--------------------------|--------------------|--|
| Provider Type              | Current Count: March | Current Count w/Children | Number of Children |  |
| Licensed Child Care Center | 471                  | 416                      | 8,695              |  |
| Licensed Child Care Home   | 41                   | 15                       | 37                 |  |
| Registered Child Care Home | 119                  | 32                       | 60                 |  |
| Licensed Youth Camp        | 6                    | 0                        | 0                  |  |
| Military                   | 8                    | 3                        | 4                  |  |
| Total                      | 644                  | 485                      | 0                  |  |
| Accreditation Type         | Current Count: March | Current Count w/Children | Number of Children |  |
| Texas Rising Star          | 67                   | 46                       | 1,008              |  |
| Texas School Ready         | 63                   | 41                       | 1,447              |  |
| National Accreditation     | 56                   | 24                       | 598                |  |
| Total                      | 186                  | 111                      | 0                  |  |

| Budget vs. Expenditures      |              |                                       |                                    |              |              |
|------------------------------|--------------|---------------------------------------|------------------------------------|--------------|--------------|
| Name                         | Budget       | Projected Expenditure (As of January) | Actual Expenditure (As of January) | Balance      | Status       |
| GIA Program Operations BCY16 | \$1626,408   | \$558,067                             | \$572,946                          | \$1,053,462  | On Target    |
| CCS Program Operations BCY16 | \$39,061,523 | \$12,115,736                          | \$9,921,939                        | \$28,139,584 | Below Target |
| CCM Direct Care BCY16        | \$6,212,362  | \$0                                   | \$0                                | \$6,212,362  | On Target    |

| Call Center |                                       |                  |                            |                         |
|-------------|---------------------------------------|------------------|----------------------------|-------------------------|
| Queue       | Total Current Calls: 03/16/2016 R03AM | Avg Current Wait | Total Monthly Calls: March | Avg Monthly Wait: March |
| Waitlist    | 11                                    | 0.05             | 585                        | 0.29                    |
| Intake      | 13                                    | 1.16             | 440                        | 0.32                    |
| Job Search  | 11                                    | 0.31             | 527                        | 0.22                    |
| Recert      | 10                                    | 0.16             | 751                        | 0.26                    |

| Quality  |            |                                      |                             |              |
|--|------------|--------------------------------------|-----------------------------|--------------|
| Performance Measure  | Total Goal | Cumulative Performance: January Goal | YTD Actual Cumulative Count | Status       |
| Number of Teachers/Directors Attending Training              | 1600       | 532                                  | 534                         | On Target    |
| Number of Hours Providers Mentored                           | 6336       | 1920                                 | 1012.5                      | Below Target |
| Number of Classrooms Reflecting an Increase in Class Scores  | 24         | 0                                    | 0                           | On Target    |
| Number of CDA or AA Graduates Achieving Credential or Degree | 60         | 20                                   | 19                          | On Target    |

| Enrollments - Goal is 7,004 |               |                   |                     |  |
|-----------------------------|---------------|-------------------|---------------------|--|
| ELIGIBILITY CHARACTERISTIC  | Current Count | Avg Monthly Count | BCY16 YTD Avg Count |  |
| 1- CHOICES                  | 179           | 171               | 265                 |  |
| 2- TANF Applicant           | 11            | 3                 | 1                   |  |
| 3- Transitional             | 320           | 327               | 287                 |  |
| 4- SNAP E&T                 | 9             | 7                 | 5                   |  |
| 5- VIA Adult                | 0             | 0                 | 0                   |  |
| 8- Special Projects         | 0             | 0                 | 0                   |  |
| 9- Other Non-TWC            | 0             | 0                 | 0                   |  |
| 10- Low Income              | 6,780         | 6,727             | 6,391               |  |
| 11- DFPS General Protective | 324           | 317               | 727                 |  |
| 12- DFPS Foster Care IV-E   | 137           | 138               | 131                 |  |
| 13- DFPS Foster Not IV-E    | 89            | 88                | 66                  |  |
| 14- DFPS Relative/Other     | 245           | 242               | 240                 |  |
| 15- Former DFPS             | 144           | 139               | 117                 |  |
| Total Unduplicated Children | 8,738         | 8,659             | 8,230               |  |
| CCDF Total Excluding DFPS   | 7,443         | 7,374             | 7,066               |  |
| Total DFPS                  | 615           | 607               | 554                 |  |

| Enrollments by County       |              |                        |                     |            |
|-----------------------------|--------------|------------------------|---------------------|------------|
| County                      | Monthly Goal | Current Month: January | BCY16 YTD Avg Count | Attainment |
| Bexar                       | 5,676        | 5,632                  | 5,653               | 103.12%    |
| Atascosa                    | 151          | 78                     | 78                  | 51.49%     |
| Bander                      | 44           | 23                     | 23                  | 51.14%     |
| Comal                       | 243          | 335                    | 326                 | 134.16%    |
| Frio                        | 57           | 58                     | 55                  | 95.61%     |
| Gillespie                   | 47           | 20                     | 22                  | 45.74%     |
| Guadalupe                   | 321          | 288                    | 262                 | 81.62%     |
| Karnes                      | 40           | 1                      | 1                   | 2.50%      |
| Kendall                     | 63           | 16                     | 17                  | 26.98%     |
| Kerr                        | 125          | 132                    | 133                 | 106.40%    |
| Medina                      | 139          | 120                    | 116                 | 82.55%     |
| Wilson                      | 98           | 37                     | 37                  | 38.01%     |
| Plural Subtotal             | 1,328        | 1,107                  | 1,069               | 80.37%     |
| Total Unduplicated Children | 7,004        | 6,939                  | 6,922               | 98.87%     |

| CPS Children |      |                        |                     |  |
|--------------|------|------------------------|---------------------|--|
| County       | Goal | Current Month: January | BCY16 YTD Avg Count |  |
| Bexar        | N/A  | 963                    | 929                 |  |
| Rural        | N/A  | 221                    | 214                 |  |

| Q*1/OE         |          |
|----------------|----------|
| June           | 0.008033 |
| July           | 0.010408 |
| August         | 0.005230 |
| September      | 0.009560 |
| October        | 0.009842 |
| November       | 0.006506 |
| December       | 0.006394 |
| January        | 0.006968 |
| February       |          |
| BCY16 YTD Avg. | 0.006145 |

| BCY16 Contracted Child Care Performance Measures     |              |       |              |         |
|--|--------------|-------|--------------|---------|
| Timeframe - Month or Fiscal Year                     | # of Units * | Goal  | % Attainment | Status  |
| January 2016 (timeframe 01/01/16 - 01/31/16) - Month | 6,941        | 7,004 | 99.10%       | Meeting |
| January 2016 (timeframe 10/01/15 - 9/30/16) - BCY    | 6,916        | 7,004 | 98.74%       | Meeting |

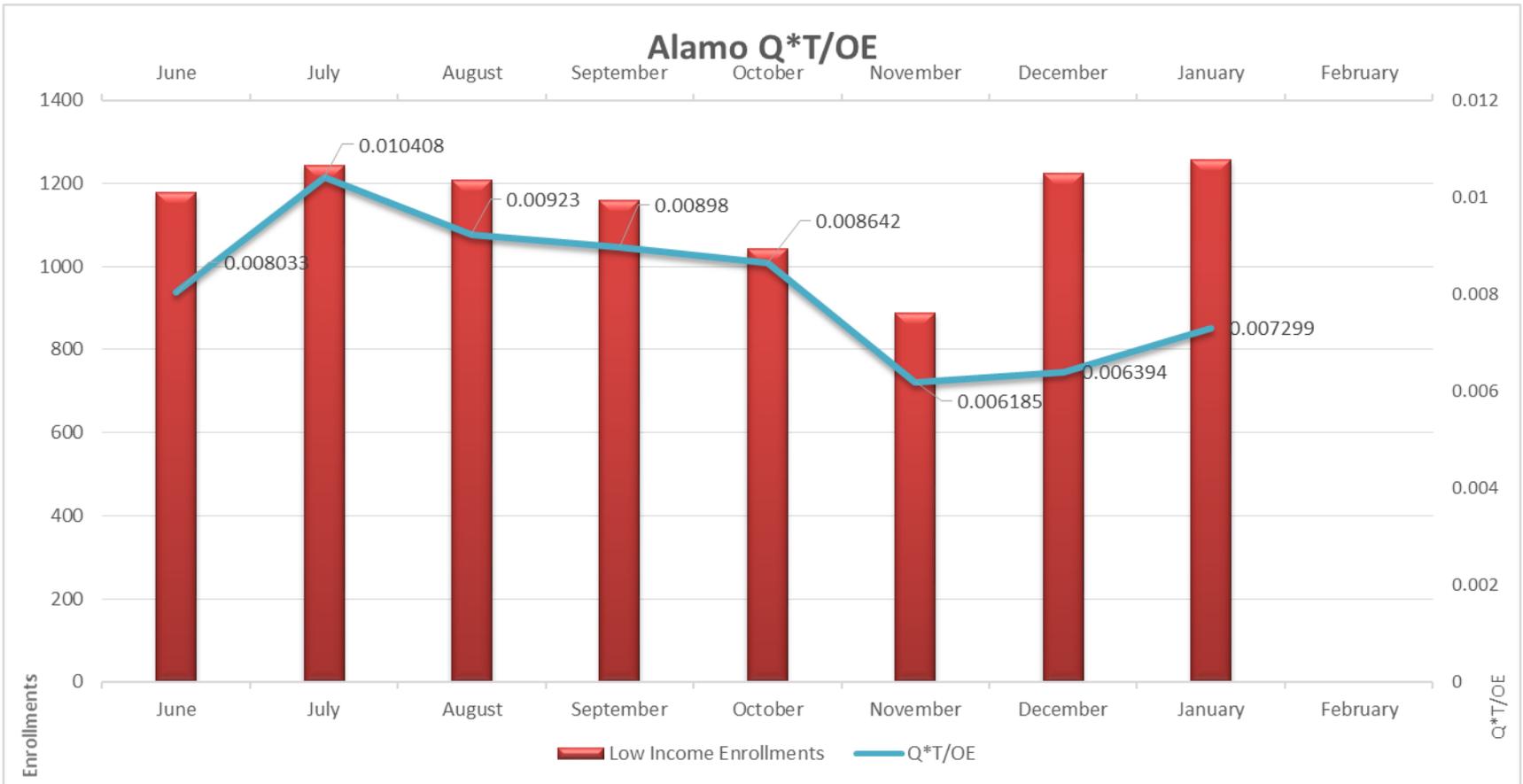
# Dashboard – Alamo

| Budget vs. Expenditures      |              |  |                                       |              |              |
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| Q*T/OE         |          |
|----------------|----------|
| June           | 0.008033 |
| July           | 0.010408 |
| August         | 0.009230 |
| September      | 0.008980 |
| October        | 0.008642 |
| November       | 0.006506 |
| December       | 0.006394 |
| January        | 0.006968 |
| February       |          |
| BCY16 YTD Avg. | 0.008145 |

# QT/OE – Alamo





# CHILD CARE RPI RESULTS

Texoma

Workforce Solutions

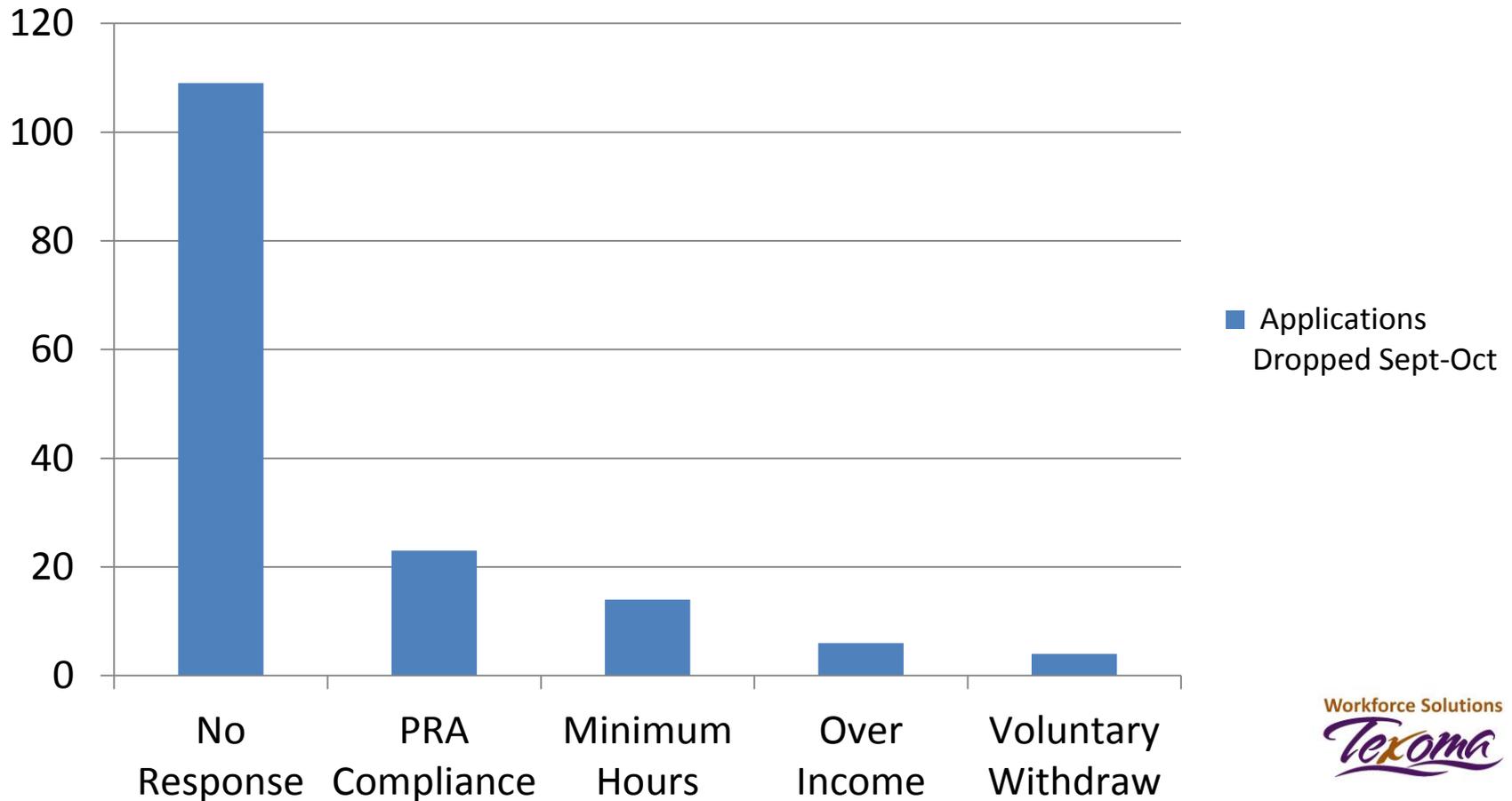
*Texoma*

# Issue/Problem- Texoma

- Applications dropped the customer completes and submits the application
- Approximately 50% of applications received are dropped.
- Identify cause for drop

# Pareto Chart – Texoma

## Applications Dropped Sept-Oct



\* No Response- received application but no further contact or documents were provided upon request.

# Results- Texoma

- Conducted customer surveys via telephone

Top Three:

- 33% stated no longer working/training
- 33% stated did not want to comply with PRA
- 15% stated opted to use family/friends

# Shared Board Practice- Texoma

**Problem or Question:** In Texoma, paper applications for child care services were being submitted incomplete and required staff to contact the customer to complete the required components of the application

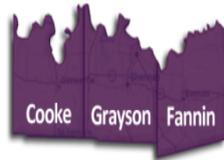
- Resulted in resubmission of the portion of the application that was incomplete
- Applications would be resubmitted two or three times and still be incomplete
- Delayed processing the application, frustrate the customer, and create rework for staff
- Sometimes the customer would opt out altogether
- Approximately 35% of applications were incomplete

# Shared Board Practice- Texoma

**Solution:** On May 18, 2015, Texoma launched an online application which allows the customer to complete the application from any computer, smartphone, or tablet with Internet access.

- Customers are encouraged to use our workforce center resource rooms if they do not have access to a computer.
- The online application screens for eligibility and priority (based on self-reported information), gathers all necessary information.

# Shared Board Practice- Texoma



Search this website...

Your email was successfully confirmed.



## Login

Email

amy.odneal@wftexoma.org

Password

••••••••

Remember Me

Log In

## Lost Password?

Please enter your username or email address.

You will receive a link to create a new password via email.

Username or E-mail

Get New Password



Search this website...

## APPLY FOR CHILD CARE

Please fill out the following form in its entirety. If you need to save your work and come back to finish the form please use the **"Save and Continue Later"** link at the bottom of the form.

## PRIORITY OF SERVICE INFORMATION

Certain groups may qualify for priority of service. Please answer the following questions to see if you qualify. If you answer "Yes" to any of the below questions, you may receive child care sooner. A description of the documentation required to prove priority is also listed.

### Are you receiving assistance or service through Child Protective Services?\*

(You will need to provide a copy of current Safety Plan from CPS)

- Yes
- No

### Are you a qualified veteran?\*

(You will need to provide a DD214 or self-attestation form)

- Yes
- No



# Shared Board Practice- Texoma

Workforce Solutions Texoma Parents Rights and Responsibilities

## 6. Attendance



- I understand that my children are only eligible for child care assistance if they are absent for 30 days in a year. If my child/ren are absent more than 30 days my child care assistance will end.
- I understand that I can ask for a waiver if there is a situation that justifies the absence. For example, a child was out of school due to a medical condition and the parent can bring documentation to verify illness and/or condition.
- I understand that it is mandatory to use my child care assistance Automation (CAA) card for recording attendance and/or absences with any provider.
- I understand that if I do not use my CAA card, I will be responsible for paying the provider for unrecorded absences.
- I understand that if my child/ren is absent for 3 days in a row without contacting my provider or CCS, then my child care will end. I understand this is a voluntary withdrawal from child care assistance.
- I understand I must report within three calendar days to Child Care Services when an attempt to record attendance is denied or rejected and cannot be corrected at the provider site. If I do not report to Child Care Services within three calendar days, the failure to report attendance may result in me being responsible for paying my provider.

0:00 / 10:33

YouTube

# Shared Board Practice- Texoma

## Source of Monthly Income \*

Please check all that apply

- Total Household Wages/Salaries from Employment
- Self Employment Income
- Interest
- Dividends
- Income Earned from Rental Property
- Early withdrawal from 401k
- Retirement
- Social Security/SSI
- Unemployment Benefits
- TANF
- Food Stamps
- Child Support
- Alimony/Maintenance Payments
- Worker's Compensation
- Housing Assistance
- Lottery Payments – greater than \$600
- Refugee Assistance
- Other

This field is required.

I understand that I may be asked to provide original documents and participate in face-to-face interviews to verify identity and eligibility for child care services.

hh

## 5. Parent Handbook: \*

I acknowledge I have received the link to the [Parent Handbook](#) with all requirements to receive child care assistance in the email I received to set up this account. I understand that I am responsible for adhering to all the requirements in the Parent Handbook and that I can request another copy at any time.

Initial Here

This field is required.

## I UNDERSTAND THAT:

Please initial below each section to acknowledge you have read and understand each section.

1. A person who obtains or attempts to obtain, by fraudulent means, services to which the person is not entitled may be prosecuted under applicable state and federal laws; \*

CHILD CARE FACILITY INFORMATION

Workforce Solutions  
*Texoma*

# Shared Board Practice - Texoma

## Online Application System

- Less than 5% of applications are returned because of the quality of the data entered in the fields
- Application is the customer's 2050
- Eliminated four forms by imbedding the questions into the application (CCAA, Customer Awareness (RID-51), Acknowledgement of Parent Handbook, Customer Provider Information)
- Remarkable increase in applications (closed Open Enrollment in November)