Team Re-A-Rangers
Team Members

- Anthony Glass (CHJCF)
- Robert Glenn (CHJCF)
- Lisa Pensiero (CHJCF)
- Eric Suen (CHJCF)
- Karen Lemons (CHJCF)
- D’iano Angel (CHJCF)
- Ian Fraser
- Sara Bowling
- Vanessa Tower
- Sylvia Van Leer
- Scharron Kane
- Jane Ann Benz-Miller
- Shannon Komisarek
- William Benjamin (IRJCF)
- Randy Blake (IRJCF)
- Robert Walker (CJCF)
- Mark Strickland (CJCF)
- William Peters (CJCF)
- Alisha Bailey (CJCF)
- LuCynda Dunning (CJCF)
- Bryon Hall (CJCF)
- Kim Humphrey
- Deborah Givens (MHAS)
- Matt Miller (ODOT)
Key Stakeholders

- Youth
- Families
- Victims
- DYS Staff
- Courts
- Community
- Home School Districts
- DYS Home Unit
- Parole
- Public Defender
- Release Authority
- Other Agencies
Event Background

The orientation process has become a cumbersome and lengthy process.

There is a lack of standardization and communication which causes confusion for the youth and staff.
Scope of the Event

The first step in the process is the youth arrives on the orientation unit.

The final step in the process is the youth is sent to the home unit.
Project Goals

High process productivity

Enhanced service delivery

Streamlined Communication
Lean Routine Basics

- Customer focused
- Work level team—right people in the room
- Smaller work sessions
- Resources available right away
- Immediate results to be implemented following the session
Our Approach

Introductions
Confirm Scope
Current State Map

Lean Six Sigma Training
Brainstorming
Clean Sheet Redesigns

Future State Map Implementation Planning
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 Lean event, although duties may be modified
Voice of the Customer

Youth
- flight, flight, freeze
- confusion, denial
- uncertain
- fear, (male/violence)
- open for getting help/change
- misconception about DYS
- adapt to where they are or "Oh shoot"
- Survival
- manic, overwhelmed
- how do I stay out of the hoops?
- which way do I go?
- fake it to make it

Adolescent
- candidates
- family
- who can I trust
- safety
- victim/victimized
- lack of maturity
- reality setting in
- protection
- frustrated
- lack of trust

Parents/Family/Guardian
- *fear
- *not knowing what DYS is doing
- communication with staff
- haves bad things
- some don't care
- Survival mode
- *where did I fail?
- frustration toward dysfunctional relationships
- You hurt my child--take care of my child
- *uncertainty
- *how can I get involved?
- *anxiety

What you like:
- Conversations
- kids/something different
- learn something new
- being w/kids
- helping
- hope in the kids
- helping them not come back
- creating a change of the kids
- being a part of positive change
- staff
- being a part of the staff
- creating a change of the kids
- supporting the staff
- being a part of the change

Likes can't:
- being where care is supposed to be
- passion for youth
- being open to change
- opportunities for change
- finding the right thing
- feeling connected to staff
- being around youth
- being involved
High Level Process Map

Suppliers  Inputs  Process  Outputs  Customers
Current State
Current State Had Too Many…

- Lack of Standardization
- Repeated Steps
- Handoffs
- TIM U WOOD=Waste
Brainstorm-108 Ideas!
Team Analyzed and Evaluated All Ideas

- Go paperless
- Standard process at all three institutions
- Eliminate process duplication
- Involve families more
- Youth focused-prepared for time at DYS
- Increased institution collaboration
Clean Sheet Redesigns

A Team-1

A Team-2

A Team-3
Future State
Future State Improvements

• Youth involved from Day One
• One final report
• JJCMS tickler system for assessments
• Dedicated orientation unit/staff
• No transfers
• Collaborative process
• Family and youth oriented
• Youth has checklist that staff will sign when they have met with the youth
• Parole more engaged
• 21-30 day process!
## Scorecard

<table>
<thead>
<tr>
<th>Measure</th>
<th>Current Level</th>
<th>NEW</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Process Steps</td>
<td>263</td>
<td>66</td>
<td>75%</td>
</tr>
<tr>
<td>Decision Points</td>
<td>9</td>
<td>1</td>
<td>89%</td>
</tr>
<tr>
<td>Handoffs</td>
<td>31</td>
<td>15</td>
<td>52%</td>
</tr>
<tr>
<td>Known Delay</td>
<td>8</td>
<td>0</td>
<td>100%</td>
</tr>
<tr>
<td>Process Lead Time</td>
<td>30 Days</td>
<td>21-30 Days</td>
<td>9 days (potential)</td>
</tr>
</tbody>
</table>
Event Savings

**Cost/Time Savings**

- **Uniformity in some processes/reports**
- Test only youths in need of further medical/psych testing vs. routinely test.
- "Standardized psych testing process" - this follows youth through institution into community.
- Dedicated staff decreases time in orientation (target 21 days).
- Kids feel safer
  - Less incidents
  - Less paperwork, less medical,
  - Less overtime, less travel time
- Lower observation time
  - Focus on staff to spend more time w/ GP
  - Less overtime
  - Less mandated time
  - Risk not measured

**Coordination care = less institutional stay**

- Improve Parole Adjustment/Reentry
- Global tracking & Communication through JCMS
More Results

- Improved quality of service overall for youth and parents
- Maximized efficiency for employees
- Setting expectations from the beginning (Collaborative Team Approach)
- Improves overall safety for youth and staff
- Streamlined and standardized approach at all THREE facilities
- Improved communication
- Less paper—more electronic
Implementation Plans

Communication
Training
Data and Metrics
Policy Changes
## Communication

### What
- One page Information
  - Slip to parents describing orientation process, question web page.

### Who
- Ian

### When
- Oct 2014

### Virtual Tour
- Purchase software
- Post on web page

### Monday Walts
- Kim, Jimp, Ian
- Oct 31st

### Parent Communication

<table>
<thead>
<tr>
<th>What</th>
<th>Who</th>
</tr>
</thead>
<tbody>
<tr>
<td>- What is orientation?</td>
<td></td>
</tr>
<tr>
<td>- Why do orientation/goals?</td>
<td></td>
</tr>
<tr>
<td>- Psychological assessment/spiritual/sec/social...</td>
<td></td>
</tr>
<tr>
<td>- Collaborative Case Plan Development</td>
<td></td>
</tr>
<tr>
<td>- Unified Care Plan Creation &amp; Team Coordination needs to cover basics in DS &amp; Nurturing Development in MH/MB site</td>
<td></td>
</tr>
<tr>
<td>- Warm Hand Off to Hone Unit</td>
<td></td>
</tr>
<tr>
<td>- Website, Twitter, Facebook</td>
<td></td>
</tr>
<tr>
<td>&quot;Ask John for steps toward virtual tour&quot;</td>
<td></td>
</tr>
</tbody>
</table>

- Family + Youth Centric
Training

**Centralized database training**

**Who:** Shari Wolfe

**When:** To be determined when database is centralized.

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**WHAT**

- Orientation
- Orientation calendar
- Uniform Responsibility
- Standardized Assessments

**WHO**

- Orientation Staff
- New Staff
- “See above”
- “See above”

**WHEN**

- Orientation training
- “See above”
- “See above”

---

**WHAT**

- MIS
- JCMS Support

**WHO**

- Wendy Faulkner
- Committee
- Eliminate
- “See above”

**WHEN**

- Now
- “See above”

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**WHAT**

- Intake (CUR/IRF)
- UMA at each institution
- Hudson
- Bailey
- Leisure

**WHO**

- Better Communication
- Centralized
- “See above”

**WHEN**

- “See above”
- “See above”
- “See above”

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**ACTION REGISTER**

- Parents info packet
- Sent:
  - Shannon K.
  - AO3S
- “See above”
- “See above”

- Better communication
- Sea:
  - “See above”
  - “See above”

- Release Authority
- Courts
- “See above”

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**SIMPLER. FASTER. BETTER. LESS COSTLY.**
Data and Metrics

Collect Data
- Length of stay/ orientation
- Track orientation time
- Track finished assessment
- Date entered
- MH/GP breakdown
- Level of MH illness
- % Successful contact results
- Calls (%) of parents receiving calls within 24
- QAS completion
- % Orientation / GP/ other
- Video conference date/participants
- Check off sheets entered
- Exit interview/ questionnaires
- Treatment plan Completed
- % Youth receiving PO visits
- # Incidents on Unit
Policy Changes

STAND ALONE ORIENTATION POLICY
- Ask Wendy Faulkner (train of power DLC)
- Robert (lead) oversees policy development
- Expected policy completion: 40 days (real)

UPDATE Timeline of New Policy
- Prohibit LOP

UPDATE RELATED POLICIES
- Identify related references
- Act 81 of 93

CREATE SOP
- May need to revise or clarify terms of new process/related

Committee Review of Draft Policy
- Seek input from other line staff
- Seek input from all division reps
- Identify Lean Committee members to ensure collection of policy data
- Committee meets within 4 weeks (Sharon/Shannon)

Conduct Policy Training
- UMAs - lead trainers

Develop Implement Creative Marketing Strategies for All Levels (Kim/Alisha)
- DLN Page Flyer
- Emails
- Literature (youth focused/family centered)
- Linked In/Out video communication
- Virtual Tour

SIMPLER.  FASTER.  BETTER.  LESS COSTLY.
What Begins Monday?

- AM/PM Meetings and Post Orders communication
- Youth Specialist introductions and Handbook review
- Organize meeting for policy change group
- Start pulling data and begin working on analysis and communication of data
Special thanks to...

Senior Leadership:
- Director Harvey Reed
- Assistant Director Linda Janes

Sponsor:
- Ginine Trim
- Wendi Faulkner

Team Leader:
- Shari Wolf

Subject Matter Experts:
- Scott Marek