

33RD PRODUCTIVITY AND QUALITY AWARDS
OCTOBER 16, 2019



Empowering
INNOVATIVE
Solutions



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



County of Los Angeles Quality and Productivity Commission



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Program

Welcome

Jackie Guevarra, *Executive Director,
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Jennifer Coultas, *Chair,
Productivity Managers' Network*
Inna Sarac and Keisha Belmaster, *Co-Chairs,
Productivity and Quality Awards Program*

Master of Ceremonies

Suzie Suh, *News Anchor
CBS2/KCAL9 News*

Honor Guard

Los Angeles County Fire Department Honor Guard

Pledge of Allegiance

Kimberly Hill, *Staff Sergeant
California Army National Guard, 40th Infantry Division
Department of Military and Veterans Affairs*

National Anthem

Coral Kemp, *Ocean Lifeguard
Los Angeles County Fire Department*

Invocation

Reverend Dr. Antonio J. Gallardo
St. Luke's of the Mountains Episcopal Church, La Crescenta

Lunch

Welcome and Opening Remarks

Commissioner J. Shawn Landres, *Chair
Quality and Productivity Commission*

Sachi A. Hamai
Chief Executive Officer

Supervisors' Message

Supervisor Janice Hahn, *Chair
4th District*

Supervisor Hilda L. Solis
1st District

Supervisor Mark Ridley-Thomas
2nd District

Supervisor Sheila Kuehl
3rd District

Supervisor Kathryn Barger
5th District

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Commission Chair Leadership Award
Commission Special Awards
Commission Top Ten Awards
Commission Eagle Awards

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Commissioner J. Shawn Landres

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- **Improving Health Care at Pitchess Detention Center, Health Services (Olive View-UCLA Medical Center, Department of Medicine) 24**
- Commissioners’ Legacy Award** Shows a commitment to program quality and productivity excellence. (In memory of former Commissioners Arthur Gutenberg, Sara Stivelman, Robert Silberman, Ernest J. Friedman, Clayton Anderson, Ray Hemann, Algird Leiga, Gerald Nadler and William Sullivan).
- **Building Strong Leaders of Today and Tomorrow, Human Resources 25**
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- **After the Woolsey Fire: Applied Recovery Planning, Chief Executive Office (Office of Emergency Management) with Animal Care and Control, Assessor, Children and Family Services, Consumer and Business Affairs, District Attorney, Fire, Human Resources, Internal Services, LA County Library, Los Angeles County Development Authority, Los Angeles Homeless Services Authority, Mental Health, Public Health, Public Social Services, Public Works, Regional Planning, Registrar-Recorder/County Clerk, Sheriff, Treasurer and Tax Collector, and Workforce Development, Aging and Community Services..... 30**
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Message from the Chief Executive Officer

Sachi A. Hamai

I would like to congratulate the Productivity and Quality Awards (PQA) program, which is celebrating 33 years of County innovation and achievement in service excellence. Since 1987, the PQA program has honored thousands of individual departmental productivity and quality improvement efforts, which deserve recognition.

This year's theme, "*Empowering Innovative Solutions*" describes the teams and projects being recognized, including a few that I would like to highlight based on collaboration, innovation and cost savings:

- The *After the Woolsey Fire: Applied Recovery Planning* project, which clearly shows collaboration at work. More than twenty County departments and countless community partners worked together to provide a comprehensive response to those directly affected by the November 2018 Woolsey Fire.
- The Department of Workforce Development, Aging and Community Services is providing much needed transportation services for our aging communities, dependent adults, and individuals with disabilities.
- The Department of Health Services' *Justice League: Legal Aid & Healthcare Unite* services at the Martin Luther King Jr. Outpatient Center is connecting patients to government services and healthcare benefits, including the Affordable Healthcare Act. Our Justice League, like the comic book heroes made famous by their great deeds, are among L.A. County's true heroes.
- The Department of Parks and Recreation is saving lives by implementing the state-of-the-art *Saving Lives – Drowning Detection System*. Swimmers in distress are rescued within seconds of detection!
- The innovations don't stop there. The County's recently approved *OurCounty Sustainability Plan* calls for diverting more than 95% of waste from landfills.
- The Department of Public Work's *Food Donation and Food Waste Recycling Initiative* has diverted over 1,500 tons of food waste from our landfills since its inception.

The financial benefits are impressive, too! This year's winning projects are estimated to help generate almost \$10 million in savings and bring in \$242 million in revenue.

Congratulations to all the project teams! We commend their commitment to quality, efficiency and effectiveness of County operations and services. We celebrate you as County heroes! Today, you are making a difference where it counts.



Message from the Executive Officer

Celia Zavala

Thank you for joining us at the 33rd Annual Productivity and Quality Awards (PQA) ceremony. Congratulations to my fellow Department Heads and their staff for actively promoting innovation, process improvement, and enhanced service delivery to enrich the lives of all County residents!

The priorities of the Board of Supervisors address child protection, integrated health services, homelessness and poverty, justice reform, environmental health, and immigration.

This year's theme of "Empowering Innovative Solutions" recognizes the efforts taken on these priorities. From *Justice League: Legal Aid & Healthcare Unite*, *Reading Machine: Literacy & STEAM at Preschools*, *New Freedom Transportation*, to *Saving Lives – Drowning Detection System*, our focus is on service to the most vulnerable population in our communities. We celebrate the creativity and hard work of our County workforce in making Los Angeles County a better place to live!

As a 2019 PQA Top Ten winner for *Moving Families from the Hotline to a Helpline*, the Executive Office shares the excitement of and respect for all teams that participated in this year's awards program. We are grateful to our County and community partners for the success of this project.

The annual PQA is the foremost showcase of County service excellence. Thank you to the Quality and Productivity Commission for their advocacy and vision of all things innovation, efficiency and effectiveness. Congratulations to all winners!



Message from the Chair of the Quality and Productivity Commission

J. Shawn Landres, Ph.D.

Welcome to the 33rd Annual Productivity and Quality Awards! The Quality and Productivity Commission is proud to co-sponsor today's luncheon in partnership with the Board of Supervisors and the Chief Executive Office. Our 2019 theme, *Empowering Innovative Solutions*, reflects many aspects of the County's commitment to excellence: inclusion, collaboration, creativity, performance measurement, and, as always, focus on impact.

The cornerstones of productivity and quality are the dedication and ingenuity of the County workforce, employees and managers alike. The Commission works closely with the Productivity Managers' Network, comprised of representatives from each County Department, to promote new approaches and the highest standards for service delivery. This year, Commissioners and Productivity Managers carefully reviewed 70 proposals from 30 County departments and related agencies, representing more than \$400 million in estimated annual benefit to the County.

The 2019 Top Ten winners represent innovative ways to empower some of our most important—and most vulnerable—populations: children, families, hospital patients, older adults, and urban wildlife. They are preserving families, keeping people mobile, using cutting-edge technology to improve lifeguard response time, and building our capacity to innovate even further. They are even helping us make the most of what we might otherwise just throw away: don't forget to scrape your plate!

Commission Special Awards honor noteworthy achievements in specific areas. This year's inaugural winner of the new Community Inclusion Award is the *Career Online High School: Diplomas for Adults* (LA County Library), which since 2015 has graduated 142 people who otherwise never might have had the chance. The Performance Measurement Award, to *JAIMS Data Analytics Project* (Probation), highlights the importance of improved data analytics for equitable policy review and decision-making. The Changemaker Award, to *Improving Health Care at Pitchess Detention Center* (Health Services), acknowledges the difference one dedicated team can make, while the Commissioners' Legacy Award, to *Building Strong Leaders of Today and Tomorrow* (Human Resources), reminds us that future innovative solutions depend on empowering our emerging workforce.

We thank the Board of Supervisors, Sachi A. Hamai, Chief Executive Officer, Celia Zavala, Executive Officer of the Board, Department Directors, the Productivity Managers' Network, and our generous sponsors for their partnership and support. Congratulations to all County departments, project teams, and community affiliates for their commitment to empowerment, innovation, and solutions that enrich lives.

Jennifer Coultas



Chair, PMN

Keisha Belmaster



Co-Chair, PQA Program

Inna Sarac



Co-Chair, PQA Program

Message from the Productivity Managers' Network (PMN)

Congratulations to the members of the Los Angeles County Productivity Managers' Network (PMN) for an exceptional 2019! Your accomplishments as Productivity Managers are a testament to your leadership and dedication to serving Los Angeles County, and your commitment to furthering your Department's mission.

The PMN Executive Committee would like to thank you for the privilege of representing you. We are grateful for your participation in PMN activities and the support you provide throughout the year. The Quality and Productivity Commission appreciates your ongoing efforts to promote quality and productivity within your department and throughout the County. The Commission values your contributions, which greatly enhance its programs. As a Departmental Productivity Manager, you lead in the key areas of innovation, creativity and enhanced efficiency. Ultimately, your involvement plays a critical role in improving the lives of County residents.

This year, 30 departments submitted 70 impressive entries. These submissions clearly demonstrate that County employees continue to innovate and strive to provide efficient, effective, high quality public services to the public. The caliber of entries received this year made it difficult to narrow the field to select the Top Ten, Commission Specials, Special Merit, and Traditional plaque awards. As we joyously celebrate the ability to empower innovative solutions, we should be proud of our collective focus to improve the lives of the residents of Los Angeles County. With the leadership of the Commission and support of Commission staff, there is no other team that can match the success of the Quality and Productivity Managers' Network.

2019 Productivity Manager's Network Executive Committee

Jennifer Coultas, *Chair*

Stephanie Maxberry, *Executive Advisor*

Elizabeth Mendez, *Executive Advisor*

Catherine Mak, *1st Vice-Chair*

Hsiao-Ching Chen, *2nd Vice-Chair*

Shawn Phipps, *Training and Education Co-Chair*

Leticia Ximenez, *Training and Education Co-Chair*

Keisha Belmaster, *Productivity and Quality Awards Program Co-Chair*

Inna Sarac, *Productivity and Quality Awards Program Co-Chair*

Susan Linschoten, *Chair, Productivity Investment Board Advisory Committee*

Arman Depanian, *Co-Chair, Productivity Investment Board Advisory Committee*

2019 Quality and Productivity Managers' Network

Christine Belden
Katherine Takata *
Agricultural Commissioner/
Weights & Measures

Robert Meneses
Maria Cordero *
Alternate Public Defender

Dorothy Phillips
Animal Care and Control

Dara Smith
Elizabeth Hahn *
Assessor

Dulce Maycumber
Susan Linschoten
Lisa Canada *
Cindy Lee *
Auditor-Controller

Nicolette Taylor
Stefan Popescu *
Beaches & Harbors

Susan Huff
Lev Levon *
Board of Supervisors, Executive Office

Jose Chew
Kate Anderson*
Erlinda Bernardo *
Chief Executive Office

Gregory Melendez
Chief Executive Office/
Chief Information Office

Jennifer Coultas
Child Support Services

Arman Depanian
Children and Family Services

Chavon Smith
Christian Olmos *
Consumer and Business Affairs

Jesus Castillo
Lisa Lopez *
County Counsel

Tracy Holcombe
District Attorney

Roxanne Benavides-Ortega
Heidi Oliva *
Fire Department

Connie Salgado-Sanchez
Health Services – Administration

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

Keisha Belmaster
Health Services – Harbor-UCLA
Medical Center

Dr. Laura Sarff
Health Services – LAC+USC
Medical Center

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

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

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

Stanley Yen
Darolyn Jensen *
Human Resources

Diane Quarker
Sonia Fernandez *
Celina Ortiz *
Leticia Perez *
Internal Services

Samangi Skinner
Yolanda De Ramus *
Jessie Towers *
LA County Library

Elisa Vasquez
Los Angeles County
Development Authority (LACDA)

Ann Rowland
Los Angeles County Museum of Art

Mary Hearn
Sylvia White-Irby *
Los Angeles Superior Court

Inna Sarac
Medical Examiner-Coroner

Leticia Ximénez
Elaine Waldman *
Mental Health

Rose Bueta
Military and Veterans' Affairs

Dawn McDivitt
Kiara Brown *
Museum of Natural History

Elizabeth Mendez
Monica Pollaccia *
Parks and Recreation

Joan Pera
Probation Department

Gail Bristo
Jeff Gilliam *
Public Defender

Catherine Mak
Public Health

Maria Rivera
Elizabeth Herrera *
Sonia Santana *
Public Social Services

Leslie Schenk
Cristina Arechiga *
Public Works

Hsiao-Ching Chen
Regional Planning

Alexander Ogunji
Margaret Palacios *
Registrar-Recorder/County Clerk

Rick Cavataio
David Culver *
Glen Joe *
Monica Moreno *
Sheriff's Department

Matthew Gonzalez
Treasurer and Tax Collector

Stephanie Maxberry
Kevin Anderson *
Workforce Development,
Aging and Community Services

**BOARD OF SUPERVISORS
PRODUCTIVITY MANAGERS**

Tamela Omoto-Frias
Cindy Chen *
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Hoang Nguyen *
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Kimberly Jo *
2nd Supervisorial District

Torie Osborn
Nik Swiatek *
3rd Supervisorial District

Daritzta Gonzalez
4th Supervisorial District

Rick Velasquez
5th Supervisorial District

*Alternates



Master of Ceremonies

Suzie Suh
CBS2/KCAL9 News

Suzie Suh was named co-anchor for KCAL9's primetime shows (8 and 10 pm) in December of 2013 making her the first Korean American anchor on an English language primetime newscast in Los Angeles. Before that, she was the co-anchor for CBS2 and KCAL9's weekend newscasts. Suzie first joined the duopoly as a General Assignment Reporter in November of 2005.

Suzie's news career began at KCFW-TV in Kalispell, Montana where she was a reporter, an anchor, a producer, a photographer, an editor and studio camera operator. She also worked a couple of years as a reporter, anchor and assignment editor in Las Vegas.

Suzie was born in South Korea, grew up in Orange County and attended the University of California, San Diego. Go Tritons! (Yes... Suzie was a cheerleader at UCSD... the one being thrown in the air!)

Suzie is the happy, proud and tired mother of 2 little boys. She enjoys teaching hip-hop dance, hip-hop aerobics, hula dancing, and trying to rescue her ball out of countless bunkers.

You can follow Suzie on Social Media (Twitter): @CBSLASuzie





Menu

First Course

Asparagus Salad, Truffle Emulsion, Mache,
Salt-Roasted Beets, and Ver Jus Vinaigrette

Entrée

Sweet Corn Agnolotti, Saffron Butter, Pea Medley, Olive Oil Poached
Tear Drop Tomatoes, Popcorn Shoots, and Chive Oil (Vegetarian)

or

Cape Grim Braised Beef Short Rib (Farm Raised), Potato Puree,
Truffle, Baby Carrots, Baby Turnips, and Red Wine Reduction

Dessert

Gold Eagle Passion Fruit Tart - Sable Cookie, Custard, Passion Fruit Jam,
Chantilly, Coconut Crumbles, and Chocolate Crackle Filling

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

Empowering
INNOVATIVE
Solutions

COMMISSION
TOP TEN AWARD WINNERS

Top Ten Award Winner

Moving Families from the Hotline to a Helpline

Board of Supervisors, Executive Office (Office of Child Protection)

with Children and Family Services, County Counsel, Mental Health, Registrar-Recorder/
County Clerk, and University of Southern California, Suzanne Dworak-Peck School of Social Work

Each year, the Department of Children and Family Services' (DCFS) Hotline receives over 220,000 calls reporting suspected child abuse or neglect. Not all calls rise to the level of needing an investigation, but thousands of those families can benefit from community prevention supports. Yet, only one out of every ten families offered community services by DCFS in 2017 were connected. Many families declined and excessive wait times for those who were interested resulted in an additional 339 families dropping out of the process, never getting the help they needed.

Lean Six Sigma principles were applied to streamline the linkage process, re-imagine DCFS and community-partner roles, and set up multidisciplinary teams. As a result, 734 families were connected to prevention supports this year, more than tripling the number from 2017. Enrollment wait times were reduced by 48.15%, as families received services up to 13 business days faster. The rate of children re-referred to DCFS who had been abused or neglected dropped by 1.22%, and of those re-referred, 16.54% more children safely remained in their homes, resulting in a cost avoidance to the County. In just its first year, this project has already improved child safety and increased family stability for residents and communities.



Top Ten Award Winner

Family Reunification Housing Subsidy

**Children and Family Services with Chief Executive Office,
Los Angeles County Development Authority, Public Social Services, and 211 LA County**

The Department of Children and Family Services (DCFS) has 34,726 open cases with 17,966 children in foster care. Families involved in the child welfare system are often in vulnerable situations and struggle with housing instability and homelessness after their children are removed from the home by DCFS.

In the development of the County's comprehensive plan to combat homelessness, key partners with expertise in homeless services, child welfare and other social services, identified the need to provide housing subsidies to families where the only barrier to reunification was the housing instability experienced by child-welfare involved parent(s). To support reunification, eligible parents experiencing homelessness are directly connected to housing agencies and case managers with expertise in providing housing services and a housing subsidy is provided to enable the parent to secure the needed housing to regain custody of their child(ren).

Since the implementation of the Family Reunification Housing Subsidy Program in January 2017, 369 children in 164 families have been housed, which resulted in savings of \$2,371,479 in Fiscal Year 2018-19 (as of May 2019). The cost savings are reinvested to sustain the program on an ongoing basis.



Top Ten Award Winner

Justice League: Legal Aid & Healthcare Unite
Health Services (Martin Luther King, Jr., Outpatient Center)

Every day, low-income residents confront legal problems such as housing insecurity, immigration irregularities, and disability benefit denials. The resulting stress may exacerbate already chronic health problems.

An innovative partnership brings lawyers and health care teams together to address legal and medical needs in tandem. The Medical Legal Community Partnership-Los Angeles (MLCP-LA) is a collaboration between three non-profit law firms and the Los Angeles County Department of Health Services' Whole Person Care Program (WPC-LA). MLCP-LA's hybrid service delivery model serves thousands of residents by using countywide Community Health Workers to connect participants to legal help through an online referral portal. Distinct from the online portal, the Martin Luther King, Jr., Outpatient Center (MLK OPC) uniquely co-locates legal professionals inside the primary care clinic. In its first 14 months, the MLCP online portal served 659 patients and the MLK OPC MLCP site served another 433 patients. This "Justice League" alliance of health care and legal professionals is providing critical civil legal services as part of a broader comprehensive approach to improve the health and well-being of thousands of Los Angeles County residents.

MEDICAL LEGAL COMMUNITY PARTNERSHIP - LOS ANGELES

WHO WE SERVE

TOTAL NUMBER OF CASES 1528	DEMOGRAPHICS*
	2% Asian, 31% Black, 56% Latino, 1% Native American, 7% Other/Unknown, 3% White

Average Age 45 Years	Average Monthly Income* \$877.32
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Legal Issues

Public Benefits & Income Maintenance: 20%	Housing: 16%	Health: 14%	Family: 15%	Individual Rights & Immigration: 16%	Consumer: 4%	Education: 1%	Employment: 3%	Juvenile: 1%	Other: 10%
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*Includes cases only from MLK Outpatient Center patients and MLCP-LA referrals within LAF-LA case management system.

Top Ten Award Winner

Make it a Movie Night with At-Home Chemotherapy

Health Services (Harbor-UCLA Medical Center, Hematology and Oncology Division, Internal Medicine Department, and LAC+USC Medical Center)

For many years, patients with cancer were routinely scheduled for an inpatient hospital stay to receive chemotherapy. It was disruptive to the patient's life and costly for the hospital. Finding a better method for the delivery of these treatments became a priority in the pursuit of less costly and more patient-centered care.

In December 2017, Harbor-UCLA implemented computerized ambulatory drug delivery (CADD) pumps as an innovative alternative to the inpatient stay, safely and effectively moving infusion delivery of chemotherapy from the hospital to the home. With CADD pumps, patients receive care in their preferred environment where they can relax, listen to music, or enjoy a movie night with their families - making what can be an uncomfortable process easier to undergo. In the year since the first outpatient CADD pump infusion, Harbor-UCLA Medical Center estimates the elimination of 642.4 inpatient hospital bed days at a cost avoidance of \$1,695 each, totaling \$1,088,868 in cost savings. As patients with cancer begin to live longer and treatments that are more effective become available, the demand for home infusion will continue to expand. CADD pumps offer an innovative way to provide compassionate, patient-centered care to individuals living with cancer.



Top Ten Award Winner

Quality Academy: Building Capacity for Improvement
Health Services (LAC+USC Medical Center, Quality Management)

Medical errors result in significant human costs and create needless financial burdens on hospitals. Patient harm events are frequently the result of poorly designed systems. Organizations report reduced patient harm after investing in quality improvement (QI) training for staff. QI training programs build staff capability and organizational capacity for improving work processes, and ultimately patient outcomes.

The Quality Academy was developed in 2016 with the vision and objective of expanding hospital-wide capacity for QI by building capability in staff to implement and lead QI projects. From administration to clerical, the Academy instructs health care staff at all levels in QI efforts and provides the tools to develop, implement, and sustain improvement projects.

Since inception, the program has graduated 175 staff from across the Department of Health Services. Over 161 QI projects were implemented across the Department, including LAC+USC Medical Correctional Health Services, the Ambulatory Care Network, High Desert Regional, Martin Luther King, Jr. Ambulatory Care Center, and Rancho Los Amigos. Select projects analyzed post implementation showed an estimated annual cost avoidance of \$55,077,635 per year in aggregate!



Top Ten Award Winner

Reading Machine: Literacy & STEAM at Preschools
LA County Library

There are more than 6,000 daycare providers in Los Angeles County. However, these providers often lack the resources or expertise to develop children’s literacy skills. To address the missed opportunity, the LA County Library developed the Reading Machine, a mobile program that visits licensed home daycares and preschools to engage children with literacy and STEAM (science, technology, engineering, art, and mathematics) activities through Storytime, while providing caregivers with tools and resources to enhance their interactions with the children in their care.

The fleet of five Reading Machine vehicles also participates in community outreach events to deliver Storytime programming and a pop-up play area for parents and children to play and interact with Library staff. With low national literacy rates (66% of children are not reading at the grade level according to a report by the Annie E. Casey Foundation), the Reading Machine focuses on nine communities with urgent needs identified as high-risk for literacy, poverty, and mental illness. From May 2018 through April 2019, the Reading Machine vehicles conducted 945 site visits, with over 20,000 learning engagements by young children and adults.



Top Ten Award Winner

Community Science: Of, For, and With Los Angeles County
Natural History Museum of Los Angeles County

One of the three strategic goals of the Natural History Museums of Los Angeles County (NHMLAC) is to create a new, interdisciplinary model for understanding and connecting to urban nature. The Department has become a global model among natural history museums for this enterprise, largely in part because of their Community Science Program. Every single one of these interactions helps people engage in science, technology, engineering and mathematics (STEM), relevant to their daily lives; and every data point collected helps them to better understand the biodiversity in Los Angeles County. Engaging the community like this has helped scientists discover 43 new species to science that live in Los Angeles!

To date, NHMLAC has provided training to over 150 County employees, collected over 200,000 nature observations, implemented over 400 programs, and engaged with over 14,000 people. In 2016, NHMLAC launched the City Nature Challenge – a competition between Los Angeles and San Francisco to see who can make the most wildlife observations, find the most species and engage the most people. It has grown from two to 150 cities worldwide in 2019! From April 26-29, 2019, over 35,000 people around the world made over 960,000 wildlife observations. To date, over 70 new species have been recorded. More importantly, it helps make Los Angeles County a better place for wildlife and humans to live!



Top Ten Award Winner

Saving Lives – Drowning Detection System
Parks and Recreation

Tech solutions can save lives! Putting safety first, the Department of Parks and Recreation has become the first municipality in the United States to implement the state-of-the-art drowning detection system as a pilot project at Jesse Owens Community Pool. The drowning detection system is providing timely notification through advanced video analytics within seconds of swimmers in distress and enables pool lifeguards to respond quickly to potential drownings. This technology uses underwater cameras and sensors to monitor swimmers’ safety to assist pool lifeguards in identifying swimmers at risk of drowning. The system is intended to complement the traditional work of lifeguards as a key technology that facilitates their activities.

After implementation, Park Aquatics staff conducted a routine rescue training analysis and the data shows that in pools without the prevention technology, the average response time was 9.5 seconds. At Jesse Owens, the response time is a mere 1.7 seconds! In addition to saving lives, this technology is significantly helping the mitigation of legal action because of drowning, thus saving the County millions of dollars.



Top Ten Award Winner

Food Donation and Food Waste Recycling Initiative
Public Works

Disposing organic waste such as food waste in landfills causes emissions of methane, a greenhouse gas that is 72 times more potent than carbon dioxide in terms of atmospheric warming. The County’s residents and businesses dispose an estimated 3.5 million tons of organic waste per year, partly due to a shortfall in organics recycling infrastructure in the County.

The Department of Public Works implemented the Food Donation and Food Waste Recycling Initiative which consists of three main components to provide a comprehensive solution to reduce and recycle food waste: the Food Donation and Recycling Outreach Program (Food DROP), Pilot Commercial Food Waste Recycling Program (Pilot), and the Scrape Your Plate Program. Food DROP connects businesses with food recovery agencies to donate food to the 1 in 7 people in the County who are food insecure. For the food unsuitable to eat, Public Works developed the Pilot and the Scrape Your Plate Program to collect and recycle food waste from businesses and County facilities. Public Works also launched the “A Day Without Hunger” campaign in partnership with ESPN and the LA Lakers.

The campaign has recovered almost 30 tons of edible food and recycled over 1,500 tons of food waste for a total of 900 metric tons of carbon dioxide equivalent of emissions!



Top Ten Award Winner

New Freedom Transportation

**Workforce Development, Aging and Community Services
(APS Programs & Planning New Freedom Transportation)**

Los Angeles County public transportation provides much needed transportation services to individuals who are unable or prefer not to drive to destinations that are an integral part of their lives. However, there are significant gaps in the transportation services provided. The Workforce Development, Aging and Community Services (WDACS) addressed these gaps by offering alternative transportation options to individuals with disabilities, dependent adults, and the aging population.

The New Freedom Transportation program includes 1) Volunteer Driver Mileage Reimbursement – clients select a person of trust (e.g., caregiver, neighbor, etc.) as a volunteer driver, 2) Taxicab Service Provider – individuals can take four one-way trips or 40 miles per month, and 3) Door Assistance Transportation Program for clients with or without significant mobility limitations who are offered door to-door or door-through-door assistance by the driver.

Since August 1, 2017, the New Freedom Transportation programs have provided nearly 1,700 clients with over 75,000 rides at no cost to the client! Additionally, the New Freedom Transportation was awarded a National Association of Counties Transportation Award for Innovation on July 12, 2019.





Empowering
INNOVATIVE
Solutions

COMMISSION
SPECIAL AWARD WINNERS

Special Award Winner
Changemaker Award

Improving Health Care at Pitchess Detention Center
Health Services (Olive View-UCLA Medical Center, Department of Medicine)

There was no urgent care available at the Pitchess Detention Center. Inmates waited months before they were seen by a physician or medical provider, and all urgent and emergent cases required transfer by calling 911, an ambulance, or Radio car with two deputies transferring one patient. Olive View-UCLA Medical Center is the closest County medical facility located about 18 miles away. This led to significant cost and poor care.

The Olive View-UCLA Medical Center implemented a project to improve access to care, reduce the inappropriate transfers to higher level of care, and most importantly help improve health outcomes by providing timely care. The other objective was to improve recruitment of highly qualified medical providers to work in a correctional facility.

The project was launched in June 2018. There were a total of 4,329 patients seen between January-May 2018. After implementation, 11,810 patients were seen between June-December 2018. By May 2019, the total patient count was 26,708 compared to less than 8,500 in the previous year – an increase in productivity of over 300%. The wait time to see a medical provider also decreased from an average of 66 days to less than 12 days, and the percentage of patients transferred to higher level of care decreased by 79.5%.



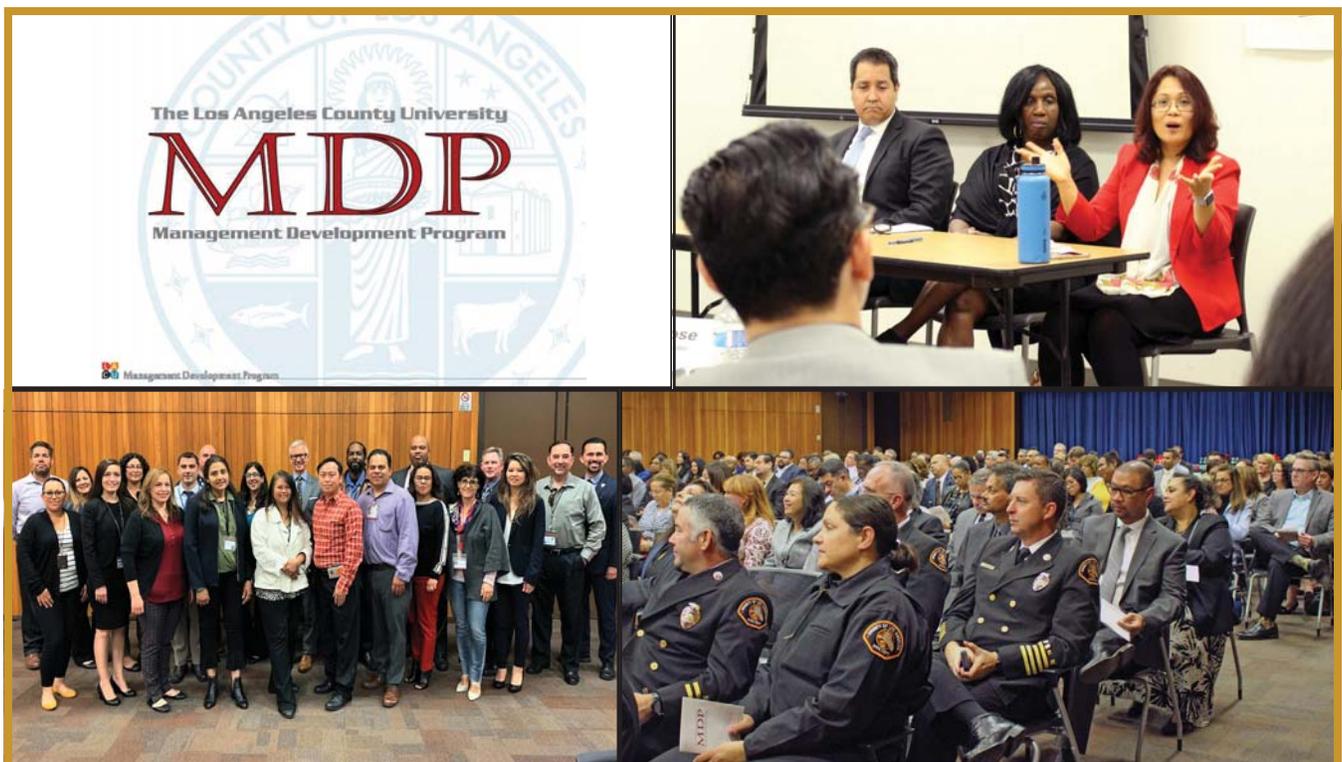
Special Award Winner
Commissioners' Legacy Award

Building Strong Leaders of Today and Tomorrow
Human Resources

The Director of Personnel is specifically charged with the responsibility of developing and conducting supervisory and management training.

In January 2014, the Department of Human Resources (DHR) launched the Los Angeles County University and its Leadership Development Institute (LDI) series with the inaugural program, the Executive Leadership Development Institute (ELDP). To build leadership competencies at lower levels, DHR developed and launched two additional LDI programs, the New Supervisor Development Program (NSDP) and the Management Development Program (MDP). The NSDP is designed to equip newly appointed supervisors with the knowledge, skills, and motivation needed to make a successful transition from individual contributor to supervisor. With the promotion to supervisors comes the need for a full integration of new competencies in a myriad of areas. To date, 186 new supervisors have graduated from the NSDP.

The MDP is designated to enhance management competencies and County literacy, broaden personal networks, and encourage and support ongoing learning and career development among first-level managers and high-level supervisors. To date, 293 managers have graduated from the MDP.



Special Award Winner
Community Inclusion Award

Career Online High School: Diplomas for Adults
LA County Library

Career Online High School is an online diploma offered for free by the LA County Library to its adult customers. The program aims to help combat low Countywide graduation rates by taking advantage of the Library being a trusted learning resource in the community. Adults 19 and over can earn their accredited diplomas, plus a career certificate in one of 10 high-growth fields, from childcare and education to office management, encouraging new career pathways for adults who never completed their education. All web-based coursework can be accessed 24/7, enabling students to earn their diplomas at their own pace, and the program can be completed in 18 months or less. Library Adult Literacy staff support students at every step, including offering laptop checkouts to those who do not own the technology to complete the program. Students are assigned a personal career coach that follows their progress and helps prepare them to enter the workforce, with training for their resume and cover letter writing.

The Library began offering the program in 2015 and has since helped 142 graduates complete the program. The Library has held four graduation events to celebrate graduates' accomplishments in-person with their friends and families.



Special Award Winner
County Image Enhancement Award

Let's Get Social: #Support LA
Child Support Services Department

To generate positive views, change perceptions and allocate resources more effectively and efficiently using current technology, the Department decided to develop a Social Media Hashtag Campaign. #SupportLA rebranded the Department into a more approachable and community friendly agency. The hashtag campaign quickly gained the attention of elected officials, social media influencers, community stakeholders and most importantly, the families in which they serve.

As a result, the community felt more comfortable, which in turn allowed the Department to develop a different type of relationship with the community. Not only did the Support LA Hashtag Campaign institute effective public awareness about the important services offered locally, it also reached critical mass Statewide. As a result, it received the 2018 Best of California Award for the “Most Innovative use of Social Media & Citizen Engagement,” by the Center for Digital Government.



*Special Award Winner
Customer Service Award*

**Justice League: Legal Aid & Healthcare Unite
Health Services (Martin Luther King, Jr., Outpatient Center)**

Every day, low-income residents confront legal problems such as housing insecurity, immigration irregularities, and disability benefit denials. The resulting stress may exacerbate already chronic health problems.

An innovative partnership brings lawyers and health care teams together to address legal and medical needs in tandem. The Medical Legal Community Partnership-Los Angeles (MLCP-LA) is a collaboration between three non-profit law firms and the Los Angeles County Department of Health Services' Whole Person Care Program (WPC-LA). MLCP-LA's hybrid service delivery model serves thousands of residents by using countywide Community Health Workers to connect participants to legal help through an online referral portal. Distinct from the online portal, the Martin Luther King, Jr., Outpatient Center (MLK OPC) uniquely co-locates legal professionals inside the primary care clinic. In its first 14 months, the MLCP online portal served 659 patients and the MLK OPC MLCP site served another 433 patients. This "Justice League" alliance of health care and legal professionals is providing critical civil legal services as part of a broader comprehensive approach to improve the health and well-being of thousands of Los Angeles County residents.

MEDICAL LEGAL COMMUNITY PARTNERSHIP - LOS ANGELES

WHO WE SERVE

TOTAL NUMBER OF CASES 1528	DEMOGRAPHICS*
	2% Asian 31% Black 56% Latino 1% Native American 7% Other/Unknown 3% White

Average Age 45 Years	Average Monthly Income* \$877.32
---------------------------------------	---------------------------------------------------

Legal Issues

Public Benefits & Income Maintenance 20%	Health 14%	Housing 16%	Individual Rights & Immigration 16%	Family 15%	Juvenile 1%	Employment 3%	Education 1%	Consumer 4%	Other 10%
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*Includes cases only from MLK Outpatient Center patients and MLCP-LA referrals within LAFLA case management system.

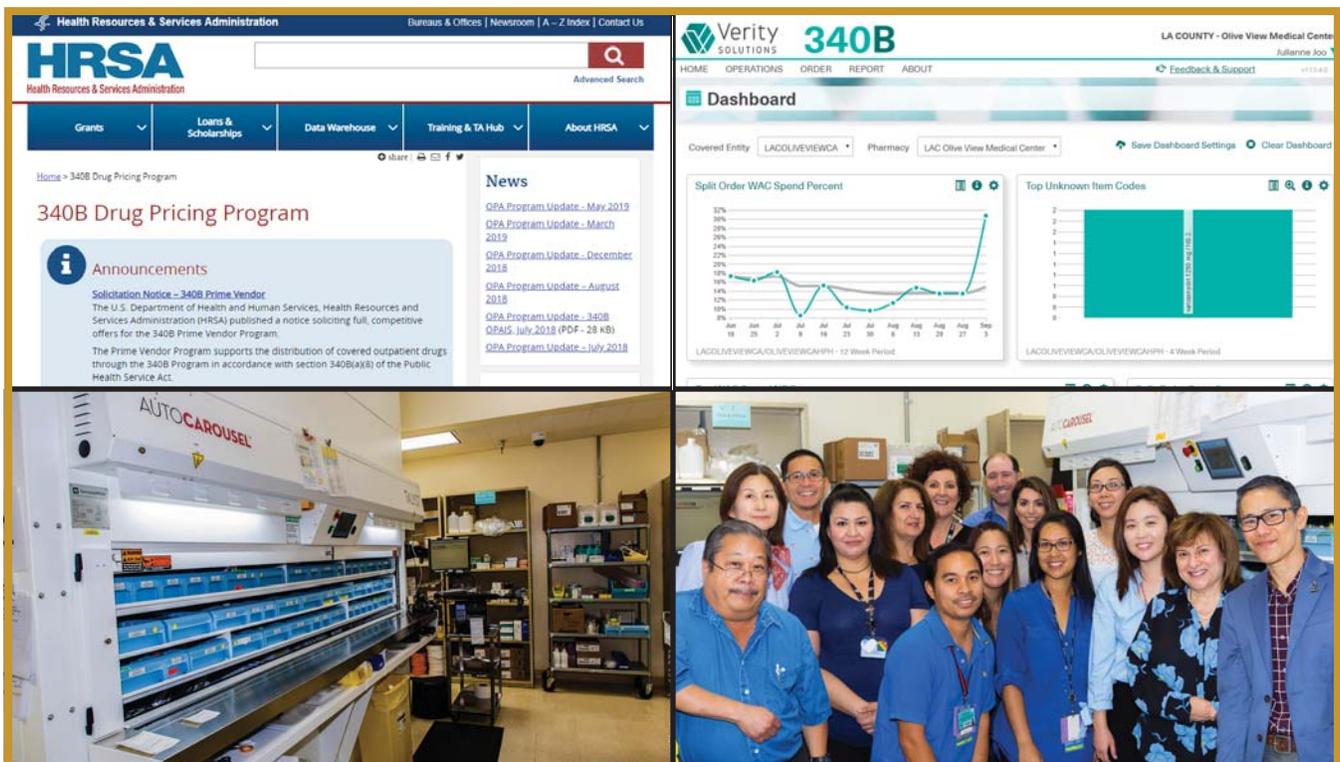
Special Award Winner Mega Million Dollar Award

340B Drug Billing Software

Health Services (Olive View-UCLA Medical Center, Pharmacy)

Olive View Medical Center (OVMC) is a covered entity of the federal 340B Drug Program and provides discounted drugs to eligible outpatients. Health Resources & Services Administration, overseeing the program, upholds participants with strict requirements to control diversion of discounted drugs and audits covered entities periodically. Ensuring compliance can be a challenge for a hospital that services both outpatient and inpatients, as well as maintaining accurate documentation. To overcome the challenges, DHS started a program with OVMC as the first phase. They implemented and utilized split billing software Verity to create electronic records of all drug transactions received from the DHS electronic health record, ORCHID.

The electronic management provided accurate transaction data that enabled increased utilization of 340B drugs from 51% to 58% of total cost, gain improved knowledge of overall drug utilization and readiness for itemized billing, and has liberated the pharmacy from maintaining physical separation of 340B and non-340B drugs. Successful implementation of the program has paved the way for all qualified DHS entities to achieve further operational efficiencies, enabling the Department's mission to provide care to the most vulnerable patients.



Special Award Winner
Outstanding Teamwork Award

After the Woolsey Fire: Applied Recovery Planning

Chief Executive Office (Office of Emergency Management) with Animal Care and Control, Assessor, Children and Family Services, Consumer and Business Affairs, District Attorney, Fire, Human Resources, Internal Services, LA County Library, Los Angeles County Development Authority, Los Angeles Homeless Services Authority, Mental Health, Public Health, Public Social Services, Public Works, Regional Planning, Registrar-Recorder/County Clerk, Sheriff, Treasurer and Tax Collector, and Workforce Development, Aging and Community Services

In September 2017, the County adopted its first Disaster Recovery Plan, which specified how the County delivers critical recovery services after a large-scale disaster. Less than two years later, on November 8, 2018, the Woolsey Fire struck. It is the largest, most destructive fire in modern Los Angeles County history. It tragically claimed three lives, burned over 96,000 acres and destroyed more than 1,600 structures. The Woolsey Fire left thousands of residents in desperate need for recovery support services.

The County worked with 20 County Departments and established two Woolsey Fire Disaster Assistance Centers after the fire. For over 25 days, these centers had over 7,000 interactions with fire survivors. The County also implemented additional accessible recovery solutions through the Los Angeles County Recovers website, which uses the 211-call center and other media solutions to keep survivors informed. The collaboration amongst all the County Departments not only demonstrated the County's commitment to supporting disaster survivors, but also enhanced the County's image amongst the community.



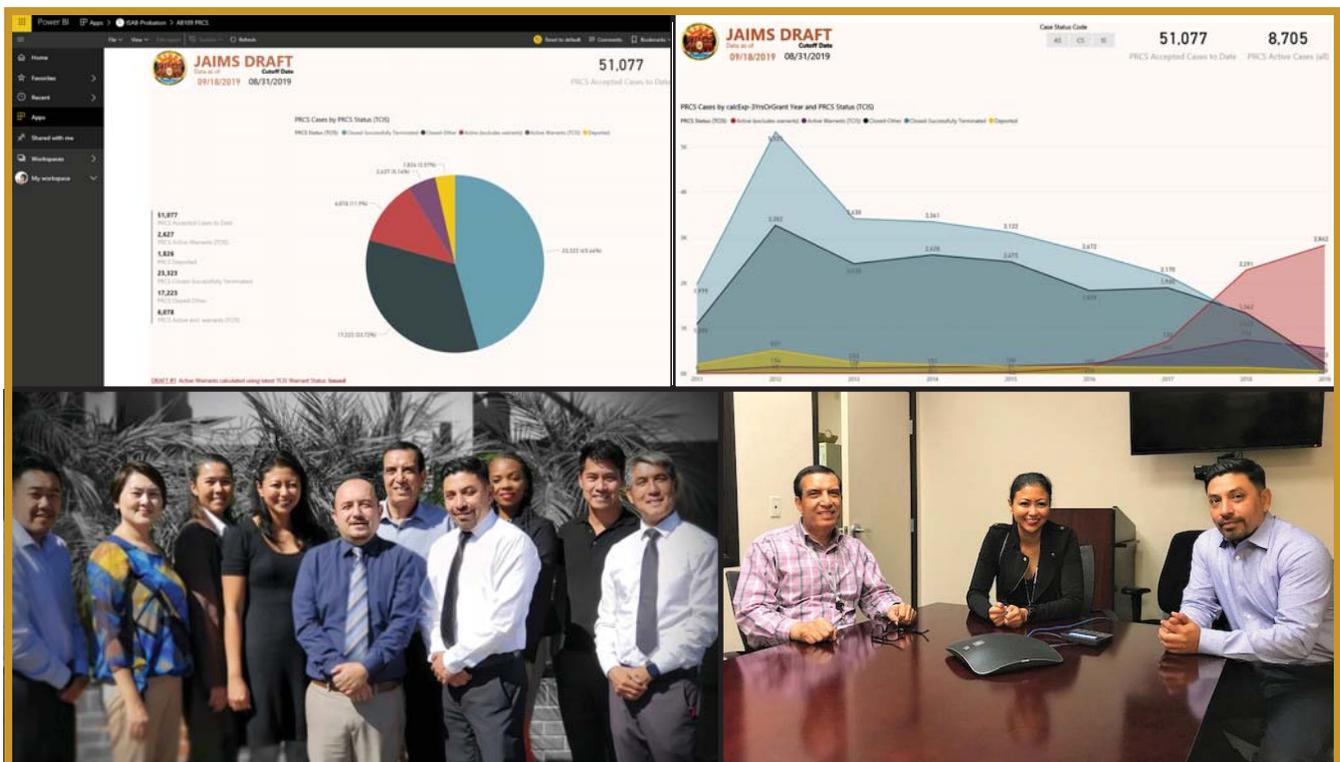
Special Award Winner
Performance Measurement Award

JAIMS Data Analytics Project

Probation with Board of Supervisors-Executive Office and Internal Services Department

The Probation Department has played a significant role in implementing the Public Safety Realignment Act (AB 109) for the County of Los Angeles. Statistical reports are distributed to internal and external stakeholders in a public hearing setting to provide information on the effectiveness of the program. The Department relies on big data from various County Departments with different information system architectures; thus, posing data sharing challenges. Manual processing of the reports produced potential human errors, was time consuming, and resource extensive.

The Probation Department approached the Information Systems Advisory Board (ISAB), and with the support of the Internal Services Department, developed an efficient and automated data analytics solution for extracting and integrating data between disconnected multi-agency systems by using the statistical platform called the Justice Automated Information Management System (JAIMS). ISAB, in collaboration with Probation, created statistical dashboards from integrated data between various County systems. The development of JAIMS has materialized a concept that allows for immediate and reliable access to statistical information from various County agencies, an unfamiliar concept until the implementation of JAIMS.



Special Award Winner Process Improvement Award

Child Abuse Reporting Electronic System (CARES) Children and Family Services

In October 2015, the Governor of California signed Senate Bill 478 into law. The law allows participating counties to test the concept of an online reporting system with a group of mandated reporters (law enforcement agencies, schools, medical professionals, mental health clinicians, Probation, Coroner and Department of Children and Family Services (DCFS) employees) in non-urgent situations, with the hope of creating a more efficient reporting process.

Child abuse calls in the County increased by 23.6% in the last 10 years. To effectively handle the increasing number of calls being reported to the DCFS Child Protection Hotline (CPH), CPH, in conjunction with DCFS' Business Information Systems Division, developed and designed the Child Abuse Reporting Electronic System (CARES). CARES is an on-line reporting system used by mandated reporters who may use the system in lieu of the initial telephone report and will not need to submit the required written follow-up report. As of December 25, 2018, there have been 7,065 logins to the CARES system since implementation. Over 2,404 people have registered to use the system and 1,618 reports have been submitted online. The one-year review with the University of California Los Angeles on the CARES reporting pilot revealed 86% of reports completed (vs. incomplete reports).

of Responses
445

Response Rate
14%

How likely would respondents recommend the CARES System to a friend or colleague?
7.8

Demographic Information

EDUCATION	JOB
MA/MS degree: 54%	School Personnel: 59%
LANGUAGE	TRAINING
English: 80%	Online Tutorial/eLearning: 58%

Quality and Perceived Impact Ratings

- 89% Quality
- 83% Perceived Impact

Los Angeles County Department of Children and Family Services

CARES

Child Abuse Reporting Electronic System

Child abuse calls made to the Child Protection Hotline has continued to increase by 22.8% in the last 10 years. Over 225,000 calls were received in 2018. The busiest times and the longest wait times for the 1-800-540-4000 Hotline are weekdays between 2pm and 6pm.

Your time is valuable. Select mandated reporters* can now make online child abuse reports through the Child Abuse Reporting Electronic System (CARES) rather than calling the Hotline.

Complete the user registration and ten (10) pre-qualifying questions at the beginning of the report to determine if it is a non-urgent matter. The 36 hour follow-up written report is not required when using the online system.

To file a non-urgent online report:
<https://mandreptla.org>

Features

- User friendly design
- Save draft reports
- Auto-save function
- View report history
- Confirmation email

CARES is for non-urgent reports only!

For urgent reports, Call 911 or the Hotline at (800) 540-4000.

CARES Video Tutorial available on Log-in page

Program Questions? burksg@dcfs.lacounty.gov
Technical Questions? (562) 940-3305

Empowering
INNOVATIVE
Solutions

SPECIAL MERIT
COMMISSION PLAQUE
AWARD WINNERS

TRADITIONAL
COMMISSION PLAQUE
AWARD WINNERS

COMMISSION
CERTIFICATES OF RECOGNITION
AWARD WINNERS

Special Merit Plaque Winners

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

Building a Countywide Outreach System

Health Services (Housing for Health) with Chief Executive Office,
Los Angeles Homeless Services Authority, and Mental Health

Rancho Los Amigos Cranial Reconstruction Program

Health Services (Rancho Los Amigos National Rehabilitation Center)

Los Angeles Comprehensive Stroke Center System

Health Services (Emergency Medical Services Agency)

DHR LIVE!

Human Resources

Blueprint for a HIP Approach to Housing

Los Angeles County Development Authority

Helping the Homeless – That’s How We Roll

Public Defender

Office of Diversion and Reentry Housing Program

Superior Court with Alternate Public Defender, District Attorney,
Health Services, Probation, and Public Defender

Traditional Plaque Winners

(Recognizes commendable achievements in public service)

Hope for Homeless Pets

Animal Care and Control

Claims Management System (CMS)

Auditor-Controller with Internal Services Department

Just Culture: Developing a Fair and Kind Workplace

Health Agency (Health Services, Mental Health, and Public Health)

PRIME – Care Improvement and Revenue Capture

Health Services

Curbing the Opioid Epidemic in Primary Care

Health Services (LAC+USC Medical Center, Primary Care)

RX 4 Success: Pharmacy & Hospital Team Integration

Health Services (LAC+USC Medical Center)

Prescription Processing Time Reduction

Health Services (Olive View-UCLA Medical Center, Outpatient Pharmacy)

OVMC Pharmacy Led Transitions of Care Program

Health Services (Olive View-UCLA Medical Center, Pharmacy)

Reduction in Postoperative Opioid Use

Health Services (Olive View-UCLA Medical Center, Department of Obstetrics and Gynecology)

Clinical Documentation Improvement for DHS

Health Services (LAC+USC Medical Center)

Unprecedented Discovery with Career Pathfinder

Human Resources

Spreading Holiday Cheer: One Family At A Time

Public Social Services

Jury Box

Superior Court

Certificates of Recognition

(Recognizes projects deserving honorable mention)

Assessor's Digitally Enhanced Learning Environment

Assessor

Assessor's Public Education Initiative

Assessor

Disaster Relief for Victims of Natural Disasters

Assessor

Out-of-Home Care Investigations Tracking System

Children and Family Services

Homeless Initiative Training

Fire

Empaneled Life Management

Health Services

Enterprise Virtual Desktop Infrastructure (VDI)

Health Services

Enterprise Project Management Office Team

Health Services (Health Services Administration, Planning & Administration Department)

DHS Patient Financial Services Appt Scheduler

Health Services (LAC+USC Medical Center, Information Systems Department)

Improve Patient Experience in the Urology Unit

Health Services (LAC+USC Medical Center, Department of Urology-Urology Procedure Clinic B4J)

OR 17 Utilization by the Hand Surgery Service

Health Services (LAC+USC Medical Center, Department of Orthopaedics-Hand Service)

Patient Outreach Improve Care & Health Outcomes

Health Services (LAC+USC Medical Center, Primary Care)

CIT: Empowering DHS Staff to Improve Patient Care

Health Services (Martin Luther King, Jr., Outpatient Center)

Every Second Counts-Expect the Unexpected

Health Services (Olive View-UCLA Medical Center, Pathology Department)

OVMC Lab Quick Tips: Guarding Vulnerabilities

Health Services (Olive View-UCLA Medical Center, Laboratory)

Procedure Service Paracentesis Referral Program

Health Services (Olive View-UCLA Medical Center, Department of Medicine, Division of Pulmonary & Critical Care)

Certificates of Recognition

(continued)

Strategic Planning Area Dashboard

Health Services (Rancho Los Amigos National Rehabilitation Center)

Electronic Master Agreement Tracking System

Internal Services Department

PowerBI Adoption Enablement

Internal Services Department

Zero-Cost Upgrade for Disaster Recovery Radio

Internal Services Department with County Counsel

Small Business Saturdays: Events for Entrepreneurs

LA County Library with Consumer and Business Affairs

L.A. County Probation – Canine Detection Team

Probation

Administrative Pathfinders in Grants Management

Public Health

Rising From Ashes: The Procurement Transformation

Public Health

CalFresh Intake Project

Public Social Services

CalFresh Participation Rate Project

Public Social Services

Putting on “AIRS”

Public Social Services

Two-Way Gram Application: On Track to Monitor

Public Social Services

Goodbye Yellow Manila Folder, Hello Connectivity

Regional Planning

Request Tracking System

Sheriff’s Department

Aging Mastery Program

Workforce Development, Aging and Community Services

Older Adult Summit

Workforce Development, Aging and Community Services

Commission Chair Leadership Award

Recipients

(past five years)

John Naimo

Auditor-Controller - 2018

Steven J. Golightly

Child Support Services - 2017

Kurt E. Floren

Agricultural Commissioner/Weights and Measures - 2016

Sheryl L. Spiller

Public Social Services - 2015

William T Fujioka

Chief Executive Office - 2014

Productivity Manager-of-the-Year Award

Recipients

(past five years)

Susan Linschoten

Auditor-Controller - 2018

Hsiao-Ching Chen

Regional Planning - 2017

Elisa Vasquez

Los Angeles County Development Authority - 2016
(Formerly Community Development Commission/Housing Authority)

Jennifer Coultas

Child Support Services - 2015

Catherine Mak

Public Health - 2014

Thank You!

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THANK YOU

COUNTY OF LOS ANGELES
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COMMISSION

Congratulations to this year's award recipients!

Thank you for your dedication to serving and strengthening our local communities.

On behalf of the First District, I am proud to support the 33rd Annual Productivity and Quality Awards Program "Empowering Innovative Solutions."



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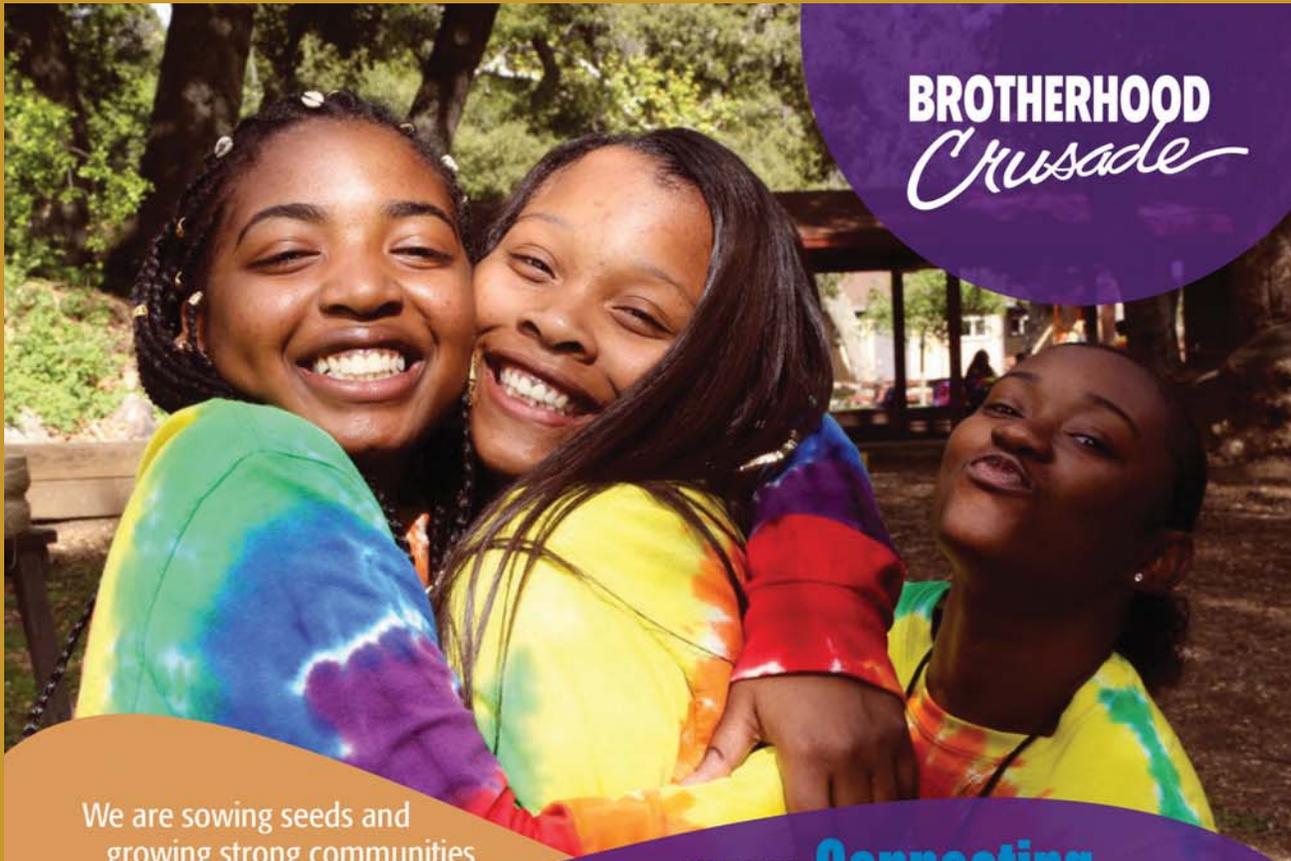
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Congratulates the Quality & Productivity Commission 2019 Award Winning Departments

RELAC's primary mission is to 'PRESERVE, PROTECT and PROMOTE PENSION and HEALTH BENEFITS' enhance the well-being and the continued productivity of Los Angeles County retired employees.

RELAC's support of Los Angeles County community support programs; March for Babies, Fire Department's Toy Drive, Los Angeles County events honoring Veterans and our recent sponsorship of Los Angeles Found Bracelets for Missing Individuals, in partnership with WDACS and the Sheriff's Department, provides our members with opportunities for community engagement and activities that enrich lives.

RELAC members also enjoy golfing, camping events and visiting with other retirees at RELAC general membership meetings and special events.

Join us now as active County employees or later on as County retirees that remain connected to our County family.

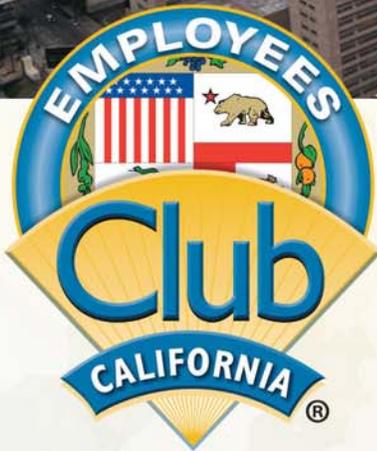
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Visit our website: www.relac.org



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LOS ANGELES CHAPTER

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Los Angeles County Residents.

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