

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: HEALTH ADMINISTRATION LEADERSHIP @ OLIVE VIEW

DATE OF IMPLEMENTATION/ADOPTION: FEBRUARY 2016

(Must have been fully implemented for a minimum of at least one year - on or before July 1, 2017)

PROJECT STATUS: Ongoing One-time only

HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT? Yes No


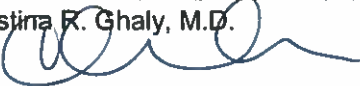
EXECUTIVE SUMMARY: Describe the project in 15 lines or less using Arial 12 point font. State clearly and concisely what difference the project has made.

1 The HALO program was established to introduce soon-to-be and recent college
 2 graduates in related disciplines to concepts and competencies related to the
 3 management of an acute care hospital, the administration of healthcare programs, and
 4 leadership in the dynamic, results-oriented environment of healthcare delivery. The
 5 program supplements and expands upon classroom education with real world
 6 experiences, hands-on projects and didactic activities. Building on a theoretical
 7 framework that includes lectures on salient topics in management and leadership
 8 theory, hospital operations, and quality management, learners are introduced to the
 9 complexities and challenges of managing a busy public hospital. In combination with an
 10 interactive introduction to analytical tools and techniques, program participants gain a
 11 broad-based understanding of how hospitals and health systems operate across the
 12 continuum of care while sharpening skills by participating in meetings, lectures,
 13 presentations, and interventions. On an annual basis, program participants deliver the
 14 equivalent of 2 FTE in areas including infection control, patient safety, quality, and
 15 health informatics, representing a cost avoidance in excess of \$100,000.

BENEFITS TO THE COUNTY

<small>(1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE</small>	<small>(2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS</small>	<small>(3) ACTUAL/ESTIMATED ANNUAL REVENUE</small>	<small>(1) + (2) + (3) = TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT</small>	<small>SERVICE ENHANCEMENT PROJECT</small>
\$100,000.00	\$	\$	\$100,000.00	<input type="checkbox"/>

ANNUAL = 12 MONTHS ONLY

<small>SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS</small> Medical Administration 14445 Olive View Drive, Suite 2C-138 Sylmar, CA 91342		<small>TELEPHONE NUMBER</small> (747) 210-3025
<small>PROGRAM MANAGER'S NAME</small> Armen Carapetian		<small>TELEPHONE NUMBER</small> (747) 210-3885 <small>EMAIL</small> acarapetian@mednet.ucla.edu
<small>PRODUCTIVITY MANAGER'S NAME AND SIGNATURE</small> <small>(PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME)</small> Lisa Finkelstein 	<small>DATE</small> 7/2/2018	<small>TELEPHONE NUMBER</small> (213) 288-8104 <small>EMAIL</small> lfinkelstein@dhs.lacounty.gov
<small>DEPARTMENT HEAD'S NAME AND SIGNATURE</small> Christina R. Ghaly, M.D. 	<small>DATE</small> 7/2/2018	<small>TELEPHONE NUMBER</small> (213) 288-8101 <small>CGHALY@DHS.LACOUNTY.GOV</small>

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: HEALTH ADMINISTRATION LEADERSHIP @ OLIVE VIEW

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

More than ever, healthcare delivery is a team sport. Spanning far beyond the clinical setting, safe and effective care requires the consistent engagement of capable administrators who share a patient-centered vision and are possessed of the expertise and experience to serve as agents of positive change in support of the hospital's mission of service.

Established in 2015, the Health Administration Leadership @ Olive View (HALO) Program aims to introduce soon-to-be and recent college graduates in Public Health, Health Administration and related disciplines to concepts and competencies related to the management of an acute care hospital, the administration of healthcare programs, the analysis of clinical data, and leadership in the dynamic, results-oriented environment of healthcare delivery.

Initially conceived in partnership with California State University, Northridge (CSUN), the program has subsequently expanded to include students from Los Angeles Mission College (LAMC), and complements a student's classroom education with real-world experiences, hands-on projects and didactic activities presented by Olive View faculty and staff. Since its inception, the cohort of students has grown from 1 to 3 per session (spring, summer and fall), with plans to further scale the program in the future. Through an engaging combination of practice and theory, the program seeks to prepare future leaders in healthcare administration through a blended curriculum that integrates salient concepts from management science, leadership theory, and operations research, introducing learners to the tools, techniques, approaches, and concepts essential to meaningful, authentic leadership. To date, more than 10 students have completed the program.

Building on this theoretical framework, learners gain a more sophisticated understanding of the organization and operations of hospitals and health systems by exploring topics including healthcare financing and the revenue cycle, clinical quality management and performance improvement, infection control and prevention, patient safety, utilization review and strategic communications. The program is organized as a series of "rotations", reflecting the multidisciplinary nature of modern healthcare, and enabling learners to gain diversified, broad exposure to the complexities and challenges of managing a busy public hospital from a variety of perspectives.

Through regular didactic activities and "lunchtime lectures", program participants have the opportunity to learn from one another, share insights, ask questions, and build upon their experiences in the hospital while discussing topics including the organization and composition of hospitals, national trends in healthcare delivery and the impact of different government policies on health systems.

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: HEALTH ADMINISTRATION LEADERSHIP @ OLIVE VIEW

Use Arial 12 point font. (continued from page 2)

At the same time, learners are introduced to a variety of important analytical tools and techniques, such as statistical process control and preparing control charts, employing quality tools to evaluate clinical data in the short-run and longitudinally, preparing applications for state and federal grants, conducting surveys, and aligning strategic objectives with measurable, clear tactics for achieving those goals.

In addition to the didactic and hands-on components of the program, participants gain real-world experience and sharpen their business acumen by taking part in meetings, grand rounds, presentations, and clinical interventions, gaining vital experience in a breadth of disciplines, including clinical quality, performance improvement, health informatics, infection control, utilization management, human resources and patient safety.

The program is designed to ensure appropriate supervision and to provide participants with regular opportunities for mentorship. Demonstrative of this fact, all projects undertaken by program participants follow a "preceptor model", through which learners have an opportunity to share their perspectives, ask questions, obtain clarification, and work closely with Olive View faculty and staff. Importantly, program participants *do not* engage in clerical tasks such as data entry, rather focusing on imparting higher order skills and aptitudes related to healthcare administration. This model enables learners to gain meaningful, hands-on experience while continuing to feel supported, and ensuring that they have a clear pathway for addressing questions that arise during their time at Olive View.

Through this distributed, supportive approach, learners are able to participate in innovative and mission-critical initiatives, including conducting the most comprehensive, longitudinal study of safety incident reporting in the history of Olive View, preparing an Investigational Device Exemption (IDE) for a medical device integral to a proposed, first-ever study in human models at Olive View, conducting revenue cycle analysis to support clinical documentation improvement, and leading audits of clinical areas to guide and inform the hospital's infection control and prevention plan.

Seeking to prepare recent graduates for rewarding careers in healthcare administration, one program participant remarked, "the HALO program was an incredible bridge between my undergraduate education and my future career goals."

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: HEALTH ADMINISTRATION LEADERSHIP @ OLIVE VIEW

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.

The program aligns with the County's strategic vision to "empower people through knowledge and information", and embodies the four-fold values of integrity, inclusivity, compassion and customer orientation.

The program is consistent with the County's stated objective to **Support Job Readiness and Increase Employment Opportunities for Youth Served by County** (Strategy 1.2.4) and to **Support 21st Century Innovative and Socially Responsible Industries in Los Angeles County** (Strategy 2.1.1).

In addition, the program is aligned with the stated goal of identifying and aligning workforce development programs to provide career pathways and to support the labor needs of the County's high-growth industry sectors (Strategy 2.1.3), to develop effective manager-leaders (Strategy 3.1.2) through high-quality, multi-disciplinary approaches to training (Strategy 3.1.1.)

More broadly, the entire program is rooted in the same principles that informed the development of the LA County Strategic Plan, specifically an imperative to **Make Investments that Transform Lives.**

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: HEALTH ADMINISTRATION LEADERSHIP @ OLIVE VIEW

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
\$ 100,000	\$	\$	\$ 100,000	<input type="checkbox"/>

ANNUAL= 12 MONTHS ONLY

In addition to meeting key strategic objectives, the program supplements existing County workforce with technically-savvy, detail-oriented future leaders in healthcare, whose skill sets and competencies are in tremendous demand within the Department of Health Services.

The efforts of program participants translate to approximately 2 full-time employees, representing a minimal cost avoidance in excess of \$100,000 *per year*. As the program continues to scale, the positive impact on productivity will be even greater.

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: HEALTH ADMINISTRATION LEADERSHIP @ OLIVE VIEW

FOR COLLABORATING DEPARTMENTS ONLY

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

DEPARTMENT NO. 2 NAME AND COMPLETE ADDRESS

PRODUCTIVITY MANAGER'S NAME AND SIGNATURE

DEPARTMENT HEAD'S NAME AND SIGNATURE

EMAIL: _____

EMAIL: _____

DEPARTMENT NO. 3 NAME AND COMPLETE ADDRESS

PRODUCTIVITY MANAGER'S NAME AND SIGNATURE

DEPARTMENT HEAD'S NAME AND SIGNATURE

EMAIL: _____

EMAIL: _____

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: _____