



County of Los Angeles
Quality and Productivity Commission



Shared Practices

Cumulative Report 2015-2019

CATEGORIES

Using Available Technology In New Ways

Leveraging Private Sector Business Practices

Collaborating With Others to Deliver Improved Services

New Ways to Deliver Service

Telling Our Story



County of Los Angeles Chief Executive Office
Quality and Productivity Commission



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2015 Report

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Chief Executive Office
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Shared Practices 2015

USING AVAILABLE TECHNOLOGY IN NEW WAYS		
PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Web-Interface for Mobile Access for eWorkflow Alternate Public Defender</p> <p><i>Department Visit May 21, 2014</i></p>	<p>Problem: Mobile access to critical department resources is a major IT strategic objective. The success and growth of APD's <i>eWorkflow</i> necessitated access from mobile locations.</p> <p>Solution: Enabling mission critical access and functionality through the web by migrating the eWorkflow database to an upgraded version.</p> <p>Results: Mobile functionality enables attorneys to access work more easily away from the office and in court. It saves time, money and enhances productivity.</p>	<p>Gary Baucum Productivity Manager (213) 974-8226 gbaucum@apd.lacounty.gov</p>
<p>Active eCase Document Management and Archival System (DMS) Alternate Public Defender (APD)</p> <p><i>PQA Productivity Enhancement Award</i></p> <p>View Video</p>	<p>Problem: APD handles over 30,000 new cases every year. State Bar rules require them to keep case files for an indefinite period, resulting in ever increasing off-site storage and retrieval costs.</p> <p>Solution: Create the Active eCase Document Management and Archival System that would: 1) store closed files; 2) allow access to with active case files from work, courts, or home; 3) receive electronic probation reports; and 4) scan files directly to the system</p> <p>Results: DMS, accessible from any workstation, provides immediate access to both archived and active case files. DMS interfaces with other justice systems, and provides a speedy interface for uploading documents and processing client file requests. Benefits include enhanced service, reduced storage and scanning costs.</p>	<p>Jordan Yerian Program Manager (213) 893-2042 jyerian@apd.lacounty.gov</p> <p>Gary Baucum Productivity Manager (213) 974-8226 gbaucum@apd.lacounty.gov</p>

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Quality and Productivity Commission
Shared Practices 2015

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Technology Enhanced Arts Learning (TEAL) Arts Commission <i>Productivity Investment Fund</i> <i>\$1,085,446 Grant</i>	<p>Problem: Schools in LA County have faced decades of challenges that now limit students' access to high quality arts instruction. The goal of TEAL is to provide large scale professional development in the arts to public school teachers and administrators across the County.</p> <p>Solution: Develop learning modules that feature in-person and online content in partnership with the Office of Education. Utilize a trainer-of-trainers implementation model to enable educators to include arts-based learning strategies in their classrooms.</p> <p>Results: The project will significantly increase knowledge and skills of public school educators in the fundamentals and best practices of arts education. It will also provide arts training to college students seeking their teaching or administrative credentials.</p>	Denise Grande Program Manager (213) 202-3983 dgrande@arts.lacounty.gov Robin Guerrero Productivity Manager (213) 893-2543 rguerrero@bos.lacounty.gov
MARS: Mileage Authorization & Reimbursement System Auditor-Controller with Internal Services and Public Social Services <i>PQA Gold Eagle Award</i> <i>PQA Best Application of Technology Award</i> View Video	<p>Problem: County employees were spending significant time manually preparing, submitting, approving and processing mileage and parking claims. The process was paper-based, inefficient, and time-consuming.</p> <p>Solution: The Mileage Authorization and Reimbursement System (MARS). The fully automated system was implemented in 2012 for over 35,000 County mileage drivers. It is completely paperless, automated and user-friendly. MARS incorporates geographic information technology to compute distances.</p> <p>Results: MARS significantly increased the efficiency of the entire process. Employees benefit through faster, more accurate claims preparation, submission, and payment. It is accurate and "green," saves money and time.</p>	Robert Davis Program Manager (213) 974-0385 radavis@auditor.lacounty.gov Dulce Maycumber Productivity Manager (213) 974-0354 dmaycumber@auditor.lacounty.gov

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USING AVAILABLE TECHNOLOGY IN NEW WAYS

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>ERIC Manages Risk in "A Dash" Chief Executive Office with Internal Services</p> <p><i>PQA Top Ten Award PQA Performance Measurement Award</i></p> <p>View Video</p>	<p>Problem: Finding ways to reduce liability claims. The County pays out \$500 million on workers compensation and liability claims a year!</p> <p>Solution: The Enterprise Risk Information Center (ERIC) dashboard, a user-friendly, multi-faceted tool allowing managers to view, update and track claims and liability data.</p> <p>Results: ERIC provides accurate and consistent information, allowing claims to be avoided, resolved early, and managed efficiently.</p>	<p>Steven NyBlom Program Manager (213) (213) 738-2214 snyblom@ceo.lacounty.gov</p> <p>Jerry Ramirez Productivity Manager (213) 974-4282 jramirez@ceo.lacounty.gov</p>
<p>Court Report Document Management System Children and Family Services</p> <p><i>Productivity Investment Fund \$118,757 Grant</i></p>	<p>Problem: The Department is required to send complex court reports for each child under their supervision at least once every six months. An average of 400-500 report packages are sent each week, using over 60 million pages annually.</p> <p>Solution: Build a fully integrated system for online management of Court Reports in collaboration with Juvenile Court Services. The website will enable electronic imaging and retrieval of court reports and eliminate the need for printed copies.</p> <p>Results: Cost savings result from reduced mileage, paper and toner costs, and the cost of purchasing new copier/printers. There will also be a reduction in Court Sanctions due to late reports. Improved tracking makes documentation retrieval easier.</p>	<p>Jerry Fong Program Manager (562) 345-6625 fongj@dcfs.lacounty.gov</p> <p>Tricia Densen Productivity Manager (213) 739-6435 densot@dcfs.lacounty.gov</p>

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Quality and Productivity Commission
Shared Practices 2015

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Electronic Case File Management System Coroner <i>Department Visit April 3, 2014</i>	<p>Problem: Replacement of the legacy management/tracking system was critical to the goal of improving operational efficiency and effectiveness and to reduce liability,</p> <p>Solution: Develop the Electronic Case Final Management System (ECFS) a system to provide document management as well as physical object management functionality while addressing important security issues.</p> <p>Results: The system will improve document management, evidence tracking and monitoring workflow.</p>	Sarah Ahonima Productivity Manager (323) 343-0784 sahonima@coroner.lacounty.gov
Justice Automated Information Management System (JAIMS) District Attorney <i>Department Visit May 19, 2014</i>	<p>Problem: Criminal justice agencies face difficulties in obtaining and analyzing data due to privacy laws, different reporting systems and organizations.</p> <p>Solution: JAIMS, the result of a joint effort of criminal justice agencies led by Information Systems Advisory Body (ISAB), is a database and reporting tool that collects information, anonymizes it, and makes it available for statistical reporting.</p> <p>Results: This system is one of the most significant computer programs used to collect criminal justice data, including AB109 data.</p>	Priscilla Cruz Productivity Manager (213) 202-7621 pcruz@da.lacounty.gov

Chief Executive Office
Quality and Productivity Commission
Shared Practices 2015

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First Step District Attorney <i>Department Visit May 19, 2014</i>	<p>Problem: The County of Los Angeles has seen an increase in sex trafficking of minors.</p> <p>Solution: First Step, a newly developed program involving Children and Family Services, Probation, and law enforcement agencies. This program was established to define policies, procedures and best practices when agencies come into contact with minors who may be victims of domestic minor sex trafficking.</p> <p>Results: The partners have committed to work collaboratively to ensure the safety and well-being of children and youth who have or may become victims of commercial exploitation.</p>	Priscilla Cruz Productivity Manager (213) 202-7621 pcruz@da.lacounty.gov
Pulse Point Fire <i>Department Visit August 7, 2014</i>	<p>Problem: Technology brings new opportunities to the Department through citizen involvement and engagement.</p> <p>Solution: Pulse Point, a free smart device application that alerts CPR-trained citizens that someone nearby is experiencing cardiac arrest and needs CPR. This app not only provides the location of the victim, but also the nearest public access automated defibrillator.</p> <p>Results: Many lives will be saved with more immediate CPR administered by trained citizens prior to arrival of firefighter paramedics.</p>	Roxanne Benavides-Ortega Productivity Manager (323) 881-2327 roxanne.benavides@fire.lacounty.gov

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Quality and Productivity Commission
Shared Practices 2015

USING AVAILABLE TECHNOLOGY IN NEW WAYS

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<p>Conversion of FLSA and EDP Training to E-Learning Courses Human Resources (DHR)</p> <p><i>Productivity Investment Fund \$130,000 Grant</i></p>	<p>Problem: DHR coordinates the development, implementation, oversight, and curricula management of training mandated by the Board of Supervisors and Chief Executive Officers for the County. The instructor-based training is not cost-effective, sometimes inconsistent, and lacks flexibility.</p> <p>Solution: Convert existing Federal Labor Standards Act (FLSA) training and Employment Discrimination Prevention Training (EDPT) curricula to online learning.</p> <p>Results: Cost savings are realized by reduced staff time in scheduling, instruction and transportation. E-Learning is flexible, ensures consistent curricula delivery, enhances compliance reporting, and audits knowledge retention by review testing.</p>	<p>Paul Canning Program Manager (213) 768-2299 pcanning@hr.lacounty.gov</p> <p>Shawn Atin Productivity Manager (213) 974-2631 atins@hr.lacounty.gov</p>
<p>eCloud - LA County Cloud Computing Internal Services</p> <p><i>PQA Silver Eagle Award PQA Mega Million Award</i></p> <p>View Video</p>	<p>Problem: The legacy system maintained individual servers for each application, resulting in underutilization of server, network and data storage capacity and duplicative support labor.</p> <p>Solution: Create private cloud ("eCloud") which leverages advanced technologies to consolidate server, network, and data storage resources. Shared hardware resources use less space, consume less power and require substantially less time to maintain.</p> <p>Results: Accelerated and streamlined deployment of applications. The applications run more reliably due to the flexibility and resiliency associated with automated disaster recovery features. Cost savings are realized through shared hardware, reduced power and cooling costs, and optimized technical resources.</p>	<p>Jac Fagundo Program Manager (562) 940-2903 jfagundo@isd.lacounty.gov</p> <p>Celina Ortiz Productivity Manager (323) 267-3111 cortiz @isd.lacounty.gov</p>

Chief Executive Office
Quality and Productivity Commission
Shared Practices 2015

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Park Report Card Parks and Recreation <i>Department Visit July 30, 2014</i>	<p>Problem: Customer feedback is an essential element of ensuring parks meet the communities recreational needs.</p> <p>Solution: A web-based customer service survey allows visitors to grade facilities. This "Report Card" enables the Department to assess feedback on safe and clean parks, program satisfaction and customer friendly interaction. An automated e-mail notification enables 24/7 responses to inquiries, complaints, and ratings that fall below a competent threshold.</p> <p>Results: The information is used to identify areas that require attention. Data trends are analyzed to identify long-term solutions that will raise the level of customer satisfaction.</p>	Elizabeth Mendez Productivity Manager (213) 738-3040 lmendez@parks.lacounty.gov
PD Virtual Office & Video Communications Initiative Public Defender <i>PQA Top Ten Award View Video</i>	<p>Problem: Public Defender attorneys need to frequently communicate with clients as the case progresses. This necessitated extensive travel to the jails or use of a shared office video unit for video conferencing.</p> <p>Solution: Create a remote virtual office so attorneys can video conference with incarcerated clients and access their work stations and case management tools from almost anywhere.</p> <p>Results: Improved quality representation of incarcerated clients, cost savings and cost avoidance through reduced mileage and travel expenses, and reduction of unproductive in-court wait time.</p>	Noble Kennamer Program Manager (949) 370-6762 nkennamer@pubdef.lacounty.gov Joanne Rotstein Productivity Manager (213) 974-3036 jrotstein@pubdef.lacounty.gov

Chief Executive Office
Quality and Productivity Commission
Shared Practices 2015

USING AVAILABLE TECHNOLOGY IN NEW WAYS

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<p>Engaging Voters in LA County via Mobile Outreach Registrar-Recorder/County Clerk (RRCC)</p> <p><i>PQA Top Ten Award</i></p> <p><i>View Video</i></p>	<p>Problem: One of RRCC's challenges in their voter information and engagement efforts is reaching the emerging generation of eligible voters who have embraced technology for information and interaction.</p> <p>Solution: Create the Mobile Outreach program, using modern communication and outreach practices. RRCC partnered with two local radio stations to strategically place ads on the radio station websites on mobile phones, including hyperlinks to the RRCC website. Once online, visitors were able to register electronically.</p> <p>Results: Visits to the RRCC website and electronic voter registration spiked. The "emerging generation" (18 to 29) of eligible voters constituted 59% of all new registrants.</p>	<p>Efrain Escobedo Program Manager (562) 462-2721 eescobedo@rrcc.lacounty.gov</p> <p>Ann Smith Productivity Manager (562) 462-2665 asmith@rrcc.lacounty.gov</p>
<p>Productivity, Accuracy, Customer Service and Efficiency (PACE) Registrar-Recorder/County Clerk (RRCC)</p> <p><i>Department Visit</i> <i>August 14, 2014</i></p>	<p>Problem: Evaluate productivity, accuracy, customer service and efficacy to guide managers in making business decisions.</p> <p>Solution: PACE engages business analytics to measure and evaluate RRCC programs. Development includes identifying core activities and develop a metrics to gauge productivity. Collect data over an extended period of time. The data is used by the business analytics team to develop additional statistical techniques.</p> <p>Results: A more effective evaluation of core departmental operations, enabling identification of trends and better decision making.</p>	<p>Ann Smith Productivity Manager (562) 462-2665 asmith@rrcc.lacounty.gov</p> <p>Margaret Palacios Productivity Manager (Alt) (562) 462-2823 mpalacios@rrcc.lacounty.gov</p>

Chief Executive Office
Quality and Productivity Commission
Shared Practices 2015

USING AVAILABLE TECHNOLOGY IN NEW WAYS

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<p>Online Voter Registration Registrar-Recorder/County Clerk (RRCC)</p> <p><i>Department Visit August 14, 2014</i></p>	<p>Problem: Providing easy online access to voter registration and streamlining the registration process.</p> <p>Solution: Online registration is now available at registertovote.ca.gov . The system searches the Department of Motor Vehicles (DMV) database to verify information and see if there is a signature that can be used to register. If there is not signature on file, the data is still in the system, but the person simply needs to sign the paper application and mail it in.</p> <p>Results: The program has not only made voter registration opportunities available through technology that constituents use today, but has also eliminated three out of the four steps required to process a hard-copy form.</p>	<p>Ann Smith Productivity Manager (562) 462-2665 asmith@rrcc.lacounty.gov</p> <p>Margaret Palacios Productivity Manager (Alt) (562) 462-2823 mpalacios@rrcc.lacounty.gov</p>

Chief Executive Office
Quality and Productivity Commission
Shared Practices 2015

LEVERAGING PRIVATE SECTOR BUSINESS PRACTICES

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Predictive Analytics as a Workload Management Tool Child Support Services</p> <p><i>Department Visit July 31, 2014</i></p>	<p>Problem: Distributing equal numbers of cases to caseworkers can result in an uneven workload due to the fact that some parents respond quickly to child support requirements, while others do not. Case workers must focus more intensely on the non-payers.</p> <p>Solution: Apply predictive analytics to case assignments, identifying which cases are more likely to need intensive follow-up. Distribute the workload according to anticipated time required rather than simply equal numbers of cases.</p> <p>Results: Caseworker workload is more efficient and balanced. Using Predictive Analytics results in increased efficiency, outcomes and caseworker morale.</p>	<p>Jennifer Coultas Productivity Manager (323) 965-6569 jennifer_coultas@cssd.lacounty.gov</p>
<p>Enhancing Child Support Outcomes through Innovative Programs Child Support Services</p> <p><i>Department Visit July 31, 2014</i></p>	<p>Problem: Identify ways to increase efficiency and outcomes with increasing numbers of Child Support Cases.</p> <p>Solution: Expand the use of automated locate functions, collaborate with Fatherhood groups, community based and faith-based organizations, and employers.</p> <p>Results: Current support collections were increased to 60.6%; arrears collections were increased to 61.1%; and court order establishment increased to 809.5%.</p>	<p>Jennifer Coultas Productivity Manager (323) 965-6569 jennifer_coultas@cssd.lacounty.gov</p>

Chief Executive Office
Quality and Productivity Commission
Shared Practices 2015

LEVERAGING PRIVATE SECTOR BUSINESS PRACTICES

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<p>Valuing Staff through Recognition and Communication Child Support Services</p> <p><i>Department Visit July 31, 2014</i></p>	<p>Problem: Recognition of employees is an integral part of a well-run organization.</p> <p>Solution: Establish multiple avenues for recognition and training for staff, including Buzz Newsletter accolades and Town Hall Recognition. Include a Leadership Academy, Collaborative Conversation training, a weekly Director's message, and a daily "My CSSD" message on every computer screen.</p> <p>Results: Improved communications, improved employee morale and continuous quality improvement in employee skills through training.</p>	<p>Jennifer Coultas Productivity Manager (323) 965-6569 jennifer_coultas@cssd.lacounty.gov</p>
<p>Electrifying Student Success: HAR Scholarships Community Development Commission/Housing Authority</p> <p><i>PQA County Image Enhancement Award</i></p> <p><i>View Video</i></p>	<p>Problem: According to the Brookings Institute, only 11% of children in households from the bottom fifth income quintile earn a college degree, while 80% of the top fifth earn one.</p> <p>Solution: Through a creative public-private partnership between the Community Development Commission/Housing Authority and Southern California Edison (SCE), a "capitation rate partner" program was implemented in which residents could sign up for an alternate rates program. For each unit that signed up, SCE donated \$15 to a scholarship program.</p> <p>Results: With the assistance of individual donations, and corporate and local business sponsorships, 21 scholarship awards were made to low-income Section 8 participants and public housing residents to attend a 4-year university, community college, or vocational training program.</p>	<p>Jennifer Blackwell-Trotter Program Manager (626) 586-1899 jennifer.blackwell@lacdc.org</p> <p>Elisa Vasquez Productivity Manager (626) 586-1899 elisa.vasquez@lacdc.org</p>

Chief Executive Office
Quality and Productivity Commission
Shared Practices 2015

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<p>Online Dispute Resolution Consumer Affairs</p> <p><i>Productivity Investment Fund \$79,000 Grant</i></p>	<p>Problem: The Dispute Resolution Program has gone through an over 200% expansion in the last two years. The increase in mediation cases calls for a need to enhance service by identifying ways to streamline the process.</p> <p>Solution: Create an online mediation platform. This allows mediation sessions to be conducted entirely online. Parties participate by virtual chat, blind bidding, or video conference. Mediations take place across time zones and parties can submit offers to settle from any location at any hour of the day.</p> <p>Results: Online Dispute Resolution enhances service and overall accessibility to consumers. It eliminates the need to hire additional staff to handle the influx of cases by helping existing mediators to manage their caseload more efficiently.</p>	<p>Caroline Torosis Program Manager (213) 893-2206 ctorosis@dca.lacounty.gov</p> <p>Kirk Shelton Productivity Manager (213) 974-4615 KShelton@dca.lacounty.gov</p>
<p>Continuing Medical Education Programs Coroner</p> <p><i>Department Visit April 3, 2014</i></p>	<p>Problem: The department must be accredited by various agencies to obtain valid accreditation and certification for their continuing programs.</p> <p>Solution: The Coroner's accredited programs include the Continuing Medical Education Program, the Graduate Medical Education program, and the Peace Officers Standards and Training program. In addition, the Forensic lab is also accredited.</p> <p>Results: The department and its programs are a model for Coroners/Medical Examiners in Counties across the country.</p>	<p>Sarah Ahonima Productivity Manager (323) 343-0784 sahonima@coroner.lacounty.gov</p>

Chief Executive Office
Quality and Productivity Commission
Shared Practices 2015

LEVERAGING PRIVATE SECTOR BUSINESS PRACTICES

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<p>Citizen Engagement Fire</p> <p><i>Department Visit August 7, 2014</i></p>	<p>Problem: Citizen engagement is becoming increasingly important in this age of technology.</p> <p>Solution: Develop programs that enhance services through citizen engagement. Firefighters have trained hundreds of students youth with the " Family and Friends" CPR kits. Other ongoing training programs include such things as basic disaster preparedness skills.</p> <p>Results: Broad based citizen training, engagement and skills have a tremendous impact on emergency outcomes. A little bit of training can be exponential in its impact.</p>	<p>Roxanne Benavides-Ortega Productivity Manager (323) 881-2327 roxanne.benavides@fire.lacounty.gov</p>
<p>Video Interview Pilot for Countywide Examinations Human Resources</p> <p><i>Productivity Investment Fund \$175,000 Grant</i></p>	<p>Problem: Streamlining the recruitment and examination process. Scheduling candidates and raters for telephone and in-person interviews is logistically complex and time consuming.</p> <p>Solution: Use webcam technology, allowing candidates to answer pre-recorded questions by submitting a video recording of their oral responses. Interview raters would review videos and evaluate candidates at their convenience.</p> <p>Results: Video interviewing is an efficient and cost-effective way to screen candidates and is an effective tool for determining whether a candidate should move forward to subsequent exam hurdles in the testing/hiring process.</p>	<p>Ann Havens Project Manager (213) 738-2244 ahavens@hr.lacounty.gov</p> <p>Shawn Atin Productivity Manager (213) 974-2631 atins@hr.lacounty.gov</p>

Chief Executive Office
Quality and Productivity Commission
Shared Practices 2015

LEVERAGING PRIVATE SECTOR BUSINESS PRACTICES

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<p>District Chief Reorganization Probation</p> <p><i>Department Visit June 5, 2014</i></p>	<p>Problem: Need to identify a managerial strategy to improve accountability, provide more responsive and strategic services, and enhance managers' expertise and leadership.</p> <p>Solution: Create and implement the "District Chief" model, assigning a Bureau Chief to each of the 5 Supervisorial Districts and cluster the area office and special program residents.</p> <p>Results: Better service to the community, enhance staff accountability and expedited decision-making.</p>	<p>Daphne Durr Productivity Manager (562) 658-0447 daphne.durr@probation.lacounty.gov</p>
<p>Program Evaluation Probation</p> <p><i>Department Visit June 5, 2014</i></p>	<p>Problem: Department must meet specified program requirements and report program outcomes.</p> <p>Solution: Contract with the Rand Corporation to conduct program evaluation, gathering information on program youth (both at-risk and Probation youth) and a comparison group to measure success and outcomes.</p> <p>Results: Measured outcomes show a decrease in arrests, incarcerations, violations and an increase in successful completion of probation and community service.</p>	<p>Daphne Durr Productivity Manager (562) 658-0447 daphne.durr@probation.lacounty.gov</p>

Chief Executive Office
Quality and Productivity Commission
Shared Practices 2015

LEVERAGING PRIVATE SECTOR BUSINESS PRACTICES

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<p>Taking Care of CARE Public Defender</p> <p><i>Productivity Investment Fund \$250,000 Grant</i></p>	<p>Problem: The Client Assessment Recommendation Evaluation (CARE) project provides early identification and treatment for youth who show evidence of mental health (or related) problems. It has been partially funded by a Federal Block Grant, but the funding levels are diminishing and in danger of being eliminated.</p> <p>Solution: Conduct a formal evaluation of CARE to document the efficacy of the program which emphasizes a holistic approach to legal representation for this vulnerable population. The empirical evidence will support and help sustain funding for the program.</p> <p>Results: The evaluation will analyze program outcomes and resources used to serve these children. The empirical evidence will be used to support future funding requests.</p>	<p>Winston A. Peters Program Manager (213) 974-2901 w.peters@pubdef.lacounty.gov</p> <p>Joanne Rotstein Productivity Manager (213) 974-3036 jrotstein@pubdef.lacounty.gov</p>
<p>Improving Systems-Wide Asthma Management Practices Public Health</p> <p><i>Productivity Investment Fund \$150,000 Grant</i></p>	<p>Problem: The number of people with asthma in LA County is increasing, but funding for asthma work in California has decreased by almost 50%. Compared to the County overall, the Antelope Valley has the highest asthma rates among children and the second highest among adults.</p> <p>Solution: Partner with the Asthma Coalition of Los Angeles County and American Lung Association to pilot an asthma management training program in the Antelope Valley.</p> <p>Results: The impact of the training program will be evaluated, measuring increased clinician knowledge, increased use of controller medications and written Asthma Action Plans, as well as the percent of clinicians who passed the National Asthma Educator Certification Board exam.</p>	<p>Janet Scully Program Manager (213) 639-6414 jscully@ph.lacounty.gov</p> <p>Catherine Mak Productivity Manager (213) 989-7240 cmak@ph.lacounty.gov</p>

Chief Executive Office
Quality and Productivity Commission
Shared Practices 2015

LEVERAGING PRIVATE SECTOR BUSINESS PRACTICES		
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<p>Water Pressure Reducing Turbine System for Electricity Generation Public Works</p> <p><i>Productivity Investment Fund \$364,995 Grant and \$364,995 Loan</i></p>	<p>Problem: The traditional design of water distribution facilities presents an untapped opportunity to generate electricity to offset costs.</p> <p>Solution: Design and install a 248 kilowatt Pressure Reducing Turbine at a water distribution facility. The project transfers high water pressure into kinetic energy to turn a turbine rather than generate unrecoverable heat. A web-based monitoring system will be developed, allowing analysis of historical and live hydropower electricity generation data.</p> <p>Results: The electricity generated significantly offsets energy costs associated with operating the facility. Staff will gain the skills and experience to apply the technology in other locations throughout the County.</p>	<p>Ahmet Tatlılıoğlu Program Manager (626) 300-3354 atatliloglu@dpw.lacounty.gov</p> <p>Bob Spencer Productivity Manager (626) 458-4070 bspencer@dpw.lacounty.gov</p>

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Quality and Productivity Commission
Shared Practices 2015

COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Participating in the Mental Health Alternatives Program Alternate Public Defender</p> <p><i>Department Visit May 21, 2014</i></p>	<p>Problem: Many mentally ill persons are charged with minor crimes, channeling them through the criminal justice system rather than linking them with mental health services.</p> <p>Solution: Collaborate with the District Attorney, justice partners and other organizations in their efforts to find suitable treatment as alternatives to jail for persons with mental illness who are charged with minor crimes.</p> <p>Results: Intervention and treatment for the mentally ill will improve their quality of life, reduce petty criminal activity and relieve congestion in the courts.</p>	<p>Gary Baucum Productivity Manager (213) 974-8226 gbaucum@apd.lacounty.gov</p>
<p>Veterans Housing Development Community Development Commission/Housing Authority</p> <p><i>Department Visit April 10, 2014</i></p>	<p>Problem: Many veterans returning to the U.S. after their discharge face difficult challenges, including finding employment and adequate housing. The number of chronically homeless veterans is increasing and housing them is challenging.</p> <p>Solution: Partner with public and private agencies such as Mercy Housing, City of El Monte and the U.S. Department of Veterans Affairs, to construct housing developments specifically for the homeless veteran population.</p> <p>Results: The partnership resulted in the first veteran's housing development in the San Gabriel Valley. In addition, the Housing Authority provided Project Based Veterans Affairs Supportive Housing vouchers.</p>	<p>Elisa Vasquez Productivity Manager (626) 586-1762 elisa.vasquez@lacdc.org</p>

Chief Executive Office
Quality and Productivity Commission
Shared Practices 2015

COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES

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<p>Indigent Veteran Burial Program Coroner</p> <p><i>Department Visit April 3, 2014</i></p>	<p>Problem: Many homeless veterans pass away without family to provide a proper burial.</p> <p>Solution: Partner with the Veteran's Administration to determine a veteran's eligibility for burial. Once established, the department handles all the details for a proper and honorable internment.</p> <p>Results: Those veterans who have risked their lives for us in the past will receive the honor and respect they deserve in death.</p>	<p>Sarah Ahonima Productivity Manager (323) 343-0784 sahonima@coroner.lacounty.gov</p>
<p>Countywide Task Force for Alternative Sentencing District Attorney</p> <p><i>Department Visit May 19, 2014</i></p>	<p>Problem: It is increasingly necessary to address jail overcrowding while maintaining public safety and saving taxpayer dollars.</p> <p>Solution: Create a Countywide Task Force to develop and expand alternative sentencing and diversion strategies and court programs for non-violent and mentally ill offenders.</p> <p>Results: These programs link non-violent offenders with needed services, training and rehabilitation. Treatment and intervention saves taxpayer dollars. It also relieves jail overcrowding and ensures that the limited space is available for serious and violent criminals.</p>	<p>Priscilla Cruz Productivity Manager (213) 202-7621 pcruz@da.lacounty.gov</p>

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Quality and Productivity Commission
Shared Practices 2015

COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>MVA Leadership and Team Development Military and Veterans' Affairs</p> <p><i>Productivity Investment Fund \$14,500 Grant</i></p>	<p>Problem: Periodic review and assessment is essential to continuous quality improvement. The Department seeks ways to identify opportunities and implement solutions.</p> <p>Solution: Implement a leadership and team development initiative, consisting of workshops plus executive coaching and consulting with a County master agreement consultant. The initiative will complete a cultural assessment, pinpointing the department's capabilities and constraints and identify opportunities.</p> <p>Results: The process with strengthen department and personal excellence. The project will optimize operational effectiveness, enhance service delivery, and strengthen fiscal responsibility through team development and strategic planning.</p>	<p>Karla Gutierrez Program Manager (213) 765-9634 kgutierrez@mva.lacounty.gov</p> <p>Rose Bueta Productivity Manager (213) 765-9631 rbueta@mva.lacounty.gov</p>
<p>Partnering for a "One Stop Service Center" Military and Veterans' Affairs</p> <p><i>Department Visit March 27, 2014</i></p>	<p>Problem: Veterans today face a wide range of issues, including job training, housing, health and mental health care, legal counsel, and more.</p> <p>Solution: Partnering with both external agencies, and internal agencies to connect veterans with specialized care as needed.</p> <p>Results: Thanks to these partnerships, veterans are quickly linked to agencies which specialize in the unique needs of each individual. These partnerships make Military and Veterans' Affairs a "One Stop Service Center" for County veterans.</p>	<p>Rose Bueta Program Manager (213) 765-9631 rbueta@mva.lacounty.gov</p> <p>Karla Gutierrez Productivity Manager (213) 765-9634 kgutierrez@mva.lacounty.gov</p>

Chief Executive Office
Quality and Productivity Commission
Shared Practices 2015

COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Parks after Dark Parks and Recreation</p> <p><i>Department Visit July 30, 2014</i></p>	<p>Problem: The County implemented the Gang Violence Reduction Initiative in 2010. As part of the initiative, programs were needed to incorporate prevention, reentry and suppression strategies.</p> <p>Solution: Parks After Dark (PAD), is a partnership with Pubic Health, Sheriff and many County and community agencies. PAD offers extended park hours and special activities in locations impacted by gang-related violence. Parks are kept open on summer weekends to provide free recreational opportunities, health outreach, and social services.</p> <p>Results: Sheriff's Department statistics show a reduction of crime in PAD areas. PAD enhances public safety while providing recreational and other services to the residents.</p>	<p>Elizabeth Mendez Productivity Manager (213) 738-3040 lmendez@parks.lacounty.gov</p>
<p>Annual Public Health Expo: Prevention Starts with You Public Health with Human Resources, Animal Care and Control, Parks and Recreation, Children and Family Services, Internal Service and Public Social Services</p> <p><i>PQA Best Teamwork Award</i></p> <p><i>View Video</i></p>	<p>Problem: County employees face the same health issues as the general population. With rising rates in obesity and chronic illnesses, we need to help reverse this trend by encouraging employees to be more active and make healthier choices.</p> <p>Solution: Stage a Health Expo targeted to LA County employees, in collaboration with other departments and community partners, to provide information on how to be more active and make healthier choices.</p> <p>Results: The Expo provided direct access to care along with information and resources on topics such as emergency preparedness, nutrition, smoke-cessation, housing, Cal Fresh, and more. It also provided the opportunity to connect with healthcare providers.</p>	<p>Phyllis Tan Program Manager (213) 989-7150 ptan@ph.lacounty.gov</p> <p>Catherine Mak Productivity Manager (213) 989-7240 cmak@ph.lacounty.gov</p>

Chief Executive Office
Quality and Productivity Commission
Shared Practices 2015

NEW WAYS TO DELIVER SERVICE

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Ahead of the Curve with Critical Case Processing Animal Care and Control</p> <p><i>PQA Bronze Eagle Award</i></p> <p><i>View Video</i></p>	<p>Problem: In 2011 there was a surge in the reported number of aggressive dog cases. The requirement to process these cases through the courts was time consuming, making it difficult for field officers to balance their ongoing responsibilities with time required for the aggressive dog court cases.</p> <p>Solution: Pursue an ordinance change allowing aggressive dog cases to be handled administratively rather than the court system. Create the Critical Case Processing Unit, a team of seasoned field officers dedicated to investigation and resolution of dangerous dog cases.</p> <p>Results: Quicker resolution of cases, significant cost savings and safer communities. In addition, it reduced the caseload of the overburdened court system.</p>	<p>John Embery Program Manager (562) 256-1636 jembery@animalcare.lacounty.gov</p> <p>Dorthy Phillips Productivity Manager (562) 256-13799 dphillips@animalcare.lacounty.gov</p>
<p>The Children's Welcome Center Children and Family Services with Health Services, Mental Health, and Public Health</p> <p><i>PQA Top Ten Award</i></p> <p><i>PQA Best Service Improvement Award</i></p> <p><i>View Video</i></p>	<p>Problem: Since the closure of MacLaren Children's Center, children taken into protective custody have had to await placement in regional offices or command posts afterhours and on weekends. Often, they waited in offices, ate fast food, and had minimal ability to rest or bathe.</p> <p>Solution: Children's Welcome Center was created to serve children from birth to 11 while they wait for a suitable placement. They receive medical screenings, warm meals, opportunity to bathe, rest, and access to child appropriate activities. Sibling sets and teen parents with infants can await placement without separation.</p> <p>Results: The program greatly enhances the quality of care. The children have a warm and nurturing place to wait, making the transition out of the home less traumatic.</p>	<p>Maricruz Trevino Program Manager (323) 226-2303 trevim@dcfs.lacounty.gov</p> <p>Tricia Densen Productivity Manager (213) 739-6435 densot@dcfs.lacounty.gov</p>

Chief Executive Office
Quality and Productivity Commission
Shared Practices 2015

NEW WAYS TO DELIVER SERVICE

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>The Growing Experience Aquaponics and Vertical Towers Food Production System Community Development Commission/Housing Authority</p> <p><i>Productivity Investment Fund \$51,270 Grant</i></p>	<p>Problem: Demand is greater than supply for high-quality produce grown at The Growing Experience garden at the Carmelitos Housing Community in Long Beach. The garden is currently at maximum capacity to grow food using traditional methods.</p> <p>Solution: Aquaponics, the science of growing edible crops along with raising edible species of fish in a semi-closed system. Aquaponic towers, housed in a greenhouse, maximize space by using vertical space. This new garden program incorporates training and education for the low income residents and community.</p> <p>Results: Benefits include increased access to healthy foods, training and education for residents, creation of a new revenue stream, and overall service enhancement. Aquaponics is a model of environmental sustainability.</p>	<p>Jimmy Ng Program Manager (562) 984-2917 jimmy.ng@hacola.org</p> <p>Elisa Vasquez Productivity Manager (626) 586-1899 elisa.vasquez@lacdc.org</p>
<p>Pathways to Independence Community Development Commission/Housing Authority</p> <p><i>PQA Top Ten Award</i></p> <p><i>View Video</i></p>	<p>Problem: Each year, approximately 1,800 youth emancipate from foster care in the Los Angeles County. This vulnerable population has lower high school graduation rates, face homelessness and housing instability, and has a higher rate of imprisonment.</p> <p>Solution: Partnering with the United Friends of Children to provide quality housing and intensive support services in a program model that requires increasing levels of personal responsibility and initiative. The program assists graduates sustain their independence through their alumni services, including advocacy, career and educational counseling.</p> <p>Results: Pathways' success in moving participants to self-sufficiency is reflected in the fact that 78% of the former program participants are in permanent housing and 61% are employed.</p>	<p>Lynn Katano Program Manager (626) 586-1806 lynn.katano@lacdc.org</p> <p>Elisa Vasquez Productivity Manager (626) 586-1762 elisa.vasquez@lacdc.org</p>

Chief Executive Office
Quality and Productivity Commission
Shared Practices 2015

NEW WAYS TO DELIVER SERVICE

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Redesign of the Workforce Investment Act Program and Service Delivery System Community and Senior Services</p> <p><i>Department Visit March 5, 2014</i></p>	<p>Problem: Changing guidelines required a paradigm shift in the way the Workforce Investment Act (WIA) Program was implemented.</p> <p>Solution: Coordinate with the Board of Supervisors, Workforce Investment Board and partner agencies to redesign the program to meet new requirements and implement best practices.</p> <p>Results: Implementation of the WIA redesign in advance of the deadline. Collaboration with all stakeholders and careful planning helps ensure a smooth transition and better program outcomes.</p>	<p>Josie Marquez Assistant Director (213) 738-3175 jmarquez@css.lacounty.gov</p> <p>Maggie Mireles Program Manager (213) 738-2198 mmireles@css.lacounty.gov</p>
<p>"Earn and Learn" Youth Employment Program Community and Senior Services</p> <p><i>Department Visit March 5, 2014</i></p>	<p>Problem: Preparing youth for future employment requires both training, actual work experience and, often, counseling.</p> <p>Solution: Partner with the Board of Supervisors and private partners to develop an "Earn and Learn" program. This program provides youths with an opportunity to earn an income, gain real work experience and receive "Personal Growth" training.</p> <p>Results: Youths gain valuable personal and employment skills as they prepare to enter the workforce.</p>	<p>Josie Marquez Assistant Director (213) 738-3175 jmarquez@css.lacounty.gov</p> <p>Maritza-Dubie-Urbe Program Manager (213) 351-1970 mdubieuribe@css.lacounty.gov</p>

Chief Executive Office
Quality and Productivity Commission
Shared Practices 2015

NEW WAYS TO DELIVER SERVICE

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Women's Veteran's Committee Military and Veterans' Affairs</p> <p><i>Department Visit March 27, 2014</i></p>	<p>Problem: The fastest growing veteran population is women and women with children. Veterans' organizations need to recognize the specific needs of this new population.</p> <p>Solution: Form a Women Veterans Committee to work closely with agencies serving this population to address their unique needs. The Women Veterans Committee held the first annual event in 2014.</p> <p>Results: The Committee provides a forum for ideas, collaboration, services and events. It identifies issues and solutions specific to the needs of female veterans.</p>	<p>Rose Bueta Program Manager (213) 765-9631 rbueta@mva.lacounty.gov</p> <p>Karla Gutierrez Productivity Manager (213) 765-9634 kgutierrez@mva.lacounty.gov</p>
<p>Collaborative Treatment Court Programs Public Defender</p> <p><i>Department Visit July 23, 2014</i></p>	<p>Problem: Seeking alternatives to incarceration for those charged with non-violent crimes.</p> <p>Solution: Participating in a number of collaborative treatment court programs for those ready to address their substance abuse and mental health issues. These programs divert qualifying individuals out of jails and into treatment.</p> <p>Results: These collaborative treatment court programs are critical to the operation of the criminal justice system by providing alternatives to incarceration. They result in better outcomes for individuals who are charged with non-violent crimes.</p>	<p>Joanne Rotstein Productivity Manager (213) 974-3036 jrotstein@pubdef.lacounty.gov</p>

Chief Executive Office
Quality and Productivity Commission
Shared Practices 2015

NEW WAYS TO DELIVER SERVICE

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Continuous Quality Improvement Public Health</p> <p><i>Department Visit July 24, 2014</i></p>	<p>Problem: Improving processes and carrying out change. (Embracing Quality in Local Public Health, Michigan's QI Guidebook)</p> <p>Solution: Adopt a Plan-Do-Study-Act (PDSA), an iterative four-stage problem-solving model. PDSA stems from the scientific method of hypothesize, experiment, evaluate. Once a hypothesis is supported or negated, executing the cycle again will extend what was learned.</p> <p>Results: PDSA provides a structure and process for continuous quality improvement.</p>	<p>Jeffrey Gunzenhauser Program Manager (213) 989-7236 jgunzenhauser@ph.lacounty.gov</p> <p>Catherine Mak Productivity Manager (213) 989-7240 cmak@ph.lacounty.gov</p>
<p>Mobile Food Vehicle Grading System Public Health</p> <p><i>Department Visit July 24, 2014</i></p>	<p>Problem: Expanding the Environmental Health's food grading system to mobile food vehicles.</p> <p>Solution: During implementation, the Department worked with key stakeholders to address important issues, including restroom availability, food service within the motion picture and television production industries, and disclosure of route information. The collaborations have been substantial and successful in resolving these issues.</p> <p>Results: This grading system informs consumers of the mobile restaurant's standing from the Department's point of view, but still allows the consumers to make his/her own choices to patronize the business.</p>	<p>Angelo Bellomo Program Manager (626) 430-5100 abellomo@ph.lacounty.gov</p> <p>Catherine Mak Productivity Manager (213) 989-7240 cmak@ph.lacounty.gov</p>

Chief Executive Office
Quality and Productivity Commission
Shared Practices 2015

NEW WAYS TO DELIVER SERVICE

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Teen Advisory Boards: Building Community Leaders Public Library</p> <p><i>PQA Top Ten Award</i></p> <p>View Video</p>	<p>Problem: Teens need to create certain skill sets to succeed (collaboration, social competence and communication). Schools often do not have the resources to keep up with these needed skill sets. Getting teens interested, engaged and involved with the community can be challenging.</p> <p>Solution: Teen Advisory Boards (TAB), involving the teens themselves, results in regular attendance and interactions, allowing staff to build stronger relationships and guide them. TAB includes training for librarians on teen development, milestones and relationship-building. Library staff meet and plan regularly, tailoring teen programs to the communities.</p> <p>Results: TAB provides a neutral safe place for adolescents to grow intellectually, emotionally and socially. It creates a socially positive experience, allowing teens to participate in civic engagement, gain confidence and communication skills.</p>	<p>Debbie Anderson Program Manager (562) 940-8522 danderson@library.lacounty.gov</p> <p>Yolanda de Ramus Productivity Manager (562) 940-8412 yderamus@library.lacounty.gov</p>
<p>Addressing the "Digital Divide" Public Library</p> <p><i>Department Visit: January 30, 2014</i></p>	<p>Problem: The proliferation of electronic media has created a "digital divide" with some communities having easy access to technology and other communities with little or no access. In addition, a 2013 Pew Research report reveals a digital divide by age group.</p> <p>Solution: Continue to retool service delivery infrastructure to include electronic devices and access to information from these technologies for all library users. Applications include specific profiles serving children, teens and adults. The wide spectrum of services include homework help, e-reading, access to premium research databases, newspapers, magazines and more.</p> <p>Results: The Library is addressing the "digital divide" in the community by providing access to a wide variety of electronic media and applications tailored to each age group.</p>	<p>Migell Acosta Program Manager (562) 940-8418 macosta@library.gov</p> <p>Yolanda De Ramus Productivity Manager (562) 940-8412 yderamus@library.lacounty.gov</p>

Chief Executive Office
Quality and Productivity Commission
Shared Practices 2015

NEW WAYS TO DELIVER SERVICE

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Enhancing Service by Redefining Physical Space Public Library</p> <p><i>Department Visit: January 30, 2014</i></p>	<p>Problem: As the Library evolves from the traditional model to a thriving community center offering a wide variety of services, Library visitors are using the space differently.</p> <p>Solution: Redefine physical space to reflect how visitors actually use space. Create comfortable seating and special areas for children and teens. Make desk areas more efficient and increase seating for those who use the free wireless or just want to sit and read.</p> <p>Results: The Library is an essential portal for many activities and pursuits, including education, training and life-long learning. By continually adapting services, infrastructure and physical space to meet the needs of the visitors, the Library remains a strong central part of the community.</p>	<p>Debbie Anderson Program Manager (562) 940-8522 danderson@library.lacounty.gov</p> <p>Yolanda De Ramus Productivity Manager (562) 940-8412 yderamus@library.lacounty.gov</p>

Chief Executive Office
Quality and Productivity Commission
Shared Practices 2015

TELLING OUR STORY		
PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Elder Financial Abuse Outreach Campaign District Attorney</p> <p><i>PQA Top Ten Award</i></p> <p><i>PQA Plain Language Award</i></p> <p><i>View Video</i></p>	<p>Problem: Seniors who have worked hard and saved for retirement hold 70% of the nation's wealth. Criminals prey on elders whose physical and/or cognitive abilities may be on the decline.</p> <p>Solution: Launching the Elder Financial Abuse Outreach Campaign to combat this growing problem. The District Attorney trains prosecutors, law enforcement officers, and others to identify financial abuse. Partnering with the Rotary Club, they are reaching out to seniors by providing speakers, brochures and a public service announcement.</p> <p>Results: The ultimate goal of the program is to give seniors the knowledge they need to protect themselves from becoming victims of criminal financial elder abuse.</p>	<p>Belle Chen Program Manager (213) 580-3383 bchen@da.lacounty.gov</p> <p>Priscilla Cruz Productivity Manager (213) 202-7621 pcruz@da.lacounty.gov</p>
<p>Rededication of Patriotic Hall and Curator Project Military and Veterans' Affairs</p> <p><i>Department Visit</i> <i>March 27, 2014</i></p> <p><i>Video:</i> <i>Bob Hope Patriotic Hall</i> <i>Rededication Video</i></p>	<p>Problem: Patriotic Hall has been a landmark and resource for veterans since 1926. The building was in need of upgrading and repair. In addition, tracking and preserving the many historical artifacts donated over the years by veterans was becoming difficult.</p> <p>Solution: Working with the Board of Supervisors, the building and office space was renovated. The department simultaneously launched a "curator initiative" to catalogue and preserve important artifacts for future generations.</p> <p>Results: Patriotic Hall was rededicated in 2014. The beautifully restored Hall has improved efficiency of operations. Artifacts are in the process of being preserved and displayed. Veterans can be proud of this historical Los Angeles landmark.</p>	<p>Rose Bueta Program Manager (213) 765-9631 rbueta@mva.lacounty.gov</p> <p>Karla Gutierrez Productivity Manager (213) 765-9634 kgutierrez@mva.lacounty.gov</p>

Chief Executive Office
Quality and Productivity Commission
Shared Practices 2015

TELLING OUR STORY		
PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Preserving Yesterday for Today Parks and Recreation</p> <p><i>PQA Commissioners' Memorial Award</i></p> <p>View Video</p>	<p>Problem: The Department of Parks and Recreation has 174 park facilities through the County. Tracking and organizing the sizable collection of valuable historic and cultural assets is challenging.</p> <p>Solution: Create an Associate Curator position to maintain inventory of historic and cultural resources in the Department's possession, and organize them in a web-based database.</p> <p>Results: The database is a key component in securing educational resources and protecting it for future generations. It serves as a resource for researchers, helps ensure compliance with regulations for historic preservation, and efficiently tracks display and artifact loan agreements.</p>	<p>Ansley Davies Program Manager (213) 739-7340 adavies@parks.lacounty.gov</p> <p>Elizabeth Mendez Productivity Manager (213) 738-3040 lmendez@parks.lacounty.gov</p>
<p>Public Defender Portal Public Defender</p> <p><i>Department Visit July 23, 2014</i></p>	<p>Problem: The need to enhance internal communications. Effective communication is essential to the success of any organization.</p> <p>Solution: The Public Defender Portal. The Portal immediately disseminates information to staff and functions as an electronic bulletin board with headlines and announcements. It features messages "From the Corner Office" which publishes messages from the Department Head. Personal site visits and general meetings reinforce electronic communication.</p> <p>Results: The Public Defender Portal facilitates quick and easy communication on a daily basis. The information provides a better understanding of the department and its mission and operations.</p>	<p>Joanne Rotstein Productivity Manager (213) 974-3036 jrotstein@pubdef.lacounty.gov</p>

Chief Executive Office
Quality and Productivity Commission
Shared Practices 2015

TELLING OUR STORY		
PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Public Health Practice - What Works Public Health Jonathan E. Fielding Steven M. Teutsch</p> <p><i>PQA Personal Best Award</i></p> <p>View Video</p>	<p>Problem: How does the most populous County in the country fulfill its mission to protect health, prevent disease, and promote health and well-being for all residents, and share lessons learned with other local health jurisdictions?</p> <p>Solution: Publish a book on public policies and strategies which have been validated by scientific data. Include stories of practical successes and challenges and journal articles by DPH staff on the daily best practices of public health delivery.</p> <p>Results: The book enhances the County reputation as one of the most forward-thinking and action-oriented local health department in the nation. The platform demonstrates the importance of sound policies and strategies and the importance of funding for such programs.</p>	<p>Stephanie Caldwell Program Manager (213) 240-8036 sncaldwell@ph.lacounty.gov</p> <p>Catherine Mak Productivity Manager (213) 989-7240 cmak@ph.lacounty.gov</p>
<p>Media Kit Registrar-Recorder/County Clerk</p> <p><i>Department Visit August 14, 2014</i></p>	<p>Problem: Designing an effective way to provide a vast amount of key election information to constituents, media outlets, and communities.</p> <p>Solution: A redesign of the media kit to include visual data in the form of infographics, graphic visual representations of information, data or knowledge intended to present complex information quickly and clearly. Infographics help put data and statistics in a visually pleasing and easily understood form and simultaneously cuts the media kit report size in half.</p> <p>Results: The redesign of the media kit is part of the Department's broad-based voter information and engagement efforts to make election information more accessible and to increase participation in the democratic process.</p>	<p>Ann Smith Productivity Manager (562) 462-2665 asmith@rrcc.lacounty.gov</p> <p>Margaret Palacios Productivity Manager (Alt) (562) 462-2823 mpalacios@rrcc.lacounty.gov</p>



County of Los Angeles Chief Executive Office
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Shared Practices

2016 Report

CATEGORIES

Using Available Technology

Leveraging Private Sector Practices

Collaboration

New Ways to Deliver Service

Telling our Story

Chief Executive Office
Quality and Productivity Commission
Shared Practices 2016

USING AVAILABLE TECHNOLOGY IN NEW WAYS

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>eCommerce Agricultural Commissioner/ Weights and Measures</p> <p><i>Department Visit June 25, 2015</i></p>	<p>Problem: Efficient and timely collection and tracking of registration fee payments.</p> <p>Solution: Develop eCommerce automated registration fee payments for Weighing and Measuring devices and scanners. Future plans include eCommerce services for Farmer's Market, Certified Producer, Produce Standards and Structural Fumigation Registration/Certification fees.</p> <p>Results: Online access to registration fee payments greatly enhances customer service, increases employee productivity and generates cost savings by reducing the amount of paperwork and staff time to process the permits.</p>	<p>Alycia Araya Productivity Manager (626) 575-5454 aaraya@acwm.lacounty.gov</p>
<p>Exotic Insect Detection Program Data Management System Agricultural Commissioner/Weights and Measures</p> <p><i>Productivity Investment Fund \$200,000 Grant</i></p>	<p>Problem: LA County is a major conduit for introductions of pest that pose a threat to the state's agricultural industry as well as to native trees and plants.</p> <p>Solution: Funds will enable development of a comprehensive data collection and management system. Staff will use a mobile device which will assist them with navigation, data input, optimal host selection, multiple map views, and the ability to send geo-tagged photos of target insects for identification.</p> <p>Results: The system will eliminate paper, provide streamlined digital information in real time, ensure the use of the most efficient travel routes and utilization of trap placements. The project will place LA County at the forefront of technology and innovation statewide for this program.</p>	<p>Max Regis Program Manager (626) 459-8893 mregis@acwm.lacounty.gov</p> <p>Alycia Araya Productivity Manager (626) 575-5454 aaraya@acwm.lacounty.gov</p>

Chief Executive Office
Quality and Productivity Commission
Shared Practices 2016

USING AVAILABLE TECHNOLOGY IN NEW WAYS

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>CalAgPermits Agricultural Commissioner</p> <p><i>Department Visit June 25, 2015</i></p>	<p>Problem: Pesticides and restricted materials are beneficial, but can also present a health threat if not used properly. For quality control, the systems to authorize and track these chemicals needed to be streamlined.</p> <p>Solution: Collaborate with statewide government and regulatory agencies as well as private agricultural operators, to develop a platform for issuance of permits, data collection and reporting of pesticide use and restricted material permits.</p> <p>Results: CalAgPermits has standardized and automated related data input and reporting for the associated public agencies and private agricultural operators, alike to obtain permits, enter data and track information.</p>	<p>Alycia Araya Productivity Manager (626) 575-5454 aaraya@acwm.lacounty.gov</p>
<p>Facial Recognition Program for Lost Pets Animal Care and Control</p> <p><i>Department Visit April 30, 2015</i></p>	<p>Problem: The large volume of animals in shelters often make it difficult for pet owners to find their lost pets.</p> <p>Solution: Facial recognition software is now being used to help match lost pets with their owners. The Department is working to implement the software and will modify operations to accommodate the new technology. An owner can upload a photo of a lost pet and the software starts the database comparison with animals in the shelters.</p> <p>Results: A higher rate of successful and timely reunifications of owners and pets.</p>	<p>Dorthy Phillips Productivity Manager (562) 256-1379 dphillips@animalcare.lacounty.gov</p>

Chief Executive Office
Quality and Productivity Commission
Shared Practices 2016

USING AVAILABLE TECHNOLOGY IN NEW WAYS

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>GIS Mapping to Identify Service Area Needs Animal Care and Control</p> <p><i>Department Visit April 30, 2015</i></p>	<p>Problem: Identify the geographical areas of greatest animal services activity in order to match services and build infrastructure to meet the needs of the community.</p> <p>Solution: Working with ISD and Chameleon vendor to use data on adoptions, relinquishments, strays and service calls to map areas of greatest needs for services.</p> <p>Results: Accurate evidence-based mapping enables the department to more efficiently plan for the future, determining the best locations for shelter placements and appropriate staff assignments.</p>	<p>Dorothy Phillips Productivity Manager (562) 256-1379 dphillips@animalcare.lacounty.gov</p>
<p>Special Investigations' Tracking System (SITS) Assessor</p> <p><i>PQA Performance Measurement Award</i></p> <p>View Video</p>	<p>Problem: The Special Investigations Unit handles complex assessment and/or tax billing issues which requires extensive interactions with multiple offices. The department wanted to streamline case management and tracking.</p> <p>Solution: Create a case tracking system that eliminates redundancies and allows users to query the system. The resulting system, SITS, combines multiple Excel files into a single digital system. C11</p> <p>Results: SITS has streamlined the case intake process by eliminating redundancies. It includes all cases (both open and closed), and allows users to view status in real time.</p>	<p>Dennis Wong Program Manager (213) 974-2755 dewong@assessor.lacounty.gov</p> <p>Steven Hernandez Productivity Manager (213) 974-3123 shernandez@assessor.lacounty.gov</p>

Chief Executive Office
Quality and Productivity Commission
Shared Practices 2016

USING AVAILABLE TECHNOLOGY IN NEW WAYS

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Contract Monitoring Database of Reviews (CMDR) Auditor-Controller</p> <p><i>Department Visit August 3, 2015</i></p>	<p>Problem: The County did not have a central reporting mechanism to consolidate the various Group Home and Foster Family Agency monitoring efforts conducted by multiple County departments. As a result, the information was manually compiled and data-entered on an excel spreadsheet, which was extremely time consuming and only accurate as of a point in time.</p> <p>Solution: Contract Monitoring Database of Reviews (CMDR), a web-based database that resides on the County's intranet making it accessible by all County departments..</p> <p>Results: Real-time, centralized contract monitoring information of Group Homes and Foster Family Agencies. CMDR is easy to use, provides links to monitoring reports posted on the internet, and allows users to search the database using predetermined filters to obtain meaningful contract monitoring information.</p>	<p>Dulce Maycumber Productivity Manager (213) 974-0354 dmaycumber@auditor.lacounty.gov</p>
<p>Charitable Giving Portal Auditor-Controller</p> <p><i>Department Visit August 3, 2015</i></p>	<p>Problem: Streamline the enrollment process for employees to participate in the Charitable Giving Payroll Deduction program.</p> <p>Solution: In response to a Board motion and in collaboration with the CEO Workplace Programs, develop a web-based application that automates the paper process for employees to designate to charities through monthly payroll deductions, and allows County employees to directly manage their donations.</p> <p>Results: Employees can donate directly to the qualified charitable organization of their choice, while saving paper and time by eliminating forms and manual data entry. The Charitable Giving Portal provides a more efficient process, enhanced service quality, is an environmentally responsible practice, and provides cost savings</p>	<p>Dulce Maycumber Productivity Manager (213) 974-0354 dmaycumber@auditor.lacounty.gov</p>

Chief Executive Office
Quality and Productivity Commission
Shared Practices 2016

USING AVAILABLE TECHNOLOGY IN NEW WAYS

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Predicting Prosperity: It's Just Analytical Child Support Services</p> <p><i>PQA Silver Eagle Award</i></p> <p>View Video</p>	<p>Problem: In the past, CSSD's caseworkers handled approximately 800 cases. There was a wide range of case "types" in each caseload. This constituted a strain and hindered the department's ability to resolve cases and collect support in a timely manner.</p> <p>Solution: Develop a "Predictive Analytics Model" where cases are assessed, using existing, programmatic variables, and other variables to predict case outcomes. This enables the department to segment the caseload according to likelihood of payment and empower the manager with tailored enforcement remedies.</p> <p>Results: In addition to the quantifiable performance improvement in child support collections, CSSD's implementation of Predictive Analytics as a methodology for smart, sophisticated public sector program management is a model for local and national government transformation.</p>	<p>Sara Gaeta-Anguiano Program Manager (323) 889-3323 Sara_Gaeta-Anguiano@cssd.lacounty.gov</p> <p>Jennifer Coultas Productivity Manager (310) 354-6314 jennifer_coultas@cssd.lacounty.gov</p>
<p>Student Information Tracking System (SITS) Children and Family Services</p> <p><i>PQA Top Ten Award</i></p> <p>View Video</p>	<p>Problem: Frequently, foster youth students do not receive support services that they would otherwise be eligible for because their schools are unaware of their status as foster children. In addition, schools are hesitant to share records, citing confidentiality and privacy laws.</p> <p>Solution: Development of the Student Information Tracking System (SITS), a comprehensive web-based application, will enable school based social workers to efficiently retrieve and view student education information.</p> <p>Results: With SITS, social workers have access to student records in real time. The ability to utilize current information is necessary to help youth improve their educational achievement goals, and ultimately, their overall well-being.</p>	<p>Steve Sturm Program Manager (626) 229-3404 sturms@dcfs.lacounty.gov</p> <p>Arman Depanian Productivity Manager (213) 739-6435 depana@dcfs.lacounty.gov</p>

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USING AVAILABLE TECHNOLOGY IN NEW WAYS

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Automated Call Distribution Consumer and Business Affairs</p> <p><i>Department Visit July 29, 2015</i></p>	<p>Problem: The department seeks continuous quality improvement to provide the highest level of customer service.</p> <p>Solution: The Interactive Voice Response system was updated with new features to streamline and enhance the customer's experience. The consumers are now routed to appropriate counselors who are able to answer calls by subject matter and language.</p> <p>Results: With the development of the Automated Call Distribution (ACD) telephone system, they have improved the customer experience, reduced dropped calls, and are able to more accurately track consumer complaints.</p>	<p>Caroline Torosis Productivity Manager (213) 893-2206 ctorosis@dca.lacounty.gov</p>
<p>DA Cyber Investigation Response Team District Attorney with Chief Information Office and Internal Services</p> <p><i>PQA Creative Application of Technology Award</i></p> <p>View Video</p>	<p>Problem: Information and information technology resources are critical to every County function and service, but at the same time, this information is a gold mine to hackers and identify thieves. These continuing threats called for an innovative approach to strengthening the cyber response protocol.</p> <p>Solution: Create a Cyber Investigation Response Team (DA-CIRT) to track down these hackers and bring them to justice. The team includes specialized members with top security clearances who work with the FBI and Secret Service. DA-CIRT investigations have resulted in the successful prosecution and the filing of felony charges.</p> <p>Results: DA-CIRT provides unique services on an ongoing basis that strengthens the County's cyber defenses. Information sharing with other agencies enables DA-CIRT to respond to attached and threats in a more efficient manner.</p>	<p>Maria Ramirez Program Manager (213) 257-2426</p> <p>Tracy Holcombe Productivity Manager (213) 257-2771 tholcombe@da.lacounty.gov</p>

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Quality and Productivity Commission
Shared Practices 2016

USING AVAILABLE TECHNOLOGY IN NEW WAYS

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Court Reservation System (CRS) Los Angeles Superior Court</p> <p><i>PQA Process Enhancement Award</i></p> <p>View Video</p>	<p>Problem: Prior to CRS, the only way parties could reserve a hearing date was to contact staff by telephone, or come to the courthouse in person. The process was time consuming for litigants and court staff. The problem was exacerbated as budget curtailments forced LASC to centralize or regionalize many functions and limit phone hours in the courtroom.</p> <p>Solution: The Court Reservation System (CRS) allows parties to reserve a date for a law and motion hearing and pay the associated filing fees through the Court's website. This makes reservations available 24 hours a day, seven days a week, without having to telephone the courtroom or travel to the courthouse.</p> <p>Results: The ability to reserve, reschedule, or cancel reservations through CRS has proven to be a tremendous timesaver for court staff and the public, providing the advantage of 24 hour access, seven days per week.</p>	<p>Gregory Drapac Program Manager (213) 633-0037 gdrapac@lacourt.org</p> <p>Mary Hearn Productivity Manager (213) 830-0801 mhearn@lacourt.org</p>
<p>24-7 Virtual Library Public Library</p> <p><i>PQA Top Ten Award</i> <i>PQA Customer Service Award</i></p> <p>View Video</p>	<p>Problem: Round-the-clock customer service has become a fact of life across most every industry – including libraries – and has increased once Internet access and usage became a staple of American life. Customers demanded that our business model evolve.</p> <p>Solution: Create a 24-7 Virtual Library which would provide almost every in-person service the library offered, including library catalog, books & media, downloads, online learning, free WiFi, research databases, family programming of all kinds, event information, and patrons individual accounts.</p> <p>Results: The 24-7 Virtual Library officially became the Department's highest circulating library during Fiscal Year 2013-14. This is the kind of innovation that helps the County fulfill its mission of "Enriching Lives." It also helps bring the Library's own mission to fruition: "The Library gives you the freedom to create, explore, connect ... whatever your needs and dreams."</p>	<p>Migell Acosta Program Manager (562) 940-8400 macosta@library.lacounty.gov</p> <p>Roxane Marquez Productivity Manager (562) 940-8418 marquez@library.lacounty.gov</p>

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Quality and Productivity Commission
Shared Practices 2016

USING AVAILABLE TECHNOLOGY IN NEW WAYS

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Electronic Health Record - ORCHID Health Services</p> <p><i>Department Visit July 13, 2015</i></p>	<p>Problem: Electronic Health Records in LA County had been disjointed, running on multiple servers and using software that did not communicate well between facilities, resulting in a fragmented system of care. This was problematic because it was highly inefficient and costly and was not good care for the patients.</p> <p>Solution: Develop and implement ORCHID, an integrated healthcare system where patients can receive consistent care within the same system.</p> <p>Results: Better and more efficient health care. Patients spend less time due to duplicative diagnostic testing and staff are now able to immediately access crucial medical records to be able to provide better and more immediate care for the patients.</p>	<p>Gerardo Pinedo Productivity Manager (213) 240-7948 gpinedo@dhs.lacounty.gov</p>
<p>Integrated Talent Management Solution Human Resources</p> <p><i>Department Visit March 25, 2015</i></p>	<p>Problem: Recruitment outreach must attract the most talented candidates to the County.</p> <p>Solution: Implement a talent management system, NEOGOV, to enable applicants to apply online. It will collect and process candidate's applications, through all stages of the examination life cycle, including testing and eligible list generation.</p> <p>Results: The streamlined, easy-to-use interface which improves the applicant experience and creates operational efficiencies by having a countywide integrated platform.</p>	<p>Murtaza Masood Program Manager mmasood@hr.lacounty.gov (213) 974-2302</p> <p>Ann Havens Program Manager (213) 738-2244 ahavens@hr.lacounty.gov</p> <p>Theresa Tran Productivity Manager (213) 974-2515 ttran@hr.lacounty.gov</p>

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Shared Practices 2016

USING AVAILABLE TECHNOLOGY IN NEW WAYS

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Job Placements within the CalWORKS and General Relief Population Public Social Services</p> <p><i>Department Visit June 17, 2015</i></p>	<p>Problem: DPSS connects employable CalWORKs and General Relief candidates with jobs opportunities. The ability to find available real time employment opportunities within the community to refer participants to, presented a challenge for DPSS Job Developers.</p> <p>Solution: Provide a process at no-charge for employers to provide their job orders directly to DPSS Job Development Staff.</p> <p>Results: DPSS developed a webpage on its Portal which allows employers to directly upload their job orders. The job orders are provided in real time, allowing staff to send appropriate candidates to apply for jobs in a timely manner. Thanks in part to the website, DPSS has placed thousands of GAIN and GROW participants into jobs between July 2014 and April 2015.</p>	<p>Kimberly White Productivity Manager (562) 908-6330 kimberlywhite@dpss.lacounty.gov</p>
<p>Risk Management Service Plan and Dashboard Public Works</p> <p><i>Department Visit August 31, 2015</i></p>	<p>Problem: Ensuring risk management practices are current and effective.</p> <p>Solution: Continue to integrate best risk management practices into the Department operations, training employees, and developing the Risk Management Service Plan and Risk Management Dashboard.</p> <p>Results: The Department has been able to sustain the current level of risk cost well below the County average.</p>	<p>Bob Spencer Productivity Manager (626) 458-4070 bspencer@dpw.lacounty.gov</p>

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Quality and Productivity Commission
Shared Practices 2016

USING AVAILABLE TECHNOLOGY IN NEW WAYS

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>EPIC-LA Regional Planning</p> <p><i>Department Visit August 13, 2015</i></p>	<p>Problem: Modernizing and streamlining the permitting and inspections process.</p> <p>Solution: The Electronic Permitting and Inspections County of LA (EPIC-LA) project provides for electronic plan review, file digitization/storage/retrieval, notifications and subscriptions of information.. It's GIS foundation, dashboards and eReview allows both the department and the customers to view real-time data and monitor project status.</p> <p>Results: The new system will make the planning process more efficient and transparent while increasing employee productivity and customer satisfaction.</p>	<p>Hsiao-Ching Chen Productivity Manager (213) 974-6559 hchen@planning.lacounty.gov</p>
<p>CAMS - Improving Client Case Management Treasurer and Tax Collector with Mental Health, Medical-Examiner-Coroner and County Counsel</p> <p><i>PQA Outstanding Teamwork Award</i></p> <p>View Video</p>	<p>Problem: The Treasurer and Tax Collector, through its Public Administrator (PA) and Public Guardian (PG), provides critical services to a special population unable to care for themselves. Tracking over 40,000 cases and millions in financial transactions was daunting with the outdated system and an obsolete programming language.</p> <p>Solution: Develop a web-based application, CAMS, that included Case Management, Asset Management, and Financial Management, including data gathering, research, decision making, performance metrics, application security and integration with other systems.</p> <p>Results: CAMS is fully integrated solution that has revolutionized and transformed the way the County does business by ensuring accurate, efficient and accountable operations for the PA and PG's at-risk clients.</p>	<p>Ron Moskowitz Program Manager (213) 974-7618 rmoskowitz@ttc.lacounty.gov</p> <p>Tom Ivey Productivity Manager (213) 974-7677 tivey@ttc.lacounty.gov</p>

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Shared Practices 2016

LEVERAGING PRIVATE SECTOR BUSINESS PRACTICES

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Water Districts Monitor What's In Your Water Public Works</p> <p><i>PQA Mega Million Dollar Award</i></p> <p>View Video</p>	<p>Problem: The use of chlorine to disinfect water produces disinfection byproducts such as Total Trihalomethanes (TTHM). This can be harmful if consumed excessively over many years.</p> <p>Solution: A six-month pilot study implementing a new aeration system focusing on reducing TTHM. The pilot study showed a significant reduction in TTHM, helping the Water District meet the US Environmental Protection Agency's standard of 80 parts per billion.</p> <p>Results: Better water quality for consumers, meeting and exceeding the standard at a fraction of the cost of building a new systems utilizing Granular Activated Carbon filters.</p>	<p>T. J. Kim Program Manager (626) 300-3327 tjkim@dpw.lacounty.gov</p> <p>Bob Spencer Productivity Manager (626) 458-4070 bspencer@dpw.lacounty.gov</p>
<p>Ergonomic Workstation Modernization Child Support Services</p> <p><i>Productivity Investment Fund \$300,000 Grant</i></p>	<p>Problem: Find ways to prevent repetitive motion injuries in their Customer Contact Center. Ninety percent of Customer Contact Center injuries are repetitive strain and motion injuries.</p> <p>Solution: Develop a modernized ergonomic Work Centre, including ergonomic furniture, equipment and voice recognition software.</p> <p>Results: Ergonomic workstation modernization will mitigate the frequency and severity of injuries and improve performance and quality of life for the Customer Contact Center staff.</p>	<p>Danny Gammage Program Manager (323) 889-3362 danny_gammage@cssd.lacounty.gov</p> <p>Jennifer Coultas Productivity Manager (323) 965-6569 jennifer_coultas@cssd.lacounty.gov</p>

Chief Executive Office
Quality and Productivity Commission
Shared Practices 2016

LEVERAGING PRIVATE SECTOR BUSINESS PRACTICES

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Inmate Care Services Project Health Services with Sheriff's Department</p> <p><i>PQA Bronze Eagle Award</i></p> <p>View Video</p>	<p>Problem: Patients at Twin Towers Correctional Facility previously were given primary health care at the facility and transported to LAC+USC for specialty care. Keeping up with increasing numbers of inmates, regulations and sharing information while complying with HIPAA regulations was challenging.</p> <p>Solution: Expand and improve inmate care services program at the facility, including better care coordination with electronic records, Specialty Clinics and e-consult, and an Urgent Care clinic staffed by emergency physicians.</p> <p>Results: Fewer off-site Emergency Room visits, reduced risk in transportation costs to outside medical facilities, but most importantly, better care coordination and access to care for the inmates.</p>	<p>Erick Eiting, MD Program Manager (323) 409-1974 eeiting@dhs.lacounty.gov</p> <p>Mark Ghaly, MD Program Manager (213) 240-8107 mghaly@dhs.lacounty.gov</p> <p>Glen Joe Productivity Manager (213) 229-3281 GCJoe@lasd.lacounty.gov</p>
<p>Mega \$\$\$\$! Grants to Grow a Healthy County Public Health with Public Works, Parks & Recreation, Regional Planning, Arts Commission, and Internal Services</p> <p><i>PQA Gold Eagle Award</i></p> <p>View Video</p>	<p>Problem: Typically, each County department independently identifies and prepares its own grant applications, leading to competition against one another for the same grant opportunities. This can make it appear that the departments are not working in tandem. In addition, an increasing number of grant opportunities ask for multi-beneficial projects addressing multiple issues.</p> <p>Solution: The Healthy Design Workgroup brings departments together to coordinate and develop healthy design projects to compete for grant funding.</p> <p>Results: This inter-departmental initiative is a commitment to teamwork, system-wide change, significant process and workflow improvements, and enhanced fiscal effectiveness. In a 12 month period, the Grants Subcommittee brought in \$4.7 million for the development and implementation of infrastructure improvements and community plans that encourage healthy activities.</p>	<p>Jean Armbruster Program Manager (213) 351-1907 jarmbruster@ph.lacounty.gov</p> <p>Catherine Mak Productivity Manager (213) 989-7240 cmak@ph.lacounty.gov</p>

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Quality and Productivity Commission
Shared Practices 2016

LEVERAGING PRIVATE SECTOR BUSINESS PRACTICES

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Pitchess Detention Center (PDC) Laundry Recycling System Sheriff's Department with Public Works</p> <p><i>Productivity Investment Fund \$330,000 Grant \$330,000 Loan</i></p>	<p>Problem: The PDC laundry facility services the largest County jail system in the nation and uses a significant amount of water, energy and water-softening salts, and accounts for a significant amount of sewer and brine discharge in its operation..</p> <p>Solution: A state-of-the-art water filtration and recycling system. The system will recycle 80% back to the facility, with the 20% for irrigation. The technology retains the heat, so less energy is needed to reheat the water. Also, recycled water reduces the demand for water softener.</p> <p>Results: The water recycling system will help the Department meet local and state conservation mandates and its operational sustainability goals. In addition it will help mitigate costs for water, sewer, energy and water-softening salts.</p>	<p>David Culver Program Manager (626) 300-3020 deculver@lasd.org</p> <p>Glen Joe Productivity Manager (213) 229-3281 gcjoe@lasd.org</p>
<p>Redevelopment Bond Refunding Program Treasurer and Tax Collector</p> <p><i>PQA Commissioners' Legacy Award</i></p> <p>View Video</p>	<p>Problem: Redevelopment Agencies (RDAs) formerly leveraged their revenue streams with long-term bonds. When the RDAs were dissolved in 2013, these agencies were left with more than \$15 billion in long-term bonds. There was no incentive for Successor Agencies (SAs) to refund the bonds since savings could not be used for redevelopment. And, since Moody's downgraded all ratings on redevelopment credits, refunding these bonds seemed out of the question.</p> <p>Solution: Develop a program that made refinancing simple and to encourage refunding. The program assists with the refunding process and manages the majority of post-issuance tasks. All of this is provided to the SAs for free.</p> <p>Results: In December 2013, the program issued its inaugural series of bonds with a gross savings of more than \$33 million. During the 18 months that followed, the program issued seven additional series of bonds. Participating SAs continue to save millions. The program has received recognition by the "Bond Buyer" newspaper and by NACo.</p>	<p>Douglas S. Baron Program Manager (213) 974-2101 dbaron@ttc.lacounty.gov</p> <p>Thomas Ivey Productivity Manager (213) 974-7677 tivey@ttc.lacounty.gov</p>

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Quality and Productivity Commission
Shared Practices 2016

COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>The Mental Health Academy Program (formerly The Clergy Academy Program) Mental Health</p> <p><i>Department Visit August 20, 2015</i></p>	<p>Problem: Members of the clergy are often the first responders to people in emotional distress. Sensitivity to mental health needs could be critical to helping ensure a positive outcome.</p> <p>Solution: Develop a "mental health literacy" approach focused on faith communities to equip them to fight stigma and discrimination toward mental illness and improve their capacity to welcome and support people with mental illness in the community.</p> <p>Results: The program is proving to be a means for engaging, educating and organizing community action for improving mental health wellness and resiliency. In some cases, church leaders have created unprecedented collaborations to address community issues such as homelessness.</p>	<p>Adrienne Hament Program Lead (213) 738-4395 ahament@dmh.lacounty.gov</p> <p>Kumar Menon Productivity Manager (213) 738-4258 kmenon@dmh.lacounty.gov</p>
<p>Novel Program Improves HIV Care and Prevention Public Health with Commission on HIV</p> <p><i>PQA Changemaker Award</i></p> <p>View Video</p>	<p>Problem: Successful management of HIV requires that patients be in continuous care and take medication as prescribed. This is also important because patients with suppressed HIV are less likely to spread the virus to their partners.</p> <p>Solution: A Medical Care Coordination Program designed to develop and coordinate a jurisdictional response to HIV, including guidelines and assessment tools. Multidisciplinary teams consisting of a nurse, social worker and case worker, are co-located at 35 HIV clinics to monitor the health of HIV patients, identify those with poor health status, and to deliver integrated medical and support services to them.</p> <p>Results: HIV patients experienced significant improvements in health, including increase suppression of the virus, thereby reducing the number of new cases of HIV. It streamlines services delivery and program efficiency.</p>	<p>Wendy Garland, MPH Program Manager (213) 240-8156 wgarland@ph.lacounty.gov</p> <p>Catherine Mak Productivity Manager (213) 989-7240 cmak@ph.lacounty.gov</p>

Chief Executive Office
Quality and Productivity Commission
Shared Practices 2016

NEW WAYS TO DELIVER SERVICE

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Core Practice Model Children and Family Services</p> <p><i>Department Visit July 9, 2015</i></p>	<p>Problem: Interfacing with families in difficult situations can be traumatic for DCFS employees and families alike. Situations can be fluid and unpredictable. Training employees how to react in different scenarios is a challenge.</p> <p>Solution: Implementation of a Core Practice Model at the DCFS Academy includes simulations of “real life” scenarios that social workers encounter in the field.</p> <p>Results: The core practice modules ensure a stronger training program and better preparation for front-line employees.</p>	<p>Regina Goree Program Manager (626) 691-1487 goreerx@dcfs.lacounty.gov</p> <p>Arman Depanian Productivity Manager (213) 739-6435 depana@dcfs.lacounty.gov</p>
<p>Jail-Based American Job Center of California Community and Senior Services with Sheriff, Probation, Human Resources and CCJCC</p> <p><i>Productivity Investment Fund \$900,000 Grant</i></p>	<p>Problem: Effectively preparing inmates for re-entry into the community upon release, including long-term, career track employment.</p> <p>Solution: Establish interagency coordination of County departments to embed a system of navigation of inmates from jails to the workforce. Include elements to address criminogenic behavior and self image, a navigation system from inside the jail to the workforce, and ongoing peer support. Measure and document the process to develop a blueprint for future programs.</p> <p>Results: The goal is to establish a strong bridge for jail releasees from jail to the workforce system by enrolling pre-release inmates in services and trainings, connecting them with a System Navigator to provide maximum support and to document the successes of the program.</p>	<p>Cherylynn Hoff Program Manager (323) 395-8127 choff@css.lacounty.gov</p> <p>Stephanie Maxberry Productivity Manager (213) 738-2015 smaxberry@css.lacounty.gov</p>

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Quality and Productivity Commission
Shared Practices 2016

NEW WAYS TO DELIVER SERVICE

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>DCBA Leadership Academy Consumer and Business Affairs</p> <p><i>Department Visit July 29, 2015</i></p>	<p>Problem: Staff development and succession planning are necessary for ensuring the success of the Department.</p> <p>Solution: Instituting the DCBA Leadership Academy to offer a series of advanced trainings. Through the Academy, supervisors, senior managers and line staff undergo extensive training on how to be more effective leaders.</p> <p>Results: This training is preparing emerging leaders to assume positions of responsibility in the future. Succession planning is an integral part of the success of the Department.</p>	<p>Caroline Torosis Productivity Manager (213) 893-2206 ctorosis@dca.lacounty.gov</p>
<p>A Brighter Future: Combatting Foster Youth Identity Theft Consumer and Business Affairs with Children and Family Services and Probation</p> <p><i>PQA Top Ten Award</i></p> <p>View Video</p>	<p>Problem: Children are attractive targets for identity thieves because the crime is usually not discovered for years. Foster children are particularly vulnerable because their sensitive information passes through many hands. They often have to deal with the results of this crime alone, with no family or safety net to help.</p> <p>Solution: Launch a comprehensive support program to clear up credit records and educate emancipated youth about making smart financial decisions for their future.</p> <p>Results: Remediation efforts have been 100% successful, resolving all 1,474 of the closed cases. The training workshops have provided information to hundreds of foster youth, probation youth and DPSS clients. The Consumer Education and Public Outreach Unit has expanded outreach activities by 20%.</p>	<p>Rigoberto Reyes Program Manager (213) 974-9758 rreyes@dcba.lacounty.gov</p> <p>Caroline Torosis Productivity Manager (213) 893-2206 ctorosis@dcba.lacounty.gov</p>

Chief Executive Office
Quality and Productivity Commission
Shared Practices 2016

NEW WAYS TO DELIVER SERVICE

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Patient-Centered Medical Home Health Services</p> <p><i>Department Visit July 13, 2015</i></p>	<p>Problem: Until recently, the patient's main point of entry was the emergency department where each patient would see a different physician during episode of illness.</p> <p>Solution: Empanel patients into a patient-centered medical home with an assigned primary care physician who can become familiar with their needs and create a long-term medical strategy for treatment.</p> <p>Results: Patients are seen in an outpatient setting where illnesses can be detected early and illnesses resolved more timely. It provides better patient care while decompressing specialty care programs and provides patients with a sense of belonging.</p>	<p>Gerardo Pinedo Productivity Manager (213) 240-7948 gpinedo@dhs.lacounty.gov</p>
<p>Recruitment and Selection for IT Job Classifications Human Resources and Chief Information Office</p> <p><i>Productivity Investment Fund \$150,000 Grant</i></p>	<p>Problem: The IT field is extremely dynamic and good candidates in high demand. The County needs to remain competitive to attract and retain a highly qualified workforce.</p> <p>Solution: Work with a Consultant to conduct a review of recruitment and selection practices for eight to ten IT benchmark classifications to identify and recommend enhancements to the current process.</p> <p>Results: A report detailing best practices in IT recruitment and selection for both the public and private sector. It will provide recommendations to streamline the process, develop customized plans and implementation strategies.</p>	<p>Ann Havens Program Manager (213) 738-2244 ahavens@hr.lacounty.gov</p> <p>Theresa Tran Productivity Manager (213) 974-2515 ttran@hr.lacounty.gov</p>

Chief Executive Office
Quality and Productivity Commission
Shared Practices 2016

NEW WAYS TO DELIVER SERVICE

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>IMHT: Reducing Risk for Homeless Early Death Mental Health</p> <p><i>PQA Top Ten Award</i></p> <p>View Video</p>	<p>Problem: Individuals with a serious mental illness die an average of 25 years earlier than those without a mental illness. This population becomes even more vulnerable when they also have a medical condition, substance use condition and are chronically homeless.</p> <p>Solution: Create the Integrated Mobile Health Team (IMHT), an innovative mobile team that provides outreach, assessment, medical and mental health services to this highly vulnerable population.</p> <p>Results: Performance measures indicate significant improvements in clients' ability to manage their illness, meaningful improvements in physical health and reduction in alcohol and drug consumption. The need for emergency services was reduced and the projected longevity for clients increased.</p>	<p>Debbie Innes-Gomberg, Ph.D. Program Manager (213) 251-6817 DIGomberg@dmh.lacounty.gov</p> <p>Kumar Menon Productivity Manager (213) 738-4258 kmenon@dmh.lacounty.gov</p>
<p>Una Mente, Una Vida: One Mind, One Life Mental Health with Univision, KMEX, Channel 34</p> <p><i>PQA Top Ten Award</i></p> <p>View Video</p>	<p>Problem: Spanish-speaking constituents are the largest under-represented population to receive mental health services in Los Angeles County. Language, distrust of government and cultural resistance make it challenging to reach this population.</p> <p>Solution: The department created a partnership with Univision, KMEX, Channel 34 to highlight mental health issues in the Spanish-speaking communities to inform them that help is available and recovery is possible. Together they produced a bi-weekly segment for broadcast Friday and Saturday nights. In addition, they produced a telethon with outstanding success.</p> <p>Results: The partnership resulted in open conversations about mental health, the decrease of stigma and discrimination and an increase in clients accessing mental health care via the ACCESS 24/7 help line.</p>	<p>Kathleen Piche Program Manager (213) 738-4041 kpiche@dmh.lacounty.gov</p> <p>Kumar Menon Productivity Manager (213) 738-4258 kmenon@dmh.lacounty.gov</p>

Chief Executive Office
Quality and Productivity Commission
Shared Practices 2016

NEW WAYS TO DELIVER SERVICE

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Women's Veterans Program Military and Veterans Affairs with Board of Supervisors First District, Human Resources, Public Library, Mental Health and Public Social Services</p> <p><i>PQA Top Ten Award</i></p> <p>View Video</p>	<p>Problem: Women who serve in the U.S. Armed Forces have unique needs, such as gender-specific healthcare. Women veterans have higher rates of physical and mental health problems, as well as higher unemployment and homelessness.</p> <p>Solution: Identify the leading issues facing women veterans and create a series of monthly seminars addressing those issues, including subject matter experts, program facilitators and both veteran and non-profit organizations. Information and referral services covered health, housing, education, job training and placement, financial services, child care, legal assistance, gender identity and social networks.</p> <p>Results: The program provided a safe space where women veterans can enjoy the close knit camaraderie, connect with their benefits and become knowledgeable of resources available to them.</p>	<p>Stephanie Stone Program Manager (213) 765-9225 sstone@mva.lacounty.gov</p> <p>Deborah Lin Productivity Manager (213) 765-9622 dlin@mva.lacounty.gov</p>
<p>Multi-Disciplinary Multi-Purpose Space Museum of Art (LACMA)</p> <p><i>Department Visit February 26, 2015</i></p>	<p>Problem: How to maximize existing space to increase access and programming without increasing cost.</p> <p>Solution: Utilize existing square footage by developing public programs that live comfortably alongside core activities and allow the department to use office or other space during non-business hours. The Museum's Art & Technology Lab is an excellent example of multi-purpose usage.</p> <p>Results: Efficient use of space enhances services while keeping operating cost down.</p>	<p>Amy Heibel Program Manager (323) 847-6138 aheibel@lacma.org</p> <p>Ann Rowland Productivity Manager (323) 857-6142 arowland@lacma.org</p>

Chief Executive Office
Quality and Productivity Commission
Shared Practices 2016

NEW WAYS TO DELIVER SERVICE

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>CalFresh Outreach Campaign Public Social Services</p> <p><i>Department Visit June 17, 2015</i></p>	<p>Problem: Many eligible families and individuals are not enrolled in the CalFresh Program.</p> <p>Solution: To increase CalFresh participation, DPSS launched an aggressive outreach campaign including the designation of a "CalFresh Awareness Month," expanded and promoted the access to our community partners to use "Your Benefits Now," an online application system to assist with CalFresh applications, in addition to implementing the Health and Nutrition Mobile Office.</p> <p>Results: DPSS has been able to increase CalFresh Program participation and offer information on the CalFresh Program to greater numbers of qualified individuals and families.</p>	<p>Kimberly White Productivity Manager (562) 908-6330 kimberlywhite@dpss.lacounty.gov</p>

Chief Executive Office
Quality and Productivity Commission
Shared Practices 2016

TELLING OUR STORY		
PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Using Art to Create a Healing Environment Health Services</p> <p><i>PQA County Image Enhancement Award</i></p> <p>View Video</p>	<p>Problem: Believing there is a positive effect on healing when patients treated in a warm and beautiful environment, Harbor-UCLA Surgery-Emergency Department sought ways to include art in their new S/E building, even though there was no available funding.</p> <p>Solution: Department staff met with community artists art-related business persons, hospital administration and the LA Biomedical Research Institute foundation office to plan for art beautification of the new building.</p> <p>Results: Through the combined efforts of internal and external stakeholders, the stark, institutional environment was transformed into a "gallery" of healing enjoyed by all who pass through the walls.</p>	<p>Marianne Gausche-Hill, MD Program Manager (213) 963-8014 mgausche@emedharbor.edu</p> <p>Gerardo Pinedo Productivity Manager (213) 240-8104 gpinedo@dhs.lacounty.gov</p>
<p>LACMA@Charles White Elementary School (CWES) Los Angeles County Museum of Art</p> <p><i>Productivity Investment Fund \$620,000 Grant</i></p>	<p>Problem: Providing accessible museum-grade exhibits and related hands-on workshops and tours in underserved communities.</p> <p>Solution: Expand and develop a satellite museum program at the Charles White Elementary School to develop a scalable model for additional community sites. Offering art education programming at satellite locations has been a valuable strategy in reaching these audiences because it removes both real and perceived barriers to participation.</p> <p>Results: Engaging in the arts will foster skills and values in underserved communities, make art more accessible to a diverse audience; contribute to the transformation of the neighborhood into a cultural and family friendly environment; provide a blueprint for other projects and funders.</p>	<p>Jane Burrell Program Manager (323) 857-6137 jburrell@lacma.org</p> <p>Ann Rowland Productivity Manager (323) 857-6000 arowland@lacma.org</p>

Chief Executive Office
Quality and Productivity Commission
Shared Practices 2016

TELLING OUR STORY		
PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
Community Outreach Vehicle Public Works <i>Productivity Investment Fund \$250,000 Grant</i>	<p>Problem: Effectively interfacing with the community to bring information regarding County services, issues, resources, and safety.</p> <p>Solution: A 35-foot multiuse mobile community vehicle to expand outreach in a variety of areas, including drought, conservation, jobs, and disaster information. The vehicle will also be equipped to function as a mobile incident command center during natural disasters.</p> <p>Results: The community outreach vehicle builds community relationships and increases awareness of government services. It will disseminate information on important topics such as drought, sustainability and resiliency. It can also be an important resource during natural disasters.</p>	<p>Phil Doudar Program Manager (626) 458-4393 pdoudar@dpw.lacounty.gov</p> <p>Kimberly Lyman Alternate Productivity Manager (626) 458-3528 klyman@dpw.lacounty.gov</p>
Mandatory Water Restriction Outreach Campaign Public Works <i>Productivity Investment Fund \$150,000 Grant</i>	<p>Problem: The severe drought and the Governor's Executive Order to reduce water consumption mandated immediate and effective action.</p> <p>Solution: Conduct an outreach campaign with practical information and steps customers can take to reduce water and prevent fires. These creative programs will include events hosted by key community groups, and using online and mobile ad services that are capable in geo-targeting audiences, conversion tracking and behavior analysis, allowing the County to measure the reach and impact of advertising dollars. Rather than restrict ads to one or two sites, this strategy actually allows us to go where the users are—whether that's shopping, checking weather, checking stocks, and reading news.</p> <p>Results: This multi-faceted campaign will help embed sustainability practices in the communities and help LA County reach the mandated 28% to 36% water reduction goals.</p>	<p>Iwen Tseng Program Manager (626) 300-4688 itseng@dpw.lacounty.gov</p> <p>Kimberly Lyman Alternate Productivity Manager (626) 458-3528 klyman@dpw.lacounty.gov</p>



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2017 Report

CATEGORIES

Using Available Technology

Leveraging Private Sector Practices

Collaboration

New Ways to Deliver Service

Telling our Story

Executive Office of the Board
Quality and Productivity Commission
Shared Practices 2017

USING AVAILABLE TECHNOLOGY IN NEW WAYS

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Geo-Analytics Child Support Services Department</p> <p><i>Department Visit April 25, 2016</i></p>	<p>Problem: Identifying all factors impacting case management to ensure continuing quality in case management analytics.</p> <p>Solution: Employing the use of Geo-Analytics in addition to other factors in evaluating the relative complexity and difficulty of the case.</p> <p>Results: The use Geo-Analytics as another tool in the review and management of cases adds another dimension to ensure accurate information on which to base case management decisions.</p>	<p>Jennifer Coultas Productivity Manager jennifer_coultas@cssd.lacounty.gov (310) 354-6314</p>
<p>Foster Care Search System Children and Family Services (DCFS)</p> <p><i>PQA Golden Eagle Award</i></p>	<p>Problem: DCFS has over 20,000 children in its care, and locating an appropriate placement, although crucial, was time consuming and expensive.</p> <p>Solution: The Foster Care Search System is a web-based application that provides: an automated child placement search; a child placement packet request and miscellaneous services request process with enhanced search capabilities; access to an almost real-time placement vacancy database; and access to a mobile application for placement confirmation and stoppage and request approvals.</p> <p>Results: The Search System is beneficial to Social Workers as they are able to reduce inefficiencies and increase the timeliness of child placements. Since implementation in August 2014, DCFS has processed more than 30,000 placements and saved over 130,000 hours by using the new system.</p>	<p>Jason Ly Program Manager lyj@dcfs.lacounty.gov (562) 345-6608</p> <p>Arman Depanian Productivity Manager depana@dcfs.lacounty.gov (213) 9739-6435</p>

Executive Office of the Board
Quality and Productivity Commission
Shared Practices 2017

USING AVAILABLE TECHNOLOGY IN NEW WAYS		
PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
SWIPE Card System Community and Senior Services <i>Department Visit March 9, 2016</i>	<p>Problem: Data collection in a consistent, accurate, and transferable manner is important to help ensure accuracy, enable data sharing and enable comprehensive analytic reports.</p> <p>Solution: The SWIPE Card System ensures that all 14 Community and Senior Center collect information on older adults, including nutrition, exercise and socialization opportunities using the same data fields.</p> <p>Results: The data collection provides valuable analytics for decision making and day to day management. It also allows for comprehensive reports to key stakeholders.</p>	Stephanie Maxberry Productivity Manager smaxberry@css.lacounty.gov (213) 738-2015
Countywide Collaboration to Office 365 Internal Services with Chief Executive Office/Chief Information Office <i>PQA Creative Technology Award</i>	<p>Problem: The County needed to move all 10 different email systems to a single system on a shared platform to facilitate better communication, calendaring, managing contacts and tracking tasks.</p> <p>Solution: Moving the County's 90,000 email accounts on 10 different email systems, to Microsoft's O365 cloud email system, was an extremely complex task, requiring intense technical and administrative collaboration.</p> <p>Results: County employees can now access email, calendar, and contacts from anywhere, including mobile devices, as long as there is internet access. In addition, the email migration project created the foundation for further countywide IT collaboration.</p>	Stephanie Todd Program Manager smtodd@isd.lacounty.gov (562) 658-1179 Celina Ortiz Productivity Manager cortiz@isd.lacounty.gov (323) 267-2974

Executive Office of the Board
Quality and Productivity Commission
Shared Practices 2017

USING AVAILABLE TECHNOLOGY IN NEW WAYS

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Assessor Portal Assessor</p> <p><i>PQA Top Ten Award</i></p>	<p>Problem: The legacy system is over 30 years old and contains cryptic codes, keys, acronyms, and other language that must be memorized or looked up in manuals. The legacy system limited search functionality and had screens that are difficult to navigate and comprehend.</p> <p>Solution: Create an interface, the Assessor Portal, which presents assessment information in one convenient page. It utilizes a modern responsive web interface for both desktop and mobile devices, delivers improved search and navigation, and offers an overall superior user experience.</p> <p>Results: The Assessor Portal interfaces with the document management and file scanning initiative as well as several other applications. The Portal is shared with other County departments and has opened dialog for better collaboration in the future.</p>	<p>Scott Thornberry Program Manager (213) 893-6923</p> <p>Dara Smith Productivity Manager dsmith@assessor.lacounty.gov (213) 974-8750</p>
<p>Jury Management Information System (JMIS) Los Angeles Superior Court</p> <p><i>PQA Silver Eagle Award</i></p>	<p>Problem: The previous Jury Management System was based on old technology and design methods. It was expensive to maintain and incompatible with newer devices and innovations.</p> <p>Solution: JMIS was developed in-house to serve both court and juror needs. It is a modern, web-based system that tracks jurors throughout the jury duty life cycle, including: registration, assignment, service dates, payroll, and completion. It also maintains a history of the service record of jurors, as required by statute.</p> <p>Results: Switching from a mainframe to a server-based system resulted in substantial cost savings for the Court. These savings freed funding for other court initiatives that will further reduce costs and enhance service to the public.</p>	<p>Darrell Mahood Program Manager dmahood@lacourt.org (213) 830-0404</p> <p>Sylvia White-Irby Productivity Manager swirby@lacourt.org (213) 633-0127</p>

Executive Office of the Board
Quality and Productivity Commission
Shared Practices 2017

USING AVAILABLE TECHNOLOGY IN NEW WAYS

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Delivering Mental Health Services Without Walls Mental Health</p> <p><i>PQA Top Ten Award</i></p>	<p>Problem: Delivering mental health services to clients in remote geographical areas or who are elderly and homebound can prove difficult. Limited availability of psychiatrists in certain areas, like the High Desert and Santa Clarita Valley, makes it even more difficult.</p> <p>Solution: With the innovative Urban Telepsychiatry Program, mental health clients and psychiatrists can now connect over these distances and mobility challenged patients can get services in the comfort of their own home.</p> <p>Results: During the 2015, approximately 700 clients obtained multiple services through this program. It resulted in a reduction of driving miles and mobility challenged clients can be seen more frequently, maintaining continuity of care.</p>	<p>Ricardo Mendoza Program Manager rmendoza@dmh.lacounty.gov (310) 781-3426</p> <p>Kumar Menon Productivity Manager kmenon@dmh.lacounty.gov (213) 738-4258</p>
<p>Data Strategy Public Defender</p> <p><i>Department Visit July 13, 2016</i></p>	<p>Problem: Address the need to make holistic data-driven decisions regarding workloads, budget requests, data sharing and outcomes.</p> <p>Solution: The Public Defender Statistical System (PDSS) supports operation metrics and provides the foundation for holistic metrics and outcomes.</p> <p>Results: A data strategy provides a foundation for data driven decisions in many areas. It also provides a foundation to collaborate with ISAB and justice partners to develop an overall architecture to combine disparate data sets. It improves the accuracy and reliability of data, enabling “data mining” to compile performance metrics.</p>	<p>Jenny Brown Productivity Manager jbrown@pubdef.lacounty.gov (213) 974-3591</p>

Executive Office of the Board
Quality and Productivity Commission
Shared Practices 2017

USING AVAILABLE TECHNOLOGY IN NEW WAYS

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Development of Pediatric Case Management (CaMP) Program Public Health</p> <p><i>Productivity Investment Fund Grant: \$25,000</i></p>	<p>Problem: Children's Medical Services, California Children Services (CCS) program manages an annual caseload of approximately 50,000 patients. Current software applications do not allow adequate customization to support the volume and flow of a quality case management model.</p> <p>Solution: A Productivity Investment Fund grant will be used to upgrade the system through a 12 month period, working with a consultant, to improve pediatric case management efficiency and effectiveness.</p> <p>Results: The program will build on lessons from the pilot project to develop a robust and scalable Pediatric Case Management software application, improving the efficiency and effectiveness of pediatric case management.</p>	<p>John Eid Program Manager jeid@ph.lacounty.gov (626) 569-6368</p> <p>Catherine Mak Productivity Manager cmak@ph.lacounty.gov (213) 989-7240</p>
<p>RR/CC Website Chat Pilot Registrar-Recorder/County Clerk with Internal Services Department</p> <p><i>Productivity Investment Fund Grant: \$97,000</i></p>	<p>Problem: Technology over the last two decades has fundamentally transformed the way government communicates with the public, opening the possibility of real-time communication over the internet between residents and County staff.</p> <p>Solution: A Website Chat Solution that will provide the public with an avenue for contacting staff directly through the website. The pilot will bring enterprise level chat solutions to the County for the eventual general use by many other departments.</p> <p>Results: The Website Chat solution will provide a wide range of analytics that measure the effectiveness of chat operations. These metrics will be used to measure the call vs. chat to determine the most effective and efficient method of communication.</p>	<p>Christopher Pailma (RR/CC) Program Manager cpailma@rrcc.lacounty.gov (562) 462-2431 (RR/CC)</p> <p>Ann Smith Productivity Manager asmith@rrcc.lacounty.gov (562) 462-2665</p>

Executive Office of the Board
Quality and Productivity Commission
Shared Practices 2017

USING AVAILABLE TECHNOLOGY IN NEW WAYS

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Departmental eCommerce Cybersecurity Assessment Treasurer and Tax Collector</p> <p><i>Productivity Investment Fund Grant: \$75,000</i></p>	<p>Problem: It is the duty of TTC to ensure that the systems used to perform vital Tax Collection functions are highly secure, and public trust results from confidence in that fact.</p> <p>Solution: The Productivity Investment Fund grant was used to hire a IBM Security Services (IBM) to conduct an independent evaluation of the TTC information security landscape in relation to security industry "best practices" and regulatory requirements. IBM conducted its assessment from June through August 2016.</p> <p>Results: IBM provided a comprehensive report that detailed their findings, and recommendations to remediate vulnerabilities. No high-level risks were identified in the eCommerce infrastructure. TTC developed and executed a project plan that eliminated all high and medium risks vulnerabilities by April 2017.</p>	<p>Ron Moskowitz Program Manager rmoskowitz@ttc.lacounty.gov (213) 974-7618</p> <p>Tom Ivey Productivity Manager tivey@ttc.lacounty.gov (213) 974-7677</p>

Executive Office of the Board
Quality and Productivity Commission
Shared Practices 2017

LEVERAGING PRIVATE SECTOR BUSINESS PRACTICES

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Management of Digital Evidence Alternate Public Defender</p> <p><i>Department Visit August 24, 2016</i></p>	<p>Problem: The requirement for law enforcement officer to wear body cameras brings with it a number complicated logistical issues that need to be addressed, including management of digital evidence, agency access and legal requirements for handling and storage of videos.</p> <p>Solution: Partner with other Justice Agencies, including an ISAB-led task force, to develop a secure Digital Evidence Management solution.</p> <p>Results: The Department will be better positioned to handle digital evidence in an organized, secure and legal manner as this type of evidence takes a larger role in legal cases handled by the APD.</p>	<p>Robert Meneses Productivity Manager rmeneses@apd.lacounty.gov (213) 974-8246</p>
<p>Risk Reduction Strategies Fire Department</p> <p><i>Department Visit March 24, 2016</i></p>	<p>Problem: Many factors impact risk on a daily basis, any one of which can result in injury. These factors are not always immediately apparent.</p> <p>Solution: Aggressively strive to reduce risks and work-related injuries, including developing a peer fitness program, enhancing behavioral and mental health training, and securing a "carve out" in the memorandum of understanding with labor.</p> <p>Results: Effective risk management reduces injuries, loss of productivity, reduces liability, improves moral, and enhances the quality of work environment for employees.</p>	<p>Roxanne Benevides-Ortega Productivity Manager Roxanne.Benavides@fire.lacounty.gov (323) 881-2327</p>

Executive Office of the Board
Quality and Productivity Commission
Shared Practices 2017

LEVERAGING PRIVATE SECTOR BUSINESS PRACTICES

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Dependent Eligibility Verification Program (DEV) Human Resources (HR) with Chief Executive Office and Registrar Recorder/County Clerk</p> <p><i>PQA Top Ten and Performance Measure Award</i></p>	<p>Problem: To help keep health care costs affordable, the County had to ensure that only eligible dependents remained on the plan. Over the years, some dependents remained on the plan, even after becoming ineligible, such as a former spouse – or their children.</p> <p>Solution: Working with the Unions, HR developed a program that would keep all eligible dependents, while removing all those who should not be on the plan by requiring proof and offering a one-time amnesty to remove ineligible dependents. The Registrar-Recorder/County Clerk verified 3.6% of dependents prior to the program, reducing the burden of proof on the employees.</p> <p>Results: The program saves an estimated annual \$17.8 million, which will continue to be realized for years to come.</p>	<p>Benjamin Kemper Program Manager bkemper@hr.lacounty.gov (213) 738-2255</p> <p>William Leung Productivity Manager wleung@hr.lacounty.gov (213) 893-7817</p>
<p>Point of Service Scanning Public Social Services</p> <p><i>PQA Mega Million Dollar Award</i></p>	<p>Problem: The Electronic Document Management System laid the foundation to handle all case documents electronically. The Eligibility Worker, however, still had to photocopy original documents provided by participants.</p> <p>Solution: With the Point of Service Scanning, employees can immediately scan original documents, such as birth certificates and social security cards, thereby eliminating the wait time for both the participant and the worker.</p> <p>Results: Scanning documents at the point of entry eliminates photocopying and introduces efficiency into workflow processes. The program has an estimated cost avoidance of \$28.2 million in cost savings on labor, copy supplies, on-site storage, off-site storage and document distribution.</p>	<p>Michael Sylvester Program Manager michaelsylvester@dpss.lacounty.gov (562) 692-4521</p> <p>Kimberly White Productivity Manager (562) 908-5853 kimberlywhite@dpss.lacounty.gov</p>

Executive Office of the Board
Quality and Productivity Commission
Shared Practices 2017

LEVERAGING PRIVATE SECTOR BUSINESS PRACTICES

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Going Once, Twice, Sold! Property Auction Redesign Treasurer and Tax Collector (TTC)</p> <p><i>PQA Process Improvement Award</i></p>	<p>Problem: TTC is mandated to offer tax defaulted property for sale within four years after the property becomes subject to the Tax Collector's power to sell. TTC typically conducted three auctions per year, but in 2010, due to budget curtailment, they began to hold only one in-person auction per year.</p> <p>Solution: In 2014, in an effort to ensure that statutory requirements were met and parcels were returned to a taxpaying status as soon as possible, TTC redesigned the property auction process to include online property auctions and a digital auction book.</p> <p>Results: This redesign streamlined the auction process, eliminated facility costs, reduced staff prep time for auctions, and provided the auction book free of charge to the public.</p>	<p>Kathy Gloster Program Manager kgloster@ttc.lacounty.gov (213) 974-0703</p> <p>Tom Ivey Productivity Manager tivey@ttc.lacounty.gov (213) 974-7677</p>

Executive Office of the Board
Quality and Productivity Commission
Shared Practices 2017

COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES		
PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
Community Collaborative Courts District Attorney <i>Department Visit May 19, 2016</i>	<p>Problem: Criminal courts are challenged with increasing numbers of defendants from the most vulnerable sectors of our society.</p> <p>Solution: Establish Community Collaborative Courts, designed around a collaborative team including the Court, District Attorney, Public Defender, Alternate Public Defender, Sheriff, and Probation. Other affiliated agencies include Mental Health, Public Health Military and Veterans Affairs and other service providers.</p> <p>Results: The CCCs provide the knowledge and expertise to more effectively handle defendants with mental illness, including diversion to treatment and other supportive services.</p>	Tracy Holcombe Productivity Manager (213) 257-2771 tholcombe@da.lacounty.gov
Justice Collaboration Public Defender <i>Department Visit July 13, 2016</i>	<p>Problem: Align Public Defender clients who qualify with the Superior Court's "Community Collaborative Courts" (CCC) and Collaborative Treatment Courts, which are designed to link individuals who meet certain criteria (such as mental illness, substance abuse, Veterans, victims of human trafficking and at risk youth) with holistic representation and services.</p> <p>Solution: PD felony attorneys refer qualified clients for transfer to the CCC for handling, including linkage to services. In addition the department collaborates with the new Office of Diversion and Reentry, the City Attorney and District Attorney for new and different diversion models.</p> <p>Results: Enhanced outcomes for the clients by developing reentry linkages with community organizations providing reentry services. This decreases the likelihood of future contact with law enforcement and the criminal justice system.</p>	Jenny Brown Productivity Manager jbrown@pubdef.lacounty.gov (213) 974-3591

Executive Office of the Board
Quality and Productivity Commission
Shared Practices 2017

COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Healthy Pet Expo Public Health with Animal Care and Control, Parks and Recreation, Internal Services, Human Resources, and Chief Executive Office</p> <p><i>PQA Outstanding Teamwork Award</i></p> <p>View Video</p>	<p>Problem: Barriers to veterinary care include cost, lack of access and misinformation. When pets do not receive proper care, people may be at risk for diseases which are shared between people and animals. There is a need to educate the public while connecting them with affordable services.</p> <p>Solution: Public Health and partners organized the 2nd annual Healthy Pet Expo. About 40 different organizations and community partners participated in the Expo, which was attended by over 2000 residents and their pets.</p> <p>Results: Services provided for dogs and cats included free and low-cost vaccinations, sterilizations and veterinary consults. Preventive care saves owners thousands of dollars in treatment costs and decreases expenses for shelters by lowering the number of relinquished pets. Information about health services for people was also available at the event.</p>	<p>Karen Ehnert Program Manager kehner@ph.lacounty.gov (213) 989-7060</p> <p>Catherine Mak Productivity Manager cmak@ph.lacounty.gov (213) 989-7240</p>
<p>Youth Opportunity Program Public Works with Probation, Community and Senior Services, Mental Health, and Human Resources</p> <p><i>PQA Top Ten Award</i></p> <p>View Video</p>	<p>Problem: The Youth Opportunity Program (YOP) was started to address the high costs of juvenile incarceration and the high rate of unemployment for formerly incarcerated individuals.</p> <p>Solution: The County partnered with two community based organizations to develop and launch the pilot YOP, which was designed as a cost-effective approach to improving the employment opportunities for high-risk youths leaving Probation camps.</p> <p>Results: The program has the potential of saving over \$250,000 per year, per youth in incarceration costs and unknown quantities in unemployment cost avoidance. The pilot program engaged three cohorts with positive results. No youth participant has re-entered the juvenile or adult criminal justice system, and all are on track to achieve successful outcomes. The program will soon expand to other departments.</p>	<p>Jon Trochez Program Manager jtrochez@dpw.lacounty.gov (626) 458-4078</p> <p>Kimberly Lyman Productivity Manager klyman@dpw.lacounty.gov (626) 458-4002</p>

Executive Office of the Board
Quality and Productivity Commission
Shared Practices 2017

COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>County Services Kiosk Registrar-Recorder/County Clerk with Military and Veterans Affairs</p> <p><i>PQA Top Ten Award</i></p> <p><i>View Video</i></p>	<p>Problem: Many low-income and homeless veterans reside near Patriotic Hall, the Military and Veterans' Affairs Headquarters. They may not be able to afford internet access or purchase computer technology, making it difficult to access social services.</p> <p>Solution: Provide a Kiosk at Patriotic Hall which provides a single point of access to the internet for information and services provided by the County, State, Federal, and other government agencies.</p> <p>Results: The County Services Kiosk is the first to provide access to multiple government services in a single service location. It also complies with Accessibility Standards.</p>	<p>Linda Marine Program Manager lmarine@rrcc.lacounty.gov (562) 462-2610</p> <p>Ann Smith Productivity Manager asmith@rrcc.lacounty.gov (562) 462-2665</p>
<p>Human Trafficking Task Force Sheriff's Department</p> <p><i>Department Visit July 29, 2016</i></p>	<p>Problem: Human Trafficking is a growing trend which is often cloaked in secrecy. Challenges include the difficulties in readily identifying human trafficking and creating long term impacts to stop it.</p> <p>Solution: In November 2015, the LA Regional Human Trafficking Task Force, was launched. It is one of the most comprehensive partnerships in the nation which uses a victim-centered approach to fighting this crime. The task force works with federal, state, county, and local resources to focus on trafficking victims and provide victim-centered services.</p> <p>Results: These services help meet the needs of victims, while actively working to investigate, arrest, and prosecute offenders.</p>	<p>Glen Joe Productivity Manager GCJoe@lasd.lacounty.gov (213) 229-3281</p>

Executive Office of the Board
Quality and Productivity Commission
Shared Practices 2017

NEW WAYS TO DELIVER SERVICE		
PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
Youth Jobs Program - LACYJ Community and Senior Services <i>Department Visit March 9, 2016</i>	<p>Problem: The Department needed to rapidly scale the Youth Jobs Program.</p> <p>Solution: Increased collaboration and outreach with Workforce Development Boards, County Departments and Youth agencies to reach more than 12,000 youth annually. Flyers and a new website targeted both youth and employers.</p> <p>Results: CSS, in coordination with Starbucks, Leaders Up and the City of LA, led a regional effort to employ "opportunity youth," who are not currently working or enrolled in school. The expanded program provides personal enrichment training and work experience to more youth in Los Angeles County.</p>	Stephanie Maxberry Productivity Manager smaxberry@css.lacounty.gov (213) 738-2015
Homeless Initiative Program Community Development Commission / Housing Authority <i>Department Visit June 9, 2016</i>	<p>Problem: The homeless crises continues to have a significant impact on the County.</p> <p>Solution: Engage in a multi-faceted approach to overcome traditional barriers faced by homeless applicants when searching for a Section 8-subsidized unit. Approach includes instituting cross-jurisdictional recognition of housing vouchers, providing holding fees to landlords to keep a unit available while applicants are referred, and move-in assistance such as security deposit, utility assistance, and furniture essentials.</p> <p>Results: The program has helped increase the number of units available and has streamlined the placement process.</p>	Elisa Vasquez Productivity Manager elisa.vasquez@lacdc.org (626) 586-1762

Shared Practices 2017

NEW WAYS TO DELIVER SERVICE

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>On The Spot VASH Vouchers Community Development Commission / Housing Authority</p> <p><i>Department Visit June 9, 2016</i></p>	<p>Problem: Homeless Veterans faced administration challenges and delays in obtaining housing vouchers.</p> <p>Solution: Streamline the process by partnering with the VA to review applications prior to being submitted for consideration. This allows the department to proceed with eligibility determination and voucher issuance on the same day.</p> <p>Results: As a result of going mobile, the department now can issue VASH vouchers immediately to eligible Veterans.</p>	<p>Elisa Vasquez Productivity Manager elisa.vasquez@lacdc.org (626) 586-1762</p>
<p>TGE Resource Center - More than Just Urban Farming Community Development Commission/Housing Authority</p> <p><i>PQA Bronze Eagle Award</i></p> <p><i>View Video</i></p>	<p>Problem: After operating a Community Supported Agriculture program for years, it became apparent there was demand for more fresh produce from TGE. There was a need to expand growing capacity at the Carmelitos Public Housing Community in Long Beach.</p> <p>Solution: Expand the Environmental Resources Center by: 1) Growing large volumes of produce through a water-efficient Aquaponics and Vertical Towers system; 2) Creating a Community Food Forest with drought tolerant plants; and 3) Implementing a Food Waste Composting Program with Long Beach's Office of Sustainability and local restaurants.</p> <p>Results: The growing capacity of leafy greens has increased four-fold, while water consumption is approximately 67% less than in-ground growing. Youth participants are engaged in the project which combines science, technology, and agriculture in one package.</p>	<p>Jimmy Ng Program Manager jimmy.ng@hacola.org (562) 756-0988</p> <p>Elisa Vasquez Productivity Manager elisa.vasquez@lacdc.org (626) 586-1500</p>

Executive Office of the Board
Quality and Productivity Commission
Shared Practices 2017

NEW WAYS TO DELIVER SERVICE		
PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Criminal Justice Institute Mental Health Training District Attorney</p> <p><i>Department Visit May 19, 2016</i></p>	<p>Problem: Mental illness presents special challenges to law enforcement and first responders and requires a different type of response.</p> <p>Solution: Develop a 16-hour POST (Peace Officer Standards and Training) certified training program to provide law enforcement personnel with training on mental health awareness. The course is specifically designed for law enforcement first responders and provides crisis intervention tactics.</p> <p>Results: Nearly 1,000 first responders have been trained, and the number continues to grow. This program supports the District Attorney's initiative to more effectively, meaningfully, and humanely treat low level criminal offenders afflicted with mental illness by diverting them into more appropriate treatment contexts.</p>	<p>Tracy Holcombe Productivity Manager (213) 257-2771 tholcombe@da.lacounty.gov</p>
<p>Improving Cancer Care through Patient Navigation Health Services - Olive View UCLA Medical Center</p> <p><i>PQA Commissioners' Legacy Award</i></p> <p><i>View Video - pending change</i></p>	<p>Problem: Delays in receiving cancer treatment can have a devastating impact on both the patient experience and clinical outcomes.</p> <p>Solution: The Care Navigator serves as a compassionate point-of-contact with the objective of addressing the patient's unique circumstances and challenges that may impact the delivery of timely cancer treatment.</p> <p>Results: For patients, care navigation contributes to timely completion of therapy. For clinicians, patient navigation minimizes the loss of productivity due to missed appointments and inconsistent adherence to therapeutic plans by patients.</p>	<p>Christine Holschneider, MD Program Manager cholschneider@dhs.lacounty.gov (818) 364-3222</p> <p>Gerardo Pinedo Productivity Manager gpinedo@dhs.lacounty.gov (213) 240-7948</p>

Executive Office of the Board
Quality and Productivity Commission
Shared Practices 2017

NEW WAYS TO DELIVER SERVICE

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>My Health LA Health Services</p> <p><i>PQA Image Enhancement Award</i></p> <p><i>View Video</i></p>	<p>Problem: Many Los Angeles residents remained uninsured after the implementation of the Affordable Care Act in 2014. Many will go untreated or seek care through costly hospital emergency departments. Their health needs will likely increase and health status deteriorate.</p> <p>Solution: Partner with community clinics and universities to fill the gap in health care access. Important components include: a "medical home" to reduce episodic care and a web-based eligibility and enrollment system. A program ID card and a progressive capitated model of payment supports care coordination and reduces duplication of services.</p> <p>Results: The program provides access to no-cost primary, preventative, diagnostic, pharmaceutical, emergency, inpatient, substance abuse, mental health and dental services to those who were not covered by the Affordable Care Act.</p>	<p>Amy Luftig Viste Program Manager aviste@dhs.lacounty.gov (626) 299-5396</p> <p>Gerardo Pinedo Productivity Manager gpinedo@dhs.lacounty.gov (213) 240-7948</p>
<p>Lunch at the Library: Healthy and Engaged Youth Parks and Recreation with Public Library</p> <p><i>PQA Top Ten Award</i></p> <p><i>View Video</i></p>	<p>Problem: During the summer months, many children go hungry when free lunch is no longer available to them at their schools. This lack of nutrition creates a backslide in learning and affects their ability to be engaged.</p> <p>Solution: The Library joined efforts with Parks and Recreation to provide six county libraries with meals while the Library provides a friendly, welcoming space and engaging activities such as the free summer reading program.</p> <p>Results: The benefits of this partnership are threefold: children and teens have access to a free nutritious meal; it allows children to return to school caught up and ready to learn; and it gives families the ability to stretch their limited food budgets.</p>	<p>Myesha Perkins Program Manager mperkins@parks.lacounty.gov (310) 965-8630</p> <p>Elizabeth Mendez Productivity Manager lmendez@parks.lacounty.gov (213) 738-3040</p>

Executive Office of the Board
Quality and Productivity Commission
Shared Practices 2017

NEW WAYS TO DELIVER SERVICE

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Web Watcher Program Treasurer and Tax Collector</p> <p><i>Department Visit May 16, 2016</i></p>	<p>Problem: Constituents rely on information, forms and news available on public websites. It is important to keep the information current and links functional.</p> <p>Solution: Create a Web Watcher program encouraging staff to report errors on a website and request correction. Recognize these employees in the Department's Employee Recognition Program.</p> <p>Results: Awareness, encouragement and recognition motivate behavior and focuses attention on resolving the problem.</p>	<p>Tom Ivey Productivity Manager (213) 974-7677 tivey@ttc.lacounty.gov</p>

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Quality and Productivity Commission
Shared Practices 2017

TELLING OUR STORY		
PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Staying Alive: CPR Anytime Public Education Program (CPRA) Fire Department</p> <p><i>PQA Customer Service Award</i></p>	<p>Problem: Cardiac arrest can occur at any time and in any location. On the spot CPR can help victims avoid more severe repercussions while waiting for an ambulance.</p> <p>Solution: CPR Anytime teaches CPR using a practice-while-watching instruction method. The Department launched a Community Outreach Plan, distributing CPR kits and training thousands high school students. These students, in turn, help teach others, resulting in a "multiplier effect."</p> <p>Results: The program helps improve the survivability for victims of sudden cardiac arrest, a leading cause of death in Los Angeles County.</p>	<p>Anderson Mackey Program Manager anderson.mackey@fire.lacounty.gov (323) 881-2403</p> <p>Roxanne Benevides-Ortega Productivity Manager roxanne.benavides@fire.lacounty.gov (323) 881-2327</p>
<p>Avatar Assistance for the Traffic Web Page Los Angeles Superior Court</p> <p><i>PQA Top Ten Award</i></p> <p><i>View Video</i></p>	<p>Problem: Many people, still visit a courthouse or correspond via U.S. mail regarding their traffic citations. This is significantly more labor and time intensive for customers and staff. Those who chose online methods, however, may be frustrated with navigating the website.</p> <p>Solution: Create a website avatar assistant, Gina, to help navigate the various menus, forms and channels for processing citations. Speaking six different languages, Gina guides customers through traffic transactions, such as paying a ticket, scheduling a court date, and registering for traffic school.</p> <p>Results: The use of a multi-lingual avatar makes the Court's most-visited pages significantly more user-friendly and accessible to a larger portion of the Los Angeles County population, improving both efficiency and service.</p>	<p>Jim McGlynn Program Manager jmcglynn@lacourt.org (213) 633-0112</p> <p>Sylvia White-Irby Productivity Manager swirby@lacourt.org (213) 633-0127</p>

Executive Office of the Board
Quality and Productivity Commission
Shared Practices 2017

TELLING OUR STORY		
PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Supporting AB 531 Veterans' License Designation Military and Veterans' Affairs (MVA)</p> <p><i>Department Visit March 9, 2016</i></p>	<p>Problem: Veterans who have bravely served our Country are often invisible to those around them. We honor them by recognizing their military services.</p> <p>Solution: MVA support for Assembly Bill 531 successfully resulted in legislation to create a Veteran designation on state driver's licenses to Veterans of every generation. MVA's promotional outreach program, and the new centrally located kiosk, enables these Veterans to easily apply for the special designation.</p> <p>Results: The Veteran status on licenses leads to more public awareness and use of services for veterans.</p>	<p>Michelle Jiang Productivity Manager mjiang@mva.lacounty.gov (213) 765-9633</p>
<p>From "Lost in Translation" to "Beyond Spanglish" Regional Planning</p> <p><i>PQA Changemaker Award</i></p> <p><i>View Video</i></p>	<p>Problem: Linguistic translation is inadequate when communicating land use policies and regulations that have legal consequences. The County needed to enhance translation and interpretation services.</p> <p>Solution: Create a Spanish Planning Committee which established in-house translation and interpretation protocols based on the three pillars in technical translation: technical competency, linguistic knowledge, and cultural sensitivity.</p> <p>Results: The Program has produced a wide range of materials including applications, flyers for community meetings and for revised ordinances, and public hearing notices. The Program continues exploring opportunities to raise the bar in customer service.</p>	<p>Erica Gutierrez Program Manager egutierrez@planning.lacounty.gov (213) 974-6483</p> <p>Hsiao-Ching Chen Productivity Manager hchen@planning.lacounty.gov (213) 974-6559</p>



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Quality and Productivity Commission



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2018 Report

CATEGORIES

Using Available Technology In New Ways

Private Sector Business Practices

Collaboration

New Ways to Deliver Service

Shared Practices 2018

USING AVAILABLE TECHNOLOGY IN NEW WAYS

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Think Health LA: Let Your Fingers Do The Walking Public Health</p> <p><i>PQA Top Ten Award</i></p> <p><i>View Video</i></p>	<p>Problem: Prior to launching Think Health LA, there was no centralized database to disseminate health data from different data sources, provide comparisons of health data among jurisdictions, or to share information about existing health issues in Los Angeles County and the evidence-based interventions that can be undertaken to improve health.</p> <p>Solution: After obtaining funding from the Quality and Productivity Commission, the department contracted with Dignity Health DBA California Hospital Medical Center, which subcontracted with Conduent Healthy Communities Corporation to develop and maintain the website. The department worked closely with both agencies to develop the website.</p> <p>Results: Think Health LA provides data from multiple sources and allows users to look up data by location, service planning area, zip code or census tract, and subpopulation (such as age and race/ethnicity groups). Public Health stakeholders can look up data and print reports on their own. The website will ultimately decrease the number of data requests and allow staff to focus on other public health issues.</p>	<p>Gayle Haberman Project Manager (213) 240-8252 ghaberman@ph.lacounty.gov</p> <p>Catherine Mak Productivity Manager (213) 288-7240 cmak@ph.lacounty.gov</p>

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USING AVAILABLE TECHNOLOGY IN NEW WAYS

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Public Health Trailblazers and the Performance Improvement Application (PIA) Public Health with Internal Services Department</p> <p><i>Productivity Investment Fund Grant: \$281,500</i></p>	<p>Problem: LAC PERFORMS is a performance management grant that was awarded to the Department of Public Health (DPH). The overall goal of the program is to systematically increase the performance management capacity of the department to ensure that DPH goals are effectively and efficiently met. The Performance Improvement Application (PIA) is a key component to strengthening the department's existing infrastructure. It is therefore essential to take the next step of implementing a formal PIA process.</p> <p>Solution: In order to improve DPH's ability to track and analyze the over 500 public health measures it collects annually, a collaboration with the Internal Services Department was made to build a Business Intelligence application using Cognos. The application allows DPH staff to create a variety of reports so they can analyze program performance and evaluate areas where improvement is needed. The departments worked together to utilize complete data set captured by the existing PIA to create dashboards, standard reports, and an Ad Hoc Reporting Environment.</p> <p>Results: DPH was able to improve its core service and prepare itself to meet the national accreditation standards that require public health departments to have a functional performance management system. Creating standardized reports using Cognos has resulted in time saved, when compared to analyzing data and creating new reports manually.</p>	<p>Karen Swanson, PhD Project Manager (213) 288-7243 kswanson@ph.lacounty.gov</p> <p>Catherine Mak Productivity Manager (213) 989-7240 cmak@ph.lacounty.gov</p>

Shared Practices 2018

USING AVAILABLE TECHNOLOGY IN NEW WAYS		
PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Vision Zero Collision Geodatabase Public Works</p> <p><i>PQA Performance Measurement Award</i></p> <p>View Video</p>	<p>Problem: In the County of Los Angeles, motor vehicle collisions are the leading cause of death for children from ages 5 to 14 and adults from ages 25 to 44. In addition to the tragic human costs, the economic cost of fatalities and severe injuries in the County is estimated at \$1.3 billion. Prior to creating the Vision Zero Geodatabase, an engineer evaluating collision concentrations would have to read each collision report and manually plot the collision on a map. These collision maps were burdensome to update and not easily filterable by collision factors.</p> <p>Solution: By creating a system that identifies areas with the highest concentrations of traffic related deaths and severe injuries, along with the primary factors associated with collisions, stakeholders can strategically develop and implement safety measures and programs that specifically address the root factors contributing to fatal and severe injury collisions. The Vision Zero Collision Geodatabase is to equip the stakeholder team with a powerful tool through which the greatest traffic safety needs can be determined.</p> <p>Results: The Vision Zero initiative utilizes a multi-disciplinary partnership among various agencies and stakeholders to comprehensively address traffic safety through engineering, enforcement, education, and evaluation strategies. The Geodatabase is essential in evaluating collision data and focusing initiative through a data-drive process. Collaboration with other County Departments, the California Highway Patrol and the Department of Public Health will serve to enhance the County's efforts to study, develop, and implement problem-specific and location-specific improvements to enhance traffic safety in a focused, efficient, and cost-effective manner.</p>	<p>Emiko Thompson Project Manager (626) 300-4713 ethompson@dpw.lacounty.gov</p> <p>Leslie Schenk Productivity Manager (626) 458-5946 lschenk@dpw.lacounty.gov</p>

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Quality and Productivity Commission
Shared Practices 2018

LEVERAGING PRIVATE SECTOR BUSINESS PRACTICES

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Blazing Trails on the World Wide Web Parks and Recreation with National Park Service, California State Parks, Santa Monica Mountains Conservancy, Mountains Recreation and Conservation Authority, Mountains Restoration Trust, and Internal Services</p> <p><i>PQA Top Ten Award</i></p> <p><i>View Video</i></p>	<p>Problem: The Department of Parks and Recreation maintains more than 200 miles of urban, desert, foothill, mountain, and coastline multi-use recreational trails. It was challenging for residents to obtain factual information about County trails. Their previous sources for information included hard-to-find paper maps, unofficial websites and word-of-mouth, which in many cases proved inaccurate. These unofficial resources often contained misleading and potentially unsafe information that put trail users in harm's way.</p> <p>Solution: With the launch of this innovative and dynamic trails website, there is now a one-stop, officially sanctioned, frequently updated and comprehensive online tool for all trails-related information to serve a rapidly growing population. It meets increased demand for accurate and rapid information available from anywhere in Los Angeles County, related to hiking, biking, and horseback riding.</p> <p>Results: The website provides a comprehensive trails database covering 367 linear miles of trails through GPS mapping and organized by using geographic information systems. It includes accurate printable maps, physical descriptions of each trail, a "Get Directions" link, as well as permitted uses and time-sensitive alerts that include updated air quality and weather reports.</p>	<p>Michelle O'Connor Project Manager (626) 588-5302 moconnor@parks.lacounty.gov</p> <p>Elizabeth Mendez Productivity Manager (626) 588-5201 lmendez@parks.lacounty.gov</p>

Executive Office of the Board
Quality and Productivity Commission
Shared Practices 2018

COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Fur Ever Families: Pets, People and Partnerships Animal Care and Control</p> <p><i>PQA Bronze Eagle Award</i></p> <p><i>View Video</i></p>	<p>Problem: Pet owners turn to the department for assistance with veterinary care, temporary boarding, animal behavior problems, and other issues they are unable to resolve on their own. Due to limited funding, the department does not have sufficient resources to offer such wide-spread services. As a result, pet owners who cannot afford veterinary care or other services are often faced with the decision to surrender their pet.</p> <p>Solution: The department approached ASPCA to discuss a solution. ASPCA proposed providing staff members at the Baldwin Park and Downey Animal Shelters. ASPCA staff members would serve as the first point of contact with the public, greeting them and discussing their needs. They would then offer connections to subsidized services at partner veterinary clinics, boarding kennels, and other service providers within the community.</p> <p>Results: The program was an immediate success and pet owners expressed deep gratitude for the support and assistance they received. In addition to the emotional impact, the partnership proved highly successful in terms of sustainability. Data collected during the first year of the program revealed that 85% of the interventions were successful and that pets and their owners were still together 30 days after the intervention took place.</p>	<p>Allison Cardona Project Manager (562) 728-4572 acardona@animalcare.lacounty.gov</p> <p>Dorothy Phillips Productivity Manager (562) 256-1379 dphillips@animalcare.lacounty.gov</p>

Executive Office of the Board
Quality and Productivity Commission
Shared Practices 2018

COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>A Movement Begins: LA County's Homeless Initiative Chief Executive Office with County Counsel, Community Development Commission/ Housing Authority, Children and Family Services, Health Services, Mental Health, Public Social Services, Public Health, Probation, Regional Planning, Sheriff, Los Angeles Homeless Services Authority, Alternate Public Defender, Animal Care & Control, Arts Commission, Beaches and Harbors, Child Support Services, Consumer and Business Affairs, District Attorney, Fire, Human Resources, Military and Veterans Affairs, Parks and Recreation, Public Library, Public Works, Registrar-Recorder/County Clerk, LA Superior Court, and Workforce Development, Aging and Community Services</p> <p><i>PQA Top Ten Award and Outstanding Teamwork Award</i></p> <p><i>View Video</i></p>	<p>Problem: Homelessness is one of the most serious humanitarian crisis confronting Los Angeles County, demanding a focused, urgent, and coordinated response from the County, cities, and community partners. Despite various efforts to address homelessness over the years, the homeless population has increased by 46% to 57,794 in 2017.</p> <p>Solution: In August 2015, the Board of Supervisors (Board) launched the Homeless Initiative (HI). The initial objective was to develop and present a comprehensive set of County strategies to effectively combat homelessness. Recognizing this work must be done in an inclusive and collaborative manner, the HI engaged diverse stakeholders Countywide by conducting 18 policy summits (public meetings) that brought together 25 County departments, 30 cities, other public agencies, and over 100 community stakeholders.</p> <p>Results: The HI's transparent and inclusive community processes was key to building and garnering broad-based support to successfully implement strategies. In addition to overseeing implementation of the approved strategies, the HI spearheaded the Countywide movement which supported the passage of Measure H, a 1/4 cent sales tax for ten years to be used solely for preventing and combating homelessness. Measure H was approved by the voters and is estimated to generate \$355 million annually. The unprecedented level of collaboration has allowed both the County and cities to maximize and leverage resources across systems to enhance and provide new services to individuals and families experiencing homelessness.</p>	<p>Phil Ansell Project Manager (213) 974-1752 pansell@ceo.lacounty.gov</p> <p>Erlinda Bernardo Productivity Manager (213) 974-1758 ebernardo@ceo.lacounty.gov</p>

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Quality and Productivity Commission
Shared Practices 2018

COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>SOLAR: Bridging Healthcare and Housing Community Development Commission/Housing Authority with Health Services</p> <p><i>PQA Top Ten Award</i></p> <p><i>View Video</i></p>	<p>Problem: Prior to 2014, homeless patients in Los Angeles County had very few options outside of going to a shelter following hospital discharge. Without a stable, safe, and clean environment, homeless patients increase their potential for medical complications and hospital readmission, and are unable to sustain recovery from acute illnesses or injuries.</p> <p>Solution: In September 2014, in collaboration with the Second Supervisorial District and the Department of Health Services (DHS), the Community Development Commission facilitated the conversion of a vacant health clinic building into a new recuperative care center - the South Los Angeles Recuperative Care (SOLAR). In partnership with DHS, SOLAR, operated by LAMP Community, successfully transitions homeless patients from hospital discharge to recuperative care which leads to permanent supportive housing.</p> <p>Results: This innovative program provides relief to the high costs of longer hospital stays and frequent emergency room visits, while providing clients with the care and support they need to recuperate and move towards permanent housing.</p>	<p>Lynn Katano Project Manager (626) 586-1806 lynn.katano@lacdc.org</p> <p>Elisa Vasquez Productivity Manager (626) 586-1762 elisa.vasquez@lacdc.org</p>

Executive Office of the Board
Quality and Productivity Commission
Shared Practices 2018

COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Jail Mental Health Liaison Program Public Defender with District Attorney, Mental Health, and Sheriff</p> <p><i>PQA Silver Eagle Award</i></p> <p><i>View Video</i></p>	<p>Problem: Public Defender (PD) clients suffering from mental illness who are in custody pose a unique set of challenges to attorneys responsible for their representation; to the Department of Mental Health (DMH) representatives responsible for their medical care; and to the Sheriff responsible for their housing. Although great strides have been made within all these respective agencies to better serve this tragic population, a more comprehensive approach was needed.</p> <p>Solution: The PD implemented the Jail Mental Health Liaison Program (JMHL) to collaborate with the DMH, Sheriff, and District Attorney to assist incarcerated, mentally ill, or developmentally disabled clients throughout the criminal justice process. The collaboration improves communication by allowing a PD Psychiatric Social Worker (PSW) to work inside the jail facilitating direct communication with PD clients, and with the DMH and Sheriff to coordinate services, as needed.</p> <p>Result: JMHL provides a comprehensive approach to improving services for mentally ill custody clients. The collaborative effort results in reduced incidence of cell extractions and disruptive behavior, more timely and effective client assessments, and better quality placements and treatments when clients are released back into the community.</p>	<p>Crisostomo Mercurio Project Manager (213) 974-3019 cmercuriojr@pubdef.lacounty.gov</p> <p>Gail Bristo Productivity Manager (310) 727-6262 gbristo@pubdef.lacounty.gov</p>

Executive Office of the Board
Quality and Productivity Commission
Shared Practices 2018

COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Caseload Accountability Panel: Promoting Teamwork Children and Family Services</p> <p><i>PQA Changemaker Award</i></p> <p><i>View Video</i></p>	<p>Problem: The Caseload Accountability Panel (CAP) is a collaborative effort to ensure that Children's Social Workers (CSWs) had manageable caseloads. The County has historically utilized a formula to budget CSW items for each fiscal year. This formula had been in place for decades and did not account for workloads (number of hours) required to successfully complete the numerous and diverse tasks involved in serving families and children.</p> <p>Solution: CAP asserted the strong need to reconsider the formula and advocated the hiring of more CSWs. In the fall of 2013, they presented a 4-point plan to the Board of Supervisors proposing the hiring of 450 new CSWs in order to reduce caseloads. During this process, CAP transformed into a positive collaboration between DCFS management and SEIU to improve working conditions and systematic processes for staff providing direct services to children and families.</p> <p>Results: The CAP program led to the largest hiring effort in the Department's history, resulting in the recruitment, vetting, hiring, and training of over 1,800 new CSWs. This achievement accounted for almost 50% of the total CSW budgeted items in FY 2016-2017 and made it possible to supersede the goal of reducing caseloads below the ratio that was initially set.</p>	<p>Sevana Naaman Project Manager (213) 351-5787</p> <p>Arman Depanian Productivity Manager (213) 739-6435 depana@dcfs.lacounty.gov</p>

Executive Office of the Board
Quality and Productivity Commission
Shared Practices 2018

COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Youth Opportunity Program Public Works with Probation, Human Resources, Workforce Development, Aging and Community Services, Community and Senior Services, LACO Office of Education, Girls and Gangs, Youth Policy Institute, and Soledad Enrichment Action</p> <p><i>Productivity Investment Fund Grant: \$395,015</i></p>	<p>Problem: The Youth Opportunity Program (YOP) is a collaborative program managed by the Department of Public Works (DPW) with partnering departments and non-County organizations. YOP is a comprehensive workforce development pilot program for youth ages 17 to 19 exiting the probation system and transitioning to the community. YOP requires funding to move on to its demonstration phase.</p> <p>Solution: With a grant from the Quality and Productivity Commission, the department will be able to cover the costs of salaries and benefits for case managers, services and supplies, youth participant internship salaries, and evaluation of the YOP demonstration program. It will be measured by the youth participant employment rate, Internship Completion Rate, full time job offer rate, and employment retention rate.</p> <p>Results: Fourteen youths participated in the YOP program. Thirteen achieved positive outcomes (one youth re-entered the Probation system within one year of release). Five youth participated in paid internships at DPW, and one youth obtained permanent employment at DPW. The University of California, Los Angeles performed a comprehensive program evaluation and provided a positive review and recommendations based on best practices.</p>	<p>Jon Trochez Project Manager (626) 458-2154 jtrochez@dpw.lacounty.gov</p> <p>Leslie Schenk Productivity Manager (626) 458-5946 lschenk@dpw.lacounty.gov</p>

Executive Office of the Board
Quality and Productivity Commission
Shared Practices 2018

COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Sandbags for Homebound Seniors Workforce Development, Aging and Community Services with Public Works, Fire, Public Social Services, and Chief Executive Office/Office of Emergency Management</p> <p><i>PQA Customer Service Award</i></p> <p>View Video</p>	<p>Problem: In preparation for the El Nino storms predicted for Winter of 2015-2016, a new multi-department Los Angeles County Task Force convened to develop and implement preparedness strategies to keep residents safe from potential torrential rain. During their planning process, the Task Force kept a focus on how to best prepare and serve vulnerable populations. They identified homebound seniors living in their own residences in unincorporated areas (historical FEMA flood zones) without the means to prepare their homes for potential flooding as a vulnerable population.</p> <p>Solution: The Sandbags for Homebound Seniors pilot program was subsequently designed and implemented to identify homebound seniors for this service, conduct preemptive on-site property flooding assessments and deliver and install filled sandbags, all at no cost.</p> <p>Results: The pilot was so successful and well-received by clients that it was replicated again in the 2016-2017 storm season, and will become an ongoing seasonal program. The project preemptively reduces loss of property, lessens the impact of disasters for a vulnerable population, supports cost avoidance, and shows proactive County government caring for its aging and homebound residents.</p>	<p>Ellie Wolfe Project Manager (213) 738-2681 ewolfe@wdacs.lacounty.gov</p> <p>Stephanie Maxberry Productivity Manager (213) 738-2015 smaxberry@wdacs.lacounty.gov</p>

Executive Office of the Board
Quality and Productivity Commission
Shared Practices 2018

NEW WAYS TO DELIVER SERVICE

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Ergonomic Workstation Modernization Project Child Support Services Department</p> <p><i>Productivity Investment Fund Grant: \$300,000</i></p>	<p>Problem: The department's Customer Contact Center (CCC) is responsible for answering and responding to approximately 2,500 to 3,000 telephone calls per day, processing payments, and resolving complex issues related to court-ordered child support cases. This group has been found to be at a high risk for repetitive motion injuries. Repetitive strain and motion injuries account for 70% of the department's workers compensation claims.</p> <p>Solution: Modernization of the CCC workstations, including Nuance Dragon Voice Recognition Software and training, sit stand work stations, dual articulating monitoring arms, wireless headsets with lifter, in-line document holder, and 5-point ergonomic chairs (sized to the employee), will assist to mitigate the frequency and severity of injuries and improve performance and quality of life for staff. Ergonomic improvements will increase mobility and reduce the amount of time an employee is in either static position of sitting or standing.</p> <p>Results: Compared to FY 15-16, there was a reduction in the total worker compensation claims and payment associated with cumulative injuries in FY 16-17, which attributed to \$16,795 in savings. More importantly, the new location and redesigned facility increased productivity. CCC employees are putting out services more quickly or completing services at a more rapid rate than before.</p>	<p>Danny Gammage Project Manager (323) 889-3362 danny_gammage@cssd.lacounty.gov</p> <p>Jennifer Coultas Productivity Manager (310) 354-6314 jennifer_coultas@cssd.lacounty.gov</p>

Executive Office of the Board
Quality and Productivity Commission
Shared Practices 2018

NEW WAYS TO DELIVER SERVICE

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>DPSS Model Office Concept for District Lobbies Public Social Services</p> <p><i>PQA Commissioners' Legacy Award</i></p> <p>View Video</p>	<p>Problem: Approximately 55% of the department's district office visits are customer walk-ins resulting in long lines and extended wait times that ranged upwards of over 2.5 hours. A structured lobby service model was needed to expedite and reduce customer wait time while increasing the efficiency of the services provided in the district office.</p> <p>Solution: The department designed the Model Office Concept (MOC) which focuses on improving the customer service experience while improving business processes so staff could work more efficiently. The benefit of MOC is that customers who are only in the office for a quick transaction are not waiting for their Eligibility Worker (EW); instead there are numerous Customer Service Representatives who can assist the client through multiple self-service windows. This includes self-service areas, which are designed to assist customers in learning how to utilize the numerous self-service technological options (e.g. Interactive Voice Recognition, Call Center, website/Your Benefits Now). The goal is to educate the client so that they can learn how to utilize the self-service options and reduce the need for them to come into a DPSS office. This provides EWs more time with customers who need assistance processing documents required to maintain eligibility.</p> <p>Results: Through the MOC, the department achieved a sustainable solution for mitigating the common business process inefficiencies for customers coming into a district office and the delivery of services. This new service delivery has resulted in customer wait times reduced from 2.5 hours to 30 minutes. The primary goal of improving the customer experience was achieved mainly through the lobby redesign modifications that are now cemented in each district office. Customer utilization of self-service technological options continues to increase.</p>	<p>Antonia Jiménez Project Manager (562) 908-8422 AntoniaJimenez@dpss.lacounty.gov</p> <p>Maria Rivera Productivity Manager (562) 908-5853 mariarivera@dpss.lacounty.gov</p>

Executive Office of the Board
Quality and Productivity Commission
Shared Practices 2018

NEW WAYS TO DELIVER SERVICE

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Library Offers Mobile Makerspaces Public Library</p> <p><i>PQA County Image Enhancement Award</i></p> <p>View Video</p>	<p>Problem: Makerspaces (a collaborative environment that promotes making, learning, and exploring) was one of the most requested services by library customers. Makerspaces have traditionally been built inside library walls, however, most library facilities do not have the space for a dedicated maker area or the budget to hire a dedicated and trained librarian to run the program. In addition, not all residents are able to easily visit the system's libraries, leaving some underserved when it comes to assessing these learning opportunities.</p> <p>Solution: Four MakMo vehicles made it possible for the library to meet demand and need for the makerspace program in a creative way, while serving all ages. Vans are large enough to store and support a variety of activities, but agile enough to be deployed to any location. Each vehicle is equipped with learning technology, including 3D printers, robotic components, electrical circuits, iPads, engineering blocks and more.</p> <p>Results: MakMo vehicles fill service gaps that the library was unable to provide in its physical locations. By attending both library and community events and partnering with local organizations, MakMo vehicles remove barriers while increasing community awareness of the library. The vehicles reach more youths than on-site programming could and helps to spark early interest in science and technology via active learning. As of March 2018, the vehicles have attended 388 library programs and 123 community outreach programs, reaching audiences of nearly 38,000. An upcoming partnership with the LA County Department of Mental Health will expand the fleet to 10 vehicles.</p>	<p>Jesse Walker Lanz Project Manager (562) 940-5821 jlantz@library.lacounty.gov</p> <p>Samangi "Sammy" Mudalige Productivity Manager (562) 940-4106 SMudalige@library.lacounty.gov</p>

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NEW WAYS TO DELIVER SERVICE

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Team Triage in the ER...Why Wait? Health Services-Harbor UCLA Medical Center, Department of Emergency Medicine</p> <p><i>PQA Golden Eagle Award and Mega Million Dollar Award</i></p> <p><i>View Video</i></p>	<p>Problem: Emergency room overcrowding has become a growing problem across the United States. At Harbor UCLA, the long wait times for adult ER patients to see a triage nurse or doctor resulted in 1 out of every 7 patients choosing to leave before they were ever seen by a doctor.</p> <p>Solution: By using the LEAN methodology to examine the root cause of long ER wait times and developing a patient-centered, Team Triage approach, the team at Harbor UCLA was able to decrease the wait time to see a triage nurse from 90 minutes to 24 minutes, and the wait time to see a doctor from 78 minutes down to 24 minutes.</p> <p>Results: These efforts decreased the number of patients that left the ER without being seen by a doctor from 14% to 1.3%. This process change did not require any additional costs and has improved the financial sustainability of ER operations by decreasing overtime costs for an additional triage nurse by \$311,943 annually. Team Triage has also allowed 20 more patients to be seen on a daily basis in the adult emergency room, increasing daily visits from 120 to 140 patients. This has allowed the department to not only provide more care to the community, but resulted in an estimated increase of \$41 million in annual revenue.</p>	<p>Bradley Chappell D.O. Project Manager (310) 222-1912 BChappell@dhs.lacounty.gov</p> <p>Keisha Belmaster Productivity Manager (310) 222-6575 kbelmaster@dhs.lacounty.gov</p>

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NEW WAYS TO DELIVER SERVICE

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Saving Dollars, Saving Time, Saving Lives Health Services-Olive View Medical Center, Utilization Management Department</p> <p><i>PQA Process Improvement Award</i></p> <p><i>View Video</i></p>	<p>Problem: Olive View-UCLA Medical Center's (OVMC) new Utilization Management (UM) department's mission and vision is to advance the goal of overall cost-effective healthcare delivery and act as active stewards to the financial responsibilities that support OVMC's aim to deliver high quality, efficient healthcare to all patients at the right time and place.</p> <p>Solution: By implementing Six Sigma Methodology (SSM), the UM department has embarked on redesigning the way it provides services to patients and increasing its scope of services to patient care departments. By listening to the voice of the customer, measuring workload daily, and clarifying roles, UM has identified widespread variation in the way it historically did and did not do business.</p> <p>Results: In the past year, UM has addressed and continues to address process inefficiencies, lost opportunities and significant unnecessary costs. Using SSM, UM is now organized in three pillars. By coordinating services in these three pillars and paying close attending to OVMC's outpatient services, UM is now a major contributor to OVMC's patient care and financial future. SSM has helped OVMC improve patient care and flow, revenue generation, and dramatically decrease costs on multiple levels.</p>	<p>Lee Dunham Project Manager (747) 210-3650 ldunham@dhs.lacounty.gov</p> <p>Joselin Escobar Duran Productivity Manager (818) 364-3001 joescobar@dhs.lacounty.gov</p>

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Shared Practices 2018

NEW WAYS TO DELIVER SERVICE

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Housing Without Borders Community Development Commission/Housing Authority</p> <p><i>PQA Top Ten Award</i></p> <p><i>View Video</i></p>	<p>Problem: The homeless crisis in Los Angeles County continues to escalate. The latest figures from the Los Angeles Homeless Services Authority's 2017 Homeless Point-in-Time count show a homeless population in excess of 57,000, a 23% increase from 2016. At the core of the County's homeless crisis is the region's rental unaffordability.</p> <p>Solution: In Fiscal Year 2015-2016, the Housing Authority (HA) implemented a waiting list preference for the Housing Choice Vouchers (HCV) and Public Housing programs, committing 35% of the HCVs available through routine program turnover, to the chronically homeless persons referred by various community-based organizations. The HA reserved the remaining 65% of vouchers for homeless individuals pulled from their waiting list. A public housing waitlist preference was also established where 309 units of County public housing would be reserved for homeless families first as they become available.</p> <p>Results: The agency's efforts have resulted in more than 700 homeless families being housed within 18 months, and over \$2.5 million in direct incentive payments to landlords and financial assistance to families. The HA also welcomed 16 homeless families, with 69 household members, into public housing units. These homeless efforts are unique as they leverage non-federal funding to maximize the effectiveness of federally subsidized housing assistance. Equally noteworthy, is the speed with which the HA produced tangible results.</p>	<p>Emilio Salas Project Manager (626) 586-1505 emilio.salas@hocola.org</p> <p>Elisa Vasquez Productivity Manager (626) 586-1762 elisa.vasquez@lacdc.org</p>

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NEW WAYS TO DELIVER SERVICE

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Employees Secure Records & Achieve Huge Savings!</p> <p>Health Services - Divisions of Health Information Management & Facilities Management with County Counsel</p> <p><i>PQA Top Ten Award</i></p> <p><i>View Video</i></p>	<p>Problem: The Divisions of Health Information Management and Facilities Management encountered a policy that was outdated, costly, wasteful of human resources, tied up real estate, created a legal liability, made millions of paper medical files vulnerable to loss or theft, and increased the possibility of identity theft and fraudulent billing.</p> <p>Solution: Whereas national standards dictate that medical paper records be safely shredded after they are electronically scanned or generally older than 10 years. The County had been maintaining millions of paper files in perpetuity due to an outdated policy. The department challenged the old legal opinion and successfully updated the policy.</p> <p>Results: As a result, three million paper files were certified for shredding and recycled, liabilities were eliminated, workers were reassigned to productive jobs, the County is saving money, and the project is being replicated Countywide.</p>	<p>Gerardo Pinedo Project Manager (213) 240-8104 gpinedo@dhs.lacounty.gov</p> <p>Lisa Finkelstein Productivity Manager (213) 240-7988 lfinkelstein@dhs.lacounty.gov</p>

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Shared Practices 2018

NEW WAYS TO DELIVER SERVICE

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Adult 101 Life Skills Bootcamp for Teens Public Library</p> <p><i>PQA Top Ten Award</i></p> <p><i>View Video</i></p>	<p>Problem: Teenagers no longer learn the soft skills necessary for success in adulthood in schools, yet survey after survey indicates they are key to both workplace and personal success.</p> <p>Solution: Seeking to provide teens the training and knowledge not being offered elsewhere, the Library developed Adult 101: Life Skills Bootcamp for Teens, a workshop series that teaches teens ages 13-18 years the 21st century life skills needed to thrive professionally and personally.</p> <p>Results: The series was implemented in 15 of the County's 87 libraries as a pilot program in the Fiscal Year 2015-2016, and has since been expanded. Each pilot library offered sessions in 8 topics. Specialists were hired to teach classes and help create programs-in-a-box, a self-contained resource enabling program replication without the need to hire a specialist. After a successful first year, with over 1,200 attendees and more than 79% of teens who were hesitant about their skills, reported improved confidence. As of 2016, the Adult 101 program is now offered in all 87 County libraries.</p>	<p>Deborah Anderson Project Manager (562) 940-8522 danderson@library.lacounty.gov</p> <p>Samangi "Sammy" Mudallige Productivity Manager (562) 940-4106 SMudalige@library.lacounty.gov</p>

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Shared Practices 2018

NEW WAYS TO DELIVER SERVICE

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Taking Care of CARE Public Defender</p> <p><i>Productivity Investment Fund Grant: \$250,000</i></p>	<p>Problem: The Client Assessment Recommendation Evaluation (CARE) was implemented in the department to address the gap between needs and services for youthful offenders. CARE clients have serious, long-standing, unaddressed psycho-social and educational problems that significantly contribute to their delinquency. The CARE project has never undergone a formal evaluation. Such empirical support is necessary to sustain funding, as well as to justify the expansion of the program.</p> <p>Solution: Through a Productivity Investment Fund grant from the Quality and Productivity Commission, the department was able to conduct an independent evaluation of the CARE project. The evaluation assisted in determining whether the CARE model of front-end assessment and advocacy within the defender team leads to better outcomes.</p> <p>Results: The evaluation found that the CARE Project is a highly effective approach to defense that results in reduced negative contact with the juvenile justice system and improved dispositional outcomes for clients. CARE clients who receive extended services have significantly less subsequent contact with the juvenile justice system and appear to successfully help clients obtain desired dispositional outcomes. Recommendations include providing extended services to clients; continue services beyond the point of case disposition; bolster programmatic structure, including policies, procedures, and training for staff; and increasing evaluability by improving data collection and infrastructure.</p>	<p>Gail Bristo Productivity Manager (310) 727-6262 gbristo@pubdef.lacounty.gov</p>

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Quality and Productivity Commission
Shared Practices 2018

NEW WAYS TO DELIVER SERVICE

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Community Outreach Vehicle Public Works</p> <p><i>Productivity Investment Fund Grant: \$250,000</i></p>	<p>Problem: The Department of Public Works (DPW) serves over 10 million residents in 140 unincorporated communities, contracts with 15 cities, and provides various services to all 88 cities countywide. Bringing government to communities will assist to increase public awareness of current topics, such as climate change, drought, sustainability, and resiliency, and to enhance the County's readiness in responding to natural disasters.</p> <p>Solution: The purchase of a new 35-foot multiuse mobile community outreach vehicle (COV) will be used to assist outreach efforts on a variety of topics, including drought, water conservation, job opportunities, and post-disaster information among others. The COV will also help to build relationships with the communities serviced and enhance awareness of the County's role and services.</p> <p>Results: The COV supports the DPW's outreach efforts to disseminate information about resilient and sustainable communities on a countywide basis. It also serves as an incident command vehicle during emergencies and disasters. The COV enhances the DPW image by providing an innovative approach to community outreach and interactions and a collaborative emergency response and recovery command vehicle.</p>	<p>Phil Doudar Project Manager (626) 458-4393 pdoudar@dpw.lacounty.gov</p> <p>Leslie Schenk Productivity Manager (626) 458-5946 lschenk@dpw.lacounty.gov</p>

Executive Office of the Board
Quality and Productivity Commission
Shared Practices 2018

NEW WAYS TO DELIVER SERVICE

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Website Chat Pilot Registrar-Recorder/County Clerk with Internal Services</p> <p><i>Productivity Investment Fund Grant: \$97,000</i></p>	<p>Problem: Technology over the last two decades has fundamentally transformed the way government communicates with the public. The introduction of social media platforms has made it easier for County departments to keep the public informed. Due to the wide range of public services the department provides, a large volume of public phone calls inquiring about departmental services must be managed.</p> <p>Solution: The Registrar-Recorder/County Clerk (RRCC) partnered with the Internal Services Department to implement a new online website chat service to support customer service inquiries. This new communication platform offered real-time communication over the internet between residents and department staff. The Website Chat Pilot exemplifies collaboration, but also fosters transferability, improved customer service, and enhanced County image.</p> <p>Results: The website chat solution was a success and has been used for every election. The program was expanded to other Bureaus of the department and a Chat Bot was implemented that will automatically respond to pre-defined questions asked by customers. The project improves customer service by providing an additional avenue for inquiries. It provides detailed transcripts of every chat session, detailed analytics on post-chat surveys and customer satisfaction, and daily aggregated reports.</p>	<p>Christopher Pailma Project Manager (562) 462-2431 cpailma@rrcc.lacounty.gov</p> <p>Margaret Palacios Productivity Manager (562) 462-2823 mpalacios@rrcc.lacounty.gov</p>



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2019 Report

CATEGORIES

Using Available Technology In New Ways

Leveraging Private Sector Business Practices

Collaborating With Others to Deliver Improved Services

New Ways to Deliver Service

Telling Our Story

Shared Practices 2019

USING AVAILABLE TECHNOLOGY IN NEW WAYS

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>ADD to Improve Pre-Hospital Patient Care Fire</p> <p><i>PQA Silver Eagle Award</i></p> <p><i>View Video</i></p>	<p>Problem: Los Angeles County Fire Department (Fire Department) paramedics are responsible for administering two controlled drugs - Morphine Sulfate and Midazolam - to treat various medical conditions of their patients. The re-supply process for paramedics administering a controlled drug required a paper-based procedure that involved a minimum of five County employees. This inefficient and time-consuming process for the replacement of a controlled drug would take days to weeks to complete. It also challenged the Fire Department's ability to maintain adequate accountability and security of these highly regulated controlled drugs.</p> <p>Solution: Automatic Drug Dispensing (ADD) machines have been used in the hospital setting for years, but existing law at the time, did not permit their use in the prehospital environment. The Fire Department worked with the California Board of Pharmacy to write Senate Bill 443 and carried it through the California legislature. This enabled the Fire Department to legally bring this proven healthcare technology into the prehospital setting. With the new law in place, the Fire Department created the nation's first fire department-based pharmacy, licensed by the State and Drug Enforcement Administration. The "hub and spoke" model placed 24 strategically located ADD machines throughout the Fire Department's service area, monitored by an ADD vault in the Fire Department's new Pharmaceutical Services Unit. These machines are accessible to paramedics 24-hours a day, seven-days a week. The drugs are removed from the machines using biometric fingerprint technology and all transactions are monitored and recorded.</p> <p>Results: Fire Department paramedics can now re-supply administered controlled drugs quickly and efficiently without the use of paper and multiple intermediaries. In addition, the 24 ADD machines communicate directly with the hub in the Pharmaceutical Services Unit. Through the ADD program, the Fire Department has set a new best practice standard for controlled drug accessibility, accountability, and security in emergency medical services.</p>	<p>Dr. Clayton Kazan Project Manager (323) 267-7153 clayton.kazan@fire.lacounty.gov</p> <p>Roxanne Benavides-Ortega Productivity Manager (323) 881-2327 roxanne.benavides@fire.lacounty.gov</p>

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USING AVAILABLE TECHNOLOGY IN NEW WAYS

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Property Evidence and Laboratory Management System Sheriff's Department</p> <p><i>PQA Top Ten Award</i></p> <p><i>View Video</i></p>	<p>Problem: Prior to 2014, evidence/property was booked in several different systems. Some were electronic, others utilized paper-based ledgers. No effort was made across these systems to standardize data fields, there was minimal validation of the data entered into the system, and the systems did not readily communicate with each other. This resulted in massive amounts of data entry, redundancy, transcription errors, duplicate entries, and inaccurate records.</p> <p>Solution: In 2014, the Department implemented the Property Evidence and Laboratory Information Management System (PRELIMS), a web-based, countywide electronic property/evidence management system. PRELIMS is the first project in the Department's 168-year history to incorporate the management of property/evidence via barcodes in one electronic system. It replaced hand ledgers and several disparate systems, enforced standardization, eliminated redundant data entry and provided access to critical information instantly for more than 7,000 users.</p> <p>Results: Annually, PRELIMS facilitates access to cases and tracks chain of custody for over 400,000 items and 15,000 forensic laboratory requests, together comprising over one million transactions. The system provides tools to manage backlogs, monitor compliance, and evaluate analysis turnaround times. PRELIMS enforces accountability for evidence management and streamlines the disposal of 110,000 evidence/property items annually. PRELIMS saves investigators and property custodians an estimated 90,000 hours per year or \$6.5 million in salary savings.</p>	<p>Erin A. Trujillo Project Manager (323) 260-8500 eatrujil@lasd.org</p> <p>Glen Joe Productivity Manager (213) 229-3305 gcjoe@lasd.org</p>

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USING AVAILABLE TECHNOLOGY IN NEW WAYS

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Tracking Data to Promote Organizational Excellence Children and Family Services with Auditor-Controller and Internal Services</p> <p><i>PQA Performance Measurement Award</i></p> <p>View Video</p>	<p>Problem: Internal Affairs (IA) helps ensure the Department's policies and procedures are followed and that employees adhere to the established standards of professionalism and ethical conduct. The administration of such a large responsibility presents many challenges for IA, such as workforce management requiring maintaining workload equity, tracking work pace, identifying backlog cases, tracking open and closed cases, searching different databases for historical information, managing case information, and transferring information. These responsibilities were historically completed using archaic systems and programs, which lent itself to time consuming, redundant, and often inaccurate management of the information, thereby limiting the timely completion that an investigation warrants.</p> <p>Solution: In collaboration with the Auditor-Controller (A-C) and Internal Services, the DCFS Investigation Tracking Management System (DITMS) was developed. DITMS is a web-based user-friendly automated centralized information management system. It speeds up the investigative process by automatically populating various fields with all cases assigned to the Department by the A-C through a nightly "data drop." DITMS also provides basic productivity aids such as drop down responses, unlimited entry and edit-checking, and fast searches for all cases referred to IA.</p> <p>Results: DITMS has helped streamline IA's employee misconduct investigations. It has eliminated the manual process of workforce management, case management and record keeping for all case types referred to IA. It also allows staff and managers to track and enforce a standardized workflow for each investigation through the use of due dates for investigative milestones. This empowers investigators to increase productivity and meet the County's 90-day performance guideline, thereby decreasing backlog. Improved program management, decision-making and inter-departmental cooperation through the use of DITMS enhances IA's ability to align with the Department's core values of cultural sensitivity, leadership, accountability, integrity, and responsiveness while reinforcing the Department's mission to deliver a practice model that measurably improves child safety, permanency, and well-being.</p>	<p>Elizabeth A. Howard Project Manager (213) 738-2731 howeli@dcfs.lacounty.gov</p> <p>Arman Depanian Productivity Manager (213) 739-6435 depana@dcfs.lacounty.gov</p>

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USING AVAILABLE TECHNOLOGY IN NEW WAYS

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>NEOGOV Implementation Human Resources</p> <p><i>PQA Process Improvement Award</i></p> <p><i>View Video</i></p>	<p>Problem: Each year, the County receives an average of 400,000 applications for job opportunities. The County relied on a series of disparate, disconnected, and in some cases, outdated software applications to manage their recruitment, examination and selection processes. The result was a disjointed series of activities requiring constant oversight and manual interventions to connect the data, processes and people. This was labor intensive, inefficient, and inconsistent.</p> <p>Solution: With the implementation of NEOGOV, the County has for the first time in its history, established a fully integrated platform allowing for the access of class specifications, acceptance of online applications, applicant tracking, exam scoring and scheduling, and distribution of certification lists that are electronic and no longer contingent upon paper filing, reducing the carbon footprint of the entire process. In addition, NEOGOV supports online test and integration of scores minimizing the costs associated with testing at alternate locations.</p> <p>Results: The creation of an end-to-end digital platform has provided the County and job applicants a more efficient, engaging and purposeful process by which they continue to attract, recruit, and select top talent to fulfill the County's public service mission. The system's ease of use and automation allow staff to spend less time on the mundane processes and more effort on the actual recruitment and selection activities. It eliminates multiple systems and applies consistent workflows and processes throughout the 36 County departments.</p>	<p>Roozan Zarifian Project Manager (213) 974-2302 rzarifian@hr.lacounty.gov</p> <p>Darolyn Jensen Productivity Manager (213) 974-2515 djensen@hr.lacounty.gov</p>

Shared Practices 2019

USING AVAILABLE TECHNOLOGY IN NEW WAYS

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Video Interview Pilot for Countywide Exams Human Resources</p> <p><i>Productivity Investment Fund - \$175,000 Grant</i></p>	<p>Problem: The Department is responsible for providing the County with high-quality and diverse candidates for employment, through conducting effective and timely civil service assessments. Scheduling candidates and interviewers for telephone and in-person interviews is logistically complex and entails balancing candidates' and interviewers' schedules. Additionally, many resources are wasted due to an average no-show rate of 6-8% for traditional in-person interviews. Rescheduling such candidates lengthens the time required to produce eligibility lists, thereby harming departments who are dependent on these lists, as well as candidates who must wait longer before they can be placed on such lists and be considered for employment.</p> <p>Solution: The Department requested a grant to determine if video interviewing is logistically and financially feasible to be used Countywide. The solution allowed candidates to answer pre-recorded interview questions on-line by submitting and uploading a video recording of their oral responses in place of the traditional structured in-person interview. Interview raters were not present during the interviews. Rather, they reviewed videos and evaluated candidates at their convenience by streaming the recorded on-line candidate responses.</p> <p>Results: Expanding the use of video interviewing has increased the flexibility of scheduling for departments, candidates and raters. In addition, it has reduced the amount of time spent preparing for in-person interviews and money spent on resources. In 2018, this new technology was used to conduct a total of 3,421 video interviews in lieu of in-person interviews which has resulted in cost avoidance, as well as reduced testing cycle times. For the video interviews, raters took an average of 14 days to complete their ratings, and testing cycle times were reduced by an average of 37 days. The decrease in overall exam administration and rating time has led to faster list promulgation, quicker access to lists for hiring purposes, and shorter waits for candidates to be placed on eligibility lists. Video interviewing has allowed the Department to embark on the next initiative in their implementation of technology-based enhancements for examination administration with the aim to improve human resource services countywide and reduce the time-to-hire.</p>	<p>Ann Havens Project Manager (213) 739-2244 ahavens@hr.lacounty.gov</p> <p>Darolyn Jensen Productivity Manager (213) 974-2515 djensen@hr.lacounty.gov</p>

Shared Practices 2019

USING AVAILABLE TECHNOLOGY IN NEW WAYS

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Career PathFinder Human Resources</p> <p><i>Productivity Investment Fund - \$150,000 Grant</i></p>	<p>Problem: The Career PathFinder program represents a groundbreaking opportunity for the County to potentially be the first public agency to mine its massive employee data records in a manner to develop a robust career-planning tool. It will reinvent how career information is provided to prospective employees utilizing more intuitive, customer-centric approaches to achieve maximum outcome and customer satisfaction. It will also help to provide on-demand employment pathways for Los Angeles County residents by expanding their online access to information about careers in the County.</p> <p>Solution: The Department conducted extensive data analysis to form the foundational data source for the Career PathFinder tool and created functioning prototypes in Microsoft Excel and R Shiny app. To move the project forward, a vendor needed to be obtained to program the online user interface that will integrate Career PathFinder to the Department's website.</p> <p>Results: Since August 16, 2018, there have been over 17,000 unique visitors to the Career PathFinder tool, averaging 2,800 users per month. It has helped current and prospective employees envision the possibilities that could be available to them. It helped to remove uncertainty about taking a particular career step by being transparent about what has actually occurred. It has encouraged current and prospective employees to join or stay with the County by providing real evidence of the career options that exist, as well as reducing staff time spent assisting employees and recruits with career-planning inquiries. In addition to reaching a wide audience, the Career PathFinder project was the winner of a Government Innovation Award in November 2018.</p>	<p>Paul Canning Project Manager (213) 738-2299 pcanning@hr.lacounty.gov</p> <p>Darolyn Jensen Productivity Manager (213) 974-2515 djensen@hr.lacounty.gov</p>

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LEVERAGING PRIVATE SECTOR BUSINESS PRACTICES

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Lyfting Spirits: Saving Lives One Kitten At A Time Animal Care and Control</p> <p><i>PQA Changemaker Award</i></p> <p><i>View Video</i></p>	<p>Problem: Each year, over 10,000 kittens enter the Department's system. Usually, it is good samaritans that find and bring them to an Animal Care Center for care. Many of these kittens are too young to be adopted and require round-the-clock care that is beyond the Department's resources. Because of their fragile state and need for specialized care, most must be euthanized to prevent suffering from starvation or disease. The Department recognized the need to change this outcome, but lacked funding.</p> <p>Solution: In 2014, the Department began partnering with the American Society for the Prevention of Cruelty to Animals (ASPCA). In April 2017, the ASPCA and the Department developed a collaborative pilot program to save kittens at the Baldwin Park Animal Care Center. The ASPCA provided medical services, staffing, and transportation through Lyft Rideshare and the County provided the kittens, facilities, support staff, and other infrastructure. The Pasadena Humane Society and Petco Corporation were also brought on as additional partners for subsequent adoption opportunities for these kittens.</p> <p>Results: From April 2017 through April 2018, 1,440 kittens have been saved through this innovative program and collaboration. The impact has been profound and far-reaching. Plans are in place to expand the program to other County animal care centers in the future as resources allow. Fostering out this population of kittens means that any costs to the County associated with euthanasia and subsequent disposal are avoided. The estimated annual cost savings is \$6,536, but more importantly, it has had a profound impact on the morale and overall feeling of emotional wellness of the staff and volunteers.</p>	<p>Allison Cardona Project Manager (562) 728-4572 acardona@animalcare.lacounty.gov</p> <p>Dorthy Phillips Productivity Manager (562) 256-1379 dphillips@animalcare.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2019

LEVERAGING PRIVATE SECTOR BUSINESS PRACTICES

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Lean Six Sigma in 2017 Registrar-Recorder/County Clerk</p> <p>PQA Legacy Award</p> <p>View Video</p>	<p>Problem: The Department faces the challenge of continuously serving the public in a dynamic and complex work environment while transitioning towards a more technologically based service environment. Throughout the years, the Department realized that to meet the growing needs of the public, it needed to assess its processes and delivery of services department-wide.</p> <p>Solution: In 2011, the Department decided to use the Lean Six Sigma (LSS) methodology and cultural transformation as the framework to rapidly improve services. An LSS Program was developed, which comprised of training and project management. A total of 80% of employees were trained at the intermediate Yellow Belt level of LSS. Later, Process Improvement Idea Boards were established in each work section, serving as a platform to discuss any issues related to work processes. This opportunity to share and explore ideas added value to the workplace and was the mark of transitioning from "business as usual" to department-wide continuous process improvement. Facilitators, who led these Idea Boards, were provided training at the advanced Green Belt level. Consequently, staff became empowered to complete Green Belt projects. Through the LSS Program, the message of making data-driven decisions to resolve process issues, has been the catalyst to a department-wide culture change.</p> <p>Results: The benefits of LSS have become visible in the way staff members approach their work, physical indicators throughout the Department, including Process Improvement Idea Boards and Quarterly Program Metric Posters, and time and cost savings. Every staff member is considered a subject matter expert in their section and an essential resource for their process partners to engage with. Additionally, the reach of LSS has extended to 26 other County departments, creating a work environment and culture that inspires and empowers all employees to do process improvement.</p>	<p>Alexander Ogunji Project Manager (562) 462-2755 aogunji@rrcc.lacounty.gov</p> <p>Alexander Ogunji Productivity Manager (562) 462-2755 aogunji@rrcc.lacounty.gov</p>

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COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Homeless Task Force: Home Is Where Your Health Is Health Services - Harbor UCLA Medical Center, Clinical Social Work Department</p> <p><i>PQA Top Ten Award</i></p> <p><i>View Video</i></p>	<p>Problem: Harbor-UCLA (HUCLA) was seeing increasing numbers of homeless individuals who were living all over the hospital campus, including the Emergency Department (ED) waiting room. Once in the ED, the homeless patients would sign in, complaining of medical symptoms they did not really have, just to have a reason to remain inside the hospital. When approached, these individuals would often admit they were not in need of medical care, but were living there because they felt safe on a hospital campus. For many of these patients, their homelessness was often further challenged by concurrent, untreated mental health problems and substance use issues. The situation was having a widespread, detrimental effect.</p> <p>Solution: A specialized unit within HUCLA's Clinical Social Work Department called the Homeless Task Force (HTF) was created, with essential support from the existing Housing for Health Program. The HTF is led by a Senior Clinical Social Worker and the team includes two Medical Case Workers, two housing case managers from People Assisting the Homeless, and a substance abuse counselor from Behavioral Health Services (BHS). This team works collaboratively to identify, connect with and assess homeless patients in need and refer them to housing resources, mental health treatments, and substance abuse treatment through BHS. Patients are placed in interim, transitional or permanent housing, or, if appropriate, connected with detoxification or rehabilitation placement for a substance use disorder.</p> <p>Results: Emergency room staff are pleased they can utilize their skills for true medical emergencies and know how to get the patients the social service help they need. The ED visits by homeless patients and the number of hospital stays for this population have been reduced and the quality of patient care by earlier and better identification of patient needs has improved. During the first year of the task force's work, they secured placement for over 250 patients and saved the County approximately \$5,682,332.</p>	<p>Jennifer Murray Project Manager (424) 306-4425 jmurray@dhs.lacounty.gov</p> <p>Keisha Belmaster Productivity Manager (424) 306-6349 kbelmaster@dhs.lacounty.gov</p>

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Shared Practices 2019

COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Reporting That Count\$ - "Faster, Cheaper, Better" Auditor-Controller with First, Second, Third, Fourth, and Fifth Supervisorial Districts, Children and Family Services, Workforce Development, Aging and Community Services, and Health Services</p> <p><i>PQA Outstanding Teamwork Award</i></p> <p><i>View Video</i></p>	<p>Problem: The Department's audit objectives and report format, content, and style had not changed in almost 40 years. The reports were long, wordy, and contained no clear indication of which reports and recommendations were more significant and required immediate attention. As such, the Department identified the need to reengineer it's long-standing reporting formats to ones that were faster and cheaper to produce and provided a better template for better client review and understanding.</p> <p>Solution: The Department, in collaboration with the Board of Supervisors-Audit Committee Deputies, and client departments, completely redesigned and reengineered the format and function of audit, compliance, and investigative reports to make them substantially clearer, more concise, and effective. The report redesign addressed many issues by adding priority rankings to focus readers' attention on the most critical findings, a report cover page that clearly presents the priority rankings, and a one-page summary fact sheet that serves as a briefing document. Additionally, audit results are now presented in a table instead of multiple page narrative.</p> <p>Results: Reports now provide decision-makers with unambiguous and relevant information for more effective oversight and timely corrective actions. Concurrently, reports are visually pleasing and quick to read. In addition, assigning objective and uniform priority rankings to recommendations clearly and prominently highlights the relative risk of each deficiency, as well as the overall significance of the report based on the number of identified high-risk issues. These dynamic and robust innovations have transformed audit and monitoring report content, focus, and formatting to now be entirely "Board/Management Centric."</p>	<p>Dr. Peter Hughes Project Manager (213) 974-8484 phughes@auditor.lacounty.gov</p> <p>Susan Linschoten Productivity Manager (213) 974-8361 slinschoten@auditor.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2019

COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Addressing Food Insecurity in Adult Primary Care Health Services - LAC+USC Medical Center, Primary Care Adult Clinics</p> <p><i>PQA Customer Service Award</i></p> <p><i>View Video</i></p>	<p>Problem: According to public health data, over one-third of Los Angeles County residents meet criteria for food insecurity. Los Angeles County + USC (LAC+USC) Primary Care Adult Clinics are two of the largest primary care clinics in the Department and serve approximately 40,000 unique empaneled patients, the majority of whom are Medi-Cal insured. They know that their patients face tremendous chronic disease burden, which is only made worse by their life stressors and social factors, which contribute to poor health outcomes. It is critically important that these patients have access to healthy food and enough food to maintain a regular and predictable diet.</p> <p>Solution: LAC+USC Medical Center Primary Care Adult Clinics partnered with the Department of Social Work and Department of Public Social Services (DPSS) to address food insecurity in the primary care clinic. As part of a universal screening program to address social determinants of health in their primary care patients, they brought a DPSS eligibility worker onto the primary care clinic team. They also partnered with community organizations, including The Wellness Center to connect patients who do not qualify for governmental programs to community-based resources.</p> <p>Results: Thus far, 15% of patients who have screened positive for food insecurity have been successfully enrolled in CalFresh in their clinic and are receiving benefits. An additional 17% are pending eligibility screening and appointments with their DPSS worker in the clinic. The remaining patients have been referred to The Wellness Center at LAC+USC and food banks in their neighborhoods. Given that Medi-Cal eligibility overlaps with CalFresh eligibility for about one-third of patients, bringing DPSS into primary care clinics brings important services to eligible County residents where they are already seeking care.</p>	<p>Barbara Rubino Project Manager (323) 409-6349 brubino@dhs.lacounty.gov</p> <p>Jagruti Shukla Project Lead (323) 409-7689 jshukla@dhs.lacounty.gov</p> <p>Laura Sarff Productivity Manager (323) 409-2815 lsarff@dhs.lacounty.gov</p>

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Shared Practices 2019

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PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Creating Super First Responders Mental Health with District Attorney</p> <p><i>PQA Top Ten Award</i></p> <p><i>View Video</i></p>	<p>Problem: A mental health crisis begins in the field and can either escalate or de-escalate based on the management of the crisis by first responders. This shift in the role of first responders, when dealing with a person suffering from a mental health crisis, has ultimately led to several tragedies in which a person with a mental illness died because first responders did not have the skills to manage the incident. This has brought into question the breadth and type of training first responders receive, both in the academy and post academy. In recent months, it is estimated that more than one million people with schizophrenia and manic-depressive illness are not being treated on any given day. These individuals are more likely to experience homelessness, suicide, incarceration, victimization, and violence.</p> <p>Solution: The Department of Mental Health, District Attorney's Office, and the Los Angeles County Chiefs of Police joined forces to design, develop, and deliver a training curriculum for frontline law enforcement officers. This collaborative effort resulted in a new two-day, sixteen-hour course: <i>Mental Health Awareness: Crisis Intervention Tactics for First Responders</i>. Providing frontline law enforcement with the practical tools needed to assess and de-escalate, intervene, and manage these crises-driven incidents will lead to better outcomes.</p> <p>Result: The course has received overwhelming positive feedback from attendees, with multiple officers stating, "this is exactly what we need." The training curriculum throughout the County has been an important first step in the development of a system-wide approach to improving response to mental illness. This includes understanding mental health consumers and seeing the world through their eyes.</p>	<p>Miriam A. Brown Project Manager (213) 738-3412 mbrown@dmh.lacounty.gov</p> <p>Leticia Ximénez Productivity Manager (213) 639-6305 lximenez@dmh.lacounty.gov</p>

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COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Parks After Dark Parks and Recreation with Mental Health, Public Health, Children and Family Services, Probation, Sheriff, and Workforce Development, Aging and Community Services</p> <p><i>PQA Gold Eagle and County Image Enhancement Awards</i></p> <p>View Video</p>	<p>Problem: The Parks After Dark (PAD) communities have higher rates of poverty, violence, obesity, as well as mental health service use rates and systems-involved youth than the County overall. PAD was designed to address many of the service gaps that often lead to these negative outcomes. However, because of high levels of crime and fear of violence, parks are often underutilized, which inhibits active living, causes social isolation and leads to a wide range of physical and mental health problems. Studies show that exposure to and fear of violence has significant negative long-term impacts on health and well-being across an affected person's lifespan.</p> <p>Solution: PAD is offered when schools are closed, which is often when crime rates are at their highest because youth have fewer opportunities for organized recreation and social engagement. PAD extends hours of park operation from 6 p.m. until 10 p.m. and provides opportunities for youth and people of all ages to come together in a safe and welcoming space where they can access quality programming and a variety of important resources. PAD offers recreational activities, educational programming, entertainment and cultural programming, and resource fairs. Los Angeles County Sheriff's Deputies patrol PAD events ensuring everyone's safety and helping to create positive interactions between law enforcement and community members.</p> <p>Results: Since 2010, PAD has expanded from 3 to 33 sites, helping to increase important social and health benefits for a greater number of constituents across the County. PAD has helped transform gang-impacted parks into safe community hubs. PAD exemplifies an innovative model of violence prevention and intervention where organizations across different sectors leverage resources to address a multitude of challenges in underserved communities, and are able to achieve greater collective impact than would be possible by any one organization.</p>	<p>Catherine Dingman Project Manager (626) 588-5374 cdingman@parks.lacounty.gov</p> <p>Elizabeth Mendez Productivity Manager (626) 588-5201 lmendez@parks.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2019

COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Campus Kilpatrick And The LA Model Probation with Public Works, Health Services, Mental Health, and Los Angeles County Office of Education</p> <p><i>PQA Top Ten Award</i></p> <p><i>View Video</i></p>	<p>Problem: Over the last two decades, there has been a growing push to provide services for youth in their communities and natural ecologies. High levels of trauma, community violence, system involvement, family instability and school disruptions have resulted in a small core population of youth that require a higher level of care. Out-of-home placement for youth is a last resort. However, there continues to be a need to provide an option for high-risk, high-need offenders that preserves community safety. The LA Model will allow youth to receive effective treatment services and stabilize behavior when other, less restrictive alternatives, have been exhausted.</p> <p>Solution: The Department established the LA Model program at Campus Kilpatrick that embraces the core tenets of safety, empowerment, and engagement to promote youth development and rehabilitation. This program dynamically shifts the paradigm for youth in residential treatment to a more holistic, therapeutic approach, thus creating an environment that supports healthy engagement between staff and youth. The LA Model facilitates positive relationships with youth and creates a more home-like setting to promote the development of personal goals, enhance interpersonal skills, and emphasize peer and staff support.</p> <p>Results: Campus Kilpatrick is leading the way in re-envisioning the juvenile justice system to be aligned with the four premises of the LA Model program: Safety, Empowerment, Skills, and Engagement. This integrated model of partnership includes Probation, Mental Health, Health Services, and the Los Angeles County Office of Education working together as a team at the facility. The program has provided youths with individualized case planning and transition planning, trauma-informed, specialized service delivery, and the reinforcement of self-regulation skills and empowerment to make positive choices and behavior change.</p>	<p>Katheryn Beigh Project Manager (818) 889-1353 katheryn.beigh@probation.lacounty.gov</p> <p>Joan Pera Productivity Manager (310) 761-3939 joan.pera@probation.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2019

COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Client Assessment Recommendation and Evaluation (CARE) Public Defender with Mental Health, Probation, and Los Angeles County Office of Education</p> <p><i>PQA Mega Million Dollar Award</i></p> <p><i>View Video</i></p>	<p>Problem: The Public Defender's (PD) office recognizes that its advocacy on behalf of youth cannot be viewed in a legal vacuum and must take into account the youths' unique psychosocial needs. Unfortunately, because of limited time and resources, the juvenile delinquency system too often focuses only on the specific behavior or circumstances that bring delinquent youth to the attention of law enforcement and the courts, and not enough attention is paid to the serious underlying causes that often lead to system contact.</p> <p>Solution: Through the CARE Project, deputy public defenders refer clients to in-house clinical social workers and resource attorneys who specialize in mental health, developmental disability, and educational advocacy. They, in turn, assess clients and collaborate with key justice system stakeholders to provide critical linkages to treatment and services in areas that include mental illness, trauma, substance abuse, developmental disability, homelessness, and commercial sexual exploitation. In practice, CARE addresses the needs of the 'whole child,' many of who enter the juvenile justice system with serious, longstanding and often unaddressed educational and psychosocial deficits that significantly contribute to their delinquent behavior.</p> <p>Results: Several stakeholders, including judges, prosecutors and probation officers, reported that clients who receive CARE Project services benefit from more community services and placements, leading to better outcomes. The collaboration between CARE Project staff and other justice partners help clients receive less severe dispositional outcomes, including dismissals due to competency, fewer restrictive dispositions, and fewer placements in juvenile halls and camps. Since its inception in 1991, CARE has assisted an average of 1,350 youths each year and served over 25,000 overall.</p>	<p>Natasha Khamashta Project Manager (310) 419-5232 nkhamashta@pubdef.lacounty.gov</p> <p>Gail Bristo Productivity Manager (310) 727-6262 gbristo@pubdef.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2019

COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Exide's Exit: Unprecedented Community Empowerment Public Health with First District, Health Services, and Mental Health</p> <p><i>PQA Top Ten Award</i></p> <p><i>View Video</i></p>	<p>Problem: After decades of inadequate regulation from State and local agencies, emissions from the Exide battery recycling plant exposed residents in the surrounding community to hazardous levels of lead, arsenic, benzene, and other harmful chemicals. Although the facility has been permanently closed for three years, the residential yards remain contaminated with high levels of lead. Each day that homes with high levels of lead contamination wait for cleanup, the risk of exposure escalates.</p> <p>Solution: The Department partnered with the First Supervisorial District, Health Services, Mental Health, residents, and community organizations to empower communities with information, opportunities for engagement, and educational materials needed to support affected individuals, families, and community members. This meant ensuring access to care and specialized health screenings for the early identification and treatment of potential health problems and the availability of easily comprehensible information on the current and future health risks. In one example of engaging residents, during a span of 6 hours, 1,500 Health Agency staff and community volunteers visited 16,000 homes to provide resource packets and conduct community surveys. These surveys offered critical insight into what residents are most concerned with and how they can be better served.</p> <p>Results: Since 2015, the Department has been elevating community voices and engaging new partners to guide public and private activities, initiatives, and investments towards supporting the community needs to address the long-term impacts of lead exposure from the Exide facility. Through extensive collaboration and ongoing community engagement, the Department increased awareness across a broad array of organizations to expand capacity for assistance and assure health considerations will continue to be embedded into future decisions.</p>	<p>Dr. Cyrus Rangan Project Manager (213) 738-3220 tox@ph.lacounty.gov</p> <p>Catherine Mak Productivity Manager (213) 288-7240 cmak@ph.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2019

COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Hepatitis A Outbreak Response Public Health with Health Services, Sheriff, Fire, and Human Resources</p> <p><i>PQA Silver Eagle Award</i></p> <p><i>View Video</i></p>	<p>Problem: In March 2017, San Diego County experienced a large outbreak of Hepatitis A, particularly among persons who are homeless or use illicit drugs. A very high 3-4% case-fatality rate and nearly 70% hospitalization rate was observed. Because of Los Angeles County's sizeable homeless population and the ability of Hepatitis A to spread in the absence of symptoms, there was a high concern that the outbreak would spread quickly with a devastating impact on the most vulnerable populations. Given the proximity to San Diego County and the appearance of cases in Santa Cruz County, the Department needed to take immediate action.</p> <p>Solution: The Department developed and implemented a multi-pronged, multi-sectoral response in coordination with various partners, which included the Department of Health Services/Emergency Medical Services Agency, Department of Human Resources, Fire Department and Sheriff's Department. The response included surveillance and rapid vaccination of contacts, stakeholder engagement, an aggressive plan to vaccinate high-risk persons, improvement of sanitation conditions in homeless encampments and other locations, and the development of internal and external policies.</p> <p>Results: The number of County Hepatitis A cases was much lower than in other jurisdictions. A total of 16 Hepatitis A cases were diagnosed among persons who were experiencing homelessness or used illicit drugs through October of 2017, and then only two additional cases were noted in the following four months. The Department's efforts not only saved significant dollars, but also potentially averted at least 25 deaths.</p>	<p>Dr. Jeffrey Gunzenhauser Project Manager (213) 288-7269 jgunzenhauser@ph.lacounty.gov</p> <p>Catherine Mak Productivity Manager (213) 288-7240 cmak@ph.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2019

NEW WAYS TO DELIVER SERVICE

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Virtual Autopsy Program Medical Examiner-Coroner with Third District</p> <p><i>PQA Top Ten Award</i></p> <p><i>View Video</i></p>	<p>Problem: The Department must cope with the national shortage of forensic pathologists. This shortage creates significant challenges for administrators who must manage the workload and turnaround times for their current forensic pathologists. The Department believes that the integration of computed tomography (CT) scanners into autopsy settings represents the future of forensic pathology in the United States, not only for improving the quality of death investigations, but also for maximizing the efficient use of forensic pathologists, decreasing turnaround times, and reducing the costs in the future.</p> <p>Solution: Through the generous donation from the Third Supervisorial District and the support of religious communities, the Virtual Autopsy Program (VAP) was initiated in September 2016. The purpose of VAP was to use CT scanners to improve accuracy of diagnoses, decrease turnaround time by the conduct of virtual autopsy, and minimize the operational cost to the County. The CT scanner provides high resolution radiographic images that can accurately identify the cause of death in cases of trauma and a subset of natural disease.</p> <p>Results: The Department improved the turnaround time for cases where individuals die in traffic accidents (completing a case in one day rather than two). The estimated cost savings for the County since September 2016 is at least \$3,450,000 and it is expected to reduce the cost by at least 50% in the future. The Department has improved the diagnostic accuracy in cervical spine and pelvic injuries and substantially increased the diagnostic accuracy in cases where there is a religious objection to autopsy. Although in certain circumstances, CT scanner virtual autopsy may not be sufficient to meet the standard of care in forensic pathology, it brought the knowledge and scientific findings to help determine when the conventional autopsy is not needed or when the family strongly objects to the autopsy, there will be an alternative solution.</p>	<p>Dr. Odey Ukp Project Manager (323) 343-0600 oukpo@coroner.lacounty.gov</p> <p>Inna Sarac Productivity Manager (323) 343-0608 isarac@coroner.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2019

NEW WAYS TO DELIVER SERVICE

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>The Great Read Away: Fine Forgiveness for Youth LA County Library</p> <p><i>PQA Top Ten Award</i></p> <p><i>View Video</i></p>	<p>Problem: Over 30% of library cardholders are age 21 or under. Prior to June 1, 2017, 13% of these young cardholders had accounts that were blocked due to excessive fines or fees (\$10 or more), and another 21% were on their way with fines under \$10 accumulated, but slowly growing. Historically, Los Angeles County and in library systems throughout the nation, these fees are never paid and instead, these young customers no longer have access to library services.</p> <p>Solution: Rather than simply waive fines and fees to encourage use, the Department came up with a solution that would simultaneously encourage reading and spending time in the library. The Great Read Away program allows young cardholders ages 21 and under to reduce fines that have accrued on their accounts by spending time reading in the library. For every hour spent reading, \$5 in fines is removed from the customer's account. The program waives nearly all fee types, including overdue fees, lost and damaged material replacement fees, and library card replacement fees. A parent or caregiver can also read to a child and count this time toward fine removal from the child's account as well.</p> <p>Results: The program has successfully encouraged reading and increased access to information, which helps better the lives of youth, improving their employability and decreasing their chances of incarceration. Furthering the goal of getting youth from lower socio-economic communities back in the library, 1.6 million reading minutes had been logged in 29,000 reading sessions, more than 7,000 accounts had been unblocked, and more than 10,000 cleared of all fines, as of April 30, 2018.</p>	<p>Deborah Anderson Project Manager (562) 940-8522 danderson@library.lacounty.gov</p> <p>Samangi Mudalige Productivity Manager (562) 940-4106 smudalige@library.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2019

NEW WAYS TO DELIVER SERVICE

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Automated Fuel Management System Beaches and Harbors</p> <p><i>Productivity Investment Fund - \$308,000 Loan</i></p>	<p>Problem: The Department's fuel operations are spread across six separate beaches as far north as Malibu and as far south to Redondo Beach. Each location makes use of a manual tracking system to record fuel use. Not only do they rely on their own employees to accurately record the fuel they pump, but lifeguard and other County staff who periodically access the fuel pumps. The manual tracking system is archaic and it is difficult to keep track of fuel consumption.</p> <p>Solution: The Department installed Fuel Island Controller Units (FICUs) at all their fueling locations. The FICUs are connected to existing fuel pumps and use wireless technology to track and manage gas/diesel fuel use. Fuel system users are required to input identification credentials at a FICU before obtaining fuel from the pump. The FICUs wirelessly send information on all fuel transactions to a network of servers monitored by the Internal Services Department.</p> <p>Results: Centrally tracking of fuel transactions has enabled the Department to efficiently and effectively monitor the delivery and dispensing of fuel, as well as minimize the potential for misappropriation and/or fraudulent use of fuel. The system is able to produce reports on fuel use, assign unique access to every user, and monitor every vehicle using the FICU pumps. Based on a calculation of reduced staff hours from entering, compiling, and reconciling the fuel logs, as well as a conservative estimate of 5% savings due to the elimination of unaccounted-for fuel loss, the Department has realized a total savings to date of \$292,678.</p>	<p>Kenneth Foreman Project Manager (424) 526-7840 kforeman@bh.lacounty.gov</p> <p>Nicolette Taylor Productivity Manager (424) 526-7821 ntaylor@bh.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2019

TELLING OUR STORY

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>A Portrait of Los Angeles County: Advancing an Action Agenda to Improve Individual, Family, and Community Well-Being Board of Supervisors, Office of Child Protection</p> <p><i>Productivity Investment Fund - \$125,000 Grant</i></p>	<p>Problem: No countywide measure currently exists that examines the well-being in Los Angeles County by combining education, income, and health into a single understandable and evidence-based metric. Currently, available data and reports treat health, education and income as separate issues, leading to fragmented and isolated responses by County departments and others. The <i>Portrait of Los Angeles County</i> (Portrait) report was developed by Measure of America. The report fills important gaps in the collective understanding of well-being across County departments and non-governmental sectors. However, achieving sustainable and innovative policy changes requires some direction.</p> <p>Solution: A part-time consultant was retained to convene an Advisory Group and other stakeholders to develop recommendations based on the Portrait's data and conduct strategic outreach to stakeholders after the release of the report. Based on the Advisory Group's recommendations, the Portrait's final section identifies ten high-value, evidence-based areas of investment across health, education, and income that offer great promise for reducing place-based, racial/ethnic, and gender disparities and improving the overall well-being of County residents. The consultant presented the Portrait's findings to County personnel and stakeholders to help them understand and strategically use the data for their own initiatives.</p> <p>Results: The effective development and use of the Portrait has enabled County government to better direct the resources of its various departments and assist prevention efforts by more successfully targeting families who can benefit most from the County's support. The consultant focused on conducting extensive outreach to dozens of partners with regard to the Portrait's findings and recommendations, convening public and private stakeholders to develop and implement strategies to move forward the ten priorities set out in the Portrait's recommendations, and leveraging Portrait data to help stakeholders better target resources for the County's most vulnerable families.</p>	<p>Michael Nash Project Manager (213) 893-1192 mnash@ocp.lacounty.gov</p> <p>Susan Huff Productivity Manager (213) 893-2509 shuff@bos.lacounty.gov</p>