

CPI Tracking and Outcome Report – Shift Change Communication Breakdown

Project Summary Information

Department	Police	Date Launched	9/30/2014	Project Status	Completed/Control (Highlight One)	Open
Project Description	Address communication breakdown issues on shift change across all divisions of the Police department.					
Problem Statement	<p>Communication during and between shifts across all Police Divisions is incomplete and or inconsistent; and it is impacted by systems that do not share data.</p> <ul style="list-style-type: none"> • Current practices and computer systems do not provide for accurate and complete communication between shifts and between divisions on issues that may impact all employees and public safety. • The Pass Down Book is not complete, cannot be maintained at the level needed, or viewed when needed by staff inside and in the field. It is bulky and mixes a lot of important information in with the urgent information. 					
Customers	All employees in the police department					
Stakeholders	Other jurisdictions that need or provide information needed to effectively provide public safety.					

Phase Updates DMAIC - (Define, Measure, Analyze, Improve, Control)

Define

Date	Action/Outcome	Comments	Action Item Outcome
9/30/14	Develop an As-Is Flow Chart to help see where the issues and root causes in breakdowns in communication occur.		Develop Problem statement Put map in VISO
	Finalize Problem statement and identify key areas of breakdowns for improvement	Some breakdowns due to process inconsistency, some due to system or hard copy issues, come due to dependence on individual officers and sergeants.	Investigate causes in each area for breakdown

Measure

Date	Action/Outcome	Comments	Action Item Outcome
	Process does not include measures to track or		

report.		
---------	--	--

Analyze

Date	Action/Outcome	Comments	Action Item Outcome
11/16/14	<ul style="list-style-type: none"> • Lack of ability/desire to collect important information-varies between officers • A lot of the important information needed is only in officers head or knowledge-that is not written down • Pass down information and process not handled the same between sergeants • Not all important information can be part of Pass Down-too cumbersome and book would be ineffective method • Some information that may be important is outside of normal reporting practices or system requirements-helpful to know some situational information that didn't warrant a report • No effective way to pass on temporary data that is important, but not in a format for the Pass Down Book • Data that often needs to be shared is relevant for short term or only for oncoming shift to use • No method to highlight issues not yet reportable, but next shift would benefit from information • Delays with report approval limits access to information needed short term or by other parties • OSSI System (RMS, JMS. MOBLAN) <ul style="list-style-type: none"> ○ SRO/CSO don't have access to the same 	<p>Through course of discussion it was discovered officers are not trained on several system functions.</p> <p>Through discussions it was discovered that some "work-arounds" could be quickly implemented, but required Dispatch by in. There is a lack of trust that they would not be taken advantage of if implemented.</p>	Develop ideas on how to address the issues

	<p>information in cars due to older equipment</p> <ul style="list-style-type: none">○ CAD-Location driven information○ RMS/JMS Name driven records○ Holes in RMS data-can only be accessed in approved reports or situation notes○ Dispatch has limited view of information via CAD Admin○ Response to denial of report can't be seen, officer can't get rationale or basis for rejections so they can fix the report quicker and get it files (allows for all to see and search)○ Approval time vary greatly depending on shift schedule, vacation/sick leave of supervisory staff <ul style="list-style-type: none">● Training on current system features and capabilities varies depending on<ul style="list-style-type: none">○ When hired○ Who did training● Some of the better current practices are dependent on individuals and not uniformly put in place<ul style="list-style-type: none">○ Going into the system and correcting the title after responding can make it more accurate and easier to search○ Some in Dispatch will post Paragraph in Advisory List or Bulletin if supplied by officer<ul style="list-style-type: none">▪ Cannot write paragraph-not at scene to accurately report▪ Time demands prohibit Dispatch writing the paragraph▪ Reluctance to do because of either		
--	--	--	--

	<p>taken advantage of or not wanting the practice to become expected.</p> <ul style="list-style-type: none"> • Adding notes when busy is difficult <ul style="list-style-type: none"> ○ Space/place to think ○ Time to formulate key points to keep short and simple 		
	<p>Preliminary Solution Set</p> <ol style="list-style-type: none"> 1. Use current systems use existing features more consistently (Active Advisory, Re-titling) <ol style="list-style-type: none"> a. Message feature is available <ol style="list-style-type: none"> i. How does this process ii. How/Who/Why clears messages b. Re-titling reports when the complete nature of call is understood <ol style="list-style-type: none"> i. Will provide better searchable historical information ii. Can provide shift changes with better understanding of situations/people that have other interactions with officers iii. Data can be used to populate reports saving time-with copy/paste c. Work with officers and dispatch on Active Advisory process that is win-win for both d. Replace Beat Sheet-use new viewable screens as briefing tool-look at system for personnel & location 2. Look at current system for available new features (Ops Center Lite, CA+) <ol style="list-style-type: none"> a. Crime Analysis Plus (CA+)-can be seen on iPad-could be tool b. OPSCENTER-is web based and could be used 		<p>Evaluate solutions by discussing them within each division and report back on feasibility, issues or additional information</p> <p>Develop a Solution Set Matrix</p>

	<ul style="list-style-type: none"> c. Ipad Net is coming-may be usable d. Ask Sergeant Crum to review possible current system features <ul style="list-style-type: none"> i. Used now but could be multi-purposed to solve some of the issues ii. Purchased but not being used e. General Broad Cast Could be tool for alerts and other appropriate topics <p>3. Provide training to ensure more consistent input of data and use of features (tied to first solution)</p> <ul style="list-style-type: none"> a. Re-orientation of tools at Briefings to bring all staff to same level of understanding b. Have officers who use them demo them-increases understanding c. Will provide better searchable historical information d. Can provide shift changes with better understanding of situations/people that have other interactions with officers e. Establish understanding for need for more complete notes and title changes and modify SOP to reflect change <ul style="list-style-type: none"> i. Train officers and admin staff on purpose, content that would be beneficial to all divisions/personnel f. Update SOP to reflect standards mutually agreed on g. Up to Sergeants and Command Staff to reinforce <p>4. Custom program that pulls data from OSSl (Troy's multiple pane screen)</p> <p>5. Revise and enhance Pass Down Book</p>		
--	---	--	--

	<p>(Important information on top, deleting old data, is it possible to digitize forms and reports from other jurisdictions or even worth doing it?</p> <ol style="list-style-type: none"> a. Look at how it is set up to put most important information higher up b. Interagency noncritical bulletins further back c. Can it be digitized so more can see/use/update <p>6. Email or web based solution Outlook, One Note, or SharePoint</p>		
11/26/14	<ul style="list-style-type: none"> • Schedule demo of what the current system can do-Ops Admin • Discuss and plan how to address selected solutions • Establish WIIFM (what is in it for me) for • Propose training on changes and use of system features at briefings • Propose revised SOP's for data collection and re-titling • Propose use of Advisory reports <ul style="list-style-type: none"> ○ Officers to use feature ○ Officers not to pass on writing to Dispatch ○ Dispatch to post in system 	<p>Conducted two meetings to review software and discuss needs with vendor</p> <p>Outcomes-current software has capabilities not being used and lack of consistent training and accountability in entering information impacts communication</p>	Finalize Solutions to be recommended.
12/4/14	<p>Final Solution Set Established</p> <ol style="list-style-type: none"> 1. Use current systems use existing features more consistently (Active Advisory, Re-titling) <ol style="list-style-type: none"> a. Use message feature b. Re-titling reports when the complete nature of call is understood 		Schedule presentation meeting with sergeants to get support

	<ul style="list-style-type: none"> c. Work with officers and dispatch on Active Advisory process that is win-win for both d. Replace Beat Sheet-use new viewable screens as briefing tool-look at system for personnel & location <p>2. Provide training to ensure more consistent input of data and use of features (tied to first solution)</p>		
--	---	--	--

Improve/Implementation

Date	Action/Outcome	Comments	Action Item Outcome
12/18/14	Conduct demo of what the current system capabilities and proposed solutions		
1/15/15	Conducted an informational update to sergeants and other staff for input and to gain support for solutions		Prepare for presentation for Command Staff
2/13/15	Conduct presentation to Command Staff for input and to gain support for solutions		
	Met with Command staff to recommend next steps for project to ensure completion	Some changes have been implemented-need to be formally documented in SOPs	Develop implementation plan and responsibilities with CPI Team Open Item
	Review implementation plan and formalize assignments to staff for implementation		Open Item

Cost Mitigation

Area for Cost Savings	Time spent resolving or dealing with ineffective communication	Estimated Annual Cost Savings	Not quantified
------------------------------	--	--------------------------------------	----------------

Completion

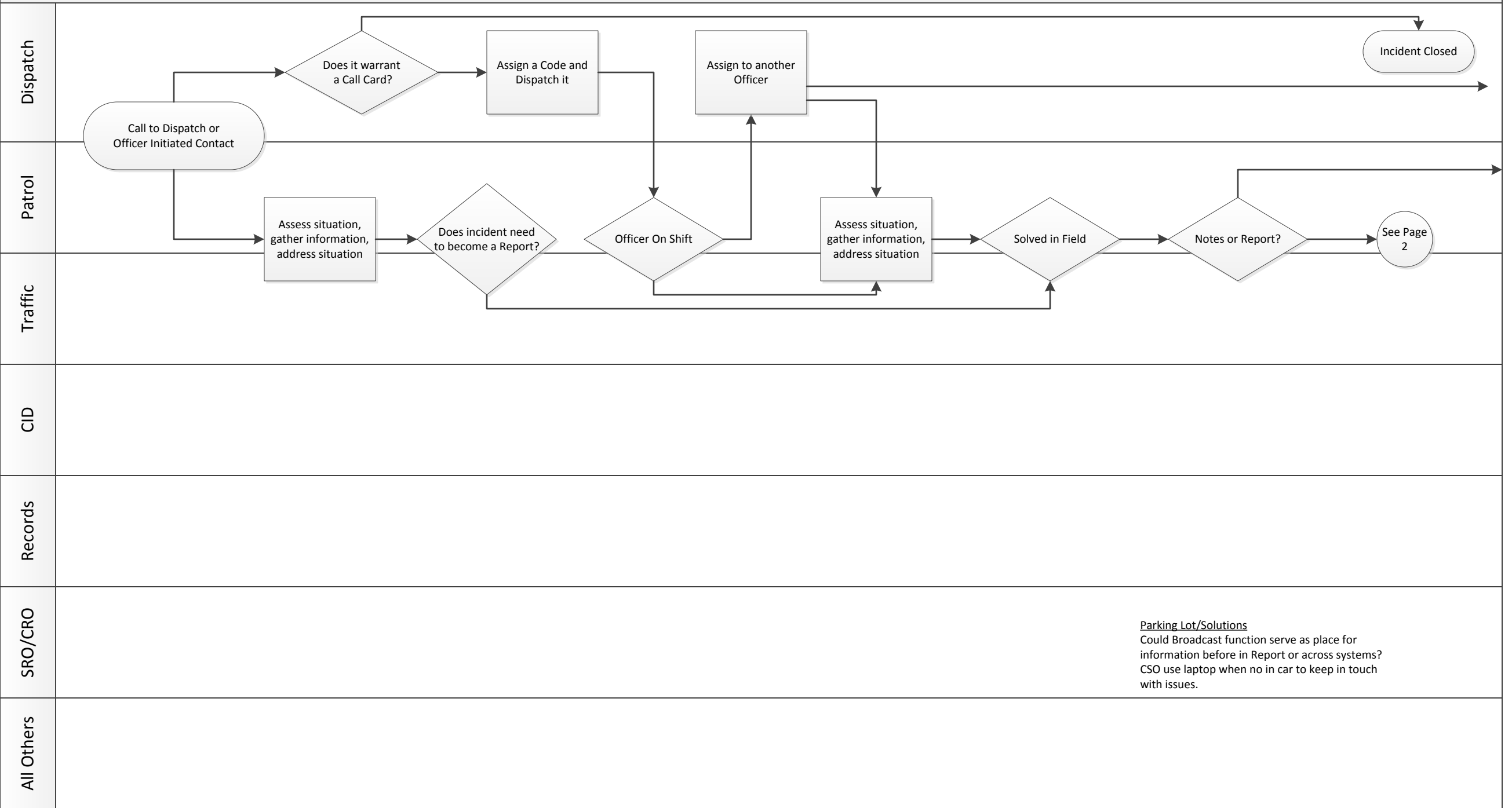
Presentation Date	2/13/15	Completion Date		Celebration Date		On Going Project	Yes	No
--------------------------	---------	------------------------	--	-------------------------	--	-------------------------	-----	-----------

Control

Date	Action/Outcome	Comments	Action Item Outcome	Person Responsible

PROBLEM STATEMENT: Communication during and between shifts across all Police Divisions is incomplete and or inconsistent and is impacted by systems that do not share data.

Phase



PROBLEM STATEMENT: Communication during and between shifts across all Police Divisions is incomplete and or inconsistent and is impacted by systems that do not share data

Phase

