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CELIA ZAVALA  
EXECUTIVE OFFICER

COUNTY OF LOS ANGELES  
**EXECUTIVE OFFICE**  
BOARD OF SUPERVISORS

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September 16, 2021

TO: All Department Heads

FROM: Celia Zavala   
Executive Officer

Fesia A. Davenport   
Chief Executive Officer

Jacki Bacharach, Chair   
Quality and Productivity Commission

SUBJECT: **SHARED PRACTICES REPORT 2021**

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
- Collaborating with others to deliver improved services
- New ways to deliver service

The report will be posted on the Quality and Productivity website at <http://qpc.lacounty.gov>.

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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](mailto:jguevarra@bos.lacounty.gov) for additional information.

CZ:FD:JB:JG:LP

Attachment

c: Each Supervisor  
Productivity Managers' Network



*County of Los Angeles*  
**Quality and Productivity Commission**



# Shared Practices

## 2021 Report

CATEGORIES

**Using Available Technology In New Ways**

**Collaborating With Others to Deliver Improved Services**

**New Ways to Deliver Services**



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**Shared Practices 2021**

**USING AVAILABLE TECHNOLOGY IN NEW WAYS**

<b>PROJECT and DEPARTMENT</b>	<b>PROJECT DESCRIPTION</b>	<b>CONTACT</b>
<p><b>Exotic Insect Detection Program Data Management System</b>                      Agricultural Commissioner/Weights and Measures</p> <p><i>Productivity Investment Fund - \$200,000 Grant</i></p>	<p><b>Problem:</b> Los Angeles County is a major conduit for the introduction of pests that pose a threat to the state's over \$50 billion agricultural industry as well as to native trees and plants. During Phase I of the Pest Detection Viewer, trapping data was migrated into the system, facilitating the production of new Field Detection Books containing detailed maps and trap placement data organized according to a statewide geographic grid system. Phase II of the project requires development of a data management mobile platform for data input and management with route navigation capabilities.</p> <p><b>Solution:</b> Funds enabled the development of a comprehensive trap data collection and management system. The data management mobile platform will serve as a navigation tool, trap service data collection platform, host selection advisor, and report generating tool.</p> <p><b>Results:</b> Staff are able to utilize tablets and mobile devices to assist with navigation, data input, optimal host selection, and the ability to utilize map views (satellite, street map, and parcel data). The system eliminated paper, provides streamlined digital information in real time, and ensures the use of the most efficient travel routes and utilization of trap placements. The ability to complete this project will place Los Angeles County at the forefront of technology development and innovation statewide for this most critical program.</p>	<p>Khoa Lam                      Project Manager                      (626) 459-8893                      KLam@acwm.lacounty.gov</p> <p>Christine Belden                      Productivity Manager                      (626) 459-8889                      cbelden@acwm.lacounty.gov</p>

**Shared Practices 2021**

**USING AVAILABLE TECHNOLOGY IN NEW WAYS**

<b>PROJECT and DEPARTMENT</b>	<b>PROJECT DESCRIPTION</b>	<b>CONTACT</b>
<p><b>Grant Management Software System</b> Chief Executive Office</p> <p><i>Productivity Investment Fund - \$448,200 Grant</i></p>	<p><b>Problem:</b> The County has no centralized manner or standardized process to search, identify, and apply for Federal, State, or philanthropic grants that could augment the County's annual revenue, support the Board of Supervisors (Board) priority populations, or advance Countywide strategic goals.</p> <p><b>Solution:</b> Funds were used to purchase a grant management software system, known as eCivis, for a two-year pilot period. The system provides comprehensive up-to-date access to available grants and alerts departments to apply for available grant opportunities. The Department used eCivis to centralize the oversight and standardization of Countywide practices for grant opportunities Countywide.</p> <p><b>Results:</b> Since implementation of the system, eCivis has facilitated the departments' ability to apply for available grant opportunities in an expedited and efficient manner. Departmental staff receive immediate notifications and alerts from the eCivis system of available grant opportunities, have a real-time dashboard that easily displays all departmental grants being pursued or awarded, and a single, uniform and easy to follow process to apply for the grants. In the first pilot year, of the 30 grant opportunities submitted by departments, 23 resulted in successfully awarded grants, totaling \$59 million in grant revenue. In the second pilot year, of the 66 grant opportunities submitted, 39 resulted in successfully awarded grants, totaling approximately \$43 million in grant revenue. Implementation of the eCivis grant management software greatly increased the effectiveness and frequency by which departmental staff can search, identify, and apply for available Federal, State, and private grant opportunities. It helped departments eliminate manual processes and provides a centralized mechanism to monitor and track grant activities. The pilot has allowed the Department to take lessons learned to better understand the pitfalls and challenges with grant management, develop workflow processes to streamline systemic issues and improve workflow, as well as begin to develop strategies to tackle the challenges with existing County procurement and contracting processes.</p>	<p>Emy Tzimoulis Project Manager (213) 974-4603 etzimoulis@ceo.lacounty.gov</p> <p>Jose Chew Productivity Manager (213) 974-1489 jchew@ceo.lacounty.gov</p>

**Shared Practices 2021**

**USING AVAILABLE TECHNOLOGY IN NEW WAYS**

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p><b>Advanced Provider Response Unit (APRU) Pilot Program and E-Bridge Application Licenses</b> Fire</p> <p><i>Productivity Investment Fund - \$10,000 (for telemedicine platform) and 11,500 (for E-bridge licenses) Grants</i></p>	<p><b>Problem:</b> The emergency room (ER) is the most expensive place to receive unscheduled medical care, and the Emergency Medical System (EMS) is the most expensive way to get there. The current model of funneling all EMS patients through the ER bottleneck is financially unsustainable, results in ambulances waiting hours to transfer their patients, and jeopardizes the safety net system depended upon in times of crisis. By inserting an Advanced Provider into the prehospital setting, patients can be managed and re-directed to appropriate levels of care based on need and at a far lower cost than the current system.</p> <p><b>Solution:</b> Funds were used to purchase a telemedicine platform for the Advanced Provider Response Unit (APRU) pilot. The APRU is a mobile response vehicle with Advanced Providers (Nurse Practitioner or Physician Assistant) and Firefighter Paramedic, that utilizes a video telemedicine platform that connects with the Medical Director during emergency calls. The goal of the APRU is to respond to low acuity 911 calls, perform an assessment, and simple interventions. By performing these interventions in the field, the APRU can prevent the need to transport the patient to the hospital, which will reduce the burden on the County's critical safety net ER and EMS resources. Funding was also used to purchase additional E-bridge licenses that expanded the telemedicine platform to all basic life support (BLS) units throughout the Department.</p> <p><b>Results:</b> By managing these patients and re-directing them to urgent care, primary care, dental care, etc., the APRU is able to offload these calls from EMS units and improve services to residents while also allowing paramedic units and emergency rooms to focus on the major medical emergencies they were designed and intended to serve. As time has passed, the APRU mission has expanded to include medical clearance for custody and mental health teams, case management for high system utilizers, and telemedicine support for the Department as a whole. To date, the APRU program has provided care to nearly 1,600 patients, is meeting the needs of the communities served, and has solidified yet another path in how to provide</p>	<p>Clayton Kazan, MD Project Manager (323) 267-7153 Clayton.Kazan@fire.lacounty.gov</p> <p>Heidi Oliva Productivity Manager (323) 881-6109 Heidi.Oliva@fire.lacounty.gov</p>



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<b>USING AVAILABLE TECHNOLOGY IN NEW WAYS</b>		
<b>PROJECT and DEPARTMENT</b>	<b>PROJECT DESCRIPTION</b>	<b>CONTACT</b>
<p><b>Advanced Provider Response Unit (APRU) Pilot Program and E-Bridge Application Licenses - <i>Continued</i></b> Fire</p> <p>Productivity Investment Fund - \$10,000 (for telemedicine platform) and 11,500 (for E-bridge licenses) Grants</p>	<p>thoughtful, compassionate, and professional care to the residents in the County. In July of 2021, the Board of Supervisors approved funding to sustain and expand the program to three units for a total of three years.</p>	<p>Clayton Kazan, MD Project Manager (323) 267-7153 Clayton.Kazan@fire.lacounty.gov</p> <p>Heidi Oliva Productivity Manager (323) 881-6109 Heidi.Oliva@fire.lacounty.gov</p>

**Shared Practices 2021**

**USING AVAILABLE TECHNOLOGY IN NEW WAYS**

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p><b>Color Code Drug Doses: LA County Kids Application</b>                      Health Services - Emergency Medical Services Agency</p> <p><i>Productivity Investment Fund - \$17,280 Grant</i></p>	<p><b>Problem:</b> The Los Angeles County Emergency Medical Services (EMS) Agency, under the direction of the Medical Director, developed a standardized formulary and associated Color-Coded drug dosing for adults and children based on kilogram (kg) body weights to be used during the emergency care of all prehospital patients. This system which utilizes a color-coded length-based resuscitation tape to determine weight in kg (for children) and then the standardized formulary to pre-calculate doses in milliliters (mLs) for all patients, was recently updated to reflect current best practices. An application was needed to rapidly deliver this critical information to emergency responders.</p> <p><b>Solution:</b> Funds were used to purchase and develop the Los Angeles County Drug Doses App (App). Originally designed to decrease error in medication dosing for children, it was expanded to include adults as well. The App will allow over 6000 base hospital personnel to order and the over 4,500 paramedics to confidently and safely administer the correct doses of life saving medication to adult and pediatric patients suffering a medical emergency without having to calculate drug doses during a stressful pediatric emergency call. It will decrease the risk from incorrect medication administration and improve paramedic confidence in caring for pediatric patients. The App is a free download to ensure easy availability and updates to the App can be made rapidly and disseminated instantly. Numerous emergency agencies will benefit from the App and it is available Statewide.</p> <p><b>Results:</b> The Los Angeles Drug Doses App was made available for both Apple and Android products in May 2020. It is utilized on a daily basis by paramedics, hospital mobile intensive care nurses, and base hospital physicians. The monthly utilization of the app averages 2,500 hits with over 30,000 uses to date. It enhances the care of children and improves patient outcomes for infants and children within the 88 cities in the County.</p>	<p>Marianne Gausche-Hill                      Richard Tadeo                      Project Managers                      (562) 347-1600                      mgauschehill@dhs.lacounty.gov                      rtadeo@dhs.lacounty.gov</p> <p>Connie Salgado-Sanchez                      Productivity Manager                      (213) 288-8483                      cosanchez@dhs.lacounty.gov</p>

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USING AVAILABLE TECHNOLOGY IN NEW WAYS		
PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p><b>LinkedIn - Talent Insights</b> Human Resources</p> <p>Productivity Investment Fund - \$25,000 Grant</p>	<p><b>Problem:</b> The Department uses LinkedIn, a social media business platform geared to professionals. It enables professionals to network and build a professional portfolio online, essentially a resume on-line. Profiles on-line are seasoned professionals and new college graduates. The Department's Executive Recruitment Team uses LinkedIn for recruitment purposes and has "recruiter" licenses. These licenses give special access to those with profiles in the LinkedIn database. In order to access real time data and insights on talent pool and companies of interest, the Department needs to tap into LinkedIn's "Talent Insights" (TI) license which translates member profiles into unique data points. This information can be aggregated and standardized for comparison at a micro level.</p> <p><b>Solution:</b> Funds were used to purchase LinkedIn's TI license to assist the Department to answer tough talent questions with intuitive data to make informed talent decisions. The Department can identify trends and movement across the talent marketplace with access to real-time supply and demand data, such as, hard to fill positions, the County's own migration patterns, migration/recruitment patterns of similar situated organizations, what skill sets are growing and where, and the average tenure for private or public sector peers. The data collected from TI will be used to assist departments in their recruitment efforts through Human Resources staff.</p> <p><b>Results:</b> The TI data was successfully used to establish target audiences for sponsored content campaigns used to recruit individuals for hard-to-fill jobs with the County. By using the TI data, County recruiters were able to maximize the use of sponsored campaign funding by proactively advertising jobs to individuals with the desired experience. Instead of posting the job and then waiting for applicants to come to the County, the Department was able to identify areas of the country where the recruitment could be focused to find highly desirable candidates. While TI was able to increase the understanding of where qualified talent is located, the Department ultimately found another LinkedIn tool, Sponsored Content, to be a better tool to directly identify and interact with talent.</p>	<p>Pamela Missett Project Manager (213) 974-1328 pmissett@hr.lacounty.gov</p> <p>Molly Gonzalez Productivity Manager (213) 974-1528 mgonzalez@hr.lacounty.gov</p>

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<b>USING AVAILABLE TECHNOLOGY IN NEW WAYS</b>		
<b>PROJECT and DEPARTMENT</b>	<b>PROJECT DESCRIPTION</b>	<b>CONTACT</b>
<p><b>Customer Flow Management System</b> Registrar-Recorder/County Clerk</p> <p><i>Productivity Investment Fund - \$250,000 Loan</i></p>	<p><b>Problem:</b> The Department did not have a way for its customers to easily and conveniently schedule appointments for services, as well have access to estimated processing times for their particular transaction and service locations to help plan their visits accordingly.</p> <p><b>Solution:</b> Funds were used to develop and implement an on-line appointment and queue management system that is accessible to the public. Through this automated system, the public and staff can efficiently create, reschedule, or cancel service appointments. When making online appointments, the public is able to use a credit or debit card to pay for services requiring a non-refundable payment. Additionally, any staff-generated appointments for services that require payments are processed through the existing Joint Enterprise Development Interface which is integrated with the system.</p> <p><b>Results:</b> Due to the pandemic, the Department has not been able to fully implement the system; however, they are using it to schedule both in-person and virtual appointments for marriage licenses and ceremonies. From July 1 to December 31, 2020, they serviced 2,926 clients using the system. With the new system, the Department has been able to adjust the inflow of clients to ensure compliance with social distancing guidelines. They have also eliminated the ongoing issue of double-booking appointments while using the Outlook calendar. The system is customer friendly and allows users to manage their appointments without contacting the Department. The system also provides a better way to contact customers should there be an issue and they cannot render services</p>	<p>Portia Sanders Christopher Pailma Project Managers (562) 462-2081 pdsanders@rrcc.lacounty.gov cpailma@rrcc.lacounty.gov</p> <p>Alexander Ogunji Productivity Manager (562) 462-2755 aogunji@rrcc.lacounty.gov</p>

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**COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES**

<b>PROJECT and DEPARTMENT</b>	<b>PROJECT DESCRIPTION</b>	<b>CONTACT</b>
<p><b>Court Report Document Management System (CRDMS)</b>            Children and Family Services</p> <p><i>Productivity Investment Fund - \$118,757 Grant</i></p>	<p><b>Problem:</b> Prior to implementation of the Court Report Document Management System, DCFS court reports packets were printed and hand-delivered to Juvenile Court Services (JCS). Court proceedings require that these court reports packets, with all the necessary attached documents, be sent to the court prior to the court hearing date. Assigned Children's Social Workers (CSWs) in the Department's regional offices would generate these court reports. At least once every six months, the CSWs prepared court reports for each child under their supervision. An average of 400-500 packets were delivered in person each week by a CSW or courier. This means approximately 61 million pages were printed/copied annually. The Department needed to find a way to mitigate the number of copies printed and delivered.</p> <p><b>Solution:</b> Funds were used to purchase a Document Management System. The software is used to image the court report packets at each regional office and to electronically e-file the report packets to LA Court Odyssey Case Management System. DCFS staff at each office scans and indexes the completed court report packet into the Court Report Document Management system (CRDMS). This solution leverages existing Multi-Function Printers in each regional office to scan and index the court report packets and uploads to CRDMS where they are automatically e-filed by a customized program developed by DCFS/IT requiring no staff intervention to review and accept the documents. The custom program interfaces with Odyssey API to automate the e-filing processing to LA Court. CRDMS provides a method to track the submission of court report packets and facilitates avoidance of court sanctions associated with not providing court reports in a timely manner.</p> <p><b>Results:</b> Since implementation of the CRDMS in May 2020, Department staff have been reducing their carbon footprint. The Department has eliminated the need to print seven (7) copies of the court report packets per child for submission to the JCS for subsequent distribution. As a concurrent benefit, since paper court reports are no longer needed, the Department anticipates a \$25,200 savings in eliminating</p>	<p>Jerry Fong            Project Manager            (562) 345-6625            fongj@dcfs.lacounty.gov</p> <p>Arman Depanian            Productivity Manager            (213) 351-5576            depana@dcfs.lacounty.gov</p>

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**COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES**

<b>PROJECT and DEPARTMENT</b>	<b>PROJECT DESCRIPTION</b>	<b>CONTACT</b>
<p><b>Court Report Document Management System (CRDMS) - <i>Continued</i></b>            Children and Family Services</p> <p>Productivity Investment Fund - \$118,757 Grant</p>	<p>the associated need for courier services. In addition, the Department implemented the Attorney Notification System in January 2021. This system allows the Justice Partners to electronically receive an advanced copy of the court report packet e-filed to the LA Court, making this process completely paperless. The CRDMS has contributed to a 48% reduction of letter-size paper orders for DCFS (when compared to usage in the same period last year); decreased the amount of staff time spent by staff assembling court packets (staff can reallocate their time to other tasks) and lessened the wait time for CSWs assigned as Court Officers at JCS to be able to review court packets.</p>	<p>Jerry Fong            Project Manager            (562) 345-6625            fongj@dcfs.lacounty.gov</p> <p>Arman Depanian            Productivity Manager            (213) 351-5576            depana@dcfs.lacounty.gov</p>

Quality and Productivity Commission  
**Shared Practices 2021**

**COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES**

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p><b>Los Angeles County Jail Based Job Center (JBJC)</b>            Workforce Development, Aging &amp; Community Services</p> <p><i>Productivity Investment Fund - \$900,000 Grant</i></p>	<p><b>Problem:</b> Former offenders face many obstacles in getting and keeping employment. In addition to needing assistance transitioning out of jail into concrete employment opportunities, they need assistance with career counseling, employment readiness, vocational training, job-placement, and job retention services from the jail to the community. Research shows that recidivism can be reduced by at least 22% for those who secure employment within 3-6 months of getting out of jail.</p> <p><b>Solution:</b> Funds were used as one-time start up costs for the Los Angeles County Jail Based Job Center (JBJC) at the Sheriff's Department Pitchess Detention Center's, South Facility in Castaic. While participants were still incarcerated, they received 28 hours of pro-social habit development training, 30 hours of employment readiness training, and weekly career development and employment planning meetings. In the month prior to release, participating inmates began working with the JBJC Reentry Transition Navigator to plan for transition from jail-based employment supports to community-based employment supports through the America's Job Center of California (AJCC). The Navigator worked with the participants post-release to ensure connection to the AJCC and enrollment into AJCC employment training and programming. The AJCC provided up to 12 months of employment retention services to help the participant mitigate any obstacles encountered on the job that could compromise job retention and progression.</p> <p><b>Results:</b> The JBJC operated as a pilot for two years and served 264 inmates with a continuum of pre- and post-release workforce development services. 158 received pre-release pro social habits development training; 167 received pre-release soft skills workshops; 24 received pre-release habit development peer support groups; 35 were navigated to community-based WIOA/AJCC services; 15 co-enrolled in ADW or youth; 19 secured employment after exiting jail; and 8 participants recidivated. The pilot concluded in August 2019. The JBJC prototype experienced consistent challenges since inception, such as restricted access to necessary technology, movement/facility re-assignment, program scheduling conflicts &amp; competition,</p>	<p>Stephanie Maxberry            Productivity Manager and Project Contact            (213) 738-2015            smaxberry@wdacs.lacounty.gov</p>

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**COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES**

<b>PROJECT and DEPARTMENT</b>	<b>PROJECT DESCRIPTION</b>	<b>CONTACT</b>
<p><b>Los Angeles County Jail Based Job Center (JBJC) - Continued</b>                      Workforce Development, Aging &amp; Community Services</p> <p>Productivity Investment Fund - \$900,000 Grant</p>	<p>working in synchronicity with the Sheriff's Department, staff turnover at JBJC, and apprehension/lack of efficacy of participants. The Department has since hired a contractor to conduct an external evaluation of the JBJC pilot. The contractor incorporated qualitative and quantitative data into the evaluation design and developed overarching recommendations to inform future jail-based programs in the County that seek to support employment readiness and career pathways post-release. In October 2020, the County launched Career Center Pilot Program at Century Regional Detention Facility using the contractor's recommendations. With lessons learned and program improvements, the Department is confident the new career center will produce significant impact in the lives of participants.</p>	<p>Stephanie Maxberry                      Productivity Manager and Project Contact                      (213) 738-2015                      smaxberry@wdacs.lacounty.gov</p>



**Shared Practices 2021**

**NEW WAYS TO DELIVER SERVICE**

<b>PROJECT and DEPARTMENT</b>	<b>PROJECT DESCRIPTION</b>	<b>CONTACT</b>
<p><b>Community Outreach Full Service Mobile Vehicle - Bringing Child Support to the Community</b>                      Child Support Services Department</p> <p><i>Productivity Investment Fund - \$100,000 Grant</i></p>	<p><b>Problem:</b> Child support caseloads are decreasing statewide, however the need for services in Los Angeles County is not. The Department currently has a caseload of 252,000 cases. There are many people who would benefit from the Department's services, but they don't know who they are, what services they provide, or that their services are essentially free. Many parents mistakenly think that they must be on welfare to use the Department's services, or that they will have to pay legal fees. The goal is to deliver child support services to those communities who would benefit, as well as those who are unable to visit one of their offices.</p> <p><b>Solution:</b> Funds were used purchase a community outreach full-service mobile vehicle. The vehicle is equipped with laptop computers capable of responding to case-specific inquiries in real time, can accept payments, assist with case opening, and provide additional information regarding the Department's services. In addition, the Department plans to collaborate with the Women and Girls Initiative to reach women who think their services are only for welfare recipients, or are afraid to open a case due to domestic violence or immigration issues and the Registrar-Recorder/County Clerk to create a mobile polling place, allowing a larger number of Los Angeles County residents to vote.</p> <p><b>Results:</b> The Mobile Vehicle Unit (MVU) has allowed the Department to reach populations unable to visit local child support offices and to assist those experiencing homelessness, the disability community, Veterans, single parents with small children, those who work during regular business hours, and those who reside in remote areas of the County. The Department was able to deploy the vehicle to various locations throughout the County where they assisted participants with information and services, such as: The 11th Annual Special Needs Network Care Exchange at Mona Park in Willowbrook, assisting over 400 people; the Breaking the Chains Community Festival at Lynwood City Park, assisting over 200 people; and the Social Justice Summit at LA Trade Tech College in Los Angeles, assisting over 300 attendees.</p>	<p>Julie Watson                      Project Manager                      (323) 889-3418                      julie_watson@cssd.lacounty.gov</p> <p>Jennifer Coultas                      Productivity Manager                      (310) 354-6314                      jennifer_coultas@cssd.lacounty.gov</p>

**Shared Practices 2021**

**NEW WAYS TO DELIVER SERVICE**

<b>PROJECT and DEPARTMENT</b>	<b>PROJECT DESCRIPTION</b>	<b>CONTACT</b>
<p><b>Working to Enhance Cardiac Arrest Resuscitation Effectiveness (WE CARE)</b> Fire</p> <p><i>Productivity Investment Fund - \$205,000 Grant</i></p>	<p><b>Problem:</b> The Department's Lifeguard Division rescue boat operations are vital to an effective emergency response along the 72 miles of the County's shoreline and Catalina Island. Unlike typical emergency operations, where high-quality cardiopulmonary resuscitation (CPR) can be provided on scene with a stable environment and large team of providers, rescue boats respond up to 50 miles off shore with only two lifeguards in dynamic and hazardous conditions including surf, weather, vessel movement, and limited space. Research has shown an inability to perform manual high-quality CPR during boat transport. In order to maintain effective circulations while transporting cardiac arrest patients and ensuring safety of personnel, the Lifeguard Division is in need of CPR devices capable of delivering high-quality CPR on a moving vessel.</p> <p><b>Solution:</b> Funds were used to procure ten mechanical CPR devices to deliver high-quality CPR on the Department's Lifeguard Division rescue boats. In late February and early March of 2020, the Department outfitted the boats with these much-needed CPR devices in order to provide continuous, high-quality chest compressions on cardiac arrest patients. Two team members can now provide life-saving care on a rescue boat (one lifeguard will provide single-rescue CPR, while the captain drives the boat during occasionally inclement weather and rough conditions).</p> <p><b>Results:</b> Providing mechanical CPR devices on rescue boats will greatly increase rates of survival in cardiac arrest patients. It will also help reduce fatigue for first responders who are focused on delivering high-quality care while on a moving vessel. Extending the system of cardiac arrest care to the marine environment serves as an example that other lifeguard and Emergency Medical Systems providers agencies will seek to emulate. When patients have good outcomes, it is a win for the patients and all the agencies that operate along the chain of survival. WE CARE is going strong and the Department came very close to an amazing save in July of 2021. The patient initially survived after nearly two hours of cardiac arrest thanks to the LUCAS, flown to UCLA, put on heart-lung bypass, awoke from sedation neurologically intact, but later deteriorated with multi-organ failure and passed away.</p>	<p>Clayton Kazan, MD Project Manager (323) 267-7153 Clayton.Kazan@fire.lacounty.gov</p> <p>Heidi Oliva Productivity Manager (323) 881-6109 Heidi.Oliva@fire.lacounty.gov</p>

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**NEW WAYS TO DELIVER SERVICE**

<b>PROJECT and DEPARTMENT</b>	<b>PROJECT DESCRIPTION</b>	<b>CONTACT</b>
<p><b>Relocation of the Balch Art Research Library</b>            Los Angeles County Museum of Art</p> <p><i>Productivity Investment Fund - \$625,000 Grant</i></p>	<p><b>Problem:</b> The Department's new building for their permanent collection, the David Geffen Galleries, necessitated moving staff offices and the Balch Art Research Library to a new location. The library is essential to staff's ability to create innovative and intellectually rigorous cultural programming and scholarship for the public. In addition to relocating, they had initially anticipated using existing storage equipment in the new space. A more thorough assessment determined that the old equipment was not only inoperable, but also unsafe.</p> <p><b>Solution:</b> Funds were used to support needed equipment and moving costs associated with relocating the Balch Art Research Library to the third floor of the office tower at 5900 Wilshire Boulevard, where the Department's staff offices are now located. The new library will remain free and available to the public by appointment, is more spacious, and more effective. By replacing obsolete, inoperable compact storage systems from the 1980s, they have the opportunity to create a library system that is substantially more efficient and enhances public accessibility. In addition, they consolidated several satellite libraries housed in individual curatorial departments, expanding resources available to the public.</p> <p><b>Results:</b> This one-time investment will benefit the Department's operations for decades to come by enhancing the quality of their exhibitions and programs and expanding access to arts and culture for Los Angeles County residents and beyond. Relocating the library created a more cost-effective research center and maximizes the space committed to showcasing art in the David Geffen Galleries. The project enabled the Department to keep its research materials on-site, resulting in increased efficiency that generates ongoing cost savings for storage and transportation. The move also ensured the Art + Technology Lab, the Doris Stein Research Center for Costumes and Textiles, and the Robert Gore Rifkind Center for German Expressionist Studies continue to have a physical home to host programs, discussions, and other research and educational activities. Ultimately, the programmatic enhancements that result from this project will advance the Department's ability to strengthen scholarship in the arts and humanities across the region.</p>	<p>LJ Hartman            Project Manager            (323) 857-6568            ljhartman@lacma.org</p> <p>Ann Rowland            Productivity Manager            (323) 857-6142            arowland@lacma.org</p>

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<b>PROJECT and DEPARTMENT</b>	<b>PROJECT DESCRIPTION</b>	<b>CONTACT</b>
<p><b>reSource Connect</b>  Mental Health</p> <p><i>Productivity Investment Fund</i>  - \$277,188</p>	<p><b>Problem:</b> The current system of serving homeless individuals is fragmented. Moving from street to home requires navigation of multiple County departments, as well as private, state, and federal agencies. The Department's Source pilot program, a multiagency, private/public partnership that more efficiently organizes, directs and manages homeless services in Los Angeles County, has been running for 18 months at LA Central Library. The Source brings service providers to one place monthly to ease the challenges the homeless face and to sign up for services and benefits with the ultimate goal of getting them permanently housed. To date, Source has served over 1,700 patrons and provided over 3,500 services. There is a need to franchise the program beyond the three current libraries to other libraries in the County.</p> <p><b>Solution:</b> Funds were used to facilitate the expansion of the Source pilot program. Over the course of the grant period, reSource Connect events were implemented in a total of 11 library branches which exceeded the original target 6 branches. Average attendance for all event locations combined was 44 per week with 4,110 patrons served across all sites over the duration of the grant. The Department of Mental Health also allocated eight clinicians to provide support and guidance with patron needs throughout the library system.</p> <p><b>Results:</b> The project concluded with mixed outcomes. The project substantially improved access to multiple resource services for people experiencing homelessness in libraries throughout the County, Service provision for patrons experiencing homelessness was enhanced in the following ways: provided connection to essential services to meet their basic needs, served as a key access point for patrons to connect to service providers, created an additional avenue for obtaining Coordinated Entry Service assessments, and provided easily accessible entry/dispensing points for critical/required documents for permanent supportive housing. Although the proposal was deemed feasible in terms of HIPAA compliance, as they moved closer to the technology application of the go-live date, it was revealed that a formal Memorandum of Understanding (MOA) was required for all participating public and private partners</p>	<p>LaTina Jackson  Project Manager  (818) 610-6717  ljackson@dmh.lacounty.gov</p> <p>Angel Baker  Productivity Manager  (213) 351-1918  abaker@dmh.lacounty.gov</p>

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<p><b>reSource Connect - Continued</b> Mental Health</p> <p><i>Productivity Investment Fund</i> - \$277,188</p>	<p>in the reSource Connect expansion. Because of the numerous sites, rotating staff/volunteers at each event, varied participation amongst service providers between branches, and significant time and expense associated with vetting a voluminous number of MOU agreements, this requirement prohibited further development and implementation of the technology platform.</p>	<p>LaTina Jackson Project Manager (818) 610-6717 ljackson@dmh.lacounty.gov</p> <p>Angel Baker Productivity Manager (213) 351-1918 abaker@dmh.lacounty.gov</p>