



# OYA Professional Standards Office

## PSO Case Statistics

Tim Thrasher, Chief Investigator

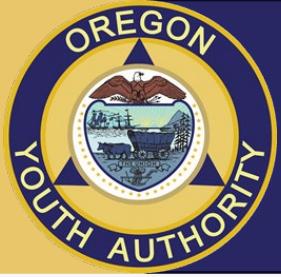
1/12/2026



# The Developmental Approach



**SKILLS FOR CREATING A CULTURE OF DEVELOPMENT**



# Insights into Action

## Our Data Culture Framework



### Hard on Data, Intentional with People

We challenge the information, not the individual.

Healthy tension strengthens our thinking.



### If You Don't Know Your Data, You Don't Know Your Business

Understanding our metrics is a shared responsibility.

Knowing your data builds credibility and informs better decisions.



### Transparency Builds Trust

Sharing successes and struggles strengthens our collective effectiveness.



### Can't Manage a Secret

No one has to carry the issues alone. Open communication enables accountability and shared solutions.



### Complexity is the Enemy of Execution

Simplicity and clarity accelerate progress.

Keep it understandable, actionable, and measurable.



### Collective Accountability

We rise together. Data ownership matters, but improvement is a team sport.

*We turn data into direction — not just to report, but to refine, learn, and improve*



# December 2025 Action Plan Status update

1	General	Lead	Status	Lead	Status
1.4	Add (Time & Motion or Task/Process) analysis of PSO-related activities to inform staffing discussions	PSO/ Research	Not Started	3	<b>PM2: Percentage of complaints completed within 30 days</b>
1.13	Follow-up with referred cases at facilities to determine there is documentation of outcomes or procedure	PSO	Not Started	3.1	Account for time in suspension
1.15	Suspended cases - clean-up date discrepancies	PSO/ Research	In Progress	3.2	Look at complaint closures within 30 days by investigator to see if there are any patterns
1.16	Add chart to track number of suspended cases	PSO/ Research	In Progress	4	<b>PM3: Percentage of YIRs reviewed within 14 days</b>
2	<b>PM1: Percentage of investigations completed within 90 days</b>	Lead	Status	4.1	Analyze YIRs that have not been locked
2.3	Account for time in suspension	Research	In Progress	4.2	Why isn't PSO getting YIRs?
2.4	Investigations closed within 90 days – add with and without suspended cases	Research	In Progress	5	<b>PM4: Percent of Reporting Line calls returned by the next business day following retrieval of the message</b>
2.5	Look at investigations reported in August to determine if there are patterns (esp. by investigator), and look at potential patterns on why they still haven't closed within the 90 days, are any suspended?	PSO/ Research	Not Started	5.6	Reporting line call data cleanup



# Definitions

Term	Definition
Professional Standards Office (PSO)	The Professional Standards Office (PSO) conducts impartial investigations into allegations of abuse and other inappropriate or illegal behavior upon the part of staff or youth, works to ensure the safety of the youth committed to OYA, and holds staff accountable for meeting OYA's core values of professionalism, accountability, integrity, and respect.
Prison Rape Elimination Act (PREA)	The Prison Rape Elimination Act (PREA) is federal law that supports prevention of sexual assault and rape within corrections systems and also sets minimum standards for responding to allegations of sexual assault and sexual harassment.
Complaint (CPT, SCC)	Complaints are lower-level cases related to OYA facilities, OYA parole/probation offices, residential providers, proctor homes, OYA foster homes, or any other location. PSO has a goal of closing complaints within 30 days of reported date. Note: Outside this slide deck, complaints about residential providers, proctor homes, and OYA foster homes may be classified separately under "Sub-Care" or "SCC," with all other complaints classified as "CPT."
Investigation (CS)	Investigations are higher-level cases with serious allegations such as a PREA incident. PSO has a goal of closing investigations within 90 days of reported date and within 60 days for PREA cases.
Youth Incident Report (YIR)	Youth incident reports are entered into JJIS, typically by facility staff. Some YIRs are flagged for PSO review based on a variety of criteria (e.g., PSO notification checkbox, PREA-related, various problem groups, escape, director notification checkbox, etc.)
Reporting Line	The Reporting Line is available 24x7 for OYA youth, OYA staff, parents, OYA residential and foster care providers, and community members to report concerns. Calls may be left anonymously. PSO attempts to return all Reporting Line calls by the end of the next business day, when contact information is available.
Reported Date	Reported date is when an individual contacted PSO about an issue, e.g., left a message on the reporting line, sent an email, or called the PSO office. PSO tracks cases from the reported date, which may be earlier than the date the case is entered into the case management system.
Open	The initial state of a case is entered into the PSO case management system is "Open."
Suspended	Investigators halt their work temporarily when a case has been suspended to law enforcement or Department of Human Services.
Closed	When investigators complete a case, they close and sign it.
Signed	The final step in the lifecycle of a case is review by the Chief Investigator or the chief's designee. The case is signed off if it meets PSO standards for documentation, investigation, evidence, etc.



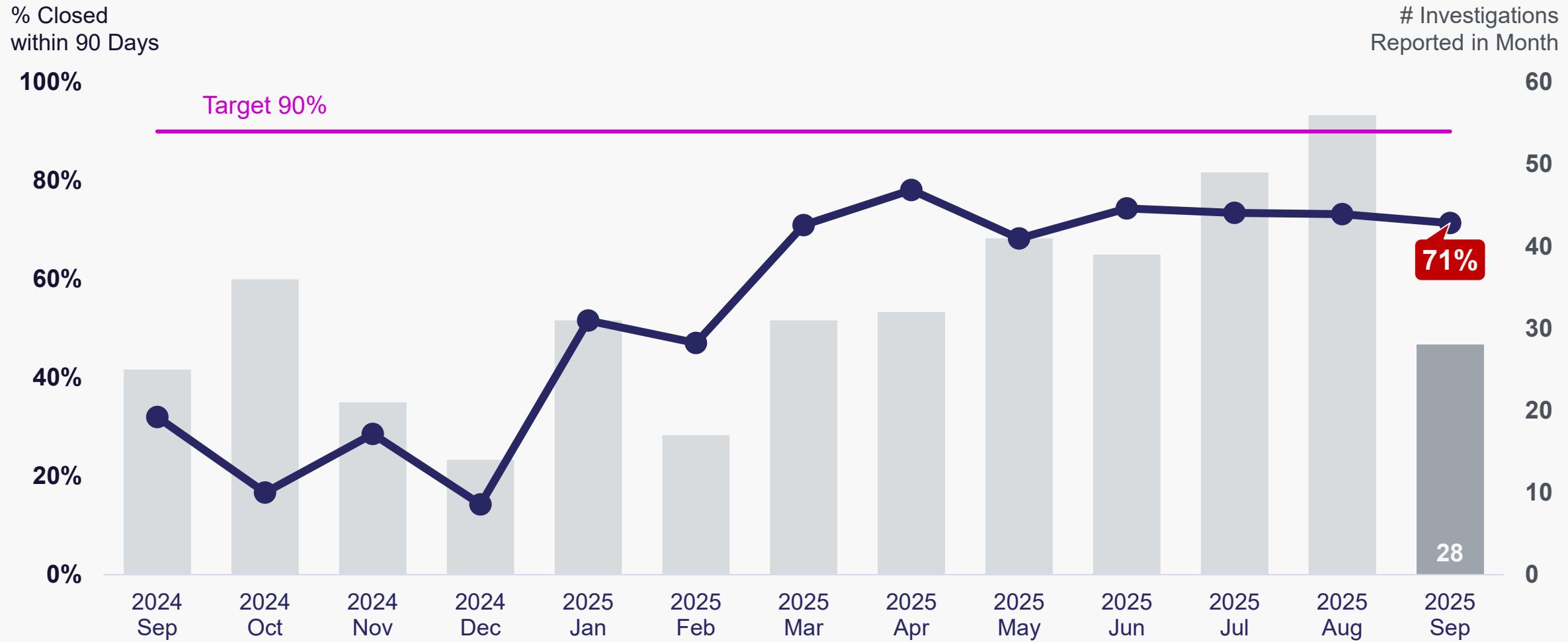
Insight | Measurement | Performance | Accountability  
Continuous Improvement | Transparency



# Performance Metrics



# 71% of investigations reported in September 2025 closed within 90 Days



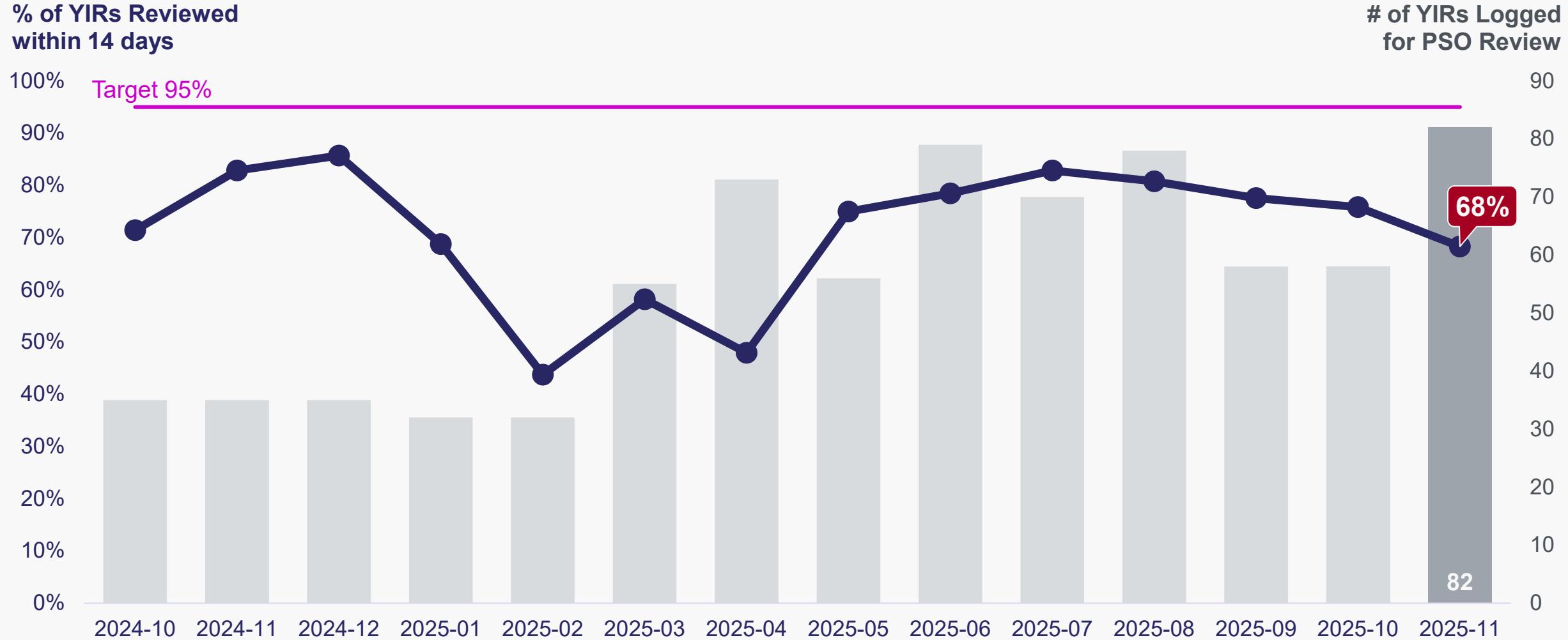


Complaint closure statistics not available for November 2025 due to temporary transition to BMS.



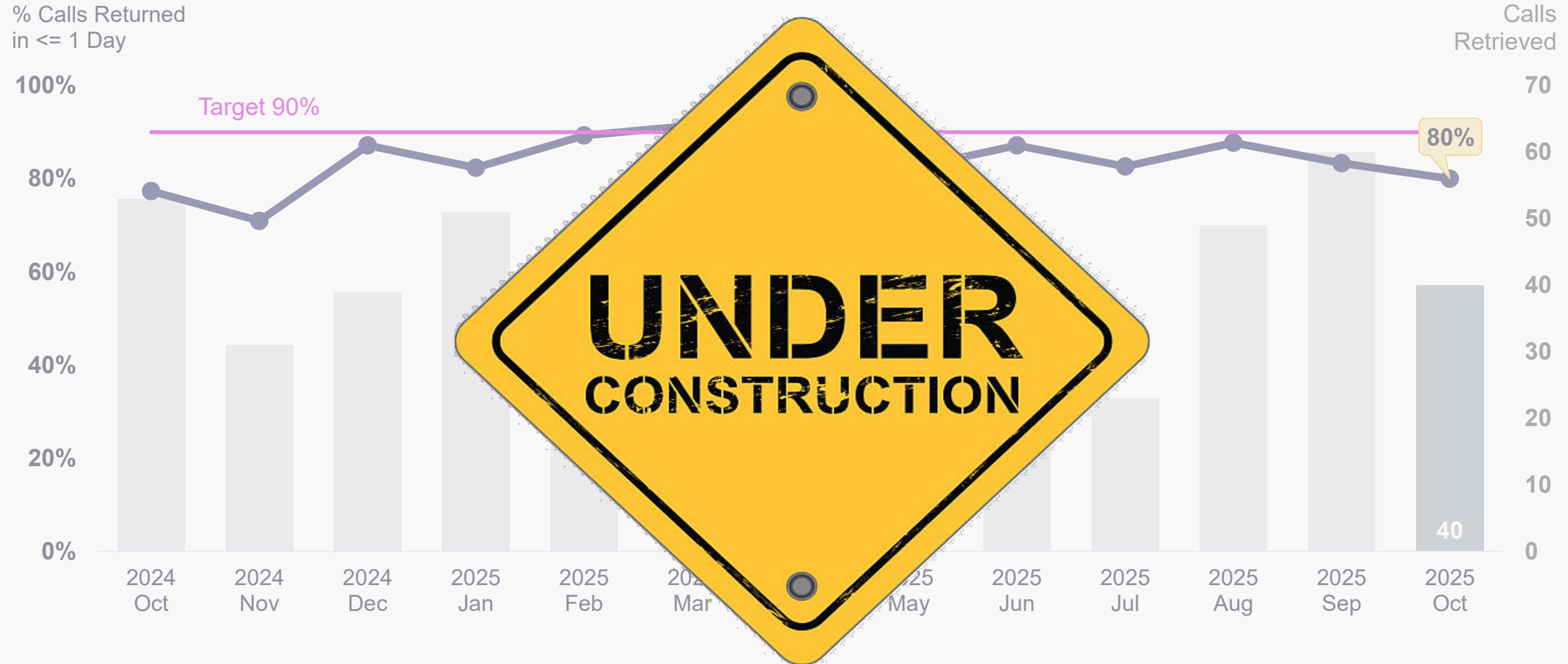


# 68% of logged YIRs were reviewed by PSO within 14 days





Reporting line statistics not available for November 2025 due to temporary transition to BMS.





# Supplemental Slides



As of January 1, 2026, PSO had closed 95% of the cases that were open or suspended on 1/1/2025

Pre-2025 Caseload: Closure Activity

**719**

Open and suspended  
cases 1/1/2025 \*

**- 682**

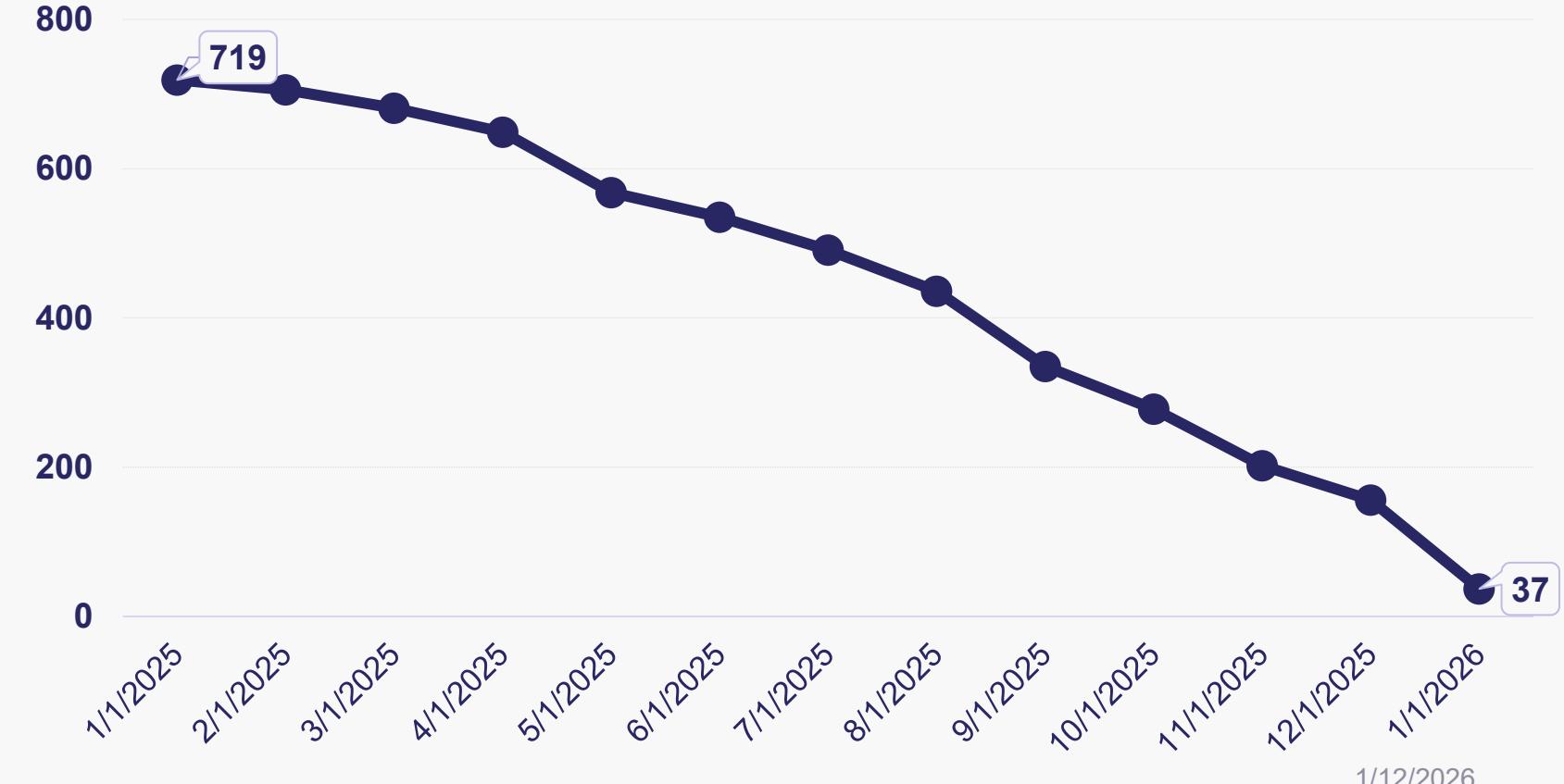
Closed since 1/1/2025

**37**

Pre-2025 open and  
suspended cases as of  
1/1/2026

Pre-2025 Open/Suspended Caseload

Open / Suspended  
Case Count



\* Initially reported as 733. Ongoing case review and cleanup identified duplicate cases, which have been removed from the system. AIM data as of 1/2/2026.



The Chief Investigator (or designee) has signed 345 of the cases that were awaiting review on 1/1/2025

Pre-2025 Caseload: Review Activity

**3237**

Unsigned on 1/1/2025

**— 345**

Reviewed & signed  
since 1/1/2025

**2892**

Cases closed prior to  
1/1/2025 still awaiting  
review as of 1/1/2026

AIM data as of 1/2/2026.

Pre-2025 Unsigned Caseload

Unsigned  
Case Count

3500

3237

2500

2000

1500

1000

500

0

1/1/2025 2/1/2025 3/1/2025 4/1/2025 5/1/2025 6/1/2025 7/1/2025 8/1/2025 9/1/2025 10/1/2025 11/1/2025 12/1/2025 1/1/2026



# PSO Case Flow

Case data is extracted from AIM, PSO's legacy case management system. Beginning in November 2025, PSO transitioned to the new BMS case management system and stopped reporting cases in AIM. Beginning in November 2025, PSO transitioned to the new BMS case management system and stopped reporting cases in AIM.





So far in 2025, PSO has closed about 3 cases  
for every 2 new cases

#### Monthly Case Activity

Month	Cases Reported	Cases Closed	Cases Signed
2024 Oct	88	46	0
2024 Nov	53	41	1
2024 Dec	62	33	1
2025 Jan	73	44	3
2025 Feb	43	51	62
2025 Mar	75	70	92
2025 Apr	81	153	220
2025 May	99	101	173
2025 Jun	90	132	151
2025 Jul	85	148	211
2025 Aug	104	197	225
2025 Sep	106	164	178
2025 Oct	68	182	210
All 2025	824	1242	1525





# Distribution of Days to Case Closure

By reported year with outliers displayed

Days between case reported date and close date  
By reported year without outliers displayed



Boxplot statistics by reported year

Statistic (Days)	2023	2024	2025 YTD
Minimum	0	0	0
First Quartile (Q1)	2	4	4
Median	9	58	13
Third Quartile (Q3)	44.25	266	41.5
Maximum	1006	592	280
Average	85.53	145.29	31.75
Statistic (Count)	2023	2024	2025 YTD
Outliers (count)	73	0	51
Closed Cases (N)	476	652	731

Data as of 11/4/2025



# Distribution of Days to Case Closure

By reported year with outliers displayed

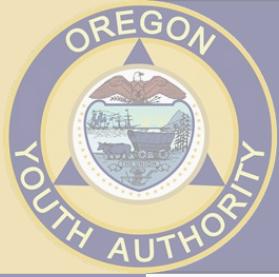
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# Classified Cases

## Days to Close

PSO began implementing case classification in spring 2025. As of May 1, 2025, PSO had classified all open and suspended cases and continues to classify all newly reported cases.

A large yellow diamond-shaped sign with a black border and two circular holes at the top corners. The words "UNDER CONSTRUCTION" are printed in large, bold, black, distressed-style capital letters. The sign is positioned diagonally across the background of a table.

	Case Count (N)	Average Days to Close
1) Staff cases	58	26.41
2) Youth cases	29	27.90
3) All suspended cases	7	16.86
4) All open cases	91	42.63
5) Youth cases closed after 5/1/2025 *	2	6.00
6) Youth cases closed after 5/1/2025 *	28	18.54
7) All other cases	244	14.17
All cases closed after 5/1/2025 *	459	22.45



# Classified Cases

## Findings by Case Classification

Case Classification	Substantiated	Partially Substantiated	Unsubstantiated	Conclusive	Referred	Combined	Other <sup>1</sup>
1) Staff on youth sexual or boundary violation	3			1	1	4	6
2) Staff on youth non-sexual or other criminal act	4				3	6	2
3) Staff on youth racism or discrimination				4	4	0	0
4) Youth on youth sexual or boundary violation				3	3	7	7
5) Youth on staff assault	1				0	1	0
6) Youth on youth other crimes	6				5	5	2
7) All other cases	27			20	79	17	48
<b>All classified cases closed on or after 5/1/2025<sup>2</sup></b>	<b>76</b> (16.6%)	<b>11</b> (2.4%)		<b>80</b> (17.4%)	<b>95</b> (20.7%)	<b>40</b> (8.7%)	<b>65</b> (14.2%)

- <sup>1</sup> Other findings: Resolved Prior to PSO Contact, Unable to Contact, No Complaint, and/or data errors of closed cases with a pending finding.

- <sup>2</sup> Table excludes 8 unclassified cases closed after 5/1/2025.



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Continuous Improvement | Transparency



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