



2024 ANNUAL REPORT



COUNTY OF LOS ANGELES
QUALITY AND PRODUCTIVITY COMMISSION

EXECUTIVE OFFICE



COUNTY OF LOS ANGELES QUALITY AND PRODUCTIVITY COMMISSION



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Chair



William R. Wright
First Vice Chair



Dion Rambo
Second Vice Chair



Nichelle M. Henderson
Immediate Past Chair



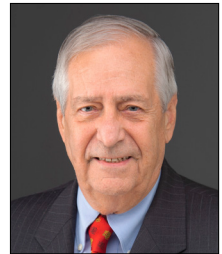
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Ruben Khosdikian
Program Support



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Program Support

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MESSAGE FROM THE CHAIR

Did you know that until last September, paramedics arriving at a car accident or a shooting were not allowed to start a blood transfusion, and that emergency medical vehicles couldn't even carry blood?

We, the Los Angeles County Quality and Productivity Commission (QPC), learned that from County Fire Chief Anthony Marrone at our December 2024 meeting. The Chief was before us, just months after the regulation was changed, to request support for a pilot program to create coalitions of partners and design systems for EMTs to receive blood products, store them properly, administer them and rotate unused blood back to hospital partners. The pilot will be modeled with innovative technologies developed in field hospitals in Afghanistan and Iraq. It is the first step in making prehospital blood transfusions available County-wide as safely, quickly, and efficiently as possible.



We listened to the Chief's presentation. We listened to the analysis of the Productivity Investment Board (PIB) and the PIB Advisory Committee (County employees who assist departments with their Productivity Investment Fund (PIF) application). We asked questions about costs, timing, and complexity. And we voted YES, unanimously, to make The Rapid Operationalization of Prehospital Blood happen.

That's what we do. The QPC supports, recognizes, awards, and inspires County departments to innovate and solve problems to better serve all the people of greater Los Angeles.

In addition to the Fire Department, over the past year the QPC's PIF supported initiatives by the Natural History Museum, The Medical Examiner, Military and Veterans Affairs, County Human Resources, Public Health, and Los Angeles County Museum of Art.

At our 37th Annual Productivity and Quality Awards Luncheon in October we recognized ongoing initiatives to take on the rise in hate crimes, to make it easier to license child care providers, to provide free diapers and hygiene kits at county libraries (Did you know that the current average monthly cost for diapers is \$80?), to link innovative mental health treatment with public defense, and to improve street-level homelessness services, to mention just a few of the stand-out programs.

At our annual County Leadership Conference in June, we convened the first all-County presentation and discussion of the challenges and opportunities before the County in preparing for the 2028 Olympics and other world-stage events on Los Angeles' calendar.

And finally, in 2024, we wrapped up a multi-year study and made recommendations aimed at modernizing and improving the County's procurement systems.

And next year, we will run the gamut again with new ideas, new challenges, and new concerns. We have scheduled Commission site visits at 21 departments across the County, where we'll learn of many new initiatives, get progress reports on ongoing efforts, and we will compile and synthesize all we've learned in the 2025 Strategic Learning Report.

Over the last 38 years, the Supervisors, Labor Organizations, and the Executive Office have appointed truly talented, smart, experienced, and dedicated individuals from business, academia, labor, and the nonprofit sector to serve on the Quality and Productivity Commission. It is truly an honor to serve. We enjoy the work and learn a lot from each other in the process. And the real secret sauce to the QPC is the support we get from our small and mighty outstanding staff led by Executive Director Jackie Guevarra.

On behalf of all 17 Commissioners and the staff, let me close by saying that it is a privilege, an education, and a source of inspiration to be the QPC. We can't wait to see what 2025 will bring.

A handwritten signature in white ink, reading "Bill Parent", with a stylized, cursive script.

WILLIAM B. PARENT

2024 CHAIR

QUALITY AND PRODUCTIVITY COMMISSION

MESSAGE FROM THE EXECUTIVE DIRECTOR



Change was the theme in 2024! Not only did we experience changes to Commission staffing—two key Commission staff members retired from County service—but we also had a changing of the guards in Commission leadership. I want to thank Laura Perez, Program Manager, and Tammy Johnson, Program Support, for their many years of dedicated service to the County, Commission, and the Executive Office of the Board of Supervisors. I also want to welcome Ruben Khosdikian and Betty Belavek who joined us in 2024 and will be providing Commission support in their respective roles.

Commissioner William Parent began his term as Commission Chair on January 1, 2024, along with Commissioners Will Wright (First Vice Chair) and Dion Rambo (Second Vice Chair). Together, we directed the Commission's programs and activities during the year.

The core work of the Commission – to promote efficiency, productivity, and innovation – continued throughout the year with the following activities:

- We hosted the annual 21st Leadership Conference (June 20, 2024) and 37th Productivity and Quality Awards (PQA) Program (October 16, 2024) at the Music Center (see pages 2-3 for all the PQA winners).
- We awarded over \$2.6 million in Productivity Investment Fund grants to various County departments for innovative and service enhancement projects, including one that would provide daily mental health support to County veterans.
- We issued our final report in response to the County of *Los Angeles Procurement Modernization and Transformation* Board Motion (June 14, 2022) to modernize and transform the County's purchasing and contracting system. [Click here for a copy of the report.](#)
- We completed 16 Department Visits, both virtual and in-person (see pages 34-50 for copies of the reports).

We are grateful to the Board of Supervisors, Executive Office of the Board, Chief Executive Office, Commissioners, Productivity Managers, and Commission staff who champion the Quality and Productivity Commission year after year. Congratulations to the Commission for another year of programs committed to quality, productivity, and innovation!

A handwritten signature in black ink that reads "Jackie T. Guevarra". The signature is fluid and cursive.

JACKIE T. GUEVARRA, CPA
EXECUTIVE DIRECTOR
QUALITY AND PRODUCTIVITY COMMISSION

MISSION STATEMENT AND STRATEGIC GOALS

MISSION

To provide advice, innovative ideas, assistance and support to the County's elected officials, managers and employees to promote the effectiveness, efficiency and quality of County public services.

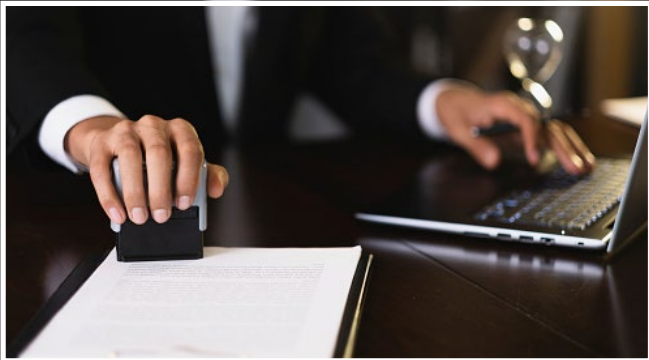
STRATEGIC GOALS

1. It is the objective of the Commission to provide loans and grants to County departments for innovative projects that promote quality and enhance productivity.

- Reviewed 8 Productivity Investment Fund proposals



- Awarded 6 Productivity Investment Fund projects totaling \$2,643,500



2. It is the objective of the Commission to foster productivity and quality improvement through department visits.

- Conducted 16 department visits (15 in-person and 1 virtual visit)
- Shared interdepartmental challenges and areas of common interest
- Promoted best practices
- Solicited departmental entries for the 37th Annual Productivity and Quality Awards Program and PIF proposals

MISSION STATEMENT AND STRATEGIC GOALS

3. It is the objective of the Commission to strengthen the County's fiscal capacity by recognizing department projects that may result in cost avoidance, cost savings, or revenue generation. These projects may reduce costs, raise levels of efficiency, or increase quality and achieve greater productivity. Each achievement must be measured and reported as a quality or productivity accomplishment and cumulatively over time.

- The 37th Annual Productivity and Quality Awards (PQA) Program was held at The Music Center on Wednesday, October 16, 2024
- Received 98 entries from 34 departments on innovative projects and programs Countywide
- Cumulative PQA benefits total more than \$13.3 billion dollars over the last 37 years



MISSION STATEMENT AND STRATEGIC GOALS

4. It is the objective of the Commission to work closely with the Productivity Managers' Network to assist in developing and administering programs at the department level, and to support the County's Strategic Plan.

- Conducted four Productivity Managers' Network (PMN) General Membership Meetings and Training sessions and two other meetings.
 - February 8 – PMN Orientation (Virtual)
 - February 14 – General Membership Meeting/Training (Belvedere Community Regional Park)
 - May 1, 2024 – General Membership Meeting/Training (Virtual)
 - August 7, 2024 – PQA Evaluations (Burton Chace Park)
 - October 2, 2024 – Nominating Committee (Virtual)
 - November 6, 2024 – General Membership Meeting/Training (Virtual)
 - December 5, 2024 – General Membership Meeting/Holiday Reception (Department of Public Works Headquarters)

5. It is the objective of the Commission to share information, department practices, and ideas with County Commissioners and Managers.

- Sponsored the 2024 Leadership Conference – “LA County on the World Stage” – on June 20, 2024, providing a forum for County leaders, managers and Commissioners to network with colleagues, develop leadership, as well as support and promote the County's Strategic Plan

6. It is the objective of the Commission to distinguish department practices that solve complex problems, create financial benefits, and provide quality service.

- Distributed the Annual “Shared Practices Report” to the Supervisors, Department Heads, County Managers, and the Productivity Managers' Network to showcase practices that have served as a model for other departments

7. It is the objective of the Commission to publish an electronic newsletter and annual report that provide County departments with quality and productivity achievements. The newsletter and annual report also list loans and grants to departments that support various projects.

- Published four comprehensive e-newsletters highlighting programs and activities and spotlighting the Productivity Managers' Network

MISSION STATEMENT AND STRATEGIC GOALS

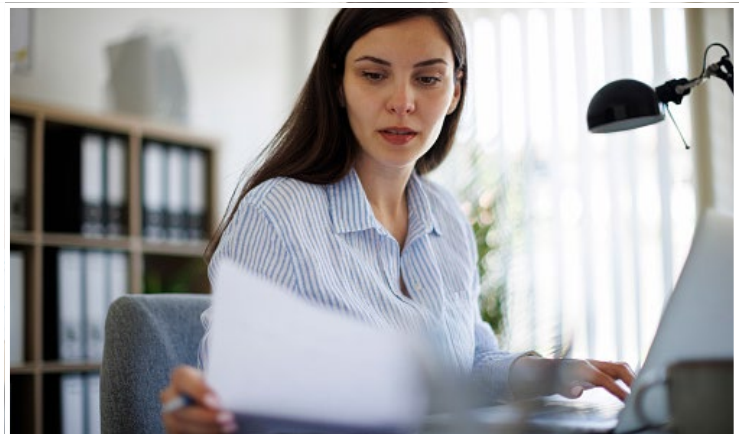
- Published a 2023 Annual Report and distributed it to all County employees
- Distributed publications to Board offices, Department Heads, Productivity Managers, County Commissions, Committees, and Advisory Boards

8. It is the objective of the Commission to keep the Board of Supervisors and the Chief Executive Officer (CEO) informed of Commission activities, grant and loan approvals, and total savings gained from quality and productivity projects.

- Published summaries of Department Visits, Productivity Investment Fund awards and Productivity and Quality Awards in the Commission's e-Newsletter, Quality Matters, an annual report distributed to the Board Offices, the CEO, Department Heads, and Productivity Managers
- Provided periodic updates of Commission activities to the Board of Supervisors and Board Deputies

9. It is the objective of the Commission to maintain strong supportive committees that will provide information, policy recommendations, and solutions to enable the Commission to better serve County departments.

- Department Visit ad hoc Committee
 - Visited 16 departments (15 in-person and one virtual)
 - Shared interdepartmental challenges or areas of common interest



MISSION STATEMENT AND STRATEGIC GOALS

- Productivity Investment Board
 - Held four quarterly meetings
 - Reviewed 8 Productivity Investment Fund applications
 - Recommended funding for 6 Productivity Investment Fund projects
- Productivity and Quality Awards (PQA) ad hoc Committee
 - Selects PQA nominated programs or projects that promote enhanced quality and productivity, generate county savings, and/or enhance the County's image
 - Conducts an annual evaluation of nominated programs or projects in search of the Top Ten Award winning programs
 - Conducts site visits and video taping of Top Ten Award programs
 - Sponsors the Commission's Annual PQA Awards Luncheon and Board of Supervisors televised ceremonies
 - Promotes the annual PQA Award and Special Award Programs as Shared Practices and innovative projects
- Strategic Learning ad hoc Committee
 - Researched potential partnerships to expand the Commission's reach and opportunities to enhance quality and productivity
- Leadership Conference ad hoc Committee
 - The 2024 Leadership Conference was held in person on June 20, 2024

COMMISSIONERS IN ACTION



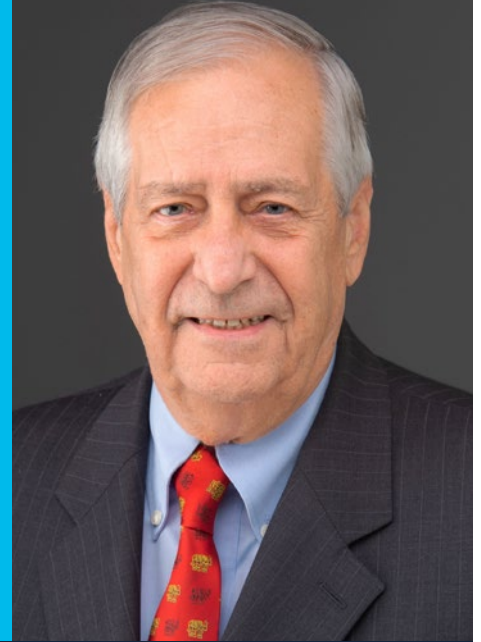
COMMISSIONERS IN ACTION



OPERATIONAL TRENDS REPORT

“The trends that we have observed reflect the County’s willingness to experiment with new technologies along with continuous efforts to streamline operations while serving a diverse population. We anticipate a period of introspection for the need to anticipate and deal with potential catastrophic events such as have been recently experienced.”

EDWARD MCINTYRE



The Strategic Learning Ad Hoc Committee (Committee) identifies issues and trends that may affect the quality and productivity of County services, helping to uphold the Quality and Productivity Commission’s (Commission) commitment to ongoing learning and forward thinking. Its charge is to prepare a report with operational findings and recommendations related to productivity, based on an annual review of Department Visit Summaries, Productivity Investment Fund proposals and status reports, submissions to the Productivity and Quality Awards program, insights from the Leadership Conference, and any special projects or Board directives. Each year, the Committee examines these sources to glean relevant insights on enhancing quality and productivity across the County.

The Committee categorizes County trends and innovations into three phases: mature, current, and emerging. A **mature trend** has achieved widespread adoption, with successful pilots evaluated and scaling efforts underway. A **current trend** is under broad discussion, with gathering momentum for promising initiatives or interdepartmental collaborations. An **emerging trend** is a novel approach or model observed in multiple settings that merits further exploration.

OPERATIONAL TRENDS REPORT

The examples below substantiate these key trends. They are drawn from recent encounters with County departments through the Commission's various programs.

Mature Trend: Streamlining Operational Collaboration, Multidisciplinary Approach, and Integrated Delivery of Services

Among mature trends we see continuous efforts to provide operational collaboration using a multidisciplinary approach to provide integrated delivery of services. Some of this is exemplified by the continuous attempts to speed up or simplify routine processes and reduce barriers to the efficient accomplishment of tasks both within the County and by its constituents. Projects particularly at the local level highlight the need for such reform. For example, the problem faced by child care providers for infants and toddlers when seeking to acquire or renovate facilities face a complex and expensive process. In "Reducing Barriers To Attain Child Care For All"—a Productivity and Quality Awards (PQA) Top Ten winning project—the Department of Public Health worked with County departments (e.g., Fire, Public Works, Regional Planning) involved in facility development approvals to address these barriers. Providing training and technical assistance to the providers on navigating the system is an investment that has positive multigenerational effects that provide young children with safe and nurturing care while providing families with much needed support.

The Public Defender also launched the *Partners for Justice* project in July 2021—with a Productivity Investment Fund (PIF) grant—to provide holistic representation and assist clients with the challenges in their involvement in the legal system. There are eighteen client advocates providing holistic, wrap-around support to stabilize clients, promote wellness and reduce days of incarceration.

These are but two examples of multidisciplinary approach and streamlined operational collaboration to provide integrated delivery of services, with a focus on client priorities and needs throughout the County.

OPERATIONAL TRENDS REPORT

Current Trend: Overcoming Challenges To Workforce Development, Retention And Pipelines/ Pathway To County Employment

A major current trend is seen in attempts to overcome challenges to workforce development, hiring and retention. Departments are working on reducing time to hire, addressing barriers to onboarding, and ensuring an inclusive workforce and workforce development programs. The establishment of training and recruitment “pipelines” have proved successful in several areas of the County. The Los Angeles General Medical Center developed a six-month Nurse Residency Program (NRP) program to transition nursing graduates through a tailored program. Through the NRP, the turnover rate of Registered Nurses decreased (from 22.4% to 8%), improved retention rates, and increased job satisfaction. The Department of Health Services also worked with the Department of Human Resources to expedite the hiring of newly graduated nurses within weeks (not months) to full-time permanent County positions—ensuring that Los Angeles County continues to be the “employer of choice.”

The Department of Mental Health also established a Psychiatric Technician program to increase the public mental health workforce with qualified individuals committed to providing services in high priority areas within the County.

County Counsel creates a pathway for future attorneys by engaging young adults participating in the Teach Democracy Mock Trial Competition and works with various bar associations to create opportunities for law students seeking internships.


Emerging Trend: Making Data More Accessible with Artificial Intelligence, Drone and Other Technologies

Emerging Trends include making data more accessible through the use of Generative Artificial Intelligence (AI) and later generation drones and other technologies. One such example is the Fire Department leveraging the use of cameras and sensors deployed throughout the County and State to monitor wildfires and disasters in real time affording opportunities to manage resources quickly. ALERTCalifornia (<https://alertcalifornia.org/>) provides state-of-the-art technology that supports data-driven decisions to prepare for, respond to, and recover from natural disasters.

OPERATIONAL TRENDS REPORT

Through a PIF grant, Regional Planning expanded the Department's Unmanned Aircraft Systems program (drones) for land use planning purposes. The use of drones during inspections facilitates access to sites that are considered inaccessible, too vast or laden with safety hazards (remote desert, mountainous areas, large landfills, hazardous sites), enable planners to conduct inspections more efficiently—covering large properties in a very short amount of time—and improving staff safety.

The goals underlying the County's 2024-2030 Strategic Plan — make investments that transform lives, foster vibrant and resilient communities, and realize tomorrow's government today — are evident in the operational trends identified here. From supporting vulnerable populations to creating a diverse and inclusive workforce, using data-driven decision making and having a flexible and efficient infrastructure, they reflect a commitment to investing in meaningful individual and community connections as well as in the use of technology for the public good. The trends showcase countywide enhancements in quality and productivity, helping to advance the County's ongoing mission while affirming the Board's core priorities.



EDWARD MCINTYRE

CHAIR, 2024 STRATEGIC LEARNING REPORT AD HOC COMMITTEE
QUALITY AND PRODUCTIVITY COMMISSION

PRODUCTIVITY INVESTMENT FUND PROJECTS

FUNDED ACTIVITIES DURING THE 2024 CALENDAR YEAR		
LOANS APPROVED	GRANTS APPROVED	TOTAL FUNDS AWARDED
N/A	6	\$2,643,500



DEPARTMENT
Fire

PROJECT
**Development & Rapid Operationalization of
Prehospital Blood - (LA-DROP)**

GRANT
\$380,000

Funds will be used to purchase the equipment and blood products necessary to launch the first prehospital blood transfusion program in California to save the lives of hemorrhaging patients in the field.

PIF PROPOSAL



DEPARTMENT
**Los Angeles County Museum of Art
(LACMA)**

PROJECT
**West Campus Climate Control System
Upgrade**

GRANT
\$475,000

Funds will be used to improve the efficiency of the Museum’s west campus Building Management System (BMS). The grant will enable LACMA to improve the BMS by integrating innovative artificial intelligence software that will reduce energy consumption by autonomously driving the buildings’ HVAC system.

PIF PROPOSAL

PRODUCTIVITY INVESTMENT FUND PROJECTS



DEPARTMENT

Military and Veterans Affairs

PROJECT

A Text Can Save a Life - Veteran Mental Health Support Through Wellness Messaging

GRANT

\$110,000

Funds were used to pay for 250 licenses for a texting program that provides daily mental health support, prevention and intervention to those in need of services.

PIF PROPOSAL



DEPARTMENT

Public Health

PROJECT

Community Public Health Teams (CPHT): Marketing Solutions to Improve Quality and Productivity

GRANT

\$750,000

Funds were used to hire a media/communications firm to increase awareness and participation in the 10 CPHT project service areas and strengthen overall communication capacity for the project partners.

PIF PROPOSAL

PRODUCTIVITY INVESTMENT FUND PROJECTS



DEPARTMENT
Public Health

PROJECT
Help Me Grow: Supporting Wellness in Families Together (HMG SWIFT)

GRANT
\$350,000

Funds were used to hire a consultant to coordinate mental health training and support for the mental health needs of HMG participants and staff.

[PIF PROPOSAL](#)



DEPARTMENT
Public Health

PROJECT
Park Rx Los Angeles County Initiative (Park Rx LAC)

GRANT
\$598,500

Funds were used to pilot Park Rx LAC at Olive View-UCLA Medical Center and Los Angeles General Medical Center, support structured fitness programming at local parks, and establish a field experience where kinesiology students from community colleges/universities can train as physical activity specialists.

[PIF PROPOSAL](#)



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FULL REPORT

DEPARTMENT
Board of Supervisors, Executive Office

PROJECT

Climate Change and Extreme Heat – Impacts on LACo Operations and Service Planning

GRANT
\$150,000

PROBLEM: Low-income communities and people of color are disproportionately burdened by extreme heat, due to a combination of factors including streetscapes that trap heat at ground level and limited household resources for cooling. Los Angeles County departments lack the in-house expertise to quantify extreme heat impacts on service demand and associated costs. Quantifying extreme heat impacts on County services will improve the County’s ability to develop tailored solutions for mitigating and managing associated costs.

SOLUTION: A research partner was contracted to conduct relevant statistical analyses and develop software that enabled the County to run similar analyses more easily in the future. The Executive Office of the Board of Supervisors also worked with the consultant and relevant County Departments to interpret the findings which will be used to inform the development of new solutions for effectively mitigating and responding to extreme heat impacts through service and operation changes. This research will provide better understanding for how to support more climate resilience among disproportionately burdened communities and thereby reduce racial health inequities.

RESULTS: This project helped County Departments that provide public-facing services understand how their services and clients are impacted by extreme heat using County administrative/service data and other data sources. The project’s primary outputs consisted of 1 report, 1 software package, and a published peer-reviewed research article.

TOTAL GRANT	TOTAL WITHDRAWN	TOTAL REPAYED	TOTAL PROGRAM COST
\$150,000	\$150,000	N/A	\$150,000

[FULL REPORT](#)

DEPARTMENT
Human Resources

PROJECT
Bias Mitigation Strategies for Emergency Responders

GRANT
\$150,000

PROBLEM: Data from 211LA on reporting hate reveal that hate based on race and ethnicity is the largest category of bias reported. Health care, law enforcement, and Disaster Service Worker (DSW) workforces are in need of support to address societal inequities and disparate treatment due to one's personal characteristics and introduce research-based strategies that would create a more equitable response.

SOLUTION: A customized, 20-minute online training was developed in response to the COVID-19 public health crisis for all Los Angeles County employees on explicit and implicit bias mitigation. The project sought to help employees acquire strategies and techniques for handling biased speech and conduct from the public they serve and mitigating feelings about service recipients based on, but not limited to, their characteristics, such as race, ethnicity, and gender identity.

RESULTS: Starting in January 2024, three training videos were uploaded to Talent Works. The project filled a critical gap in the existing training programs on diversity, implicit bias, and equity policy as it targeted a very specific group of emergency responders both in the safety and health service sectors where it is most crucial for workers to learn techniques and best practices for reducing (and eliminating) bias in their interactions with the public they serve. As of December 12, 2024, a total of 1,421 County employees have completed the online version of the training.

TOTAL GRANT

\$150,000

TOTAL WITHDRAWN

\$150,000

TOTAL REPAID

\$57,000

TOTAL PROGRAM COST

\$93,000

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FULL REPORT

DEPARTMENT
Human Resources

PROJECT

Building Competencies in LGBTQ+ Awareness and SOGIE Data Collection

GRANT
\$100,000

PROBLEM: When collecting Sexual Orientation, Gender Identity and Expression (SOGI/SOGIE) information from Lesbian, Gay, Bisexual, Transgender, Queer/Questioning (LGBTQ+) individuals, many fear reprisal and methodologies used and assume lack of acceptance from County employees and departments. Changing these concerns requires competency training with data collection methodologies that emphasize confidentiality. Note when referring to data collection, the “E” is omitted since data is not collected on Gender Expression.

SOLUTION: In the summer of 2022, the Department of Human Resources (DHR) conducted an LGBTQ+ and SOGIE data training needs assessment. The assessment included interviews with department executives and subject matter experts to better identify gaps in knowledge, skills, and abilities around LGBTQ+ SOGI data collection within their workforce. From May to December 2023, DHR hosted 5 pilot webinar sessions and tested the training method and content structure on an informed audience.

RESULTS: Over 400 employees participated in the training program. The program marked a significant milestone in the County’s commitment to inclusive data collection practices. Recommendations were made for enhanced role-based training, optimized interactive learning, strengthened implementation support, mandating trainings, customer service enhancements, and integrating the newly established LA County LGBTQ+ Commission. Operational readiness metrics show that more than 75% of participants feel highly prepared to implement SOGI data collection practices.

TOTAL GRANT	TOTAL WITHDRAWN	TOTAL REPAYED	TOTAL PROGRAM COST
\$100,000	\$100,000	\$1,000	\$99,000

[FULL REPORT](#)

DEPARTMENT

LA County Library

PROJECT

Volunteer Expansion & Management (VEM) Program

GRANT

\$100,000

PROBLEM: LA County Library has the second largest volume of volunteers of all County departments. In the past, individual library locations would independently handle and manage their volunteers. A centralized volunteer management system was needed to enhance efficiency, accuracy, improve communication and reporting, and provide a more consistent experience for all volunteers.

SOLUTION: The expansion of Library volunteers requires a more robust volunteer management program. The Volunteer Management System, VolunteerHub, allows staff to more efficiently receive and approve volunteer applications, track essential records and data including fingerprint clearance and background checks, and match volunteer skills to program needs.

RESULTS: Since implementation of VolunteerHub, LA County Library has onboarded 1,671 volunteers who have contributed 25,711 hours. Having VolunteerHub increases efficiencies, reduces the number of staff hours spent manually managing these operations, and makes processes consistent across all Library locations and programs. Information is centralized and easily accessible online, eliminating the need to sift through physical files. With the centralized system, statistical information regarding volunteers, such as the number of active volunteers and the total number of hours worked, can be compiled in less than a day for the entire library system and provides clearer, real-time insight into the volunteer program compared to 2-5 hours per site before the implementation of the system.

TOTAL GRANT

\$100,000

TOTAL WITHDRAWN

\$100,000

TOTAL REPAID

N/A

TOTAL PROGRAM COST

\$100,000

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DEPARTMENT
Medical Examiner

PROJECT

Workstations on Wheels (WOW) for Enhancement of Autopsy Service

GRANT
\$100,000

PROBLEM: The Los Angeles County Medical Examiner Department acquired a CT scanner in 2016 to enhance diagnostic accuracy, aid in retrieval of projectile evidence, improve turnaround time in cases involving blunt trauma as the cause of death, and avoid doing autopsies in cases of religious objection. However, the monitors to view the images were not available on the service floor.

SOLUTION: 15 medical grade workstations on wheels (WOW) were purchased for the autopsy service floor as well as surrounding areas within the department. WOW were equipped with a computer, mouse, keyboard, specimen label printer, drawers to hold accessory materials, and space to write to complete case-related paperwork and diagrams. They were first deployed into the autopsy suite in 2022, and then slowly expanded to other areas of the service floor and beyond.

RESULTS: WOW has greatly enhanced the workflows of both the medical and investigations divisions within the department. Medical examiners may use these workstations to view radiographic studies, such as x-ray and CT scans in real-time during autopsy. This is especially imperative when attempting to localize projectiles or other foreign objects during autopsy. These workstations are also used by forensic technicians to review their case assignments, print specimen labels, print body diagrams, and enter items of evidence and/or property into the case management system.

TOTAL GRANT	TOTAL WITHDRAWN	TOTAL REPAID	TOTAL PROGRAM COST
\$100,000	\$100,000	\$3,462.14	\$96,537.86



FULL REPORT

DEPARTMENT
Museum of Art

PROJECT
West Campus Lighting Control System Upgrade

GRANT
\$500,000

PROBLEM: Core components of the current Lighting Control System (LCS) have become obsolete. As a result, staff from the Los Angeles County Museum of Art (LACMA) have developed inefficient workflows to execute and manage the complex lighting plans required by LACMA’s exhibitions, events, and programs. While this affects staff productivity, it also impacts the visitor experience as LACMA is no longer able to titrate lighting conditions as specifically as the exhibitions require. This has long-term effects on the care of LACMA’s collection, one of the County’s most valuable resources.

SOLUTION: LACMA replaced the existing lighting control server, processors, and stations responsible for the west side of the museum’s 20-acre campus. By upgrading to a state-of-the-art system, LACMA will better preserve and protect its diverse, 152,000-object collection, improve the viewing experience for its audience, and create efficiencies for staff.

RESULTS: The installation of the West Campus LCS was completed in September 2024. The upgrade has led to greater capacity for staff to monitor and record accurate light exposure for works of art. From an operations standpoint, LCS improved efficiency and accuracy through automation and remote control of lighting changes and enhanced efficiency by customizing lighting programming in-house. From an operations safety perspective, the upgrade has brought enhanced access and controls for security in emergency situations and enhanced daylight harvesting for site safety and energy conservation.

TOTAL GRANT	TOTAL WITHDRAWN	TOTAL REPAID	TOTAL PROGRAM COST
\$500,000	\$500,000	N/A	\$675,823

DEPARTMENT VISITS



Under the leadership of Commissioner William R. Wright, Chair of the Department Visit ad hoc Committee (Committee), the Commission visited 16 County departments (one virtual). The Commission visits departments on a bi-annual basis. The Committee plans the visits with County departments for a given year. The intent of the Department Visits is to understand departmental operations and priorities, and to assist the department toward realizing enhanced productivity and quality services.

Activities of the Committee:

- Continued to gather trends from site visits
- Distributed Department Visit summary reports to the Chief Executive Officer, Executive Officer, Department Heads, and Network Managers
- Visited the departments on the following pages during the 2024 calendar year

WILLIAM R. WRIGHT

CHAIR, DEPARTMENT VISIT AD HOC COMMITTEE
QUALITY AND PRODUCTIVITY COMMISSION

[FULL REPORT](#)

Aging and Disabilities

Dr. Laura Trejo, Director

APRIL 11, 2024 (IN-PERSON VISIT)

Commissioners noted and/or were pleased to learn the following from the Department:

- The Department's responsibilities to implement and oversee programs that provide a wide range of home and community-based services designed to support independent living for older adults aged 60 and over, family caregivers, and persons with disabilities. These services include the Elderly Nutrition Program, Supportive Services Program, Family Caregiver Support Program, Legal Assistance, Long-Term Care Ombudsman Program, Senior Community Service Employment Program, Health Insurance Counseling and Advocacy, New Freedom Transportation, and L.A. Found Program, among others
- The Department's various programs, including the Purposeful Aging Los Angeles (PALA) Phase II, which seeks to prepare the region for the anticipated increase in older adult population. For example, the No-Wrong-Door Partnership enables people of all ages, incomes, and disabilities to connect with any one of the partner organizations for accessing a wide array of long-term services and support options in the community and the Building a Better Connection for Older Adults program which seeks to enhance the digital literacy skills of older adults and individuals with a disability

Commissioners also recognized quality and productivity improvements in the following areas:

- Establishing the Los Angeles Adult Protective Services Center of Excellence which includes a multidisciplinary team from various community agencies (e.g., District Attorney, Department of Mental Health, Public Guardian, Bet Tzedek, law enforcement, etc.) to serve clients better
- Creating the Data Management and Analytics section to manage the Cognos Analytics and Power BI programs that provide real-time reports and dashboards to stakeholders including managers, supervisors, and contractors for data driven decisions; it also provides real-time visibility into the Department's key performance indicators and metrics

DEPARTMENT VISITS

[FULL REPORT](#)

Child Support Services

Terrie Hardy, Director

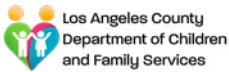
MAY 22, 2024 (IN-PERSON VISIT)

Commissioners noted and/or were pleased to learn the following from the Department:

- The Department's efforts to successfully resolve an inventory (backlog) of nearly 40,000 Service Requests from the Department of Public Social Services, thereby avoiding a corrective action process with the State. Cross-training multiple divisions and sharing the knowledge of processing Service Requests to prevent a backlog from occurring again
- Being recognized by the Child Support Director's Association (CSDA) for its outstanding collaboration with the Department of Public Health on COVID-19 vaccinations

Commissioners also recognized quality and productivity improvements in the following areas:

- Optimizing use of the Mobile Vehicle Unit to deliver child support services to communities in need and reach residents in need of services
- Rolling out the Strategic Plan goals to the teams level so that individual team members understand how their efforts contribute to the overall departmental goals
- Working on outreach efforts to provide opportunity for community engagement and reinforce the Department's image as a partner to families
- Creating an environment of inclusion and understanding to strengthen employee morale, camaraderie, and enhanced employee collaboration to best serve customers
- Using data analytics to monitor performance and regularly adjust and refine business processes to maximize staff efforts
- Moving to a customer-focused assignment of work; obligated parents with more than one case have one case manager for all their cases

[FULL REPORT](#)

Children and Family Services

Brandon T. Nichols, Director

MARCH 27, 2024 (IN-PERSON VISIT)

Commissioners noted and/or were pleased to learn the following from the Department:

- The Department's launch of the following prevention and promotion pilots: Plan of Safe Care, Child Care Resource Center, Expectant and Parenting Youth Homeless Prevention, Media Campaign, Mandated Supporter Initiative, Community Cultural Broker Program, Mentorship, Preventative Legal Advocacy Website, and the Safe Families and Antelope Valley Resource Infusion as part of the Comprehensive Prevention Plan approved in July 2023
- The Department's partnership with the Commission for Children and Families and various stakeholders to transform the County from a system of mandated reporting to mandated supporting. Mandated reporting has caused an overburdening of the system with families who do not require an intervention from the child welfare system but may benefit from community-based services and supports to meet their needs and is a key driver of racial disproportionality into the child welfare system

Commissioners also recognized quality and productivity improvements in the following areas:

- Using quantitative and qualitative reviews through a multidisciplinary approach, which includes members from the Risk Management Division, Core Practice Model Section, Office of Outcome and Analytics, Office of Equity, and Policy, Leadership, and Staff Development Division, to develop systemic strategies to enhance and support quality social work practices, critical thinking, and sound decision making around safety, permanency, and well-being
- Examining policies, practices and procedures that impact equity within the Department, and working in partnership with the Anti-Racism, Diversity and Equity Initiative team to develop an Equity Action Plan that will help guide the Department's efforts around advancing equity, diversity and inclusion; the Department will also onboard the services of a consultant to help with this effort

DEPARTMENT VISITS



[FULL REPORT](#)

Consumer and Business Affairs

Rafael Carbajal, Director

MAY 23, 2024 (IN-PERSON VISIT)

Commissioners noted and/or were pleased to learn the following from the Department:

- The Department's leadership in several major Board-directed initiatives, including the Office of Labor Equity (OLE), Housing and Tenant Protections, Office of Immigrant Affairs (OIA), and the Office of Cannabis Management (OCM). These programs collaborate with internal and external partners to maximize effectiveness and efficiency in their implementation
- The OLE partners with various community-based organizations, law enforcement agencies, prosecuting entities, and other County departments on critical ordinances like Fair Workweek and Fair Chance to ensure fair opportunities for job applicants and equitable work schedules and conditions for employees
- Housing and Tenant Protections, in collaboration with the Department of Public Health, is implementing the Rental Housing Habitability program and Rental Escrow Account Program to ensure rental units maintain a healthy and habitable state for tenants. The program has administered over \$70 million in grants through the Rent Relief Program
- The OCM is partnering across departments to implement social equity programs and develop ordinances in preparation for launching Cannabis business licensing throughout the County

Commissioners also recognized quality and productivity improvements in the following areas:

- Performing over 200 community outreach events during fiscal year 2022-2023 and opening the South Whittier Community Resource Center to bring information and services directly to residents

[FULL REPORT](#)

County Counsel

Dawyn R. Harrison, County Counsel

MAY 2, 2024 (IN-PERSON VISIT)

Commissioners noted and/or were pleased to learn the following from the Department:

- The Department's efforts to create a pathway for future attorneys by engaging young adults participating in the Teach Democracy Mock Trial Competition and LA Law Day. The Department also works with various legal bar associations to create opportunities for law school students seeking internships and for practicing attorneys looking for exposure in other practice areas
- In 2018, County Counsel implemented the Telework Pilot Program (TPP) with 25 attorneys participating from the Dependency and Appeals Divisions. By 2021, County Counsel fully adopted the implementation of telework department-wide followed by a launch of hoteling services at the Hall of Administration. In December 2022, the hoteling for Dependency and Lancaster Courts was implemented. By June 2024, County Counsel will expand hoteling services to the Probate Division's office in the Norwalk Courthouse. The Department was an early adapter in both the telework and hoteling space and served as a leader and model department throughout the County

Commissioners also recognized quality and productivity improvements in the following areas:

- Digitizing legal paper-based cases to streamline access to essential case documents and alleviate the burden of physical storage constraints
- Creating the County Counsel's Inclusion, Diversity, Equity and Antiracism (IDEA) Committee to complement and augment the Board of Supervisors' mission to advancing diversity, equity and inclusion
- Launching the County Counsel Academy to support the professional and skills development of all staff. Since January 2023, the Academy provided 24 sessions geared towards professional and skills development

DEPARTMENT VISITS

[FULL REPORT](#)

District Attorney

The Honorable George Gascón, District Attorney

MAY 28, 2024 (IN-PERSON VISIT)

Commissioners noted and/or were pleased to learn the following from the Department:

- The Department's report on the California Racial Justice Act (Assembly Bill 2542), which prohibits the County from seeking or obtaining a criminal conviction, or from imposing a sentence, based upon race, ethnicity, or national origin. The Department has created a Racial Justice Act (RJA) Unit—the first in the State—to handle cases forthcoming under the RJA
- The Department's work on the Anti-Racism, Diversity, and Inclusion Initiative, Care First Jail Last, and wage enforcement. For example, the Wage Enforcement Unity is working to recover the \$1 billion in stolen wages from employers annually. The Department is also working with the victim advisory group to address the backlog in sex crimes and establish best practice—while decreasing the retrigger of trauma to the victim and their families—when notifying the victim and/or the victim's next of kin when the perpetrator is released from prison
- The Department utilization of the Electronic Charge Evaluation Request (eCER) system which is a secure portal through which law enforcement agencies submit police reports to the Department for filing consideration. This allows stakeholders (e.g., department staff, related law enforcement filers, defense, etc.) to see cases in real time and determine what is in the queue. This enables the Department to properly prioritize cases (e.g., sex crimes) and resources. As of now, 100% of police departments file electronically with the Department through eCER

Commissioners also recognized quality and productivity improvements in the following areas:

- Eliminating the backlog in public assistance fraud cases thereby saving both the public and government agency money
- Centralizing the handling of the sex crimes through the Victim Impact Program; previously 35 branches each operated under a Head Deputy

Economic Opportunity

Kelly LoBianco, Director

JUNE 13, 2024 (IN-PERSON VISIT)

Commissioners noted and/or were pleased to learn the following from the Department:

- The Department operates 18 of America's Job Centers of California (AJCC) and the East Los Angeles Entrepreneur Center, and provides over 100 services and programs across the County while leveraging local, state, federal and philanthropic funding to optimize service delivery and maximize outcomes and overall impact across all programs
- The Department's various partnerships with community-based organizations on programs such as the Economic Mobility Initiative (EMI) which seeks to drive stability, mobility, and wealth generation in the most economically vulnerable and pandemic impacted communities of the County; Youth@Work Elevate which aims to improve program completion and post-program employment outcomes in high-growth sectors through paid work experience, personal enrichment training, and mentorship; the County's Poverty Alleviation Initiative; and maximizing inclusive and equitable benefits of the 2028 Olympic and Paralympic Games and other megaevents

Commissioners also recognized quality and productivity improvements in the following areas:

- Leading the modernization of the County's public workforce system across a network of AJCCs including the launch of Centers of Excellence for all priority populations and high-growth sectors
- Creating pathways for targeted populations with high barriers to employment, including launching the Preparing Los Angeles for County Employment (PLACE) program, to permanent quality County jobs and mapping and centralizing workforce resources across all County departments

DEPARTMENT VISITS



[FULL REPORT](#)

Fire

Anthony C. Marrone, Fire Chief

JUNE 10, 2024 (IN-PERSON VISIT)

Commissioners noted and/or were pleased to learn the following from the Department:

- The Sirens of Silence program promotes awareness, education, and inclusion of individuals with autism spectrum disorder and other special needs
- The Advanced Provider Response Unit—a Productivity Investment Fund project—inserts an advanced provider into the pre-hospital setting to manage patients and re-direct them to appropriate levels of care based on need and at a far lower cost than the current system
- Partnership with the Justice Care and Opportunities Department on the Los Angeles County Training Center Program for transition-aged youth 18 to 27 to engage in a Fire Camp program that focuses on wildland firefighting training, first-aid and CPR certification, and other essential life skills

Commissioners also recognized quality and productivity improvements in the following areas:

- Leveraging social media to develop career pathways and recruit staffing for the lifeguard, forestry, and hazmat divisions
- Leveraging the use of cameras and sensors deployed throughout the State to monitor wildfires and disasters in real-time (<https://alertcalifornia.org/>); this allows the Department to manage resources quickly and effectively
- Launching the Office of Diversity, Equity, and Inclusion in October 2023 (formerly the Community Outreach, Recruitment, Diversity, and Inclusion Section) with a directive to review the structure and staffing to create a more inclusive workplace and to better represent the diverse communities served by the Department

[FULL REPORT](#)

Los Angeles County Development Authority

Emilio Salas, Executive Director

JUNE 31, 2024 (IN-PERSON VISIT)

Commissioners noted and/or were pleased to learn the following from the Department:

- The Department's approach to cross-functional thinking and ability to form strategic partnerships. For example, the Department collaborates with the Los Angeles Homeless Services Authority as the lead agency for the County and City Continuum of Care (CoC) by administering rental assistance on 30 CoC grants. The Department partners with 18 community-based organizations that provide housing referrals and ongoing supportive services on the CoC, including the Departments of Mental Health and Health Services, The People Concern, and Union Station Homeless Services

Commissioners also recognized quality and productivity improvements in the following areas:

- Developing affordable housing for families, seniors, and people with special needs by subsidizing projects through a competitive process known as the Notice of Funding Availability (NOFA); the NOFA establishes funding criteria and provides incentives for the creation of housing types and amenities to meet County priorities
- Implementing No Place Like Home; the State provides the Department with funding to acquire, design, construct, rehabilitate, or preserve permanent supportive housing for persons who are experiencing homelessness, chronic homelessness, or who are at risk of chronic homelessness, and who are in need of mental health services
- Assisting with business recovery and expansion and works in partnership with the Department of Economic Opportunity and the Department of Consumer and Business Affairs to launch and administer special programs to aid in the County's efforts (e.g., Chiquita Canyon Landfill Utility Relief Program)
- Administering the largest Urban County Community Development Block Grant Program in the nation; works with various stakeholders to assess local needs and identify funding priorities

DEPARTMENT VISITS

[FULL REPORT](#)

Medical Examiner

Dr. Odey C. Ukpo, Chief Medical Examiner

OCTOBER 24, 2024 (IN-PERSON VISIT)

Commissioners noted and/or were pleased to learn the following from the Department:

- The integration of CT scanners into autopsy settings has allowed the Department numerous advances in forensic pathology, including significant reductions in the time and expense of each autopsy. Other benefits include:
- Multiple national publications and presentations regarding the use of CT in the evaluation of lethal neck trauma
- Improving the quality of pathology findings, especially in homicides, drownings, and bone injuries
- Avoiding the need for autopsies not only due to religious objections but also in situations such as COVID-19 cases during the height of the pandemic, as well as in the handling of traffic accident fatalities

Commissioners also recognized quality and productivity improvements in the following areas:

- Hiring an Epidemiologist to identify emerging public health or safety issues—such as teen suicides and the opioid epidemic—and share relevant death data with partner agencies and the public
- Implementing the Workstation on Wheels (WOW), also a PIF project, in the examination rooms to view imaging studies, such as CT and x-rays to improve the turnaround time of a case allowing the Department to immediately complete a case after the examination; the reduction in time contributes to processing and completing more cases which enables the Department to meet the criteria for NAME accreditation
- Implementing the Informational Videos Project, another PIF project, intended to produce informational videos for grieving families with essential Department information in the County's top seven languages, as well as in American Sign Language

[FULL REPORT](#)

Mental Health

Dr. Lisa H. Wong, Director

JULY 24, 2024 (IN-PERSON VISIT)

Commissioners noted and/or were pleased to learn the following from the Department:

- In partnership with the Los Angeles County Office of Education, the Department launched the Community School Initiative (CSI). CSI is a school transformation strategy aimed at disrupting poverty and addressing longstanding inequities. The CSI Model is an evidence-based school improvement framework that recognizes the role of family and community as key stakeholders who can collaborate with educators to address external factors influencing student achievement, such as family circumstances, traumatic events (e.g., adverse childhood experiences), poverty, and health concerns, while incorporating cultural differences, and student engagement. CSI provides services at a high school in each of the 15 school districts
- In the aftermath of the COVID-19 pandemic and the protests of racial injustice and mental health challenges have come to the forefront. Unfortunately, stigma related to seeking help for mental health issues sometimes prevent people from seeking and receiving needed mental health services or treatment. In May 2023, the Department launched its inaugural “Take Action LA County” campaign. The month-long campaign is celebrated in May which is nationally recognized as Mental Health Awareness Month

Commissioners also recognized quality and productivity improvements in the following areas:

- Opening Peer Resource Centers (PRC) in various service areas in the County. The PRCs integrate high-quality, holistic care throughout the County’s mental health services. The Restorative Care Village on the Olive View Medical Center campus exemplifies this commitment to delivering integrative physical and emotional support and wellness. Led by peers with lived experiences, the PRCs offer a non-stigmatizing space where individuals receive timely and culturally responsive care

DEPARTMENT VISITS



[FULL REPORT](#)

Military and Veterans Affairs

James Zenner, Director

JULY 29, 2024 (IN-PERSON VISIT)

Commissioners noted and/or were pleased to learn the following from the Department:

- The Department's efforts to spearhead a multi-departmental collaboration to align services with the needs of justice-involved veterans. Several workshops by the Lived Experience Advisory Committee, justice-involved County departments, and community partners were conducted to identify gaps in services. The Department hosted a Veteran Women Summit which provided networking opportunities to connect with other women veterans, learn about resources, and identify needs and legislative advocacy

Commissioners also recognized quality and productivity improvements in the following areas:

- Integrating the services to veterans and their families by assuming the Southern California Grantmakers contract from the Department of Mental Health for the Veteran Peer Access Network program; effective October 1, 2024, the Department will take the lead on future collaboration and coordination with the State and federal Departments of Veteran Affairs
- Collaborating with the Homeless Initiative and the Los Angeles Homeless Services Authority to execute lease agreements with the landlords within five days of availability after the Department locates suitable housing for veterans
- Creating the Homeless Services Division to address, reduce, and end veteran homelessness in the County while enhancing the One-Team initiative with the Veterans Administration, city and community partners
- Implementing a distinct Human Resources and Finance section—the new structure ensures proper resource allocation and compliance with laws and regulations, and creating centralized units like Grants and Contracts to include dedicated staff that facilitate grant proposals

[FULL REPORT](#)

Public Defender

Ricardo D. Garcia, Public Defender

MAY 30, 2024 (IN-PERSON VISIT)

Commissioners noted and/or were pleased to learn the following from the Department:

- The launch of the Partners for Justice (PFJ) in July 2021. This project (funded by the Productivity Investment Fund) increases the Department's capacity to provide holistic representation and assist clients with the underlying needs or challenges driving their involvement in the legal system. There are currently 18 Client Advocates providing holistic, wrap-around support to stabilize clients, promote wellness, and reduce days of incarceration at six offices: Compton, Central, Downey, Pasadena, San Fernando, and Van Nuys. Over 2,300 clients received support in the past year. Advocates successfully met the case objectives for 70% of these clients
- The Department is working on the Rapid Diversion Program (RDP). RDP is a cooperative diversion program run by the Justice Care and Opportunities Department in collaboration with the Public Defender, City Attorney, District Attorney, Sheriff, Department of Mental Health, Exodus, Project 180, and Los Angeles Superior Court. Clinical staff are embedded directly in the courts to help identify and evaluate clients with mental health and substance use issues. Clients are linked and case managed to ensure they receive appropriate services including psychiatry, psychology, substance use, housing, family reunification assistance and job training. Over 6,000 clients have been screened with over 2,200 cases diverted, with 93% of graduates having no further contact with the criminal legal system

Commissioners also recognized quality and productivity improvements in the following areas:

- Partnering with the Department of Arts and Culture on the Innovative Office Space and Art Inspired by the criminal legal system; artwork by former justice involved individuals are featured at the Hall of Records

DEPARTMENT VISITS



FULL REPORT

Public Health

Dr. Barbara Ferrer, Director

JUNE 8, 2024 (VIRTUAL)

Commissioners noted and/or were pleased to learn the following from the Department:

- The Department's overdose prevention and response. The Department is the lead on the *Reaching the 95% (R95)* Board motion focused on broadening the availability of substance use related services, improving the identification of people with substance use problems, and widening the pipeline of referrals of people with substance use problems to treatment. The Student Wellbeing Center program also supports the *Confronting the Drug Overdose Epidemic* Board motion by implementing evidence-based, age-appropriate substance use curricula for students K-12 and their parents/guardians

Commissioners also recognized quality and productivity improvements in the following areas:

- Collaborating with County departments and the State to improve quality and productivity of services (e.g., Public Health divisions and programs serving the same populations have pooled resources and improved data sharing, thus improving performance measures for various health outcomes; convening planning workgroups to build consensus, buy-in, and ensure the relevance of new internal infrastructure to support effective community engagement, etc.)
- Partnering with the Department of Parks and Recreation to address safety in communities through programs like the *Los Angeles County Our SPOT* (Social Places and Opportunities for Teens) which provides recreational programs in a safe space at select county parks to teens in grades 7-12, and *Parks After Dark* programming to ensure safe park spaces by aligning with special events and activities promoting self-empowerment, skill-building, and self-care
- Piloting *Park Rx*—a Productivity Investment Fund project—which is a structured fitness program at local parks through an innovative physical activity collaboration with kinesiology students from local community colleges/universities to enhance the physical and emotional well-being of patients

[FULL REPORT](#)

Regional Planning

Amy Bodek, Director

MAY 16, 2024 (IN-PERSON VISIT)

Commissioners noted and/or were pleased to learn the following from the Department:

- The new governance model for the County's Electronic Permitting and Inspections Portal (EPIC-LA). The Department is the co-chair of a new governance model, and the EPIC-LA Executive Committee meets quarterly to review and respond to the Board's various requests related to permitting. In addition to the horizontal expansion to bring more County services under one permitting/licensing system, the Department is exploring artificial intelligence to optimize the process
- The Department's workplace modernization efforts. The Department consolidated all functions into a single floor (13th Floor) at the Hall of Records and moved to an open office format to allow permanent hybrid telework models. Combined with the Department's Strategic Plan goals to bring planning functions to the neighborhoods and field offices, its workplace modernization efforts strike the balance between in-person and remote work

Commissioners also recognized quality and productivity improvements in the following areas:

- Establishing the Los Angeles County Planning Drone Program – funded by the Productivity Investment Fund – with ten drones and ten pilots for zoning enforcement purposes; key achievements include collaborating with Parks and Recreation to provide drone imagery for fire damage assessment, and utilizing advanced drone mapping software in critical and emergency situations such as at the Chiquita Canyon Landfill
- Creating the Community-Oriented Operation Model; by reorganizing the Current Planning Division into a geography model, the Department consolidated counseling and permit processing under one supervisor. This model also allowed staff to specialize their planning knowledge with community-specific requirements and enhanced collaboration with other County Department staff assigned to the same geographies

DEPARTMENT VISITS

[FULL REPORT](#)

Sheriff

The Honorable Robert Luna, Sheriff

JUNE 11, 2024 (IN-PERSON VISIT)

Commissioners noted and/or were pleased to learn the following from the Department:

- The Department's efforts on the 30×30 Initiative. The 30×30 Initiative is a coalition of police leaders, researchers, and professional organizations who have joined together to advance the representation and experiences of women in policing agencies across the United States. The goal is to increase the representation of women in police recruit classes to 30% by 2030, and to ensure police policies and culture intentionally support the success of qualified women officers throughout their careers
- The Department's focus on employee health and wellness. The Department received a \$6.5 million Officer Wellness and Mental Health Grant. The hiring of three new psychologists enhances the Department's ability to coordinate multitiered responses and offer a private environment in which to conduct confidential psychological intervention for employees following major critical incidents. The Department is also in the process of funding a mobile wellness response vehicle, which will be deployed to expand provision of crisis response and wellness services throughout the County

Commissioners also recognized quality and productivity improvements in the following areas:

- Hiring a contractor to immediately ramp up its recruitment and hiring of deputy sheriff trainee applicants with a timely, efficient, and targeted recruitment marketing plan; currently, the Department has over 1,300 sworn and 1,600 professional staff vacancies
- Buying 20 new buses to replace aging and outdated fleet; approximately only 40% of the 82 buses are operable
- Improving employee health and wellness by expanding the Psychological Services Bureau which offers free counseling services to employees and their families; employee health and wellness is a top priority for the Department





37TH ANNUAL PRODUCTIVITY AND QUALITY AWARDS

OCTOBER 16, 2024

Commitment to Serving People and Solving Problems

LOS ANGELES COUNTY BOARD OF SUPERVISORS
CHIEF EXECUTIVE OFFICE
QUALITY AND PRODUCTIVITY COMMISSION



PRODUCTIVITY AND QUALITY AWARDS

The Quality and Productivity Commission is committed to promoting and sharing best practices in the County.

The Board of Supervisors, Chief Executive Office, and Quality and Productivity Commission hosted the 37th Annual Productivity and Quality Awards (PQA) ceremony on October 16, 2024. The Master of Ceremonies was Cher Calvin, KTLA 5, who kicked off the ceremony and welcomed everyone to the PQA. The awards program included appearances by Supervisors Lindsey P. Horvath, Chair (Third District), Hilda L. Solis (First District), Holly J. Mitchell (Second District), and Kathryn Barger (Fifth District), who all acknowledged County employees’ commitment to providing necessary, beneficial, and at times life-saving services to County residents.

Since 1987, the PQA program has honored thousands of achievements in service delivery and innovation which deserve our recognition. This year’s theme was “*Commitment to Serving People and Solving Problems.*”

The Commission received 98 applications from 34 County departments for projects that highlight the County’s continuing response to COVID-19, mental health crisis, youth employment, our aging population, critical healthcare, poverty alleviation, and use of technology and innovation to provide more efficient and effective services. These projects truly showcase the theme of “**Commitment to Serving People and Solving Problems**” through purpose, innovation, and creative vision for quality services to the most vulnerable and underserved populations and communities. Cumulatively, these 98 winning projects are estimated to generate over \$1.4 billion in financial benefits to the County.

In alignment with this year’s theme, the top three submissions took home the prestigious Gold, Silver, and Bronze Eagle Awards at the 37th Annual PQA ceremony held in-person at the Music Center, Dorothy Chandler Pavilion. These top winners included County programs that focused on youth at work, healthcare navigation programs for families, and helping families out of poverty through claiming tax credits.

2024 PQA SUMMARY		
NUMBER OF PROJECTS	PARTICIPATING DEPARTMENTS	TOTAL BENEFITS
98	34	\$1,383,990,042

MESSAGE FROM 2024 PQA AD HOC COMMITTEE CHAIR



“The PQA Awards celebrate collaboration, innovation and outstanding leadership in our County departments. Congratulations to all of the applicants, awardees and to our incredible QPC staff who always puts on a flawless recognition ceremony.”

JACKI BACHARACH

The Quality and Productivity Commission is committed to promoting innovation and sharing best practices in the County. An important part of this commitment is the annual Productivity and Quality Awards (PQA) program. Since 1987, the annual PQA has showcased County creativity, initiative, and resourcefulness. Past winners represent local and national models of excellence and represent the many ways departments are helping the most vulnerable residents and communities in the County.

The Commission’s 37th Annual PQA program—*Commitment to Serving People and Solving Problems*—was held on October 16, 2024. Each year, County departments submit their best projects to compete for the coveted Gold, Silver, and Bronze Eagle Awards! The Commission also honors Department Heads, Productivity Managers, and employees who play key roles in designing and implementing outstanding projects at the annual PQA ceremony.

The Commission received 98 entries across 34 departments, representing more than \$1.4 billion in estimated annual benefit to the County. The 2024 Top Ten winners represent innovative ways to empower some of our most important—and most vulnerable—populations: youth, low-income families, and those affected by mental health and COVID-19. These projects provided critical care and services during a most challenging time. Here are the winners:

2024 Top Ten Winners

1. The Neurocognitive Disorders Team – Gold Eagle Award Winner
2. Homeless Outreach and Mobile Engagement (HOME) – Silver Eagle Award Winner
3. Paving a Bright Future for Nursing – Bronze Eagle Award Winner
4. LA vs Hate, Addressing Bias & Hate
5. Safer@Home
6. Diaper & Hygiene Kits: Supporting Families in Need
7. Mental Health Housing Court & Diversion Program
8. Reducing Barriers to Attain Child Care for All
9. Student Wellbeing Centers: Services Right On Site!
10. DYD Credible Messenger Mentorship Pilot

2024 Commission Special Awards

1. Changemaker Award – “We Are Still Here,” A Report on Harms
2. Community Equity and Inclusion Award – The ABC’s of Gender Health - Affirming Better Care
3. County Image Enhancement Award – Safer@Home
4. Customer Service Award – “EPIC LA”: An Extraordinary Journey
5. Mega Million Dollar Award – Lead Free Homes LA: Paint Remediation Revolution
6. Outstanding Teamwork Award – Saving Lives Through Hands-Only CPR
7. Performance Measurement Award – Rabid Guard
8. Process Improvement Award – Strengthening Child Assessment Partnerships
9. Commissioners’ Legacy Award – Breaking Down Language Barriers with a HIT



JACKI BACHARACH

CHAIR, PRODUCTIVITY AND QUALITY AWARDS
AD HOC COMMITTEE

Commitment to Serving People and Solving Problems

GRAND EAGLE AWARD WINNERS

The Commission's top three awards, the "Gold," "Silver," and "Bronze" Eagle Awards, are selected from the Top Ten winners. Selection criteria include innovation, transferability, collaborations, service enhancement, cost savings, cost avoidance or revenue generation. These best practices serve as examples of creative solutions to universal problems.



GRAND EAGLE AWARD WINNERS

Gold Eagle Award Winner

THE NEUROCOGNITIVE DISORDERS TEAM

Public Defender with Probation, Southern California Health & Rehabilitation Program,
South Central Los Angeles Regional Center, UCLA-Social Justice in Criminal Neuropsychology,
and Clinical Psychology Department at The Chicago School, Los Angeles

Since its inception in November of 2021, the Neurocognitive Disorders Team (NDT) has reimagined how the Public Defender (PD) represents clients who have cognitive disorders such as Developmental Disabilities that start earlier in life, including Intellectual Disability and Autism, or acquired conditions that frequently occur later in life, such as brain injuries, and dementias. These clients often have unique needs, go unidentified, and are not successful without appropriate treatment and supports.

The Neurocognitive Disorders Team (NDT) brings best practices to the legal representation of justice-involved adults who are suspected of having cognitive disorders. Individuals with these conditions are vastly overrepresented within the criminal legal system but often slip through unnoticed with devastating consequences since these individuals are prone to making repeated mistakes when not offered the necessary supports. NDT is built on three foundational goals – to improve PD advocacy for impacted individuals, to increase awareness and a better understanding of client needs, and to enhance justice partner connections to treatment providers, which has historically been overlooked. Through compassionate and skillful engagement, NDT assists clients with unique needs who would otherwise be unidentified and provides linkage to appropriate and effective services.

In collaboration with qualified treatment providers, NDT successfully advocates for sentencing alternatives that result in better client and community outcomes. Illustrating the life-changing effect of combining technological advances with diligent legal work, an NDT client's success was documented in the short film "Forgiving Johnny." The NDT won the statewide California Public Defender Association "2023 Defender Program of The Year Award."



GRAND EAGLE AWARD WINNERS

Silver Eagle Award Winner

HOMELESS OUTREACH AND MOBILE ENGAGEMENT (HOME) Mental Health

As the homeless numbers in Los Angeles County continued to rise between 2014-2019, it had become increasingly evident that a coordinated approach to care was needed. As part of Measure H implementation, a countywide outreach strategy emerged to support transitions from unsheltered homelessness in a strategic manner.

The DMH Homeless Outreach & Mobile Engagement (HOME) program provides street-based engagement & treatment for individuals experiencing homelessness with severe mental illness and profound functional impairment. Individuals served by HOME are gravely disabled, chronically impaired and have a history of multiple treatment and housing failures across multiple social and medical service entities. HOME combines human connection, relentless engagement and the creativity of skilled clinicians and paraprofessionals to support individuals with complex mental health, health, substance abuse and other social support needs. The program was created in response to a growing demand for specialized services to individuals experiencing homelessness that went beyond connection to traditional outpatient treatment and/or even intensive field services.

From Fiscal Year 2022 to 2024 (year-to-date), HOME has served 5,400 unique clients. Between Calendar Year 2022 and 2024 (year-to-date), they have engaged in 465 psychiatric crisis interventions; facilitated 142 conservatorships; 488 placements in interim housing; and 392 transitions to permanent housing.



GRAND EAGLE AWARD WINNERS

Bronze Eagle Award Winner

PAVING A BRIGHT FUTURE FOR NURSING

Health Services (LA General Medical Center Nursing Education and Human Resources)
with Human Resources

Prior to the COVID-19 pandemic, newly graduated RNs frequently faced challenges in adapting the academic context to the demanding and intense clinical environment. The challenges encompassed adjusting to complex patient care circumstances, making timely and appropriate clinical decisions, and accepting substantial levels of responsibility. The COVID-19 pandemic significantly disrupted conventional nursing education, resulting in significant gaps in clinical training opportunities for both nursing students and recently licensed RNs.

In October 2022, the Nursing Education Department for Professional Development (NED) implemented the very first Nurse Residency Program (NRP), a six-month program designed to prepare new graduate RNs with less than 12 months of acute care clinical experience. NRP aims to equip novice RNs with the knowledge, skill, and hands-on experiences required to transition confidently from nursing students to competent nurses. The program incorporates in-person classroom, didactic training, skills and specialty training, clinical preceptorship, professional development workshops, including mentorship and initiating a performance improvement project.

The program has shown significant outcomes, including increased confidence and satisfaction among nurse residents, improved retention rates, and enhanced clinical, organizational, and leadership skills, and improved patient care and outcomes.



TOP TEN AWARD WINNERS

Top Ten Award Winner

LA VS HATE, ADDRESSING BIAS & HATE

Executive Office of the Board of Supervisors (Human Relations Commission)
211 LA, Special Service for Groups, Inc., and TaskForce

In February 2018, UCLA published a study that found school administrators were reporting an alarming increase in bullying with rates estimated at +11%. While law enforcement studies note that hate crimes are one of the most under-reported of crimes, research also notes that hate crimes are the most difficult to measure the true impact on demonizing others. In addition, there is no reporting mechanism anywhere for victims of hate to report hate crimes, hate acts, and bullying.

LA vs Hate is a community-driven system that was implemented to address hate violence, bullying, and the prevention and response to this violence. Since its launch, LA vs Hate represented the first hate reporting line, developed a case management system with 211LA, and integrated a network of agencies to respond to hate acts. LA vs Hate art has been used in hundreds of consumer posters, bus shelter ads, lifeguard stations, park sites, and libraries' kiosks. It has been responsible for policy changes, such as a partnership with the California Civil Rights Department's Guidance for landlords, Homeowner Associations, or property management firms, to effectively address hate acts happening in residences, or development of a video training for law enforcement to address the severe under-reporting of hate acts/ crimes which has led to state law requiring reporting of hate acts. LA vs Hate launched eight school Dream Resource Centers to address bullying.

Now, a model for other counties, it has substantially served over 50,469 County residents with effective services and has developed an interactive arts-led messaging campaign reporting 2 billion views and shares.



TOP TEN AWARD WINNERS

Top Ten Award Winner

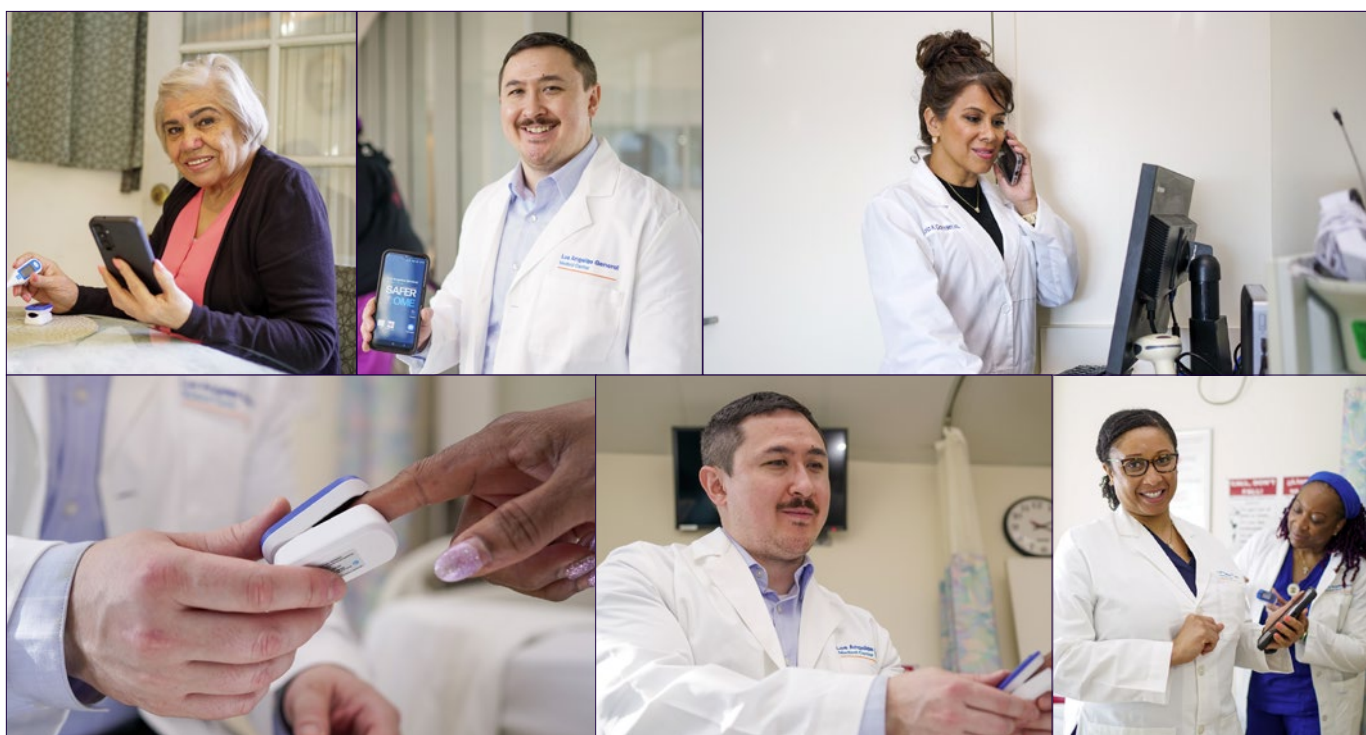
SAFER@HOME

Health Services (LA General Medical Center, Harbor-UCLA Medical Center, and Rancho Los Amigos National Rehabilitation Center), and CalOx

Hospitalizations can be disruptive and harmful for patients, however innovations in practice suggest there is no longer a need to hospitalize patients like before. Other systems have invested in “hospital-at-home” models that rely on in-home visits by nurses and doctors. These models are resource-intensive and untenable for systems with limited staffing and large service areas like the County Department of Health Services.

LA County Central Medical Center developed a new model of home-based care called Safer@Home (S@H). S@H provides virtual home care in lieu of hospitalization for a growing number of acute care conditions. In contrast to other “hospital-at-home” models, S@H does not deploy staff for in-home visits. Instead, S@H leverages remote device technology, a reliable roundtrip transportation process, advances in clinical practice, and an expert team to provide concierge-level, virtual home care, with bring-back visits only as needed.

In its first year, S@H enabled 876 patients to avoid 3,505 days in the hospital (avg. 4 hospital days saved/patient), generating capacity for other patients who truly required hospital-based care, improving overcrowding in the Emergency Department and hospital. When compared to eligible patients not enrolled in S@H, no significant differences were observed in all-cause mortality or 30-day hospital readmissions. S@H was implemented with no new staff or capital investments, and it achieved a net savings of \$6.23M in just its first year. S@H has received local, national, and international recognition for its innovation and effectiveness.



TOP TEN AWARD WINNERS

Top Ten Award Winner

DIAPER & HYGIENE KITS: SUPPORTING FAMILIES IN NEED

LA County Library with First Supervisorial District and Chief Executive Office

During the pandemic, LA County saw parents and caregivers unable to purchase diapers for their children. While supply is now adequate, rising costs are problematic. According to the Center for Economic and Policy Research, even prior to inflation, low-income families were spending roughly \$1,000 a year on diapers, or around 14% of their after-tax income. Period poverty—or inadequate access to menstrual hygiene tools and education—is also a struggle in LA County. Costly menstrual products create a disproportionate financial burden for those who menstruate.

The LA County Library in partnership with the Chief Executive Office and First Supervisorial District created a pilot program to distribute free diapers, baby wipes, and menstrual hygiene products at five high-need libraries. Funded by Los Angeles-based nonprofit, Baby2Baby, who provided the supplies, the program was designed to support families disproportionately affected by the pandemic and rising costs. The Diaper and Hygiene Kit Program aims to alleviate the financial strain caused by the recurring expense of diapers and menstrual hygiene products, which can amount to hundreds or even thousands of dollars annually, by providing free care items in libraries, a safe and trusted place where parents, caregivers, children, young people, and those experiencing homelessness frequently visit. Since October 2022, participating libraries have distributed 4,137 kits containing diapers and wipes, plus 11,355 pads, and 4,224 tampons. By removing the barrier to health and well-being and ensuring families have access to necessary products, the Diaper and Hygiene Kit Program helps families break the cycle of poverty.



TOP TEN AWARD WINNERS

Top Ten Award Winner

MENTAL HEALTH HOUSING COURT & DIVERSION PROGRAM

Probation with District Attorney, Health Services (Office of Diversion and Re-Entry),
Los Angeles County Superior Court, and Public Defender

A primary challenge in Los Angeles County is the rapid growth of the mentally ill/transient population in County jail. Jail reform has increased a need for housing and mental health treatment. An estimated 20 to 25 percent of the U.S. homeless population suffers from severe mental illness, compared to 6 percent of the public. This group often needs intensive, specialized, coordinated care to exit homelessness and incarceration.

Mental Health Housing Court Program is a supervision program for adult mentally ill/homeless clients who receive housing and mental health treatment upon release from county jail. The Mental Health Housing Court Program (MHHC) is an innovative intensive supervision program that requires Deputy Probation Officers (DPOs) to supervise their clients in a community setting. MHHC DPOs are required to conduct a home visit within 48 hours of the client's release from county jail. The MHHC DPO visits their client at least two (2) times a month at either the client's home or housing program location. The goal of MHHC program is to meet the department's expectations of providing support and guidance to a very high-risk population by collaborating with the housing case managers and treatment providers, such as Intensive Care Management Services (ICMS) and the Full-Service Partnership (FSP) to ensure clients are following their treatment plan and goals.

The MHHC program is clearly making a difference by providing supervision and support to over 4,836 clients. Currently, there are over 1,378 MHHC clients in permanent housing.



TOP TEN AWARD WINNERS

Top Ten Award Winner

REDUCING BARRIERS TO ATTAIN CHILD CARE FOR ALL

Public Health with Fire, Public Works, Regional Planning, California Department of Social Services, Community Care Licensing Division, Conrad N. Hilton Foundation, and Public Counsel

Los Angeles County is home to more than 484,000 infants and toddlers, but the County's early care and education infrastructure is extremely limited and has capacity to serve only four percent of children under 24 months through licensed centers and family childcare homes. The insufficient supply of early care and education spaces has become a crucial economic issue across all sectors and is particularly impacting the participation of women in the workforce.

The Child Care for All Initiative supports early childhood educators increase infant/toddler child care capacity in Los Angeles County. Child Care for All will have enrolled an additional 520 infants and toddlers in early care and education programs with an estimated \$100,000 in cost avoidance. A notable success from this project was the bridging of different sectors that, prior to this project, were unlikely to collaborate or interact with each other. The dedication of our partners to support Los Angeles County's vulnerable populations, learn from one another, and co-design a system that is accessible, user-friendly, and efficient for early care and education providers yielded extraordinary results, including 740 early educators participating in capacity building trainings, the launch of an LAC facility development fee waiver program, and improved access to infant and toddler child care programs.



TOP TEN AWARD WINNERS

Top Ten Award Winner

STUDENT WELLBEING CENTERS: SERVICES RIGHT ON SITE!

Public Health with LA County Office of Education, Azusa, Bassett, Los Angeles, Lynwood, Norwalk-La Mirada, and Rowland Unified School Districts; Bell, Chatsworth Charter, Alexander Hamilton, Augustus Hawkins, Lynwood, Maywood Academy, Panorama, University Charter, and Pasadena High Schools; Roybal Learning Center, Contreras Learning Complex, Cortines School of Visual and Performing Arts, Torres Renaissance Academy, The Palmdale Aerospace Academy, and Planned Parenthood Los Angeles

Accessing preventive healthcare and achieving educational milestones are crucial indicators for a community's long-term well-being. LAC youth face obstacles in both areas; those in grades 9-12, who are more prone to engage in unhealthy behaviors, often lack preventive healthcare.

Since 2019, Public Health's Student Wellbeing Centers (WBCs) have partnered with Planned Parenthood Los Angeles (PPLA), the LAC Office of Education, and school districts to provide clinical services, safe spaces, and health education at 39 high schools, with 13 sites offering behavioral health services. WBCs offer comprehensive, accessible healthcare services and provide youth-friendly spaces that teach students about protective practices, and promote well-being, youth leadership, and safe sexual health resulting in an estimated \$343.5 million cost benefit. In the 2023-24 school year, WBCs made 778 referrals for sexual health services, 233 referrals for mental health services, engaged 64,663 students, taught 1,810 classes, and trained 372 youth leaders. Through the PPLA partnership, barriers to healthcare were reduced, as evident through providing 5,904 preventive healthcare visits & sexual health services, and responding to over 22,000 calls on the Infoline. Furthermore, since 2022, PPLA has provided 1,618 on-site behavioral health interventions to students. The partnership fosters holistic student health and wellbeing and empowers youth to make informed decisions about their health.



TOP TEN AWARD WINNERS

Top Ten Award Winner

DYD CREDIBLE MESSENGER MENTORSHIP PILOT

Youth Development with Anti-Recidivism Coalition, Healing Dialogue and Action,
and Young Women's Freedom Center

The Credible Messenger Mentorship Pilot program was launched in March of 2023, serves about 200 youth per quarter. In response to the closure of the state youth system and realignment of Department of Juvenile Justice (DJJ) youth back to their respective counties, in September 2021 the LA County Board of Supervisor's directed the Youth Development and Diversion (YDD) Division (previously a division within the Department of Health Services, now a stand-alone department—DYD), to develop a plan to implement a Credible Messenger mentorship program to serve these youth.

The Credible Messenger (CM) Mentorship Program addresses the needs of youth incarcerated in LA County's juvenile hall and camps by providing culturally relevant support through transformative mentorship. The CM program connects youth with trusted and culturally relevant mentors, or "Credible Messengers," who have navigated their own lived experience within the juvenile or adult carceral systems. The program uses a co-staffing approach—the first of its kind in LA County—in which the CMs are present in Probation facilities full-time throughout the day. The presence of CMs in facilities provides youth with a consistent positive and relatable adult relationship to support them in navigating day-to-day successes, challenges, and healing, as well as aid in preventing future system involvement. CMs are trained in conflict intervention and de-escalation, restorative practices, and developmentally appropriate youth engagement. Additionally, the program aims to support culture change within Probation facilities, reducing harm in facilities by creating a climate and relationships that are more holistically supportive of young people.



COMMISSION SPECIAL AWARDS

Special Award Winner *Changemaker Award*

"WE ARE STILL HERE," A REPORT ON HARMS

Arts and Culture with First Supervisorial District

Settler colonization has resulted in fraught relationships between the government, Tribes, and Native Peoples. In recent years, the County of Los Angeles has been active in both uplifting the true histories of what is now known as Los Angeles County and in prioritizing equity for its communities.

A landmark Harms Report was developed with culturally sensitivity, community engagement, strategic creativity of photography and design, and authenticity—to uplift the voices of local Tribes to inform Countywide efforts including its first Land Acknowledgment and ongoing work of acknowledging and engaging with Tribal and Native American communities. Over a nine-month period in 2022, the Los Angeles City/County Native American Indian Commission, in partnership with the Chief Sustainability Office and the Department of Arts and Culture, met with designated representatives from five local Tribes. A culminating report entitled “We Are Still Here,” A Report on Past, Present, and Ongoing Harms Against Local Tribes includes an accounting of the history of the First Peoples of the region. The report reflects the thoughts, wishes, needs, and recommendations of representatives from the Fernandeno Tataviam Band of Mission Indians, Gabrieleno/Tongva San Gabriel Band of Mission Indians, Gabrielino Tongva Indians of California Tribal Council, San Fernando Band of Mission Indians, and San Manuel Band of Mission Indians.



COMMISSION SPECIAL AWARDS

Special Award Winner Commissioners' Legacy Award

BREAKING DOWN LANGUAGE BARRIERS WITH A HIT

Public Health with Little Tokyo Service Center, Thai Community Development Center, Asian Pacific Islander Forward Movement, South Asian Network, Access to Prevention Advocacy Intervention & Treatment, Pals for Health, Greater Los Angeles Agency on Deafness, African Coalition, Southern California Pacific Islander Community Response Team, and So'oh-Shinálí Sister Project

Language access is critical to Public Health's mission of reaching all communities, including the 54.8% of LA County residents who speak a language other than English at home, and 30% of households that are linguistically isolated. The Center for Health Equity Language Justice Unit created the Hub for Interpretation and Translation (HIT) system, a central digital platform where DPH program offices can request document translation or interpretation to facilitate timely, quality-and cost- controlled language services.

HIT consolidates multiple processes across the department that had resulted in inconsistent and high-cost delivery of language-access services. With a centralized platform and protocol, the HIT system can process a high volume of requests to a combination of 11 in-house language translators and multiple external vendors. It enhances the monitoring of quality, manages per-request costs, and carries the potential for expanding the scope and scale of sustainable ongoing language services.

Since its launch in June 2023, HIT has processed 523 translation requests for 2,449 documents in 21 languages and 60 interpretation requests. HIT has reduced translation time by 5.75 days and costs by 90%, or \$1,000+ per request.



COMMISSION SPECIAL AWARDS

Special Award Winner *Community Equity and Inclusion Award*

THE ABC'S OF GENDER HEALTH - AFFIRMING BETTER CARE

Health Services (Administration) with First Supervisorial District, Children and Family Services, Mental Health, and Public Health

Due to social marginalization, transgender, gender nonconforming and intersex (TGI) people are at elevated risk for experiencing violence, trauma, discrimination, harassment, housing instability, unemployment, poverty, and lack of inclusion in public services. Large nation-wide surveys have indicated that transgender adults are more than twice as likely as cisgender adults to avoid seeking needed health care due to fear of mistreatment.

The DHS Gender Health Program (GHP) has built safe access to high-quality gender affirming medical services for DHS transgender, gender non-conforming and intersex (TGI) patients, a population which is underserved by health care systems. In particular, the GHP serves groups uniquely vulnerable to the impact of social discrimination, trauma and family rejection-including DCFS/child welfare involved youth, those who are unhoused, and people who are currently or formerly incarcerated. Through collaborative work across County Departments, the GHP has addressed limited access to best-practice gender affirming medical services, lack of care coordination, historic precedent and culture which harms the relationship between County and TGI community, and gaps in the electronic health record (EHR) which prevent recording of correct name, pronouns, and gender.

Over the last 3 years, the GHP has served more than 500 TGI individuals; enhancing access to expanded, high-quality gender affirming medical services, and establishing meaningful linkages across Departments and within the community. This has been accomplished through improved collaboration and coordination and without any new costs to participating Departments.



COMMISSION SPECIAL AWARDS

Special Award Winner *County Image Enhancement Award*

SAFER@HOME Health Services (LA General Medical Center)

Hospitalizations can be disruptive and harmful for patients, but innovations in practice suggest we no longer need to hospitalize many patients like we used to. More out-of-hospital care can also improve access at overcrowded hospitals, by opening beds for the sickest patients who need them most.

Safer@Home (S@H), provides virtual home care in lieu of hospitalization for a growing number of acute care conditions. In contrast to other “hospital-at-home” models, S@H does not deploy staff for in-home visits. Instead, S@H leverages remote device technology, a reliable roundtrip transportation process, advances in clinical practice, and an expert team to provide concierge-level, virtual home care, with bring-back visits only as needed. In its first year, S@H enabled 876 patients to avoid 3505 days in the hospital (avg. 4 hospital days saved/patient), generating capacity for other patients who truly required hospital-based care, improving overcrowding in the ED and hospital. When compared to eligible patients not enrolled in S@H, no significant differences were observed in all-cause mortality or 30-day hospital readmissions. No patients died outside of the hospital. S@H was implemented with no new staff or capital investments, and it achieved a net savings of \$6.23M in just its first year. S@H has received local, national, and international recognition for its innovation and effectiveness.



COMMISSION SPECIAL AWARDS

Special Award Winner *Customer Service Award*

“EPIC-LA”: AN EXTRAORDINARY JOURNEY

Regional Planning with Chief Executive Office, Fire, Parks and Recreation, Public Health,
and Public Works

As the largest County in California and the nation, it is easy to imagine how complicated land development is in LA County. Building a home or opening a business means filing multiple permits with different Departments at various offices across LA County. And when Departments work in silos, the applicant ends up responsible for passing messages and sharing updates with everyone involved.

The LA County Electronic Permitting and Inspections (EPIC-LA) system has transformed how land development Departments collaborate and serve the public. EPIC-LA is the enterprise system used by Regional Planning, Public Works, Fire, Parks, and Public Health to accept applications and fees, internally consult, and share information, and issue approvals and generate reports for State requirements and the general public. During the pandemic, EPIC-LA provided key services without interruption, such as permits for temporary outdoor businesses.

Through a customer-centric service model that supports development as a single line of business, now with more than 1,200 County staff as users and County investments exceeding \$31M, EPIC-LA reflects the ongoing commitment and follow-through of County leaders to provide a seamless experience through a collaborative government to create vibrant, resilient communities and effectively implement technology to meet constituents' needs.



COMMISSION SPECIAL AWARDS

Special Award Winner *Mega Million Dollar Award*

LEAD FREE HOMES LA: PAINT REMEDIATION REVOLUTION

Public Health with Los Angeles County Development Authority

Lead is a toxin and causes irreversible biological and neurological damage associated with cognitive and behavioral impairment. The vast majority of housing in Los Angeles County was built before 1978 and contained lead paint. Lead poisoning is completely preventable, and elimination of lead paint hazards, the primary source of lead poisoning in children, is vital to the health of future generations of Angelenos. As such, it is critical to remove lead paint hazards from homes where young children live before they are needlessly exposed to a toxin that could result in a lifetime of negative health impacts.

The Department of Public Health (DPH), in collaboration with the Los Angeles County Development Authority (LACDA), created the Lead Free Homes Los Angeles (LFHLA) program, a transformative Countywide program offering no-cost lead-based paint hazard testing and remediation for pre-1951 residential housing, prioritizing families with children who are already lead-burdened, households with children under age six, and pregnant women in communities with a high prevalence of poverty and considered to have environmental burden.

To date, LFHLA has provided education and lead remediation services to over 750 properties to reduce lead exposure in children, families, and future generations. This settlement has provided unprecedented funding to combat the longest-lasting public health epidemic in California history by allowing LAC and nine other local public entities across the state to perform residential lead-based paint hazard remediation to protect thousands of children from future lead poisoning. Efforts yielded an impressive estimated annual cost benefit of \$176.5 million.



COMMISSION SPECIAL AWARDS

Special Award Winner Outstanding Teamwork Award

SAVING LIVES THROUGH HANDS-ONLY CPR

Public Health with Beaches and Harbors, Chief Executive Office, Child Support Services, Children and Family Services, County Counsel, Fire, Health Services, Internal Services Department, Parks and Recreation, Public Social Services, Public Works, Registrar-Recorder/County Clerk, Sheriff's Department, Treasurer and Tax Collector, American Red Cross, University of Southern California, LA County Office of Education, LA City Fire, and American Heart Association

Heart disease is the leading cause of death in Los Angeles County, with one person dying every 33 seconds from this condition according to the Centers for Disease Control and Prevention (CDC). Each year, more than 350,000 cardiac arrests occur in settings outside of hospitals, with over 70% occurring at home and 16.3% in public settings. Although research shows that individuals who receive Cardiopulmonary Resuscitation (CPR) before an ambulance arrives are 2-3 times more likely to survive, only 40% receive CPR on average. Hands-only CPR focuses on the first few minutes following a cardiac arrest. Chest compressions move oxygen through the body to keep the brain and other vital organs alive, which buys time until an ambulance or other emergency help arrives.

Committed to addressing these gaps, the Department of Public Health (DPH) launched the Heart Heroes campaign in January 2023. This initiative set an ambitious goal to train 500,000 residents and workers in Los Angeles County in hands-only CPR. In just 1 year, 506,332 Los Angeles County residents and workers were trained in hands-only CPR with the support of over 120 collaborating partners, including 16 County departments/agencies, including 1,809 trainings in HPI+ communities.

The program potentially yielding an estimated annual hospitalization cost savings of \$36,940,167. The campaign's outreach and training efforts have been widespread and inclusive, demonstrating a remarkable achievement in public health education and emergency preparedness.



COMMISSION SPECIAL AWARDS

Special Award Winner *Performance Measurement Award*

RABID GUARD

Internal Services Department with Animal Care and Control

During the height of the COVID-19 pandemic, there was a surge in pet adoptions, leading to increased demand for rabies vaccinations. This created significant pressure with a shortage of staff to the Department of Animal Care and Control (DACC) to process the rabies certification.

The Los Angeles County Internal Services Department's Robotic Process Automation (RPA) team collaborated with DACC, to develop a software robot, or "bot" for DACC that can learn and mimic human's activities, and process and complete the rules-based rabies certification forms automatically without any human intervention. This innovation has significantly reduced data entry time from eight minutes per record to mere seconds, enabling DACC to process thousands of records with greater accuracy and speed. The RPA bot is highly efficient and effective compared to manual entry and is equipped with features for handling exceptions and errors to process forms with varying formats and content from different vets and animal clinics. This eases the workload for the animal care staff, streamlines the processes, and improves overall productivity.

This project offers substantial time savings for the department, totaling 1,428 hours per year. (Based on processing around 10,000 certifications per year with the manual data entry process averaging 5-10 minutes per certification).



COMMISSION SPECIAL AWARDS

Special Award Winner *Process Improvement Award*

STRENGTHENING CHILD ASSESSMENT PARTNERSHIPS

Children and Family Services

Signed into law in February 2018, the Family First Prevention Services Act (FFPSA) Part IV is a landmark legislation that allows Federal dollars (Title IV-E funds) to be used to reimburse child welfare agencies for congregate care placements. If requirements are not satisfied, child welfare agencies may lose or significantly restrict their eligibility for Federal Financial Participation (FFP) to fund these placements for children and youth.

The Family First Prevention Services Act (FFPSA) Part IV C.A.R.E. (Comprehensive Automation for Referral Efficiency) project revolutionized tracking and monitoring of Qualified Individual (QI) Assessment referrals and Short-term Residential Therapeutic Program (STRTP) court approval requests in the Department of Children and Family Services (DCFS). By automating manual processes, the project enhanced operations, reducing administrative workload for social workers, care liaisons, and dependency court staff by over 50%. The transformation ensured 80% of QI Assessments were completed within required timeframes, improving timeliness and appropriateness of placements for children in foster care.

The project maximized Federal funding drawdowns by 20%, allowing DCFS to reallocate local funds to other essential services. Real-time data sharing with the Department of Mental Health (DMH) streamlined communication, improving service delivery. C.A.R.E. exemplifies innovation and collaboration, aligning with the County's strategic goals of strengthening internal controls, maximizing revenue, and improving the administration of critical programs. The initiative exceeds compliance requirements, setting a new standard for excellence in child welfare services.



SPECIAL MERIT PLAQUE WINNERS

Special Merit Plaque Winners

Distinguishes meritorious accomplishment of special projects or programs that successfully fulfill departmental and County objectives

Empowering Youth: Paper Checks to Prepaid Card

Auditor-Controller with Children and Family Services, Internal Services Department, and Treasurer & Tax Collector

Regional Center Empowerment

Children and Family Services

Ain't Easy Being Wheezy: Improving Asthma Care

Health Services (Edward R. Roybal Comprehensive Health Center)

Access Granted: Optimizing Speciality Care Delivery

Health Services (Administration)

Citizenship in a Bag: Empowering New Americans

LA County Library with First Supervisorial District

Holistic Opportunities for People to Excel (HOPE)

Public Defender

Rapid Diversion Program

Justice Care and Opportunities with District Attorney, Mental Health, and Public Defender

Empowering Communities: From Data to Action

Public Health with LA County Office of Education, Helpline Youth Counseling, AADAP, Inc., Avalon-Carver Community Center (Prevention), Cambodian Association of America, Change Lanes Youth Support Services, Child & Family Center, Children's Hospital Los Angeles, Day One, Prototypes Youth Prevention Department, Institute for Public Strategies, Korean American Family Services, Koreatown Youth and Community Center, National Council on Alcoholism and Drug Dependence of East San Gabriel and Pomona Valley, Inc., National Council on Alcoholism and Drug Dependence of San Fernando Valley, Inc., Pacific Clinics, Parents Anonymous, Inc., People Coordinated Services of Southern California, Inc., Phoenix House of Los Angeles, Pueblo y Salud, Inc., San Fernando Valley Partnership, Inc., Social Model Recovery Systems, South Central Prevention Coalition, The Wall - Las Memorias, Watts Healthcare Corporation, Special Service for Groups, Inc., Tarzana Treatment Centers, Inc., and Community Coalition

Youth Overdose Prevention

Public Health with LA County Office of Education, Student Support Services

Youth Diversion & Development Program Model

Youth Development with District Attorney

TRADITIONAL PLAQUE WINNERS

Traditional Plaque Winners

Recognizes commendable achievements in public service

Time2Connect: A Family Time Tool

Children and Family Services

CA DASH (Cancer Diagnosis and Staging Help)

Health Services (Urgent Care/Complex Continuity Clinic/Transitions of Care)

Together We Screen

Health Services (LA General Medical Center - Primary Care)

Laptop & Hotspot Loans: Connecting the Community

LA County Library

Work Ready: Strengthening LA County's Jobseekers

LA County Library

Community Schools Initiative

Mental Health with
Los Angeles County Office of Education

Probation and Rams NFL Community Outreach

Probation

Partners for Justice, Partners for Success

Public Defender

Healthy YOUTH: Early Substance Use Interventions

Public Health with Azusa Pacific University School of Behavioral and Applied Sciences, Department of Psychology

Improving Food Security During the COVID-19 Crisis

Public Health with Antelope Valley Partners in Health, The Coalition for Humane Immigrant Rights, Chinatown Service Center, International Institute of Los Angeles, Maternal and Child Health Access, Meet Each Need with Dignity, Public Health Institute, South Asian Network, and Watts Labor Community Action Committee

Saving Pedestrian Lives "Step by Step"

Public Health with Public Works

Ladera Park Stormwater Improvements Project

Public Works with Parks and Recreation

Wellness Communities: Nourishing LA County

Public Health with Episcopal Diocese of Los Angeles-Seeds of Hope, Foodbank of Southern California, Los Angeles Regional Food Bank, and Social Justice Learning Institute

CERTIFICATES OF RECOGNITION

Certificates of Recognition

Pays tribute to those programs deserving honorable mention

APS Home Safe Collaboration with DHS ERC Program

Aging and Disabilities

Integrated Care Services (ICS) Program

Aging and Disabilities

LA County Aging & Disability Resource Connection

Aging and Disabilities

Senior Congregate Meal Site Reopening Initiative

Aging and Disabilities

Wiser Dining

Aging and Disabilities

COVID-19 Health and Wellness Program

Aging and Disabilities with Public Health

Illuminate LA

Arts and Culture with First Supervisorial District

Office of Immigrant Affairs Creative Strategist

Arts and Culture with First Supervisorial District and Consumer and Business Affairs

Examining Homeownership-Assessor's Data Program

Assessor

Helping in Times of Need: DOPO

Assessor

Sharing the Message

Assessor

Disaster Service Workers (DSW) Dashboard

Beaches and Harbors

Mission: Paperless

Chief Executive Office

County Counsel Academy Writing Program

County Counsel

Office of the County Counsel's Hoteling Program

County Counsel

Caring For Our People: From DMV To Caring For Me

Health Services

CERTIFICATES OF RECOGNITION

Certificates of Recognition (Continued)

Unifying Mobility: Introducing a Common Language

Health Services (7C Medical Surgical Unit)

Improving Outpatient GI Endoscopy Access

Health Services (High Desert Regional Health Center)

The NP Will See You Now: Curing Provider Shortages

Health Services (Administration)

SMART Tool to Improve Efficiency and Care Quality

Health Services (Administration)

Fill-On-Demand/Return-to-Stock Reduction

Health Services (El Monte Comprehensive Health Center Pharmacy)

Webforms for Return to Work

Health Services (LA General Medical Center-Information Systems, Application Development Team)

Breaking Barriers for Behavioral Health Equity

Health Services (LA General Medical Center Primary Care)

Language Access in Virtual Healthcare Program

Health Services (Office of Language Access and Inclusion)

The Next Day Clinic

Health Services (Olive-View-UCLA Medical Center Department of Medicine)

Increasing Nutrition Care Via ORCHID Group Visits

Health Services (Olive View-UCLA Medical Center)

Olive View Emergency Department Patient Flow Plan

Health Services (Olive View-UCLA Medical Center Emergency Medicine)

Tying Up Loose Ends: Improving PM330 Compliance

Health Services (Olive View-UCLA Medical Center - Quality Services)

Let's Mix It Up!

Health Services (Rancho Los Amigos National Rehabilitation Center)

The Roads Project

Health Services (Rancho Los Amigos National Rehabilitation Center)

Food Assessment Surveillance Tactic

Health Services (Twin Towers Correctional Facility - Correctional Health Services)

CERTIFICATES OF RECOGNITION

Certificates of Recognition *(Continued)*

Court Ordered Long-Acting Injectables

Health Services (Twin Towers Correctional Facility - Correctional Health Services) with Superior Court

DHS Abortion Safe Haven Project

Health Services (Women's Health Programs and Innovation)

AskHR - LA County's First HR Policy Repository

Human Resources

DHR Signature DIALOGUE Series

Human Resources

Rebrand and Expand! - County Benefits Enrollment

Human Resources with Chief Executive Office

Emergency Hiring to Address the Homeless Crisis

Human Resources with Chief Executive Office and County Counsel

Operations Key Performance Indicator Dashboard

Internal Services Department

Justice Care & Opportunities Dept Incubation Acad.

Justice Care and Opportunities

Capacity Building with Cultural Communities

Mental Health

LA CO Probation College Internship Program

Probation

Camps and Schools Program

Public Health

Mitigating COVID-19: A Unique Approach

Public Health

Nutritional Inspections for Title 15 Facilities

Public Health

Specialized Investigation Team (SIT)

Public Health

Bird Flu Surveillance: One Health in Action

Public Health with Animal Care and Control, Beaches and Harbors, Parks and Recreation, Burbank Animal Shelter, California Wildlife Center, City of Los Angeles Department of Recreation and Parks, International Bird Rescue, Santa Monica Animal Control, California Department of Fish and Wildlife Avian Investigations, Manhattan Beach Police Department Animal Control, and Long Beach Animal Care Services

CERTIFICATES OF RECOGNITION

Certificates of Recognition (Continued)

SUD-Capacity Building and Incentives

Public Health with California Institute for Behavioral Health Solutions

Expanding Access to Rapid HIV Services

Public Health with Health Services, Cicatelli Associates, Inc.,
City of Long Beach Health Department, and Tarzana Treatment Centers, Inc.

SUD Workforce Tuition Incentive Program (TIP)

Public Health with Tarzana Treatment Centers College

Public Works Community Profiles

Public Works

GIS for Equity HUB

Public Works with Chief Executive Office, Health Services,
Internal Services Department, Public Health, and Regional Planning

Story Map: A History Explorer

Regional Planning

HybridEdge Resource Retention and Training Solution

Registrar-Recorder/County Clerk

Improved VBM and BMD Ballot Tracking

Registrar-Recorder/County Clerk

Information Technology Enterprise Command Center

Registrar-Recorder/County Clerk

Online Candidate Statements Web Portal Program

Registrar-Recorder/County Clerk

Making the Case for Case Management

Treasurer and Tax Collector

Commission Chair Leadership Award Recipients *(past five years)*

DEPARTMENT HEADS

Skye Patrick
Los Angeles County Library – 2024

Marcia Mayeda
Department of Animal Care and Control – 2023

Dr. Christina Ghaly
Department of Health Services – 2022

Dr. Barbara Ferrer
Department of Public Health – 2021

Sachi A. Hamai
Chief Executive Office – 2019

Lisa M. Garrett
Human Resources – 2019

PRODUCTIVITY MANAGERS

2024
Greg Melendez, Chief Information Office

2023
Inna Sarac, Los Angeles County Fire Department

2022
Keisha Belmaster, DHS-Harbor UCLA

2021
Arman Depanian, Children and Family Services

2019
Elizabeth Mendez, Parks and Recreation

**Note: The 2020 PQA was cancelled due to the COVID-19 pandemic.*



COMMISSION CHAIR LEADERSHIP AWARD

Skye Patrick

Library Director, LA County Library

Each year, the Commission recognizes a leader within the County. This individual is a Department Head who leads by example and carries out the mission and vision of their organization. This year's recipient is **Skye Patrick**, Library Director, LA County Library.

The Commission Chair Leadership Award goes to a Department Head who promotes innovation, efficiency, accountability, and integrity. This year's winner leads by example, and promotes innovation, technology, and efficiency with exemplary integrity in all aspects of the department.

Skye Patrick has served as Library Director of LA County Library since February 2016 and is its first African American Director.

As of 2023, the Library Director oversees Los Angeles County's 85 libraries, 1 institutional library, 4 Cultural Resource Centers, and a mobile fleet of MāK Mō maker mobiles and Bookmobiles which serve 3.5 million people, with an annual operating budget of over \$200 million.

In January 2019, Skye Patrick was named "Librarian of the Year" by the Library Journal. The Library also won the Library Journal 2019 Library of the Year award and 2018 Marketer of the Year award, in addition to being named a finalist for the Institute of Museum and Library Services National Medal in 2018 and 2019.

In October 2020, Skye Patrick accepted the Community Impact Award from Innovate@UCLA, part of UCLA's annual Executive Leadership Awards.

In 2023, LA County Library was selected as one of eight recipients of the 2023 National Medal for Museum and Library Service, the nation's highest honor given to museums and libraries that demonstrate excellence in service to their communities.

To read about the numerous programs and services implemented under Skye Patrick's leadership, please click [here](#).



“Thank you to the Quality and Productivity Commission and Chair William Parent for this incredible recognition.

This achievement would not be possible without the collective efforts of the LA County Library team.

Their unwavering dedication to enriching lives and bridging societal divides inspires me every day as a leader and a proud public servant for all our neighbors in Los Angeles County. It has been an honor leading the Library as a vital pillar in safeguarding inclusivity and the public’s right to knowledge, and increasing access to services and resources through valuable partnerships with our County family.”

SKYE PATRICK

PRODUCTIVITY MANAGER OF THE YEAR

Greg Melendez

Productivity Manager, Chief Executive Office - Chief Information Office

Selection of the “Productivity Manager of the Year” is based on participation in the Commission’s programs, promotion of quality and productivity with the individual’s department and across the County, and demonstrated leadership within the Productivity Managers’ Network (Network). The Commission selected Greg Melendez, Productivity Manager, Chief Executive Office - Chief Information Office, as the 2024 Productivity Manager of the Year.

Our honoree is a committed public servant who was first appointed as a Productivity Manager to the Commission 17 years ago. He has been with his current department since 2005 and shares his extensive experience in leadership, management, and technology strategy with various County departments. He provides business and technology consulting services, with a focus on innovation, strategy, and governance to improve County service delivery and business operations.

He has also served on the Productivity Investment Board Advisory Committee for 17 years, where he provided valuable feedback to his peers on their Productivity Investment Fund proposal(s). In addition, for the last year, he served as Co-Chair of the Productivity Investment Board Advisory Committee and has done an outstanding job in his role.



“Thank you for acknowledging my contributions to the Quality and Productivity Commission (QPC) with the 2024 Productivity Manager of the Year award. Collaborating with County managers at the QPC and serving on the QPC Productivity Investment Board Advisory Committee has been a rewarding experience that has allowed me to meaningfully contribute to efforts to improve the quality of services provided to the residents of the County. Receiving this award is a tremendous milestone in my County career.”

GREG MELENDEZ

MESSAGE FROM THE CHAIR OF THE PRODUCTIVITY MANAGERS' NETWORK

**“It is an honor
to serve as Chair
of the PMN and work
with the Commission
on its core mission
and programs.”**

HEIDI OLIVA



It is an honor and privilege to serve, once again, as Chair of the Productivity Managers' Network (PMN). I am also thankful for the opportunity to continue collaborating with my colleagues on the Executive Committee.

Through the PMN and Executive Committee, we successfully partner together to support the goals and objectives set forth by the Quality and Productivity Commission (QPC) to improve the quality of services provided to Los Angeles County residents and communities. 2024 presented continued opportunities for the QPC, departments, and Productivity Managers to promote and encourage innovation, productivity, and quality of services in alignment with the County's Strategic Plan and priorities set forth by the Board of Supervisors.

Those selected by their respective County department heads to serve as Productivity Managers are provided a tremendous opportunity for both personal and professional growth. The role of the Productivity Manager is multi-faceted, encompassing leadership, training, and supervisory capabilities. Through their activities with the PMN, managers play a pivotal role in coordinating the preparation of and submission of proposals for Productivity Investment Fund grants and loans along with Productivity Quality Award entries, planning department visits, and serving on various committees. For their commitment to excellence and support of the County's values of integrity, inclusivity, compassion, customer orientation, and equity – I express my heartfelt gratitude to my fellow Productivity Managers.

I am grateful to have been reelected Chair by the PMN along with the support provided to me by the Fire Department. I am also thankful for the opportunity to have worked in partnership with my Executive Committee colleagues below:

- Executive Advisors – Stephanie S. Maxberry (Economic Opportunity) and Jennifer Coultas (Child Support Services)
- 1st Vice Chair – Keisha Belmaster (Health Services (Harbor-UCLA))
- 2nd Vice-Chair – Arman Depanian (Children and Family Services)
- PQA Chair – Patricia Soltero Sanchez (Health Services - Rancho Los Amigos)
- Training and Education Chair – Connie Salgado-Sanchez (Health Services-Administration)
- Productivity Investment Board Advisory Committee – Arman Depanian (Children and Family Services) and Gregory Melendez (Chief Information Office)

I would like to take this opportunity to acknowledge the continuing support of the Commission, under the leadership of Commission Chair, William Parent, and Commission Liaisons to the Network, Commissioners E. Scott Palmer, and Derek Hsieh. Commissioners promote and encourage innovation, productivity, quality of services, and efficiencies, and shape major milestones across Los Angeles County.

I would be remiss if I also did not acknowledge and thank the Commission staff, Jackie Guevarra (Executive Director), Laura Perez (Program Manager), Tammy Johnson (Program Support), and Ruben Khosdikian (Program Support) who go above and beyond in coordinating the many activities and daily operations of the QPC. It is an absolute pleasure to work with them.

The PMN and Executive Committee look forward to lending their continued support to the QPC.



HEIDI OLIVA (LUNA)

CHAIR, PRODUCTIVITY MANAGERS' NETWORK
QUALITY AND PRODUCTIVITY COMMISSION

PRODUCTIVITY MANAGERS' NETWORK

The Productivity Managers' Network (Network) is made up of employees from each Board of Supervisor's Office and County departments who are appointed as Productivity Managers by the Board of Supervisors or Department Heads. The Network is led by an Executive Committee composed of a Chair or Co-Chairs, Vice-Chairs, and Committee Chairs. The Executive Committee is elected by the membership. Members serve voluntarily on the following committees: Productivity and Quality Awards, Leadership Conference, Productivity Investment Fund Advisory Committee, Strategic Learning Report, Department Visit, Executive Committee, and Education and Training.

2024 EXECUTIVE COMMITTEE



HEIDI OLIVA
CHAIR
FIRE



KEISHA BELMASTER
FIRST VICE-CHAIR
HEALTH SERVICES
(HARBOR-UCLA)



ARMAN DEPANIAN
SECOND VICE-CHAIR
CHILDREN AND FAMILY SERVICES



STEPHANIE MAXBERRY
EXECUTIVE ADVISOR
ECONOMIC OPPORTUNITY



JENNIFER COULTAS
EXECUTIVE ADVISOR
CHILD SUPPORT SERVICES



PATRICIA SOLTERO SANCHEZ
PQA CHAIR
HEALTH SERVICES (RANCHO LOS AMIGOS
NATIONAL REHABILITATION CENTER)



CONNIE SALGADO-SANCHEZ
TRAINING AND EDUCATION CHAIR
HEALTH SERVICES
(ADMINISTRATION)



ARMAN DEPANIAN
PRODUCTIVITY INVESTMENT BOARD
ADVISORY COMMITTEE CHAIR
CHILDREN AND FAMILY SERVICES



21ST ANNUAL LEADERSHIP CONFERENCE

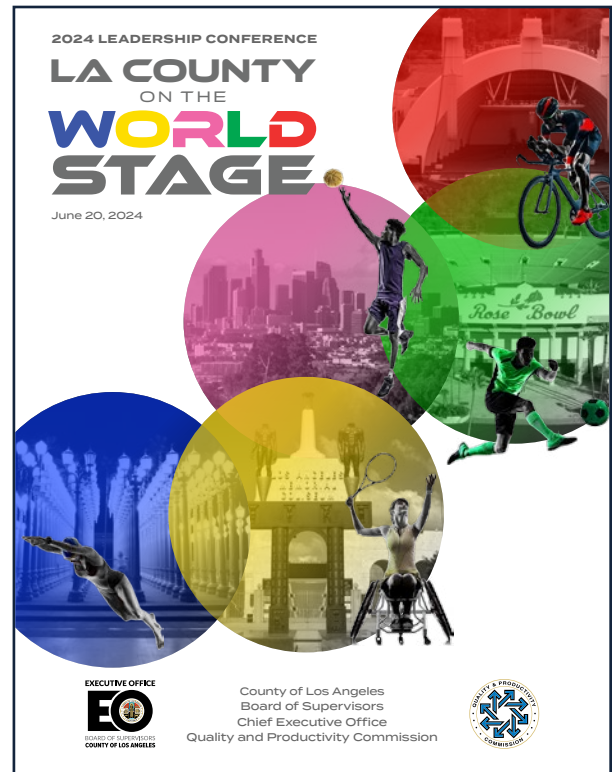
The Quality and Productivity Commission (Commission), in collaboration with the Board of Supervisors (Board), Chief Executive Office, and Executive Office of the Board hosted the 21st Annual Leadership Conference on June 20, 2024, at the Music Center, Dorothy Chandler Pavilion. The 2024 theme was “LA County on the World Stage” with an objective of fostering collaborative leadership that ensures excellence, equity, inclusion, and opportunity as Los Angeles County engages on the world stage.

True to the Conference theme, the speakers focused on the impact of the upcoming major sporting events heading to Los Angeles County, including the 2026 Men’s FIFA World Cup and the 2028 Olympics & Paralympic Games.

Led by Commission Chair William B. Parent as Master of Ceremonies, attendees listened to discussions centered in collaborative leadership that fosters excellence, equity, inclusion, and opportunity. Speakers included Supervisor Hilda L. Solis (First District), Fesia A. Davenport (Chief Executive Officer), Susan Goldsmith (Principal, Deloitte Consulting LLP), Kevin McGowan (Director, Office of Emergency Management), Kelly LoBianco (Director, Department of Economic Opportunity), Kristin Sakoda (Director, Department of Arts and Culture), John T. Cooke (Assistant Chief Executive Officer, Asset Management Branch, Chief Executive Office) and Vic Nol (Director, Venue Cities Relations, LA28 Olympic & Paralympic Games).

In anticipation of the 2028 Olympic & Paralympic Games and other global sports events, Los Angeles County is poised to face challenges to infrastructure, safety, and equity. From traffic concerns to housing the homeless, there’s a lot of work to be done before the Games. However, where there are challenges, there are ample opportunities to lay sustainable foundations for the future of Los Angeles County from creating a legacy of arts, diversity and creativity; to making a lasting impact on sustainability and innovation, infrastructure, and improvements; and engaging with working communities by creating youth development opportunities in sports and work, focusing on local and targeted worker hiring, and forging career pathways with major sports entertainment venues.

No matter the challenges, Los Angeles County leadership proves that being on the world stage can also bring a lasting legacy of leadership, opportunity and equity for the history books.



21ST ANNUAL LEADERSHIP CONFERENCE

Overall, each speaker provided details on their respective organizations' involvement in the upcoming Games, including planning efforts and collaborations. We thank all speakers for sharing their time and expertise at this year's Conference. We also thank the Leadership Conference ad hoc Committee members—Commissioners Dion Rambo (Chair), J. Shawn Landres (Vice Chair), Nancy G. Harris, Ed McIntyre, Marsha D. Mitchell, William B. Parent, Mark A. Waronek, William Wright, and Heidi Oliva (Productivity Manager, Fire Department)—for their leadership in planning the Conference.

For a copy of the program book and to watch the conference video, please visit the Commission website at qpc.lacounty.gov ([click here](#)).





SHARED PRACTICES REPORT

The Shared Practices Report highlights practices used by departments to solve complex problems, create cost benefits, and provide quality services to our residents. The Quality and Productivity Commission recognizes these innovative practices through the Productivity Investment Fund, Department Visits, and Productivity and Quality Awards.

The creative ideas and practices used by one department can serve as a guide for others. The ideas in the report highlight useful tools that we call shared practices. Examples of these practices include:

- Using available technology in new ways
- Leveraging Private sector business practices
- Collaborating with Others to deliver improved services
- New ways to deliver services

Sharing these practices will help departments develop a knowledge base on what others are doing to solve problems that may be similar to theirs. We believe that sharing these practices will help generate new ideas to improve productivity and enhance the quality of County services.

The report is posted on the Quality and Productivity website at: qpc.lacounty.gov

[FULL REPORT](#)





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