



Detailed Lean Improvement Project Report

For the June 1, 2014, through December 31, 2014, reporting period

Agency name:

Department of Corrections

Improvement project title:

Release offenders by their earned release date (ERD)

Date improvement project initiated:

The agency started a 7 step problem solving team July 2014 to reduce the number of bed days offenders remain in prison awaiting release past earned release date.

Summary:

DOC releases 75 percent of offenders on or before their ERD. A team of subject matter experts used the 7-step problem solving method to determine five root causes of why 25 percent of offenders are released past their ERD.

Details:

Description of the problem: The number of bed days used monthly past offenders' Earned Release Date exceeds DOC target of $\leq 6,500$. DOC implemented a new outcome based management system this year.

The team determined the following root causes by analyzing data and through staff engagement. Approximately 80 percent of the bed days that are related to offenders being released past their ERD is due to delayed submissions of Offender Release Plans (ORP). Offenders arriving at DOC beyond their ERD, difficulty with returning some offenders to county of origin, lack of appropriate housing for high risk offenders, and other account for 20 percent of the bed days past ERD.

Description of the improvement/recommendations: The following solutions were identified and work plans will be developed to implement the solutions: Review and revise counting rules to improve reporting of past ERD bed day use by end of January 2015. Develop and provide performance measures to first level supervisors so they may effectively monitor staff compliance with transition policy timelines, benchmarks, and productivity. Improve specific software systems and data collection updates to improve workflow and tracking. Review and recommend policy revisions. Develop educational programs for offenders and Department staff regarding re-entry and transition.

Note: The implementation team, along with senior management, will review the feasibility of recommended solutions based on cost and resource needs.

Specific results achieved:

DOC targets for implementation are:

1. We intend to bring staff into compliance with existing policy by developing and providing performance measures to achieve a 95 percent timely ORP submission rate by June 2015.



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2. County of Origin plan denials reduced by 50 percent by December 2015. Establish a process to develop and implement performance measures; and organize a multidisciplinary team through policy improvements to review SB6157 (County of Origin) denials, to better examine best practices and constraints to offender releases.

How we involved customers or stakeholders in this effort:

The team was comprised of a group of subject matter experts who are directly responsible for the transition of offenders. This included staff, supervisors, and managers from prisons, community corrections as well as data analysts.

Contact person:

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