



County of Los Angeles Chief Executive Office
Quality and Productivity Commission



Shared Practices

2018 Report

Using Available Technology In New Ways

Private Sector Business Practices

Collaboration

New Ways to Deliver Service

CATEGORIES

Shared Practices 2018

USING AVAILABLE TECHNOLOGY IN NEW WAYS

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Think Health LA: Let Your Fingers Do The Walking Public Health</p> <p><i>PQA Top Ten Award</i></p> <p><i>View Video</i></p>	<p>Problem: Prior to launching Think Health LA, there was no centralized database to disseminate health data from different data sources, provide comparisons of health data among jurisdictions, or to share information about existing health issues in Los Angeles County and the evidence-based interventions that can be undertaken to improve health.</p> <p>Solution: After obtaining funding from the Quality and Productivity Commission, the department contracted with Dignity Health DBA California Hospital Medical Center, which subcontracted with Conduent Healthy Communities Corporation to develop and maintain the website. The department worked closely with both agencies to develop the website.</p> <p>Results: Think Health LA provides data from multiple sources and allows users to look up data by location, service planning area, zip code or census tract, and subpopulation (such as age and race/ethnicity groups). Public Health stakeholders can look up data and print reports on their own. The website will ultimately decrease the number of data requests and allow staff to focus on other public health issues.</p>	<p>Gayle Haberman Project Manager (213) 240-8252 ghaberman@ph.lacounty.gov</p> <p>Catherine Mak Productivity Manager (213) 288-7240 cmak@ph.lacounty.gov</p>

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USING AVAILABLE TECHNOLOGY IN NEW WAYS

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<p>Public Health Trailblazers and the Performance Improvement Application (PIA) Public Health with Internal Services Department</p> <p><i>Productivity Investment Fund Grant: \$281,500</i></p>	<p>Problem: LAC PERFORMS is a performance management grant that was awarded to the Department of Public Health (DPH). The overall goal of the program is to systematically increase the performance management capacity of the department to ensure that DPH goals are effectively and efficiently met. The Performance Improvement Application (PIA) is a key component to strengthening the department's existing infrastructure. It is therefore essential to take the next step of implementing a formal PIA process.</p> <p>Solution: In order to improve DPH's ability to track and analyze the over 500 public health measures it collects annually, a collaboration with the Internal Services Department was made to build a Business Intelligence application using Cognos. The application allows DPH staff to create a variety of reports so they can analyze program performance and evaluate areas where improvement is needed. The departments worked together to utilize complete data set captured by the existing PIA to create dashboards, standard reports, and an Ad Hoc Reporting Environment.</p> <p>Results: DPH was able to improve its core service and prepare itself to meet the national accreditation standards that require public health departments to have a functional performance management system. Creating standardized reports using Cognos has resulted in time saved, when compared to analyzing data and creating new reports manually.</p>	<p>Karen Swanson, PhD Project Manager (213) 288-7243 kswanson@ph.lacounty.gov</p> <p>Catherine Mak Productivity Manager (213) 989-7240 cmak@ph.lacounty.gov</p>

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<p>Vision Zero Collision Geodatabase Public Works</p> <p><i>PQA Performance Measurement Award</i></p> <p>View Video</p>	<p>Problem: In the County of Los Angeles, motor vehicle collisions are the leading cause of death for children from ages 5 to 14 and adults from ages 25 to 44. In addition to the tragic human costs, the economic cost of fatalities and severe injuries in the County is estimated at \$1.3 billion. Prior to creating the Vision Zero Geodatabase, an engineer evaluating collision concentrations would have to read each collision report and manually plot the collision on a map. These collision maps were burdensome to update and not easily filterable by collision factors.</p> <p>Solution: By creating a system that identifies areas with the highest concentrations of traffic related deaths and severe injuries, along with the primary factors associated with collisions, stakeholders can strategically develop and implement safety measures and programs that specifically address the root factors contributing to fatal and severe injury collisions. The Vision Zero Collision Geodatabase is to equip the stakeholder team with a powerful tool through which the greatest traffic safety needs can be determined.</p> <p>Results: The Vision Zero initiative utilizes a multi-disciplinary partnership among various agencies and stakeholders to comprehensively address traffic safety through engineering, enforcement, education, and evaluation strategies. The Geodatabase is essential in evaluating collision data and focusing initiative through a data-drive process. Collaboration with other County Departments, the California Highway Patrol and the Department of Public Health will serve to enhance the County's efforts to study, develop, and implement problem-specific and location-specific improvements to enhance traffic safety in a focused, efficient, and cost-effective manner.</p>	<p>Emiko Thompson Project Manager (626) 300-4713 ethompson@dpw.lacounty.gov</p> <p>Leslie Schenk Productivity Manager (626) 458-5946 lschenk@dpw.lacounty.gov</p>

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LEVERAGING PRIVATE SECTOR BUSINESS PRACTICES

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Blazing Trails on the World Wide Web Parks and Recreation with National Park Service, California State Parks, Santa Monica Mountains Conservancy, Mountains Recreation and Conservation Authority, Mountains Restoration Trust, and Internal Services</p> <p><i>PQA Top Ten Award</i></p> <p><i>View Video</i></p>	<p>Problem: The Department of Parks and Recreation maintains more than 200 miles of urban, desert, foothill, mountain, and coastline multi-use recreational trails. It was challenging for residents to obtain factual information about County trails. Their previous sources for information included hard-to-find paper maps, unofficial websites and word-of-mouth, which in many cases proved inaccurate. These unofficial resources often contained misleading and potentially unsafe information that put trail users in harm's way.</p> <p>Solution: With the launch of this innovative and dynamic trails website, there is now a one-stop, officially sanctioned, frequently updated and comprehensive online tool for all trails-related information to serve a rapidly growing population. It meets increased demand for accurate and rapid information available from anywhere in Los Angeles County, related to hiking, biking, and horseback riding.</p> <p>Results: The website provides a comprehensive trails database covering 367 linear miles of trails through GPS mapping and organized by using geographic information systems. It includes accurate printable maps, physical descriptions of each trail, a "Get Directions" link, as well as permitted uses and time-sensitive alerts that include updated air quality and weather reports.</p>	<p>Michelle O'Connor Project Manager (626) 588-5302 moconnor@parks.lacounty.gov</p> <p>Elizabeth Mendez Productivity Manager (626) 588-5201 lmendez@parks.lacounty.gov</p>

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COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES

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<p>Fur Ever Families: Pets, People and Partnerships Animal Care and Control</p> <p><i>PQA Bronze Eagle Award</i></p> <p><i>View Video</i></p>	<p>Problem: Pet owners turn to the department for assistance with veterinary care, temporary boarding, animal behavior problems, and other issues they are unable to resolve on their own. Due to limited funding, the department does not have sufficient resources to offer such wide-spread services. As a result, pet owners who cannot afford veterinary care or other services are often faced with the decision to surrender their pet.</p> <p>Solution: The department approached ASPCA to discuss a solution. ASPCA proposed providing staff members at the Baldwin Park and Downey Animal Shelters. ASPCA staff members would serve as the first point of contact with the public, greeting them and discussing their needs. They would then offer connections to subsidized services at partner veterinary clinics, boarding kennels, and other service providers within the community.</p> <p>Results: The program was an immediate success and pet owners expressed deep gratitude for the support and assistance they received. In addition to the emotional impact, the partnership proved highly successful in terms of sustainability. Data collected during the first year of the program revealed that 85% of the interventions were successful and that pets and their owners were still together 30 days after the intervention took place.</p>	<p>Allison Cardona Project Manager (562) 728-4572 acardona@animalcare.lacounty.gov</p> <p>Dorothy Phillips Productivity Manager (562) 256-1379 dphillips@animalcare.lacounty.gov</p>

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<p>A Movement Begins: LA County's Homeless Initiative Chief Executive Office with County Counsel, Community Development Commission/ Housing Authority, Children and Family Services, Health Services, Mental Health, Public Social Services, Public Health, Probation, Regional Planning, Sheriff, Los Angeles Homeless Services Authority, Alternate Public Defender, Animal Care & Control, Arts Commission, Beaches and Harbors, Child Support Services, Consumer and Business Affairs, District Attorney, Fire, Human Resources, Military and Veterans Affairs, Parks and Recreation, Public Library, Public Works, Registrar-Recorder/County Clerk, LA Superior Court, and Workforce Development, Aging and Community Services</p> <p><i>PQA Top Ten Award and Outstanding Teamwork Award</i></p> <p><i>View Video</i></p>	<p>Problem: Homelessness is one of the most serious humanitarian crisis confronting Los Angeles County, demanding a focused, urgent, and coordinated response from the County, cities, and community partners. Despite various efforts to address homelessness over the years, the homeless population has increased by 46% to 57,794 in 2017.</p> <p>Solution: In August 2015, the Board of Supervisors (Board) launched the Homeless Initiative (HI). The initial objective was to develop and present a comprehensive set of County strategies to effectively combat homelessness. Recognizing this work must be done in an inclusive and collaborative manner, the HI engaged diverse stakeholders Countywide by conducting 18 policy summits (public meetings) that brought together 25 County departments, 30 cities, other public agencies, and over 100 community stakeholders.</p> <p>Results: The HI's transparent and inclusive community processes was key to building and garnering broad-based support to successfully implement strategies. In addition to overseeing implementation of the approved strategies, the HI spearheaded the Countywide movement which supported the passage of Measure H, a 1/4 cent sales tax for ten years to be used solely for preventing and combating homelessness. Measure H was approved by the voters and is estimated to generate \$355 million annually. The unprecedented level of collaboration has allowed both the County and cities to maximize and leverage resources across systems to enhance and provide new services to individuals and families experiencing homelessness.</p>	<p>Phil Ansell Project Manager (213) 974-1752 pansell@ceo.lacounty.gov</p> <p>Erlinda Bernardo Productivity Manager (213) 974-1758 ebercardo@ceo.lacounty.gov</p>

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<p>SOLAR: Bridging Healthcare and Housing Community Development Commission/Housing Authority with Health Services</p> <p><i>PQA Top Ten Award</i></p> <p><i>View Video</i></p>	<p>Problem: Prior to 2014, homeless patients in Los Angeles County had very few options outside of going to a shelter following hospital discharge. Without a stable, safe, and clean environment, homeless patients increase their potential for medical complications and hospital readmission, and are unable to sustain recovery from acute illnesses or injuries.</p> <p>Solution: In September 2014, in collaboration with the Second Supervisorial District and the Department of Health Services (DHS), the Community Development Commission facilitated the conversion of a vacant health clinic building into a new recuperative care center - the South Los Angeles Recuperative Care (SOLAR). In partnership with DHS, SOLAR, operated by LAMP Community, successfully transitions homeless patients from hospital discharge to recuperative care which leads to permanent supportive housing.</p> <p>Results: This innovative program provides relief to the high costs of longer hospital stays and frequent emergency room visits, while providing clients with the care and support they need to recuperate and move towards permanent housing.</p>	<p>Lynn Katano Project Manager (626) 586-1806 lynn.katano@lacdc.org</p> <p>Elisa Vasquez Productivity Manager (626) 586-1762 elisa.vasquez@lacdc.org</p>

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<p>Jail Mental Health Liaison Program Public Defender with District Attorney, Mental Health, and Sheriff</p> <p><i>PQA Silver Eagle Award</i></p> <p><i>View Video</i></p>	<p>Problem: Public Defender (PD) clients suffering from mental illness who are in custody pose a unique set of challenges to attorneys responsible for their representation; to the Department of Mental Health (DMH) representatives responsible for their medical care; and to the Sheriff responsible for their housing. Although great strides have been made within all these respective agencies to better serve this tragic population, a more comprehensive approach was needed.</p> <p>Solution: The PD implemented the Jail Mental Health Liaison Program (JMHL) to collaborate with the DMH, Sheriff, and District Attorney to assist incarcerated, mentally ill, or developmentally disabled clients throughout the criminal justice process. The collaboration improves communication by allowing a PD Psychiatric Social Worker (PSW) to work inside the jail facilitating direct communication with PD clients, and with the DMH and Sheriff to coordinate services, as needed.</p> <p>Result: JMHL provides a comprehensive approach to improving services for mentally ill custody clients. The collaborative effort results in reduced incidence of cell extractions and disruptive behavior, more timely and effective client assessments, and better quality placements and treatments when clients are released back into the community.</p>	<p>Crisostomo Mercurio Project Manager (213) 974-3019 cmercuriojr@pubdef.lacounty.gov</p> <p>Gail Bristo Productivity Manager (310) 727-6262 gbristo@pubdef.lacounty.gov</p>

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<p>Caseload Accountability Panel: Promoting Teamwork Children and Family Services</p> <p><i>PQA Changemaker Award</i></p> <p><i>View Video</i></p>	<p>Problem: The Caseload Accountability Panel (CAP) is a collaborative effort to ensure that Children's Social Workers (CSWs) had manageable caseloads. The County has historically utilized a formula to budget CSW items for each fiscal year. This formula had been in place for decades and did not account for workloads (number of hours) required to successfully complete the numerous and diverse tasks involved in serving families and children.</p> <p>Solution: CAP asserted the strong need to reconsider the formula and advocated the hiring of more CSWs. In the fall of 2013, they presented a 4-point plan to the Board of Supervisors proposing the hiring of 450 new CSWs in order to reduce caseloads. During this process, CAP transformed into a positive collaboration between DCFS management and SEIU to improve working conditions and systematic processes for staff providing direct services to children and families.</p> <p>Results: The CAP program led to the largest hiring effort in the Department's history, resulting in the recruitment, vetting, hiring, and training of over 1,800 new CSWs. This achievement accounted for almost 50% of the total CSW budgeted items in FY 2016-2017 and made it possible to supersede the goal of reducing caseloads below the ratio that was initially set.</p>	<p>Sevana Naaman Project Manager (213) 351-5787</p> <p>Arman Depanian Productivity Manager (213) 739-6435 depana@dcfs.lacounty.gov</p>

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<p>Youth Opportunity Program Public Works with Probation, Human Resources, Workforce Development, Aging and Community Services, Community and Senior Services, LACO Office of Education, Girls and Gangs, Youth Policy Institute, and Soledad Enrichment Action</p> <p><i>Productivity Investment Fund Grant: \$395,015</i></p>	<p>Problem: The Youth Opportunity Program (YOP) is a collaborative program managed by the Department of Public Works (DPW) with partnering departments and non-County organizations. YOP is a comprehensive workforce development pilot program for youth ages 17 to 19 exiting the probation system and transitioning to the community. YOP requires funding to move on to its demonstration phase.</p> <p>Solution: With a grant from the Quality and Productivity Commission, the department will be able to cover the costs of salaries and benefits for case managers, services and supplies, youth participant internship salaries, and evaluation of the YOP demonstration program. It will be measured by the youth participant employment rate, Internship Completion Rate, full time job offer rate, and employment retention rate.</p> <p>Results: Fourteen youths participated in the YOP program. Thirteen achieved positive outcomes (one youth re-entered the Probation system within one year of release). Five youth participated in paid internships at DPW, and one youth obtained permanent employment at DPW. The University of California, Los Angeles performed a comprehensive program evaluation and provided a positive review and recommendations based on best practices.</p>	<p>Jon Trochez Project Manager (626) 458-2154 jtrochez@dpw.lacounty.gov</p> <p>Leslie Schenk Productivity Manager (626) 458-5946 lschenk@dpw.lacounty.gov</p>

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<p>Sandbags for Homebound Seniors Workforce Development, Aging and Community Services with Public Works, Fire, Public Social Services, and Chief Executive Office/Office of Emergency Management</p> <p><i>PQA Customer Service Award</i></p> <p>View Video</p>	<p>Problem: In preparation for the El Nino storms predicted for Winter of 2015-2016, a new multi-department Los Angeles County Task Force convened to develop and implement preparedness strategies to keep residents safe from potential torrential rain. During their planning process, the Task Force kept a focus on how to best prepare and serve vulnerable populations. They identified homebound seniors living in their own residences in unincorporated areas (historical FEMA flood zones) without the means to prepare their homes for potential flooding as a vulnerable population.</p> <p>Solution: The Sandbags for Homebound Seniors pilot program was subsequently designed and implemented to identify homebound seniors for this service, conduct preemptive on-site property flooding assessments and deliver and install filled sandbags, all at no cost.</p> <p>Results: The pilot was so successful and well-received by clients that it was replicated again in the 2016-2017 storm season, and will become an ongoing seasonal program. The project preemptively reduces loss of property, lessens the impact of disasters for a vulnerable population, supports cost avoidance, and shows proactive County government caring for its aging and homebound residents.</p>	<p>Ellie Wolfe Project Manager (213) 738-2681 ewolfe@wdacs.lacounty.gov</p> <p>Stephanie Maxberry Productivity Manager (213) 738-2015 smaxberry@wdacs.lacounty.gov</p>

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NEW WAYS TO DELIVER SERVICE

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<p>Ergonomic Workstation Modernization Project Child Support Services Department</p> <p><i>Productivity Investment Fund Grant: \$300,000</i></p>	<p>Problem: The department's Customer Contact Center (CCC) is responsible for answering and responding to approximately 2,500 to 3,000 telephone calls per day, processing payments, and resolving complex issues related to court-ordered child support cases. This group has been found to be at a high risk for repetitive motion injuries. Repetitive strain and motion injuries account for 70% of the department's workers compensation claims.</p> <p>Solution: Modernization of the CCC workstations, including Nuance Dragon Voice Recognition Software and training, sit stand work stations, dual articulating monitoring arms, wireless headsets with lifter, in-line document holder, and 5-point ergonomic chairs (sized to the employee), will assist to mitigate the frequency and severity of injuries and improve performance and quality of life for staff. Ergonomic improvements will increase mobility and reduce the amount of time an employee is in either static position of sitting or standing.</p> <p>Results: Compared to FY 15-16, there was a reduction in the total worker compensation claims and payment associated with cumulative injuries in FY 16-17, which attributed to \$16,795 in savings. More importantly, the new location and redesigned facility increased productivity. CCC employees are putting out services more quickly or completing services at a more rapid rate than before.</p>	<p>Danny Gammage Project Manager (323) 889-3362 danny_gammage@cssd.lacounty.gov</p> <p>Jennifer Coultas Productivity Manager (310) 354-6314 jennifer_coultas@cssd.lacounty.gov</p>

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<p>DPSS Model Office Concept for District Lobbies Public Social Services</p> <p><i>PQA Commissioners' Legacy Award</i></p> <p>View Video</p>	<p>Problem: Approximately 55% of the department's district office visits are customer walk-ins resulting in long lines and extended wait times that ranged upwards of over 2.5 hours. A structured lobby service model was needed to expedite and reduce customer wait time while increasing the efficiency of the services provided in the district office.</p> <p>Solution: The department designed the Model Office Concept (MOC) which focuses on improving the customer service experience while improving business processes so staff could work more efficiently. The benefit of MOC is that customers who are only in the office for a quick transaction are not waiting for their Eligibility Worker (EW); instead there are numerous Customer Service Representatives who can assist the client through multiple self-service windows. This includes self-service areas, which are designed to assist customers in learning how to utilize the numerous self-service technological options (e.g. Interactive Voice Recognition, Call Center, website/Your Benefits Now). The goal is to educate the client so that they can learn how to utilize the self-service options and reduce the need for them to come into a DPSS office. This provides EWs more time with customers who need assistance processing documents required to maintain eligibility.</p> <p>Results: Through the MOC, the department achieved a sustainable solution for mitigating the common business process inefficiencies for customers coming into a district office and the delivery of services. This new service delivery has resulted in customer wait times reduced from 2.5 hours to 30 minutes. The primary goal of improving the customer experience was achieved mainly through the lobby redesign modifications that are now cemented in each district office. Customer utilization of self-service technological options continues to increase.</p>	<p>Antonia Jiménez Project Manager (562) 908-8422 AntoniaJimenez@dpss.lacounty.gov</p> <p>Maria Rivera Productivity Manager (562) 908-5853 mariarivera@dpss.lacounty.gov</p>

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<p>Library Offers Mobile Makerspaces Public Library</p> <p><i>PQA County Image Enhancement Award</i></p> <p><i>View Video</i></p>	<p>Problem: Makerspaces (a collaborative environment that promotes making, learning, and exploring) was one of the most requested services by library customers. Makerspaces have traditionally been built inside library walls, however, most library facilities do not have the space for a dedicated maker area or the budget to hire a dedicated and trained librarian to run the program. In addition, not all residents are able to easily visit the system's libraries, leaving some underserved when it comes to assessing these learning opportunities.</p> <p>Solution: Four MakMo vehicles made it possible for the library to meet demand and need for the makerspace program in a creative way, while serving all ages. Vans are large enough to store and support a variety of activities, but agile enough to be deployed to any location. Each vehicle is equipped with learning technology, including 3D printers, robotic components, electrical circuits, iPads, engineering blocks and more.</p> <p>Results: MakMo vehicles fill service gaps that the library was unable to provide in its physical locations. By attending both library and community events and partnering with local organizations, MakMo vehicles remove barriers while increasing community awareness of the library. The vehicles reach more youths than on-site programming could and helps to spark early interest in science and technology via active learning. As of March 2018, the vehicles have attended 388 library programs and 123 community outreach programs, reaching audiences of nearly 38,000. An upcoming partnership with the LA County Department of Mental Health will expand the fleet to 10 vehicles.</p>	<p>Jesse Walker Lanz Project Manager (562) 940-5821 jlanz@library.lacounty.gov</p> <p>Samangi "Sammy" Mudalige Productivity Manager (562) 940-4106 SMudalige@library.lacounty.gov</p>

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<p>Team Triage in the ER...Why Wait? Health Services-Harbor UCLA Medical Center, Department of Emergency Medicine</p> <p><i>PQA Golden Eagle Award and Mega Million Dollar Award</i></p> <p><i>View Video</i></p>	<p>Problem: Emergency room overcrowding has become a growing problem across the United States. At Harbor UCLA, the long wait times for adult ER patients to see a triage nurse or doctor resulted in 1 out of every 7 patients choosing to leave before they were ever seen by a doctor.</p> <p>Solution: By using the LEAN methodology to examine the root cause of long ER wait times and developing a patient-centered, Team Triage approach, the team at Harbor UCLA was able to decrease the wait time to see a triage nurse from 90 minutes to 24 minutes, and the wait time to see a doctor from 78 minutes down to 24 minutes.</p> <p>Results: These efforts decreased the number of patients that left the ER without being seen by a doctor from 14% to 1.3%. This process change did not require any additional costs and has improved the financial sustainability of ER operations by decreasing overtime costs for an additional triage nurse by \$311,943 annually. Team Triage has also allowed 20 more patients to be seen on a daily basis in the adult emergency room, increasing daily visits from 120 to 140 patients. This has allowed the department to not only provide more care to the community, but resulted in an estimated increase of \$41 million in annual revenue.</p>	<p>Bradley Chappell D.O. Project Manager (310) 222-1912 BChappell@dhs.lacounty.gov</p> <p>Keisha Belmaster Productivity Manager (310) 222-6575 kbelmaster@dhs.lacounty.gov</p>

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<p>Saving Dollars, Saving Time, Saving Lives Health Services-Olive View Medical Center, Utilization Management Department</p> <p><i>PQA Process Improvement Award</i></p> <p><i>View Video</i></p>	<p>Problem: Olive View-UCLA Medical Center's (OVMC) new Utilization Management (UM) department's mission and vision is to advance the goal of overall cost-effective healthcare delivery and act as active stewards to the financial responsibilities that support OVMC's aim to deliver high quality, efficient healthcare to all patients at the right time and place.</p> <p>Solution: By implementing Six Sigma Methodology (SSM), the UM department has embarked on redesigning the way it provides services to patients and increasing its scope of services to patient care departments. By listening to the voice of the customer, measuring workload daily, and clarifying roles, UM has identified widespread variation in the way it historically did and did not do business.</p> <p>Results: In the past year, UM has addressed and continues to address process inefficiencies, lost opportunities and significant unnecessary costs. Using SSM, UM is now organized in three pillars. By coordinating services in these three pillars and paying close attending to OVMC's outpatient services, UM is now a major contributor to OVMC's patient care and financial future. SSM has helped OVMC improve patient care and flow, revenue generation, and dramatically decrease costs on multiple levels.</p>	<p>Lee Dunham Project Manager (747) 210-3650 ldunham@dhs.lacounty.gov</p> <p>Joselin Escobar Duran Productivity Manager (818) 364-3001 joescobar@dhs.lacounty.gov</p>

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<p>Housing Without Borders Community Development Commission/Housing Authority</p> <p><i>PQA Top Ten Award</i></p> <p><i>View Video</i></p>	<p>Problem: The homeless crisis in Los Angeles County continues to escalate. The latest figures from the Los Angeles Homeless Services Authority's 2017 Homeless Point-in-Time count show a homeless population in excess of 57,000, a 23% increase from 2016. At the core of the County's homeless crisis is the region's rental unaffordability.</p> <p>Solution: In Fiscal Year 2015-2016, the Housing Authority (HA) implemented a waiting list preference for the Housing Choice Vouchers (HCV) and Public Housing programs, committing 35% of the HCVs available through routine program turnover, to the chronically homeless persons referred by various community-based organizations. The HA reserved the remaining 65% of vouchers for homeless individuals pulled from their waiting list. A public housing waitlist preference was also established where 309 units of County public housing would be reserved for homeless families first as they become available.</p> <p>Results: The agency's efforts have resulted in more than 700 homeless families being housed within 18 months, and over \$2.5 million in direct incentive payments to landlords and financial assistance to families. The HA also welcomed 16 homeless families, with 69 household members, into public housing units. These homeless efforts are unique as they leverage non-federal funding to maximize the effectiveness of federally subsidized housing assistance. Equally noteworthy, is the speed with which the HA produced tangible results.</p>	<p>Emilio Salas Project Manager (626) 586-1505 emilio.salas@hocola.org</p> <p>Elisa Vasquez Productivity Manager (626) 586-1762 elisa.vasquez@lacdc.org</p>

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<p>Employees Secure Records & Achieve Huge Savings! Health Services - Divisions of Health Information Management & Facilities Management with County Counsel</p> <p><i>PQA Top Ten Award</i></p> <p><i>View Video</i></p>	<p>Problem: The Divisions of Health Information Management and Facilities Management encountered a policy that was outdated, costly, wasteful of human resources, tied up real estate, created a legal liability, made millions of paper medical files vulnerable to loss or theft, and increased the possibility of identity theft and fraudulent billing.</p> <p>Solution: Whereas national standards dictate that medical paper records be safely shredded after they are electronically scanned or generally older than 10 years. The County had been maintaining millions of paper files in perpetuity due to an outdated policy. The department challenged the old legal opinion and successfully updated the policy.</p> <p>Results: As a result, three million paper files were certified for shredding and recycled, liabilities were eliminated, workers were reassigned to productive jobs, the County is saving money, and the project is being replicated Countywide.</p>	<p>Gerardo Pinedo Project Manager (213) 240-8104 gpinedo@dhs.lacounty.gov</p> <p>Lisa Finkelstein Productivity Manager (213) 240-7988 lfinkelstein@dhs.lacounty.gov</p>

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PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Adult 101 Life Skills Bootcamp for Teens Public Library</p> <p><i>PQA Top Ten Award</i></p> <p><i>View Video</i></p>	<p>Problem: Teenagers no longer learn the soft skills necessary for success in adulthood in schools, yet survey after survey indicates they are key to both workplace and personal success.</p> <p>Solution: Seeking to provide teens the training and knowledge not being offered elsewhere, the Library developed Adult 101: Life Skills Bootcamp for Teens, a workshop series that teaches teens ages 13-18 years the 21st century life skills needed to thrive professionally and personally.</p> <p>Results: The series was implemented in 15 of the County's 87 libraries as a pilot program in the Fiscal Year 2015-2016, and has since been expanded. Each pilot library offered sessions in 8 topics. Specialists were hired to teach classes and help create programs-in-a-box, a self-contained resource enabling program replication without the need to hire a specialist. After a successful first year, with over 1,200 attendees and more than 79% of teens who were hesitant about their skills, reported improved confidence. As of 2016, the Adult 101 program is now offered in all 87 County libraries.</p>	<p>Deborah Anderson Project Manager (562) 940-8522 danderson@library.lacounty.gov</p> <p>Samangi "Sammy" Mudallige Productivity Manager (562) 940-4106 SMudalige@library.lacounty.gov</p>

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PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Taking Care of CARE Public Defender</p> <p><i>Productivity Investment Fund Grant: \$250,000</i></p>	<p>Problem: The Client Assessment Recommendation Evaluation (CARE) was implemented in the department to address the gap between needs and services for youthful offenders. CARE clients have serious, long-standing, unaddressed psychosocial and educational problems that significantly contribute to their delinquency. The CARE project has never undergone a formal evaluation. Such empirical support is necessary to sustain funding, as well as to justify the expansion of the program.</p> <p>Solution: Through a Productivity Investment Fund grant from the Quality and Productivity Commission, the department was able to conduct an independent evaluation of the CARE project. The evaluation assisted in determining whether the CARE model of front-end assessment and advocacy within the defender team leads to better outcomes.</p> <p>Results: The evaluation found that the CARE Project is a highly effective approach to defense that results in reduced negative contact with the juvenile justice system and improved dispositional outcomes for clients. CARE clients who receive extended services have significantly less subsequent contact with the juvenile justice system and appear to successfully help clients obtain desired dispositional outcomes. Recommendations include providing extended services to clients; continue services beyond the point of case disposition; bolster programmatic structure, including policies, procedures, and training for staff; and increasing evaluability by improving data collection and infrastructure.</p>	<p>Gail Bristo Productivity Manager (310) 727-6262 gbristo@pubdef.lacounty.gov</p>

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<p>Community Outreach Vehicle Public Works</p> <p><i>Productivity Investment Fund Grant: \$250,000</i></p>	<p>Problem: The Department of Public Works (DPW) serves over 10 million residents in 140 unincorporated communities, contracts with 15 cities, and provides various services to all 88 cities countywide. Bringing government to communities will assist to increase public awareness of current topics, such as climate change, drought, sustainability, and resiliency, and to enhance the County's readiness in responding to natural disasters.</p> <p>Solution: The purchase of a new 35-foot multiuse mobile community outreach vehicle (COV) will be used to assist outreach efforts on a variety of topics, including drought, water conservation, job opportunities, and post-disaster information among others. The COV will also help to build relationships with the communities serviced and enhance awareness of the County's role and services.</p> <p>Results: The COV supports the DPW's outreach efforts to disseminate information about resilient and sustainable communities on a countywide basis. It also serves as an incident command vehicle during emergencies and disasters. The COV enhances the DPW image by providing an innovative approach to community outreach and interactions and a collaborative emergency response and recovery command vehicle.</p>	<p>Phil Doudar Project Manager (626) 458-4393 pdoudar@dpw.lacounty.gov</p> <p>Leslie Schenk Productivity Manager (626) 458-5946 lschenk@dpw.lacounty.gov</p>

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PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Website Chat Pilot Registrar-Recorder/County Clerk with Internal Services</p> <p><i>Productivity Investment Fund Grant: \$97,000</i></p>	<p>Problem: Technology over the last two decades has fundamentally transformed the way government communicates with the public. The introduction of social media platforms has made it easier for County departments to keep the public informed. Due to the wide range of public services the department provides, a large volume of public phone calls inquiring about departmental services must be managed.</p> <p>Solution: The Registrar-Recorder/County Clerk (RRCC) partnered with the Internal Services Department to implement a new online website chat service to support customer service inquiries. This new communication platform offered real-time communication over the internet between residents and department staff. The Website Chat Pilot exemplifies collaboration, but also fosters transferability, improved customer service, and enhanced County image.</p> <p>Results: The website chat solution was a success and has been used for every election. The program was expanded to other Bureaus of the department and a Chat Bot was implemented that will automatically respond to pre-defined questions asked by customers. The project improves customer service by providing an additional avenue for inquiries. It provides detailed transcripts of every chat session, detailed analytics on post-chat surveys and customer satisfaction, and daily aggregated reports.</p>	<p>Christopher Pailma Project Manager (562) 462-2431 cpailma@rrcc.lacounty.gov</p> <p>Margaret Palacios Productivity Manager (562) 462-2823 mpalacios@rrcc.lacounty.gov</p>