

LEANOhio

Department of Youth Services
Interdisciplinary Team Kaizen

April 20-24, 2015

SIMPLER. FASTER. BETTER. LESS COSTLY.

LEANOhio

How Did We Get Here?

- Needs to be more youth focused
- Lack coordination between all groups involved
- Could be more value added for the youth and the staff
- Setting up successful game plan
- Increased communication between staff, youth, and institutions
- More involvement with Parole and Re-Entry

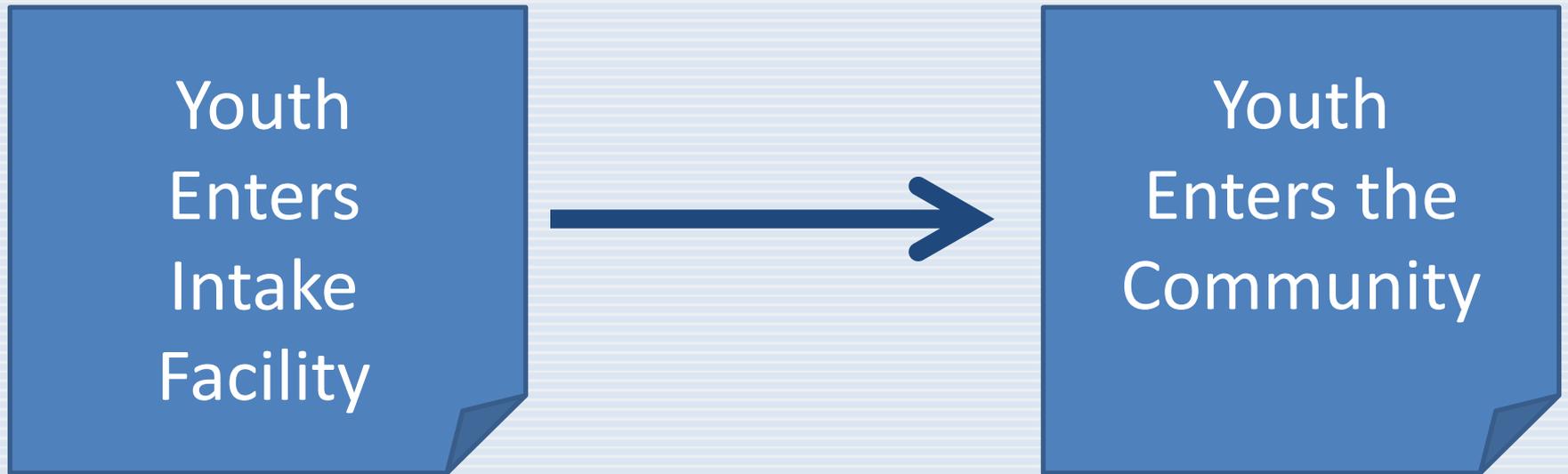
Team IDT: Innovative-Dynamic-Transformational



SIMPLER. FASTER. BETTER. LESS COSTLY.

LEANOhio

Scope of the Event



Process Improvement Goals

Create a more meaningful and youth focused IDT process with a 50% reduction in duplicative tasks.

Determine the best process for scheduling the IDT process.

Define the necessary stakeholders who should be involved with the IDT process to ensure a more comprehensive team and success for the Youth

Voice of the Customer

LEANOhio

Department of Youth Services

IDT Focus Group-CJCF

April 8, 2015

Outcomes: Voice of the Customer Input (Youth Focused)

IDT Likes:

- Make goals for progress
- Phone call
- Help stay on track
- Speak your mind

IDT Changes:

- Fall back
- In room too long (2-3.5 hours)
- Too situational-more than what an incident was
- Over dramatic about incidents/issues in journal
- Log book is not always accurate
- Phone calls not on speaker phone
- No one really likes IDT
- Too long (meetings end with staff gossiping, doing unnecessary paperwork, etc.)
- Need to be doing something-not just staring at the walls when in rooms
- Pointless-do not really understand

Who should be involved in IDT meetings?

Social worker, unit manager, teachers, administrative staff, assistant principal (CJCF)
Family involvement in meetings was not favorable for the youth-didn't think it was feasible for family to travel for meetings

IDT Meeting structure:

Give short term and long term goals, offer real incentives for achieving goals, make the goals meaningful

Additional Ideas:

- Work together with the Youth
- Stay out of rooms
- All staff need to help the Youth with their goals
- Want to be motivated
- Incentives-not just discipline
- Testimonials and outside speakers that have been in similar situations but changed their lives

Mission Statement

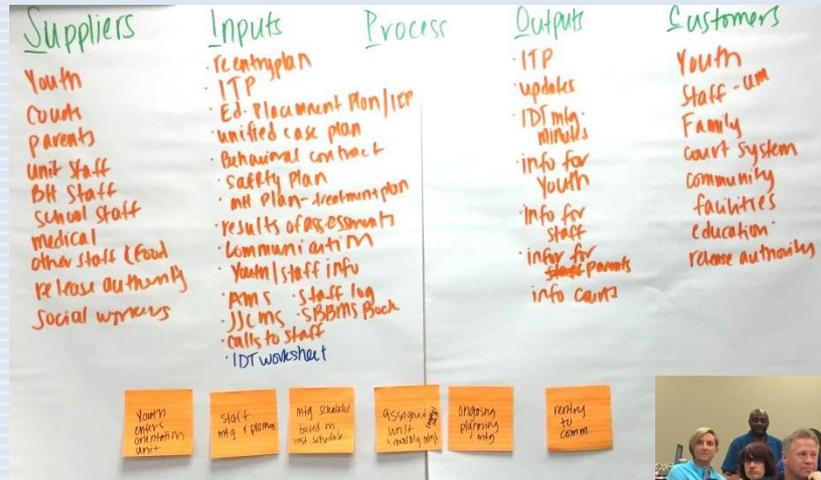
Individual treatment goals for each Youth while at the Department of Youth Services and back in the community. A collaborative approach and sharing of information by all to help the Youth achieve their goals.

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



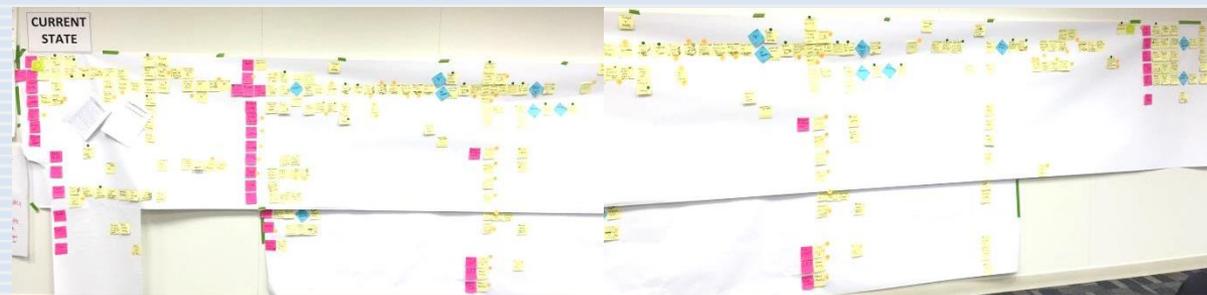
Day One



- Level Setting
- Scope of Event
- Stakeholder Identification
- Current State Mapping

Day Two

- Finish Current State Mapping
- Waste Identification
- Value Added Discussion
- Brainstorming

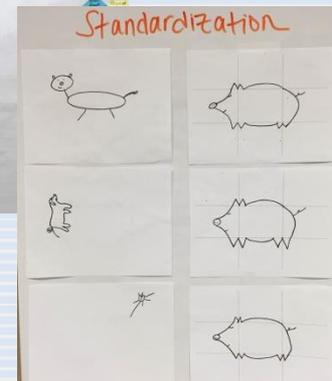
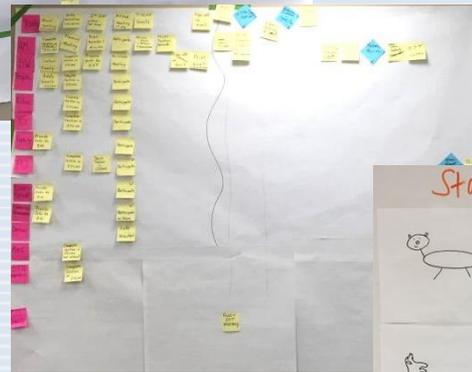
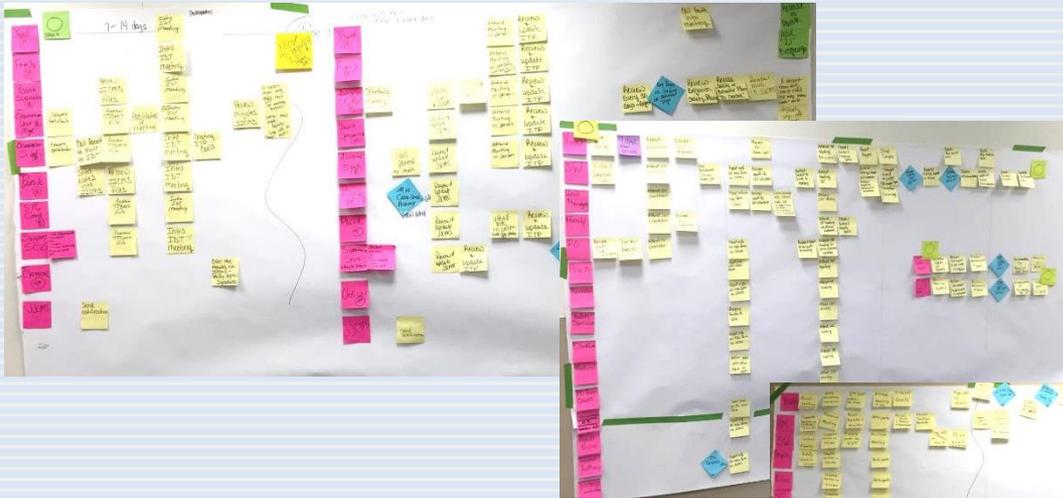


SIMPLER. FASTER. BETTER. LESS COSTLY.

LEANOhio

Day Three

- Analysis
- Lean Six Sigma Training
- Problem Solving
- Process Redesign



SIMPLER. FASTER. BETTER. LESS COSTLY.

LEANOhio

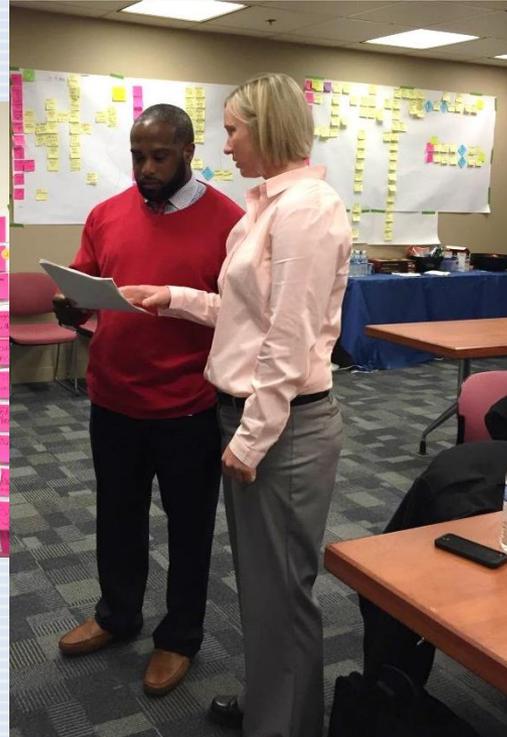
Day Four



- Future State Process Development
- Discussion and Consensus
- Implementation Planning
- Details

Policy Team Action Plan			Policy Team Communication Plan		
Who?	What?	by when?	Who	What	by when
Anna	1. Final IT Recommendation	4/27	PID (Lit)	Kaizen Completed	1 week
Policy Team/Tobin	2. Research all relevant policies	5/30/15	Ms. Jones	Need for Curriculum to training academy	
QAAT/Ida	3. Research all relevant Standards	5/30/15	Ms. Jones	Request training date from academy	
Ms. Trimm/Curl	4. Identify policy writers	5/30/15	Ms. Jones & Shannon Kane	Update Youth handbook	
Writer & Ms. Neely/Ida	5. Coordinate access to power-DMS w/ Policy Administrator	5/30/15			
Assigned Writers/Ida	6. Draft policy in the writers Link	9/11/15			
Ms. Neely/Ida	7. Send Draft Policy through a approval process	9/30/15			
Ms. Neely	8. Attach all updated forms	11-15-15			
Ms. Neely	9. 30 day notice to Union	11-15-15			
Ms. Trimm	10. Policy approval process	12/13/15			

Today

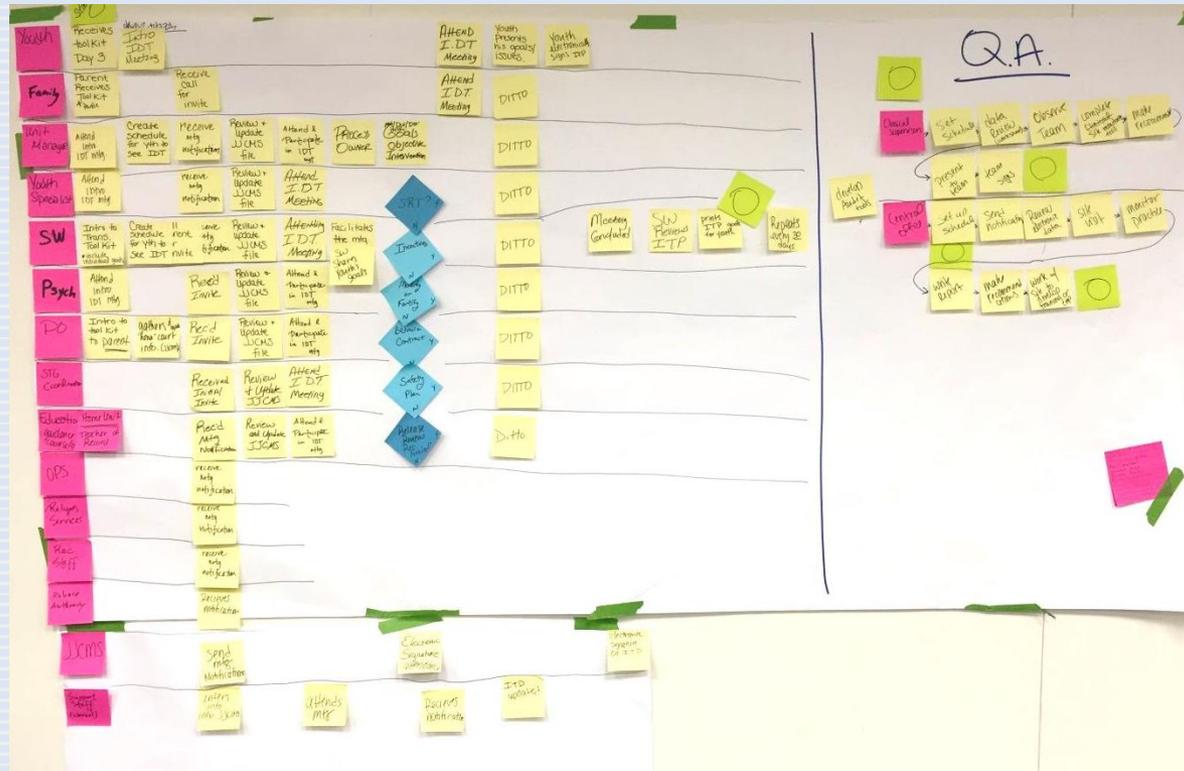


- More Implementation Planning
- Celebration
- Sharing the Results

SIMPLER. FASTER. BETTER. LESS COSTLY.

LEANOhio

Future State



Future State

- Take out unnecessary information from the meetings that are not Youth focused
- Conducting one value added quality assurance audit so institutions can focus on the Youth
- New JJCMS updates that allow for all staff to give their notes and input on the Youth
- Pre-Planning team meeting to plan for the Youth

Simpler

- Eliminated **114** steps from the current process
- There will be **6** decisions in the new process versus **10** in the current process
- In the current process there are **90** different functions involved and in the new process there will be **54** functions with meaningful roles

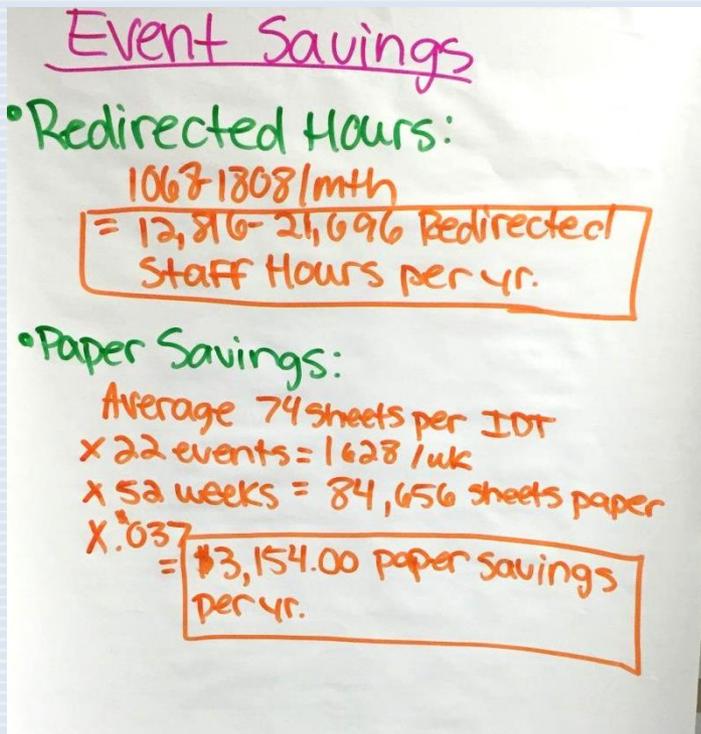
Faster

- Currently, staff spend **2136-2848 hours** of touch time for preparing and attending interdisciplinary treatment team meetings
- Staff will now spend **1068-1808 hours** amount of touch time preparing and attending interdisciplinary treatment team meetings (a **1040-1068 hour savings** for more value added work with Youth)

Better

- Youth focused
- Better accountability for all stakeholders
- Less paper
- Right people involved
- Mission driven
- One standardized process at all institutions
- All staff focused on the Youth and helping them with their goals
- Increased quality of meetings

Less Costly



Projected Annual
Material Cost Savings:
\$3,154
paper/ink/printer
savings

Summary Scorecard

Measure	Current Level	NEW	Change
Process Steps	195	81	59%
Decisions	10	6	40%
Stakeholders Involved	90 (average of 30 per location)	54	40%
Process Touch Time	2136-2848 Hours every 30 days	1068-1808 Hours every 30 days	36%-50%

Implementation Plans

- Policy and Procedures
- Training
- Scheduling
- Special Review Team (SRT)
- IT, Forms, Documents, and Files

Policies and Procedures

Policy Team Action Plan			Policy Team Communication Plan		
Who?	What?	by when?	Who	What	by when
Anna	1. Final IT Recommendation	4/27	P.O. (Cur)	Kaizen Completed	1 week
Policy Team/Tobin	2. Research all relevant Policies	5/30/15	Ms. Jones	Need for Curriculum to training academy	
ORAI/Ida	3. Research all relevant Standards	5/30/15	Ms. Jones	Request training date from academy	
Ms. Trimm/Curl	4. Identify policy writers	5/30/15	Ms. Jones & Sharon Kane	Update Youth handbook	
Writers Ms. Neely/Ida	5. Coordinate access to PowerDMS w/ Policy Administrator	5/30/15			
Assigned writer/Ida	6. Draft policy in the writer's link	9/1/15			
Ms. Neely/Ida	7. Send Draft Policy through a approval process	9/30/15			
Ms. Neely/Ida	8. Attach all updated forms	11-15-15			
Ms. Neely/Ida	9. 30 day notice to Union	11-15-15			
Ms. Trimm/Curl	10. Policy approved process	12/1/15			
Training Academy Staff Jones	11. Training Curriculum developed/Renewed	2/1/16			
F.P.O. & Parole Jones	12. Training Delivered	4/1/16			
Ms. Neely/Ida	13. Policy Distribution (sign off)	12-15-15			
Policy Admin from Comm/Ida	14. Policy Effective	12-15-15			
Jones/Kane	15. Update Youth Handbook	9/30/15			

- Review and update current impacted policies
- Approve updates on PowerDMS (IT system)
- Develop curriculum for training on new policies
- Update Youth Handbook

Training

TRAINING/Implementation Plan

Who	What	When
Parole: RA Verita/ Frank JPOS Sipenskas JPO3 Clerical Train-the Trainers (complete the training)	- IDT Policy - process/roles - forms/documents - JICMS - scheduling - widget	30 days after policy revisions when IT is complete w/ their goals
Facility: Everyone Train-the Trainers (complete the training)	updates to IDT Policy - process changes/roles - forms/documents - JICMS - scheduling - widget	30 days after policy revisions signed off
CO: Div. of FPD Release Authority Bureau of Parole	SAA	SAA
Time T: Joel Darius Shannon Brandon Verita	updates to IDT updates to facility/CO review of IDT for parole	

Training

Youth: Joel Aaron Luis Brandon Verita	House Meetings	30 days after signed off
---	----------------	-----------------------------

COMMUNICATION IMPLEMENTATION PLAN

WHO	WHAT	WHEN
PIO (Shannon)	Intranet	immediately once policy complete 09-01-15
Deputies (Demetrio)	Dept. Head Mtgs.	09-01-15
QA. (Joel)	Roll Call	5 days prior to training
U.M.A. (Demetrio)	House Meetings	10-01-15
P.I.O. (Shannon)	Emails	09-01-15
AOT Teachers (Aaron)	Posters	08-15-15
Supt. Admin. Assistant (Aaron)	TV	09-01-15
RA (Frank/Verita)	Parole Staff Mtgs	09-01-15
Clerical (Luis)	Family Packets	As youth enter facility
Darius Kiehl (Frank/Verita)	Pre-Service	09-01-15
Clerical (Luis)	Current Families	09-01-15

- Train the trainers model
- Training team members will train Facility and Regional staff
- Ongoing communications (email, intranet, house meetings)
- Update policies, JJCMS, and form changes

Scheduling

Scheduling
 CHJCF
 IDT- Tues
 8:00am-11:00pm NS
 1:00pm-4:00pm SS

Count Times

Action Plan for implementing and communicating these schedule changes
 Shannon, Bryan, Theresa, Dave, Frank, Mate, Aaron, Terrence, Ryan, Rob, Barrett, Vernita

WHO	WHAT	BY WHEN
I.T. Terrence Bryan	IDT Worksheet Scheduling widget	9/30/15
C.O. Shannon Vernita Theresa Frank	Communicating changes thru newsletters @10 FPO & Parole communication to Supts/Dip/RA's Supts - Town Halls Dept. Dir. Head Mtgs. Units/DM's thru Roll Call Ampl/Dip Mtgs. 300 mtgs. House mtgs. RA to have mtgs w/ Supt. thru Supt. w/ Staff (FPO's) Courses, Family informed	9/30/15
Facilities Nate Shannon Ryan Aaron Theresa Dave Barrett	Planting Sites Starts Monday, April 27th 4:15B Agenda Item @ Sept 1 FPO Division Mtg w/ Dept Mtg Mtg of Supt Staff Mtg April Dept Head Mtg - Drinking on new normal - Shop for materials - Campaign Strategies - May House Mtgs w/ Youth	9/30/15
Parole Nate Vernita Rob Dave Frank Barrett	RA Mtg in May (and Friday) - may unit staff mtgs - may begin mtg w/ county staff - may be New Supts Orientation	9/30/15

Units
 8 → Cuyahoga
 8 → Indian Pile
 6 → Circleville

Count Times
 Cuyahoga - 6⁰⁰ 1st
 11⁰⁰ 2nd
 Indian Pile - 6⁰⁰ 1st
 11⁰⁰ 2nd
 Circleville - 6⁰⁰ 1st
 11⁰⁰ 2nd

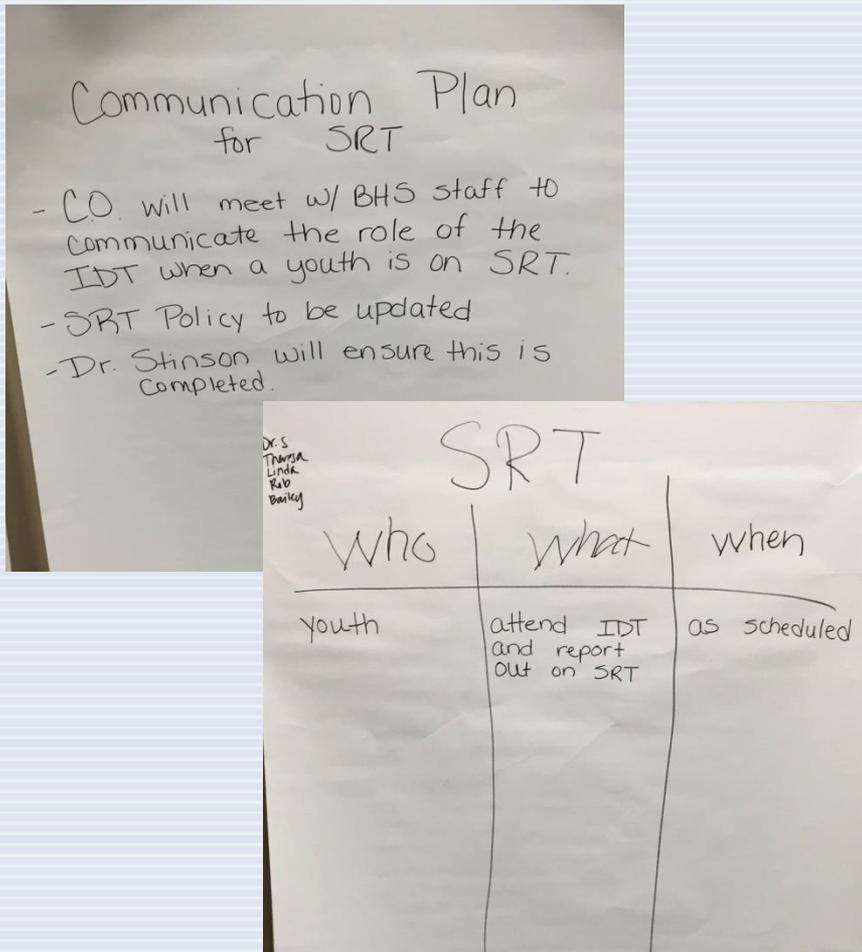
Dinner Lunch Times

SUN MON TUES WED THUR FRI SAT

CHJCF
 CJCF
 IRJCF

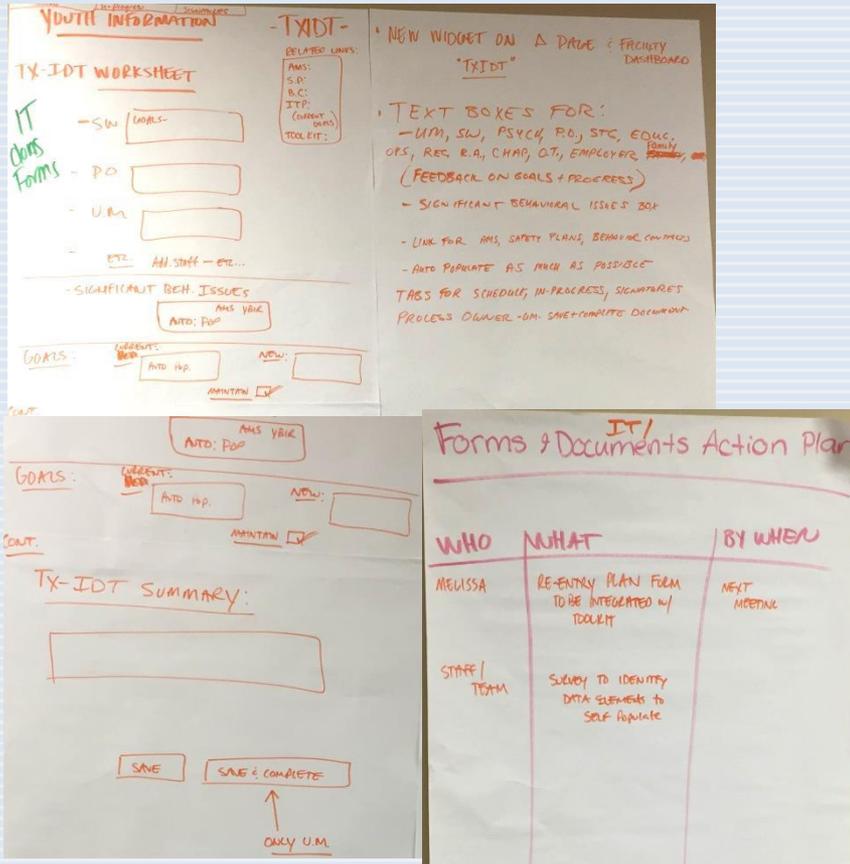
- IDT meetings will be scheduled for:
 CHJCF-Tuesday
 CJCF-Wednesday
 IFJCF-Thursday
- CJCF & IRJCF will be held in the school area

Special Review Team (SRT)



- If on Special Review Team youth will still attend monthly IDT meetings
- Update SRT policies
- Behavioral Health Staff will be informed of changes
- Shift the focus during IDT meetings to acts of violence and reducing violence

IT, Forms, Documents, & Files



- Creation of new widget-IDT worksheet
- New form to eliminate paper and include relevant/all staff sections
- Hub of all IDT information
- Include related links, self populated areas, and auto generated email notifications for scheduling
- New toolkit to be integrated with reentry
- Implementation of signature pads/electronic signatures

What Begins Monday?

- What happens Monday:
- ① Team Ambassadors share their exper. (Returning to sites).
 - ② Deliver Results to P.I.O
 - ③ Anna contacts Action Teams to set-up 1st meetings
 - ④ Anna + Ida create Kaizen Data Base
* for updates of action team progress.
 - ⑤ PIO Release a communication memo to all ODys (All staff)
 - ⑥ Facility → sites share with all departments (after reciv memo).
* poss. no later than Weds/Fri (next week)

Your Kaizen Experience



SIMPLER. FASTER. BETTER. LESS COSTLY.

LEANOhio

Special Thanks to...

- **Senior Leadership:**
 - Director Harvey Reed and Assistant Director Linda Janes
- **Sponsor(s):**
 - Ginine Trim, Wendi Faulkner, and Ryan Gies
- **Team Leader(s):**
 - Anna Karousis
- **Subject Matter Experts (IT, Legal, Engineering, Facilities, HR, etc.):**
 - Scott Marek-IT
- **Customers:**
 - Youth Focus Group (4/8 Session)