

DENVER COUNTY COURT PROBATION

ALL DEPARTMENT MEETING

December 13, 2013

Agenda

- **Welcome**
 - **Purge, Fears and Forward**
-

- **34 Hour Evolution**
- **From Chaos to Clarity**
- **Starting Somewhere**

Purge, Fears and Forward

Identify what's bugging you:
write it, hit it , tear it, trash it and drop it

34 Hour Evolution

How did we get here and
where are we going

Introduction to LEAN

- **Tennis Ball exercise**
- **Lean Principles**

Tennis Ball Exercise: RULES

- 1 No one can touch the ball more than once
- 2 Follow the same order in each round
- 3 There can be no drops (“defects”): Start Over
- 4 The ball must pass through everyone's hands
- 5 Must be done in 5 seconds

Tennis Ball Exercise: Debrief

- What breakthrough ideas allowed your team to improve the most?
- What did you eliminate from the process?
 - Distance?
 - Throwing?
 - Catching?
 - Flight Time?
- Did you?
 - Work as a team to ID the steps in the process?
 - Create “Flow”?
 - Seek Perfection?
 - Question the rules of the exercise in order to innovate?

What is LEAN?

- **LEAN is a process of continuous improvement** – we strive for perfection and can always continue to innovate (improve)
- **LEAN focuses us on our customer(s)**, the value they seek, and the widgets (products and paper) we produce
- **LEAN empowers the employees doing the work (the experts in the process) to generate Kaizens** (small changes for the better). It is not top down.
- **LEAN includes a set of tools and teaches that every process has waste** and we strive to remove the waste because it is disrespectful (UWITDMOP)
- **LEAN tools like process mapping** help identify areas of waste and innovations to address those opportunities

Lean – The 8 Wastes

The 8 Wastes	Some Related Questions
1. <u>U</u> nused Human Talent	Are there ways to find and use untapped skills and ideas?
2. <u>W</u> aiting	Can some tasks be done in parallel rather than in series? How can we organize our work to lessen the wait time for our customer?
3. <u>I</u> nventory	How can we prevent backlogs within and between our processes?
4. <u>T</u> ransportation	How can we prevent having to move documents from one place to another?
5. <u>D</u> efects	Where can mistake-proofing be used to eliminate or reduce errors or rework?
6. <u>M</u> otion	How can we lessen the time we spend traveling to meetings, to the copier, to the printer?
7. <u>O</u> verproduction	Can our processes adapt as our programs change?
8. <u>P</u> rocessing	Can some tasks be combined or eliminated?

Steps on Developing a Value Stream

- **Identify your customers**
- **Identify your widgets**
- **Identify your top three Value Streams**
- **Map the Current State of the Value Stream**
- **Identify Value Add, Non-Value Add, and Business Non-Value Add Steps**
- **Identify the total number of steps and equate the...**
 - Percentage of VA, NVA, and BNVA steps
- **Identify the Waste in the process**
- **Generate a list of JDIs, RIEs, and Projects**
- **Rank the RIEs**
- **Charter the RIEs (First 3 Boxes of an A3)**

The A3 Model

Planning

1

Reason for Action

2

Initial State

3

Target State

Innovation

4

Gap Analysis / Issue ID

5

Solution Approach

6

Options Assessment / Experiments

Sustain the
Innovation

7

Completion / Action Plan

8

Results / Recommendation

9

Insights / Lessons Learned

TITLE: _____
Date Started: _____ **Current Date:** _____

Team: _____
Executive Sponsor: _____ **Process Owner:** _____

1 Reason for Action

- *Why are we doing this?*
- *What is the burning platform?*
- *What is the chief complaint?*
- *Intent of the action*
- *Scope – Start & end points*
- *Answer the Q – “What would good look like?”*

4 Gap Analysis – Issue ID

- *What holds up back from the Target State?*
- *What are the root causes of these road blocks?*
- *Use Tools to ID Waste*

7 Completion / Action Plan

Action Item	Assigned To	Date Completed

2 Initial State

Describe attributes of the initial state – Quantitative & Qualitative

Graphically present picture of Initial State

5 Solution Approach

If we...	Then we...

8 Results / Recommendation

IS	TS	Event	30d	60d	90d

3 Target State

- *Describe attributes of the target state – Quantitative & Qualitative*
- *Graphically present picture of Target State*
- *Are metrics defined and achievable?*
- *METRICS: Hard-\$ savings, Soft-\$ savings, Service Level Improvement, and Human Development*

6 Options Assessment / Experiments

Action/Test	Exp'd Outcome	Actual Outcome

9 Insights / Lessons Learned

Went Well	What didn't go well
Helped	Hindered

FROM CHAOS TO CLARITY

D E N V E R
PEAK
PERFORMANCE

AN AWESOME TEAM!

- **Executive Sponsor: Deanna Maes**

- **Team Members:**

- Esther Arrieta
- Dawn Bienek
- Danielle Cruz
- Teri Cueva
- Vivian Duran
- Lisa Hansen
- Demond Harper
- Katie Johnson
- Candice LaFore
- Elias Molina
- Cassandra Rocha
- Teri Underwood

- **Facilitators:**

- Regi Huerter
- Emily Lauck

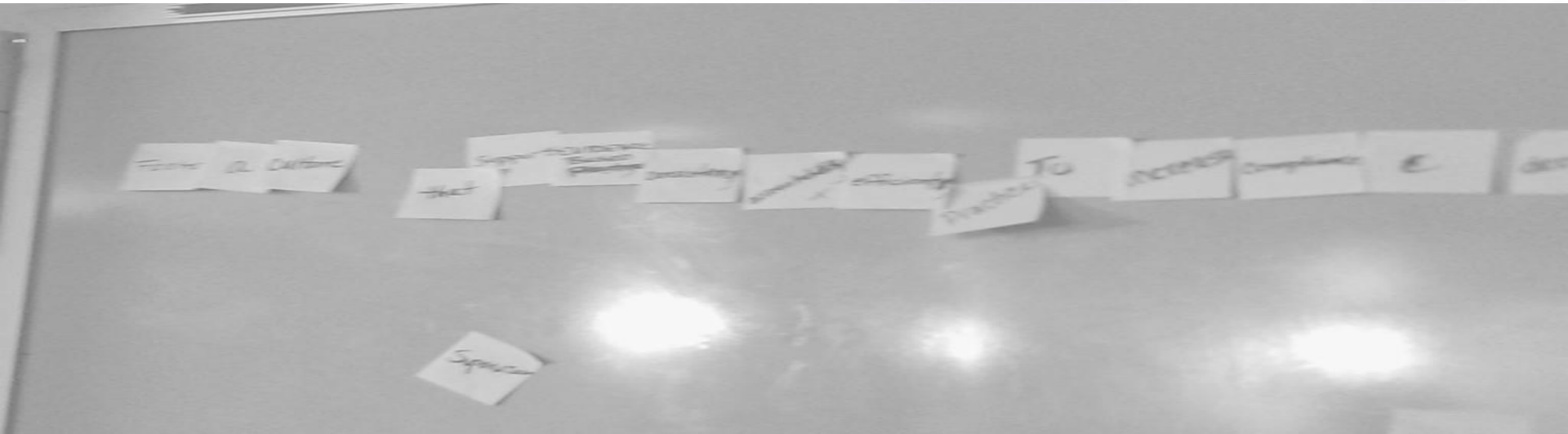


Objectives for this Event

- **Understand **County Court Probation** core services**
 - Value Streams (incl. mapping & metrics)
- **Re-establish Customer-first Perspective**
 - Customer Focus/VOC, re-focus our “lens” on what we do every day
- **ID and prioritize ways **County Court Probation** can get better**
 - Innovations & ties to CCP metrics (Data driven decisions)
- **Set the stage for 2014 improvements**
 - Innovation Plan & creating an oversight/Governance
- **Get to know each other a bit better**
 - Team Building built through out the event
- **Learn about LEAN concepts**

We Refined Our Mission Statement

To foster a culture that supports evidence-based, consistent, accountable, and efficient practices to increase compliance and decrease recidivism



We Asked Why (Reason for Action)

Consistency/Accountability

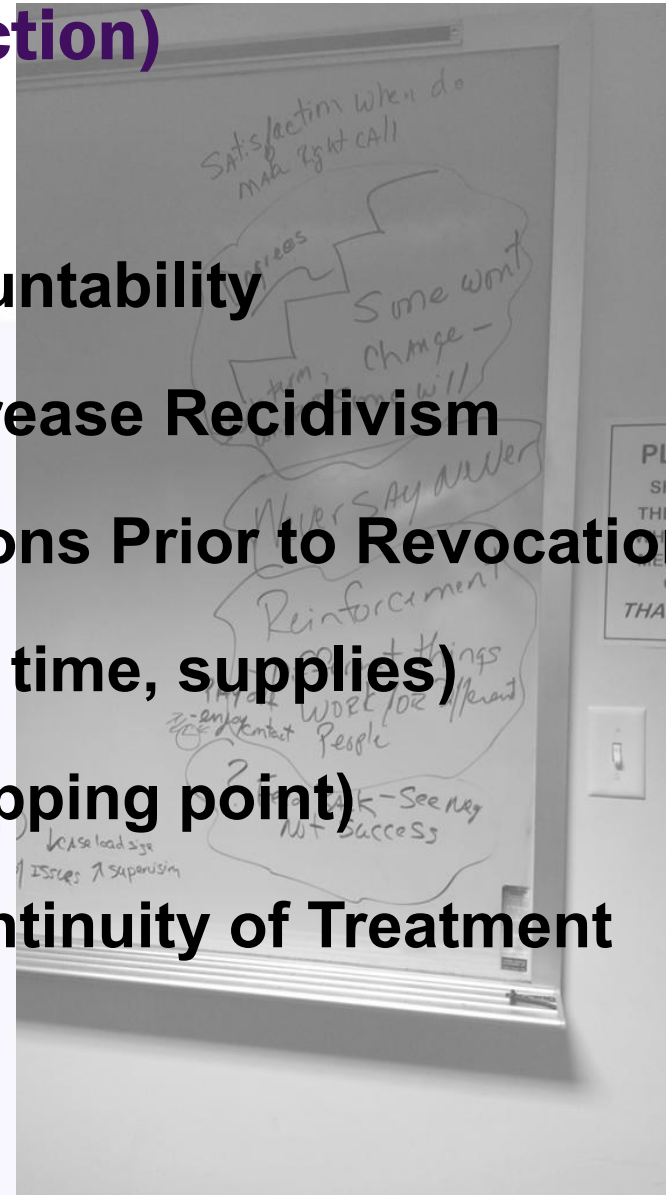
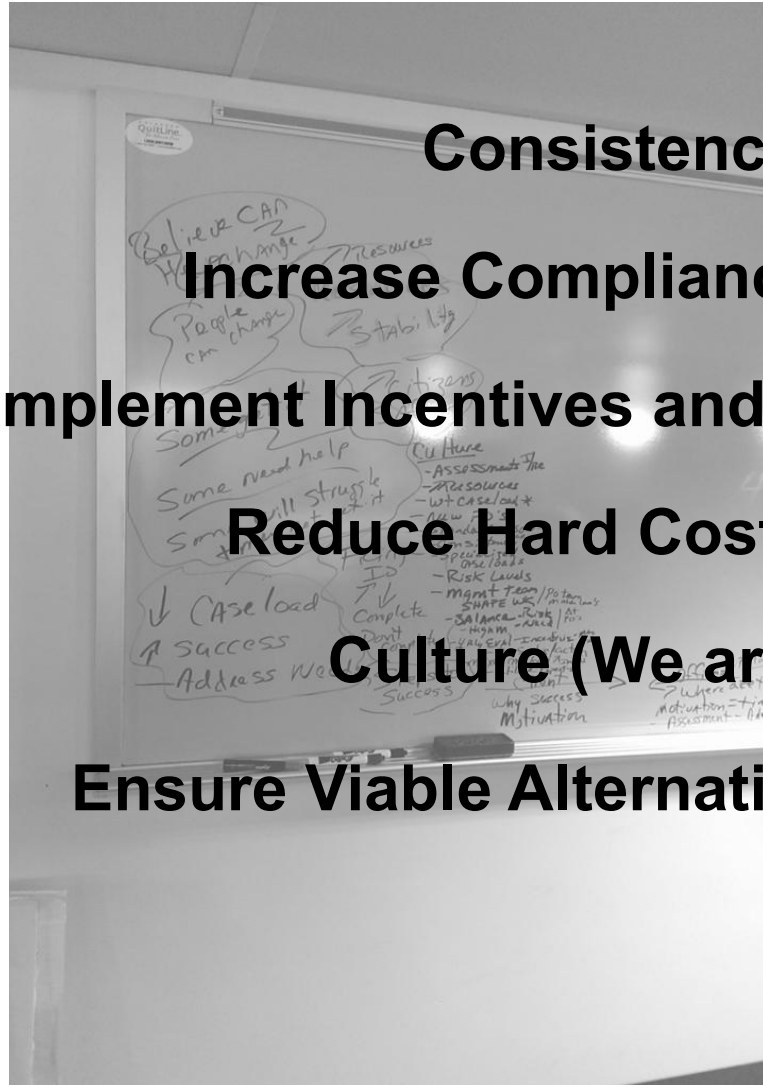
Increase Compliance, Decrease Recidivism

Implement Incentives and Sanctions Prior to Revocation

Reduce Hard Costs (staff time, supplies)

Culture (We are at a tipping point)

Ensure Viable Alternatives/Continuity of Treatment



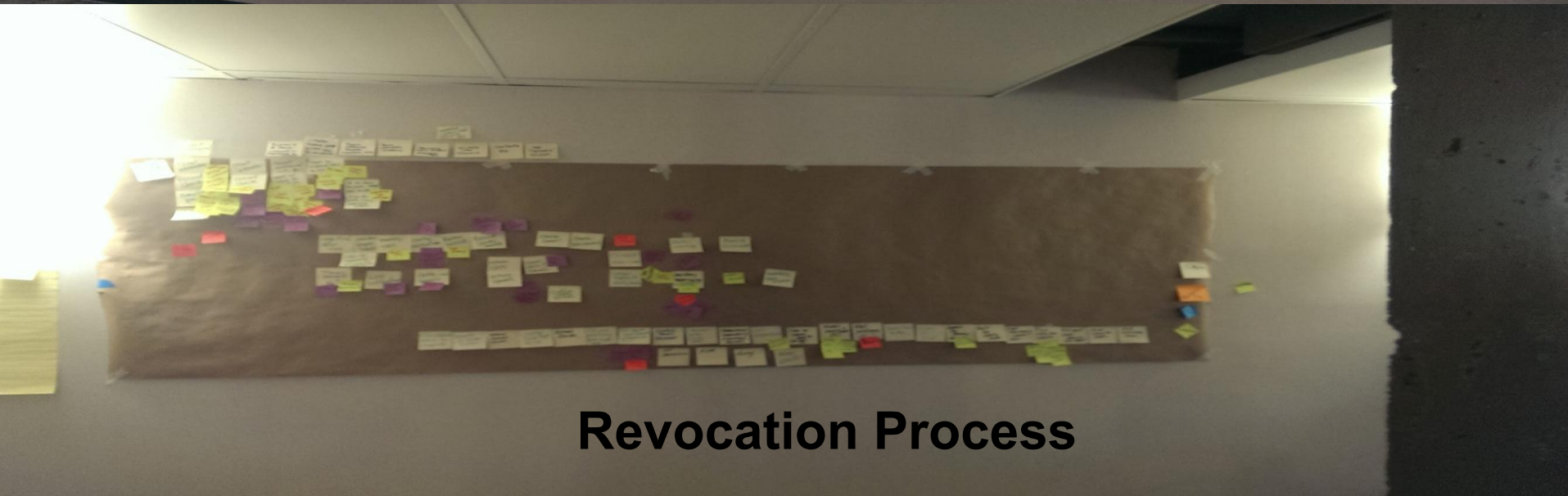
We Created Accountability Metrics

- **Staff Demographics (# Staff, caseload and types, revo filings, S/I used)**
 - 32 PO's, 4400 active cases average
 - 3872 cases closed 2012, 3520 cases closed 2013 (through 09/2013)
- **Client Demographics (LSI or Proxy score, correlation to compliance)**
 - 70% compliant/30% Non-compliant average
 - 172 current outstanding warrants (revo)
- **Revocation Information (Total filed, resources used (staff, supplies, etc.), whether sanctions filed, client results, jail bed days)**
 - Minimum 2100 hearings/year, 1406 filed 2012, \$843.16 postage + paper for Revocation notice letters in 2012
 - 86 clients accounted for 10,472 jail bed days in 2013 (through 09/2013)

We Mapped Our Processes



Court Process



Revocation Process

We Found Areas of Waste

■ Standardized Work

- Resources
- Assessment/Screen
- Create Standard Work
- Letter of Consent
- FTA/FTC
- Ability to Modify Terms

■ Court Process

- Roles and Functions
- Costs/Resources
- FTA/FTC
- Other Special Populations (ICE, DOC, Corrections, DJ/DV's)

■ Revocation Process

- Create Grid
- Balance Discretion with Standard Work
- Use of Supervision
- Supervisor Role
- Triage Process & Treatment Continuum
- Increase Client Supervision Tools

■ Finding Efficiencies

- Timing of Court Dates
- Decrease Case Loads
- File Prep
- Time in Court
- Emphasize EBP

We Used “Outside Eyes” Partners

- **Kerri Lombardi and Jake Friedberg (District Attorney Office), Judge Brian Campbell (Denver County Court), and Natalie Frei (Public Defender Office) reviewed our process maps and our understanding of their roles**
- **These partners validated our reasons for action and began their own “JDI-storming”**
 - Direct attorney (private and PD) inquiries to the DA, no more PO as “wheeler and dealer” or “answer shopping”
 - Explore a sanctions and incentives process
 - Provide copies of PO coversheets to DA’s
 - Explore the advisement (length, who presents, how recorded)
 - Public Defender Office internal process review (discovery, files, needs)
 - Public Defender access to Gallery/courtroom computers
- **We learned that our partners’ goals are aligned with ours and had great conversations about roles and expectations**

We Walked the Work (Courtroom 3C Gemba Walk)

U - Unused Human Talent

W - Waiting

I - Inventory

T - Transportation

D - Defects

M - Motion

O - Overproduction

P - Processing

STARTING SOMEWHERE

D E N V E R
PEAK
PERFORMANCE

Establish 3 Working Teams

- **Revocation Process**
- **Court Process**
- **Assessments and Supervision**

Questions, Comments and Concerns....