North Carolina Association of County Commissioners

2016 Economic Services Convening
Summary, Recommendations, & County Action Plans
May 3-4, 2016

Raleigh | Wake County
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Participants

Food & Nutrition Service, U.S. Dept. of Agriculture

N.C. Dept. of Health & Human Services

N.C. Assoc. of County Commissioners

N.C. Assoc. of County Directors of Social Services
On May 3-4, 2016, the N.C. Association of County Commissioners hosted a joint economic services convening focused on the Supplemental Nutrition Assistance Program (SNAP), commonly referred to as food stamps. Each level of government – local, state, federal – has a critical role in the partnership: SNAP is a federal assistance program, supervised by the state DHHS agency, and administered by the counties.

More than 100 attendees met in Raleigh over two days to discuss challenges and opportunities for SNAP administration in North Carolina. Meeting participants included regional and national representatives from the Food and Nutrition Service agency in the U.S. Dept. of Agriculture (USDA); N.C. Dept. of Health and Human Services (NC DHHS) officials; and county commissioners, managers, and local DSS Directors and staff.

North Carolina received a warning letter from the USDA in 2015, which required the state to improve its processing rates for SNAP applications. Through a consistent focus on processing rates and ongoing communication between the state and county offices, North Carolina has significantly increased its statewide processing rate over the past year, surpassing the required 95% rate. And, soon after this May meeting in Raleigh, the state received notification from the USDA that North Carolina had met its first benchmark under the warning letter.

North Carolina, our counties, and their staffs have made and continue to make substantial commitments to reach and maintain these improved rates. The May convening, hosted by the N.C. Association of County Commissioners, provided an unprecedented opportunity for all partners to discuss sustaining these processing rates, and ways to work and move forward together.
More on Supplemental Nutrition Assistance Program (SNAP)

More than 750,000 households in North Carolina are eligible for and receive SNAP benefits. Eligibility for SNAP is determined by household income, size, and available resources. Recipients must be U.S. citizens or immigrants eligible under a specific immigration status. Applicants in North Carolina are required to complete an application and interview for SNAP through a county Division of Social Services (DSS) office. Applicants are screened for either expedited benefits – which are provided within 7 days – or non-expedited benefits – which are provided within 30 days. Following a determination of eligibility by the county office, a new applicant receives an EBT card, which is similar to an ATM card, loaded with the monthly benefits. A recipient may use SNAP benefits to purchase food; SNAP benefits may not be used to purchase alcohol or tobacco products, paper products, or general household items.

Additional Workload in County Offices

County offices are also dealing with additional workload. Between 2008 and 2013, the caseload size increased by 75%, while staffing increased by only 25%. The implementation of the NC FAST case management system, in addition to enactment of the Affordable Care Act and new eligibility requirements, an influx of faxed applications from TurboTax, and new requirements for Able-Bodied Adults Without Dependents all combine to increase the responsibilities of our county offices.

Peggy Fouts, Southeast Regional SNAP Director for FNS, discusses the business process reengineering project in NC
North Carolina FNS Timely Processing

County Performance Levels by Week

This comprehensive summary of the two-day event includes:

- A map of the county attendees, with half of our counties represented
- Feedback from county breakout sessions on successes, challenges, and recommendations
- Priorities from a work session on NC FAST
- Top county requests for State and Federal Partners
- Highlights from Visiting Presenters
- Table of County Action Plans drafted by each county participant
County Breakout Sessions

The groups were separated based on county population:

- Less than 50,000 (Small County Group)
- Between 50,001 – 150,000 (Medium County Group)
- More than 150,001 (Large County Group)

Each group brainstormed and reported on successes and challenges they faced within their county. The collection of responses below is feedback from the 40 counties who attended the convening.

*Kevin Leonard, NCACC Executive Director, welcomes more than 100 attendees to the convening*
Question: What changes have you made that either (1) had the greatest impact on your processing rate, or (2) were unique and novel to your county?

Common Themes Across All Counties
- Significant Increased Staff Workload and Use of Overtime
- Same-day processing of applications
- Using document or case management software in county office

Small County Group
- Overtime; 45-hour work week; worked on Saturdays
- Hired additional staff
- Track applications to ensure they are processed by 4th or 25th day
- Reduce drop-off applications
- Same-day processing
- Home visits to acquire necessary information
- Use document management software to assist with tracking cases
- Utilize/Did not utilize universal worker model (depended on county preference)

Medium County Group
- More frequent and specialized training
- Staff morale events
- Use of universal worker model depended on county: some utilize, some don’t, some use a blended model
- Use document management software; IT upgrades within the county office
- Accountability of staff for expectations and managing workloads
- Better understanding of expedited and non-expedited deadlines
- Express customer care and same-day processing
- Telecommuting when appropriate

Large County Group
- Set productivity goals and assign staff according to strengths
- Hired additional staff; mandated overtime work
• Case management software
• Use home visits to obtain additional client information
• Focused on supervisors as drivers of change
• Create special, single purpose teams and specialized response units
• Created and monitored in-house reports and daily logs
• Used business process reengineering/LEAN principles

Question: What challenges remain?

Common Themes Across All Counties
• NC FAST issues and uncertainty
• Staff burnout and turnover
• Lack of training opportunities

Small County Group
• Staffing
• Overtime work is not sustainable
• NC FAST uncertainty and issues
• Budget challenges
• Salaries: small counties train workers, who then move to a larger county for higher salary

Medium County Group
• Staff burnout and staff reluctance
• Retiring staff and losing institutional knowledge
• NC FAST: including redundant work processes and issues with help desk
• Overtime
• Salary challenges

Large County Group
• NC FAST: need less downtime and more reliability; need a single point of contact for questions
• Staffing: burnout; overtime; need continuous training
• Inability to contact clients within four days due to non-working phone numbers
• 30-day denials
Question: What changes need to be made? How can we make improved processing rates sustainable?

Small County Group
- Resume on-site visits in counties by state staff
- Increase policy training and accuracy training
- Receive more certainty concerning how NC FAST will interface with county software

Medium County Group
- NC FAST issues: inform counties of the status of their help desk tickets; less downtime with NC FAST and DIT
- Look at alternative ways of communicating with clients, through texting; funding for additional cell phones
- Remove face-to-face interview requirement
- Waive recertification processing for elderly and disabled clients

Large County Group
- Issue EBT cards at county office
- More communication about NC FAST issues
- Training for Staff

Susan McCracken, President of the NCACDSS and Lincoln County DSS Director, speaks about the counties’ hard work to improve rates
Recommended Improvements for NC FAST

Participants were asked to consider their own perceptions about working with NC FAST on a daily basis, and to identify specific priorities for recommended NC FAST improvements. A collection of responses, listed by category and in order of reported significance, is summarized below.

System Functionality

Apply LEAN principles to NC FAST; streamline the process and eliminate defects; identify which application is in which queue; revise access levels; ensure correct information on letters; alert users they are on the correct track when working in the system and provide alerts for missing data

Technical

Interface between NC FAST and document management software used by counties; reduce downtime; explain the specific reason for processing stops; interface between NC FAST and NC TRACKS; improve document imaging; allow time to test upgrades; bridge divide in data entry when user changes stations

Data & Reports

Consolidate reports and include longer retention period; request a report that will show cases processed per month per certification period; ability to run special reports for special projects

Help Desk

Request more feedback on the status of help desk tickets (there have been 4,000+ for over a year); ability for help desk to address more than one issue per call; quick-answer number for general questions that does not require opening a help desk ticket; target for quicker resolution of help desk tickets (e.g., within 48 hours for most tickets)
Job Aides
Streamlined job aides for employees

Communication
Improve communication about system availability during downtime and on weekends

NCACC Research Director Linda Millsaps hears feedback during NC FAST section

Wayne Black, NC DSS Director, discusses the state’s improved processing rates
Requests for State and Federal Partners

County attendees were also asked to identify specific requests of their state and federal partners. While most requests were identified at the state level, there are opportunities for federal involvement as well. Responses are listed below, followed by the number of times the request appeared.

Requests for State Partners

- More policy convenings and training opportunities and on-site county visits; every month or at least every other month visits (4)
- Partner with State on additional Employment & Training programs and enhancements; Become an E&T county (3)
- Partnerships with Community College for training (3)
- Training for new employees and continuous training on policy and updates for all employees (3)
- Simplified Policy Manuals and updated state forms; Streamline job aides, integrate into manuals, and put links on NC FAST (3)
- Fund a county QC position for accuracy review and training (3)
- Ability to communicate with individual rather than back and forth emails; designated call center for questions (2)
- Mandate that counties reinvest money back into programs instead of the General Fund
- Request the State use vault cards and allow counties to issue cards to clients; Allow clients to choose whether to get their card in the mail or at the agency
- State to use NC FAST system to calculate timeliness of all approvals as the official timeliness measure
- Quicker response time from OST
- Continue to work with State on refined application queue process
- More discussion of NC FAST Help Desk tickets
- Historical storage of reports in a central location
- Supervisor training
- Help from Program consultants
Requests for State/Federal Partners

- USDA and CMS move in same direction for more consistency with Medicaid and SNAP
- Make staff time on daysheets for FNS 75/25 reimbursed to match Medicaid because many staff do both
- Explore applicable waivers
- Can counties issue EBT cards to expedite processing? Possible to do so in a cost-efficient manner?
- Develop caseload standards
- Grant to develop economic training program (e.g., community college model)
- Funding for QC staff
- Funding to improve NC FAST
Highlights from Visiting Presenters

Michael Poma, Associate Director
Wisconsin Dept. of Health Services

- State has implemented LEAN principles to improve processes
- Wisconsin has training challenges similar to North Carolina
- Wisconsin utilizes call centers; uses dashboards to allow staff to complete applications in two days; electronic signatures (so applicants can sign over the phone)
- State distributes a regular operation memo to update staff on policy changes
Lisa Cowell, Program Director
Family Assistance, SNAP/EBT Unit
Tennessee Dept. of Human Services

- TN began Business Process Reengineering (BPR) process in 2013 with Human Services staff
- BPR process and testing through Plan/Do/Study/Act led to same-day processing and increased timeliness for expedited applications
- Process also had a positive impact for staff and promoted buy-in from employees; fewer rescheduled appointments and fewer client complaints
Nick Espinosa – Senior Program Analyst
Food & Nutrition Service, Southeast Region

- SNAP Employment & Training (E&T), administered by the FNS agency of USDA, was established in 1985 to help SNAP recipients meet work requirements and gain the skills, training, and experience to increase the ability to obtain regular employment
- North Carolina currently operates a voluntary E&T program for SNAP recipients
- E&T funding comes in the form of grants (NC has $2.6 million in 100% federal grant funding) and reimbursement funds at a 50/50 match
- E&T is a priority for USDA; Encourages North Carolina to take advantage of partnership opportunities and for counties to invest in E&T
- Strategy to create pathway to train SNAP recipients for middle-skill jobs
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<tr>
<td>Alexander</td>
<td>Develop fast track to same-day processing; Call clients who have outstanding items by day 20 or before for regular processing; Check pending apps and workers report on why pending; Evaluate volume of help desk tickets</td>
<td>Staff training; Engage supervisors and line workers to identify specific individual; Supervisor and clerical support to line staff; Assign fast track worker via team meeting; Create process to complete cases that have “tickets” – i.e., close the problem case and reopen to process a clean case.</td>
<td>New staff; vacancies</td>
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<td>Anson</td>
<td>Agency cell phone for texting; Mandatory number of 2nd party reviews completed each month to address accuracy issues in timely manner; increase same-day processing</td>
<td>Purchase cell phone; Revise work plans for supervisors and lead workers</td>
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<td>Beaufort</td>
<td>Focus on both timeliness and accuracy; overtime and refocusing staff for timeliness issues takes away from accuracy side</td>
<td>Training for individuals and team to improve accuracy; Constantly reassess process and Plan/Do/Study/Act</td>
<td>Identified need for new Income Maintenance caseworker; waiting to see if budget approved</td>
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<tr>
<td>Bladen</td>
<td>QC for accuracy; Implement home visits; Designate agency phone for texting</td>
<td>Supervisor and lead worker will QC records; Specialized worker for home visits; Common cases with CPS/Work First Employment Services to assist with home visits</td>
<td>Supervisor and lead worker are assisting with cases; Medical leave and FMLA causes work to be reassigned; worker burnout</td>
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<td>Brunswick</td>
<td>(1) Enhance training for new/current staff; partner with community college (2) Increase quality outcomes/monitoring</td>
<td>(1) Utilizing program specialists roles (2) Hire QA analyst to review records, supervise conducting case reads</td>
<td>Staff turnover; Staff training and updating knowledge</td>
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<td>Burke</td>
<td>(1) Schedule troubleshooting training offered by NC FAST (2) Explore cell phones for texting clients (3) Two mandatory phone calls within 48 hours, with 15 minutes between attempts (4) Clean file room for additional interviews (5) Track same-day processing</td>
<td>(1) Contact liaison with NC FAST (2) Explore contract/funding (3) Train staff/supervisors (4) Scan records into Northwoods (5) Utilize available reports</td>
<td>Funding for cell phones and scanning</td>
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<td>Cabarrus</td>
<td>(1) Continue to map work processes to develop efficient business flows&lt;br&gt; (2) Continue universal or specialized services</td>
<td>(1) Management team will assess ongoing business flows and recommend&lt;br&gt; (2) Evaluation and staff feedback</td>
<td>Staff buy-in; NC FAST</td>
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<td>Chowan</td>
<td>Increase accuracy and timeliness; Reduce retention and worker stress</td>
<td>Review daily reports;&lt;br&gt; Review application log in NC FAST with front desk log;&lt;br&gt; Specialized unit;&lt;br&gt; Outlook calendar reminders</td>
<td>Staff buy-in; NC FAST</td>
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<td>Craven</td>
<td>(1) Increase training/QA&lt;br&gt; (2) Cellphones to text clients</td>
<td>(1) Hire 2 new staff dedicated to training/QA&lt;br&gt; (2) Seek approval from upper management</td>
<td>Budget restraints for both</td>
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<td>Cumberland</td>
<td>Develop a training unit through the use of merit-based, time-limited staff;&lt;br&gt; Trainee would work for one year in the training program</td>
<td>Establish a time-limited position that meets federal requirement;&lt;br&gt; DSS staff would create operational plan for training program</td>
<td>Sufficient time and funding</td>
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<td>Davie</td>
<td>Implement a triage system to identify what prevents caseworkers from seeing clients;&lt;br&gt; Same-day processing;&lt;br&gt; Universal intake worker;&lt;br&gt; Designate a floater to back up during staff absences</td>
<td>Provide cross-training to caseworker in floater position and universal intake worker;&lt;br&gt; Utilize reception and triage worker;&lt;br&gt; Put contract workers in clerical positions</td>
<td>Funding; staff; staff buy-in; cross-training in policy</td>
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<td>Duplin</td>
<td>Measuring/guidance for work expectations and output;&lt;br&gt; Phone contact with clients;&lt;br&gt; Continuing training</td>
<td>Continue to monitor reports and network with other counties;&lt;br&gt; Possibility for texting clients discussed at convening;&lt;br&gt; monthly meetings</td>
<td>Guidance about expected caseloads; cost of new cell phones for texting; time spent away from processing cases</td>
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<td>Durham</td>
<td>(1) Increase same-day processing&lt;br&gt; (2) Evaluate processes for pending for verification&lt;br&gt; (3) Explore ways to best utilize our internal technology tools to increase work processes</td>
<td>(1) Identify best practices for processing that are working in other counties&lt;br&gt; (2) Create a pilot program</td>
<td>(1) Receive basic information needed from client&lt;br&gt; (2) Policy changes</td>
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<td>Edgecombe</td>
<td>(1) Cellphones for Intake staff for texting&lt;br&gt; (2) Staff to set weekly goals&lt;br&gt; (3) Scoreboard for achievements</td>
<td>(1) Explain to team the purpose for cellphones and issue them&lt;br&gt; (2) Each unit to make a chart with goals</td>
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| (4) Staff to encourage walk-ins to see worker | (3) Each unit to have a scoreboard  
(4) Utilize positions available | Time; constant changes |
| **Forsyth**  
Conduct business process mapping on all services;  
Finish developing training modules;  
Stabilize management structures | Project teams;  
Identified leaders in organization and tasked them with responsibilities;  
Working with HR and other outside resources | Time management; Buy-in from case managers |
| **Gaston**  
Map how a case is processed from start to finish (BPR process): Active/CAPER/Timeliness;  
Continue to increase timeliness | Plan/Do/Study/Act;  
Assess resource utilization;  
Bottom up process redesign/restructure | Applicant may not have all required information; unable to contact within time frame; NC FAST not working correctly |
| **Gates**  
Same-day processing | Strive to obtain all information while applicant in the office; conduct interviews the same day | Budget restraints for both |
| **Graham**  
Same day entry; policy and accuracy training;  
cooperative effort with NC FAST | Communications (all clients seem to be able to text information); Stress the teamwork concept; training | Correct and ongoing information from clients |
| **Granville**  
(1) Worker accountability – set goals  
(2) Triage Unit: see clients as they come into agency | (1) Have supervisors be accountable; contact workers; document why cases were overdue and record reasons  
(2) Additional employees | NC FAST issues;  
More state support to give training on FNS policy and accuracy |
| **Greene**  
Same-day processing or within 24 hours;  
Limit number of help desk tickets submitted to NC FAST;  
Monthly training with staff | If all info received on day of application, process when received;  
Close case and try to process prior to submitting to NC FAST;  
Through 2nd party reviews, train on various policies and areas of improvement |  |
| **Guilford**  
Train new staff;  
Keep county commissioners informed;  
Review website for info/social media | Schedule trainings for next 6 months with mentoring and refresher courses;  
Work with IT on website | Keeping social media outlets updated;  
Making sure QA/training team has time to train and do QA of records |
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<td>Haywood</td>
<td>(1) Develop a staff retention plan&lt;br&gt;(2) Address local technology challenges&lt;br&gt;(3) Develop specialized training/troubleshooting specialty</td>
<td>(1) Conduct a county-specific study for caseload standards&lt;br&gt;(2) Work with county IT to test best practices&lt;br&gt;(3) Find resources to create training position</td>
<td>Sufficient funding and salary constraints</td>
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<tr>
<td>Hyde</td>
<td>LEAN project team to visit county and monitor FNS program; Workers will utilize outlook calendar reminders</td>
<td>LEAN project team will look at process and recommend best available practices</td>
<td>Staff buy-in</td>
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<tr>
<td>Iredell</td>
<td>Increase FNS application timeliness</td>
<td>Print application list every Monday and have worker document on status of incomplete applications; Utilize information for trends/worker needs to identify resources to enhance timeliness</td>
<td>Time constraints</td>
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<td>Lenoir</td>
<td>(1) Explore purchase of robo-call to remind clients&lt;br&gt;(2) Explore call center&lt;br&gt;(3) Explore option to have a case manager and supervisor at front desk&lt;br&gt;(4) Post items needed to process applications in lobby, on social media</td>
<td>(1) Coordinate with county IT staff and finance staff&lt;br&gt;(2) Identify staff and location and coordinate with IT staff to divert calls to call center&lt;br&gt;(3) Coordinate with Admin Supervisors, Eligibility Supervisors to develop work plan protocol&lt;br&gt;(4) Assign task to eligibility workgroups to develop list and coordinate to get posted</td>
<td>(1) Funding&lt;br&gt;(2) Space, staff, software, monitoring&lt;br&gt;(3) Space, time management, expertise, training&lt;br&gt;(4) Coordinating with IT for webpage allowances</td>
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<td>Mecklenburg</td>
<td>Work with the state on developing new queues; Continue exploring best practices</td>
<td>Use business process analysis</td>
<td>Staff turnover; Constant changes and additions in NC FAST</td>
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<td>Moore</td>
<td>Clearly identify roles for supervisor; lead; Establish productivity levels for each unit and weekly check-ins; Quality controls – weekly reports; Improve same-day processing</td>
<td>Work with each group for buy-in; Establish an intake-triage team and look at hiring additional staff</td>
<td>Staff buy-in; Caseload size; Challenges with IT; Staff turnover; Budget</td>
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<td>New Hanover</td>
<td>[Manager’s Plan] Maintain the “Change unit”; Maintain and grow the dedicated training staff; SNAP supervisor training for policy and rule changes; Analyze the universal worker concept; Analyze same-day approval and technology for</td>
<td>Develop cross-functional team to answer the big questions and reviews noted in specific action items; Expose staff to LEAN business ideas</td>
<td>Help educate policymakers locally about scale and significance of challenges; Strategic hiring practices</td>
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<td>Northampton</td>
<td>(1) Person checking applications daily (prevents having overdues)</td>
<td>(1) By staffing and hearing from workers keeping up with Dear County letters, webinars, county partners, and staffing and director</td>
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<tr>
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<td>(2) Staffing when new ways are found to enhance services</td>
<td>(2) Praise our workers on an excellent job and their great timeliness rates</td>
<td>NC FAST speed; Better communication and one-on-one training from state; quicker response for questions sent to state on different cases (ranges from 48 hours to 6 days)</td>
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<td>Onslow</td>
<td>Develop training curriculum for new staff; Improve website</td>
<td>Focus group with lead workers to develop curriculum; Work with IT to assure information on website is updated and complete</td>
<td>Time and money</td>
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<tr>
<td>Orange</td>
<td>Evaluate technology to increase client contact; Post required documents for FNS applicants in lobby to assist with same-day processing</td>
<td>Assign to analyst/intern; Assign to CQI team</td>
<td>Potential costs and time required</td>
</tr>
<tr>
<td>Pitt</td>
<td>(1) Complete formal BPR review in at least one area of FNS process</td>
<td>(1) Determine 1st area to be studied; Invite OST to put us on schedule; Determine staff to involve; Install after testing changes in process</td>
<td>(1) Timeliness as limited resource: OST, local staff commitments</td>
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<td>(2) Drop off applications/redeterminations will be interviewed at point of contact</td>
<td>(2) Assign specific staff to be available to interview immediately; Assure front desk review of app for completeness; provide apt within 48 hours and list of items needed; track process</td>
<td>(2) drop-offs by others; availability of office space at front desk; possibly issue of volume</td>
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<tr>
<td>Richmond</td>
<td>(1) Continue to invest in LEAN Management</td>
<td>(1) Continue work with state and local team members</td>
<td>(1) Staff buy-in</td>
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<td>(2) Supervisors will check O&amp;M reports by 9am</td>
<td>(2) Remind supervisors to check reports</td>
<td>(2) Large casework hinders monitoring and reviewing; system glitches and downtime</td>
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<td></td>
<td>(3) New hires to complete Phase I and II of NC FAST pilot course</td>
<td>(3) Continue working with NC FAST pilot team to develop comm. college courses</td>
<td>(3) Pilot project not implemented statewide</td>
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<td>(3) Pilot project not implemented statewide</td>
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<td>Rockingham</td>
<td>Staying fully staffed; Implement a training module; Have meeting with IT, county manager, HHS director on IT issues</td>
<td>Develop plan with HR to change job postings and recruitment strategies; Develop strategic plan to have IT system operational 100% of the time</td>
<td>IT Dept and communicating needs of office; no internet downtime; bandwidth capabilities</td>
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<td>Rowan</td>
<td>Training for new employees; refreshers; Implement universal procedures; Redesign workflow; Better developed QC procedures</td>
<td>Develop all training in central location; Develop caseworker procedures and include on training site; QC set-aside time</td>
<td>Time is barrier to training; volume of number of changes; development of document for 2nd party review (Could there be a statewide form?)</td>
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<td>Scotland</td>
<td>(1) Leadership accountability (2) Call center/change unit (3) LEAN Management study after 6 months of reorganization</td>
<td>(1) Begin discussions at leadership team meetings; contract training (2) Discussion with leadership team; models from other counties (3) Discussion with OST reps to schedule</td>
<td>(1) Resistance to change and holding staff accountable (2) Units to give up staff member to form new unit; space (3) LEAN team availability</td>
</tr>
<tr>
<td>Union</td>
<td>Recruit/train interns on eligibility during internships; continuous job postings</td>
<td>County manager office and HR will implement</td>
<td>None; complete QA training team by adding F&amp;C Medicaid position in budget proposal for next year</td>
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<tr>
<td>Wake</td>
<td>IVR robo calls; Follow-up with state on waivers (early denial and telephonic signature); Monitoring of late recertifications every day; Assess documents that are misrouted in document management system; Evaluate training methods/curriculum</td>
<td>Determine root cause of problem and implement targeted solutions (training or business process changes)</td>
<td>Solutions may be in other areas of agency; expand the discussion</td>
</tr>
<tr>
<td>Washington</td>
<td>Create a triage worker to handle walk-ins, review information for recertifications/apps, and changes at front desk to alleviate time spent reviewing information</td>
<td>Share time of one IMCII with current duties and duties of new designation at front desk when needed</td>
<td>Training; Time Management Applicant’s willingness to stay for same-day processing; Uninvolved party leaves info instead of applicant</td>
</tr>
<tr>
<td>Wilson</td>
<td>Review current process; Explore expansion of Televox</td>
<td>Identify staff to look at steps in current process; evaluate pros and cons and identify steps to eliminate or revise; develop improved process for 3 to 6 months</td>
<td>Staff buy-in</td>
</tr>
</tbody>
</table>