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April 15, 2022

TO: All Department Heads

FROM: Celia Zavala 
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Fesia A. Davenport 
Chief Executive Officer

Nichelle M. Henderson, Chair 
Quality and Productivity Commission

SUBJECT: SHARED PRACTICES REPORT 2022

The Quality and Productivity Commission provides advice, information and recommendations relating to productivity and quality of services in the County. During the past year, the Commission has identified practices used by County Departments to solve complex problems, enhance the quality of services to residents, and achieve cost benefits. These practices are highlighted in the Commission's annual "Shared Practices Report," which is distributed to all County Departments, Commissions, and related agencies.

Many of the shared practices have been recognized by the Commission at the annual Productivity and Quality Awards ceremony. Other creative ideas and practices came to the Commission's attention as a result of requests for support from the Productivity Investment Fund. We encourage you to review these innovative practices for potential use in your operations. These practices have been divided into the following categories:

- Using Available Technology in New Ways
- Private Sector Business Practices
- Collaborating with Others to Deliver Improved Services
- New Ways to Deliver Service

All Department Heads
April 15, 2022
Page 2

The report will be posted on the Quality and Productivity Commission's website at <http://qpc.lacounty.gov>.

We will continue to share County practices with you and your departments. We welcome your comments and recommendations for enhancing this report and further adding value to your organizations. You may contact Jackie Guevarra, Executive Director, at (213) 974-1361 or jguevarra@bos.lacounty.gov for additional information.

CZ:FAD:NMH:JG:LP

Attachment

c: Each Supervisor
Productivity Managers' Network



County of Los Angeles
Quality and Productivity Commission



Shared Practices

2022 Report

CATEGORIES

Using Available Technology In New Ways

Private Sector Business Practices

Collaborating With Others to Deliver Improved Services

New Ways to Deliver Services

TABLE OF CONTENTS

Category and Department	Project Name	Page
Using Available Technology in New Ways		
Auditor-Controller	COVID-19 Analytics	1
Children and Family Services	Time2Connect: A Scheduling Tool for Family Bonding	2
Human Resources	e-Personnel Digitization and Records Management	3
Human Resources	County Training Modernization Project	4
Internal Services Department	Countywide Address Management System (CAMS) Productivity Modernization	5
Parks and Recreation	Sowing the Seeds for Success: Enterprise Enhancements Through Technological Infrastructure Investment at South Coast Botanic Gardens	6
Public Health	Video Directly Observed Therapy -Technology Project: Improving Treatment Management and Outcomes for Tuberculosis Patients and their Family & Household Contacts	7
Public Social Services	Outbound Text Campaign for Food Giveaway	8
Private Sector Business Practices		
Animal Care and Control	Managed Intake & Enhanced Placement	9
Collaborating with Others to Deliver Improved Services		
Health Services	MHOAC COVID-19 Response	10
Health Services	Los Angeles County COVID-19 Response to PEH	11
Health Services	Predictive Modeling of the COVID-19 Pandemic	12
Military and Veterans Affairs	Outside the Wire: Transition Assistance Program	13
Public Health	Managing Outbreaks for COVID-19 Pandemic Response	14
Public Health	TPI: Putting the Public Back in Public Safety	15
Public Works	The Safe, Clean Water Program	16

Public Works	Hilda L. Solis Care First Village	17
Workforce Development, Aging and Community Services	L.A.: Regional Initiative for Social Enterprises (LA:RISE)	18
New Ways to Deliver Service		
Agricultural Commissioner/Weights & Measures	The Los Angeles County Coyote Hazing Research Project	19
Human Resources	Emergency Expansion of Telework	20
LA County Library	Sidewalk Service & Virtual Ventures	21
Mental Health	Why We Rise	22
Public Health	Angelenos in Action - We're all in this Together and Community Participatory COVID-19 Symptom Monitoring	23
Public Works	Public Works Pavement Management Program	24
Registrar-Recorder/County Clerk	Dean C. Logan - Voting Solutions for All People	25

Shared Practices 2022

USING AVAILABLE TECHNOLOGY IN NEW WAYS

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>COVID-19 Analytics Auditor-Controller with Chief Executive Office, Human Resources, and Internal Services Department</p> <p><i>PQA - Performance Measurement Award</i></p> <p><i>Video</i></p>	<p>Problem: In the early stages of the COVID-19 pandemic, the Chief Executive Office, Office of Emergency Management (CEO-OEM), quickly learned that the County did not have the capability to swiftly assess the full financial impact of the emergency. To address this critical need, the County was met with the challenge of sourcing, extracting, and consolidating data maintained in various complex County systems. The goal was to centralize all data sources to provide County leadership with a web-based platform enabling better tracking and monitoring of all COVID-19 related costs.</p> <p>Solution: The Auditor-Controller (A-C) collaborated with the CEO-OEM, Internal Services Department, and Human Resources and developed COVID-19 Analytics to improve the County's Emergency Response Tracking (ERT) Program. COVID-19 Analytics is comprised of a series of central and departmental data analytics dashboards that monitor COVID-19 financial, payroll, and human resources costs from various data sources, the digitalization of employee records generated per pay period (over 35,000 employee timesheets, over 18,000 wage statements, and 2,700 mileage claims), including the distribution of departmental detailed files consisting of over 400,000 expenditure and payroll transactions produced every pay period. The development of this solution aimed to improve standards for properly coding and monitoring COVID-19 related costs.</p> <p>Results: The COVID-19 Analytics gives County departments an increased capability to not only track their costs, but also assess possible cost recovery methods from various private, federal, or State funding sources. The dashboard assists County leadership in managing and monitoring costs, and facilitates emergency response and recovery operations. Since May 2021, the dashboard has reported over \$1.8 billion in COVID-19-related costs, of which \$938 million were attributed to labor. To date 46,281 employees have logged over 14.3 million labor hours to COVID-19 work activities. The replicability of this broad solution can be easily accomplished for other disasters/emergencies in part because the cost coding structures were redesigned.</p>	<p>Romeo Martinez Project Manager (213) 262-7886 rmartinez@auditor.lacounty.gov</p> <p>Cindy Lee Productivity Manager (213) 974-0356 clee@auditor.lacounty.gov</p>

Shared Practices 2022

USING AVAILABLE TECHNOLOGY IN NEW WAYS

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Time2Connect: A Scheduling Tool for Family Bonding Children and Family Services</p> <p><i>Productivity Investment Fund - \$330,000 Grant</i></p>	<p>Problem: Children in foster care who regularly visit their parents have a greater opportunity of being reunified. It is the duty of the Department of Children and Family Services (DCFS) to ensure court-ordered family visits occur. In a County as large as Los Angeles, the logistics of scheduling visits for roughly 17,000 foster children with multiple parties is a challenge, requiring countless staff hours. All 20 DCFS regional offices have their own unique visitation scheduling processes that mainly rely on manual administrative processes and an abundance of phone calls to coordinate the visits. Visits involve multiple parties and are very labor-intensive, thus impacting the quality time a social worker could be spending with children and families.</p> <p>Solution: A technological solution like Time2Connect could greatly improve worker efficiency. The tool streamlines and improves visitation scheduling so that the process can be completed more efficiently and can be easily standardized across the various DCFS regional offices. The tool also provides valuable data that could help social workers and court officers make informed decisions about reunification. Phase I of the project involved designing and developing a platform; Phase II continued with data collection from end users to gather feedback and inform how DCFS would adapt the tool to the remaining regional offices as well as roll it out department-wide.</p> <p>Results: Since its launch between April 30, 2021 and February 28, 2022, 535 requesters, 88 monitors, and 45 coordinators have utilized the tool. A total of 505 visitation requests were submitted for 804 children resulting in 2,155 scheduled visits for 3,217 children; 85 visits were canceled, equating to 133 children. During this same period, Google Analytics, a tool being utilized to track and analyze user data, reported an average user session of 5 minutes and 11 seconds. This finding suggests that Time2Connect has resulted in the following approximate time savings: 715 hours in completing and submitting requests; 187 hours in documenting visits; 1,042 hours in scheduling/re-scheduling visits; and 119 hours in canceling visits, all of which can be redirected to meet other immediate family needs.</p>	<p>Ericka Everakes Project Manager (661) 233-5707 lopezeb@dcfs.lacounty.gov</p> <p>Arman Depanian Productivity Manager (213) 351-5576 depana@dcfs.lacounty.gov</p>

Shared Practices 2022

USING AVAILABLE TECHNOLOGY IN NEW WAYS

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>e-Personnel Digitization and Records Management Human Resources with Internal Services Department and Registrar-Recorder/County Clerk</p> <p><i>PQA - Bronze Eagle Award</i></p> <p><i>Video</i></p>	<p>Problem: Los Angeles County has approximately 110,000 active employees and 33,000 inactive employees. Each County department maintains their own employee official personnel files. On average, each employee file contains approximately 300 documents. In the past, these files were usually paper-based and maintained in file cabinets. File sharing was done manually using County couriers and Human Resources staff, which was labor intensive, slow and not entirely secure. In order to view an official personnel file, employees had to make an appointment and often travel to remote locations to see their file.</p> <p>Solution: The Electronic Personnel Digitization and Records Management (ePR) system was built using OpenText Documentum Content Management technology with an established file structure and searchable index keys. A secure single sign-on access to the system is provided through the cloud-based enterprise Office 365 Microsoft SharePoint online portal for easy access and management of records by all County employees. It provides a certified central system of record for HR documents and an electronic records management system for all record types. It established a high-level taxonomy for all record types according to County retentions schedules, which sets the foundation for digitizing and adding future record series to the repository. The system is also integrated with several key County enterprise systems, providing real-time document access and updates as records are being finalized.</p> <p>Results: To date, over 17 million employee personnel documents have been digitized. The ePR system has eliminated the need for physical storage and transportation, safeguards documents, provides recovery in the event of a natural disaster, and increases employee productivity by reducing manual processes. In addition, the system established a high-taxonomy for all record types and is designed to adhere to standard retention policies in accordance with County policies. Transitioning to ePR management has led to an annual cost avoidance of \$2.9 million and an annual cost savings of \$500,000.</p>	<p>Roozan Zarifian Project Manager (213) 974-2302 rzarifian@hr.lacounty.gov</p> <p>Leslie Foxvog Productivity Manager (213) 974-2515 (213) 974-1528 lfoxvog@hr.lacounty.gov</p>

Shared Practices 2022

USING AVAILABLE TECHNOLOGY IN NEW WAYS		
PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>County Training Modernization Project Human Resources</p> <p>Productivity Investment Fund - \$225,000 Grant</p>	<p>Problem: The County of Los Angeles requires up to 21 hours of mandated online trainings, with ten mandated online trainings for managers and supervisors, six mandated online trainings for non-supervisory employees, and an additional three mandated online trainings required for specific populations. Many of these trainings are extremely outdated, tedious, and time-consuming to complete. Learners often experience errors and glitches while attempting to navigate through the content. Additionally, many of the mandated trainings are not accessible on mobile devices.</p> <p>Solution: The County Training Modernization Project was designed to accomplish the following goals: Secure training for the Department of Human Resources, Workforce and Employee Development (DHR-WED), classroom instructors to transform the team's capacity and skillsets to enable in-house updating of current online trainings, as well as future capacity to build new on-line trainings; purchase a new Sexual Harassment Prevention Training that satisfies new state requirements; and provision and configure an additional virtual service that will allow online courses to be downloaded and completed remotely on mobile devices. The Modernization Project updated, overhauled, and increased the quality, efficiency, and accessibility of mandated online trainings.</p> <p>Results: Trainings completed by DHR-WED staff increased their knowledge, skills, and capability to produce engaging, efficient, high-quality training, modernize existing eLearning library, and increased DHR's capacity to build future online trainings in-house. To date, 42,700 employees have completed the new Sexual Harassment and Discrimination Prevention Trainings, and the updated LMS allows users of all mobile devices the ability to complete training remotely, with or without a current internet connection. This allows for greater flexibility in learning and is expected to facilitate increased compliance with Countywide training mandates.</p>	<p>David Miller Project Manager (213) 639-6735 rcollins@hr.lacounty.gov</p> <p>Molly Gonzalez Productivity Manager (213) 974-1528 mgonzalez@hr.lacounty.gov</p>

Shared Practices 2022

USING AVAILABLE TECHNOLOGY IN NEW WAYS		
PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Countywide Address Management System (CAMS) Productivity Modernization Internal Services Department</p> <p><i>Productivity Investment Fund - \$471,500 Grant</i></p>	<p>Problem: The Countywide Address Management System (CAMS) program developed in 2005, was intended to support the County's role in maintaining physical (situs) address information that is accurate, authoritative, and geospatially referenced in a single repository. With over 10 years of technological innovations, workflow changes of the 89 addressing authorities' and improved industry standardizations, the components of CAMS were no longer functioning. CAMS was in a state of unsynchronized address records, which was leading to a delay in public service delivery.</p> <p>Solution: The Internal Services Department worked to improve the quality and effectiveness of data sharing, by leveraging the existing County technical frameworks, and developing partnerships with the authoritative address entities. Conducting initial Discovery Analysis in working sessions and targeted Educational Workshop(s) on best practices of managing addresses. Established countywide recommendations for point addresses elements, and road segments elements to align with the various utilizations of CAMS data from Service Locators to 9-1-1 Call Routing. The technical Infrastructure, which uses Amazon Web Services and PostgreSQL databased, a framework allowing jurisdictions to contribute, and quality check their data providing meaningful measurements and reconciliation processes.</p> <p>Results: The CAMS Modernization Project has fostered the County-City-Agency relationship by connecting addressing authorities through the Los Angeles County Region. The new automated data quality management system allowed for processing of local datasets for quality and consistency. The implementation of the CAMS Modernization project has reduced the change-ticket submissions in the last year by 25%. The overall data and service utilization of the CAMS Locators has increased by over 500%. The collaboration opportunities and relationship development will continue as the ever-increasing need and exposure of CAMS grows.</p>	<p>Rachel Rodriguez Project Manager (562) 940-2207 rrodriguez3@isd.lacounty.gov</p> <p>Leticia Perez Productivity Manager (323) 267-3111 lperez@isd.lacounty.gov</p>

Shared Practices 2022

USING AVAILABLE TECHNOLOGY IN NEW WAYS

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Sowing the Seeds for Success: Business Enterprise Enhancements through Technological Infrastructure Investment at South Coast Botanic Garden Parks and Recreation</p> <p><i>Productivity Investment Fund - \$250,000 Grant</i></p>	<p>Problem: The South Coast Botanic Garden (Garden) has historically been a sleepy attraction, slow to garner the resources necessary to build an excellent experience like those featured at other notable County cultural institutions. Now entering its 60th year, the Garden is finally at a tipping point toward success. In order to effectively move forward with the projects outlined in the Garden's vision plan, it is necessary to shore up its business operation. Visitor tickets, membership program management, resource booking, program registration, client management, volunteer tracking, and donor relationships are currently managed via disparate and antiquated systems.</p> <p>Solution: The Department of Parks and Recreation partnered with the South Coast Botanic Garden Foundation to implement a new Customer Relationship Management (CRM) system with website integration to improve enterprise-wide business operations. The team worked through plans to configure the new Blackbaud's Altru tool for its unique specifications. They walked through reporting requirements, set ticketing procedures, creatively integrated COVID health protocols into the purchase paths, set up membership benefit packages, and created working plans for refining data entry practices. They also cleaned existing data from the eight preexisting systems and worked with the integration tools for connecting the new system to the Constant Contact email program and digital membership card program. After many hours of configuring, training, and testing, the new CRM went live on January 26, 2021.</p> <p>Results: Specific results of the CRM launch where immediate improvement were noted include: Membership Fulfillment - with the new system, a majority of members now receive online cards within 24 hours, saving roughly \$10,000 in postage and printing and another \$15,000 on labor; Parking Lot Control - provides a new ability to administer self-served "timed tickets" encouraging guest to plan their visit times in a way that helps manage the limitations of a small parking lot; Membership - the Foundation has surpassed projections cited with 15,000 members outpacing the 12-14,000 projected; and Entry-level Donations - a new feature on the ticket check-out process which helps create a culture of philanthropy and a new revenue stream.</p>	<p>Kevin Regan Project Manager (626) 369-8693 kregan@parks.lacounty.gov</p> <p>Liz Mendez Productivity Manager (626) 588-5201 lmendez@parks.lacounty.gov</p>

Shared Practices 2022

USING AVAILABLE TECHNOLOGY IN NEW WAYS

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Video Directly Observed Therapy -Technology Project: Improving Treatment Management and Outcomes for Tuberculosis Patients and their Family & Household Contacts Public Health</p> <p><i>Productivity Investment Fund - \$150,000 Grant</i></p>	<p>Problem: Directly Observed Therapy (DOT) is the cornerstone approach used by public health departments throughout the nation to assure that patients with tuberculosis (TB) are observed "in-person" to take medications that are needed to cure their illness. Video Directly Observed Therapy (VDOT) adopts the use of video technology to enable remote observation of patients through the use of smartphones to record a video as proof of his/her taking the prescribed TB medication. Additional data is needed to determine whether the technology has the potential to reduce operating costs.</p> <p>Solution: The Tuberculosis Control Program (TBCP) collaborated with the Division of Clinic Services to pilot the delivery of electronic Directly Observed Therapy (eDOT) services on October 28, 2015. This innovative eDOT modality was utilized by patients undergoing treatment for TB disease and Latent TB infection. The technology relied on a smartphone app that combined facial recognition and motion sensing technology coupled with artificial intelligence to automatically detect in real-time whether the patient was taking their medication correctly as prescribed, automating the observational component of DOT. Recorded video of the dosing session and other information was captured within a secure, online Dashboard which the Department of Public Health's DOT Coordinator used to monitor and manage treatment adherence of the patients enrolled in the project.</p> <p>Results: It cannot be said that this project significantly improved core services, and the financial impact of the project on services was negligible because of the small number of patients enrolled in the project. However, the pilot provided a tremendous amount of data necessary to assess the potential impact this technology could have. Data collected through the pilot, as well as data from similar technologies, was used to develop estimated costs for delivery. Recorded Video DOT services have an estimated potential costs savings to the County ranging from a 45-57% reduction in cost per DOT session, and Automated Video DOT services have an estimated potential cost savings of up to 73% per DOT session. Additional analysis is needed; however, based on this initial review, the Automated DOT app is an effective eDOT modality and can be utilized in lieu of within-clinic or field DOT.</p>	<p>Stuart McMullen Project Manager (213) 745-0841 smcmullen@ph.lacounty.gov</p> <p>Catherine Mak Productivity Manager (213) 989-7240 cmak@ph.lacounty.gov</p>

Shared Practices 2022

USING AVAILABLE TECHNOLOGY IN NEW WAYS		
PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Outbound Text Campaign for Food Giveaway Public Social Services with First, Second, Third, Fourth, and Fifth Supervisorial Districts</p> <p><i>PQA - Customer Service Award</i></p> <p><i>Video</i></p>	<p>Problem: Prior to the Public Health Emergency, 1 in 5 residents in Los Angeles County experienced a high rate of food insecurity. As a result of the economic recession caused by the COVID-19 pandemic, the number of residents experiencing food insecurity greatly increased when the Stay at Home Order was declared as many businesses and schools were mandated to close their doors. Countless residents lost their employment resulting in many families losing their primary source of income, affecting their ability to provide food for their families. Food insecurity was further exacerbated due to school closures, which impacted thousands of families with minor children who receive free or reduced-price meals when attending school.</p> <p>Solution: In June 2020, at the request of the Board of Supervisors (BOS), the Department of Public Social Services (DPSS) made possible the "Free Food for Families" project through an outbound text campaign. DPSS's solution was to implement the Outbound Text Campaign for the Food Giveaway project to inform the community about food distribution events at a moment's notice to help alleviate food uncertainty concerns during the pandemic. DPSS leveraged existing text messaging software (Acqeon) and paired it with AT&T's Global Messaging service to deliver information about food distribution to County residents in English and Spanish.</p> <p>Results: The Outbound Text Campaign for the Food Giveaway project was a huge accomplishment that resulted in the successful delivery of approximately 2.5 million text messages to County residents during the period of June 2020 to May 2021. The campaign's technology was innovative and effective in reaching County residents via an easy and efficient communication channel. It reached people quickly and provided critical information on resources to the County's low-income residents during the ongoing pandemic. The Outbound Text Campaign was deemed a success as large turnouts were reported at the food distribution sites and every box of food was given away.</p>	<p>Michael Sylvester Project Manager (562) 908-8600 michaelsylvester@dpss.lacounty.gov</p> <p>Maria Rivera Productivity Manager (562) 908-6330 mariarivera@dpss.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2022

LEVERAGING PRIVATE SECTOR BUSINESS PRACTICES

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Managed Intake and Enhanced Placement Animal Care and Control</p> <p><i>PQA - Commissioners' Legacy Award</i></p> <p><i>Video</i></p>	<p>Problem: The rapid closure of Los Angeles County buildings in response to emergency health orders created an urgent need to rethink animal intake and population management at the seven Department of Animal Care and Control (DACC), Animal Care Centers (ACCs). Receiving more than 60,000 animals each year, DACC had to change how it could meet its essential worker mandate of protecting public and animal health and safety while experiencing staffing and supply shortages and restricting public contact due to COVID-19.</p> <p>Solution: The Managed Intake and Enhanced Placement (MIEP) program began in March 2020. DACC leadership reached out to animal welfare agencies and professionals already finding success with a Managed Intake approach to learn the relevant potential benefits, best practice strategies, and common challenges, adapting the findings to DACC's needs. The MIEP program provided alternatives to impoundment, created new opportunities for animal adoptions, and reunited more lost pets with their families through innovative pathways. Pet owners who wish to surrender their pets were given other opportunities, such as grant-funded resources for training, food and supplies, veterinary assistance, temporary boarding, and other support to help owners keep their pets.</p> <p>Results: The MIEP program has been so successful, it has been adopted as DACC's ongoing operational models for the future and recognized nationally as best practices in animal welfare. MIEP provides alternatives to impoundment so pets can remain with their families or placed into new homes without the need for admittance into ACCs. Enhanced placement provides expanded opportunities for placing unwanted pets into new homes, temporary or foster homes, or with animal rescue groups. MIEP has resulted in a 51% decrease in the need to admit dogs and cats in the ACCs. Cat live releases have increased from 50% to 66% and dog live releases remain steady at 88%. Customer service has greatly improved and DACC has seen a significant reduction in overtime and supply costs, workplace injuries, have greatly expanded its foster program, found better ways to help lost pets return to their families, moved to appointment-based and curbside services, and adopted many technological efficiencies to support the MIEP program.</p>	<p>Frank Corvino Project Manager (562) 728-4572 fcorvino@animalcare.lacounty.gov</p> <p>Dorothy Phillips Productivity Manager (562) 256-1379 dphillips@animalcare.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2022

COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>MHOAC COVID-19 Response Health Services (Emergency Medical Services Agency) with Public Health, Mental Health, Chief Executive Office (Office of Emergency Management), and Medical Examiner-Coroner</p> <p><i>PQA Top Ten Award</i></p> <p><i>Video</i></p>	<p>Problem: The Los Angeles County Medical and Health Operational Area Coordination (MHOAC) program is responsible for coordination of the medical and health response within the County during a medical or health emergency. The medical system experienced various challenges at different phases of the pandemic. At the onset, a critical shortage of personal protective equipment was the biggest challenge and when community testing was being rolled out, testing operations became a challenge. As antiviral therapies became available, procurement, allocation and distribution of the pharmaceuticals needed to be addressed, and ensuring that acute care facilities had adequate resources, including space, staff, and supplies to manage patients was almost insurmountable. Several hospitals were on the verge of implementing crisis care during the surge.</p> <p>Solution: MHOAC and their collaborators, embarked on various strategies to address these challenges, including coordinating the procurement and distribution of personal protective equipment, procurement and distribution of medical devices for patient care, development and implementation of prehospital care directives to address demands to the 911 system, allocation and distribution of antiviral therapies to treat patients, and more importantly, surge strategies to increase acute care capacity in the County. In addition, they staffed and provided training for two dozen mega-testing sites across the County, diverting a crisis in hospital surges by using strategies such as prehospital directives, medical equipment, and addressing nursing shortages.</p> <p>Results: The MHOAC response to these various challenges while facing daunting obstacles, saved the Los Angeles County medical system from the brink of a catastrophic disaster and ensured patients received the medical care they needed. The response to the pandemic and the role of MHOAC maximized the use of County assets, ensuring resources were deployed in a responsible, efficient, and strategic manner, thus saving the County \$345,034,750 in estimated cost avoidance.</p>	<p>Richard Tadeo Project Manager (562) 378-1610 rtadeo@dhs.lacounty.gov</p> <p>Connie Salgado-Sanchez Productivity Manager (213) 288-8483 cosanchez@dhs.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2022

COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>LA County COVID-19 Response for PEH Health Services (Housing for Health) with Chief Executive Office (Homeless Initiative, Office of Emergency Management, and Real Estate Development), Los Angeles Homeless Services Agency, Internal Services Department, Los Angeles County Development Authority, Mental Health, Public Health and Public Works</p> <p><i>PQA - Top Ten Award</i></p> <p><i>Video</i></p>	<p>Problem: People experiencing homelessness between the ages of 18 to 29 and 30 to 49 are respectively 13.7 and 4.6 times more likely to die from COVID-19 (COVID) than their housed age-matched peers. As the pandemic progressed, the County needed to aggressively address society's most complicated, social, health, and public safety challenge in a generation.</p> <p>Solution: Coordinating and implementing the Los Angeles County COVID homeless response was a joint effort with various agencies. Together, these agencies implemented specialized COVID Response Teams, developed testing, contact tracing, and outbreak management strategies for those experiencing homelessness. They implemented infection control measures, distributed needed supplies, stood up a vaccination program, began a medical shelter program, expanded available interim beds, delivered meals, launched Project RoomKey and Project HomeKey, created a workforce member care program, developed an in-home care giving program, and decompressed hospitals.</p> <p>Results: Through these collaborative efforts, the County ensured the safety of this most vulnerable population, as well as the workforce who provides them services, to prevent a possible catastrophe. Positioning preventative initiatives at the center of the response, the collaborative effort yielded a notably lower COVID positivity rate among people experiencing homelessness than the general population and homeless populations in other large jurisdictions. In addition, access to wraparound health services that integrated comprehensive care increased for individuals experiencing homelessness. The agencies worked together to identify need and build bridges and referral networks to meet that need quickly.</p>	<p>Sarah Mahin Project Manager (323) 274-3600 smahin@dhs.lacounty.gov</p> <p>Connie Salgado-Sanchez Productivity Manager (213) 288-8483 cosanchez@dhs.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2022

COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Predictive Modeling of the COVID-19 Pandemic Health Services (HSA and Emergency Medical Service Agency) with Public Health, Chief Executive Office, LA Care, Berry Consultants, LLC, and UCLA Department of Biostatistics, Mathematics, and Statistics</p> <p><i>PQA - Gold Eagle Award</i></p> <p><i>Video</i></p>	<p>Problem: The demand generated by the COVID-19 pandemic for acute hospital care, ICU care, ventilators, and morgue services in 2020 had the potential to exceed the available resources in Los Angeles County. An accurate forecast of demand for such services was needed to guide the deployment of available County and State resources, to inform public health policy decisions, and to communicate effectively with the public.</p> <p>Solution: In order to address this enormous challenge, a multidisciplinary team of collaborators from both within and beyond the County was assembled to develop a sophisticated statistical forecasting model. The team devised a system for collecting daily data from all the 911-receiving hospitals in the County regarding acute COVID-19 related hospitalizations. Those data were used with a Bayesian epidemic compartment model to predict hospitalizations, demand for acute care beds and ICU resources, and deaths related to COVID-19. The team also devised and implemented a strategy for detecting and correcting data errors in real-time. The model was constantly reviewed and improved throughout the course of the project, increasing the sophistication of the modeling effort as more was learned about disease behavior and additional data sources were integrated.</p> <p>Results: The forecasts allowed Health Services to provide the public and news media with timely and accurate information about projected healthcare resource availability, served as an early warning system for surges in disease activity, and made possible the implementation of mitigation strategies to ultimately reduce death and suffering caused by the pandemic in Los Angeles County.</p>	<p>Roger J. Lewis, MD, PhD Project Manager rlewis@dhs.lacounty.gov</p> <p>Connie Salgado-Sanchez Productivity Manager (213) 288-8483 cosanchez@dhs.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2022

COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Outside the Wire: Transition Assistance Program Military and Veterans Affairs with U.S. Vets</p> <p><i>PQA - Top Ten Award</i></p> <p><i>Video</i></p>	<p>Problem: Los Angeles County is home to 300,000 veterans, which represents the largest concentration in the nation. Each year, as thousands transition to civilian life, many gravitate toward community colleges. Community colleges have proven to be excellent environments for prevention and early intervention. Adjusting to civilian life can be difficult for whole households, not just for veterans. Untreated service-related psychological injuries, including major depression and post-traumatic stress disorder (PTSD), increase the risk of severe mental illness, physical ailments, unemployment, substance misuse, homelessness, interpersonal violence, and suicide. There was a need to bring services and assistance to veterans at a younger age to set them and their families up for a lifetime of success and productivity.</p> <p>Solution: The Department of Military and Veterans Affairs partnered with U.S. Vets to bring Outside the Wire-Transition Assistance (OTW-TA) program which provides counseling and case management services at local community colleges for veterans transitioning from military service to civilian communities. The program offers post 9/11 veterans and their families fully coordinated, stigma-free prevention and early intervention services that address the root cause of military service reintegration problems, including homelessness, suicide and other mental health conditions, and includes services by Veteran Service Officers and peers with a whatever-it-takes approach to provide compensation, job training, education fee waivers, legal help, and other services.</p> <p>Results: The OTW-TA program is now located on 13 campuses in Los Angeles County. The program has enriched the lives of over 805 veterans and their families through individual and group mental health sessions, referrals and linkage to ancillary services and outreach engagement. It has also leveraged benefits, services and dollars to assist hundreds of veterans in their transition from active duty to civilian life.</p>	<p>George Dixon Project Manager (831) 747-5498 gdixon@mva.lacounty.gov</p> <p>Rose Bueta Productivity Manager (323) 241-7031 rbueta@mva.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2022

COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Managing Outbreaks for COVID-19 Pandemic Response Public Health</p> <p><i>PQA - Top Ten Award</i></p> <p><i>Video</i></p>	<p>Problem: The emergence of the COVID-19 pandemic in 2020 brought extraordinary challenges, suffering, and devastation around the world. As stewards of public health, the Department of Public Health (DPH) mounted an all-hands-on deck response to intervene and stop the spread of COVID-19. Within the Department's incident command structure, the regional Community and Field Services (CFS) Division was tasked to manage complex COVID-19 outbreaks throughout the County. CFS recognized early in the COVID-19 response that the volume, workload, and complexity of the pandemic would be different from prior disease outbreaks. The existing infrastructure was outmatched and more resources, collaboration with other DPH programs, and new processes would be essential to effectively meet this new challenge.</p> <p>Solution: As the pandemic unfolded, CFS implemented several new strategies to address the surge of COVID-19 outbreaks, which included: temporarily redesigning its infrastructure with additional staffing; increasing its collaboration with other DPH programs/divisions to design and implement new systems and processes, such as data management infrastructure, quality assurance in outbreak investigations and management; and strengthening of internal communications with the new expanded Outbreak Management Branch (OMB). The OMB structure was designed to meet a large number of projected outbreaks (approximately 2,500) at any given time. At its peak, the OMB workforce was comprised of almost 500 staff members and managed hundreds of outbreaks on a daily basis across the County.</p> <p>Results: These strategies helped optimize COVID-19 outbreak management, which resulted in OMB managing over 5,600 outbreaks to date, including the surges experienced during the Winter of 2020-2021, and avoiding an economic loss burden estimated to be at least \$252,000,000. This level of intervention not only protected County residents, it also helped protect the County from further economic devastation.</p>	<p>Jan King Frank Alvarez Project Managers (323) 568-8701 - Jan (661) 287-7054 - Frank jking@ph.lacounty.gov falvarez@ph.lacounty.gov</p> <p>Catherine Mak Productivity Manager (213) 288-7240 cmak@ph.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2022

COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>TPI: Putting the Public Back in Public Safety Public Health with First and Second Supervisorial Districts, Arts and Culture, Health Services, Mental Health, Parks and Recreation, Probation, Sheriff, and Workforce Development, Aging and Community Services</p> <p><i>PQA - Outstanding Teamwork Award</i></p> <p><i>Video</i></p>	<p>Problem: Communities with high rates of violence are often disproportionately impacted by economic hardship, increased risk of chronic disease, alcohol and drug use, and other negative factors. These inequities are rooted in historical oppression and systemic racism. In Los Angeles County, there are over 50,000 serious violent crimes reported each year, including over 500 homicides. Exposure to violence is a public health issue and a social determinant of health that has lasting impacts on individuals, families, and communities, even long after the violence has stopped. A collaborative and comprehensive approach is needed to prevent violence in communities.</p> <p>Solution: The Trauma Prevention Initiative (TPI) is a comprehensive, place-based approach to community violence. TPI invests in community safety solutions that center survivors, employ peer specialists, engage community members in decision-making, and collaborate across County initiatives to align resources in communities. TPI invests in three key areas-intervention, prevention infrastructure, and capacity building. It is guided by an Advisory Committee comprised of more than 30 County department representatives and includes the following key strategies: Hospital Violence Intervention (HVI), Street Outreach and Community Violence Intervention, Community Action for Peace, The Peer to Peer Violence Prevention Learning Academy, and Capacity Building Training and Technical Assistance.</p> <p>Results: Between 2015-2018, year two of HVI implementation, TPI communities saw a 37% reduction in assault-related trauma hospital visit rates. Between 2016 and 2020, violent crimes in two communities with ongoing community engagement infrastructure declined, showing promising early results. TPI's proactive and intentional Countywide coordination facilitated critical COVID-19 response and support to communities hardest hit. TPI's approach supports community leadership and creates safe spaces for prevention efforts to take root, addressing the epidemic of violence as a public health issue. TPI advances equity by investing in grassroots community organizations, providing career pathways for individuals who have been previously incarcerated, and building more trusting relationships between community, government, and law enforcement.</p>	<p>Kelly Fischer Project Manager (323) 236-6858 kfischer@ph.lacounty.gov</p> <p>Catherine Mak Productivity Manager (213) 288-7240 cmak@ph.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2022

COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>The Safe, Clean Water Program Public Works</p> <p><i>PQA - Top Ten Award</i></p> <p><i>Video</i></p>	<p>Problem: In 2016, California was enduring its worst drought in recorded history. During the prolonged drought, the residents of Los Angeles County learned that while improved conservation practices were essential, simply using less water was only a part of the solution. To ensure a resilient and sustainable supply of local water resources, the County would also have to adopt innovative water management practices, employ a comprehensive and collaborative governance structure, and generate new funds.</p> <p>Solution: In April 2016, the Board of Supervisors (Board) directed the Department of Public Works (DPW) to lead the Water Resilience Initiative (Initiative). The Initiative aimed to increase drought preparedness and local water self-reliance, improve water quality to protect public health, and advance our communities' ability to adapt to the effects of climate change. In July 2018, DPW finalized the Initiative, now named the Safe, Clean Water (SCW) Program. The Program applies a parcel tax to properties within the County's Flood Control District (District) Boundary to generate \$278 million in revenue annually to fund multi-benefit stormwater capture projects and programs. On November 6, 2018, voters approved the adoption of the SCW Program and Tax (Measure W).</p> <p>Results: Since November 2018, the Program has successfully established over 150 regional governance committee members overseeing the nine Watershed Area Steering Committees, a Regional Oversight Committee, and a Scoring Committee to review regional projects. To date, 41 multi-benefit infrastructure projects, 16 project concepts, 4 scientific studies, and 12 Watershed Coordinators have been approved for funding through the SCW Regional Program in the first Stormwater Investment Plan (SIP), approved by the Board in October 2020. The first SIP represents \$380 million in investments over 5 years (capturing water from over 61,000 acres), with \$320 million in projects benefiting disadvantaged communities, and \$340 million of other funding sources leveraged to maximize SCW Program goals. In addition, \$111 million is annually being distributed to the 85 municipalities within the SCW Boundary.</p>	<p>Matthew Frary Project Manager (626) 458-6503 mfrary@pw.lacounty.gov</p> <p>Leslie Schenk Productivity Manager (626) 458-5946 lschenk@pw.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2022

COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Hilda L. Solis Care First Village Public Works with First Supervisorial District, Chief Executive Office, County Counsel, Fire, Public Health, and Regional Planning</p> <p><i>PQA - COVID-19 Impact Award</i></p> <p><i>Video</i></p>	<p>Problem: On December 3, 2019, Supervisor Hilda Solis authored a motion to direct the Chief Executive Office (CEO) and Department of Public Works (DPW) to provide recommendations for an interim and/or affordable housing at the 1060 N. Vignes parking lot, which was initially intended to serve as a staging area for the since cancelled Men's Central Jail Replacement Project. Soon thereafter, Governor Newsom issued a State of Emergency Proclamation due to COVID-19 on March 4, 2020. The need for housing people experiencing homelessness became more critical. The County faced numerous challenges to ensure housing could be constructed during a pandemic and within an extraordinary tight timeframe.</p> <p>Solution: The Hilda L. Solis Care First Village was primarily funded by the CARES Act with an extremely short expiration date. The proclamation of a local emergency due to COVID gave the Board authority to bypass the Public Contract Code and competitive bidding requirements, which allowed DPW and the CEO to quickly assemble a delivery team to meet the less than 90-day deadline. DPW, CEO, and the First District worked creatively to deal with unforeseen conditions, such as contaminated soil, underground storage tanks, old floor slabs and foundations, and COVID-19 infections at the factories. Strategic relationships built up over time supported seamless collaboration and shared goals among stakeholders. The delivery team worked all-hands-on-deck on a seven-day-a-week operation with two full shifts per day. To meet the tight deadline, the Project delivery team used repurposed shipping containers and modular buildings to concurrently fabricate structures in three factories while design and site preparation work was underway.</p> <p>Results: The project has demonstrated the County's commitment to allocating resources as rapidly and as cost-efficiently as possible to address housing insecurity and the mental and behavioral health needs of the most vulnerable residents. The County's innovative use of repurposed shipping containers and modular units sets a precedent in transitional housing implementation, and the first of its kind use of innovative construction methods led to accelerated project delivery that can serve as a model for other agencies.</p>	<p>Vincent Yu Project Manager (626) 300-3200 vyu@pw.lacounty.gov</p> <p>Leslie Schenk Productivity Manager (626) 349-0577 lschenk@pw.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2022

COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>LA: Regional Initiative for Social Enterprises (LA:RISE) Workforce Development, Aging and Community Services with City of Los Angeles, Chief Executive Office (Homeless Initiative), and Roberts Enterprise Development Fund</p> <p><i>PQA - Top Ten Award</i></p> <p><i>Video</i></p>	<p>Problem: The County is currently experiencing a homeless crisis with over 66,000 men, women, and children homeless on any given night. The lack of stable housing can make it very difficult to find and maintain employment. However, homelessness does not mean that employment is impossible. In response to the crisis, the Board of Supervisors approved 47 strategies to address homelessness. Workforce Development, Aging and Community Services (WDACS) took the lead to increase employment for homeless adults and to provide subsidized employment.</p> <p>Solution: Funded by County Measure H, WDACS, in partnership with the City of Los Angeles, and in collaboration with Roberts Enterprise Development Fund (REDF), employment Social Enterprises (SEs), and the County's America's Job Centers of California (AJCCs), have combined forces to tackle the homeless crisis with a regional approach through LA:RISE. The mission of the LA:RISE program is to increase access to opportunities for employment, education, training, and support services for individuals experiencing homelessness. The LA:RISE model reflects the complex challenges that people experiencing homelessness (PEHs) face that goes beyond what a housing secure job seeker face. LA:RISE maximizes the opportunity for collaborative case management to enhance cohesion between SEs and AJCCs and more holistically serve PEHs. SEs provide an average of 300 hours of Transitional Subsidized Employment (TSE) and barrier removal services, which are services that are provided to participants who face obstacles that prevent them from working, getting to work, and/or staying at work which can include lack of transportation funds, housing, childcare, skills, education, and mental and substance abuse issues. During this time, AJCCs are working closely with the SEs to provide a continuum of workforce development services to assist participants into unsubsidized employment once they have completed TSE.</p> <p>Results: After expanding LA:RISE Countywide in 2018, there has been nearly 3,400 homeless individuals served, over 1,300 completing paid transitional employment, and nearly 1,400 placed in permanent unsubsidized employment. Considering the population served, it is estimated the savings of government benefits as a result of placements is \$3,712,800.</p>	<p>Irene Pelayo Project Manager (213) 905-9520 ipelayo@wdacs.lacounty.gov</p> <p>Stephanie Maxberry Productivity Manager (213) 738-2015 smaxberry@wdacs.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2022

NEW WAYS TO DELIVER SERVICE

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>The Los Angeles County Coyote Hazing Research Project Agricultural Commissioner/Weights and Measures</p> <p><i>Productivity Investment Fund - \$50,000 Grant</i></p>	<p>Problem: Issues surrounding coyotes are increasing and effective tools available to the public are limited. Research and casual observations have shown that coyotes' familiarity with humans, particularly in associating people with food, can lead to aggressive coyote behavior. This, in turn, can and has escalated to biting incidents causing human injuries and countless depredations of residents' pets. In attempts to avert aggressive behavior, hazing (the use of negative reinforcement to alter coyote behavior) has been suggested as a means to prevent escalation of aggressive behavior through reinforcing the pre-existing natural fear coyotes have regarding humans. No definitive research exists to document the effectiveness of hazing coyotes, particularly in urban environments.</p> <p>Solution: Through a grant from the Quality and Productivity Commission, the Agricultural Commissioner/Weights and Measures (ACWM) was able to develop, launch, and implement the Coyote Tracking and Hazing Project, enabling acquisition of high-tech equipment necessary to effectively collar and track the specimen coyotes. 20 coyotes were safely captured between October 2019 and June 2020, followed by application of GPS-tracking-enabled collars and prompt release. While assorted technical challenges and equipment failures have occurred, multiple collars applied to the coyotes continue to provide outstanding location and movement data, illustrating the hunting and foraging range of individual animals, their respective interaction with urban human populations, and any identifiable changes in routine geographic movements.</p> <p>Results: The project has generated tremendous volumes of data, brilliantly mapped and illustrated to provide visual documentation of movements through definitive GPS-mapped areas. ACWM is collaborating with UC Berkeley in having the GPS data analyzed in pursuit of generating peer-reviewed publications. The substantial and definitive data collected will be incredibly helpful in modeling and predicting coyote behavior in the future, including providing information to aid in evaluating and, potentially, revising approaches and methodologies employed in ACWM's coyote management activities.</p>	<p>Jim Hartman Project Manager (626) 450-7445 jhartman@acwm.lacounty.gov</p> <p>Christine Belden Productivity Manager (626) 459-8889 cbelden@acwm.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2022

NEW WAYS TO DELIVER SERVICE

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Emergency Expansion of Telework Human Resources with the Executive Office of the Board of Supervisors, Chief Executive Office, Internal Services Department, and Regional Planning</p> <p><i>PQA - Gold Eagle Award and Mega Million Dollar Award</i></p> <p><i>Video</i></p>	<p>Problem: The Los Angeles County's Telework Program was initially created in 1989 and experienced low participation rates. During the COVID-19 pandemic, to address the safety and health of both employees and the public, certain requirements of the Telework Program were lifted so departments could expedite the transition of employees to telework. As a result, the number of teleworkers soared from less than 5% to 44% of the County workforce by June 15, 2020. Without formal guidelines in place, the Department of Human Resources (DHR) needed to move quickly to lead and support County departments and employees as they addressed and overcome the challenges that accompanied the widespread implementation of telework.</p> <p>Solution: DHR implemented multiple interventions and created myriad resources to support the Emergency Expansion of Telework, including lifting certain requirements to accommodate the rapid transition of thousands of employees to telework, which gave rise to Emergency Telework and led to the creation of defined Emergency Telework Protocols. Departments were also directed to incorporate these protocols in their Continuity of Operations Plans to ensure continuity of departmental operations and the safety and well-being of County employees. In addition, a Countywide Telework Wellness Toolkit series was developed in partnership with the County's healthcare providers; departments were surveyed to determine which classifications and positions were compatible with telework; department heads were asked to designate a management-level employee to serve as the Departmental Telework Manager to guide and drive the department's telework planning, programming, and expansion; each department's reconstitution/reopening plan was reviewed paying particular attention to the information provided on telework.</p> <p>Results: Multiple improvements and cost reductions have been realized as a result of the Emergency Expansion of Telework, beneficial outcomes such as cost savings/avoidance at the departmental level through terminated leases, enhanced virtual services, and reduced usage of equipment and supplies. Departments reported increases in revenue, such as \$23 million from the development of a virtual public counter platform, cost savings in the amount of \$2.87 million as a result of 182,000 sq. ft. of terminated leased buildings, and cost avoidance of \$17.31 million from not leasing an additional 293,000 sq. ft.</p>	<p>Kesha McCullough Project Manager (213) 351-2928 kmccullough@hr.lacounty.gov</p> <p>Molly Gonzalez Productivity Manager (213) 974-1528 mgonzalez@hr.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2022

NEW WAYS TO DELIVER SERVICE

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Sidewalk Service & Virtual Ventures LA County Library</p> <p><i>PQA - Top Ten Award</i></p> <p><i>Video</i></p>	<p>Problem: With County residents experiencing the untold effects of the pandemic, record unemployment, logistical and emotional distress of balancing learning and working from home, loss of social connection, and major shifts in ways of life, LA County Library felt it necessary to reimagine its services to address emerging customer needs, as well as new pandemic-related issues. How could the Library adapt its core services and continue serving the public during this unprecedented time despite limited resources, limited time, and a staffing shortage.</p> <p>Solution: When libraries closed in March 2020 due to COVID-19, LA County Library quickly pivoted, developing digital and contactless services that enhanced and expanded communities' access to essential services. The Library launched a new Digital Library Card, allowing those without existing cards to access digital resources, like eBooks, music, movies, and classes. A new systemwide Virtual Programming strategy retooled under-utilized community tools to deliver impactful and cohesive digital programs, similar to those conducted in-person. The Library also saw the need to serve those impacted by the digital divide by offering Sidewalk Service which offered safe, contactless pickup at libraries, allowing customers to safely enjoy the Library's resources and services at home, particularly for those who rely on libraries to connect to educational resources and economic recovery services.</p> <p>Results: Together, these new models represent not just a quick and effective response to the pandemic, but a framework to continue these service delivery models into the future, increasing accessibility of Library service to all County residents. As of June 2021, since issuing Digital Library Cards, online service usage has increased 300%; since Virtual Programming began, over 900 programs and videos have been created with nearly 258,000 participants, views, or interactions to date, with more being added daily; and in the first 8 weeks of the Sidewalk Service program, over 181,000 items were borrowed at the 46 locations available at the time.</p>	<p>Deborah Anderson Project Manager (562) 940-4187 danderson@library.lacounty.gov</p> <p>Samangi Skinner Productivity Manager (562) 940-4106 sskinner@library.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2022

NEW WAYS TO DELIVER SERVICE

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Why We Rise Mental Health</p> <p><i>PQA - County Image Enhancement Award</i></p> <p><i>Video</i></p>	<p>Problem: The Los Angeles County Board of Supervisors unanimously declared May 2021 as the "most important Mental Health Awareness Month ever" and confirmed support for Why We Rise (WWR), a campaign of the Department of Mental Health (DMH). A cornerstone of the WWR campaign is the transformative annual WE RISE initiative held during May, which encourages wellbeing and healing through art, connection, community engagement and creative expression. This initiative, and DMH's ongoing efforts to enhance mental health resources and services to County residents, is an integral part of the County's ongoing commitment to support communities.</p> <p>Solution: Originally launched in 2018 and now in its fourth year, WE RISE 2021 featured a full month of COVID-safe, in-person and virtual experiences, including art installations, workshops, panels, performances, and outdoor community programs for children and families. In partnership with numerous County departments, WE RISE has been a source of connection, resources and societal health across the County in response to the unprecedented national experience of a pandemic and long-standing social injustice. When the pandemic hit, WE RISE quickly pivoted from in-person events to an all virtual format. Dramatically, the initiative saw a 90% increase in social media impressions over 2019, including a 26% increase in followers and a 31% increase in organic social media engagements, amassing more than 20,000 total followers on Facebook, Twitter, Instagram, and YouTube and an estimated 15 million impressions across social media. WE RISE 2021 was inclusive and welcomed communities of various languages and diverse backgrounds.</p> <p>Results: Early reports reveal continued growth in 2021, including more than 1.6 million social media impressions, over 72,000 website page views, and more than 1,600 total YouTube video clicks. WE RISE 2021 has earned more than 250 pieces of media coverage reaching an estimated 625 million viewers. WE RISE has been a source of connection, resources and societal health across the County and the WWR campaign continues to ignite a growing movement to raise awareness for mental health, combat stigma, and advocate for accessibility, early intervention, and treatment.</p>	<p>Imee Perius Project Manager (213) 364-5832 iperius@dmh.lacounty.gov</p> <p>Angel Baker Productivity Manager (213) 351-1918 abaker@dmh.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2022

NEW WAYS TO DELIVER SERVICE		
PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Angelenos in Action: We're all in this Together</p> <p>Community Participatory COVID-19 Symptom Monitoring Public Health</p> <p><i>PQA - Community Inclusion Award</i></p> <p><i>Productivity Investment Fund - \$194,380 Grant</i></p> <p><i>Video</i></p>	<p>Problem: Traditional public health surveillance relies on patient interactions with the healthcare system. COVID-19 complicated this surveillance, making it hard to monitor. Monitoring illness trends is essential for controlling the COVID-19 pandemic. However, all COVID-19 infections that occur in the County cannot be measured. Many with mild illness will not seek medical care, even if testing is encouraged. Therefore, these persons would not be detected by traditional monitoring systems that required either a test or a medical visit. Engaging the community directly will help solve this problem.</p> <p>Solution: Funds from the Quality and Productivity Commission's, Productivity Investment Fund, were used to establish Angelenos in Action (AiA), a network engaging volunteers from all over the County. Participants are able to enroll in the project choosing between online survey completion or by texting a codeword to a standardized number. Once enrolled, participants receive a weekly email or text asking how they feel about COVID-19 symptoms. 7-day averages and weekly trends of respondents reporting symptoms are reported on a daily basis. To reach vulnerable populations, bilingual ads were released on hip-hop and Latino radio stations, as well as online African American newspapers. In addition, they asked for zip codes and basic demographic information to better understand who is participating and who is becoming sick and to ensure that the project is inclusive and reaching a significant portion of the diverse population in the County.</p> <p>Results: Due to this innovative system and simple survey, a high community enrollment of 17,458 persons was achieved. Nearly 85% of all enrollees were responding on a weekly basis through 2020. While no follow-up occurs in AiA, the implications of the system is expansive, facilitating nearly real-time monitoring that complements existing systems. This approach required fewer resources and costs less to develop and maintain than other traditional surveillance methods. The project is still live and there is intention to continue the weekly survey with future adaptation for other respiratory illnesses, including influenza. AiA has received widespread interest from other governmental and health jurisdiction bodies intent on implementing similar surveillance systems.</p>	<p>Aryana Amoon, PhD, MPH Project Manager (213) 288-7112 aamoon@ph.lacounty.gov</p> <p>Catherine Mak Productivity Manager (213) 288-7240 cmak@ph.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2022

NEW WAYS TO DELIVER SERVICE

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Public Works Pavement Management Program Public Works</p> <p><i>PQA - Process Improvement Award</i></p> <p><i>Video</i></p>	<p>Problem: The Los Angeles County Department of Public Works (DPW) manages the largest and most diverse County road network in the State. The road network is comprised of 7,560 lane miles, totaling 580 million square feet of pavement and services a diverse combination of urban, rural, and mountainous environments. Cities and Counties are looking for ways to face the challenges of supporting California's aging transportation system with limited resources. A well-maintained local street and road system is imperative for sustainable communities to prosper.</p> <p>Solution: DPW embraced these challenges and developed a sustainable approach to address them. They have taken the lead to provide greener, cost-effective roads by applying a three-pronged sustainable approach in the rehabilitation, construction, and maintenance of its road network, which is to focus on taking care of roads that are in good condition first, use recycled materials from recycled tires or aggregates from existing pavement in the treatment selections, and reutilize and modify the existing materials in-place by recycling the pavement or adding cement to the subgrade beneath the pavement to improve its strength. This sustainable approach results in meeting the objectives of AB 32, reducing GHG emissions, and reducing the impacts to landfills and communities in a cost-effective and sustainable way.</p> <p>Results: The DPW's Pavement Management Program (Program) achieved a high level of productivity and quality in delivering improved roads to the public. The Program implemented effective strategies to reduce costs and decrease project timelines, including in-house project management, collaborative design processes, and streamlined construction contracting. The Program delivered 29 projects totaling \$46,575,000. Using innovative technologies, including Cold-In-Place Recycling and Cold-Central-Plan Recycling, DPW was able to reuse existing asphalt materials in roadway rehabilitation, which resulted in a 80% decrease in energy usage, 79% savings in Greenhouse Gas emissions, and 37,113 cubic yard reduction in landfill deposits. Utilizing these technologies resulted in a \$4.1 million cost savings compared to traditional methods.</p>	<p>Yonah Halpern Project Manager (625) 703-9596 yhalpern@pw.lacounty.gov</p> <p>Leslie Schenk Productivity Manager (626) 458-5946 lschenk@pw.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2022

NEW WAYS TO DELIVER SERVICE

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Dean C. Logan - Voting Solutions for All People Registrar-Recorder/County Clerk</p> <p><i>PQA - Changemaker Award</i></p> <p><i>Video</i></p>	<p>Problem: The Los Angeles County Registrar-Recorder/County Clerk (RR/CC) has been administering and conducting elections for the largest electoral jurisdiction in the United States. Since the 1960s, voters in the County have had the same voting experience. This way of voting and conducting elections had proven sufficient - until recently. The previous InkAVote system needed an overhaul to ensure quality and accessibility for the growing diverse public and to meet new regulatory standards in California. Enhancements in technology, accessibility of mobile devices, social media, methods of communication, culture, and lifestyles provided an opportunity to overhaul the voting system in the County.</p> <p>Solution: In 2009, Dean Logan, RR/CC, embarked on an unprecedented effort to modernize the voting system. Mr. Logan and his team established a set of principles that would steer the project from inception to implementation. They established two critical advisory committees that comprised of experts in a range of fields from elections administration, accessibility, technology, cybersecurity, philanthropy, and community. This was critical to Mr. Logan's vision as he recognized that a voting system should comprise of a collaborative approach with recognized experts to ensure the blueprint remained true to the mission of designing a model focused on a diverse community. The team then worked on crafting new legislation that could better serve the County and California voters by granting more days to vote and removing restrictions or barriers that could prevent a voter from casting their ballot, thus introducing the California Voter's Choice Act.</p> <p>Results: Through the next decade, Mr. Logan lead the RR/CC on a mission that would improve the voting experience for all voters from all walks of life, co-author legislation to expand voting options, certify the first publicly owned voting system in the United States, and successfully implement the County's new system, Voting Solutions for all People in time for the 2020 presidential election cycle. Voters were asked in a survey what their experience was like with the new voting system: 94% said they had an overall positive or neutral experience; 88% had a positive or neutral experience using the new Ballot Marking Device, 70% said they will take advantage of the new 10-day early voting period, and 93% had a positive or neutral experience at the new Vote Center.</p>	<p>Monica Flores Project Manager (562) 462-2697 mflores@rrcc.lacounty.gov</p> <p>Alexander Ogunji Productivity Manager (562) 462-2755 aogunji@rrcc.lacounty.gov</p>