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Department of Youth Services
Intervention Hearing Process
December 8 – 12, 2014

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How Did We Get Here?

- Lack of standardization across the institutions
- Too many people touching the process
- Confusing and not clear
- Youth and Staff frustration
- Data integrity issues

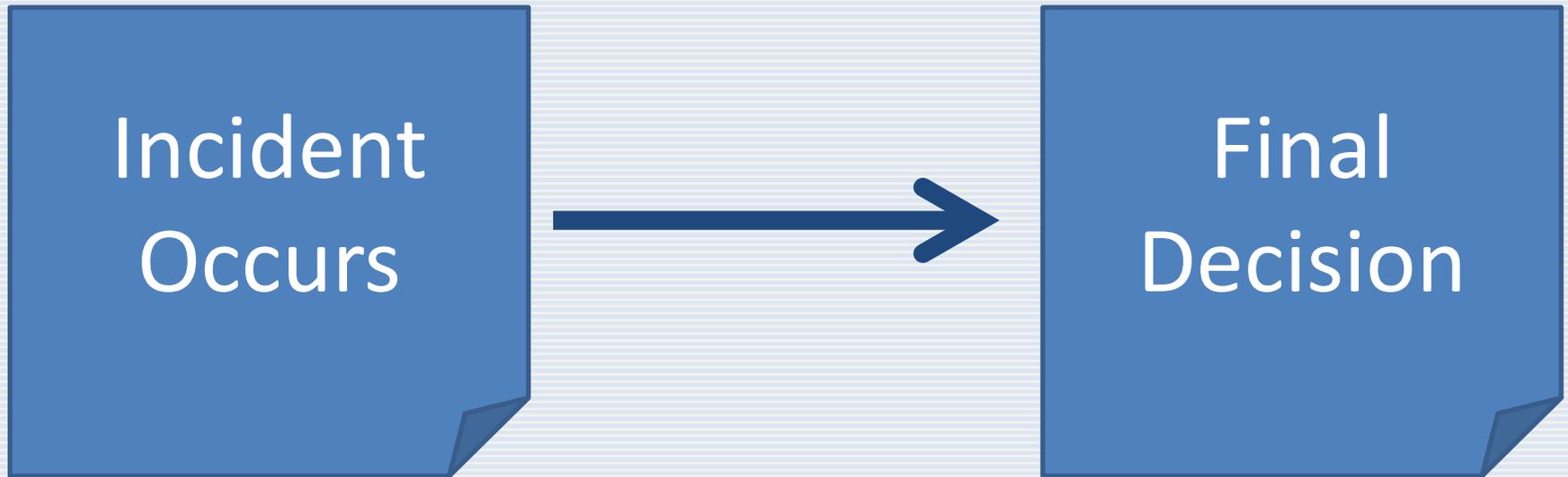
The Intervention Heroes



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Scope of the Event



Baseline Data

<u>Days from Incident to Hearing at each DYS site*</u>													
<u>Number of Youth by site by number of business days</u>													
Days													
DYS Facility	0	2	3	4	5	6	7	8	9	10	16	Missing Dates	Grand Total # of Youth
Circleville JCF	1	9	26	15	23	13	6	9	2	2		8	114
Cuyahoga Hills JCF		1					13	40	17	2			73
Indian River JCF			17	35	13	24	34	15	3		1	46	188
unknown												1	1
Grand Total (# of Youth)	1	10	43	50	36	37	53	64	22	4	1	55	376

<u>Days from Hearing to Superintendents Signature*</u>																		
<u>Number of youth by site by number of business days</u>																		
Days																		
DYS Facility	-9	-7	-6	-5	-4	-3	-2	1	2	3	4	5	6	7	8	15	Missing Dates	Grand Total # of Youth
Circleville JCF								1	11	33	30	16	1	4	8	1	9	114
Cuyahoga Hills JCF	1	1	1	6	1	7	4	15	12	8	7	1	2				7	73
Indian River JCF				1				32	60	37	10	2					46	188
unknown									1									1
Grand Total (# of Youth)	1	1	1	7	1	7	4	48	84	78	47	19	3	4	8	1	62	376

Process Improvement Goals

To create a system that we do not have to use often.

To reduce the timeline by 50% so that the process is meaningful.

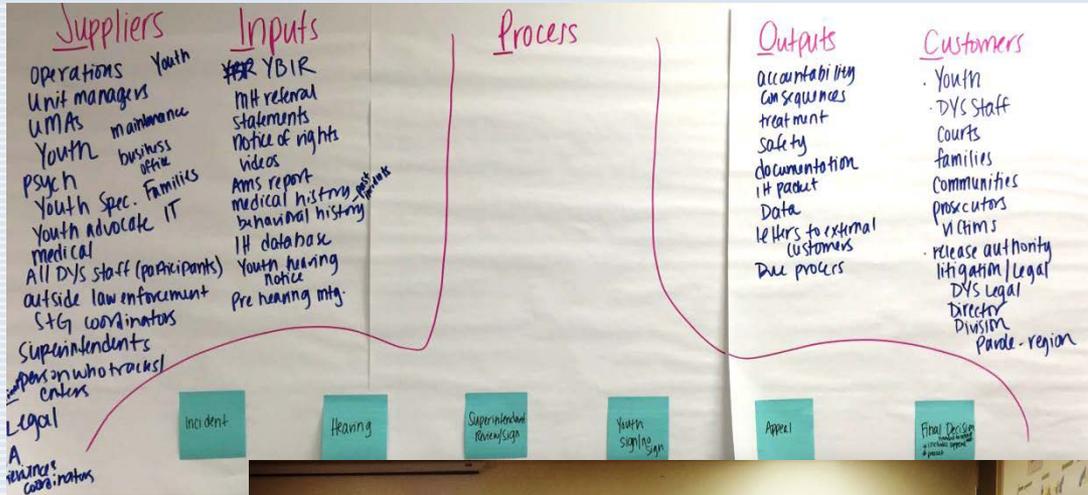
To create a unified and consistent process.

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



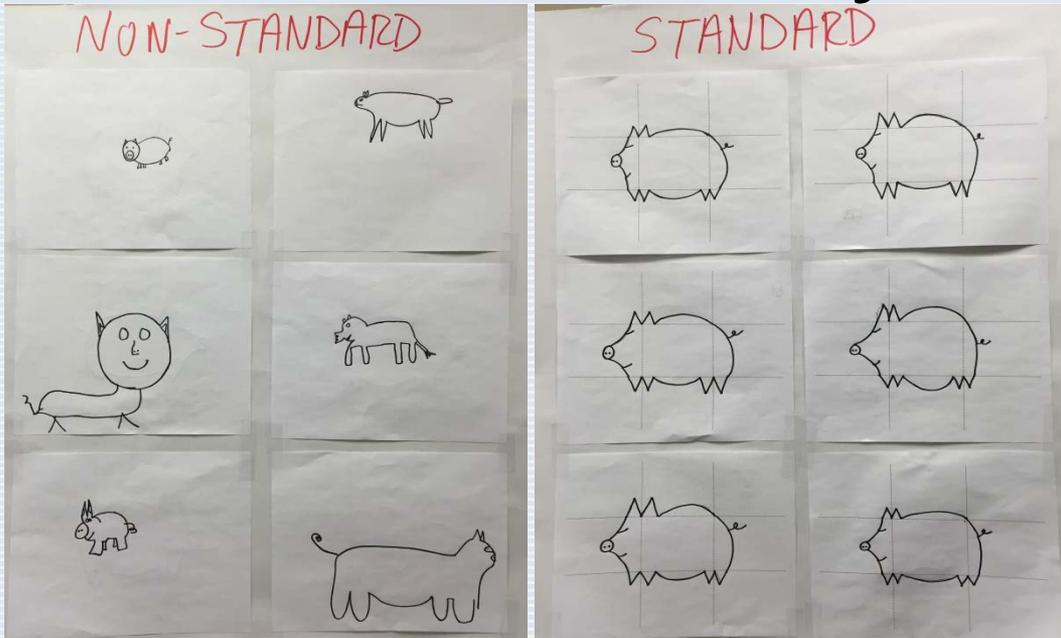
- Level Setting
- Scope of Event
- Stakeholder Identification
- Current State Mapping



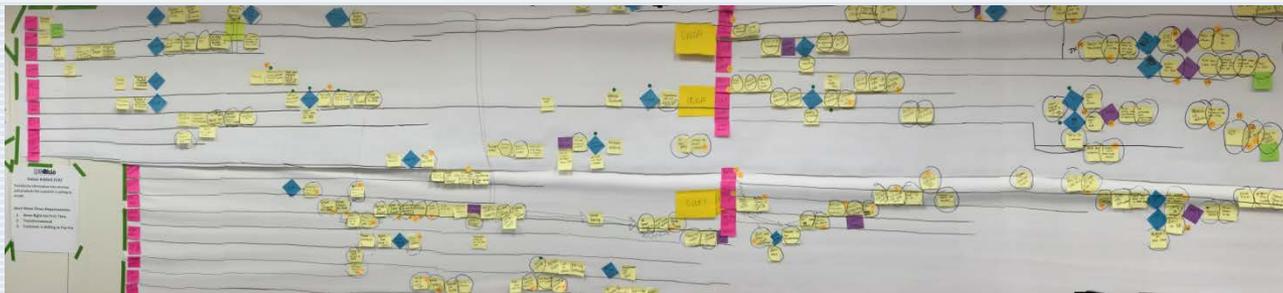
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Day Two



- Finish Current State Mapping
- Waste Identification
- Value Added Discussion
- Lean Six Sigma Training



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Day Three



"Team Anchor"
 Challenges | Payoffs
 Cost Ego's | Less Fingers pointing
 additional source

Challenges Procedure Payoffs
 Person completing IH packet
 - Overwhelmed
 - The developing of a position
 - May feel excluded from the process
 * Allow YA to serve the youth as an advocate (pro-hearings)
 - FREES up other staff to do many other daily duties
 - less handling of packets by so many staff
 - EASIER to track

1. One person oversee process
 challenges - back up creating vs. adding familiar w/ system
 payoffs - streamline free things acct. GA define up consistency roles

2. Eliminate sup. sign. on hard copy
 challenges - familiar w/ system
 - have to do it
 - ensure QA to grid

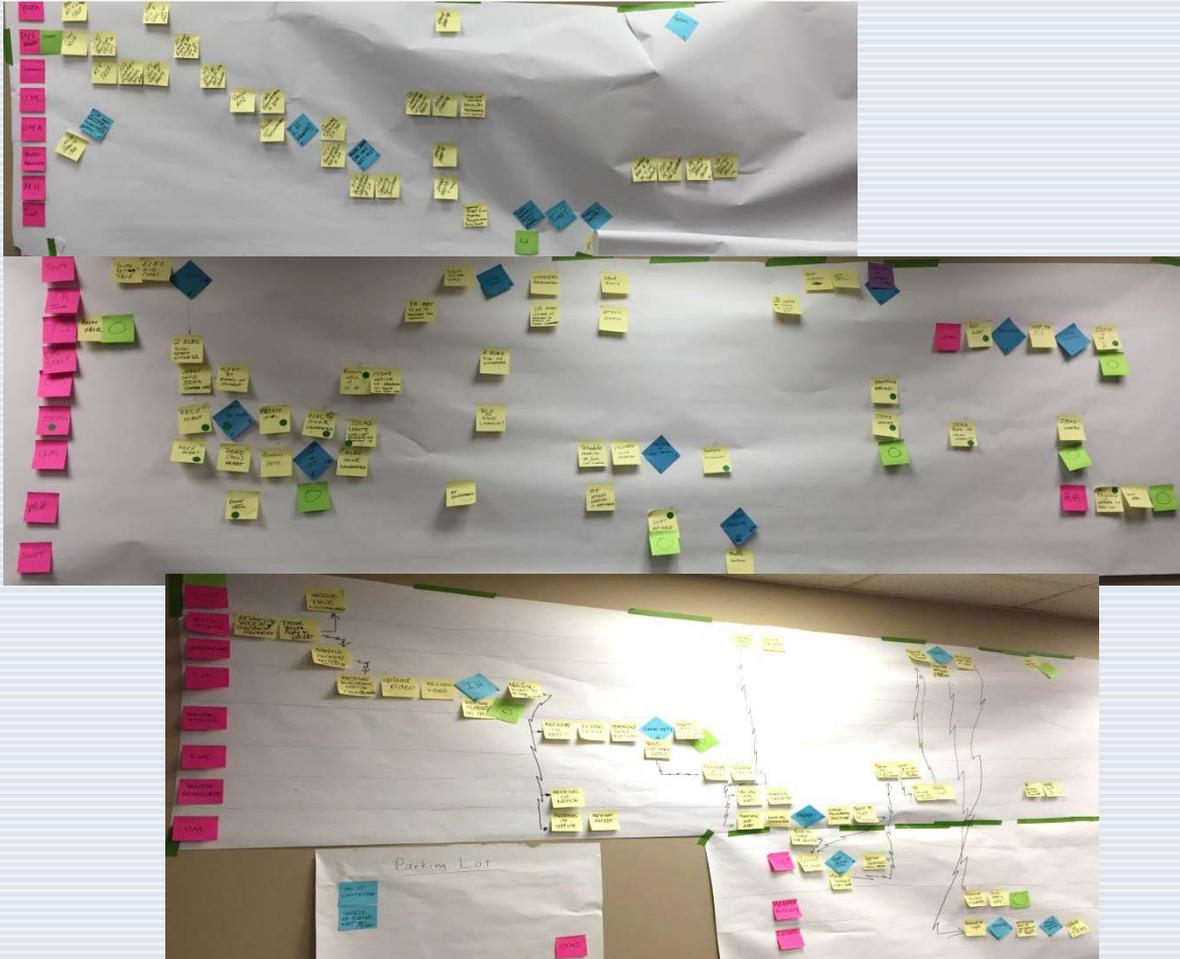
IDEA	PAYOFF	CHALLENGE
1. ELECTRONIC FORMS PROCESS - LEGIBLE TIME STANDARDIZE CATEGORIZE HIGH/LOW RISK VIOLATION	FORMS PROCESS - VISIB → → IH (SHOWS OF STAFF/SMITH) (PROTECTIVE) PROTECTIVE EQUIPMENT	IT EDUCATION EQUIPMENT COST PC'S + TABLETS TRAINING COST
3 Timeline: (PAPERLESS)	IMPROVED COMMUNICATIONS EASY ACCESS TO INFORMATION UPLOAD VIDEO TO AIMS / INVO'S CENTRALIZE LOCATION FOR ALL DATA	FORCED FORM COMPLETION

- Brainstorming
- Analysis
- Problem Solving
- Process Redesign

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Day Three

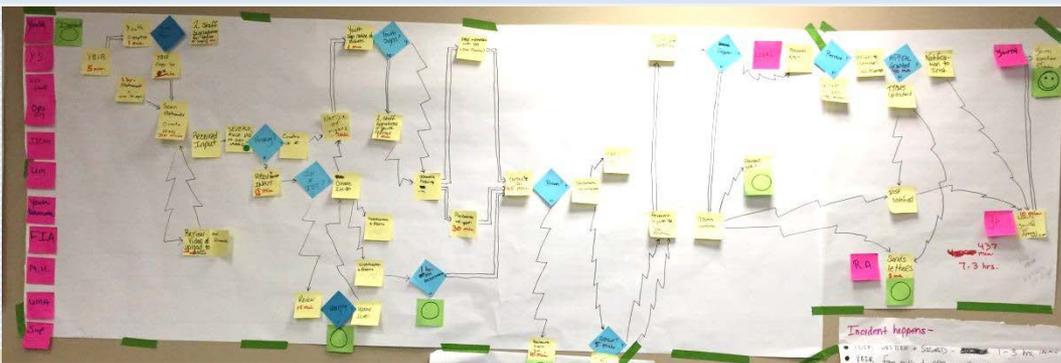


- Brainstorming
- Analysis
- Problem Solving
- Process Redesign

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Day Four



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

Implementation Items

- IT
- Policies & Procedures
- 60 Day Plan
- Communication & Training
- Data & Metrics
- Event Savings
- 3 Major Improvements
- Future State Touch Time/Lead Time

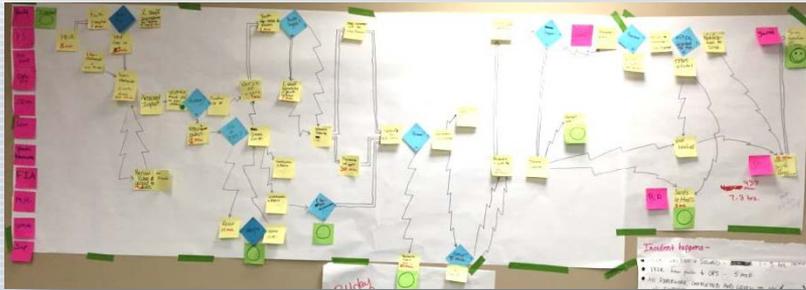


Today



- Final Implementation Planning
- Celebration
- Sharing the Results

Future State



- Decrease in the number of people physically handling the process
- Reduction of paper forms
- Elimination of snail mail
- Significantly reduced process delay time (per policy)
- Improved quality assurance process
- ONE standardized process at all three facilities

Simpler

- Eliminated 271 steps from the current process
- There will be 11 decisions in the new process versus 29 in the current process
- In the current process for one year there are over 276,000 touches on all packets
- In the new process for one year there will be a projected 10,500 touches on all modified packet

Faster

- Current process had 78 days of delay
- The future process will take a total of 34 days
- Currently, staff spend 19.2 hours of touch time for one incident
- Staff will now spend 7.3 amount of touch time for one incident (an 11.9 hour savings)

Better

- Better staff accountability
- The Youth will be aware of the approved sanction faster
- Improved records management
- Less paper
- Less opportunity for issues with packets
- Meaningful data with integrity
- Youth Advocate can better serve the Youth
- ONE standardized process for all institutions

Less Costly

Projected Annual Material Cost Savings: **\$11,265**

Projected Annual Redirected Staff Time: **29,750 hours**

Event Savings

Physical Touch Items:	Paper and Printing avg. 50 pages @ \$.05	one packet = \$ 2.50 x 2500
	Postage Inst. → RA → Inst. → Legal → Inst. avg. \$.65 per package	\$ 6,250.00 \$ 11,265.00
Labor (Current)	Conservative avg. \$20 per hour 21 non-duplicated staff = 19.2 hours per packet	
projected	10 non duplicated staff = 11.9 hours saved per packet	
		11.9 x 2500
		29,750 hours x \$20
		\$ 595,000

Summary Scorecard

Measure	Current Level	NEW	Change
Process Steps	322	51	84%
Decision Points	29	11	62%
Functions	21	10	52%
Touch Points	184	7	96%
Waste	69	0	100%
Process Lead Time	78 Days	34 Days	56%

Implementation Plans

- Information Technology Plan
- Policy Update Plan
- 60 Day Implementation Plan
- Communication and Training Plan
- Data and Metrics Plan



Information Technology Plan

- Entire electronic process
- Ability to link videos for review into AMS/IH database
- Digitize and simplify all physical forms according to policy
- Address a video retention policy

What	Who	When
YBIR and all Supporting Documents Attached to YBIR	AMS KATZEN Cole Scott Randy Committee	January 15-17 ¹⁵
Communicate w/ Policy Team Member Regarding Form Changes to Physical State Pts.	Saroya to Policy Team Leader	January 17 ¹⁵
Provide all forms that have to be digitize to IT	BRIAN to IT	January 29 ¹⁵
Identify Required Notifications/Email	Randy to CRAIG	December 28 ¹⁴
Review Meetings w/ ITS by Video Conf.	IT TEAM to AP Development	January 27 ¹⁵
Orientation to development TEAM on IH PROCESS Set Scheduled Recurring mtgs.	IT TEAM to development TEAM	February 2 nd 15
EMAIL TO LEGAL Requesting Common appeal issues	CQ	DEC. 19 th 14
EMAIL TO FACILITIES REQUESTING what violations require IH HEARING	CQ	DEC. 19 th 14
Address Video Retention Policy (How long retained to be complete hearing)	Cole to Policy Team	DEC 19 th 14
Legal meet w/ ITS to charter appeal process	Kim & Oliver	February 11 th 15

Policy Update Plan

- Policy changes were made during the event
- Operations will serve the notice
- Youth Advocate has less clerical duties
- Appeal process was a maximum of 15 days- now a maximum of 7 days once Youth signs

Policy + ~~Notes~~

What	Who	When
YBIR process + Policy	Shannon + Comm. Kaizan participant	4/2015
FORMS * Sanctions * Appeals * Pre-Hearing * Hearing Script Add to Policy Revise	WHO'S CQ Kim	✓
Role of YA Youth Handbook	CO	4/2015

60 Day Implementation Plan

- Eliminate snail mail
- Legal appeal review will go from 30 days to 10 days
- Faster notification of hearing to Youth
- The Kaizen team will be active participants throughout the implementation process

60 DAY PLAN STARTING 12-15-14

What	Who	When
REDUCE LEGAL REVIEW TIMELINE FROM 30 DAYS TO 10 BUS. DAYS (-PER.MH)	S. KIM	12-15-14
OPS DELVR NOHR TO YTH FOR SIG.	OPS P.RAY TO INFORM YA + OPS	12-16-14
POLICY DRAFT + FORMS AVAIL	POL/PROCEDURE TEAM	1-30-15 AFTER AMS KAIZEN JAN 15, 16, 17
NO MORE "SNAIL" MAIL. PACKETS TO BE EMAILED FOR REVIEW AND PROCESSED.	YA-RA-LEGAL VIEWED IN AMS	12-16-14 TO BE FULLY IMPLEMENTED 12-29-14
SEND EMAIL TO INST ON REQUIREMENT TO PRINT YTH IN LETTER	RA	12-16-14
ELEC. SIG ON DECISION	LEGAL	12-16-14

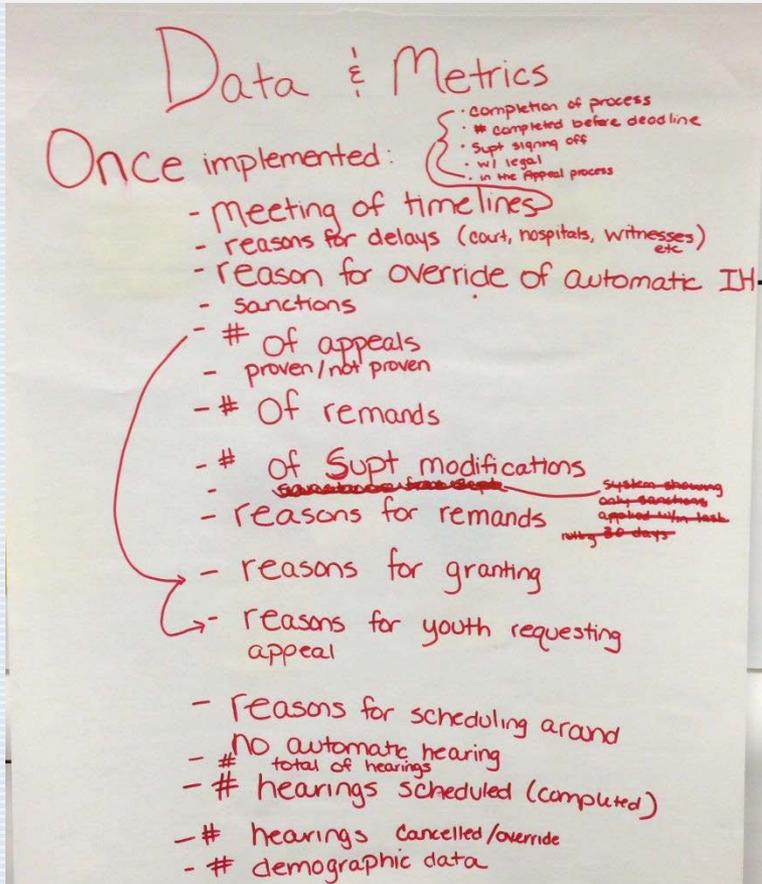
Communication and Training Plan

- Public Information Officers will post updates on the DYS website
- Better outreach to external and internal stakeholders
- Internal communication will be through staff meetings and house meetings with the Youth
- Trainings will be on-site with IT and a training officer

COMMUNICATION / TRAINING

WHAT	WHO	WHEN
Train Staff & Youth Report Kaizen experience in daily Staff meeting.	Any Kaizen Participant Assign Contact Person Training Officers	ASAP. (Monday) or next meeting date ongoing
Update Youth Handbook Communication b/w IT & Policy group from Kaizen	Policy Team IT & Policy group members (Kaizen)	Prior to effective date Ongoing
Communication	Current Kaizen w/ AMS Kaizen	January 15, 2015
Provide Customers with How they can provide feedback or notification of site changes through update of website	Public Info Officers Jump & Russ	Near Expected Roll out date
Inside Stateholders Will communicate to Youth through House mtg. of change to IT process		" "

Data and Metrics



- Accurate
- Measurable
- Accountability
- MbM

Your Kaizen Experience

Brian
Delay
12/8 - 12/12



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Special *thanks* to...

- Senior Leadership:
 - Director Harvey Reed
 - Assistant Director Linda Janes
- Sponsor(s):
 - Dustin Calhoun
 - Ginine Trimm
- Team Leader(s):
 - Hannah Thomas

Subject Matter Experts:

- Craig Oliver, DYS Information Technology Manager