



# LEAN SIX SIGMA

at



## **La Mesa Pilot Project**

*Lynn Calhoon & Carol Castillon*

**Aging & Independence  
Services**

**10/03/2013**



# Project Charter: Problem Statement

## Project Definition

<b>Project Name:</b>	La Mesa Pilot Project
<b>Problem Statement:</b>	Adult Protective Services (APS) has had a steady increase in referrals over the past several years. Causes for the increase may be attributed to an increase in the aging population, mandated reporters, the economic crisis and an increase in immigrant refugees. In the meantime, Adult Protective Services is poorly funded and notoriously known for having a shortage in staff. Without increased funding Adult Protective Social Workers are being heavily impacted. Social workers are receiving an average of 24-30 cases per month which equates to a 29.9% increase in workload from years past. There has been an increase in social worker “burn-out” and a decrease in morale. Knowing that the workload would not decrease we needed to determine how to better manage the current workload while assisting our workers with burn-out and morale.
<b>Scope of Project?</b>	Streamline Adult Protective Services investigative process.
<b>Customers:</b>	APS client, Adult Protective Services Specialists, Call Center staff, APS Supervisors, Mandated Reporters, Community Partners, Internal Partners
<b>Expected Benefits:</b>	Increase in Morale Increase in thorough investigations Salary of 1 APSS 1 Week/Month of work
<b>Costs and Return on Investment:</b>	None

# Project Charter: (continued)

## The Project Team

**Project Lead:** Carol Castillon

**Project Sponsor:** Ellen Schmeding, Deputy Director for Aging & Independence Services

**Core Team Members:** Hung Nguyen- Senior APSS  
Sharon Adams-Clark- PT APSS  
Lynn Calhoon- APSS  
Ileana Guerena- APSS  
Dina Hernandez- APSS  
Marianne Hommel- APSS  
Elena Insunza-APSS  
Marenda Pringle-APSS  
Elizabeth Robles-APSS

## Project Risks & Costs

**Subject Matter Experts:** Former APS Program Manager: Jennifer Bransford- Koons  
Current APS Program Manager: Chris Alire  
APS Assignment Supervisor: Carlos Morales  
South Bay APS Supervisor: Eileen Mcnair

**Project Risks:** Line staff may resent change, difficult to adapt to change

**Project Costs:** None



MARENDA





# Voice Of Customer

## INPUT FROM STAFF

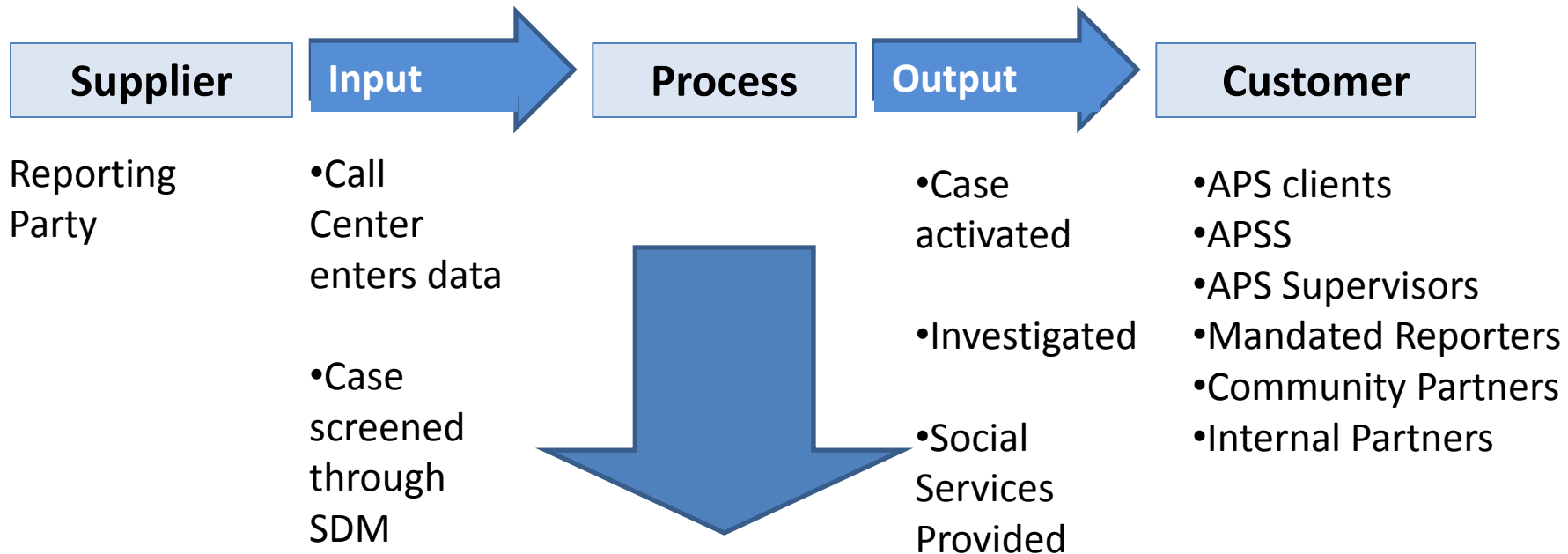
- Locating a client
- Contacting Reporting Party
- Contacting collaterals
- Mailing and referring referrals
- Interpreter requests
- Making FTF contact with clients who do not have a protective issue
- NIFFI/ENI cases
- Decrease in morale in investigating cases a worker feels “weakened”
- As a team we reviewed the process in which a worker received the case and found that workers typically did not screen cases prior to attempting an unannounced home visit. This opened up a huge margin where variation could occur. Per staff, they did not have time to do this.

## THEMES

Intake	Assignment	Pre-Investigation
No Protective Issue	Assessing NIFFI/ENI Cases	Contacting RP
Cases not appropriate for APS		*Location of client Cross Reports
Accurate information		Referrals
		Interpreter Requests
		Contact Collaterals

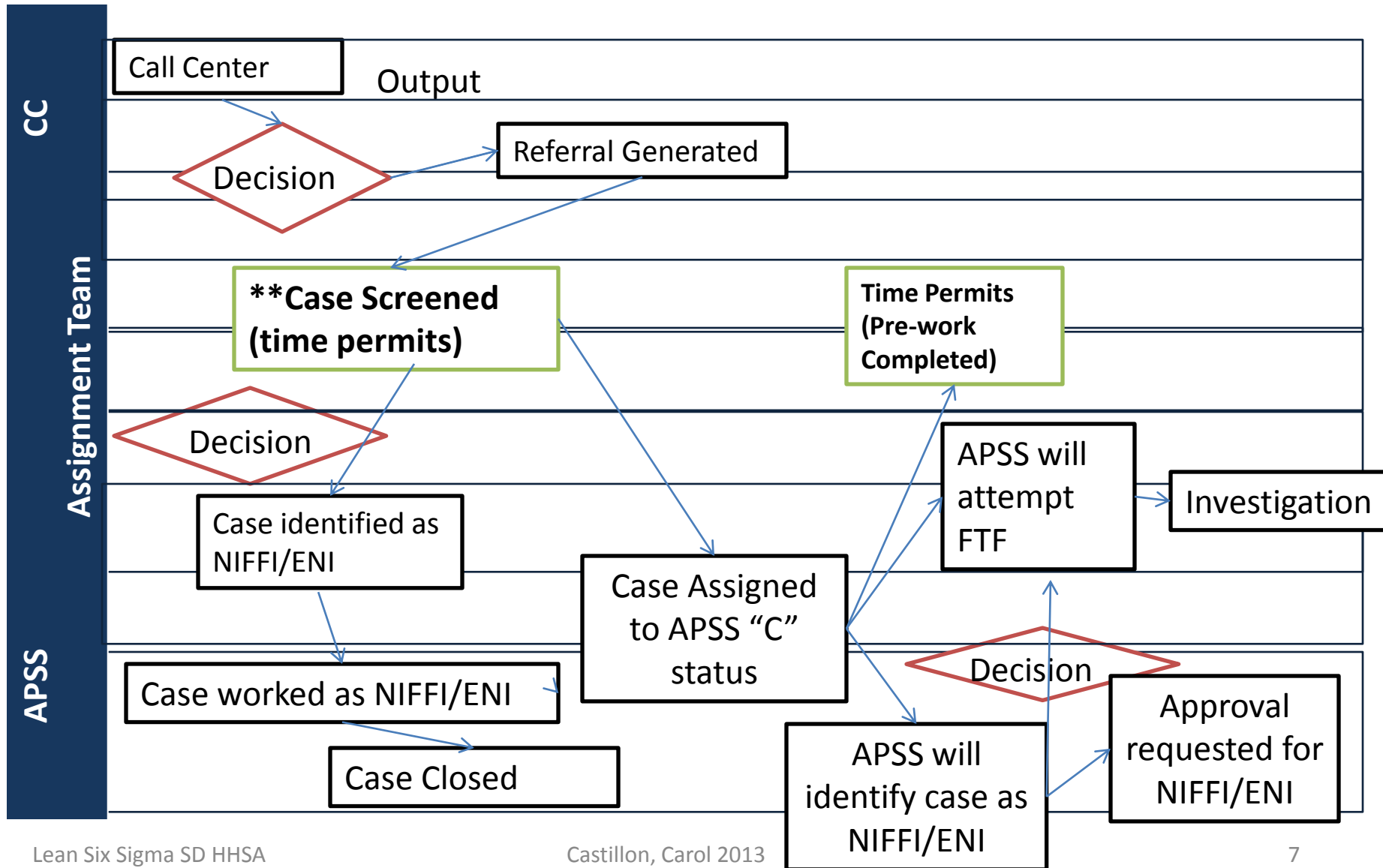


# SIPOC





# Adult Protective Services Case Process



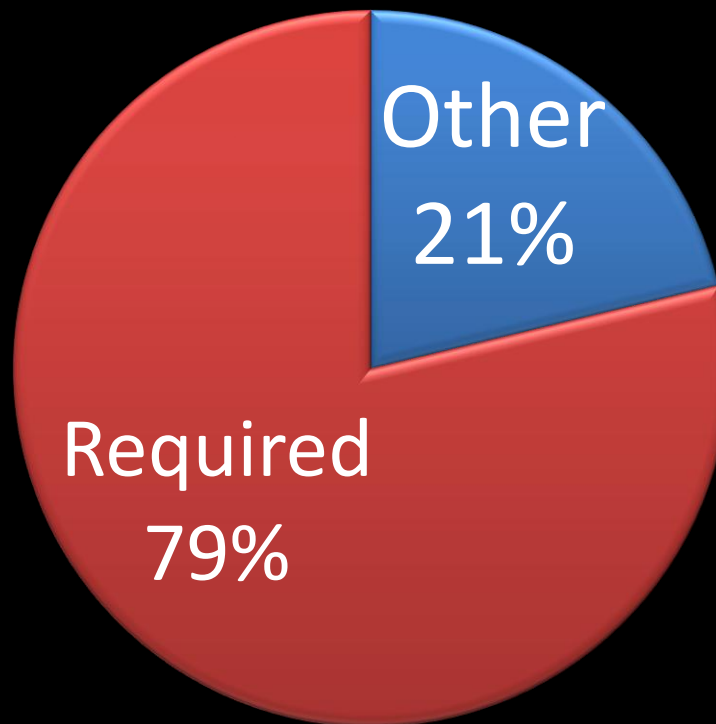
# Initial Data Collection

- South Bay APS (Control Group)
- La Mesa APS (Experimental Group)
- [Time study](#)
- Survey Monkey

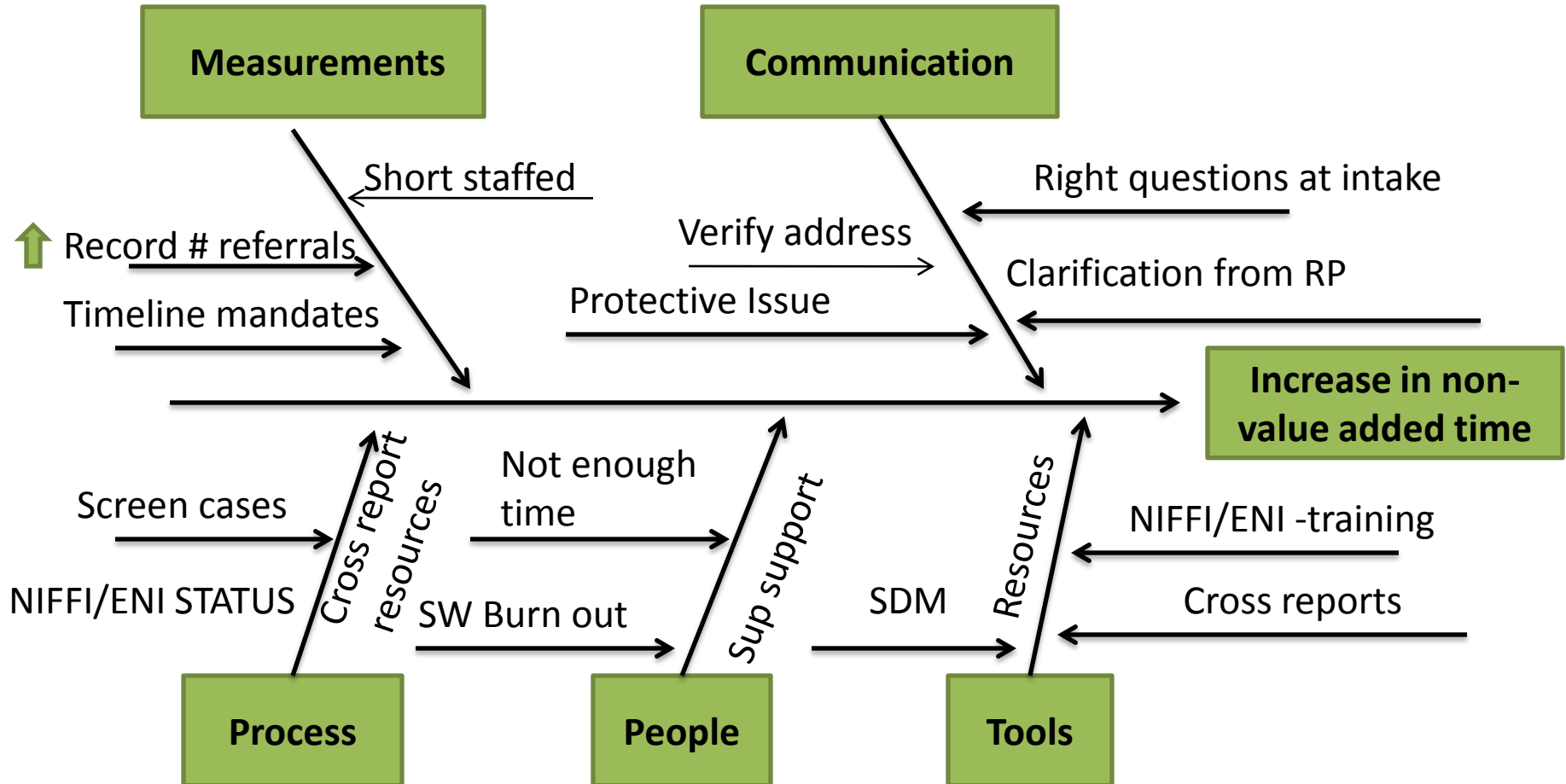


# Required vs. Other

## TIME STUDY



# CAUSE AND EFFECT



# POTENTIAL SOLUTIONS

A	Hire more staff
B	Training for Call Center Staff
C	Emphasis on intake and triage
D	Implement “pre-interview” phase
E	Pilot group with “intake” emphasis

# POTENTIAL SOLUTIONS

**IMPACT**

HIGH	1	2	3
		E	A & C
MEDIUM	4	5	6
		B	D
LOW	7	8	9
	EASY	MODERATE	DIFFICULT

**EASE**

# SOLUTIONS

With a potential solution in hand I went back to the team.

After some discussion, pro's and con's list, the team agreed to participate.





# IMPROVEMENT PHASE

## TIMEFRAME: 04/2012-11/2012

- Baseline will be obtained from Sept 2011- Feb 2012.
- April 2012- Jun 2012 will allow workers to learn and adjust to new roles and to work-out any issues that may arise.
- Stats pulled at baseline will be pulled again December 2012.

## TRAINING:

- Intake workers will complete ride-alongs/training with the assignment team for an estimated 1-2 weeks.
- Structured Decision Making training.
- Units Involved: South Bay will act as control group. Both units will undergo a NIFFI/ENI training prior to roll out. Dawn Gibbons-McWayne will complete the training.

## IMPLEMENTATION PLAN

# LMPP Process

## Assignment

- Would automatically refer all cases to Supervisor/Sr. Worker

## SUP.& "Intake Team"

- Supervisor and intake team will review each case
- Intake will "clear" the case.


## INTAKE

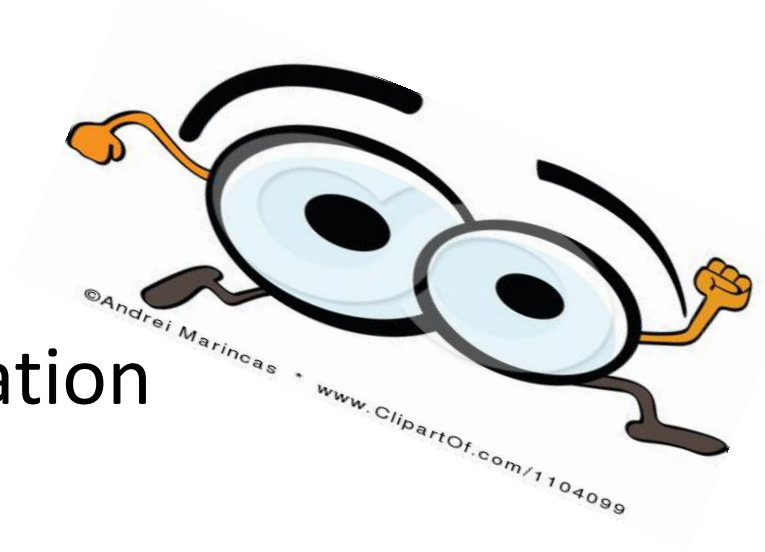
- Cases that were found appropriate would be referred with completed [intake packet](#).
- Cases were MDT'd with Sup for appropriate cross referrals
- Case were placed in NIFFI/ENI status \*\*\*48 hour rule

## SUP

- A [point value](#) was added to each case assigned to account for an equitable workload

# At first...

- Accurate address & verification
- SDLAW- Increase in arrests
- Allegations were teased out
- Companion cases were identified quicker
- Cases that required “merges” were also identified quicker
-  ENI/NIFFI

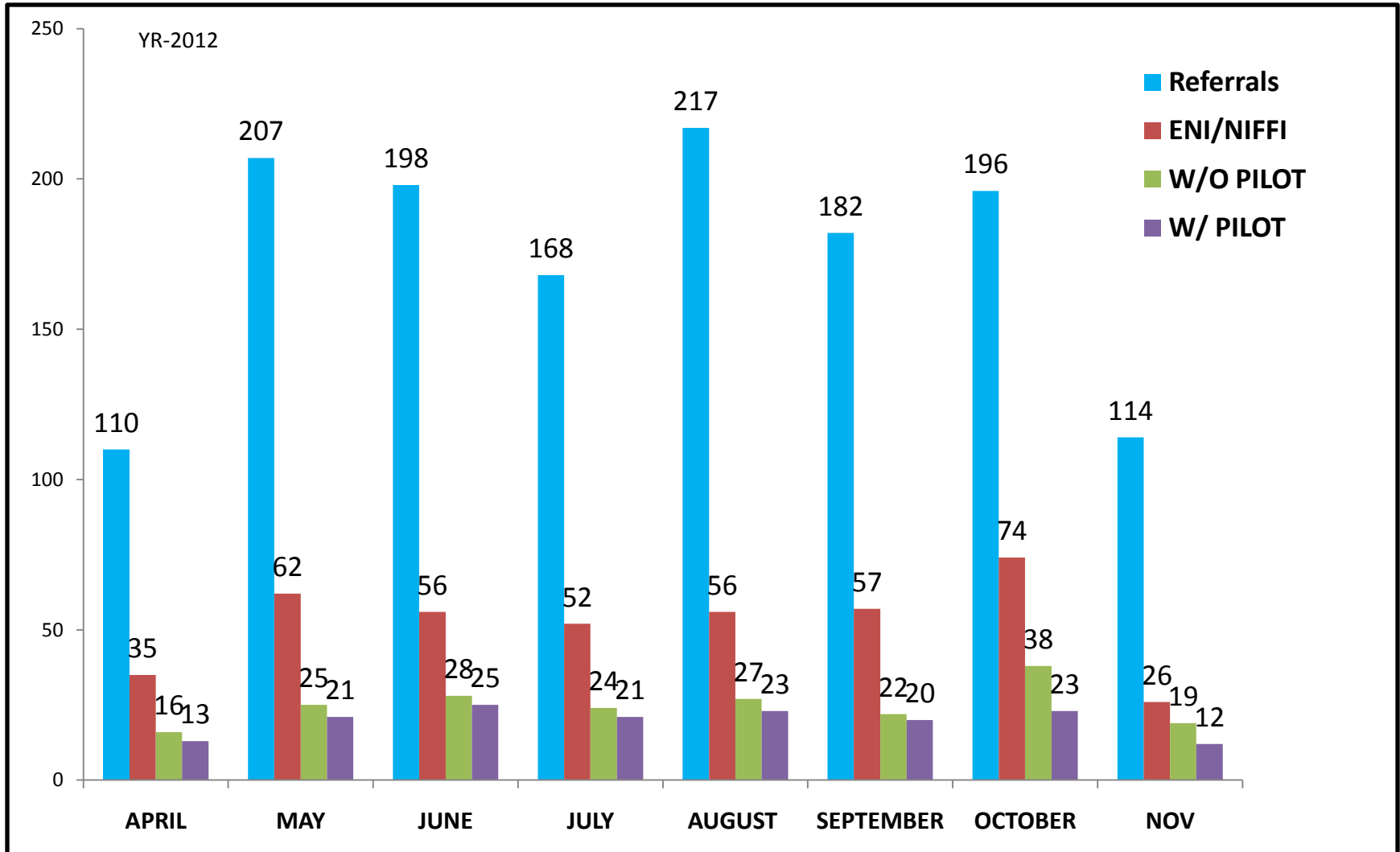


# 2<sup>nd</sup> Phase Data Collection

- The project ran for 6 months
- A final time study was collected
- Timeliness of case notes
- 30 day face-to face
- 10 day face-to-face
- Survey Monkey

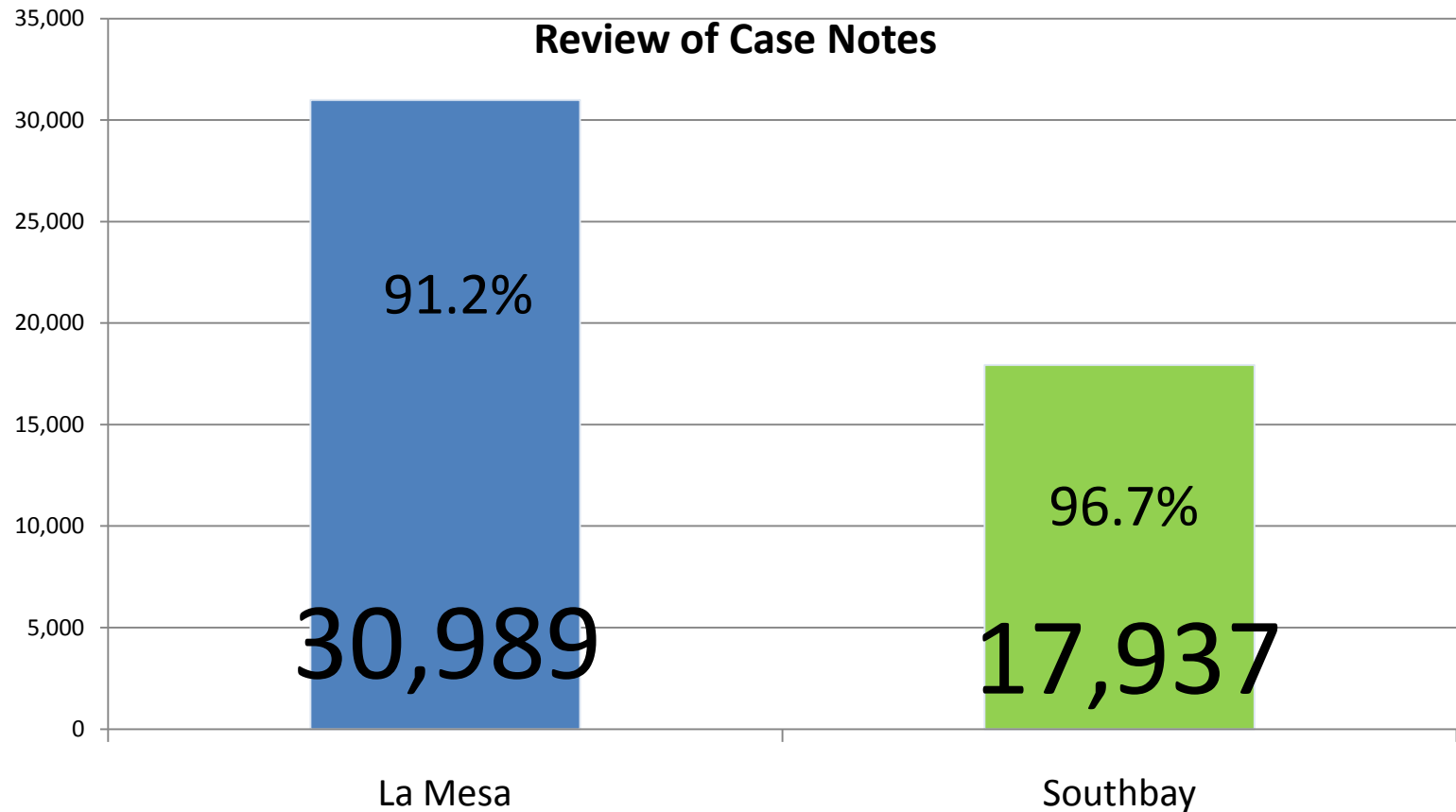


# Referrals, ENI/NIFFI, Average Caseload

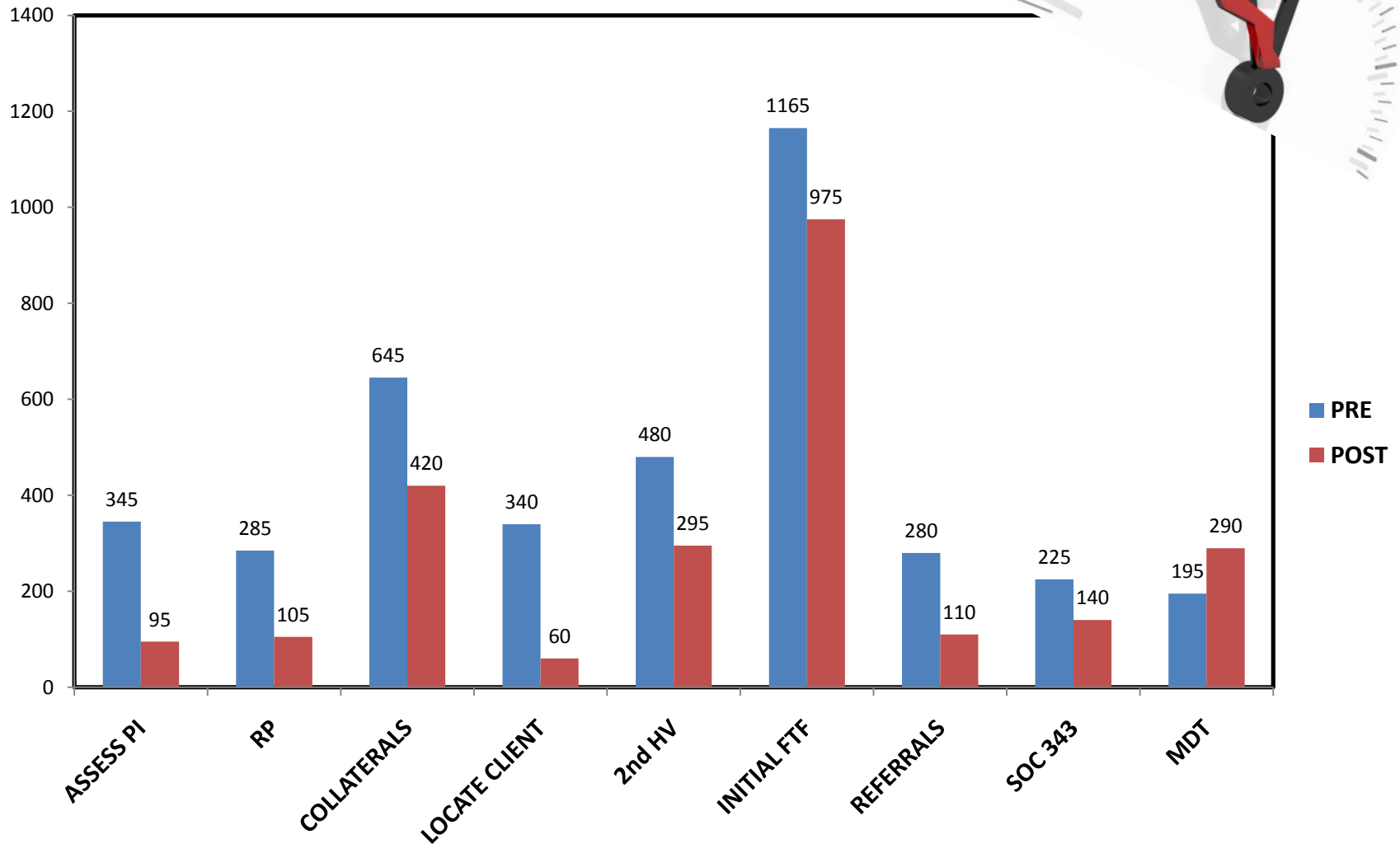




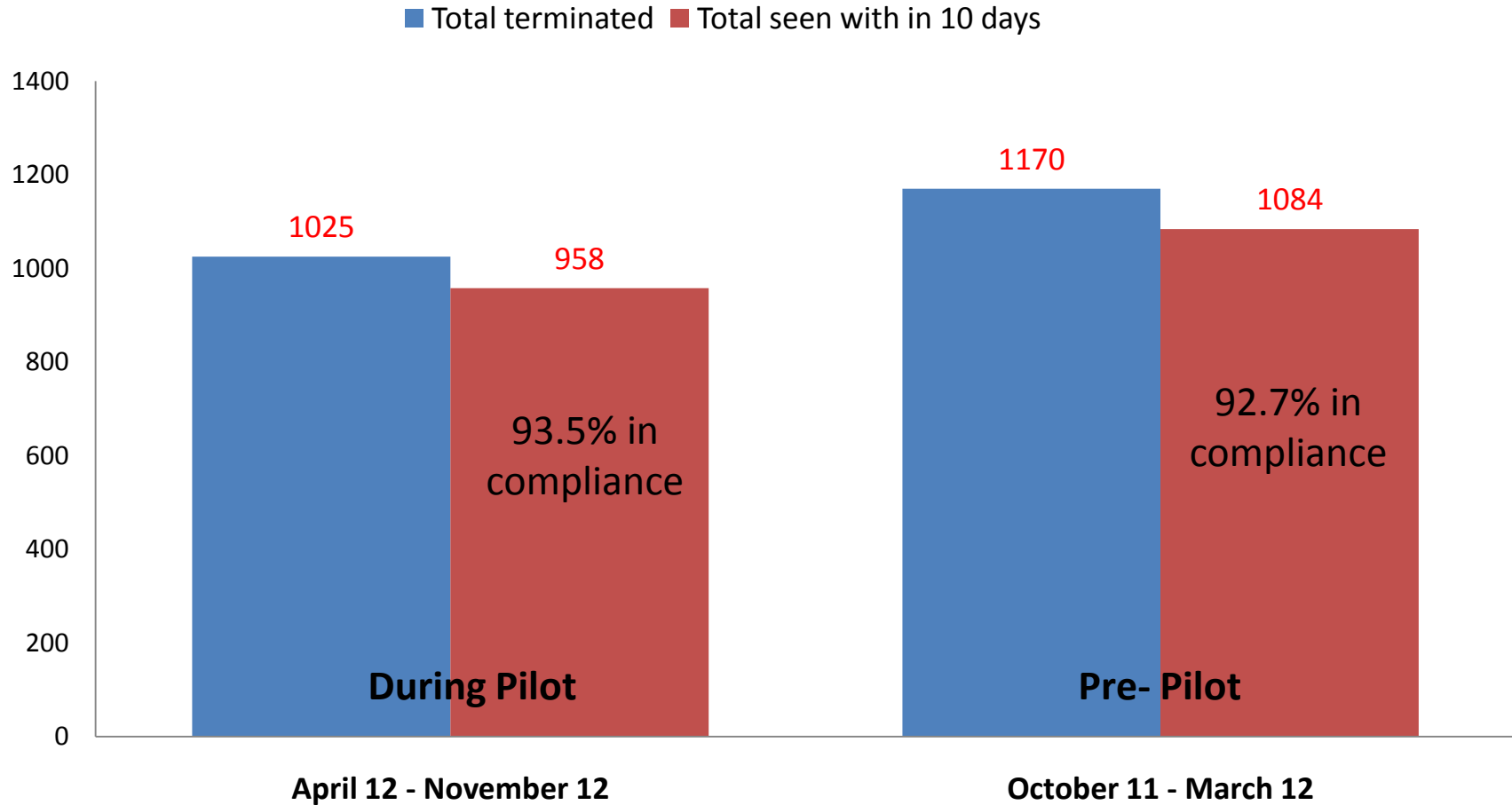
# Case Note Timeliness



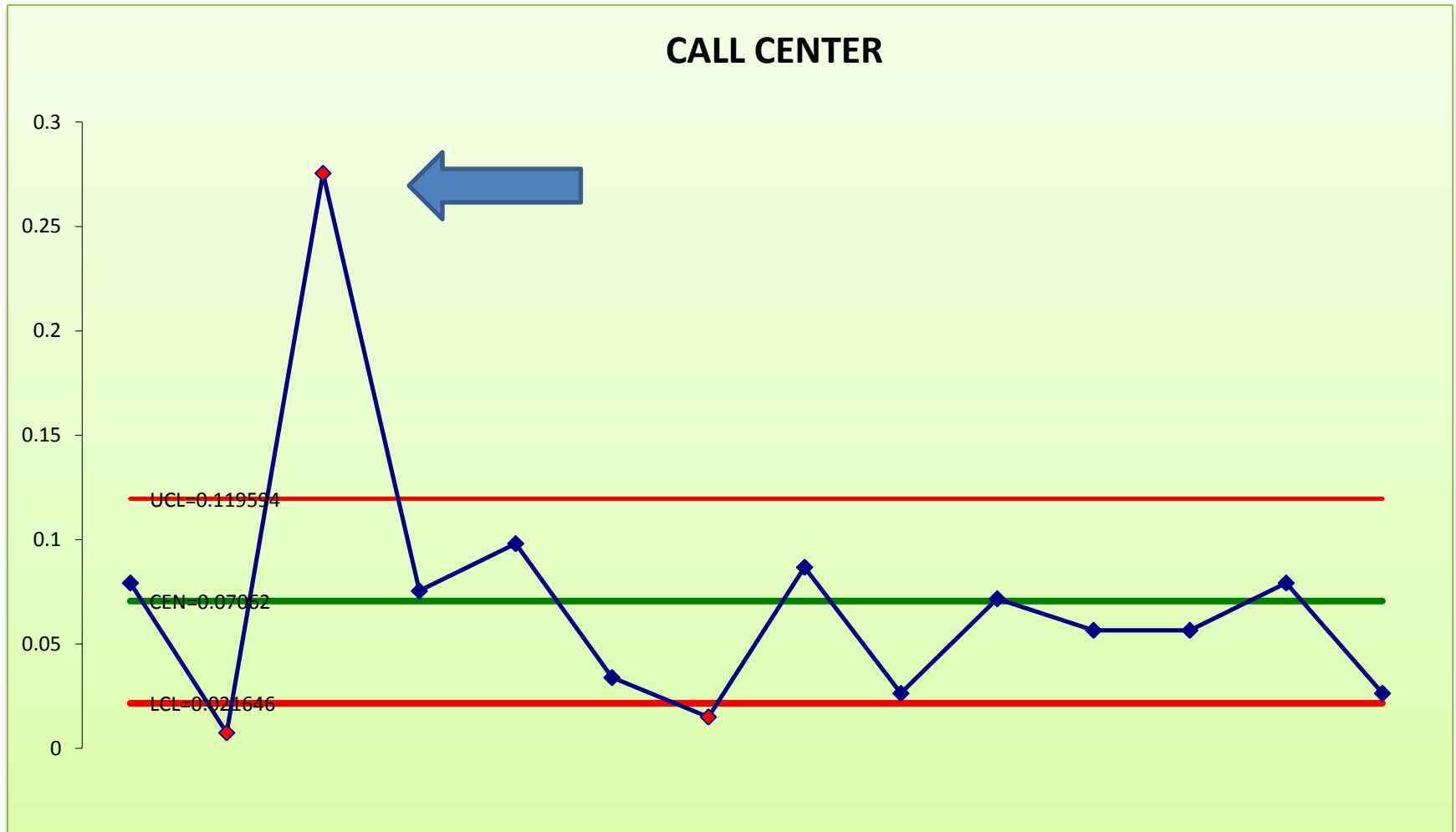
# Time Study (LM)



# 10 Day FTF



# Call Center Trends



# Survey Monkey

- Areas of success
  - Locating the client
  - NIFFI/ENI
  - Appropriate referrals
  - Assessing protective issues
  - RP/Collateral contacts





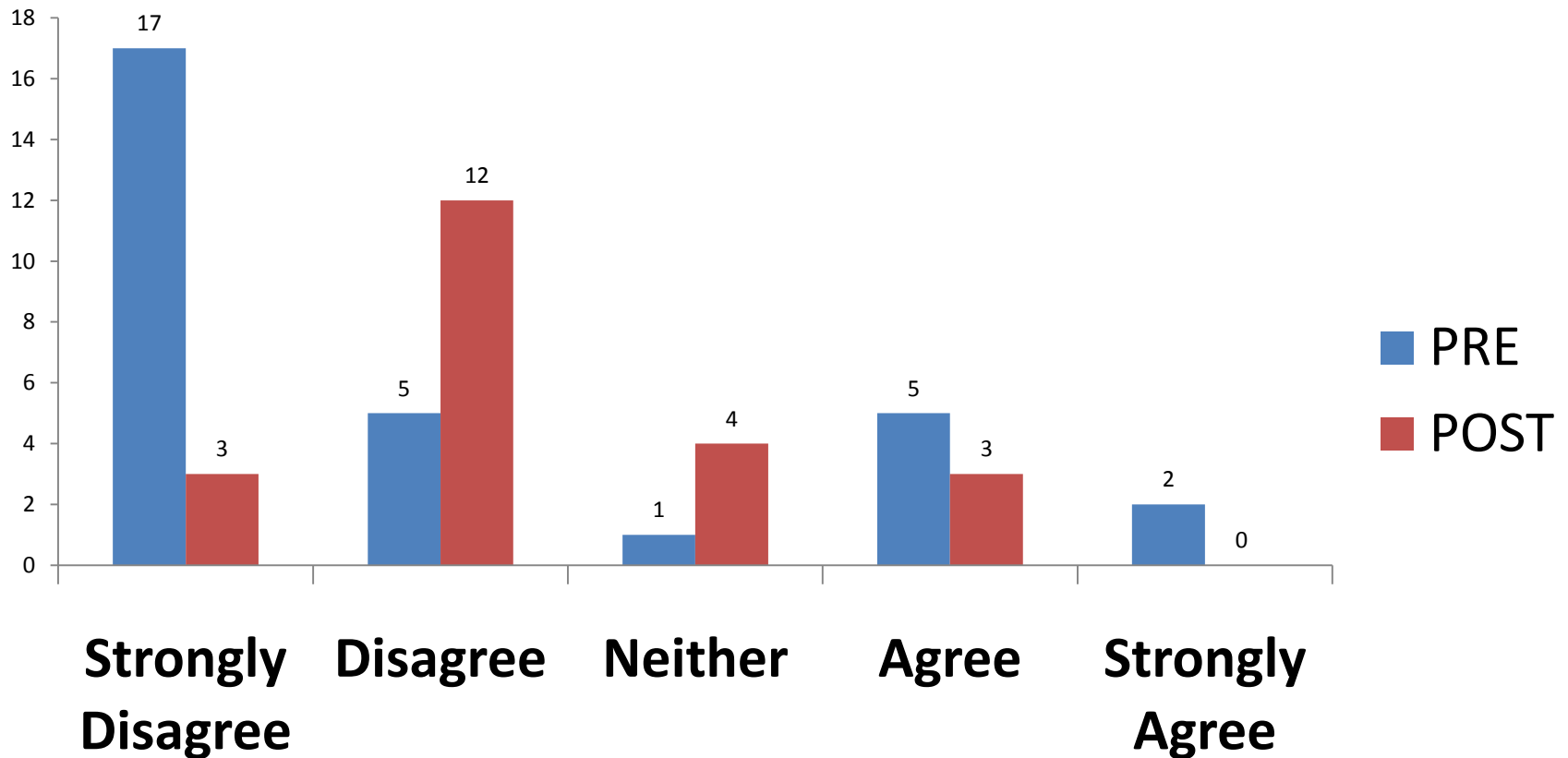
# Survey Monkey Cont..

- 72% - More appropriate referrals
- 93%- Served clients in need
- 58%- Worked to their strengths
- 64%-LMPP was successful in triaging cases

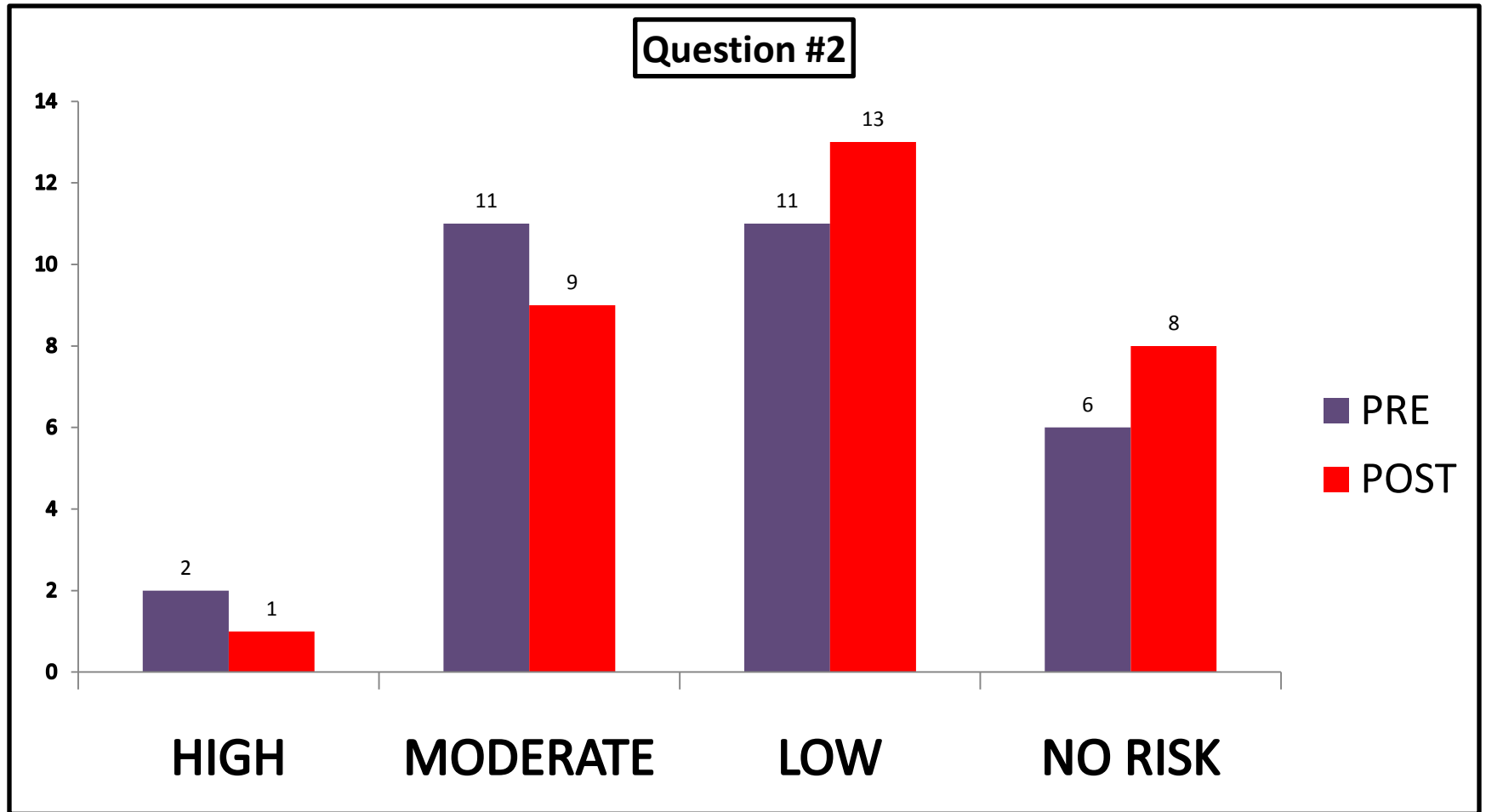
# 7 Point Supervisor Questionnaire

# If work load was not an issue, would the case benefit from additional APS services?

Question 1

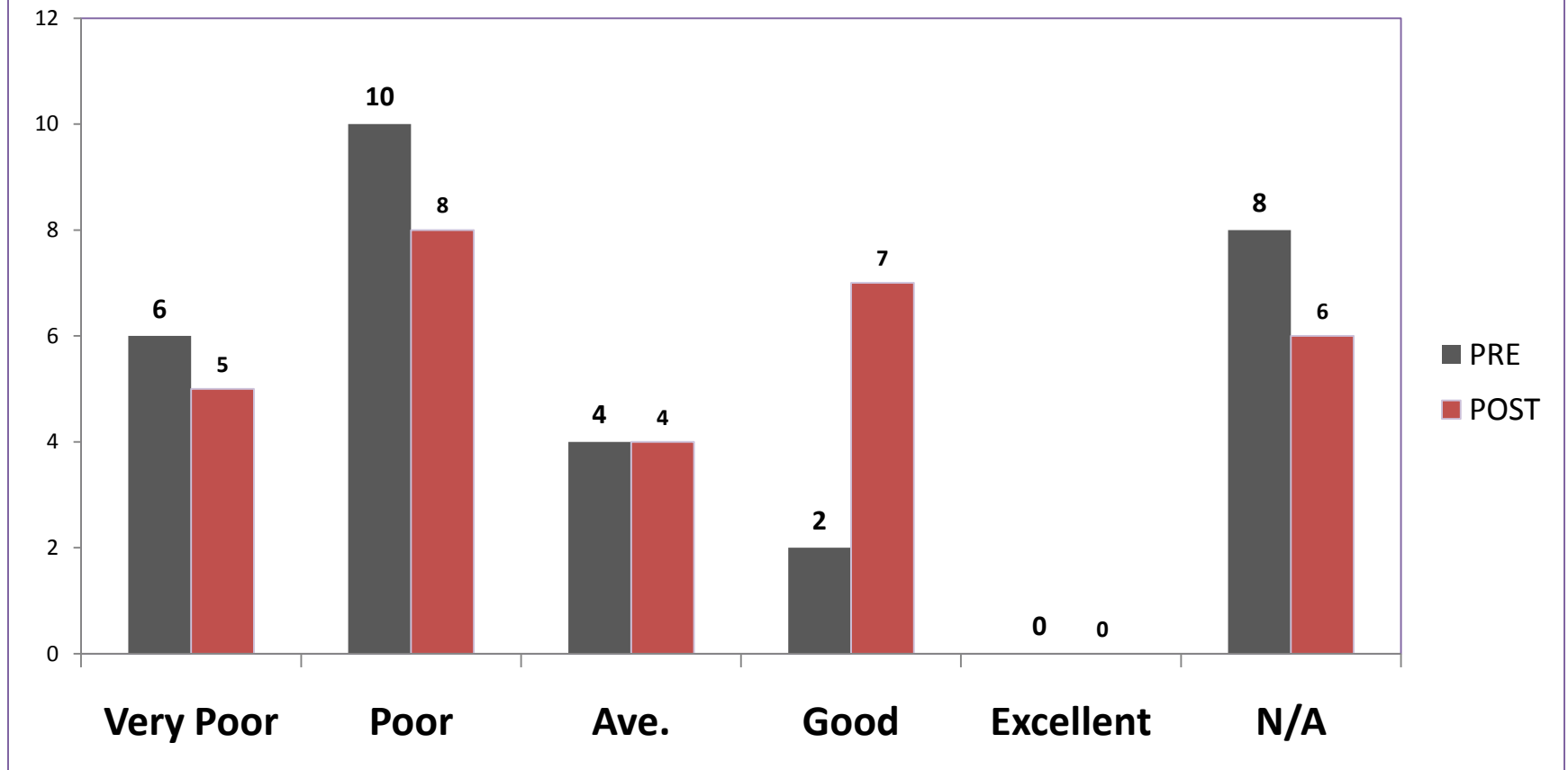


# On the scale below, what level of risk will the client remain with?



# What is the likelihood that the client will follow-up with referrals provided by APS?

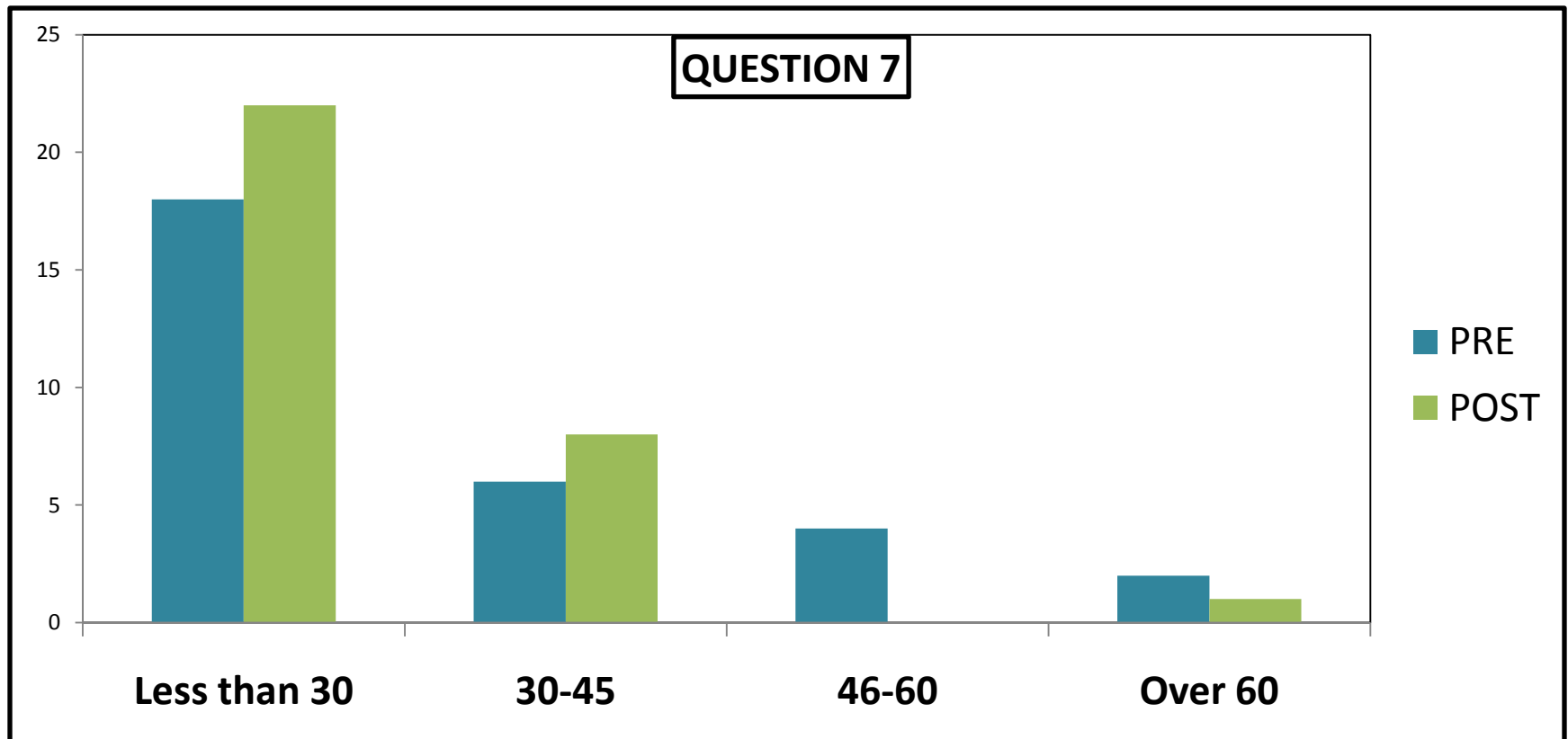
## QUESTION 5





# How long was the case active for?

(Less than 30 days) (30-45) (46-60) (Over 60 days)



# Lessons Learned

- Weighted case loads does not work for APS.
- Assigning to workers based on short term and long term status does not work for APS.
- Assigning to workers based on preference to allegation and strength was successful.
  - Boost in morale
- Initiating the project enhanced communication amongst staff.
- The biggest success was triage at intake.

# Final Solutions

- A dedicated **Intake Team**.
- Facilitate training for the Call Center outliers.



# Questions??

