

Kaizen Event Report Out
Department of Mental Health
Northcoast Behavioral Healthcare
June 10 – 14, 2013
Report Out Date: June 14, 2013

FORENSIC MOVEMENT



LEAN LEGAL “L²”



TEAM MEMBERS

- Ingrid Morton
- Jack Brannan
- Harriet Perantinides
- Anne McLain
- Pam Phillips
- Michael Berger
- Laura Brooks
- Sarah Feher
- Debra Zieja

STAKEHOLDERS

- Taxpayers
- Federal, State and Local Government
- Boards, ODMH, Families, Patients,
Clients
- Legislators

BACKGROUND

Once admitted, forensic patients largely fall into one of two categories: pre-trial and post-trial. The treatment focus of patients admitted for pre-trial purposes (such as restoration to competency) is to stabilize the patient, provide the court with an opinion, and discharge back to jail. The treatment focus of patients admitted for post-trial purposes (such as persons found Not Guilty by Reason of Insanity), is also to stabilize the patients, and then discharge to the community. In this latter group, post-trial patients progress through increasing levels of movement towards community discharge. In all cases, forensic patients cannot be discharged without court approval, which requires a multitude of internal and external steps.

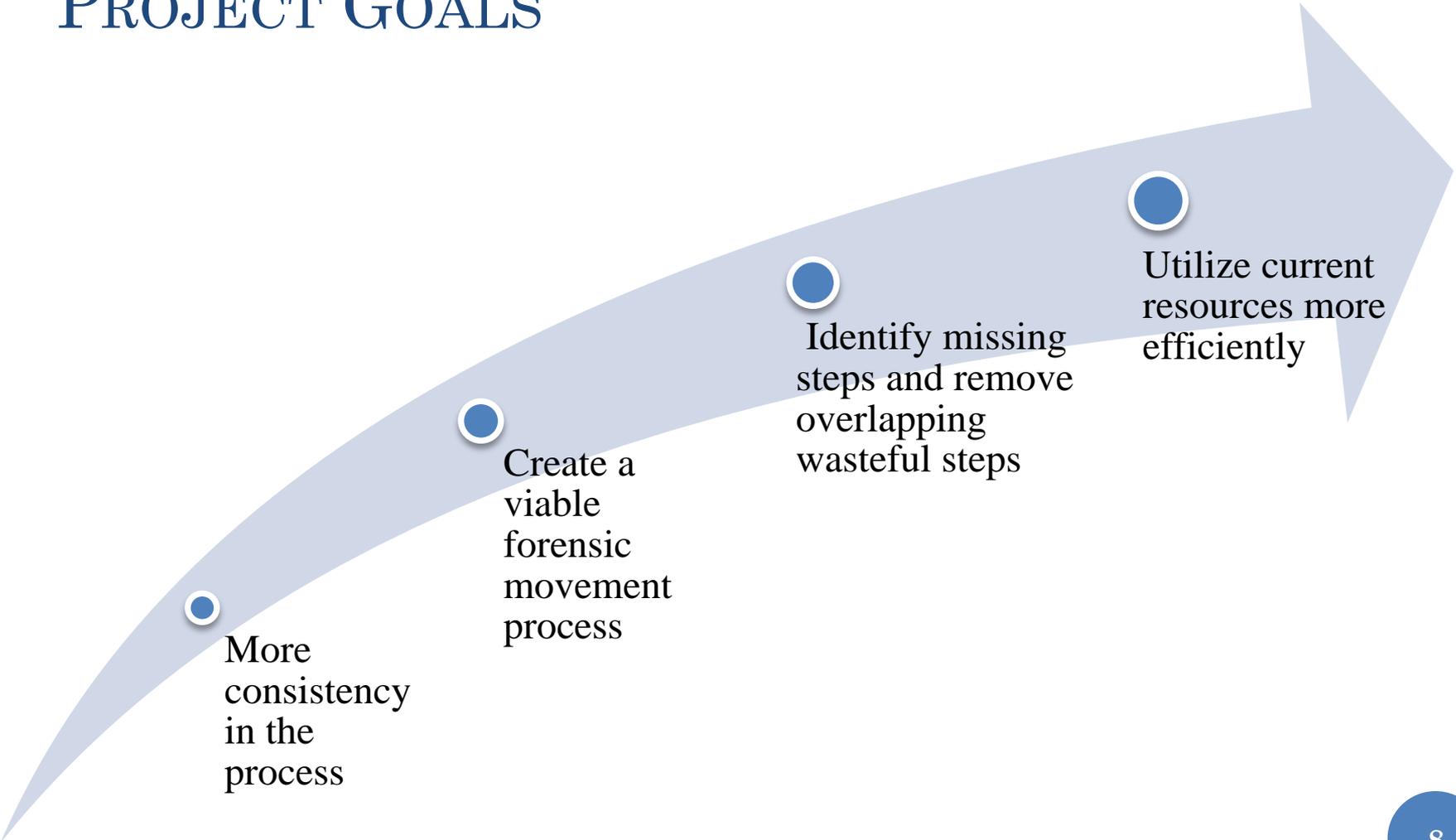
SCOPE OF EVENT

- First Step: Northcoast receives referral from court.
- Ending Step: Patient discharged or returns to jail.

OUT OF SCOPE

- No additional staff
- No additional money
- No IT solutions until the process is improved
- No changes to laws or labor contracts
- No one loses their job because of the Kaizen event, although duties may be modified
- No legislative changes or changes to collective bargaining agreements
- Other

PROJECT GOALS



More consistency in the process

Create a viable forensic movement process

Identify missing steps and remove overlapping wasteful steps

Utilize current resources more efficiently

BASELINE DATA

- 260 bed facility; 70-75% of the patients are forensic

KAIZEN DEFINED

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



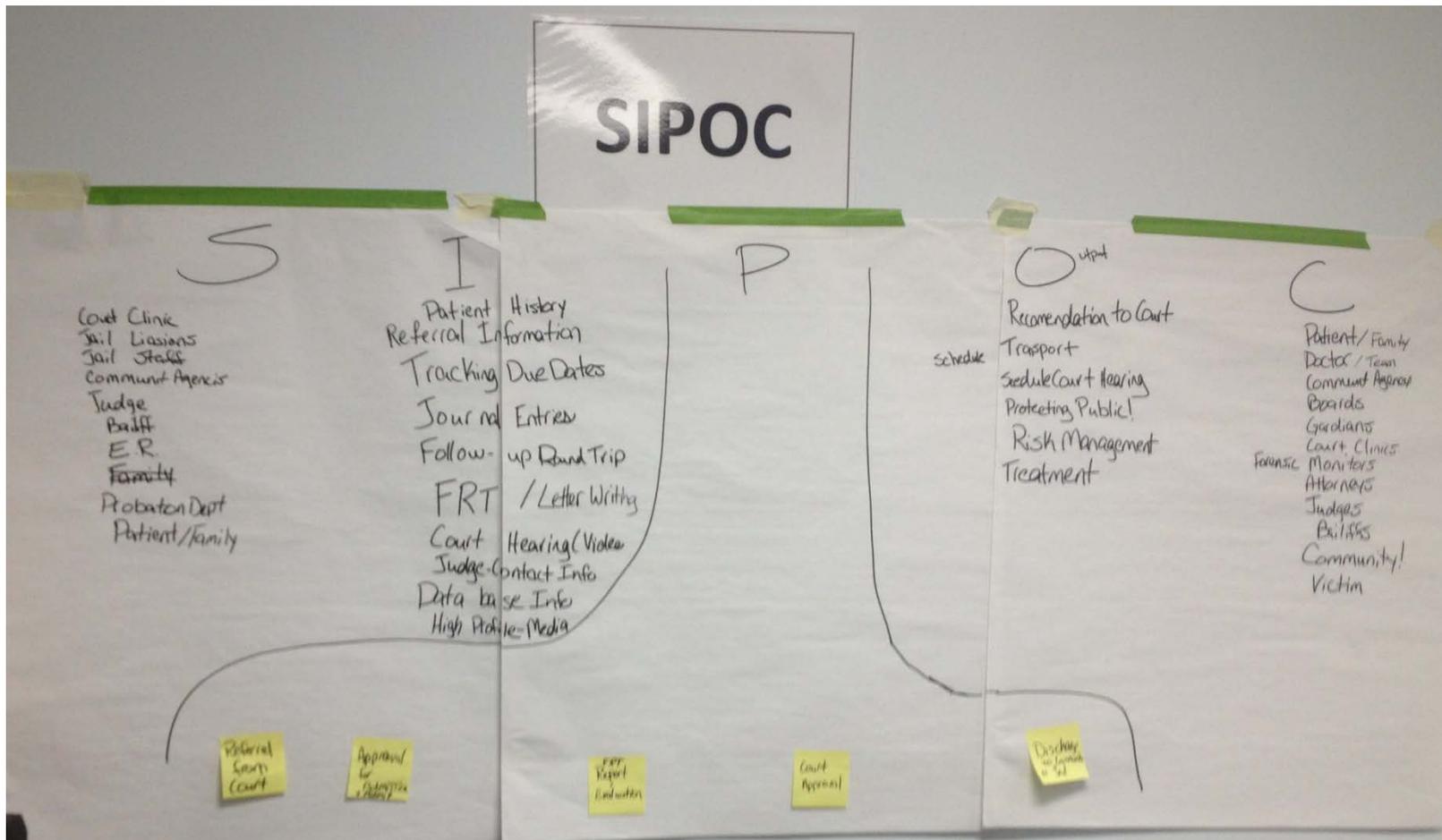
THE KAIZEN APPROACH

Team-based energy and creativity drives immediate process improvement

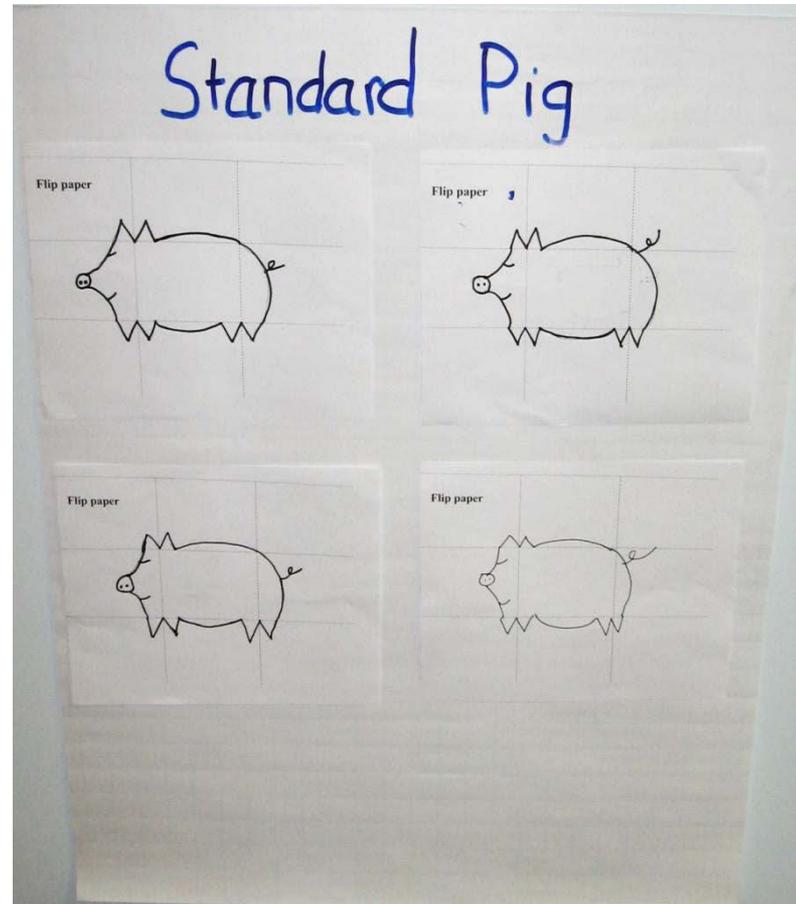
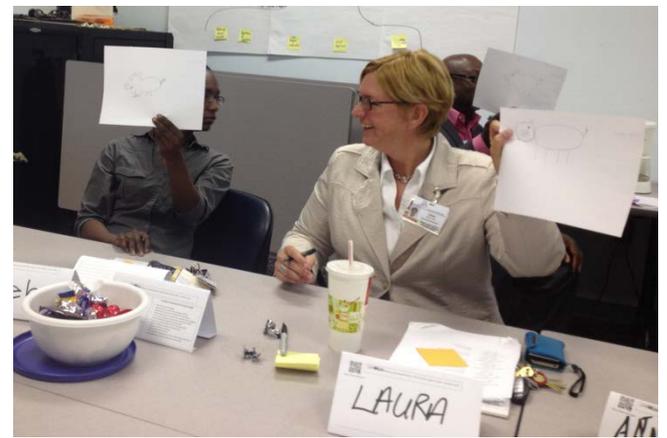
DAY 1	DAY 2	DAY 3	DAY 4	DAY 5
Day of Learning and Level Setting: Getting everyone of the same page	Day of Discovery: Making the invisible visible	Day of Improvement: Creating the new process	Day of Design: Implementation & action planning	Day of Fine Tuning & Communication: Celebration & sharing results

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

HIGH LEVEL PROCESS - SIPOC



STANDARDIZATION

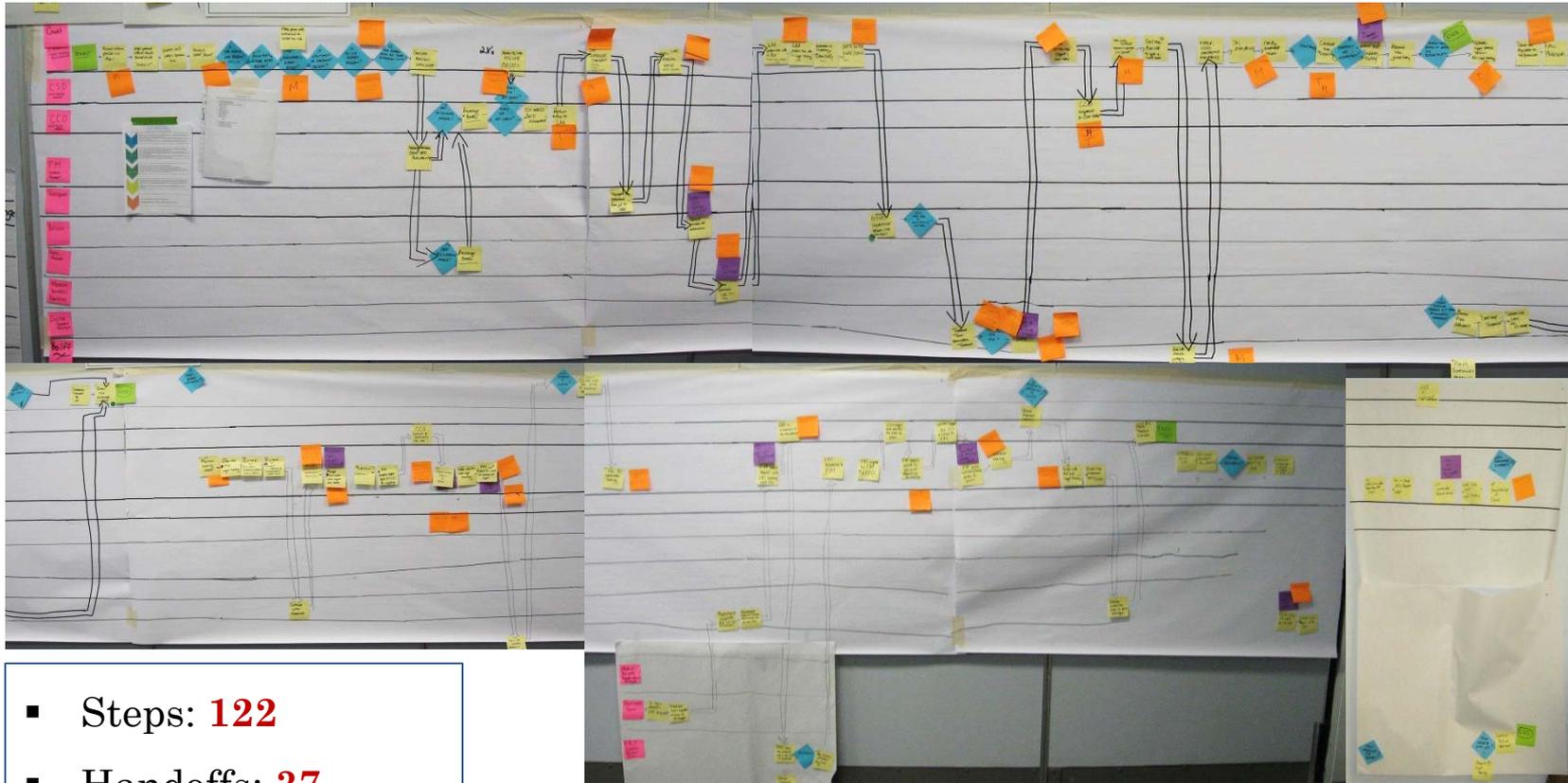


CURRENT STATE PROCESS MAP

- Too many steps
- Too many handoffs
- Too many decisions
- Too much TIM WOOD
- Too many loop-backs
- Too many entry points



CURRENT STATE PROCESS MAP



- Steps: **122**
- Handoffs: **37**
- Decisions: **25**
- Waste: **46**
- Loop-backs: **14**

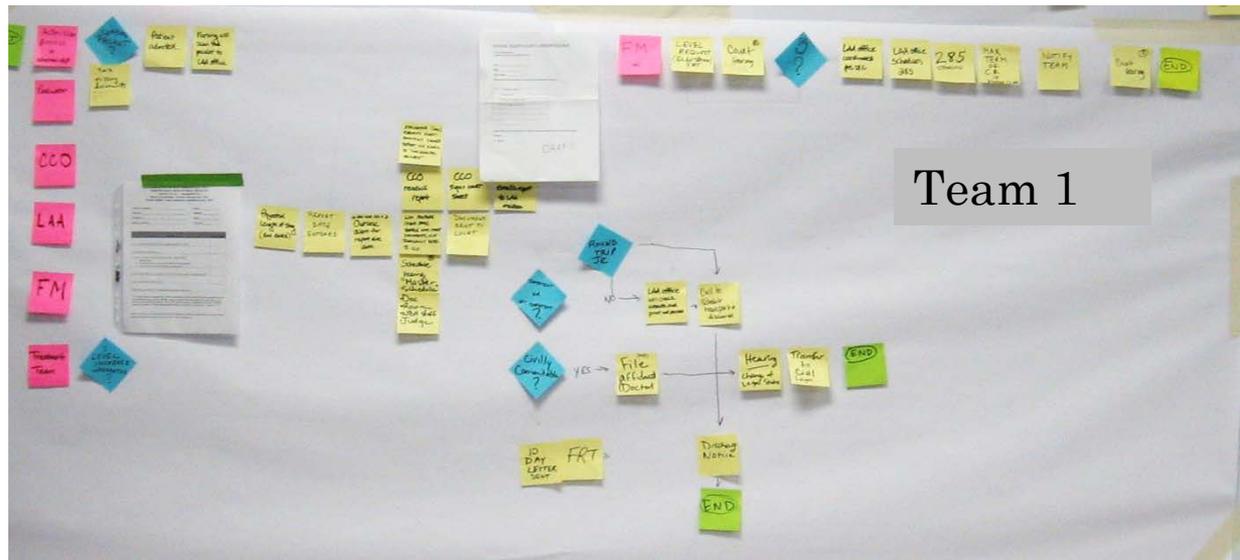


TEAM BRAINSTORMING

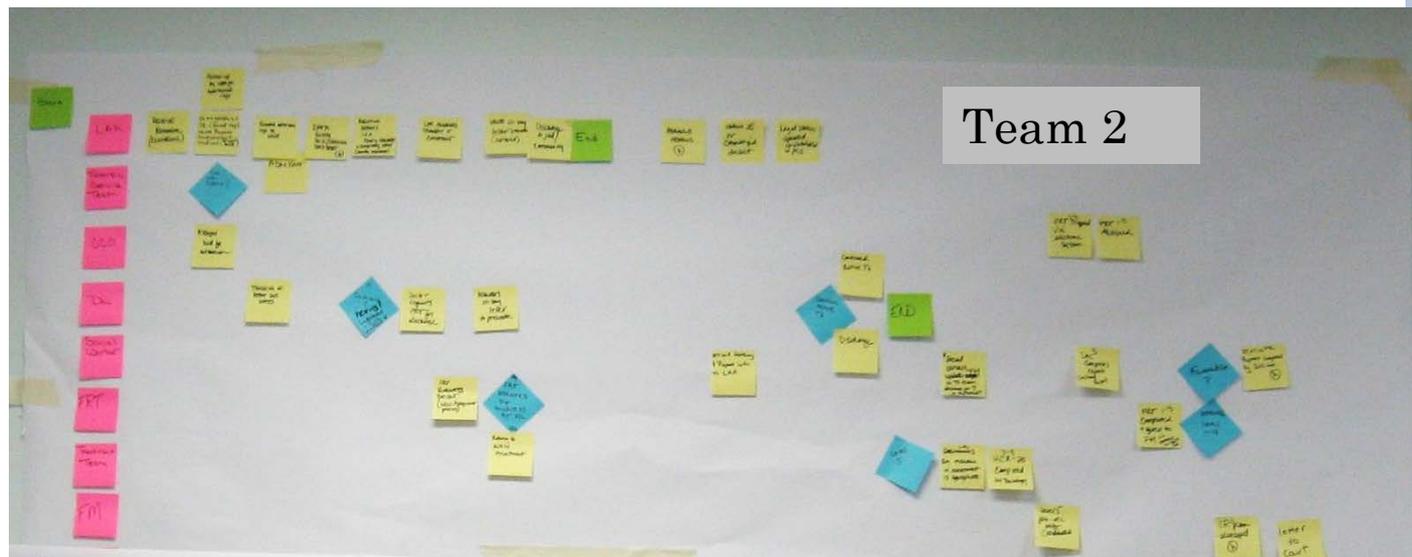
- One Database
- Less distractions for LAA Staff
- More Video Conferences



CLEAN SHEET REDESIGN



Team 1



Team 2

CLEAN SHEET REDESIGN

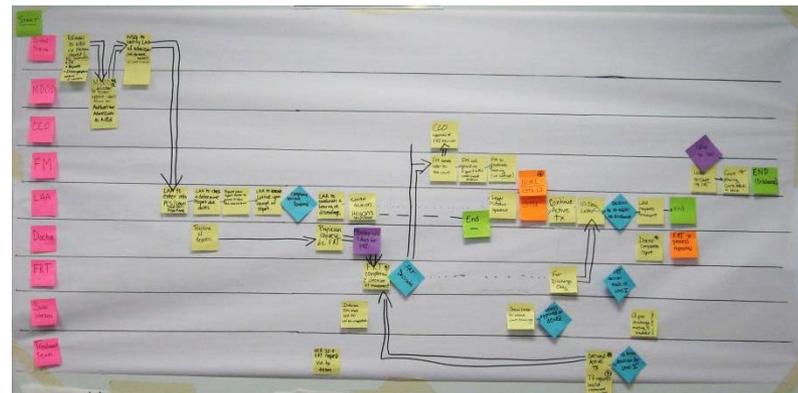
Common	Unique
Paperless System	New Portal Entry
No calls regarding 10-day Letter	Universal Tracking Database
FRT Electronic	Mail Merge

Common	Unique
- Dr. Tracking Report use of Outlook Use of Master Sheet	Portal of Entry LAA don't need chase Down Docs after Admitted
- Paperless - 10 Day Letter: No calls - FRT Electronic - JE enough on Deck	Hearing Attendance 1 Contact for AV Universal Database Cover Sheet Transport Stand Guidelines ↓ Movements Mail Merge ★ FEDEX Social Worker - Video & Missing Doc

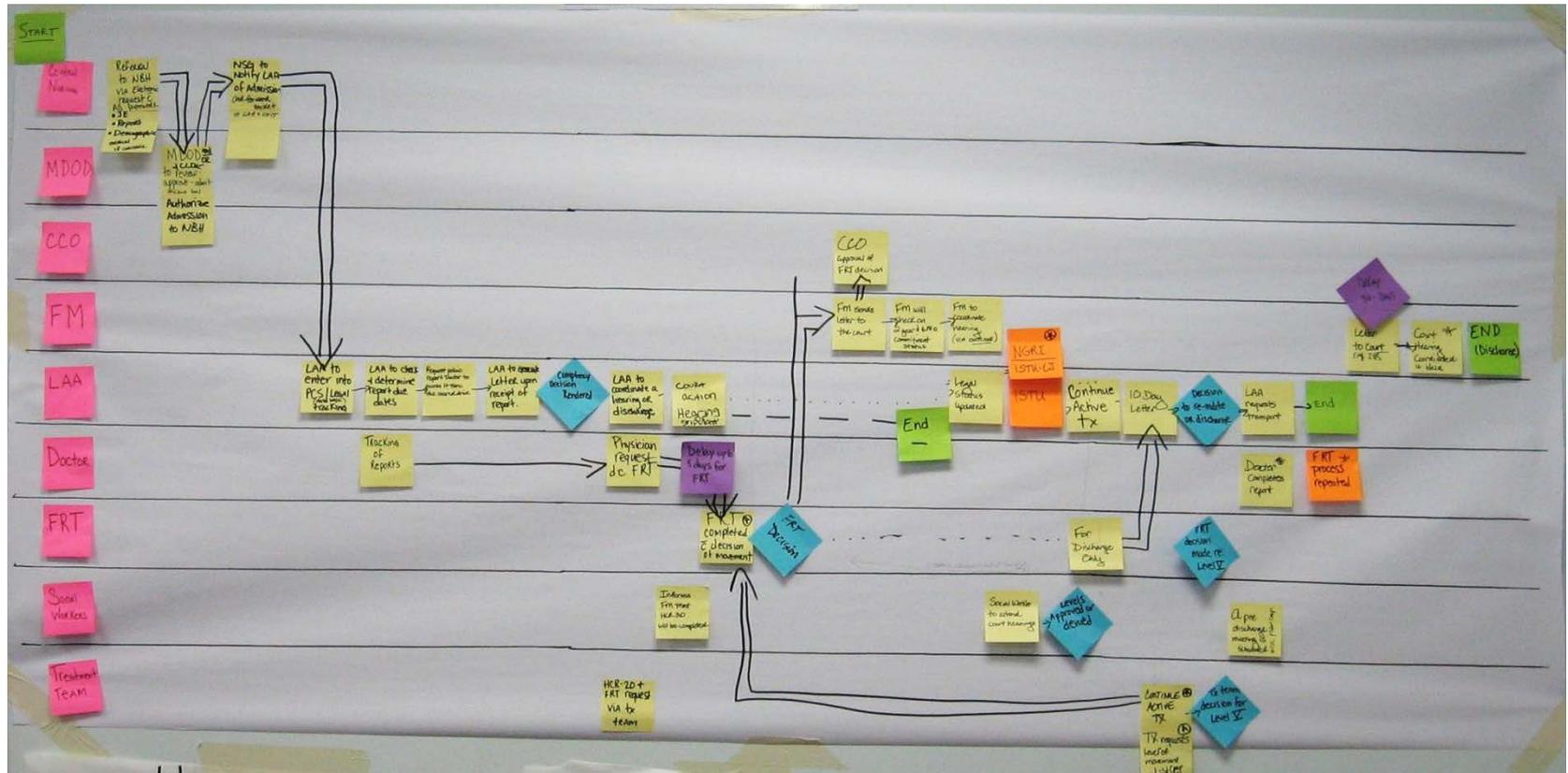
CURRENT TO FUTURE STATE



FUTURE STATE



FUTURE STATE



- Steps: **36**
- Handoffs: **6**
- Decisions: **6**
- Waste: **0**
- Loop-backs: **6**

SCORECARD

Measure	Current Level	NEW	Change
Process Steps	122	36	70%
Loop Backs	14	6	57%
Hand-Offs	37	6	83%
Decision Points	25	6	76%
Points of Waste	46	0	100%

COST SAVINGS

COST SAVINGS

1. CERTIFIED MAIL 15 LETTERS WK @ \$.11 = \$4800.00
4yr

2. DATA ENTRY 8 HOURS WK = \$416.00 yr
or
52 wk/yr

3. LETTERS TO COURT 15 per WK x 45 MIN. = 25 min per
(575 min/wk or 6.25 work hour/wk or 325 hours year) letter saved

4. COORDINATING/HEARING ~~ATTORNEY~~ - 207 HEARINGS/yr = 36 hours/yr
150 minutes/wk

5. PRINTING = \$2400 year .04 x 5000 sheets

6. FILING = 2 hrs per wk = 1.5 hours/wk
104 hours per year 78 hours/yr

7. CREATING FILES = 6 WK @ .30 = 78 hours yr.
3 hrs wk

8. COORDINATING ADMISSIN = 18 hours wk = 936 hrs/yr
936 hrs/yr

MORE RESULTS

- Use of Mail Merge
- Uniform process
- Standardization of forms
- Plan to go paperless
- Standardize letters and use of templates
- Plan to reduce Certified Mail
- Electronic referrals



IMPROVEMENT SUMMARY

Current Key Issues

Reports to Court turnaround is too long

Internal movement process monitoring is limited

Culture Change

Process not thoroughly documented

How We Improved

Established a master schedule with auto reminders

Replaced multiple tracking databases with one standard

Defining the current process and stakeholder roles

Process map of future state along with policy and procedures

IMPLEMENTATION PLANS

- Master Schedule
- Hearings
- Dashboards
- Communication Plan
- Letters
- Timeline Plan



ACTION REGISTER: HEARINGS

Hearing Process		
What	Who	When
Training - SW • Outlook • AV • Follow-up Form	Harriet	by 7/1
Training - Dr.'s • Outlook • AV	Dr. Stankowski	by 7/1
Notify Courts/Bal. ff by letter include Admissions info	Harriet	by 6/30

STEP 1 HEARING PROCESS

→ LAA/FM receives report from doctor / FRT

→ STEP 2

LAA - A. Reviews request & determine judge availability
 FM - B. Checks outlook for doc = SW availability and VIDEO CONF. AVAILABILITY @ SAME TIME.
 C. Schedule w/ Joe Kosar → Dan Smith, Elizabeth
 D. Confirm via Outlook

FM - A. Check Availability of Forensic Monitor

Repeat

STEP 3: Hold Hearing

STEP 4: SW communicates hearing outcome (form for now) (database future)

With exception of forced Meds.

ACTION REGISTER: UPDATE LETTERS

Letters

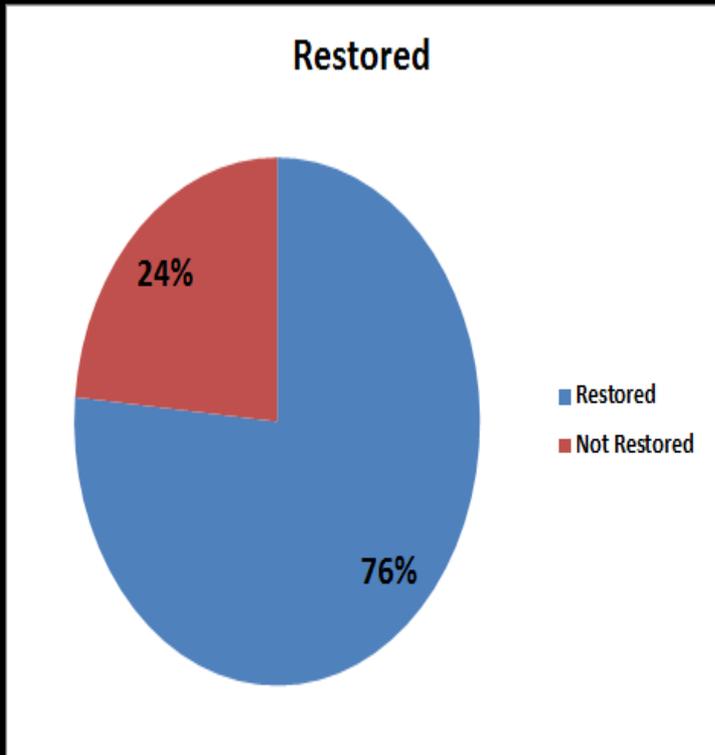
What	Who	When
• Consolidation of information	• Anne McLain	• 30 days ± July 12 th , 2013
• Construct Mail Merge address List	• Harriet P.	• July 1 st , 2013
• Draft new letter templates	• Harriet P.	• July 1 st , 2013
• "Go Live" letter process	• Harriet/Pam	• August 1 st , 2013
• Train LAA on Mail Merge	• Harriet	• July 15 th 2013

ACTION REGISTER: MASTER SCHEDULE

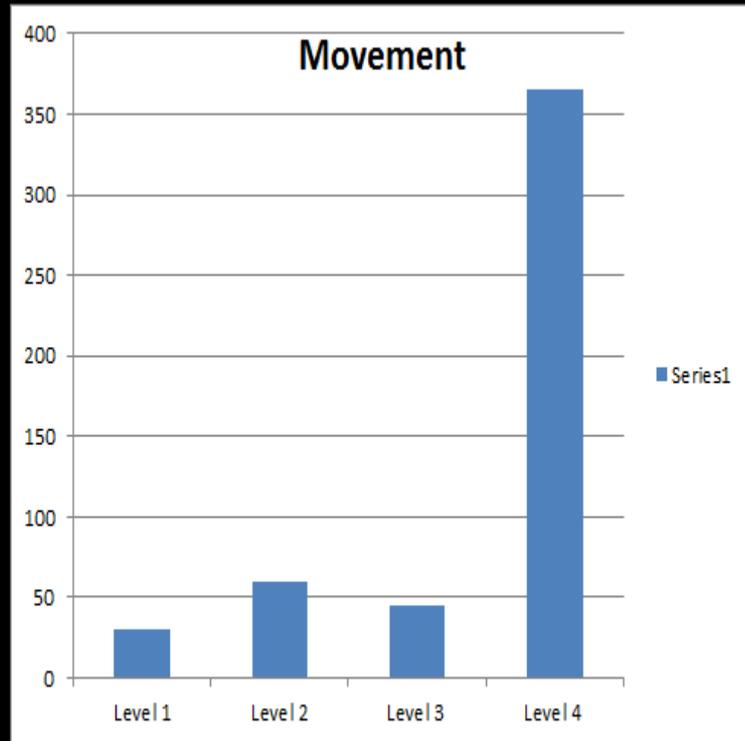
MASTER Schedule

What	Who	When
Inform Dr. they need to use outlook	CCO via Staff meeting	Next week
Training on Outlook for Drs.	IT Dept. Laura	July 1 st
AV Training	AV PS Harriet	Jun 30 th
Training on Reports for Drs.	Dr. Ionescu	June 30 th
Create LAA Shared Calendar Email?	IT CCO Harriet	June 30 th

DASHBOARDS



75% Reports Completed On-time

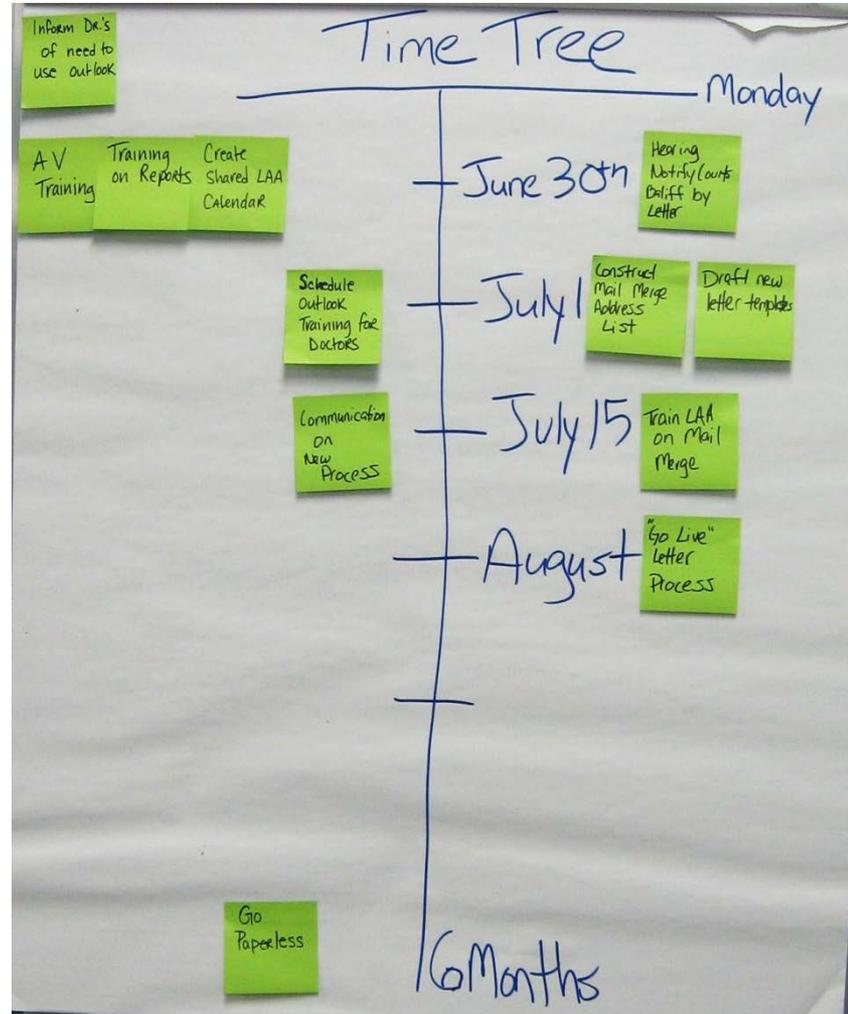


22 Reports Past Due

ACTION REGISTER: COMMUNICATION PLAN

What	Who	When (Date)	Mode	Responsible (who)
New Contact Person at NBH	Court Clinic	7/15	Letter / Email	Harriet
New Contact Person and Fax #	Jail Liaison		Phone / Email	Pam / Harriet
New Contact Person	Transport / Jail Staff		Email	Pam / Harriet
New Communication Method	Judge		Letter or In person	Harriet
General overview of New Process	Bailiff		Phone Call	Pam / Harriet
New Contact Person and Fax #	Probation Dept for referrals		Phone Call	Pam / Harriet
Responsibility to track report due dates	Doctor		In person by CCO	Dr. Stankowski
General overview of improved process	Boards		Newsletter	Anne McClain
General overview of improved process	Forensic Monitors	↓	In Person	Harriet

TIME TREE



WHAT BEGINS MONDAY?

- AV Training for Staff
- Training on Reports
- Create Shared LAA Calendar
- Communication to Doctors on Outlook
- Work on Letters/Mail Merge
- Work on one Central Database



SPECIAL *THANKS* TO...

Senior Leadership: Hospital Executive Committee

Sponsor(s): Dave Colletti, Deputy Director,
Hospital Services and CEO, NBH

Team Leader(s): Laura Brooks, Clinical Services
Director

Subject Matter Experts: Sarah Feher (CEO office),
Debra Zieja (HR Director), William Bobowicz (PI
Director), Dr. Michael Christie, Dr. Megan Testa.