Mapping Business Processes for Washington State's Interagency Veteran Programs

Project Deliverables:

Process Assessment and Recommendations

Washington State

Department of Veterans Affairs

Submitted by:
Daniel J. Drislane
President
Frontier Strategies, Inc.
1106 West Park St. - Suite 444, Livingston, MT 59047
frontier-strategies.com
248-207-9020

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TABLE OF CONTENTS

ABOUT THIS DOCUMENT 5
Naming of Author 5
References within this Document 5
Appendices 5
Audience 5
Acknowledgement 5
Corrections 7
Revision History 7
Related Documents 7
1. INTRODUCTION 9
1.1. Document Provenance 9
1.2. Purpose 9
2. OVERVIEW OF ANALYSIS APPROACH 10
2.1. Introduction 10
2.1.1. Scope of Modeling 10
2.1.2. General Approach 11
3. STAKEHOLDER INTERVIEWS 12
3.1. Interview Sessions 12
3.2. Interview Results 14
4. PROCESSES DEFINED 16
5. CURRENT STATE BUSINESS PROCESS RECOMMENDATIONS 29
5.1. Observing Constraints 29
5.2. Recommendations 29
5.2.1. Recommendation 8: Make Common the Screening (Pre-Eligibility), Eligibility and Application Intake Portion of Business Processes 30
5.2.2. Recommendation 9: Common Accounting Reporting among HVRP and VIP 32
5.2.3. Recommendation 10: Seek Common Ground among IVP and IVRS 33
6. FUTURE STATE BUSINESS PROCESS RECOMMENDATIONS 35

APPENDIX A. INTERVIEW TICKLER 36
APPENDIX B. PAIN POINTS IDENTIFIED DURING INTERVIEWS AND TO-BE) 38
APPENDIX C. PROGRAM LIFECYCLE STATE MODEL 41
APPENDIX D. HVRP AND VIP PROCESS PAYMENT BUSINESS PROCESSES 43
APPENDIX E. INCARCERATED VETERAN BUSINESS PROCESESSES 46

TABLE OF FIGURES

No table of figures entries found.

TABLE OF TABLES

Table 1: June 2015 Interview Session Make-Up 12
Table 2: Current State (As-Is) Business Processes for Veterans Services and Behavioral Health Services 17

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About This Document

Naming of Author

As we've done in many documents, for brevity we'll refer to our company, Frontier Strategies, Inc., as "Frontier" and will refer to ourselves in the first rather than the third person (i.e. "we").

References within this Document

We have strived to minimize the cross-references within this document so readers won't have to forward- and back-reference content, which can be cumbersome.

Appendices

We have made extensive use of appendices, some of which are required information for the deliverable, while others simply augment the findings and recommendations within. All others are optional.

Audience

The primary audience for this report and recommendations are the Washington State Department of Veterans Affairs (WDVA) management team stakeholders for the *Mapping Business Processes for Washington State's Interagency Veteran Programs* project (herein "project").

The secondary audience are both DSHS and HCA management, staff and other entities having an interest in the topics presented in this document and who may have an interest resulting from this project's tie-in and funding via the CAHBI Interlocal Agreement and the SAMHSA grant which has partially funded this project.

Any tertiary audience is at the careful discretion of these stakeholders.

Acknowledgement

Many people contributed their knowledge, wisdom and advice in the development of this document, its findings and recommendations. It would be far less substantial, and credible, without their help and, in many cases, the documents they maintain or produce.

- Anthony Aguirre – WDVA
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- Nate Hoppe – WDVA
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- Darcy Hutchinson – WDVA
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- Joel Kappler – WDVA
- Jason LaCarney – WDVA
- Donald Lachman – WDVA
- Malcolm Leach – WDVA
- Barb Logan – WDVA
- Rafael Lozano – WDVA
- Barbara Lucenko – DSHS
- Christina Magdaleno – WDVA
- Dean Motoyama – WDVA
- Ryan Nabors – WDVA
- Cat Nichols – WDVA
- Kathy Nylen – WDVA
- Frank O'Donnell – WDVA
- Tobias Perry – WDVA
- Caesar Plasencia – WDVA
- Lynda Reese – WDVA
- Melissa Rhault – WDVA
- Melissa Rhea – WestCare

- Edgar Rivera – WestCare
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- Ryan Smith – WDVA
- Joseph Soel – WDVA
- Kay Spitzenberg – WDVA
- Holly Stenglein – WDVA
- John Stevens – WDVA
- Ray Switzer – WDVA
- Andrea Talmadge – WDVA
- Matt West – WDVA
- Kevin Wharton – WDVA
- Jessica Wilson – WDVA
- Vince Woods – WDVA

We regret if we've omitted anyone.

Corrections

All errors, omissions or clarifications should be directed to the author and/or Steve Gill, WDVA, at steveg@dva.wa.gov, or 360-725-2235.

Revision History

Version	Date	Author	Summary of Changes	Notes
1	9/15/2015	D. Drislane	Original	

Related Documents

The following documents are listed as reference material and are not germane to this document. For access to these documents, please contact the author (email ddrislane@frontier-strategies.com), or please contact Steve Gill, WDVA, at steveg@dva.wa.gov, or 360-725-2235.

No.	Document File Name	Version	Date	Description
1	305E-14-127_Contr_DSHS Data Sharing - New for Dec 2014.PDF	N/A	12/9/2014	Interagency data sharing agreement between WDVA and DSHS.
2	WDVA DVA-HCA DVA-DSHS Data Exchange Report v5.PDF	5	8/26/2015	Report detailing the data exchange or delivery between two sets of parties: WDVA and DSHS; and WDVA and HCA.
3	WDVA_REQS_PACKAGE_V9.xlsx	9	9/3/2015	Comprehensive project requirements package. It is an Excel workbook. It contains the authoritative Internal Data Dictionary presented in this report as well as the complete Entity Data listings that make up the Crosswalk portion of this report. Readers of this report are encouraged to use this workbook to see the bigger picture of the data and use Excel features such as filtering to drill down on specific organizationally owned as-is data.
4	WDVA Federal Authoritative Data Report v2.PDF	2	8/24/2015	Report cataloging all data owned and sourced by federal authorities utilized in the business operations of WDVA.
5	WDVA Veteran Homeless Programs Assessment and Recommendations v1.docx	1	8/31/2015	Report cataloging the 80 current state (as-is) business processes that comprise the current state of both Veteran Services and BHS business operations at WDVA.
6	WDVA Data Infrastructure and Crosswalk Report v1.docx	1	8/31/2015	Report cataloging the as-is and to-be: data dictionaries and data crosswalk, including business entities models.
7	Business Process Management Requirements v1.docx	1	9/15/2015	Detailed description of the business and technical requirements for a future Enterprise Client Management System (ECMS) solution.
8	Implementation Recommendations and Plan v1.docx	1	9/15/2015	Detailed implementation recommendations for a successful phased deployment and rollout of a future ECMS solution.
9	(Reserved for future use.)			
10	(Reserved for future use.)			
11	(Reserved for future use.)			
12	(Reserved for future use.)			
13	(Reserved for future use.)			
14	(Reserved for future use.)			
15	(Reserved for future use.)			

1. INTRODUCTION

1.1. Document Provenance

This document represents a formal deliverable of the *Mapping Business Processes for Washington State's Interagency Veteran Programs* project. It is one of nine total project deliverables:

- Detailed Work Plan and Schedule
- DVA-HCA DVA-DSHS Data Exchange Report
- Federal Authoritative Data Report
- Veteran Homeless Programs Assessment and Recommendations
- Data Infrastructure Report (this document)
- Crosswalk Report (this document)
- **Process Assessment and Recommendations (this document)**
- Business Process Management Requirements
- Implementation Recommendations and Plan

1.2. Purpose

The purpose of this document is as follows:

- To summarize the current (as-is) state of business processes that are executed to support current business operations in WDVA's Veterans Services and Behavioral Health Services organizations;
- To catalog the participants of the 22 interview and process capture sessions.
- To present the results of those interview and business process capture sessions.
- To make recommendations on improving the current state (as-is) business processes in preparation to support future Veteran Services and Behavioral Health Services business operations (per business requirements) when deploying a to-be-purchased Enterprise Client Management System (ECMS).

2. OVERVIEW OF ANALYSIS APPROACH

2.1. Introduction

The next two sections, 2.1.1 and 2.1.2, originally appeared in Related Document 5 on page 8, *WDVA Veteran Homeless Programs Assessment and Recommendations v1.docx*. Since they are brief sections, they are reused here as part of the discussion on our approach.

2.1.1. Scope of Modeling

One contractual obligation of this project was to, among 8 other tasks, document the business processes (called *maps* in the RFP) of the following programs operating within the WDVA's Veterans Services (VS) and Behavioral Health Services (BHS) organizations:

- Behavioral Health Services (PTSD, Military War Trauma, and others)
- CABHI/BRIDGES
- Claims Quality Assurance
- Clark County Incarcerated Veterans Reintegration Services (IVRS)
- Homeless Veterans Reintegration Project (HVRP)
- King County Homeless and Incarcerated Services
- Military Transition Council (MTC)
- Rural Veterans Coordination Pilot (RVCP)
- Service Center
- Statewide Incarcerated Veterans Program (IVP)
- Thurston County IVRS
- Traumatic Brain Injury (TBI)
- Transitional Housing Services Program (THSP, Building 9)
- Transitional Warrior Program (TWP)
- Vet Corps
- Veterans Conservation Corps (VCC)
- Veterans Estate Management Program (VEMP)
- Veterans Innovations Program (VIP)

Additionally, other operational areas were documented:

- DD214 Database
- DSHS Enhancement Data Sharing
- Health Care Authority Data Sharing

2.1.2. General Approach

Current state (as-is) business processes were elicited over the span of three weeks in June 2015. All fifteen program teams were convened—most of them separately—for 120- to 180-minute interview and capture sessions. The processes were then modeled using MS Visio 2013 Professional using the BPMN[1] v2.0 template[2]. All processes were incrementally submitted for review and correction/enhancement by those same teams during June and July, 2015. By July 31, 2015, all 80 processes were completed and approved by stakeholders.

Among the many documents that were used as sources for understanding how each program operates, there were a number of documents generated by another State contractor, Operation Military Family (OMF), who in 2013 conducted phone interviews with many of the same stakeholders we met with face-to-face. OMF's work proved to be of reasonable value to us in that they summarized how each program worked from a high level viewpoint. They performed some rudimentary mapping of processes, but the processes were quite high level, often incomplete and not at a sufficient level of detail to discover how process actors coordinate with each other, use documents and generate *business work*.[3]

The bulk of the process capture and modeling source information was directly from the interview and capture sessions. Other sources for ensuring the processes were accurate were through the review of many documents and notes, including:

- Intake Forms
- Applications
- Follow-Up Notes and Outcomes
- Program Reports
- Other documents

[1] BPMN = Business Process Modeling Notation. For more information, see: http://www.bpmn.org/

[2] For more information on using the BPMN template in MS Visio 2013 Professional, see: https://products.office.com/en-us/visio/visio-professional-2013-business-and-diagram-software

[3] Business work is the fundamental "currency," or business value, of business processes. If business work is not generated in a process, one should question why the process is being executed.

3. STAKEHOLDER INTERVIEWS

3.1. Interview Sessions

As stated above in Section 2.1.2, the focus of the June interview sessions was primarily that of understanding how each program ran its business, to make a high-level listing of the business processes (known as a *process survey*), and then to begin capturing the processes (otherwise known as *process mapping*) on either a white board or flip chart paper. These were then formalized in Visio as described in Section 2.1.2 above.

Table 1 lists the interview sessions and participants.

Table 1: June 2015 Interview Session Make-Up

No.	Program / Topic	Date	Time[4]	Participants[5] (Interviewees)[6]
1	BHS PTSD, MFC[7]	June 9, 2015	9:00 AM – 12:00 PM 2:30 PM – 3:30 PM	• Hanson. Dorothy • Rhault, Melissa • Wilson, Jessica
2	• RVCP[8] • Clark County IVP[9] • Statewide IVP	June 10, 2015	9:00 AM – 12:00 PM	• Alves, Jason • Bales, Brian (RVCP) • La Carney, Jason (Clark) • Nabors, Ryan (RVCP) • Lachman, Donald (RVCP) • Woods, Vince (Statewide)
3	DD214 Handling and SQL/Access Demonstration	June 10, 2015	1:00 PM – 3:00 PM	• Butcher, Rick • Cain, Dale • Kappler, Joel • Lozano, Rafael
4	HVRP Management and Reporting Overview	June 10, 2015	3:30 PM – 4:30 PM	• Nichols, Cat • Stevens, John
5	VIP[10]	June 11, 2015	10:00 AM – 12:00 PM	• Johnson, Kristan
6	HVRP	June 11, 2015	1:00 PM – 4:30 PM	• Hoppe, Nate • Hutchinson, Darcy • Stenglein, Holly

[4] All times in Pacific Daylight Time (PDT).

[5] Other participants in these meetings included project executive liaisons Frank O'Donnell and Steve Gill.

[6] Names in italics were invited but were unable to attend.

[7] PTSD = Post-Traumatic Stress Disorder; MFC = Military Family Counseling

[8] RVCP = WestCare Rural Veterans Coordination Pilot

[9] IVP = Incarcerated Veterans Program

[10] VIP = Veterans Innovations Program

No.	Program / Topic	Date	Time[4]	Participants[5] (Interviewees)[6]
7	Olympia Service Center Session #1	June 12, 2015	9:00 AM – 12:00 PM	• *Bailey, Venus* • *Campbell, Eva* • Kappler, Joel • Lozano, Rafael • Miles, Heather • Soel, Joe • Wharton, Kevin
8	• King County (KC) Call Center • KC Service Center • KC IVRS[11]	June 15, 2015	9:00 AM – 3:00 PM	• *Aguirre, Anthony* • Brown, Dennis • Doering, Kim • Hayes-Martinez, Valinda • Huling, Alexa • Magdaleno, Christina • *Marks, Colin* • Nylen, Kathy • Sakay, Robert • Spitzenberg, Kay
9	DSHS DD214 Data Exchange	June 16, 2015	9:00 AM – 11:00 AM	• Boutelier, Becky (DSHS)
10	Digits-to-Digits and Other Topics	June 16, 2015	11:00 AM – 12:00 PM	• Gill, Steve
12	Olympia Service Center Session #2	June 10, 2015	12:30 PM – 2:00 PM	• Bailey, Venus
12	• VCC[12] • TBI[13] • Vet Corps	June 17, 2015	9:00 AM – 12:00 PM 1:00 PM – 3:00 PM	• Alves, Jason (Vet Corps) • Bloom, Scott (TBI) • Grisham, Jeremy (VCC) • Hanson, Dorothy • Rhault, Melissa (Vet Corps) • West, Matt (VCC)
13	Washington State MTC[14]	June 18, 2015	8:15 AM – 9:15 AM	• O'Donnell, Frank
14	WDVA / HCA Data Sharing	June 18, 2015	10:00 AM – 12:30 PM	• Allman, Bill (HCA) • *Campbell, Eva* • Dahlin, Tim (HCA) • Lozano, Rafael • Wharton, Kevin
15	Thurston County IVRS	June 18, 2015	1:00 PM – 3:00 PM	• Stevens, John
16	Digits-to-Digits, Security	June 18, 2015	3:00 PM – 5:00 PM	• Gill, Steve • Lozano, Rafael • Smith, Ryan

[11] IVRS = Incarcerated Veterans Reintegration Services

[12] VCC = Veterans Conservation Corps

[13] TBI = Traumatic Brain Injury

[14] MTC = Military Transition Council

No.	Program / Topic	Date	Time[4]	Participants[5] (Interviewees)[6]
17	Claims Quality Assurance	June 19, 2015	9:00 AM – 12:00 PM	• Gill, Steve • Plasencia, Caesar
18	DSHS Integrated Client Database	June 19, 2015	1:00 PM – 3:00 PM	• Lucenko, Barb (DSHS)
19	THSP[15] (Building 9)	June 22, 2015	9:00 AM – 3:00 PM	• Behrens, Jay • Cook, Carrie • Freemon, Chris • Herrera, Juan • Reese, Lynda • Spitzer, Ray • Talmadge, Andrea
20	VEMP[16]	June 24, 2015	9:00 AM – 12:00 PM	• Motoyama, Dean • Perry, Tobias • *Thompson, Valerie*
21	TWP[17]	June 24, 2015	1:00 PM – 3:00 PM	• Leach, Malcolm

3.2. Interview Results

Having conducted almost 100 business process elicitation and capture session in the last 8 years, we were encouraged—and in many cases, surprised—at the preparedness of the teams when they sat down for the sessions. Many teams and individuals took to heart our pre-session interview tickler, contained in Appendix A on page 36, which helped them prepare for the sessions. And even when individuals or teams didn't formally prepare for the process capture work, they were so in tune with their jobs that teasing out process detail was fairly easy to accomplish.

During the course of the sessions, we probed frequently for *pain points* and *business requirements* for the new system. Pain Points are the types of things that keep one up at night, or at the least, make work cumbersome or frustrating. Teams were generally at the ready to deliver on the Pain Points that affect their work. Forty-seven Pain Points were recorded over the span of 21 meetings, and many of these were duplicates expressed from the various teams. The single-most popular Pain Point was (variously): "I can't know what the client has been using in terms of services or benefits." The second-most popular was: "I can't access notes on a Client that another VBS has made."

After de-duplication, 20 Pain Points remained and these are contained in Appendix B on page 38.

Teams were also asked to identify business requirements for the future ECMS solution that are contained in Related Document 7, *Business Process Management Requirements v1.docx*, on page 8. Altogether, the teams identified 52 business requirements, which after de-

[15] THSP = Transitional Housing Services Program

[16] VEMP = Veterans Estate Management Program

[17] TWP = Transitioning Warrior Program

duplication, amounted to 28 unique business requirements. In our experience working in past engagements of similar scope and complexity, it's not unusual to elicit from stakeholders well over 100 business requirements, and sometime close to 200 requirements.

However, WDVA is rather unique in the sense that there is no legacy client- or case-management system from which to derive lessons learned (including pain points and user frustrations) and to serve as a font of new business requirements. Behavioral Health Services and Veterans Services' business processes are largely manual in nature with modest support from two rather limited software tools: MS Word and MS Excel. Because of this, it's entirely understood and acceptable that the teams were limited in their perspective and in identifying the spectrum of business needs for a future ECMS. One can hardly know what to ask for if the tools in use today are a far cry from what may be useful tomorrow.

Note: As the reader will discover in Related Document 7, we have significantly increased the number of business and technical requirements beyond what was derived from stakeholder interviews.

4. PROCESSES DEFINED

Another document deliverable for this project is listed as Related Document 5 on page 8: *WDVA Veteran Homeless Programs Assessment and Recommendations v1.docx*. This deliverable documents in detail each of the 80 as-is business processes captured and modeled for this project. We will not repeat that content here and instead advise readers to consult Related Document 5 to understand the breadth and detail of the business process effort. We will, however, summarize the as-is processes here. Please see Table 2 beginning on the next page.

Table 2: Current State (As-Is) Business Processes for Veterans Services and Behavioral Health Services

ID	Process Name	Description	Owner	Program Owner	Process Owner	Status	Version	Last Mod. Date
P1	Process Provider Billing	Contract therapists billing process.	Behavioral Health Services	PTSD	Hanson, Dorothy	Approved	2	6/16/15
P2	Process Intake Form and OQ45	Providers submit client intake forms as wells as Outcome Questionnaires (each 6 months). This process reviews them for accuracy and completeness and logs each for later reporting.	Behavioral Health Services	PTSD	Hanson, Dorothy	Approved	2	6/16/15
P3	Contract with Provider	Documents the sequence of tasks that must be performed in order to contract with a PTSD provider.	Behavioral Health Services	PTSD	Hanson, Dorothy	Approved	2	6/16/15
P4	Develop New King County Program	When King County had available funds, a new program (i.e. called an *exhibit*) is proposed and negotiated between the County and WDVA Behavioral Health Services. This process sees the contract to completion.	Behavioral Health Services	PTSD	Hanson, Dorothy	Approved	1	6/9/15
P5	Generate King County Services Report	Documents the sequence of tasks that must be performed in order generate five quarterly services reports for King County. Reports include the following: Military Sexual Trauma; Trauma Training; Levy; Revised Code of Washington (RCW); and Military Family.	Behavioral Health Services	N/A	Hanson, Dorothy	Approved	2	6/30/15
P6	Generate King County Client Profile Report	Documents the sequence of tasks that must be performed in order generate three quarterly Client Profile reports for King County. Reports include the following: Levy; Revised Code of Washington (RCW); and Military Family.	Behavioral Health Services	N/A	Hanson, Dorothy	Approved	2	6/30/15

ID	Process Name	Description	Owner	Program Owner	Process Owner	Status	Version	Last Mod. Date
P7	Generate King County Outcomes Report	Documents the sequence of tasks that must be performed in order generate three semi-annual Outcomes reports for King County. Reports include the following: Levy; Revised Code of Washington (RCW); and Military Family.	Behavioral Health Services	N/A	Hanson, Dorothy	Approved	2	6/30/15
P8	Process VIP Application	Eligibility and enrollment into the Veterans Innovations Program (VIP).	Financial, Transaction and Homeless Reintegration Services	VIP	Johnson, Kristan	Approved	3	6/19/15
P9	Provide Service Member Guidance	Provides guidance and advice to current active-duty service members that will be transitioning into civilian life within the next 6 months.	Financial, Transaction and Homeless Reintegration Services	VIP	Johnson, Kristan	Approved	2	7/13/15
P10	Follow-Up with VIP Client	A Sub-Process that follow-up with clients enrolled in the VIP to see if they're still being successful and what additional needs they have.	Financial, Transaction and Homeless Reintegration Services	VIP	Johnson, Kristan	Approved	2	6/16/15
P11	IVRS Clark County	Documents the sequence of tasks that must be performed in order to support incarcerated (and recently released) veterans living in Clark County.	Veteran Services	IVRS	La Carney, Jason	Proposed	2	6/19/15
P12	IVRS Thurston County	Documents the sequence of tasks that must be performed in order to support incarcerated (and recently released) veterans living in Thurston County.	Veteran Services	IVRS	Stevens, John	Approved	2	6/19/15
P13	WDVA IVP	Documents the sequence of tasks that must be performed in order to support incarcerated (and recently released) veterans statewide and having served sentences in a Washington State corrections facility.	Behavioral Health Services	IVP	Woods, Vincent	Approved	1	6/10/15

ID	Process Name	Description	Owner	Program Owner	Process Owner	Status	Version	Last Mod. Date
P14	Administer Homeless Veterans Reintegration Project	Eligibility and enrollment into the Homeless Veterans Reintegration Project (HVRP).	Financial, Transaction and Homeless Reintegration Services	HVRP	Hoppe, Nathan	Approved	2	6/19/15
P15	Process VIP Program Payment Sub-Process	Sub-process that tracks and processes various forms of payment and provisions tied to client support requests for the VIP.	Financial, Transaction and Homeless Reintegration Services	VIP	Johnson, Kristan	Approved	2	6/16/15
P16	Process HVRP Program Payment Sub-Process	Sub-process that tracks and processes various forms of payment and provisions tied to client support requests for the HVRP.	Financial, Transaction and Homeless Reintegration Services	HVRP	Hoppe, Nathan	Approved	3	6/24/15
P17	Validate Employment	Sub-Process that checks if HVRP client is employed.	Financial, Transaction and Homeless Reintegration Services	HVRP	Hoppe, Nathan	Approved	1	6/9/15
P18	Validate Payment Request	Sub-Process that checks if HVRP client request for support is valid and has complete supporting documentation.	Financial, Transaction and Homeless Reintegration Services	HVRP	Hoppe, Nathan	Approved	1	6/9/15
P19	Intake and Triage	Documents the sequence of tasks that must be performed in order to accommodate a walk-in, email or phone call coming into the Olympia and Retsil Service Centers.	Service Center	N/A	Lozano, Rafael	Approved	2	6/19/15
P20	Complete Application	Sub-process that is used by any calling process (from any WDVA program) when an application must be completed and validated.	Service Center	N/A	Lozano, Rafael	Approved	2	6/16/15
P21	Assist Client with Claim(s)	Documents the sequence of tasks that must be performed in order to accommodate a walk-in, email or phone call coming into the Olympia and Retsil Service	Service Center	N/A	Bailey, Venus	Approved	2	6/19/15

ID	Process Name	Description	Owner	Program Owner	Process Owner	Status	Version	Last Mod. Date
		Centers that has a claim service request.						
P22	Manage DSHS Community Service Office (CSO) Client Referral	Documents the sequence of tasks that must be performed in order to accommodate a referral from the Washington Department of Social and Health Services (DSHS) Community Service Office (CSO) into the Olympia and Retsil Service Centers.	Service Center	N/A	Bailey, Venus	Approved	3	6/23/15
P23	Manage Department of Licensing (DOL) Client Referral	Documents the sequence of tasks that must be performed in order to accommodate a walk-in, email or phone call coming into the Olympia and Retsil Service Centers requesting a 100% Disabled Veterans License Plate.	Service Center	N/A	Bailey, Venus	Approved	2	6/19/15
P24	Handle Parks and Recreation Pass Request	Documents the sequence of tasks that must be performed in order to accommodate a walk-in, email or phone call coming into the Olympia and Retsil Service Centers requesting a Veteran's Parks and Recreation Pass.	Service Center	N/A	Bailey, Venus	Approved	2	6/19/15
P25	Handle Hunting and Fishing License Request	Documents the sequence of tasks that must be performed in order to accommodate a walk-in, email or phone call coming into the Olympia and Retsil Service Centers requesting a Veteran's reduced fee Hunting and/or Fishing License.	Service Center	N/A	Bailey, Venus	Approved	2	6/19/15

ID	Process Name	Description	Owner	Program Owner	Process Owner	Status	Version	Last Mod. Date
P26	Analyze and Process HCA-Identified Veteran Claims	Documents the sequence of tasks that must be performed in order to research and identify veterans accessing services from Washing Health Care Authority (HCA) that may be eligible for veteran's benefits.	Service Center	N/A	Wharton, Kevin	Approved	2	7/6/15
P27	King County Call Center Operation	Documents the sequence of tasks that must be performed in order to accommodate a walk-in, email or phone call coming into the King County Call Center requesting service.	King County Homeless and Incarcerated Services	N/A	Spitzenberg, Kay	Approved	1	6/16/15
P28	King County Veterans Housing Options Group (VHOG)	Documents the sequence of tasks that must be performed in order to accommodate and refer walk-ins to the King County VHOG meetings.	King County Homeless and Incarcerated Services	N/A	Magdaleno, Christina	Approved	1	6/16/15
P29	King County Process Walk-In	Documents the sequence of tasks that must be performed in order to accommodate a walk-in coming into the King County Service Center requesting service.	King County Homeless and Incarcerated Services	N/A	Magdaleno, Christina	Approved	1	6/16/15
P30	King County Process IVP	Documents the sequence of tasks that must be performed in order to accommodate and serve an inreach (i.e. in jail) referral for the King County Incarcerated Veterans Reintegration Services.	King County Homeless and Incarcerated Services	N/A	Hayes-Martinez, Valinda	Approved	1	6/16/15
P31	WS Military Transition Council (MTC) Meeting Synchronization	Documents the sequence of coordinated activities managed and directed by the WDVA MTC coordinator.	WDVA	WA MTC	Forbes, Mary	Approved	1	6/16/15
P32	Intake Client of Rural Veterans Coordination Pilot	Initial contact with client (veteran, spouse, family member).	Financial, Transaction and Homeless Reintegration Services	RVCP	Nabors, Ryan	Proposed	2	7/4/15

ID	Process Name	Description	Owner	Program Owner	Process Owner	Status	Version	Last Mod. Date
P33	Perform RVCP Case Management	Case management of client over span of the pilot program.	Financial, Transaction and Homeless Reintegration Services	RVCP	Nabors, Ryan	Proposed	3	7/21/15
P34	Screen and Assess Client Enrolled in Rural Veterans Coordination Pilot	On scheduled intervals over 12 months, conduct Screening and Self-Sufficiency Assessment with client.	Financial, Transaction and Homeless Reintegration Services	RVCP	Nabors, Ryan	Proposed	2	7/22/15
P35	Generate Quarterly Report for Rural Veterans Coordination Pilot	Generation of the quarterly reports and updated access database that is sent to the US Dept. of Veterans Affairs Office of Rural Health.	Financial, Transaction and Homeless Reintegration Services	RVCP	Nabors, Ryan	Proposed	3	7/22/15
P36	Claims Performance Review	Documents the sequence of coordinated tasks that validates and verifies service and quality reports coming from Coalition Members that are rolled up into two monthly reports.	Veteran Services	Claims Quality Assurance	Plasencia, Caesar	Approved	1	6/19/15
P37	Produce Claims Quality Assurance Quarterly Report	Documents the sequence of tasks and quality checks that are needed to produce the quarterly claim quality director's report.	Veteran Services	Claims Quality Assurance	Plasencia, Caesar	Approved	1	6/19/15
P38	Process Legislative/Governor's /Congressional Claim Inquiry	Documents the sequence of coordinated tasks that handles in a timely manner inquiries coming from the Governor's Office, legislators and/or Washington State members of congress.	Veteran Services	Claims Quality Assurance	Plasencia, Caesar	Approved	1	6/19/15
P39	Collaborate with Partners	Documents the sequence of coordinated tasks to identify potential VCC collaborators, partner with them, then plan and execute an event.	WDVA	Veterans Conservation Corps	Grisham, Jeremy	Approved	1	6/17/15
P40	Planning Projects with Duwamish River Cleanup Coalition	Documents the sequence of coordinated tasks to identify potential project sites along the Duwamish River and its	WDVA	Veterans Conservation Corps	Grisham, Jeremy	Approved	1	6/17/15

ID	Process Name	Description	Owner	Program Owner	Process Owner	Status	Version	Last Mod. Date
		tributaries, then plan, fundraise and run the event.						
P41	Site Management and Stewardship	Documents the sequence of tasks that must be performed in order to maintain project work sites for the VCC program.	WDVA	Veterans Conservation Corps	Grisham, Jeremy	Approved	1	6/17/15
P42	Develop Peer Support	Documents the sequence of tasks that must be performed in order to identify therapeutic needs, then recruit and train VCC peers to fulfill those needs.	WDVA	Veterans Conservation Corps	Grisham, Jeremy	Approved	1	6/17/15
P43	Coordinate with Partners	Documents the sequence of coordinated tasks to identify potential VCC partners to plan and execute a calendar of events for the year.	WDVA	Veterans Conservation Corps	West, Matthew	Approved	2	6/30/15
P44	Manage Interns	Documents the sequence of coordinated tasks to recruit AmeriCorps interns to participate in the VCC program.	WDVA	Veterans Conservation Corps	West, Matthew	Approved	1	6/17/15
P45	Enroll Intern	Sub-Process that documents the tasks required to evaluate and hire an AmeriCorps intern.	WDVA	Veterans Conservation Corps	West, Matthew	Approved	1	6/17/15
P46	Run Volunteer Meeting/Community Engagement	Documents the sequence of coordinated tasks to identify potential VCC volunteers (individuals) to plan and execute a calendar of events for the year.	WDVA	Veterans Conservation Corps	West, Matthew	Approved	2	6/30/15
P47	Run Training Event	Documents the sequence of coordinated tasks to recruit training instructors and plan and execute the training event.	WDVA	Veterans Conservation Corps	West, Matthew	Approved	1	6/17/15
P48	Traumatic Brain Injury (TBI) Case Management	Documents the sequence of coordinated tasks to evaluate and qualify a client for TBI treatment and benefits.	WDVA	TBI	Bloom, Scott	Approved	1	6/17/15

ID	Process Name	Description	Owner	Program Owner	Process Owner	Status	Version	Last Mod. Date
P49	Conduct Traumatic Brain Injury (TBI) Awareness Training	Documents the sequence of tasks to plan and deliver TBI training.	WDVA	TBI	Bloom, Scott	Approved	1	6/17/15
P50	Recruit Traumatic Brain Injury (TBI) Contractors	Documents the sequence of coordinated tasks to recruit and evaluate TBI therapists/providers, then vet and execute a contract as needed.	WDVA	TBI	Bloom, Scott	Approved	1	6/17/15
P51	Contract with TBI Provider	Sub-Process to plan and execute a contract with a TBI Provider.	WDVA	TBI	Bloom, Scott	Approved	1	6/17/15
P52	Research TBI Funding Opportunities	Documents the sequence of tasks to identify potential TBI-related grants, apply for the grant, and take action based on the grantor's decision.	WDVA	TBI	Bloom, Scott	Approved	1	6/17/15
P53	Manage Vet Corps Grants	Documents the sequence of tasks to identify potential Vet Corps-related grants, apply for the grant, and take action based on the grantor's decision.	WDVA	Vet Corps	Alves, Jason	Approved	1	6/17/15
P54	Contract with Vet Corps Grantor	Sub-Process to plan and execute a contract with a Vet Corps grantor.	WDVA	Vet Corps	Alves, Jason	Approved	2	7/6/15
P55	Recruit Vet Corps Member	Documents the sequence of coordinated tasks to recruit AmeriCorps interns to participate in the Vet Corps program as members attached to a Vet Corps site.	WDVA	Vet Corps	Alves, Jason	Approved	3	7/7/15
P56	Enroll Vet Corps Member	Sub-Process that documents the tasks required to evaluate and hire an AmeriCorps intern for the Vet Corps program.	WDVA	Vet Corps	Alves, Jason	Approved	1	6/17/15
P57	Manage Vet Corps Member	Documents the sequence of coordinated tasks to manage over the program period (10 months) AmeriCorps interns participating	WDVA	Vet Corps	Alves, Jason	Approved	2	7/6/15

ID	Process Name	Description	Owner	Program Owner	Process Owner	Status	Version	Last Mod. Date
		as members in the Vet Corps program.						
P58	Monitor Vet Corps Member Progress and Performance	Sub-Process that at regular intervals monitors the progress and performance of a Vet Corps member.	WDVA	Vet Corps	Alves, Jason	Approved	3	7/7/15
P59	Recruit Vet Corps Site(s)	Documents the sequence of tasks to identify potential Vet Corps sites, then evaluate and contract with the selected sites.	WDVA	Vet Corps	Alves, Jason	Approved	1	6/17/15
P60	Contract with Vet Corps Site Sub-Process	Sub-Process to plan and execute a contract with a Vet Corps site.	WDVA	Vet Corps	Alves, Jason	Approved	1	6/17/15
P61	Screen Client	Documents the sequence of coordinated tasks to screen referred clients into the Building 9 Transitional Housing Services Program (THP)	Transitional Housing Services Program	N/A	Behrens, Jay	Approved	2	8/4/15
P62	Admit Client to Building 9	Once approved for THP, documents the sequence of coordinated tasks to admit referred clients into the Building 9 THP.	Transitional Housing Services Program	N/A	Freemon, Christine	Approved	1	6/22/15
P63	Perform Client Intake	Once admitted into the THP, documents the sequence of coordinated tasks to perform the intake process for the client.	Transitional Housing Services Program	N/A	Behrens, Jay	Approved	1	6/22/15
P64	Perform Client Follow-Up and Close Out	When exiting the THP, documents the sequence of coordinated tasks to perform follow-up (if requested) and close out of the client's record.	Transitional Housing Services Program	N/A	Behrens, Jay	Approved	1	6/22/15
P65	Screen Client for CABHI/BRIDGES	Documents the sequence of coordinated tasks to screen (and then manage) referred clients into	Transitional Housing Services Program	CABHI/BRIDGES	Talmadge, Andrea	Approved	1	6/22/15

ID	Process Name	Description	Owner	Program Owner	Process Owner	Status	Version	Last Mod. Date
		THP for the CABHI/BRIDGES programs.						
P66	Meet CABHI/BRIDGES Client Needs	Sub-Process that documents the sequence of coordinated tasks to serve CABHI/BRIDGES clients who desire employment and/or housing.	Transitional Housing Services Program	CABHI/BRIDGES	Talmadge, Andrea	Approved	1	6/22/15
P67	Building 9 Soft Case Management	Documents the sequence of tasks for various contact scenarios of Building 9 residents with THP staff who aim to serve and meet requests.	Transitional Housing Services Program	N/A	Switzer, Ray	Approved	1	6/22/15
P68	Process THP Payment	Sub-process that tracks and processes various forms of payment and provisions tied to client support requests from THP (Building 9) residents.	Transitional Housing Services Program	N/A	Switzer, Ray	Approved	1	6/22/15
P69	Welcome VEMP Client and Process Intake	Documents the sequence of coordinated tasks to screen (and then manage) referred clients into the Veterans Estate Management Program (VEMP)	Veteran Services	VEMP	Motoyama, Dean	Approved	2	7/13/15
P70	Process Payment	Documents the sequence of coordinated tasks to handle incoming VEMP income payments and to handle recurring, one-time VEMP payments, including arriving bills.	Veteran Services	VEMP	Motoyama, Dean	Approved	1	6/24/15
P71	Process Federal Accounting Reports	Documents the sequence of coordinated tasks to prepare annual VA and SSA reporting requirements for each VEMP client.	Veteran Services	VEMP	Motoyama, Dean	Approved	2	7/13/15
P72	Close Out VEMP Client	Documents the sequence of coordinated tasks to close out a client's participation in VEMP due	Veteran Services	VEMP	Motoyama, Dean	Approved	1	6/24/15

ID	Process Name	Description	Owner	Program Owner	Process Owner	Status	Version	Last Mod. Date
		to death, opting with another payee or being found competent.						
P73	Conduct Initial Briefing	Documents the sequence of coordinated tasks to discuss needs with service members at JBLM who need help with transitioning out of active duty as part of WDVA's Transitioning Warrior Program (TWP).	Financial, Transaction and Homeless Reintegration Services	TWP	Leach, Malcolm	Approved	1	6/24/15
P74	Conduct Briefing to IDES or Battalion Service Members and Family	Documents the sequence of tasks to deliver TWP briefings to either Integrated Disability Evaluation System (IDES) service members or battalion service members.	Financial, Transaction and Homeless Reintegration Services	TWP	Leach, Malcolm	Approved	1	6/24/15
P75	Update Resources	Documents the sequence of tasks to make updates to the resource information used as reference material for service members engaging with the TWP.	Financial, Transaction and Homeless Reintegration Services	TWP	Leach, Malcolm	Approved	1	6/24/15
P76	Direct Client to Resources	Documents the sequence of tasks to refer clients (former service members) engaging with the TWP to resources that will help them.	Financial, Transaction and Homeless Reintegration Services	TWP	Leach, Malcolm	Approved	1	6/24/15
P77	Conduct Out-Processing	Documents the sequence of tasks to refer transitioning service members (within next 10 days) to programs that can assist them.	Financial, Transaction and Homeless Reintegration Services	TWP	Leach, Malcolm	Approved	1	6/24/15
P78	WDVA-to-DSHS Data Exchange	Documents the data exchange (unidirectional) from WDVA to DSHS to send client DD214 records. Sent quarterly.	Service Center	N/A	Lozano, Rafael	Proposed	2	7/9/15
P79	HCA-to-WDVA Data Exchange	Documents the data exchange (bi-directional) from Health Care Authority (HCA) to WDVA send Long Term Care recently approved clients. Sent weekly.	Service Center	N/A	Wharton, Kevin	Proposed	2	7/8/15

ID	Process Name	Description	Owner	Program Owner	Process Owner	Status	Version	Last Mod. Date
P80	Request Match Information for HCA Long Term Care Veteran Clients	Documents the data exchange (bi-directional) from DSHS to DMDC to send client demographic data records and await a response that may (or may not) include matched PARIS records for those clients from the Defense Manpower Data Center (DMDC). Exchanged quarterly.	Service Center	N/A	Wharton, Kevin	Proposed	2	7/8/15

5. CURRENT STATE BUSINESS PROCESS RECOMMENDATIONS

5.1. Observing Constraints

The most considerable constraint in seeking change in how WDVA's Veterans Services (VS) and Behavioral Health Services (BHS) divisions do business today may be the lifelines that fund the two organizations: the internal and external grants that fund the programs. As we have observed in other reports for this project, programs and their funding sources drive how the program is designed and executed, which in turn guides how program managers and staff do their work. While some programs, such as Vet Corps, are fairly prescriptive in how the program is managed and outcomes are reported, other programs, say, IVRS, require less rigidity and compliance.

This allegiance to the program, after allegiance to the client, may also hinder the desire to think out of the box, to find common ground among peers, and to look more holistically at how to provide that 360° view of the veteran and family. That may be the chief barrier to following any short- to medium-term recommendations made in this section. It's up to management and staff to decide if programs hamstring the organization from thinking anew about improving the experience for the veteran and family, or if novel ways of overcoming barriers can be determined and put to action.

5.2. Recommendations

These current state recommendations made here are really meant to satisfy two purposes:

- To take advantage of an outside perspective (ours) to gain some efficiencies in the business operations today before a new solution upsets the apple cart—and it will.
- Because of bullet 1, to train the organization to think differently and be ready for organizational and cultural change.

Following any or all of the recommendations below will have a positive consequence provided the working groups following the recommendations are willing to stick it out and make something happen: you'll learn how to change your work style and perhaps even collaborate better with your colleagues. This is a crucial set of skills because a future ECMS solution will be packed with features and capabilities (we hope) that in turn will demand that the organization change in order to realize gains from the new capabilities. Simply said: *You're going to have to change anyway… start now before the clock starts ticking.*

What follows are three simple recommendations that WDVA can initiate at any time. They are made as a result of working with each team over the last three months and observing opportunities for improvement or gaining efficiency. The world won't come to an end if neither of these recommendations are followed, but as we've advised, there are incremental advantages to taking the kind of action set forth below in the coming months rather than wait until the implementation of an enterprise tool requires you to.

5.2.1. Recommendation 8: Make Common the Screening (Pre-Eligibility), Eligibility and Application Intake Portion of Business Processes[18]

In Related Document 5, *Business Process Management Requirements v1.docx*, we made two recommendations that were aimed at simplifying, while at the same time unifying, application and follow-up activities. The recommendations were:

- Recommendation 1: Strive to Design a Common Application
- Recommendation 7: Implement a Common Follow-Up Workbook

These two recommendations were made because we saw common patterns of work being done across multiple business processes. The specific questions being asked when evaluating a client might be somewhat different (often based on program requirements), but the general flow of the work is pretty much the same.

Note: Readers should note that this commonality influenced our decision to construct a Program Lifecycle State Model, which we introduced in Related Document 6, *WDVA Data Infrastructure and Crosswalk Report v1.docx*, on page 8. It is included in this report in Appendix C on page 41.

In substantiating Recommendation 1, we observed that cross-training of VBS staff might be a desirable option for obvious reasons of covering during staff shortfalls. We felt that striving to design and implement a common application is a sensible step toward cross-training and having a common view of the client. We also stressed that one advantage to this (a "pro") was that it would help the organization as a whole when actually transitioning to a new ECMS.

We are hopeful that WDVA opts to implement Recommendation 1 (*Strive to Design a Common Application*) in Related Document 5. If this is put to action, then the recommendation made here, *Make Common the Screening (Pre-Eligibility), Eligibility and Application Intake Portion*, is the next logical step.

Fortunately the application intake process is already modeled as a sub-process (see Process 20, *Complete Application*, on page 19), so little has to be done other than validating it is still current and can support a new common screening and eligibility process.

Specific recommendations are similar to those made in Related Document 5 and include:

- Working Group – Form a working group to address and resolve the disparities between the various program's treatment of client before they enroll in the program. Nominate one person from each program and appoint a committee chair and secretary.
- Mission Statement – Conceive and document a brief mission statement so everyone's on the right page.
- Set Goals and Deadline – No effort will complete successfully without these.

[18] Note: To avoid confusion of using two Recommendation 1s (the first was made in Related Document 5), we resume numbering at Recommendation 8.

- Seek Out an Expert – See if there is a business process designer familiar with BPMN[19] within the State's various agencies or externally to help with the new process design.
- Tasks – Determine the sequence of tasks in order to achieve the goals. Some ideas:
    - Review each program's intake and eligibility process. Some programs have a separate process devoted to screening and eligibility, while others only use a portion of a process devoted to screening and eligibility. (This will be time-consuming but have patience.)
    - Identify common process sequences (tasks and decisions) that can be combined and shared.
    - For each program, identify process uniqueness that must remain.
    - Using a whiteboard with a facilitator, attempt to map a common screening and eligibility process with start and end events. When this is occurring, each program manager should be checking this work against their specific program needs to make sure each task and decision will work for them.
    - Evaluate this new process to see if it can serve as a "sub-process" for all programs that perform screening and eligibility checks.
    - Validate that the application sub-process (see Process 20, *Complete Application*, on page 19) is still appropriate and decide if it will be called from your new sub-process, or remain in each program's original process.
    - With the new sub-process now defined, collaborate with one another to strike those tasks in each program's process that are no longer needed, while adding the new sub-process to each.
    - Finalize the process changes in Visio and distribute to the working group for review and comment.
    - Make changes as necessary.
- Determine the governance for the new sub-process: appoint a person to maintain the process, perhaps plan and hold regularly scheduled quarterly meetings of the working group to review adherence to the new sub-process and any usage issues that have arisen.
- Decide if training is required to use the new sub-process, and if so, design a simple training session to offer.

5.2.1.1. Pros

- Simplifies disparate business processes that may not need to be so specialized.
- Saves time and expense of maintaining multiple processes.
- Helps promote a single "face" of WDVA for clients.

[19] BPMN = Business Process Modeling Notation. For more information, see: http://www.bpmn.org/

- More common set of process tasks and presentation of content.
- Provides a common ground for diverse people to work together toward a common goal.
- Develops a shared understanding of program-specific challenges.

5.2.1.2. Cons

- Working group participants have real work to do on top of existing workload.
- Time-consuming.
- Working group may lack technical skills to redesign the business processes.
- Working group team members may not be willing to bend or compromise business process decisions.

5.2.2. Recommendation 9: Common Accounting Reporting among HVRP and VIP

Compared to Recommendation 8 above, this is a fairly trivial exercise. In the course of capturing and modeling the VIP and HVRP processes, we discovered that there was some variation in how each program processes program payments on behalf of its clients. The applicable processes are:

- As-Is Process 15: Process VIP Program Payment Sub-Process (Veterans Services – VIP)
- As-Is Process 16: Process HVRP Program Payment Sub-Process (Veterans Services – HVRP)

These are contained in Appendix D on page 43.

We feel that, with a little work and collaboration, these two processes can be combined fairly quickly for the following reasons:

- Both programs essentially perform the same service on behalf of their clients.
- The payment processing for credit card purchases and gift card purchases is almost identical.
- Only the Memorandum for Record (MFR) for HVRP and the letters that must be generated to send to vendors (VIP) are unique features of each respective program. While the letters seem to be a necessary step, the MFR (and perhaps the financial logs of both programs) might well be reviewed by both teams to see if a more common approach to these documents is warranted.

We advise the same approach (i.e. specific recommended tasks) as those offered in Recommendation 8.

5.2.2.1. Pros

- Simplifies two disparate business processes that may not need to be so specialized.
- Saves time and expense of maintaining multiple processes.
- Provides a common ground for diverse people to work together toward a common goal.

- Develops a shared understanding of program-specific challenges.
- Opportunity to simplify and unify tracking logs.

5.2.2.2. Cons

- Working group participants have real work to do on top of existing workload.
- Time-consuming.
- Working group may lack technical skills to redesign the business processes.
- Working group team members may not be willing to bend or compromise on business process improvements.

5.2.3. Recommendation 10: Seek Common Ground among IVP and IVRS

While this effort may not be as trivial as Recommendation 9, we believe there is some commonality among the four processes dealing with incarcerated veterans, plus we believe that there may just be some goodwill and sharing of ideas among the four program managers.

The applicable processes are:

- As-Is Process 11: IVRS Clark County (Veterans Services – Clark County Incarcerated Veterans Program)
- As-Is Process 12: IVRS Thurston County (Veterans Services – Thurston County Incarcerated Veterans Reintegration Services)
- As-Is Process 13: WDVA IVP (Veterans Services – Statewide Incarcerated Veterans Program)
- As-Is Process 30: King County Process IVP (Veterans Services – King County Homeless and Incarcerated Services)

Of the three county-based programs, two counties (Thurston and Clark) have very similar processes. It's very likely these processes can be combined with little effort. King County's IVRS process is structured differently than the other two county processes but there seems to be an opportunity to find common ground among the three. What we can't know is if specific program requirements in each of the counties is dictating how the process executes. We do know that the Clark County IVRS program manager, Jason LaCarney, uses a dedicated application for case management that may be tuned to how he executes his process and this may be an impediment to changing the Clark County process.

The Statewide IVP process is only unique in that the clients are serving sentences in state correctional facilities. The process itself is not as intricate as, say, the King County process is—which is not to say that the work is any easier, it most likely is not—but there seems to be an open door to investigate if common tasks and decisions can be utilized among all four. If so, perhaps a common approach to intake, management and follow-up might be beneficial to the IVRS program as a whole.

5.2.3.1. Pros

- Unifying four disparate business processes that may not need to be so specialized, while retaining special handling of program-specific tasks and decisions.

- Saves time and expense of maintaining multiple processes.
- Provides a common ground for diverse people to work together toward a common goal and find ways of improving service to incarcerated veterans as a whole.
- Develops a shared understanding of program-specific challenges.

5.2.3.2. Cons

- IVRS/IVP programs may be deemed too specialized to warrant unification.
- All four IVRS/IVP program managers report through different channels. May be difficult to receive unified management support for this effort.
- Working group participants have real work to do on top of existing workload.
- Time-consuming.
- Working group may lack technical skills to redesign the business processes.
- Working group team members may not be willing to bend or compromise business process decisions.

6. FUTURE STATE BUSINESS PROCESS RECOMMENDATIONS

We have stated in earlier reports in this project that it is not recommended to begin a business process redesign[20] if a significant aspect of the enterprise will be changed. In the world of Enterprise Architecture[21], there are four domains of study which are interrelated:

- Business Architecture
- Application Architecture
- Data Architecture
- Technology Architecture

Procuring a new ECMS solution would certainly impact three of the four architectures above (Application, Data and Technology), but it also merits a re-evaluation of the Business Architecture. (It's wise to develop or enhance a Business Architecture when one or more of the other architectures change.)

Note: To a large degree, the work of this project has significantly defined aspects of WDVA's Business and Data Architectures already. There are more components that need to be defined, however.

A new ECMS will essentially change the game of how business is done at Veterans Services and Behavioral Health Services. Even if only half of the business requirements are met by the solution that is implemented, your teams will probably change the way they:

- Capture a client's identity and demographic information
- Complete applications and intake
- Case manage
- Perform follow-up work
- Report on outcomes
- Collaborate on a client

Because these new capabilities will eliminate some work and better coordinate and distribute information among the team as a whole, the business processes as you know them today will look a little to a lot different in the future. And because we can't know what these capabilities may be that will help you perform better work, it's really a moot effort to speculate how the future state business processes will be refined or recast.

What we can do is provide recommendations on the approach to take when implementing new solutions like an all-encompassing ECMS. These recommendations are more appropriate in Related Document 8, *Implementation Recommendations and Plan v1.docx* (page 8), and are contained in that report.

[20] Either incremental business process improvement or the more radical business process transformation.

[21] Sources: (1) http://www.opengroup.org/subjectareas/enterprise; (2) https://en.wikipedia.org/wiki/Enterprise_architecture

APPENDIX A. INTERVIEW TICKLER

Please turn to next page.

Interview Tickler for Business Process Mapping Project

To better prepare for our time together, please consider the following questions:

- Of the processes that your team has documented, are they current? If not, can you be prepared to map how the process has changed?
- Of the processes that your team has documented, do you feel they are an appropriate level of detail?
- Are there new processes that haven't been documented? If so, are you prepared to do this with us?
- Our project aims to document all of the data you use. Can you be prepared to help us document the data that your processes (or your team) uses? We'd like to know the ordinary name of each data element, such as *Last Name* or *Date of Birth*. It would also be very helpful if you knew where the source of the data resides (i.e. database table/column) and what is the authoritative source?
- Similar to above, what information do you routinely rely on? How satisfied are you with it (i.e. timeliness, quality, completeness)? Where does it come from?
- What would be your top 3 items on a wish list?
- Can you jot down three short sentences that begin with: "If I only had…"?
- How does your team know it is successful? What measures do you report?
- What roadblocks stand in your way?
- What aspects of the tools you use every day (i.e. software) frustrate you, make you do extra work, or don't quite deliver what you need?
- What reports do you submit? (Internal, external)
- What horror stories do you have about data/information?
- Is there anything else you'd like to share?
- What other questions should we be asking you?

APPENDIX B. PAIN POINTS IDENTIFIED DURING INTERVIEWS AND TO-BE)

Please turn to next page.

ID	Supporting AS-IS Item		
	Description	Type	Group
PP1	Data integrity issues with DD214 Export (duplicates, column ordering different)	Pain Point	DSHS
PP2	Data quality suffers because of manual input of DD214 hardcopy.	Pain Point	DSHS
PP3	If format of DD214 export file changes and we are not informed, this slows us down and causes undo extra work.	Pain Point	DSHS
PP4	Data difficult to access for generating reports.	Pain Point	Financial, Transaction and Homeless Reintegration Services
PP5	There are no checks and balances between what a provider bills and what is reported back to King County.	Pain Point	Behavioral Health Services
PP6	Way too much time trying to find money and reconciling budgets.	Pain Point	Behavioral Health Services
PP7	Ordering checks to specific vendors can be time-consuming if the vendor is not a statewide registered vendor.	Pain Point	Financial, Transaction and Homeless Reintegration Services
PP8	Present environment does not allow sharing easily. (Example: Experience with National Guard Recruiting System not being sharable.)	Pain Point	Homeless Veterans Reintegration Project (HVRP)
PP9	No way of seeing the total picture for a client: WDVA, other WA agencies, NGOs, Nationa Guard, J9.	Pain Point	Homeless Veterans Reintegration Project (HVRP)
PP10	Can't know if a client is double dipping (i.e. may be enrolled in two counties).	Pain Point	Homeless Veterans Reintegration Project (HVRP)
PP11	Left hand doesn't know what the right is doing.	Pain Point	Service Center
PP12	U.S. DVA changes form content and/or format frequently without notifying State DVAs.	Pain Point	Service Center
PP13	Clients can recieve benefits from more than one source: this is double-dipping, either intentionally or through ignorance.	Pain Point	Service Center
PP14	Quality review to find incorrect formulas time-consuming.	Pain Point	Claims Quality Assurance
PP15	Reporting is time-consuming.	Pain Point	Claims Quality Assurance
PP16	QA process in manually intensive.	Pain Point	Claims Quality Assurance
PP17	Finding information is not easy. (Success is driven by tribal knowledge, institutional knowledge.)	Pain Point	Transitional Housing Services Program

PP18	Reliance on State's mail handling process, including use of USPS, sometimes results in late payments on behalf of VEMP clients.	Pain Point	Veterans Estate Management Program
PP19	Don't have access to EFT capabilities to process payments on behalf of VEMP clients.	Pain Point	Veterans Estate Management Program
PP20	A19 often does not mirror what a vendor bills WDVA. (This can occur when prices change due to a discount applied, or the billing and A19 cycles don't coincide properly. Vendors sometimes bill when they ship whereas WDVA staff may submit the A19 at, or shortly after, the time of purchase.)	Pain Point	Financial, Transaction and Homeless Reintegration Services

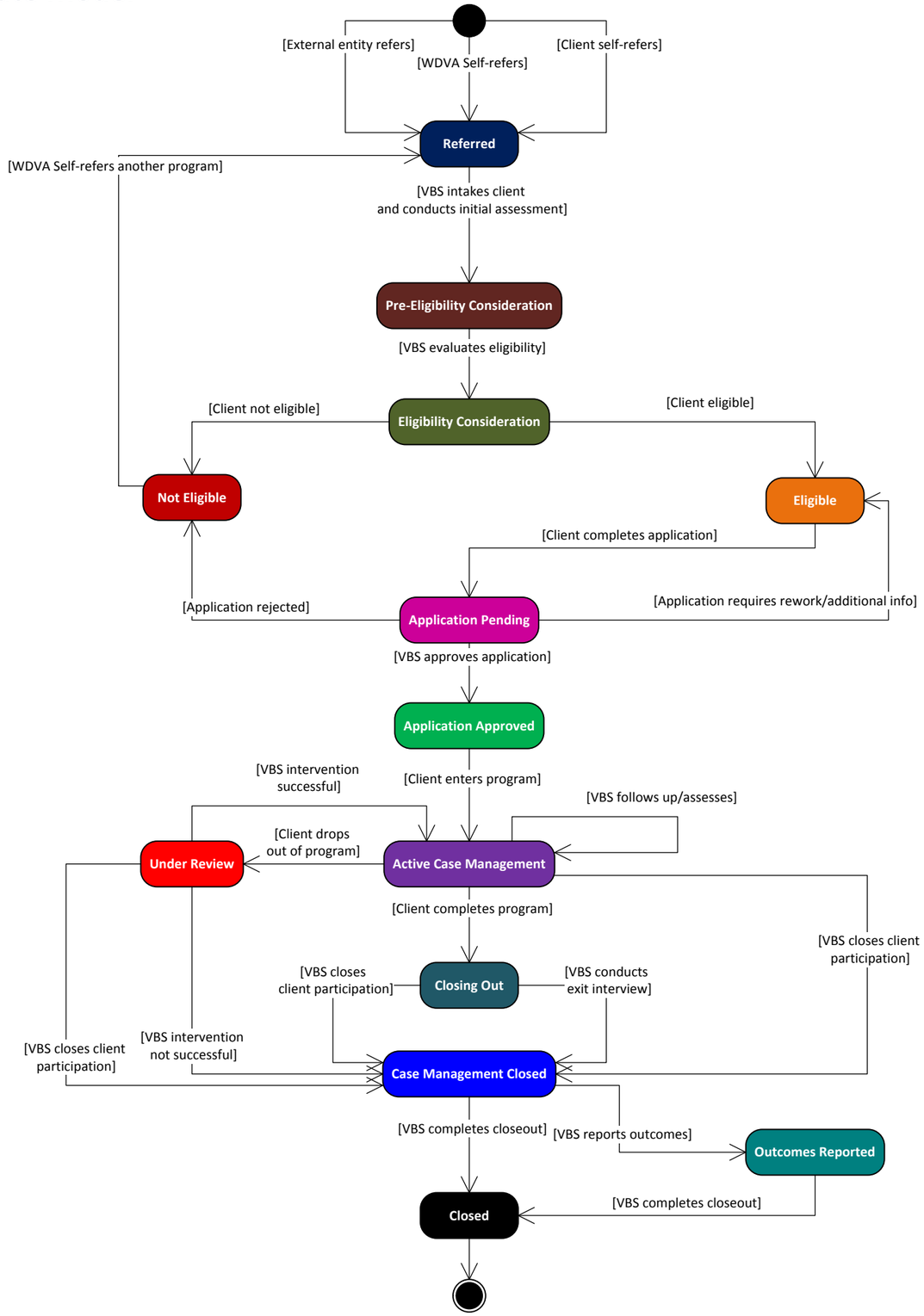
APPENDIX C. PROGRAM LIFECYCLE STATE MODEL

This diagram was first introduced in Related Document 6, *WDVA Data Infrastructure and Crosswalk Report v1.docx*, on page 8.

Please turn to next page.

Note: The original native Visio file for this diagram was rendered in tabular size (11” x 17”). For better readability, it is advised that you print the next page onto 11” x 17” paper.

Diagram 27: WDVA Program Lifecycle State Model



PROJECT NAME: WDVA Business Process Mapping
ORGANIZATION:
AUTHOR: Dan Drislane
VERSION: 1
VERSION DATE: 2015-08-19
SOURCE FILE: WDVA_ANALYSIS_MODELS_V11.vsd

APPENDIX D. HVRP AND VIP PROCESS PAYMENT BUSINESS PROCESSES

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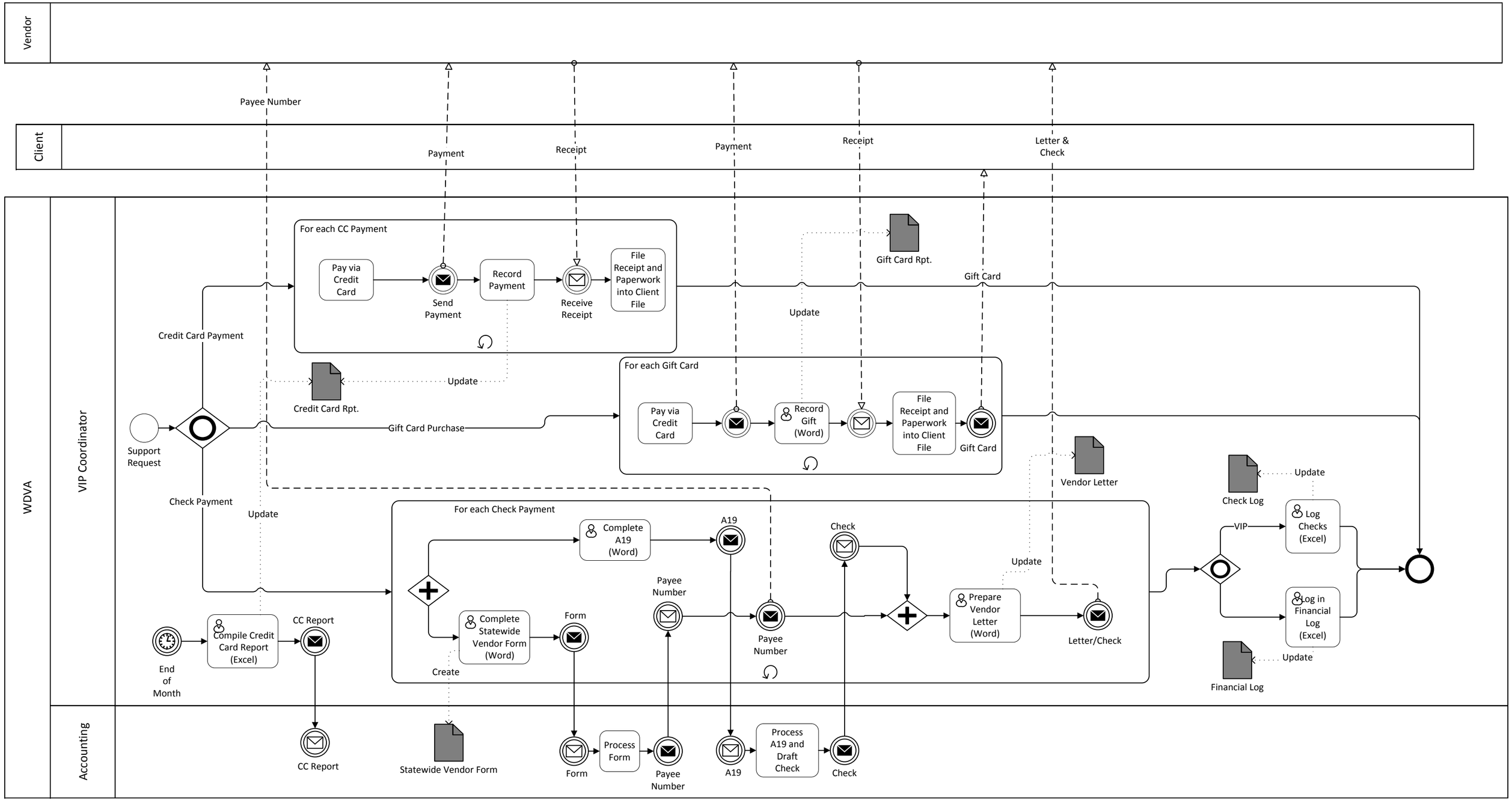
Note: The original native Visio file for this diagram was rendered in tabular size (11" x 17"). For better readability, it is advised that you print the next page onto 11" x 17" paper.

These include the following as-is business processes:

- As-Is Process 15: Process VIP Program Payment Sub-Process (Veterans Services – VIP)
- As-Is Process 16: Process HVRP Program Payment Sub-Process (Veterans Services – HVRP)

AS-IS PROCESS 15: Process VIP Program Payment Sub-Process (Veterans Services – VIP)

Called by PROCESS: 8



Other Program(s)

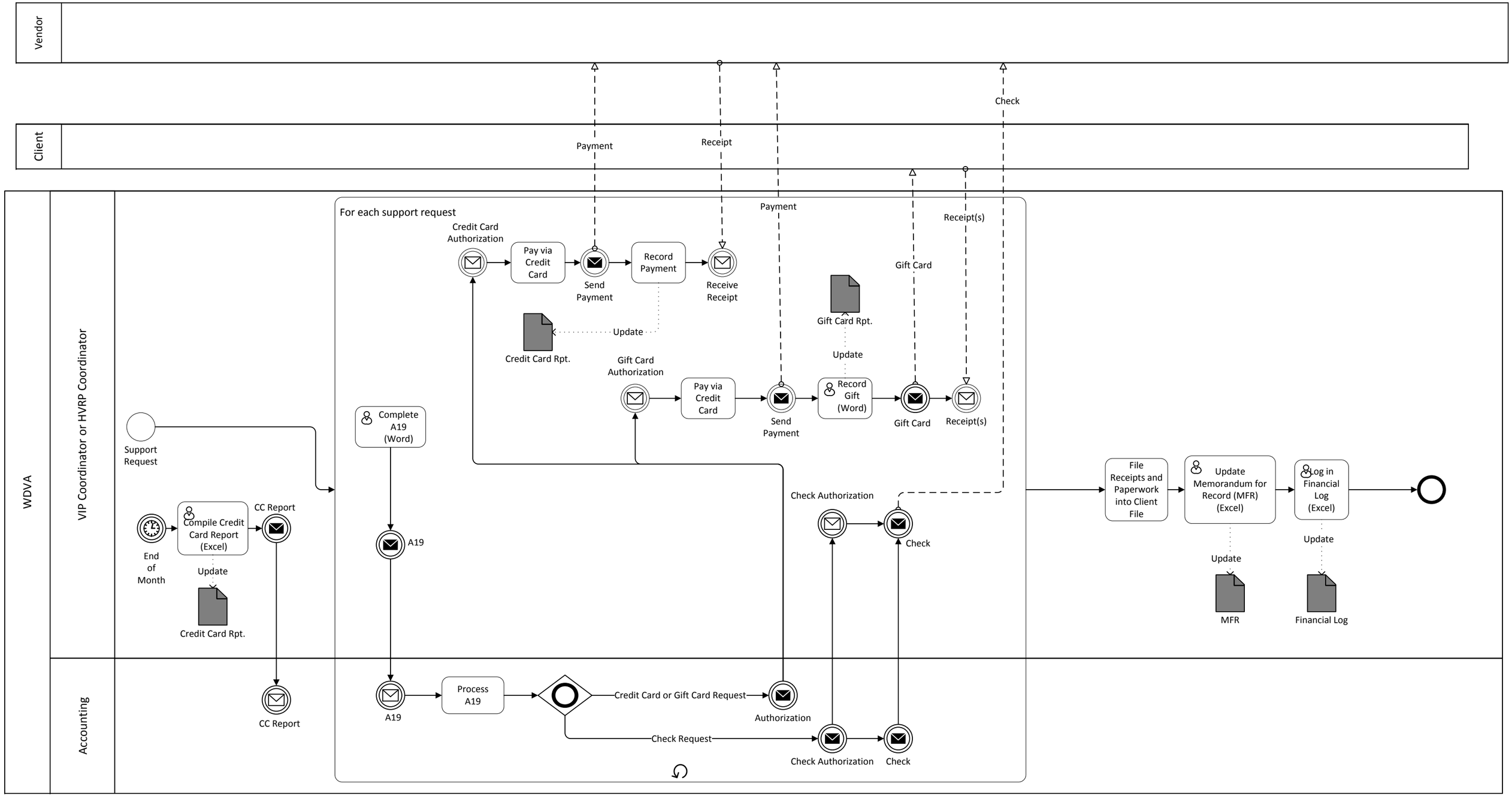
PROJECT NAME/NUMBER: WDVA Business Process Mapping
ORGANIZATION: WDVA
AUTHOR: Dan Drislane
DATE: 2015-06-16
THIS DIAGRAM'S VERSION: 2
SOURCE FILE: WDVA_AS_IS_PROCESSES_V19 (renumber).vsd

SUBJECT MATTER EXPERTS CONSULTED:
Nathan Hoppe - WDVA
Darcy Hutchinson – WDVA
Kristan Johnson - WDVA
Holly Steingline – WDVA

INDEX

AS-IS PROCESS 16: Process HVRP Program Payment Sub-Process (Veterans Services – HVRP)

Called by PROCESS: 14



Other Program(s)

PROJECT NAME/NUMBER: WDVA Business Process Mapping
ORGANIZATION: WDVA
AUTHOR: Dan Drislane
DATE: 2015-06-24
THIS DIAGRAM'S VERSION: 3
SOURCE FILE: WDVA_AS_IS_PROCESSES_V19 (renumber).vsd

SUBJECT MATTER EXPERTS CONSULTED:
Nathan Hoppe - WDVA
Darcy Hutchinson – WDVA
Kristan Johnson - WDVA
Holly Steingline – WDVA

INDEX

APPENDIX E. INCARCERATED VETERAN BUSINESS PROCESESSES

Please turn to next page.

Note: The original native Visio file for this diagram was rendered in tabular size (11" x 17"). For better readability, it is advised that you print the next page onto 11" x 17" paper.

These include the following as-is business processes:

- As-Is Process 11: IVRS Clark County (Veterans Services – Clark County Incarcerated Veterans Program)
- As-Is Process 12: IVRS Thurston County (Veterans Services – Thurston County Incarcerated Veterans Reintegration Services)
- As-Is Process 13: WDVA IVP (Veterans Services – Statewide Incarcerated Veterans Program)
- As-Is Process 30: King County Process IVP (Veterans Services – King County Homeless and Incarcerated Services)

AS-IS PROCESS 11: IVRS Clark County (Veterans Services – Clark County Incarcerated Veterans Program)

Washington State Department of Veterans Affairs (WDVA)

IVP Coordinator – Clark County

Referral Channels:
- Booking
- Classification
- Mental Health

Referral Received

Identify Client

Fate-to-Face Interview with Client

Assess Eligibility

IVP Eligible ?

Yes

No

Assess Needs

Treatment Viable ?

Yes

No

Eligible for Other Programs?

Yes

No

For each program

Refer

Referral

Veterans Therapeutic Court Panel

Referral

Yes

Refer to Veterans Justice Outreach

Screen for Veterans Theraputic Court

Docket has capacity of 50 veterans

Eligible ?

Yes

No

Refer to Veterans Therapeutic Court

Evaluation

Veterans Therapeutic Court's Evaluation

Approved ?

Yes

No

Opt In

Veteran Must Follow Phases to Remain in Program

Veterans Court Phases:
[1] Opt-In (Initiation)
[2] Treatment and Enhancements (Achievements) (I.e. School; Job Hunt)
[3] Complete Treatment (and possibly aftercare)
[4] Employed, or Full-Time Student, or (for seniors) Community Service, or Aftercase Portion. Must be sanction free.

If successful four phases, eligible for graduation.

Client

Assess Barriers

For each program

Refer

Referral

Monitor Client's Progress

Work with Probation Officer

Develop Exit Strategy

Create

Exit Strategy

Veteran's Justice Outreach

Other Program(s)

PROJECT NAME/NUMBER: WDVA Business Process Mapping
ORGANIZATION: WDVA
AUTHOR: Dan Drislane
DATE: 2015-06-19
THIS DIAGRAM'S VERSION: 2
SOURCE FILE: WDVA_AS_IS_PROCESSES_V19 (renumber).vsd

SUBJECT MATTER EXPERTS CONSULTED:

Jason La Carney - WDVA

INDEX

AS-IS PROCESS 12: IVRS Thurston County (Veterans Services – Thurston County Incarcerated Veterans Reintegration Services)

Washington State Department of Veterans Affairs

Veteran's Justice Outreach

Veterans Therapeutic Court Panel

Client

Washington State Department of Veterans Affairs (WDVA)

IVP Coordinator – Clark County

Referral

Determination

Referral

Evaluation

Referral Channels:
- Booking
- Classification
- Mental Health
- Vet Court (already in program)

Refer to Veterans Justice Outreach

VJO Determination

Discuss With VJO

VJO Eligible ?

Yes

No

Screen for Veterans Theraputic Court

Eligible ?

Yes

No

Refer to Veterans Therapeutic Court

Veterans Therapeutic Court's Evaluation

Approved ?

Yes

No

Opt In

Veteran Must Follow Phases to Remain in Program

Veterans Court Phases:
[1] Opt-In (Initiation)
[2] Treatment and Enhancements (Achievements) (I.e. School; Job Hunt)
[3] Complete Treatment (and possibly aftercare)

If successful three phases and graduation requirements, eligible for graduation.

Referral Received

Identify Potential Client (Thurston Cty Database Tool)

Fate-to-Face Interview with Client

Assess Eligibility

IVRS Eligible ?

Yes

No

Assess Needs

Enroll Client

Additional Needs ?

Yes

No

Provide Additional Needs

VJO Eligible?

Yes

No

Create

Thurston County Report

Eligible for Other Programs?

No

Yes

For each program

Refer

Referral

- Mental Health Court
- Drug Court
- DUI Court

Refer to Other Therapeutic Court

Referral

Other Program(s)

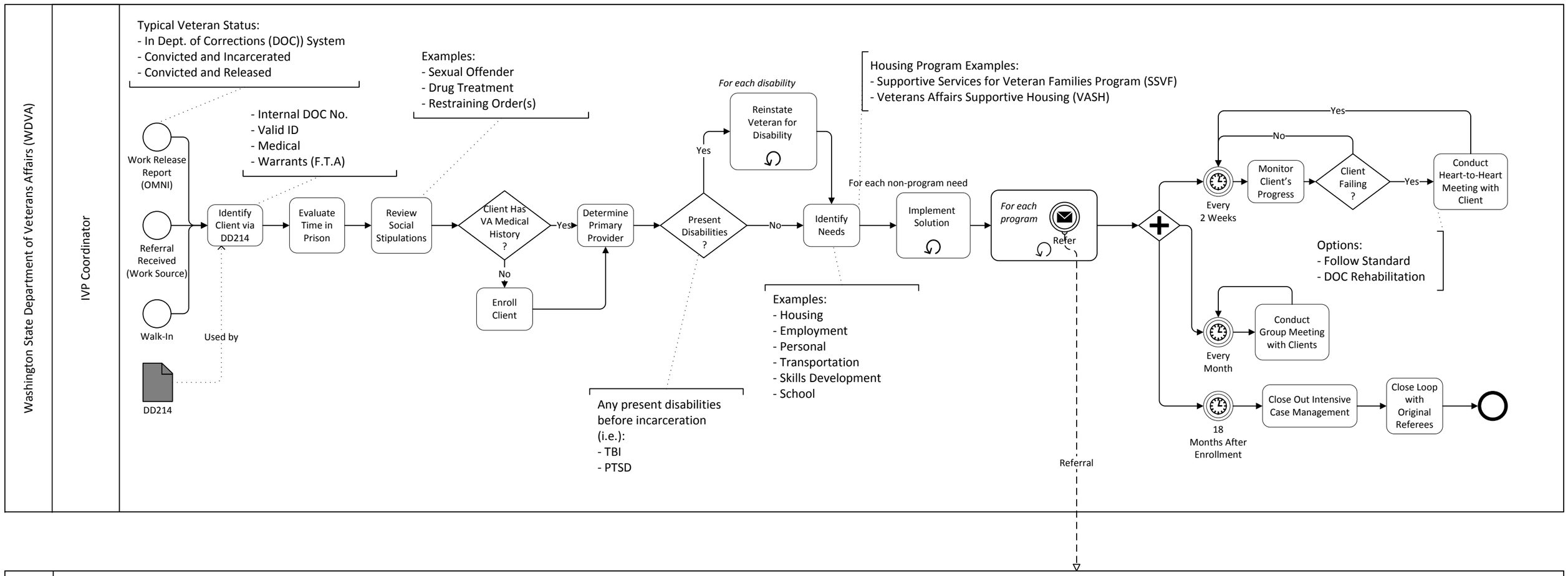
PROJECT NAME/NUMBER: WDVA Business Process Mapping
ORGANIZATION: WDVA
AUTHOR: Dan Drislane
DATE: 2015-06-19
THIS DIAGRAM'S VERSION: 1
SOURCE FILE: WDVA_AS_IS_PROCESSES_V19 (renumber).vsd

SUBJECT MATTER EXPERTS CONSULTED:

John Stevens - WDVA

INDEX

AS-IS PROCESS 13: WDVA IVP (Veterans Services – Statewide Incarcerated Veterans Program)



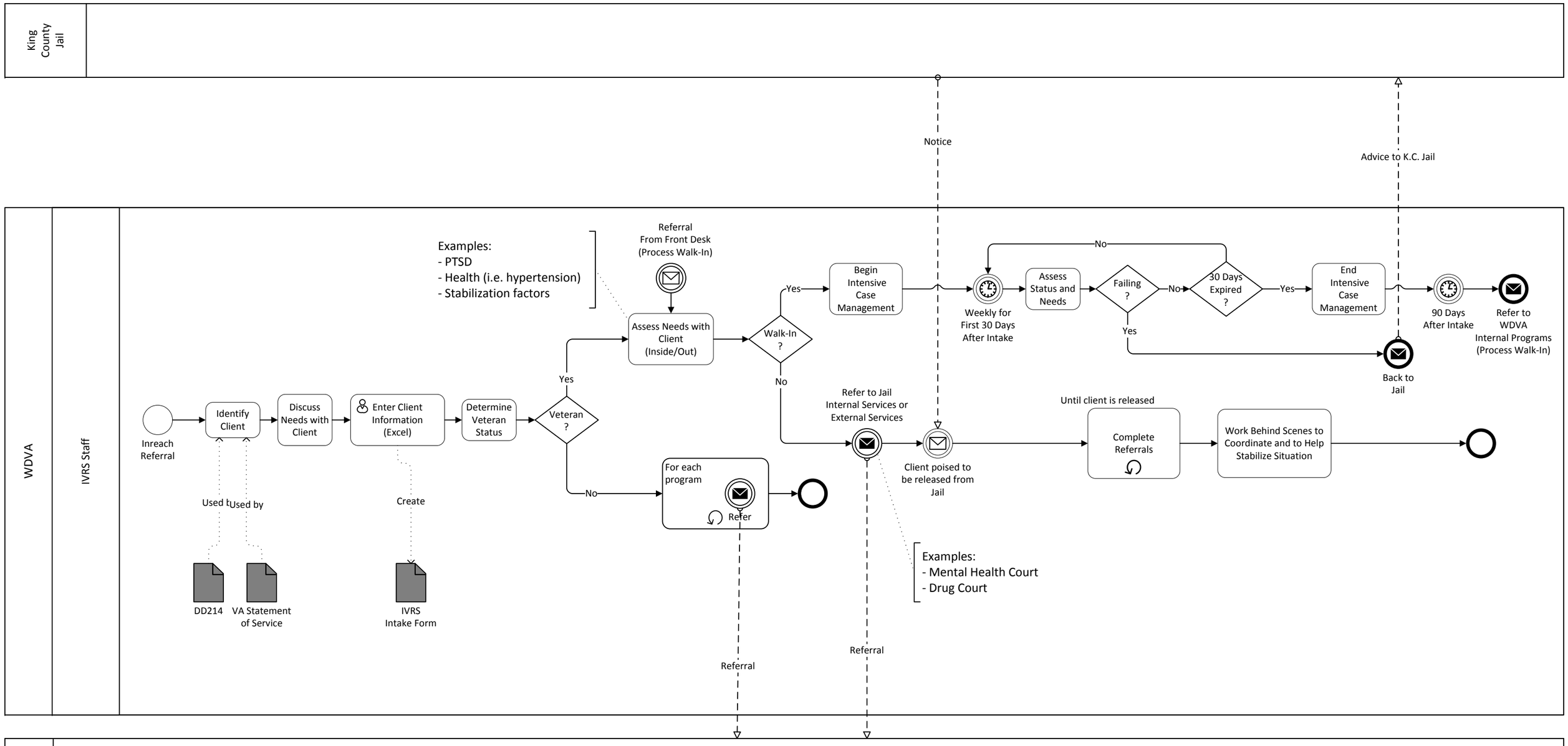
PROJECT NAME/NUMBER: WDVA Business Process Mapping
ORGANIZATION: WDVA
AUTHOR: Dan Drislane
DATE: 2015-06-10
THIS DIAGRAM'S VERSION: 1
SOURCE FILE: WDVA_AS_IS_PROCESSES_V19 (renumber).vsd

SUBJECT MATTER EXPERTS CONSULTED:

Vincent Woods - WDVA

INDEX

AS-IS PROCESS 30: King County Process IVP (Veterans Services – King County Homeless and Incarcerated Services)



Other Program(s)

PROJECT NAME/NUMBER: WDVA Business Process Mapping
ORGANIZATION: WDVA
AUTHOR: Dan Drislane
DATE: 2015-06-16
THIS DIAGRAM'S VERSION: 1
SOURCE FILE: WDVA_AS_IS_PROCESSES_V19 (renumber).vsd

SUBJECT MATTER EXPERTS CONSULTED:
Kimberly Doering – WDVA
Valinda Hayes-Martinez - WDVA

INDEX

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