

Enterprise Lean Success Stories

Why Reform Matters

The Enterprise Lean initiative trains and empowers state employees to transform government programs and services; delivering a better value for every dollar. The following are some examples of how the Enterprise Lean program has improved the efficiency and quality of state government services.

Reducing Staff Time for Appeals

Estimated annual savings from redesigned process: \$960,000

Personal Care Attendants (PCA) provide vital direct care to many of the state's seniors and people with disabilities. The Department of Human Services (DHS) determines the appropriate level of PCA services a recipient receives based on a needs assessment completed by a local public health nurse. Each year, over 8,000 appeals are filed by individuals who request more services than their assessment awards.

DHS staff took 87 days on average to complete these appeals, each requiring 11 hours of staff time. In addition, it took 35 days following the appeal to update the award decision in the agency's systems. To improve that performance and improve efficiency, DHS staff participated in a Enterprise Lean event. As of July 2012, the average appeal is being completed in less than one month, and all appeal decisions are being completed within federal timelines.

Saving Postage, Paper, and Time

Estimated annual savings from redesigned process: \$16,000 (\$5,000 in materials, \$11,000 in labor)

The Minnesota Housing Finance Agency was mailing payment vouchers to more than 500 Minnesota rental property owners each month as part of a federal rent assistance program overseen by the US Department of Housing and Urban Development. In 2012, the agency participated in a Enterprise Lean event, documenting the cost and staff time consumed by the mailing process, and implementing an electronic solution. The team has been emailing the vouchers since August 2012, and the change is cutting the costs used on paper and postage, helping staff work more efficiently, and improving customer satisfaction.

Reducing the Time it Takes to Issue and Renew Licenses

Time savings from new process: 65% for new licenses (29 days to 10 days), 62% for renewals (10 days to 4 days)

The Department of Labor and Industry administers over 120,000 licenses for individuals and contractors performing construction services. Each year, over 8,000 new licenses are issued and 45,000 licenses are renewed for a variety of different professionals – from plumbers to electricians – seeking 50 unique license types. An Enterprise Lean event was held to assess and streamline the existing licensing process. As a result, online systems for these licenses have been strengthened to eliminate data entry and processing that is no longer needed, and to make it easier for licensees to properly submit license fees and supporting documentation. This prevents agency staff from having to conduct long manual reviews of licenses or make financial adjustments for incorrect fees, and tradespeople get their licenses faster.

