

**Quality and Productivity Commission
32nd Annual Productivity and Quality Awards Program
"Innovating For Impact"**

2018 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

NAME OF PROJECT: TRACKING DATA TO PROMOTE ORGANIZATIONAL EXCELLENCE

DATE OF IMPLEMENTATION/ADOPTION: JULY 1, 2015
(Must have been implemented at least one year - on or before July 1, 2016)

PROJECT STATUS: X Ongoing One-time only

HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT? Yes X No

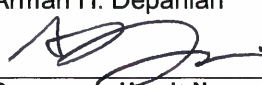
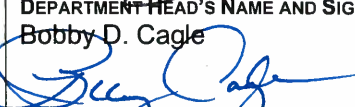
EXECUTIVE SUMMARY: Describe the project in 15 lines or less using Arial 12 point font. State clearly and concisely what difference the project has made.

1 As a result of a collaborative effort with the County of Los Angeles Department of
2 Auditor-Controller's (AC) Office of County Investigations (OCI), Internal Services
3 Department (ISD) and the Department of Children and Family Services (DCFS)
4 Business Information Systems (BIS) Division, DCFS' Risk Management Division's
5 (RMD) Internal Affairs (IA) Section developed the DCFS Investigation Tracking
6 Management System (DITMS). DITMS is a web-based, user-friendly, automated,
7 centralized information management system that has helped streamline IA Section's
8 employee misconduct investigations, child fatality/near fatality reviews, and litigation
9 analysis processes. Implementation of DITMS has eliminated the manual process of
10 workforce management, case management and recordkeeping for all case types
11 referred to IA. Furthermore, it allows staff and managers to track and enforce a
12 standardized workflow for each investigation through the use of due dates for
13 investigative milestones. This empowers investigators to increase productivity and
14 meet the County's 90-day performance guideline, thereby decreasing backlog, with the
15 main goal of reaching a 1:1 ratio of cases closed versus cases received.

BENEFITS TO THE COUNTY

(1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE	(2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS	(3) ACTUAL/ESTIMATED ANNUAL REVENUE	(1) + (2) + (3) = TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT	SERVICE ENHANCEMENT PROJECT
\$	\$	\$	\$	<input checked="" type="checkbox"/>

ANNUAL = 12 MONTHS ONLY

SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS Department of Children and Family Services 501 Shatto Place, Suite 300 Los Angeles, CA 90020		TELEPHONE NUMBER (213) 738-3000
PROGRAM MANAGER'S NAME Elizabeth A. Howard		TELEPHONE NUMBER (213) 738-2731 EMAIL howeli@dcfs.lacounty.gov
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE <small>(PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME)</small> Arman H. Depanian 		DATE 6/27/18 TELEPHONE NUMBER (213) 739-6435 EMAIL depana@dcfs.lacounty.gov
DEPARTMENT HEAD'S NAME AND SIGNATURE Bobby D. Cagle 		DATE 7/2/18 TELEPHONE NUMBER (213) 351-5600

Quality and Productivity Commission
32nd Annual Productivity and Quality Awards Program
"Innovating For Impact"

2018 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

NAME OF PROJECT: TRACKING DATA TO PROMOTE ORGANIZATIONAL EXCELLENCE

1st FACT SHEET – LIMITED UP TO 3 PAGES ONLY: Describe the **challenge(s), solution(s), and benefit(s)** of the project. What quality and/or productivity-related outcome(s) has the project achieved? Provide measures of success. Use Arial 12 point font.

CHALLENGE: With over 8,000 staff providing child welfare services to over 34,000 children in 2017, it is important that IA ensures the Department's policy and procedures are followed and that all employees adhere to the established standards of professionalism and ethical conduct. Doing so is essential for ensuring the safety and well-being of both the children served by DCFS, and their families. To this end, the DCFS RMD's IA Section is tasked with conducting factual, comprehensive and objective employee-related investigations with integrity, thoroughness, and fairness by taking into account State and local laws; County and Departmental policies and procedures; employment rights; collective bargaining agreements; community relationships and expectations; and organizational and political cultures.

The administration of such a large responsibility presents many challenges for IA. For example, workforce management requires maintaining workload equity; tracking work pace; identifying backlog cases; tracking open and closed cases; searching different databases for historical information; managing case information; and transferring information. Recordkeeping requires a repository for information obtained during the investigative process, as well as a secure place to maintain these confidential files. Lastly, informing and guiding best case practice and employee conduct requires generating reports that identify important data (e.g., amount of work completed and backlog ratios) and trends (e.g., specific policies violated, patterns in violation location clusters). These responsibilities were historically completed using archaic systems and programs, which lent itself to time consuming, tedious and often inaccurate management of the workload thereby limiting timely completion that an investigation warrants.

SOLUTION: The AC maintains a hotline to report Los Angeles County managers, employees, contractors, or vendors who commit fraud, waste, or misappropriation of County resources. The AC manages their cases through a Countywide Investigation Tracking and Management System (ITMS), and uses this database to assign each misconduct referral to the respective County Department.

Through the aforementioned collaborative effort, creating DITMS speeds up the investigative process by automatically populating various fields with all cases assigned to DCFS by the AC through a nightly "data drop". DITMS also provides basic productivity aids such as drop down responses, unlimited entry and edit-checking, and fast searches for all cases referred to IA.

Quality and Productivity Commission
32nd Annual Productivity and Quality Awards Program
"Innovating For Impact"

2018 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

NAME OF PROJECT: TRACKING DATA TO PROMOTE ORGANIZATIONAL EXCELLENCE

Use Arial 12 point font.

BENEFITS: The benefits of using DITMS have been tangible and well-received by primary users as it enhances overall efficiency. Associated benefits include the following:

- Creates greater data integrity by reducing data redundancy, updating errors and increasing consistency. It also reduces the amount of time spent managing data;
- Provides an ability to quickly store, search and select desired information. This improved access also makes it possible to produce quick answers to ad hoc case and data queries;
- Enhances tracking and reporting capabilities, which in turn improves the ability to analyze employee misconduct and case practice data in a variety of ways;
- Safeguards the integrity and independence of the investigative function by improving data privacy and security through limited access to authorized users;
- Improves data-sharing by providing authorized users with wider access to the same information through a single, integrated database with remote access capability;
- Improves work efficiency by streamlining access to commonly used templates (e.g., notification and outcome letters, administrative rights and report samples);
- Generates automatic notification to program and regional offices when a case is assigned to them for administrative review;
- Facilitates access to external intra- and inter-departmental databases by providing a quick-link to DCFS policy, LA County eHR, LA County Service Portal and AC ITMS;
- Makes a positive impact on the environment by reducing the amount of resources used by limiting the need for maintenance of hard files;
- In addition to "data drop" from the AC, users are able to record referrals received from the Child Fatality/Near Fatality Section and Litigation Management, thereby allowing users to manage all case types under the same platform;
- Allows staff and managers to track and enforce a standardized workflow for each investigation through the use of due dates for investigative milestones. This allows investigators to increase productivity and meet the County's 90-day performance guideline, thereby decreasing backlog, with the main goal of reaching a 1:1 ratio of cases closed versus cases received.

In comparison to pre-DITMS implementation, the ratio of number of cases received to the number of case closure in post-DITMS implementation has gradually improved, which is illustrated in the chart below.

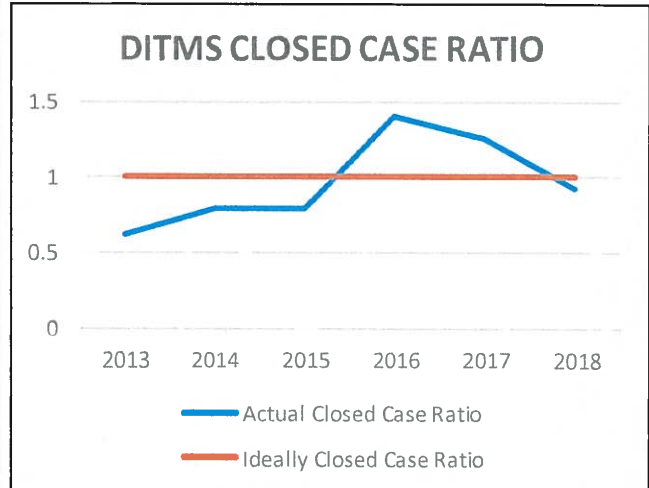
Quality and Productivity Commission
32nd Annual Productivity and Quality Awards Program
“Innovating For Impact”

2018 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

NAME OF PROJECT: TRACKING DATA TO PROMOTE ORGANIZATIONAL EXCELLENCE

Year	Received Cases	Closed Cases	Closed Case Ratio Per Every Open Case
2013	185	115	0.62
2014	169	134	0.79
*2015	187 (104 on DITMS)	150 (92 on DITMS)	0.80/0.88
2016	150	211	1.4
2017	186	235	1.26
**2018	66 (May, 2018)	62	0.93



*Represents six months of data post full implementation of DITMS on July 1, 2015

**Represents five months of data captured thus far in 2018

Prior to the implementation of DITMS, the number of cases received by IA exceeded the number of cases closed (at a productivity ratio < 1.0). The first year and a half after implementation showed a significant increase to the productivity ratio, exceeding the ideal ratio of one case closed per one case received (1.0 ratio). By the second year of implementation, the productivity ratio reached its peak output per worker (1.4 ratio), and the 2018 numbers thus far indicate that the ratio will decrease and stabilize at the productivity goal of being able to close a number of cases that is at least equal to the number of incoming cases (1.0 ratio).

The data reports generated through DITMS can help signal systemic, operational and case practice deficiencies and misconduct by a DCFS employee, program, office or service bureau. This, in turn, allows IA to make impactful recommendations for strengthening policy, enhancing staff training and improving internal controls within the Department.

In addition to facilitating collaboration with the AC through ongoing data exchange regarding employee misconduct, DITMS also enhances DCFS' ability to quickly address questions or requests generated by the Board of Supervisors regarding child fatalities/near fatalities or an employee's conduct.

Most importantly, improved program management, decision-making and inter-departmental cooperation through the use of DITMS enhances IA's ability to align with DCFS' core values of cultural sensitivity, leadership, accountability, integrity and responsiveness while reinforcing the DCFS mission of practicing a uniform service delivery model that measurably improves child safety, permanency and well-being.

Quality and Productivity Commission
32nd Annual Productivity and Quality Awards Program
"Innovating For Impact"

2018 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

NAME OF PROJECT: TRACKING DATA TO PROMOTE ORGANIZATIONAL EXCELLENCE

Linkage to the County Strategic Plan – 1 page only. Which County Strategic Plan goal(s) does this project address? Explain how. Use Arial 12 point font.

Goal II. Foster Vibrant and Resilient Communities

Strategy II.3 – Make Environmental Sustainability Our Daily Reality

- II.3.4 Reduce waste generation and recycle and reuse waste resources: DITMS promotes sustainable behavior by significantly reducing the need for and the creation of paper files, thereby reducing the Department's impact on the environment through less use of resources.

Goal III. Realize Tomorrow's Government Today

Strategy III.1 Continually Pursue Development of Our Workforce

- Develop Staff Through High Quality Multi-Disciplinary Approaches to Training: By providing DITMS-generated data and statistics regarding patterns of systemic, operational and case practice deficiencies, staff training and development can be tailored to the specific needs that have been identified.

Strategy III.2 Embrace Digital Government for the Benefit of Our Internal Customers and Communities

- Enhance Information Technology Platforms to Securely Share and Exchange Data: DITMS receives shared information from the AC, which enables the identification of common clients to: (1) securely share and exchange data to help coordinate employee misconduct investigations; (2) and to perform data-driven analytics to achieve outcomes in support of Board priorities and other Countywide initiatives, especially as it relates to child safety and well-being.
- Prioritize and Implement Technology Initiatives That Enhance Service Delivery and Increase Efficiency: DITMS is a direct implementation of technological enhancements that increase the efficiency of staff conducting employee misconduct investigations.

Please consider this submission as a candidate to receive the Performance Measurement Award (Commission Special Award).

Quality and Productivity Commission
32nd Annual Productivity and Quality Awards Program
"Innovating For Impact"

2018 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

NAME OF PROJECT: TRACKING DATA TO PROMOTE ORGANIZATIONAL EXCELLENCE

COST AVOIDANCE, COST SAVINGS, AND REVENUE GENERATED (ESTIMATED BENEFITS TO THE COUNTY): If you are claiming cost benefits, include a calculation on this page. Please indicate whether these benefits apply in total or on a per unit basis, e.g., per capita, per transaction, per case, etc. You must include an explanation of the County cost savings, cost avoidance or new revenue that matches the numbers in the box. Remember to keep your supporting documentation. Use Arial 12 point font

Cost Avoidance: Costs that are eliminated or not incurred as a result of program outcomes. Please indicate whether these are costs to the County or to other entities.

Cost Savings: A reduction or lessening of expenditures as a result of program outcomes. Please indicate whether these were expenditures by the County or by other entities.

Revenue: Increases in existing revenue streams or new revenue sources to the County as a result of program outcomes.

(1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE	(2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS	(3) ACTUAL/ESTIMATED ANNUAL REVENUE	(1) + (2) + (3) TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT	SERVICE ENHANCEMENT PROJECT
\$	\$	\$	\$	<input checked="" type="checkbox"/>

ANNUAL = 12 MONTHS ONLY

**Quality and Productivity Commission
32nd Annual Productivity and Quality Awards Program
"Innovating For Impact"**

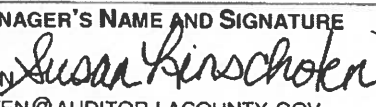
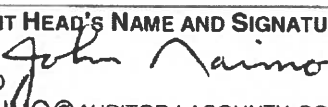
2018 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

NAME OF PROJECT: TRACKING DATA TO PROMOTE ORGANIZATIONAL EXCELLENCE

FOR COLLABORATING DEPARTMENTS ONLY

(For single department submissions, do not include this page)

DEPARTMENT NO. 2 NAME AND COMPLETE ADDRESS	
AUDITOR CONTROLLER, 500 WEST TEMPLE STREET, ROOM 525, LOS ANGELES, CA., 90012	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE	DEPARTMENT HEAD'S NAME AND SIGNATURE
SUSAN LINSCHOTEN  EMAIL: SLINSCHOTEN@AUDITOR.LACOUNTY.GOV	JOHN NAIMO  EMAIL: JNAIMO@AUDITOR.LACOUNTY.GOV
DEPARTMENT NO. 3 NAME AND COMPLETE ADDRESS	
INTERNAL SERVICES, 1100 NORTH EASTERN AVENUE, LOS ANGELES, CA., 90063	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE	DEPARTMENT HEAD'S NAME AND SIGNATURE
DIANE QUARKER EMAIL: DQUARKER@ISD.LACOUNTY.GOV	SCOTT MINNIX EMAIL: SMINNIX@ISD.LACOUNTY.GOV
DEPARTMENT NO. 4 NAME AND COMPLETE ADDRESS	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE	DEPARTMENT HEAD'S NAME AND SIGNATURE
EMAIL: _____	EMAIL: _____
DEPARTMENT NO. 5 NAME AND COMPLETE ADDRESS	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE	DEPARTMENT HEAD'S NAME AND SIGNATURE
EMAIL: _____	EMAIL: _____
DEPARTMENT NO. 6 NAME AND COMPLETE ADDRESS	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE	DEPARTMENT HEAD'S NAME AND SIGNATURE
EMAIL: _____	EMAIL: _____
DEPARTMENT NO. 7 NAME AND COMPLETE ADDRESS	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE	DEPARTMENT HEAD'S NAME AND SIGNATURE
EMAIL: _____	EMAIL: _____

**Quality and Productivity Commission
32nd Annual Productivity and Quality Awards Program
"Innovating For Impact"**

2018 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

NAME OF PROJECT: TRACKING DATA TO PROMOTE ORGANIZATIONAL EXCELLENCE

FOR COLLABORATING DEPARTMENTS ONLY

(For single department submissions, do not include this page)

DEPARTMENT NO. 2 NAME AND COMPLETE ADDRESS
AUDITOR CONTROLLER, 500 WEST TEMPLE STREET, ROOM 410, LOS ANGELES, CA., 90012

PRODUCTIVITY MANAGER'S NAME AND SIGNATURE

DULCE MAYCUMBER
EMAIL: DMAYCUMBER@AUDITOR.LACOUNTY.GOV

DEPARTMENT HEAD'S NAME AND SIGNATURE

JOHN NAIMO
EMAIL: JNAIMO@AUDITOR.LACOUNTY.GOV

DEPARTMENT NO. 3 NAME AND COMPLETE ADDRESS
INTERNAL SERVICES, 1100 NORTH EASTERN AVENUE, LOS ANGELES, CA., 90063

PRODUCTIVITY MANAGER'S NAME AND SIGNATURE

DIANE QUARKER 
EMAIL: DQUARKER@ISD.LACOUNTY.GOV

DEPARTMENT HEAD'S NAME AND SIGNATURE

SCOTT MINNIX 
EMAIL: SMINNIX@ISD.LACOUNTY.GOV

DEPARTMENT NO. 4 NAME AND COMPLETE ADDRESS

PRODUCTIVITY MANAGER'S NAME AND SIGNATURE

EMAIL: _____

DEPARTMENT HEAD'S NAME AND SIGNATURE

EMAIL: _____

DEPARTMENT NO. 5 NAME AND COMPLETE ADDRESS

PRODUCTIVITY MANAGER'S NAME AND SIGNATURE

EMAIL: _____

DEPARTMENT HEAD'S NAME AND SIGNATURE

EMAIL: _____

DEPARTMENT NO. 6 NAME AND COMPLETE ADDRESS

PRODUCTIVITY MANAGER'S NAME AND SIGNATURE

EMAIL: _____

DEPARTMENT HEAD'S NAME AND SIGNATURE

EMAIL: _____

DEPARTMENT NO. 7 NAME AND COMPLETE ADDRESS

PRODUCTIVITY MANAGER'S NAME AND SIGNATURE

EMAIL: _____

DEPARTMENT HEAD'S NAME AND SIGNATURE

EMAIL: _____