



Department of Youth Services

Message from DYS Director Harvey Reed A Leaner, More Meaningful Youth-Intake Process

May 20, 2014

A few days ago, the youth-intake process was a total of 273 steps.

Today, it is 53 steps.

How did that happen?

A group of 18 DYS employees dedicated four days to streamlining the process with the assistance of LeanOhio representatives.

And that they did.

It went from four days to three days and will save the agency \$376,000 per year.

"I never imagined we would have reduced the process down that far," said Susan Morrow, a member of the Release Authority.

Bill Benjamin, a social worker at IRJCF, says this new process gives him more time to spend with the youth.

He adds that families will benefit, too. They will know about visitation hours during the intake period. Previously, families did not get this information until the youth arrived at the assigned correctional facility.

Benjamin was glad he was a part of the intake reorganization. "We all worked together as a team."



The group of employees, representing all facilities, departments, bureaus and regional offices, gathered in a room at the Rhodes Office Tower recently.

Bryon Hall, a social worker at Circleville JCF, was a little skeptical of this reorganization process on the first day. That changed quickly. "By the end of the second day, I didn't want to go home," he said with much enthusiasm.

So how did Hall and the other 21 members of the group tackle the difficult task of reorganizing youth- intake? By using the Kaizen approach. The word Kaizen means "a change for the better."

Kaizen is all about small changes that bring big benefits, such as improved quality, faster delivery, lower costs and greater customer satisfaction. The Kaizen process is one of the tools used by LeanOhio to make government agencies more efficient. LeanOhio is coordinated by the LeanOhio Office within the Department of Administrative Services.

This was the first time DYS used this approach to make improvements. While Kaizen is about restructuring, DYS did not eliminate staff positions.

The major improvements to the intake include the following:

- ***Accurate and timely information from courts and counties*** – Courts and counties will submit their information electronically prior to the youth arriving at CJCF or IRJCF, the two facilities designated for youth-intake. This will allow for the facility to save time and start the intake process upon the youth's arrival.
- ***Better intake experience for youth*** – Youth will have a shorter, more focused intake process. Unnecessary information has been removed in the new process so only value-added information will be collected during the first two days of the youth's arrival to determine the appropriate facility for placement.
- ***Increased utilization of technology*** – The process will no longer rely on paper forms and using several technology systems to store information. The new process will consolidate technology systems and eliminate most paper forms. This will save valuable time for staff.

"You should feel good about this product," said Ginine Trim at the report-out session on the last day of the week-long Kaizen event.

Some of the changes are taking effect immediately, according to Wendi Faulkner, Bureau Chief of the Office of Quality Assurance and Improvement. More changes will occur once staff training is complete, procedures are in place and information technology plans are established.

"It was really fun to be here and watch this process change," said Amy Ast, Bureau Chief of Facility Operations.

"I was honored to have participated in this process," said Ian Fraser, Regional Administrator of the Cleveland Region. "It's been very eye-opening."

I would like to extend my thanks and appreciation to the Kaizen Team: 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 and Betty Johnson.

Thanks also to Anna Karousis and Michael Buerger of LeanOhio and DAS Director Robert Blair.