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May 13, 2020

TO: All Department Heads

FROM: Celia Zavala
Executive Officer

Sachi A. Hamai
Chief Executive Officer

Jacki Bacharach, Chair 
Quality and Productivity Commission

SUBJECT: **SHARED PRACTICES REPORT 2020**

The Quality and Productivity Commission provides advice, information and recommendations relating to productivity and quality of services in the County. During the past year, the Commission has identified practices used by County Departments to solve complex problems, enhance the quality of services to residents, and achieve cost benefits. These practices are highlighted in the Commission's annual "Shared Practices Report," which is distributed to all County Departments, Commissions and related agencies.

Many of the shared practices have been recognized by the Commission at the annual Productivity and Quality Awards ceremony. Other creative ideas and practices came to the Commission's attention as a result of requests for support from the Productivity Investment Fund. We encourage you to review these innovative practices for potential use in your operations. These practices have been divided into the following categories:

- Using available technology in new ways
- Leveraging private sector business practices
- Collaborating with others to deliver improved services
- New ways to deliver service

All Department Heads
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The report will be posted on the Quality and Productivity web site at <http://qpc.lacounty.gov>.

We will continue to share County practices with you and your departments. We welcome your comments and recommendations for enhancing this report and further adding value to your organizations. You may contact Jackie Guevarra, Executive Director, at (213) 974-1361 or jguevarra@bos.lacounty.gov for additional information.

CZ:SAH:JB:JG:LP

Attachment

c: Each Supervisor
Productivity Managers' Network



County of Los Angeles
Quality and Productivity Commission



Shared Practices

2020 Report

CATEGORIES

Using Available Technology In New Ways

Leveraging Private Sector Business Practices

Collaborating With Others to Deliver Improved Services

New Ways to Deliver Service

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Shared Practices 2020

USING AVAILABLE TECHNOLOGY IN NEW WAYS

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Let's Get Social: #Support LA Child Support Services Department</p> <p><i>PQA County Image Enhancement Award</i></p> <p><i>View Video</i></p>	<p>Problem: Child support services are often accompanied by a history of negativity. Child support is frequently thought of as punishment. On the contrary, child support services are designed to help families and children and is one of the top three antipoverty measures in the United States, dispersing over 95% of funds collected for children and families. These positive aspects can be overshadowed by how the program was operated when it was based on law enforcement principles and an obligation to secure compliance from "dead beat dads."</p> <p>Solution: To generate positive views, change perceptions, and allocate resources more effectively and efficiently using current technology, the Department decided to develop a Social Media Hashtag Campaign. #SupportLA rebranded the Department into a more approachable and community friendly agency. The hashtag campaign quickly gained the attention of elected officials, social media influencers, community stakeholders and most importantly, the families in which they serve.</p> <p>Results: The community felt more comfortable, which in turn allowed the Department to develop a different type of relationship with them. Not only did the Support LA Hashtag Campaign institute effective public awareness about the important services offered locally, it also reached critical mass statewide. As a result, it received the 2018 Best of California Award for the "Most Innovative Use of Social Media & Citizen."</p>	<p>Judith Green Project Manager (323) 889-3261 judith_green@cssd.lacounty.gov</p> <p>Jennifer Coultas Productivity Manager (310) 354-6314 jennifer_coultas@cssd.lacounty.gov</p>

Shared Practices 2020

USING AVAILABLE TECHNOLOGY IN NEW WAYS

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Child Abuse Reporting Electronic System (CARES) Children and Family Services</p> <p><i>PQA Process Improvement Award</i></p> <p><i>View Video</i></p>	<p>Problem: Child abuse calls in the County increased by 23.5% in the last ten years. The Department endeavors to address all reports of non-urgent and urgent suspected child abuse/neglect. In alignment with that purpose, one of the defining goals and outcomes for the Department's Child Protection Hotline (CPH) is to meet the demands of the increasing number of incoming calls from CPH. However, in order to do this effectively, staff needed a mechanism to filter non-urgent calls, which do not need to be handled by a live person, to allow them to prioritize urgent calls requiring immediate attention.</p> <p>Solution: To effectively handle the increasing number of calls, CPH, in conjunction with the Department's Business Information Systems Division, developed and designed the Child Abuse Reporting Electronic System (CARES). The CARES application can be used as an alternative for a mandated reporter to make suspected child abuse reports. It can be used 24-hours a day, seven days a week and allows the effective tracking of these reports within the eReports application. These reports can also be referenced in historical data and produce management reports to assist in future management strategies and/or goals.</p> <p>Results: CARES has yielded positive outcomes that has made child abuse reporting in Los Angeles County more effective. From 2018 to 2019, the Department saw a drop in call volume: (18,660 - over 8%). They also saw a 49% decrease in dropped calls (9,500 from the prior year). Additionally, call wait times have decreased by 27%. With a decreased call volume, staff can now spend more time on the telephone on calls that require immediate handling. Furthermore, from 2018 to 2019, there was a 322% increase in CARES usage (1,837 reports to almost 6,000 reports).</p>	<p>Gary Burks Project Manager (213) 765-7261 burksg@dcfs.lacounty.gov</p> <p>Arman Depanian Productivity Manager (213) 351-5576 depana@dcfs.lacounty.gov</p>

Shared Practices 2020

USING AVAILABLE TECHNOLOGY IN NEW WAYS

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Make it a Movie Night with At-Home Chemotherapy Health Services (Harbor-UCLA Medical Center, Hematology and Oncology Division, Internal Medicine Department and LAC+USC Medical Center)</p> <p><i>PQA Top Ten Award</i></p> <p><i>View Video</i></p>	<p>Problem: With rising treatment costs, cancer care represents one of the fastest growing segments of healthcare spending. The cost for an Acute Medicine day is estimated at \$3,075 and a typical hospitalization for infusional 5-fluorouracil chemotherapy is on average three days. For many years, patients with certain cancers were routinely admitted to receive inpatient chemotherapy; this was disruptive to the patients' lives and costly for the hospital. Finding a better method for the delivery of these treatments became a priority in the pursuit of less costly and more patient-centered care.</p> <p>Solution: The Infusion Clinic and inpatient chemotherapy nurses at Harbor-UCLA Medical Center received training on the use of computerized ambulatory drug delivery (CADD) pumps. Pharmacy staff were trained on how to package the medications for the devices, and also developed computerized protocols for chemotherapy regimens using these pumps. Eight chemotherapy medicine regimens were identified as suitable for CADD pump use. On December 5, 2017, the first CADD pump for outpatient chemotherapy medication was issued. Information was collected over the course of the first year of implementation to estimate the overall effectiveness of outpatient CADD pump utilization from both the fiscal and patient experience perspectives.</p> <p>Results: In the first year of outpatient CADD pump infusion, Harbor-UCLA Medical Center eliminated an estimated 642 inpatient hospital bed days at a cost-avoidance of \$1,695 per day, totaling \$1,088,868 in cost savings. With CADD pumps, patients receive care in their preferred environment where they can relax, listen to music, or enjoy a movie night with their families, making what can be an uncomfortable process easier to undergo. CADD pumps offer an innovative way to provide compassionate patient-centered care to individuals living with cancer.</p>	<p>James J. Yeh, M.D. Project Manager (424) 306-8220 jamyeh@dhs.lacounty.gov</p> <p>Keisha Belmaster Productivity Manager (424) 306-6349 kbelmaster@dhs.lacounty.gov</p>

Shared Practices 2020

USING AVAILABLE TECHNOLOGY IN NEW WAYS

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>340B Drug Billing Software Health Services (Olive View-UCLA Medical Center, Pharmacy)</p> <p><i>PQA Mega Million Dollar Award</i></p> <p><i>View Video</i></p>	<p>Problem: Olive View-UCLA Medical Center (OVMC) is a covered entity of the Federal 340B Drug Program and provides discounted drugs to eligible outpatients. Health Resources & Services Administration, overseeing the program, requires participants to adhere to strict requirements to control diversion of discounted drugs and audits covered entities periodically. Ensuring compliance can be a challenge for a hospital that services both outpatient and inpatients as well as maintaining accurate documentation.</p> <p>Solution: On October 24, 2017, OVMC Inpatient Pharmacy implemented a 340B auto-split billing program, utilizing Verity Solutions software that creates electronic records of all drug transactions received from the Department's electronic health record, ORCHID. This allows the pharmacy to convert from a physical inventory to a virtual replenishment model. This inventory model virtually tracks 340B eligible drugs that have been dispensed at the pharmacy and replenishes 340B medications, where appropriate.</p> <p>Results: The project is assuring 340B Program compliance against diversion and Medicaid duplicate discounts. The electronic management provided accurate transaction data that enabled increased utilization of 340B drugs from 51% to 58% of total cost, gained improved knowledge of overall drug utilization and readiness for itemized billing, and liberated the pharmacy from maintaining physical separation of 340B and non-340B drugs. Successful implementation of the program has paved the way for all qualified departmentwide entities to achieve further operational efficiencies, enabling OVMC to provide care to the most vulnerable patients.</p>	<p>Nadrine Balady-Bouziane Project Manager (747) 210-3059 nbalady@dhs.lacounty.gov</p> <p>Connie Salgado-Sanchez Productivity Manager (213) 288-8483 cosanchez@dhs.lacounty.gov</p>

Shared Practices 2020

USING AVAILABLE TECHNOLOGY IN NEW WAYS

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Pilot Project for the Use of Augmented Writing Platform Application Human Resources</p> <p><i>Productivity Investment Fund - \$150,000 Grant</i></p>	<p>Problem: The utilization of gender free language in all elements of recruitment and hiring is a means of reducing bias, which has a powerful effect on the hiring process. Research conducted by the Department and the Women & Girl's Initiative validates that a gender neutral approach to recruitment is essential. Job descriptions are a critical influence on the makeup of a candidate pool; words are the primary tool to communicate with potential employees.</p> <p>Solution: The grant was used to obtain the augmented writing software platform, Textio, to assist County Human Resources (HR) employees in writing job descriptions that actively draw in the best and brightest candidates for every County position. This innovative software reviews and analyzes the language used in job postings compared to job postings that have been successful in the market, accessing metadata from the market-specific job area. In addition, the software indicates a gender tone meter that guides the County to write gender neutral job postings.</p> <p>Results: A comparison of all job posts for Los Angeles County from 2015-2019 indicated that when countywide HR staff use the augmented writing tool prior to posting, the following results have occurred: a significant increase in jobs that are posted with gender neutral language; a significant decrease in long, complicated postings; a change in the wording to be more inclusive and candidate friendly; LA County job posts continue to see an increase in quality scores; and emails to candidates have increased in quality. Over time, this will enable HR to evaluate whether the applicant pool becomes more inclusive.</p>	<p>Pamela Missett Project Manager (213) 974-7390 pmissett@hr.lacounty.gov</p> <p>Stanley Yen Productivity Manager (213) 974-2306 syen@hr.lacounty.gov</p>

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USING AVAILABLE TECHNOLOGY IN NEW WAYS

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Media Network and Storage System for the Training Services Division Film Unit Los Angeles County Fire Department</p> <p><i>Productivity Investment Fund - \$80,000 Grant</i></p>	<p>Problem: Within the past six years, the Department has experienced an increase in the demand for producing, filming, and delivery of videos with no increase in staffing. The Film Unit has increased production from 40 training, public safety, and recruitment initiative films per year to over 75 with additional requests for content and training each and every day.</p> <p>Solution: The grant was used to procure a film-industry standard media network and storage system for the Video Production Unit. The media network and storage system complements video production equipment that allows the Department to create videos on a myriad of topics including public education, community outreach, recruitment, structural and wildland firefighting training, all-hazard incidents, and active shooter incidents.</p> <p>Results: Since purchasing the storage system, the Department has increased storage capacity and archival platform for the Department's digital media, enhanced real-time editing capabilities, timely sharing of videos, and reduced net County cost by minimizing the need for additional staff as the procured platform has provided a technological enhancement that has increased efficiency, including the replacement of an antiquated legacy system. The media storage and network system has enabled the Video Production Unit to drive innovation, improve effectiveness, and deliver the highest quality of public education, community outreach, and regional training service delivery.</p>	<p>Battalion Chief Josh Binder Project Manager (323) 267-7212 joshua.binder@fire.lacounty.gov</p> <p>Fire Captain John Hamer Project Manager (213) 269-2527 john.hamer@fire.lacounty.gov</p> <p>Roxanne Benavides-Ortega Productivity Manager (323) 881-2327 roxanne.benavides@fire.lacounty.gov</p>

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USING AVAILABLE TECHNOLOGY IN NEW WAYS

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Saving Lives - Drowning Detection System Parks and Recreation</p> <p><i>PQA Top Ten Award</i></p> <p><i>View Video</i></p>	<p>Problem: The Department operates 37 swimming pools, including Jesse Owens Community Regional Park. Open year-round, Jesse Owens is one of the most popular swimming pools in the County, with an annual attendance of over 60,000 swimmers. Many factors can cause delays in response to drowning incidents, including overly crowded pools, distractions, and glare/steam causing poor vision. These delays, no matter how fractional, make a substantial difference in situations that result in life or death.</p> <p>Solution: The Department has become the first municipality in the United States to implement the state-of-the-art drowning detection system as a pilot project at Jesse Owens Community Pool. The drowning detection system is providing timely notification through advanced video analytics within seconds of swimmers in distress and enables pool lifeguards to respond quickly to potential drownings. This technology uses underwater cameras and sensors to monitor swimmers' safety to assist pool lifeguards in identifying swimmers at risk of drowning. The system is intended to complement the traditional work of lifeguards as a key technology that facilitates their activities.</p> <p>Results: After implementation, Park Aquatics staff conducted a routine rescue training analysis and the data shows that in pools without the prevention technology, the average response time was 9.5 seconds. At Jesse Owens, the response time is a mere 1.7 seconds. In addition to saving lives, this technology is significantly helping the mitigation of legal action because of drowning, thus saving the County millions of dollars.</p>	<p>Malou Rubio Project Manager (626) 588-5293 mrubio@parks.lacounty.gov</p> <p>Elizabeth Mendez Productivity Manager (626) 588-5201 lmendez@parks.lacounty.gov</p>

Shared Practices 2020

USING AVAILABLE TECHNOLOGY IN NEW WAYS

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>A Transformational Approach to Project Management Public Social Services</p> <p><i>Productivity Investment Fund - \$44,120 Grant</i></p>	<p>Problem: As one of the largest departments in Los Angeles County where high impact projects are the norm, it is imperative that the Department approach these projects through established Project Management (PM) principles. Previous Department project management practices relied heavily on manual processes. The goal of this pilot is to implement a multi-faceted approach to current PM practices, enhance business outcomes, and increase operational effectiveness. Lean Six Sigma (LSS) methodology, project management training and software integration would be used to implement the project.</p> <p>Solution: Companion by Minitab software was installed for over 60 staff members with direct involvement on departmental projects, including executive project sponsors, project leads, managers/analysts to provide a centralized location for project status reports. The software provides users with real-time project information thereby increasing awareness of departmental projects. Upon the software's launch, a software-user survey was conducted and 66% of the respondents conveyed that real-time project status report updates were useful in assisting them with project activities. Additionally, project management/LSS training was launched to enhance and strengthen project delivery.</p> <p>Results: As of February 2019, project teams are actively updating 16 of the 20 projects being tracked by the newly formed Project Management Office. The implementation of the software has streamlined a component of the project status reporting process, reducing process steps from over 25 to 5, thus making the process significantly leaner. Before the software was implemented, one employee would spend approximately three hours each month preparing printed materials for distribution during monthly project meetings. This step has since been eliminated, allowing the employee to spend the saved time in other project-related matters. LSS also garnered positive departmental project team support from all levels of staff.</p>	<p>Elizabeth Becerra Project Manager (562) 908-8486 elizabethbecerra@dpss.lacounty.gov</p> <p>Maria Rivera Productivity Manager (562) 908-5853 mariarivera@dpss.lacounty.gov</p>

Shared Practices 2020

USING AVAILABLE TECHNOLOGY IN NEW WAYS

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Water Pressure Reducing Turbine System for Electricity Generation Public Works</p> <p><i>Productivity Investment Fund - \$364,995 Grant and \$364,995 Loan</i></p>	<p>Problem: The Department intended to incorporate hydropower technologies that would benefit the County, both financially and environmentally. The electricity generated by a Pressure Reducing Turbine (PRT) would be used to offset electric consumption to operate pumps at the facility and therefore, would lower the energy consumption and costs. The project outcome should also include reliable, clean, and sustainable energy; environmental stewardship; and a reduction of greenhouse gas emissions.</p> <p>Solution: The grant/loan was used for the design and installation of a 248 kilowatt PRT at a water distribution facility located at Avenue M and 7th Street West, known as M-7W. The site was fitted with a state-of-the-art energy recovery PRT to generate green hydro electric energy. The newly installed PRT produces up to 248 kW, from flow rate of 8 cubic feet per second and a pressure differential of 330 feet-head. The electricity produced is used to operate groundwater well pumps and booster pumps.</p> <p>Results: From June 19, 2017 to December 31, 2019, the PRT total electricity production exceeded 3,100,000 kWh, resulting in \$310,000 in electrical cost savings. The project has also resulted in a reduction of 2,192 metric tons of greenhouse gas emissions, equivalent to emissions by 465 cars driven in one year.</p>	<p>Ramy Mattar Project Manager (626) 300-3354 rmattar@pw.lacounty.gov</p> <p>Leslie Schenk Productivity Manager (626) 458-5946 lschenk@pw.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2020

LEVERAGING PRIVATE SECTOR BUSINESS PRACTICES

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Food Donation and Food Waste Recycling Initiative Public Works</p> <p><i>PQA Top Ten Award</i></p> <p><i>View Video</i></p>	<p>Problem: Disposing organic waste such as food waste in landfills causes emissions of methane, a greenhouse gas that is 72 times more potent than carbon dioxide in terms of atmospheric warming. The County's residents and businesses dispose an estimated 3.5 million tons of organic waste per year, partly due to a shortfall in organics recycling infrastructure in the County.</p> <p>Solution: The Department implemented the Food Donation and Food Waste Recycling Initiative which consists of three main components to provide a comprehensive solution to reduce and recycle food waste: the Food Donation and Recycling Outreach Program (Food DROP), Pilot Commercial Food Waste Recycling Program (Pilot), and the Scrape Your Plate Program. Food DROP connects businesses with food recovery agencies to donate food to the 1 in 7 people in the County who are food insecure. For the food unsuitable to eat, the Department developed the Pilot and Scrape Your Plate Program to collect and recycle food waste from businesses and County facilities.</p> <p>Results: The campaign has recovered almost 150 tons of edible food and recycled over 2,100 tons of food waste, preventing a total of almost 1,900 metric tons of carbon dioxide equivalent emissions. It has offered new avenues for edible food recovery to help combat the 1 in 7 statistic of people being food insecure. In addition, the campaign enhances existing waste collection programs for businesses and County facilities by adding services for food waste collection and recycling that were previously not available. Finally, it increases awareness and participation by businesses and County employees in food donation and food waste recycling programs.</p>	<p>Kawsar Vazifdar Project Manager (626) 458-3514 kvazifdar@pw.lacounty.gov</p> <p>Leslie Schenk Productivity Manager (626) 458-5946 lschenk@pw.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2020

LEVERAGING PRIVATE SECTOR BUSINESS PRACTICES

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>New Freedom Transportation Workforce Development, Aging and Community Services (APS Programs & Planning New Freedom Transportation)</p> <p><i>PQA Top Ten Award</i></p> <p><i>View Video</i></p>	<p>Problem: Los Angeles County public transportation provides much needed transportation service to individuals who are unable or prefer not to drive to destinations that are an integral part of their lives. Due to the County's size, both geographically and populace, there are significant gaps in service to which these programs provide transportation. As such, the Department determined that there was a critical need to address some of these gaps in a way that offers alternative transportation options to individuals with disabilities, dependent adults, and the aging population.</p> <p>Solution: In direct collaboration with local business contractors, the New Freedom Transportation programs provide mobility management services throughout Los Angeles County, specialized for aging communities, dependent adults, and individuals with disabilities. These transportation services go beyond fixed route transit to organize a network of diverse transportation services, including but not limited to mobility on demand and door-assistance transportation, to meet the needs of these disadvantaged communities. New Freedom Transportation also provides a one-stop customer service information hotline, with readily available translation services, to assist clients with all types of transportation questions including application completion and identifying the best transportation option for them.</p> <p>Results: Since August 1, 2017, through a grant from the Los Angeles Metropolitan Transportation Authority, the New Freedom Transportation programs have provided over 2,000 clients with nearly 82,600 rides at no cost to the client. As a result, those individuals whose transportation options were limited have greatly benefited from the programs, by reducing their social isolation and increasing their overall well-being. Additionally, the New Freedom Transportation program was awarded a National Association of Counties (NACo) Transportation Award for Innovation in July 2019 and a Top Ten Productivity & Quality Award in October 2019.</p>	<p>Veronica Sigala Project Manager (213) 910-1662 vsigala@wdacs.lacounty.gov</p> <p>Kimberly R. Madison New Freedom Program Manager (213) 351-5146 kmadison@wdacs.lacounty.gov</p> <p>Stephanie Maxberry Productivity Manager (213) 738-2015 smaxberry@wdacs.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2020

COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Moving Families from the Hotline to a Helpline Board of Supervisors, Executive Office (Office of Child Protection) with Children and Family Services, County Counsel, Mental Health, Registrar-Recorder/County Clerk, and University of Southern California, Suzanne Dworak-Peck School of Social Work</p> <p><i>PQA Gold Eagle Award</i></p> <p>View Video</p>	<p>Problem: Each year, the Department of Children and Family Services' (DCFS) Hotline receives over 220,000 calls reporting suspected child abuse or neglect. Not all calls rise to the level of needing an investigation, but thousands of those families can benefit from community prevention supports. Yet, only 1 out of every 10 families offered community services by the Department in 2017 were connected. Many families declined and excessive wait times for those who were interested resulted in an additional 339 families dropping out of the process and never getting the help they needed.</p> <p>Solution: Lean Six Sigma (LSS) principles were applied to streamline the linkage process, re-imagine DCFS's community-partner roles, and set up multidisciplinary teams. Using LSS methods, the following changes were made: shifted roles so that trusted community-based Prevention and Aftercare (P&A's) networks, rather than DCFS, take the lead in engaging families and offering preventive community supports; established multidisciplinary teams; simplified work processes; retrained all Hotline staff; and standardized data collection and tracking.</p> <p>Results: 734 families were connected to prevention supports in 2019, more than tripling the number from 2017. Enrollment wait times were reduced by 48.15%, as families received services up to 13 business days faster. The rate of children re-referred to DCFS who had been abused or neglected dropped by 1.22%, and of those re-referred, 16.54% more children safely remained in their homes, resulting in a cost avoidance to the County. In just its first year, this project has already improved child safety and increased family stability for residents and communities. It's most critical innovation has been shifting the role of approaching individual families from DCFS to the P&A networks.</p>	<p>Carrie Miller Project Manager (213) 893-0862 cmiller@ocp.lacounty.gov</p> <p>Susan Huff Productivity Manager (213) 893-2509 shuff@bos.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2020

COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>After the Woolsey Fire: Applied Recovery Planning Chief Executive Office (Office of Emergency Management) with Animal Care and Control, Assessor, Children and Family Services, Consumer and Business Affairs, District Attorney, Fire, Human Resources, Internal Services, LA County Library, Los Angeles County Development Authority, Los Angeles Homeless Services Authority, Mental Health, Public Health, Public Social Services, Public Works, Regional Planning, Registrar-Recorder/County Clerk, Sheriff, Treasurer and Tax Collector, and Workforce Development, Aging and Community Services</p> <p><i>PQA Outstanding Teamwork Award</i></p> <p>View Video</p>	<p>Problem: In September of 2017, the County adopted its first Disaster Recovery Plan, which specified how the County delivers critical recovery services after a large-scale disaster. Less than two years later, on November 8, 2018, the Woolsey Fire struck. It is the largest, most destructive fire in modern Los Angeles County history. It tragically claimed three lives, burned over 96,000 acres and destroyed more than 1,600 structures. The Woolsey Fire left thousands of residents in desperate need for recovery support services.</p> <p>Solution: On November 17, 2018, the County quickly and effectively worked with 20 County Departments and established two Woolsey Fire Disaster Assistance Centers. Operating over 25 days, these centers had over 7,000 individual interactions with fire survivors. The County also implemented additional accessible recovery solutions through the Los Angeles County Recovers website, which uses the 211-call center and other media solutions to keep survivors informed.</p> <p>Results: The coordination and collaboration amongst all the County Departments not only demonstrated the County's commitment to supporting disaster survivors, but also enhanced the County's image amongst residents during a time of great loss and need.</p>	<p>Leslie Luke Project Manager (323) 980-2260 lluke@ceooem.lacounty.gov</p> <p>Jose Chew Productivity Manager (213) 974-1489 jchew@ceo.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2020

COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Family Reunification Housing Subsidy Children and Family Services with Chief Executive Office, Los Angeles County Development Authority, Public Social Services, and 211 LA County</p> <p><i>PQA Top Ten Award</i></p> <p><i>View Video</i></p>	<p>Problem: The Department of Children and Family Services (DCFS) has 34,726 open cases with 17,966 children in foster care. Families involved in the child welfare system are often in vulnerable situations and struggle with housing instability and homelessness after their children are removed from the home by DCFS. A family receiving cash benefits for their child and subsequently has their child(ren) removed, will lose eligibility if there is no minor child remaining in the home. This often results in the parent(s) becoming homeless when the parent(s) can no longer pay their rent.</p> <p>Solution: In the development of the County's comprehensive plan to combat homelessness, key partners with expertise in homeless services, child welfare, and other social services, identified the need to provide housing subsidies to families where the only barrier to reunification was the housing instability experienced by child-welfare involved parent(s). To support reunification, eligible parents experiencing homelessness are directly connected to housing agencies and case managers with expertise in providing housing services and a housing subsidy is provided to enable the parent to secure the needed housing to regain custody of their child(ren).</p> <p>Results: Since the implementation of the program, in January 2017, 369 children in 164 families have returned home, resulting in a cost savings of \$2,371,479 in Fiscal Year 2018-19 (as of May 2019) out-of-home placement costs. The cost savings are reinvested to sustain the program on an ongoing basis.</p>	<p>Gail Winston Project Manager (213) 765-7426 winstj@dcfs.lacounty.gov</p> <p>Arman Depanian Productivity Manager (213) 739-6435 depana@dcfs.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2020

COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Justice League: Legal Aid & Healthcare Unite Health Services (Martin Luther King, Jr., Outpatient Center)</p> <p><i>PQA Top Ten and Customer Service Awards</i></p> <p><i>View Video</i></p>	<p>Problem: Currently, 1.69 million people out of 9.96 million in Los Angeles County live below the poverty line. Studies show that 80% of these individuals suffer a civil legal problem that negatively affects their health. Every day, these low-income residents confront legal problems such as housing insecurity, immigration irregularities, and disability benefit denials. The resulting stress may exacerbate already chronic health problems and in turn increase health care utilization costs.</p> <p>Solution: An innovative partnership brings lawyers and health care teams together to address legal and medical needs in tandem. The Medical Legal Community Partnership-Los Angeles (MLCP-LA) is a collaboration between three non-profit law firms and the Department of Health Services' Whole Person Care Program (WPC-LA). MLCP-LA's hybrid service delivery model serves thousands of residents by using countywide Community Health Workers to connect participants to legal help through an online referral portal. Distinct from the online portal, the Martin Luther King, Jr., Outpatient Center (MLK OPC) uniquely co-locates legal professionals inside the primary care clinic.</p> <p>Results: In its first 14 months, the MLCP online portal served 659 patients and the MLK OPC MLCP site served another 433 patients. Linking lawyers to the health and care management teams through MLCP-LA allows all collaborating professions to provide individually tailored high quality, efficient necessary care. Also, by training, learning, working side-by-side, and sharing data and resources, clinicians, health workers, and lawyers can collectively advocate for improved policies and regulations that can ultimately improve population health. This alliance of health care and legal professionals are providing critical civil legal services as part of a broader comprehensive approach to improve the health and well-being of thousands of Los Angeles County residents.</p>	<p>Clemens Hong, MD Project Manager (424) 338-1002 chong@dhs.lacounty.gov</p> <p>Connie Salgado-Sanchez Productivity Manager (213) 288-8483 cosanchez@dhs.lacounty.gov</p>

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COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>JAIMS Data Analytics Project Probation with Board of Supervisors-Executive Office and Internal Services Department</p> <p><i>PQA Performance Measurement Award</i></p> <p><i>View Video</i></p>	<p>Problem: There have been several studies, audits and evaluations conducted by external agencies with concurring conclusions that the Probation Department has extremely limited data capacity and infrastructure. IT systems are out of date, which limits the Department's ability to implement data-driven processes. The archaic infrastructure has posed challenges to AB 109 since the inception of the program in 2011 because the system was not able to meet the requirements to capture basic program outcomes and track the progress of clients in a comprehensive level. The high level of manual processes potentially leads to inaccurate data, posing issues in utilizing the data to make important decisions.</p> <p>Solution: The Probation Department approached the Information Systems Advisory Board (ISAB) and with the support of the Internal Services Department, developed an efficient and automated data analytics solution for extracting and integrating data between disconnected multi-agency systems by using the statistical platform called the Justice Automated Information Management System (JAIMS). JAIMS also applies the appropriate standards and levels of security assuring effective and confidential data governance.</p> <p>Results: The Department increased cost savings and the validity of data, and reduced staffing hours and risks for developing AB 109 reports. The development of JAIMS has materialized a concept that allows for immediate and reliable access to statistical information from various County agencies. In time, JAIMS will be able to provide the capabilities to conduct big data analytics to uncover patterns, correlations, and other insights that will ensure the effectiveness of the AB 109 programs and to drive data decision-making for the Department.</p>	<p>Darlyne Pettinicchio Project Manager (562) 334-4210 darlyne.pettinicchio@probation.lacounty.gov</p> <p>Joan Pera Productivity Manager (562) 319-9993 joan.pera@probation.lacounty.gov</p>

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NEW WAYS TO DELIVER SERVICE

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Quality Academy: Building Capacity for Improvement Health Services (LAC+USC Medical Center, Quality Management)</p> <p><i>PQA Silver Eagle Award</i></p> <p><i>View Video</i></p>	<p>Problem: Medical errors result in significant human costs and create needless financial burdens on hospitals. Patient harm events are frequently the result of poorly designed systems. Most organizations lack internal expertise in quality improvement and the financial impact of hiring consultants is a deterrent to developing quality improvement training. Organizations report reduced patient harm after investing in quality improvement (QI) training for staff.</p> <p>Solution: The Quality Academy was developed in 2016 with the vision and objective of expanding hospital-wide capacity for QI by building capability in staff to implement and lead QI projects. The curriculum includes 39 evidence-based elements supporting staff capability and organizational capacity that provide the foundation for effective QI sustainability. Participants complete nine didactic sessions over six months and implement an experiential project that is meaningful to their practice, unit, or work location, and aligned with their strategic goals. In addition, participants receive 1:1 mentorship from a Certified Professional in Healthcare Quality. Graduates of the program, as Junior Mentors, are paired with an experienced mentor to provide support for additional QI projects in their areas. In addition, each project team consists of existing staff that contribute to the success of the project; a sponsor, a champion, a leader, and a quality improvement mentor.</p> <p>Results: Since inception, the program has graduated 175 staff from across the Department of Health Services. The benefits of the Quality Academy are exponential as each graduating class produces quality improvement experts and junior mentors at all levels within the healthcare system. Over 161 QI projects were implemented across the Department. Select projects analyzed post implementation showed an estimate annual cost avoidance of \$55,077,635 per year in aggregate.</p>	<p>Laura Sarff, DNP, RN Project Manager (323) 409-2815 lsarff@dhs.lacounty.gov</p> <p>Connie Salgado-Sanchez Productivity Manager (213) 288-8483 cosanchez@dhs.lacounty.gov</p>

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PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Improving Health Care at Pitchess Detention Center Health Services (Olive View-UCLA Medical Center, Department of Medicine)</p> <p><i>PQA Changemaker Award</i></p> <p><i>View Video</i></p>	<p>Problem: Providing timely access to medical care at correctional care facilities has been a challenge for many years. Inmates wait months before they were seen by a physician or medical provider, and all urgent and emergent cases require transfer by calling 911, an ambulance, or Radio car with two deputies transferring one patient. This led to significant costs and poor care.</p> <p>Solution: The Department of Medicine at Olive View-UCLA Medical Center took on a project to help improve access to care at the North County Correctional Care Facility. They paired up an Academic Department with the correctional facility with the objective to improve recruitment of high-qualified medical providers and improve health outcomes by providing timely care. The other objective was to reduce the cost of health care by reducing the inappropriate transfers to higher level of care.</p> <p>Results: The project was launched in June 2018. There were a total of 4,329 patients seen between January-May 2018. After implementation, 11,810 patients were seen between June-December 2018. By May 2019, the total patient count was 26,708 compared to less than 8,500 in the previous year – an increase in productivity of over 300%. The wait time to see a medical provider also decreased from an average of 66 days to less than 12 days, and the percentage of patients transferred to higher level of care decreased by 79.5%.</p>	<p>Soma Wali, MD, MACP Project Manager (747) 210-3205 swali@dhs.lacounty.gov</p> <p>Connie Salgado-Sanchez Productivity Manager (213) 288-8483 cosanchez@dhs.lacounty.gov</p>

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PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Building Strong Leaders of Today and Tomorrow Human Resources</p> <p><i>PQA Commissioners' Legacy Award</i></p> <p><i>View Video</i></p>	<p>Problem: The Director of Personnel is charged with the responsibility for developing and conducting supervisory and management training. As a result of the 2008 economic recession, the County's management and supervisory training efforts were significantly curtailed. In spite of the curtailments, the need for highly competent and trained supervisors and managers, who can lead, inspire, and engage subordinate staff to carry out the County's and their departments' missions, grew over the next seven years.</p> <p>Solution: In January 2014, the Department of Human Resources (DHR) launched the Los Angeles County University and its Leadership Development Institute (LDI) series with the inaugural program, the Executive Leadership Development Program. To build leadership competencies at lower levels, DHR developed and launched two additional LDI programs, the New Supervisor Development Program (NSDP) and the Management Development Program (MDP). The NSDP is designed to equip newly appointed supervisors with the knowledge, skills, and motivation needed to make a successful transition from individual contributor to supervisor.</p> <p>Results: To date, 11 cohorts and 321 new supervisors have graduated from the NSDP. The MDP is designated to enhance management competencies and County literacy, broaden personal networks, and encourage and support ongoing learning and career development among first-level managers and high-level supervisors. Fifteen cohorts have been conducted and 355 managers have graduated from the MDP.</p>	<p>Paul Canning Project Manager (213) 738-2299 pcanning@hr.lacounty.gov</p> <p>Stanley Yen Productivity Manager (213) 974-2306 syen@hr.lacounty.gov</p>

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NEW WAYS TO DELIVER SERVICE

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Reading Machine: Literacy & STEAM at Preschools LA County Library</p> <p><i>PQA Top Ten Award and Productivity Investment Fund - \$150,000 Grant</i></p> <p>View Video</p>	<p>Problem: LA County Library reaches over 150,000 children through high-quality literacy programs hosted at its 86 library locations. Although this is a large number of children served, there are nearly 600,000 children in the County that do not benefit from the engaging programming developed to build critical early literacy skills, which are inherently necessary for future academic and life success. It has been found that children that do not read at grade level by the 3rd grade are more likely to drop out of high school.</p> <p>Solution: LA County Library developed the Reading Machine, a mobile program that visits licensed home daycare centers and preschools to engage children with literacy and STEAM (science, technology, engineering, art, and mathematics) activities through Storytime, while providing caregivers with tools and resources to enhance their interactions with the children in their care. The Reading Machine currently focuses on nine communities which are identified as high-risk for illiteracy, poverty, and mental health needs. Storytime and STEAM kits are made available to teachers and providers at the sites. Kits include books, flannel stories, puppets, music CDs, or lyrics to music, and STEAM related, age-appropriate, developmentally appropriate Early Literacy and STEAM activities to extend children's exploration.</p> <p>Results: From the launch of the program in May 2018 through April 2019, Reading Machine staff have visited 945 preschools and daycares, leading to over 20,000 learning engagements by young children and adults during the program timeframe. These children are developing early literacy skills, and caregivers are provided with resources, support, and education that will help them to continue to strengthen bonds and work towards helping the children reach their full potential.</p>	<p>Heather Firchow Project Manager (562) 940-8522 hfirchow@library.lacounty.gov</p> <p>Samangi Skinner Productivity Manager (562) 940-4106 sskinner@library.lacounty.gov</p>

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PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Career Online High School: Diplomas for Adults LA County Library</p> <p><i>PQA Community Inclusion Award</i></p> <p><i>View Video</i></p>	<p>Problem: Los Angeles County trails behind the nation in educational attainment, scoring 4.96 on the Educational Index, compared to 5.17 nationally. More than 1 in 5 adult Angelenos (22%) lack a high school diploma, compared to 13% nationwide. Those with more education, not surprisingly, are more likely to earn higher salaries with better working conditions and benefits, and less likely to be unemployed.</p> <p>Solution: LA County Library began offering Career Online High School (COHS) in 2015. The program’s aim is to help combat low countywide graduation rates by taking advantage of the Library as a trusted learning resource in the community. COHS is a free online program that offers adults, age 19 and over, a way to earn their high school diploma. The web-based coursework can be accessed 24/7, enabling students to earn their diploma at their own pace, and the program can be completed in 18 months or less. Once enrolled, students are assigned a personal career coach who follows their progress and helps prepare them to enter the workforce, while developing skills such as resume and cover letter writing. By successfully completing the program, students receive an accredited diploma and a career certificate in one of 10 high-growth fields, such as Office Management and Childcare and Education. By providing this free service, LA County Library opens new career pathways for adults who were unable to complete their high school education.</p> <p>Results: As of March 2020, there are 457 active students in the program and a total of 200 graduates since the program’s inception. The Department is currently working on expanding efforts to a major digital advertising campaign to capture the attention of digitally savvy customers already searching for free diploma opportunities online. The Department has held four graduation events to celebrate graduates' accomplishments in-person with their friends and families.</p>	<p>Kelly Hulbert Project Manager (562) 940-8521 khulbert@library.lacounty.gov</p> <p>Samangi Skinner Productivity Manager (562) 940-4106 sskinner@library.lacounty.gov</p>

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PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Business Process Review and Improvement (BPI) Medical Examiner-Coroner</p> <p><i>Productivity Investment Fund - \$300,000 Grant</i></p>	<p>Problem: The Department currently utilizes procedures and forms that have been in place for many years and have never been systematically challenged in a holistic way. Performing an end-to-end systematic Business Process Review and Improvement (BPI) will help identify more efficient ways to do the same work and would help the Department improve the quality and timeliness of its death investigations. The improvement and refinement of work flow practices must be the precursor for the development of any case management system.</p> <p>Solution: The grant was used to hire a consultant who performed an analysis of existing business processes with goals of improving productivity, efficiency, and quality. The project resulted in three key improvement areas and seven additional areas, thirty-one future state use cases, and six recommend project priorities.</p> <p>Results: As a result of the BPI, the Department was able to determine the level of effort and cost to implement the next phase of the program, which is to replace the Department's Legacy Case Management System and to implement the Laboratory Information Management System.</p>	<p>Darwin Sypinero Project Manager (323) 343-0707 dsypinero@coroner.lacounty.gov</p> <p>Inna Sarac Productivity Manager (323) 343-0608 isarac@coroner.lacounty.gov</p>

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PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Innovating Adult Mental Health Services to Improve Life Outcomes for LACO's Most Vulnerable (Transforming Adult FSP) Mental Health</p> <p><i>Productivity Investment Fund - \$250,000 Grant</i></p>	<p>Problem: Every year, the Adult Full Service Partnership (FSP) program serves more than 6,200 adults who have been diagnosed with a severe mental illness and would benefit from intensive services. FSP programs provide mental health services, integrated treatment, and assistance with housing and employment for individuals with severe mental illness. Improving FSP services will improve critical life outcomes for these vulnerable individuals, including hospitalizations, emergency room use, arrests, and incarceration.</p> <p>Solution: The grant was used to contract with Third Sector Capitol Partners to drive the development of the transformed FSP. Third Sector performed the following tasks: developed new team-based service guidelines, new funding methodology to effectively resource the new FSP teams and outcomes, metrics, and an incentive model and structure for the Adult FSP outcomes-oriented contracts; mapped data sources to outcomes and metrics; coordinated with the Department and external subject matter experts to develop specific incentive amounts; developed draft outcomes, metrics targets, and an incentive model/structure for the Child FSP program and Older Adult FSP specialization; created a draft map between data sources and Child and Older Adult FSP outcomes and metrics; and advised the Department in outreach and responses to FSP providers, including discussions related to outcomes, metrics, and incentives structures.</p> <p>Results: With the implementation of the transformed FSP program beginning with FY 2020-21, the Department expects to see increased enrollment of priority populations in the FSP programs; reductions in homelessness, hospitalizations, and contact with the criminal justice and child welfare systems for FSP clients; and improvements in housing and placement stability, improvements in physical and mental health, and increases in educational attainment, employment, and meaningful uses of time for FSP clients. In addition to improving the lives of FSP clients and their families, the Department expects these results to have positive impacts on other County departments and the community-at-large.</p>	<p>Regina Waugh Project Manager rwaugh@dmh.lacounty.gov</p> <p>Elaine Waldman Productivity Manager (213) 738-2321 ejwaldman@dmh.lacounty.gov</p>

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<p>Community Science: Of, For, and With LA County Natural History Museum of Los Angeles County</p> <p><i>PQA Bronze Eagle Award</i></p> <p><i>View Video</i></p>	<p>Problem: The biggest threats to wildlife and biodiversity in Los Angeles are urbanization, habitat modification, and the introduction of non-native species. The difficulties of accessing private property and conducting biological surveys in developed landscapes has led to an urban biodiversity data crisis, in which there is insufficient information to inform land planning for the benefit of conservation. Another challenge is participation. Getting youth, adults, and families involved in studying biodiversity in cities is crucial. However, the Department recognizes there may be barriers to galvanize the research support needed.</p> <p>Solution: To meet this challenge, the Department trains hundreds of community scientists (a.k.a. local community members) each year to observe and record wildlife on their own properties, in schools, and neighborhoods to report their findings to researchers through the iNaturalist app platform. County residents can also participate in the research that the Department's Community Science Program is conducting, from projects that track and observe insects, spiders, reptiles, amphibians, snails, slugs, squirrels, and bats. The level of involvement can vary from in-depth experiences, such as having an insect trap in your own backyard to a more modest commitment, such as uploading wildlife photos collected on walks for identification purposes.</p> <p>Results: To date, the Department has provided training to over 150 County employees, collected over 200,000 nature observations, implemented over 400 programs, and engaged with over 14,000 people. They have become a global model among natural history museums for this enterprise. Every single one of these interactions help people engage in science, technology, engineering, and mathematics, relevant to their daily lives; and every data point collected, help them to better understand the biodiversity in Los Angeles County. Engaging the community like this has helped scientists discover 42 new species to science that live in Los Angeles!</p>	<p>Lila Higgins Project Manager (213) 763-3230 lhiggins@nhm.lacounty.gov</p> <p>Dawn McDivitt Productivity Manager (213) 763-3303 dmcdivitt@nhm.lacounty.gov</p>