

# LEANOhio

Department of Rehabilitation and  
Correction

Classification Process

June 9 -13, 2014

# Titans of Intake



SIMPLER. FASTER. BETTER. LESS COSTLY.

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# Team Members

- Shelli Branch
- Jack Bendolph
- Natu Patel
- Angela Hill
- William Maynard
- Stacy Edgington
- Lisa Entler
- Barbara Stokes
- Nicole Erdos
- Pam Aldridge
- Myeisha Sancho
- Tony Weeda
- Rachael Jones (Department of Veteran Services)
- Penny Perkins
- Mike Colley
- Amy Robie
- Dianna Edgington
- John Hendershot
- Sandra Pesch
- David Less
- Jeanne Wynn
- Dorena Gilchrist
- Robert Washburn
- Mary Oakley
- Carl Mansfield
- Betty Johnson (Ohio Shared Services)

# Key Stakeholders

- Inmates
- Families
- Taxpayers
- Counties
- Community
- Corrections staff
- Adult Parole Authority (APA)
- American Correction Association (ACA)



# Event Background

Why are we doing this event?

- Lack of consistent processes at each reception center to classify an inmate.
- We must interact with an inmate multiple times and capture information multiple times
- We currently have to access multiple screens to classify one inmate

# Scope of the Event

- What is the first step in the process?  
Our process begins with...  
County notification and Inmate is received from the county jail and is assigned an inmate number.
- What is the final step in the process?  
Our process ends with...  
Inmate is classed to a “parent institution”

# To Break for the Better

- Customer focused
- Right people changing the process
- One week-quick and action oriented
- Necessary resources available immediately
- New process implementation begins next Monday



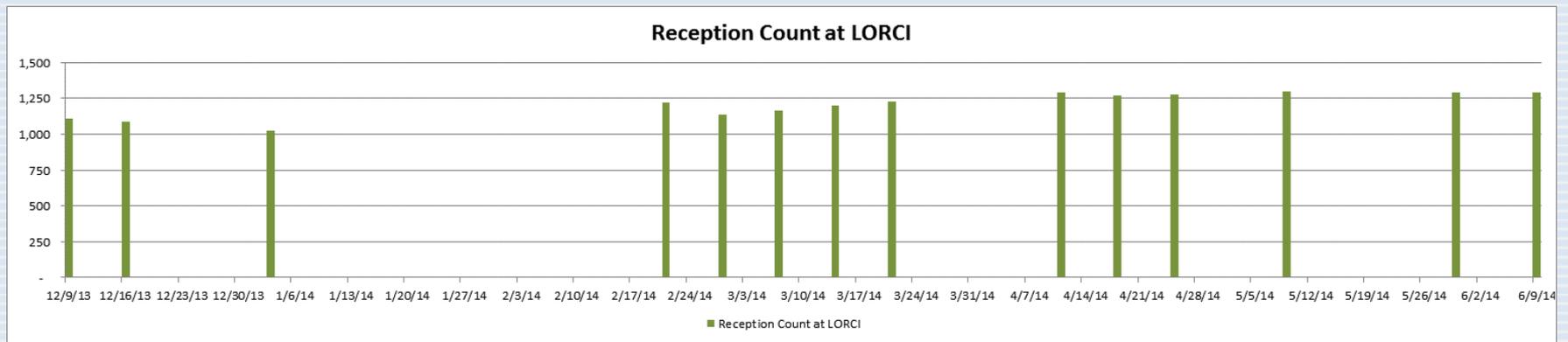
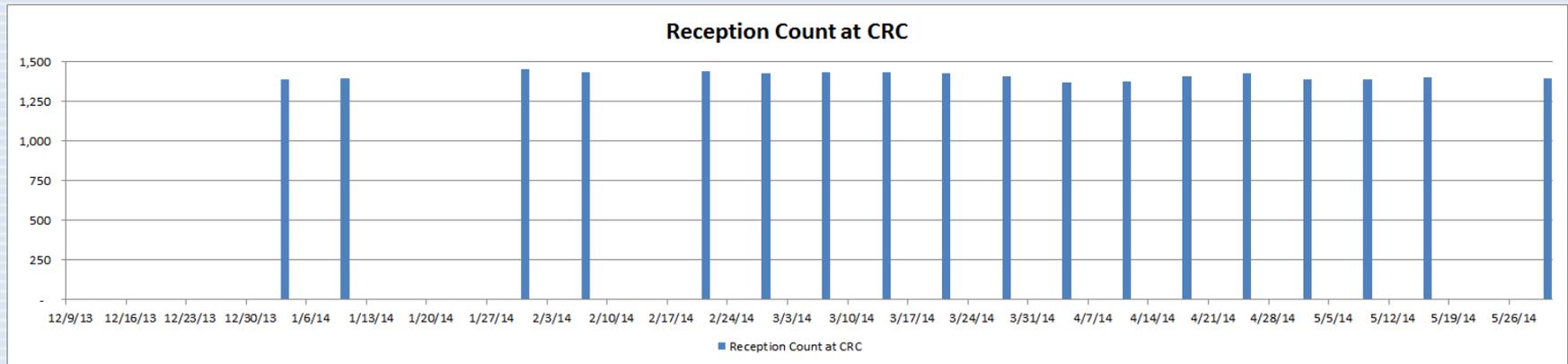
# Out of Scope

- 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

# Baseline Data

- Weekly Inmate Count by Facility
- # Inmates: Classified vs Awaiting Classification
- Average Intake by Weekday

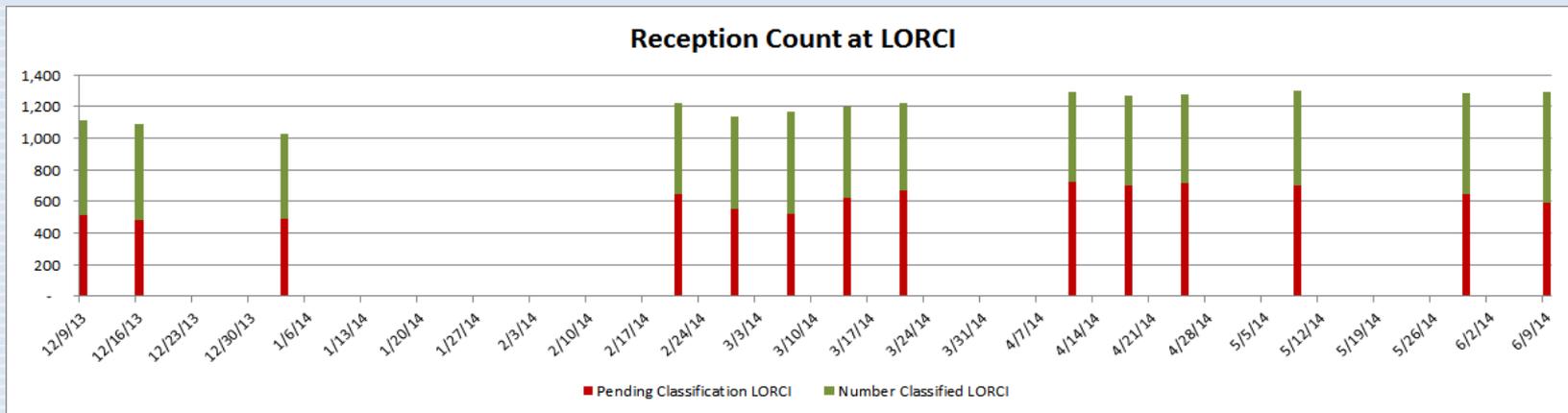
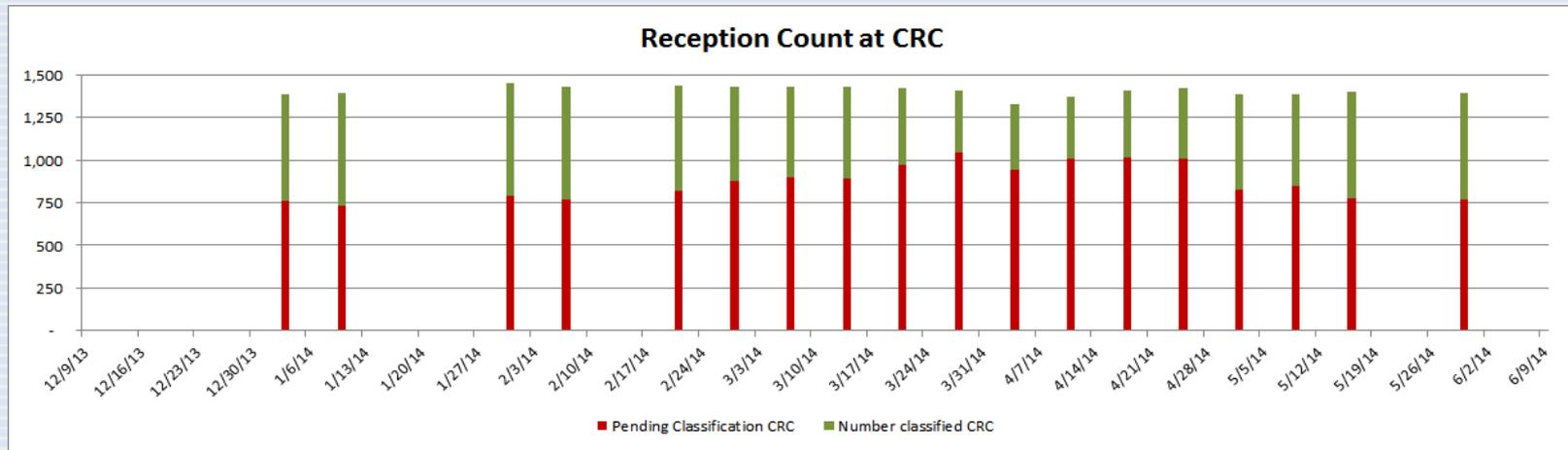
# Weekly Inmate Count by Facility



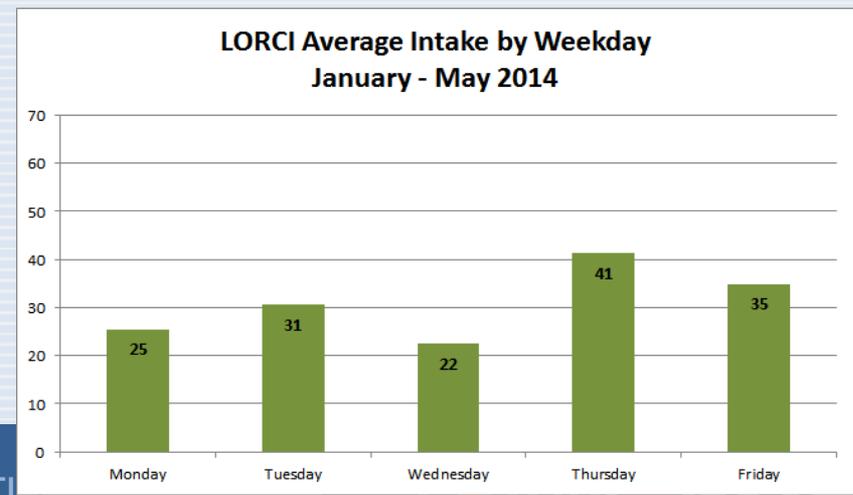
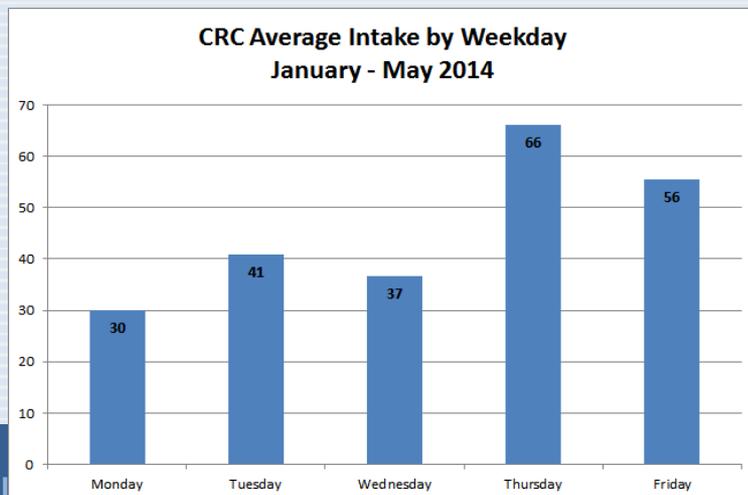
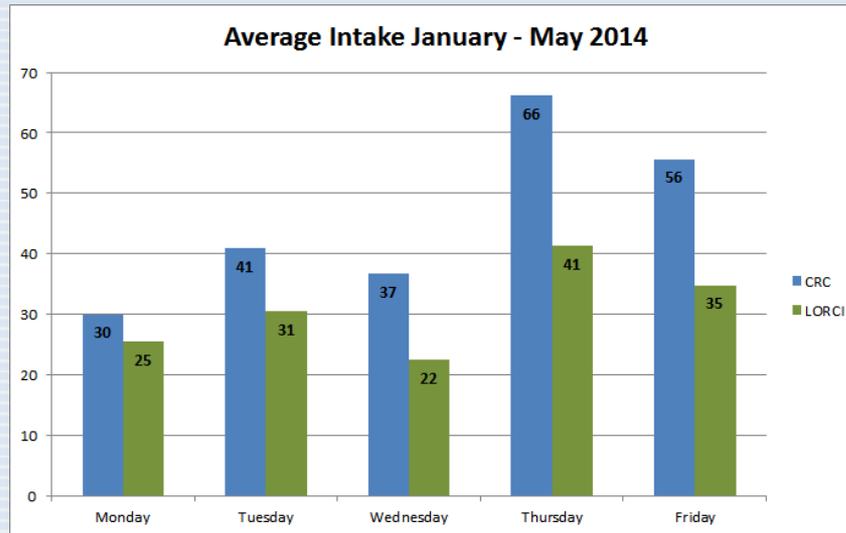
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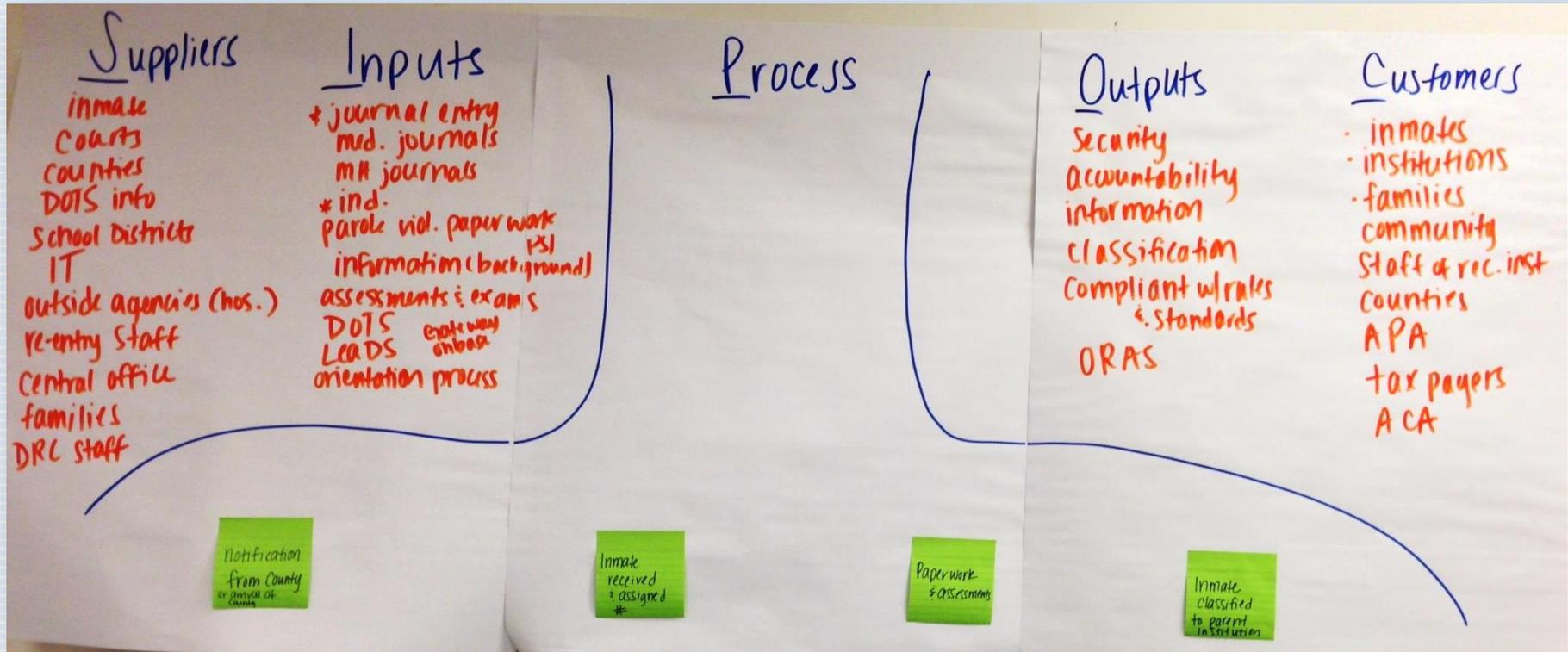
# # Inmates: Classified vs Awaiting Classification



# Average Intake by Weekday



# High Level Process Map



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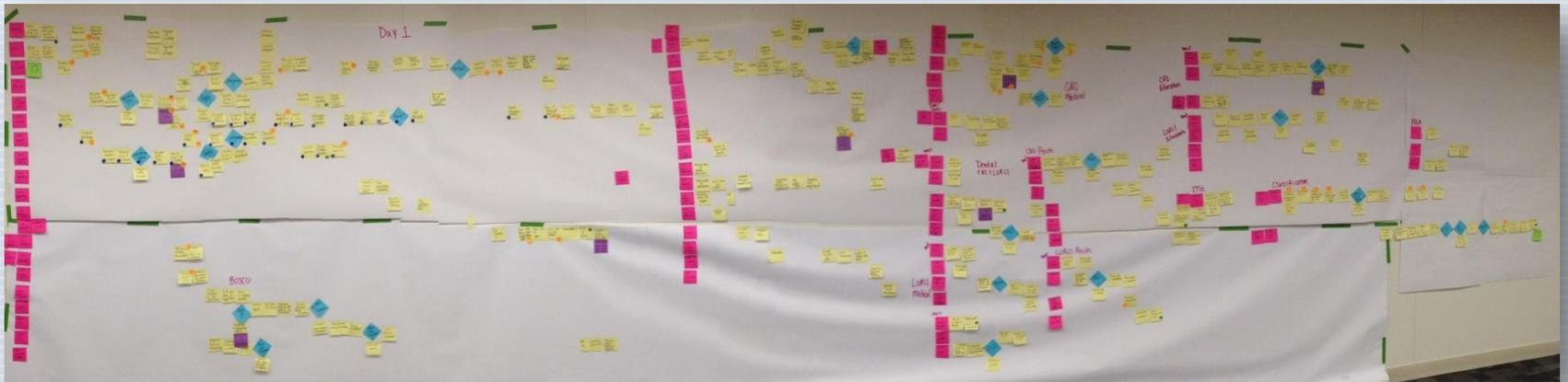
# Project Goals

Improve/simplify the intake process by reducing the number of screens viewed by 75%

Streamline the reception classification process by removing redundant processes, time spent or contact by 50%

Increase the efficiency in assigning inmates to institutions by reducing the time it takes to classify inmates by 50%

# Current State



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# Current State Had Too Many...

- Decisions
- Handoffs
- Delay
- TIM U WOOD=Waste

Transportation

Information /  
Inventory

Motion

Underutilization

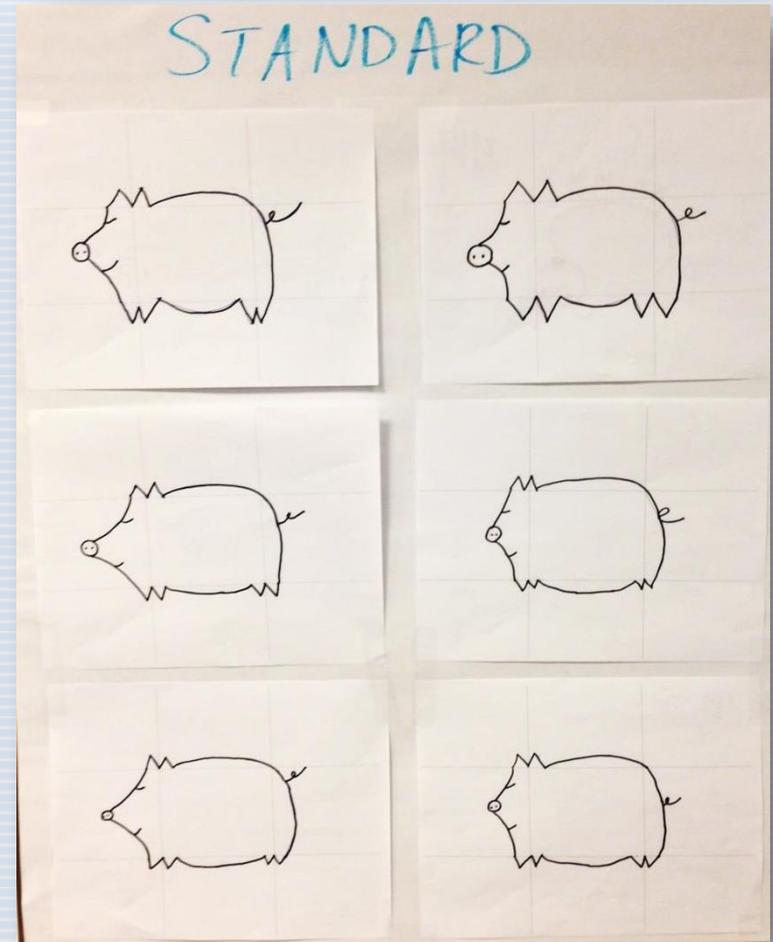
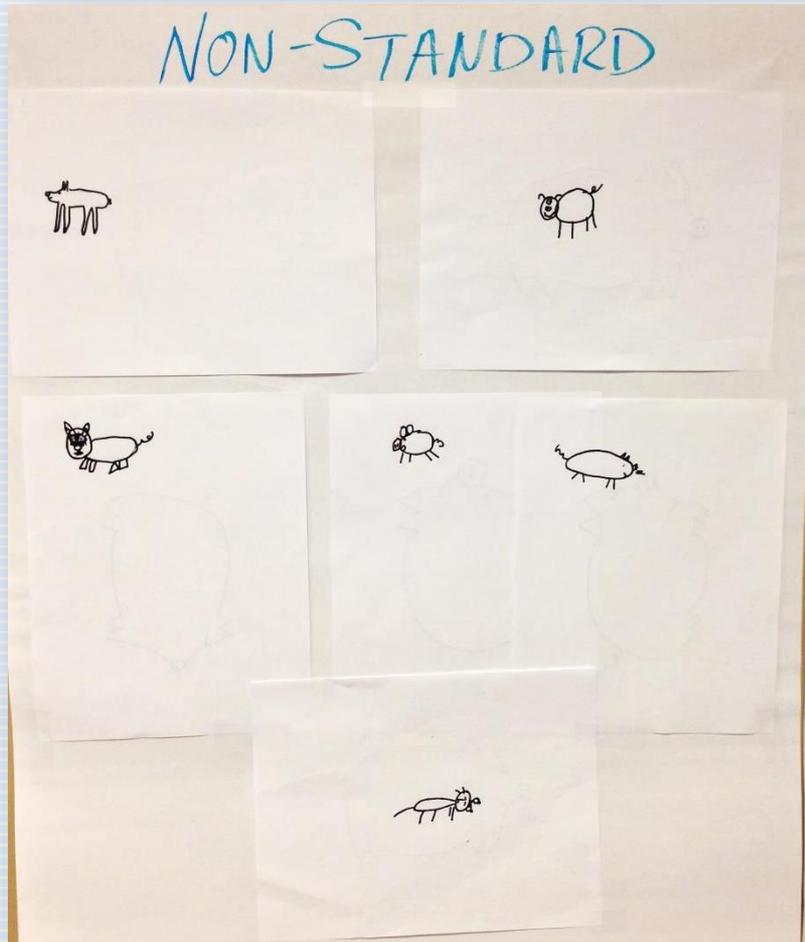
Waiting

Overproduction

Overprocessing

Defect

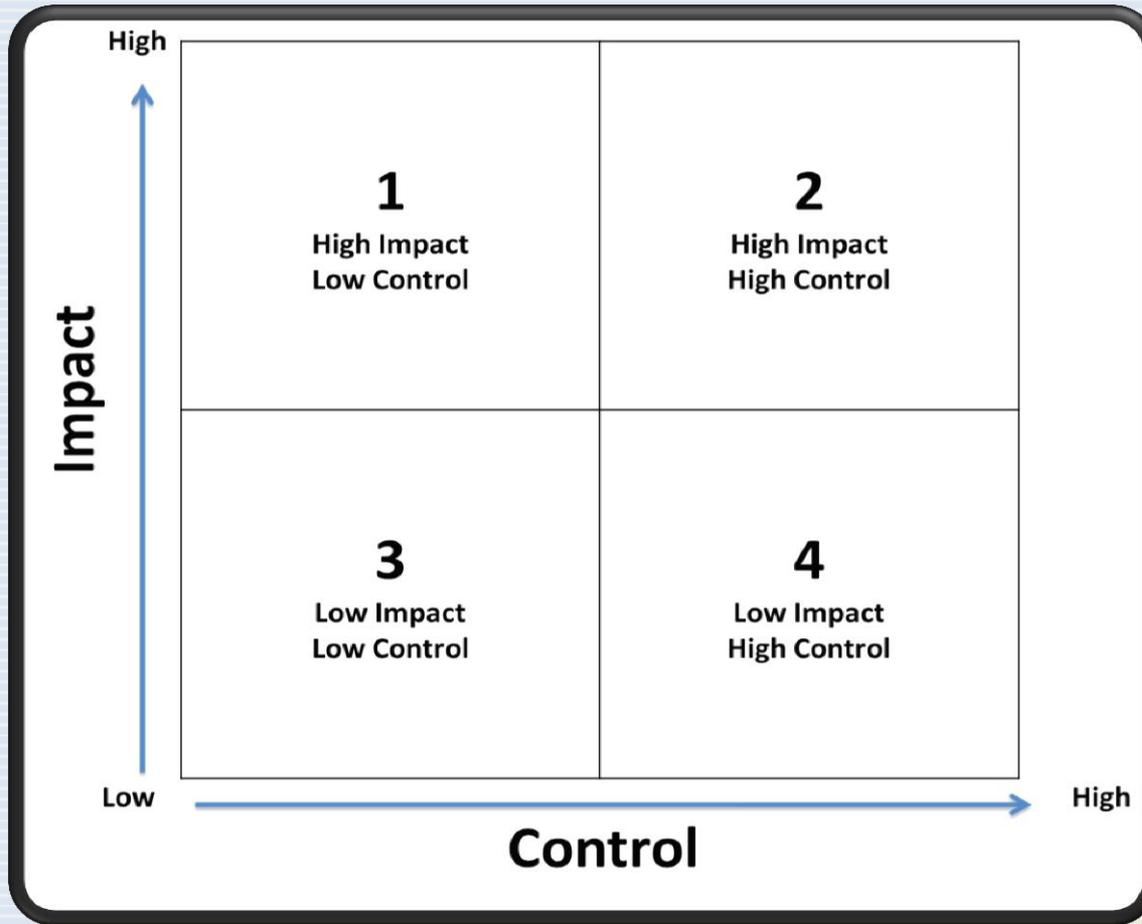
# Standardization



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# Brainstorm - 58 Ideas!

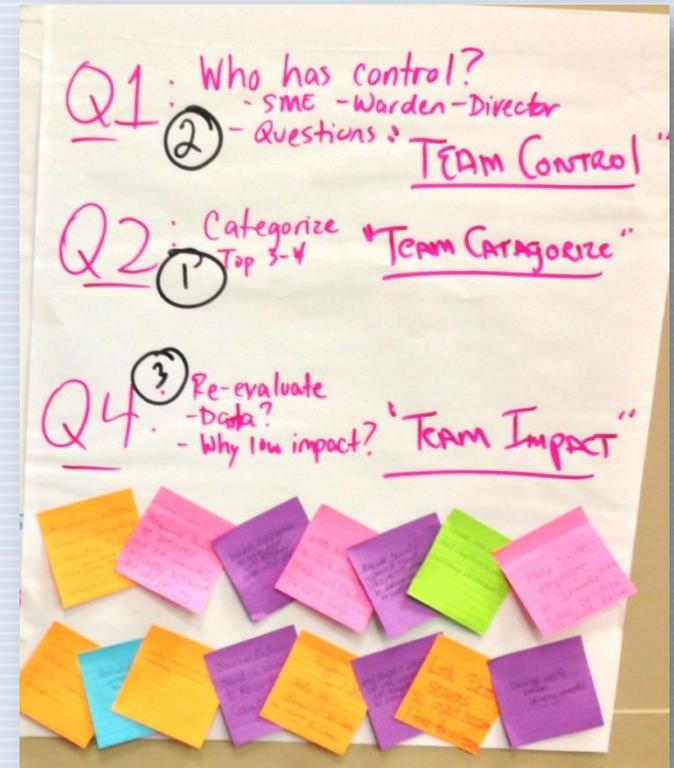


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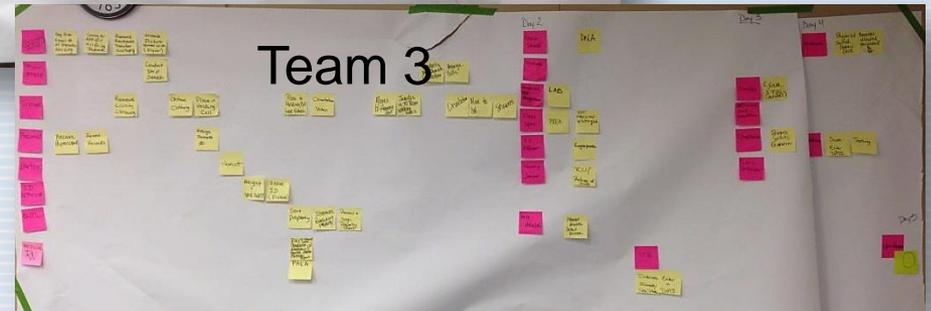
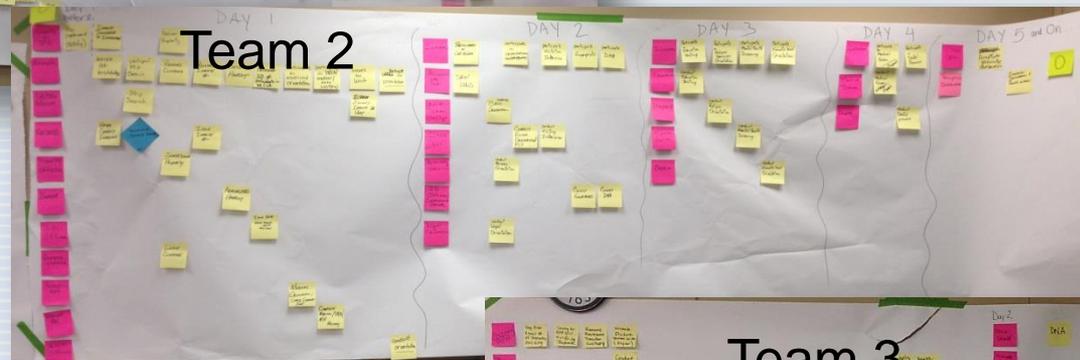
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# Team Analyzed and Evaluated All Ideas

- Require counties to provide list of inmates prior to arriving at institution
- Electronic scheduling system
- Departmental Offender Tracking System (DOTS) – link old number with new number
- Training on new procedures



# Clean Sheet Redesigns



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# Common & Unique

## COMMON

- Sheriff's paperwork fast ✓
- reservations ✓
- ~~IT Change~~
- Orientation in One Day ✓
- Main priorities 1<sup>st</sup> (early in process)
- Right people
- Records correct ✓
- HIT
- Pic Flyer ✓

## UNIQUE

- ~~No HIT~~ HITS - yes
- Reservation system ✓
- Classified in 5 vs. 7 days
- Orientation Loop ✓
- Inmate times scheduled ✓
- Height & weight before ID. ✓



# Future State Improvements

- Scheduling system for counties transporting inmates
- Minor redesigns of institutional physical layouts
- Better utilization of medical staff early in the process

# Future State Improvements

- One standard process at both reception institutions
- Restructuring the process to ensure most critical steps are completed as soon as possible
- Institutional Department of Classification placed under the Bureau of Classification

# Scorecard

Measure	Current State	NEW State	Change
Process Steps	231	60	<b>79%</b>
Decision Points	16	1	<b>94%</b>
Handoffs	39	23	<b>63%</b>
Known Delay	7	0	<b>100%</b>
Yearly Overtime Hours	3406	0 (projected)	

# Event Savings

with 4 changes

- Quarter Master Relocation (supply savings)  
→ more RN evaluation space (less necessary OT)
- Chronic Care during intake (Paperwork, Pharmacy + Staff-time savings)
- Adding Height/Weight to ID station (time savings)
- Updating Class Spec Computer Screen (time savings)

Total cost savings:  
 $\$116,593 - \$13,593$

Hours Free: 115,000 OT savings  
1,650 hours can be redirected



# More Results

- Increased staff morale and reduced stress!
- Compliance at both reception institutions
- Restructured organization
- Increased quality
- Enhanced security control
- Inmates will have quicker placement resulting in better program access
- Quicker parent institution classification will result in families/support systems having more access to the inmates

# Implementation Plans

- Communication
- Training
- Information Technology
- Facility Logistics
- Metrics / Dashboard
- County Focus Groups

# Communication Plan

**COMMUNICATION**

What	Who	When
Communicate to staff the new Receptor process (i.e. daily activities)	John on Angela	6/23/14
Institutions	Cash on Natu	6/23/14
Angela	Mary	Contingent on IT (reservation system) 8-23-14
Courtney	Cael	
Amy		

*Handwritten notes on the board include: "Official letter from Director", "High case time clock", "Courtney - Sheriff's Office", "Angela - Sheriff's Office", "Amy - Sheriff's Office".*



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# Training Plan

What	Who	When
Electronic Medical Records	Medical Staff	2015
Electronic Learning System for Education	Education Staff	6/23/15 contingent on charges thru IT
Reservation System Upgrade	Records Staff and Sheriff's Office	6/23/15 contingent on charges thru IT
DOTS updates	groups who request use of DOTS Portal	6/23/15 contingent on charges thru IT
ID Station training for hands and wrists	ID offices and backups	6/23/14



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# Information Technology Plan

Is there a reason why ID#s enter NOK info in STAT screen?  
Can they just enter it in ~~STAT~~ VIST2 screen?  
Who is populating the multiple screens w/ NOK info. + why? **I.T.**

IT will explore fixing "Scars, marks, tattoos" so it shows on band card/  
-escape flyer. John + Angela will tell IT what info needs to be there

IT will explore combining DOTSScreens for Recep Coordinators

IT will explore streamlining Records info on DOTSS

IT will explore fixing MHTS screen so DMHTS will print  
all pages with content

Reservation system is doable. IT will explore.

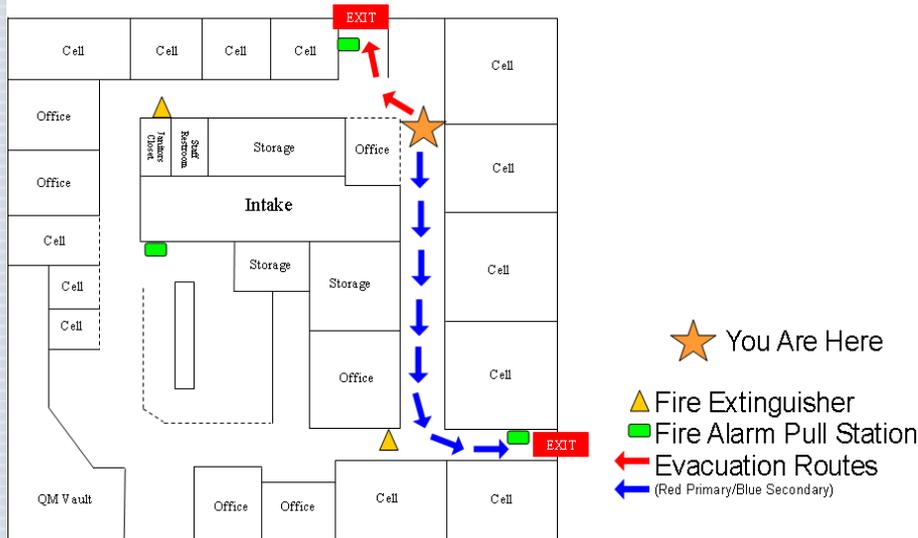
IT will explore consolidating Class Spec screens

2015

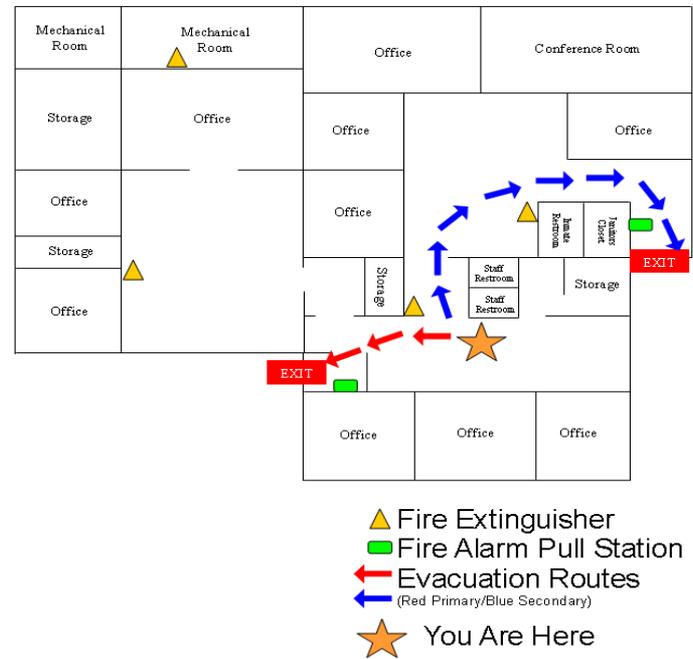


# Facility Logistics Plan

Lorain Correctional Institution  
B5—West  
Fire Evacuation Routes



Lorain Correctional Institution  
B5—East  
Fire Evacuation Routes



# Facility Logistics Plan



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# Metrics / Dashboard Plan

**Medical**

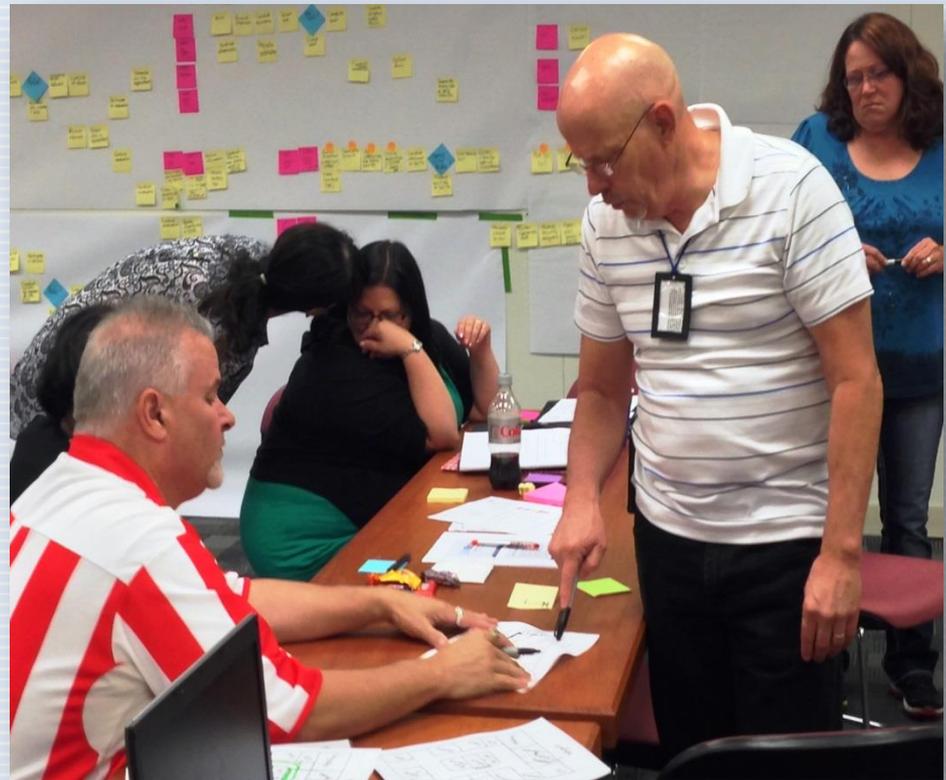
**SHORT TERM**  
**LONG TERM**      **METRICS**

- medical intake
  - reduce time to complete medical intake by 10% by (Success is imminent) 2 weeks
  - reduce time to complete medical intake by 20% within 3 months after electronic records.
- medical exam
  - Conduct all chronic care exams on Day 4, by 2 weeks → 100% complete at reception (imminent) ~15 months
  - reduce time to conduct medical exam by 20% within 3 months after electronic records.
- blood draws
  - review service contracts to ensure properly assigned staff (ATC) accountability by 2 weeks.
  - reduce intake lab errors/redraws to less than 5% within 60 days

**Mental Health**

- execute time studies for each MH 'layer' to gain better understanding of baseline + process map
- examine staffing issues and create staffing plan w/ action items to have both reception centers fully 'staffed' by MH professionals, within

Thanks to today's questions/issues. Success is eminent. Re: Staffing



# County Focus Groups

<u>LARGER COUNTIES</u>	<u>SMALLER COUNTIES</u>
FRANKLIN-C	SCIOTO-C
CUYAHOGA-L	WASHINGTON-C
HAMILTON-C	DEFIANCE-C
SUMMIT-L	HOLMES-L
MONTGOMERY-C	ERIE-L
STARK-L	MEDINA-L

1. BUCKEYE SHERIFF'S ASSOCIATION - MARY  
SCHEDULE NOT RESERVATION
2. SURVEY - STEVE WILLIAM
3. FOCUS GROUP
4. PILOT PROGRAM
5. ~~SCHEDULE COUNTY MTGS.~~

BRIAN WITTRUP  
MISSY ADAMS  
ANGELA HILL  
JOHN HENDERSON

1. WHO SCHEDULES THE OFFENDERS TRANSPORT LIST TO THE RECEPTION CENTERS?
2. WHEN DO YOU DO YOUR SCHEDULING FOR OFFENDER TRANSPORTS TO THE RECEPTION CENTERS?
3. WHEN CAN THE TRANSPORT SCHEDULE BE MADE AVAILABLE TO THE RECEPTION CENTERS?
4. WHAT DAY(S) OF THE WEEK WOULD BE MORE CONVENIENT TO TRANSPORT OFFENDERS TO THE RECEPTION CENTERS?
5. WOULD YOU BE WILLING TO PARTICIPATE IN A FOCUS GROUP TO DISCUSS A TRANSPORT SCHEDULING SYSTEM?

# What Begins Monday?

- Communicate
- County Focus Groups
- Data Collection



# Life as a Member of a Kaizen Team...



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# Special *thanks* to...

## **Senior Leadership:**

- Director Gary Mohr and Managing Director of Operations Ed Voorhies

## **Sponsor:**

- Brian Wittrup, Jack Bendolph and Shelli Branch

## **Team Leader:**

- Natu Patel, Angela Hill and John Hendershot

## **Subject Matter Experts:**

- Katie Hairston, Kevin Runyon, Trevor Clark, Selena Delozier