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Department of Youth Services

Intake Process

May 12-16, 2014

“The Voice”



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Team Members

- Alisha Bailey
- Bryon Hall
- Aaron Bauer
- Bill Benjamin
- Jane Ann Benz-Miller
- Randy Blake
- Wendi Faulkner
- Ian Fraser
- Karen Goggins
- Pete Hanlon
- Drew Janning
- Scharron Kane
- Bobbie McDermott
- Susan Morrow
- Bill Snedden
- Mark Strickland
- Robert Walker
- Kevin Palicki (Ohio Industrial Commission)
- Betty Johnson (Ohio Shared Services)

Key Stakeholders

- Ohio Youth
- Youth Families
- Victims
- Communities
- Parole Staff
- Counties
- Courts
- Law Enforcement
- DYS Staff
- Taxpayers

Event Background

This event is intended to **streamline** the youth intake assessment process.

The event will also outline an improved agency **communication** structure to ensure all divisions are apprised of individual youth needs to **ensure continuity of care** from intake through reentry.

This event will require **collaboration** of all entities and will **minimize process time**.

Scope of the Event

First Step: The process begins with receiving a youth on intake.

Last Step: The process ends with a youth being assigned to their home institution.

Project Goals

Clearly Define Reception, Intake, & Orientation and what youth assessments and processes occur in each step of admission

Eliminating duplicative tasks by at least 50% (internal & external stakeholder tasks)

Assign Reception, Intake, & Orientation tasks to appropriate staff members

Out of Scope

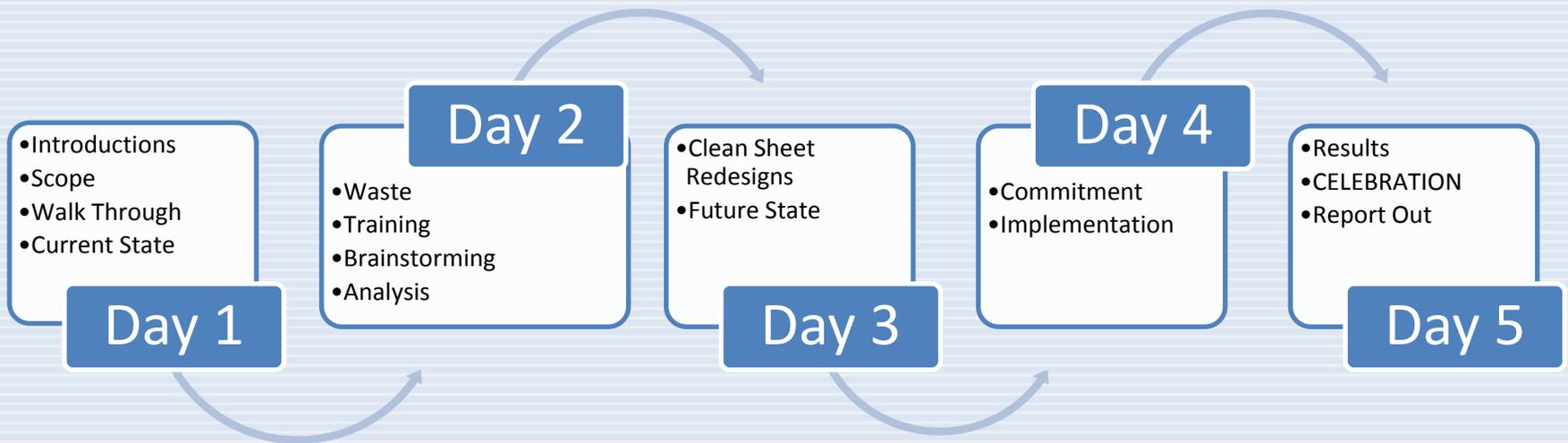
- No additional staff
- No additional money
- No IT solutions until the process is improved
- No changes to laws or labor contracts
- No one loses their job because of the Kaizen event, although duties may be modified

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



The Kaizen Approach



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Walk-Through

The following pictures show where the work is accomplished and where the process lives.



EXIT
5

















Baseline Data

Number of Youth

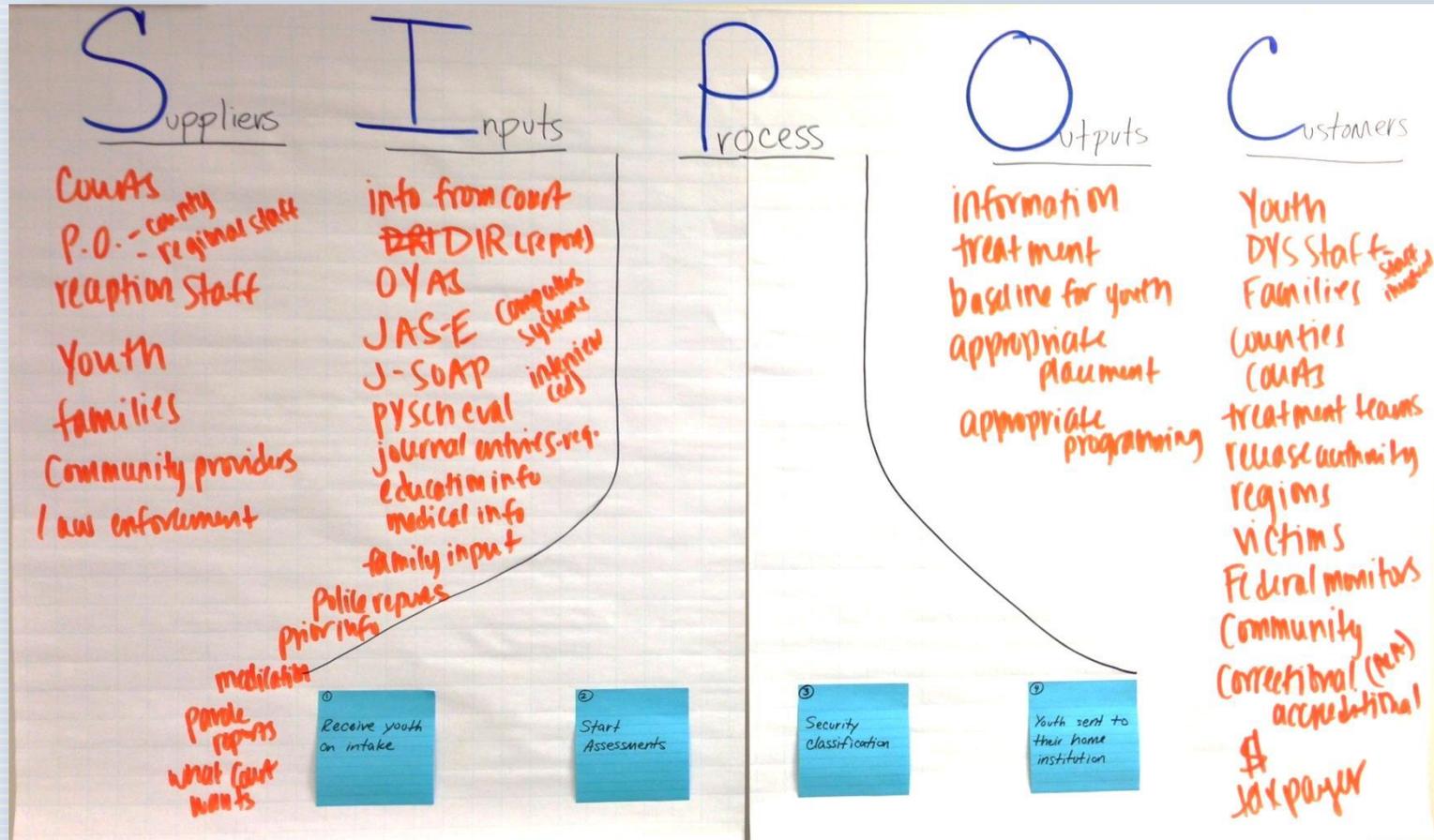


2013 2014



Intake Process:
4 Days

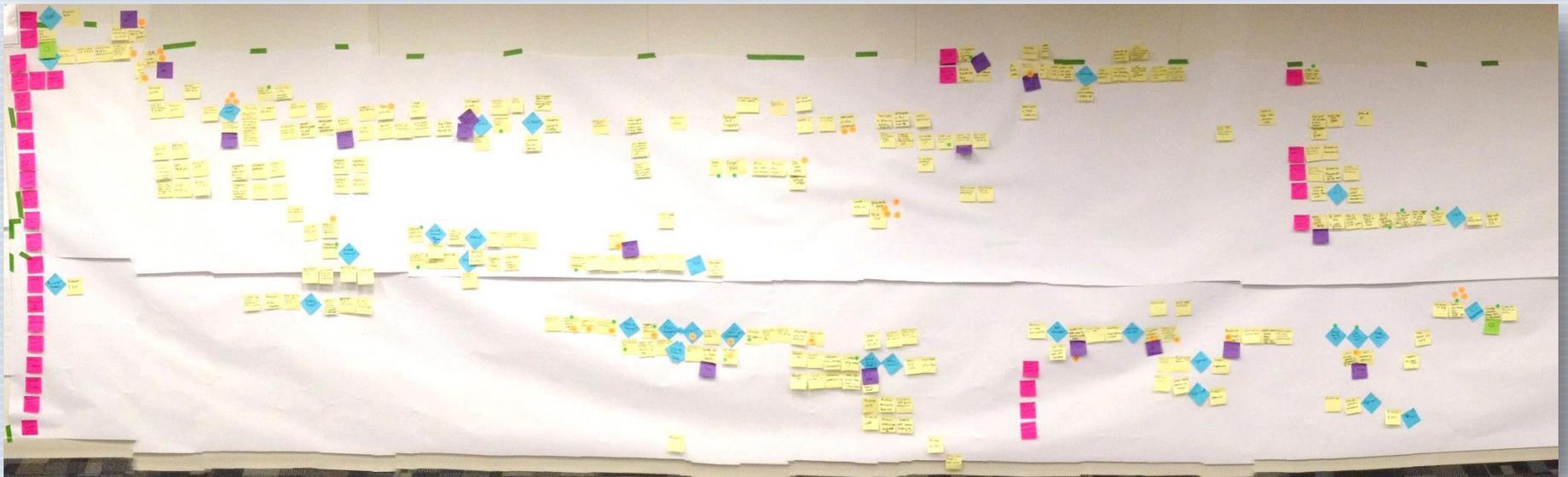
High Level Process Map



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Current State



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Current State Had Too Many...

- Decisions
- Delay
- Lack of Standardization between Institutions
- TIM U WOOD=Waste



Transportation

Information /
Inventory

Motion

Underutilization

Waiting

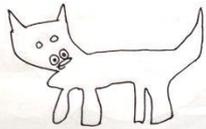
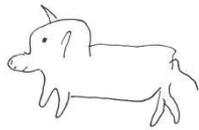
Overproduction

Overprocessing

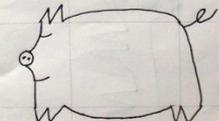
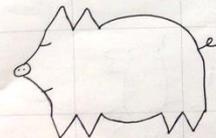
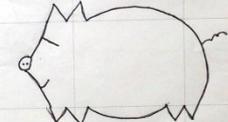
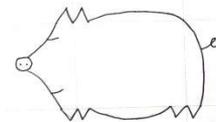
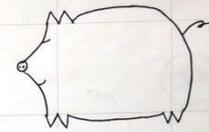
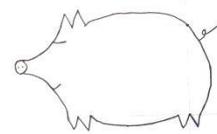
Defect

Standardization

NON-STANDARD



STANDARD



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Team Brainstormed 113 Ideas!



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Team Analyzed and Evaluated All Ideas

- One standard process at both institutions
- Updated orientation materials and videos
- Moving/Removing Juvenile Automated Substance Abuse Evaluation (JASAE)
- Go paperless



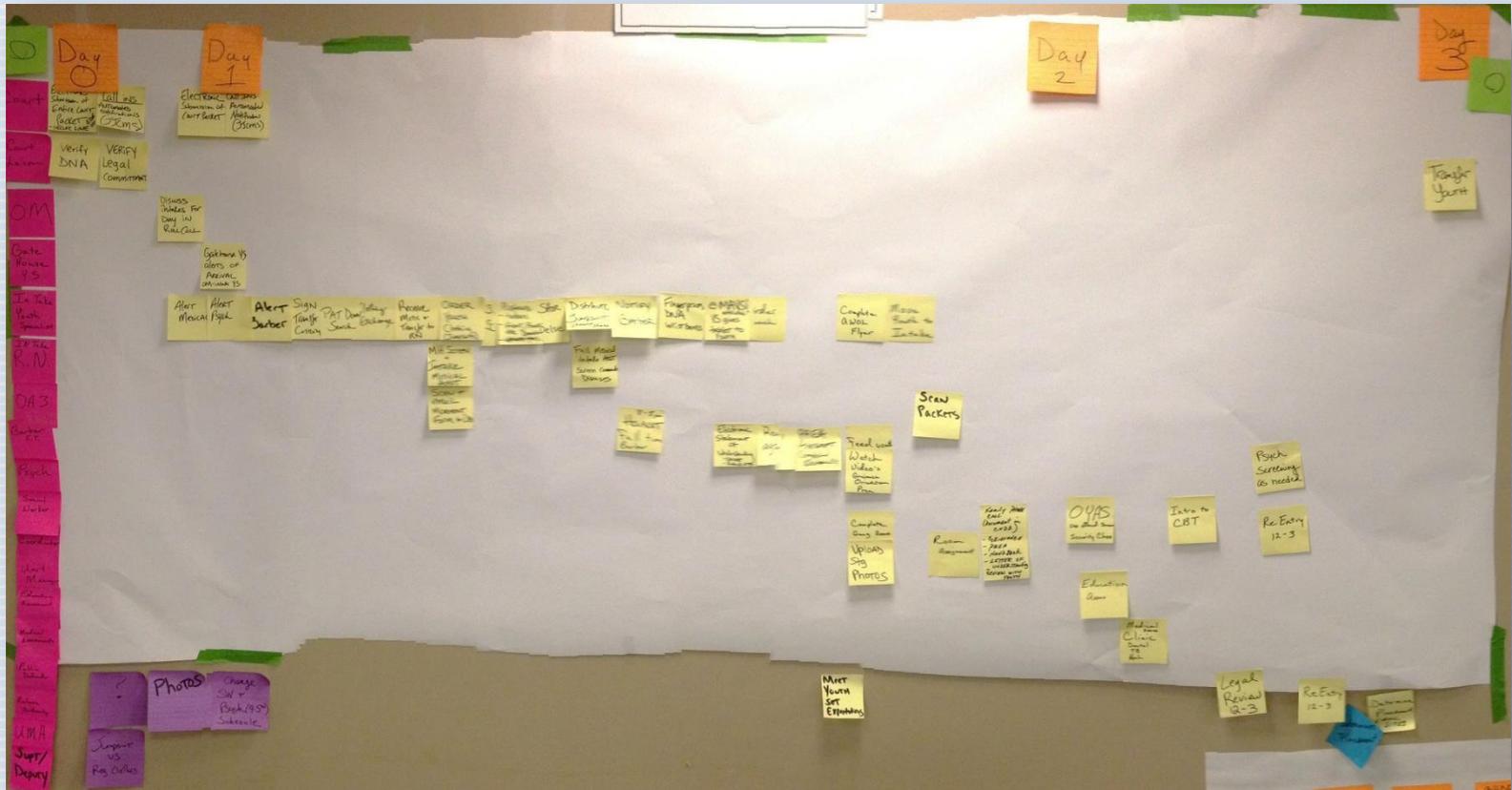
Clean Sheet Redesigns



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Future State



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Future State Improvements

- County and Courts complete information and Ohio Youth Assessment System (OYAS) in advance to youth arriving at facility
- Institution staff will no longer have to complete forms or contact courts and counties for missing information.
- Institution superintendent will greet youth and set expectations within the first two days
- Juvenile Justice Case Management System (JJCMS) will have a tracking form addition

Future State Improvements

- No supervisor review on security classification
- Automated Massachusetts Youth Screening Instrument (MAYSI-2)
- All photos of youth taken at one time
- Intake process will take a maximum of three days
- Prison Rape Elimination Act (PREA) classification added to AWOL (absent without leave) flyer and facesheet
- New training materials and videos

Scorecard

Measure	Current Level	NEW	Change
Process Steps	273	53	81%
Decision Points	29	1	97%
Identified Delay Points	17	1	94%
Process Lead Time	4 Days	3 Days	1 Day

Event Savings

Event Savings

PCYC - 104 hrs of time
1560 \$
7700 miles of driving
1080 in gas

Inst. - 2 hrs touch time - 1042 hrs
UMA's + UM - 1172 hrs
41,000 pay

Psych - 521 hrs
21,800 pay

OA3 - 521 hrs
9,640 pay

Total savings: 72,440

Eliminate 195 pages x 2 inst. = 290 pgs/yth
151,090 pgs/yr.
13,434 \$ saved/yr.

Eliminate 1 day - 289,000 \$/yr. Total
in process per diem saved **\$376K/yr.**



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More Results

- Improved quality of service overall
- Youth will be placed at their home institution quicker and feel more secure
- Improved staff morale-shorter and less duplication
- Social worker will establish a therapeutic relationship (group and family contact)
- Youth spending less time at intake unit
- Less idle time for youth
- Maximized efficiency for employees
- Setting expectations from the beginning (Superintendent/Deputies)

Implementation Plans

Communication

Training

Policy/Procedures

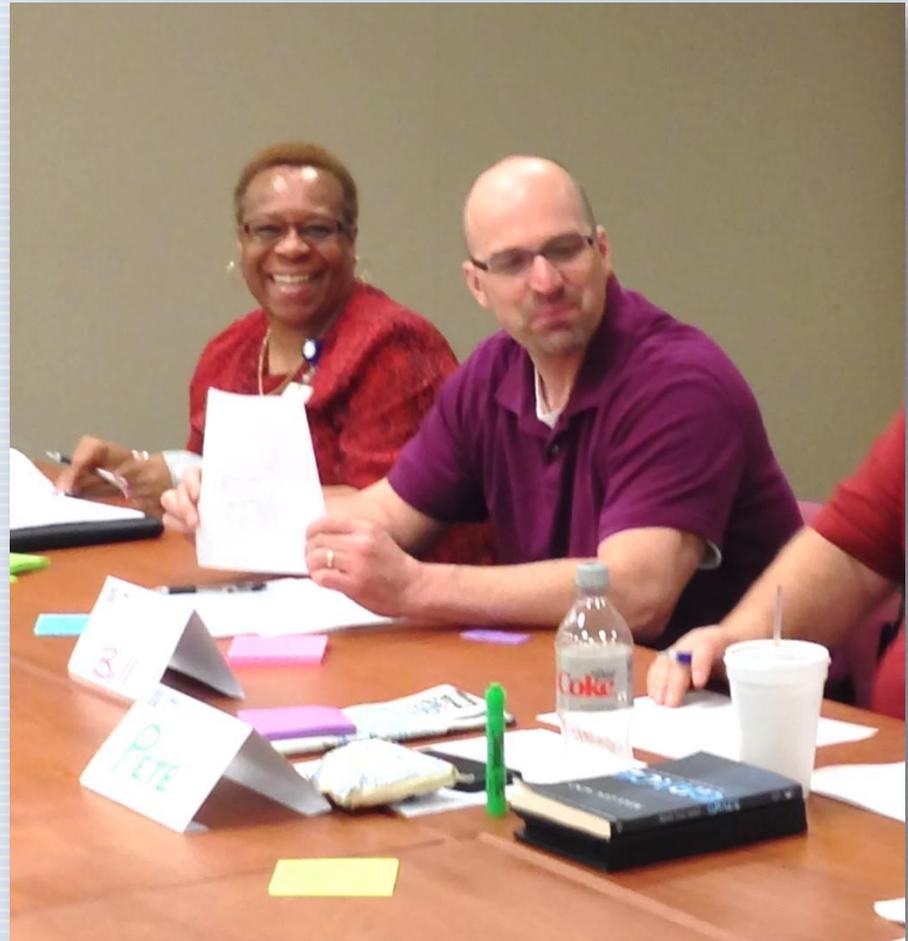
Information Technology

Forms

Metrics

Communication Plan

What	Who	When
2) Gallery Walk Inst Staff Prog. Staff RA Staff	Wendy Scharron	July 1st ready Jy 8 th - Parole Day
3) Web page Update w/pics + process	Aaron	July 14 th
Facebook Update	Aaron	
Intranet Update	Ian	
4) Monthly Minute Article	Ian	mid-June Composed
4) Parent Flier given out at Court - Same script read to parent during initial phone call.	Ian	July 1
5) Mass distribution updates on changes via email directing staff to intranet tab, facebook, web page, roll call, courts	Scharron	as changes occur or advance notice if applicable
6) Video Conference	Wendy	30, 60, 90 ...



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Training Plan

What	Who	When
Courts (IT Process)	Drew	In Advance of Implementation
In take Y S/UMA (ILT) [Flow Chart]	Unit Mgr. (Mark + Randy)	Closely Prior (7 Days) to new process implemented
In take RN (ILT) [Handout]	HSA	Closely Prior (7 days) to new process implemented
Psych/S.W/SWS/W.M. (IT Process) (ILT): Delegated Duties	Bobbie/Pete	Closely Prior (7 days) to new process implemented
STG Coord. (IT Process)(ILT)	Aaron W	Close Prior (7 days) to new process impl.



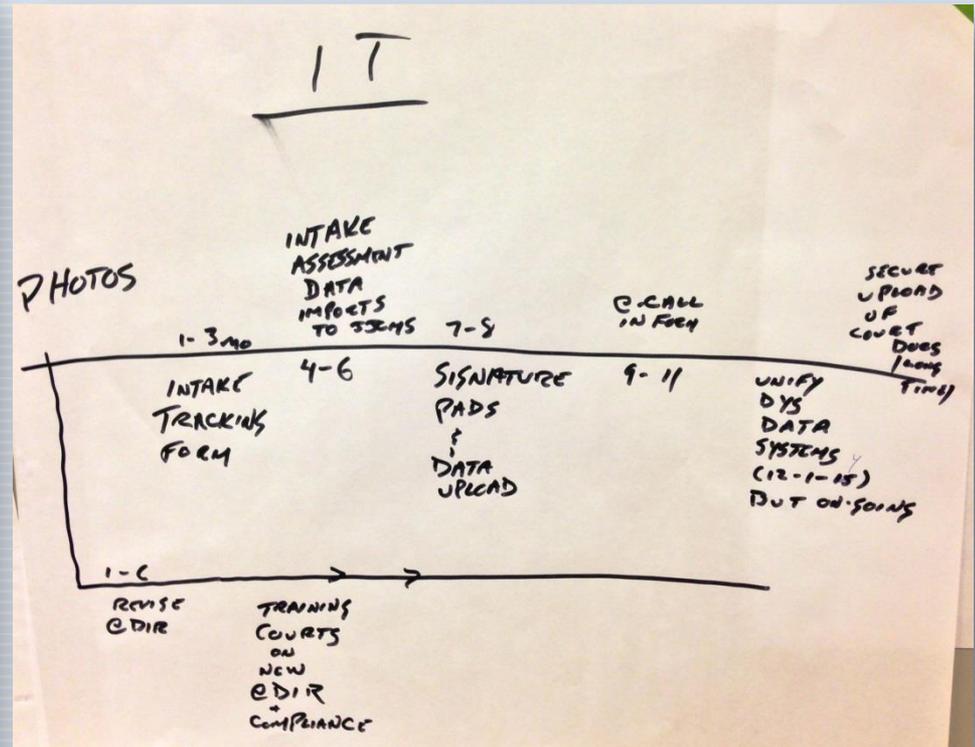
Policies/Procedures Plan

What	When	Who
Separate / Update Reception / Orientation Policies	June 19	Ginine * Reviewed by Kaizen Team
Separate Reception / Orientation SOP	June 19	Ginine * Reviewed by Kaizen Team
Rescind Reception SOP's	June 19	Ginine
Update Post Orders	June 30	Alisha / Mark Randy / OA's
Update Records Policy	Dec. 2014	Dustin / Drew
Update SBBMS Policy to include intake youth	Sept. 2014	Shannon
Update Legal Policy as it relates to verification of commitment	July 1	Dustin / Drew



Information Technology Plan

What	When
① ② DIR COMPLIANCE FROM ALL COUNTIES	- ENABLED NOW! ^{Sub Committee implementation team will do} JUST NEED TO HAVE COUNTIES COMPLETE - UPDATE & EXPAND - C. Mon.
② SECURE UPLOAD OF DOCUMENTS	- ONCE A YEAR W/ FULL DIR. TEAM
③ UNIFY DYS DATA SYSTEMS	- LOTS OF THINGS ROLLING OUT - 3MDS (JJCMS W/TP...) - PROPRIETARY ISSUES W/ OPTIX
④ ④ CALL-IN FORM ④ 1-3 Mon	- CAN ASSIGN SINGLE AN ACCOUNT TO EACH JUDGE COURT - SECURITY ISSUES FOR ATTACHMENTS
⑤ INTAKE TRACKING FORM IN JJCMS DATE COMPLETED, WHO...	- COULD PLACE ④ DATA ON TRACKING FORM - NOT DIFFICULT - ④ SORT OF FEARS IDEA
⑥ INTAKE ASSESSMENT DATA IMPORTED TO JJCMS 1-C	- PROPRIETARY ISSUES - NEED TO CONSULT W/ PUBLISHER CONSTANT SO CHECKLIST - INCLUDES PREA DESIG ACKNOWLEDGEMENT ON FACE SHEET & AWARD FLYER



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Forms Plan

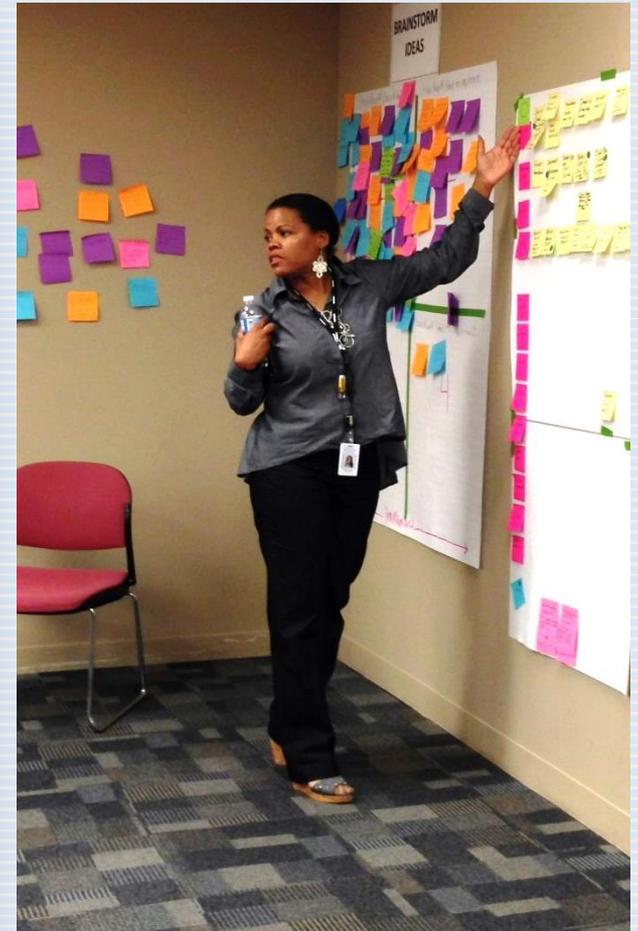
Form	Change	Completion
Yth Safety Guide	No Change	N/A
PREA Assessment	Spanish Vers. - Verify ✓-electronic	1-3 mths.
PREA Flier	Elim. - add to AVOL Flier	Immed.
STG ID Assess.	✓-electronic	1-3 mths.
STG Yth. Resp.	✓-electronic	1-3 mths.
Tattoo ID	✓-electronic	1-3 mths.
Yth. Orientation Hdbk	No Change	N/A
Acknowledge. of Sec Class	✓-electronic	1-3 mth
SO Class. ✓list	✓-electronic	1-3 mths.
Reentry Mtg. Checklist	No Change Electronic?	N/A 1-3 mths.?
Reentry Plan	Elect. Sig.	1-3 mths.
AVOL Flier	✓-revised add spaces for after haircut	1-3 mths.

Form	Change	Completion 1-3 mths.
Yth. Pers. Pass. Form	✓-electronic	
Yth Phone Call Doc.	eliminate - replace w/ SV casenote	Immed.
Search Report	Already Revised	N/A
Yth. Movement Tracking Form	No Change	N/A
Male Intake	Eliminate - Proc. uses own form	N/A
MAYSI-2	✓-electronic Adm/Scoring	1-3 mths.
Instit. Xfer List	None	N/A
Nursing Intake Screening	✓-elect.	6-12 mths.
Hearing Screen		
Phys. Summ. & Care Plan		
Chronic Care		
TB Test Rec.		
Immun. Rec.		

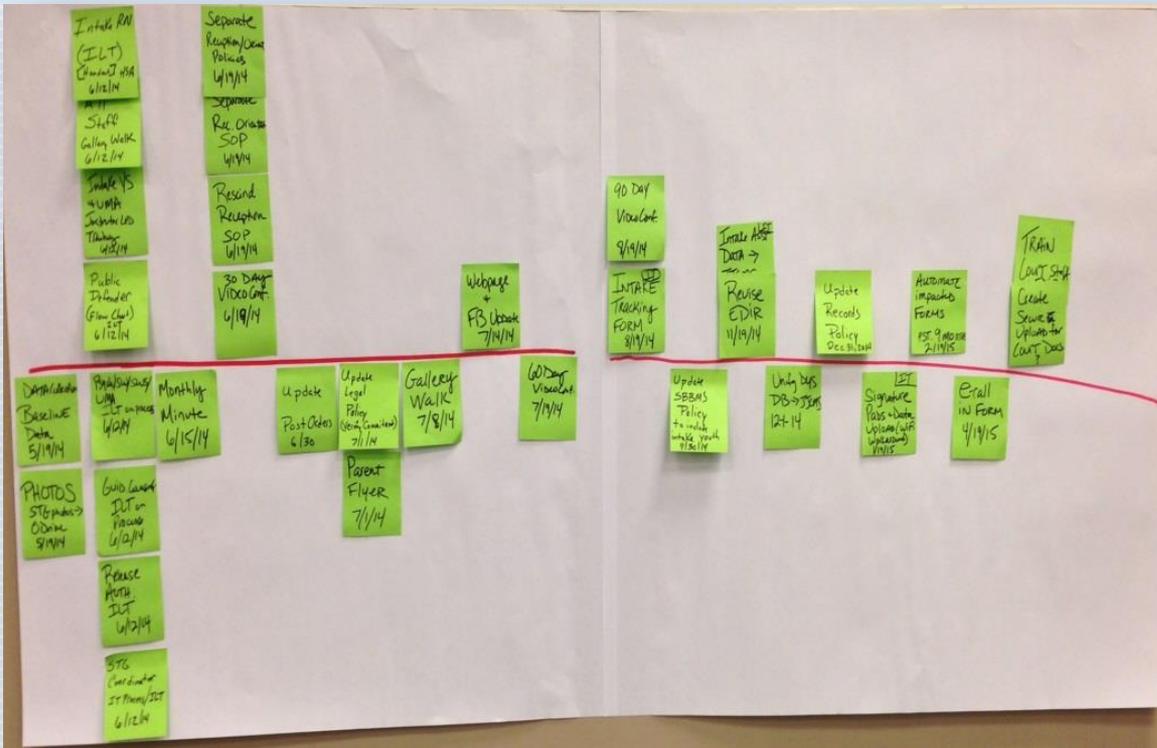
Metrics Plan

Point of Pain	Current
Intake Process	4 Days (32 hrs)
Kids arriving w/o required paperwork	TBD
It takes too long for the Youth to get hair cut	20 hrs.
It takes too long for the Youth to be seen by Dentist	16 hrs.
RA's not done in time (with work)	TBD
Point of Pain	Current
Psych Eval. w/ JASAC takes too long	1 hr., 45 mins.
Classification overrides take too long to get approved	2 Days (16 hrs)
Meal, video, & grievance orientation, + PREA are being done consecutively	1 1/2 hrs.
No time for the Youth to be seen with the (Group)	○

Point of Pain	Current
Re-entry reviews take too long to initiate	3 Days (24 hrs.)
Too little time the Youth is with a Social Worker	1 hr.
Takes too long to determine placement	8 hrs.
Takes too long for facility leadership to visit	Not occurring
DYS workers cannot access the Case Notes Database in a timely manner	2 1/2 Days (30 hrs.)
Point of Pain	Current
STG assessment photos not uploaded into JJCMS	8 hrs



What Begins Monday?



- Data Collection of Baseline Data
- Security Threat Group (STG) Photos to O Drive
- Communication with DYS staff

Special *thanks* to...

Senior Leadership:

- Director Harvey Reed and Assistant Director Linda Janes

Sponsor:

- Amy Ast, Jennifer Sanders, and Ginine Trim

Team Leader:

- Wendi Faulkner

Subject Matter Experts:

- Stacy Browning and Scott Marek