



Washington  
**Secretary of State**  
SAM REED

PRODUCTIVITY BOARD  
Employee Suggestion Program • Teamwork Incentive Program  
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Olympia, WA 98504-0244  
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## AGENDA

### WASHINGTON STATE PRODUCTIVITY BOARD

Office of the Secretary of State  
Legislative Building  
February 6, 2009  
10:00 – 11:00 AM

- Welcome & Introductions – Board members, staff and audience
- Approval or Correction of Minutes (*December 5, 2008*)
- Monthly Staff Update --Tracy Workman
- Teamwork Incentive Program Applications – Final (*Ivory Report\**)  
--Reviewers: Sam Reed and Mike Kerschbaum
- Adopts (*Pink report\**)  
--Reviewer: Sam Reed
- Multiple Agency Suggestions (*Yellow report\**)  
--Reviewer: Sam Reed
- Employee Suggestion Non-Adopts (*Blue report\**)  
--Reviewer: Mike Kerschbaum
- Adjournment

*\*If you have questions regarding the Employee Suggestions please contact Shad Bell at 360.704.5212 or for TIP, contact Philip Kerrigan at 360.704.5259.*



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**Productivity Board Meeting Minutes**  
December 5, 2008

**WELCOME & INTRODUCTIONS**

Sam Reed called the meeting to order at 10:04 a.m., welcomed all in attendance and began the round of introductions of board members, staff and guests.

**ATTENDANCE**

**Board Members present:** Sam Reed, Kathleen Brockman, Mike Kerschbaum, Roselyn Marcus, Wanda Riley, and Scott Turner

**Board Members absent:** Brian Sonntag, Linda Villegas Bremer, George Masten, and Terry Teale

**Staff present:** Shad Bell, Philip Kerrigan, Dawn Sanquist and Tracy Workman

**APPROVAL OF MINUTES**

The Board reviewed, moved, seconded, and voted unanimously to approve the November 7, 2008 minutes as written.

**MONTHLY UPDATE**

Tracy Workman reported that she and Philip Kerrigan met with the Executive Team from the Department of Veterans Affairs, who approved and supports the marketing plan that was developed. The plan should be deployed sometime in January.

The Productivity Board ended 2008 with the best year since 1998 with \$2,339,575 in savings through the Employee Suggestion Program and 526 processed suggestions. This is the most suggestions that have been received since 2000. The Teamwork Incentive Program (TIP) had two TIP teams approved by the board with a savings of \$246,738.

**EMPLOYEE SUGGESTION ADOPTS**

Scott Turner reviewed and reported that he concurred with the agency evaluations and **recommended approval**. It was moved, seconded, and *the board voted unanimously to accept agency recommendations*.

### EMPLOYEE SUGGESTION NON-ADOPTS

Brian Sonntag reviewed and Shad Bell reported that he concurred with the agency evaluations and recommended approval: with the exception of suggestion #200800337, which was pulled for further review. It was moved, seconded, and *the Board voted unanimously to accept agency recommendations.*

Page 2    200800337    **Board PULL:** The evaluation did not match the suggestion and needs to be changed.

### NEXT BOARD MEETING

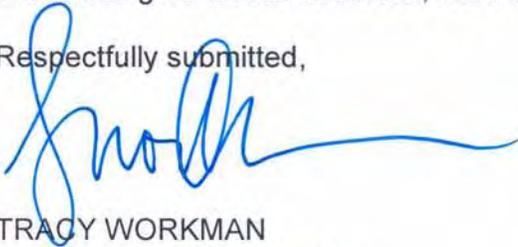
The next Board meeting is scheduled for February 6, 2009 in the Office of the Secretary of State, Legislative Building at 10:00 AM.

- **Reminder:** The reviewers for February are Sam Reed and Mike Kerschbaum. *Both will also review any Appeals and Teamwork Incentive Program applications presented.*

### ADJOURNMENT

There being no further business, the meeting was adjourned at 10:34 a.m.

Respectfully submitted,



TRACY WORKMAN  
Special Programs Manager  
TW/ds 12/15/08

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Washington State  
Productivity Board

Teamwork Incentive Program – Final Report

February 2009

**AGENCY:** Department of Corrections

**TEAM:** Offender Work Related Injury Claim Process & Improvement Team

**PROJECT PERIOD:** February 1, 2008 – September 15, 2008

**OVERVIEW:** To develop, implement and manage offender work-related injury claims covered by the Department of Labor and Industries to ensure that treatment costs are not incurred by the Department of Corrections. This process coordinates the efforts of representatives of the Department of Corrections, Labor and Industries (L&I) and Health Care Providers statewide.

**TEAM ACHIEVEMENTS:** Successfully identified savings in medical costs that the Department of Corrections is in the process of recouping from Health Care Providers statewide. Identified and established a process for notifying the Department of Corrections, centralized medical disbursement unit, safety officers and health services staff on offender L&I related claims.

<b>ACTUAL NET SAVINGS:</b>	<b>Employee</b>	<b>Award \$</b>
\$ 106,000	Elizabeth Lasley	\$706.66
	Pamula Kohler	\$706.66
<b>AWARD APPROVED BY AGENCY:</b>	Adolfo Ray Ebio	\$706.66
\$2,120		

\* Reviewers: Sam Reed and Mike Kerschbaum

## WASHINGTON STATE PRODUCTIVITY BOARD TEAMWORK INCENTIVE PROGRAM

Complete this form **AFTER** the project has been implemented.

This report serves as the application for teams that apply to the Productivity Board after their team project has been implemented. Teams must meet the following criteria:

1. Submit the completed application form to the Productivity Board within one year of full implementation of the team project.
2. The report must be submitted to the Productivity Board by the agency, with the agency head's approval.
3. Teams should demonstrate plans to operate at a lower cost or with an increase in revenue with no decrease in the level of services rendered.
4. Provide a list of all team members and the percentage of savings the team members will share. Note: The percentage of savings/revenue is up to 25%, with a maximum of \$10,000 per person. Also, include the percentage of the share each team member shall receive.
5. The completed team application should include the Team Member Authorization Form and the Agency Authorization Form.

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### APPLICATION FORM

**TEAM NAME:**

Department of Corrections Offender Work-Related Injury Claim Process & Improvement Team

**AGENCY:**

Department of Corrections

**PROJECT PERIOD:**

February 1, 2008 - September 15, 2008

**TEAM OVERVIEW:**

Provide a brief summary of the project. Please include attachments if needed.

To develop, implement and manage offender work-related injury claims covered by the Department of Labor and Industries to ensure that treatment costs are not incurred by the Department of Corrections.

This process coordinates the efforts of representatives of the Department of Corrections, Labor and Industries (LNI) and Health Care Providers statewide.

**ACHIEVEMENTS**

Provide an overview of what the team achieved during the project period.

- Successfully identifying \$106,000 in medical costs that the Department of Corrections is in the process of recouping from Health Care providers statewide for offender-related medical treatments that should have been covered by the Labor and Industries Worker's Compensation.

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- Identifying and establishing a process for notifying Department of Corrections HR, Centralized Medical Disbursement Unit (CMDU), Safety Officers and Health Services staff statewide on Offender Labor and Industries related claims.

- This effort significantly minimizes the occurrence of erroneous payments by the Department of Corrections for offender work-related injury claims.

#### PERFORMANCE MEASURES

The team will need to show how the improvement will be measured, as the process currently exists, and with the anticipated improvements. Please describe and provide the following:

1. Flow chart showing origins, handling, and destination of the process before and after project.
2. List specific team tasks and the associated costs of doing business. Before and after.
3. Process used to track the team's progress.

Performance measures used:

Prior to the implementation of these new processes, there were no standardized methods for tracking offender work-related injuries that may qualify for LNI worker compensation.

There were no tracking mechanisms for Health Care Managers to use when an offender with an open LNI claim was transferred between institutions which in turn, would result in the CMDU unknowingly making these payments.

The CMDU currently has a +95% on-time payment rate (i.e. payments made within 30 days of receipt of invoice) and as a result, often the invoices were paid before the LNI claim has been adjudicated or approved.

When the CMDU is made aware that a payment was made in error because it was related to an injured worker compensation claim, the medical provider is then immediately contacted and provided an approved LNI claim number and a refund of the DOC payment is requested. The medical provider usually will not refund DOC until they have received payment from LNI. This with the premise that the claim could still be denied. Refunding DOC for its payment of legitimate LNI claims is not a high priority and frequently the medical provider has to be contacted several times to ensure a refund. This effort requires extensive staff time and resources and often becomes prone to tracking and human error resulting in possibly missing refunds.

Upon the realization that there was a need to establish and develop processes and procedures to minimize or eliminate these types of problem, PJ, Ray and Liz researched the problem by contacting CMDU staff, Health Services staff at the institutions, medical providers, LNI agents and medical providers statewide to coordinate and establish a process for ensuring that LNI work-related claims were paid by the appropriate insurer/party (LNI).

The following processes have been established to date:

\*The CMDU is provided an accident report that is filed by offenders whom may qualify for workers compensation. In this effort, the CMDU withholds payment for up to 45 days to allow LNI claim adjudication or approval.

\*The CMDU is notified when an offender has actually filed a claim for workers compensation. In this effort, the CMDU withholds payment, notifying the medical provider that an LNI claim is pending.

\* An Offender Notification Letter was created to notify CMDU, Health Services, Safety Department and Health Records. The CMDU utilizes the Offender Notification Letter as authority to deny payments for medical invoices relating to the injured worker claim. The CMDU researches any previous payment(s) and recoup payments that may have been inadvertently processed (LNI claims can be filed up to one year from date of accident or injury).

\*The Offender Notification Letter is placed into the offender's medical record which follows offenders when and if they are transferred to other institutions statewide. Health Service Staff will be able to review and acknowledge the medical file for any work related injury follow-on treatment(s) at the initial medical visit.

\* A coordinated process was established between LNI and DOC to ensure that prompt refunds were remitted to DOC on DOC payments that may have been inadvertently paid to medical providers on legitimate LNI work-related injury claims.

\* As a result of this effort, \$104,000 in payments were initially identified as DOC payments that were inadvertently paid to medical providers on legitimate LNI work-related injury claims. Attached is a list of payments and dollar amounts.

\*To date, a total of \$17,000 has been received in refunds and \$25,000 is expected to be refunded to DOC by medical providers within the next 30 days. The remainder is expected to be refunded by the end of the fiscal year.

\*This effort has reduced the probability of medical payments being made to medical providers for injured worker claims filed at the time of injury by approximately 90%. Claims filed more than 30 days after incident would not be included in this performance measure. In addition, claims can be filed up to a year after the date of injury.

\*A process is now in place to track the percentage of refunds received within 30 days of request for payments made relating to or for injured worker claims. This is a new process therefore a target percentage will be established as claims are received.

**TOTAL ACTUAL NET SAVINGS AND/OR REVENUE**

Please provide documentation showing how the savings was derived.

\$106,000

Note: Awards are paid by the agency in which the team is located and/or from the benefiting fund. Awards are based on the total actual net savings or revenue generated by the team during the project period.

**PERCENTAGE OF SAVINGS AND/OR REVENUE THE TEAM IS ENTITLED TO FOR AN AWARD:**

25%      27%

Note: The percent of savings or revenue (up to 25%, with a maximum of \$10,000 per person) the team is entitled to for an award, shall be agreed upon by the agency and team, prior to submitting this report to the Productivity Board.

**TOTAL TEAM AWARD**

\$ 26,500      \$2,120

**TEAM AUTHORIZATION FORM**

As certified by my signature below, I approve the application as submitted and agree with the information provided in the report.

TEAM MEMBER NAME Elizabeth Lasley (type or print)

JOB TITLE: Human Resource Consultant Assistant 2

Phone # 360-725-8553 E-mail Address : erlasley@doc1.wa.gov

AWARD RATIO

X Elizabeth Lasley Signature 1/20/09 Date

TEAM MEMBER NAME Pamula "PJ" Kohler (type or print)

JOB TITLE: Local Business Advisor

Phone #: 360-725-8296 E-mail Address: pjkohler@doc1.wa.gov

AWARD RATIO

X PJ Kohler Signature 1/20/09 Date

TEAM MEMBER NAME: Adolfo Ray Ebio

JOB TITLE: Fiscal Analyst 4, Supervisor CMDU

Phone #: (360) 725-8298 E-mail Address: arebio@doc1.wa.gov AWARD RATIO:

X Adolfo Ebio Signature 1/20/09 Date

Date

**AGENCY AUTHORIZATION FORM**

AGENCY \_\_\_\_\_

UNIT/DIVISION \_\_\_\_\_

TEAM NAME \_\_\_\_\_

As certified by my signature below, I approve the above named unit/division to participate and receive the agreed upon award in the Teamwork Incentive Program. Awards up to 25 percent of net savings or revenue gains resulting from improvements made during the project period will be distributed according to the agreements made by the agency and team. The Agency Head may determine whether to waive the requirement of signatures from the unit supervisor, and/or

fiscal/budget officer. The Agency Head must sign the report if he/she agrees with the team becoming an official Teamwork Incentive Program team.

As certified by my signature below, I have reviewed and agree with the information provided in the team report, and support the team receiving the award recommended in the report.

Cassie L. Chastain 1-20-09  
AGENCY PRODUCTIVITY BOARD COORDINATOR Date

[Signature] 4/20/09  
AGENCY HEAD Date

Note: The agency head has the authority to waive the following signatures:

Rosana J. Haley 1/21/09  
UNIT SUPERVISOR Title/Date

Susan Lucas 1/21/09  
AGENCY FISCAL OFFICE Title/Date

# DOC OFFENDER INJURED-WORKER MEDICAL PAYMENTS IDENTIFIED IN FY08

Medical invoices that were paid by CMDU that should have been covered by Labor and Industries workers compensation program.  
\$17,713.06 has been recovered out of the \$106,609.17

Cur Doc No	Vendor Name	Amount	LNI NUM	Refunded
764001257-03	NORTH SOUND EMERGENCY MEDICINE	1,703.00	Y888093	PENDING
76401257-04	PROV EVERETT MED CTR	2,435.80	Y888093	PENDING
76401012-00	PROLIANCE SURGEONS INC	280.00	Y888093	PENDING
76401257-05	AMERICAN MEDICAL RESPONSE	910.10	Y888093	PENDING
76400952-00	OUTPATIENT ANESTHESIA SERVICES	1,136.00	Y888093	PENDING
76400952-01	PROLIANCE SURGEONS INC	288.00	Y888093	PENDING
76400952-03	RAINIER SURGICAL, INC	20.00	Y888093	PENDING
76400952-04	EVERETT BONE JOINT SURG	1,684.00	Y888093	PENDING
76400952-02	PROLIANCE SURGEONS INC	1,247.00	Y888093	PENDING
76401553-00	PROLIANCE SURGEONS INC	260.25	Y888093	PENDING
76401147-00	PROLIANCE SURGEON INC	61.00	Y888093	PENDING
76401603-00	PROLIANCE SURGEON INC	61.00	Y888093	PENDING
76402260-00	PROLIANCE SURGEON INC	91.00	Y888093	PENDING
76402578-00	PROLIANCE SURGEONS INC	152.00	Y888093	PENDING
76403542-00	PROLIANCE SURGEONS INC	160.00	Y888093	PENDING
76405841-00	PROLIANCE SURGEONS INC PS	162.00	Y888093	PENDING
76405470-01	PROLIANCE SURGEONS INC PS	2,826.00	Y888093	PENDING
76405470-00	OUTPATIENT ANESTHESIA SERVICES	522.00	Y888093	PENDING
76405470-02	EVERETT BONE & JOINT SURG CTR	4,538.00	Y888093	PENDING
76405470-03	HANGER PROSTHETICS & ORTHOTICS	22.00	Y888093	PENDING
Cur Doc No	Vendor Name	Amount	LNI NUM	Refunded
76102730-02	INLAND IMAGING ASSOCIATES PS	15.30	AG95927	
76102730-00	PROVIDENCE HEALTH CARE	4,507.11	AG95927	
76102730-01	SPOKANE EMERG PHYSICIANS	541.00	AG95927	PENDING
Cur Doc No	Vendor Name	Amount	LNI NUM	Refunded
76102970-00	SPOKANE ADVANCED IMAGING INST	807.75	X190858	
Cur Doc No	Vendor Name	Amount	LNI NUM	Refunded
76203632-00	LOURDES MEDICAL CENTER	3,596.03	AG87981	
Cur Doc No	Vendor Name	Amount	LNI NUM	Refunded
76100990-01	DEACONESS MEDICAL CENTER	819.00	X190866	
76100990-00	DEACONESS MEDICAL CENTER	10,491.87	X190866	
76100990-02	NORTHWEST ORTHOPAEDIC SPECIAL	3,201.00	X190866	PENDING
76100990-04	ANESTHESIA ASSOCIATES, PS	573.75	X190866	
?	AMERICAN MEDICAL RESPONSE	502.00	X190866	PENDING
76100990-03	AMERICAN MEDICAL RESPONSE	514.00	X190866	
76100990-05	SPOKANE RADIOLOGY CONSULTANTS, PS	35.70	X190866	
76100955-00	NORTHWEST ORTHOPAEDIC SPECIAL	139.00	X190866	PENDING
Cur Doc No	Vendor Name	Amount	LNI NUM	Refunded
76404659-01	RADIA INC PS	184.14	AA61509	
76404659-00	VALLEY GENERAL HOSPITAL PHD 1	874.40	AA61509	
76502761-03	QUEST DIAGNOSTIC	44.75	AA61509	PENDING
76502761-02	VIRGINIA MASON MEDICAL CENTER	258.00	AA61509	PENDING
76502761-00	CLALLAM CO HOSPITAL DISTRICT #1	344.00	AA61509	
76502761-01	CLALLAM CO HOSPITAL DISTRICT #1	2,371.10	AA61509	
Cur Doc No	Vendor Name	Amount	LNI NUM	Refunded
76404488-01	NORTH SOUND EMERGENCY MEDICAL PC	582.00	AF50485	PENDING
76404488-00	PROVIDENCE EVERETT MEDICAL CNTR	750.47	AF50485	

DOC OFFENDER INJURED-WORKER MEDICAL PAYMENTS IDENTIFIED IN  
FY08

Cur Doc No	Vendor Name	Amount	LNI NUM	Refunded
76202024-00	LOURDES MEDICAL CENTER	3,448.15	AG35545	
76202024-01	TRI-CITY RADIOLOGY, INC. PS	48.70	AG35545	
76203701-01	LOURDES MEDICAL CENTER	1,112.10	AG35545	
76203701-00	LOURDES MEDICAL CENTER	2,944.01	AG35545	
Cur Doc No	Vendor Name	Amount	LNI NUM	Refunded
76503422-00	FORKS COMMUNITY HOSPITAL	253.00	AB49077	PENDING
76503422-01	FORKS COMMUNITY HOSPITAL	288.00	AB49077	PENDING
Cur Doc No	Vendor Name	Amount	LNI NUM	Refunded
760300189-01	TWIN HARBORS EYE CENTER	80.00	AB42476	
760300189-00	TWIN HARBORS EYE CENTER	80.00	AB42477	PENDING
76301766-00	FRANCIS ESTALILLA MD	130.00	AB42477	
76300406-00	Grays Harbor Comm Hosp	3,826.32	AB42477	
Cur Doc No	Vendor Name	Amount	LNI NUM	Refunded
76203213-02	TACOMA RADIOLOGICAL ASSOC. P.S.	19.00	PO62166	PENDING
76203213-01	ST CLARE HOSPITAL	1,537.65	PO62166	
76203213-00	ST CLARE HOSPITAL	1,776.43	PO62166	
Cur Doc No	Vendor Name	Amount	LNI NUM	Refunded
76202469-00	ROBERT W KUNKLE MDINCPs	286.01	AE52447	
Cur Doc No	Vendor Name	Amount	LNI NUM	Refunded
76202476-01	HARRISON MEDICAL CENTER	196.00	AE52437	
76202476-00	MEDICAL IMAGING CONSULTANTS	23.28	AE52437	PENDING
Cur Doc No	Vendor Name	Amount	LNI NUM	Refunded
76405119-04	RADIA	25.74	Y888085	25.74
76405119-02	EDMUND J DECATO PA-SA CSA	1,675.00	Y888085	1,675.00
76405119-03	PHYSICIANS ANESTHESIA OF MO	649.00	Y888085	649
76404924-00	PROLIANCE SURGEONS INC PS	175.00	Y888085	175
76405119-00	VALLEY GENERAL HOSPITAL	10,124.91	Y888085	10,124.91
Cur Doc No	Vendor Name	Amount	LNI NUM	Refunded
76304975-00	SOUTH SOUND RADIOLOGY	183.00	AH41951	
76304975-01	SOUTH SOUND RADIOLOGY	1,006.00	AH41951	
76305529-00	HARBOR ORTHOPEDIC & FRACTURE	225.00	AH41951	
Cur Doc No	Vendor Name	Amount	LNI NUM	Refunded
76305652-00	ROBERT W KUNKLE MD INC	6,029.75	AH29826	
76305652-01	PACIFIC ANESTHESIA PC	891.00	AH29826	
76305652-02	ST JOSEPH MEDICAL CENTER	11,667.19	AH29826	
76305652-03	BANKS, DONNA L	3,194.00	AH29826	
Cur Doc No	Vendor Name	Amount	LNI NUM	Refunded
76102730-00	PROVIDENCE HEALTH CARE	4,507.11	AG95927	4507.11
76102730-01	SPOKANE EMERG PHYSICIANS	541.00	AG95927	541
76102730-02	INLAND IMAGING ASSOCIATES PS	15.30	AG95927	15.3

Total Paid in error: 106,609.17 Refunds: 17,713.06

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Washington State  
Productivity Board

ADOPT REPORT

February, 2009

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**Attorney General's Office**

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<i>Suggestion Number</i>	<i>Suggester Name:</i>	<i>City:</i>	<i>Award</i>
<b>200700046</b>	Brett Durbin	Olympia	\$2,000.00
Mar 2007			

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<i>Savings/Desc</i>	\$40,000.00	<i>Total Award</i>	\$2,000.00
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*Suggestion:* The Attorney General's Office (AGO) should change receipt and delivery of discovery legal documents to electronic form rather than hard copy.

*Evaluation:* The Office of the Attorney General has implemented this suggestion and has realized a first year savings of \$40,000 by sending and receiving discovery legal documents electronically.

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Washington State  
Productivity Board

MULTIPLE AGENCY REPORT

February, 2009

*Suggestion:* 200800453

*Entry Date:* 9/29/2008

*Description:* The Department of Corrections (DOC) and The Department of Social and Health Services (DSHS) should share urinalysis results with each other when applicable so tests are not duplicated and costs increased unnecessarily.

*Suggesters:* Clancy Mullins Airway Heights

310 DOC

Reasons for conducting urinalysis testing for illegal drugs serve different purposes. For a patient in a chemical dependency program, tests may be done to assure compliance with program rules; for probation and parole reason would include compliance with agency or court conditions of supervision; for hospitals the tests might be used to insure safe medical procedures. Each of the differing reasons for testing carries with it different evidentiary and laboratory standards for testing. In-house testing may or may not meet the evidentiary criteria for DOC as the client has a liberty interest in the results of those tests as the client can be sanctioned to increased incarceration time. The Substance Abuse Medical Health Services Administration, a Federal agency, has adopted standards for varying levels of testing. DOC standard is one of the highest at which both the agency and the testing laboratory must comply.

02/2009 Non-Adopt

300 SHS

evaluation pending

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Washington State  
Productivity Board

NON-ADOPT REPORT

February, 2009

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## Attorney General's Office

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*Suggestion Number    Entry Date*

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**200800580**            Nov 2008

***Suggestion:*** The Office of the Attorney General (AG) should extend the computer lifecycle from three years to four years.

***Evaluation:*** Not a new idea. Since September 2008, the Office of the Attorney General has been discussing this cost savings strategy for not just computers but for its entire technical infrastructure. The current recommendation is to continue replacing computers every three years due to changes in technology and the fact that older computers make for an increased IT workload and a decrease in employee productivity. The idea to extend the replacement schedule will remain a consideration for the agency if it proves feasible.

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**200800599**            Nov 2008

***Suggestion:*** The Office of the Attorney General (AG) should assign each document a number formatted Year/Julian Date/Sequential Number and have it print on each page for easier searching and reference.

***Evaluation:*** Not a new idea. While difficulty finding documents on various file servers across the network is a significant issue for the agency, this particular suggestion can not be implemented as it would not work for the entire agency. Agency staff create documents locally and save them to their local file servers which would prove problematic when sharing documents across the agency with similar numbers. Since 2004, the agency has determined technologies such as advanced indexing and searching should be pursued to solve this business problem.

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**200800621**            Dec 2008

***Suggestion:*** The Office of the Attorney General (AG) should have a contract with legal messenger services to reduce the fees.

***Evaluation:*** Not a new idea. As of November 7, 2008, the agency has scheduled to work on a contract for legal messenger services. This was investigated a couple of years ago, but DSHS had a contract already in place, AG used it as well. The discussion and planning of the contract was initiated because the DSHS contract proved to not be cost effective or comprehensive enough for AG.

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## Department of Corrections

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*Suggestion Number*   *Entry Date*

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200800292      Aug 2008

*Suggestion:* The Department of Corrections (DOC) should utilize DOC statewide transportation teams to collect and return all clothing eligible for reissue to the reception centers for cleaning, repairs, and redistribution.

*Evaluation:* Not a new idea. This suggestion has been policy since 2005, but it is not being utilized to its full potential. DOC recommends Executive leadership mandate policy enforcement. Support at this level as well as the appointing authority/superintendent level could strongly influence current participation levels across the department.

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200800337      Sep 2008

*Suggestion:* The Department of Corrections should stop printing new policies since staff get them via email.

*Evaluation:* Not a new idea. This idea was first discussed in March 2007. Not all of our staff has access to computers and email. So it was decided that new policies in need of review by staff will be printed and shared at staff meetings.

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200800355      Sep 2008

*Suggestion:* The Department of Corrections (DOC) should charge higher rent for island housing on McNeil Island to help offset the expenses of running the facility.

*Evaluation:* The Department of Corrections requires certain job classes and some specialty team members to live on the island therefore we do not charge them rent. The housing for essential staff is mandatory and not optional. They are asked to reimburse the agency for utilities used, estimated on the size of the house. The agency is in process of creating a housing policy which would update the current utility rates and keep them current annually.

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200800376      Sep 2008

*Suggestion:* The Department of Corrections (DOC) should purchase laser targets and practice guns instead of using live ammunition for in-service trainings. If a laser target system is not possible, training requirements should be reduced to practice live-fire to every three years for staff not assigned to armed posts.

*Evaluation:* Not a new idea. DOC considered incorporating simulated weapons training as part of its firearms training program and tested some equipment in April 2008. It was determined to be a technology that could supplement live-fire training but not entirely replace it. Implementing such a training would also be cost and space prohibitive. With regard to changing the live-fire practice training requirement, all custody staff are required to qualify annually in order to be available to work an armed post at any time, according to the Collective Bargaining Agreement

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*Suggestion Number    Entry Date*

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200800415            Sep 2008

*Suggestion:* The Department of Corrections (DOC), Monroe Correctional Complex (MCC), should condense perimeter patrols from four to two vehicles, thereby saving wear on two vehicles, saving fuel, and leaving two officers available for transports.

*Evaluation:* The number of perimeter patrol staff is mandated by the custody staffing model. MCC is unique in its design with four separate perimeters surrounding five units. Over the years, the number of towers manned has been decreased thus removing any more perimeter staff could create a hazard to the public. Four patrols are required in case of emergency requiring the sealing of the three different entrances, leaving one vehicle to continue patrolling the perimeter.

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200800437            Sep 2008

*Suggestion:* The Department of Corrections (DOC) should change to a four day, ten hour class structure for the Correctional Worker Core Training to save on travel costs and per diem paid to participants.

*Evaluation:* Not a new idea. The Correctional Worker Core Training academy has already transitioned to a 4 x 10 schedule at the sites around the state where staff would be in a per diem situation. The new schedule was implemented in August 2008.

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200800454            Sep 2008

*Suggestion:* The Department of Corrections (DOC) should implement the use of eye scan technology as a replacement for urinalysis drug and alcohol testing.

*Evaluation:* Not a new idea. This was investigated in 2004 and the technology was found to not be reliable enough for DOC. As technology has progressed, it appears implementation of the Passpoint system has met and exceeded the Idaho Department of Corrections first year expectations, as documented by staff there during DOC's investigation into the suggestion. DOC researched a beginning pilot program at 6 sites in Washington. Considering the cost of \$93,600 for a 6 month period to include equipment leasing but not including possible expenses for training and office space, the cost is too high at this time. DOC has forwarded the information to executive staff for possible future action.

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*Suggestion Number    Entry Date*

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200800456            Sep 2008

*Suggestion:* The Department of Corrections (DOC) should reduce the frequency of required urinalysis testing to every three months instead of monthly for offenders that have not tested positive for controlled substances in the past 6 months.

*Evaluation:* The requirement to not use drugs/alcohol can be imposed from two sources: the Court or the Department of Corrections under the Offender Accountability Act (OAA). Many of the offenders on DOC supervision committed their crimes while under the influence of drugs/alcohol and often to support their drug habits. This test allows the DOC the opportunity to monitor their behavior and intervene by either incarceration or placing the offenders who test positive into treatment and thereby reduce risk to the safety of the community. It is not believed that the costs to test offenders outweigh the risks to the community.

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200800485            Oct 2008

*Suggestion:* The Department of Corrections should have push mowers, and hire offenders to mow, instead of using gas mowers.

*Evaluation:* Due to security concerns, offenders have a limited amount of supervised time to complete the mowing process and power mowers are the quickest and most efficient way to accomplish the task.

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200800486            Oct 2008

*Suggestion:* The Department of Corrections (DOC), Clallam Bay Corrections Center (CBCC), should use a crew of inmate workers with picks and shovels to dig holes when necessary rather than using backhoes. This would save costs for the backhoe, the operator, and fuel as well as reduce noise and air pollution.

*Evaluation:* CBCC is a maximum security close custody prison, and it would not be in the best interest of security to allow inmates shovels and picks inside the secured perimeter.

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200800489            Oct 2008

*Suggestion:* The Department of Corrections (DOC) should replace gas-powered mowers with sheep and goats that could graze the area and serve the same purpose.

*Evaluation:* Cost outweighs the benefit. It would be expensive to purchase the sheep, train staff to properly care for the animals, build the many fences to contain the animals, and to provide portable shelters to travel with the herd while grazing. In addition, there would be cost for feed for the animals during the winter season. These costs are significantly higher than the cost to DOC to continue to use power equipment for mowing.

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*Suggestion Number    Entry Date*

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200800491            Oct 2008

*Suggestion:* The Department of Corrections (DOC) should partner with colleges to house employees in dormitories when attending academies in exchange for hands-on training opportunities for Criminal Justice students.

*Evaluation:* Resources not available. While the conceptual idea is a good one, the location of current DOC academies and the timing of the state's current budget difficulties make it difficult to use. There are no public colleges or universities located in Walla Walla, Monroe, or Shelton though DOC was able to discuss the idea with Whitman College, a private college in Walla Walla. To date, no response has been received.

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200800494            Oct 2008

*Suggestion:* The Department of Corrections (DOC) should have Community Corrections Officers deliver billing statements directly to offenders instead of mailing them.

*Evaluation:* Training issue, Community Corrections Officers already discuss financial debts with the offenders on their case loads and the cost and oversight responsibility was recently transferred from DOC to the Administration of the Courts. This Training need has been addressed.

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200800495            Oct 2008

*Suggestion:* The Department of Corrections (DOC) should increase the monthly Cost of Supervision fees to help offset the costs associated with supervising the offenders.

*Evaluation:* Not a new idea. This issue is discussed each legislative session. However, there are union and legal agreements associated with this decision. There was an Initiative passed that restricts the ability of government to raise fees without a series of hearing and bringing the matter to the voters. Given the current economic situation, it is felt this is not an appropriate time to raise fees assessed to individuals in the state.

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200800531            Oct 2008

*Suggestion:* The Department of Corrections (DOC) should incorporate recycled composite materials in all future roofs and roof replacements to help conserve energy.

*Evaluation:* Not a new idea. The Department of Corrections follows the LEED Silver standards for all expansion projects. The includes the use of recycled materials wherever possible, heat reflecting surfaces where appropriate, and on one occasion we have added solar panels to the roof tops at the Coyote ridge Expansion project. DOC currently has more LEED certified buildings than any other state agency and we are currently the only corrections facilities in the United States that are LEED certified.

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*Suggestion Number*   *Entry Date*

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200800535      Oct 2008

*Suggestion:* The Department of Corrections (DOC) should have one consolidated "call-out" for offenders within the institutions to help alleviate schedule conflicts and reduce no-shows for healthcare appointments.

*Evaluation:* Not a new idea. This suggestion has been under discussion since 2007, and a project team has been created by DOC headquarters to review a final product and an implementation time frame.

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200800570      Nov 2008

*Suggestion:* The Department of Corrections (DOC) should create rooftop "green" gardens to act as a heat sink and add oxygen to the planet.

*Evaluation:* Not a new idea. The Department of Corrections follows the LEED Silver standards for all expansion projects. This includes the use of recycled materials wherever possible, heat reflecting surfaces where appropriate, and on one occasion we have added solar panels to the roof tops at the Coyote ridge Expansion project. DOC currently has more LEED certified buildings than any other state agency and we are currently the only corrections facilities in the United States that are LEED certified.

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200800572      Nov 2008

*Suggestion:* The Department of Corrections (DOC) should have uniformity and standardization of all new prison construction.

*Evaluation:* Not a new idea. Within custody levels, DOC standardizes construction as much as possible. Complete standardization is not possible for a variety of reasons, including differences in custody levels, site constraints, changing costs of materials, changing standards for prison construction, and competitive bidding requirements.

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## Department of Ecology

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*Suggestion Number*   *Entry Date*

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200800540            Oct 2008

**Suggestion:** The Department of Ecology should purchase Smart Strip power strips for electric devices to conserve energy.

**Evaluation:** Not a new idea. The idea of managing the electrical power to our computers and monitors is a good one, but not new. All monitors already have a power save mode that saves electricity after a set amount of non-use minutes have passed. The agency has been and is currently working with the Department of Information Services (DIS) with the testing and implementation of Verdiem SURVEYOR software. This will allow us to understand power consumption patterns so even more power management decision can be made. The Smart Strip power strips suggested are designed for individual consumers in a home-use environment and would not be compatible with the way business computer systems are designed.

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## Department of General Administration

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*Suggestion Number*   *Entry Date*

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200800519            Oct 2008

**Suggestion:** The General Administration (GA) should have a rain check gauge on all irrigation systems to prevent the system from turning on when it's raining.

**Evaluation:** Not a new idea. This idea has been discussed since 2006 and GA has been seeking a vendor to install a weather station on the Capitol Campus that will be connected to the computers that run the irrigation system.

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## Department of Health

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*Suggestion Number*   *Entry Date*

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200800443            Sep 2008

**Suggestion:** The Department of Health should require licensed medical professionals with a financial liability to the state satisfy the liability before renewing their license.

**Evaluation:** This suggestion would not be possible to implement without legislative change. The agency owed money would be required to provide due process review to the licensee, and the costs to hold such a hearing would outweigh the benefit of having legislative change.

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## Industrial Insurance Appeals Board

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*Suggestion Number*   *Entry Date*

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200800586      Nov 2008

*Suggestion:* The Board of Industrial Insurance Appeals (IND) should require electronic filing of pleadings in every court that allows for such.

*Evaluation:* Not a new idea. Since Spring 2007, the Board of Industrial Insurance Appeals has allowed appeals to be filed electronically.

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## Department of Information Services

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*Suggestion Number*   *Entry Date*

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200800186      May 2008

*Suggestion:* The Department of Information Systems (DIS) should create a system where state employees can search and view other employee's calendar to streamline scheduling meetings and shared tasks.

*Evaluation:* Not a new idea. The suggested interagency calendaring system already exists and is used for exactly the purpose described. Unfortunately, the suggestor's agency (WSDOT) is not currently participating in its use; however, forty five agencies and approximately 50,000 users do have the ability to use the system.

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200800582      Nov 2008

*Suggestion:* The Department of Social and Health Services (DSHS) should offer Microsoft Outlook Web Access in a format that's useable on portable smart phones and other devices for use by managers and other authorized employees.

*Evaluation:* The Department of Information Systems (DIS) continues to test technology to support readable information over mobile devices such as cell phones as an alternative to Blackberry and Good Mobile messaging. The selected technology must meet the established Information Service Board security standards. Technology currently available does not meet the security standards. Technology changes at a rapid pace and consideration will be given to reviewing other options.

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200800673      Dec 2008

*Suggestion:* Department of Information Services (DIS) should install auto-shutdown programming after a computer has been running for 9 hours.

*Evaluation:* Not a new idea. Since July 2006, Department of Information Services (DIS), has installed and utilized Power Management Software to provide energy management solutions employed through a centralized network approach that monitors networked PC use and lowers power settings when the PC is not in use.

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## Department of Labor & Industries

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*Suggestion Number*   *Entry Date*

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200800623      Dec 2008

*Suggestion:* The Department of Labor and Industries (L&I) should combine educational information mailed to employers regarding reporting worker's compensation with existing correspondence sent annually detailing yearly rates in order to save postage.

*Evaluation:* Cost outweighs the benefit. The current method for mailing this documentation allows L&I to utilize bulk mailing rates. Printing the information suggested as a combined document would require another 5 pages, in turn increasing the cost of mailing.

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## Office of Financial Management

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*Suggestion Number*   *Entry Date*

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200800407      Sep 2008

*Suggestion:* The Office of Financial Management (OFM) should only print one page of necessary information when sending out travel reimbursement checks.

*Evaluation:* Not a new idea. OFM began working on the issue of eliminating the two-page remittance form on June 10, 2008. There were a series of changes to the remittance advices during the spring of 2008, and it was realized our changes actually caused additional waste. As a result, changes to the remittance advices/travel reimbursements were programmed and tested during the summer and a single remittance advance moved into production on October 1, 2008.

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200800595      Nov 2008

*Suggestion:* The Office of Financial Management (OFM) should stop allowing employees, except for the Washington State Patrol, to take home state vehicles.

*Evaluation:* The Office of Financial Management (OFM) limits circumstances when employees are allowed to take a state vehicle home. These limited circumstances consider both what is advantageous and economical for the state as well as the safety of the employee. Each employee who is allowed to take a vehicle home on a regular basis submits annually a justification form which is reviewed by management to determine what level of need still exists.

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## Department of Social & Health Services

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*Suggestion Number*   *Entry Date*

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200700091          Jun 2007

*Suggestion:* The Department of Social and Health Services (DSHS) should reprogram the Support Enforcement Management System software from annualized remittance calculations to non-annualized calculations in the forms table program. Implementing this would reduce under-paying and over-paying individuals.

*Evaluation:* Not a new idea. Since October 2005, there have been several suggestions regarding the annualize/non-annualize default in the system. These suggestions have been rejected due to state law and DCS policy that allows an employer to annualize payments.

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200800025          Feb 2008

*Suggestion:* The Department of Social and Health Services (DSHS), Division of Child Support (DCS), should require the custodial parent to complete a short questionnaire about the non-custodial parent at the time of application for Temporary Assistance for Needy Families (TANF). This information would alleviate the lack of information in the present e-referral.

*Evaluation:* Not a new idea. The Kennewick Field Department in October 2004 explored this option. It was determined the e-referral form makes a paper form redundant.

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200800164          Apr 2008

*Suggestion:* The Department of Social and Health Services (DSHS), Office of Financial Recovery (OFR), should reduce the number of copies of the Supplemental Security Income (SSI) Lump Sum Back Payment and the Notification of GAU/ADATSA Recipient Eligibility for SSI sent to Community Service Offices.

*Evaluation:* OFR has been advised two copies are necessary as they are sent to separate areas that keep separate records. Also SSI will be automated in 2009, and at that time sending these forms will be obsolete.

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200800187          May 2008

*Suggestion:* The Department of Social and Health Services (DSHS), Division of Child Support (DCS), should adopt the US Postal Service Return Receipt Electronic process rather than using Certified Mail when sending correspondence requiring proof of acceptance.

*Evaluation:* Not a new idea. This idea is one of the features proposed by US Postal Solution to DCS as part of the Certified Mail Project. The Certified Mail Project was abandoned because it conflicted with the contract between DSHS/DCS Management and the Washington Federation of State Employees.

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*Suggestion Number*   *Entry Date*

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200800244      Jul 2008

**Suggestion:** The Department of Social and Health Services (DSHS), Division of Child Support (DCS), should require gambling establishments to search a database of delinquent non-custodial parents before disbursing gambling winnings. DCS could then provide a garnishment of the winnings toward owing child support.

**Evaluation:** The Federal Government is working on a comprehensive federal law to require all casinos to check winners against a federal database. At this time, a process such as this at the State level would require legislation change that we will not be seeking at this time.

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200800321      Aug 2008

**Suggestion:** The Department of Social and Health Services (DSHS) should revise the Medicaid Management Information System to prohibit payment of the full Medicaid daily rate for class code 24 and 29 Medicare days.

**Evaluation:** Not a new idea. There are times when the current system makes a partial payment in error on a Medicare claim. These are typically system errors, not employee errors. A process is currently in place to eliminate the situation in class code 29 claims. Class code 24 claims are not paid without an adjustment request from the provider and therefore proper justification is in place prior to processing.

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200800403      Sep 2008

**Suggestion:** The Department of Social and Health Services (DSHS) should have employees use their state issued cell phones or BlackBerry devices, when available, to place long distance calls rather than using the SCAN system.

**Evaluation:** There is significant risk that long distance calls made using cell phones or BlackBerry devices would actually be more costly than SCAN calls. DIS charges approximately 5.5 cents per minute for long distance SCAN calls with no additional monthly usage fees when SCAN services are not used. DIS master contract rates for nationwide cellular and/or BlackBerry voice plans vary per service providers and generally include monthly fees plus per-minute rates ranging from 10 to 45 cents per minute over the amount allowed per package. In some instances, additional roaming charges could also be applied.

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200800421      Sep 2008

**Suggestion:** The Department of Social and Health Services (DSHS) should install mail systems in a central location in each department to reduce staff time wasted in hand-delivering mail desk to desk.

**Evaluation:** Not a new idea. DSHS has mail areas in their offices for general deliveries. Mail delivered to employees can contain personal and confidential information and placing items such as those in a central pick-up location would create a security issue.

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*Suggestion Number*   *Entry Date*

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200800434      Sep 2008

*Suggestion:* The Department of Social and Health Services (DSHS) should add the annual policy reviews to the new DSHS Learning Management System to better track them and save on staff time.

*Evaluation:* Cost outweighs the benefits. In order to create a series of courses within the Learning Management System that would notify employees of their due date to complete the Annual Checklist and register completion of the courses, a minimum of 100 hours of work from Department of Information Services at a cost of \$68.00 per hour would be necessary. Supervisors would still be required to monitor completion by staff, and the majority of DSHS will not move to the Learning Management System for another 2 years. Currently the cost of implementation outweighs the benefit.

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200800464      Oct 2008

*Suggestion:* The Department of Social and Health Services (DSHS), Division of Child Support (DCS) should shorten the public phone hours to 9:00 am to 4:00 pm to leave staff dedicated time to work on current casework. This would help alleviate hardships that might occur because of the expected State budget crisis and the affects of the hiring freeze on agencies.

*Evaluation:* DCS already offers a flex work schedule which allows 30 to 90 minutes per day of unofficial protected time from public hours. DCS also uses a program called the Statewide Caseload Assignment Program (SCAP) that continuously balances caseloads between offices based upon each office's share of allotted FTEs.

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200800550      Oct 2008

*Suggestion:* The Department of Social and Health Services (DSHS) should have an area on the Change of Circumstances form for the client to provide a previous address. This would help cross-match records with missing signatures or illegible handwriting

*Evaluation:* Considering the Change of Circumstance form is completed by the same client as the application or other documentation previously submitted to the agency, it does not stand to reason stating a previous address would be useful as it would still be in the client's original handwriting and would still be illegible.

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200800625      Dec 2008

*Suggestion:* The Department of Social and Health Services (DSHS) should remove two or three empty lines on the Originating Case Agency form so the document prints on just one page rather than two or more.

*Evaluation:* According to our IT staff, the Originating Case Agency generator used a web page to print out the information. The number of pages printed out can be changed by how the web browser is configured. Changing to smaller margins will allow the document to print on just one page. This is a training issue and will be addressed with the suggester.

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## Department of Transportation

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*Suggestion Number*    *Entry Date*

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200800496            Oct 2008

*Suggestion:* The Department of Transportation (DOT) should develop an in-house email thread compressor, modeled after Microsoft's Thread Compressor program, to automatically delete previous threads contained in emails to save server space.

*Evaluation:* Resources are not available. Thread Compressor by Microsoft was written for in-house use only and is not available for purchase. Since DOT programming staff does not have the in-depth knowledge required or access to internal code for Exchange Server or Outlook, writing an application like Thread Compressor would not be possible.

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200800542            Oct 2008

*Suggestion:* The Department of Transportation (DOT) should post Microsoft Word documents with the DOT letterhead template on the intranet in the Forms area.

*Evaluation:* Not a new idea. This was first suggested in 1998. The agency was prevented from posting letterhead electronically due to the Governor's Administrative Policy on Standardization of State Stationery and Business Cards, dated January 14, 1993. We have just recently received further guidance from the Governor's office, and the agency will be implementing and distributing electronic letterhead templates, but not due to this suggestion.

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200800546            Oct 2008

*Suggestion:* The Department of Transportation (DOT) should add a new capability to the CAPS report screens, allowing the user to choose between printing the report and sending it to the recipient electronically as a pdf file.

*Evaluation:* While this is a good suggestion, there are existing tools to accomplish the same objective without modifying the system. As CAPS is slated to be replaced, it is ill advised to expend this effort when a reasonable alternative is currently available.

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200800555            Oct 2008

*Suggestion:* The Department of Transportation (DOT), Ferries Division, should collect the heat wasted by the ship engines to heat the vessel cabin and machinery instead of using the steam heat boilers.

*Evaluation:* Not a new idea. Washington State Ferries (WSF) has active and ongoing studies related to fuel conservation and waste heat recovery. The WSF vessel design group began an Issaquah-class heat recovery feasibility study in March 2007.

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*Suggestion Number    Entry Date*

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200800637            Dec 2008

*Suggestion:* The Department of Transportation (DOT) should identify and implement an alternative material in fabricating connecting loops in concrete barrier. The galvanized wire rope currently in use is rusting through.

*Evaluation:* Not a new idea. The material used in fabricating connecting loops for concrete barrier is one of the many issues being addressed in an on-going project to redesign DOT's concrete barrier. DOT is currently working with Federal Hwy System in Washington DC regarding the appropriate level of analysis necessary to seek approval of the redesigned barrier. This project was first presented to the Highway Safety Issue Group in January 2005.