

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: Adult Protective Services Mobile Teams

DATE OF IMPLEMENTATION/ADOPTION: AUGUST 16, 2019

(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 The Adult Protective Services Mobile Team Project was implemented on August 16,
 2 2019 with three mobile team pilot units. The Mobile Teams were designed to operate
 3 as traditional case-carrying work units to investigate reports alleging elder and
 4 dependent adult abuse, provide services to older adults with self-neglect issues, and
 5 assist dependent adults with mental or physical disabilities. This project was designed
 6 as a pilot project for one year with a three-month initial evaluation phase to determine
 7 project efficiency, and effectiveness in meeting the needs of vulnerable older adults
 8 residing in the community. Encouraged by the positive outcomes and increased work
 9 productivity revealed by the evaluation of the pilot project, in January 2020,
 10 WDACS/APS continued to transition, the remaining 23 APS regular units into mobile
 11 teams. By December of 2020, the entire APS Operations became a successful mobile
 12 workforce. This project has been beneficial in reducing the commuting time that is
 13 required for APS Social Workers to respond to reports received alleging neglect and
 14 abuse of older adults, but most importantly, by becoming mobile, APS Social Workers
 15 have more time to assess the clients' level of risk, and meet their multiple needs.

BENEFITS TO THE COUNTY

(1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE	(2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS \$0	(3) ACTUAL/ESTIMATED ANNUAL REVENUE \$0	(1) + (2) + (3) = TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT \$ 903,630.03	SERVICE ENHANCEMENT PROJECT <input type="checkbox"/>
\$ 903,630.03				

ANNUAL = 12 MONTHS ONLY

SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS Workforce Development, Aging and Community Services. 510 Vermont Eleventh Floor Los Angeles, CA 90020		TELEPHONE NUMBER 888-211-0644
PROGRAM MANAGER'S NAME Richard Franco		TELEPHONE NUMBER (323) 806-6403
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE (PLEASE CALL (213) 893-0322 YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME) Stephanie Maxberry 6-23-2021 <i>Signature on File</i>		TELEPHONE NUMBER 213-738-2015 EMAIL smaxberry@wdacs.lacounty.gov
DEPARTMENT HEAD'S NAME AND SIGNATURE Otto Solorzano <i>Signature on File</i>		TELEPHONE NUMBER (213) 738-2617

****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.

The Los Angeles County Adult Protective Services (APS) Program is mandated by the State of California to investigate all referrals received 24/7 alleging abuse or neglect against elders (65+) or dependent adults (18-64 with a mental or physical disability) residing in Los Angeles County. APS is comprised of five regions that cover specific geographical areas throughout Los Angeles County. APS receives an average of 4,500 reports of abuse and neglect monthly.

As the number of APS referrals have been steadily increasing during the last 10 years and continue to increase due to the growth rate of the population of older and dependent adults (currently 15% of Los Angeles population is 65+ and this percentage is expected to double by the year 2050 according to the US Census Bureau). In anticipation of this projected growth, the Workforce Development, Aging and Community Services/Adult Protective Services (WDACS/APS) management, identified the urgent need to have increased staff mobility, remote work, scheduling flexibility, same-day documentation and use of mobile technology as highly effective practices to enhance program effectiveness. In addition, Workforce Development, Aging and Community Services, Adult Protective Services (WDACS, APS) Management embraced the concept of mobility and remote work and recognized that the use of mobile practices and technologies could serve to improve social work practices, which will ultimately result in enhanced APS client service delivery.

The structure of APS-Mobile Teams was designed around the concept of reducing long commute times and traditional offices for a more flexible work style that allowed supervisors and social workers to perform their duties from home or from a remote location. The possibility of staff being able to start conducting field activities from home, have access communication methods, utilize the HAPS computer system for case management purposes at home, and use the County issued devices (iPhone, Surface Pros, Hotspots, Zscaler, etc.), made mobility a viable option for improving performance, operational effectiveness and service delivery.

The Adult Protective Services Mobile Team Project was initially implemented on August 16, 2019 with three mobile team pilot units. The Mobile Teams were designed to operate as traditional case-carrying APS work units whose primary responsibility was to serve older adults and dependent adults with mental or physical disabilities in need of assistance within their designated service areas.

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The Mobile Team Project was designed to be operational for a minimum of one year with an initial three-month (August 16, 2019 through November 18, 2019) evaluation phase to determine project efficiency and effectiveness. The overall purpose of this evaluation was to assess the extent to which the Mobile Team Project had succeeded in achieving the desired performance efficiencies, to examine which factors have proved to be critical in helping or hindering change, and to draw lessons for future implementation of the project Countywide.

By December 2019, the following positive results were obtained after evaluating the pilot project in the first three months of its implementation:

- The use of overtime hours by Social Workers and Supervisors of mobile teams was reduced during the pilot period.
- Mileage claims decreased
- Increased compliance with same day documentation
- Increased compliance with initial Face to Face home visits
- Decreased absenteeism
- Increased staff morale and job satisfaction among Supervisors and Social Workers mobile members.

Encouraged by the positive outcomes and increased work productivity revealed by the initial evaluation of the pilot project, in January 2020, WDACS/APS continued to transition the remaining 23 APS regular units into mobile teams, and by December of 2020, Los Angeles County Adult Protective Service (APS) became a mobile workforce.

The scope of the review and evaluation consisted of, but not limited to the following measures:

- A comparison of the use of overtime hours due to excessive caseload by each member of the mobile team (Social Workers and Supervisors) in a three-month period, before and after the implementation of the mobile teams (5/16/19 to 8/15/19 and 8/16/19 to 11/18/19, respectively).
- A comparison of mileage re-imbusement to each member of the mobile team in a three-month period, before and after the implementation of the mobile teams (May to August 15, 2019 and August 16, 2019 to November 2019).

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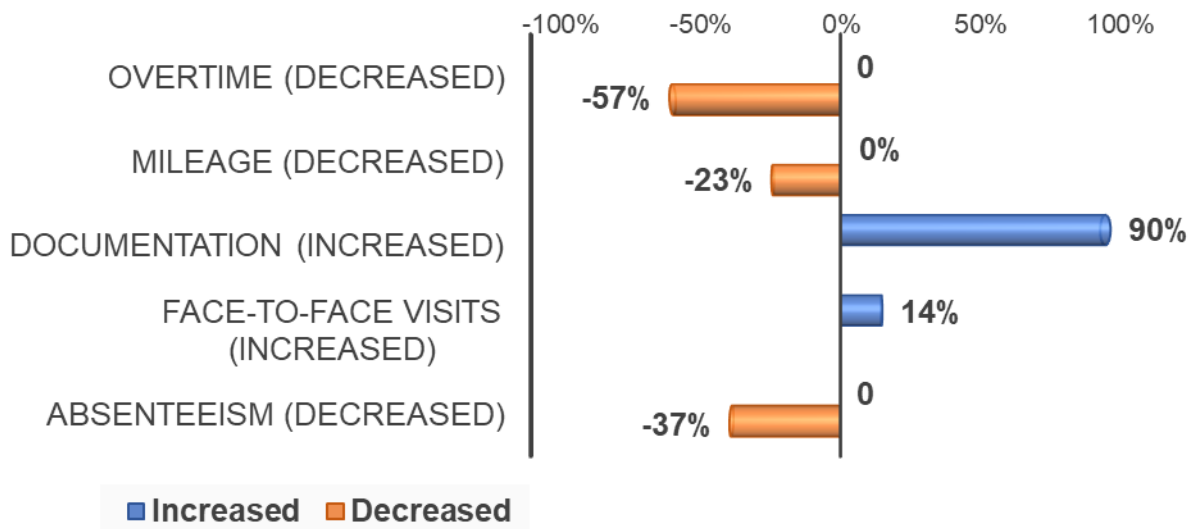
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- A comparison of the percentage of cases documented daily by each social worker of the mobile teams (April, May, June and July 2019 and August, September, October, and November 2019).
- A comparison of the percentage of compliance with initial Face to Face visits by mobile teams in relation to other regular units in the same region.
- A comparison of the rate of absenteeism by members of mobile teams based on data extracted from the eCAPS/Time Cards system covering four months before and after the implementation of mobile teams.

Outcome Measures



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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 Mobile Teams Project is in line with the County mission to establish superior services that improves the quality of life for the people and communities of Los Angeles County. The specific Strategies have been met as follows:

Strategy III.3 – Pursue Operational Effectiveness, Fiscal Responsibility and Accountability - Continually assess our efficiency and effectiveness, maximize and leverage resources, and hold ourselves accountable.

In terms of Operational Effectiveness, the implementation of APS Mobile Teams have proven to be successful in maximizing efficiency and effectiveness in delivering adult protective-oriented services to the vulnerable elders and dependent adults residing in Los Angeles County. This goal was one of the most crucial priorities in implementing the mobile teams. Mobility allows APS social workers to work remotely while utilizing mobile devices, such as surface pro and smartphone to access cases in the system, make necessary phone calls and respond to reports of elder and dependent abuse cases in a timely manner. Mobility has not only provided efficiency by enabling social workers to respond much quicker to address the allegations of abuse and ensure the safety of APS clients, it has also improved situations where immediate crisis intervention is needed, thereby saving lives.

Strategy I.2 Enhance our Delivery of Comprehensive Interventions- Deliver comprehensive and seamless services to those seeking assistance from the County.

By allowing social workers to work remotely, WDACS achieved a critical priority in improving the lives of all generations through an effective, client-centered Adult Protective Services. The conceptual approaches taken to design and implement the APS Mobile Teams were “convenience,” “accessibility” and “timely response.” The success of the project ensured a reduction in the amount of time and effort required for social workers to investigate suspected cases of abuse or self-neglect, and therefore saving lives by decreasing client risk factors with improved service outcomes.

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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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\$ 903,630.03	\$	\$	\$ 903.630.32	<input checked="" type="checkbox"/>

ANNUAL= 12 MONTHS ONLY

APS LEASED FACILITIES BREAKDOWN

Lease #	Address	Lease Expiration Date	Monthly Payment	Annual saving
72116	532 E.Colorado Blvd., Pasadena, CA 91101	12/31/20	\$4,167.16	\$50,000.00
72381	3333 Wilshire Blvd., Suite 400 Los Angeles, CA	3/14/21	\$52,007.98	\$624,095.76
72592	2501 W. Burbank Blvd, Suite 210, Burbank, CA 91505	8/3/22	\$10,263.60	NA
73655	4300 120th. Str., Suite B, Hawthorne	Month-to-Month	\$17,031.42	\$123,163.20
75314	14112 S. Kingsely Drive, Gardena, CA 93534	5/2/23	\$11,124.98	NA
L-1182	130 W. Route 66, Suite 240, Glendora	Month-to-Month	\$3,905.65	\$46,867.80
L-1291	14553 Delano St., Van Nuys, Suite 317, Van Nuys, CA 91411	2/16/21	\$3,758.63	\$45,103.56
L-1296	526 W. Las Tunas Drive, San Gabriel	5/6/21	\$1,200.00	\$14,400.00
			\$103,459.42	\$903,630.32