



County of Los Angeles

*Quality and Productivity Commission*



# Shared Practices

## 2024 Report

Using Available Technology In New Ways

Collaborating With Others to Deliver Improved Services

New Ways to Deliver Services

Categories



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**USING AVAILABLE TECHNOLOGY IN NEW WAYS**

<b>PROJECT and DEPARTMENT</b>	<b>PROJECT DESCRIPTION</b>	<b>CONTACT</b>
<p><b>Live, Interactive Chatbot</b> Animal Care and Control</p> <p><i>Productivity Investment Fund - \$84,000 Grant</i></p>	<p><b>Problem:</b> The Department receives over 100,000 calls and emails for service each year and has expanded their services to include more one-on-one assistance and guidance for pet owners in need. The call center services were upgraded just under a year ago with a cloud-based system that allows call center staff to work remotely, virtually eliminating gaps in services and allowing for better overall connectivity. To further build on this system, a chatbot feature was needed to allow the Department to assist constituents faster and free up call center staff to spend more time addressing the more complex and critical inquiries.</p> <p><b>Solution:</b> The Department introduced an interactive chatbot named Murphy on its website. Murphy engages with customers, addressing frequently asked questions. The chatbot services also encompass analytics monitored by the Department to consistently enhance its performance. By adding automation texting, it should reduce the volume of routine calls received by the Communications Center. By adding speech recognition and a menu of answers by phone, staff can dedicate time to higher priority calls (e.g., injured animals, dangerous animals that pose a public safety threat, bite or attack in progress, and answering calls during emergencies like wildfires). By providing quick reference to key information, the tool will improve the Department’s success in its efforts to adopt out animals quickly, reunite owners with their lost pets, provide low-cost rabies vaccinations, spay and neuter, and recruit more foster volunteers.</p> <p><b>Results:</b> The deployment of the chatbot has resulted in a direct impact on the volume of calls and email inquiries received by the Department’s Communications Center and animal care centers. Furthermore, the chatbot has proven effective in reducing the likelihood of customers abandoning calls while waiting on long holds, thereby ensuring they continue with their intended services, such as adoption, payment of an animal license, or reporting a potentially dangerous animal in the field. These efforts contribute to enhance pet license complaints, leading to increased revenue, and also generate costs savings in staff time associated with responding to phone calls.</p>	<p>Frank Corvino Project Manager (562) 728-4610 fcorvino@animalcare.lacounty.gov</p> <p>Dorothy Phillips Productivity Manager (562) 534-1387 dphillips@animalcare.lacounty.gov</p>

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<p><b>Photo and Video Enhancements</b> Animal Care and Control</p> <p><i>Productivity Investment Fund - \$42,000 Grant</i></p>	<p><b>Problem:</b> The Department’s Animal Care Centers (ACC) are resources for the community, taking in stray and unwanted pets without other options, to be reunited with their owners to find new homes. Intake photos play a key role. A clear, well-lit photo can make all the difference when it comes to pet owners identifying their lost pet online or potential adopters looking for a new pet. All ACC's have webcams in the area designated for staging intake photos, but need higher quality mobile cameras, intentional lighting, and professional quality backdrops to quickly produce clear, bright, and inviting pictures for incoming pets. Better intake photos and videos showing dogs and cats at their best will increase the chances of pets getting adopted or rescued.</p> <p><b>Solution:</b> The Department acquired equipment and supplies aimed at significantly enhancing the quality of animal admission photos across its seven ACC's. By upgrading the camera equipment, photo intake areas, and using video cameras, the Department can do more to promote better outcomes for stray and relinquished pets, as well as create a more rewarding and efficient working environment. It will allow staff to quickly and efficiently post quality pictures of the animals in their care so they can alert those searching for lost pets or pets to adopt, and post videos of their efforts to exercise and socialize dogs and cats. Higher quality photographs will allow lost pets to be more easily identified by their owners searching for them online and eliminate the need for multiple back and forth communications with staff that are sometimes needed to help identify a pet. Additionally, the utilization of video has been introduced to depict dogs engaging in play groups and interacting with both people and other dogs.</p> <p><b>Results:</b> These improvements have contributed to a rise in animal adoptions and successful pet reunifications. It has led to cost savings, as animals spend fewer days in the Department’s care, reducing expenses associated with their care and housing. The streamlined processes also free up staff time, enabling them to engage more effectively with visitors, as opposed to having to navigate between kennels. The increased interaction time with the public allows staff to connect individuals with resources that aid in retaining their pets, facilitating successful adoptions, and minimizing the likelihood of adopted pets being returned.</p>	<p>Frank Corvino Project Manager (562) 728-4610 fcorvino@animalcare.lacounty.gov</p> <p>Dorothy Phillips Productivity Manager (562) 534-1387 dphillips@animalcare.lacounty.gov</p>

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<b>PROJECT and DEPARTMENT</b>	<b>PROJECT DESCRIPTION</b>	<b>CONTACT</b>
<p><b>Reengineering "DSO" Automation Project</b> Auditor-Controller with Chief Executive Office</p> <p><i>Productivity and Quality Awards Program - Process Improvement Award Winner</i></p> <p><i>Video</i></p>	<p><b>Problem:</b> Currently, around 4,800 Department Service Order (DSO) forms are processed manually each year in the County. A DSO is an agreement between County departments, where one department (Requestor) agrees to reimburse another department (Servicer) for goods or services provided. The agreement is an eCAPS accounting document used to reserve the budget in the requesting organization to ensure sufficient funding will be available to pay the services. It is a labor-intensive process that has been in place for more than 30 years. The solution was to develop and create a new electronic DSO form to interface with eCAPS.</p> <p><b>Solution:</b> The Auditor-Controller worked with the Chief Executive Office to revise the DSO to a pre-formatted Excel worksheet with data validation capabilities, drop-down lists, and pre-populated fields for ease of completing the form. These features drastically reduced erroneous data. The form automatically creates a loadable template in a separate data tab within the same Excel worksheet as users populate the form. Upon receipt of the completed forms via e-mail, the A-C Accounting Division opens the Excel worksheet and takes the data tab and uploads it into the eCAPS Financials. If there is more than one DSO form, the forms can be merged into one consolidated interface file to upload into eCAPS Financials. The form also contains instructions on a separate tab to provide guidance for new users.</p> <p><b>Results:</b> This new, user-friendly and intuitive electronic DSO process eliminates the need for paper-based forms that were previously printed on three-colored paper, delivered by County messenger, manually entered in eCAPS, and then distributed. The updated DSO system includes modernized input methods, the ability to interface with eCAPS, and an improved distribution method. The implementation of this exceptional process change has yielded significant benefits, including an estimated total savings of \$2,142,000 with an average of \$714,000 annually. In addition to reducing the County’s carbon footprint and supporting telework, this change has greatly improved the outdated process for all 38 County departments.</p>	<p>Lan Sam Project Manager (213) 974-8324 lsam@auditor.lacounty.gov</p> <p>Jonathan Rono Productivity Manager (213) 974-8449 jrono@auditor.lacounty.gov</p>

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<p><b>Floating Robotic Trash Skimmers "Jellyfishbots"</b> Beaches and Harbors</p> <p><i>Productivity Investment Fund - \$80,000 Grant</i></p>	<p><b>Problem:</b> The Department of Beaches and Harbors (BH) is facing challenges with their Operations staff cleaning trash that accumulates in narrow or confined spaces within the harbor, such as between docks and the seawall. These areas are not easily accessible from land or by vessel. When debris is accumulated in the hard-to-reach areas, staff has to wait until the debris is moved to an accessible area by tidal circulation and wind and deploy a pool net from the dock or landside. Both options are not ideal because the trash remains floating for longer periods of time.</p> <p><b>Solution:</b> The Department received two Jellyfishbots in July 2023, a remote-controlled skimming device that collects trash in narrow or confined spaces within the Marina del Rey Harbor. As a pilot project, the device was deployed at Dock 52 and near the boathouse on a weekly or as-needed basis. Staff spent anywhere from 10 to 30 minutes completing trash collection in these three pilot areas. The types of debris collected were plastic products, including styrofoam, bags, bottles, and plastic pieces, papers, organic debris, and metal pieces. The volume of trash collected averaged about 2 gallons per collection event per site. The Jellyfishbots were able to reach the areas where the Department's debris boat normally could not access and were able to effectively collect trash in a short time.</p> <p><b>Results:</b> The deployment of Jellyfishbots has increased operational effectiveness as staff were able to remove trash promptly and effectively from the harbor, freeing up staff time to provide other services and providing a clean environment for the public to engage in recreational activities on water. The pilot has been a success and the Jellyfishbot will continue to be used to clean these hard to reach areas. This technology could also be used as a learning tool by the Department's W.A.T.E.R. Program to educate youth and the public about ocean pollution and providing cleaner waterways for those visiting the Marina del Rey Harbor.</p>	<p>Warren Ontiveros Project Manager (424) 526-7745 wontiveros@bh.lacounty.gov</p> <p>Stefan Popescu Productivity Manager (424) 526-7775 spopescu@bh.lacounty.gov</p>



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<b>PROJECT and DEPARTMENT</b>	<b>PROJECT DESCRIPTION</b>	<b>CONTACT</b>
<p><b>Enhancing Knowledge of the CEOP Complaint Process</b>                      Executive Office, Board of Supervisors, County Equity Oversight Panel</p> <p><i>Productivity Investment Fund - \$100,000 Grant</i></p>	<p><b>Problem:</b> The County Equity Oversight Panel (CEOP) receives over 6,000 administrative complaints per year across 33 departments. Approximately 75% of these complaints are submitted with errors which require the CEOP staff to dedicate time to correct and annotate. This unnecessary time must then be billed directly to the client departments. A significant upgrade to the CEOP's public-facing website and complaint portal was needed to effectuate a more seamless experience to persons filing complaints.</p> <p><b>Solution:</b> On January 20, 2023, the CEOP went live with a completely refreshed website with a modern, intuitive, and entirely redesigned complaint submission form. Rather than overwhelm users with a lengthy complaint form that could not fit onto any common computer screen, the CEOP decided to create a logic-based webform that would take a bite-sized approach. By asking fewer questions at a time, users will find the form to be more digestible and less daunting. In addition, after mapping out how different questions interact, users will only be asked relevant questions based on how they answered prior questions. Because the complaint form was broken up into much smaller pieces, a complaint progress bar was created to allow users to see where they are in the filing process and to navigate back to prior sections in the form should revisions need to be made. Lastly, error-checking tools were implemented throughout the form to ensure that potential errors are remedied in real-time.</p> <p><b>Results:</b> The CEOP complaint intake unit have reported significant improvements in the quality and completeness of complaints received. Parties to complaints are being accurately identified, employee numbers are more consistently provided, and supervisors are using the correct fields to describe complaints. Also, by increasing the number and types of documents accepted at the time of filing, CEOP staff and representatives from various County departments have reported significant improvement in the provision of documents. Overall, there has been an 80% decrease in the number of follow-up with reporting parties for documents required, complaints from 5 a day has been reduced to 1 a day, and CEOP staff has noted a stark decrease in the number of daily calls from individuals looking to file a complaint over the phone or to ask questions related to the CEOP process.</p>	<p>Ben Stormer                      Project Manager                      (213) 974-9868                      bstormer@bos.lacounty.gov</p> <p>Jennifer Wicks                      Productivity Manager                      (213) 974-1746                      jwicks@bos.lacounty.gov</p>

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<p><b>Homeless Initiative Technology Innovation Challenge</b>                      Chief Executive Office - Homeless Initiative</p> <p><i>Productivity Investment Fund - \$750,000 Grant</i></p>	<p><b>Problem:</b> As the County's movement to prevent and combat homelessness grows, there is an expanding need to partner with the technology sector to identify and develop effective approaches to help the County do the work. Innovative technology solutions are needed to assist County departments, agencies, and service providers to more effectively, and efficiently deliver, monitor, and administer homeless services.</p> <p><b>Solution:</b> The Homeless Initiative (HI) Technology Innovation project sought vendors who could develop technology to incorporate four solutions that will enhance the County's administration of Measure H funding and service delivery to homeless families and individuals. The four solutions include a Centralized Customer Portal, Outcomes Reporting and Expenditure Tracking, Geomapping Hub and Resources, and Customer-Driven Mobile Digital Services. The four solutions will have a marked impact on the County's oversight of Measure H funding and the effectiveness of its programming. In 2020, the County entered into agreements with three vendors, totaling \$1.375 million, to design these game-changing solutions to build a strong homeless services delivery system.</p> <p><b>Results:</b> All four technology innovation projects have been completed. The Customer Driven Mobile-Digital Services for Clients and "Home Journey" websites were launched; however, the vendor could no longer support the Home Journey website. It has been transitioned to the HI website and will be launched along with the "LA County Assist" website. The centralized customer portal had a soft launch in early 2023, but was taken offline to undergo additional user testing. The portal's anticipated relaunch as the "LA County Assist" website is expected by the Summer of 2024. The Operational Reporting solution was developed in Beta stage as a prototype until there are the necessary foundational infrastructure changed to the way the County collects, tracks, and monitors homeless-related data and expenditures. The GeoMapping Hub resulted in a prototype solution with the possibility of mapping resources on a Countywide basis, but will be contingent upon the appropriate homeless services information being collected on a real-time basis from County departments and agencies administering homeless service.</p>	<p>Niles Friedman                      Tene Tate-Dickson                      Project Managers                      nfriedman@ceo.lacounty.gov                      tdickson@ceo.lacounty.gov</p> <p>Betty Karmirlian                      Productivity Manager                      (213) 351-6420                      bkarmirlian@ceo.lacounty.gov</p>

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<b>PROJECT and DEPARTMENT</b>	<b>PROJECT DESCRIPTION</b>	<b>CONTACT</b>
<p><b>Recruitment and Hiring Dashboards</b> Human Resources with Internal Services Department</p> <p><i>Productivity and Quality Awards Program - Performance Measurement Award Winner</i></p> <p><i>Video</i></p>	<p><b>Problem:</b> Hiring is a complex activity with many complicated factors, including the type of examination, number of exam hurdles, list of management issues, onboarding activities, classification studies, and more. Each year, the County receives approximately 300,000 applications for job opportunities. The Department of Human Resources (DHR) manually conducted high-level data analysis using various tools. However, the data itself was limited and difficult to obtain and analyze. In 2018, the Board of Supervisors passed a motion to improve the County’s hiring process, aiming to reduce the time-to-hire (TTH) for County positions and enhance the experience of applicants and potential candidates.</p> <p><b>Solution:</b> In December 2021, DHR implemented the first-ever Recruitment and Hiring, Business Intelligence (BI) Dashboards. The Dashboards capture hiring data from six enterprise systems and provides metrics to allow County departments and stakeholders to gain insights into the hiring process and improve the timeliness of securing highly qualified County personnel at all employment levels. Included in the metrics are critical satisfaction survey results that capture feedback from hiring managers and hires on their experience in the process. It also provides County leaders with the necessary tools to analyze and gain insights regarding diversity, inclusion, and equity.</p> <p><b>Results:</b> Previously, static reports related to hiring practices were focused on a small number of fixed metrics and were provided on a quarterly basis. The new tools provide insight into over 40 metrics on-demand, with the ability to focus on specific demographics or other characteristics, as well as the ability to identify specific time periods of interest. Beyond basic TTH/TTF metrics, the dashboards also provide users with greater insights into how to address a variety of critical HR issues and functions, including turnover, retention, succession planning, and recruitment practices. The dashboards also facilitate the channeling of County resources to fill critical job needs by analyzing applicant volumes and the need to expand outreach efforts, simplify exam processes, reduce applicant attrition, and facilitate diversity. Finally, applicants who apply for County jobs are now measured in a systematic way by capturing information about their experiences throughout the County’s hiring processes.</p>	<p>Roozan Zarifan Project Manager (213) 974-2302 rzarifan@hr.lacounty.gov</p> <p>Johan Julin (213) 738-2006 Project Manager jjulin@hr.lacounty.gov</p> <p>Lana Ghil Productivity Manager (213) 349-7996 lghil@hr.lacounty.gov</p>

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<b>PROJECT and DEPARTMENT</b>	<b>PROJECT DESCRIPTION</b>	<b>CONTACT</b>
<p><b>Remote Proctored Written Test</b> Human Resources</p> <p><i>Productivity Investment Fund - \$25,000 Grant, \$115,000 Loan</i></p>	<p><b>Problem:</b> The Department of Human Resources (DHR) currently administers over 20,000 paper/pencil tests annually. Most of these tests are administered in a proctored setting, requiring facilities, materials, staff, and equipment. While DHR has made major advances in reducing the pressure on its facilities and staff through the innovative use of technology for other types of tests, there continues to be challenges in meeting the ever-growing demand for the provision of testing services.</p> <p><b>Solution:</b> In 2021, DHR implemented an automated remote proctoring platform as a means for administering traditional paper/pencil civil service written test, computerized writing assessments, and vendor-developed multiple-choice/simulation tests. The automated remote proctoring platform relies primarily on Artificial Intelligence and Machine Learning to monitor candidates remotely, while the vendor, Proctor U, and DHR's human proctors review test integrity incidents identified by the platform. When a test is being administered via the automated remote proctoring platform, a testing window of five business days is provided to candidates where they can register for their testing appointment. A candidate can register for an appointment throughout the day and on weekends, if the testing period includes a weekend. Once a candidate registers for their appointment, they log onto the system on the day of their appointment and provide proof of identification and test environment before taking the test on their computer. A human proctor is available during the initial login process to verify identity and testing environment and answer any questions the candidate may have before starting the test.</p> <p><b>Results:</b> As of December 2023, DHR has effectively supported 23 County departments in utilizing the automated remote proctoring platform for their respective exams. Overall, DHR has conducted nearly 10,000 test sessions to date for over 130 different examinations. They are still actively utilizing the tool and anticipate administering over 6,000 assessments for various exams in 2024 with the remaining Proctor U administrations. The implementation of automated remote proctoring has markedly enhanced core services in key areas, such as maintaining continuity and integrity during crisis, adaptability and efficiency in test administration, accessibility and flexibility for candidates, reduced examination cycle time, cost efficiency, and customer satisfaction.</p>	<p>Ann Havens (213) 738-2244 Project Manager ahavens@hr.lacounty.gov</p> <p>Lana Ghil Productivity Manager (213) 349-7996 lghil@hr.lacounty.gov</p>

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<p><b>Equity Explorer Mapping Tool</b> Internal Services Department with Chief Executive Office</p> <p><i>Productivity and Quality Awards Program - Community Equity and Inclusion Award Winner</i></p> <p><i>Video</i></p>	<p><b>Problem:</b> The COVID-19 pandemic devastated the lives of many residents and disproportionately impacted low-income communities and communities of color. Funding from the American Rescue Plan (ARP) Act was made available to address these inequities and provide proportional resources to address the needs of communities disproportionately affected. The Board of Supervisors recognized the opportunity afforded by the estimated \$1.9 billion in funding to address and transform the lives of millions of County residents. They directed the Chief Executive Office (CEO), through the Anti-Racism, Diversity and Inclusion Initiative (ARDI), to propose equity principles and a formula that all departments must apply to ensure ARP funds are expended, to the greatest extent possible, on residents and areas of the County's most impacted.</p> <p><b>Solution:</b> The Internal Services Department (ISD) collaborated with the CEO/ARDI to develop the Equity Explorer, a mapping and analysis tool that allows County departments and other stakeholders to explore equity related data to inform and evaluate ARP project designs. The tool utilizes the COVID-19 Vulnerability and Recovery Index, developed by ISD in consultation with community research partners, to stratify communities into five need tiers based on risk, severity, and recovery need indicators. The Equity Explorer mapping tool additionally features a wide range of economic, health, environmental, education, demographic, and justice filters that allow users to visualize data and access summary statistics for geographies down to the census tract level.</p> <p><b>Results:</b> The Equity Explorer tool has enabled County departments to distribute substantial ARP funding investments to communities who need it most and utilize these tool sets and data products to incorporate equity measures operationally in their work and decisions. They plan and evaluate projects and programs, select census tracts to include with project designs, and access additional measures of community need not captured by the core index. Users of the tool can filter the map to identify census tracts meeting project criteria, as well as draw boundaries to generate Equity Reports. The tool and related data products continue to be useful and successful for departments and partners as they seek to design and evaluate projects and programs with an equity lens.</p>	<p>John Halaka Project Manager (323) 267-2101 jhalaka@isd.lacounty.gov</p> <p>Sonia Fernandez Productivity Manager (323) 267-2974 sfernandez@isd.lacounty.gov</p>

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<p><b>Los Angeles County, City and Community Health Profiles Data Dissemination Project</b> Public Health</p> <p><i>Productivity Investment Fund - \$140,000 Grant</i></p>	<p><b>Problem:</b> In response to public requests for data at community-relevant levels, the Department of Public Health (DPH) developed City and Community Health Profiles (CCHPs), to provide data on 58 health indicators for 86 cities and unincorporated communities in Los Angeles County, with the intention that CCHP data would be used to improve health outcomes and reduce health inequities. The project was a community-partnered process of data dissemination and utilization, integrating residents’ voices into all phases. DPH needed to determine how to make the CCHP data accessible to community members, in formats that are most useful and actionable, based on stakeholder input.</p> <p><b>Solution:</b> DPH developed a new data-sharing platform that is more responsive to community needs. The new platform features more data and geographies than the 2019 iteration (100+ health indicators for 180+ geographies, compared to 58 indicators for 86 geographies for the 2018 iteration). In addition, the platform is not only interactive and map-based, but it provides printable narrative reports for featured communities. The platform leverages the County’s recently relaunched Open Data portal, which will give community users the option to create a free ArcGIS Online account so they may upload their own data to generate custom maps to best suit their needs. DPH will continue to implement additional community-requested enhancements to the platform, such as developing a mobile-friendly version.</p> <p><b>Results:</b> The project has improved a foundational data initiative for DPH by soliciting and incorporating extensive community feedback into the newest iteration. The initiative encompasses a wide array of indicators known to impact community health and well-being, and the data can be used by many stakeholders, including DPH programs, other County departments, community-based organizations, and local governments and agencies. By creating a data-sharing platform that is responsive to community feedback, the hope is that this new iteration will be more useful to the various stakeholders who rely on the data to support efforts to improve community conditions and health across the County.</p>	<p>Megha Shah Project Manager (213) 288-7028 mshahl@ph.lacounty.gov</p> <p>Jane Lam Productivity Manager (213) 628-5127 jlam3@ph.lacounty.gov</p>

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**COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES**

<b>PROJECT and DEPARTMENT</b>	<b>PROJECT DESCRIPTION</b>	<b>CONTACT</b>
<p><b>Purposeful Aging Los Angeles (PALA) Phase II</b>  Aging and Disabilities</p> <p><i>Productivity and Quality Awards Program - Changemaker Award Winner</i></p> <p><i>Video</i></p>	<p><b>Problem:</b> By 2030, older adults will comprise one-quarter of California’s population. In Los Angeles, this number is even higher. Many older adults are living on a fixed income and face higher housing costs. 15% are severely poor, living below the federal poverty level. In addition, the Pandemic has disproportionately impacted older adults and people with disabilities. This demographic shift and the many challenges faced by older adults and persons with disabilities indicate a need to invest more in critical programs that support older adults in their preferred place with dignity and independence.</p> <p><b>Solution:</b> The Purposeful Aging Los Angeles Phase II (PALA) is an age-friendly initiative through intergovernmental partnerships led by the County of Los Angeles, the City of Los Angeles, and key external stakeholders to prepare the Los Angeles region for a rapidly aging population. PALA unites public and private leadership, resources, ideas, and strategies. PALA connects older adults, community organizations, experts, service providers, and County and City departments together to build relationships, promote cooperation, and enhance coordination. PALA priorities focus on the 8 Domains of Livability that will make Los Angeles become more livable for both older residents and Angelenos of all ages.</p> <p><b>Results:</b> The County and City of Los Angeles have worked to implement cross-cutting strategies that create infrastructure and systems to align and coordinate programs serving older residents. In 2019, the County conducted a joint needs assessment for the County and City as part of the two Area Agencies on Aging (AAA) four-year planning processes, bolstering their shared understanding of the needs and priorities of older residents across the region. Several programs have been successfully developed and implemented and continue to evolve under the PALA umbrella. In 2024, the two AAAs developed a 2024-2028 Joint Area Plan broadening their strategic goals and objectives to encompass the PALA eight livability domains or essential features of age-friendly communities. Additionally, the County was recently designated as a Certified Age-Friendly employer committed to being the best place to work for employees aged 50 and older. By sharing best practices, identifying service gaps, and advocating for older adults in areas such as housing, transportation, social and civic participation, employment, and emergency preparedness, PALA is dedicated to transforming the LA region into a place where older adults can age with safety, dignity, and independence.</p>	<p>Solomon Shibeshi  Project Manager  (213) 351-5066  sshibeshi@ad.lacounty.gov</p> <p>Ashley Liang  Productivity Manager  (213) 880-4158  aliang@ad.lacounty.gov</p>

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COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES		
PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p><b>Twenty Years of the Arts Education Collective</b> Arts and Culture</p> <p><i>Productivity and Quality Awards Program - Top Ten Award Winner</i></p> <p><i>Video</i></p>	<p><b>Problem:</b> Arts education helps to form well-rounded individuals, support social-emotional development, foster empathy, and build valuable career skills. However, research continues to confirm that young people in low-income communities, youth of color, and English language learners receive less and lower quality arts instruction than their peers.</p> <p><b>Solution:</b> The Arts Education Collective launched in 2002 with just five school district partners to address decades long underfunding and de-prioritization of arts education for students in public schools. Today, this coalition includes 74 school districts, 5 charter school networks, 14 County agencies, more than 150 community-based arts organizations and teaching artists, and more than two dozen philanthropic partners, all working together to expand arts learning, in schools and in communities. The work of the Arts Education Collective is now guided by the goals and strategies outlined in the Los Angeles County Regional Blueprint for Arts Education. With a commitment to prioritizing resources for youth historically excluded from learning in the arts, the initiative supports regional efforts to expand school-based arts education, community-based arts education, leadership and learning among practitioners and advocates, creative career pathways for youth, research and evaluation that surfaces promising practices and tracks progress, and public awareness about the value of arts education.</p> <p><b>Results:</b> The impact to date are 72 board-approved school district policies and strategic plans for arts education; \$7.5M in grants awarded to school districts, leveraging \$14.8M in matching funds; \$18.4M contributed by philanthropy, generating \$59M total in public/private funding; 1,100 schools from 78 County school districts submitted data for the Arts Education Profile, which tracks and shares information about in-school arts education; 2,800 systems-impacted youth annually receive arts instruction as part of cross-agency endeavors to embed the arts into County systems of care; and 12,300 educators trained to date in integrating the arts and other core subjects through the Technology Enhanced Arts Learning (TEAL) Project.</p>	<p>Denise Grande Project Manager (213) 469-1169 dgrande@arts.lacounty.gov</p> <p>Megan Moret Productivity Manager (213) 469-1163 mmoret@arts.lacounty.gov</p>



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<b>PROJECT and DEPARTMENT</b>	<b>PROJECT DESCRIPTION</b>	<b>CONTACT</b>
<p><b>Claim Your Cash - Increase Tax-Credit Uptake</b>            Chief Executive Office with Aging and Disabilities, Consumer and Business Affairs, Economic Opportunity, Public Social Services, Economic Security Project, Koreatown Youth + Community Center, LA City's Community Investment for Families Department, and PHFE Women, Infants, &amp; Children (WIC) Program</p> <p><i>Productivity and Quality Awards Program - Bronze Eagle Award Winner</i></p> <p><i>Video</i></p>	<p><b>Problem:</b> Data shows tremendous shortfalls between the amount of federal tax credits available to low-income residents each year, and those that are actually claimed. In 2015, in Los Angeles County alone, more than 330,000 residents left close to an estimated \$600 million in federal tax credits unclaimed, either by not filing their tax returns or by not claiming these credits. Adding in unclaimed Child Tax Credits (CTC) raises that number considerably. This situation not only leaves some of our most vulnerable residents without much needed cash that they have earned, it also deprives many of our most under-resourced communities of this added income that could circulate to uplift local economies. Many efforts over the years have moved to fix this, but each has operated independently of the others.</p> <p><b>Solution:</b> The Poverty Alleviation Initiative brought together County departments, community-based organizations, Los Angeles City, and the State to see if coordinating the work would yield better results. Partners aligned messaging and media campaigns geared toward low-income residents, expanded outreach to those who may not typically file taxes, created “warm hand-offs” and stronger connections to free tax supports, and increased the capacity of free tax-preparation sites.</p> <p><b>Results:</b> This collaborative approach improved results significantly. Data shows that low-income residents filed more than 12,000 additional tax returns and received an extra \$3.2 million in Earned Income Tax Credits (EITC) and Child Tax Credits (CTC) - an average \$2,000 boost in effective income and a roughly 7% increase in income for each person. Given the impact of these dollars spent locally, this project has already improved economic conditions for thousands of Los Angeles County residents and their communities.</p>	<p>Carrie Miller            Project Manager            (213) 262-7823            cmiller@ceo.lacounty.gov</p> <p>Betty Karmirlian            Productivity Manager            (213) 351-6420            bkarmirlian@ceo.lacounty.gov</p>

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PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p><b>Optimizing the Planning and Management of LACO's Urban Forest</b> Public Health</p> <p><i>Productivity Investment Fund - \$356,000 Grant</i></p>	<p><b>Problem:</b> In Los Angeles County, the changing climate, drought, and natural disasters all generate ongoing public health challenges that threaten humans and the places we live. These threats impact vulnerable populations disproportionately - seniors, immigrants, and those who are low-income. Trees are a critical County infrastructure for addressing these threats because they can help shield people from developing heat illness by cooling neighborhoods and cleaning air and water. Trees can also improve the physical, emotional, social, and economic health of a community.</p> <p><b>Solution:</b> The Department of Public Health (DPH), in collaboration with the County of Los Angeles Geographic Information Officer, and the University of California, Los Angeles (UCLA), developed a method (algorithm) that employed Machine Learning (ML) as a novel strategy to generate tree inventories and tree health assessments for various areas across Los Angeles County. This inventory/assessment process has historically required in-person visits to each individual tree to complete, which typically covers a wide range of landscape and came at a great cost to the County and to other tree managers. To automate this inventorying and assessment process, DPH and UCLA utilized information drawn from existing public sector data sources.</p> <p><b>Results:</b> The ML algorithm demonstrated accuracies between 86% and 92% in identifying common street tree species in the three diverse test areas selected. The results offered lessons learned and pointed to ways in which the process can be improved to enhance the ML model's accuracy across all trees. The results also informed next steps for County planners, tree managers, and policymakers as they look for ways to build on the model in the future. The two proof-of-concept project components provided a way forward for reducing costs to the County, other public agencies, and individuals or organizations that are involved in maintaining trees in the region. Moving forward, this approach has numerous potential applications that could result in cost savings and enhancements for core services that are needed to sustain the County's urban tree infrastructure.</p>	<p>Jean Armbruster Project Manager (213) 351-1907 jarmbruster@ph.lacounty.gov</p> <p>Jane Lam Productivity Manager (213) 628-5127 jlam3@ph.lacounty.gov</p>

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<b>PROJECT and DEPARTMENT</b>	<b>PROJECT DESCRIPTION</b>	<b>CONTACT</b>
<p><b>Increasing Access to COVID-19 Therapeutics</b>            Public Health with Health Services, Healthvana, Inc., Kaiser Permanente, Mercy Pharmacy Group, and Pico Care Pharmacy</p> <p><i>Productivity and Quality Awards Program - Top Ten Award Winner</i></p> <p><i>Video</i></p>	<p><b>Problem:</b> Following the release of COVID-19 therapeutics (medications) in the winter of 2021, the Department of Public Health (DPH) launched a COVID-19 Therapeutics Program to ensure that all eligible residents of the County could receive rapid life saving treatment. This provided an important new tool against COVID-19 with the arrival of new viral variants. The successful roll-out of the therapeutics program was a result of an unprecedented collaboration between DPH and hundreds of medical professionals who worked together in a collective fight against COVID-19. Challenges associated with developing the COVID-19 therapeutics provider network included increasing awareness among providers about the availability of therapeutics, eligibility, prescription requirements, and knowledge gaps regarding safety and efficacy.</p> <p><b>Solution:</b> The COVID-19 Therapeutics Program had three major strategies to provide access to treatment: 1) Establishing a provider network of clinics, hospitals, pharmacies, and other health partners willing to offer testing, prescribing, and dispensing services; 2) Creating the DPH Telehealth Therapeutics Program to provide daily, free medical consultation and prescription services; and 3) Collaborating with two long-term care pharmacies to provide mobile services at skilled nursing, long-term care, and congregate care facilities, and community clinics.</p> <p><b>Results:</b> In addition to preventing disease, disability, and death, DPH's COVID-19 Therapeutics Program efforts can be estimated to have saved over \$1.5 billion in healthcare costs. The program has also helped narrow enormous equity gaps. The implementation of a telehealth program displayed innovation in increasing access to and timeliness of medication dispensing, and reduced barriers, including those caused by lack of health insurance, timely access to a provider, lack of transportation, and language barriers.</p>	<p>Seira Kurian            Project Manager            (818) 487-0068            skurian@ph.lacounty.gov</p> <p>Jane Lam            Productivity Manager            (213) 628-5127            jlam3@ph.lacounty.gov</p>

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COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES		
PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p><b>Providing Services Through Telephonic Signatures</b> Public Social Services</p> <p><i>Productivity and Quality Awards Program - Customer Service Award Winner</i></p> <p><i>Video</i></p>	<p><b>Problem:</b> The Department of Public Social Services (DPSS) provides services to over 4 million customers at more than 30 district offices located across Los Angeles County and operates 8 Customer Service Centers (CSCs) as the first point of contact for customers who need assistance with various services. DPSS administers social service programs for eligible low-income families and individuals, including access to low-cost and free health care coverage, food buying power to improve nutrition, temporary assistance with employment and job search services. To address the increased demand for access to social services programs caused by the COVID-19 Pandemic and reach underserved communities, DPSS had to find alternative ways to continue delivering and offering access to essential services.</p> <p><b>Solution:</b> In September 2017, DPSS implemented the Telephonic Signature Project to further expand access to services by capturing applicant signatures via a verbal consent recording and storing it for the duration of the case. To help slow and stop the spread of COVID-19, in 2020 the Department swiftly expanded and implemented the telephonic signature to more programs, including CalWORKs, CalFresh, Medi-Cal, and General Relief, and began accepting both applications and renewal of benefits over the telephone. The technology allows participants to submit applications and renew their benefits over the telephone thereby expanding the public’s access to services without the need to physically visit a DPSS office. The use of electronic signatures via the telephone is a new channel applied to a business process previously limited to face-to-face interactions and online applications. The technology consists of an electronic signature stored via a legally enforceable verbal recording consent in place of a wet signature. Calls are tagged with case number information and verbal consent recordings and are then exported into the Department’s CalSAWS Imaging Solution for secure storage and easy retrieval by authorized staff.</p> <p><b>Results:</b> Currently, an average of over 131,000 intake applications are received per month utilizing the telephonic signature feature. It is an easy, efficient, and secure method to obtain program benefits over the telephone and has elevated the quality of customer service by providing a valuable and secure alternative application/renewal method. Not only has this feature enriched the customer's experience and curtailed the signature collection process, but it was crucial during the 2020 Safer-at-Home Order to ensure continued services during the COVID-19 Pandemic.</p>	<p>Narinder Kumar Project Manager (562) 345-9950 narinderkumar@dpss.lacounty.gov</p> <p>Maria Rivera Productivity Manager (562) 908-6330 mariarivera@dpss.lacounty.gov</p>

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**NEW WAYS TO DELIVER SERVICE**

<b>PROJECT and DEPARTMENT</b>	<b>PROJECT DESCRIPTION</b>	<b>CONTACT</b>
<p><b>Pets Are Family (PAF) Program</b>            Animal Care and Control with Parks and Recreation</p> <p><i>Productivity and Quality Awards Program - Top Ten Award Winner</i></p> <p><i>Video</i></p>	<p><b>Problem:</b> The economic downturn brought about by the COVID-19 pandemic exacerbated the already prevalent struggles of families to care for and keep their pets. Losing pet-friendly housing results in surrendering pets at the local animal care centers, and the lack of access to veterinary care, shown to be one of the greatest barriers to pet ownership, can cause pet owners to relinquish pets because they cannot obtain or pay for veterinary care. The impact on pets can include separation from their loving families, prolonged or untreated illness or injury, and even premature death while also causing a psychological impact on families, potentially resulting in distress and emotional trauma.</p> <p><b>Solution:</b> The Pets Are Family (PAF) program is a multi-initiative intervention program that addresses the most critical needs expressed by pet owners in communities served. These intervention services include free pet food and supplies, veterinary care, and much more to help keep families and their pets together, reducing the number of animals surrendered to the Department of Animal Care and Control (DACC) centers and preventing the grief of separation for families who wish to keep their pets. Each of these programs is either primarily or fully grant and donation funded, receiving the support of dozens of partners such as the ASPCA, California for All Animals, Petco Love, and many more.</p> <p><b>Results:</b> These programs have directly benefitted thousands of pet owners and their pets since early 2020 and have also led to fewer impoundments at animal care centers, resulting in cost savings for DACC and its contract cities. The PAF program also helps control pet overpopulation and promote public health by providing low-cost spay/neuter services to reduce the number of roaming animals. The PAF program has been instrumental in keeping pets and families together, maintaining the human-animal bond, and relieving the distress of separation.</p>	<p>Dr. Rachelle Saelor            Project Manager            (626) 430-2368  <a href="mailto:rsaelor@animalcare.lacounty.gov">rsaelor@animalcare.lacounty.gov</a></p> <p>Dorthy Phillips            Productivity Manager            (562) 534-1387  <a href="mailto:dphillips@animalcare.lacounty.gov">dphillips@animalcare.lacounty.gov</a></p>

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PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p><b>Youth at Work at Parks</b>            Economic Opportunity with Parks and Recreation</p> <p><i>Productivity and Quality Awards Program - Gold Eagle Award Winner</i></p> <p><i>Video</i></p>	<p><b>Problem:</b> Youths between the ages of 14-24 are in a critical developmental stage that require active engagement in education and employment. At risk youth face additional barriers to employment due to lack of opportunities to develop skills and education, support services, barriers to transportation, and financial literacy. The County recognizes the importance of providing equitable access opportunities for populations that historically have been marginalized from educational, social, and employment opportunities that provide economic mobility.</p> <p><b>Solution:</b> The Departments of Economic Opportunity (DEO) and Parks and Recreation (Parks) partnered to provide paid work experience, training, and career development for youth ages 14-24, by placing youth in County parks, nature centers and Parks After Dark events. Through DEO's Youth@Work program and the Puente Hills Landfill Park project, youth from the most in need populations are provided with the opportunity to learn and earn work experience. The program allows youth to develop skills in customer service, leadership, mentoring, and community engagement with the goal of assisting participants to become work-ready for immediate and long-term employment opportunities. The project provides youth with meaningful work experience training to prepare them for an entry level assignment as a Park Aid or Recreation Services Leader with Parks. The program currently provides 120-160 hours of paid work experience and training while participants earn \$16.90 an hour.</p> <p><b>Results:</b> DEO's partnership with Parks has been in existence for a least a decade and has provided youth the opportunity to earn wages, connect to the America's Job Centers of California, and learn about workforce services available in their communities. This partnership resulted in over 1,694 youth participants between June 2019 and June 2023. The project has established a foundation for improved work opportunities and training for hundreds of young adults and introduced the youth to multiple career pathways within the public sector that offer a living wage.</p>	<p>Irene Pelayo            Program Manager            (323) 895-3466            ipelayo@opportunity.lacounty.gov</p> <p>Kevin Anderson            Productivity Manager            (213) 738-2593            kanderson@opportunity.lacounty.gov</p>

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<b>PROJECT and DEPARTMENT</b>	<b>PROJECT DESCRIPTION</b>	<b>CONTACT</b>
<p><b>Comprehensive Cancer Navigation Program</b>  Health Services  (Administration)</p> <p><i>Productivity and Quality Awards Program - Top Ten Award Winner</i></p> <p><i>Video</i></p>	<p><b>Problem:</b> Timely access to cancer care is often suboptimal for medically underserved patients with complex clinical and social barriers. Comprehensive patient navigation is recognized by the National Cancer Institute to be a standard of care in the provision of high-quality, cost-effective, patient-centered cancer care, especially among patients from socioeconomically vulnerable groups who face greater structural barriers to care. In 2020, the Department of Health Services (DHS) executive leadership convened a summit with leaders in medical and surgical oncology, social work, and patient access to assess the state of cancer care. DHS identified comprehensive cancer navigation as one of the most significant factors impacting cancer patient access, experience and outcomes.</p> <p><b>Solution:</b> In 2021 DHS approved an annual sustainable personnel package for the development of an enterprise-wide Cancer Navigation Program (CNP) to improve care coordination, reduce delays in treatment, and improve patient outcomes. The CNP utilizes a multidisciplinary team-based approach to help patients better understand their diseases, coordinate with their care teams, and facilitate all stakeholders to navigate potential barriers to care. The CNP has been implemented across all DHS delivery care sites to provide DHS patients newly diagnosed with breast, gynecological, or colorectal cancer with a dedicated navigator that provides patient education, emotional support, communication with the medical team, assistance in coordinating care, and resources to address social needs.</p> <p><b>Results:</b> Since launching in May 2022, the CNP has provided comprehensive navigation services to nearly 1300 patients with breast, gynecological, and colorectal cancer. The CNP has demonstrated measurable improvements in key program objectives including access to care, adherence to evidence based guidelines, and successful completion of treatment goals. For example, since CNP launch the average time between date of diagnosis and first visit with a cancer specialist among navigated patients dropped from 27 days at baseline to 8 days (Goal &lt; 14 days, Source: American College of Surgeons Commission on Cancer standards), and the average time from date of diagnosis to initiation of treatment (e.g. chemotherapy, surgery, and/or radiation) fell from &gt; 100 days at baseline to 44 days (Goal &lt; 60 days).</p>	<p>Evan Raff  Project Manager  (213) 288-8897  eraff@dhs.lacounty.gov</p> <p>Connie Salgado-Sanchez  Productivity Manager  (213) 288-8483  cosanchez@dhs.lacounty.gov</p>

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PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p><b>Sickle Cell Lives Matter</b>  Health Services (Harbor-UCLA Medical Center, Department of Ambulatory Care)</p> <p><i>Productivity and Quality Awards Program - Top Ten Award Winner</i></p> <p><i>Video</i></p>	<p><b>Problem:</b> Sickle cell disease (SCD) is a complex genetic disorder that affects every part of the body. It causes recurrent episodes of severe body pain and complications such as stroke and widespread organ damage. The disease is unpredictable and leads to frequent visits to the Emergency Room (ER) and inconvenient hospitalizations. Quality of life suffers immensely; normal activities such as holding a job, attending school, or starting a family, are difficult to impossible. Exchange transfusion (ET) is a specialized procedure that rapidly removes the patient’s sickle blood cells and replaces them with normal donor blood. ETs can dramatically reduce the incidence of major SCD complications and are cost saving.</p> <p><b>Solution:</b> In March 2018, Harbor-UCLA’s Infusion Center clinic became the first and only location in Los Angeles County’s Department of Health Services to offer ETs to SCD patients on a routine monthly basis. Eligible patients include those with a history of stroke, recurrent pain crisis, pregnancy or history of another severe SCD complication. Patients visit the facility monthly for scheduled treatments. Nurses are highly skilled and specially training to perform ETs with an automated apheresis machine. Nurses set up the machine, procure blood products and medications, connect the machine to the patient’s circulation and administer the treatments. The procedure takes approximately 4 hours, after which the patient is discharged and carry on their normal lives.</p> <p><b>Results:</b> The outcomes have been truly inspiring. Patients have significantly reduced pain crises, fewer visits to the ER, and less hospital admissions. They enjoy a markedly improved quality of life and can plan for their future, including education, employment, and growing families. In addition to these life improvements, clinical outcomes for patients have been remarkable. Patients have not had any strokes or incidents of acute chest syndrome. Visits to the ER have decreased from 3-10 visits per year to one or less admissions and fewer days in the hospital overall. With the inauguration of the County’s first adult SCD clinic at HUMC, it is anticipated many more patients could benefit from this therapy.</p>	<p>Rachel Rangwala  Project Manager  (424) 306-6271  rrangwala@dhs.lacounty.gov</p> <p>Keisha Belmaster  Productivity Manager  (424) 306-6349  kbelmaster@dhs.lacounty.gov</p>



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<b>PROJECT and DEPARTMENT</b>	<b>PROJECT DESCRIPTION</b>	<b>CONTACT</b>
<p><b>Tool Lending Library: Helping Communities Build</b>            LA County Library</p> <p><i>Productivity and Quality Awards Program - Top Ten Award Winner</i></p> <p><i>Video</i></p>	<p><b>Problem:</b> Tools are expensive to purchase and are often only needed for one-time projects. With unemployment and poverty rates soaring in Los Angeles County after the onset of the pandemic, many residents do not have the capacity to buy tools for home improvement or personal enrichment.</p> <p><b>Solution:</b> Launched in May 2022, the Tool Lending Library provides County communities access to a variety of tools and maker items at no cost. Tools are housed at five library locations: Compton, Lancaster, Norwalk, Rosemead, and San Fernando. In addition to standard handheld and power tools, it includes tools for electrical work, gardening, sewing, baking, auto and bike repair, and crafting. A detailed catalog, available on Los Angeles County's website, helps customers determine the appropriate tools for potential projects, and virtual programs showcasing select tools encourage skill building. The Tool Lending Library aims to support all community members across the County, especially under-resourced populations, small business owners and startups, recreation seekers, and individuals who will benefit personally from the collection.</p> <p><b>Results:</b> The Tool Lending Library has had over 2,800 total tool checkouts since its launch, with the most popular items being the power washer, sewing machine, and Cricut cutting machine for home crafters. Enthusiastic customer feedback indicates that the program is fulfilling its goals: saving customers money, reducing the environmental impact of owning tools, allowing customers to complete outstanding projects that improve their lives, and helping them learn new skills and try new things they might not otherwise have the funds or ability to do. The program also closes a service gap and helps break down barriers by offering no-cost access to otherwise expensive tools and maker items for under-resourced communities at a time when residents have experienced job loss and are prioritizing cutting costs and making environmentally friendly choices.</p>	<p>Kelly Hulbert            Project Manager            (562) 940-8521            khulbert@library.lacounty.gov</p> <p>Samangi Skinner            Productivity Manager            (562) 940-4106            sskinner@library.lacounty.gov</p>

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PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p><b>Alternative Crisis Response Initiative</b>  Mental Health</p> <p><i>Productivity and Quality Awards Program - Top Ten Award Winner</i></p> <p><i>Video</i></p>	<p><b>Problem:</b> Too often, individuals in a mental health crisis receive interventions either through law enforcement or through costly and restrictive psychiatric hospital stays. A comprehensive and uniform system of law enforcement-alternative response services and providers for individuals experiencing mental health crises throughout the County was needed.</p> <p><b>Solution:</b> The Alternative Crisis Response Initiative (ACR) seeks to ensure individuals experiencing a mental health crisis are treated quickly, effectively, and with empathy at the least restrictive level in the mental health system. The ACR is a comprehensive behavioral health crisis response system comprised of the 988 Call Center, the expansion of mobile crisis teams called Field Intervention Teams, optimal and strategic usage of non-hospital crisis receiving facilities such as Crisis Stabilization Units and Crisis Residential Treatment programs and diversion of behavioral health crisis calls from 911 to 988 where law enforcement presence is not necessary for public safety. The ACR brings all aspects of the crisis response network together to ensure appropriate and coordinated transitions between the various levels. All County residents experiencing a mental health crisis have 24/7/365 access to rapid, no-wrong-door alternative crisis response services delivered by civilian, non-law enforcement providers by default.</p> <p><b>Results:</b> DMH issued a solicitation for 988 services and Mobile Crisis Outreach Teams, expanded existing Psychiatric Mobile Response Teams (PMRT), and Crisis Residential Treatment Programs (CRTP). They implemented new technology and comprehensive quality improvement strategies known as Innovation Sprints, as well as a joint labor-management rapid cycle improvement project, to identify, test out and spread strategies that will improve mobile crisis response time and create more streamlined workflow processes designed to improve staff satisfaction and retention. This resulted in the ability to provide 24/7 mobile crisis response with over 55 teams (collectively called Field Intervention Teams) and streamlined referrals from 988. The project has resulted in a cost avoidance of \$144,186,440.</p>	<p>Jennifer Hallman  Project Manager  (213) 943-8289  jhallman@dmh.lacounty.gov</p> <p>Angel Baker  Productivity Manager  (213) 947-6589  abaker@dmh.lacounty.gov</p>

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PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p><b>Creating a Museum Of, For and With Los Angeles: Strategic Audience Research</b>            Los Angeles County Museum of Natural History</p> <p><i>Productivity Investment Fund - \$225,000 Grant</i></p>	<p><b>Problem:</b> During a recent comprehensive strategic planning process, one of the primary initiatives identified by the Natural History Museum (NHM) is to create a Museum "of, for, and with Los Angeles. This required determining how to best meet the needs of the County's local communities, including underserved audiences, while also identifying new potential revenue-generating audiences who currently are not visiting the Museum. It also required a deep investigation into the needs, values, and priorities that influence how Angelenos spend their leisure time and the ways they interact with nature, science, and cultural history.</p> <p><b>Solution:</b> To support these efforts, the NHM engaged a nationally-recognized social research and evaluation firm specializing in the cultural sector to identify and solicit feedback from a diverse range of constituencies within the County. The research sequence unfolded in three phases. Phase one was a qualitative exploration to employ ethnographic research methods conducted at various public locations and high-priority communities around Los Angeles and in-home interviews with specific individuals of special interest. Phase two was to refine and enhance the findings through a quantitative investigation using both online surveys targeted to a broad spectrum of County residents and iPad intercepts onsite at the Museum to reach current visitors. Phase three was to engage in collaborative development efforts that draw upon those members of the community identified as high-priority targets for involvement and transforms them into Museum stake-holders by inviting their participation in the creation of relevant and engaging programming that speaks to a diverse range of experiences.</p> <p><b>Results:</b> Drawing from these studies, the NHM will now be able to assess which potential exhibitions and programs to present according to how they measure up to the findings the study revealed. For example, does the theme or program offer a local connection? It is new or unexpected, or does it combine different perspectives in a new way? Does the messaging for the program amplify the elements that people in the study found most appealing? Based on study findings, the NHM is already delivering enhanced service to the community and will continue to build on those enhancements.</p>	<p>Laurel Robinson            Project Manager            (213) 763-3274            lrobinson@nhm.org</p> <p>Leslie Negritto            Productivity Manager            (213) 763-3442            lnegritto@nhm.org</p>

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PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p><b>The CHOI Story: Healthcare Navigation for Families</b>            Public Health with Public Social Services, Asian Pacific Health Care Venture, Inc., Child and Family Guidance Ctr., City of Long Beach Department of Health and Human Services, Dignity Community Care, Emanate Health, Human Services Association, Los Angeles County Office of Education, Los Angeles Unified School District, Maternal and Child Health Access, Rising Communities, Inc., Tarzana Treatment Ctr., Northeast Valley Health Corporation Valley Community Clinic, City of Pasadena, and St. Francis Medical Center-Prime Healthcare</p> <p><i>Productivity and Quality Awards Program - Silver Eagle Award Winner</i></p> <p>Video</p>	<p><b>Problem:</b> The expansion of the Affordable Care Act (ACA) in 2014 created opportunities for California to make significant strides toward providing residents with greater access to affordable, high-quality medical and dental care, including support for mental health, substance use treatment, and long-term care. However, despite ACA expansion and increase in Medi-Cal enrollments, securing and utilizing healthcare coverage and navigating complex systems of care continues to be a challenge for enrollees.</p> <p><b>Solution:</b> Since 2003, the Community Health Outreach Initiatives (CHOI) program has funded community partners to provide health care enrollment and system navigation services to underinsured County residents. In collaboration with its partners, CHOI developed a model of outreach, enrollment, utilization, and retention services to ensure Los Angeles residents have full access to the benefits to which they are entitled so that they can meet their basic health access needs. These partners work to expand health coverage for uninsured children and their families, offer referral assistance to clients experiencing mental health disorders, substance use disorders, and homelessness, and collaborate with other County Departments to overcome challenges clients face as they navigate California's complex healthcare system.</p> <p><b>Results:</b> In 2022, CHOI contractors conducted outreach to 94,098 County residents and supported the submission of 16,803 applications for health care coverage, yielding 12,982 confirmed enrollments into healthcare; provided 27,399 instances of support to access and utilization of health care services and provided 44,121 instances of troubleshooting assistance. To date, more than 1.5 million individuals have received services from CHOI, including 67,502 unique individuals from 41,102 families in 2022 alone. The Department estimates 12,982 health insurance enrollments in 2022 likely saved \$5 million in healthcare costs.</p>	<p>Melissa Franklin            Director, Division of Maternal, Child, and Adolescent Health            (213) 639-6401            mfranklin@ph.lacounty.gov</p> <p>Jane Lam            Productivity Manager            (213) 628-5127            jlam3@ph.lacounty.gov</p>

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<b>NEW WAYS TO DELIVER SERVICE</b>		
<b>PROJECT and DEPARTMENT</b>	<b>PROJECT DESCRIPTION</b>	<b>CONTACT</b>
<p><b>Reproductive Health in Substance Use Treatment</b>            Public Health with Health Services</p> <p><i>Productivity and Quality Awards Program - Commissioners' Legacy Award Winner</i></p> <p><i>Video</i></p>	<p><b>Problem:</b> Substance use during pregnancy has increased in recent decades. Data from the 2020 National Survey of Drug Use and Health indicate that 8-11% of pregnant women used illicit drugs, tobacco products, or alcohol. Pregnant women with opioid use disorder increased 400% from 1999 to 2017. Consequences of substance use during pregnancy may include undesirable pregnancy outcomes, such as prematurity and birth defects, as well as parenting challenges, risk of child abuse and neglect, and harmful effects on child development. In addition, sexual and reproductive health is essential for individual, family, and community health and well-being.</p> <p><b>Solution:</b> The Department of Public Health, Substance Abuse Prevention and Control Division (DPH-SAPC) in partnership with the Department of Health Services Women's Health Programs and Innovations (DHS-WHPI) launched a comprehensive project for Pregnant/Parenting Women receiving substance use disorder treatment at DPH-SAPC contracted substance use disorder treatment programs to ensure equitable access to high quality reproductive health services, counseling, and education during treatment, and aims to empower them to make informed choices about their reproductive health options. This program is unique in that many treatment programs do not establish such close partnerships with sexual and reproductive health programs and only engage women after birth instead of before birth.</p> <p><b>Results:</b> Since May 1, 2021, DHS has conducted sexual and reproductive health education classes monthly, bi-monthly, or quarterly at 22 treatment sites for pregnant and parenting women. As of March 1, 2024, 311 classes have been provided to 1,464 participants. By establishing pregnancy intension conversations, health education classes, and referrals systems in treatment settings, a foundation has been established to enable those receiving treatment in the County to have open and honest conversations about their reproductive health needs with partners, healthcare, and treatment providers. These strategies aim to increase the number of planned pregnancies, healthy pregnancies, and births, and lower the number of unwanted pregnancies, which collectively saves County funds.</p>	<p>Yanira A. Lima            Project Manager            (626) 299-3202            alima@ph.lacounty.gov</p> <p>Jane Lam            Productivity Manager            (213) 628-5127            jlam3@ph.lacounty.gov</p>