

Green Belt Six Sigma Project Report Out
Colleen Rosshirt
Supreme Court of Ohio
Thursday October 13, 2016

HANCOCK COUNTY COURT (HCC) CASEFLOW REVIEW

WHO WE ARE: CASE MANAGEMENT TEAM



Ashley Gilbert

- Camo Belt

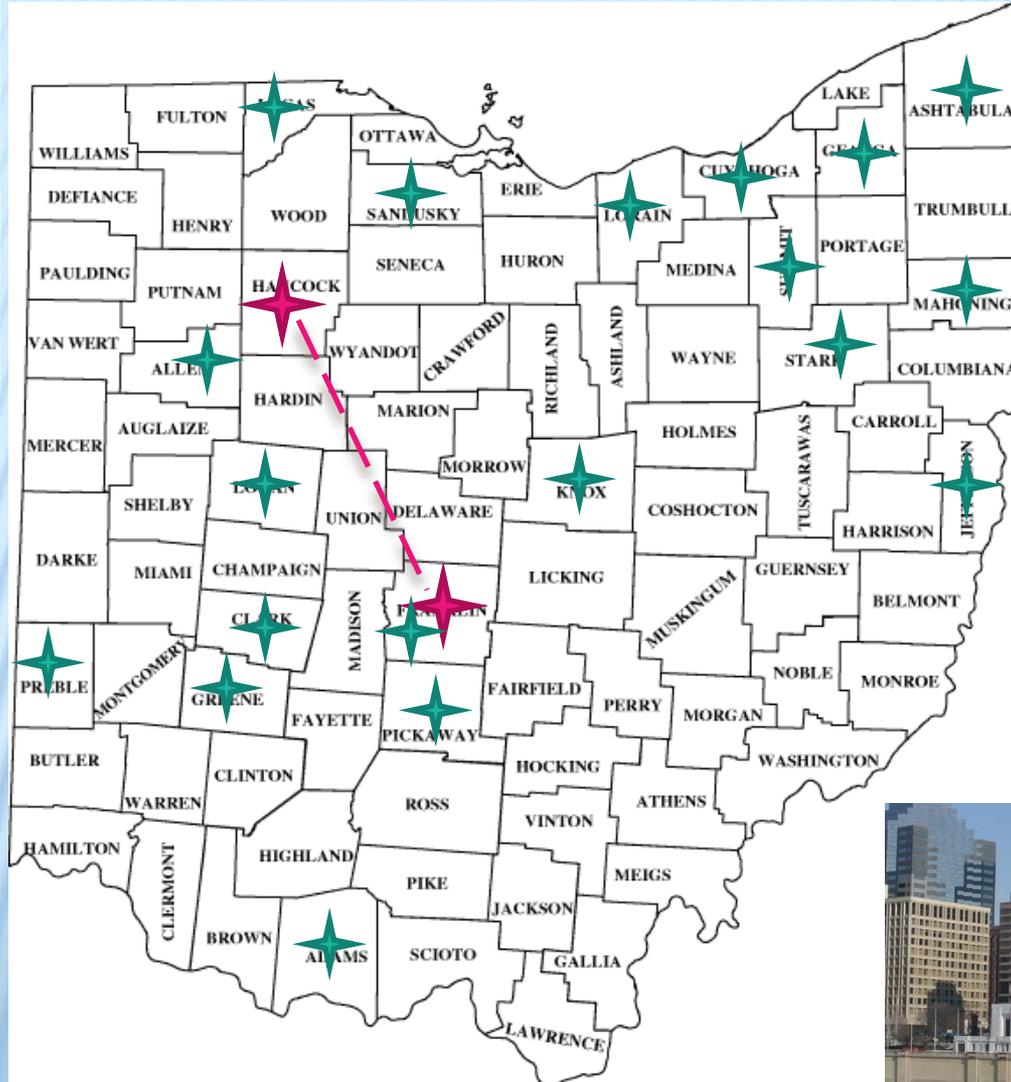
Colleen Rosshirt

- Green Belt

Alan Ohman

- Green Belt

WHO WE ARE: SITE VISITS



BACKGROUND- OPPORTUNITY STATEMENT

- HCC will have the opportunity to **review its current process** for processing new cases filed with the court.
- HCC staff will benefit from **cross-training** by learning the current processing procedure for cases they do not handle on a daily basis.
- HCC as a whole will benefit from having input from front-line and supervisors on ways to **improve the current processing system** for different case types.

BACKGROUND- SCOPE

- Scope:

First Step: Gain agreement from HCC and CMS as to how to illicit feedback from staff regarding processing inefficiencies

Last Step: CMS sends copy of "current" and "future" state maps to HCC for completed case types

PROJECT GOALS

1. Garner feedback from every HCC staff person attending the caseflow review
2. Teach at least 2 LeanOhio tools that can be used in at HCC on future problem solving
3. Complete a full process-map and future state for at least one case type

BASELINE DATA

Case Flow Processing:

- Dissatisfaction of Internal and External Customers (Interviews)
- Observed Duplication of Tasks (Observation)
- Untimely Processing of Documents (File Review)

BASELINE DATA: EMPLOYEE SATISFACTION SURVEY



BASELINE DATA

Employee Satisfaction Survey:

- I enjoy coming to work (67.5)
- My working conditions and environment enable me to do my job well (65.0)
- My co-workers work well together (63.8)
- Managers and supervisors follow up on employee suggestions for improvements in services and work processes (62.5)

DATA COLLECTION PLAN

- Process Map to outline caseflow
- Re-measure employee satisfaction (delayed)

RETREAT AGENDA

- Change Management
- Operational Definition
- Process Mapping
- Batching
- Breakout Groups

Hancock County Probate and Juvenile Court Staff Retreat

Wednesday, July 20, 2016

9:15 AM to 3:00 PM

AGENDA

9:15 a.m. Introduction *(Alan)*

1. Change Management *(Colleen)*
2. Operational Definition: Cross Training *(Ashley/Alan)*
 - a. SCO staff will facilitate an exercise designed to help staff develop a definition of "cross training" to create common understanding and agreement. A clear definition will describe the scope of the work, add consistency, and help guide staff in decision making.

9:45 a.m. Process Mapping *(Alan /Tasha- assist with post-its)*

1. Introduction to Process Mapping
 - a. The purpose of this exercise is to understand the current process in order to identify opportunities for improvement by mapping the steps in the current caseflow process and identifying the job function that completes each step.
2. Process Mapping: A Delinquency Case
 - a. Exercise: The Five Whys: An exercise used to uncover the possible root cause of caseflow delay or problem.
 - b. Exercise: TIM U WOOD: An exercise used to identify and eliminate waste (delay, inconsistencies, unbalanced workload, redundancies, misunderstood customer needs, etc.)
3. Mapping the Future State
 - a. Exercise: After identifying waste, rework, handoffs or things that could be eliminated from the process, we will map the future process for a delinquency case.

12:00 p.m. Lunch

1:00 p.m. Exercise: Batching

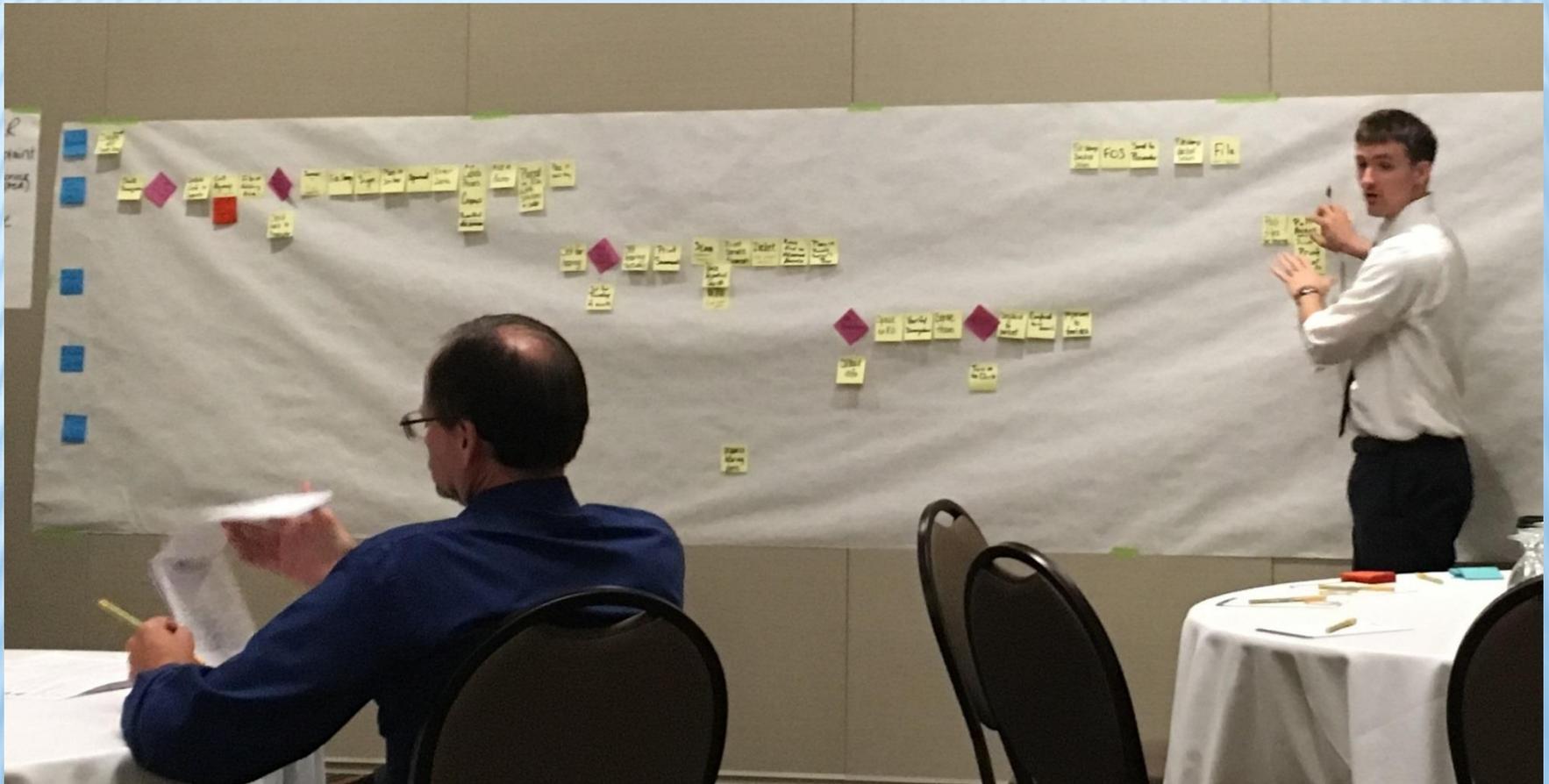
1. An exercise to help understand batching and how it can be a cause of delay

1:15 p.m. Process Mapping: Breakout Groups *(Clerk's to choose two case types)*

2. Juvenile Civil Case (Magistrate's docket): Custody/Visitation/CSEA *(Ashley)*
3. Probate *(Colleen/Tasha)*
4. Probation Department Caseflow (Shawn to confirm whether POs will participate in the afternoon) *(Alan)*

3:00 p.m. Adjourn

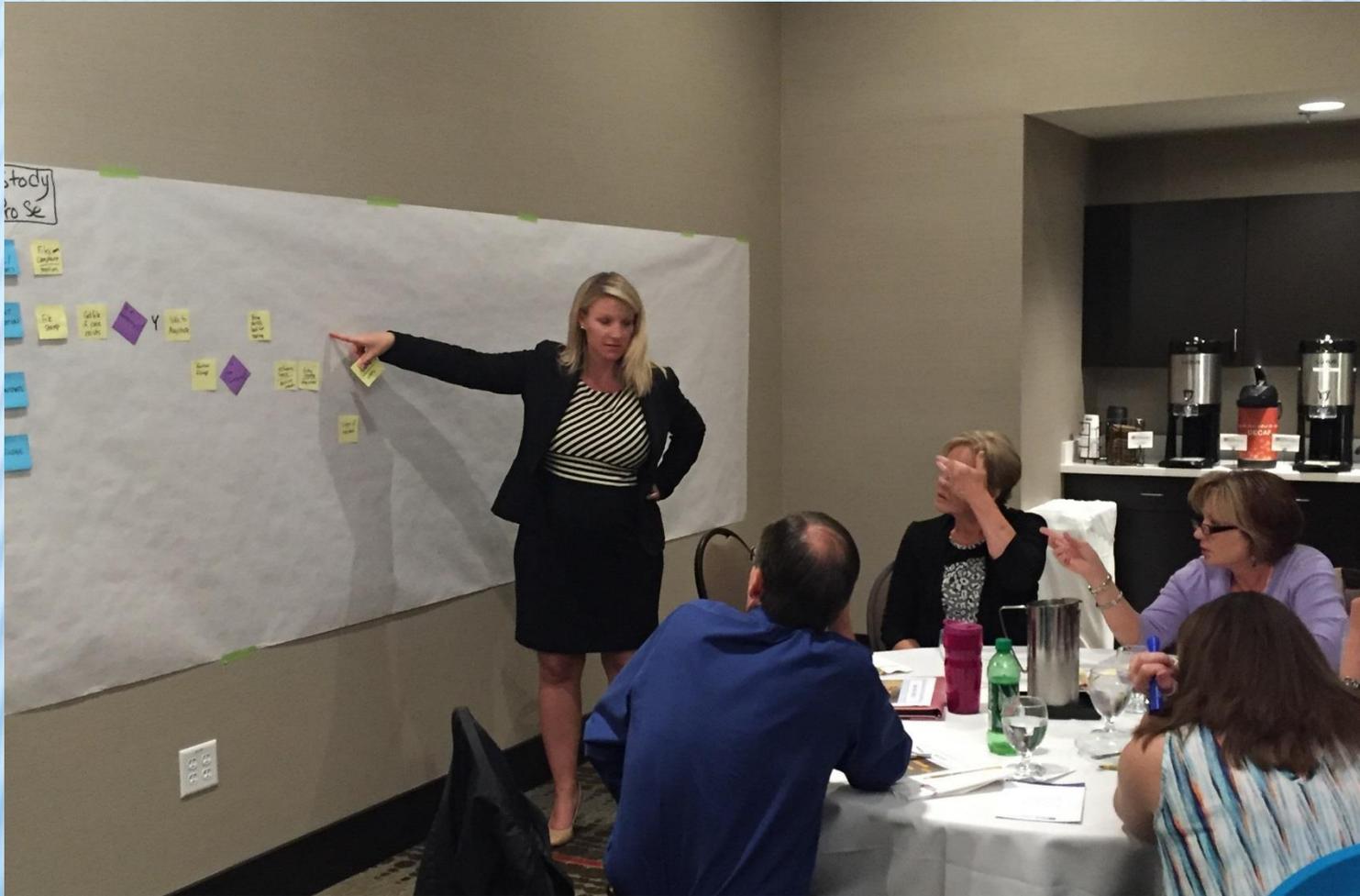
DETAILED PROCESS MAP



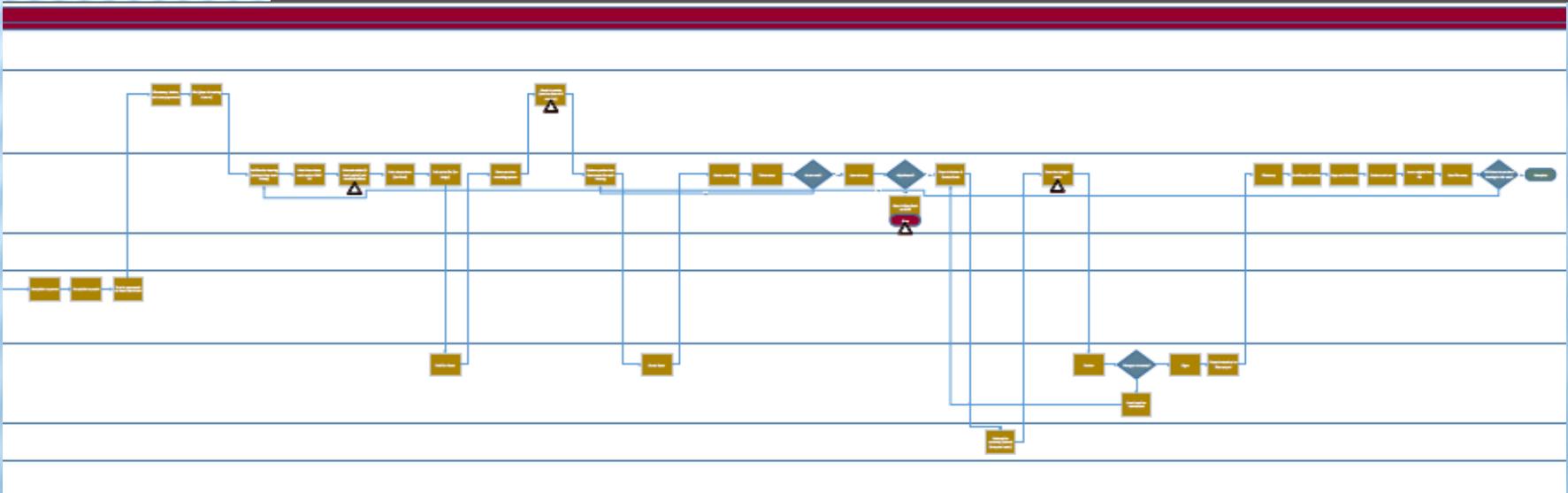
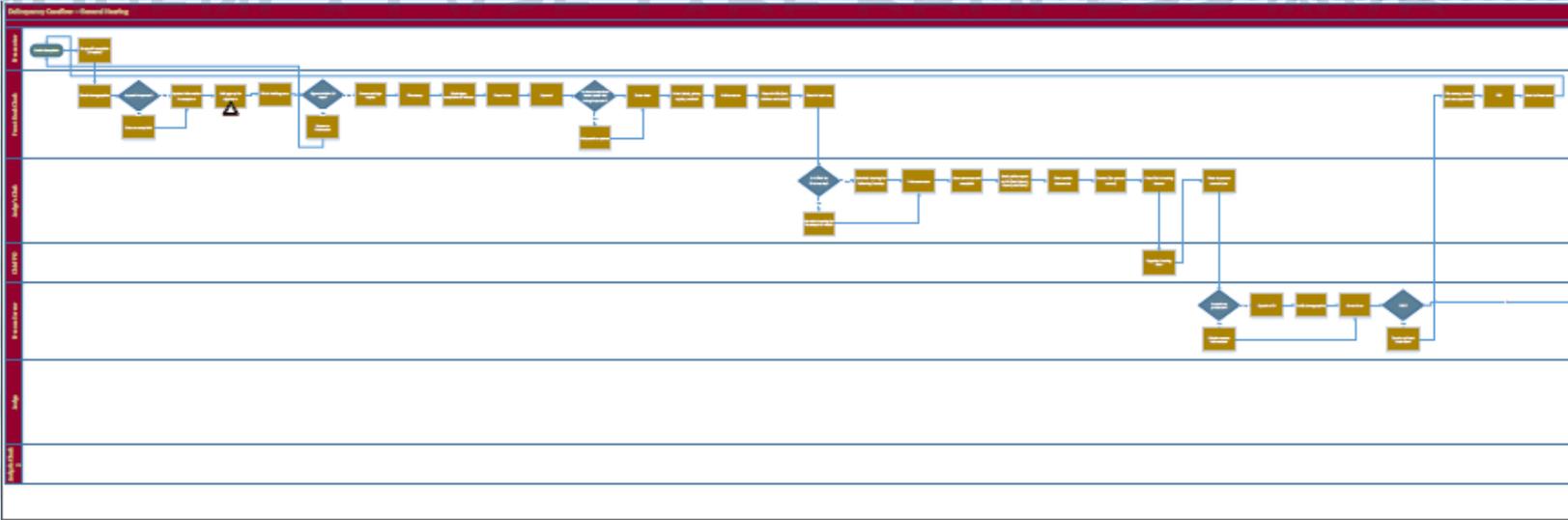
DETAILED PROCESS MAPS



DETAILED PROCESS MAPS



DELINQUENCY CASE TYPE PROCESS MAP



DELINQUENCY CASEFLOW SUMMARY

7

Functions

10

Decisions

71

Tasks

5

Delays

OTHER TOOLS - TO TELL YOUR STORY

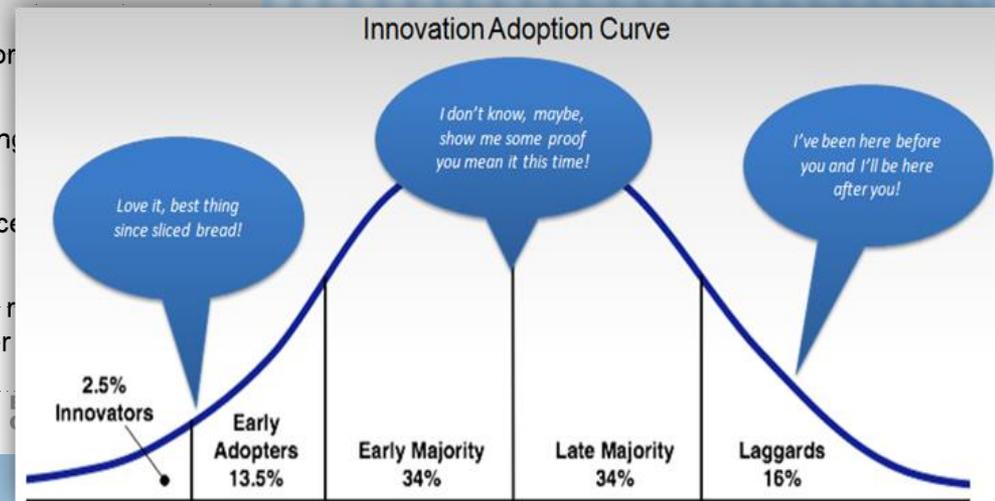
- 5 Whys
- Batching (is the enemy of speed)
- Change Management



Key steps in change management

1. Becoming **aware** of what the change is and the need for change.
2. Developing a **desire** to participate and support the change.
3. Acquiring the **knowledge** on how to change and your role in it.
4. Acquiring the **ability** to function successfully after the change.
5. Find **reinforcement** to help you be successful throughout and after change.

Ohio



CROSS TRAINING
CROSS TRAINED EMP
ES WILL HAVE A
KNOWLEDGE OF
2 JOB FUNCTIONS & A
COLLABORATIVE TOOL TO
THE BUSINESS OF THE
T RUN SMOOTHLY IN
ABSENCE OF KEY PLAYERS

ROSTER/SCR
4 COPIES - complaint
PHONE CALLS (after service
attempted)
- clerks take call
9 COPIES - schedule
(some email)
LETTING PRTS. IN
TO BE FILED STACK - DELAY?
(stamped)
WHEN TO CLOSE ON SCR?

OTHER TOOLS - TO TELL YOUR STORY

- Operational Definition of “Cross-Training”

“Once cross trained, employees will have a working knowledge of other job functions and a collaborative tool to help the business of the court run smoothly and offer customer service in the absence of key personnel.”

PROJECT BENEFITS - INTANGIBLE

- “Showed that an outside view of the process can lead to better ways to address topics”
- “The visual flow of cases, combined with the discussion...was eye-opening and educational”
- “I wish that we could do this about every 6 months so that victories can be celebrated and the changes evaluated on a larger scale”
- “Thank you for this opportunity!”

IMPROVEMENT SUMMARY

Current Key Issues



Undefined expectation of “cross-training”



Inefficient use of staff time to complete tasks



Duplicative or time-wasting steps in the filing process

How We Improved



Wrote Operational Definition of Cross-Training and shared with Leadership Staff



Learned how batching wastes time and discussed alternatives



Identified areas of waste, asked why and how to change

SPECIAL THANKS TO...

Senior Leadership

- **Stephanie Hess**, Director, Office of Court Services
- **Tasha Ruth**, Manager, Case Management Section
- **Judge Kristen K. Johnson**, Hancock County Juvenile and Probate Division
- **Magistrate David Land**, Hancock County Juvenile and Probate Division

Sponsor:

- **Becky VanScooter**, Chief Clerk
Hancock County
- **Shawn Carpenter**, Court Administrator
Hancock County

Subject Matter Experts

- **Alan Ohman**, Administrative Officer
- **Ashley Gilbert**, Policy Counsel

QUESTIONS/COMMENTS

