

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: PERSONAL PROTECTIVE EQUIPMENT - WAREHOUSE TEAM

DATE OF IMPLEMENTATION/ADOPTION: MARCH 17, 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 During the early phases of the Covid-19 outbreak Department of Public Health (DPH)
 2 was able to identify that many external partners (Skilled Nurse Facilities, Homeless
 3 Shelters, etc.) were not able to meet their Personal Protective Equipment (PPE) needs
 4 through their regular purchasing process due to the high demand and supply shortage
 5 caused by the pandemic. This posed a direct threat to the safety of their clients and
 6 their staff and created a significant challenge to the efforts to control the spread of the
 7 disease. DPH identified this problem as a great issue of concern and put together a
 8 PPE Warehouse Team to plan and manage the ordering, management, warehousing,
 9 allocation, and distribution of PPE to approximately 4,500 external partner facilities.
 10 As of the date of this application, the PPE Warehouse Team has managed the ordering
 11 and distribution of over 110 Million pieces of PPE to the approximately 4,500 external
 12 partner facilities. As we continue with this project, we often hear the gratitude from many
 13 facilities as the PPE Warehouse Team was able to provide PPE to our community
 14 partners during their most difficult times, when they often expressed feeling hopeless.
 15

BENEFITS TO THE COUNTY

(1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE	(2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS	(3) ACTUAL/ESTIMATED ANNUAL REVENUE	(1) + (2) + (3) = TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT	SERVICE ENHANCEMENT PROJECT
\$32,359,000	\$ N/A	\$ N/A	\$ 32,359,000	<input type="checkbox"/>

ANNUAL = 12 MONTHS ONLY

SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS DEPT. OF PUBLIC HEALTH, 313 N. FIGUEROA ST, LOS ANGELES, CA 90012		TELEPHONE NUMBER 213-288-8117
PROGRAM MANAGER'S NAME Stella Fogleman sfogleman@ph.lacounty.gov		TELEPHONE NUMBER 213-637-3600 EMAIL
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 626-299-4133 EMAIL cmak@ph.lacounty.gov
DEPARTMENT HEAD'S NAME AND SIGNATURE Barbara Ferrer, MPH, Med, PhD		TELEPHONE NUMBER 213-288-8117

****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.

During the early phases of the Covid-19 outbreak, DPH was able to identify that many external partners (Congregate Living, Intermediate Care, Skilled Nurse Facilities, Homeless Shelters, Domestic Violence Centers, Adult Care Centers, etc.) were not able to meet their PPE needs through their regular purchasing process due to the high demand and supply shortage caused by the pandemic. This posed a direct threat to the safety of their clients and their staff and created a significant challenge to the efforts to control the spread of the disease.

DPH identified this problem as a great issue of concern, where immediate action was needed. Fortunately, the DPH - Emergency Preparedness and Response Division (EPRD) had a plan in place for the distribution of emergency medical countermeasures and was able to adjust the plan on the fly to meet the new challenge. DPH-EPRD put together a PPE Warehouse Team to plan and manage the ordering, management, warehousing, allocation, and distribution of PPE to approximately 4,500 external partner facilities.

Since March 2020, the PPE Warehouse Team had to quickly create innovative solutions to very complex challenges. This involved working with many local and state agencies to coordinate facility information, working with the County EOC, the State EOC and FEMA for obtaining and coordinating PPE resources, finding suitable places to distribute PPE, and developing warehousing and distribution plans. This was accomplished at a time where, due to the pandemic, many regular processes and resources were not readily available, making this project ever more complicated. This was further complicated by the need to develop and implement this process immediately, as any delay on this project could risk losing more lives to the disease.

One of the first hurdles faced was the need to coordinate with the multiple agencies to gather their respective facilities' databases. This was particularly challenging as each agency's database was composed of different fields, name conventions, and elements of information. Nonetheless, the PPE Warehouse Team was able to utilize MS Excel to quickly combine all the databases and develop a new set of data to meet the needs to allocate and distribute PPE to our external partners.

In addition, the PPE Warehouse Team had to quickly identify suitable sites throughout the County to distribute PPE to partner facilities.

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The team was able to identify various Public Health Clinic parking lots, where over 300 vehicles would show up to receive their allocation of PPE. The team also oversaw, in person, each of the distribution sites to ensure the operation ran smoothly. This equates to distributing approximately 1- 2 million of PPE per day to those sites that needed the PPE the most as they were taking care of the medically fragile.

The Warehouse Team was also able to meet the critical needs of Skilled Nurse Facilities at the peak of the outbreak impacting those specific types of facilities. The Warehouse Team quickly developed and implemented a process to meet emergency PPE requests from those Skilled Nurse Facilities that were experiencing a COVID outbreak and had exhausted, or were about to exhaust, their PPE inventory. The Warehouse Team was able to meet the challenge by creating a Quick Reaction Team, utilizing EPRD personnel who were able to quickly fulfill those requests and personally deliver the much needed live-saving PPE within a few hours to any facility anywhere in the County.

As of the date of this application, the PPE Warehouse team has managed the ordering and distribution of over 110 Million pieces of PPE to the approximately 4,500 external partners facilities.

This particular endeavor improved the administration and enhanced the ability for DPH to meet the needs of the community. It showcased the dedication of DPH to provide outstanding customer service and support to the continuous care for the community especially our most medically fragile.

In addition, this also provide the opportunity to promoted intergovernmental and private health care providers cooperation and coordination in addressing shared problem.

As we continue with this project, we often hear the gratitude from many facilities as the PPE Warehouse Team was able to provide them PPE on their most difficult times where at times they had lost hope.

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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.

Goal 1. Make Investments That Transform Lives

We will aggressively address society’s most complicated social, health, and public safety challenges. We want to be a highly responsive organization capable of responding to complex societal challenges – one person at a time.

This project specifically aggressively addressed a very complicated social, health, and public safety challenge in recent history – the COVID-19 Pandemic.

Goal 3. Realize Tomorrow's Government Today

Our increasingly dynamic and complex environment challenges our collective abilities to respond to public needs and expectations. We want to be an innovative, flexible, effective, and transparent partner focused on advancing the common good.

This project addressed a dynamic and complex challenge to identify and meet public needs and exceed expectations. The driving force behind the PPE Warehouse was pursuing of operational effectiveness, fiscal responsibility and accountability by engaging and coordinating with our partners from both the community and government sectors.

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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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The cost avoidance is due to the PPE Warehouse Team working directly with the State and FEMA to receive approximately 87 million pieces of PPE at no cost to L.A. County. The average price per PPE item is \$.37. This PPE was distributed to over 4500 external partner facilities.

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