31st Productivity and Quality Awards
October 18, 2017

Celebrating Quality Service

Los Angeles County Board of Supervisors
Chief Executive Office
Quality and Productivity Commission
Menu

First Course
Baby Kale, Blueberries, Herb Ricotta, Toasted Almonds, Balsamic Dressing

Entrée
Pan Roasted Salmon, Heirloom Tomatoes, Seasonal Vegetables,
Farro, Smashed Olive Oil Poached Fingerling Potatoes,
Balsamic Onions, Frisee, Citrus Yogurt

or

Grilled Portobello Mushroom, Heirloom Tomatoes, Seasonal
Vegetables, Farro, Smashed Olive Oil Poached Fingerling Potatoes,
Balsamic Onions, Frisee, Citrus Yogurt (Vegetarian/ Gluten Free)

Dessert
Trio Chocolate Mousse - Flourless Cake, Passion Cubes,
Passion Fruit Gel, Pecan Brittle

Fresh Brewed Coffee (regular and decaffeinated) and Paradise Iced Tea
Program

Welcome

Jennifer Coulta, Chair, Productivity Managers’ Network and Elisa Vasquez and Elizabeth Mendez, Co-Chairs, Productivity and Quality Awards Program

Honor Guard

Los Angeles County Fire Department

Pledge of Allegiance

Terri McDonald
Chief Probation Officer
Probation Department

National Anthem

Fire Fighter Humberto Agurcia
Los Angeles County Fire Department

Invocation

Rev. Dr. Jonipher Kupono Kwong,
Congregational Life Staff, Pacific Western Region Unitarian Universalist Union

Master of Ceremonies

Julio Cesar Ortiz
News Reporter, Univision Communications, Inc.

Lunch

Welcome and Opening Remarks

Commissioner J. Shawn Landres, Ph.D., Chair
Quality and Productivity Commission

Sachi A. Hamai
Chief Executive Officer

Supervisors’ Message

Supervisor Mark Ridley-Thomas, Chairman
2nd District

Supervisor Hilda L. Solis
1st District

Supervisor Sheila Kuehl
3rd District

Supervisor Janice Hahn
4th District

Supervisor Kathryn Barger
5th District

Presentations

Productivity Manager-of-the-Year Award
Commission Chair Leadership Award
Commission Special Awards
Commission Top Ten Awards
Commission Eagle Awards

Closing Remarks

Commissioner Shawn Landres, Chair
Quality and Productivity Commission
Commission Special Awards

Changemaker Award Recognizes an individual or self-organized group whose commitment to productivity and quality improvement has catalyzed positive department-wide or system-wide culture change.
- Caseload Accountability Panel: Promoting Teamwork, Children and Family Services ................................................................. 10

Commissioners’ Legacy Award Shows a commitment to program quality and productivity excellence. (In memory of former Commissioners Arthur Gutenberg, Sara Stivelman, Robert Silberman, Ernest J. Friedman, Clayton Anderson, Ray Hemann, Algird Leiga, Gerald Nadler and William Sullivan)
- DPSS Model Office Concept for District Lobbies, Public Social Services ................................................................. 11

County Image Enhancement Award Promotes and communicates a positive awareness of County services.
- Library Offers Maker Spaces, County Public Library ........................................................................................................... 12

Customer Service Award Recognizes significant customer service improvement in access, care and/or response.

Mega Million Dollar Award Generates the most cost savings, cost avoidance, and/or revenue.
- Team Triage in the ER...Why Wait?, Health Services (Harbor UCLA Medical Center, Department of Emergency Medicine) .... 14

Outstanding Teamwork Award Recognizes effective cooperation across County functions, departments, and/or related agencies that produces significant improvements in County operations and services.
- A Movement Begins: LA County’s Homeless Initiative, Chief Executive Office with County Counsel, Community Development Commission/ Housing Authority, Children and Family Services, Health Services, Mental Health, Public Social Services, Public Health, Probation, Regional Planning, Sheriff, Los Angeles Homeless Services Authority, Alternate Public Defender, Animal Care & Control, Arts Commission, Beaches and Harbors, Child Support Services, Consumer and Business Affairs, District Attorney, Fire, Human Resources, Military & Veterans Affairs, Parks & Recreation, Public Library, Public Works, Registrar-Recorder/County Clerk, LA Superior Court, and Workforce Development, Aging and Community Services ........................................................................................................... 15

Performance Measurement Award Recognizes successful use of systems of measurement in delivering quality services.
- Vision Zero Collision Geodatabase, Public Works ........................................................................................................... 16

Process Improvement Award Recognizes significant business process improvement or workflow enhancement.
- Saving Dollars, Saving Time, Saving Lives, Health Services (Olive View Medical Center, Utilization Management Department) .. 17

Commission Top Ten Awards

- Fur Ever Families: Pets, People and Partnerships, Animal Care and Control ........................................................................................................... 20
- A Movement Begins: LA County’s Homeless Initiative, Chief Executive Office with County Counsel, Community Development Commission/Housing Authority, Children and Family Services, Health Services, Mental Health, Public Social Services, Public Health, Probation, Regional Planning, Sheriff, Los Angeles Homeless Services Authority, Alternate Public Defender, Animal Care & Control, Arts Commission, Beaches and Harbors, Child Support Services, Consumer and Business Affairs, District Attorney, Fire, Human Resources, Military & Veterans Affairs, Parks & Recreation, Public Library, Public Works, Registrar-Recorder/County Clerk, LA Superior Court, and Workforce Development, Aging and Community Services ........................................................................................................... 21
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- Employees Secure Records & Achieve Huge Savings!, Health Services (Divisions of Health Information Management & Facilities Management) with County Counsel ........................................................................................................... 24
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- Jail Mental Health Liaison Program, Public Defender with District Attorney, Mental Health, and Sheriff ........................................................................................................... 27
- Think Health LA: Let Your Fingers Do The Walking, Public Health ........................................................................................................... 28
- Adult 101 Life Skills Bootcamp for Teens, County Public Library ........................................................................................................... 29
For 31 years, the Productivity and Quality Awards program has honored a diverse and innovative array of employee-driven projects to enhance our service to the public in countless ways. I’m proud to say that the theme “Celebrating Quality Service” resonates especially strongly in the projects being honored this year.

The financial benefits alone are impressive. This year’s winning projects are expected to help the County avoid $25.4 million in annual costs while generating $3.9 million in savings and bringing in $359.5 million in revenue. But beyond the dollars and cents, these are projects that bring the County’s strategic plan goals to life. They represent investments that transform lives. They foster vibrant and resilient communities. And they are at the forefront of realizing tomorrow’s government today.

I’d like to call your attention to one project in particular that embodies all of these—“A Movement Begins: L.A. County’s Homeless Initiative.” This ambitious and ongoing effort demonstrates the power of County leadership in tackling the biggest problems we face, none more urgent than the crisis of homelessness.

By working collaboratively across boundaries to leverage resources and identify effective solutions, this project represents the best of what we do as public servants. I am confident that when we look back in the years ahead, we will have helped transform thousands of lives in tangible and profound ways.

It is an honor for me to join with the Board of Supervisors and the Quality and Productivity Commission in congratulating the many department heads, related agencies, project teams and support staff involved in each of the outstanding projects being recognized at the 31st Productivity and Quality Awards ceremony.

I am confident that the QPC will continue its mission to provide the County with innovative ideas that increase employee productivity and improve the quality of County public services.

In closing, I’d like to salute each of the project teams being honored, and to express my deep gratitude for all they do on behalf of Los Angeles County’s residents.
Welcome! The Quality and Productivity Commission is proud to co-sponsor the 31st Quality and Productivity Awards (PQA) luncheon in partnership with the Board of Supervisors and the Chief Executive Office. Our theme this year is “Celebrating Quality Service.”

The Commission envisions a creative and collaborative County culture of continual improvement that yields ever-more productive and effective public services that enrich lives. For more than three decades, we have sought out and honored innovative and cost-effective projects that reflect the creativity and ingenuity of the County workforce.

This year, we reviewed 60 projects from 31 County Departments and Related Agencies, representing an estimated annual benefit to the County of $388.7 million dollars. Many were closely aligned with Board objectives and the Countywide Strategic Plan. After careful review and consideration by Departmental Productivity Managers and Commissioners, the best projects were selected for public recognition.

One example, “Employees Secure Records & Achieve Huge Savings,” comes from Health Services with support from County Counsel. DHS has kept paper medical records in perpetuity, even though technological advances and new national guidelines led to more efficient standards. The County policy was updated and more than 3 million paper files were certified for shredding, leading to an annual cost avoidance and savings of more than $1 million dollars.

“Blazing Trails on the World Wide Web” is a one-stop, user-friendly GIS database and public website covering 367 linear miles of trails digitized through GPS mapping. The project, led by the Department of Parks and Recreation and developed with the Internal Services Department, is an interagency collaboration with the National Parks Service, California State Parks, Santa Monica Mountains Conservancy, Mountains Recreation and Conservation Authority, and the Mountains Restoration Trust. Each agency has the ability to update and publish its own trail information, as well as respond to user feedback.

Our thanks to the Board of Supervisors, CEO Sachi Hamai, the Executive Office of the Board, Department Directors, and project managers for their commitment to the Commission’s continuing work. We also thank our corporate sponsors, who are listed elsewhere in the program book.

Today we celebrate meaningful and effective public service. Congratulations to all!
Message from the Productivity Managers’ Network (PMN)

Congratulations to the members of the Los Angeles County Productivity Managers Network for a stellar 2017! Your accomplishments as Productivity Managers are a testament to your leadership, your dedication to serving Los Angeles County, and your commitment to furthering your department’s mission.

The PMN Executive Committee would like to thank you for the privilege of representing you. We are grateful for your participation in PMN activities, and the support you provide throughout the year.

The Quality and Productivity Commission appreciates your ongoing efforts to promote quality and productivity within your department and throughout the County. The Commission values your contributions, which greatly enhance its programs. As a Departmental Productivity Manager you are on the front lines of innovation, creativity and enhanced efficiency. Ultimately, your involvement plays a key role in improving the lives of County residents.

This year, 31 departments submitted 60 outstanding entries. These submissions clearly demonstrate that County employees continue to strive to provide efficient, effective, high quality public services to the public. The caliber of entries received this year made it difficult to narrow the field to select the Top 10 and Commission Special Awards.

As we joyously celebrate quality service, we should be proud of our collective focus to improve the lives of the residents of Los Angeles County. With the leadership of the Commissioners, and support of Commission staff, there is no other team that can match the success of the Quality and Productivity Managers’ Network.

2017 Quality and Productivity Manager’s Network Executive Committee

Jennifer Coultas, Chair
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Inna Sarac, Training and Education Chair
Elisa Vasquez, Productivity and Quality Awards Program Co-Chair
Elizabeth Mendez, Productivity and Quality Awards Program Co-Chair
Susan Linschoten, Chair, Productivity Investment Board Advisory Committee
2017 Quality and Productivity Managers’ Network

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Alycia Araya *
Agricultural Commissioner/Weights & Measures

Robert Meneses
Maria Cordero *
Alternate Public Defender

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Shane Lee *
Animal Care and Control

Dara Smith
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Auditor-Controller

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Beaches & Harbors

Susan Huff
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Child Support Services

Arman Depanian
Children and Family Services

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Community & Senior Services

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Community Development Commission/Housing Authority

Sabra Purifoy
Consumer and Business Affairs

Inna Sarac
Coroner

Jesus Castillo
Lisa Lopez *
County Counsel

Tracy Holcombe
District Attorney

Roxanne Benavides-Ortega
Marco Gonzales *
Fire Department

Gerardo Pinedo
Lisa Finkelstein *
Health Services - Administration

Dr. Ellen Rothman
Health Services – Martin Luther King, Jr. (MLK) Outpatient Center

Sheila Mitchell
Keisha Belmaster *
Health Services - Harbor-UCLA Medical Center

Laura Sarff
Health Services - LAC+USC Health Care Network

Deedra Williams
Health Services – ACN – Health System (High Desert)

Joselin Escobar Duran
Health Services – Olive View-UCLA Medical Center

Dr. Shawn Phipps
Health Services - Rancho Los Amigos National Rehabilitation Center

William Leung
Stanley Yen *
Human Resources

Vacant
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Celina Ortiz *
Sonia Fernandez *
Leticia Perez *
Internal Services

Mary Hearn
Sylvia White-Irby *
Los Angeles Superior Court

Kumar Menon
Leticia Ximénez *
Mental Health

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Military and Veterans’ Affairs

Ann Rowland
Museum of Art

Dawn McDivitt
Museum of Natural History

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Parks and Recreation

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Probation Department

Jenny Brown
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Office of Public Defender

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Public Health

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Allison Ortiz *
Public Library

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Maria Rivera *
Public Social Services

Leslie Schenk
Victoria Frausto *
Public Works

Hsiao-Ching Chen
Regional Planning

Ann Smith
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Sharon Johnson *
Sheriff’s Department

Lilibeth Salazar
Office of Treasurer and Tax Collector

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Torie Osborn
Nik Swiatek *
3rd Supervisorial District

Mark Baucum
4th Supervisorial District

Vacant
5th Supervisorial District

*Alternates
Master of Ceremonies

Julio Cesar Ortiz
KMEX – 34 Univision Los Angeles

“As an undocumented high school student, I worked twice as hard because of the language barriers. My goal in class was focus and memorization.” – Julio Cesar Ortiz.

Julio Cesar Ortiz is a well-known and highly respected journalist, who currently can be seen nightly at 6:00 p.m. on KMEX – 34 Univision Los Angeles. His journey to the top ranks of broadcast news was not an easy one, but he persevered. Now, the award-winning television reporter is a role model for aspiring journalists, and an inspiration for current Dreamers fighting for their slice of the American Dream.

After high school, Ortiz attended Santa Barbara City College (SBCC) where members of the faculty were supportive and encouraging; and his dream of a career in broadcasting took flight. He earned associate degrees from SBCC in communications and liberal arts, then transferred to California State University – Northridge and received two undergraduate degrees in broadcast journalism and communication studies. At CSU-Northridge, Ortiz started the first 30-minute, weekly Spanish newscast.

In 2012 earned a Master’s Degree in Clinical Psychology from the University of Southern California. The social and economic challenges faced by immigrants motivated Ortiz to use his education in clinical psychology to expertly report on mental disorders faced by immigrants of Hispanic descent as a result of acculturation and migration. He started a bi-weekly segment on mental health to connect the Hispanic community with mental health services, a project which earned a Productivity and Quality Award in 2015.

Ortiz’ news stories and involvement with the immigrant community have earned him local, state and national recognition, including 38 Emmy Award nominations and 19 Emmys. Ortiz twice received the Edward Murrow Regional Award for best writer, Associated Press honors as Writer-of-the-Year in the Western U.S., and recognition as the Best On-Air Talent, Best News Feature, Investigative and Human Interest Reporter. The Arizona Associated Press Broadcasting Association honored him with 14 awards, including Writer-of-the-Year and Best Feature Story.

The former professor at CSU-Northridge recently joined the USC Rossier Career Network. He resides in the Los Angeles area.
Commission
Special Award Winners
Special Award Winner
Changemaker Award

Caseload Accountability Panel: Promoting Teamwork
Children and Family Services

The Caseload Accountability Panel (CAP) is a collaborative effort ensuring that caseload reduction is aggressively pursued to improve quality of services provided to children. CAP resulted in the largest hiring effort in the Department of Children and Family Services’ (DCFS) history. This allowed for the recruitment, hiring, and training of over 1,800 new Children’s Social Workers (CSWs). This effort resulted in significant caseload reductions for CSWs who are tasked with providing quality care for children and families who are impacted by multiple social issues including poverty, substance abuse, mental health, domestic violence, generational abuse, and medical issues. A reduction in the number of children assigned to a CSW’s caseload increases the amount of time a CSW spends with a child and family allowing the CSW to provide better coordinated care to address not only immediate concerns but the underlying issues triggering at-risk behaviors. By having the time to address these needs, a CSW is able to promote real, lasting change and more importantly, child safety.
The Model Office Concept (MOC) was implemented to enhance the customer’s experience by reducing wait times through streamlined lobby processes, innovative technology and maximizing self-service options. The benefit of the MOC is that customers who are only in the office for a quick transaction are not waiting around for their case carrying Eligibility Worker (EW). Instead, there are numerous Customer Service Representatives who can assist the client through self-service windows. These efforts realized a significant reduction in customer wait times from 2.5 hours to 30 minutes or less. In addition, an increase in back office staff productivity has been attained as a result of the decrease in office foot traffic. The implementation of MOC provides a uniform service delivery model to all 31 district offices in the Department of Public Social Services (DPSS). This new service model gives the customer quick access to their case records without a need to see their case-carrying Eligibility Worker (EW).
Special Award Winner
County Image Enhancement Award

Library Offers Mobile Makerspaces
Public Library

In 2016, the Los Angeles County Library rolled out its new MākMōs, or Maker Mobiles, vehicles that offered a new delivery system for maker spaces – collaborative environments that promote making, learning, and exploring. These branded vans travel throughout the county, bringing creative Science, Technology, Engineering and Math (STEM) programs to local communities. Intended primarily for kids and teens, but also serving adults, MākMōs provides hands-on learning in computer coding, robotics, engineering and more. Their mobility allows them to service library branches that are unable to offer permanent on-site makerspaces, as well as geographic areas which are not close to one of the system’s 87 libraries, community organizations and events that wish to partner with the library, and underserved populations that may not have regular access to STEM learning. While other libraries have made certain services mobile, like book and bike mobiles, the MākMōs is the first of its kind in Southern California, creating new opportunities for 21st century learning and a forward-thinking, future-oriented solution for learning on-the-go, and eliminating barriers to access.
In preparation for the El Nino storms predicted for the Winter of 2015-16, a new multi-department Los Angeles County Task Force convened to develop and implement preparedness strategies to keep residents safe from potential torrential rain. During their planning process, the Task Force kept a focus on how to best prepare and serve vulnerable populations in the County. They identified homebound seniors as a vulnerable population living in their own residences in unincorporated, historical FEMA flood zones without the means to prepare their homes for potential flooding.

The Sandbags for Homebound Seniors pilot program was subsequently designed and implemented to identify homebound seniors for this service, conduct preemptive on-site property flooding assessments, and deliver and install filled sandbags, at no cost. The pilot was so successful and well received by the clients that it was replicated again in the 2016-17 storm season, and will become an ongoing seasonal program. This mitigation project is exemplary and provides value since it preemptively reduces the loss of property, lessens the impact of disasters on a vulnerable population, supports cost avoidance, and shows proactive County government caring for its aging and homebound residents.
Emergency Room (ER) overcrowding has become a growing problem across the United States. At Harbor UCLA Medical Center, the long wait times for Adult ER patients to see a triage nurse or a provider resulted in 1 out of every 7 patients choosing to leave before they were ever seen by a provider. By using the LEAN methodology to examine the root causes of long ER wait times, Harbor staff developed a patient-centered, Team Triage approach. The department has decreased the wait time to see a triage nurse from 90 minutes to 25 minutes, and the wait time to see a provider from 109 minutes to 25 minutes. This improved process also decreased the number of patients that left the ER without being seen by a provider from 14% down to 2%. Team Triage has also allowed 20 more patients to be seen on a daily basis in the Adult Emergency Room, increasing daily visits from 120 to 140 patients. This has allowed the department to not only provide more care to the community, but has also resulted in an estimated increase of $4.5 million in annual revenue.
A Movement Begins: LA County’s Homeless Initiative
Chief Executive Office with County Counsel, Community Development Commission/Housing Authority, Children and Family Services, Health Services, Mental Health, Public Social Services, Public Health, Probation, Regional Planning, Sheriff, Los Angeles Homeless Services Authority, Alternate Public Defender, Animal Care and Control, Arts Commission, Beaches and Harbors, Child Support Services, Consumer and Business Affairs, District Attorney, Fire, Human Resources, Military and Veterans Affairs, Parks and Recreation, Public Library, Public Works, Registrar-Recorder/County Clerk, LA Superior Court, and Workforce Development, Aging and Community Services

There are 57,794 homeless people in Los Angeles County. Feelings of despair went through the minds of R and J as they drove their car, which doubled as their home. After being priced out of the rental market, the young couple resorted to couch surfing until forced to live in their vehicle. A Movement Begins: The County’s Homeless Initiative (HI) was launched in August 2015 to spearhead a countywide movement to combat homelessness and help people like R and J. To accomplish this, the County conducted an unprecedented, inclusive, and collaborative planning process bringing together over 100 community providers, 30 cities, and 25 County Departments. The comprehensive plan, approved by the Board in February 2016 includes proven strategies grounded in best practices.
The Vision Zero Collision Geodatabase is a web-based application developed by the Department of Public Works which utilizes the Geographic Information Systems (GIS) to map locations at which traffic collisions have occurred in the unincorporated County areas. Through this powerful tool, corridors experiencing the highest concentrations of collisions can now be readily identified on maps. Such visualization assists with determining the highest traffic safety needs in the unincorporated County areas and prioritizing resources to strategically implement safety enhancements.

The County’s newly launched Vision Zero initiative utilizes a multi-disciplinary partnership among various agencies and stakeholders to comprehensively address traffic safety through engineering, enforcement, education and evaluation strategies. The Geodatabase is essential in evaluating collision data, and focusing initiatives through a data-driven process.
Olive View-UCLA Medical Center’s (OVMC) new Utilization Management (UM) department mission and vision is to advance the goals of overall cost-effective healthcare delivery. UM staff act as active stewards to the financial responsibilities that support OVMC’s aim to deliver high quality, efficient, healthcare to all patients at the right time and right place. By implementing Six Sigma Methodology (SSM), the UM department has embarked on redesigning the way it provides services to patients, by increasing the scope of services to patient care departments. By listening to the voice of the customer, measuring workload daily, and clarifying roles, UM has identified widespread variation in the way it historically did and didn’t do business. In the past year, UM has addressed and continues to address process inefficiencies, lost opportunities, and significant unnecessary costs.

Using SSM, UM is now organized into 3 pillars: a) Utilization Review (UR), b) Discharge Coordination (DC); and c) Outpatient Service Coordination (OPSC). By coordinating services in these 3 pillars and paying close attention to OVMC’s outpatient services, UM is now a major contributor to OVMC’s patient care and financial future. SSM has helped OVMC improve patient care and flow, revenue generation, and dramatically decreased costs on multiple levels.
Commission
Top Ten Award Winners
In June 2014, the Department of Animal Care and Control (DACC) initiated an innovative partnership with the ASPCA and launched the groundbreaking Safety Net Program. The program was founded on the belief that pets belong with their families, and owners should not have to relinquish pets due to financial hardship or the lack of access to resources and solutions. Prior to the program, pet owners who could not afford services were often faced with the heartbreaking decision of surrendering their pets. The ASPCA assisted DACC by providing funding and dedicated staff members with backgrounds in social services, education, and community organizing at the Baldwin Park and Downey Animal Care Centers. These dedicated staff members intercepted pet owners as they arrived to surrender their pets and provided them with the resources necessary for them to keep their beloved companions. Services provided included subsidized veterinary care, spay/neuter, temporary boarding, fencing repair, food vouchers, and behavioral assistance. The results were immediate, profound, and staggering. To date, more than 23,000 animal and their owners have been assisted through the Safety Net Program.
There are 57,794 homeless people in Los Angeles County. Feelings of despair went through the minds of R and J as they drove their car, which doubled as their home. After being priced out of the rental market, the young couple resorted to couch surfing until forced to live in their vehicle. A Movement Begins: The County’s Homeless Initiative (HI) was launched in August 2015 to spearhead a countywide movement to combat homelessness and help people like R and J. To accomplish this, the County conducted an unprecedented, inclusive, and collaborative planning process bringing together over 100 community providers, 30 cities, and 25 County Departments. The comprehensive plan, approved by the Board in February 2016 includes proven strategies grounded in best practices.
In the midst of Los Angeles County’s homeless crisis, the Housing Authority of the County of Los Angeles (HACoLA) implemented groundbreaking initiatives to provide relief to hundreds of homeless individuals and families. The homelessness initiatives implemented through HACoLA’s Section 8 and Public Housing programs streamlined Section 8 voucher issuances, established inter-agency agreements with other housing agencies, added a homeless preference to the waitlist, and created the award-winning Landlord Veteran Incentive Program (VIP) and Homeless Incentive Program (HIP). Through the homelessness initiatives, HACoLA has tackled the multi-faceted problem and addressed challenges faced by the County’s most vulnerable populations. The agency’s efforts have been instrumental in fulfilling both the County’s Homeless Initiative and HACoLA’s mission to ‘Build Better Lives and Better Neighborhoods.’ The agency’s efforts have resulted in more than 700 homeless families being housed within 18 months. While HACoLA recognizes that there is still much to do to end homelessness, its recent successes represent a strong foundation which the agency intends to continue building upon.
Prior to 2014, homeless patients in Los Angeles County had very few options outside of going to a shelter following hospital discharge. Without a stable, safe, and clean environment, homeless patients have increased potential for medical complications and hospital readmission, and are unable to sustain recovery from acute illnesses or injuries. In September 2014, in collaboration with the Los Angeles County Second Supervisorial District and the Department of Health Services (DHS), the Community Development Commission of the County of Los Angeles (CDC) facilitated the conversion of a vacant health clinic building into a new recuperative care center, South Los Angeles Recuperative Care (SOLAR). In partnership with DHS, SOLAR, operated by LAMP Community, successfully transitions homeless patients from hospital discharge to recuperative care and then permanent supportive housing. Recuperative care services include shelter, meals, case management, and cost effective health monitoring on a daily basis. This innovative program provides relief to the high costs of longer hospital stays and frequent emergency room visits, while providing clients with the care and support they need to recuperate and move towards permanent housing.
Top Ten Award Winner

Employees Secure Records & Achieve Huge Savings!
Health Services (Divisions of Health Information Management & Facilities Management) with County Counsel

The Divisions of Health Information Management (HIM) and Facilities Management (FMD) at the Department of Health Services (DHS) encountered a policy that was outdated, costly, wasteful of human resources, tied up real estate, created a very large legal liability, made millions of paper medical files vulnerable to loss and theft, and increased the possibility of identity theft and fraudulent billing. DHS challenged the old legal opinion and in partnership with County Counsel guidance successfully updated the policy, which resulted in very positive operational improvements and huge savings to the County.

Whereas national standards dictate that medical paper records are safely shredded after they’re electronically scanned or generally older than 10 years, Los Angeles County has been maintaining millions of paper files in perpetuity because of an outdated legal opinion. DHS-HIM questioned the legal opinion and its current implementation. DHS sought out and received direction from County Counsel to change the legal opinion. As a result of updating this policy: 3 million paper files were certified for shredding & recycling, liabilities were eliminated, workers were reassigned to productive jobs, the County is saving money, and the project is being replicated Countywide.
Emergency Room (ER) overcrowding has become a growing problem across the United States. At Harbor UCLA Medical Center, the long wait times for Adult ER patients to see a triage nurse or a provider resulted in 1 out of every 7 patients choosing to leave before they were ever seen by a provider. By using the LEAN methodology to examine the root causes of long ER wait times, Harbor staff developed a patient-centered, Team Triage approach. The department has decreased the wait time to see a triage nurse from 90 minutes to 25 minutes, and the wait time to see a provider from 109 minutes to 25 minutes. This improved process also decreased the number of patients that left the ER without being seen by a provider from 14% down to 2%. Team Triage has also allowed 20 more patients to be seen on a daily basis in the Adult Emergency Room, increasing daily visits from 120 to 140 patients. This has allowed the department to not only provide more care to the community, but has also resulted in an estimated increase of $4.5 million in annual revenue.
The County of Los Angeles Department of Parks and Recreation (DPR) maintains more than 200 miles of urban, desert, foothill, mountain, and coastline multi-use recreational trails. These trails are used by hikers, bikers, and equestrians, which connect to hundreds of miles of additional trails that are managed by other municipalities. Before the creation of the Trails.lacounty.gov website, it was challenging for residents to obtain factual information about County trails. Their previous sources of information included hard-to-find paper maps, unofficial websites and word-of-mouth, which in many cases proved inaccurate. Also, the unofficial resources often contained misleading and potentially unsafe information that put trail users in harm’s way.

With the launch of this innovative and dynamic trails website, trail users have a one-stop, officially sanctioned, frequently updated, and comprehensive online tool for all trail-related information. The website has met the increased public demand for accurate and rapid information on trails in Los Angeles County, relating to hiking, biking, and horseback riding as part of a healthy and recreational outdoor lifestyle. The website has simply revolutionized access to information on all the desired County trails. It is a user-friendly tool, which enhances public safety.
Top Ten Award Winner

Jail Mental Health Liaison Program
Public Defender with District Attorney, Mental Health, and Sheriff

The Public Defender (PD) implemented the Jail Mental Health Liaison (JMHL) program to provide effective, holistic legal representation to incarcerated mentally ill and developmentally disabled clients. This unique program was developed in collaboration with the Department of Mental Health (DMH), the Sheriff, and the District Attorney. Mentally ill PD clients in custody are often incapable of meaningfully communicating with their attorneys, are unable to successfully utilize video conferencing technology and conduct telephone calls. Many clients also have medication challenges, suffer from depression, entertain thoughts of suicide and frequently refuse to come to court. This often results in discipline issues, deterioration of the attorney-client relationship and a waste of valuable court time.

In the role of JMHL, a PD Psychiatric Social Worker (PSW) collaborates with DMH and the Sheriff by working in the jail, assessing the client and acting as a direct liaison with the client and attorney. In doing so, the JMHL program proactively and efficiently addresses the client’s underlying psychological and medical needs, thereby reducing unnecessary court continuances, delays, and ultimately helping mentally ill clients move out of the criminal justice system.
Think Health LA (http://www.thinkhealthla.org/) is a website made possible by a generous Productivity Investment Fund grant awarded in 2012. It is user-friendly and a centralized location for the public and public health stakeholders to search for health and quality of life data from multiple sources. Data is displayed with features that make it easily comprehensible and helps the user interpret the information by comparing how Los Angeles County (LAC) is doing on important health indicators compared with other California counties, and state and national targets. Think Health LA displays data using Geographic Information Systems (GIS) maps and allows users to create, print and save reports and graphs. The website further serves as a community health improvement tool.

In addition to providing a one-stop-shop for key public health data, the website contains a library of evidence-based, promising practices that can improve health. Think Health LA is the electronic home for the Community Health Improvement Plan (CHIP) of LAC and the Community Prevention and Population Health Task Force, the Board-established task force responsible for reporting to the Board of Supervisors on recommendations for health, equity and well-being.
Teenagers no longer learn the soft skills necessary for success in adulthood in schools, yet survey after survey indicates they are key to both workplace and personal success. Seeking to provide teens the training and knowledge not being offered elsewhere, Los Angeles County Library developed “Adult 101: Life Skills Bootcamp for Teens,” a workshop series that teaches teens ages 13-18 the 21st Century life skills needed to thrive professionally and personally.

The grant-funded series was implemented in 15 of Los Angeles County’s 87 libraries as a pilot program in the 2015-2016 fiscal year and has since been expanded to all 88 County libraries. Each pilot library offered sessions on 8 topics: etiquette, financial savvy, nutrition and fitness, personal development, personal safety, public speaking, social media and cyber smarts, workplace know-how and time management. Specialists were hired to teach classes and help create programs-in-a-box, a self-contained resource enabling program replication without the need to hire a specialist. The workshops also presented an opportunity to partner with community organizations and County departments, expanding the Library’s reach and accomplishing shared goals.
Celebrating Quality Service

31st Annual Productivity and Quality Awards
Celebrating Quality Service

Special Merit Commission Plaque Award Winners

Traditional Commission Plaque Award Winners

Commission Certificates of Recognition Award Winners
Special Merit Plaque Winners

(Recognizes meritorious accomplishment of special projects or programs that successfully fulfill departmental and County objectives)

One-Stop Public Service Counter
Assessor with Treasurer & Tax Collector and Auditor-Controller

Improving Patient Safety Through Collaboration
Chief Executive Office (Risk Management Branch) with Health Services, Mental Health, Public Health, Fire, and Sheriff

Automated CLETS: Expediting Placement for Children
Children and Family Services

HULA: Diabetes Management Saves Limbs and Lives
Health Services (Harbor UCLA Medical Center, Division of Vascular Surgery)

Reducing Denied Days Via Daily Audit & Feedback
Health Services (LAC+USC Medical Center, Utilization Review Department)

Fast and Furious: Running Down TB in Skid Row
Public Health

LORD OF THE PLANS – Update LA County General Plan
Regional Planning with Agricultural Commissioner/Weights and Measures, Assessor, Beaches & Harbors, Chief Executive Office, Community Development Commission/Housing Authority, Fire, Internal Services, Parks and Recreation, Public Health, Public Works, and Workforce Development, Aging and Community Services
Traditional Plaque Winners

(Recognizes commendable achievements in public service)

The QRRP: Promoting Quality Services and Outcomes
Children and Family Services with Mental Health

Wait Time Reduction LAC Clinic Tower Pharmacy
Health Services (Clinic Tower Pharmacy)

Hire Me, Virtually: Digital Interview Innovation
Health Services (Harbor UCLA Medical Center, Department of Anesthesiology)

Social Determinants of Health In Primary Care
Health Services (LAC+USC Primary Care)

Maternal Mental Health in Pediatric Clinics
Health Services (MLK Outpatient Center, Department of Women’s Health and Pediatrics)

Medical Decision Making of Unrepresented Patients
Health Services (Olive View-UCLA Medical Center, Bioethics Committee)

Work Therapy: IPS Implementation Project
Mental Health with Public Social Services

Assuring An Informed Medical Community Via LAHAN
Public Health

Palliative Care - Partners for Children
Public Health

Sustainable Energy Solutions - Energy Master Plan
Public Works (Waterworks)

Audio Remote Interpreting Assistance at Public Counters
Los Angeles Superior Court

Signed, Sealed, Delivered!
Treasurer and Tax Collector

Emergency Meals for Home-Delivered Participants
Workforce Development, Aging and Community Services

A Perfect Partnership-WDACS and Parks & Recreation
Workforce Development, Aging and Community Services with Parks and Recreation
Certificates of Recognition
(Recognizes projects deserving honorable mention)

Using Plain Language for Effective Animal Laws
Animal Care and Control with County Counsel

Fire/EMS Cardiac Arrest Quality Improvement
Fire

Multispecialty HUB & Medical Innovation Incubator
Health Services

A Language Justice Initiative
Health Services (Department of Emergency Medicine, North Annex)

Techno-Tracking: Surgical Instrument Management
Health Services (Harbor UCLA Medical Center)

Harbor’s Spring Cleaning Turns Trash Into Cash
Health Services (Harbor UCLA Medical Center)

Improvement of Outpatient Surgery On-Time Starts
Health Services (LAC+USC Department of Surgery)

Enterprise Help Desk for DHS Implementation
Health Services (LAC+USC Information Systems)

Clinic Work-Flow Model to Reduce Total Cycle Time
Health Services (LAC+USC Medical Center, Department of Otolaryngology (ENT))

Novel Delivery System Closes Healthcare Gaps
Health Services (MLK Jr. Outpatient Center)

Expansion of Palliative Care Services
Health Services (Olive View-UCLA Medical Center)

Clinical Documentation Improvement
Health Services (Olive View-UCLA Medical Center)

Countywide Military Leave Program
Military and Veterans Affairs

Be Informed Be Heard Network (BBN)
Public Social Services
Certificates of Recognition
(continued)

Automated Employee Transfer Program System
Public Social Services

Electronic Bulletin Board (EBB)
Public Social Services

Wireless Devices Billing System
Public Social Services with Internal Services

Centralized Keycard Access System
Public Social Services with Internal Services

Solid Waste Automated Billing System (SWABS)
Public Works

Student Outreach Program
Public Works

KACE Stops the Chase
Regional Planning

LACERA Elections-Cost Savings
Registrar-Recorder/County Clerk with Board of Supervisors/Executive Office, Internal Services, and Auditor-Controller

Forensic Markers of Physical Abuse for the Elderly
Workforce Development, Aging and Community Services
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Evelyn Gutierrez, Commissioner, Quality and Productivity Commission

Kaiser Permanente

LA County Channel

RELAC

United Way of Greater Los Angeles

Acknowledgements

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Celebrating Quality Service

On behalf of the Commission’s PQA Committee, I wish to congratulate this year’s honored departmental programs. They represent the highest quality of public service provided by our County departments. Today’s honorees include programs that enhance the delivery of service addressing the health, housing, educational and recreational needs of L.A. County residents, in an efficient, collaborative and caring service model.

Congratulations to our outstanding Productivity Managers and dedicated program managers who daily enhance the quality of life in our diverse communities.

Commissioner
Evelyn Gutierrez
CPC-PQA Chair

Celebrating Excellence
in County Service

On behalf of the Retired Employees of Los Angeles County (RELAC) and its Board of Directors, congratulations to the 2017 PQA Award Winning Programs. We are proud to join this year’s PQA Luncheon sponsors.

RELAC’s primary mission is to ensure that the pensions and health care benefits for County retirees are protected. RELAC members remain informed, engaged and connected to the L.A. County family through our website www.relac.org, newsletter, Facebook and membership meetings.

Dave Muir, President
RELAC Board of Directors
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Thank you for all that you do to
uplift working families and our community.
31st Annual
Productivity and Quality Awards

Celebrating Quality Service
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