



LEAN SIX SIGMA PROJECT REPORT OUT

REGINA M. LURRY

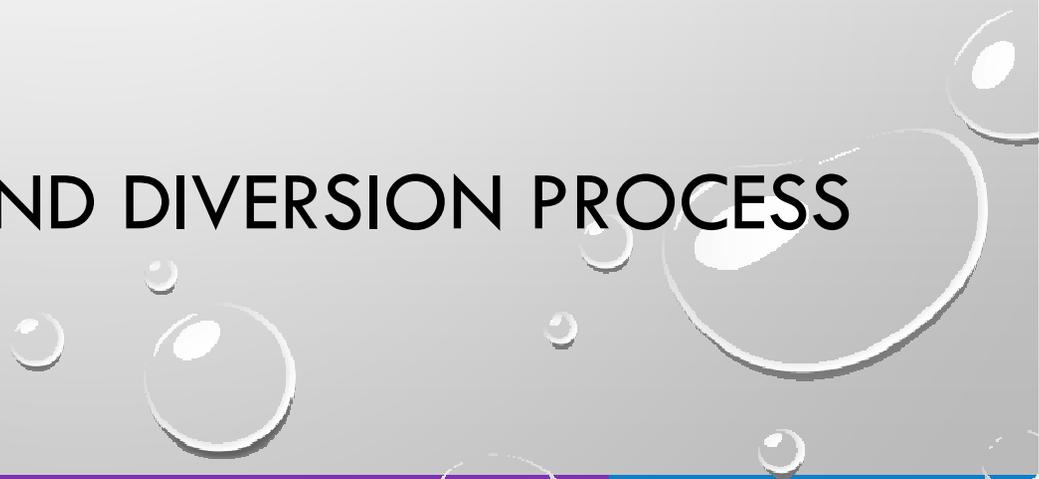
**OHIO DEPARTMENT OF YOUTH
SERVICES**

FEBRUARY 15, 2018



**Department of
Youth Services**

COUNTY INTAKE AND DIVERSION PROCESS



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CUYAHOGA COUNTY JUVENILE COURT INTAKE AND DIVERSION PROJECT

Ohio Department of Youth Services

- Regina M Lurry, Black Belt Candidate
- Rachel Griffin, Green Belt Candidate

KAIZEN TEAM MEMBERS

Wayne Drummond	Deputy Chief	Cleveland Police Department
Sam Amata	Assistant Public Defender Supervisor for Juvenile Division,	Office of the Public Defender,
Jackie Gould LISW-S	Office of the Public Defender, Cuyahoga County	Cuyahoga County
Sarah Baker	Social Worker Supervisor	
Melisa McDaniel	Program Planner	CCJC
	Grants and Quality Improvement Specialist	CCJC
		Children and Family Services
Cynthia Weiskittel	Director	Department
Jennifer Dodd , Ph.D	Director of Operations and Development	ESC of Cuyahoga County
Cheryl Mays	Community Member	The Parent Engagement Center
	Deputy Director, Specialized Dockets, Supervision and	
Elise Tompkins	Services	CCJC
Heather Corcoran	Deputy Director, Intake and Diversion	CCJC
Linda Torbert	Children's Projects Administrator	ADAMHS Board of Cuyahoga County
	Deputy Director, Programming, Training and Quality	
Bridget Gibbons	Assurance	CCJC
Van Ward	Director of Probation Services	CCJC
	Juvenile Division Chief, Office of the Prosecutor, Cuyahoga	Office of the Prosecutor, Cuyahoga
Greg Mussman	County	County
Dana Chavers	Deputy Court Administrator	CCJC
Tim McDevitt	Deputy Court Administrator	CCJC
Tess Neff	Court Administrator	CCJC
Renee Edel	CIP Manager	CCJC
Dr. Amy Justice	Clinical Psychologist, Juvenile Court Diagnostic Clinic	CCJC



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BACKGROUND- SCOPE

- STREAMLINE INTAKE & DIVERSION PROCESS, INCREASE PROSECUTORIAL INPUT, CENTRALIZED INTAKE

- SCOPE:

FIRST STEP: COMPLAINT FILED

LAST STEP: PROGRAM COMPLETION

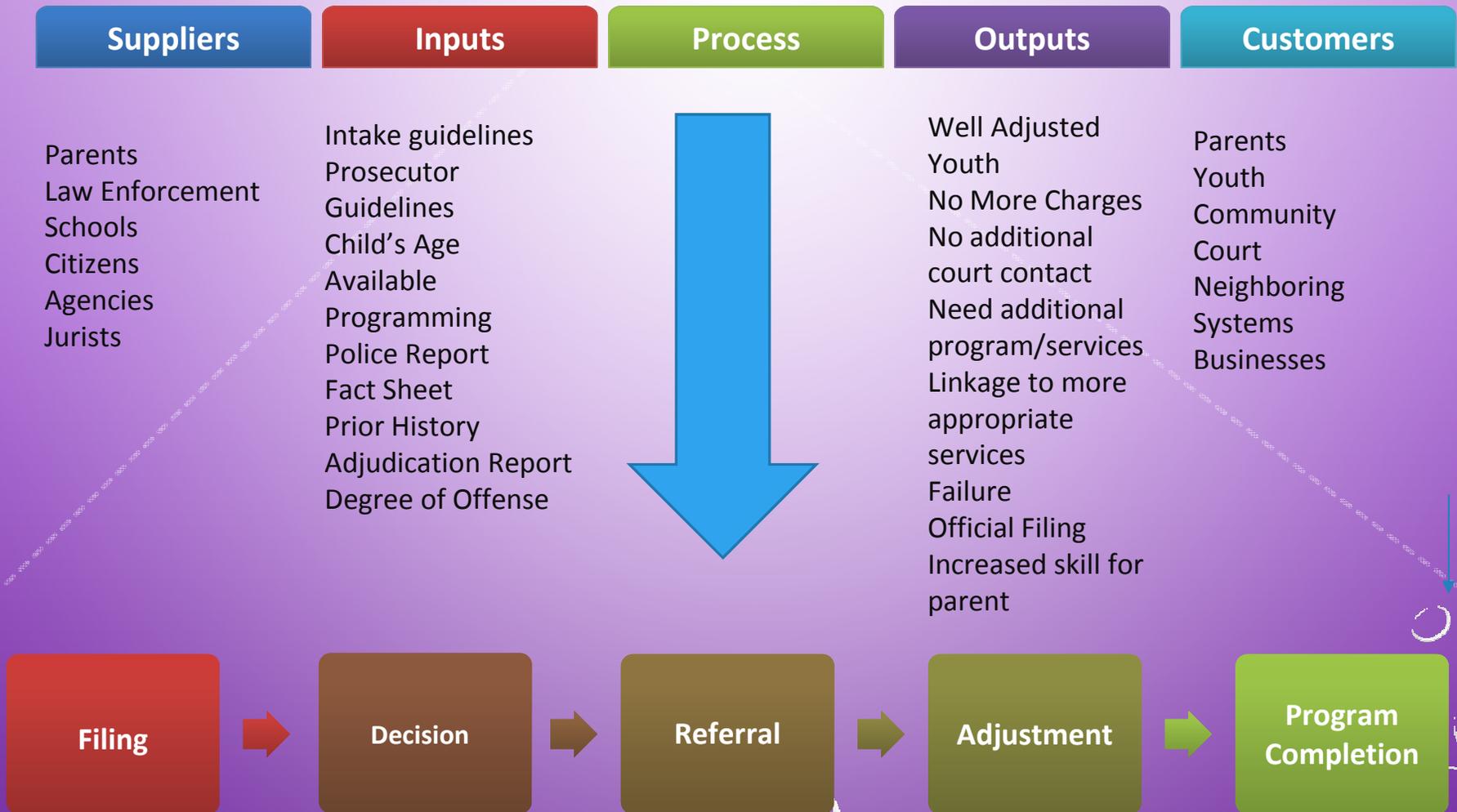
PROJECT GOALS

- STREAMLINE INTAKE & DIVERSION
- INCREASE ACCOUNTABILITY OF COMMUNITY DIVERSION PROGRAMS
- INCREASE OBJECTIVITY OF DIVERSION ELIGIBILITY
- INCREASE EARLY INTERVENTION/ SCREENING
- EARLY IDENTIFICATION OF TREATMENT/SERVICE NEEDS
- COMMUNITY ASSESSMENT CENTER

BASELINE DATA

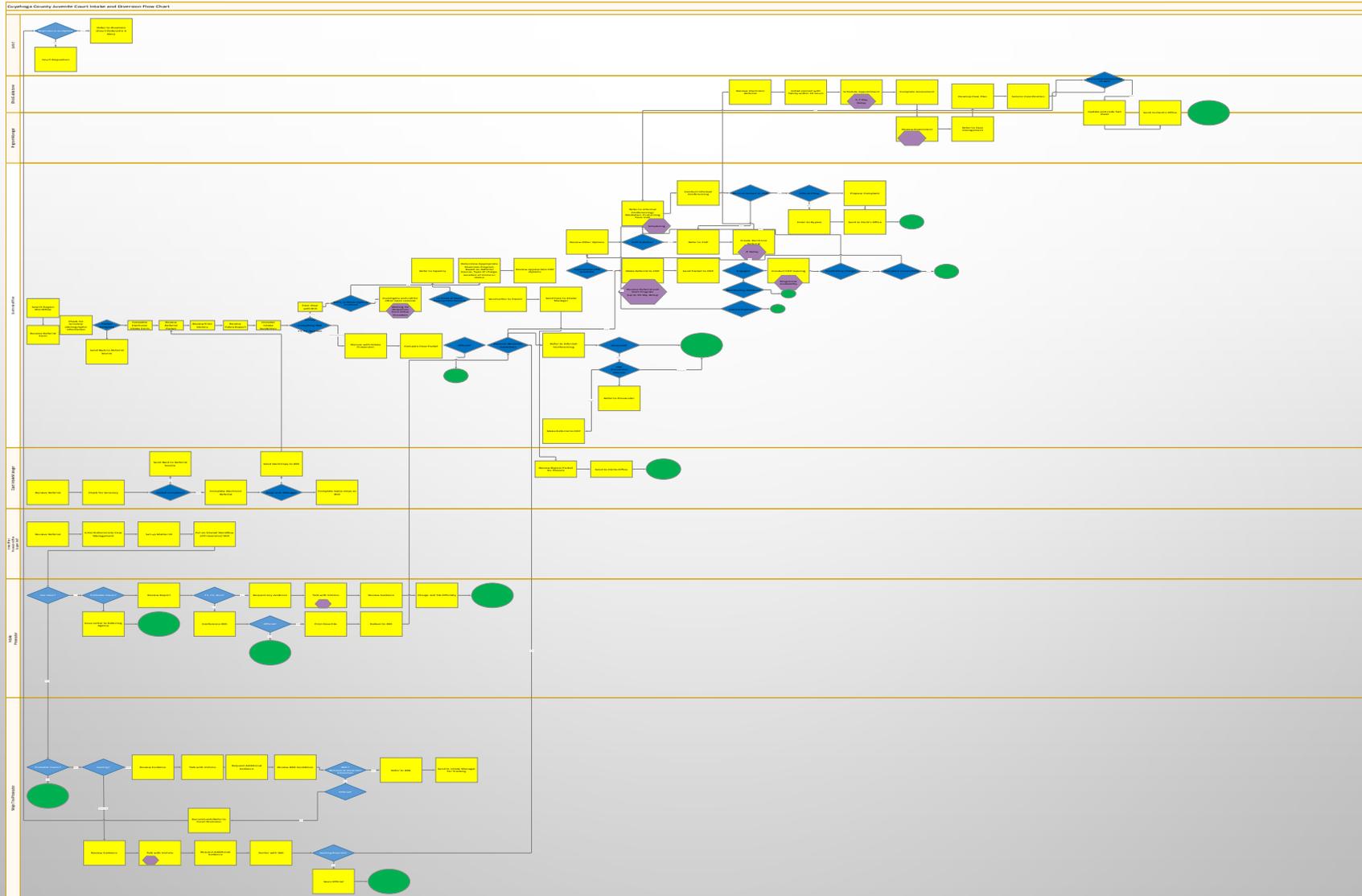
- LIMITED DATA AVAILABLE
 - CALM PROGRAM DATA
 - TRUANCY DATA
 - COMMUNITY DIVERSION PROGRAM
 - COURT UNRULY PROGRAM (COURT DIVERSION)
- NEED TO DEFINE OUTCOMES/ SUCCESS

HIGH LEVEL PROCESS - SIPOC DIAGRAM



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CURRENT STATE



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SCORE CARD

Steps	101
Decisions	30
Handoffs	9
Loopbacks	8
Delays	8

IMPACT

High Impact/Low Control

- More diversion services – 6 votes
- Find a way to involve DCFS in solving and developing a solution – 4 votes
- Have a pool of volunteer magistrates that can hear CDP cases
 - Use Mayor's courts if possible – 4 votes

High Impact/High Control – need higher approval

- Initial decision at the Prosecutor's office – 11 votes
- Split case between Court and Prosecutor's office
 - Court – unruly and misdemeanor
 - Pros. – felony, sex and guns
- Reduce/remove discussion between IDO and prosecutors – 5 votes
- Reduce duplicate reviews – 8 votes
- Increase use of Medicaid funds to increase available services – 3 votes

High Impact/High Control

- Centralized intake place – 17 votes
- Validated risk/needs assessment for diversion decisions – 5 votes
- Parent education qualified sanctions – 3 votes
- Open up tapestry to all diversion - 5 votes
- Create a document showing all CDP programs including criteria for acceptance – 9 votes
- Standardized language for CDP letters – 5 votes
- Address racial and ethnic disparities throughout – 3 votes
- Eliminate or rework the approval by Program Manager for CUP – 0 votes
- Formalize and share case management process across the system – 0 votes
- Strengthen partnership with schools to deal with truancy issues – 4 votes
- Training for court staff on the intake process – 2 votes
- Parent input on needed services – 2 votes
- Parent and family feedback – 4 votes
- Seek input frequently from those that are doing the work – 4 votes
- Simplify the process – 6 votes
- System should own up to mistakes and fix them – 0 votes
- Reduce length of diversion – 7 votes
- QA for diversion programs including outcomes – 8 votes
- Provide services earlier and more community outcomes – 10 votes
- Create a map of the process to be available for the court and parents – 9 votes

Low Impact/Low Control

- Give Juvenile Prosecutor a big raise – 6 votes and 1 No Way

Low Impact/High Control (funding issues)

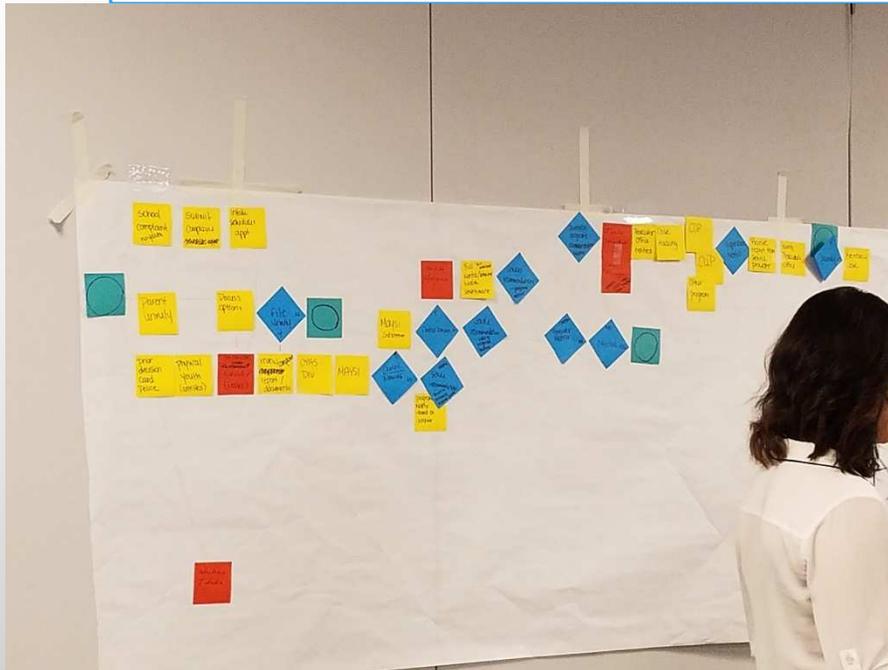
- Offer and fund the parent project – 2 votes
- Parenting classes – 2 votes
- Parent navigator position – 2 votes
- Go paperless – 0 votes

CONTROL

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CLEAN SHEET REDESIGN



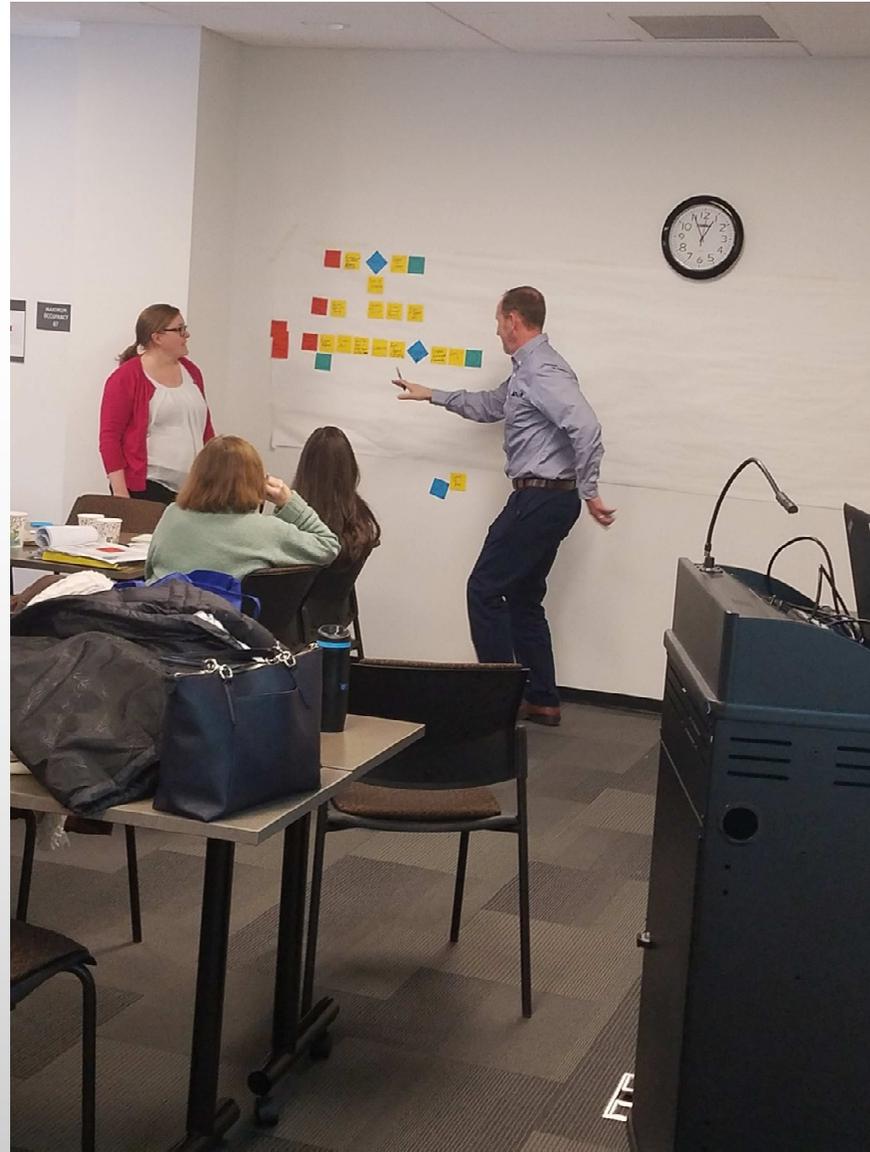
Group A

Group B



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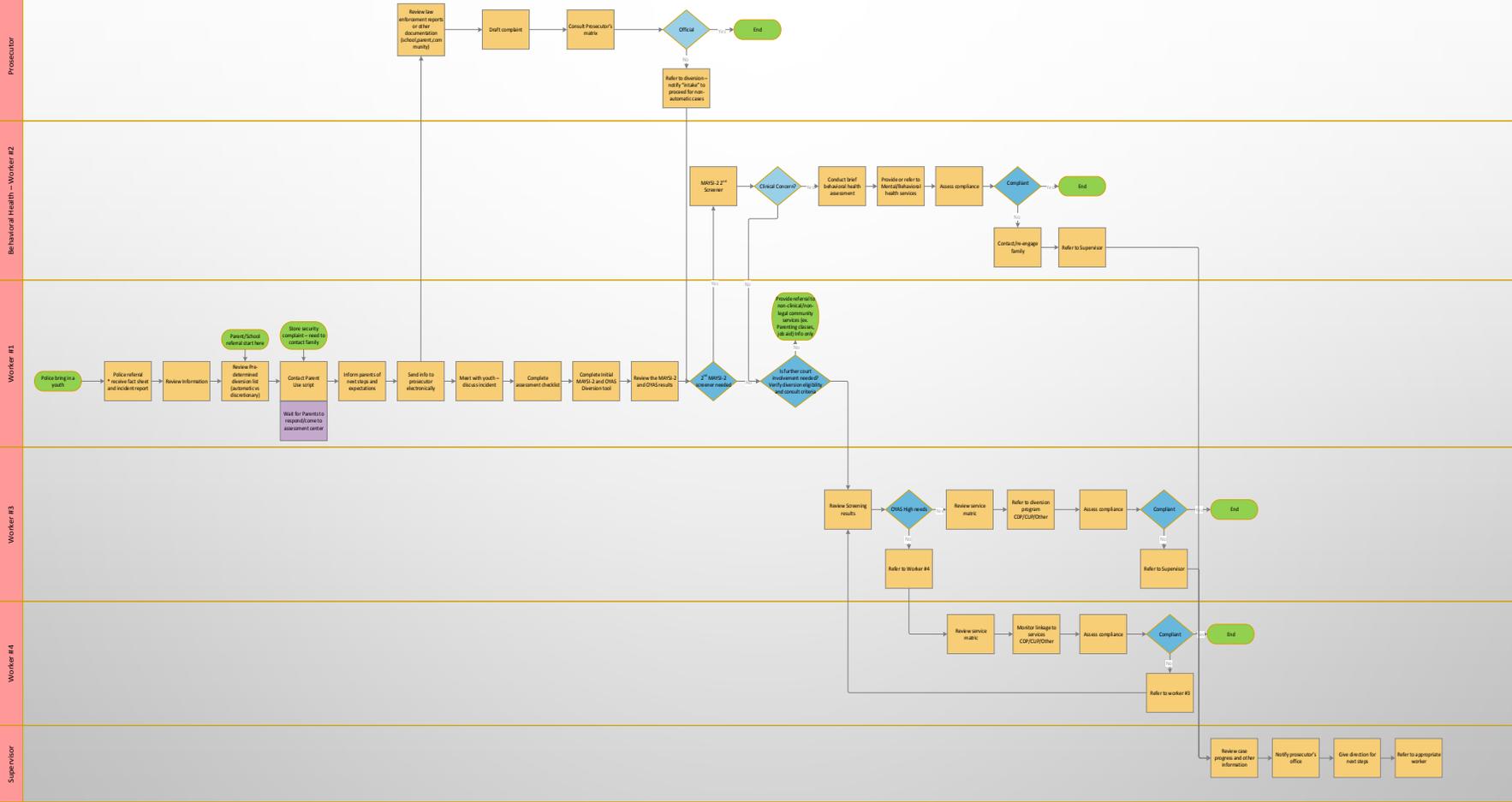


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FUTURE STATE

Future State



SCORE CARD

Steps	42
Decisions	8
Handoffs	4
Loopbacks	3
Delays	1

PROJECT METRICS

Measure

Result

Streamlined Process

Decreased Handoffs &
Loopbacks

Decreased LOS

Measure

Before

After

Difference

Steps

101

42

-58.4%

Decisions

30

8

-73.3%

Handoffs

9

4

-55.6%

Loopbacks

8

3

-62.5%

Delays

8

1

-87.5%

IMPROVEMENT SUMMARY

Current Key Issues

Prosecutorial Approval

Customer Satisfaction

Length of Supervision Period

How We Improved

Reviews all filings

Streamlined Process.
Clear Roadmap

Decreased for Diversion Cases

IMPLEMENTATION PLAN

ACTION/TASK	WHO	TARGET DATE	COMPLETION DATE
Communication	Renee Edel		
	Mary Davidson		
Court Program Resource Guide for Parents			
Staffing Plan and Training	Van Ward		
Police Field Card			
Resource Analysis	Linda Torbert		
CDP Resource Ledger			
Schools (HB 410)			
Parent Script	Cheryl Mays		
	Amy Justice		
Youth Script	Amy Justice		
Assessment Checklist	Jackie		
	Amy Justice		
Pre-Determined Diversion List	MOU Workgroup		
	(Prosecutor's Office & Court)		
Court Involvement Decision Guidelines			
Service Matrix	Bridget		
Prosecutor Diversion Matrix			
Intake/Diversion Process Map			
Summons	Renee Edel		
QA Process	Bridget and Melissa		
IT	Renee Edel		
CDP Completion Form or Checklist			
Logistics/Location	Linda Torbert		
CDP Letters Standard			

SPECIAL THANKS TO...

HARVEY REED , DIRECTOR

RYAN GIES, DEPUTY DIRECTOR PCC

**ANTHONY PANZINO, BUREAU CHIEF,
COURTS & COMMUNITY**

**SPONSOR: TIM MCDEVITT, DEPUTY
COURT ADMINISTRATOR**

**TEAM LEADER: RENEE EDEL, CIP
MANAGER**

KRISTEN SWEENEY, JUDGE

**GREG MUSSMAN, JUVENILE
PROSECUTOR**

TESS NEFF, COURT ADMINISTRATOR

**BRIDGETT GIBBONS, DEPUTY
DIRECTOR**

**HEATHER CORCORAN, DEPUTY
DIRECTOR**

**ANGELA MILLER, INTAKE &
DIVERSION MANAGER**

LINDA TORBERT, CC ADAMH BOARD

QUESTIONS/COMMENTS

