



County of San Diego, California



Mobile Remote Workforce Innovation for Health & Human Services: Using Business Process Reengineering To Increase Productivity

The County of San Diego is committed to achieving excellence in all its operations. By continuously working to improve the quality, efficiency and cost-effectiveness of our services, we maximize value for taxpayers and increase our ability to meet emerging public needs while living within existing resources.

Business process reengineering is the fundamental rethinking and redesign of the processes, tools and structures used to operate a program (or business) to bring about dramatic improvements in performance. Since governments are and will continue to be challenged by increasing operational costs, public needs and service expectations, reengineering can be an effective tool for organizations striving to operate as effectively and efficiently as possible.

In 2005, the County of San Diego Health and Human Services Agency (HHS) developed the Mobile Remote Workforce (MRW) Business Process Reengineering Pilot Project with the goal of streamlining and improving service delivery in the field. Home visits to at-risk families with infants and children by public health nurses were selected as the project focus.

Before the pilot project, extensive mandatory case narrative and other manual documentation, incomplete and inaccurate referrals, scheduling, travel time, and other administrative functions limited the amount of time available for public health nurses to perform additional customer care. The MRW pilot project reengineered the day-to-day work processes for public health nurses and introduced cutting edge remote-based technology (web-based referral system, client databases and wireless electronic tablets) that expedited the intake process and reduced administrative tasks.

The completed pilot project has achieved a 75% reduction in the time elapsed between case referral and customer contact and a 25% sustainable increase in productivity of public health nurses in the field. This translates to an estimated 2,400 additional clients per year when the pilot is fully implemented countywide and anticipated cost avoidance (savings to taxpayers) of approximately \$8.5 Million within a 3 year period. Further implementation of this transferable innovation to other County departments and programs is expected to further improve cost effectiveness, increase efficiency and enhance customer service.

In summary, the MRW is a major business innovation that represents a state of the art approach for filling gaps of existing services in a large and diverse geographical region. This leads to measurable increases in prevention. Further, the added service capacity assists more families with at-risk children while avoiding significant amounts of local, state and federal government costs. An independent performance evaluation by the UCSD School of Medicine verified measurable results consistent with acceptable governmental and financial management practices and promoted general governmental accountability.

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