



*County of Los Angeles*  
**Quality and Productivity Commission**



# Shared Practices

## 2019 Report

**Using Available Technology In New Ways**

**Leveraging Private Sector Business Practices**

**Collaborating With Others to Deliver Improved Services**

**New Ways to Deliver Service**

**Telling Our Story**

**CATEGORIES**



**Shared Practices 2019**

**USING AVAILABLE TECHNOLOGY IN NEW WAYS**

<b>PROJECT and DEPARTMENT</b>	<b>PROJECT DESCRIPTION</b>	<b>CONTACT</b>
<p><b>ADD to Improve Pre-Hospital Patient Care</b> Fire</p> <p><i>PQA Silver Eagle Award</i></p> <p><i>View Video</i></p>	<p><b>Problem:</b> Los Angeles County Fire Department (Fire Department) paramedics are responsible for administering two controlled drugs - Morphine Sulfate and Midazolam - to treat various medical conditions of their patients. The re-supply process for paramedics administering a controlled drug required a paper-based procedure that involved a minimum of five County employees. This inefficient and time-consuming process for the replacement of a controlled drug would take days to weeks to complete. It also challenged the Fire Department's ability to maintain adequate accountability and security of these highly regulated controlled drugs.</p> <p><b>Solution:</b> Automatic Drug Dispensing (ADD) machines have been used in the hospital setting for years, but existing law at the time, did not permit their use in the prehospital environment. The Fire Department worked with the California Board of Pharmacy to write Senate Bill 443 and carried it through the California legislature. This enabled the Fire Department to legally bring this proven healthcare technology into the prehospital setting. With the new law in place, the Fire Department created the nation's first fire department-based pharmacy, licensed by the State and Drug Enforcement Administration. The "hub and spoke" model placed 24 strategically located ADD machines throughout the Fire Department's service area, monitored by an ADD vault in the Fire Department's new Pharmaceutical Services Unit. These machines are accessible to paramedics 24-hours a day, seven-days a week. The drugs are removed from the machines using biometric fingerprint technology and all transactions are monitored and recorded.</p> <p><b>Results:</b> Fire Department paramedics can now re-supply administered controlled drugs quickly and efficiently without the use of paper and multiple intermediaries. In addition, the 24 ADD machines communicate directly with the hub in the Pharmaceutical Services Unit. Through the ADD program, the Fire Department has set a new best practice standard for controlled drug accessibility, accountability, and security in emergency medical services.</p>	<p>Dr. Clayton Kazan Project Manager (323) 267-7153 clayton.kazan@fire.lacounty.gov</p> <p>Roxanne Benavides-Ortega Productivity Manager (323) 881-2327 roxanne.benavides@fire.lacounty.gov</p>

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<p><b>Property Evidence and Laboratory Management System</b>                      Sheriff's Department</p> <p><i>PQA Top Ten Award</i></p> <p><i>View Video</i></p>	<p><b>Problem:</b> Prior to 2014, evidence/property was booked in several different systems. Some were electronic, others utilized paper-based ledgers. No effort was made across these systems to standardize data fields, there was minimal validation of the data entered into the system, and the systems did not readily communicate with each other. This resulted in massive amounts of data entry, redundancy, transcription errors, duplicate entries, and inaccurate records.</p> <p><b>Solution:</b> In 2014, the Department implemented the Property Evidence and Laboratory Information Management System (PRELIMS), a web-based, countywide electronic property/evidence management system. PRELIMS is the first project in the Department's 168-year history to incorporate the management of property/evidence via barcodes in one electronic system. It replaced hand ledgers and several disparate systems, enforced standardization, eliminated redundant data entry and provided access to critical information instantly for more than 7,000 users.</p> <p><b>Results:</b> Annually, PRELIMS facilitates access to cases and tracks chain of custody for over 400,000 items and 15,000 forensic laboratory requests, together comprising over one million transactions. The system provides tools to manage backlogs, monitor compliance, and evaluate analysis turnaround times. PRELIMS enforces accountability for evidence management and streamlines the disposal of 110,000 evidence/property items annually. PRELIMS saves investigators and property custodians an estimated 90,000 hours per year or \$6.5 million in salary savings.</p>	<p>Erin A. Trujillo                      Project Manager                      (323) 260-8500                      eatrujil@lasd.org</p> <p>Glen Joe                      Productivity Manager                      (213) 229-3305                      gcjoe@lasd.org</p>

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<p><b>Tracking Data to Promote Organizational Excellence</b>                      Children and Family Services with Auditor-Controller and Internal Services</p> <p><i>PQA Performance Measurement Award</i></p> <p><a href="#">View Video</a></p>	<p><b>Problem:</b> Internal Affairs (IA) helps ensure the Department's policies and procedures are followed and that employees adhere to the established standards of professionalism and ethical conduct. The administration of such a large responsibility presents many challenges for IA, such as workforce management requiring maintaining workload equity, tracking work pace, identifying backlog cases, tracking open and closed cases, searching different databases for historical information, managing case information, and transferring information. These responsibilities were historically completed using archaic systems and programs, which lent itself to time consuming, redundant, and often inaccurate management of the information, thereby limiting the timely completion that an investigation warrants.</p> <p><b>Solution:</b> In collaboration with the Auditor-Controller (A-C) and Internal Services, the DCFS Investigation Tracking Management System (DITMS) was developed. DITMS is a web-based user-friendly automated centralized information management system. It speeds up the investigative process by automatically populating various fields with all cases assigned to the Department by the A-C through a nightly "data drop." DITMS also provides basic productivity aids such as drop down responses, unlimited entry and edit-checking, and fast searches for all cases referred to IA.</p> <p><b>Results:</b> DITMS has helped streamline IA's employee misconduct investigations. It has eliminated the manual process of workforce management, case management and record keeping for all case types referred to IA. It also allows staff and managers to track and enforce a standardized workflow for each investigation through the use of due dates for investigative milestones. This empowers investigators to increase productivity and meet the County's 90-day performance guideline, thereby decreasing backlog. Improved program management, decision-making and inter-departmental cooperation through the use of DITMS enhances IA's ability to align with the Department's core values of cultural sensitivity, leadership, accountability, integrity, and responsiveness while reinforcing the Department's mission to deliver a practice model that measurably improves child safety, permanency, and well-being.</p>	<p>Elizabeth A. Howard                      Project Manager                      (213) 738-2731  <a href="mailto:howeli@dcfs.lacounty.gov">howeli@dcfs.lacounty.gov</a></p> <p>Arman Depanian                      Productivity Manager                      (213) 739-6435  <a href="mailto:depana@dcfs.lacounty.gov">depana@dcfs.lacounty.gov</a></p>

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<p><b>NEOGOV Implementation</b> Human Resources</p> <p><i>PQA Process Improvement Award</i></p> <p><i>View Video</i></p>	<p><b>Problem:</b> Each year, the County receives an average of 400,000 applications for job opportunities. The County relied on a series of disparate, disconnected, and in some cases, outdated software applications to manage their recruitment, examination and selection processes. The result was a disjointed series of activities requiring constant oversight and manual interventions to connect the data, processes and people. This was labor intensive, inefficient, and inconsistent.</p> <p><b>Solution:</b> With the implementation of NEOGOV, the County has for the first time in its history, established a fully integrated platform allowing for the access of class specifications, acceptance of online applications, applicant tracking, exam scoring and scheduling, and distribution of certification lists that are electronic and no longer contingent upon paper filing, reducing the carbon footprint of the entire process. In addition, NEOGOV supports online test and integration of scores minimizing the costs associated with testing at alternate locations.</p> <p><b>Results:</b> The creation of an end-to-end digital platform has provided the County and job applicants a more efficient, engaging and purposeful process by which they continue to attract, recruit, and select top talent to fulfill the County's public service mission. The system's ease of use and automation allow staff to spend less time on the mundane processes and more effort on the actual recruitment and selection activities. It eliminates multiple systems and applies consistent workflows and processes throughout the 36 County departments.</p>	<p>Roozan Zarifian Project Manager (213) 974-2302 rzarifian@hr.lacounty.gov</p> <p>Darolyn Jensen Productivity Manager (213) 974-2515 djensen@hr.lacounty.gov</p>

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<p><b>Video Interview Pilot for Countywide Exams</b> Human Resources</p> <p><i>Productivity Investment Fund - \$175,000 Grant</i></p>	<p><b>Problem:</b> The Department is responsible for providing the County with high-quality and diverse candidates for employment, through conducting effective and timely civil service assessments. Scheduling candidates and interviewers for telephone and in-person interviews is logistically complex and entails balancing candidates' and interviewers' schedules. Additionally, many resources are wasted due to an average no-show rate of 6-8% for traditional in-person interviews. Rescheduling such candidates lengthens the time required to produce eligibility lists, thereby harming departments who are dependent on these lists, as well as candidates who must wait longer before they can be placed on such lists and be considered for employment.</p> <p><b>Solution:</b> The Department requested a grant to determine if video interviewing is logistically and financially feasible to be used Countywide. The solution allowed candidates to answer pre-recorded interview questions on-line by submitting and uploading a video recording of their oral responses in place of the traditional structured in-person interview. Interview raters were not present during the interviews. Rather, they reviewed videos and evaluated candidates at their convenience by streaming the recorded on-line candidate responses.</p> <p><b>Results:</b> Expanding the use of video interviewing has increased the flexibility of scheduling for departments, candidates and raters. In addition, it has reduced the amount of time spent preparing for in-person interviews and money spent on resources. In 2018, this new technology was used to conduct a total of 3,421 video interviews in lieu of in-person interviews which has resulted in cost avoidance, as well as reduced testing cycle times. For the video interviews, raters took an average of 14 days to complete their ratings, and testing cycle times were reduced by an average of 37 days. The decrease in overall exam administration and rating time has led to faster list promulgation, quicker access to lists for hiring purposes, and shorter waits for candidates to be placed on eligibility lists. Video interviewing has allowed the Department to embark on the next initiative in their implementation of technology-based enhancements for examination administration with the aim to improve human resource services countywide and reduce the time-to-hire.</p>	<p>Ann Havens Project Manager (213) 739-2244 ahavens@hr.lacounty.gov</p> <p>Darolyn Jensen Productivity Manager (213) 974-2515 djensen@hr.lacounty.gov</p>

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<p><b>Career PathFinder</b> Human Resources</p> <p><i>Productivity Investment Fund - \$150,000 Grant</i></p>	<p><b>Problem:</b> The Career PathFinder program represents a groundbreaking opportunity for the County to potentially be the first public agency to mine its massive employee data records in a manner to develop a robust career-planning tool. It will reinvent how career information is provided to prospective employees utilizing more intuitive, customer-centric approaches to achieve maximum outcome and customer satisfaction. It will also help to provide on-demand employment pathways for Los Angeles County residents by expanding their online access to information about careers in the County.</p> <p><b>Solution:</b> The Department conducted extensive data analysis to form the foundational data source for the Career PathFinder tool and created functioning prototypes in Microsoft Excel and R Shiny app. To move the project forward, a vendor needed to be obtained to program the online user interface that will integrate Career PathFinder to the Department's website.</p> <p><b>Results:</b> Since August 16, 2018, there have been over 17,000 unique visitors to the Career PathFinder tool, averaging 2,800 users per month. It has helped current and prospective employees envision the possibilities that could be available to them. It helped to remove uncertainty about taking a particular career step by being transparent about what has actually occurred. It has encouraged current and prospective employees to join or stay with the County by providing real evidence of the career options that exist, as well as reducing staff time spent assisting employees and recruits with career-planning inquiries. In addition to reaching a wide audience, the Career PathFinder project was the winner of a Government Innovation Award in November 2018.</p>	<p>Paul Canning Project Manager (213) 738-2299 pcanning@hr.lacounty.gov</p> <p>Darolyn Jensen Productivity Manager (213) 974-2515 djensen@hr.lacounty.gov</p>



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**LEVERAGING PRIVATE SECTOR BUSINESS PRACTICES**

<b>PROJECT and DEPARTMENT</b>	<b>PROJECT DESCRIPTION</b>	<b>CONTACT</b>
<p><b>Lyfting Spirits: Saving Lives One Kitten At A Time</b>            Animal Care and Control</p> <p><i>PQA Changemaker Award</i></p> <p><i>View Video</i></p>	<p><b>Problem:</b> Each year, over 10,000 kittens enter the Department's system. Usually, it is good samaritans that find and bring them to an Animal Care Center for care. Many of these kittens are too young to be adopted and require round-the-clock care that is beyond the Department's resources. Because of their fragile state and need for specialized care, most must be euthanized to prevent suffering from starvation or disease. The Department recognized the need to change this outcome, but lacked funding.</p> <p><b>Solution:</b> In 2014, the Department began partnering with the American Society for the Prevention of Cruelty to Animals (ASPCA). In April 2017, the ASPCA and the Department developed a collaborative pilot program to save kittens at the Baldwin Park Animal Care Center. The ASPCA provided medical services, staffing, and transportation through Lyft Rideshare and the County provided the kittens, facilities, support staff, and other infrastructure. The Pasadena Humane Society and Petco Corporation were also brought on as additional partners for subsequent adoption opportunities for these kittens.</p> <p><b>Results:</b> From April 2017 through April 2018, 1,440 kittens have been saved through this innovative program and collaboration. The impact has been profound and far-reaching. Plans are in place to expand the program to other County animal care centers in the future as resources allow. Fostering out this population of kittens means that any costs to the County associated with euthanasia and subsequent disposal are avoided. The estimated annual cost savings is \$6,536, but more importantly, it has had a profound impact on the morale and overall feeling of emotional wellness of the staff and volunteers.</p>	<p>Allison Cardona            Project Manager            (562) 728-4572  <a href="mailto:acardona@animalcare.lacounty.gov">acardona@animalcare.lacounty.gov</a></p> <p>Dorothy Phillips            Productivity Manager            (562) 256-1379  <a href="mailto:dphillips@animalcare.lacounty.gov">dphillips@animalcare.lacounty.gov</a></p>

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<p><b>Lean Six Sigma in 2017</b>  Registrar-Recorder/County Clerk</p> <p>PQA Legacy Award</p> <p><a href="#">View Video</a></p>	<p><b>Problem:</b> The Department faces the challenge of continuously serving the public in a dynamic and complex work environment while transitioning towards a more technologically based service environment. Throughout the years, the Department realized that to meet the growing needs of the public, it needed to assess its processes and delivery of services department-wide.</p> <p><b>Solution:</b> In 2011, the Department decided to use the Lean Six Sigma (LSS) methodology and cultural transformation as the framework to rapidly improve services. An LSS Program was developed, which comprised of training and project management. A total of 80% of employees were trained at the intermediate Yellow Belt level of LSS. Later, Process Improvement Idea Boards were established in each work section, serving as a platform to discuss any issues related to work processes. This opportunity to share and explore ideas added value to the workplace and was the mark of transitioning from "business as usual" to department-wide continuous process improvement. Facilitators, who led these Idea Boards, were provided training at the advanced Green Belt level. Consequently, staff became empowered to complete Green Belt projects. Through the LSS Program, the message of making data-driven decisions to resolve process issues, has been the catalyst to a department-wide culture change.</p> <p><b>Results:</b> The benefits of LSS have become visible in the way staff members approach their work, physical indicators throughout the Department, including Process Improvement Idea Boards and Quarterly Program Metric Posters, and time and cost savings. Every staff member is considered a subject matter expert in their section and an essential resource for their process partners to engage with. Additionally, the reach of LSS has extended to 26 other County departments, creating a work environment and culture that inspires and empowers all employees to do process improvement.</p>	<p>Alexander Ogunji  Project Manager  (562) 462-2755  <a href="mailto:aogunji@rrcc.lacounty.gov">aogunji@rrcc.lacounty.gov</a></p> <p>Alexander Ogunji  Productivity Manager  (562) 462-2755  <a href="mailto:aogunji@rrcc.lacounty.gov">aogunji@rrcc.lacounty.gov</a></p>

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**COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES**

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<p><b>Homeless Task Force: Home Is Where Your Health Is</b>            Health Services - Harbor UCLA Medical Center, Clinical Social Work Department</p> <p><i>PQA Top Ten Award</i></p> <p><i>View Video</i></p>	<p><b>Problem:</b> Harbor-UCLA (HUCLA) was seeing increasing numbers of homeless individuals who were living all over the hospital campus, including the Emergency Department (ED) waiting room. Once in the ED, the homeless patients would sign in, complaining of medical symptoms they did not really have, just to have a reason to remain inside the hospital. When approached, these individuals would often admit they were not in need of medical care, but were living there because they felt safe on a hospital campus. For many of these patients, their homelessness was often further challenged by concurrent, untreated mental health problems and substance use issues. The situation was having a widespread, detrimental effect.</p> <p><b>Solution:</b> A specialized unit within HUCLA's Clinical Social Work Department called the Homeless Task Force (HTF) was created, with essential support from the existing Housing for Health Program. The HTF is led by a Senior Clinical Social Worker and the team includes two Medical Case Workers, two housing case managers from People Assisting the Homeless, and a substance abuse counselor from Behavioral Health Services (BHS). This team works collaboratively to identify, connect with and assess homeless patients in need and refer them to housing resources, mental health treatments, and substance abuse treatment through BHS. Patients are placed in interim, transitional or permanent housing, or, if appropriate, connected with detoxification or rehabilitation placement for a substance use disorder.</p> <p><b>Results:</b> Emergency room staff are pleased they can utilize their skills for true medical emergencies and know how to get the patients the social service help they need. The ED visits by homeless patients and the number of hospital stays for this population have been reduced and the quality of patient care by earlier and better identification of patient needs has improved. During the first year of the task force's work, they secured placement for over 250 patients and saved the County approximately \$5,682,332.</p>	<p>Jennifer Murray            Project Manager            (424) 306-4425  <a href="mailto:jmurray@dhs.lacounty.gov">jmurray@dhs.lacounty.gov</a></p> <p>Keisha Belmaster            Productivity Manager            (424) 306-6349  <a href="mailto:kbelmaster@dhs.lacounty.gov">kbelmaster@dhs.lacounty.gov</a></p>

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<p><b>Reporting That Count\$ - "Faster, Cheaper, Better"</b>            Auditor-Controller with First, Second, Third, Fourth, and Fifth Supervisorial Districts, Children and Family Services, Workforce Development, Aging and Community Services, and Health Services</p> <p><i>PQA Outstanding Teamwork Award</i></p> <p><i>View Video</i></p>	<p><b>Problem:</b> The Department's audit objectives and report format, content, and style had not changed in almost 40 years. The reports were long, wordy, and contained no clear indication of which reports and recommendations were more significant and required immediate attention. As such, the Department identified the need to reengineer it's long-standing reporting formats to ones that were faster and cheaper to produce and provided a better template for better client review and understanding.</p> <p><b>Solution:</b> The Department, in collaboration with the Board of Supervisors-Audit Committee Deputies, and client departments, completely redesigned and reengineered the format and function of audit, compliance, and investigative reports to make them substantially clearer, more concise, and effective. The report redesign addressed many issues by adding priority rankings to focus readers' attention on the most critical findings, a report cover page that clearly presents the priority rankings, and a one-page summary fact sheet that serves as a briefing document. Additionally, audit results are now presented in a table instead of multiple page narrative.</p> <p><b>Results:</b> Reports now provide decision-makers with unambiguous and relevant information for more effective oversight and timely corrective actions. Concurrently, reports are visually pleasing and quick to read. In addition, assigning objective and uniform priority rankings to recommendations clearly and prominently highlights the relative risk of each deficiency, as well as the overall significance of the report based on the number of identified high-risk issues. These dynamic and robust innovations have transformed audit and monitoring report content, focus, and formatting to now be entirely "Board/Management Centric."</p>	<p>Dr. Peter Hughes            Project Manager            (213) 974-8484  <a href="mailto:phughes@auditor.lacounty.gov">phughes@auditor.lacounty.gov</a></p> <p>Susan Linschoten            Productivity Manager            (213) 974-8361  <a href="mailto:slinschoten@auditor.lacounty.gov">slinschoten@auditor.lacounty.gov</a></p>

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<p><b>Addressing Food Insecurity in Adult Primary Care</b>            Health Services - LAC+USC Medical Center, Primary Care Adult Clinics</p> <p><i>PQA Customer Service Award</i></p> <p><i>View Video</i></p>	<p><b>Problem:</b> According to public health data, over one-third of Los Angeles County residents meet criteria for food insecurity. Los Angeles County + USC (LAC+USC) Primary Care Adult Clinics are two of the largest primary care clinics in the Department and serve approximately 40,000 unique empaneled patients, the majority of whom are Medi-Cal insured. They know that their patients face tremendous chronic disease burden, which is only made worse by their life stressors and social factors, which contribute to poor health outcomes. It is critically important that these patients have access to healthy food and enough food to maintain a regular and predictable diet.</p> <p><b>Solution:</b> LAC+USC Medical Center Primary Care Adult Clinics partnered with the Department of Social Work and Department of Public Social Services (DPSS) to address food insecurity in the primary care clinic. As part of a universal screening program to address social determinants of health in their primary care patients, they brought a DPSS eligibility worker onto the primary care clinic team. They also partnered with community organizations, including The Wellness Center to connect patients who do not qualify for governmental programs to community-based resources.</p> <p><b>Results:</b> Thus far, 15% of patients who have screened positive for food insecurity have been successfully enrolled in CalFresh in their clinic and are receiving benefits. An additional 17% are pending eligibility screening and appointments with their DPSS worker in the clinic. The remaining patients have been referred to The Wellness Center at LAC+USC and food banks in their neighborhoods. Given that Medi-Cal eligibility overlaps with CalFresh eligibility for about one-third of patients, bringing DPSS into primary care clinics brings important services to eligible County residents where they are already seeking care.</p>	<p>Barbara Rubino            Project Manager            (323) 409-6349            brubino@dhs.lacounty.gov</p> <p>Jagruiti Shukla            Project Lead            (323) 409-7689            jshukla@dhs.lacounty.gov</p> <p>Laura Sarff            Productivity Manager            (323) 409-2815            lsarff@dhs.lacounty.gov</p>

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<p><b>Creating Super First Responders</b>  Mental Health with District Attorney</p> <p><i>PQA Top Ten Award</i></p> <p><a href="#">View Video</a></p>	<p><b>Problem:</b> A mental health crisis begins in the field and can either escalate or de-escalate based on the management of the crisis by first responders. This shift in the role of first responders, when dealing with a person suffering from a mental health crisis, has ultimately led to several tragedies in which a person with a mental illness died because first responders did not have the skills to manage the incident. This has brought into question the breadth and type of training first responders receive, both in the academy and post academy. In recent months, it is estimated that more than one million people with schizophrenia and manic-depressive illness are not being treated on any given day. These individuals are more likely to experience homelessness, suicide, incarceration, victimization, and violence.</p> <p><b>Solution:</b> The Department of Mental Health, District Attorney's Office, and the Los Angeles County Chiefs of Police joined forces to design, develop, and deliver a training curriculum for frontline law enforcement officers. This collaborative effort resulted in a new two-day, sixteen-hour course: <i>Mental Health Awareness: Crisis Intervention Tactics for First Responders</i>. Providing frontline law enforcement with the practical tools needed to assess and de-escalate, intervene, and manage these crises-driven incidents will lead to better outcomes.</p> <p><b>Result:</b> The course has received overwhelming positive feedback from attendees, with multiple officers stating, "this is exactly what we need." The training curriculum throughout the County has been an important first step in the development of a system-wide approach to improving response to mental illness. This includes understanding mental health consumers and seeing the world through their eyes.</p>	<p>Miriam A. Brown  Project Manager  (213) 738-3412  mbrown@dmh.lacounty.gov</p> <p>Leticia Ximénez  Productivity Manager  (213) 639-6305  lximenez@dmh.lacounty.gov</p>

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<p><b>Parks After Dark</b>  Parks and Recreation with Mental Health, Public Health, Children and Family Services, Probation, Sheriff, and Workforce Development, Aging and Community Services</p> <p><i>PQA Gold Eagle and County Image Enhancement Awards</i></p> <p><a href="#">View Video</a></p>	<p><b>Problem:</b> The Parks After Dark (PAD) communities have higher rates of poverty, violence, obesity, as well as mental health service use rates and systems-involved youth than the County overall. PAD was designed to address many of the service gaps that often lead to these negative outcomes. However, because of high levels of crime and fear of violence, parks are often underutilized, which inhibits active living, causes social isolation and leads to a wide range of physical and mental health problems. Studies show that exposure to and fear of violence has significant negative long-term impacts on health and well-being across an affected person's lifespan.</p> <p><b>Solution:</b> PAD is offered when schools are closed, which is often when crime rates are at their highest because youth have fewer opportunities for organized recreation and social engagement. PAD extends hours of park operation from 6 p.m. until 10 p.m. and provides opportunities for youth and people of all ages to come together in a safe and welcoming space where they can access quality programming and a variety of important resources. PAD offers recreational activities, educational programming, entertainment and cultural programming, and resource fairs. Los Angeles County Sheriff's Deputies patrol PAD events ensuring everyone's safety and helping to create positive interactions between law enforcement and community members.</p> <p><b>Results:</b> Since 2010, PAD has expanded from 3 to 33 sites, helping to increase important social and health benefits for a greater number of constituents across the County. PAD has helped transform gang-impacted parks into safe community hubs. PAD exemplifies an innovative model of violence prevention and intervention where organizations across different sectors leverage resources to address a multitude of challenges in underserved communities, and are able to achieve greater collective impact than would be possible by any one organization.</p>	<p>Catherine Dingman  Project Manager  (626) 588-5374  cdingman@parks.lacounty.gov</p> <p>Elizabeth Mendez  Productivity Manager  (626) 588-5201  lmendez@parks.lacounty.gov</p>

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PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p><b>Campus Kilpatrick And The LA Model</b>            Probation with Public Works, Health Services, Mental Health, and Los Angeles County Office of Education</p> <p><i>PQA Top Ten Award</i></p> <p><i>View Video</i></p>	<p><b>Problem:</b> Over the last two decades, there has been a growing push to provide services for youth in their communities and natural ecologies. High levels of trauma, community violence, system involvement, family instability and school disruptions have resulted in a small core population of youth that require a higher level of care. Out-of-home placement for youth is a last resort. However, there continues to be a need to provide an option for high-risk, high-need offenders that preserves community safety. The LA Model will allow youth to receive effective treatment services and stabilize behavior when other, less restrictive alternatives, have been exhausted.</p> <p><b>Solution:</b> The Department established the LA Model program at Campus Kilpatrick that embraces the core tenets of safety, empowerment, and engagement to promote youth development and rehabilitation. This program dynamically shifts the paradigm for youth in residential treatment to a more holistic, therapeutic approach, thus creating an environment that supports healthy engagement between staff and youth. The LA Model facilitates positive relationships with youth and creates a more home-like setting to promote the development of personal goals, enhance interpersonal skills, and emphasize peer and staff support.</p> <p><b>Results:</b> Campus Kilpatrick is leading the way in re-envisioning the juvenile justice system to be aligned with the four premises of the LA Model program: Safety, Empowerment, Skills, and Engagement. This integrated model of partnership includes Probation, Mental Health, Health Services, and the Los Angeles County Office of Education working together as a team at the facility. The program has provided youths with individualized case planning and transition planning, trauma-informed, specialized service delivery, and the reinforcement of self-regulation skills and empowerment to make positive choices and behavior change.</p>	<p>Katheryn Beigh            Project Manager            (818) 889-1353  <a href="mailto:katheryn.beigh@probation.lacounty.gov">katheryn.beigh@probation.lacounty.gov</a></p> <p>Joan Pera            Productivity Manager            (310) 761-3939  <a href="mailto:joan.pera@probation.lacounty.gov">joan.pera@probation.lacounty.gov</a></p>



**COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES**

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p><b>Client Assessment Recommendation and Evaluation (CARE)</b> Public Defender with Mental Health, Probation, and Los Angeles County Office of Education</p> <p><i>PQA Mega Million Dollar Award</i></p> <p><i>View Video</i></p>	<p><b>Problem:</b> The Public Defender's (PD) office recognizes that its advocacy on behalf of youth cannot be viewed in a legal vacuum and must take into account the youths' unique psychosocial needs. Unfortunately, because of limited time and resources, the juvenile delinquency system too often focuses only on the specific behavior or circumstances that bring delinquent youth to the attention of law enforcement and the courts, and not enough attention is paid to the serious underlying causes that often lead to system contact.</p> <p><b>Solution:</b> Through the CARE Project, deputy public defenders refer clients to in-house clinical social workers and resource attorneys who specialize in mental health, developmental disability, and educational advocacy. They, in turn, assess clients and collaborate with key justice system stakeholders to provide critical linkages to treatment and services in areas that include mental illness, trauma, substance abuse, developmental disability, homelessness, and commercial sexual exploitation. In practice, CARE addresses the needs of the 'whole child,' many of who enter the juvenile justice system with serious, longstanding and often unaddressed educational and psychosocial deficits that significantly contribute to their delinquent behavior.</p> <p><b>Results:</b> Several stakeholders, including judges, prosecutors and probation officers, reported that clients who receive CARE Project services benefit from more community services and placements, leading to better outcomes. The collaboration between CARE Project staff and other justice partners help clients receive less severe dispositional outcomes, including dismissals due to competency, fewer restrictive dispositions, and fewer placements in juvenile halls and camps. Since its inception in 1991, CARE has assisted an average of 1,350 youths each year and served over 25,000 overall.</p>	<p>Natasha Khamashta Project Manager (310) 419-5232 nkhamashta@pubdef.lacounty.gov</p> <p>Gail Bristo Productivity Manager (310) 727-6262 gbristo@pubdef.lacounty.gov</p>

## Shared Practices 2019

## COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p><b>Exide's Exit: Unprecedented Community Empowerment</b> Public Health with First District, Health Services, and Mental Health</p> <p><i>PQA Top Ten Award</i></p> <p><i>View Video</i></p>	<p><b>Problem:</b> After decades of inadequate regulation from State and local agencies, emissions from the Exide battery recycling plant exposed residents in the surrounding community to hazardous levels of lead, arsenic, benzene, and other harmful chemicals. Although the facility has been permanently closed for three years, the residential yards remain contaminated with high levels of lead. Each day that homes with high levels of lead contamination wait for cleanup, the risk of exposure escalates.</p> <p><b>Solution:</b> The Department partnered with the First Supervisorial District, Health Services, Mental Health, residents, and community organizations to empower communities with information, opportunities for engagement, and educational materials needed to support affected individuals, families, and community members. This meant ensuring access to care and specialized health screenings for the early identification and treatment of potential health problems and the availability of easily comprehensible information on the current and future health risks. In one example of engaging residents, during a span of 6 hours, 1,500 Health Agency staff and community volunteers visited 16,000 homes to provide resource packets and conduct community surveys. These surveys offered critical insight into what residents are most concerned with and how they can be better served.</p> <p><b>Results:</b> Since 2015, the Department has been elevating community voices and engaging new partners to guide public and private activities, initiatives, and investments towards supporting the community needs to address the long-term impacts of lead exposure from the Exide facility. Through extensive collaboration and ongoing community engagement, the Department increased awareness across a broad array of organizations to expand capacity for assistance and assure health considerations will continue to be embedded into future decisions.</p>	<p>Dr. Cyrus Rangan Project Manager (213) 738-3220 tox@ph.lacounty.gov</p> <p>Catherine Mak Productivity Manager (213) 288-7240 cmak@ph.lacounty.gov</p>

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**COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES**

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p><b>Hepatitis A Outbreak Response</b>            Public Health with Health Services, Sheriff, Fire, and Human Resources</p> <p><i>PQA Silver Eagle Award</i></p> <p><i>View Video</i></p>	<p><b>Problem:</b> In March 2017, San Diego County experienced a large outbreak of Hepatitis A, particularly among persons who are homeless or use illicit drugs. A very high 3-4% case-fatality rate and nearly 70% hospitalization rate was observed. Because of Los Angeles County's sizeable homeless population and the ability of Hepatitis A to spread in the absence of symptoms, there was a high concern that the outbreak would spread quickly with a devastating impact on the most vulnerable populations. Given the proximity to San Diego County and the appearance of cases in Santa Cruz County, the Department needed to take immediate action.</p> <p><b>Solution:</b> The Department developed and implemented a multi-pronged, multi-sectoral response in coordination with various partners, which included the Department of Health Services/Emergency Medical Services Agency, Department of Human Resources, Fire Department and Sheriff's Department. The response included surveillance and rapid vaccination of contacts, stakeholder engagement, an aggressive plan to vaccinate high-risk persons, improvement of sanitation conditions in homeless encampments and other locations, and the development of internal and external policies.</p> <p><b>Results:</b> The number of County Hepatitis A cases was much lower than in other jurisdictions. A total of 16 Hepatitis A cases were diagnosed among persons who were experiencing homelessness or used illicit drugs through October of 2017, and then only two additional cases were noted in the following four months. The Department's efforts not only saved significant dollars, but also potentially averted at least 25 deaths.</p>	<p>Dr. Jeffrey Gunzenhauser            Project Manager            (213) 288-7269  <a href="mailto:jgunzenhauser@ph.lacounty.gov">jgunzenhauser@ph.lacounty.gov</a></p> <p>Catherine Mak            Productivity Manager            (213) 288-7240  <a href="mailto:cmak@ph.lacounty.gov">cmak@ph.lacounty.gov</a></p>

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**NEW WAYS TO DELIVER SERVICE**

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p><b>Virtual Autopsy Program</b>            Medical Examiner-Coroner            with Third District</p> <p><i>PQA Top Ten Award</i></p> <p><i>View Video</i></p>	<p><b>Problem:</b> The Department must cope with the national shortage of forensic pathologists. This shortage creates significant challenges for administrators who must manage the workload and turnaround times for their current forensic pathologists. The Department believes that the integration of computed tomography (CT) scanners into autopsy settings represents the future of forensic pathology in the United States, not only for improving the quality of death investigations, but also for maximizing the efficient use of forensic pathologists, decreasing turnaround times, and reducing the costs in the future.</p> <p><b>Solution:</b> Through the generous donation from the Third Supervisorial District and the support of religious communities, the Virtual Autopsy Program (VAP) was initiated in September 2016. The purpose of VAP was to use CT scanners to improve accuracy of diagnoses, decrease turnaround time by the conduct of virtual autopsy, and minimize the operational cost to the County. The CT scanner provides high resolution radiographic images that can accurately identify the cause of death in cases of trauma and a subset of natural disease.</p> <p><b>Results:</b> The Department improved the turnaround time for cases where individuals die in traffic accidents (completing a case in one day rather than two). The estimated cost savings for the County since September 2016 is at least \$3,450,000 and it is expected to reduce the cost by at least 50% in the future. The Department has improved the diagnostic accuracy in cervical spine and pelvic injuries and substantially increased the diagnostic accuracy in cases where there is a religious objection to autopsy. Although in certain circumstances, CT scanner virtual autopsy may not be sufficient to meet the standard of care in forensic pathology, it brought the knowledge and scientific findings to help determine when the conventional autopsy is not needed or when the family strongly objects to the autopsy, there will be an alternative solution.</p>	<p>Dr. Odey Ukpo            Project Manager            (323) 343-0600            oukpo@coroner.lacounty.gov</p> <p>Inna Sarac            Productivity Manager            (323) 343-0608            isarac@coroner.lacounty.gov</p>

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**NEW WAYS TO DELIVER SERVICE**

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p><b>The Great Read Away: Fine Foregiveness for Youth</b>            LA County Library</p> <p><i>PQA Top Ten Award</i></p> <p><i>View Video</i></p>	<p><b>Problem:</b> Over 30% of library cardholders are age 21 or under. Prior to June 1, 2017, 13% of these young cardholders had accounts that were blocked due to excessive fines or fees (\$10 or more), and another 21% were on their way with fines under \$10 accumulated, but slowly growing. Historically, Los Angeles County and in library systems throughout the nation, these fees are never paid and instead, these young customers no longer have access to library services.</p> <p><b>Solution:</b> Rather than simply waive fines and fees to encourage use, the Department came up with a solution that would simultaneously encourage reading and spending time in the library. The Great Read Away program allows young cardholders ages 21 and under to reduce fines that have accrued on their accounts by spending time reading in the library. For every hour spent reading, \$5 in fines is removed from the customer's account. The program waives nearly all fee types, including overdue fees, lost and damaged material replacement fees, and library card replacement fees. A parent or caregiver can also read to a child and count this time toward fine removal from the child's account as well.</p> <p><b>Results:</b> The program has successfully encouraged reading and increased access to information, which helps better the lives of youth, improving their employability and decreasing their chances of incarceration. Furthering the goal of getting youth from lower socio-economic communities back in the library, 1.6 million reading minutes had been logged in 29,000 reading sessions, more than 7,000 accounts had been unblocked, and more than 10,000 cleared of all fines, as of April 30, 2018.</p>	<p>Deborah Anderson            Project Manager            (562) 940-8522            danderson@library.lacounty.gov</p> <p>Samangi Mudalige            Productivity Manager            (562) 940-4106            smudalige@library.lacounty.gov</p>

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**NEW WAYS TO DELIVER SERVICE**

<b>PROJECT and DEPARTMENT</b>	<b>PROJECT DESCRIPTION</b>	<b>CONTACT</b>
<p><b>Automated Fuel Management System</b>            Beaches and Harbors</p> <p><i>Productivity Investment Fund - \$308,000 Loan</i></p>	<p><b>Problem:</b> The Department's fuel operations are spread across six separate beaches as far north as Malibu and as far south to Redondo Beach. Each location makes use of a manual tracking system to record fuel use. Not only do they rely on their own employees to accurately record the fuel they pump, but lifeguard and other County staff who periodically access the fuel pumps. The manual tracking system is archaic and it is difficult to keep track of fuel consumption.</p> <p><b>Solution:</b> The Department installed Fuel Island Controller Units (FICUs) at all their fueling locations. The FICUs are connected to existing fuel pumps and use wireless technology to track and manage gas/diesel fuel use. Fuel system users are required to input identification credentials at a FICU before obtaining fuel from the pump. The FICUs wirelessly send information on all fuel transactions to a network of servers monitored by the Internal Services Department.</p> <p><b>Results:</b> Centrally tracking of fuel transactions has enabled the Department to efficiently and effectively monitor the delivery and dispensing of fuel, as well as minimize the potential for misappropriation and/or fraudulent use of fuel. The system is able to produce reports on fuel use, assign unique access to every user, and monitor every vehicle using the FICU pumps. Based on a calculation of reduced staff hours from entering, compiling, and reconciling the fuel logs, as well as a conservative estimate of 5% savings due to the elimination of unaccounted-for fuel loss, the Department has realized a total savings to date of \$292,678.</p>	<p>Kenneth Foreman            Project Manager            (424) 526-7840            kforeman@bh.lacounty.gov</p> <p>Nicolette Taylor            Productivity Manager            (424) 526-7821            ntaylor@bh.lacounty.gov</p>

## Shared Practices 2019

## TELLING OUR STORY

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p><b>A Portrait of Los Angeles County: Advancing an Action Agenda to Improve Individual, Family, and Community Well-Being</b> Board of Supervisors, Office of Child Protection</p> <p><i>Productivity Investment Fund - \$125,000 Grant</i></p>	<p><b>Problem:</b> No countywide measure currently exists that examines the well-being in Los Angeles County by combining education, income, and health into a single understandable and evidence-based metric. Currently, available data and reports treat health, education and income as separate issues, leading to fragmented and isolated responses by County departments and others. The <i>Portrait of Los Angeles County</i> (Portrait) report was developed by Measure of America. The report fills important gaps in the collective understanding of well-being across County departments and non-governmental sectors. However, achieving sustainable and innovative policy changes requires some direction.</p> <p><b>Solution:</b> A part-time consultant was retained to convene an Advisory Group and other stakeholders to develop recommendations based on the Portrait's data and conduct strategic outreach to stakeholders after the release of the report. Based on the Advisory Group's recommendations, the Portrait's final section identifies ten high-value, evidence-based areas of investment across health, education, and income that offer great promise for reducing place-based, racial/ethnic, and gender disparities and improving the overall well-being of County residents. The consultant presented the Portrait's findings to County personnel and stakeholders to help them understand and strategically use the data for their own initiatives.</p> <p><b>Results:</b> The effective development and use of the Portrait has enabled County government to better direct the resources of its various departments and assist prevention efforts by more successfully targeting families who can benefit most from the County's support. The consultant focused on conducting extensive outreach to dozens of partners with regard to the Portrait's findings and recommendations, convening public and private stakeholders to develop and implement strategies to move forward the ten priorities set out in the Portrait's recommendations, and leveraging Portrait data to help stakeholders better target resources for the County's most vulnerable families.</p>	<p>Michael Nash Project Manager (213) 893-1192 mnash@ocp.lacounty.gov</p> <p>Susan Huff Productivity Manager (213) 893-2509 shuff@bos.lacounty.gov</p>