



# Detailed Lean Improvement Project Report

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

**Agency name:** Office of the Family and Children's Ombuds (OFCO)

**Improvement project title:** Complaint Investigation Process Streamline

**Date improvement project initiated:** 12/01/2014

**Summary:** Since our online complaint system went live early last year, OFCO has experienced a sharp increase in the number of received complaints. In response, the entire team met and reviewed the agency's current process for investigating complaints. The team identified both bottlenecks and nonstandard work across the investigation process, and then modified process to address these issues.

## **Details:**

Description of the problem: OFCO has received significantly more complaints in the last year than in previous years.

Description of the improvement: Streamline the complaint investigation process to handle higher volumes of complaints. The three primary goals include:

- 1) Reduce the average wait before non-emergent complaints are assigned
- 2) Standardize the investigative process and practice across all Ombuds
- 3) Improve records completion and retention for closed investigations

### Specific results achieved:

OFCO initiated this project in December 2014. Our agency has devised three metrics to monitor and analyze project results during calendar year 2015:

- 1) Reduce the average number of days until non-emergent complaints are assigned to within 10 days of receipt
- 2) Establish and maintain weekly meetings to debrief current investigations and reinforce best practices
- 3) Decrease the average number of days taken to complete quality assurance on closed complaints to within 15 days of complaint closure

## **How we involved customers or stakeholders in this effort:**

Our agency welcomes constituent feedback on improving the quality and efficiency of investigations. In the last year, constituents have often asked that non-emergent complaints be assigned to an Ombuds sooner. We value this feedback and have prioritized this issue as one of our top priorities.

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