

LEANOhio

**Ohio Department of Youth
Services**

Youth Orientation Process

September 8-11, 2014

SIMPLER. FASTER. BETTER. LESS COSTLY.

LEANOhio

Team Re-A-Rangers



SIMPLER. FASTER. BETTER. LESS COSTLY.

LEANOhio

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.

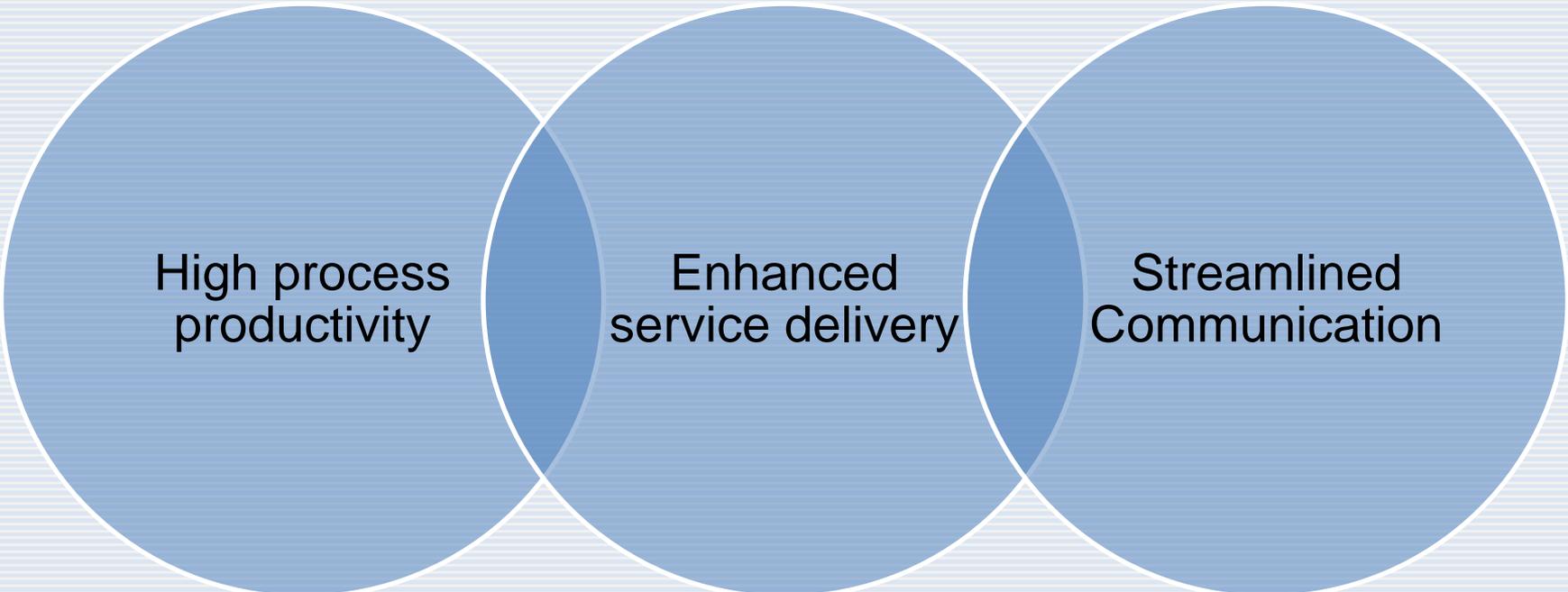
There is a lack of standardization and communication which causes confusion for the youth and staff.

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

SIMPLER. FASTER. BETTER. LESS COSTLY.

LEANOhio

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

SIMPLER. FASTER. BETTER. LESS COSTLY.

LEANOhio

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

fight, flight, freeze // adaptable
 Confusion // anxious
 denial // family
 uncertain // who can I trust?
 fear // (rape/violence) // Safety
 open for getting help/change // victim/victimizer
 misconception about DYS // lack of maturity
 adapt to where they are at // reality setting in
 "Oh shoot" // protection
 Survival // frustrated
 terrified // lack of trust
 overwhelmed
 how do I stay out of the gangs?
 which way do I go?
 fake it to make it

Parents/Family/Guardian

*fear // involved vs. non-involved
 *not knowing what DYS is doing // *communication w/ all staff (minimal)
 heard bad things // correct w/ socioecon factors w/ parents
 Some don't care // frustration towards system
 Survival mode // *where did I fail? //
 *dysfunctional relationships // You hurt my child--take care of my child
 *uncertainty // how can I get involved?
 *anxiety

What you Like...

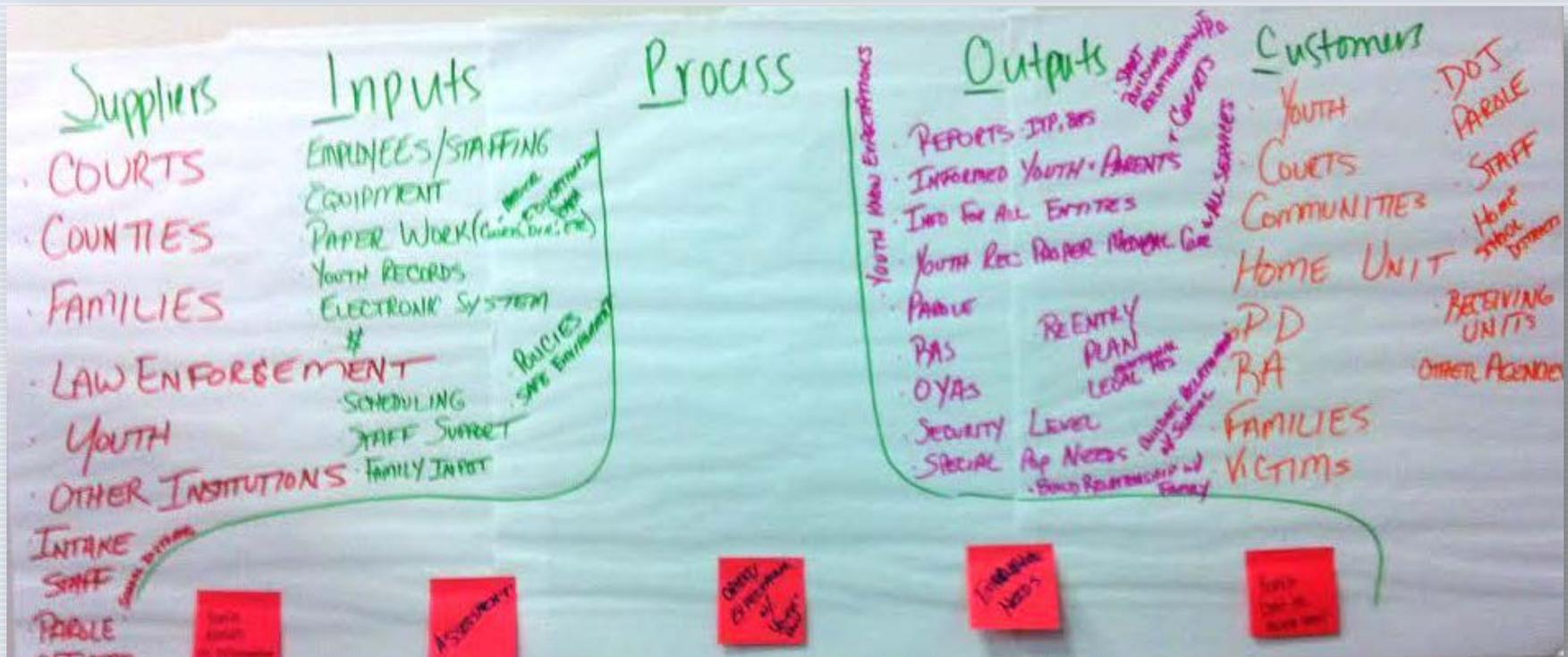
coworkers // trying to figure out the youth & helping them
 kids - something different // working w/ kids
 learn something new // helping them not come back
 being w/ kids // hope in the kids
 helping them not come back // creating a change w/ the kids
 hope in the kids // everyone is at DYS for a reason
 being a part of positive change - your voice // mix together
 taking an educational puzzle and putting it together - gathering talking w/ youth
 people I work w/ // freedom to think outside the box - change real youth think
 intake work - no unit

Likes cant...

staff embracing intake process changes // being where I am supposed to be
 talking, listening to staff // passion for youth
 excitement in youth while when calling for transcripts // repair a broken product - meeting
 passion for youth // coworkers work well together
 helping youth/staff // changing our values side
 opportunity for re-entry // agent of change
 working w/ community // mentoring
 working/building central office's facilities (problem solving) // finding the best through
 helping/connecting w/ that youth // challenging

High Level Process Map

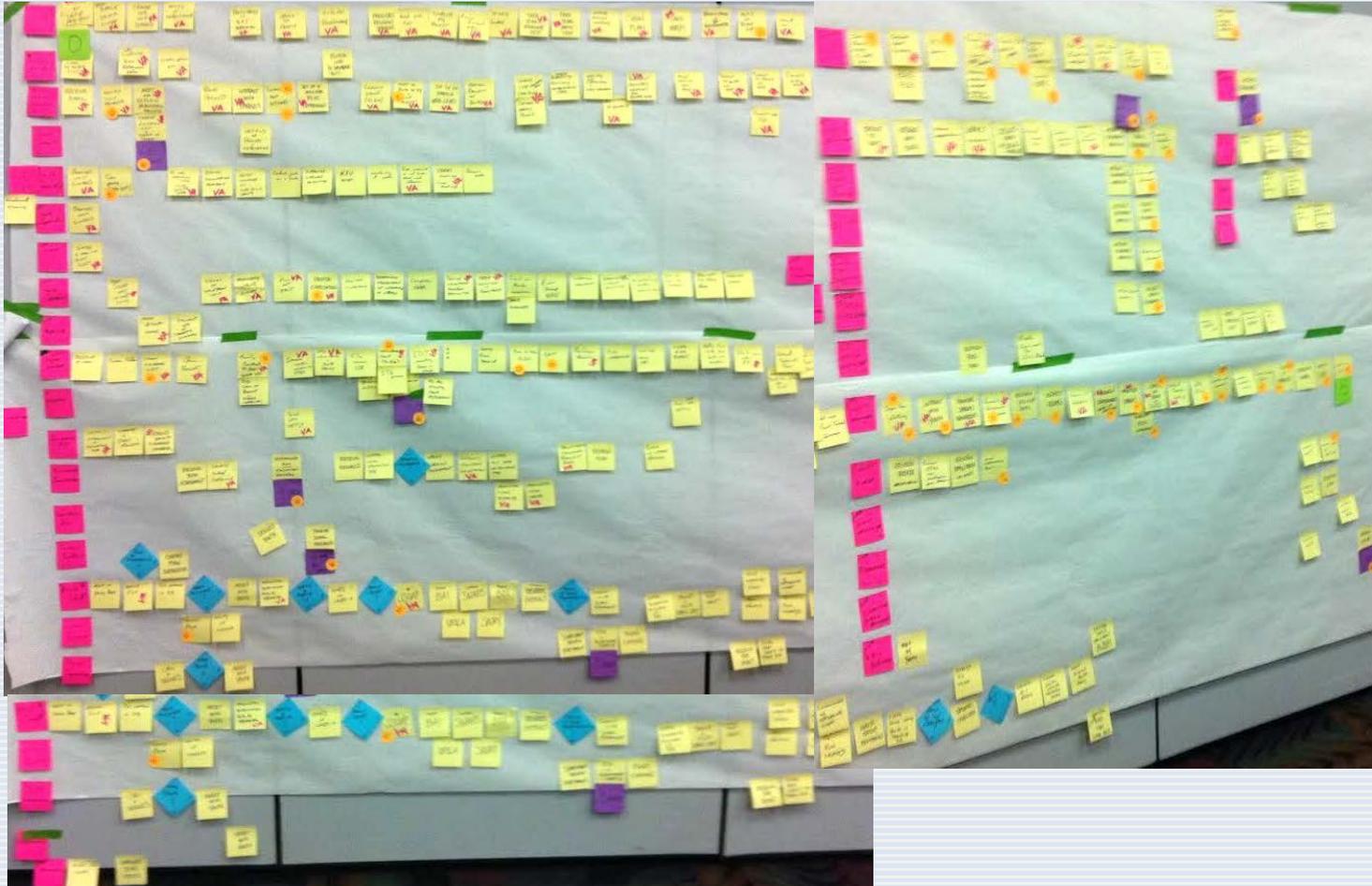
Suppliers Inputs Process Outputs Customers



SIMPLER. FASTER. BETTER. LESS COSTLY.

LEANOhio

Current State



SIMPLER. FASTER. BETTER. LESS COSTLY.

LEANOhio

Current State Had Too Many...

- Lack of Standardization
- Repeated Steps
- Handoffs
- TIM U WOOD=Waste

Transportation

Information /
Inventory

Motion

Underutilization

Waiting

Overproduction

Overprocessing

Defect

Brainstorm-108 Ideas!



SIMPLER. FASTER. BETTER. LESS COSTLY.

LEANOhio

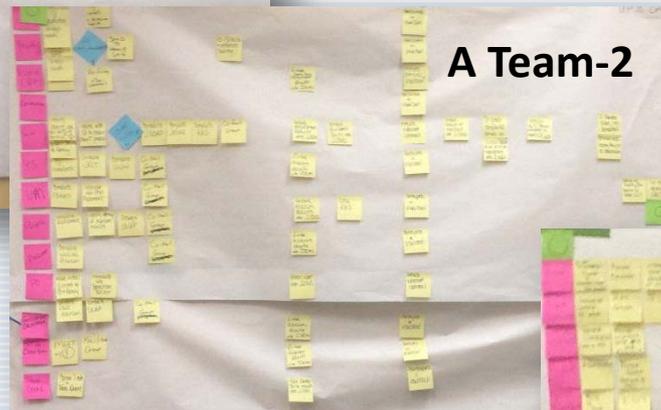
Team Analyzed and Evaluated All Ideas

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

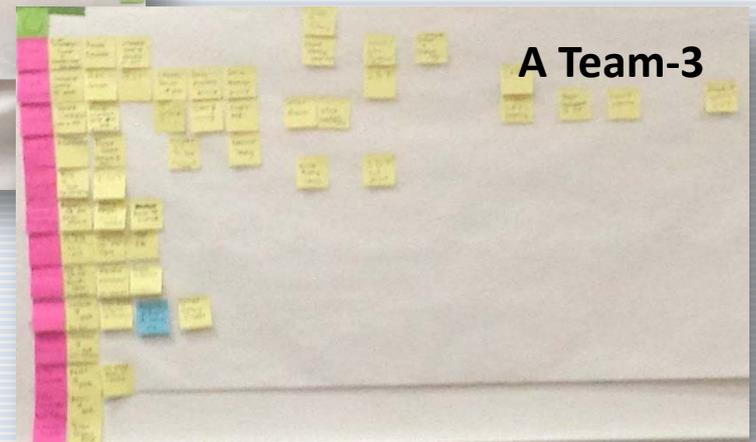
Clean Sheet Redesigns



A Team-1



A Team-2



A Team-3

SIMPLER. FASTER. BETTER. LESS COSTLY.

LEANOhio

Future State



SIMPLER. FASTER. BETTER. LESS COSTLY.

LEANOhio

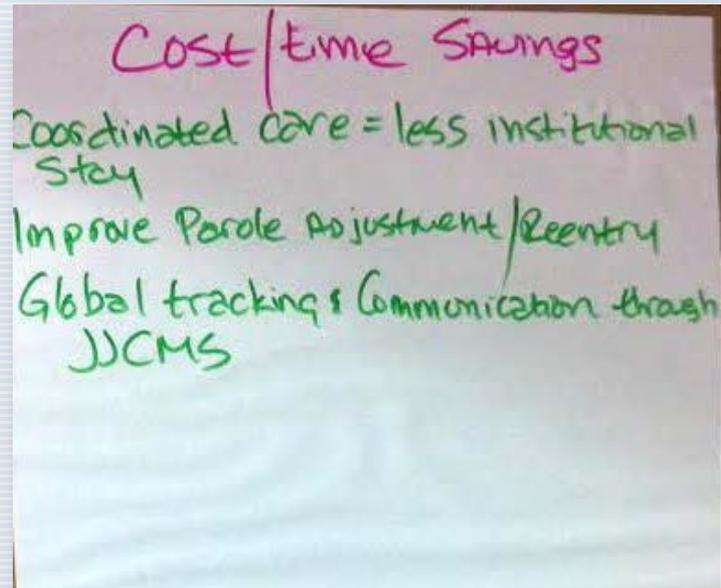
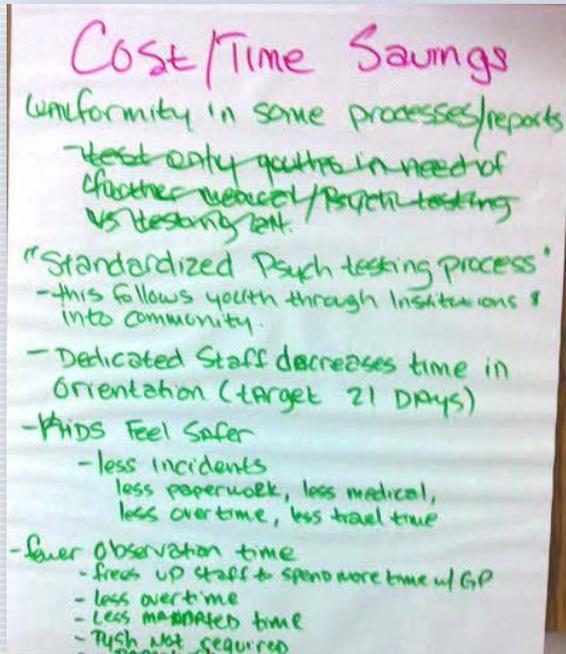
Future State Improvements

- 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

Measure	Current Level	NEW	Change
Process Steps	263	66	75%
Decision Points	9	1	89%
Handoffs	31	15	52%
Known Delay	8	0	100%
Process Lead Time	30 Days	21-30 Days	9 days (potential)

Event Savings



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	Who	When
One page information flyer to parents describing orientation process. post on web page	Ian	Oct 31st
Virtual tour purchase software post on web page All 3 SITES school, unit, cafeteria stairs.	Wendy Faulkner Jim Miller	Dec 15th
Monday minute	Kim Jump Ian	Oct. 31st
Am Pm meetings with staff on the unit and IDT and unit schedule, Post Orders	unit manager psych assistant	starts Monday by Oct. 31st
Pre Service for all new employees 45 mins to hour	Robin Peterson Kim Humphrey Mark	by Oct 31st

What	Parents Communications
- What is orientation?	
- Why do orientation/goals?	
- psychological assessment/SPIRITUAL/REC/SOCIAL ...	
- COLLABORATIVE CASE PLAN DEVELOPMENT LTC EMPHASIZES YOUTH + FAMILY PARTICIPATION	
- UNIFIED REENTRY PLAN CREATED TO MEET IDENTIFIED NEEDS TO FOSTER SUCCESS IN DIS. AT REENTRY	
- WARM HAND OFF TO HOME UNIT	
"WEBSITE; TWITTER, FACEBOOK"	
"ASK JPB FOR HELP W/ VIRTUAL TOUR"	
- FAMILY + YOUTH CENTRIC	

SIMPLER. FASTER. BETTER. LESS COSTLY.

LEANOhio

Training

TRAINING Agency Issues

What- ~~the~~ Centralized data base training

Who- Shari Wolfe

When- To be determined when data base is centralized.

WHAT	WHO	WHEN
the DATABASE	MIS MIS JCMS SUPPORT	yesterday NOW
reduce Paper Ticker system)	Wendy Faulkner Committee to eliminate Form	NOW

WHAT	WHO	WHEN
intake/orientation unit	orientation instructions STAFF/Relief Staff, new staff	training calendar
Uniform Responsibilities	"see above"	"see above"
Standardized Assessments	"see above"	"see above"

ACTION REGISTER

What	Who	When
Better communication among institutions centralized visitation monitlist three institutions Centralized visitation	Intake (CER/IRCF) UNAs at each institution. (Hudson Bailey Leisure)	when JCMS in place, weekly video conference Quarterly in Person
one parents info packet sent	- Shamon K. - A03-S	one youth arrives
Better communication among institutions Release Authority Courts	see ① → via parole officers	as soon as JCMS is done → use JCMS

Data and Metrics

Collect Data

- track ^{Length of stay (orientation)} ~~orientation~~ time
- track finished Assessment
- date entered
- MH / GP breakdown
 - level of MH illness
- % successful contact results
- # calls (% of parents receiving calls within 24.
- RAS completion
- % Orientation / GP / other
- VIDEO conference date / participant
- check off sheets entered
- Exit interview / questionnaire
- treatment plan Completed % Youth receiving PO visits
- # incidents on Unit



Policy Changes

- STAND ALONE ORIENTATION Policy
 - Ask Wendy Faulkner (train of Power DMS)
 - Robert (Lead) oversees policy development
 - Expected Policy completion 90 days (12/16)
- UPDATE TIMELINE OF NEW P
- Prohibit LOP
- UPDATE RELATED POLICIES, if
- Identify Related References
- 4/4/09
- 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 Lead Committee Members to ensure completion of Policy & Frameworks
 - Committee meets within 4 wks. (Sharon/Shannon)
- CONDUCT POLICY TRAINING
 - UMAs - LEAD TRAINERS
- DEVELOP/IMPLEMENT CREATIVE MARKETING STRATEGIES FOR ALL LEVELS (Kim/Alisha)
 - ONE PAGE FLYER
 - EMAILS
 - TEXTURE YOUTH FOCUSED/FAMILY CENTERED
 - LIBRARY JPDW/VIDEO COMMENTATOR
 - VIRTUAL TOUR
 - NEW WEBSITE & STRATEGIES
 - PIO/IAN
 - 9/25-12/11



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