

**Quality and Productivity Commission**  
**32<sup>nd</sup> 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: AN INTEGRATED APPROACH TO SERVING VULNERABLE YOUTH**

**DATE OF IMPLEMENTATION/ADOPTION:** JANUARY 1, 2015

(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


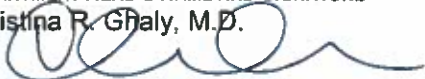
**EXECUTIVE SUMMARY:** Describe the project in 15 lines or less using Arial 12 point font. State clearly and concisely what difference the project has made.

1 The HUB Clinic at Olive View witnessed a 25% increase in clinical encounters in 2017,  
 2 reflecting its vital role in providing high-quality, culturally-sensitive, and comprehensive  
 3 healthcare services to children who are involved with the Department of Children and  
 4 Family Services (DCFS) or the juvenile justice system. A vulnerable and underserved  
 5 population, children in foster care benefit from the clinic's integrated approach, and from  
 6 providers who understand the unique needs and concerns experienced by children,  
 7 families, and caregivers in the child welfare system. The diversity of challenges faced  
 8 by system-involved youth and their families are addressed through convenient, co-  
 9 located mental health services, substance abuse counseling, and social work resources  
 10 under one roof, reflecting a patient-centered approach to comprehensive care delivery.  
 11 At Olive View, this model of integrated care is encompassed by the clinic's "Seven C's"  
 12 framework. This combination of expertise, meaningful linkages, and a multidisciplinary  
 13 approach to care distinguishes the HUB Clinic and contributes to better clinical (and  
 14 non-clinical) outcomes in support of the County's mission to address the specific needs  
 15 of transitional age youth (TAY) and justice-involved youth.

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
\$	\$	\$	\$	X

ANNUAL = 12 MONTHS ONLY

<b>SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS</b> Medical Administration 14445 Olive View Drive, Suite 2C-138 Sylmar, CA 91342	<b>TELEPHONE NUMBER</b> (747) 210-3025
<b>PROGRAM MANAGER'S NAME</b> Shannon Thyne, MD Joseph Rojas, MD	<b>TELEPHONE NUMBER</b> (747) 210-3025  <b>EMAIL</b> sthynes@dhs.lacounty.gov
<b>PRODUCTIVITY MANAGER'S NAME AND SIGNATURE</b> <small>(PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME)</small> Lisa Finkelstein  	<b>DATE</b> 7/2/2018  <b>TELEPHONE NUMBER</b> (213) 288-8104  <b>EMAIL</b> lfinkelstein@dhs.lacounty.gov
<b>DEPARTMENT HEAD'S NAME AND SIGNATURE</b> Christina R. Ghaly, M.D.  	<b>DATE</b> 7/2/2018  <b>TELEPHONE NUMBER</b> (213) 288-8101

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**1<sup>st</sup> 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.

Olive View's HUB clinic is one of seven located throughout the County of Los Angeles, and aims to provide high-quality, coordinated healthcare for children who are involved with the Department of Children and Family Services (DCFS), or the juvenile justice system. An historically underserved population, children in foster care benefit from the clinic's comprehensive, co-located approach by providing compassionate care by medical providers who understand the unique needs and concerns experienced by children, families, and caregivers in the child welfare system.

The clinic provides services for children and transitional-age youth (TAY) in all stages of DCFS involvement, including medical assessments of suspected child abuse or neglect, comprehensive medical examinations for children entering out-of-home care, and ongoing well-child care and sick visits for systems-involved youth.

Operating under the auspices of the Department of Pediatrics at Olive View, the HUB Clinic includes vital linkages to pediatric specialty care for children with complex medical needs, as well as specialized resources such as board-certified child abuse pediatricians and child interview specialists with extensive training in assessing suspected child abuse and neglect. Through meaningful engagement with the public school system and the juvenile justice system, the HUB clinic serves as a focal point for delivering vital healthcare and mental health services to vulnerable populations that benefit from an integrated, comprehensive approach.

Through co-location, the HUB Clinic at Olive View aims to increase the availability of services to the patients and families it serves, to reduce the barriers to accessing care and obtaining resources, and to enable a meaningful relationship between patients, providers, and their families and/or caregivers. This breadth and depth is evidenced by the integration of DCFS Children's Social Workers, Public Health Nurses, and the Department of Mental Health in clinic operations to ensure that the identified health, mental health and developmental needs are addressed.

This integrated model of care delivery achieves a number of additional, important objectives, notably enabling providers to address a patient's social determinants of health. This approach functions as an effective "early warning system", enabling clinical staff to collaborate and work together on identifying and addressing childhood trauma or dysfunction in a manner that is patient-centered, culturally-sensitive, and

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*(continued from page 2)*

coordinated. With the vision of evolving into a "one stop shop" for vulnerable pediatric populations and their families, the clinic emphasizes building relationships with the patients it serves while enhancing linkages between County departments to streamline and improve the patient's experience with care.

To support the clinic's ongoing development, the Olive View HUB organized an unprecedented Multidisciplinary HUB Workshop to enhance the team's ability to work together in support of the patients served by the clinic. Including representatives from the Department of Health Services, the Department of Mental Health, the Department of Children & Family Services, and including pediatricians, social workers, medical case workers, registered nurses, family nurse practitioners, administrators, and clerks, this day-long, working meeting helped to chart a course for the future of the Clinic, brainstorming the "Seven C's" – a list of shared values that inform the clinic's operations, development, and planning.

These are:

Compassionate  
Collaborative  
Coordinated  
Commitment to Service  
Comprehensive  
Culturally-sensitive  
Centered on Patients

Attesting to the efficacy of this approach, the HUB Clinic at Olive View witnessed substantial growth in demand for services. In 2017, the total number of clinical encounters increased more than 25% from 2311 to 2903.

Building on the success of the one-day workshop, the HUB Clinic at Olive View conceived and implemented a peer professional development program entitled "Fourth Fridays", an informal session held each month to enable team members to share strengths and learn from one another. Focused sessions in 2018 have targeted topics including dealing with difficult people and tactics for addressing the clinic's no-show rate.

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**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.

Ensuring the availability and accessibility of services for vulnerable populations, justice-involved youth, and transitional-age youth (TAY) is a strategic priority for the Health Agency. The significance of this engagement is echoed throughout the County Strategic Plan, reflecting the importance of the HUB Clinic in meeting these key objectives.

The Strategic Plan reflects the positive impact of co-located, comprehensive health services, and the ability to track patients through a continuum of care, **Strategy 1.2.2 – Streamline Access to Integrated Health Services**, a hallmark of the HUB Clinic.

In addition to providing health care and mental health services under one roof, the Clinic is equipped to address a variety of health challenges in its patient population, including the need for substance abuse counseling for vulnerable populations. This aligns with County **Strategy 1.2.3 – Integrate Substance Use Disorder Treatment Services**, and enables clinicians to address a breadth of potential problems in a centralized clinic location.

This integrated approach, including the availability of social work and medical case workers enables providers to deliver a broader range of services to patients and their families, including guiding them to eligible state and federal programs that may meet their needs outside of healthcare. The efforts echo elements of the Strategic Plan, specifically, **Strategy 1.1.1 – Promote Supportive Parenting**, **Strategy 1.1.3 – Support Income Security for Custodial Parents**, and **Strategy 1.2.1 – Provide Subsidized Housing for Vulnerable Populations**.

Through engagement with the public school system and the juvenile justice system, the HUB Clinic also addresses the unique needs to systems-involved youth and transitional age youth. These areas of focus create further alignment with the County's Strategic Plan, specifically **Strategy 1.1.4 – Support Educational Outcomes for Systems-Involved Youth**, **Strategy 1.2.9 – Support the Long Term Success of Transitional Age Youth**, and **Strategy 1.3.1 – Reduce Involvement with the Justice System Among Vulnerable Populations**.

Lastly, as part of the Clinic's ongoing professional development campaign entitled "Fourth Fridays", providers and staff gain invaluable experience and insight to better meet the needs to the unique patient population served by the HUB Clinic. This aligns with the County's **Strategy 2.1.3 – Coordinate Workforce Development** by ensuring continuous professional development and growth among workforce members.

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**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.

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**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**

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**DEPARTMENT NO. 5 NAME AND COMPLETE ADDRESS**

**PRODUCTIVITY MANAGER'S NAME AND SIGNATURE**

**DEPARTMENT HEAD'S NAME AND SIGNATURE**

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**DEPARTMENT NO. 6 NAME AND COMPLETE ADDRESS**

**PRODUCTIVITY MANAGER'S NAME AND SIGNATURE**

**DEPARTMENT HEAD'S NAME AND SIGNATURE**

EMAIL: \_\_\_\_\_

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**DEPARTMENT NO. 7 NAME AND COMPLETE ADDRESS**

**PRODUCTIVITY MANAGER'S NAME AND SIGNATURE**

**DEPARTMENT HEAD'S NAME AND SIGNATURE**

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EMAIL: \_\_\_\_\_