

Quality and Productivity Commission
34th Annual Productivity and Quality Awards Program
"Leading with Excellence"

2021 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12-point font):

NAME OF PROJECT: COVID-19 CONTACT TRACING TRAINING PROGRAM

DATE OF IMPLEMENTATION/ADOPTION: MAY 2020

(Must have been fully implemented for a minimum of at least one year - on or before July 1, 2020)

CHECK HERE IF THIS PROJECT IS BEING SUBMITTED FOR THE **COVID-19 IMPACT AWARD ONLY**. (Projects must be implemented on or before December 31, 2020. **Note:** Projects implemented less than one year ago will not be eligible for any other PQA awards. In addition, once a project is submitted, you cannot submit the same project for awards consideration in subsequent years).

PROJECT STATUS: Ongoing One-time only

HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT? Yes No

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

1 In May 2020, Governor Newsom directed Local Health Jurisdictions to implement
 2 Contact Tracing to reduce COVID-19 transmission. Rapid workforce expansion, to
 3 include onboarding and training internal County Disaster Service Workers, external
 4 agency employees, college students, and community volunteers as Contact Tracers
 5 (CT) was executed by the Los Angeles County Department of Public Health. A high-
 6 quality training program was vital to deploy a large, competent CT workforce quickly.
 7 The Division of Organizational Development and Training (ODT) implemented all
 8 operational and logistical efforts to onboard, train, and graduate all CTs assigned to
 9 CCIB. ODT developed a detailed one-week training program to include 8-9 hours of
 10 synchronous training and 8-10 hours of asynchronous training. Additionally, trainees
 11 participated in an instructional and counseling-centered Training Advisor program to
 12 guide participants. To date, ODT has trained 4,748 contract tracers, of which 1,652
 13 were LA County employees. The CT training program successfully supported the
 14 expansion of County's workforce during the pandemic without hiring new staff. As a
 15 result, and net savings of \$109 million has been estimated for Los Angeles County.

BENEFITS TO THE COUNTY

| (1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE | (2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS | (3) ACTUAL/ESTIMATED ANNUAL REVENUE | (1) + (2) + (3) = TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT | SERVICE ENHANCEMENT PROJECT |
|---|--|---|--|-------------------------------------|
| \$ | \$109,000,000.00 | \$ | \$ 109,000,000.00 | <input checked="" type="checkbox"/> |

ANNUAL = 12 MONTHS ONLY

| | | |
|--|------------------------|---|
| SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS Public Health - Division of Organizational Development and Training 313 N. Figueroa Street, Los Angeles, CA 90012 | | TELEPHONE NUMBER 213-288-8117 |
| PROGRAM MANAGER'S NAME Yon Silvia Shin EMAIL yshin@ph.lacounty.gov | | TELEPHONE NUMBER 213-637-3941 |
| PRODUCTIVITY MANAGER'S NAME AND SIGNATURE <small>(PLEASE CALL (213) 893-0322 YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME)</small> Catherine Mak, MBA  | DATE 6/24/21 | TELEPHONE NUMBER 213-288-7240 EMAIL |
| DEPARTMENT HEAD'S NAME AND SIGNATURE BARBARA FERRER, MPH, MED, PHD  | DATE 6/24/21 | TELEPHONE NUMBER 213-240-8117 |

****ELECTRONIC, WET, OR SCANNED SIGNATURES ARE ACCEPTABLE****

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1st FACT SHEET – LIMITED UP TO 3 PAGES ONLY:

Challenge: Los Angeles County Department of Public Health (DPH) has a team of personnel who are routinely involved in the management of various communicable diseases, including COVID-19. As the number of positive COVID-19 cases increased, DPH needed staff with the highest level of experience to focus on contact investigation efforts in settings with the highest risk of rapid spread and negative health outcomes. This decreased the pool of workers for contact tracing and investigation of all others. In addition, DPH had to quickly respond to the State’s requirement to maintain a staff of 1,800 contact tracers. To meet the demand, the Case and Contact Interview Branch (CCIB) expanded the pool of contact tracers and partnered with the Division of Organizational Development and Training (ODT) who provided the Contact Tracing (CT) Training Program to new staff.

Training Challenges:

- Contact tracing is a specialized skill and staff assigned to this role need to be adequately trained. COVID-19 brought new challenges to training which is traditionally done in-person in groups of 30-40 people.
- Safer at Home Orders sent thousands of workers from working on-site to teleworking over virtual platforms in March 2020. Remote working was new and unfamiliar to a majority of workers.
- CT trainees were not familiar with contact tracing. They came from over 55 sectors including DPH, other County departments as Disaster Service Workers, CA State, LA City, colleges, universities, registry, and staffing agencies. They worked in vast array of disciplines such as legal, library, nursing, maintenance, administration, students, and volunteers.
- ODT had to plan, develop, and implement a comprehensive contact tracing training program in two weeks and begin weekly trainings starting in May 2020.
- A couple months into training, it was recognized that trainees were struggling to meet training requirements and complete the program. Confusion about training instructions, the newness and unfamiliarity with digital platforms, and apprehension about their role in contact tracing were identified barriers.

Technology Challenges:

- ODT needed a digital platform to provide live training and it needed to be selected, running, and learned by the ODT’s multimedia team and training facilitators in two weeks’ time. Several platforms were explored including Skype, Cisco Webex, Adobe Connect, Zoom, and Microsoft Teams.
- The platform had to meet several criteria to allow ODT to deliver training in an effective and engaging way. Criteria included:

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- accessible by trainees both internal and external to the County network,
- allow slide annotations, chat, and emoticons to be used,
- capability for trainees to practice interviewing skills in breakout rooms
- be able to support several accounts, track attendance, and
- store training materials and resources for trainees to access.
- Facilitators, TAs, multimedia team, and trainees had steep learning curves with technologies that were never or rarely used in their regular work before the pandemic. Using multiple platforms was a challenge for many people because features on each the platform were different.

Solution: A virtual training was developed in-house to assure that staff received the necessary knowledge and skills to properly perform this new role. The comprehensive training consisted of approximately 8-9 hours of synchronous training (live webinars up to 3 hours in length) and 8-10 hours of asynchronous training (self-learning modules) over a span of 5 days. The training curriculum taught trainees about Coronavirus, public health, and their role as contact tracers in the DPH's COVID-19 Incident Command System.

Training Solutions:

- To assure trainees were prepared to enter their roles, ODT developed curriculum that contained current COVID-19 situational status in LA County, overview of public health and DPH, contact tracing role and expectations, ICS job action sheets and standard operating procedures, HIPAA policies, communication skills with practice sessions for interviews, CCIB subject matter expert panel webinar, and how to use the technology platforms Webex and Microsoft Teams for CT training and Amazon Web Services (AWS) to conduct interviews using a computer and Customer Relationship Management (CRM) as the collection tool during interviews for contact tracing work.
- A Training Advisor (TA) program was developed and implemented in July 2020, to complement the CT Training program. It provided more ODT support to the trainees during the training week and helped improve the trainees' training completion.
 - The TA program included ODT staff who were assigned as TAs to groups of trainees each week. TAs met with trainees daily for welcome, check-in, and wrap up meeting.
 - In the meetings trainees could ask questions, seek help with training technologies and materials, meet and engage with other trainees, and participate in additional mini trainings and step-by-step demonstrations on the how to use technology for contact tracing.

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Technology Solutions:

- Cisco Webex was selected as the platform to use for live webinars and Microsoft Teams to store training materials and resources. Both were available .
- Webex guide sheets and video tutorials were produced by the ODT multimedia team to teach facilitators and trainees how to use Webex.
- TAs held mini-training sessions to demonstrate how to access and navigate the CT Training Teams site so trainees could access training materials.
- TAs held meetings to acquaint trainees with Webex and assisted to them as they moved over to Webex for their first training session for the week.
- Mock CT interviews were produced to demonstrate the role of CTs. Video recordings were done using Microsoft Teams and edited using Adobe Premiere.

Benefits: The CT training program held at least 160 CT training sessions since May 2020 and graduated 4,748 trainees (85%) to CCIB. Virtual training productions, video recordings, and video editing alone would have cost County over \$250,000 by our research if they were done by a vendor. The TA program provided additional support to trainees during training and along in their own COVID-19 journey with LA County. ODT continues to conduct the CT and TA programs as CCIB staff turnover occurs with workers returning to their home departments, schools, other work.

Productivity achievements:

- Improved trainee satisfaction with CT training program after the implementation of the TA program – 73% (May 2020 – July 2020) to 84% (July 2020 – Dec 2020).
- CCIB received newly trained contact tracers on average within 5.5 days as the time to graduation which meant contacts were interviewed and asked to quarantine sooner.
- Reductions to the amount of follow up ODT support team and partnering agencies performed communicating with trainees to reschedule and complete training.

Quality achievements:

- Trainees were able to ask questions and express concerns to TAs about this new unknown role. TAs discussed the role, expectations, and provided the impact contact tracers have in the pandemic. Trainees felt better prepared for their new role and more confident with using technology. They reported an overall 79% satisfaction with training. Their knowledge gain was 43%. Their intent to use training content was 100%.
- ODT staff learn how to facilitate training and multitask virtually using a digital platform that was unfamiliar to them. This new skill is beneficial to County as a greater number of trainings move from in-person to virtual settings. ODT is contributing to County and department cost savings and increase productivity that virtual training provides.

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Linkage to the County Strategic Plan – 1 page only. Contract Tracing is public health strategy used to control the spread of infectious diseases. DPH maintains a team of skilled personnel to conduct case investigations and contact tracing to manage various communicable diseases such as TB and Hepatitis. However, as the number of people infected with COVID-19 grew, DPH staff alone could not answer the contact tracing call. Employees from other County departments, State and city agencies, student interns, and community partners were called to work with DPH as Disaster Service Workers (DSW). The tasks at hand required a large sector of the workforce be rapidly trained to conduct contract tracing. To meet this need, the Department of Public Health’s Division of Organizational Development and Training (ODT) developed an innovative Contact Tracing (CT) Training Program. The CT training program continually developed the county workforce (Strategy III.1.1 and Strategy III.1.2), adopted and implemented technologies to deliver training to staff (Strategy III.2.3), created a new definition of remote working and workspace (Strategy III.3.6), and supported inter-departmental collaboration that engaged LA County residents by providing workforce development opportunities (Strategy II.1.3).

The CT training program utilized a multi-disciplinary approach to train the large DSW workforce (LA County Strategic Goal III). The detailed one-week training program developed by ODT included synchronous training (live webinar sessions), as well as asynchronous training (web-based self-learning modules) to assure staff received the necessary knowledge and skills to properly perform this new role (Strategy III.1.1). The program was developed in a dynamic online environment that required the use of the latest technology to avoid in-person training and protect the health of LA County employees. This change to traditional training redesigning the future workplace for its employees (Strategy III.3.6). ODT was at the forefront of adopting new software applications such as WebEx and Microsoft Teams (Strategy III.1.1). In addition, the CT training program’s training advisors guided trainees through the use of Microsoft Teams for online meetings, Webex for live training sessions, and Amazon Services Connect (AWS) for conducting contact tracing interviews. (Strategy III.2.3). ODT trained 255 LA county residents as part of Workforce Development and Aging Community Services (WDACS) workforce development programs therefore, enhancing work opportunities for LA County residents and supporting LA County’s labor needs (Strategy II.1.3).

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COST AVOIDANCE, COST SAVINGS, AND REVENUE GENERATED (ESTIMATED BENEFITS TO THE COUNTY): If you are claiming cost benefits, include a calculation on this page. Please indicate whether these benefits apply in total or on a per unit basis, e.g., per capita, per transaction, per case, etc. You must include an explanation of the County cost savings, cost avoidance or new revenue that matches the numbers in the box. Remember to keep your supporting documentation. Use Arial 12-point font

Cost Avoidance: Costs that are eliminated or not incurred as a result of program outcomes. Please indicate whether these are costs to the County or to other entities.

Cost Savings: A reduction or lessening of expenditures as a result of program outcomes. Please indicate whether these were expenditures by the County or by other entities.

Revenue: Increases in existing revenue streams or new revenue sources to the County as a result of program outcomes.

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Contract tracers in other county agencies were paid in the range of \$15-20 per hour or an average yearly salary of \$35,496. Organizational Development and Training’s Contact Tracing (CT) Training Program trained 3,096 non-county Disaster Service Workers. The training program was a component that supported County’s ability to bring on a non-county workforce rather than hiring new employees to perform work in the capacity of contact tracers for LA County which provided an estimated annual cost savings of \$109 million.

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FOR COLLABORATING DEPARTMENTS ONLY

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

| | |
|---|--|
| DEPARTMENT NO. 2 NAME AND COMPLETE ADDRESS | |
| WORKFORCE DEVELOPMENT | |
| AGING AND COMMUNITY SERVICES, 3175 W. 6TH STREET, LOS ANGELES, CA 90020 | |
| PRODUCTIVITY MANAGER'S NAME AND SIGNATURE <i>Stephanie Maxberry</i> | DEPARTMENT HEAD'S NAME AND SIGNATURE <i>Otto Solorzano</i> |
| STEPHANIE MAXBERRY | OTTO SOLORZANO |
| EMAIL: <u>SMAXBERRY@WDACS.LACOUNTY.GOV</u> | OSOLORZANO@WDACS.LACOUNTY.GOV |
| DEPARTMENT NO. 3 NAME AND COMPLETE ADDRESS | |
| PRODUCTIVITY MANAGER'S NAME AND SIGNATURE | DEPARTMENT HEAD'S NAME AND SIGNATURE |
| EMAIL: _____ | EMAIL: _____ |
| DEPARTMENT NO. 4 NAME AND COMPLETE ADDRESS | |
| PRODUCTIVITY MANAGER'S NAME AND SIGNATURE | DEPARTMENT HEAD'S NAME AND SIGNATURE |
| EMAIL: _____ | EMAIL: _____ |