IMPROVING THE DELIVERY OF KEY WORK SUPPORTS:
Policy & Practice Opportunities at A Critical Moment

By Dorothy Rosenbaum and Stacy Dean

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The Center on Budget and Policy Priorities, located in Washington, D.C., is a non-profit research and policy institute that conducts research and analysis of government policies and the programs and public policy issues that affect low and middle income households. The Center is supported by foundations, individual contributors, and publications sales.

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On the next page is a hypothetical process map to help readers visualize how process mapping might help states to improve their processes. The example shows the steps a state that had moved to same-day interviews might use to process a joint SNAP and Medicaid application for a family that walked in to a local human services office to apply for benefits. Such a state might also have other process maps that, for example, present the eligibility process for families that apply online or families that wish to apply for only health coverage, or that show how calls to a call center are handled.

States report that the final process map itself is only a small part of the usefulness of a mapping exercise. While the map can be inserted into policy materials to document a standardized process, as discussed in Chapter 3, much of the benefit of the exercise is in the “process” of gathering key staff and fleshing out policies and procedures with an eye to eliminating unnecessary steps and improving efficiency.
Hypothetical Process Map

Start

1. Walk-In Applicant
   Completes App & submits to Triage
   Application

2. Front Desk Triage Worker
   Review app for SNAP expedited
   Application
   SNAP Expedited?
   Yes
   Register & put in rotation for interview
   Application
   No
   Expedited processing follows same steps, except case would not be pended at step 10.a.
   Expediting flagged as expedited and get proof of ID

3. 3.1
   Flag case as expedited and get proof of ID

4. Register & scan app & put in rotation for interview
   Application

5. 50% of the time Worker has all docs needed to process case the same day.

6. Eligibility Worker
   Review app after it appears in work queue
   EDMS
   Conduct interview
   Various interfaces
   Conduct phone interview later
   Conduct interview
   Yes
   In lobby for same-day interview?
   No
   Enter information into eligibility system
   Have all docs needed?
   No
   Create verification request & hand to client
   Pending Notice
   Yes
   Process case
   Create approval notice and issue benefits
   Approval notice and Benefits Card
   Eligible?
   No
   Deny app and create letter to client
   Deny Notice
   Yes
   Yes
   Yes

80% stay for same-day interview.

End

12.a Receive Approval Notice
   Approval Notice

12.b Receive EBT & Medicaid Card

12.c EBT & Medicaid Card

Start 1 Hour 2 Hours End
APPENDIX 2: ESTIMATED STATE PARTICIPATION RATES

Estimated Medicaid/CHIP Participation Rates Among Eligible Children in 2008

Note: The national participation rate in 2008 was 81.8 percent. Data are several years old, from before the current recession. Current rates could differ substantially.


Estimated SNAP Participation Rates Among Eligible Individuals in 2008

Note: The national participation rate in 2008 was 66 percent. USDA also publishes participation rates for eligible working poor households. Data are several years old, from before the current recession. Current rates could differ substantially.