

**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: eCERT TO RECERT**

**DATE OF IMPLEMENTATION/ADOPTION:** JANUARY 5, 2017  
 (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

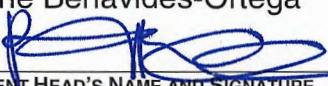
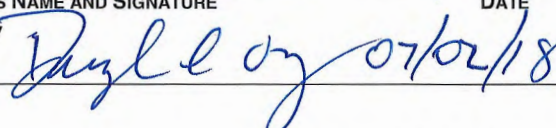
**EXECUTIVE SUMMARY:** Describe the project in 15 lines or less using Arial 12 point font. State clearly and concisely what difference the project has made.

1 The Emergency Medical Services (EMS) Bureau manages Emergency Medical  
 2 Technician (EMT) certifications and paramedic licenses for over 3,300 emergency  
 3 personnel. The State requires that these certifications remain current in order to  
 4 respond to EMS calls. Last year, the EMS Bureau's Certification Management, Quality  
 5 Management, and Education teams partnered to improve the EMT renewal process.  
 6 This included the development of an online application form, centralized course and  
 7 skills completion reporting using the Department's online learning management system,  
 8 and streamlined workflows for application review and processing. Due to the innovative  
 9 thinking and collaboration between these teams, the EMS Bureau was able to  
 10 successfully process 2,300 EMT renewal applications with a 50 percent decrease in  
 11 overall processing time, saving over 3,500 field personnel hours, 1,000 captain and  
 12 battalion chief hours, and \$12,500 in temporary personnel expenses. This paperless  
 13 process also promoted environmental sustainability by reducing paper usage, fuel  
 14 usage, and vehicle emissions associated with the legacy renewal process.  
 15

**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"/>
<b>\$ 12,500.00</b>	<b>\$ 500.00</b>	<b>\$ 0.00</b>	<b>\$ 13,000.00</b>	

ANNUAL = 12 MONTHS ONLY

<b>SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS</b> Los Angeles County Fire Department 1320 N Eastern Ave Los Angeles, CA 90063		<b>TELEPHONE NUMBER</b> 323.881.2401
<b>PROGRAM MANAGER'S NAME</b> Nicole Steeneken		<b>TELEPHONE NUMBER</b> 323.267.7154 <b>EMAIL</b> Nicole.Steeneken@fire.lacounty.gov
<b>PRODUCTIVITY MANAGER'S NAME AND SIGNATURE</b> (PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME) Roxanne Benavides-Ortega 	<b>DATE</b> 6/25/18	<b>TELEPHONE NUMBER</b> 323.881.2327 <b>EMAIL</b> Roxanne.Benavides@fire.lacounty.gov
<b>DEPARTMENT HEAD'S NAME AND SIGNATURE</b> Daryl L. Osby 	<b>DATE</b> 07/02/18	<b>TELEPHONE NUMBER</b> 323.881.2401

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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.

The Emergency Medical Services (EMS) Bureau manages Emergency Medical Technician (EMT) certifications and Paramedic licenses for over 3,300 emergency personnel. The State requires that these certifications remain current in order to respond to EMS calls. In order to renew their EMT certification, personnel must complete continuing education courses, demonstrate skills competency, and submit a renewal application demonstrating that all requirements are met.

The first challenge with the legacy paper-based renewal process was notifying personnel of pending expirations and distribution of the application forms. Frequently, the notifications and paper forms would not find their way to the intended recipients due to schedule or work assignment changes. This would require follow-up notifications and would result in significant delays in receiving renewal applications, thereby reducing the available processing time to ensure no lapse in certification occurred.

Next, in order to demonstrate completion of all the renewal requirements, personnel had to reconcile paper training and skills completion records with two additional training databases. This presented several opportunities for missing course certificates or errors in logging completion of the renewal requirements, which could result in delays in processing.

Supervisory personnel were required to conduct a two-level review, first by a fire captain, then by a battalion chief to ensure completeness and accuracy of all applications prior to submission. While this mitigated many of the issues with incomplete or inaccurate submissions, it required the applications be sent to battalion headquarters prior to being delivered to the EMS Bureau, which added to the processing time, costs, and vehicle emissions.

After receiving the paper applications, Certification Management personnel were required to verify completion of all requirements, manually enter updated certification information in three separate databases, print and distribute new EMT certification cards, and generate status reports to notify the field supervisors of delinquent or incomplete submissions. During previous peak recertification periods, the EMS Bureau had to employ temporary personnel to assist with processing applications and compiling compliance reports.

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In order to address these challenges, the EMS Bureau's Certification Management, Quality Management, and Education teams partnered to improve the EMT renewal process. This included the development of an online application form; centralized course/skills completion reporting on the Department's online learning management system (LMS), and streamlined workflows for application review and processing.

By leveraging existing technology and Department resources, Toni Arellano, Senior Nursing Instructor, configured the Department's online learning management system to distribute timely e-mail notifications for certification expirations with accompanying renewal requirements. Furthermore, she worked with the LMS vendor to develop a centralized transcript which details all course and skills completions with a tool indicating progress in meeting renewal requirements and PDF print features.

The new online EMT Certification Application form, developed by Senior EMS Program Heads Nicole Steeneken and Victoria Hernandez, featured logic to ensure all required fields were completed, all renewal requirements were satisfied, and facilitated upload of the course/skills completion transcript within the application. The integrated logic and file upload functionality eliminated the need for captain and battalion chief reviews while still ensuring completeness and supporting a high level of accuracy.

Lastly, Brittany Chavez-Espinoza, Intermediate Typist Clerk, utilized system-generated application processing notifications to update field personnel on the status of their application and developed reports for captains and battalion chiefs to assist in ensuring timely submission of their personnel's applications.

Due to the innovative thinking and collaboration between these teams, the EMS Bureau was able to successfully process 2,300 EMT renewal applications in the first year of implementation, and resulted in:

- A 50 percent decrease in overall processing time using only 25 percent of the personnel previously needed to handle peak recertification periods.
- Reduced the cumulative time invested in aggregating course and skill completion information and application submission for field personnel by approximately 3,500 hours annually; allowing more time for training and emergency operations.
- Reduced the cumulative time invested in application review and compliance reporting for captains and battalion chiefs by approximately 1,000 hours annually.

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Furthermore, this transition to paper-less submission and processing of renewal applications promoted environmental sustainability by reducing paper usage, fuel usage, and vehicle emissions associated with transporting the application from the fire stations, to the battalion headquarters, then to EMS.

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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.

This project aligns with the Los Angeles County Strategic Plan for Strategy III.2.3 - Prioritize and Implement Technology Initiatives That Enhance Service Delivery and Increase Efficiency and Strategy II.3.3 - Address the Serious Threat of Global Climate Change.

The Fire Department leveraged technology to increase efficiency and replace the legacy paper-based system with the development and implementation of the online EMS Certification Application. This service enhancement effectively cut processing times in half and eliminated the need for temporary personnel assistance during peak processing periods.

By replacing the legacy paper-based EMT Certification Application process, the Department not only reduced the paper waste of the application forms, but also reduced as many as 4,600 commutes associated with the transfer/delivery of the paper applications, thereby reducing vehicle emissions.

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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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<b>\$ 12,500.00</b>	<b>\$ 500.00</b>	<b>\$ 0.00</b>	<b>\$ 13,000.00</b>	<input checked="" type="checkbox"/>

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This project eliminated \$12,500.00 in temporary personnel expenses (contract rate).

Paper use was reduced by an average of 24 sheets per application; 2,300 applications are processed annually. The cost per case of paper (5,000 sheets) is \$46.75.

$24 \times 2,300 = 55,200$  (sheets);  $55,200 / 5,000 = 11.04$  (cases);  $11.04 \times \$46.75 = \$516.12$

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**FOR COLLABORATING DEPARTMENTS ONLY**

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

<b>DEPARTMENT NO. 2 NAME AND COMPLETE ADDRESS</b>	
<b>PRODUCTIVITY MANAGER’S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD’S NAME AND SIGNATURE</b>
EMAIL: _____	EMAIL: _____
<b>DEPARTMENT NO. 3 NAME AND COMPLETE ADDRESS</b>	
<b>PRODUCTIVITY MANAGER’S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD’S NAME AND SIGNATURE</b>
EMAIL: _____	EMAIL: _____
<b>DEPARTMENT NO. 4 NAME AND COMPLETE ADDRESS</b>	
<b>PRODUCTIVITY MANAGER’S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD’S NAME AND SIGNATURE</b>
EMAIL: _____	EMAIL: _____
<b>DEPARTMENT NO. 5 NAME AND COMPLETE ADDRESS</b>	
<b>PRODUCTIVITY MANAGER’S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD’S NAME AND SIGNATURE</b>
EMAIL: _____	EMAIL: _____
<b>DEPARTMENT NO. 6 NAME AND COMPLETE ADDRESS</b>	
<b>PRODUCTIVITY MANAGER’S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD’S NAME AND SIGNATURE</b>
EMAIL: _____	EMAIL: _____
<b>DEPARTMENT NO. 7 NAME AND COMPLETE ADDRESS</b>	
<b>PRODUCTIVITY MANAGER’S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD’S NAME AND SIGNATURE</b>
EMAIL: _____	EMAIL: _____