Six Sigma DMAIC Improvement Story

Green Belt Project Objective:

To Reduce the Time to Close Animal Bite Cases

Last Updated: 1-28-14

Team: *Team 7th SIGMA*

Mario Santana (Co-Tm Ldr)   Sean Gallagher (Co-Tm Ldr)

Mike Sarasti   Ileen Delgado   Luis Salgado

Gary Boyett, Jr.   Haikel Marrero

Alex Munoz (Sponsor)

Select Problem and Identify Project Charter

The project was assigned by animal Services Mgmt & the team developed a Project Charter.

Project Charter		
Business Case	*Project Name:*	To Reduce Time to Close Animal Bite Cases
	Problem/Impact:	Delayed Case Closures delays citzens having Bite information concerning rabies and keeps them in a state of Limbo in terms of next steps and continuing on with normal life activities. Health Dept also received late notification of quarantine results.
	Expected Benefits:	Reduced backlog of calls to 311; reduce inquiries on outstanding cases; reduce exposure to post bite treatments
Objectives	*Outcome Indicator(s)*	Q1- % of Animal Bite Cases Closed in 14 days
	Proposed Target(s)	Target= 90%
	Time Frame:	Oct 2013 through Feb 2014
	Strategic Alignment:	Promotes Public safety
Scope	*In Scope:*	Miami Dade Animal Bite Cases
	Out-of-Scope:	Other Cases
	Authorized by:	Alex Munoz, Director of Animal Services Dept
Team	*Sponsor:*	Alex Munoz, Director of Animal Services Dept
	Team Leader:	Mario Santana, Sean Gallagher
	Team Members:	Mike Sarasti, Ileen Delgado, Luis Salgado, Gary Boyett, Haikel Marrero
	Process Owner(s):	Alex Munoz, Director of Animal Services Dept
	Mgmt Review Team:	Deputy Mayor for Animal Services, Alex Munoz
Schedule	*Completion Date:*	28-Feb-14
	Review Dates:	Monthly and Final Review in February 2014
	Key Milestone Dates:	See Action Plan

2.✓
1.✓

Define > Measure > Analyze > Improve > Control

2

Hidden Costs of Late Animal Bite Case Closures

The team identified costs associated with delayed Case Closures. These costs include:

- Revisits/Retries of visits to the victims and pet Owner to secure data, issue quarantine orders and check on delays*=(100 Late Cases per mo) X (2 extra visits per case) X (1 hour total time related to visit) X($35/Hr loaded ACO pay rate)X (12 months) =$84,000*

- Additional Inquiries from victim , family members or Health Dept about delayed open case (311 Call Center Specialists time) *=(100 Late Cases per mo) X (1.5 311 Calls per late case) X (10 min for 311 spec & ACO) X($35/Hr loaded ACO Pay rate)/60 min per hr) X (12 Mo) =$10,500*

Total…………………………$94,500

Note: Does not include mileage for extra visits, backlog of cases having to be managed and sorted through daily checking status, or customer dissatisfaction.
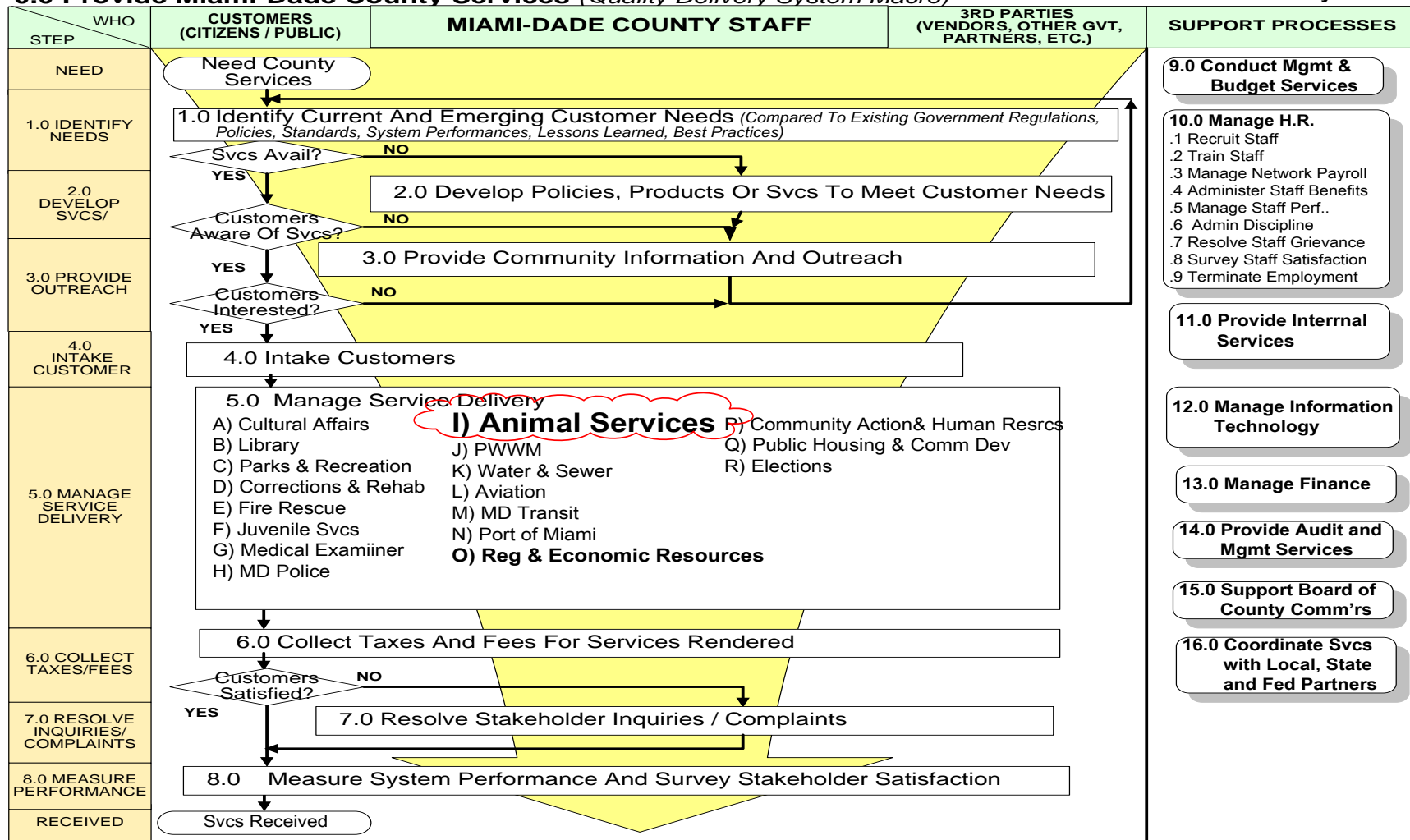
Review Miami-Dade's Quality Delivery System

We noted where our process "fits" in the MD Quality Delivery System.

0.0 Provide Miami-Dade County Services *(Quality Delivery System Macro)*   **Process Owner: Mayor**

WHO / STEP	CUSTOMERS (CITIZENS / PUBLIC)	MIAMI-DADE COUNTY STAFF	3RD PARTIES (VENDORS, OTHER GVT, PARTNERS, ETC.)	SUPPORT PROCESSES
NEED	Need County Services			**9.0 Conduct Mgmt & Budget Services**
1.0 IDENTIFY NEEDS	Svcs Avail? NO / YES	1.0 Identify Current And Emerging Customer Needs *(Compared To Existing Government Regulations, Policies, Standards, System Performances, Lessons Learned, Best Practices)*		**10.0 Manage H.R.** .1 Recruit Staff .2 Train Staff .3 Manage Network Payroll .4 Administer Staff Benefits .5 Manage Staff Perf.. .6 Admin Discipline .7 Resolve Staff Grievance .8 Survey Staff Satisfaction .9 Terminate Employment
2.0 DEVELOP SVCS/	Customers Aware Of Svcs? NO / YES	2.0 Develop Policies, Products Or Svcs To Meet Customer Needs		
3.0 PROVIDE OUTREACH	Customers Interested? NO / YES	3.0 Provide Community Information And Outreach		
4.0 INTAKE CUSTOMER		4.0 Intake Customers		**11.0 Provide Interrnal Services**
5.0 MANAGE SERVICE DELIVERY		5.0 Manage Service Delivery		**12.0 Manage Information Technology**
6.0 COLLECT TAXES/FEES		6.0 Collect Taxes And Fees For Services Rendered		**15.0 Support Board of County Comm'rs**
7.0 RESOLVE INQUIRIES/ COMPLAINTS	Customers Satisfied? NO / YES	7.0 Resolve Stakeholder Inquiries / Complaints		**16.0 Coordinate Svcs with Local, State and Fed Partners**
8.0 MEASURE PERFORMANCE		8.0 Measure System Performance And Survey Stakeholder Satisfaction		
RECEIVED	Svcs Received			

5.0 Manage Service Delivery
A) Cultural Affairs
B) Library
C) Parks & Recreation
D) Corrections & Rehab
E) Fire Rescue
F) Juvenile Svcs
G) Medical Examiiner
H) MD Police
I) Animal Services
J) PWWM
K) Water & Sewer
L) Aviation
M) MD Transit
N) Port of Miami
O) Reg & Economic Resources
P) Community Action& Human Resrcs
Q) Public Housing & Comm Dev
R) Elections

13.0 Manage Finance

14.0 Provide Audit and Mgmt Services

The team will focus on a Collection Process in the Aviation Area

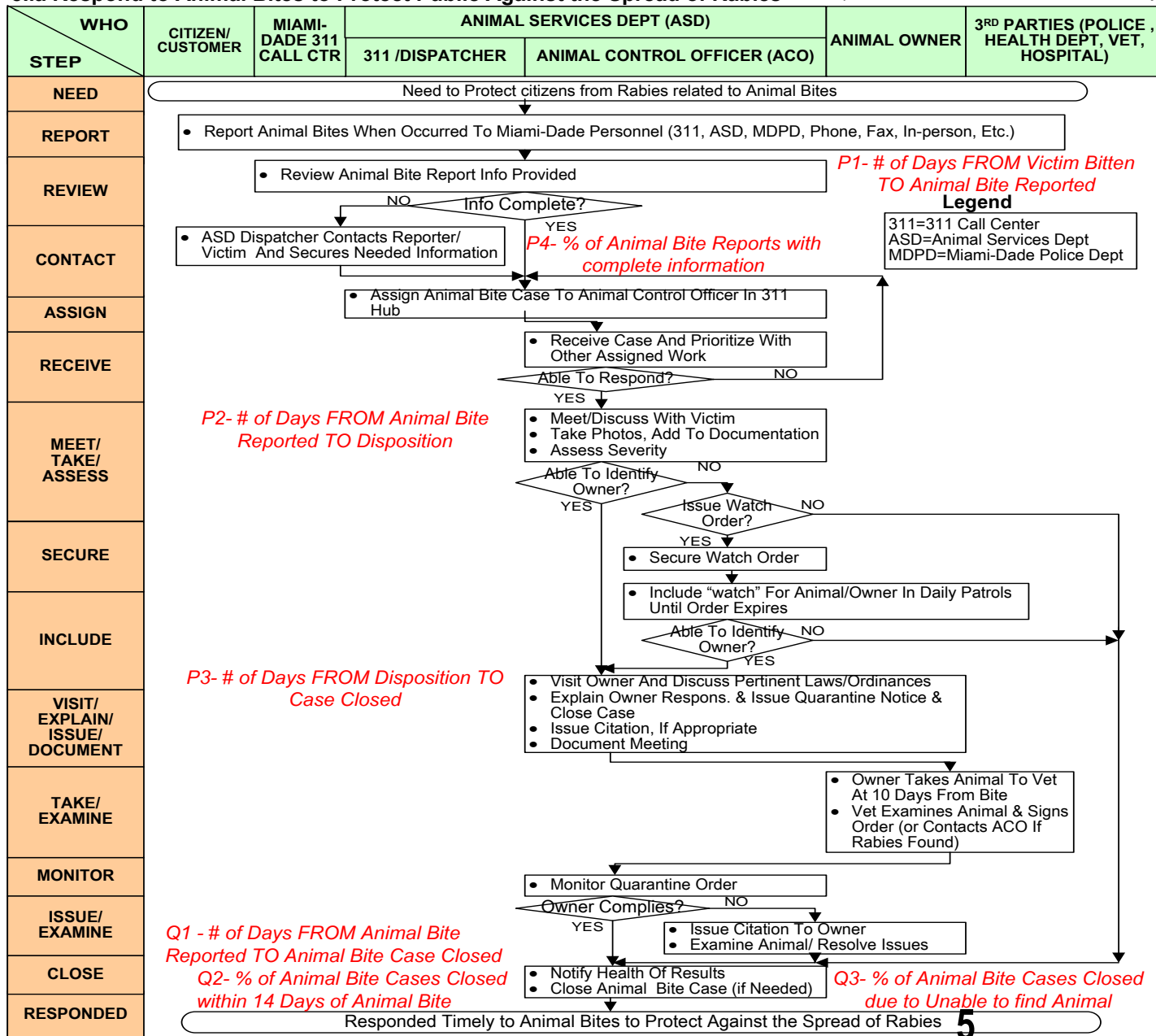**Define** > **Measure** > **Analyze** > **Improve** > **Control**

4

Review Process Flow Chart

The team constructed a Process flow chart describing the Process.

The team next looked closer at how to capture indicator data.

5I.a Respond to Animal Bites to Protect Public Against the Spread of Rabies

(Process Owners: Dir of Animal Services Dept)

WHO / STEP	CITIZEN/ CUSTOMER	MIAMI-DADE 311 CALL CTR	ANIMAL SERVICES DEPT (ASD)		ANIMAL OWNER	3RD PARTIES (POLICE , HEALTH DEPT, VET, HOSPITAL)
			311 /DISPATCHER	ANIMAL CONTROL OFFICER (ACO)		

NEED — Need to Protect citizens from Rabies related to Animal Bites

REPORT — • Report Animal Bites When Occurred To Miami-Dade Personnel (311, ASD, MDPD, Phone, Fax, In-person, Etc.)

P1- # of Days FROM Victim Bitten TO Animal Bite Reported

REVIEW — • Review Animal Bite Report Info Provided

Info Complete? — NO / YES

Legend
311=311 Call Center
ASD=Animal Services Dept
MDPD=Miami-Dade Police Dept

CONTACT — • ASD Dispatcher Contacts Reporter/ Victim And Secures Needed Information

P4- % of Animal Bite Reports with complete information

ASSIGN — • Assign Animal Bite Case To Animal Control Officer In 311 Hub

RECEIVE — • Receive Case And Prioritize With Other Assigned Work

Able To Respond? — NO / YES

MEET/ TAKE/ ASSESS — • Meet/Discuss With Victim • Take Photos, Add To Documentation • Assess Severity

P2- # of Days FROM Animal Bite Reported TO Disposition

Able To Identify Owner? — NO / YES

Issue Watch Order? — NO / YES

SECURE — • Secure Watch Order

INCLUDE — • Include "watch" For Animal/Owner In Daily Patrols Until Order Expires

Able To Identify Owner? — NO / YES

VISIT/ EXPLAIN/ ISSUE/ DOCUMENT — • Visit Owner And Discuss Pertinent Laws/Ordinances • Explain Owner Respons. & Issue Quarantine Notice & Close Case • Issue Citation, If Appropriate • Document Meeting

P3- # of Days FROM Disposition TO Case Closed

TAKE/ EXAMINE — • Owner Takes Animal To Vet At 10 Days From Bite • Vet Examines Animal & Signs Order (or Contacts ACO If Rabies Found)

MONITOR — • Monitor Quarantine Order

Owner Complies? — NO / YES

ISSUE/ EXAMINE — • Issue Citation To Owner • Examine Animal/ Resolve Issues

Q1 - # of Days FROM Animal Bite Reported TO Animal Bite Case Closed
Q2- % of Animal Bite Cases Closed within 14 Days of Animal Bite

CLOSE — • Notify Health Of Results • Close Animal Bite Case (if Needed)

Q3- % of Animal Bite Cases Closed due to Unable to find Animal

RESPONDED — Responded Timely to Animal Bites to Protect Against the Spread of Rabies

5

Identify Data Collection Needs

The team developed a data collection spreadsheet…each row is an *Customer Account*.
Miami Dade Animal Bite Case Process Summary

BCB	D E M O G R A P H I C S																
	WHO				WHERE	WHAT	WHO	WHERE		WHO							
	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
Line #	Name of Victim	Gender	Victim DOB	VICTIM AGE at time of Bite	Body Part Bitten	Type of Compliance	Animal Control Officer ID#	Bite Locn Zipcode	Bite Location Type	Owner(s) Gender	Owner DOB	OWNER AGE at time of Bite	Police Assistance?	Stray/Owned?	Animal Breed	Animal Gender	Spay or Neutered?
		%F		Avg				Avg		%F Only		Avg	%Y	%Ownr	%Pit	%Male	%Y
		33.3		9.4				32,696.0		0.0		32.3	66.7	66.7	33.3	33.3	50.0
1	Sam White	Male	3/1/10	3.6	Hand	Leash	231	33212	Field	Male			Y	Stray	Pit Bull	Unkn	Unkn
2	Ben Dover	Fema	4/1/01	12.6	Head	Control	453	33421	Owner Pr	Male, Fem	4/1/67	46.6	N	Owner	Daushand	Male	N
3	Jim Nasium	Male	10/29/01	12	Leg	Quarantine	232	31455	Terrier	Female	10/29/95	18	Y	Owner	Terrier	Female	Y

MILESTONE DATES												DURATION						OUTCOMES			
S	T	U	V	W	X	Y	Z	AA	AB	AC	AD	AE= W-S	AF= AA-W	AG= AB-AA	AH= AC-AB	AI= AD-AC	AJ= AD-W	AQ	AR='Y' if AJ<=14	BA	BB
1- Victim Bitten				2- Bite Report Received				3- ACO Met with Victim	4 ACO Met with Owner	5- Vet Signed Quarantine	6- Case Closed	Victim Bitten TO Bite Rpt Received	Bite Rpt Received TO ACO Met with Victim	ACO Met with Victim TO ACO Met with Ownr	ACO Met with Ownr TO Vet Signed Quarntn	Vet Signed Quarntn TO Case Closed	Bit Rpt Received TO Case Closed	Initial Report Had Complete Info?	Case Closed in 14 Days From Report?	Unable to Find Animal?	
Date	Time	Day	HR	Date	Time	Day	HR	Date	Date	Date	Date	Victim Bitten Bite Rpt Received									Comments
		% Mo	Avg			% Mo	Avg					Avg # of Days						%Y	%Y	%Y	
		0.0	10.7			0.0	10.7					3.0	0.7	2.0	7.3	3.0	13.0	66.7	66.7	66.7	
												P1	P2	P3	P4	P5	Q1	P6	Q2	Q3	
6/2/13	9:30 AM	Su	9	6/5/13	9:30 AM	We	9	6/6/13	6/7/13	6/16/13	6/17/13	3	1	1	9	1	12	Y	Y	Y	
10/1/13	10:30 AM	Tu	10	10/3/13	10:30 AM	Th	10	10/3/13	10/3/13	10/15/13	10/21/13	2	0	0	12	6	18	N	N	N	
8/21/13	1:30 PM	We	13	8/25/13	1:30 PM	Su	13	8/26/13	8/31/13	9/1/13	9/3/13	4	1	5	1	2	9	Y	Y	Y	

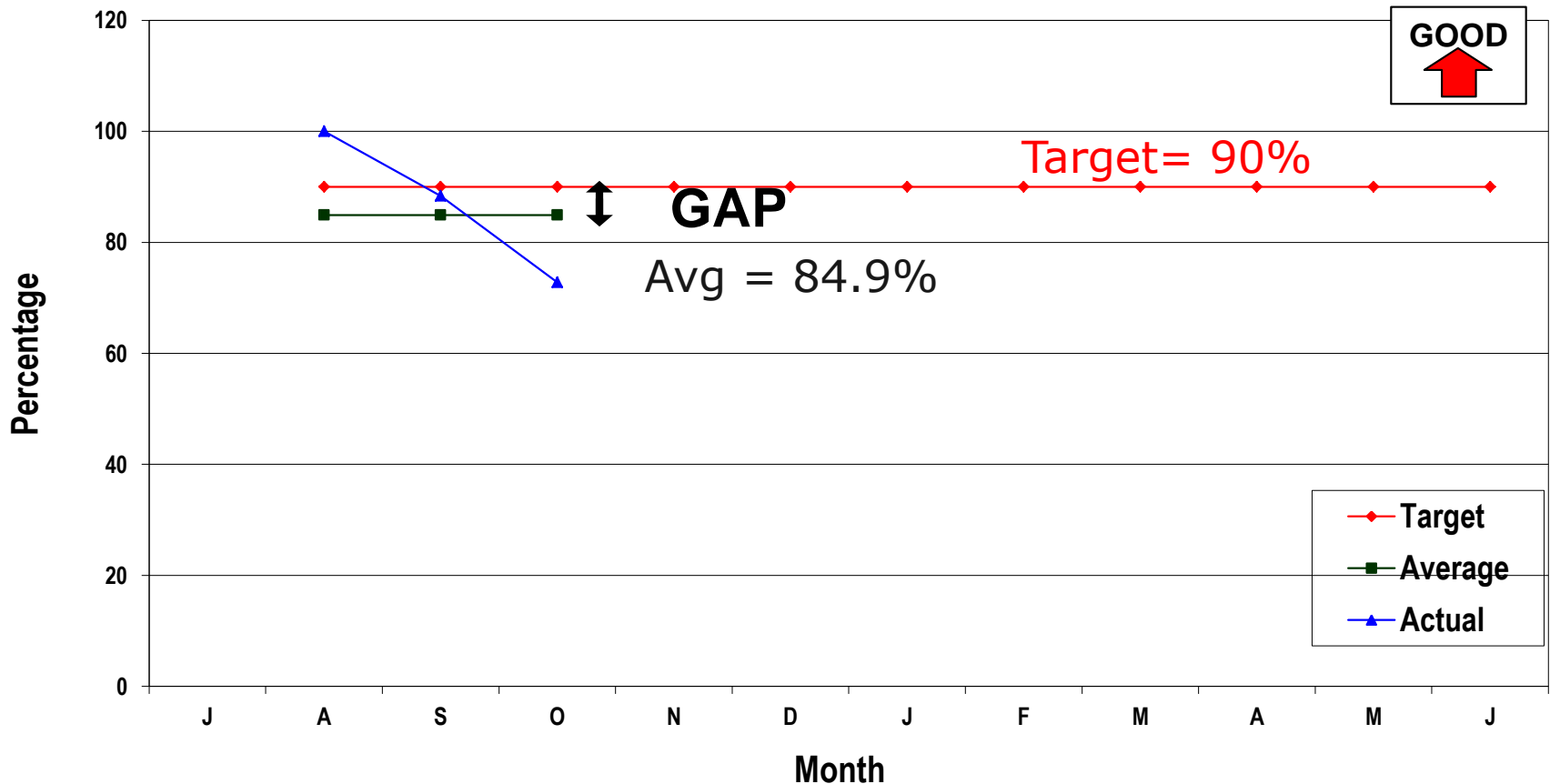Define Measure Analyze Improve Control

6

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Review Selected Indicator

The team collected Q1 indicator data and reviewed performance trends:

3. ☑

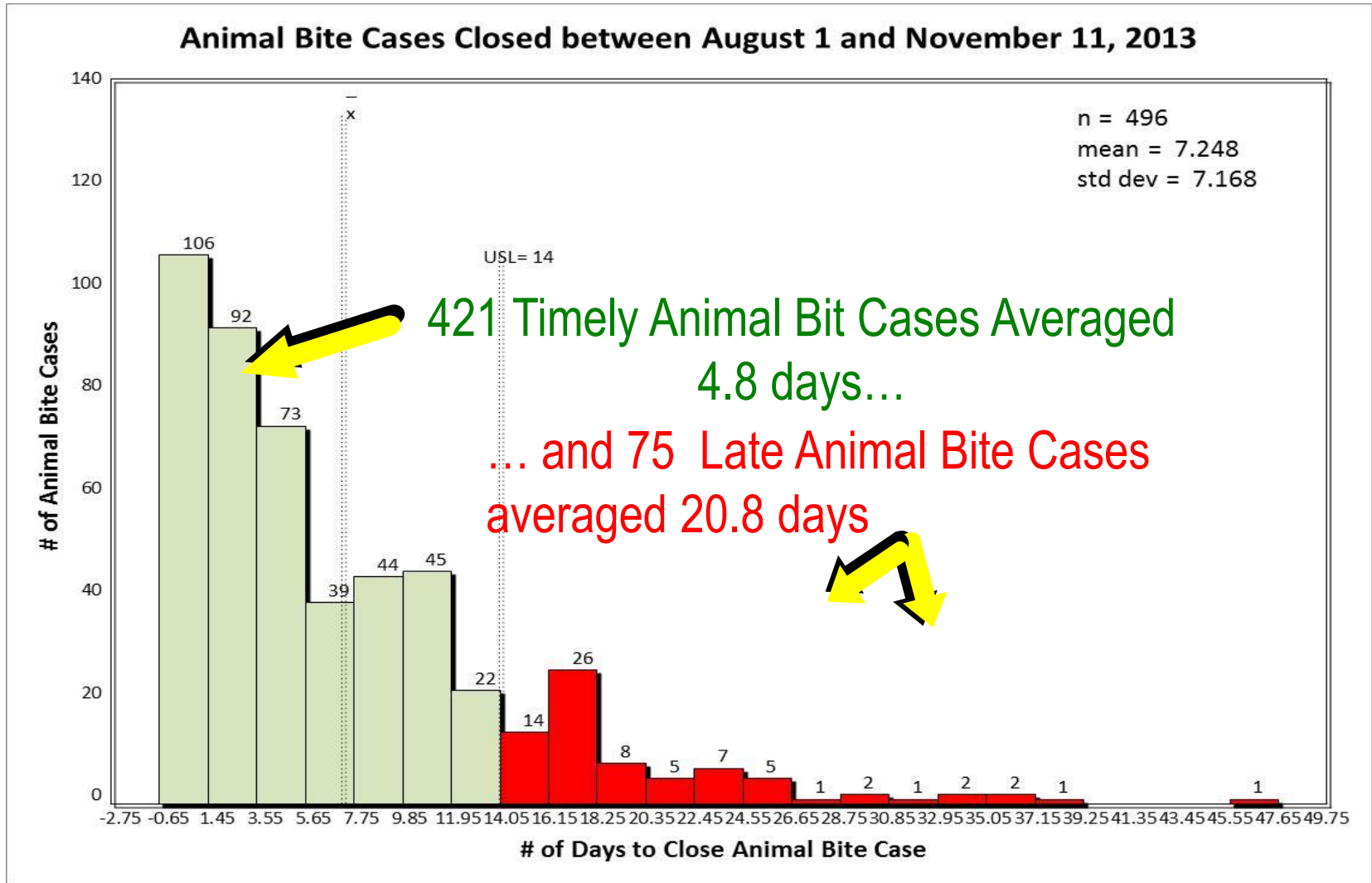## *Q2- % of Animal Bite Cases Closed within 14 Days of Animal Bite*

GOOD

Target= 90%

GAP

Avg = 84.9%

Legend:
- Target
- Average
- Actual

X-axis: Month (J A S O N D J F M A M J)

Y-axis: Percentage (0 to 120)

The team next looked closer at the Gap.

Stratify the Problem

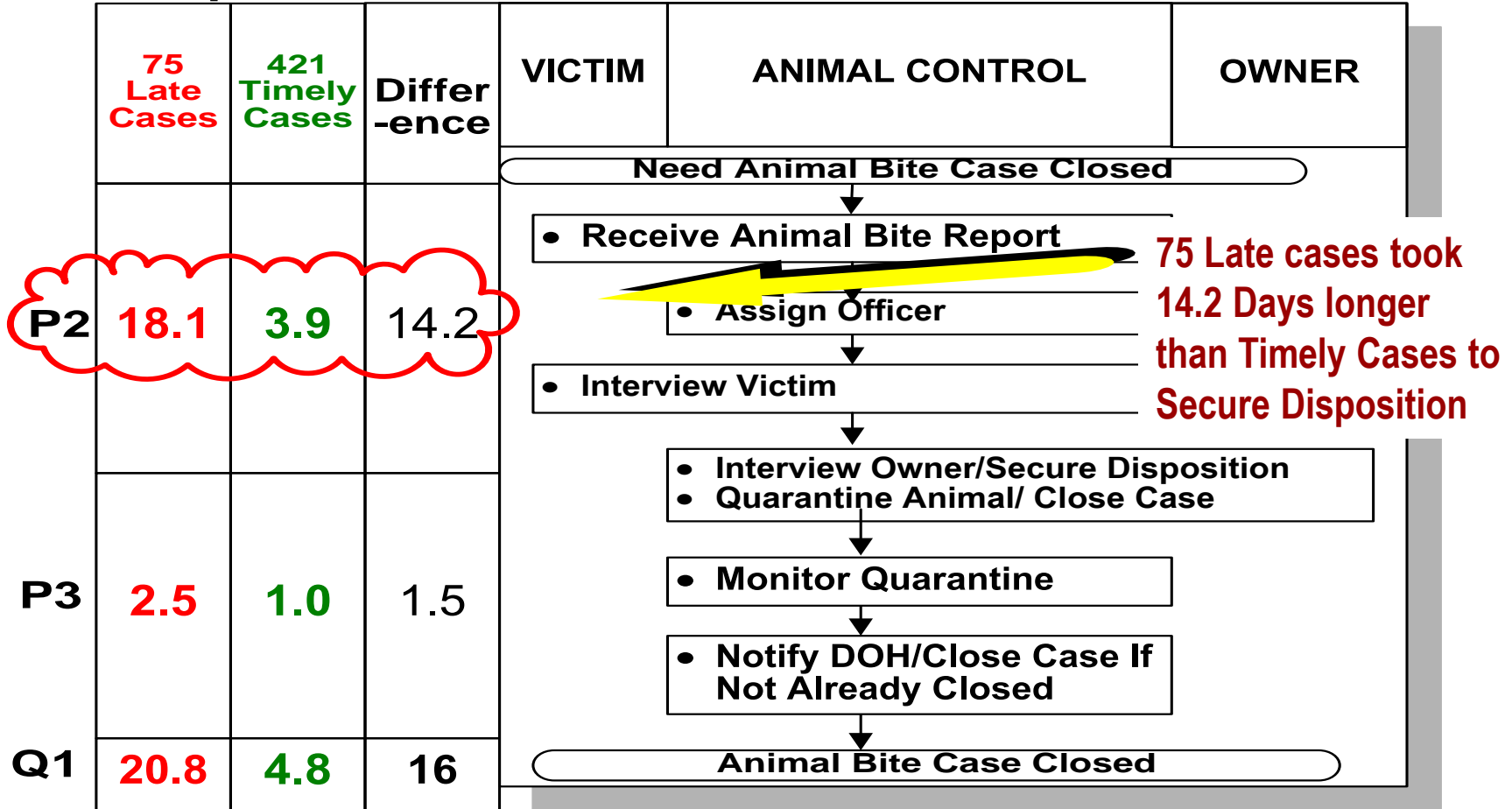**The team stratified Animal Bite Cases using a histogram and found…**

Animal Bite Cases Closed between August 1 and November 11, 2013

n = 496
mean = 7.248
std dev = 7.168

USL= 14

421 Timely Animal Bit Cases Averaged 4.8 days…

… and 75 Late Animal Bite Cases averaged 20.8 days

The team looked closer at comparing the Late to the Timely Cases.

Stratify the Problem

The team compared the LATE Cases to the TIMELY Cases and found…

Respond to Animal Bites and Protect Public

	75 Late Cases	421 Timely Cases	Differ-ence	VICTIM	ANIMAL CONTROL	OWNER
P2	**18.1**	**3.9**	14.2			
P3	**2.5**	**1.0**	1.5			
Q1	**20.8**	**4.8**	16			

Process flow (ANIMAL CONTROL column):
- Need Animal Bite Case Closed
- Receive Animal Bite Report
- Assign Officer
- Interview Victim
- Interview Owner/Secure Disposition
- Quarantine Animal/ Close Case
- Monitor Quarantine
- Notify DOH/Close Case If Not Already Closed
- Animal Bite Case Closed

75 Late cases took 14.2 Days longer than Timely Cases to Secure Disposition

The team looked more closely at the 75 LATE Animal Bite Cases in the first step of securing disposition.

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The team stratified the 75 Late Cases for the disposition process step and found…

Animal Bite Cases Closed late (> 14 Days) between August 1 and November 11, 2013

n = 75 (4 cases with unknown data)
mean = 18.149
std dev = 8.297

61 Animal Bite Cases took over 12 days to secure Disposition
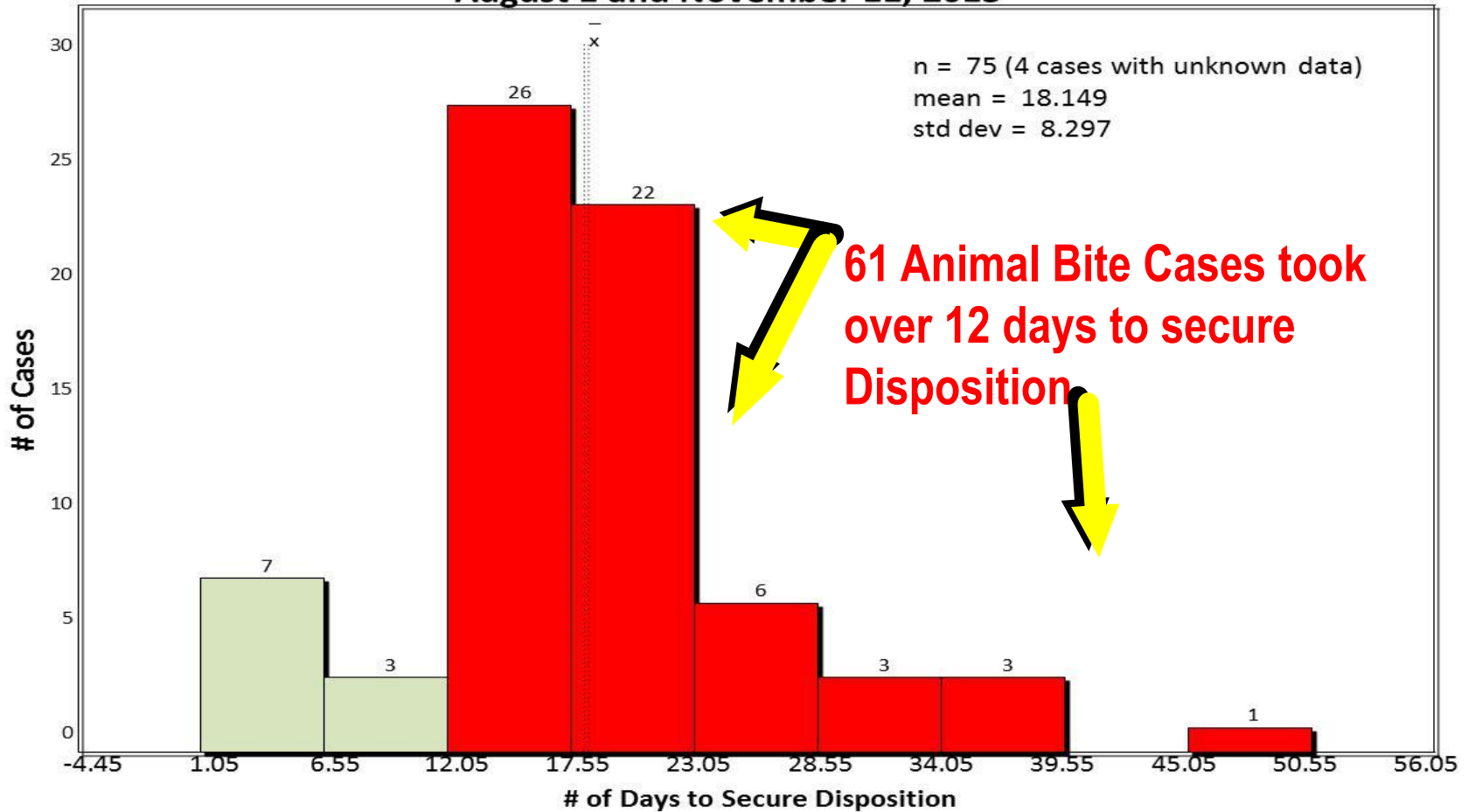
The team looked closer at these 61 Cases.

Define → Measure → Analyze → Improve → Control

The team stratified the 61 case Dispositions many ways and found...

5.,6.,7.,8. ☑

Animal Bite Cases Closed late (> 14 Days) and Taking > 12 Days to Secure Disposition –August 1 and November 11, 2013

n = 61

28 (46%) Outcomes involved Unable to Contact (or Locate) Owners or Victims

Bar values (left to right): 26, 14, 9, 5, 3, 2, 1, 1

Outcome Descriptions: Unable to contact Owner/Victim - Retry; Victim refuses to make bite report; Unfounded Complaint - Close SR; Bite Confirmed - Quarantine Needed; Bite Confirmed - Quarantined by Owner/Other; Unable to locate or bad address; Quarantined by ASU; Bite Confirmed - Issue Watch Order

Outcome Description

Problem Statement: *"28 Animal Bite Cases Closed from 8/1/13 thru 11/11/13 that Took > 14 to Close AND >12 days to secure Disposition involved Outcomes of Unable to Locate or Contact Victim/Owner"*
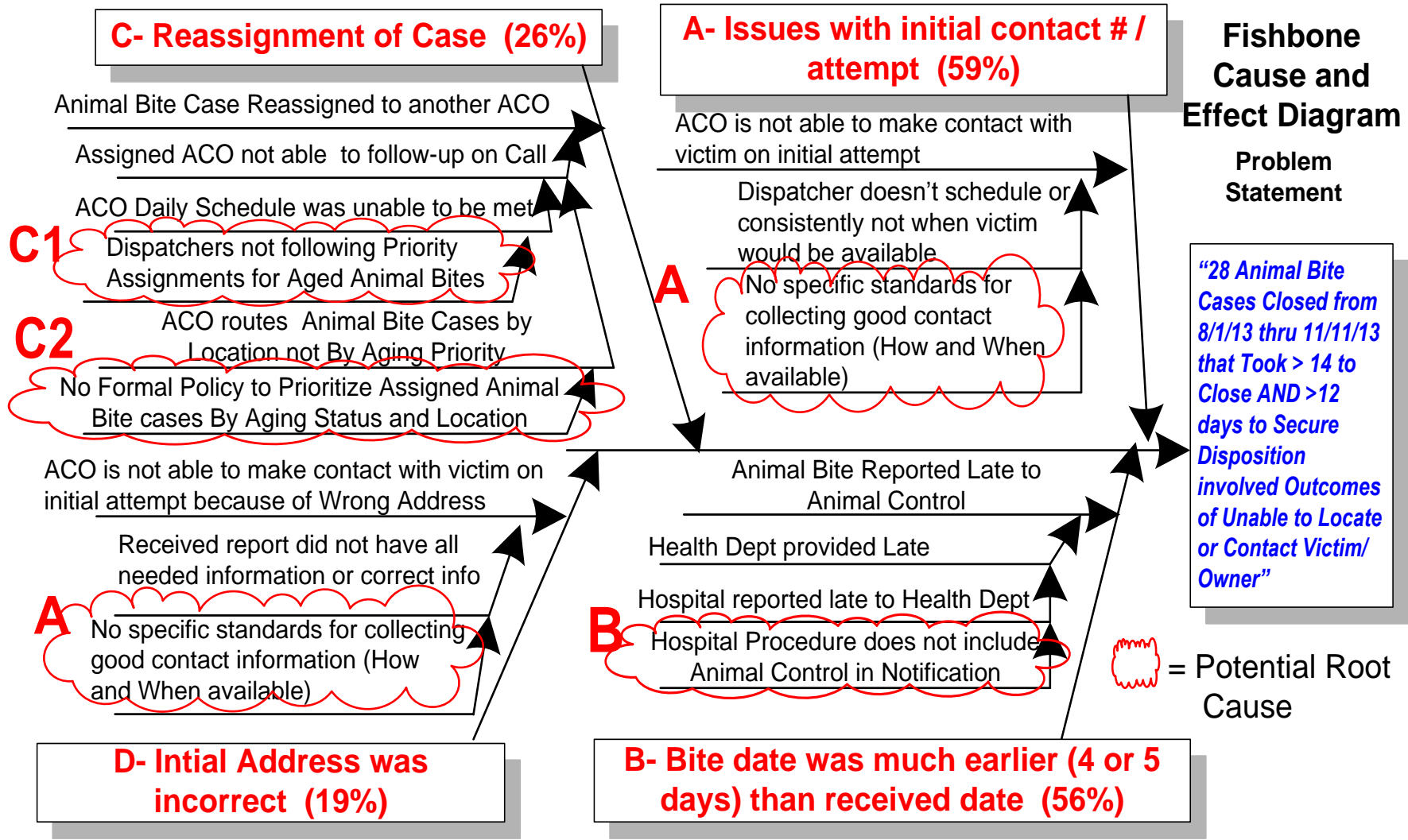
Define | Measure | Analyze | Improve | Control

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The team reviewed 27 Case documentations and interviewed involved staff before conducting Single Case Bore Analysis.

Single Case Bore Analysis

Problem Statement: *"28 Animal Bite Cases Closed from 8/1/13 thru 11/11/13 that Took > 14 to Close AND >12 days to Secure Disposition involved Outcomes of Unable to Locate or Contact Victim/Owner"*

Sampled 27 of 28 Animal Cases

	Reasons or Factors (That possibly contributed to Case Closings)	Total	Percentage
D	1) Intial Address was incorrect	5	19%
B	2) Bite date was much earlier than received date	15	56%
A	3) Issues with initial contact # /attempt	16	59%
	4) Scheduling error	2	7%
	5) Unaccessible location	2	7%
	6) Owner/victim not home - correct address	4	15%
C	7) Reassignment of case	7	26%

Case numbers sampled: 13-10070225, 13-10070554, 13-10085014, 13-10085042, 13-10085258, 13-10085284, 13-10086199, 13-10087054, 13-10087322, 13-10089934, 13-10089955, 13-10090235, 13-10090271, 13-10091157, 13-10091827, 13-10093824, 13-10093864, 13-10098148, 13-10098149, 13-10098768, 13-10100190, 13-10100211, 13-10105595, 13-10109993, 13-10112601, 13-10115176, 13-10116968

The team next looked closer at these factors.

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12
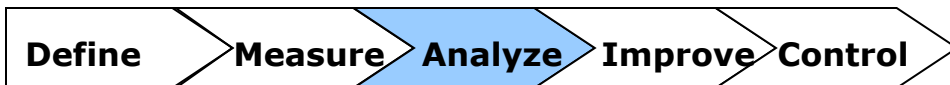
Identify Potential Root Causes

The team completed Cause and Effect Analysis and found…

Fishbone Cause and Effect Diagram

Problem Statement

"28 Animal Bite Cases Closed from 8/1/13 thru 11/11/13 that Took > 14 to Close AND >12 days to Secure Disposition involved Outcomes of Unable to Locate or Contact Victim/ Owner"

C- Reassignment of Case (26%)

Animal Bite Case Reassigned to another ACO

Assigned ACO not able to follow-up on Call

ACO Daily Schedule was unable to be met

C1 Dispatchers not following Priority Assignments for Aged Animal Bites

C2 ACO routes Animal Bite Cases by Location not By Aging Priority

No Formal Policy to Prioritize Assigned Animal Bite cases By Aging Status and Location

ACO is not able to make contact with victim on initial attempt because of Wrong Address

Received report did not have all needed information or correct info

A No specific standards for collecting good contact information (How and When available)

A- Issues with initial contact # / attempt (59%)

ACO is not able to make contact with victim on initial attempt

Dispatcher doesn't schedule or consistently not when victim would be available

A No specific standards for collecting good contact information (How and When available)

Animal Bite Reported Late to Animal Control

Health Dept provided Late

Hospital reported late to Health Dept

B Hospital Procedure does not include Animal Control in Notification

D- Intial Address was incorrect (19%)

B- Bite date was much earlier (4 or 5 days) than received date (56%)

〰 = Potential Root Cause

The team next looked to verify these four (4) Potential Root Causes.

Define ⟩ Measure ⟩ Analyze ⟩ Improve ⟩ Control

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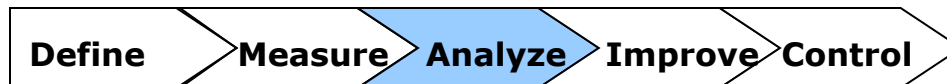
# Verify Root Causes

The team collected data to verify the root causes and found…. **11.,12.** ☑

	Root Cause Verification Matrix		
	Potential Root Cause	**How Verified?**	**Root Cause or Symptom**
A	No specific standards for collecting good contact information (How and When available)	Team reviewed Health Department Faxed Forms and 311 Hub Forms for reporting Animal Bites and Verified there was not consistent or thorough contact information on forms that was needed for contacting Victims	Root Cause
B	Hospital Procedure does not include Animal Control in Notification	Reviewed procedures and verified Hopital only notifies DOH	Root Cause
C1	Dispatchers not following Priority Assignments for Aged Animal Bites	Reviewed SOPs and Interviewed Dispatchers and Observe Unassigned Lists and verified no consistent following of procedures.	Root Cause
C2	No Formal Policy to Prioritize Assigned Animal Bite cases By Aging Status and Location	Reviewed SOPs and Interviewed ACOs and verified no written procedure that is followed to prioritize aging Animal Bite cases.	Root Cause

All four (4) were validated as root causes.

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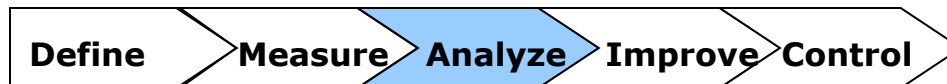
Identify and Select Countermeasures

The team brainstormed many countermeasures and narrowed them down to these for evaluation:

Countermeasures Matrix

Legend:
5=Extremely 4=Very 3=Moderately 2=Somewhat 1=Little or None

Ratings

Problem Statement	Verified Root Causes	Countermeasures	Effectiveness	Feasibility	Overall	Take Action? Yes/No
"28 Animal Bite Cases Closed from 8/1/13 thru 11/11/13 that Took > 14 to Close AND >12 days to Secure Disposition involved Outcomes of Unable to Locate or Contact Victim/Owner"	A1 - No specific standards for collecting good contact information (How and When available)	A1- Dispatcher to Collect All Victim interview Info at time of Report	5	4	20	Y
		A2- Establish On-Line Interview Template that Victims / Owners could fill out and attach photos (possibly eliminate meeting in field)	5	2.5	12.5	Y
		A3- Include Required Fields on Enhanced Dispatcher Checklist on SRs	5	5	25	Y
		A4- Establish Times on certain Days that Officers schedule to Respond to Animal Bite reports	5	5	25	Y
		A5- Revise Health Dept Form to better collect Contact information	5	2.5	12.5	Y
	B - Hospital Procedure does not include Animal Control in Notification	B1- Revise Hospital Procedure to include (or make ASD the Fax Contact and ASD notifies DOH) Animal Services Notification at time of DOH Notification	5	3	15	Y
	C1 - Dispatchers not following Priority Assignments for Aged Animal Bites	C1 - Provide Refesher Training on Procedure for Assigning Aging Animal Bite Cases	5	5	25	Y
	C2 - No Formal Policy to Prioritize Assigned Animal Bite cases By Aging Status and Location	C2- Update SOP for assigning Animal Bite cases by Aging status and Location for Assgning and Working Animal Bite Cases	5	5	25	Y

The team selected 8 countermeasures for implementation.

Define Measure Analyze **Improve** Control

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Identify Barriers and Aids

The team performed Barriers and Aids analysis on the selected Countermeasures.

Countermeasure(s): Implement 8 Countermeasures to Close Cases Sooner		
Barriers		**Aids**
Impact (H, M, L)	**Forces against Implementation**	**Forces For Implementation**
M	1) Push Back from DOH *(Supported by Aid:A,B,C,D)*	A) Management very supportive of team's efforts
H	2) Push Back from Hospitals *(Supported by Aid:A,B,C,D)*	B) More Timely Closing of Cases
L	3) IT issues fo On-Line Template *(Supported by Aid:A,B)*	C) Common Legal requirement to investigate Animal Bites
		D) Same Customers

The team next sought to incorporate this analysis into the team's Action Plan.

Develop and Implement Action Plan

The team implemented an Action Plan for the team's Countermeasures.   16.✓

WHAT: Implement 8 Countermeasures to Close Animal Bite Cases Sooner

HOW	WHO	WHEN — 2014 (Dec–Aug)
1. Develop Countermeasures:		
A1- Dispatcher to Collect All Victim interview Info at Report	Sean	Completed 1/22/14
A2- Establish On-Line Interview Template that Victims / Owners could fill out and attach photos (possibly eliminate meeting in field)	Mike	Development completed 2/28/14
A3- Include Required Fields on Enhanced Dispatcher Checklist on SRs	Mike	4/30/14
A4- Establish Times on certain Days that Officers schedule to Respond to Animal Bite reports	Sean	Completed 1/22/14
A5- Revise Health Dept Form to better collect Contact information	Gary/Sean/ DOH	4/30/14
B1- Revise Hospital Procedure to include (or make ASD the Fax Contact and ASD notifies DOH) **Animal Services Notification** at time of DOH Notification	Gary/ Sean/ DOH	4/30/14
C1 - Provide Refesher Training on Procedure for Assigning Aging Animal Bite Cases	Sean/ Gary/ Sam	Completed 1/22/14
C2- Update SOP for assigning Animal Bite cases by Aging status and Location for Assgning and Working Animal Bite Cases	Sean/ Gary/ Sam	3/31/2014
2. Secure Management Approval of Countermeasures (share benefits and cost savings)	Team	4/30/14
3. Communicate/Train Staff in Countermeasures and related policies/procedures (share Improved Service & cost savings and serving common customers for DOH and Miami-Dade)	Team	3/30/14
4. Implement Countermeasures and Pilot	Team	3/31/14
5. Review Pilot and determine Benefits and adjust as necessary and present results to management	Team	4/30/14
6. Establish On-going responsibilities and standardize countermeasures into operations	Team	On-going

Define → Measure → Analyze → **Improve** → Control

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Review Results

The team collected indicator data and reviewed results of its countermeasures

Q2- % of Animal Bite Cases Closed within 14 Days of Animal Bite

GOOD

Target= 90%

Avg = 84.9%

Countermeasures implemented in Feb 2014

RESULTS TO BE UPDATED once new data is available.

Percentage

Month

Target
Average
Actual

The team was encouraged by the results and will continue to monitor the countermeasures.

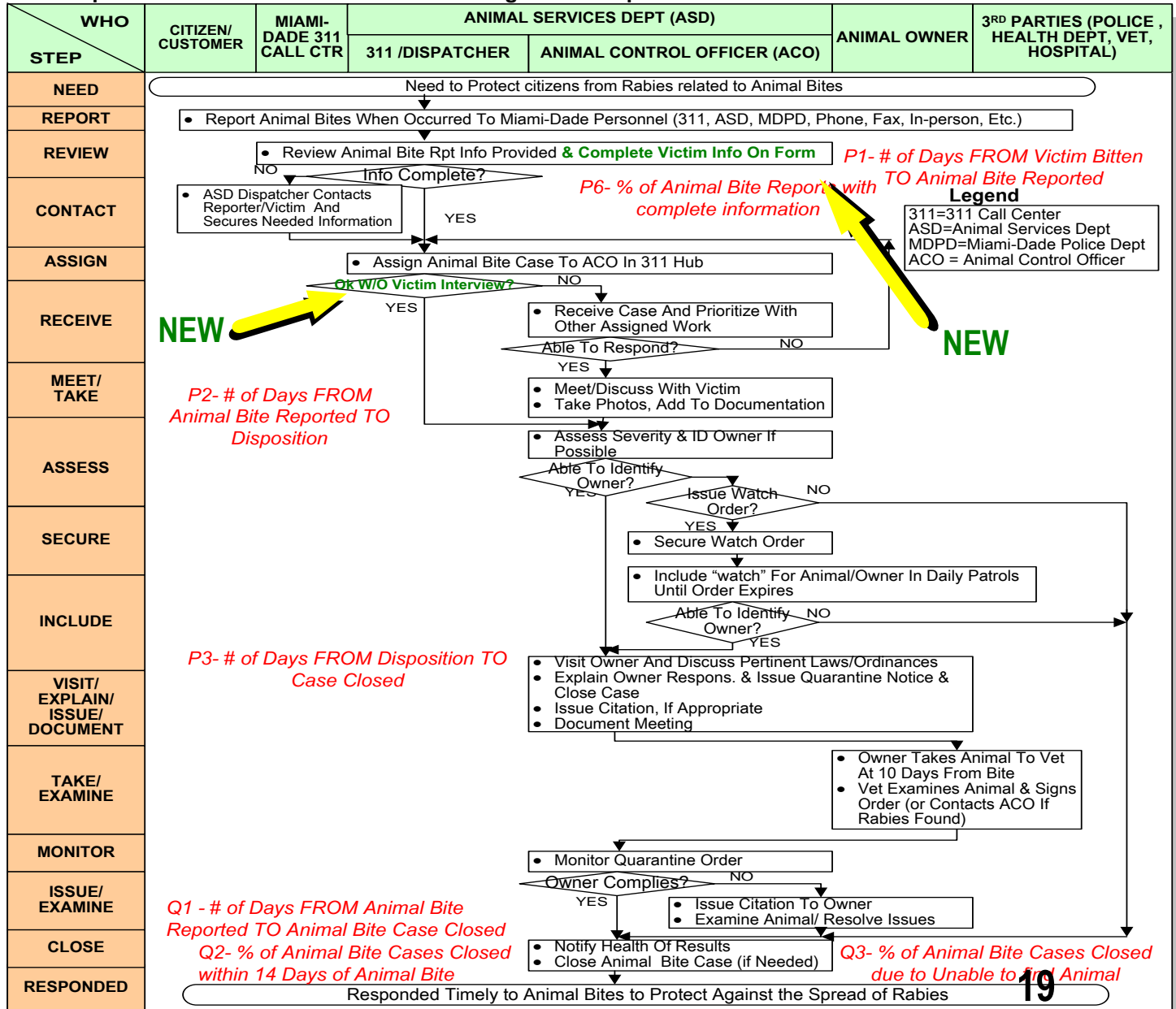Define Measure Analyze Improve Control

18

Standardize Countermeasures

The team revised indicators and incorporated the improvements into the Process flowchart.

The team looked to standardize the Indicator monitoring

5I.a Respond to Animal Bites to Protect Public Against the Spread of Rabies

(Process Owners: Dir of Animal Services Dept)

WHO \ STEP	CITIZEN/ CUSTOMER	MIAMI-DADE 311 CALL CTR	ANIMAL SERVICES DEPT (ASD)		ANIMAL OWNER	3RD PARTIES (POLICE , HEALTH DEPT, VET, HOSPITAL)
			311 /DISPATCHER	ANIMAL CONTROL OFFICER (ACO)		

NEED — Need to Protect citizens from Rabies related to Animal Bites

REPORT — • Report Animal Bites When Occurred To Miami-Dade Personnel (311, ASD, MDPD, Phone, Fax, In-person, Etc.)

REVIEW — • Review Animal Bite Rpt Info Provided **& Complete Victim Info On Form**
Info Complete? NO / YES

CONTACT — • ASD Dispatcher Contacts Reporter/Victim And Secures Needed Information

ASSIGN — • Assign Animal Bite Case To ACO In 311 Hub
Ok W/O Victim Interview? NO / YES **NEW**

RECEIVE — • Receive Case And Prioritize With Other Assigned Work
Able To Respond? NO / YES

MEET/ TAKE — • Meet/Discuss With Victim • Take Photos, Add To Documentation

ASSESS — • Assess Severity & ID Owner If Possible
Able To Identify Owner? YES / NO
Issue Watch Order? NO / YES

SECURE — • Secure Watch Order
• Include "watch" For Animal/Owner In Daily Patrols Until Order Expires

INCLUDE — Able To Identify Owner? NO / YES

VISIT/ EXPLAIN/ ISSUE/ DOCUMENT — • Visit Owner And Discuss Pertinent Laws/Ordinances • Explain Owner Respons. & Issue Quarantine Notice & Close Case • Issue Citation, If Appropriate • Document Meeting

TAKE/ EXAMINE — • Owner Takes Animal To Vet At 10 Days From Bite • Vet Examines Animal & Signs Order (or Contacts ACO If Rabies Found)

MONITOR — • Monitor Quarantine Order
Owner Complies? NO / YES

ISSUE/ EXAMINE — • Issue Citation To Owner • Examine Animal/ Resolve Issues

CLOSE — • Notify Health Of Results • Close Animal Bite Case (if Needed)

RESPONDED — Responded Timely to Animal Bites to Protect Against the Spread of Rabies

P1- # of Days FROM Victim Bitten TO Animal Bite Reported

P6- % of Animal Bite Reports with complete information

NEW

Legend
311=311 Call Center
ASD=Animal Services Dept
MDPD=Miami-Dade Police Dept
ACO = Animal Control Officer

P2- # of Days FROM Animal Bite Reported TO Disposition

P3- # of Days FROM Disposition TO Case Closed

Q1 - # of Days FROM Animal Bite Reported TO Animal Bite Case Closed
Q2- % of Animal Bite Cases Closed within 14 Days of Animal Bite

Q3- % of Animal Bite Cases Closed due to Unable to find Animal

19

Standardize Countermeasures

21.,22.,23.☑

The team Developed a Process Control System (PCS) to monitor the process on-going.

Process Control System

Process Name: 5I.a Respond to Animal Bites to Protect Public Against the Spread of Rabies			**Process Owner:** Director of Animal Services Dept			
Process Customer: Animal Bite Victim and Relatives; Dept of Health; Taxpayers and General Public			**Critical Customer Requirements:** Disposition Case and Close Case Timely			
Process Purpose: Document and Quarantine Animals that have bitten Public			**Current Sigma Level:** TBD			
			Outcome Indicators: Q1, Q2, Q3			

Process and Quality Indicators			Checking / Indicator Monitoring			Contingency Plans / Misc. • Actions Required for Exceptions • Procedure References
Process Indicators And **Quality Indicators**		Control Limits Specs/ Targets	Data to Collect **What is Checking Item or Indicator Calculation**	Timeframe (Frequency) **When to Collect Data?**	Responsibility **Who will Check?**	
P1	# of Days FROM Victim Bitten TO Animal Bite Reported	TBD	(Date Animal Bite Reported)-(Date Victim Bitten)	By Event	Sean	Escalate to Supv Mgt Report
P2	# of Days FROM Animal Bite Reported TO Disposition	TBD	(Date Disposition)-(Date Animal Bite Reported)	By Event	Sean	Escalate to Supv Mgt Report
P3	# of Days FROM Disposition TO Case Closed	2	(Date Animal Bite Case Closed)-(Date Disposition)	By Event	Sean	Escalate to Supv Mgt Report
P4	% of Animal Bite Reports with complete information	2	100*(# of Animal Bite Reports with complete information)-(# of Animal Bite Reports)	Monthly	Sean	Escalate to Supv Mgt Report
Q1	# of Days FROM Animal Bite Reported TO Animal Bite Case Closed	2	(Date Animal Bite Case Closed)-(Date Animal Bite Reported)	By Event	Sean	Escalate to Supv Mgt Report
Q2	% of Animal Bite Cases Closed within 14 Days of Animal Bite	2	100*(# of Animal Bite Cases Closed within 14 Days of Animal Bite)-(# of Animal Bite Reports)	Monthly	Sean	Escalate to Supv Mgt Report
Q3	% of Animal Bite Cases Closed due to Unable to find Animal	2	100*(# of Animal Bite Cases Closed due to Unable to find Animal)-(# of Animal Bite Reports)	Monthly	Sean	Escalate to Supv Mgt Report

Approved: _____ Date: _____ Rev #: _____ Rev Date: _____

The team looked ahead to the future.

Define Measure Analyze Improve Control

20

Identify Lessons Learned

Lessons Learned

1) The Stratification (Drill-down) process using Paretos and Histograms was very important in allowing the data to direct the team to the root cause area.

2) The DMAIC Story Process was very useful in assisting the team in a systematic way to identify and address root causes(s)

3) It is important to identify Subject Matter Experts (SMEs) early in the process to help the team out in the area the data will take the team for root causes.

4) The team learned that not every problem needs to be solved with more resources.

Next Steps

1) Continue to monitor the countermeasures and performance results.