

Quality and Productivity Commission
30th Annual Productivity and Quality Awards Program
"Heritage of Excellence"

2016 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

NAME OF PROJECT: Point of Service Scanning

DATE OF IMPLEMENTATION/ADOPTION: JUNE 2014
 (Must have been implemented at least one year - on or before July 1, 2015)

PROJECT STATUS: Ongoing One-time only

HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT? Yes No



EXECUTIVE SUMMARY: Describe the project in 15 lines or less using Arial 12 point font. State clearly and concisely what difference the project has made.

1 The Department of Public Social Services (DPSS) has taken the imaging process to a
 2 new level with the implementation of Point of Service Scanning (POSS). The program
 3 has been successfully implemented at all district offices. DPSS staff are able to
 4 immediately scan participants' original documents, such as birth certificates and social
 5 security cards, etc., thereby eliminating the wait time for both the participant and the
 6 worker. It also allows for the best quality scans as the worker can view the POSS
 7 scanned document instantly to assure clarity. The documents are received directly from
 8 the participants, scanned, and returned without having to make photocopies. Having
 9 the documents scanned at the point of entry eliminates photocopying and introduces
 10 efficiency into business and workflow processes.
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BENEFITS TO THE COUNTY

(1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE	(2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS	(3) ACTUAL/ESTIMATED ANNUAL REVENUE	(1) + (2) + (3) = TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT	SERVICE ENHANCEMENT PROJECT
\$ 28,251,820	\$	\$	\$ 28,251,820	X

ANNUAL = 12 MONTHS ONLY

SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS Department of Public Social Services 12860 Crossroads Parkway South City of Industry, CA 91746		TELEPHONE NUMBER (562) 908-8600
PROGRAM MANAGER'S NAME Michael Sylvester		TELEPHONE NUMBER (562) 692-4521 EMAIL MichaelSylvester@dpss.lacounty.gov
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE <small>(PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME)</small> Kimberly White 	DATE 7/6/16	TELEPHONE NUMBER (562) 908-6330 EMAIL KimberlyWhite@dpss.lacounty.gov
DEPARTMENT HEAD'S NAME AND SIGNATURE Sheryl L. Spiller 		TELEPHONE NUMBER (562) 908-8600

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1st FACT SHEET – LIMITED TO 3 PAGES ONLY: Describe the **Challenge, Solution, and Benefits** of the project. State clearly and concisely what difference the project has made. Use Arial 12 point font

Challenge:

Electronic Document Management System (EDMS) laid the foundation for implementing case imaging which enables staff to handle all case documents electronically. The imaging process involves scanning all the required documents into an electronic case file and storing the files in a document repository. The document images are then available for retrieval through an interface with Los Angeles Eligibility, Automated Determination, Evaluation Reporting (LEADER) Replacement System (LRS), the Department’s case management systems.

With the implementation of case scanning and the document repository, the old paper-based intake and approval process for participant cases has made great strides in efficiency and productivity. Even with these improvements, when participants brought in their personal identification information, the Eligibility Worker still had to make a photocopy. The photocopy would be kept until the initial processing of the case was completed and submitted to the EDMS unit for scanning. A solution had to be created that would meet the business needs of the workflow and eliminate the need for photocopies. The process of photocopying is not economical or efficient. Hard copy documents could also be misplaced, lost, or accidentally destroyed.

Solution:

The solution to this dilemma was POSS. If a participant brings in an original document, such as a birth certificate, marriage license, bank statement, rental agreement, or any document the participant needs to have returned to him/her, the worker can go to any POSS station and scan the document immediately. The worker is able to check the quality of the scan for clarity. If the worker is satisfied that they can clearly see all the pertinent information, he/she can submit the scan into the system and return the documents to the participant. There is no need for photocopies.

The electronic images are categorized and stored in the participant’s case file that resides in the repository. When the worker needs to view the document, they may retrieve the images using the Department’s case management system, LEADER or LRS. Now the worker has both the images and the case information right at their fingertips. The worker can begin to process or document as the situation may warrant.

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Benefits:

Having the documents scanned at the point of entry eliminates photocopying and introduces efficiency into business and workflow processes. The worker can access the images and case documentation from any DPSS workstation. The worker is no longer required to retain the photocopies until the completed case is sent to the EDMS unit for scanning. There are no concerns of document loss or misplacement since the chain of custody is direct from the participant to the worker to the repository. This also reduces the need for the worker to request the participant to produce the originals again because of poor copy or scan quality.

The program has been successfully implemented at 36 district and branch offices. DPSS staff are able to immediately scan participants' original documents in lobbies and interview booths, thereby eliminating the wait time for the participant.

The project has provided the following benefits:

- Reduced costs for copier, paper, and supplies;
- Faster access to case information;
- Improved control over documents and document-oriented processes;
- Streamlined time-consuming Department business processes;
- Improved tracking and monitoring, with the ability to identify bottlenecks and modify the process to improve efficiency;
- Eliminated need for participants to send in copies of documents; and
- Reduced return visits by participants to bring in documents to the district office a second time.

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LINKAGE TO THE COUNTY STRATEGIC PLAN (DETAIL IS REQUIRED FOR COUNTY DEPARTMENTS): Use Arial 12 point font

This project is affiliated with the first part of the County's Strategic Plan Goal 1: Operational Effectiveness/Fiscal Sustainability. Maximize the effectiveness of processes, structure, operations, and strong fiscal management to support timely delivery of customer-oriented and efficient public services.

Strategic Initiative 4: Innovative Technology Application. Deploy shared computing platform, tools and services for electronic forms and workflow.

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COST AVOIDANCE, COST SAVINGS, AND REVENUE GENERATED (ESTIMATED BENEFITS TO THE COUNTY): If you are claiming cost benefits, include a calculation on this page. You must include an explanation of the County cost savings, cost avoidance or new revenue that matches the numbers in the box. Remember to keep your supporting documentation. Use Arial 12 point font

Cost Avoidance: Costs that are eliminated or not incurred as a result of program outcomes.

Cost Savings: A reduction or lessening of expenditures as a result of program outcomes.

Revenue: Increases in existing revenue streams or new revenue sources to the County as a result of program outcomes.

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The estimated cost avoidance with POSS is \$28.2M. This figure has been derived from several savings categories including labor costs, copy supply costs, on-site storage costs, off-site storage costs, and document distribution cost (i.e. shipping of paper cases from one location to another).

While all of the costs are contributors to this cost avoidance, the greatest savings, 79% or \$22.3M, result from labor efficiencies. The time saved by employees, approximately 19% of their workday, based on an 8 hour work shift, will no longer be tied to paper case management. The dollar sum was extrapolated from an average of employee salary and benefits.

The annual copy supply costs (paper, toner, and ink) are estimated at \$1.7M for the 36 district offices.

On-site storage costs, which include floor space and filing supplies, equal approximately \$1.4M annually. With an additional bonus of a reduction of 80 file cabinets per district office.

Costs for off-site storage through a contract with an outside vendor, File Keepers Incorporated, which includes shipping, storage, and retrieval of cases are estimated at \$2.8M annually.

Lastly, costs for document distribution, which include County messenger services and use of fax equipment and supplies to send case information as required for inter-departmental transfers, audit, and inquiries were estimated at \$473K annually.