



OYA Professional Standards Office

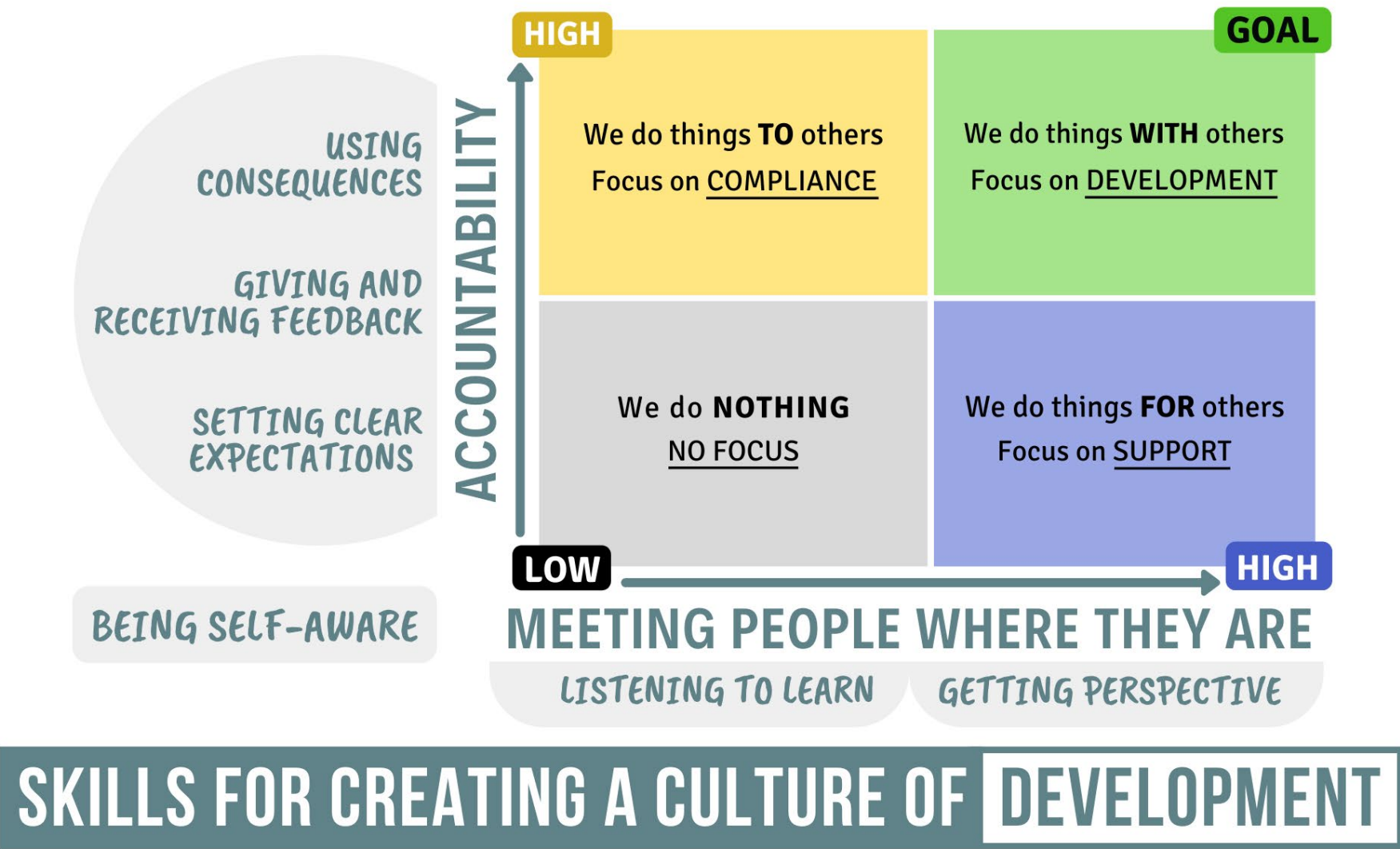
PSO Case Statistics

Tim Thrasher, Chief Investigator

1/12/2026



The Developmental Approach





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
1.4	Add (Time & Motion or Task/Process) analysis of PSO-related activities to inform staffing discussions	PSO/ Research	Not Started
1.13	Follow-up with referred cases at facilities to determine there is documentation of outcomes or procedure	PSO	Not Started
1.15	Suspended cases - clean-up date discrepancies	PSO/ Research	In Progress
1.16	Add chart to track number of suspended cases	PSO/ Research	In Progress

2	PM1: Percentage of investigations completed within 90 days	Lead	Status
2.3	Account for time in suspension	Research	In Progress
2.4	Investigations closed within 90 days – add with and without suspended cases	Research	In Progress
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

3	PM2: Percentage of complaints completed within 30 days	Lead	Status
3.1	Account for time in suspension	Research	In Progress
3.2	Look at complaint closures within 30 days by investigator to see if there are any patterns	PSO/ Research	In Progress

4	PM3: Percentage of YIRs reviewed within 14 days	Lead	Status
4.1	Analyze YIRs that have not been locked	Research	In Progress
4.2	Why isn't PSO getting YIRs?	PSO/ Research	Completed

5	PM4: Percent of Reporting Line calls returned by the next business day following retrieval of the message	Lead	Status
5.6	Reporting line call data cleanup	Research/ PSO	In Progress



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.



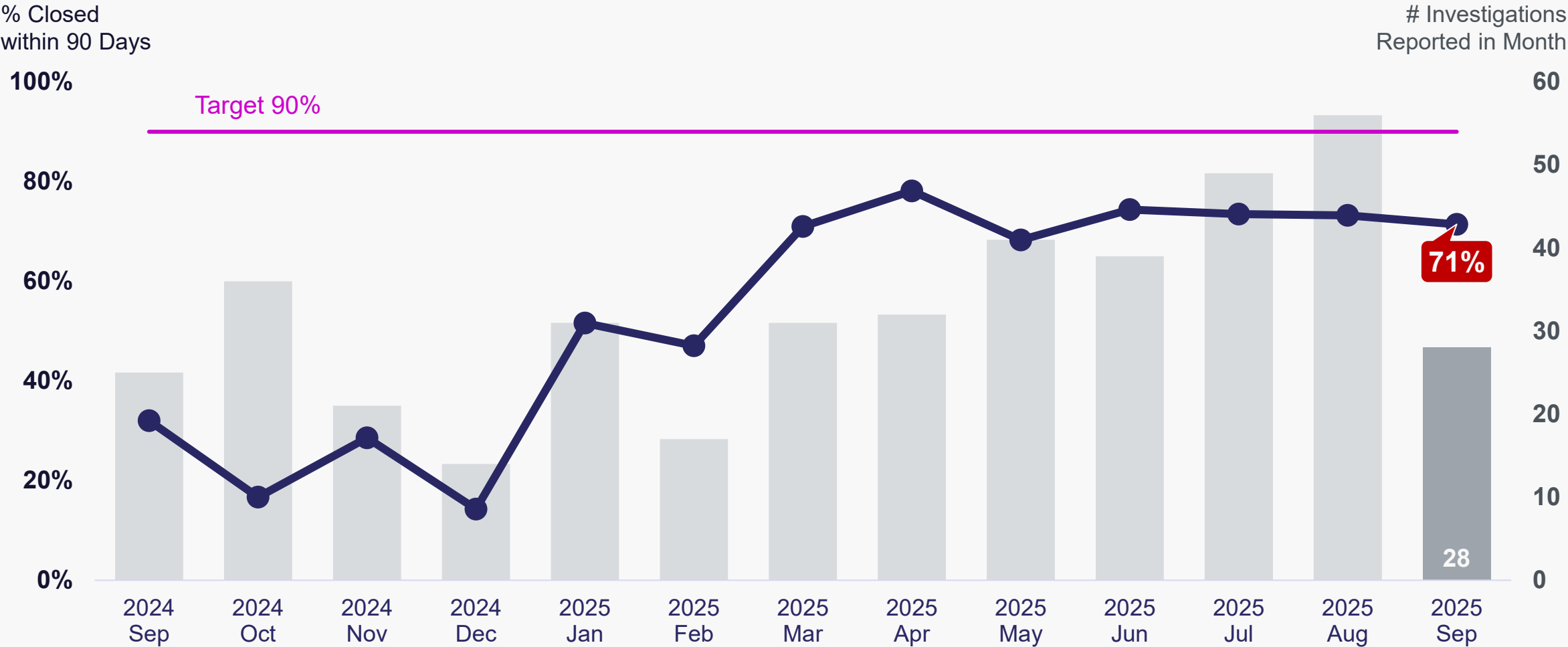
Insight | Measurement | Performance | Accountability
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Performance Metrics

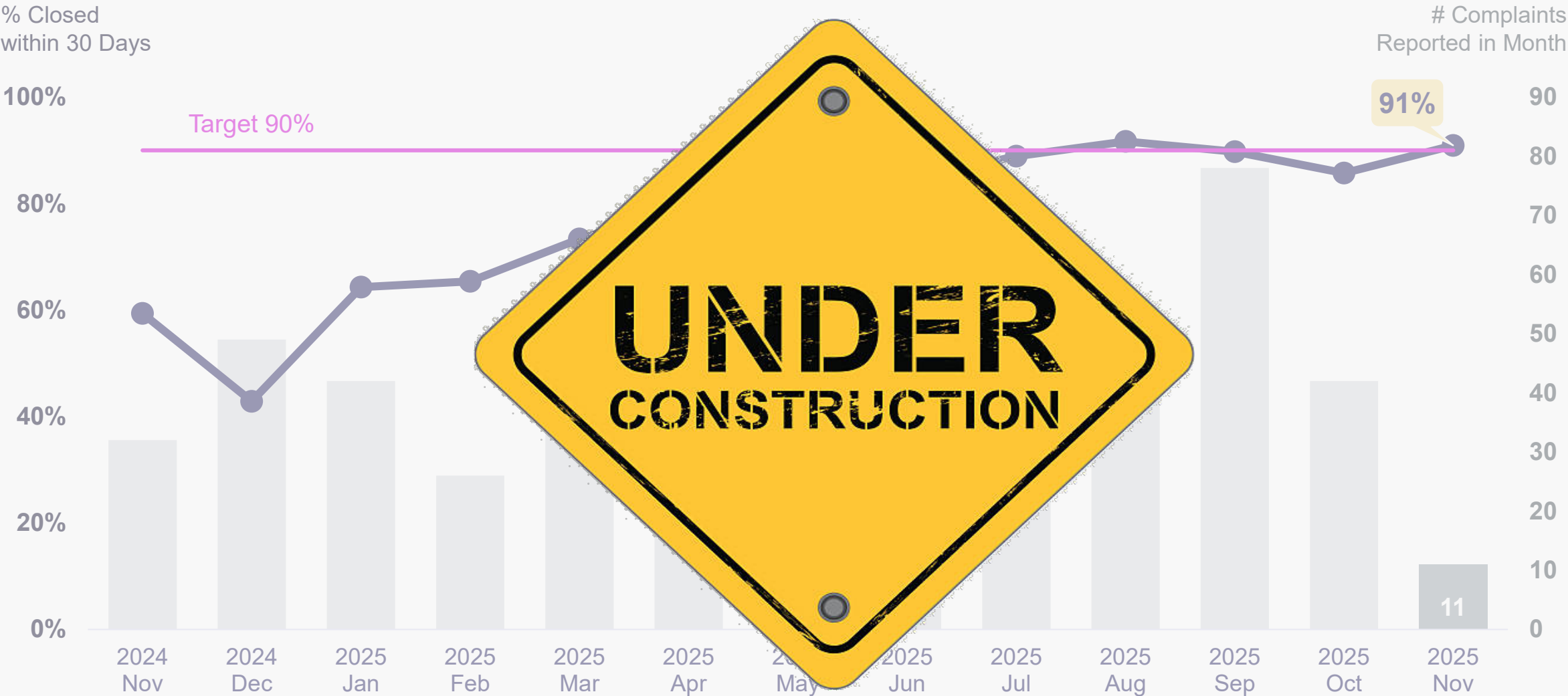


71% of investigations reported in September 2025 closed within 90 Days





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

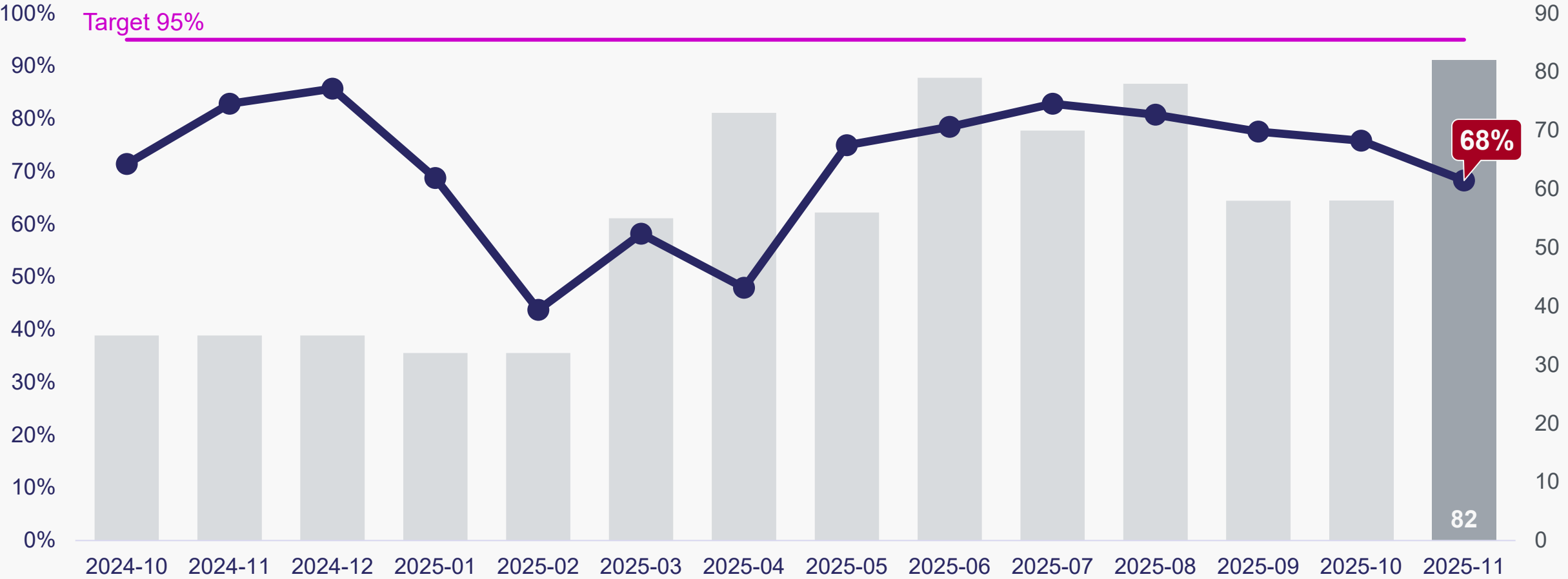




68% of logged YIRs were reviewed by PSO within 14 days

% of YIRs Reviewed
within 14 days

of YIRs Logged
for PSO Review





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

% Calls Returned
in <= 1 Day

100%

Target 90%

80%

60%

40%

20%

0%

Calls
Retrieved

70

60

50

40

30

20

10

0

80%

40

UNDER
CONSTRUCTION

2024
Oct

2024
Nov

2024
Dec

2025
Jan

2025
Feb

2025
Mar

2025
May

2025
Jun

2025
Jul

2025
Aug

2025
Sep

2025
Oct



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

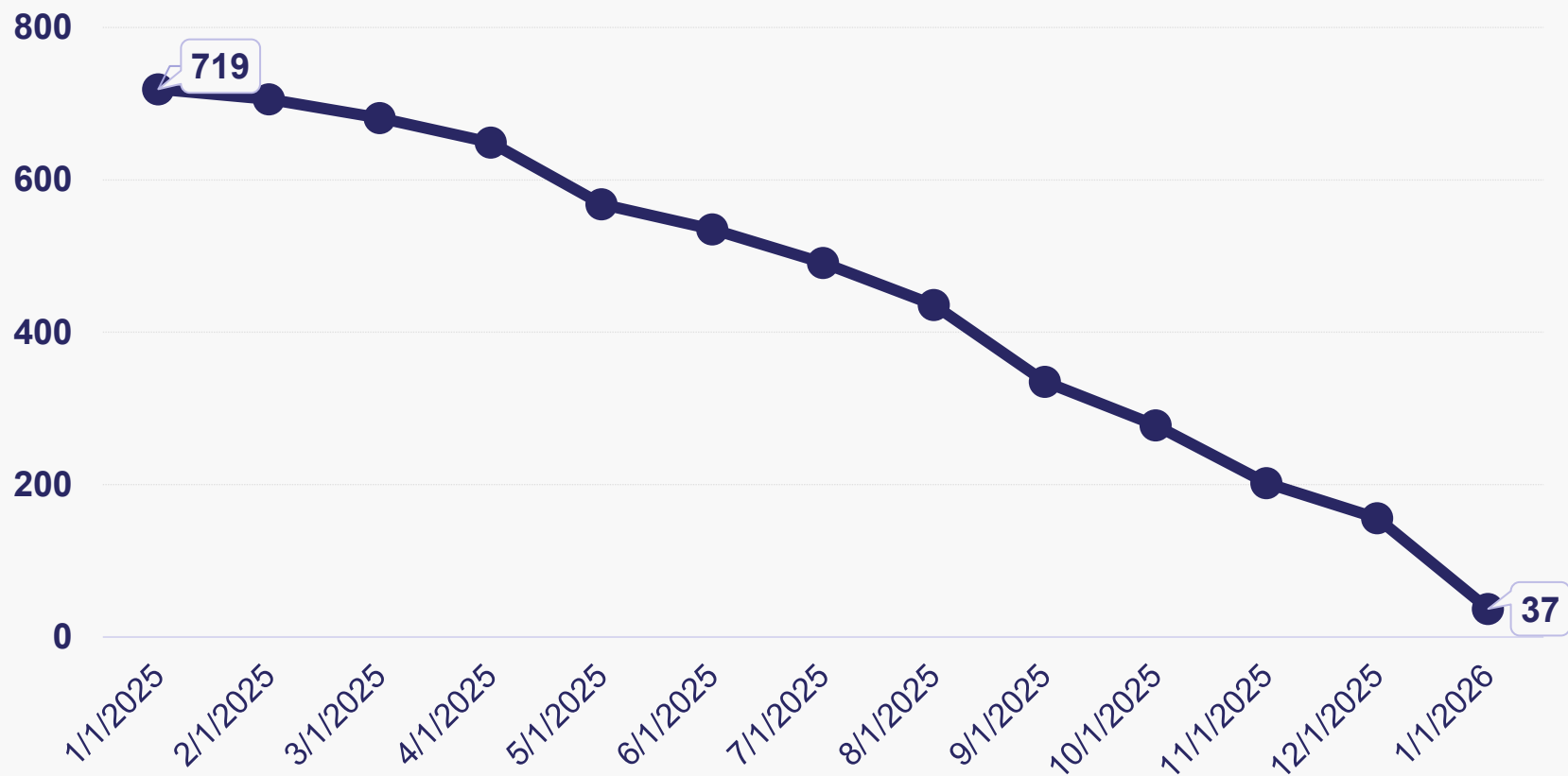
Closed since 1/1/2025

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

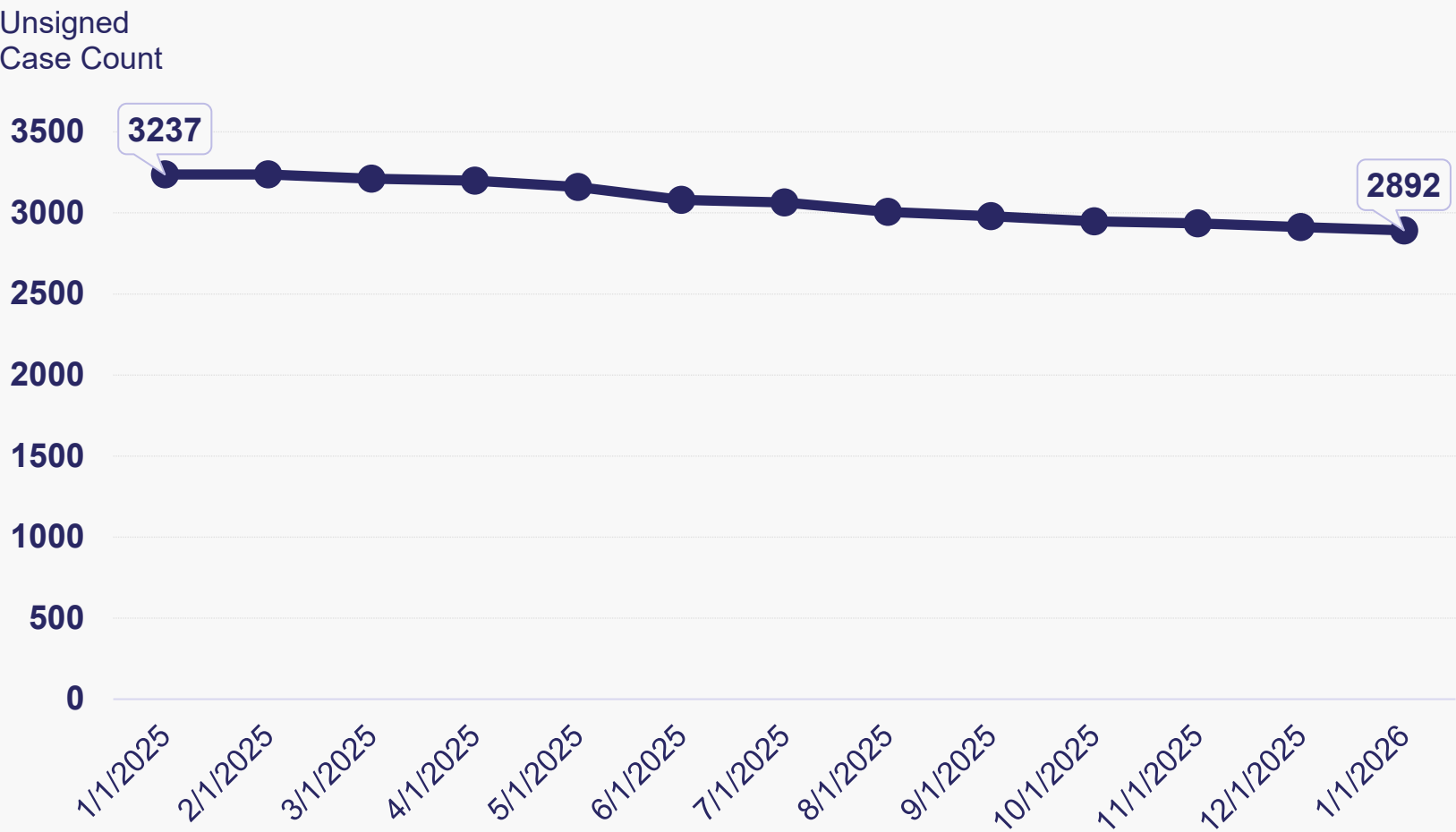
- 345

Reviewed & signed since 1/1/2025

2892

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

Pre-2025 Unsigned Caseload



AIM data as of 1/2/2026.



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.

Cases

900
800
700
600
500
400
300
200
100
0

2024 Nov 2024 Dec 2025 Jan 2025 Feb 2025 Mar 2025 Apr 2025 May 2025 Jun 2025 Jul 2025 Aug 2025 Sep 2025 Oct



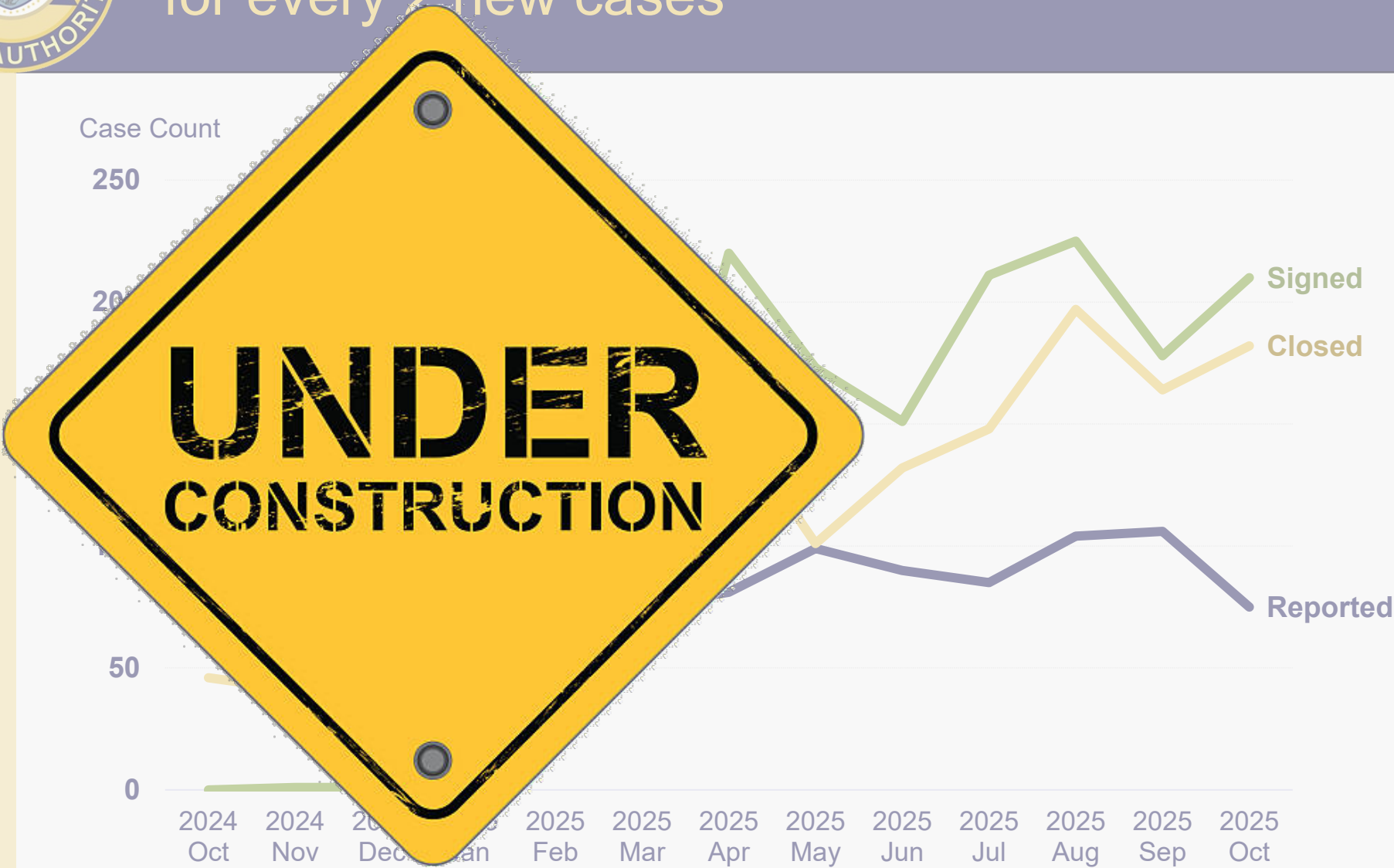
- Reported in Month
- Closed in Month
- Open / Susp Cases at Month Start



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

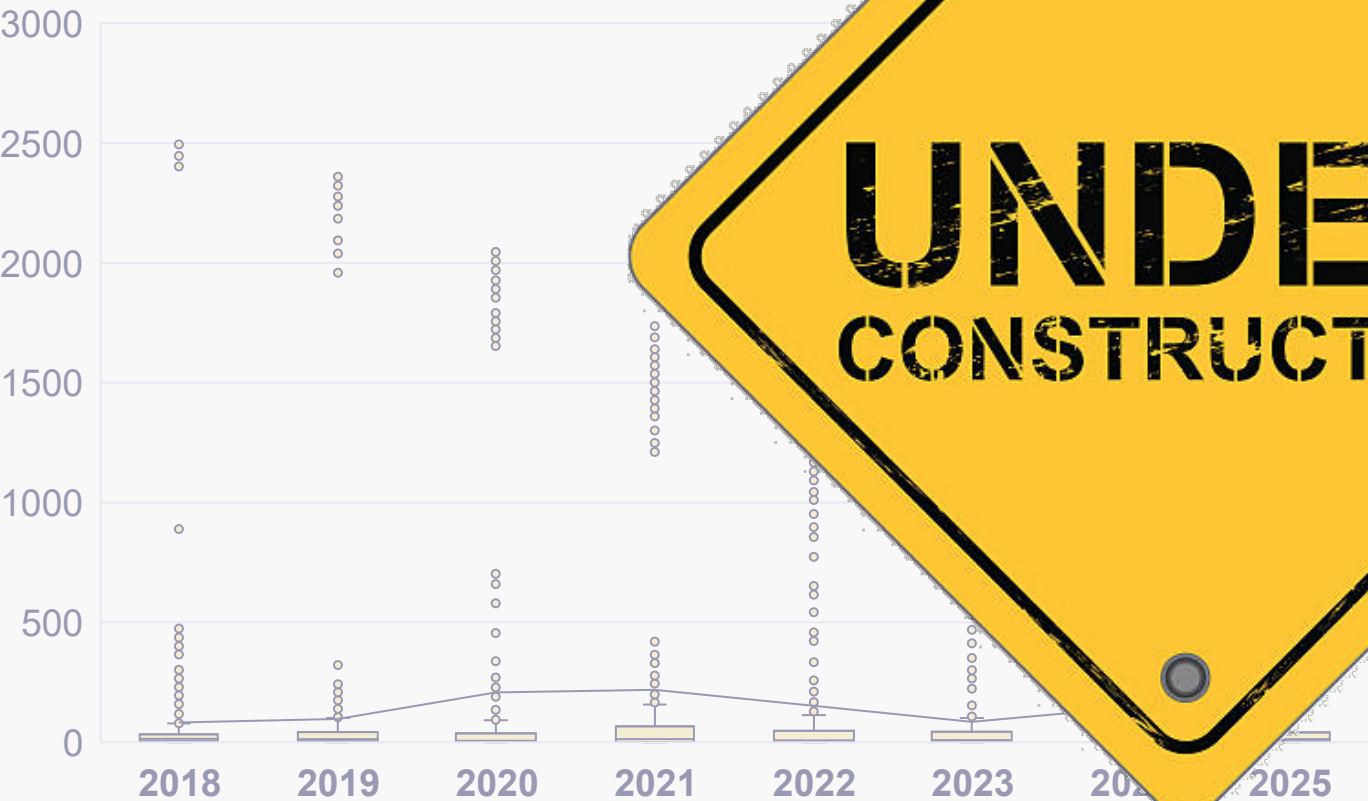
Data as of 11/4/2025



Distribution of Days to Case Closure

By reported year with outliers displayed

Days between case reported date and close date
By reported year with outliers displayed



Boxplot statistics by reported year

Statistic (Days)	2023	2024	2025 YTD
Maximum	0	0	0
90th Percentile (Q1)	2	4	4
Median	9	58	13
Mean (Q3)	44.25	266	41.5
Standard Deviation	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



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.



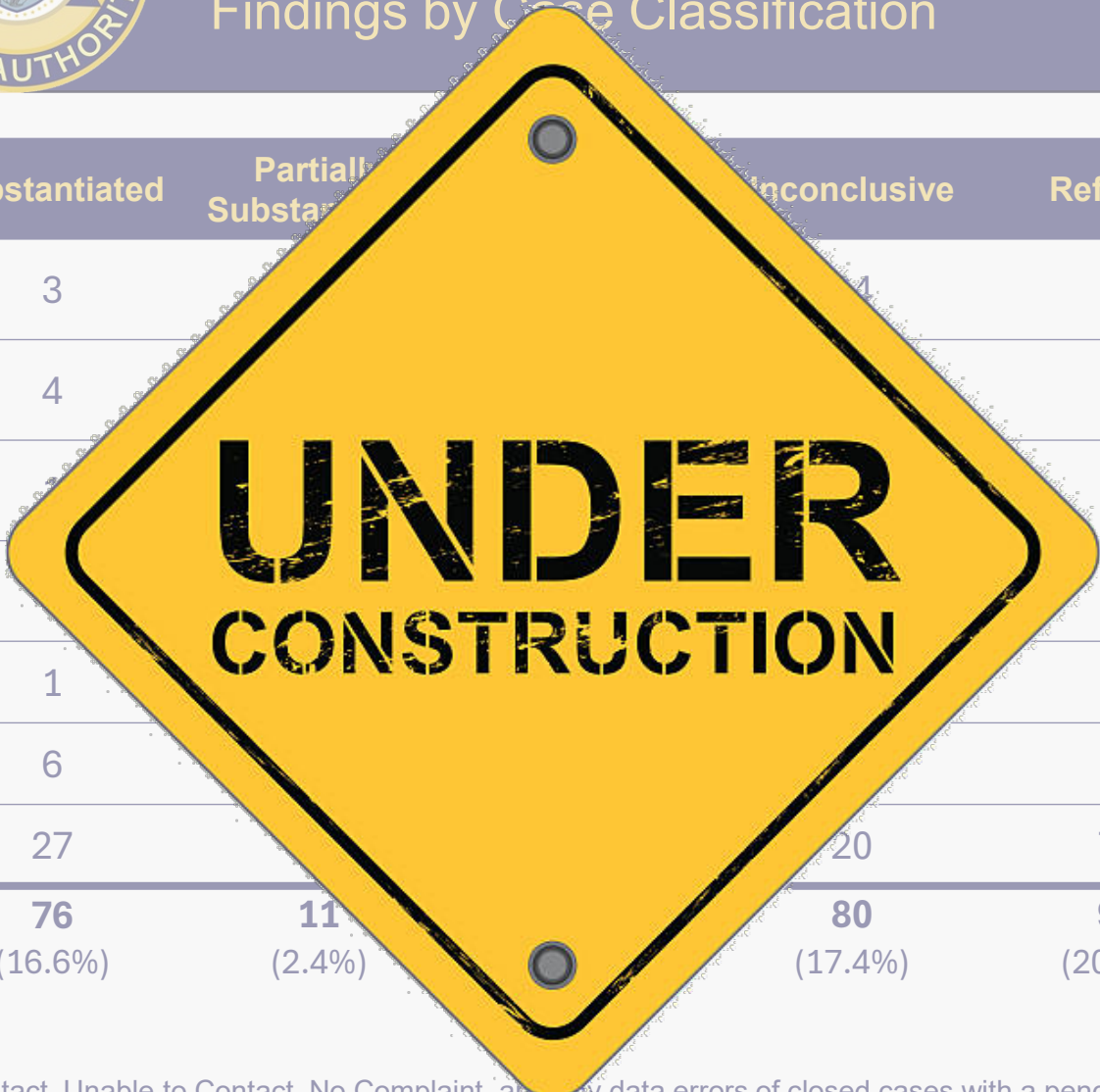
	Case Count (N)	Average Days to Close
1) Staff	58	26.41
2) Youth	29	27.90
3) Youth	7	16.86
4) Youth	91	42.63
5) Youth	2	6.00
6) Youth	28	18.54
7) All other cases	244	14.17
All cases closed after 5/1/2025 *	459	22.45



Classified Cases

Findings by Case Classification

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

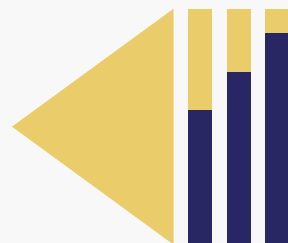


• ¹ Other findings: Resolved Prior to PSO Contact, Unable to Contact, No Complaint, and any data errors of closed cases with a pending finding.

• ² Table excludes 8 unclassified cases closed after 5/1/2025.



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