



County of Los Angeles Chief Executive Office
Quality and Productivity Commission



Shared Practices

2016 Report

CATEGORIES

Using Available Technology

Leveraging Private Sector Practices

Collaboration

New Ways to Deliver Service

Telling our Story

Chief Executive Office
Quality and Productivity Commission
Shared Practices 2016

USING AVAILABLE TECHNOLOGY IN NEW WAYS

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>eCommerce Agricultural Commissioner/ Weights and Measures</p> <p><i>Department Visit June 25, 2015</i></p>	<p>Problem: Efficient and timely collection and tracking of registration fee payments.</p> <p>Solution: Develop eCommerce automated registration fee payments for Weighing and Measuring devices and scanners. Future plans include eCommerce services for Farmer's Market, Certified Producer, Produce Standards and Structural Fumigation Registration/Certification fees.</p> <p>Results: Online access to registration fee payments greatly enhances customer service, increases employee productivity and generates cost savings by reducing the amount of paperwork and staff time to process the permits.</p>	<p>Alycia Araya Productivity Manager (626) 575-5454 aaraya@acwm.lacounty.gov</p>
<p>Exotic Insect Detection Program Data Management System Agricultural Commissioner/Weights and Measures</p> <p><i>Productivity Investment Fund \$200,000 Grant</i></p>	<p>Problem: LA County is a major conduit for introductions of pest that pose a threat to the state's agricultural industry as well as to native trees and plants.</p> <p>Solution: Funds will enable development of a comprehensive data collection and management system. Staff will use a mobile device which will assist them with navigation, data input, optimal host selection, multiple map views, and the ability to send geo-tagged photos of target insects for identification.</p> <p>Results: The system will eliminate paper, provide streamlined digital information in real time, ensure the use of the most efficient travel routes and utilization of trap placements. The project will place LA County at the forefront of technology and innovation statewide for this program.</p>	<p>Max Regis Program Manager (626) 459-8893 mregis@acwm.lacounty.gov</p> <p>Alycia Araya Productivity Manager (626) 575-5454 aaraya@acwm.lacounty.gov</p>

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<p>CalAgPermits Agricultural Commissioner</p> <p><i>Department Visit June 25, 2015</i></p>	<p>Problem: Pesticides and restricted materials are beneficial, but can also present a health threat if not used properly. For quality control, the systems to authorize and track these chemicals needed to be streamlined.</p> <p>Solution: Collaborate with statewide government and regulatory agencies as well as private agricultural operators, to develop a platform for issuance of permits, data collection and reporting of pesticide use and restricted material permits.</p> <p>Results: CalAgPermits has standardized and automated related data input and reporting for the associated public agencies and private agricultural operators, alike to obtain permits, enter data and track information.</p>	<p>Alycia Araya Productivity Manager (626) 575-5454 aaraya@acwm.lacounty.gov</p>
<p>Facial Recognition Program for Lost Pets Animal Care and Control</p> <p><i>Department Visit April 30, 2015</i></p>	<p>Problem: The large volume of animals in shelters often make it difficult for pet owners to find their lost pets.</p> <p>Solution: Facial recognition software is now being used to help match lost pets with their owners. The Department is working to implement the software and will modify operations to accommodate the new technology. An owner can upload a photo of a lost pet and the software starts the database comparison with animals in the shelters.</p> <p>Results: A higher rate of successful and timely reunifications of owners and pets.</p>	<p>Dorothy Phillips Productivity Manager (562) 256-1379 dphillips@animalcare.lacounty.gov</p>

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<p>GIS Mapping to Identify Service Area Needs Animal Care and Control</p> <p><i>Department Visit April 30, 2015</i></p>	<p>Problem: Identify the geographical areas of greatest animal services activity in order to match services and build infrastructure to meet the needs of the community.</p> <p>Solution: Working with ISD and Chameleon vendor to use data on adoptions, relinquishments, strays and service calls to map areas of greatest needs for services.</p> <p>Results: Accurate evidence-based mapping enables the department to more efficiently plan for the future, determining the best locations for shelter placements and appropriate staff assignments.</p>	<p>Dorothy Phillips Productivity Manager (562) 256-1379 dphillips@animalcare.lacounty.gov</p>
<p>Special Investigations' Tracking System (SITS) Assessor</p> <p><i>PQA Performance Measurement Award</i></p> <p>View Video</p>	<p>Problem: The Special Investigations Unit handles complex assessment and/or tax billing issues which requires extensive interactions with multiple offices. The department wanted to streamline case management and tracking.</p> <p>Solution: Create a case tracking system that eliminates redundancies and allows users to query the system. The resulting system, SITS, combines multiple Excel files into a single digital system. C11</p> <p>Results: SITS has streamlined the case intake process by eliminating redundancies. It includes all cases (both open and closed), and allows users to view status in real time.</p>	<p>Dennis Wong Program Manager (213) 974-2755 dewong@assessor.lacounty.gov</p> <p>Steven Hernandez Productivity Manager (213) 974-3123 shernandez@assessor.lacounty.gov</p>

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<p>Contract Monitoring Database of Reviews (CMDR) Auditor-Controller</p> <p><i>Department Visit August 3, 2015</i></p>	<p>Problem: The County did not have a central reporting mechanism to consolidate the various Group Home and Foster Family Agency monitoring efforts conducted by multiple County departments. As a result, the information was manually compiled and data-entered on an excel spreadsheet, which was extremely time consuming and only accurate as of a point in time.</p> <p>Solution: Contract Monitoring Database of Reviews (CMDR), a web-based database that resides on the County's intranet making it accessible by all County departments..</p> <p>Results: Real-time, centralized contract monitoring information of Group Homes and Foster Family Agencies. CMDR is easy to use, provides links to monitoring reports posted on the internet, and allows users to search the database using predetermined filters to obtain meaningful contract monitoring information.</p>	<p>Dulce Maycumber Productivity Manager (213) 974-0354 dmaycumber@auditor.lacounty.gov</p>
<p>Charitable Giving Portal Auditor-Controller</p> <p><i>Department Visit August 3, 2015</i></p>	<p>Problem: Streamline the enrollment process for employees to participate in the Charitable Giving Payroll Deduction program.</p> <p>Solution: In response to a Board motion and in collaboration with the CEO Workplace Programs, develop a web-based application that automates the paper process for employees to designate to charities through monthly payroll deductions, and allows County employees to directly manage their donations.</p> <p>Results: Employees can donate directly to the qualified charitable organization of their choice, while saving paper and time by eliminating forms and manual data entry. The Charitable Giving Portal provides a more efficient process, enhanced service quality, is an environmentally responsible practice, and provides cost savings</p>	<p>Dulce Maycumber Productivity Manager (213) 974-0354 dmaycumber@auditor.lacounty.gov</p>

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<p>Predicting Prosperity: It's Just Analytical Child Support Services</p> <p><i>PQA Silver Eagle Award</i></p> <p>View Video</p>	<p>Problem: In the past, CSSD's caseworkers handled approximately 800 cases. There was a wide range of case "types" in each caseload. This constituted a strain and hindered the department's ability to resolve cases and collect support in a timely manner.</p> <p>Solution: Develop a "Predictive Analytics Model" where cases are assessed, using existing, programmatic variables, and other variables to predict case outcomes. This enables the department to segment the caseload according to likelihood of payment and empower the manager with tailored enforcement remedies.</p> <p>Results: In addition to the quantifiable performance improvement in child support collections, CSSD's implementation of Predictive Analytics as a methodology for smart, sophisticated public sector program management is a model for local and national government transformation.</p>	<p>Sara Gaeta-Anguiano Program Manager (323) 889-3323 Sara_Gaeta-Anguiano@cssd.lacounty.gov</p> <p>Jennifer Coultas Productivity Manager (310) 354-6314 jennifer_coultas@cssd.lacounty.gov</p>
<p>Student Information Tracking System (SITS) Children and Family Services</p> <p><i>PQA Top Ten Award</i></p> <p>View Video</p>	<p>Problem: Frequently, foster youth students do not receive support services that they would otherwise be eligible for because their schools are unaware of their status as foster children. In addition, schools are hesitant to share records, citing confidentiality and privacy laws.</p> <p>Solution: Development of the Student Information Tracking System (SITS), a comprehensive web-based application, will enable school based social workers to efficiently retrieve and view student education information.</p> <p>Results: With SITS, social workers have access to student records in real time. The ability to utilize current information is necessary to help youth improve their educational achievement goals, and ultimately, their overall well-being.</p>	<p>Steve Sturm Program Manager (626) 229-3404 sturms@dcfs.lacounty.gov</p> <p>Arman Depanian Productivity Manager (213) 739-6435 depana@dcfs.lacounty.gov</p>

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<p>Automated Call Distribution Consumer and Business Affairs</p> <p><i>Department Visit July 29, 2015</i></p>	<p>Problem: The department seeks continuous quality improvement to provide the highest level of customer service.</p> <p>Solution: The Interactive Voice Response system was updated with new features to streamline and enhance the customer's experience. The consumers are now routed to appropriate counselors who are able to answer calls by subject matter and language.</p> <p>Results: With the development of the Automated Call Distribution (ACD) telephone system, they have improved the customer experience, reduced dropped calls, and are able to more accurately track consumer complaints.</p>	<p>Caroline Torosis Productivity Manager (213) 893-2206 ctorosis@dca.lacounty.gov</p>
<p>DA Cyber Investigation Response Team District Attorney with Chief Information Office and Internal Services</p> <p><i>PQA Creative Application of Technology Award</i></p> <p>View Video</p>	<p>Problem: Information and information technology resources are critical to every County function and service, but at the same time, this information is a gold mine to hackers and identify thieves. These continuing threats called for an innovative approach to strengthening the cyber response protocol.</p> <p>Solution: Create a Cyber Investigation Response Team (DA-CIRT) to track down these hackers and bring them to justice. The team includes specialized members with top security clearances who work with the FBI and Secret Service. DA-CIRT investigations have resulted in the successful prosecution and the filing of felony charges.</p> <p>Results: DA-CIRT provides unique services on an ongoing basis that strengthens the County's cyber defenses. Information sharing with other agencies enables DA-CIRT to respond to attached and threats in a more efficient manner.</p>	<p>Maria Ramirez Program Manager (213) 257-2426</p> <p>Tracy Holcombe Productivity Manager (213) 257-2771 tholcombe@da.lacounty.gov</p>

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<p>Court Reservation System (CRS) Los Angeles Superior Court</p> <p><i>PQA Process Enhancement Award</i></p> <p>View Video</p>	<p>Problem: Prior to CRS, the only way parties could reserve a hearing date was to contact staff by telephone, or come to the courthouse in person. The process was time consuming for litigants and court staff. The problem was exacerbated as budget curtailments forced LASC to centralize or regionalize many functions and limit phone hours in the courtroom.</p> <p>Solution: The Court Reservation System (CRS) allows parties to reserve a date for a law and motion hearing and pay the associated filing fees through the Court's website. This makes reservations available 24 hours a day, seven days a week, without having to telephone the courtroom or travel to the courthouse.</p> <p>Results: The ability to reserve, reschedule, or cancel reservations through CRS has proven to be a tremendous timesaver for court staff and the public, providing the advantage of 24 hour access, seven days per week.</p>	<p>Gregory Drapac Program Manager (213) 633-0037 gdrapac@lacourt.org</p> <p>Mary Hearn Productivity Manager (213) 830-0801 mhearn@lacourt.org</p>
<p>24-7 Virtual Library Public Library</p> <p><i>PQA Top Ten Award</i> <i>PQA Customer Service Award</i></p> <p>View Video</p>	<p>Problem: Round-the-clock customer service has become a fact of life across most every industry – including libraries – and has increased once Internet access and usage became a staple of American life. Customers demanded that our business model evolve.</p> <p>Solution: Create a 24-7 Virtual Library which would provide almost every in-person service the library offered, including library catalog, books & media, downloads, online learning, free WiFi, research databases, family programming of all kinds, event information, and patrons individual accounts.</p> <p>Results: The 24-7 Virtual Library officially became the Department's highest circulating library during Fiscal Year 2013-14. This is the kind of innovation that helps the County fulfill its mission of "Enriching Lives." It also helps bring the Library's own mission to fruition: "The Library gives you the freedom to create, explore, connect ... whatever your needs and dreams."</p>	<p>Migell Acosta Program Manager (562) 940-8400 macosta@library.lacounty.gov</p> <p>Roxane Marquez Productivity Manager (562) 940-8418 marquez@library.lacounty.gov</p>

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<p>Electronic Health Record - ORCHID Health Services</p> <p><i>Department Visit July 13, 2015</i></p>	<p>Problem: Electronic Health Records in LA County had been disjointed, running on multiple servers and using software that did not communicate well between facilities, resulting in a fragmented system of care. This was problematic because it was highly inefficient and costly and was not good care for the patients.</p> <p>Solution: Develop and implement ORCHID, an integrated healthcare system where patients can receive consistent care within the same system.</p> <p>Results: Better and more efficient health care. Patients spend less time due to duplicative diagnostic testing and staff are now able to immediately access crucial medical records to be able to provide better and more immediate care for the patients.</p>	<p>Gerardo Pinedo Productivity Manager (213) 240-7948 gpinedo@dhs.lacounty.gov</p>
<p>Integrated Talent Management Solution Human Resources</p> <p><i>Department Visit March 25, 2015</i></p>	<p>Problem: Recruitment outreach must attract the most talented candidates to the County.</p> <p>Solution: Implement a talent management system, NEOGOV, to enable applicants to apply online. It will collect and process candidate's applications, through all stages of the examination life cycle, including testing and eligible list generation.</p> <p>Results: The streamlined, easy-to-use interface which improves the applicant experience and creates operational efficiencies by having a countywide integrated platform.</p>	<p>Murtaza Masood Program Manager mmasood@hr.lacounty.gov (213) 974-2302</p> <p>Ann Havens Program Manager (213) 738-2244 ahavens@hr.lacounty.gov</p> <p>Theresa Tran Productivity Manager (213) 974-2515 ttran@hr.lacounty.gov</p>

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<p>Job Placements within the CalWORKS and General Relief Population Public Social Services</p> <p><i>Department Visit June 17, 2015</i></p>	<p>Problem: DPSS connects employable CalWORKs and General Relief candidates with jobs opportunities. The ability to find available real time employment opportunities within the community to refer participants to, presented a challenge for DPSS Job Developers.</p> <p>Solution: Provide a process at no-charge for employers to provide their job orders directly to DPSS Job Development Staff.</p> <p>Results: DPSS developed a webpage on its Portal which allows employers to directly upload their job orders. The job orders are provided in real time, allowing staff to send appropriate candidates to apply for jobs in a timely manner. Thanks in part to the website, DPSS has placed thousands of GAIN and GROW participants into jobs between July 2014 and April 2015.</p>	<p>Kimberly White Productivity Manager (562) 908-6330 kimberlywhite@dpss.lacounty.gov</p>
<p>Risk Management Service Plan and Dashboard Public Works</p> <p><i>Department Visit August 31, 2015</i></p>	<p>Problem: Ensuring risk management practices are current and effective.</p> <p>Solution: Continue to integrate best risk management practices into the Department operations, training employees, and developing the Risk Management Service Plan and Risk Management Dashboard.</p> <p>Results: The Department has been able to sustain the current level of risk cost well below the County average.</p>	<p>Bob Spencer Productivity Manager (626) 458-4070 bspencer@dpw.lacounty.gov</p>

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<p>EPIC-LA Regional Planning</p> <p><i>Department Visit August 13, 2015</i></p>	<p>Problem: Modernizing and streamlining the permitting and inspections process.</p> <p>Solution: The Electronic Permitting and Inspections County of LA (EPIC-LA) project provides for electronic plan review, file digitization/storage/retrieval, notifications and subscriptions of information.. It's GIS foundation, dashboards and eReview allows both the department and the customers to view real-time data and monitor project status.</p> <p>Results: The new system will make the planning process more efficient and transparent while increasing employee productivity and customer satisfaction.</p>	<p>Hsiao-Ching Chen Productivity Manager (213) 974-6559 hchen@planning.lacounty.gov</p>
<p>CAMS - Improving Client Case Management Treasurer and Tax Collector with Mental Health, Medical-Examiner-Coroner and County Counsel</p> <p><i>PQA Outstanding Teamwork Award</i></p> <p>View Video</p>	<p>Problem: The Treasurer and Tax Collector, through its Public Administrator (PA) and Public Guardian (PG), provides critical services to a special population unable to care for themselves. Tracking over 40,000 cases and millions in financial transactions was daunting with the outdated system and an obsolete programming language.</p> <p>Solution: Develop a web-based application, CAMS, that included Case Management, Asset Management, and Financial Management, including data gathering, research, decision making, performance metrics, application security and integration with other systems.</p> <p>Results: CAMS is fully integrated solution that has revolutionized and transformed the way the County does business by ensuring accurate, efficient and accountable operations for the PA and PG's at-risk clients.</p>	<p>Ron Moskowitz Program Manager (213) 974-7618 rmoskowitz@ttc.lacounty.gov</p> <p>Tom Ivey Productivity Manager (213) 974-7677 tivey@ttc.lacounty.gov</p>

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LEVERAGING PRIVATE SECTOR BUSINESS PRACTICES

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Water Districts Monitor What's In Your Water Public Works</p> <p><i>PQA Mega Million Dollar Award</i></p> <p>View Video</p>	<p>Problem: The use of chlorine to disinfect water produces disinfection byproducts such as Total Trihalomethanes (TTHM). This can be harmful if consumed excessively over many years.</p> <p>Solution: A six-month pilot study implementing a new aeration system focusing on reducing TTHM. The pilot study showed a significant reduction in TTHM, helping the Water District meet the US Environmental Protection Agency's standard of 80 parts per billion.</p> <p>Results: Better water quality for consumers, meeting and exceeding the standard at a fraction of the cost of building a new systems utilizing Granular Activated Carbon filters.</p>	<p>T. J. Kim Program Manager (626) 300-3327 tjkim@dpw.lacounty.gov</p> <p>Bob Spencer Productivity Manager (626) 458-4070 bspencer@dpw.lacounty.gov</p>
<p>Ergonomic Workstation Modernization Child Support Services</p> <p><i>Productivity Investment Fund \$300,000 Grant</i></p>	<p>Problem: Find ways to prevent repetitive motion injuries in their Customer Contact Center. Ninety percent of Customer Contact Center injuries are repetitive strain and motion injuries.</p> <p>Solution: Develop a modernized ergonomic Work Centre, including ergonomic furniture, equipment and voice recognition software.</p> <p>Results: Ergonomic workstation modernization will mitigate the frequency and severity of injuries and improve performance and quality of life for the Customer Contact Center staff.</p>	<p>Danny Gammage Program Manager (323) 889-3362 danny_gammage@cssd.lacounty.gov</p> <p>Jennifer Coultas Productivity Manager (323) 965-6569 jennifer_coultas@cssd.lacounty.gov</p>

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<p>Inmate Care Services Project Health Services with Sheriff's Department</p> <p><i>PQA Bronze Eagle Award</i></p> <p>View Video</p>	<p>Problem: Patients at Twin Towers Correctional Facility previously were given primary health care at the facility and transported to LAC+USC for specialty care. Keeping up with increasing numbers of inmates, regulations and sharing information while complying with HIPAA regulations was challenging.</p> <p>Solution: Expand and improve inmate care services program at the facility, including better care coordination with electronic records, Specialty Clinics and e-consult, and an Urgent Care clinic staffed by emergency physicians.</p> <p>Results: Fewer off-site Emergency Room visits, reduced risk in transportation costs to outside medical facilities, but most importantly, better care coordination and access to care for the inmates.</p>	<p>Erick Eiting, MD Program Manager (323) 409-1974 eeiting@dhs.lacounty.gov</p> <p>Mark Ghaly, MD Program Manager (213) 240-8107 mghaly@dhs.lacounty.gov</p> <p>Glen Joe Productivity Manager (213) 229-3281 GCJoe@lasd.lacounty.gov</p>
<p>Mega \$\$\$\$! Grants to Grow a Healthy County Public Health with Public Works, Parks & Recreation, Regional Planning, Arts Commission, and Internal Services</p> <p><i>PQA Gold Eagle Award</i></p> <p>View Video</p>	<p>Problem: Typically, each County department independently identifies and prepares its own grant applications, leading to competition against one another for the same grant opportunities. This can make it appear that the departments are not working in tandem. In addition, an increasing number of grant opportunities ask for multi-beneficial projects addressing multiple issues.</p> <p>Solution: The Healthy Design Workgroup brings departments together to coordinate and develop healthy design projects to compete for grant funding.</p> <p>Results: This inter-departmental initiative is a commitment to teamwork, system-wide change, significant process and workflow improvements, and enhanced fiscal effectiveness. In a 12 month period, the Grants Subcommittee brought in \$4.7 million for the development and implementation of infrastructure improvements and community plans that encourage healthy activities.</p>	<p>Jean Armbruster Program Manager (213) 351-1907 jarmbruster@ph.lacounty.gov</p> <p>Catherine Mak Productivity Manager (213) 989-7240 cmak@ph.lacounty.gov</p>

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<p>Pitchess Detention Center (PDC) Laundry Recycling System Sheriff's Department with Public Works</p> <p><i>Productivity Investment Fund \$330,000 Grant \$330,000 Loan</i></p>	<p>Problem: The PDC laundry facility services the largest County jail system in the nation and uses a significant amount of water, energy and water-softening salts, and accounts for a significant amount of sewer and brine discharge in its operation..</p> <p>Solution: A state-of-the-art water filtration and recycling system. The system will recycle 80% back to the facility, with the 20% for irrigation. The technology retains the heat, so less energy is needed to reheat the water. Also, recycled water reduces the demand for water softener.</p> <p>Results: The water recycling system will help the Department meet local and state conservation mandates and its operational sustainability goals. In addition it will help mitigate costs for water, sewer, energy and water-softening salts.</p>	<p>David Culver Program Manager (626) 300-3020 deculver@lasd.org</p> <p>Glen Joe Productivity Manager (213) 229-3281 gcjoe@lasd.org</p>
<p>Redevelopment Bond Refunding Program Treasurer and Tax Collector</p> <p><i>PQA Commissioners' Legacy Award</i></p> <p>View Video</p>	<p>Problem: Redevelopment Agencies (RDAs) formerly leveraged their revenue streams with long-term bonds. When the RDAs were dissolved in 2013, these agencies were left with more than \$15 billion in long-term bonds. There was no incentive for Successor Agencies (SAs) to refund the bonds since savings could not be used for redevelopment. And, since Moody's downgraded all ratings on redevelopment credits, refunding these bonds seemed out of the question.</p> <p>Solution: Develop a program that made refinancing simple and to encourage refunding. The program assists with the refunding process and manages the majority of post-issuance tasks. All of this is provided to the SAs for free.</p> <p>Results: In December 2013, the program issued its inaugural series of bonds with a gross savings of more than \$33 million. During the 18 months that followed, the program issued seven additional series of bonds. Participating SAs continue to save millions. The program has received recognition by the "Bond Buyer" newspaper and by NACo.</p>	<p>Douglas S. Baron Program Manager (213) 974-2101 dbaron@ttc.lacounty.gov</p> <p>Thomas Ivey Productivity Manager (213) 974-7677 tivey@ttc.lacounty.gov</p>

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COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>The Mental Health Academy Program (formerly The Clergy Academy Program) Mental Health</p> <p><i>Department Visit August 20, 2015</i></p>	<p>Problem: Members of the clergy are often the first responders to people in emotional distress. Sensitivity to mental health needs could be critical to helping ensure a positive outcome.</p> <p>Solution: Develop a "mental health literacy" approach focused on faith communities to equip them to fight stigma and discrimination toward mental illness and improve their capacity to welcome and support people with mental illness in the community.</p> <p>Results: The program is proving to be a means for engaging, educating and organizing community action for improving mental health wellness and resiliency. In some cases, church leaders have created unprecedented collaborations to address community issues such as homelessness.</p>	<p>Adrienne Hament Program Lead (213) 738-4395 ahament@dmh.lacounty.gov</p> <p>Kumar Menon Productivity Manager (213) 738-4258 kmenon@dmh.lacounty.gov</p>
<p>Novel Program Improves HIV Care and Prevention Public Health with Commission on HIV</p> <p><i>PQA Changemaker Award</i></p> <p>View Video</p>	<p>Problem: Successful management of HIV requires that patients be in continuous care and take medication as prescribed. This is also important because patients with suppressed HIV are less likely to spread the virus to their partners.</p> <p>Solution: A Medical Care Coordination Program designed to develop and coordinate a jurisdictional response to HIV, including guidelines and assessment tools. Multidisciplinary teams consisting of a nurse, social worker and case worker, are co-located at 35 HIV clinics to monitor the health of HIV patients, identify those with poor health status, and to deliver integrated medical and support services to them.</p> <p>Results: HIV patients experienced significant improvements in health, including increase suppression of the virus, thereby reducing the number of new cases of HIV. It streamlines services delivery and program efficiency.</p>	<p>Wendy Garland, MPH Program Manager (213) 240-8156 wgarland@ph.lacounty.gov</p> <p>Catherine Mak Productivity Manager (213) 989-7240 cmak@ph.lacounty.gov</p>

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NEW WAYS TO DELIVER SERVICE

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<p>Core Practice Model Children and Family Services</p> <p><i>Department Visit July 9, 2015</i></p>	<p>Problem: Interfacing with families in difficult situations can be traumatic for DCFS employees and families alike. Situations can be fluid and unpredictable. Training employees how to react in different scenarios is a challenge.</p> <p>Solution: Implementation of a Core Practice Model at the DCFS Academy includes simulations of “real life” scenarios that social workers encounter in the field.</p> <p>Results: The core practice modules ensure a stronger training program and better preparation for front-line employees.</p>	<p>Regina Goree Program Manager (626) 691-1487 goreerx@dcfs.lacounty.gov</p> <p>Arman Depanian Productivity Manager (213) 739-6435 depana@dcfs.lacounty.gov</p>
<p>Jail-Based American Job Center of California Community and Senior Services with Sheriff, Probation, Human Resources and CCJCC</p> <p><i>Productivity Investment Fund \$900,000 Grant</i></p>	<p>Problem: Effectively preparing inmates for re-entry into the community upon release, including long-term, career track employment.</p> <p>Solution: Establish interagency coordination of County departments to embed a system of navigation of inmates from jails to the workforce. Include elements to address criminogenic behavior and self image, a navigation system from inside the jail to the workforce, and ongoing peer support. Measure and document the process to develop a blueprint for future programs.</p> <p>Results: The goal is to establish a strong bridge for jail releasees from jail to the workforce system by enrolling pre-release inmates in services and trainings, connecting them with a System Navigator to provide maximum support and to document the successes of the program.</p>	<p>Cherylynn Hoff Program Manager (323) 395-8127 choff@css.lacounty.gov</p> <p>Stephanie Maxberry Productivity Manager (213) 738-2015 smaxberry@css.lacounty.gov</p>

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NEW WAYS TO DELIVER SERVICE

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<p>DCBA Leadership Academy Consumer and Business Affairs</p> <p><i>Department Visit July 29, 2015</i></p>	<p>Problem: Staff development and succession planning are necessary for ensuring the success of the Department.</p> <p>Solution: Instituting the DCBA Leadership Academy to offer a series of advanced trainings. Through the Academy, supervisors, senior managers and line staff undergo extensive training on how to be more effective leaders.</p> <p>Results: This training is preparing emerging leaders to assume positions of responsibility in the future. Succession planning is an integral part of the success of the Department.</p>	<p>Caroline Torosis Productivity Manager (213) 893-2206 ctorosis@dca.lacounty.gov</p>
<p>A Brighter Future: Combatting Foster Youth Identity Theft Consumer and Business Affairs with Children and Family Services and Probation</p> <p><i>PQA Top Ten Award</i></p> <p>View Video</p>	<p>Problem: Children are attractive targets for identity thieves because the crime is usually not discovered for years. Foster children are particularly vulnerable because their sensitive information passes through many hands. They often have to deal with the results of this crime alone, with no family or safety net to help.</p> <p>Solution: Launch a comprehensive support program to clear up credit records and educate emancipated youth about making smart financial decisions for their future.</p> <p>Results: Remediation efforts have been 100% successful, resolving all 1,474 of the closed cases. The training workshops have provided information to hundreds of foster youth, probation youth and DPSS clients. The Consumer Education and Public Outreach Unit has expanded outreach activities by 20%.</p>	<p>Rigoberto Reyes Program Manager (213) 974-9758 rreyes@dcba.lacounty.gov</p> <p>Caroline Torosis Productivity Manager (213) 893-2206 ctorosis@dcba.lacounty.gov</p>

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PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Patient-Centered Medical Home Health Services</p> <p><i>Department Visit July 13, 2015</i></p>	<p>Problem: Until recently, the patient's main point of entry was the emergency department where each patient would see a different physician during episode of illness.</p> <p>Solution: Empanel patients into a patient-centered medical home with an assigned primary care physician who can become familiar with their needs and create a long-term medical strategy for treatment.</p> <p>Results: Patients are seen in an outpatient setting where illnesses can be detected early and illnesses resolved more timely. It provides better patient care while decompressing specialty care programs and provides patients with a sense of belonging.</p>	<p>Gerardo Pinedo Productivity Manager (213) 240-7948 gpinedo@dhs.lacounty.gov</p>
<p>Recruitment and Selection for IT Job Classifications Human Resources and Chief Information Office</p> <p><i>Productivity Investment Fund \$150,000 Grant</i></p>	<p>Problem: The IT field is extremely dynamic and good candidates in high demand. The County needs to remain competitive to attract and retain a highly qualified workforce.</p> <p>Solution: Work with a Consultant to conduct a review of recruitment and selection practices for eight to ten IT benchmark classifications to identify and recommend enhancements to the current process.</p> <p>Results: A report detailing best practices in IT recruitment and selection for both the public and private sector. It will provide recommendations to streamline the process, develop customized plans and implementation strategies.</p>	<p>Ann Havens Program Manager (213) 738-2244 ahavens@hr.lacounty.gov</p> <p>Theresa Tran Productivity Manager (213) 974-2515 ttran@hr.lacounty.gov</p>

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PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>IMHT: Reducing Risk for Homeless Early Death Mental Health</p> <p><i>PQA Top Ten Award</i></p> <p>View Video</p>	<p>Problem: Individuals with a serious mental illness die an average of 25 years earlier than those without a mental illness. This population becomes even more vulnerable when they also have a medical condition, substance use condition and are chronically homeless.</p> <p>Solution: Create the Integrated Mobile Health Team (IMHT), an innovative mobile team that provides outreach, assessment, medical and mental health services to this highly vulnerable population.</p> <p>Results: Performance measures indicate significant improvements in clients' ability to manage their illness, meaningful improvements in physical health and reduction in alcohol and drug consumption. The need for emergency services was reduced and the projected longevity for clients increased.</p>	<p>Debbie Innes-Gomberg, Ph.D. Program Manager (213) 251-6817 DIGomberg@dmh.lacounty.gov</p> <p>Kumar Menon Productivity Manager (213) 738-4258 kmenon@dmh.lacounty.gov</p>
<p>Una Mente, Una Vida: One Mind, One Life Mental Health with Univision, KMEX, Channel 34</p> <p><i>PQA Top Ten Award</i></p> <p>View Video</p>	<p>Problem: Spanish-speaking constituents are the largest under-represented population to receive mental health services in Los Angeles County. Language, distrust of government and cultural resistance make it challenging to reach this population.</p> <p>Solution: The department created a partnership with Univision, KMEX, Channel 34 to highlight mental health issues in the Spanish-speaking communities to inform them that help is available and recovery is possible. Together they produced a bi-weekly segment for broadcast Friday and Saturday nights. In addition, they produced a telethon with outstanding success.</p> <p>Results: The partnership resulted in open conversations about mental health, the decrease of stigma and discrimination and an increase in clients accessing mental health care via the ACCESS 24/7 help line.</p>	<p>Kathleen Piche Program Manager (213) 738-4041 kpiche@dmh.lacounty.gov</p> <p>Kumar Menon Productivity Manager (213) 738-4258 kmenon@dmh.lacounty.gov</p>

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NEW WAYS TO DELIVER SERVICE

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Women's Veterans Program Military and Veterans Affairs with Board of Supervisors First District, Human Resources, Public Library, Mental Health and Public Social Services</p> <p><i>PQA Top Ten Award</i></p> <p>View Video</p>	<p>Problem: Women who serve in the U.S. Armed Forces have unique needs, such as gender-specific healthcare. Women veterans have higher rates of physical and mental health problems, as well as higher unemployment and homelessness.</p> <p>Solution: Identify the leading issues facing women veterans and create a series of monthly seminars addressing those issues, including subject matter experts, program facilitators and both veteran and non-profit organizations. Information and referral services covered health, housing, education, job training and placement, financial services, child care, legal assistance, gender identity and social networks.</p> <p>Results: The program provided a safe space where women veterans can enjoy the close knit camaraderie, connect with their benefits and become knowledgeable of resources available to them.</p>	<p>Stephanie Stone Program Manager (213) 765-9225 sstone@mva.lacounty.gov</p> <p>Deborah Lin Productivity Manager (213) 765-9622 dlin@mva.lacounty.gov</p>
<p>Multi-Disciplinary Multi-Purpose Space Museum of Art (LACMA)</p> <p><i>Department Visit</i> <i>February 26, 2015</i></p>	<p>Problem: How to maximize existing space to increase access and programming without increasing cost.</p> <p>Solution: Utilize existing square footage by developing public programs that live comfortably alongside core activities and allow the department to use office or other space during non-business hours. The Museum's Art & Technology Lab is an excellent example of multi-purpose usage.</p> <p>Results: Efficient use of space enhances services while keeping operating cost down.</p>	<p>Amy Heibel Program Manager (323) 847-6138 aheibel@lacma.org</p> <p>Ann Rowland Productivity Manager (323) 857-6142 arowland@lacma.org</p>

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PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>CalFresh Outreach Campaign Public Social Services</p> <p><i>Department Visit June 17, 2015</i></p>	<p>Problem: Many eligible families and individuals are not enrolled in the CalFresh Program.</p> <p>Solution: To increase CalFresh participation, DPSS launched an aggressive outreach campaign including the designation of a "CalFresh Awareness Month," expanded and promoted the access to our community partners to use "Your Benefits Now," an online application system to assist with CalFresh applications, in addition to implementing the Health and Nutrition Mobile Office.</p> <p>Results: DPSS has been able to increase CalFresh Program participation and offer information on the CalFresh Program to greater numbers of qualified individuals and families.</p>	<p>Kimberly White Productivity Manager (562) 908-6330 kimberlywhite@dpss.lacounty.gov</p>

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TELLING OUR STORY		
PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Using Art to Create a Healing Environment Health Services</p> <p><i>PQA County Image Enhancement Award</i></p> <p>View Video</p>	<p>Problem: Believing there is a positive effect on healing when patients treated in a warm and beautiful environment, Harbor-UCLA Surgery-Emergency Department sought ways to include art in their new S/E building, even though there was no available funding.</p> <p>Solution: Department staff met with community artists art-related business persons, hospital administration and the LA Biomedical Research Institute foundation office to plan for art beautification of the new building.</p> <p>Results: Through the combined efforts of internal and external stakeholders, the stark, institutional environment was transformed into a "gallery" of healing enjoyed by all who pass through the walls.</p>	<p>Marianne Gausche-Hill, MD Program Manager (213) 963-8014 mgausche@emedharbor.edu</p> <p>Gerardo Pinedo Productivity Manager (213) 240-8104 gpinedo@dhs.laocounty.gov</p>
<p>LACMA@Charles White Elementary School (CWES) Los Angeles County Museum of Art</p> <p><i>Productivity Investment Fund \$620,000 Grant</i></p>	<p>Problem: Providing accessible museum-grade exhibits and related hands-on workshops and tours in underserved communities.</p> <p>Solution: Expand and develop a satellite museum program at the Charles White Elementary School to develop a scalable model for additional community sites. Offering art education programming at satellite locations has been a valuable strategy in reaching these audiences because it removes both real and perceived barriers to participation.</p> <p>Results: Engaging in the arts will foster skills and values in underserved communities, make art more accessible to a diverse audience; contribute to the transformation of the neighborhood into a cultural and family friendly environment; provide a blueprint for other projects and funders.</p>	<p>Jane Burrell Program Manager (323) 857-6137 jburrell@lacma.org</p> <p>Ann Rowland Productivity Manager (323) 857-6000 arowland@lacma.org</p>

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TELLING OUR STORY

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Community Outreach Vehicle Public Works</p> <p><i>Productivity Investment Fund \$250,000 Grant</i></p>	<p>Problem: Effectively interfacing with the community to bring information regarding County services, issues, resources, and safety.</p> <p>Solution: A 35-foot multiuse mobile community vehicle to expand outreach in a variety of areas, including drought, conservation, jobs, and disaster information. The vehicle will also be equipped to function as a mobile incident command center during natural disasters.</p> <p>Results: The community outreach vehicle builds community relationships and increases awareness of government services. It will disseminate information on important topics such as drought, sustainability and resiliency. It can also be an important resource during natural disasters.</p>	<p>Phil Doudar Program Manager (626) 458-4393 pdoudar@dpw.lacounty.gov</p> <p>Kimberly Lyman Alternate Productivity Manager (626) 458-3528 klyman@dpw.lacounty.gov</p>
<p>Mandatory Water Restriction Outreach Campaign Public Works</p> <p><i>Productivity Investment Fund \$150,000 Grant</i></p>	<p>Problem: The severe drought and the Governor's Executive Order to reduce water consumption mandated immediate and effective action.</p> <p>Solution: Conduct an outreach campaign with practical information and steps customers can take to reduce water and prevent fires. These creative programs will include events hosted by key community groups, and using online and mobile ad services that are capable in geo-targeting audiences, conversion tracking and behavior analysis, allowing the County to measure the reach and impact of advertising dollars. Rather than restrict ads to one or two sites, this strategy actually allows us to go where the users are—whether that's shopping, checking weather, checking stocks, and reading news.</p> <p>Results: This multi-faceted campaign will help embed sustainability practices in the communities and help LA County reach the mandated 28% to 36% water reduction goals.</p>	<p>Iwen Tseng Program Manager (626) 300-4688 itseng@dpw.lacounty.gov</p> <p>Kimberly Lyman Alternate Productivity Manager (626) 458-3528 klyman@dpw.lacounty.gov</p>