

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 PPE INVENTORY DASHBOARD

DATE OF IMPLEMENTATION/ADOPTION: April 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: X Ongoing One-time only

HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT? Yes X 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 On January 26, 2020, the Department of Public Health (DPH) activated the Incident
 2 Command Systems (ICS) to deploy resources and programs necessary for
 3 management of outbreaks. This action meant that DPH employees, as ICS field
 4 responders, and those reporting to healthcare or office worksites needed to maintain
 5 key operational activities and required increasing supplies of critical Personal
 6 Protective Equipment (PPE) to reduce the spread of COVID-19. Tracking and timely
 7 procurement of PPE for a pandemic response using the traditional decentralized
 8 systems would have been labor-intensive and inefficient in the pandemic's
 9 unpredictable supply chain capacity and reliability of alternate sources of PPE.
 10 Utilizing the existing Smartsheet license, DPH created and implemented a COVID-19
 11 PPE dashboard. The Smartsheet software was used as the central hub and allowed
 12 unlimited number of users to add and edit the worksheet to ensure real-time
 13 monitoring of the PPE inventory at various sites. The imported data obtained from
 14 Smartsheet enabled DPH to calculate burn rate and procure PPEs needed to
 15 maintain key operational activities and respond to the pandemic safely and effectively.

BENEFITS TO THE COUNTY

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

ANNUAL = 12 MONTHS ONLY

SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS Department of Public Health 313 N. Figueroa Street, 8 th Floor, Los Angeles, CA 90012		TELEPHONE NUMBER (213) 288-8117
PROGRAM MANAGER'S NAME Nichole Alcaraz		TELEPHONE NUMBER 323-914-7522
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE (PLEASE CALL (213) 893-0322 YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME) Catherine Mak, MBA		TELEPHONE NUMBER (213) 288-7240
DEPARTMENT HEAD'S NAME AND SIGNATURE Barbara Ferrer, MPH, MEd, PHD		TELEPHONE NUMBER (213) 288-8117

6/25/21
cmak@ph.lacounty.gov
06/25/21

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

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1st FACT SHEET – LIMITED UP TO 3 PAGES ONLY: Describe the **challenge(s), solution(s), and benefit(s)** of the project to the County. What quality and/or productivity-related outcome(s) has the project achieved? Provide measures of success and specify assessment time frame. Use Arial 12 point font.

CHALLENGE

DPH has over 6.2 million items of PPE in inventory, including over 200K face shields, 1 million face coverings (including surgical and procedural masks), 200K rated fluid resistant gowns, 3 million gloves, and almost 1 million N95 masks of various types, that are stored in five different warehouses spread throughout the County, and in nine program sites to support DPH's COVID19 pandemic response that includes outreach, vaccination, testing, contact tracing, case interviews, and health officer order enforcement in Los Angeles County. The surge in demand for PPEs, national shortages, and uncertainty over the duration of the pandemic required detailed tracking and metrics for effective decision-making to ensure the availability of PPE for DPH's workforce. Originally, DPH created an excel spreadsheet to track PPEs. Weekly, a Facilities Management (FM) staff person would contact approximately 68 Liaisons from the program sites and warehouses to obtain inventory. Some of the challenges faced along the way were a lack of reporting details on the type of N95s (make and model), rating of gowns, and American Society for Testing and Materials (ASTM) levels of facemasks. The FM staff person consulted with Risk Management to obtain this level of detail and relayed this information to the liaisons to correctly report the type of inventory available. This was a time consuming and burdensome so DPH had to quickly establish a cost effective and relatively simple mechanism that would allow users to input and track the type, model, usage, and location of the PPEs to determine when additional supplies were needed for replenishment. The system needed to be expandable and collapsible to support the needs of the Department and centralized to ensure collaboration with staff at various sites and quickly generate large-scale projects for DPH leadership. Additionally, a web-based platform was desirable to allow accessibility through a smartphone so staff could enter the data with ease when inputting their inventory.

DPH needed to quickly transition from using an excel spreadsheet, which was laborious and inefficient, to a centralized system that would allow users to report inventory in real-time. The PPE Workgroup, comprised of representative from Risk Management, FM, and the Logistics Section met weekly, for approximately 2 months, to transition the data gathered from excel into Smartsheet. DPH developed a COVID19 PPE Inventory Dashboard, based on an existing Smartsheet account that would allow for a cost-effective and quick turnaround solution. Smartsheet functionality included the creation of shared sheets and dashboards. The dashboard focused on the PPEs that were most critical from a supply perspective and began

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forecasting the demand for those PPEs. The PPEs that were determined to be critical to maintain key operational activities and respond to COVID-19 included, but were not limited to N95s, masks (surgical, procedural, and disposable), Powered Air Purifying Respirator (PAPR) face shields, goggles, rated and unrated gowns, shoe covers, hand sanitizer, disinfectant wipes, and nitrile gloves. The PPE workgroup worked tirelessly to ensure the implementation of the system was seamless and could easily capture detailed information accurately when users reported inventory. The newly developed dashboard leverages Smartsheet technology to collect real-time data from multiple stakeholders using a shared platform. Approximately 68 Liaisons in key ICS operations were trained virtually on how to provide PPE inventory and usage data using an online form that was readily accessible from a computer or smartphone. User information is centralized and configured to produce a snapshot of key inventory metrics such as trends in usage of PPE by type, size, and number of days of inventory on hand. The dashboard’s design allows real-time metrics and assessment of procurement needs and includes a color-coded status of critical PPE.

SOLUTION

The development and implementation of the automated COVID-19 PPE dashboard has resulted in several efficiencies and ensured the availability of critical PPE for the DPH workforce through tracking, monitoring, and forecasting inventory. The dashboard has reduced the amount of time and labor required to collect and organize inventory data. It has also increased the quality and quantity of the data collected. This information allowed the Department the ability to procure additional PPE based on burn rate with more confidence and reliably use the conclusions drawn from the data to inform leadership for policy decisions. In-house development of the dashboard was a cost-saving efficiency that avoided additional financial and human resources necessary to procure and customize an automated inventory system, under the emergency response time constraints. The data captured in the dashboard enables DPH to easily obtain the total number of current PPE inventory from the five warehouses and nine program sites. DPH has the ability to project the need to place orders and prevent running out of critical supplies.

In addition, the dashboard also provides the ability for a “view mode” and status of PPE inventory for our program liaisons and union partners via a hyperlink feature. There was no initial cost to DPH since we used our existing smartsheet license to develop the COVID-19 PPE Inventory Dashboard.

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Linkage to the County Strategic Plan – 1 page only. Which County Strategic Plan goal(s) does this project address? Explain how. Use Arial 12-point font.

The Department utilized existing resources to develop and implement a mechanism to capture inventory and burn rate to ensure ample supplies were on-hand. This ensures the safety of DPH’s workforce. By leveraging the expertise of DPH staff with the development and implementation of the system, it avoided financial burdens and was a cost-effective way to obtain the data quickly. It also truly exemplifies the potential of creative collaboration across programs, the department, and the County of Los Angeles in response to the health and wellbeing of the community we serve.

LINKAGE TO THE COUNTY STRATEGIC PLAN

Strategy III.3 - Pursue Operational Effectiveness, Fiscal Responsibility, and Accountability

Continually assess the Department of Public Health’s efficiency and effectiveness, maximize and leverage resources, and hold ourselves accountable.

Strategy III.4 - Engage and Share Information with Our Customers, Communities and Partners

Push data and information to internal and external customers, communities, and partners to enable informed decision making and to support partnerships.

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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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See my comments on what you can insert on this page about your cost avoidance in the previous page and I have highlighted areas on pages 3 and 4 that should be included here in your calculation