



County of Los Angeles

Quality and Productivity Commission



Shared Practices

2025 Report

Categories

Using Available Technology In New Ways

Collaborating With Others to Deliver Improved Services

New Ways to Deliver Services

Telling Our Story

TABLE OF CONTENTS

Category and Department	Project Name	Page
Using Available Technology in New Ways		
Children and Family Services	Strengthening Child Assessment Partnerships	1
Executive Office of the Board of Supervisors	Climate Change and Extreme Heat: Impacts on LA County Operations and Service Planning Implications	2
Human Resources	Bias Mitigation Strategies for Emergency Responders	3
Human Resources	Building Competencies in LGBTQ+ Awareness and SOGIE Data Collection	4
Internal Services Department with Animal Care and Control	Rabid Guard	5
LA County Library	Volunteer Expansion & Management (VEM) Program	6
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	Breaking Down Language Barriers with a HIT	7
Regional Planning with Chief Executive Office, Fire, Parks and Recreation, Public Health, and Public Works	"EPIC-LA": An Extraordinary Journey	8

TABLE OF CONTENTS *(continued)*

Category and Department	Project Name	Page
Collaborating with Others to Deliver Improved Services		
Health Services (Administration) with First Supervisorial District, Children and Family Services, Mental Health, and Public Health	The ABC's of Gender Health - Affirming Better Care	9
Probation with District Attorney, Health Services (Office of Diversion and Re-Entry), Los Angeles County Superior Court, and Public Defender	Mental Health Housing Court & Diversion Program	10
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	The Neurocognitive Disorders Team	11
Public Health with Fire, Public Works, Regional Planning, California Department of Social Services, Community Care Licensing Division, Conrad N. Hilton Foundation, and Public Counsel	Reducing Barriers to Attain Child Care for All	12
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	Student Wellbeing Centers: Services Right on Site!	13

TABLE OF CONTENTS *(continued)*

Category and Department	Project Name	Page
New Ways to Deliver Service		
Executive Office of the Board of Supervisors (Human Relations Commission), 211 LA, Special Service for Groups, Inc., and TaskForce	LA vs Hate, Addressing Bias & Hate	14
Health Services (LA General Medical Center Nursing Education and Human Resources) with Human Resources	Paving a Bright Future for Nursing	15
Health Services (LA General Medical Center, Harbor-UCLA Medical Center, and Rancho Los Amigos National Rehabilitation Center), and CalOx	Safer@Home	16
LA County Library with First Supervisorial District and Chief Executive Office	Diaper & Hygiene Kits: Supporting Families in Need	17
Medical Examiner	Workstation on Wheels (WOW) for Enhancement of Autopsy Service	18
Mental Health	Homeless Outreach and Mobile Engagement (HOME)	19
Public Health with Los Angeles County Development Authority	Lead Free Homes LA: Paint Remediation Revolution	20

TABLE OF CONTENTS *(continued)*

Category and Department	Project Name	Page
New Ways to Deliver Service <i>(continued)</i>		
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	Saving Lives Through Hands-Only CPR	21
Youth Development with Anti-Recidivism Coalition, Healing Dialogue and Action, and Young Women's Freedom Center	DYD Credible Messenger Mentorship Pilot	22
Telling a Story		
Arts and Culture with First Supervisorial District	"We Are Still Here", A Report on Harms	23
LA County Museum of Art	West Campus Lighting Control System Upgrade	24

Quality and Productivity Commission
Shared Practices 2025 Report

USING AVAILABLE TECHNOLOGY IN NEW WAYS		
PROJECT AND DEPARTMENT	PROJECT DESCRIPTION	CONTACT(S)
<p>Strengthening Child Assessment Partnerships Children and Family Services</p> <p><i>Productivity and Quality Awards Program – Process Improvement Award Winner</i></p> <p>Video</p>	<p>Problem: 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.</p> <p>Solution: 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%.</p> <p>Results: 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.</p>	<p>Denise Pichon Project Manager (562) 728-4610 pichod@dcfs.lacounty.gov</p> <p>Arman Depanian Productivity Manager (213) 371-0539 depana@dcfs.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2025 Report

USING AVAILABLE TECHNOLOGY IN NEW WAYS		
PROJECT AND DEPARTMENT	PROJECT DESCRIPTION	CONTACT(S)
<p>Climate Change and Extreme Heat: Impacts on LA County Operations and Service Planning Implications Executive Office of the Board of Supervisors</p> <p><i>Productivity Investment Fund - \$150,000 Grant</i></p>	<p>Problem: Research shows that extreme heat causes and exacerbates a wide range of physical and mental health problems, leading to an increased demand for County services to treat or address the problems. 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. LA 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.</p> <p>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 and, as a Board-mandated County Heat Action plan is developed, findings 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.</p> <p>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. Top findings from the reports include: 1) in 2014-19, Extreme HeatRisk days saw a 15% increase in Emergency Medical Service requests, 12% increase in bookings for violent offenses, and 65% increase in coroner-investigated deaths; 2) annually, any level of HeatRisk was associated with approximately 211 coroner-investigated deaths; and 3) the excess demand on the LA County Fire Department and emergency rooms throughout the County during a single 2022 heatwave cost an estimated total of \$4 million.</p>	<p>Alison Frazzini Project Manager (213) 304-7856 afrazzini@cso.lacounty.gov</p> <p>Dayna Liang Productivity Manager (Alternate) (213) 974-2546 dliang@bos.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2025 Report

USING AVAILABLE TECHNOLOGY IN NEW WAYS		
PROJECT AND DEPARTMENT	PROJECT DESCRIPTION	CONTACT(S)
Bias Mitigation Strategies for Emergency Responders Human Resources <i>Productivity Investment Fund - \$150,000 Grant</i>	<p>Problem: Data from 211LA on reporting hate reveal that hate based on race and ethnicity is the largest category of bias reported. Hate incidents against Asian Americans in LA County have risen significantly since COVID-19. County employees and the residents they serve are not impervious to the fears and prejudices that could manifest in disrespectful speech and actions when under stress. 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.</p> <p>Solution: A customized online training was developed in response to the COVID-19 public health crisis for all LA 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. This was achieved with specific bias mitigation strategies and techniques provided in 20-minute online training videos that were made available to all County employees.</p> <p>Results: Starting in January 2024, three training videos were uploaded to Talent Works. Webinar discussions with County first responders and bias mitigation subject matter experts were uploaded in January 2024. The primary video, "Mitigating Bias in Emergency Response - Equity: Leave No One Behind", was uploaded in February 2024. In August 2024, the Department of Human Resources (DHR) made the training available to all County employees. 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.</p>	<p>Tina Curry Project Manager (213) 738-2374 tcurry@hr.lacounty.gov</p> <p>Lana Ghil Productivity Manager (213) 349-7996 lghil@hr.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2025 Report

USING AVAILABLE TECHNOLOGY IN NEW WAYS		
PROJECT AND DEPARTMENT	PROJECT DESCRIPTION	CONTACT(S)
<p>Building Competencies in LGBTQ+ Awareness and SOGIE Data Collection Human Resources</p> <p><i>Productivity Investment Fund - \$100,000 Grant</i></p>	<p>Problem: When collecting Sexual Orientation, Gender Identity and Expression (SOGI/SOGIE)¹ information from Lesbian, Gay, Bisexual, Transgender, Queer/Questioning (LGBTQ+) individuals, many fear reprisal and methodologies used and assume lack of acceptance from LA County employees and departments. Changing these concerns requires competency training with data collection methodologies that emphasize confidentiality. Many employees and departments lack awareness and expertise on how to properly implement SOGI data collection procedure and protocols.</p> <p>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 Dec. 2023, DHR hosted 5 pilot webinar sessions and tested the training method and content structure on an informed audience. 3 trainings were created: 1) SOGIE 101: A Workshop (web-based); 2) The Ins & Outs of SOGI Data Collection (webinar); and 3) Data Collection 101: The Importance of Capturing Demographics.</p> <p>Results: Over 400 employees participated in the training program. The webinars were limited to 50 participants per session to ensure an effective training experience. The program marked a significant milestone in the County's commitment to inclusive data collection practices. After program evaluation, 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. Satisfaction rates have steadily improved, while operational readiness metrics show that more than 75% of participants feel highly prepared to implement SOGI data collection practices.</p> <p>¹ Please note when referring to data collection, the "E" is omitted since data is not collected on Gender Expression.</p>	<p>Tina Curry Project Manager (213) 738-2374 tcurry@hr.lacounty.gov</p> <p>Lana Ghil Productivity Manager (213) 349-7996 lghil@hr.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2025 Report

USING AVAILABLE TECHNOLOGY IN NEW WAYS		
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<p>Rabid Guard Internal Services Department with Animal Care and Control</p> <p><i>Productivity and Quality Awards Program – Performance Measurement Award Winner</i></p> <p>Video</p>	<p>Problem: 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. In addition, the process of entering each certificate information manually takes a considerable amount of time, typically ranging from five to ten minutes per certificate.</p> <p>Solution: In February 2022, the LA 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. An unattended bot operates autonomously without human intervention, performing tasks automatically according to pre-defined business rules, schedules, or triggers.</p> <p>Results: 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).</p>	<p>Hassan Janjua Project Manager (562) 940-2060 hjanjua@isd.lacounty.gov</p> <p>Walter Tucker IV Productivity Manager (323) 698-7261 wtuckeriv@isd.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2025 Report

USING AVAILABLE TECHNOLOGY IN NEW WAYS		
PROJECT AND DEPARTMENT	PROJECT DESCRIPTION	CONTACT(S)
Volunteer Expansion & Management (VEM) Program LA County Library <i>Productivity Investment Fund - \$100,000 Grant</i>	<p>Problem: LA County Library has the second largest volume of volunteers of all LA County Library 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.</p> <p>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.</p> <p>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. By digitizing and centralizing the volunteer management system throughout all library locations, data can now be aggregated more quickly. 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.</p>	<p>Manuel Moreno Project Manager (562) 940-8403 mmoreno@library.lacounty.gov</p> <p>Samangi Skinner Productivity Manager (562) 940-4106 sskinner@library.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2025 Report

USING AVAILABLE TECHNOLOGY IN NEW WAYS		
PROJECT AND DEPARTMENT	PROJECT DESCRIPTION	CONTACT(S)
<p>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</p> <p><i>Productivity and Quality Awards Program – Commissioners' Legacy Award Winner</i></p> <p>Video</p>	<p>Problem: Language access is critical to the Department of Public Health's mission of reaching all communities, including 54.8% of LA County residents who speak a language other than English at home, and 30% of households that are linguistically isolated. Beyond the clinical setting, linguistic isolation poses a significant public health barrier, including the timely and accurate delivery of critical health and safety information, resource distribution, and efforts to combat misinformation. Limited English proficiency also interacts and overlaps with other social determinants and exacerbating inequities.</p> <p>Solution: The Center for Health Equity Language Justice Unit created the Hub for Interpretation and Translation (HIT) system, a central digital platform where Public Health 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.</p> <p>Results: Since its launch in June 2023, through the end of March 2025, HIT has processed 1,085 translation requests for 2,449 documents in 32 languages and 121 interpretation requests. HIT has reduced translation time by 5.75 days and costs by 90%, or \$1,000+ per request. To date, HIT has provided interpretation/translation services in American Sign Language, Trilingual Sign Language, Arabic, Armenian, Cambodian/Khmer, Chinese, Croatian, Farsi, German, Haitian Creole, Indonesian, Japanese, Korean, Punjabi, Russian, Samoan, Spanish, Tagalog, Tamil, Thai, Tongan, Ukrainian, and Vietnamese.</p>	<p>Sonya Vasquez Project Manager (213) 628-5728 svasquez@ph.lacounty.gov</p> <p>Melissa Bond Productivity Manager (323) 864-7549 mbond@ph.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2025 Report

USING AVAILABLE TECHNOLOGY IN NEW WAYS		
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<p>“EPIC-LA”: An Extraordinary Journey Regional Planning with Chief Executive Office, Fire, Parks and Recreation, Public Health, and Public Works</p> <p><i>Productivity and Quality Awards Program – Customer Service Award Winner</i></p> <p>Video</p>	<p>Problem: 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.</p> <p>Solution: The LA County Electronic Permitting and Inspections (EPIC-LA) system has transformed how land development departments collaborate and serve the public. As EPIC-LA continues to expand, the County provides better and more efficient customer service for land development with the core departments and additional partners. EPIC-LA is the enterprise system used by Regional Planning, Public Works, Fire, Parks and Recreation, and Public Health to accept applications and fees, internally consult and share information, issue approvals, and generate reports per State requirements and for the public. EPIC-LA also continues to support public access and transparency. During the pandemic, EPIC-LA provided key services without interruption, such as permits for temporary outdoor businesses.</p> <p>Results: 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 \$31 million, 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.</p>	<p>Dennis Slavin Project Manager (213) 974-6405 dslavin@planning.lacounty.gov</p> <p>Julie Moore Productivity Manager (213) 974-3426 jmoore@planning.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2025 Report

COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES		
PROJECT AND DEPARTMENT	PROJECT DESCRIPTION	CONTACT(S)
<p>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</p> <p><i>Productivity and Quality Awards Program – Community Equity and Inclusion Award Winner</i></p> <p>Video</p>	<p>Problem: 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.</p> <p>Solution: The LA County Department of Health Services (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 the Department of Children and Family Services (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 prevented recording of correct name, pronouns, and gender.</p> <p>Results: 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.</p>	<p>Drs. Shannon Thyne and Katherine Gardner Project Managers (213) 240-8101 sthynes@dhs.lacounty.gov kgardner@dhs.lacounty.gov</p> <p>Connie Salgado-Sanchez Productivity Manager (213) 288-8483 cosanchez@dhs.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2025 Report

COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES		
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<p>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</p> <p><i>Productivity and Quality Awards Program – Top Ten Award Winner</i></p> <p>Video</p>	<p>Problem: A primary challenge in LA 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.</p> <p>Solution: 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.</p> <p>Results: Since 2016, the MHHC program has supervised over 4,836 clients. Over 1,378 MHHC clients received permanent housing. Currently, the program supervises over 1,250 clients, who receive mental health counseling, substance abuse counseling, medication, meals, transportation, and housing.</p>	<p>Earl Estell Project Manager (562) 319-7806 earl.stell@probation.lacounty.gov</p> <p>Francisco Navarro Productivity Manager (Alternate) (323) 895-3748 francisco.navarro@probation.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2025 Report

COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES		
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<p>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</p> <p><i>Productivity and Quality Awards Program – Gold Eagle Award Winner</i></p> <p>Video</p>	<p>Problem: Since its inception in November of 2021, the Neurocognitive Disorders Team (NDT) has reimagined how the Department of 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.</p> <p>Solution: The Neurocognitive Disorders Team (NDT) brings best practices to the legal representation of system-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 stakeholder 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.</p> <p>Results: NDT has received 511 referrals from PD trial teams for consultations and assistance. In collaboration with qualified treatment providers, NDT successfully advocates for sentencing alternatives that result in better client and community outcomes. Significantly, 19 clients referred to NDT have obtained lifetime treatment with the Regional Center which provides comprehensive support to people with substantially disabling developmental disabilities. 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".</p>	<p>Marcus Huntley Project Manager (310) 727-6233 mhuntley@pubdef.lacounty.gov</p> <p>John Mathews Productivity Manager (213) 974-1811 jmathews@pubdef.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2025 Report

COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES		
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<p>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</p> <p><i>Productivity and Quality Awards Program – Top Ten Award Winner</i></p> <p>Video</p>	<p>Problem: LA 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 child care 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.</p> <p>Solution: Investing in high quality infant and toddler early care and education is an equity strategy that has positive multi-generational effects that provide young children with safe and nurturing care and families with the support they need to work or further their own education. The Child Care for All Initiative supports early childhood educators increase infant/toddler child care capacity in LA County. 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.</p> <p>Results: The dedication of our partners to support LA 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 LA County facility development fee waiver program, and improved access to infant and toddler child care programs. Child Care for All will have helped increase enrollment of an additional 520 infants and toddlers in early care and education programs. Various Child Care for All publications, such as the 1) LA County Early Care and Education Facility Development Toolkit, 2) Infant and Toddler Early Care and Education Expansion Toolkit, and 3) City Planners Toolkit, have inspired other jurisdictions across the state to develop similar resources to increase local infant and toddler early care and education facility capacity.</p>	<p>Leanne Drogin Project Manager (310) 869-9292 ldrogin@ph.lacounty.gov</p> <p>Melissa Bond Productivity Manager (323) 864-7549 mbond@ph.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2025 Report

COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES		
PROJECT AND DEPARTMENT	PROJECT DESCRIPTION	CONTACT(S)
<p>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</p> <p><i>Productivity and Quality Awards Program – Top Ten Award Winner</i></p> <p>Video</p>	<p>Problem: Accessing preventive healthcare and achieving educational milestones are crucial indicators for a community's long-term well-being. LA County youth face obstacles in both areas; those in grades 9-12, who are more prone to engage in unhealthy behaviors such as substance abuse, often lack preventive healthcare as well as access to education and prevention services that can reduce risky behaviors. Substance use among high schoolers contributes to premature loss of life, hinders academic success, and exacerbates mental health challenges. A significant number of students also face mental health challenges that remain unaddressed, further compounding these issues.</p> <p>Solution: Addressing the well-being of students and families since 2019, the Department of Public Health's Student Wellbeing Centers (WBCs) have partnered with Planned Parenthood Los Angeles (PPLA), the LA County Office of Education, and school districts to provide clinical services, safe spaces, substance use prevention activities, and health education at 45 high schools, with 13 sites offering behavioral health services. WBCs teach students about protective practices, including substance use prevention, youth leadership, and safe sexual health. These efforts contribute to healthier decision-making, resulting in an estimated \$343.5 million cost benefit.</p> <p>Results: In the 2023-24 school year, WBCs made 778 referrals for sexual health services, 233 referrals for mental health services, and 152 referrals for substance use treatment services. The program 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 and 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. By addressing substance use, mental health, and preventive healthcare, the partnership fosters holistic student health and well-being and empowers youth to make informed decisions about their health.</p>	<p>Rachel Bonkovsky Project Manager (323) 695-4077 rbonkovsky@ph.lacounty.gov</p> <p>Melissa Bond Productivity Manager (323) 864-7549 mbond@ph.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2025 Report

NEW WAYS TO DELIVER SERVICES		
PROJECT AND DEPARTMENT	PROJECT DESCRIPTION	CONTACT(S)
<p>LA vs Hate, Addressing Bias & Hate Executive Office of the Board of Supervisors (Human Relations Commission)</p> <p><i>Productivity and Quality Awards Program – Top Ten Award Winner</i></p> <p>Video</p>	<p>Problem: In 2018, there was a dramatic rise in hate violence and a change in the trends, as noted in the Commission's annual hate crime reports and by the Board of Supervisors in their motion creating this multi-year anti-hate campaign/program. That same year, a UCLA study found that 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.</p> <p>Solution: LA vs Hate is a countywide anti-hate program 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 activity. 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.</p> <p>Results: LA vs Hate launched eight school Dream Resource Centers to address bullying. As of June 2024, 34,661 students have been served, 2,596 law enforcement have received video training on encouraging hate crime reporting, and 698 Asian American/Pacific Islander victims of hate have been served. 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.</p>	<p>Robin Toma Project Manager (818) 482-4127 rtoma@hrc.lacounty.gov</p> <p>Dayna Liang Productivity Manager (Alternate) (213) 974-2546 dliang@bos.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2025 Report

NEW WAYS TO DELIVER SERVICES		
PROJECT AND DEPARTMENT	PROJECT DESCRIPTION	CONTACT(S)
<p>Paving a Bright Future for Nursing Health Services – LA County General (Nursing Education and Human Resources) with Human Resources</p> <p><i>Productivity and Quality Awards Program – Silver Eagle Award Winner</i></p> <p>Video</p>	<p>Problem: Prior to the COVID-19 pandemic, newly graduated Registered Nurses (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.</p> <p>Solution: 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.</p> <p>Results: 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. The NRP has also successfully enhanced the level of training for new graduate RNs and has proven to be highly effective in achieving its objectives, with outcome metrics showing marked improvement since its implementation. This success can be attributed to the program's comprehensive approach, which not only focuses on providing new nurses with the necessary clinical skills but also emphasizes the importance of professional development and ongoing support.</p>	<p>Grace Chacon Project Manager (323) 409-8855 gracechacon@dhs.lacounty.gov</p> <p>Jamie Wells Productivity Manager (323) 409-5527 jwells@dhs.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2025 Report

NEW WAYS TO DELIVER SERVICES		
PROJECT AND DEPARTMENT	PROJECT DESCRIPTION	CONTACT(S)
<p>Safer@Home Health Services – LA County General</p> <p><i>Productivity and Quality Awards Program – Top Ten Award Winner and County Image Enhancement Award Winner</i></p> <p>Video</p>	<p>Problem: 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 LA County Department of Health Services.</p> <p>Solution: 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.</p> <p>Results: In its first year, S@H enabled 876 patients to avoid 3,505 days in the hospital (average 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 \$6.23 million in just its first year. S@H has received local, national, and international recognition for its innovation and effectiveness.</p>	<p>Dr. Brad Spellberg Project Manager (323) 409-6734 bspellberg@dhs.lacounty.gov</p> <p>Jamie Wells Productivity Manager (323) 409-5527 jwells@dhs.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2025 Report

NEW WAYS TO DELIVER SERVICES

PROJECT AND DEPARTMENT	PROJECT DESCRIPTION	CONTACT(S)
<p>Diaper & Hygiene Kits: Supporting Families in Need LA County Library with First Supervisorial District and Chief Executive Office</p> <p><i>Productivity and Quality Awards Program – Top Ten Award Winner</i></p> <p>Video</p>	<p>Problem: 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.</p> <p>Solution: The LA County Library in partnership with the Chief Executive Office and the First Supervisorial District created a pilot program to distribute free diapers, baby wipes, and menstrual hygiene products at five high-need libraries. Funded by the LA-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.</p> <p>Results: The program's success can be attributed to the careful selection of participating locations, which ensured resources were directed to areas with the highest need. Five libraries now offer menstrual product dispensers in their bathrooms, which are regularly restocked. 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.</p>	<p>Jesse Walker-Lanz Project Manager (562) 940-8409 jlanz@library.lacounty.gov</p> <p>Samangi Skinner Productivity Manager (562) 940-4106 sskinner@library.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2025 Report

NEW WAYS TO DELIVER SERVICES		
PROJECT AND DEPARTMENT	PROJECT DESCRIPTION	CONTACT(S)
<p>Workstation on Wheels (WOW) for Enhancement of Autopsy Service Medical Examiner</p> <p><i>Productivity Investment Fund - \$100,000 Grant</i></p>	<p>Problem: The LA 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. At the time the CT was purchased, the department decided against having wireless computers on the autopsy floor due to Wi-Fi security concerns. Computers were hardwired to shelves at autopsy stations, requiring wireless keyboards and mice assigned to a workstation on a mobile cart. Presently, this setup is rarely used because of the non-ergonomic high shelf the computers sit on and the need to find the mobile cart that goes to a specific computer.</p> <p>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.</p> <p>Results: WOW have 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. WOW have been deployed into other parts of the division to be used by forensic attendants during their intake and processing of decedent bodies. Overall, this project has improved accessibility of the necessary digital resources, including the electronic case management system, to staff within the medical division, as well as aiding other divisions within the department.</p>	<p>Dr. Odey Ukpo Project Manager (323) 343-0522 oukpo@me.lacounty.gov</p> <p>Anahit Grigoryan Productivity Manager (323) 343-8010 agrigoryan@me.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2025 Report

NEW WAYS TO DELIVER SERVICES		
PROJECT AND DEPARTMENT	PROJECT DESCRIPTION	CONTACT(S)
<p>Homeless Outreach and Mobile Engagement (HOME) Mental Health</p> <p><i>Productivity and Quality Awards Program – Top Ten Award Winner</i></p> <p>Video</p>	<p>Problem: As the homeless numbers in LA 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 coordinated system established specialized outreach and linkage teams for individuals with severe mental illness that were comprised of LA County Department of Mental Health (DMH) staff. While the number of people with severe mental illness remained relatively constant over the five-year period with the DMH teams on the ground, it became increasingly evident that there were several individuals on LA County streets who were so profoundly impaired by symptoms of their mental illness that linkage to traditional treatment programs were insufficient to meet their needs.</p> <p>Solution: The DMH Homeless Outreach & Mobile Engagement (HOME) program was developed to provide street-based engagement and 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.</p> <p>Results: From Jan 2022-Aug 2024, HOME has served about 5,400 unique clients, engaged in 465 psychiatric crisis interventions, and facilitated 142 conservatorships, 488 placements in interim housing, and 392 transitions to permanent housing. HOME has been locally and nationally recognized by the LA Times, ABC News, and National Public Radio (KPCC and KCRW) for its innovative approach to care.</p>	<p>La Tina Jackson Project Manager (818) 610-6707 ltjackson@dmh.lacounty.gov</p> <p>Jennifer Hallman Productivity Manager (213) 943-8289 jhallman@dmh.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2025 Report

NEW WAYS TO DELIVER SERVICES		
PROJECT AND DEPARTMENT	PROJECT DESCRIPTION	CONTACT(S)
<p>Lead Free Homes LA: Paint Remediation Revolution Public Health with Los Angeles County Development Authority</p> <p><i>Productivity and Quality Awards Program – Mega Million Dollar Award Winner</i></p> <p>Video</p>	<p>Problem: Lead is a toxin and causes irreversible biological and neurological damage associated with cognitive and behavioral impairment. The vast majority of housing in LA 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.</p> <p>Solution: The Department of Public Health (Public Health), in collaboration with the LA 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. The program engages in: 1) broad community outreach and education; 1) workforce development and training, including oversight of independent contractors to perform lead paint hazard inspections, testing, remediation, and clearances; and 3) management activities for the program.</p> <p>Results: As of March 2025, LFHLA has provided education and lead remediation services to over 1,050 properties to reduce lead exposure in children, families, and future generations. The landmark lead paint company lawsuit settlement that funds LFHLA has provided unprecedented funding to combat the longest-lasting public health epidemic in California history by allowing LA County 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.</p>	<p>Janet Scully Project Manager (323) 509-6332 jscully@ph.lacounty.gov</p> <p>Melissa Bond Productivity Manager (323) 864-7549 mbond@ph.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2025 Report

NEW WAYS TO DELIVER SERVICES		
PROJECT AND DEPARTMENT	PROJECT DESCRIPTION	CONTACT(S)
<p>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</p> <p><i>Productivity and Quality Awards Program – Outstanding Teamwork Award Winner</i></p> <p>Video</p>	<p>Problem: Heart disease is the leading cause of death in LA 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.</p> <p>Solution: 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, buying time until emergency help arrives. Committed to addressing these gaps, in January 2023, the Department of Public Health (DPH) launched the Heart Heroes campaign with the primary objective to provide free, accessible hands-only CPR training and education in diverse, highly populated public spaces. The Heart Heroes campaign, with the support of over 120 collaborating partners, brought the training directly to communities, setting an ambitious goal to train 500,000 residents and workers in LA County in hands-only CPR.</p> <p>Results: In just one year, 506,332 LA County residents and workers were trained in hands-only CPR with the support of over 120 collaborating partners, including 16 County departments/agencies, and 1,809 trainings in HPI+ (Healthy Places Index) communities, which represent areas with the least healthy community conditions relative to the County as a whole. More than 6,300 high school students and staff completed training at 39 LA County high schools. The campaign's outreach and training efforts have been widespread and inclusive, demonstrating a remarkable achievement in public health education and emergency preparedness.</p>	<p>Stella Fogleman and Linda Aragon Project Managers (213) 637-3600 sfogleman@ph.lacounty.gov laragon@ph.lacounty.gov</p> <p>Melissa Bond Productivity Manager (323) 864-7549 mbond@ph.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2025 Report

NEW WAYS TO DELIVER SERVICES		
PROJECT AND DEPARTMENT	PROJECT DESCRIPTION	CONTACT(S)
<p>DYD Credible Messenger Mentorship Pilot Youth Development with Anti-Recidivism Coalition, Healing Dialogue and Action, and Young Women's Freedom Center</p> <p><i>Productivity and Quality Awards Program – Top Ten Award Winner</i></p> <p>Video</p>	<p>Problem: 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.</p> <p>Solution: 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 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 through 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.</p> <p>Results: The program's primary benefit is supporting young people as they navigate the challenging and often traumatic experience of incarceration. The program has served roughly 350 youth since launch and provided mentoring sessions and groups covering topics including: relapse prevention, healing circles, family relations, healthy boundaries, goal setting, anger management, educational support, emotional intelligence, and communication skills.</p>	<p>Kaylyn Canlione Project Manager (213) 838-2067 kcanlione@dyd.lacounty.gov</p> <p>Taylor Schooley Productivity Manager (213) 262-7847 tschooley@dyd.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2025 Report

TELLING OUR STORY		
PROJECT AND DEPARTMENT	PROJECT DESCRIPTION	CONTACT(S)
<p>“We Are Still Here”, A Report on Harms Arts and Culture with First Supervisorial District</p> <p><i>Productivity and Quality Awards Program – Changemaker Award Winner</i></p> <p>Video</p>	<p>Problem: 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.</p> <p>Solution: 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 LA 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.</p> <p>Results: 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 Fernandeño Tataviam Band of Mission Indians, Gabrielino/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. The report received a Hermes Creative 2023 Gold Award for design.</p>	<p>Alexandra Valdes Project Manager (213) 595-4827 aferguson@lanaic.lacounty.gov</p> <p>Megan Moret Productivity Manager (213) 273-8335 mmoret@arts.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2025 Report

TELLING OUR STORY		
PROJECT AND DEPARTMENT	PROJECT DESCRIPTION	CONTACT(S)
West Campus Lighting Control System Upgrade LA County Museum of Art <i>Productivity Investment Fund - \$500,000 Grant</i>	<p>Problem: Core components of the current Lighting Control System (LCS) have become obsolete and the system is no longer supported by the vendor. As a result, staff from the LA 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.</p> <p>Solution: LACMA replaced the existing lighting control server, processors, and stations responsible for the west side of the museum's 20-acre campus, including the Broad Contemporary Art Museum (BCAM) and the Lynda and Stewart Resnick Exhibition Pavilion, both typically used for temporary exhibitions, as well as outdoor architectural lighting and the Pritzker Parking Garage. 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.</p> <p>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.</p>	<p>Jean-Pascal Coutelen Project Manager (323) 857-4725 jpcoutelen@lacma.org</p> <p>Veridiana Pontes Productivity Manager (323) 857-6585 vpontes@lacma.org</p>