



Kaizen Event Report Out

Department of Rehabilitation and Correction

February 11-15, 2013

INMATE OTC RELEASE PROCESS

“TEAM MAKE IT HAPPEN!”



TEAM MEMBERS

- Missy Adams, OSC
- Carolyn Young, OSC
- Jim Bradford, OSC
- Tina Garrett, OSC
- Valerie Parkins, OSC
- Pam Rudolph, ORW
- Regina Cox, OSC
- Becky O'Donnell, OSC
- Sally Wells, PCI
- Steve Justice, PCI
- Angie Grigsby, SCI
- Sharon Taylor, BECI
- Amanda Chaney, OSC
- Susan Byrd, OSC
- Cindy Money, Taxation
- Dana Warner, Public Safety

STAKEHOLDERS

- Adult Parole Authority
- Probation Officer
- Institutions
- County Sheriffs

BACKGROUND

- The process involves communication with outside agencies and interdepartmental communication within the record office along with precise communication with the individual prisons to facilitate inmate OTC releases.
- The OTC section of records coordinates inmates who are to be released for court hearings. Documents are sent to the prison authorizing the release and for the inmate's signature, then returned to records. Record is updated based on outcome of hearing.

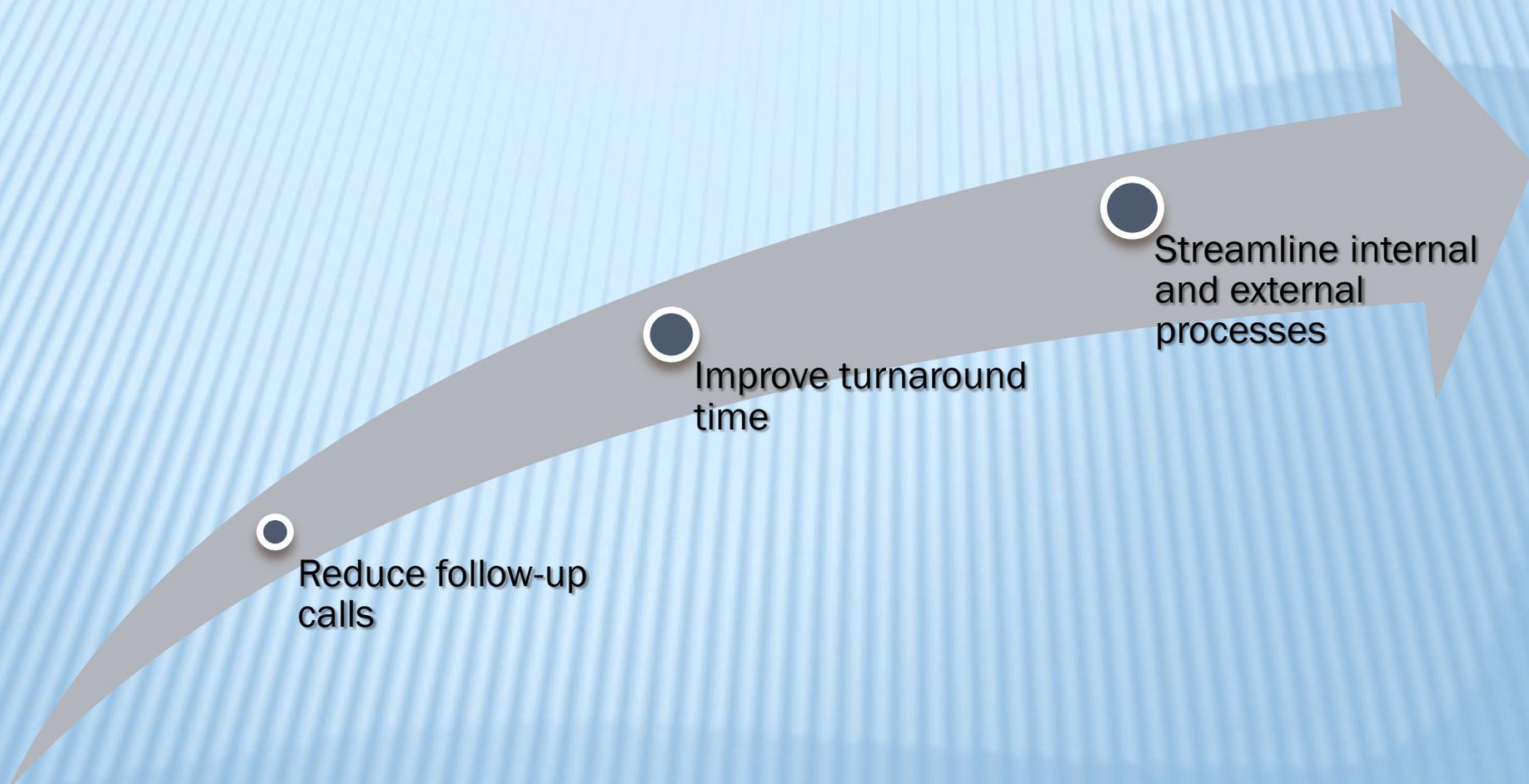
SCOPE OF EVENT

- The process begins with a phone call from the sheriff to schedule a court hearing / transport. The OTC section prepares and scan documents to a generic Outlook account for each institution. The institution prints, routes, obtains signatures, then returns the documents to a records release Outlook account.
- The OTC section updates the record based upon the outcome of the court hearing and enters the proper codes into DOTSPortal to reflect the inmates release and/or return.

OUT OF SCOPE

- No one loses their job because of the Kaizen event, but duties may be modified
- No additional staff
- No additional money
- No legislative changes or changes to collective bargaining agreements
- No IT solution until it is determined that an IT solution is needed

PROJECT GOALS



Reduce follow-up calls

Improve turnaround time

Streamline internal and external processes

CINDY

KAIZEN DEFINED

- One week
- Work level team
- Customer focused
- Necessary resources available right away
- Quick and simple-action first
- Immediate results, new process functioning by end of next week



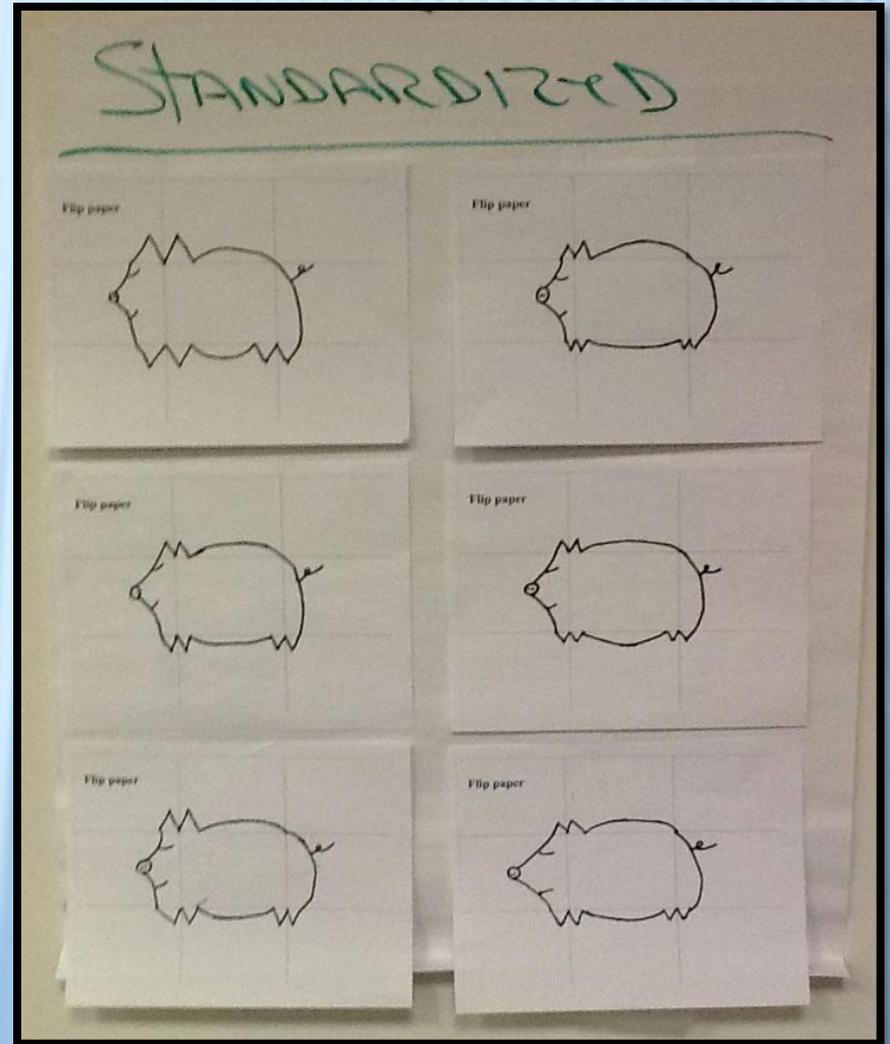
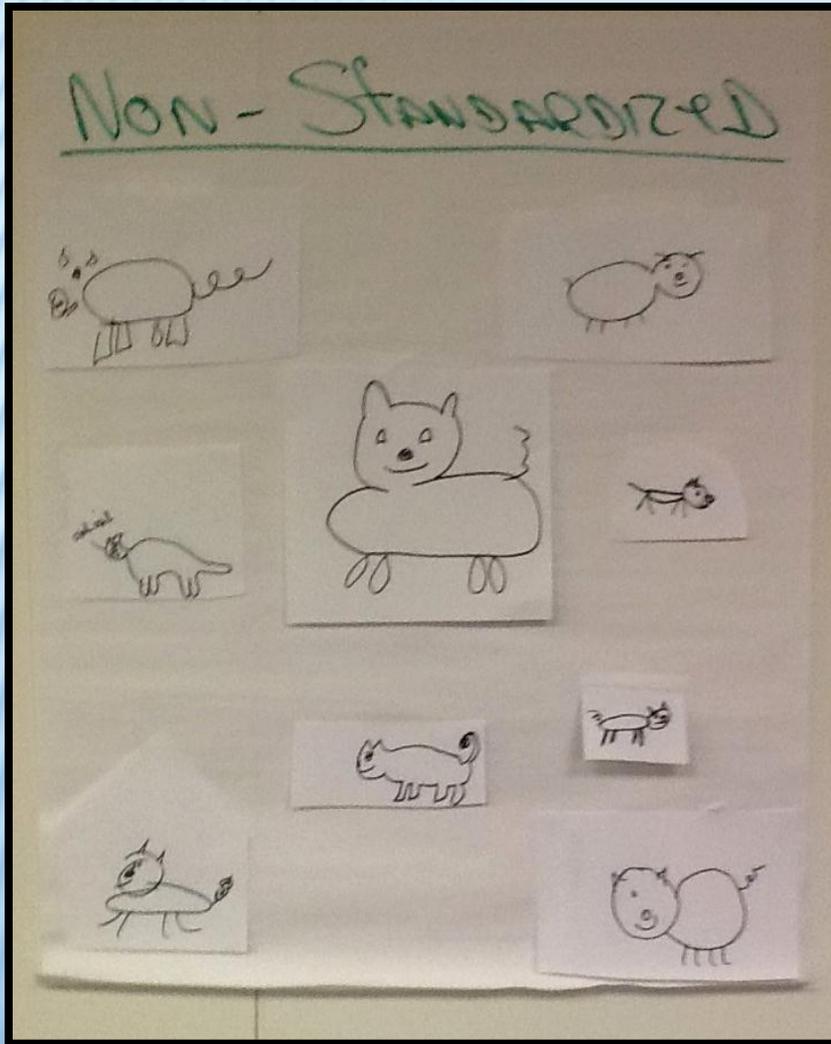
THE KAIZEN APPROACH

Team-based energy and creativity drives immediate process improvement

DAY 1	DAY 2	DAY 3	DAY 4	DAY 5
Day of Learning and Level Setting:	Day of Discovery:	Day of Improvement:	Day of Design:	Day of Fine Tuning & Communication:
Getting everyone on the same page	Making the invisible visible	Creating the new process	Implementation & action planning	Celebration & sharing results

At the end of the week, each Kaizen team has designed dramatic operational improvements and plans for 30-60-90 day follow ups

STANDARDIZATION



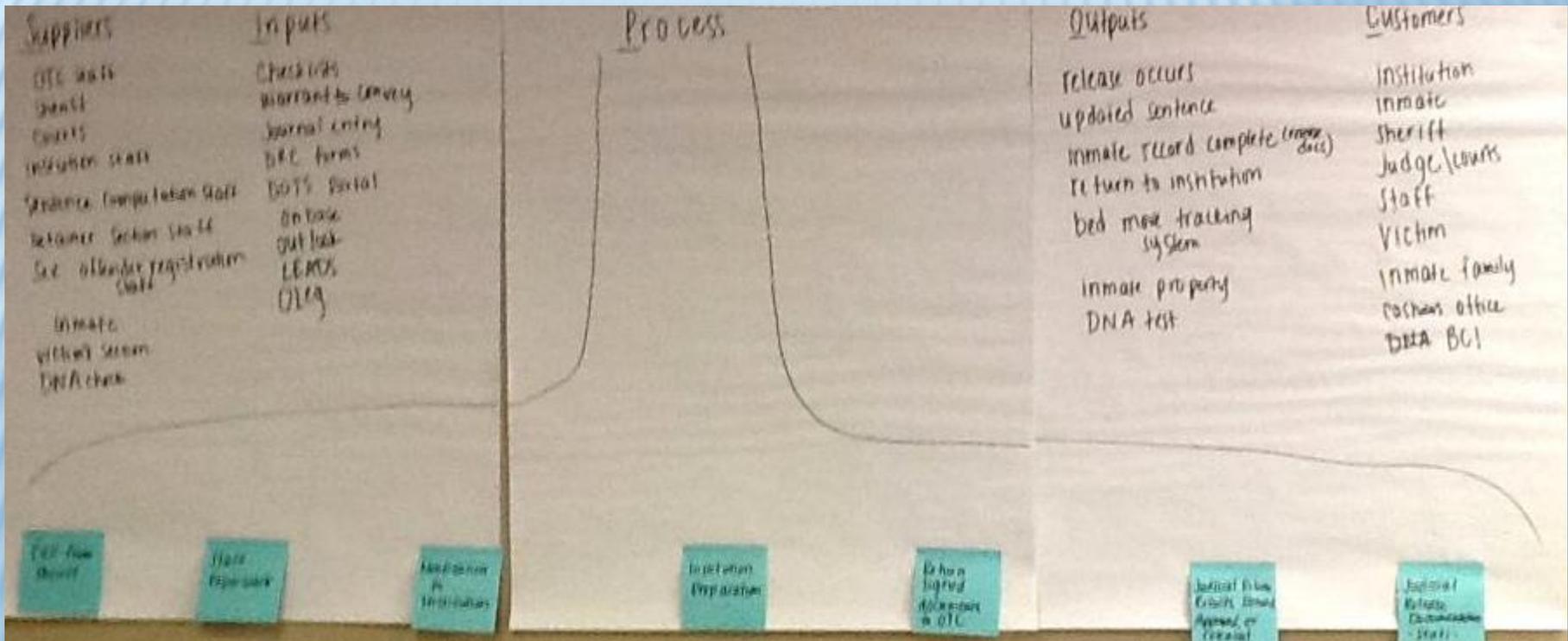
DANA

BASELINE DATA

Data	Total	Monthly Average
OTC's Processed	4,416	631
Same Day OTC's	121	17
Video Conferences	534	89
Status Updates in DOTSPortal	3,862	644

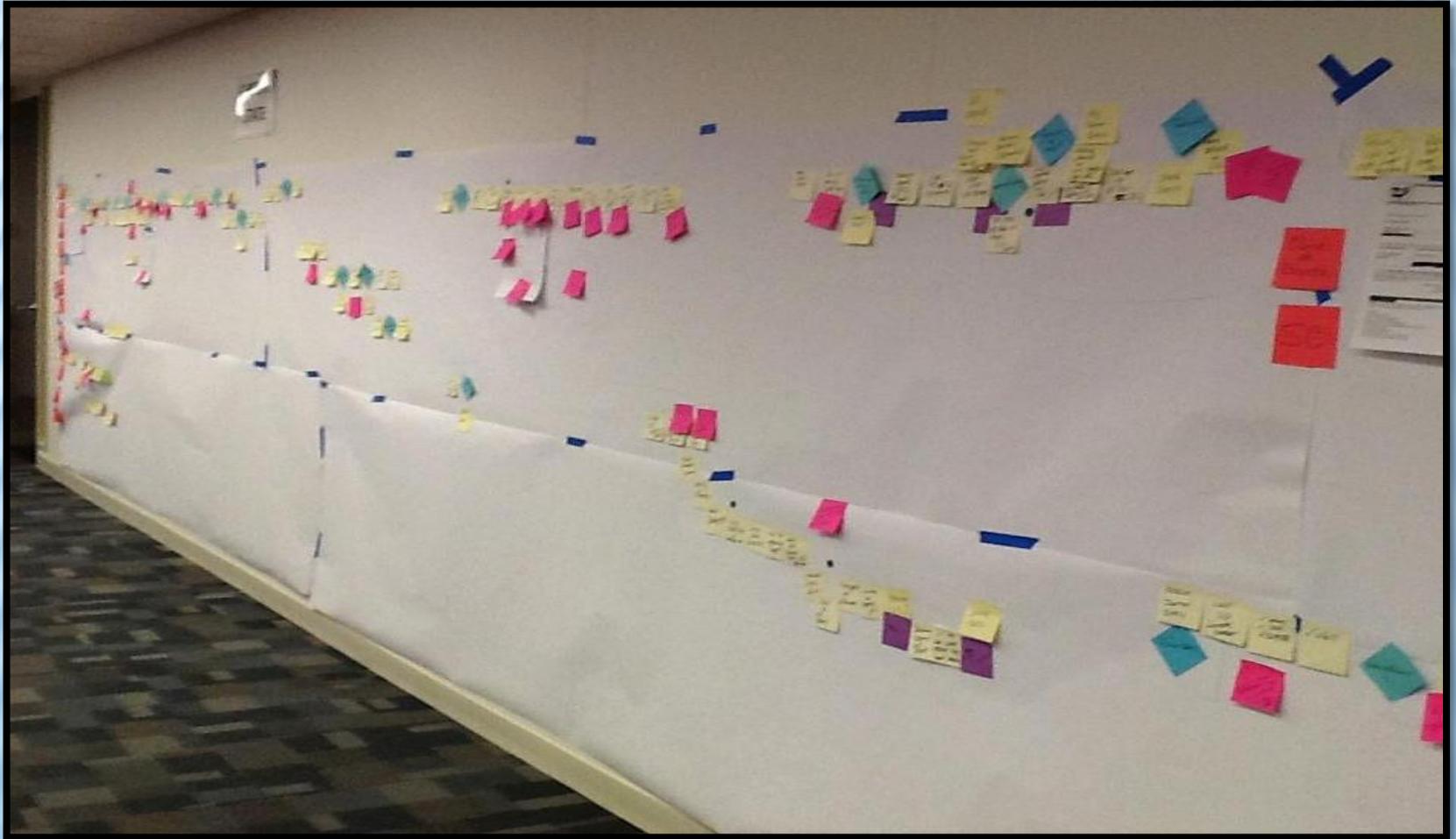
SIPOC

Suppliers Inputs Process Outputs Customers



SHARON

CURRENT STATE PROCESS MAP



CURRENT STATE PROCESS MAP

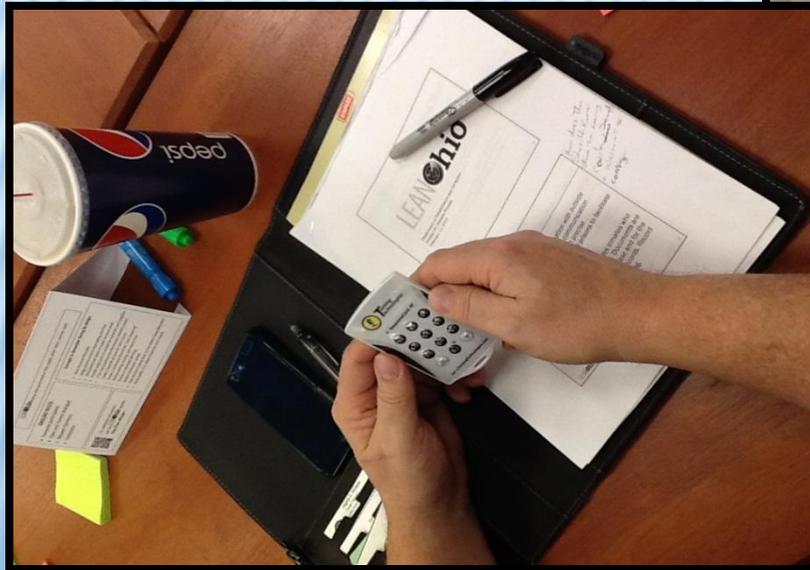
- Too many steps
- Too many handoffs
- Too many delays
- Too many decisions
- Too much TIM WOOD



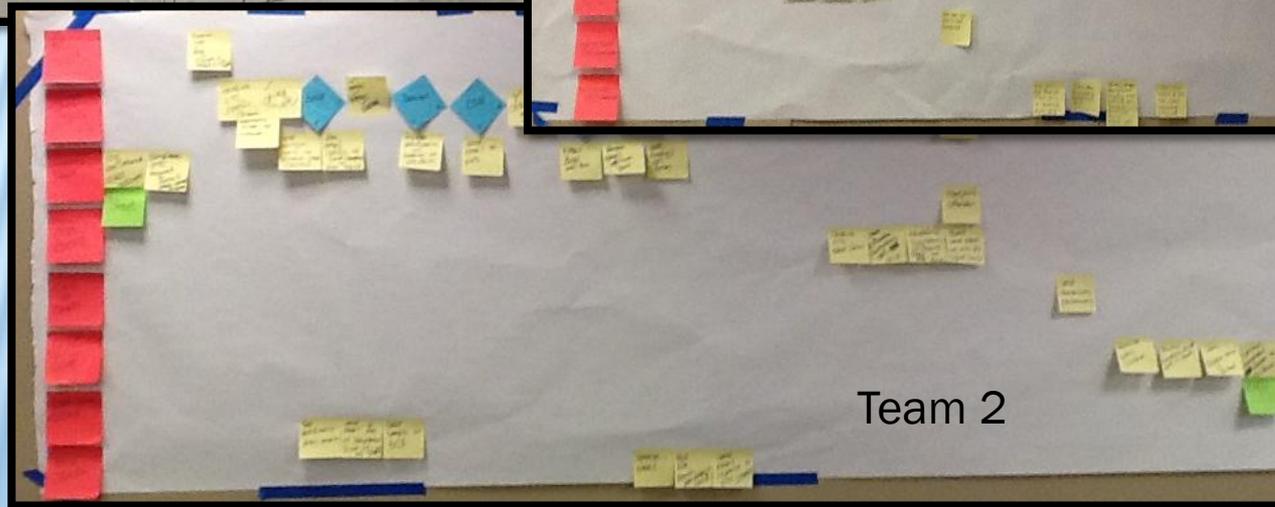
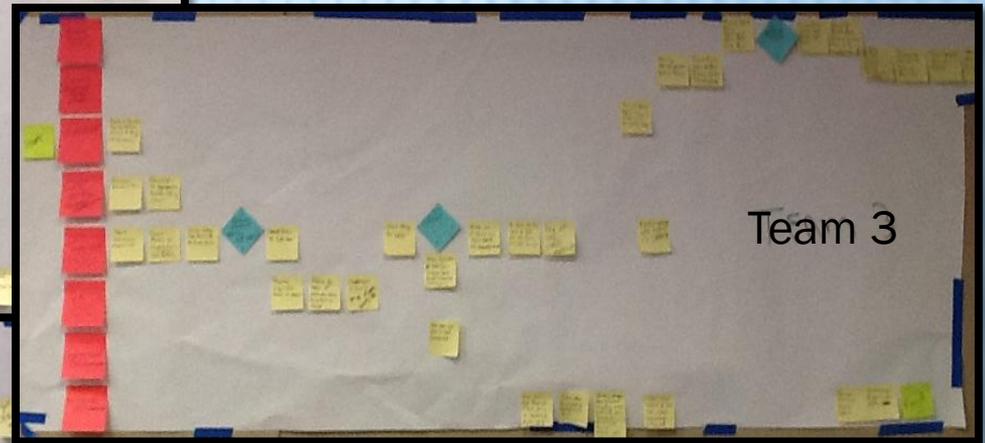
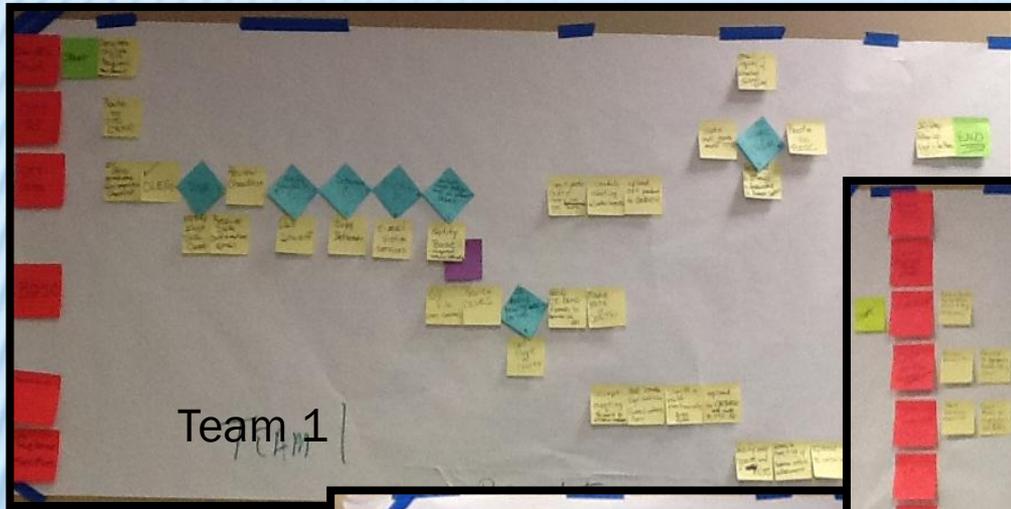
VALERIE

TEAM BRAINSTORMING

- Generated 76 improvement ideas!
- Categorized ideas based on “Impact” and “Control”



CLEAN SHEET REDESIGN



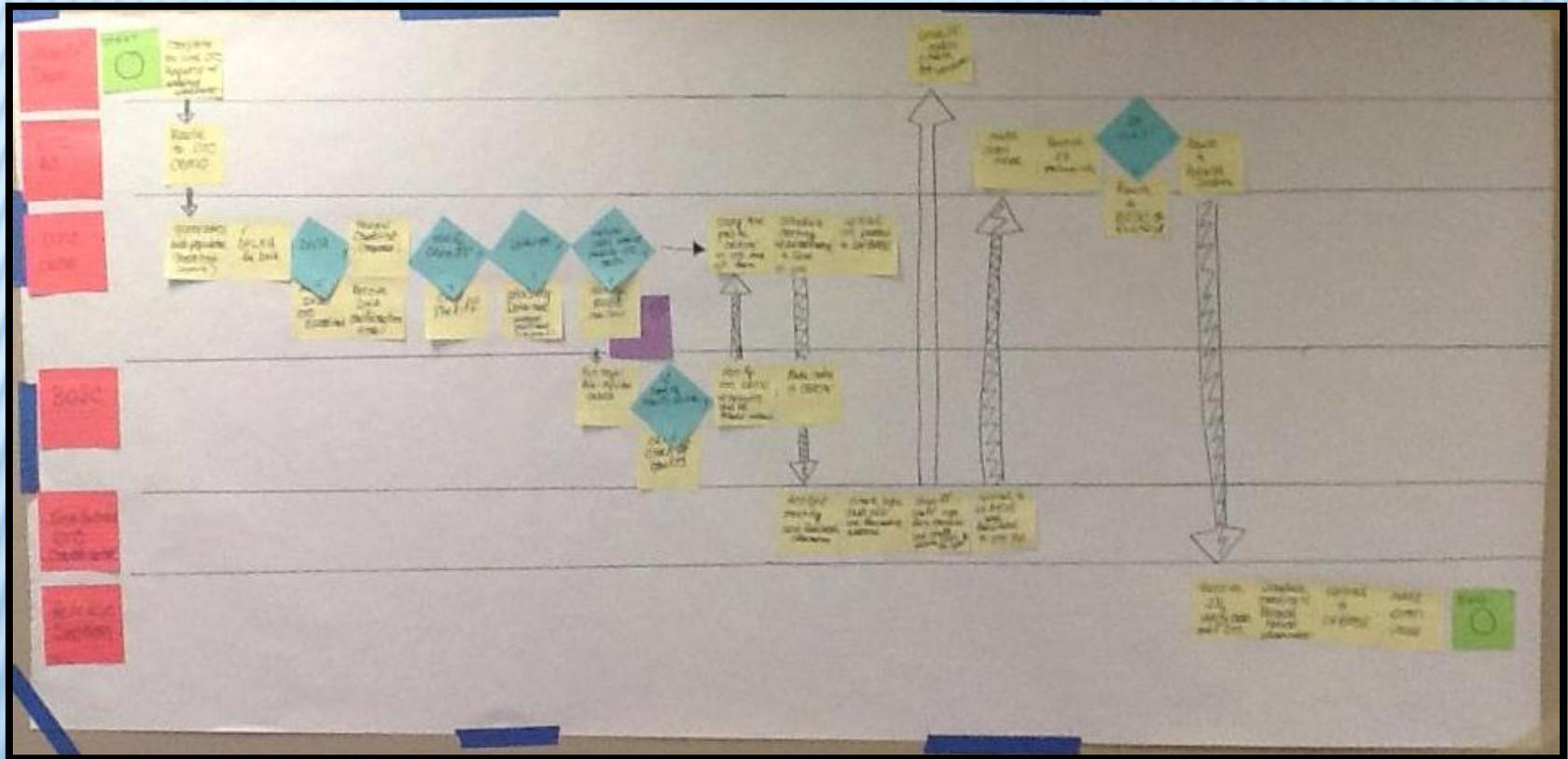
CLEAN SHEET REDESIGN



UNIQUE	COMMON
<ul style="list-style-type: none">- auto pop. forms- meeting request tracking system- temp. folders- Condensed process- work distrib. evenly- stays w/OTC	<ul style="list-style-type: none">- e-forms- OTC Coordinator- Combining Forms- e-signature- reducing contacts to BOSC- eliminated phone calls

CAROLYN

FUTURE STATE PROCESS MAP



SCORECARD

Measure	Current Level	NEW	Change
Process Steps	171	36	79%
Decision Points	21	6	71%
Delay Points	12	1	91%
Process Lead Time	34 days	13 days	61%

JIM

COST SAVINGS

- Printing
- Scanning
- Process Time

Cost Savings

	Current	Future
<u>Printing</u> (Approx 10,000 otc/yr) (\$009/page)	OTC 220,000 copies \$19,800 Institution 80,000 copies \$7,200	0 0 10,000 \$900
Total Savings \$26,100		Annual
<u>Scanning</u>	Current 1,080 hours Redirected	Future 0
<u>Process Time</u> (clean)	Current 43 mins	Future 10 mins
<u>Initial Call Request</u> (Approx 10,000 otc/yr)	Current 15 min avg./use 2500 hrs/yr	Future 0

77% FASTER

MORE RESULTS

- Improved service
- More accountability
- Faster processing
- Better use of technology
- Better utilization of staff
- Standardization of forms
- Uniform process



SUSAN

IMPROVEMENT SUMMARY

Current Key Issues

Streamline internal and external processes

Improve the turnaround time for inmate OTC's

Reduce follow-up calls

How We Improved

Eliminated waste in process (TIM WOOD) and reduced decisions and delays

Improved & standardized internal & external communication

Developed electronic forms (poke yoke)

BECKY AND PAM

IMPLEMENTATION PLANS

- Communication
- Training
- Information Technology
- Forms
- Policy and Procedures

COMMUNICATION / TRAINING PLAN

Who	What	When
Director's Office	Friday Facts (Support, notification of event, future) implementation of changes	next week
Director's Office	Regional Adm + OSC (notify pending change)	the m
Regional Adm	Wardens (select OTC liaison, implem. team at Trott)	MARCH
Wardens	Executive Staff/TroTT STAFF (future face to face mtg from Kaizen team)	MARCH
Base Leadership (Legal)	Sheriff's Dept + Courts (notification, future mtg)	MARCH
Base Leadership	Base/BoRM (Town Hall Meeting)	By Feb
Base Leadership	IT Dept. (form changes)	By Feb
Base Leadership	Assign Team (update the user Guide)	By Feb
Team Team Leader	Updates to Kaizen Team and Base/BoRM	Weekly update

Department Rehab & Corr Forms

Out to Court Notice / Inmate Receipts

Recent Inmate: _____ Inmate _____ Inmate _____

The following Inmate:

ID#	Name	Unit/Level	Current Release Date

Is hereby released into the Custody of:

(Agency) _____ Agency Phone # _____

Referred to: _____ Remains Order Type / Case # _____

For the Purpose of: _____ Court Action _____

Remains: _____

Type of hearing: _____ Date: _____

Inmate name: _____

Inmate number: _____

Type of hearing: (drop down box)

Case #: _____

Pick up date: (drop down box)

Pick up time: (drop down box)

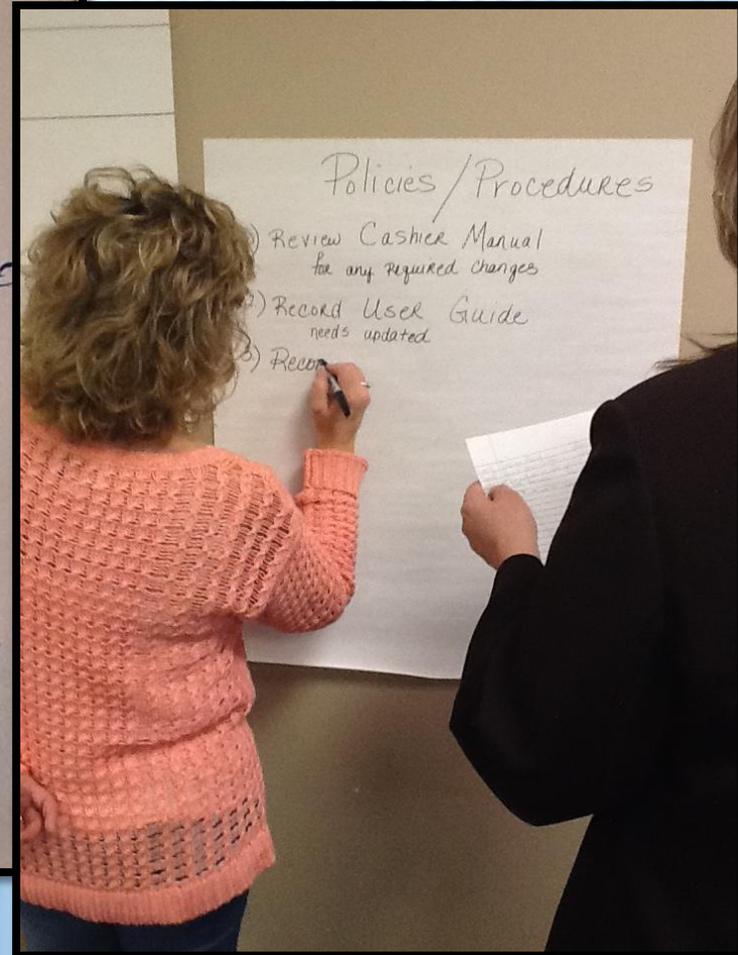
KILL IT DEADLY X

IT AND POLICY & PROCEDURES PLAN

IT PLAN

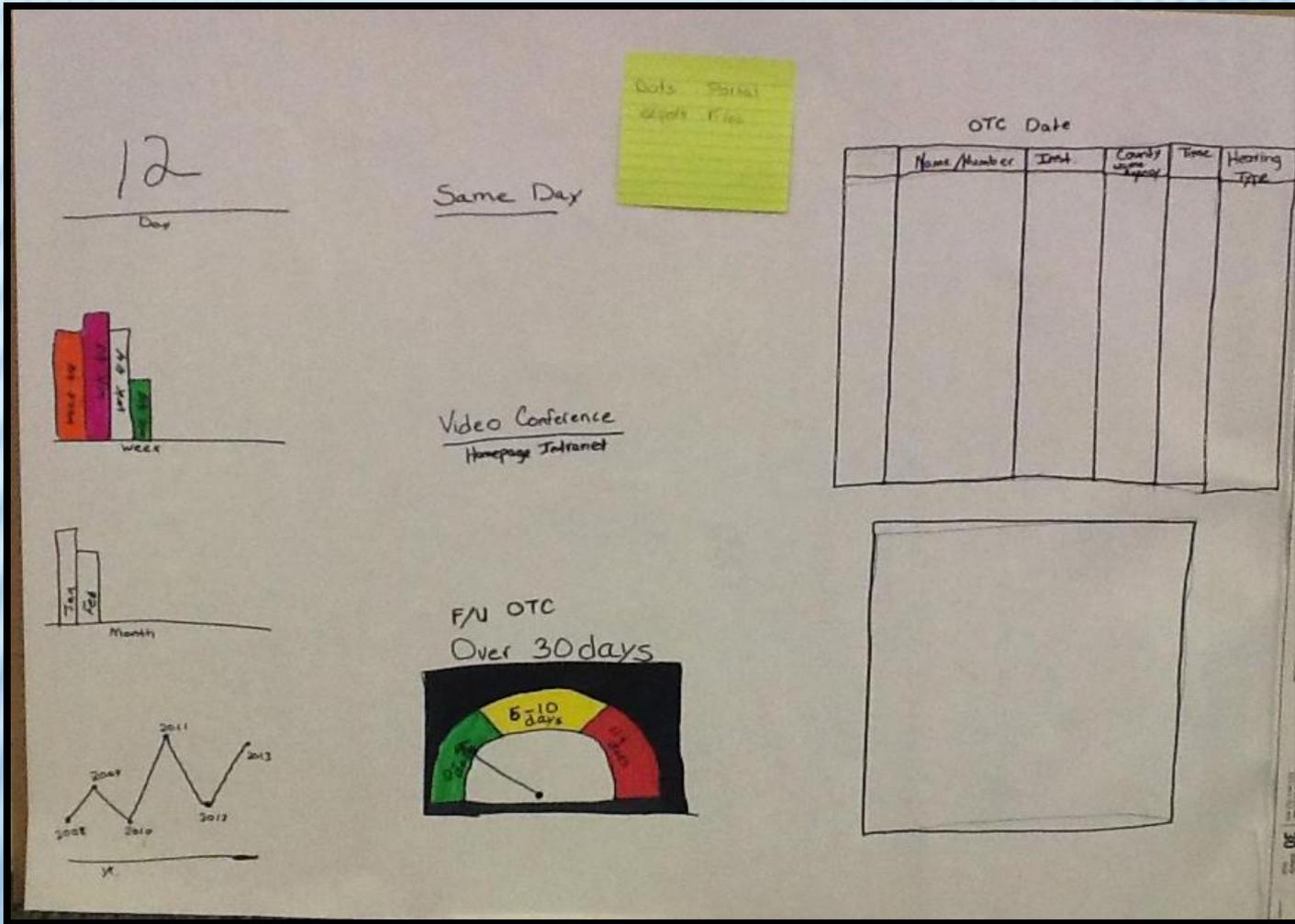
- Build outside of DOTS
- Internal w/ BITS staff

<u>Who</u>	<u>What</u>	<u>When</u>
IT	Identify Scope, Resources & explore available technologies	0-90 Days
IT	Prepare proposal	91-120 Days
IT/OTC	Complete user training/Action & roll out new functionality	121-240 Days



AMANDA

DASHBOARD

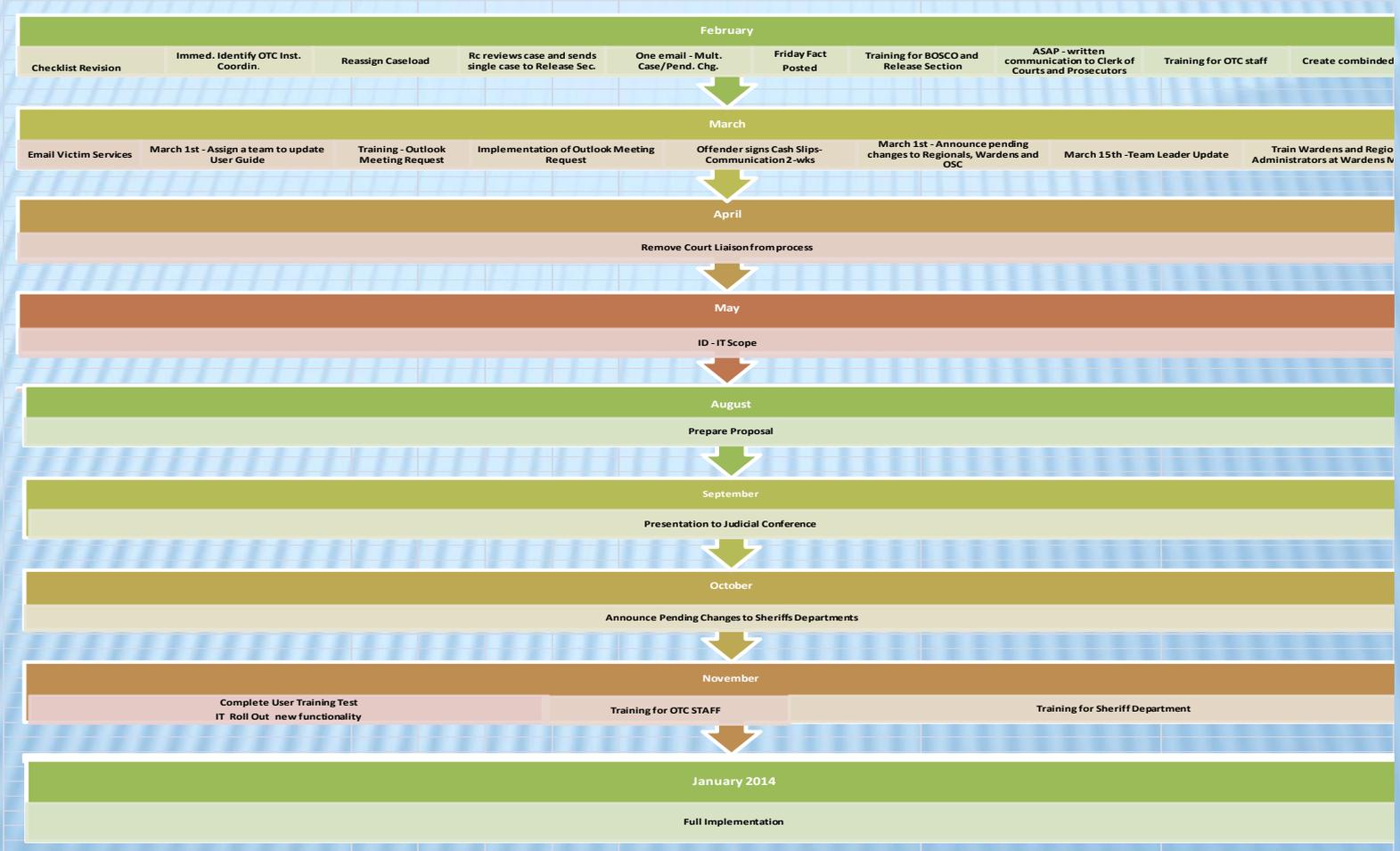


REGINA

WHAT BEGINS TUESDAY?



TIMELINE



BECKY, SALLY, AND DANA

LIFE AS A KAIZEN EVENT PARTICIPANT...



SPECIAL THANKS TO...

Senior Leadership / Sponsor(s):

- Linda Janes, DRC, Chief of Staff
- Greg Trout, DRC, Chief Legal Counsel

Team Leader:

- Missy Adams, DRC, Chief, Division of Legal Services

Subject Matter Experts:

- Mary Oakley, BOSC
- Michelle Hampton, CRMO OTC Section
- Diana Sinclair, CRMO OTC Section
- Rose Blandon, CRMO OTC Section
- Charlie Ardovino, Multimedia Administrator
- Deb Herubin, IT Project Manager
- Chris Hager, DRC, BOSC

QUESTIONS/COMMENTS



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