

Quality and Productivity Commission
28th Annual Productivity and Quality Awards Program
"Los Angeles County: Ahead of the Curve"

2014 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):
NAME OF PROJECT: LOAN REPAYMENTS ATTRACT QUALITY DHS PROVIDERS

DATE OF IMPLEMENTATION/ADOPTION: FEBRUARY 2012
(Must have been implemented at least one year - on or before June 30, 2013)

PROJECT STATUS: Ongoing One-time only

HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT? Yes No

EXECUTIVE SUMMARY: Describe the project in 15 lines or less using Arial 12 point font. Summarize the problem, solution, and benefits of the project in a clear and direct manner.

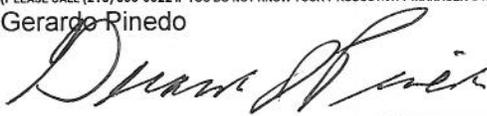
1 Department of Health Services coordinated efforts to evaluate Health Professional
 2 Shortage Areas (HPSA), promote scholarship and loan repayment programs and assist
 3 DHS staff with applications for scholarship and loan repayment programs (SLR). This
 4 program helped to recruit and retain qualified health care professionals to work in DHS.

5
 6 The Los Angeles County Department of Health Services, Ambulatory Care Network-
 7 Research & Innovation (R&I) staff developed expertise to coordinate efforts to review all
 8 of Los Angeles County and (1) identify and classify areas with limited primary care
 9 resources; (2) target resource building for these areas; and (3) incentivize efforts to
 10 bring health care professionals to areas of need.

11
 12 In just two years Los Angeles County (LAC) has added 10 new a Health Professional
 13 Shortage Area (HPSA) designations, increased the scores of seven other HPSAs,
 14 and secured \$648,951 of provider financial aid for DHS health care professionals to
 15 date.

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

ANNUAL = 12 MONTHS ONLY

SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS Department of Health Services, Ambulatory Care Network: Research & Innovation 14445 Olive View Drive, Sylmar, CA 91342		TELEPHONE NUMBER 818-364-3611
PROGRAM MANAGER'S NAME Jeffrey Guterman, MD		TELEPHONE NUMBER 213-240-8448 EMAIL jguterman@dhs.lacounty.gov
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE <small>(PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME)</small> Gerardo Pinedo 	DATE 7-14-14	TELEPHONE NUMBER (213) 240-8104 EMAIL gpinedo@dhs.lacounty.gov
DEPARTMENT HEAD'S NAME AND SIGNATURE Mitchell H. Katz, M.D. 	DATE 7-14-14	TELEPHONE NUMBER (213) 240-8101

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1st FACT SHEET – LIMITED TO 3 PAGES ONLY: Describe the **Challenge, Solution, and Benefits** of the project.

Challenge: Limited access to primary care remains a concern for large populations despite advances made by the Affordable Care Act to provide health care coverage to millions of Americans. Often these populations include the most challenging patients including those with chronic diseases, low socio-economic status, language barriers, and other social conditions, such as homelessness. The challenges these patients face are best served by a strong and accessible primary care team. Unfortunately, patients with the greatest need often live in the areas that are the most difficult to attract health care providers.

Solution: In 2012, DHS, Ambulatory Care Network: Research and Innovation staff (R&I) began increasing the number of designated HPSAs in LAC. HPSA designation recognizes that a specific geographic area, population, or facility has a de-facto shortage of primary care services. Once a HPSA designation is achieved, the Health Resources and Services Administration (HRSA) assists by infusing financial aid through various programs and incentives. This makes the geographic area more attractive to providers, ultimately resulting in higher quality and number of clinical staff within the safety-net.

R&I staff began the first “whole county” process of increasing HPSA designated areas which included working with the Office of Statewide Health Planning and Development (OSHPD), the LAC Department of Public Health, the LAC Department of Mental Health and community organizations such as, Community Clinic Association of Los Angeles County and the Southside Coalition of Community Health Centers.

Some California counties are comprised of as few as one Medical Service Study Area (MSSA), the area that can be designated as a HPSA. LAC’s geography is so large it is divided into 99 MSSAs. Each MSSA requires separate evaluation and analysis for a single HPSA designation; this includes 1) telephonic surveys that capture provider level data (ex: hours of direct patient care, percentage of Medi-Cal patients per provider, and a sliding scale fee per provider); 2) statistical review based on MSSA and census tracts; and 3) contiguous area analysis (which can include additional data collection surveys).

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Some Federal and State loan repayment programs require a HPSA score of no less than 14. Prior to our effort, only two LAC HPSAs had scores of 14 and above; now there are 14 LAC HPSAs with scores of 14 and above. DHS has developed the core expertise required to work with OSHPD to obtain the highest scoring HPSA designations. In 2011, there were 24 designated areas within LAC. In less than two years DHS has increased existing HPSA scores and the number of eligible areas for funding countywide to 35.

HPSA status benefits include access to federal and state programs providing health care professionals recruitment assistance and financial incentives, such as Medicare bonuses to providers practicing within the area. To date, 33 DHS employees have received scholarship and loan repayment funds totaling over \$648,951.

Benefits: HPSA designation places the area or facility in priority contention for grants, scholarships, loan repayment and other funds.

Geographic HPSA designation also helps the private sector by unlocking the Medicare Physician Surgical Bonus programs. Private practice health care professionals receive a 10% bonus for Medicare patients.

The cornerstone of the new DHS integrated delivery network is the Primary Care Patient Centered Medical Home (PCMH). A HPSA designation makes DHS more competitive in recruitment and retention of high quality primary care professionals who provide direct patient care to underserved populations. The first two years of the program have laid the foundation for us to be more competitive with recruitment of new talented staff to DHS and retain great DHS staff within our system.

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LINKAGE TO THE COUNTY STRATEGIC PLAN (DETAIL IS REQUIRED FOR COUNTY DEPARTMENTS):

Utilizing loan repayment programs as a recruitment and retention strategy provides DHS with a mechanism to attract more quality providers to its Ambulatory Care Network and Hospital based primary care clinics. This epitomizes the County's Strategic Goal 1, to maximize operational effectiveness. HPSA designation efforts ultimately increase the effectiveness and timely delivery of patient-centered care to underserved populations.