



# OYA Professional Standards Office

## PSO Case Statistics

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12/14/2025



# 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*



# November 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
1.10	Change color of result data label to match 10% standard thresholds (except YIR)	Research	Completed
1.11	Add another slide month over month open/suspended	Research	Completed
1.12	Closer examination of outlier cases with small number of days	Research/ PSO	Completed
1.13	Follow-up with referred cases at facilities to determine there is documentation of outcomes or procedure	PSO	Not Started
1.14	Add note related to evidence thresholds	PSO/ Research	Completed
1.15	Suspended cases - clean-up date discrepancies	PSO/ Research	In Progress
2	<b>PM1: Percentage of investigations completed within 90 days</b>	Lead	Status
2.3	Account for time in suspension	Research	In Progress
3	<b>PM2: Percentage of complaints completed within 30 days</b>	Lead	Status
3.1	Account for time in suspension	Research	In Progress
4	<b>PM3: Percentage of YIRs reviewed within 14 days</b>	Lead	Status
4.1	Analyze YIRs that have not been locked	Research	In Progress
4.2	Why isn't PSO getting YIRs?	PSO/ Research	In Progress
4.4	Drop 7-day line and ensure threshold reflects 5% standard rather than 10%	Research	Completed
4.5	Change callout values to associated percentage threshold colors	Research	Completed
5	<b>PM4: Percent of Reporting Line calls returned by the next business day following retrieval of the message</b>	Lead	Status
5.5	Figure out how to capture investigations in analysis	Research	Completed
5.6	Reporting line call data cleanup	Research/ PSO	In Progress



# Definitions

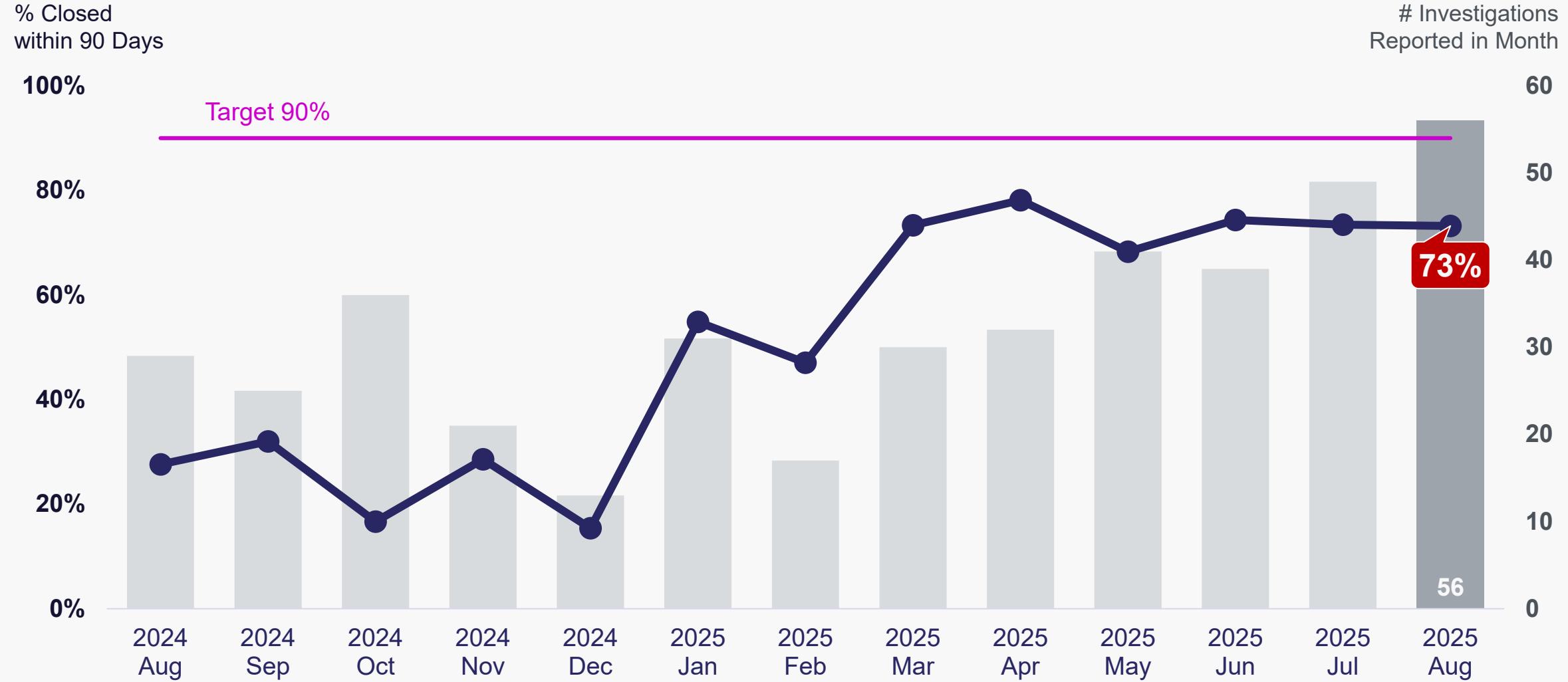
Term	Definition
<b>Professional Standards Office (PSO)</b>	The Professional Standards Office (PSO) conducts impartial investigations into allegations of abuse and other inappropriate or illegal behavior upon the part of staff or youth, works to ensure the safety of the youth committed to OYA, and holds staff accountable for meeting OYA's core values of professionalism, accountability, integrity, and respect.
<b>Prison Rape Elimination Act (PREA)</b>	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.
<b>Complaint (CPT, SCC)</b>	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."
<b>Investigation (CS)</b>	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.
<b>Youth Incident Report (YIR)</b>	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.)
<b>Reporting Line</b>	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.
<b>Reported Date</b>	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.
<b>Open</b>	The initial state of a case is entered into the PSO case management system is "Open."
<b>Suspended</b>	Investigators halt their work temporarily when a case has been suspended to law enforcement or Department of Human Services.
<b>Closed</b>	When investigators complete a case, they close and sign it.
<b>Signed</b>	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.



# Performance Metrics

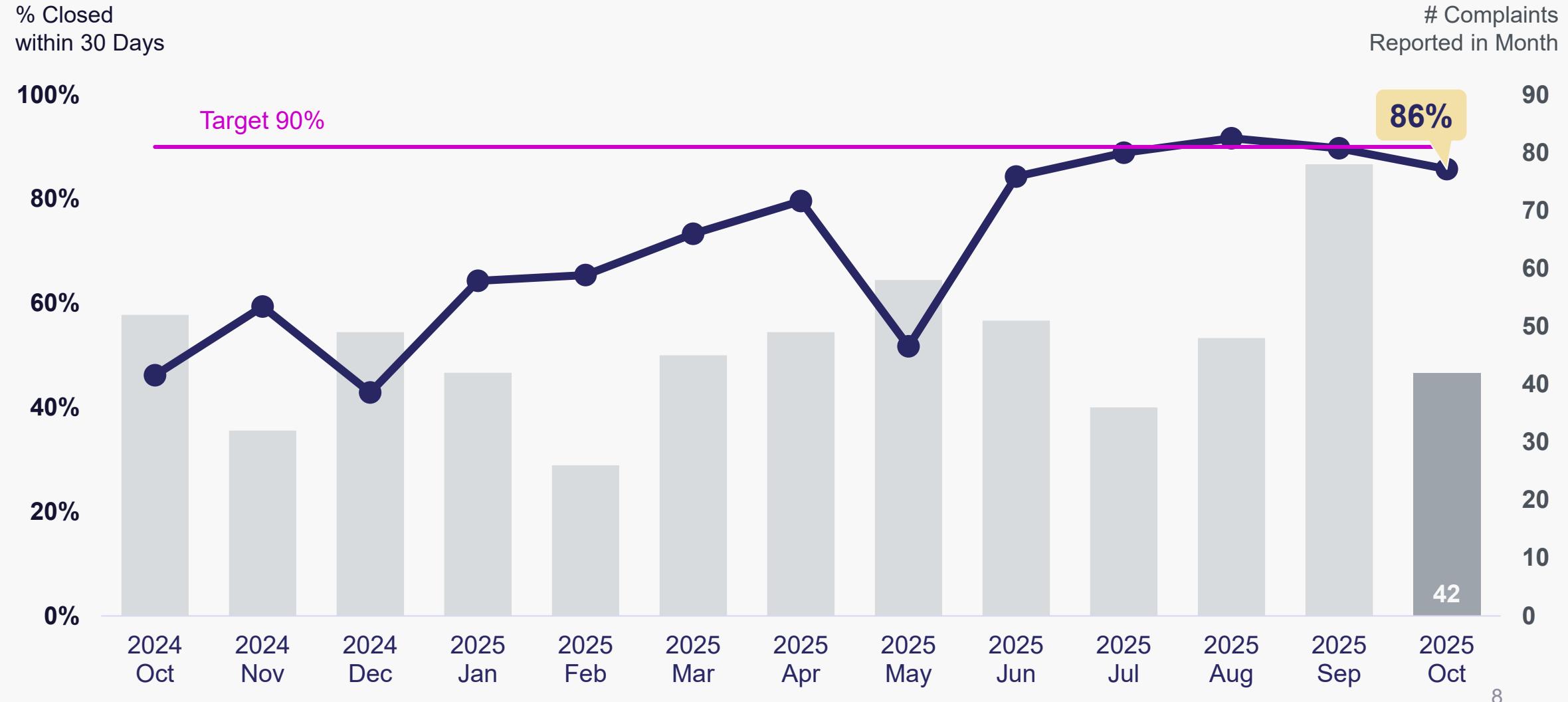


# 73% of investigations reported in August 2025 closed within 90 Days





# 86% of complaints reported in October 2025 closed within 30 Days

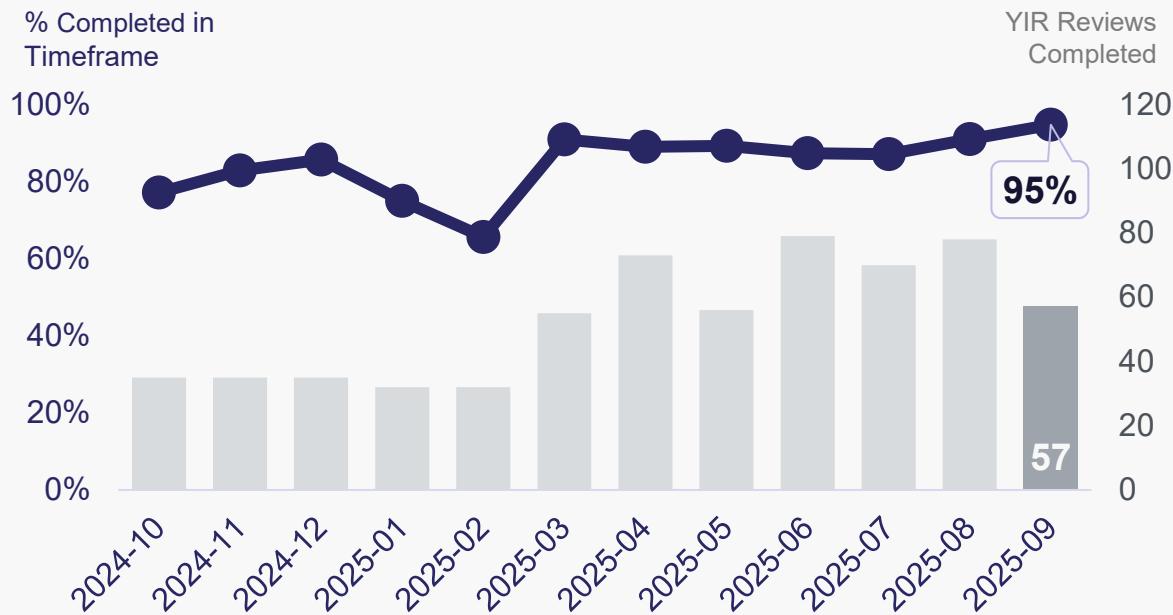




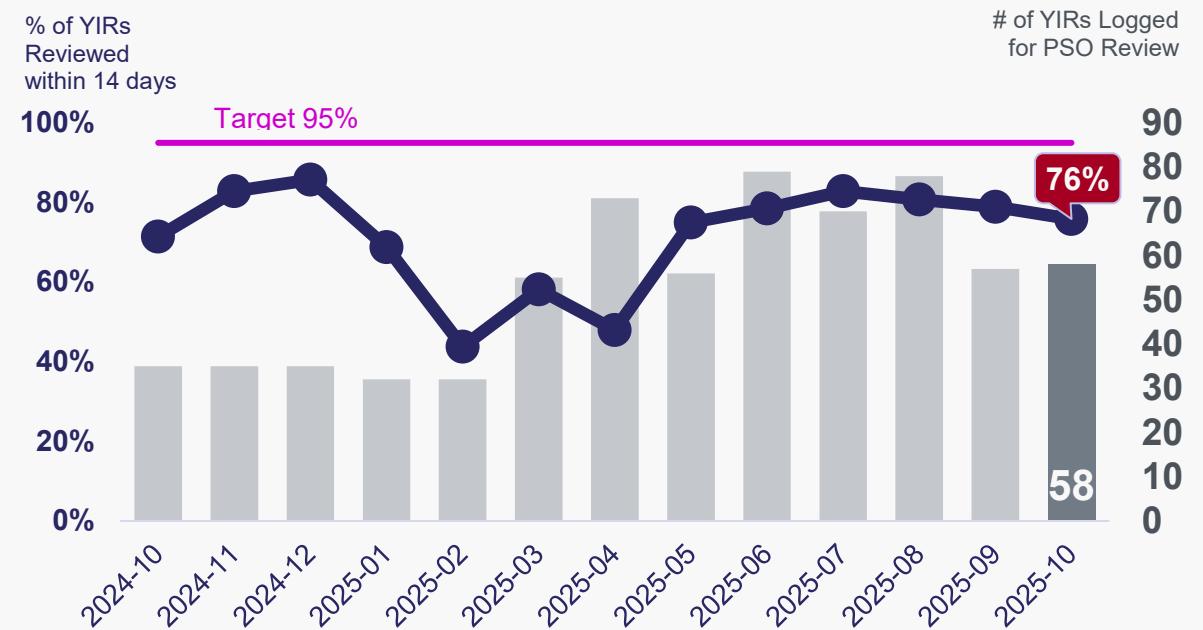
# New Definition YIRs Reviewed in 14 Days

Last month, the calculation for this measure was based on days between PSO entered date (the date PSO started the review) and PSO review completed date. The new definition calculates the days between the YIR logged date and PSO review completed date.

## Last Month:



## New:





80% of reporting line calls retrieved in October 2025 were returned within one day





# Supplemental Slides



As of December 1, 2025, PSO had closed 79% of the cases that were open or suspended on 1/1/2025

**Pre-2025 Caseload: Closure Activity**

**715**

Open and suspended  
cases 1/1/2025 \*

**- 563**

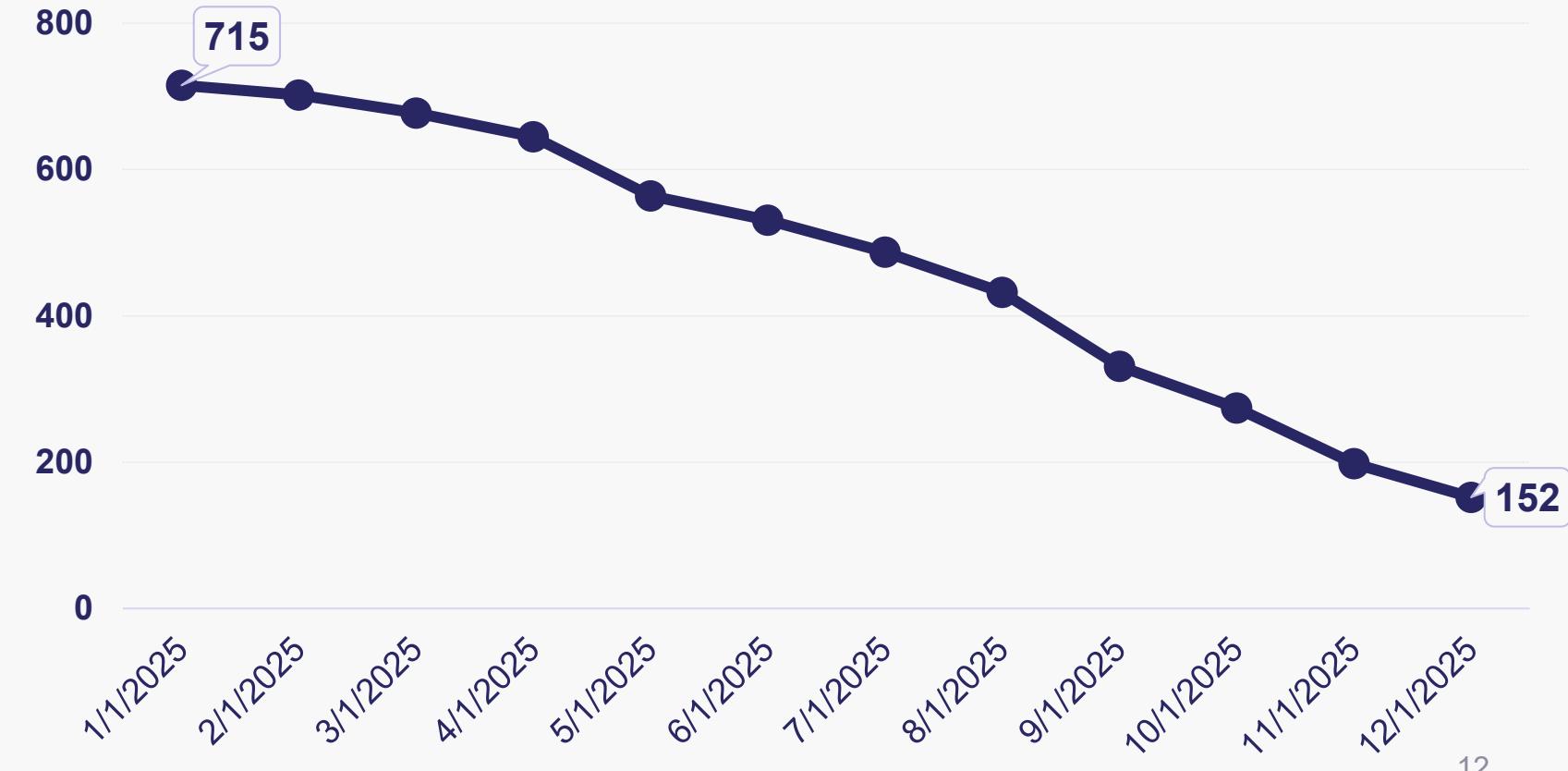
Closed since 1/1/2025

**152**

Pre-2025 open and  
suspended cases as of  
12/1/2025

**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 12/5/2025.



The Chief Investigator (or designee) has signed 302 of the cases that were awaiting review on 1/1/2025

Pre-2025 Caseload: Review Activity

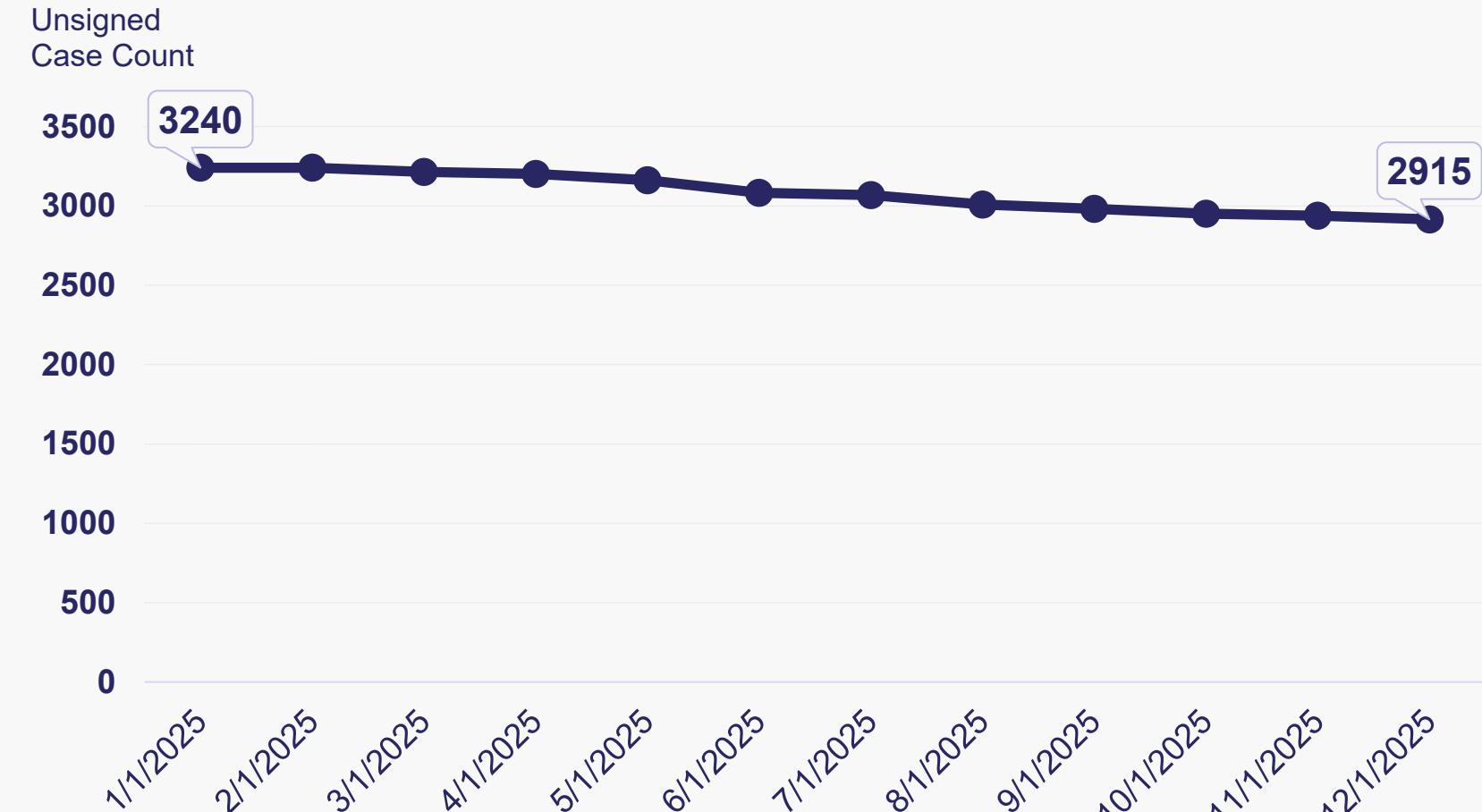
**3240** Unsigned on 1/1/2025

**325** Reviewed & signed since 1/1/2025

**2915** Cases closed prior to 1/1/2025 still awaiting review as of 11/1/2025

AIM data as of 12/5/2025.

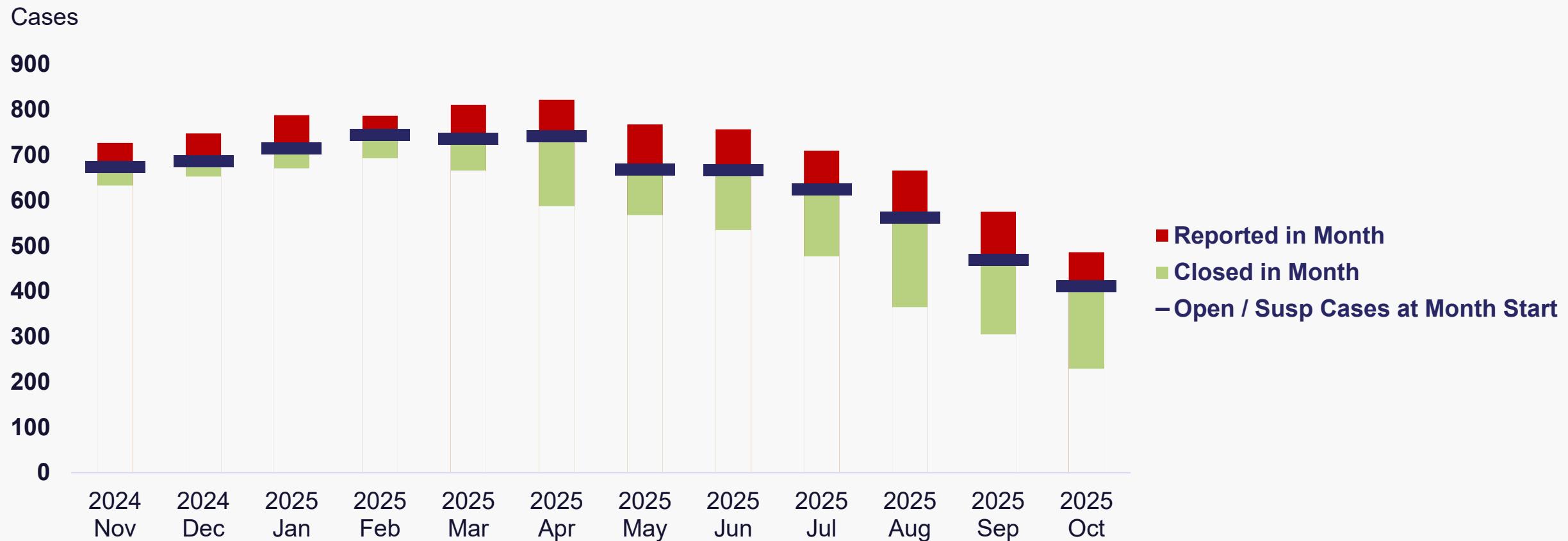
Pre-2025 Unsigned Caseload





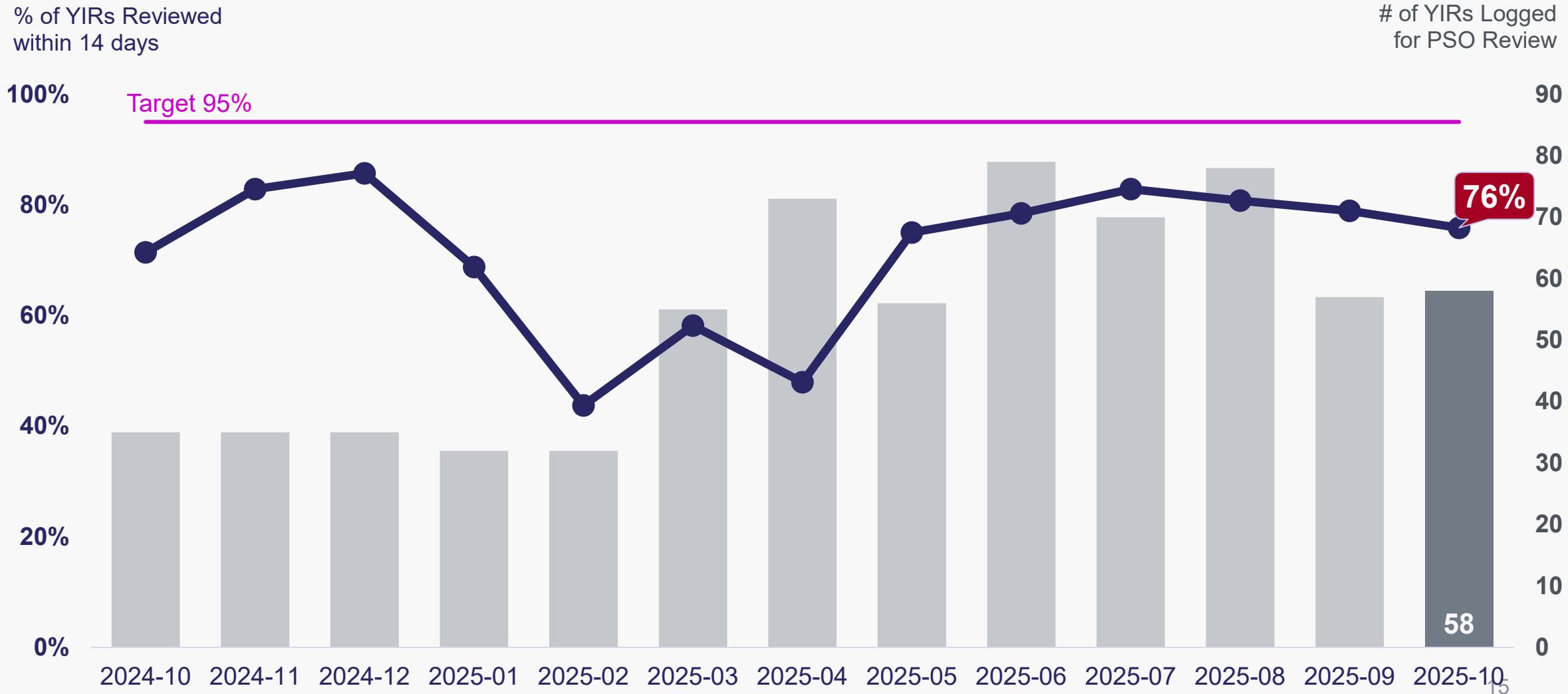
# PSO Case Flow

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 entering newly reported cases in AIM.





# Of YIRs logged in October 2025, 76% had a completed PSO review within 14 days





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





2025 PSO performance is delivering faster and more consistent closures, even as more cases are processed

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



Boxplot statistics by reported year

Statistic (Days)	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 closure date  
By reported year with outliers displayed



Boxplot statistics by reported year

Statistic (Days)	2023	2024	2025 YTD
Minimum	0	0	0
First Quartile (Q1)	2	4	4
Median (Q3)	9	58	13
Average	44.25	266	41.5
Maximum	1006	592	280
Outliers (count)	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.

A large, yellow diamond-shaped sign with a black border and a black screw at each corner. The words "UNDER CONSTRUCTION" are written 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) Suspended cases	7	16.86
4) All cases closed after 5/1/2025 *	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 closed after 5/1/2025 *	244	14.17
All cases closed after 5/1/2025 *	459	22.45



# Classified Cases

## Findings by Case Classification

Case Classification	Substantiated	Partially Substantiated	Conclusive	Referred	Combined	Other <sup>1</sup>
1) Staff on youth sexual or boundary violation	3			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	0	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 any data errors of closed cases with a pending finding.

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



Insight | Measurement | Performance | Accountability  
Continuous Improvement | Transparency



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