COUNTY OF LOS ANGELES
QUALITY AND PRODUCTIVITY COMMISSION

2015 ANNUAL REPORT

CHAMPIONS
FOR
CHANGE

Together we make a difference

County of Los Angeles Quality and Productivity Commission

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Rodney C. Gibson, Ph.D.
Chair

*T*wo Board Reports and a comprehensive update of the Commission's Strategic Plan highlighted a very busy year for the Quality and Productivity Commission. We remain committed to carrying out our mission: To provide the Board of Supervisors, Department Directors and County managers with advice, information and recommendations relating to productivity and quality of services.

At the request of Supervisor Michael Antonovich, the Commission worked with the Department of Public Social Services (DPSS) and the Chief Executive Office (CEO) to review the administration of services provided by eligibility workers. Implementation of the Affordable Care Act (ACA) was successful in the County. However, the State's CalHEERS (California Healthcare Eligibility, Enrollment and Retention System) did not function as designed many times, forcing DPSS staff to develop a work-around.

In a joint memo to the Board, this Commission and the CEO noted that by July of 2015, DPSS had received more than 1.2 million Medi-Cal applications, and as of September had processed all but 62,000 of the forms, a tremendous accomplishment.

Our second Board Report, "Digital by Default – Leveraging Software as a Service for Accessibility and Impact," was a major undertaking. The joint motion (in June) by Supervisor Antonovich and Supervisor Sheila Kuehl, directed the Commission to report back with recommendations on how the County can more widely utilize free and low-cost commercial software and information technology services.

An Ad-Hoc Committee was formed, comprised subject matter experts from the Departments of Internal Services, CEO – Countywide Communications, Chief Information Office and Board Deputies from the Third and Fifth Supervisorial Districts.

Titled "Digital by Default – Leveraging Software as a Service for Accessibility and Impact," the 25-page report was issued in November, 2015 and recommended, among other items, 1) A clear, Countywide digital government strategy; 2) A commitment to and dissemination of "best practices" for utilizing software as a service; and 3) Development and implementation of policies and procedures to ensure the broadest possible access to free and low-cost software.

In addition, the Commission commends the work of the Strategic Foresight Working Group Committee (SFWG). The Chair and members of the SFWG stepped up to the plate and led the process to update the Commission's Strategic Plan.

Finally, I am delighted to report that the State of the Quality and Productivity Commission is sound; and we are well-positioned to continue our collaborative work with the Board of Supervisors, Chief Executive Office and County Departments.

Rodney C Gibson

Rodney C. Gibson, Ph.D.
Chair

Victoria Pipkin-Lane
Executive Director

*L*earning was a common theme for the Quality and Productivity Commission (QPC) during a year impacted by the constant ebb and flow of change, experienced by Departments and Related Agencies across the County.

The Commission's biennial visits to County Departments focus on quality and productivity matters, and offer unique *learning* opportunities for Commissioners, who gain insight into Department business policies, procedures and overall operation.

During the Commission's visit to the Los Angeles County Museum of Art (LACMA) in February, the Director's update on the new, $600 million building, designed by renowned architect Peter Zumthor, led to a discussion on parking. Technology is having and will continue to have a direct impact on the future of parking in public spaces.

Commissioners *learned* that autonomous vehicles and shared-use mobility projects have the very real possibility of reducing the number of parking spaces needed for museum visitors. Although testing continues on autonomous vehicles, innovative services such as Uber and Lyft have already broadened the number of transportation options for museum visitors.

The Commission's Strategic Plan Update Retreat in May provided another collaborative *learning* experience for Commissioners. Professional facilitator Joshua Avedon led the all-day gathering. He is a recognized expert in navigating innovators and institutional leaders through strategic decision making. He has trained faculty at organizational development institutes in the U.S., Sweden and Israel. He recently completed a yearlong fellowship as an inaugural Global Justice Fellow of the American Jewish World Service Organization.

Avedon used the "World Café" model to expertly guide the Commissioners through a series of conversations on a series of topics that centered on the Commission charter, history, and its core areas of work, major tools and resources. The overarching theme of the all-day retreat was: How can the Commission best leverage/ exercise its authority and resources to fulfill its mission?

Three goals for the new Strategic Plan, 2016 – 2020, were identified at the Retreat: 1) Enhance knowledge sharing and performance accountability; 2) Broaden the impact of productivity accomplishments within the County; and 3) Leverage Commissioner human capital.

Another major *learning* experience occurred as a result of a Board motion, which directed the QPC to examine the various types of software and information technology solutions available to the County. The study process turned out to be an insightful *learning* experience on the myriad of free and low-cost software available and the potential for the software options to improve County operations.

Overall, the Commission continues to fulfill its mission "to bring innovative ideas to the County's elected officials and Department directors and managers" to promote the efficiency of County public services.

Victoria Pipkin-Lane
Executive Director

*T*o provide advice, innovative ideas, assistance and support to the County's elected officials, managers and employees to promote the effectiveness, efficiency and quality of County public services.

Strategic Goals

1. **It is the objective of the Commission to provide loans and grants to County departments for innovative projects that promote quality and enhance productivity.**
   - Reviewed seventeen Productivity Investment Fund proposals totaling $5,498,145
   - Awarded nine Productivity Investment Fund projects totaling $3,405,000

2. **It is the objective of the Commission to foster productivity and quality improvement through department visits.**
   - Conducted 15 department visits
   - Shared interdepartmental challenges and areas of common interest
   - Promoted best practices
   - Solicited department PQA applications and PIF proposals

3. **It is the objective of the Commission to strengthen the County's fiscal capacity by recognizing department projects that may result in cost avoidance, cost savings, or revenue generation. These projects may reduce costs, raise levels of efficiency, or increase quality and achieve greater productivity. Each achievement must be measured and reported as a quality or productivity accomplishment and cumulatively over time.**
   - Showcased the 29th Annual Productivity and Quality Awards program demonstrating an estimated cost avoidance of $34,680,598, estimated cost savings of $29,885,657 and estimated revenue generation of $10,827,616 for a total estimated benefit of $75,393,871
   - Estimated PQA benefits cumulative total is $4.4 billion dollars over 29 years
   - Recognized Productivity and Quality award winners at the awards ceremony and at the October Board meeting

4. **It is the objective of the Commission to work closely with the Productivity Managers' Network to assist in developing and administering programs at the department level, and to support the County's Strategic Plan.**
   - Conducted eight Productivity Managers' Network (PMN) general membership and training sessions
     - January 14 – New Managers' Orientation Meeting
     - January 29 – New Managers' Orientation Meeting
     - February 19 – Internal Services Department in Downey
     - May 6 – Los Angeles County Museum of Art
     - June 18 – New Managers' Orientation Meeting
     - August 5 – Evaluation at the Marina
     - November 4 – Hall of Justice, Sheriff's Department
     - December 1 – PMN and Alumni Holiday Reception

5. **It is the objective of the Commission to share information, department practices, and ideas with County Commissioners and County Managers.**
   - Sponsored the 13th Annual Leadership Conference, "Innovation in Customer Service: Access, Care and Response," providing a forum for County Commissioners to network with colleagues, develop leadership strategies, as well as support and promote the countywide Strategic Plan

6. **It is the objective of the Commission to distinguish department practices that solve complex problems, create financial benefits, and provide quality service.**
   - Distributed the 2015 "Shared Practices Report" to the Supervisors, department heads, and County managers
   - Conducted a "Shared Practices" survey to identify those practices that have served as a model for other departments

7. **It is the objective of the Commission to publish an electronic newsletter and annual report that provide County departments with quality and productivity achievements. The newsletter and annual report also list loans and grants to departments that support various projects.**
   - Published four comprehensive e-newsletters highlighting programs and activities and spotlighting the Productivity Managers' Network
   - Published a 2014 Annual Report and distributed it to County employees and posted it on the Commission's website
   - Distributed publications to Board offices, department heads, productivity managers, County commissions, committees, and advisory boards

8. **It is the objective of the Commission to keep the Board of Supervisors and the Chief Executive Officer (CEO) informed of Commission activities, grant and loan approvals, and total savings gained from quality and productivity projects.**
   - Published summaries of department visits, Productivity Investment Funds awards and Productivity and Quality awards in the Commission e-Newsletter, Quality Matters, an annual report distributed to the Board offices, the CEO, department heads, and productivity managers
   - Provided periodic updates of Commission activities to the Board of Supervisors and Board Deputies

9. **It is the objective of the Commission to maintain strong supportive committees that will provide information, policy recommendations, and solutions to enable the Commission to better serve County departments.**
   - ***Department Visit Committee***
     - Visited with 15 department heads and staff
     - Shared interdepartmental challenges or areas of common interest
   - ***Productivity Investment Board***
     - Held four quarterly meetings
     - Reviewed seventeen Productivity Investment Fund applications
     - Recommended funding for nine Productivity Investment Fund projects
   - ***Promotion Committee***
     - Publicized the 29th annual PQA event with a press release, web streaming, a video clip on the County Channel, program and video on QPC website, and an article in the County's Digest
     - Promoted the 13th Annual Commissioners' Leadership Conference with web-streaming and article in the County Digest and on the QPC website
     - Published articles in the Quality and Productivity Commission e-newsletter *Quality Matters* promoting the *Commissioners' Leadership Conference*, the *Productivity and Quality Awards Program*, *Productivity Investment Fund*, and *Shared Practices*
   - ***Strategic Foresight Working Group***
     - Researched potential partnerships to expand the Commission's reach and opportunities to enhance quality and productivity
   - ***Leadership Conference Committee***
     - Successfully planned and implemented the 2015 Leadership Conference

Fund activities during the 2015 calendar year:

Loans Approved	$ 330,000
Grants Approved	$3,075,000
Total Funds Awarded:	**$3,405,000**

AGRICULTURAL COMMISSIONER/ WEIGHTS AND MEASURES - Exotic Insect Detection Program's Data Management System **(200,000 GRANT)**

The grant will enable the department to build upon the highly successful Pest Detection Viewer created in Phase I, facilitating its use in a comprehensive trap data collection and management system. The data management mobile platform will serve as a navigation tool, trap service data collection platform, host selection advisor, and report generating tool.

CHILD SUPPORT SERVICES DEPARTMENT - Ergonomic Workstation Modernization **($300,000 GRANT)**

The grant will be used to purchase ergonomic furniture, equipment, and voice recognition software for the Customer Contact Center workstations. The items purchased will assist in the prevention of repetitive motion injuries, return injured workers to gainful employment and increase productivity over the career of County employees.

COMMUNITY AND SENIOR SERVICES WITH SHERIFF, PROBATION, HUMAN RESOURCES, AND COUNTYWIDE CRIMINAL JUSTICE COORDINATION COMMITTEE (CCJCC) - Jail-Based American Job Center of California (JB-AJCC) **($900,000 GRANT)**

The grant will be used to establish sustained interagency coordination of County departments to achieve an embedded system of navigation of inmates from the jails to the workforce system, and into jobs earning livable wages on career paths in the above-ground economy.

HUMAN RESOURCES - Recruitment and Selection for IT Job Classifications **($150,000 GRANT)**

The grant will be used to contract with an expert third party administrator and consultant to review the County's IT position recruitment selection process. The aim is to enhance the County's recruitment and selection processes for IT job classifications to provide County departments with highly-qualified candidates in a timely manner.

MUSEUM OF ART - LACMA at Charles White Elementary School (CWES) **($620,000 GRANT)**

The grant will be used to support the expansion and development of the Museum's satellite museum program at the Charles White Elementary School Gallery, a pilot program that will help the Museum to develop a scalable model for additional community sites in all five County districts. Improvements include upgrading the facilities to meet museum standards for displaying artwork, a newly designed entryway, and more visible branding that will not only improve the environment for the museum's holdings that are on view there, but also increase accessibility to the general public by creating a more prominent and welcoming space for visitors.

PUBLIC HEALTH - Partnership for TB Elimination: Preventing Tuberculosis Among Foreign Born Persons Seeking Permanent Residency in Los Angeles County **($175,000 GRANT)**

The grant will be used to support implementation and expansion of Tuberculosis (TB) screening and provision of preventive treatment to immigrants who are evaluated by Civil Surgeons in Los Angeles County. Improved treatment will prevent a significant number of future TB cases among permanent residence applicants.

PUBLIC WORKS - Mandatory Water Restriction Outreach Campaign **($150,000 GRANT)**

The grant will allow the department to conduct an outreach campaign which will provide information regarding Governor Brown's Executive Order B-29-15 to reduce water consumption and educate customers in Waterworks District No's 29 and 40 on how to reduce water usage.

PUBLIC WORKS - Community Outreach Vehicle **($250,000 GRANT)**

The grant will be used to purchase a new 35-foot multiuse mobile community outreach vehicle that will be used by the department to expand their outreach efforts on a variety of topics, including drought, water conservation, job opportunities, and post-disaster information. The community outreach vehicle will help build relationships with the communities they serve and enhance awareness of the County's role and services.

SHERIFF'S DEPARTMENT WITH PUBLIC WORKS - Pitchess Detention Center – Laundry Water Recycling **($330,000 LOAN AND $330,000 GRANT)**

The grant and loan will allow the department to purchase and install a water recycling system at the Department's Pitchess Detention Center laundry facility in Castaic. The recycling system should reduce laundry water usage by 70%, repurpose an additional 20% for irrigation, reduce water softener salt purchases by 70%, and reduce total sewage fees by 11%. Brine waste discharge fees and potential net energy savings should also be realized.

> "*Start with good people, lay out the rules, communicate with your employees, motivate them and reward them. If you do all those things effectively, you can't miss.*"
>
> **Lee Iacocca**

Final Reports for 2015

*T*he Productivity Investment Fund Guidelines require a final report on each project after grant funds have been withdrawn and loans have been paid in full. These are the final reports for 2015.

Agricultural Commissioner/Weights & Measures – Exotic Insect Detection Program Map Conversion
($250,000 Grant)

The grant was used to convert the department's paper-based Exotic Pest Detection recordkeeping and information management processes from over 448 loose-leaf trapping binders into a GIS database. The database will facilitate the realignment of over 20,000 traps and 200,000 trapping sites into a revised State-required grid system.

Results of the Project

The department can now effortlessly share trapping site data with State and Federal agencies and have made the Pest Detection Viewer available to all County and State Pest Detection programs throughout California to enable them to convert their data. To date, ten counties and all State programs have requested the department's assistance, and data conversion is underway in six of those jurisdictions (San Mateo, Stanislaus, Contra Costa, Amador, San Diego, and Imperial).

The Pest Detection Viewer has become the foundation for the second phase of an enhanced project which will facilitate trapping data management, trapping logic implementation, and automated routing. Highly-enhanced program efficiencies and data evaluation and sharing flexibilities are fully anticipated to be implemented statewide, and perhaps, nationwide for the benefit of all engaged in integrated Exotic Pest Detection activities.

Accounting of Fund Expenditures:

Total Grant/Loan:	$250,000
Total Withdrawn:	$250,000
Total Repaid:	$N/A
Total Program Cost:	$386,505

Executive Office/Arts Commission – Technical Assistance and Capacity Building Improvement Project
($70,000 Grant)

The grant was used to conduct a comprehensive study of the Arts Commission (Commission) Technical Assistance and Capacity Building services (TA/CB), in order to improve and better coordinate their services. As a result, they discovered opportunities to increase the quality and quantity of services, as well as increase efficiencies.

Results of the Project

The department contracted with the consulting firm Harder+Company to launch the project in April, 2014. As part of the project, the Commission combined multiple lists of individuals and organizations who have participated in their TA/CB events across four divisions. They were combined into a single list which they can use to conduct a social network analysis to understand overlapping services. The list will be used as an input to populate a new Customer Relationship Management system currently under development at the Commission.

The study allowed the Commission to identify times of the year when staff time devoted to TA/CB is particularly high, and to see how it compares between divisions. Division directors can use this data to consider their best use of human resources across the year. As a result, the Commission moved from a paper registration and sign-in process for their TA/CB events to an electronic system that compiles data from all divisions into a single dataset. All divisions use a shared set of common registration questions. They also created a common post-event customer satisfaction survey that is administered electronically. Registration and customer satisfaction data are analyzed by the Research and Evaluation division quarterly and the

results shared are with the entire Commission. In addition to giving better data that aggregates to the Commission level, the more efficient system frees up staff time in each division for other work.

Accounting of Fund Expenditures:

Total Grant/Loan:	$70,000
Total Withdrawn:	$70,000
Total Repaid:	$N/A
Total Program Cost:	$70,000

Children and Family Services – Policy Redesign Web-Based Manual ($99,185 Grant)

The grant was used to create a new web-based, user-friendly Policy Manual with the ability to gather information throughout the casework decision-making process, which is often crisis-based and emergent.

Results of the Project

The website was launched on July 1, 2014, with a total of 238 policies. The mobile version of the website was successfully launched on June 5, 2015. User acceptance testing of the new manual was conducted twice with line staff, managers, and union representation. The staff who participated responded favorably to the clear separation of policy and procedures. The new manual includes: clearly separated and labeled policy and procedures; menu navigation with categories and subcategories grouped by function with active links to related policies; hyperlinked table of contents within each policy; ability to print only topic(s) needed, rather than the entire policy document; hovering over key policy terms for instant pop-up definitions; and a search feature that allows for searching all policies and procedures by keyword or policy number. The number of policies were reduced by 30% and enhanced access with the development of a mobile-friendly version.

Accounting of Fund Expenditures:

Total Grant/Loan:	$99,185
Total Withdrawn:	$99,185
Total Repaid:	$N/A
Total Program Cost:	$105,733

Community Development Commission/ Housing Authority – The Growing Experience Aquaponics and Vertical Towers Food Production System ($51,270 Grant)

The grant was used to retrofit an existing 1,000 square foot greenhouse with an automated heating/cooling system, updated electrical system, and a retractable shade curtain, enabling the interior environment to be climate controlled for optimal plant growth. An aquaponics recirculating system containing two-650 gallon fish tanks, two-250 gallon sump tanks, a UV sterilizer, bioreactor filter, and 175 vertical growing towers with hanging racks was designed and installed in the retrofitted greenhouse. After cycling the system for several weeks to ensure beneficial bacteria populate the water tanks, the vertical growing towers are planted with a variety of leafy green vegetables while approximately 200 tilapia and goldfish populate the fish tanks.

Results of the Project

Leafy green vegetables planted in the vertical growing towers have been harvested for inclusion in TGE's community-supported agriculture (CSA) program, Carmelitos resident produce stand, and delivered to Long Beach City College, as well as local restaurants. Growing capacity in the limited time in which the system has been operational, has increased by over 25% in a similar footprint of land, allowing for greater accessibility to TGE's fresh produce. Each vertical tower occupies about one square food of space, and is planted with 8-10 vegetable plants, versus 1-2 plants in the same space utilizing traditional in-ground methods. Once fully operational with plantings optimized in succession, the system is expected to produce approximately 13,000 pounds of leafy green vegetables, resulting in an estimated $26,000 in revenue annually going forward.

Accounting of Fund Expenditures:

Total Grant/Loan:	$51,270
Total Withdrawn:	$51,270
Total Repaid:	$N/A
Total Program Cost:	$51,270

Consumer and Business Affairs – Online Dispute Resolution (ODR)
($79,000 Grant)

The grant was used to conduct research and development into an effective and efficient means to reach the widest audience using online methods of dispute resolution. Once the concept for the system was developed, the department contracted with the Internal Services Department (ISD) to provide the software development skills to build the application. The department worked closely with ISD to build on their existing award-winning eComplaints system. The ODR project created mechanisms for chat mediation, video mediation, and back and forth bidding. Several user accessibility features were included; a live user portal, a scheduling feature, and enhancements through which parties can communicate with their mediator online. This was done in an effort to increase accessibility to users throughout the County and to serve residents outside of the department's normal business hours.

Results of the Project

The development and launch of the ODR application was completed in May 2015. The department was able to achieve the successful launch of an online chat platform, a back and forth bidding platform, and a scheduling mechanism for video mediation. Additionally, a new online portal was created, allowing parties to log online to access their cases, status and facts, to schedule mediation, to communicate with their mediator, to submit an offer to settle, and to upload case documents. Previously, all communication took place over the phone or in person. The department's program staff successfully trained all full time and volunteer mediators on the use of this new application and rewrote all automatically generated letters sent to the public to promote the new services. All services are provided in both English and Spanish.

Ultimately, ODR assisted in resolving disputes at an above average rate, with increased accessibility for clients.

Accounting of Fund Expenditures:

Total Grant/Loan:	$79,000
Total Withdrawn:	$79,000
Total Repaid:	$N/A
Total Program Cost:	$79,000

Medical Examiner-Coroner – Automated Real-Time Temperature/Environmental Monitoring System
($40,000 Grant)

The grant was used to install a modern, fully-integrated automated temperature/environmental monitoring system. The temperature and humidity sensors monitor and record data to a computer database and provide real time alerts of any readings that are out of the identified range. All data can be accessed from a single computer interface. Data is recorded every 15 minutes, is archived off-site and can be retrieved if needed for proof of proper controlled environments for evidence storage and to ensure compliance with accreditation standards.

Results of the Project

There has been a large cost savings in the amount of time that had been previously utilized to upkeep this system. It has dropped to nearly zero since all the readings can be monitored from a computer terminal. This allows employees to concentrate on other critical functions and helps to prevent loss of critical supplies due to exposure to hazardous conditions. Precise temperature monitoring also ensure that the integrity of evidence and specimens is maintained and helps to minimize the potential for litigation.

Accounting of Fund Expenditures:

Total Grant/Loan:	$40,000
Total Withdrawn:	$40,000
Total Repaid:	$N/A
Total Program Cost:	$43,405

Fire Department – Videography Equipment for Improving Quality of On-Line Training Content ($155,000 Grant)

The grant was used to purchase video production equipment to begin developing standardized training videos that would be delivered online to support the in-service training program the department has implemented.

Results of the Project

The department's Training Services Section (TSS) has identified and purchased video production and editing equipment to produce high quality training videos. TSS has produced over 300 training videos that have been viewed over one million times in more than 70 countries. Training videos allow delivery of consistent content to all viewers. Videos are customized to meet the training needs of the department, ultimately helping to reduce the number of injuries and improving customer service delivery. The Blackboard learning forum hosts 2-3 training videos that are posted every month to support monthly drills.

The department also established a partnership with the Los Angeles Regional Training Group (RTG) and takes a lead to provide the highest quality of innovative education in efforts to provide a coordinated and effective response in the event of a terrorist attack. TSS recently produced a promotional video for RTG highlighting its mission to protect the ten million residents in Southern California. The video features award-winning actor Harrison Ford, who donated his time to support this great cause.

Accounting of Fund Expenditures:

Total Grant/Loan:	$155,000
Total Withdrawn:	$145,034
Total Repaid:	$N/A
Total Program Cost:	$145,034

Fire Department – Family and Friends CPR Anytime ($200,000 Grant)

The grant was used to purchase Hands Only CPR kits and utilized to train ninth grade students within Los Angeles County at preselected schools. The Community Service Liaisons were instrumental in coordinating all of the training.

Results of the Project

The Hands Only CPR training program allowed Los Angeles County Firefighters the opportunity to interact with ninth grade students in Los Angeles County public schools. The program gave students the confidence to perform CPR, help save lives, and increase survivability from sudden cardiac arrest. The program is designed to be shared with parents, family, and friends in order to provide lifesaving skills to thousands in the community.

Accounting of Fund Expenditures:

Total Grant/Loan:	$200,000
Total Withdrawn:	$200,000
Total Repaid:	$N/A
Total Program Cost:	$200,000

Health Services – Rancho Transportation System ($58,256 Grant)

The grant was used analyze the current patient transport system and implement a model that maximizes efficiencies, productivity, safety and patient satisfaction. The model was named the Rancho Transport Network (RTN). The RTN would allow the United Support Associates (USA) to be quickly sent to the patient units to transport patients to and from their appointments. A three month pilot was approved to test the effectiveness of the Transport Network with the objective of positively impacting patient wait time for pickups, on time rates to clinic, and USA productivity and efficiency.

Results of the Project

The department benefitted in clinical hours that are now reallocated to the bedside from licensed nursing

staff that were previously taken off the unit to provide transportation. A hospital total of 22.6 hours/day of time is now available for bedside care for their nursing staff that was once dedicated to transporting patients to their medical appointments while they were in the hospital.

Accounting of Fund Expenditures:

Total Grant/Loan:	$58,256
Total Withdrawn:	$58,256
Total Repaid:	$N/A
Total Program Cost:	$58,256

Health Services/Central Sterile Processing MLK – Censis Instrument Tracking System ($78,315 Grant)

The grant was used to purchase an instrument tracking system called Censitrac. The initial phase was to provide an accurate list of trays as well as tray count sheets to Censis for uploading. Each instrument required a manufacturer item number and the correct name of the instrument. Other information such as, staff information and their access levels, location uploads, clinic locations, and sterilization types were also inputted. The second phase was educating staff on how to utilize the tracking system for each assignment and when and how to scan items to and from different departments for tracking purposes.

Results of the Project

The department has the ability to locate each tray, instrument, or equipment at any given time with the push of a button. The best result attributed to the program is cost avoidance on purchasing instruments due to incorrect labeling and misplacement of instruments. The department knows where each instrument is located. If an instrument is broken, the department is able to determine if there are other instruments available that are peel packed. This also avoids the need to obtain loaner trays because a critical item is missing from the tray. Specialty clinic instruments can range from $200-550 each, which can be very costly over time. This system has saved Central Sterile several hundreds of dollars.

Accounting of Fund Expenditures:

Total Grant/Loan:	$78,315
Total Withdrawn:	$78,315
Total Repaid:	$N/A
Total Program Cost:	$78,315

Health Services/LAC+USC Medical Center – Evaluation of LAC+USC Street to Home Project ($150,000 Grant)

The grant was used to identify the heaviest users of expensive emergency room services among chronically-homeless mental health patients living in the vicinity of LAC+USC Hospital in East Los Angeles. These patients are offered an integrated combination of housing and treatment services for mental health, physical health, and substance abuse issues. The program was developed by a team of stakeholders that included ER nurses and practitioners at LAC+USC, staff from the departments of Mental Health, Public Health, Public Social Services, the Sheriff, the Los Angeles Homeless Services Authority, and a number of community-based organizations and providers, most notably Exodus Recovery, Inc.

Results of the Project

An evaluation the Los Angeles County's Research and Evaluation Services Unit showed that the Street to Home Project yielded an estimated cost avoidance of $698,756 over the full study period, or $6,411 per housed client (109 out of 391 persons in the outreach population, 28%) which suggests that the initiative pays for itself.

Accounting of Fund Expenditures:

Total Grant/Loan:	$150,000
Total Withdrawn:	$150,000
Total Repaid:	$N/A
Total Program Cost:	$150,000

Military and Veterans' Affairs – MVA Leadership and Team Development ($14,500 Grant)

The grant was used to contract with a consultant to provide training seminars and workshops to 30 staff members, which included team dynamics, strategic planning, organizational assessment, communication, and motivation.

Results of the Project

There is a better understanding of department organizational issues and the strategic plan was refined and helped staff connect with a common purpose. Staff better understands themselves and each other due to the sensitivity of different work styles; and communication within the department is more transparent, effective and consistent. Staff is also more committed to the department and personal excellence.

Accounting of Fund Expenditures:

Total Grant/Loan:	$14,500
Total Withdrawn:	$14,500
Total Repaid:	$N/A
Total Program Cost:	$14,500

Parks and Recreation – Solar Energy System Pilot Program ($150,000 Grant/$50,000 Loan)

The grant was used to install and integrate a 30 kW Photovoltaic (PV) system on the gymnasium and a 20 kWs PV system on the pool building at Eugene A. Obregon Park. The installation included solar PVs, utility inverters, a monitoring system, mounting hardware, permits, drawings, engineering services, and on-site staff training.

Results of the Project

Since its installation on December, 2010, two photovoltaic systems totaling 50 kW has generated 289,500 kWh, equivalent to $63,725 dollars. It offsets approximately 25% of the entire energy consumption. The system saves the County energy cost by 28% despite the rising energy rate each year.

Accounting of Fund Expenditures:

Total Grant/Loan:	$200,000
Total Withdrawn:	$200,000
Total Repaid:	$ 52,046
Total Program Cost:	$202,046

Public Health/California Children's Services, Medical Therapy Program – WalkABLE: Steps to a Better Quality of Life ($199,760 Grant)

The grant was used to purchase 16 Body Weight Support Treadmill Training (BWSTT) systems. The Medical Therapy Units (MTUs) in Los Angeles County are now equipped with this state-of-the-art evidence-based equipment used in treatment to improve standing and walking for patients 0-21 years of age with physical disabilities including cerebral palsy, spina bifida, spinal cord injury, and brain injury. The 22 MTUs are located in public school settings in all County Service Planning Areas in all five Supervisorial Districts. This community-based service provision allows for decreased time away from the classroom for the student patients and decreased travel time and associated cost of lost wages and transportation expenses for the caregivers.

Results of the Project

Over the past year, approximately 387 patients per week have been able to utilize the equipment. The department estimates the amount of revenue based on Medi-Cal reimbursement of $21.19 per half hour of physical therapy. Therapists are reporting increased use of gait training since the equipment safely lifts and supports the patient as she/he walks. Larger and more severely involved patients are now able to participate in gait training. Previously, the risk of staff injury and/or the need for multiple staff to safely attend to one patient would have precluded these patients to receive gait training.

Accounting of Fund Expenditures:

Total Grant/Loan:	$199,760
Total Withdrawn:	$199,760
Total Repaid:	$N/A
Total Program Cost:	$199,760

Los Angeles County Sheriff's Department –
Emergency High Frequency Radio Pilot and
Antennas
($85,895 Grant)

The grant was used to purchase four High Frequency (HF) radios with specialized antennas and accompanying components. HF radios have the ability to send messages over long distances in areas lacking infrastructure. One radio is installed at each of the following locations: County Emergency Operations Bureau; Sheriff''s Communications Center; and the Claremont Police Department. The fourth radio will be installed at Pepperdine University in Malibu.

Results of the Project

The project successfully demonstrated the use of HF radios as a backup in case other communications systems fail. Not only can voice messages be sent and received over this system, but small data packets and telephone calls can also be made. This cost effective system takes a minimum amount of training to operate and can directly send messages as far away as Sacramento.

Since the radios are geographically separated, users can access the system from either end of the County regardless if the two central locations become compromised. In cooperation with the Military Auxiliary Radio System based out of Fort Huachuca, Arizona, messages can be sent anywhere in the United States.

Accounting of Fund Expenditures:

Total Grant/Loan: $85,895
Total Withdrawn: $85,895
Total Repaid: $N/A
Total Program Cost: $85,895

> *"One of the tests of leadership is the ability to recognize a problem before it becomes an emergency."*
>
> **Arnold H. Glasow**

Department Visits

Jacki Bacharach
Chair

*U*nder the leadership of Commissioner Jacki Bacharach, Chair of the Department Visit Committee, the Commission visited with 15 County department heads. The role of the Committee is to gain an understanding of department operations and challenges, then offer solutions to assist toward realizing enhanced productivity and quality service.

Activities of the Committee:
- Continued to gather trends from site visits
- Distributed department visit summary reports to the Chief Executive Officer, Department Heads and Network Managers
- Visited the following Departments during the 2015 calendar year:

Agricultural Commissioner/ Weights and Measures (ACWM)

Kurt E. Floren, Agricultural Commissioner/ Director of Weights and Measures
(Visited June 25, 2015)

Major quality and productivity challenges and opportunities:
- Implementation of e-Commerce functionality for residents and customers
- Development/Acquisition/Utilization of Weights & Measures data management system
- Facilities/Office space to accommodate staff growth and to enhance customer service

Actions taken to improve quality and productivity:
- <u>e-Commerce functionality</u>. ACWM has developed and implemented Weighing/Measuring Device Registration Fee Payments and Scanner (Automated Point-Of-Sale System) Registration Fee Payment. The Department also plans to pursue implementation of e-Commerce services such as Certified Farmers' Market Registration/ Certification Fee Payments, Certified Producer Registration/Certification Fee Payments, Produce Standards Certification Fee Payments, and Structural Fumigation Fee Payments
- <u>Automation of data management systems</u>. The department is in the process of developing a field data collection and management system for their Exotic Pest Detection Program, forming the foundation for what is fully expected to become a system for statewide use
  - The department continues to investigate the development and/or acquisition of an off-the-shelf Weights & Measures Data Management System. Actions to date include: continued work in internally developing program data collection and management systems for select programs; hosting demonstrations by two developers of off-the-shelf W&M data management systems to evaluate comprehensiveness & functionality of their software products
  - Implementation of a W&M data collection and management system will serve to reduce data recording and input time by field and office staff, generate multiple State-required monthly reports of various program activities, facilitate generation of reports for enforcement/ prosecutorial actions, and enable ready review and evaluation of program results, highlighting areas of high non-compliance rates to guide most effective and efficient use of limited inspection and investigative resources
- <u>Facilities/Office Space Needs</u>: ACWM staffing expanded over the last decade by nearly 20%, with no significant additions to workspace. Of principal need is a brick-and-mortar office facility in the western San Fernando Valley, serving to offset space pressures at existing facilities and, moreover, to enhance service to the northwestern county areas. Establishment of a San Fernando Valley office will eliminate many miles of employee travel time to provide area services, thereby decreasing costs and increasing efficiencies. Customer service would be keenly enhanced, enabling the public and business customers of the

area to receive direct counter service, pay fees, and obtain information and services from ACWM without need to travel to the Arcadia or South Gate office locations

Best practices that could be shared with other departments:

- ACWM's pursuit of GIS mapping of key sites (nurseries, Certified Producer growing sites, Certified Farmers' Markets, pesticide storage facilities, and most recently, Exotic Pest Detection trapping sites) has greatly enhanced the department's responsiveness to quarantine enactments, evaluation of emergency measure impacts, and routing of field personnel, resulting in realized and/or projected significant savings
- Development of data management systems to be integrated with digitized GIS data are sure to result in even further enhancements to work efficiencies as well as facilitating simplified production of required programmatic reports (monthly and annual) by which efficiencies and effectiveness can be routinely monitored. In particular, the evolving Exotic Pest Detection system is a cutting-edge tool developed by Enterprise GIS (within ISD) based upon ACWM design architecture, making ACWM the first department in Los Angeles County to develop and implement such a GIS-based Web application to provide an interface by which users may view aerial imagery, street maps, and parcel boundary information

Animal Care and Control (ACC)
Marcia Mayeda, Director
(Visited April 30, 2015)

Major quality and productivity challenges and opportunities:

- The department's six animal care center facilities, ranging from 39 to 69 years of age, have failing infrastructures and need to be modernized or replaced. The outdated building materials also make animal disease control, disinfection, odor control, and other environmental concerns difficult to manage

- The number of residents and animals served by the department have grown significantly since the shelters were built, further taxing the department's ability to provide services. The parking areas for visitors are also limited, discouraging visitors who may want to adopt a pet
- Both the Downey and Baldwin Park Shelters are located in areas that are unable to meet the expanding needs of the residents in their respective service areas. These facilities should be replaced with two to three facilities each better located to serve the population
- The Carson/Gardena, Castaic, Lancaster, and Agoura Shelters are in need of critical refurbishment including the building of new structures on existing sites to provide safe environments that protect the health, safety, and welfare of the animals, employees, and the public that visit the care centers
- The department has a severe deficit of animal control officers assigned to field services. National standards for animal control officers are based on population served. The department's current staffing levels throughout its service areas fall short of these standards

Actions taken to improve quality and productivity:

- The department worked with the Department of Regional Planning to develop maps that depict the locations of existing care centers, animal control jurisdictions within the County of Los Angeles, and the locations where service needs are greatest. To identify areas where service needs are greatest, data was provided regarding the adoptions, relinquishments, strays, and calls for service. This data was mapped to identify desirable locations for facilities to reduce response time and increase access for community members

Best practices that could be shared with other departments:

- Employees who can identify with the department's mission and are provided quantitative measures that allow them to understand how their work contributes to the Department's progress will be more productive and care more for the quality of

their work. Based on this premise, the department conducted a series of workshops to provide middle managers the understanding of this concept and to help them develop practices that support employee engagement. Those practices include: setting clear goals, allowing autonomy, providing resources, providing sufficient time, helping with the work, learning from problems and success, and allowing ideas to flow

- Part of supporting employee engagement is removing the barriers that prevent employees to progress. Each department will have its own barriers, but three commonplace barriers the department continues to address include important work being subverted by urgent work, work load exceeding capacity (understaffing), and physical barriers such as lack of tools or unmaintained facilities. A great example of a solution for important work being subverted by urgent work is the implementation of the Critical Case Program. This solution effectively moved the important work of investigating potentially dangerous dog cases to a specialized team, thereby allowing animal control officers in the field to focus on urgent work while the CCP focuses on important (critical) work

- The department is implementing shared leadership that provides opportunities for siloed divisions to break down walls and work together with respect and a shared vision. While this is a model that has evolved informally in the department, they have recently begun to formalize the practice and share it across the organization. Conversation Training

Auditor-Controller (A-C)
John Naimo, Auditor-Controller
(Visited August 3, 2015)

Major quality and productivity challenges and opportunities:

- Recently the Board of Supervisors requested a plan to conduct Information Technology (IT) audits of the major IT applications in all County departments annually. This is an enormous resource commitment if the department attempted to address the directive from a traditional audit approach

- Recent data breach incidents, both locally and nationally, have heightened the need for not only ongoing vigilance of the County's data, but the need to continually improve controls over the County's health records, constituent data, and payment information. The department is also exploring ways to improve controls over County payments by examining industry best practices which minimize risk and improve efficiencies, such as the elimination of paper warrants to a more secure method of disbursement through Direct Deposit

Actions taken to improve quality and productivity:

- The department is looking for innovative and timely ways to approach and review the County's IT applications in a manner that ensures proper controls are in place and the IT security policies are met

Best practices that could be shared with other departments:

- Automated Internal Control Certification Program (ICCP). In May 2015, the department, in collaboration with the Chief Executive Office (CEO), kicked-off a pilot program for a web-based Internal Control Certification Program (ICCP) automated system that replaces the old spreadsheet-based questionnaires. The ICCP process is a vital and integral component of the County's overall checks and balances, and it complements the routine audits performed in the field. The new application is currently being used by the department and CEO employees to complete and submit their respective ICCP questionnaires. It includes the ability to electronically generate, update, and send the ICCP Questionnaires to the department coordinators and easily report on deficiencies within the department. A list has been developed of feature enhancements identified from the collaborative pilot, as well as fixes commonly encountered when a new system is in its infancy

- Contract Monitoring Database of Reviews (CMDR). In September 2014, the department rolled out the Contract Monitoring Database of Reviews (CMDR) to replace the inefficient use

of a spreadsheet. CMDR tracks the results of monitoring reviews conducted by the department, Children and Family Services, and Probation using an easy to use, web-based database that can be accessed on the County Intranet. In addition, departments with CMDR update capabilities can individually update the database as new monitoring reviews are completed or questioned costs from prior reviews are resolved. As a result, CMDR provides real time information on the County's contract monitoring activity

- Electronic In-Box. By allowing managers to have data at their fingertips, better business decisions can be made. In the Fall of 2014, the County's Manager Workspace was launched as part of the broad-based service delivery model. Managers and executives now have access to the following: "Manager Workspace" which is a user-friendly and convenient way to access information and resources essential to support their day-to-day functions; Manager Self-Service (MSS) which allows managers to see different screens to support key functions of resource planning, performance monitoring, and timesheet management; and Executive Analytics and Business Intelligence Tools

- Charitable Giving Portal. The department, in collaboration with the Chief Executive Office's Workplace Programs, developed a web-based application that automates the paper process for employees to designate to charities through monthly payroll deductions. This new feature allows employees to direct their gifts to the qualified charitable organization of their choice, while saving paper and time in eliminating forms and manual entry of data

Beaches and Harbors (DBH)
Gary Jones, Director
(Visited July 30, 2015)

Major quality and productivity challenges and opportunities:

- Completing all Marina del Rey (Marina) lease extension and new lease negotiations.
- Obtaining regulatory approval for all Marina development projects and for all Marina and beach

capital improvement projects

- Implementing the Toxic Pollutants Total Maximum Daily Load (TMDL), which requires an 85% reduction in copper from boat hulls entering the harbor by 2024 and remediation of the harbor sediment by 2029
- Operating urban recreational facilities yet ensuring environmental resilience of these resource areas, i.e., the department uses biologists when building and removing protective sand berms along the coastline, and staff has attended seminars about grunions for protective purposes
- Developing user-friendly and sustainable online software applications
- Hiring and keeping enough qualified staff for particularly the Department's beach maintenance and administrative operations
- Expanding public outreach, education and recreational offerings along the beaches and in the Marina
- Establishing partnerships with local nonprofit marine educational institutions
- Reopening the Boathouse at Chace Park and implementing expanded aquatic programs
- Developing a selection mechanism for appropriate WATER (Water Awareness, Training, Education and Recreation) Program staffing, while increasing the participation of underserved youth
- Expanding recreational offerings in the Marina and along the beaches, particularly at the Dockweiler Youth Center
- Ensuring that the Department is prepared to protect its employees and handle important public safety responsibilities during emergencies, especially during storm and high tide conditions.
- Implementing an internal cost-accounting system to properly allocate operational costs (Marina, Beach and Administrative) and continuing to identify metrics that measure key areas of their work performance.
- Dredging the Marina's channel entrance areas is an issue every five or six years, which requires placement of contaminated sediment in a location that can accept hazardous material and provides clean sand for beach replenishment on large stretches lost to erosion.

Actions taken to improve quality and productivity:

- The department is using a consultant to assist in the development of a plan to address the implementation of the TMDL requirements and is seeking full-time staff and developing in-house expertise to oversee the implementation and expand partnerships toward informed environmental decision-making

Best practices that could be shared with other departments:

- DBH Marketing Sponsorship Program: The principles and, in some cases, the programs that make the department's sponsorship program so successful can be replicated elsewhere
- Water Awareness, Training, Education and Recreation (WATER) Program: DBH partners with the Board Offices, Fire Department's Lifeguard Division, and various schools, which provides valuable and life-changing education and recreation related to the marine environment to underserved youth and offers a successful model that can be emulated elsewhere
- Partnership with the Marina del Rey Convention and Visitors Bureau (CVB): DBH has a productive relationship with the CVB in promoting tourism toward the increased use of hotels, restaurants and public facilities in the Marina. The promotional partnership could inspire similar efforts in other unincorporated County areas
- Open Competition for Marina Development: DBH has invited all interested developers to compete concurrently for the limited amount of additional development potential (such as additional apartments or retail square footage) allowed by the Marina zoning and planning document (the Coastal Commission-certified Local Coastal Program). As a related innovation, DBH requires that private developers pay the County's costs for evaluating all development proposals received

Chief Information Office (CIO)

Richard Sanchez, Chief Information Officer
(Visited March 16, 2015)

Major quality and productivity challenges and opportunities:

- Enterprise Shared Services Funding Model. Most all Enterprise IT Shared Services (private cloud services, centralized e-mail, and shared Document Management infrastructure) require upfront capital investments before the service can be launched. The Internal Services Department's (ISD) current charge back model requires all indirect, capital and operating costs to be recovered within its rates
- Consolidation Services. The Board of Supervisors have directed the County to pursue a central data center hosting strategy that will result in consolidation of disparate departmental infrastructure systems and components onto a single computing facility, providing a true Enterprise County data center. This strategy will leverage the efficiencies attained from the recently completed "server virtualization" campaign
- Reservations exist as to proprietor and operation of the computing facility. Points of concern include cost, efficiency, and ability for service delivery, inclusion for prioritization of tasks. The CIO and the Leadership Committee are examining a "Governance" model that will address many of these concerns resulting in an efficient and cost effective facility.
- Service Management of Innovative Enterprise IT Services. In the past five years, the County has implemented a number of Enterprise IT Services, such as Shared Portal, Enterprise Content Management, Countywide Master Data Management, and Adobe Forms/Lifecycle. Most of these initiatives were implemented using one-time CIO funds provided to ISD for hosting and management services. This innovation trend needs to be encouraged, properly funded, and effectively managed as the CIO and CIO Leadership Committee will continue to identify new enterprise initiatives. A new Service Management structure to effectively cultivate ideas, manage expectations, and the delivery and cost of these shared services must be developed.

Actions taken to improve quality and productivity:

- Provisional Funding Unit Model. In collaboration with the CEO and ISD, the department has created this model that is believed to assist in defraying the startup cost on enterprise initiatives, such as the Countywide Master Data Management, Adobe Forms/Lifecycle and Captiva image processing
- Inter-department Communication, Collaboration, and Participation. The department continues to introduce, develop, and rollout IT enterprise initiatives via the Technology Management Framework. These projects may reduce cost, create efficiencies, or involve security. While they effectively communicate with department CIOs, they often believe the message is not getting to the appropriate departmental executives. Several steps have been taken as a means to address this. An Enterprise Initiatives Dash Board has been prepared that lists progress on initiatives by departments. This Dash Board is presented to the Board IT/Budget deputies. The CIO Chief Deputy, at regularly schedules intervals, discusses initiatives and shares the Dash Board with peers. As warranted, announcements are made at Department Head meetings on IT initiatives.

Best practices that could be shared with other departments:

- Collaboration – change within an environment as diverse as the County can have a significant business impact and, therefore, requires involvement and acceptance of executives at the decision-making level to understand and participate in the process.
- Purchasing Leverage (Strategic Sourcing) – the County's purchasing leverage is significant. By consolidating procurements, e.g., PC's, printer services, and video equipment through the various purchase programs will reap significant cost reduction.
- Centrally Provided Shared Services – central services provide a means to optimize service delivery particularly to small and mid-size County agencies and at times to the larger agencies as well

Children and Family Services (DCFS)
Philip L. Browning, Director
(Visited July 9, 2015)

Major quality and productivity challenges and opportunities:

The Department has maintained a diligent focus on achieving key outcomes. However, the department's continued success in servicing children and their families and achieving positive outcomes is reliant on some basic assumptions:

- Reasonable caseloads and workloads for social workers
- Flexible funding allowing investment in prevention, enhanced family maintenance and reunification strategies
- Full accountability by all County departments and community-based agencies for child abuse and neglect prevention and development of community-based safety nets
- An expedited permanency focus

Actions taken to improve quality and productivity:

- Policy Redesign Web-based Manual – The policy and procedure manual has been revised, streamlined, and is now a user friendly web-based system. This new system was launched on July 1, 2014 and allows social worker staff to quickly access critical information regarding policy and procedures from both office and field locations, leading to improved child safety due to reduced response times, better service provision, and improved decision-making
- Court Report Document Management System – This system will provide delivery of 400-500 court report packages including other required documents weekly to the court prior to the court hearing date; a work queue for clerical staff at the court that indicates when court reports are ready to be viewed and/or printed; allow Judges, County Counsel, and children's attorney's access to view the court reports online prior to the proceedings or print them if needed; track the submission of court reports and avoids court sanctions for not providing court reports in a timely manner; and saves printing costs

- Enterprise Master Person Index (EMPI) - This project has been incorporated into the Office of the Chief Information Office (CIO) Countywide Master Data Management (CWMDM) initiative. With the CIO's leadership, the new approach for CWMDM is based on a federated model. Participating departments will implement their own MPI solution to create departmental Golden Records

- Electronic Suspected Child Abuse Report System (E-SCARS) – This system facilitates rapid, secure electronic transmission and receipt of mandated Suspected Child Abuse Reports (SCARs) between all statutorily affected agencies in the County (Children & Family Services, District Attorney, Sheriff, and all other Independent Law Enforcement Agencies). This electronic system eliminates the errors and lengthy time delays that previously occurred when paper reports were created, photocopied, faxed, mailed and hand sorted by multiple departments, and allows the creation of countywide SCARS database accessible to all affected agencies with appropriate security and access permissions. E-SCARS alerts law enforcement and Children's Services to any prior history of abuse and maintains a database of these historical SCARs

Best practices that could be shared with other departments:
- Policy Redesign Web-based Manual
- Court Report Document Management System
- DCFS Data Dashboard of Performance Measurement – This dashboard provides all managers and staff updates on key performance indicators, which enables performance management, staff accountability, and stimulates creative problem solving. Managers discuss data, trends and efforts to improve performance
- Co-locate staff whenever possible as an effective means of sharing resources and performing joint case planning

Consumer and Business Affairs (DCBA)

Brian J. Stiger, Director
(Visited July 29, 2015)

Major quality and productivity challenges and opportunities:
- The Department of Consumer and Business Affairs has historically exhibited a strong commitment to performance metrics and data collection. However, an expanded scope of work as a result of the department's new small business services unit, and the Board of Supervisors' (Board) policy initiatives, has created new challenges in how they measure performance and capture data. When the Small Business Services Unit moved to the department in February, they determined the County is lacking data and performance measures regarding how many small businesses and the type they are serving, and the amount of County contracting dollars going to small businesses. Additionally, to better serve consumers, the department wants to more heavily integrate predictive analytics and appropriate tracking mechanisms to identify major emerging issues facing consumers
- The increased scope of work, in addition to the changing needs of their client base in the digital technology age present new opportunities for the department to work to serve all stakeholders within their existing resources

Actions taken to improve quality and productivity:
- With the consolidation of the Department of Consumer Affairs and the Office of Small Business, the client base for the department has expanded. The department is now serving small businesses and finding new and innovative ways they can meet their needs. They are outreaching to the small business community in order to understand how to improve the solicitation and procurement process for small businesses and how to eliminate any potential roadblocks to contracting with the County, including an evaluation of the current preference programs for small businesses and how we can improve upon these programs

- With the development of their Automated Call Distribution (ACD) telephone system, they are able to more accurately track consumer complaints and direct consumers to a counselor who is best able to answer their questions

Best practices that could be shared with other departments:

- The Department has experienced great success in its cross training initiative. They have cross-trained all counselors, small claims advisors, and investigators. This gives department staff the tools to best serve the public and answer questions depending on their specific needs. The department found that this cross-training led to more thorough service to consumers as well as a higher level of customer satisfaction. Additionally, the cross training enables the Department to shift staffing resources on any given day to accommodate operational needs
- The department has had a great measure of success in instituting the DCBA Leadership Academy, a series of advanced trainings. Through the Leadership Academy, not only have supervisors and senior managers undergone extensive training on how to be more effective leaders, but the training has extended to line staff as well. These trainings have changed the way that we manage and lead at the department, and have prepared emerging leaders to assume positions of responsibility in the future
- The department has also worked to increase their social media presence over the past two years. With social media's ability to instantaneously reach a vast cross section of the public, the department saw this as a space to proactively educate their client base. They have learned that social media is an effective way to quickly and inexpensively serve clients who do not necessarily visit them in person

Health Services (DHS)

Mitchell H. Katz, M.D., Director
(Visited July 13, 2015)

Major quality and productivity challenges and opportunities:

- Creation of an Electronic Health Record. The department is now at 75% completion for the first ever L.A. County true electronic health record, named "Online Real-time Centralized Health Information Database" (ORCHID). For decades, other systems across the nation had implemented electronic health records which are extremely beneficial to patients in the provision of health care. However, L.A. County lacked this essential tool; and instead, the L.A. County health care information technology system was comprised of multiple servers running software which did not communicate well from one facility to another. Essentially, each hospital had implemented its own version of a computer records system which was completely disjointed from other parts of the system. The end result was a fragmented system of care wherein patients often received duplicate laboratory and other diagnostic testing each time they visited a different part of their public health care delivery system. This was problematic on two fronts: First, it was not good for patient care as additional duplicative tests were time consuming and could delay the provision of care; and two, it was highly inefficient and costly to run duplicative tests each time that patients visited a different part of the system
- Empanelling Patients Into a Patient-Centered Medical Home. These homes allow a patient, and even entire families, to receive care through an assigned primary care physician who can become familiar with each patient's needs and create a long-term medical strategy for treatment. This was especially challenging in Los Angeles because until recently the system had been operating as a "reactionary" system of care where patients' main point of entry had been the Emergency Department; and one in which each patient would

see a different physician during each episode of illness. This was a highly inefficient and unproductive method of delivery of health care

Actions taken to improve quality and productivity:
- The Patient Protection and Affordable Care Act of 2010 (ACA). With the enactment of this ACA, a large focus nationally has been placed on preventative health care. This means that patients should be seen and treated more in the outpatient setting where illnesses can be detected early, and where illnesses can be resolved more timely, as opposed to developing into a more advanced stage of illness requiring extensive acute care in a hospital setting. The creation of a Patient-Centered Medical Home has allowed the department to empanel over 460,000 patients into medical homes where they receive optimal care by the same primary care physician and team of clinicians. This is especially helpful as it also allows for decompression of specialty care programs and provides their patients with a sense of belonging
- With the implementation of the department's very own electronic health record, ORCHID, they are now on a solid path to a truly integrated health system where patients can receive consistent care from one facility to another within the same system. This is good for patients, who now spend less time obtaining duplicative diagnostic testing, and it is good for clinical staff who are now able to immediately access crucial medical records to be able to better and more immediately care for our patients. The plan is to continue successful rollout of this system during 2015 and 2016.

Best practices that could be shared with other departments:
- The department has successfully rolled out L.A. County's first ever true electronic health record, ORCHID, at 75% of their facilities, and they continue to move forward until they reach 100% in the near future. This could be a model for other departments to use

Human Resources (DHR)
Lisa M. Garrett, Director of Personnel
(Visited March 25, 2015)

Major quality and productivity challenges and opportunities:
- Recruitment & Selection. As the economy improves and the labor market tightens, it is imperative the department continues optimizing the recruitment and selection process. DHR recognizes that recruitment outreach must attract the most talented candidates to the County and selection cycle times must be competitive
- Workforce Development. DHR assists County departments in retaining a high-caliber workforce by providing a variety of training and development programs ranging from instructor-led skills workshops to certificate programs and online courses. While some training courses focus on fundamental knowledge and skills that can be applied immediately, other initiatives such as the flagship Executive Leadership Development Program and the Succession Planning Program, focus on developing employees for higher level positions
- DHR's Mediation Program assists with dispute resolutions. The mediation process promotes communication, cooperation, and restoration of relationships by negotiating amicable settlements. In FY 13-14, DHR mediated 224 cases of which 73 percent resulted in settlement agreements or transformative outcomes

Actions taken to improve quality and productivity:
- In fiscal year 2014-15, DHR has initiated the implementation of a new state-of-the-art application and examination talent management system, NEOGOV, which will improve the applicant experience and create operational efficiencies for user-departments. DHR has also initiated a substantive review of the County's candidate selection methodologies, which targets significant improvements in candidate selection cycle times
- DHR administers several internship programs that have a proven track record of infusing new talent into the County workforce. These programs

include the: County Management Fellows Program, Administrative Intern Program, Veterans' Intern Program, Career Development Program, and the Student Worker Program

- DHR has implemented the Absence Management System (AMS) countywide to track and administer employee leave of absences and to ensure compliance with County, federal and State requirements. All County departments utilize AMS for leave administration. The system has a robust reporting capability

- DHR designed the Performance Management Tracking System (PMTS) as the central repository for all administrative matters related to discipline in the County. PMTS addresses the needs of all County departments, regardless of size and mission, by accurately tracking the performance management process. A unique feature of the PMTS is that it provides a central electronic repository for documents, audio files, and pictures related to an administrative action. PMTS allows for the real-time collection and reporting of data that is accessible through management dashboards

Best practices that could be shared with other departments:

- As the national and regional economy continues to improve and labor markets tighten, it becomes even more imperative for the County to become an employer of choice that draws and retains top-tier, highly-qualified talent with a wide range of expertise and experience. Macro demographic and technology trends are rapidly shaping today's workforce needs

- In the near and long term, the department will work towards the development of enhanced recruitment practices and reduced cycle-times to hire talent. DHR will also continue to partner with County stakeholders to increase investment of time and resources in the development of the existing workforce so that the County can meet the challenges of a rapidly changing environment, such as the development of a County of Los Angeles University

Mental Health (DMH)
Marvin J. Southard, D.S.W., Director
(Visited August 20, 2015)

Major quality and productivity challenges and opportunities:

- Addressing comprehensive mental health needs of specific high-risk populations who are (or at risk for becoming) homeless, involved with the justice system or victims of commercial sexual exploitation

- Developing ways to support place-based or population-based mental health

Actions taken to improve quality and productivity:

- The department has grants with the City and County of Los Angeles Housing Authorities for Shelter Plus Care, Tenant Based Supportive Housing, and Homeless Section 8:928 Shelter Plus Care certificates. The department also contracts with 19 providers for 28 different shelter sites throughout the county. Through its Mental Health Services Act (MHSA) Housing Program, the department has leveraged over $578 million of local, state and federal funding, partnered with 24 different housing developers, and acquired through MHSA 933 Permanent Supportive Housing units dedicated to those who are homeless and have mental illness. This includes 489 units for adults/older adults, 156 units for older adults, 94 units for families including Services for Transition-Age Youth (TAY) and adult single parents, 103 units for families and 91 units for TAY

- The department is significantly involved in the Criminal Justice Mental Health Advisory Board which created the "Blueprint for Change" report that laid out a plan to safely divert non-violent mentally ill offenders from the jail into community treatment options. In alignment with the "sequential intercept model" of diversion noted in the report, the department has several programs operating at the five "intercept points" along the criminal justice continuum

- A variety of strategies have been developed and implemented to address homelessness in order to effect positive change in the community.

These strategies include: developing specialized community-based programs that are equipped to serve the complex needs of homeless individuals with mental illness; and increasing housing resources (such as Permanent Supportive Housing) that will expand the available and desirable housing options for their clients

Best practices that could be shared with other departments:

- The Quality Assurance (QA) Division. Develops and implements processes and procedures to assess, maintain and improve the overall quality of the Department's service delivery system and to ensure that policies and procedures for the quality of care of their consumers are in place. The QA Division seeks to ensure that minimum standards in several key operations within the Department are achieved

- The Quality Improvement Division (QID). Shares responsibility with providers to maintain and improve the quality of mental health service and the delivery infrastructure. QID establishes annual work plan goals, monitors departmental activities for effectiveness, and conducts processes for continuous improvement of services. The department's QI Program is designed to ensure that the quality and appropriateness of care delivered to consumers meets or exceeds local, State, and Federal service standards. The QI Work Plan includes areas of performance measurement, monitoring, and management regarding service delivery capacity; timeliness, accessibility, and quality of services; cultural competency; and consumer and family satisfaction

- The STATS (Strategies for Total Accountability and Total Success). Provides the department with the formal operational structure for data-driven performance management. Managers are held accountable using data that reflects both program-specific and department-wide outcomes and targeted goals. STATS indicators emphasize maximizing the commitment of staff resources to providing direct service to clients, facilitating consumer access to healthcare and related benefits, improving the quality of services being provided, and assuring efficiency in a variety of business operations that support the delivery of these services

- The Cultural Competency Committee (CCC). Promotes cultural awareness and sensitivity in responding to the needs of diverse and underserved populations. The CCC serves as an advisory group for the infusion of cultural competency in all the department's operations, service planning, delivery and evaluation. Comprised of seventy-seven (77) members, the CCC's culturally and linguistically diverse membership includes the cultural perspectives of consumers, family members, advocates, county operated providers, contracted providers, and community-based organizations.

- Service Area Advisory Committee (SAAC). The department continues to successfully use the SAAC Process to engage its service communities. Mirroring the County's Service Planning Areas, the SAACs are organized by the eight geographic areas that together cover the entire County. Each SAAC meets 10 times or more a year. Participants include individuals and families who receive mental health services, community based organizations that provide mental health and other ancillary services, community advocates and leaders, faith community members and other stakeholders. SAACs have been a primary conduit for the department to keep the community informed about the public mental health system and its activities as well as remain informed of community needs. SAACs have also been an avenue for involving the community in decision-making about delivering culturally competent services

- The Annual Employee of the Year Program. Recognizes employees for their achievements in the following categories: Leadership, Dedicated Direct Services, Dedicated Support Services, Promotion of Wellness and Recovery, Outstanding Team Work, and Career Achievement. Coordinated by the Community and Government Relations Division (CGRD), the program seeks nominations from all employees which are then scored by a committee of peers. The winners are celebrated at an annual recognition event hosted by the Director of Mental Health and the Executive Management Team

Museum of Art

LACMA

Michael Govan, Director and CEO
(Visited February 26, 2015)

Major quality and productivity challenges and opportunities:
- Improve the quality and care of their collection
- Attract and engage a broader audience
- Increase commitment to education programs and overall scholarship
- Promote the cultural vitality of Los Angeles internationally

Actions taken to improve quality and productivity:
- Remodeling their library to house the new Art + Technology Lab and launch the Art + Technology program, which gives financial and in-kind support to artists working with emerging technology and offers educational events for kids, families and adults. The new program attracted more than $450,000 in recurring annual revenue from companies including SpaceX, Google, NVIDIA and Accenture. Using these funds, the museum gave grants to six artists to complete projects supported by the program, and offered more than a dozen educational events in the new space. The project allows the department to take maximum advantage of a previously under-utilized public space, their research library, using the space during evenings and weekends for artist-led public programming. It introduces new technologies to museum staff, enabling them to learn about and utilize cutting edge solutions like 4D imaging in their core activities. It also offers a range of public programs related to STEM/STEAM education, meeting a demand for such programs that were not being met before

Best practices that could be shared with other departments:
- The museum found that by transforming an under-utilized space primarily dedicated to staff activities into a combined public program space that could be used on evenings and weekends allowed them to gain greater productivity and effectiveness without increasing the square footage or operating cost to the museum of the space. Multi-disciplinary multi-purpose spaces of this sort are becoming more common, and other county departments might use the Lab as a model to assess whether they could get more out of 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 success of the Art + Technology Lab points to the potential for public/private partnerships, with private industry funding and supporting department activities that encourage education, public engagement, and creative thinking. Although the museum anticipated that it would require substantial effort, careful legal agreements, and ongoing cultivation to develop and maintain effective partnerships with private industry, in fact this collaboration has turned out to be more natural and more efficient than we imagined

Museum of Natural History

NATURAL HISTORY MUSEUM
LOS ANGELES COUNTY

Dr. Jane G. Pisano, Director and President
(Visited May 7, 2015)

Major quality and productivity challenges and opportunities:
- Developing consistent, high quality visitor experience. There is a need for many more visitors; word of mouth key to attendance; and more exhibit interactive with increased maintenance
- How to optimize the impact and effectiveness of their websites and digital footprint to build audiences, conduct commerce, and be a resource for residents

Actions taken to improve quality and productivity:
- Using the Galaxy ticketing system; tracking social media; web traffic; metrics of attendance; evaluations; admission; membership; visitor satisfaction; and awards from peers in the Museum field

Best practices that could be shared with other departments:
- Using the Galaxy ticketing system; tracking social media; web traffic; metrics of attendance;

evaluations; admission; membership; visitor satisfaction; and awards from peers in the Museum field

Public Social Services (DPSS)
Sheryl L. Spiller, Director
(Visited June 17, 2015)

Major quality and productivity challenges and opportunities:

- Continuing to Effectively Implement Healthcare Reform. The Department is challenged to sustain the effective implementation of healthcare reform due to ongoing severe problems with the State's CalHEERS computer system and higher-than-anticipated growth in the Medi-Cal caseload.

- Maintaining a Paperless Environment. After imaging almost 3.5 million cases and 43 million documents, the Department continues the challenge of maintaining a paperless environment in an organization with a caseload of over 2.2 million approved cases

- Record Storage for IHSS and GAIN Programs. The task of managing approximately 10 million IHSS and 6 million GAIN paper documents poses a challenge since hard copy documents can be lost, misplaced, or accidentally destroyed. On-site storage of active case records poses a challenge due to Departmental space limitations. Off-site case record storage and retrieval is costly and requires the services of a third party vendor. Shipment or transfer of physical cases is costly, burdensome, and can cause timeliness issues

- Information Sharing. The Department continues to experience challenges with its communication methods

- Implementation of the CalWORKs Family Stabilization Program. The Family Stabilization Program provides intensive case management and services to CalWORKs participants and family members who are experiencing an identified barrier that is destabilizing the family, and interfering with the participant's ability to engage in Welfare-to-Work activities. With the delay in implementation of the On-Line California Assessment Tool (OCAT) by the State, the Department experienced challenges implementing Family Stabilization

- Handling High Volume IHSS Provider Inquiries. IHSS staff was inundated with inquiries from IHSS providers, in person and via telephone, regarding IHSS timesheet processing and payments. The time used to respond to the inquiries by the staff could not be used to administer and deliver services to IHSS consumers

- Authenticating Participant Calls to the Customer Service Centers (CSC). The CSC was designed to optimize and provide efficiency in telephone access for the 3 million participants served by the Department. Currently, CSC receives over 600,000 calls per month for all Bureau of Workforce Services District Offices. Participants and callers can access case specific information via IVR self-service 24 hours a day/7 days a week using a pre-defined 10 digit Customer ID and a 6 digit PIN without having to speak to a CSC agent. The challenge was that callers were unable to authenticate and retrieve information because they did not know or could not remember their Customer ID and PIN. Consequently, most of the calls to the CSC went directly to agents which caused increased wait times for services

- Maintaining and Increasing Job Placements within the CalWORKs and the General Relief Population. The Department is challenged with maintaining and increasing job placements for the employable CalWORKs and General Relief (GR) populations

- Increasing Participation in the CalFresh Program. Many eligible families and individuals are not enrolled in the CalFresh Program

- Achieve a Work Participation Rate (WPR) above 50%. The Federal government requires California to meet a 50% WPR for the CalWORKs program. Unlike in previous years, since Federal Fiscal Year (FFY) 2012, a caseload reduction credit has not been allowed which has impacted the Department's ability to reach the 50% threshold

- The Work Incentive Nutritional Supplement (WINS) Program became effective July 1, 2014. WINS is a new program designed to promote self-sufficiency through work by providing additional support to eligible working families in the form of a supplemental food assistance benefit. Working families who are receiving CalFresh benefits, but not receiving CalWORKs assistance, may be

eligible for the WINS benefit if they are working sufficient hours to meet the CalWORKs WPR. Families that receive the WINS benefit will be counted in the CalWORKs WPR calculation

Actions taken to improve quality and productivity:

- Since pre-enrollment for healthcare reform began in October 2013, the Department has engaged in an ongoing massive effort to respond to the increase in Medi-Cal applications and the corresponding increase in the ongoing Medi-Cal caseload. This effort has included: Hiring hundreds of Eligibility Workers; training thousands of Eligibility Workers and Supervisors; establishment of a dedicated Customer Service Center (CSC) to handle phone calls transferred by the Covered California statewide call center; ongoing changes to LEADER (DPSS' eligibility computer system); and responding on an ongoing basis to major problems with the State's CalHEERS system

- Utilizing the technology put in place with the Electronic Document Management System (EDMS), the Department is currently implementing Point of Service Scanning (POSS) at each District Office which allows case documents to be scanned into EDMS at various points of contact within the Department. In addition, an extension of POSS that supports the Department's efforts to process cases more quickly and efficiently in a paperless environment is Upfront Mail Scanning. In the Upfront Mail Scanning process, all incoming mail that is walked-in or mailed-in to a District Office is scanned into EDMS directly upon receipt and electronically processed by the Eligibility Worker

- The Department is expanding EDMS in order to alleviate the laborious and repetitive paper-intensive business processes associated with the IHSS and GAIN programs. EDMS provides the ability to store and retrieve paper case documents electronically, reducing the impact of increased caseloads, and decreased funding. It also reduces paper usage, storage and space challenges, with the associated health and safety concerns. IHSS and GAIN imaging is targeted to commence in June 2015

- To address communication challenges, the Department has established the Communications Section. The purpose of the Communications Section is to ensure that: information is shared with DPSS staff, customers, and external stakeholders in a clear and concise manner; DPSS staff, customers, and external stakeholders understand the message and have a sustainable mechanism to provide feedback; Communications operations are well coordinated, effectively managed and responsive to the wide range of information needs; and social networking is incorporated into the Department's processes where feasible and effective

- The Department has coordinated with the California Department of Social Services to provide OCAT train-the-trainer training for selected DPSS staff. A two-day training session on OCAT will be provided by the Department's Training Academy to all GAIN Regional staff. Department- wide implementation of OCAT is scheduled for completion by August 2015

- The Department developed an IHSS Interactive Voice Response (IVR) system to deliver automated timesheet and payment information to IHSS providers. The IHSS IVR system is updated daily with timesheet and payment information from a daily data download from the State's Case Management Information and Payroll System (CMIPS) II. The system is available 24 hours a day/7 days a week in English and Spanish. Since its implementation in mid-December 2014, usage has grown significantly and recent data indicates that on average, the IVR System receives almost 80,000 calls monthly that would have otherwise gone to IHSS staff, saving an enormous amount of staff time and thus increasing overall IHSS productivity, while enhancing customer service

- Effective April 2015, the Department implemented a simplified authentication method using information well known to callers: Last 4 digits of Social Security Number, Home Phone Number, Date of Birth, and Zip Code. After implementation of this change, the number of calls authenticated

more than quadrupled (from 50,000/month to more than 200,000/month), thus reducing the number of calls directed to CSC agents. As this service is available 24 hours a day/7 days a week, more DPSS customers use it to get responses to their questions in an automated fashion. This has shortened the wait time to speak to an agent, reduced the call abandonment rate and the number of calls in queue, and increased overall CSC productivity

- To maintain and/or increase job placements, the department has developed a webpage on its Portal which allows an employer to upload job orders directly to the department. This provides the department with job orders in real time, and allows staff to send appropriate candidates to apply for jobs timely. In addition, the department has developed regional clusters of job developers from both public and private organizations to pool their resources and help more participants achieve self-sufficiency through employment. For the period of June 2014, when the webpage went live, to present, the Department has received more than 500 job entries. Overall, 27,768 GAIN participants and 17,163 GROW participants have been placed into jobs from July 2014 – April 2015

- To increase CalFresh participation, the department launched an aggressive outreach campaign. Since 2011, the month of May has been designated as CalFresh Awareness Month. As part of the campaign, the department introduced convenient program application methods. Some of these methods include the "Your Benefits Now" online application system and the "Health and Nutrition Mobile Office," which was initially funded by the Quality and Productivity Commission. The department also enlisted the Department of Public Health, local cities, supermarket chains, farmers markets, food banks, and school districts in sharing valuable information about CalFresh, nutrition education and the long-term benefits of exercise

- The Department continues to ensure that all necessary actions are taken to engage participants in WtW activities. County-specific monthly case samples are randomly selected by the California Department of Social Services. County reviews are conducted to determine if each case meets the Federal WPR requirements. Monthly exit meetings are conducted with GAIN and contracted line offices following the reviews to focus on best practices and to clarify the appropriate application of policies and procedures to enhance the Departmental WPR. Monthly Lessons Learned meetings are also convened as forums to reinforce best practices at different regions. From this forum, regions implement best practices applicable to their geographical service population, and reinforce State and Federal regulations to ensure that line staff better serve our participants and efforts are maximized towards meeting the WPR target of 50%

Best practices that could be shared with other departments:

- How to optimize the website and digital footprint
- How to share and use metrics to increase interdepartmental collaboration setting priorities
- How to provide continual focus on department's mission

Public Works (DPW)
Gail Farber, Director
(Visited August 31, 2015)

Major quality and productivity challenges and opportunities:

- Increased regulations and costs, coupled with diminishing revenues and resources, which impact their ability to deliver core services, meet customer expectations and maintain existing programs and services
- Increased demand for value and transparency coupled with decreasing public trust
- Increase effectiveness and efficiency in the delivery of Public Works programs and services
- Increasing population, consumption and waste, coupled with scarce and costly resources, which threaten the ability to provide sustainable solutions for the long term well-being of communities
- Increasing liability claims and litigation costs that threaten the Department's ability to manage within existing budgets and resources

- Maintaining aging infrastructure along with rising public expectations
- Delivering critical capital projects in an increasingly competitive and economically impacted market

Actions taken to improve quality and productivity:
- Increasing efficiencies and reducing costs at a Department, County and regional level and the creation of a Government Relations Group to identify and pursue increased grant and funding opportunities and build effective government/stakeholder coalitions in support of Public Works/County goals and objectives
- Designing and development of more user-friendly website; comprehensive use of social media, particularly Twitter, throughout the department; development of new online newsletter/blog called NewsWorks; production of short videos on Public Works projects, programs and services posted on department's own YouTube page; creation of Speakers Bureau for presentations to external agencies, organizations, and stakeholder groups; and proactive engagement of the media
- Implementation of Core Service Area framework; expansion of award-winning iPhone app, TheWorks; implementation of Electronic Plan Check; creation of 'Doing Business with DPW' contracting website; and mobile access of Public Works' website
- Increased recycling services and education programs (used motor oil, household hazardous/e-waste, and sharps)
- Development of Road Map to a Sustainable Waste Management Future; investment in hybrid, alternative fuel, converted natural gas fleet vehicles; development of integrated, multi-benefit projects (Oxford Basin and Sun Valley); and LEED rating system
- Development of litigation dashboard; comprehensive risk management training; investment in annual Safety Awards series
- Development of multi-benefit projects and effective use of latest technologies
- Design-Build/Integrated Project delivery; design Excellence; enhancement of 'Doing Business with DPW' website; and job order contracting

Best practices that could be shared with other departments:
- Staffing – Youth Opportunities Program
- Risk Management – risk management dashboards and Safety Awards
- Sustainability – look to operate County facilities that reduces energy consumption, fuels, water, and promotes renewable energy
- Information Technology – continue to identify and adopt e-Government initiatives
- Social Media – adopt and implement proactive social media programs, particularly Twitter
- I-Lab – develop and implement innovative and sustainable ideas that foster progressive changes in design projects, processes, and methodologies.

Regional Planning (DRP)
Richard Bruckner, Director
(Visited August 13, 2015)

Major quality and productivity challenges and opportunities:
- Expand In-House Expertise and Retain Talent. DRP planners work in an ever changing environment and land use planning has become a multi-discipline profession involving topics such as historic preservation, public health, environment, and urban design. The department is challenged in developing in-house expertise in these areas to handle complex projects. In addition, as the economy recovers, the department will need to compete with private industries and other jurisdictions for talent. The department will respond to the challenge with the establishment of a Learning Academy and review salaries among similar jurisdictions to ensure we remain compatible
- Need Quality Workspace/Technology at Field Offices. Currently, DRP Field Offices provide services from leased spaces at DPW building safety offices. Workspace is limited and outside of the department's control when seeking technology improvements to enhance customer services. This physical constraint also prevents the department from expanding services at field locations that are more convenient to customers

Actions taken to improve quality and productivity:

- <u>General Plan Update and other adopted plans</u>. These plans provide the regulatory tools and clear development framework for the unincorporated areas. The department creates user-friendly GIS layers for the adopted plans to inform the public of the new land use policies

- <u>EPIC-LA Implementation</u>. The department is preparing for the Electronic Permitting and Inspections County of Los Angeles (EPIC-LA) project to go live in November 2015. EPIC-LA provides the much needed technology platform for DRP to pursue additional customer service improvement initiatives such as electronic plan review, file digitization/storage/retrieval, efficient public notification and subscriptions of information

- EPIC-LA will be a great management tool for the department administration to view real-time data, such as department revenue, project review time, and staff workload. It will also allow customers to follow and monitor their project status

- <u>Strategic Plan 2015-2020</u>. The department's Strategic Plan identifies mission, vision, goals, objectives, and actions, and provides clear guidance for future DRP operation. The Plan also includes Board priorities such as the Los Angeles County Sustainability Program framework and regional one-stop center

Best practices that could be shared with other departments:

- <u>EPIC-LA</u>. EPIC-LA has the capacity and applicability for the County's other land management departments. The following County Departments have approached the department to discuss potential integration: Public Works, Beaches and Harbors, Fire, Agricultural Commissioners/Weights and Measures, and Animal Care and Control

- <u>Geographic Information System (GIS)</u>. The department continues to provide exemplary GIS consulting service to other County agencies such as the Departments of Animal Care and Control, Agricultural Commissioner Weights & Measures, Beaches and Harbors, Chief Executive Office, District Attorney, Military and Veterans Affairs, and Superior Court

> *"Productivity depends on many factors, including our workforce's knowledge and skills and the quantity and quality of the capital, technology, and infrastructure that they have to work with."*
>
> **Janet Yellen**

The 29th Annual
Productivity and Quality Awards
October 21, 2015

CHAMPIONS FOR CHANGE

Together we make a difference

County of Los Angeles Board of Supervisors
Chief Executive Office
Quality and Productivity Commission

*T*he Quality and Productivity Commission is committed to promoting and sharing best practices in the County.

An important part of this commitment is the annual **Productivity and Quality Awards program (PQA)**. Each year, County departments submit their best projects to compete for a Top Award. The Commission honors the department heads, managers and employees who play a key role in designing and implementing their creative projects at the PQA awards luncheon.

The County of Los Angeles Quality and Productivity Commission's 29th Annual Productivity and Quality Awards Program, *"Champions for Change: Together We Make a Difference"* was held on October 21st at the Grand Hall of the Dorothy Chandler Pavilion. Supervisors Antonovich, Solis, and Kuehl, Chief Executive Officer Sachi A. Hamai, and the Quality and Productivity Commission joined together to honor award winners. Over 500 County employees attended the event. Rick Garcia, Anchor for KCBS/KCAL, was this year's emcee. Rick's enthusiastic personality, professional manner, and unique ability to make each awardee feel special contributed to the overall success of the awards program.

The 56 exceptional projects demonstrate new and better ways of serving the public in Los Angeles County. This year, the departments reported an estimated total of over $75 million in cost benefits. Service excellence and cost efficiencies continue to grow through the dedication and hard work of our County managers and employees. Their efforts help ensure the delivery of needed services.

*T*he Commission's top three awards, the "Gold," "Silver," and "Bronze" Eagle Awards are selected from the Top Ten winners. Selection criteria include innovation, teamwork, collaboration, service enhancement, cost savings, cost avoidance or revenue generation. These best practices serve as examples of creative solutions to universal problems.

Gold Eagle Award Winner
Mega $$$! Grants to Grow a Healthy County
Public Health with Public Works, Parks and Recreation, Regional Planning, Arts Commission, and Internal Services

*I*n 2012, the Board of Supervisors directed County departments to collaborate to design public and private facilities which encourage such outdoor physical activities as walking, bicycling and the use of public transit. They were also tasked with an implementation program and identifying potential funding mechanisms. The Healthy Design Workgroup (HDW) was created to serve this role and the interdepartmental HDW Grants Subcommittee was launched. To support the County Strategic Plan, the Grants Subcommittee works to maximize effectiveness of the grant development and implementation across departments, increase funding for healthy design plans and projects, and address health and mobility issues in high-need unincorporated County communities.

This innovative 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 submitted seven grant applications and brought in $4.7 million for the development and implementation of infrastructure improvements and community plans that encourage outdoor physical activities, such as walking and biking, as well as parks- and transit-oriented developments.

Silver Eagle Award Winner
Predicting Prosperity: It's Just Analytical
Child Support Services

*H*ow does the nation's largest locally operated child support program implement advancements in technology to improve overall effectiveness, maximize staff resources, and increase collections distributed to vulnerable children and families? The answer is both simple as well as complex.

The Department utilizes a highly sophisticated predictive analytics model to forecast the outcomes of child support cases when they are first opened. The analytic protocol scores each case based upon pre-determined criteria that have proven to correspond to the likelihood of securing regular payments. Maximizing this predictive analytic capability, the department has changed their basic business model to assign case managers to caseloads that are focused on a particular attribute. As a result, the department is able to focus and allocate staff resources based upon case type and need. Within the first 12 months of implementation, a team of nine employees collected $2 million dollars for fragile families on previously non-paying cases. They are optimizing performance through a specifically tailored case management model that has the potential for countywide transference to improve effectiveness, efficiency, and customer service across a variety of public sector service delivery programs.

Bronze Eagle Award Winner
Inmate Care Services Project
Health Services with Sheriff's Department

*T*he Inmate Care Services Project is a collaborative effort between the Los Angeles County Department of Health Services, the Los Angeles County Sheriff's Department's Medical Services Bureau and the University of Southern California.

The overarching themes of this partnership have been to improve access to specialty care, quality of care, coordination and communication; to provide care coordination resources to aid in case management for patients with complex medical needs; to increase the quality of services provided to jail patients; to increase onsite medical services within the Los Angeles County Jail system; to reduce the number of unnecessary transfers out of the jail setting; to reduce unnecessary outpatient specialty care visits at LAC+USC Medical Center (LAC+USC); to reduce emergency department visits by enhancing existing resources; and, to direct as much inpatient care as possible to the Jail Ward at LAC+USC.

The program started in July 2013 with an on-site urgent care unit at Twin Towers Correctional Facility, and additional services have been, and continue to be, phased in.

Top Ten Award Winner
Managed Print Services (MPS)
Chief Information Office with Internal Services

*T*he purpose of the Managed Print Services Initiative was to optimize countywide print operations using industry best practices, and reduce the cost of printing by eliminating capital purchases and leasing print equipment instead, including the costs for printer consumables, maintenance and support into a set price per page.

Through a competitive RFP process, CIO brought in the Print Operations Group, specialists with proven expertise to provide assistance. Key steps in this process included gathering information of the current printer inventory, mapping printer locations on floor plans, capturing user requirements, preparing proposed-state design plans, and gaining the department's approval of the design plan.
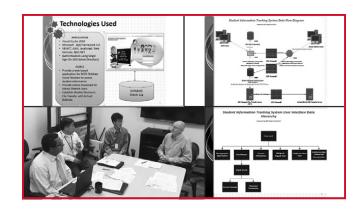

The cost savings are expected to significantly surpass the original projection of $9.7 million annually.

Top Ten Award Winner
Student Information Tracking System (SITS)
Children and Family Services

*T*he Department of Children and Family Services (DCFS) Student Information Tracking System (SITS) is a comprehensive web-based application that was built in-house to enable school based social workers to efficiently retrieve and view student education information in real time, and to allow the department to share information with school districts.

The SITS system was designed to display past and current enrollment and academic performance, attendance, and standardized test scores for foster youth and viewable by the social worker and began in November 2012 with 1,200 youth. The system has since grown to include academic, attendance and standardized testing for 8,400 youth, nearly 40% of the school age population in DCFS, with further expansion continuing. This also has the added benefit of allowing schools to accurately identify who their population of foster youth is, and to provide enhanced education support services to these youth.

Top Ten Award Winner
A Brighter Future: Combatting Foster Youth Identity Theft
Consumer and Business Affairs with Children and Family Services and Probation

Foster children have long been a prime target for identity thieves as their personal identifying information passes through many hands as they move through the system. Often, the crime can remain undiscovered for several years. Moreover, former foster youth often do not have a support system to help them resolve such problems, and experience difficulty renting an apartment, getting a student loan, or finding a job. Sometimes, the suspected identity thief is the foster youth's own family member or foster parents, which creates reluctance on the part of the foster youth to file a police report.

In 2006, California enacted a law intended to clear foster children's credit reports before they left the system. Seeing a pressing need amidst the delayed implementation of the law, the Department of Consumer and Business Affairs in partnership with the Department of Children and Family Services and the Department of Probation developed a Foster Youth Identity Theft Program to achieve the law's intent. The Departments have successfully run credit reports on behalf of over 7,000 foster children to clear all negative reporting from the credit reports of hundreds of youths, and to outreach to the affected population to prevent future fraud.

Top Ten Award Winner
IMHT: Reducing Risk for Homeless Early Death
Mental Health

Individuals with a serious mental illness on average die 25 years earlier than individuals without a mental illness primarily due to physical health issues. Those who are chronically homeless with a mental illness, medical condition, and often a substance use condition are especially at high risk. To address the needs of this highly vulnerable population, the Los Angeles County Department of Mental Health developed an innovative mobile health team model that provided integrated health, mental health and substance use services through a mental health partnership with substance use programs and Federally Qualified Health Centers.

Made possible with innovation- focused funding from the voter-approved Mental Health Services Act, the Integrated Mobile Health Team model was not only able to achieve reductions in mental health, physical health and substance use symptoms, but also reduced homelessness, incarcerations and emergency room visits. Even though IMHT providers served the most mentally and physically ill clients, they were able to achieve great improvements in the health status of clients.

Top Ten Award Winner
Una Mente, Una Vida: One Mind, One Life
Mental Health with Univision 34

*S*panish-speaking constituents continue to be the largest under-represented ethnic population for receiving mental health services in Los Angeles County. Distrust of government adds to the difficulty of reaching this population. A partnership between the Los Angeles County Department of Mental Health (LACDMH) and Univision has educated and brought mental health awareness to Spanish-speaking communities in Southern California who we have never been able to reach in the past and who may have suffered with lifelong unnecessary symptoms and traumas related to having a diagnosis of mental illness.

Univision's Una Mente, Una Vida segments share real stories about real people, and allow viewers to better understand what mental health is and how it affects every person in every community. Putting a face on the

problems of mental health by sharing personal stories helps combat the stigma and discrimination of having a mental health diagnosis. By "getting the word out" via a trusted television channel, the LACDMH was able to reach a large number of Spanish-speaking residents with information about mental health services and programs available to them.

Top Ten Award Winner
Women's Veterans Program
Military and Veterans Affairs with Board of Supervisors First District, Human Resources, Public Library, Mental Health, and Public Social Services

*T*he Department of Military and Veterans Affairs, Federal, State, County and City agencies, as well as 50 nonprofit and veteran's service organizations help women veterans reintegrate from combat to the community. A series of 12 monthly seminars were facilitated by subject matter experts targeting topics unique to women veterans and linking them to services.

Using best practices described in the California Department of Veterans Affairs and the County Veterans Officers Strategic Partnership we: seek women who served or currently serve in the U. S. Armed Forces; enlist women's and veterans organizations to participate; and engage women veterans to discuss, debate and decide issues, and topics for the seminars.

Results include filing of 262 disability claims with retroactive compensation estimated at $80,000 per veteran, over 200 referrals to partner agencies, and 81 referrals for section 8 HUD vouchers for temporary and permanent housing. Together, they have connected 3,000 women veterans to resources through social media.

Top Ten Award Winner
24-7 Virtual Library
Public Library

Just a few years ago, customers wanting to use County Public Library resources still had no choice but to make a physical trip to one of their facilities. Whether they wanted to check out materials, place a hold on a soon-to-be-published item, get assistance for their children's homework, join a local book club, obtain basic tax information, or find out how to become a citizen, almost everything required an in-person visit.

Today, just about the entire service delivery system is online. What the department proudly calls their "24-7 Virtual Library" officially became, in effect, their highest circulating library with 785,000 visits during Fiscal Year 2013-2014. Efficiency has improved since patrons now handle services previously requiring library staff. This includes browsing the catalogue, downloading eBooks, eMagazines, audiobooks, streaming videos,

and music; taking advantage of online learning and research opportunities; identifying fun programming for patrons of all ages; and settling past due accounts. The 24-7 Virtual Library also includes free Internet access and WiFi usage for library patrons, which is especially popular since it is available regardless of whether a patron's community library is actually open.

> *"All things will be produced in superior quantity and quality, and with greater ease, when each man works at a single occupation, in accordance with his natural gifts, and at the right moment, without meddling with anything else."*
>
> **Plato**

Changemaker Award
Novel Program Improves HIV Care and Prevention
Public Health with Commission on HIV

*S*uccessful management of human immunodeficiency virus (HIV), the disease that causes AIDS, requires that people living with HIV are in continuous care and take their HIV medication as prescribed. This results in lower (suppressed) amounts of HIV virus in their bodies, better health and increased longevity. It also reduces new infections, as people with HIV who have suppressed HIV virus are less likely to spread it to their partners.

To improve the health of people living with HIV and reduce the spread of the virus, the Los Angeles County Department of Public Health's Division of HIV, and Sexually Transmitted Disease Programs and the County of Los Angeles Commission of HIV developed Medical Care Coordination (MCC), an innovative program that improves engagement in HIV
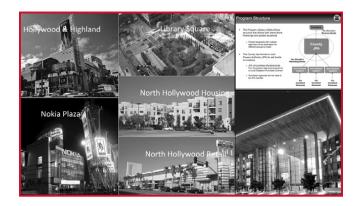
medical care by integrating medical and non-medical support services. Preliminary 12-month evaluation data shows that MCC is effective at keeping HIV patients in medical care, increases the proportion of this population with suppressed HIV virus, and helps achieve the 2015 targets established by the White House in the 2010 National HIV/AIDS Strategy. In addition, MCC streamlines service delivery, and promotes intergovernmental collaboration.

Commissioners' Legacy Award
Redevelopment Bond Refunding Program
Treasurer and Tax Collector

*T*he Treasurer and Tax Collector formed its Redevelopment Bond Refunding Program (Program) in January 2013 as a response to State legislation that permanently dissolved redevelopment agencies (RDAs). Since their formation in 1945, RDAs grew substantially in size and claimed over $4 billion of annual property tax revenue by 2011. To leverage this revenue stream, the former RDAs also issued more than $15 billion of long-term bonds. Following dissolution, it was widely assumed that none of this debt would ever be considered eligible for a potential refinancing. Moody's promptly downgraded all ratings on redevelopment credits and any bond refunding seemed out of the question.

The Treasurer was undeterred by this consensus view and formed its program to assist the former RDAs in refinancing outstanding bonds. Since its inception, the

Program has refunded $620 million of bonds on behalf of nine former RDAs. These refunds will provide local taxing entities, including the County, with $166 million of new property tax revenue that otherwise would have gone to Wall Street bond investors. Moreover, the Program has served as a model throughout California and helped spur more than $4 billion of redevelopment bond refunds over the past two years.

County Image Enhancement Award
Using Art to Create a Healing Environment
Health Services

*T*he new Harbor-UCLA Surgery-Emergency (S/E) Department Building was designed, built, and opened on April 20, 2014. Believing there is a positive effect in the health and healing of patients treated in a warm and beautiful environment, a goal was made to collect visually appealing art to adorn the walls of the emergency and operating rooms in our new 3-story S/E building. With no available funding, a team of volunteer artists, nurses, physicians, and administrators created a working committee to begin collecting images from local artists, and also to develop a process by which staff and community leaders could donate to funding.

Working with the LA Biomedical Research Institute at Harbor-UCLA (LABioMed) to manage the funds, over $200,000 of donated art was collected from over 150 staff and local artists, with a large mural to anchor the entrance. Over 400 paintings were printed and mounted in every floor, including nine large canvases in the entryway. Each patient room has a piece of art and the courtyard was improved with environmental grass and custom tiles printed with artwork from local children mounted on the planters. This amazing partnership will have an enriching and priceless impact to the community for many generations to come.

Creative Application of Technology Award
DA Cyber Investigation Response Team
District Attorney with Chief Information Office and Internal Services

*I*n the 21st Century, almost every intimate detail of our lives (personal, financial, and medical) is contained on electronic media. While the County has been able to successfully use this information technology to improve services for our residents and employees, this vast trove of data is a constant temptation for hackers and data thieves. Cyber-attacks can interrupt services, lead to identity theft and fraud, diminish public trust, and subject the County to enormous civil and regulatory liability.

While the County has a mature and effective cyber incident response protocol, the evolving threats to our systems, coupled with the burgeoning liability associated with any data breach, call for innovative approaches. The DA Cyber Investigation Response Team is a pioneering approach that contributes the expertise and unique capabilities of the District Attorney's High Technology Crime Division to the task of defending the County's information assets. Stopping a cyber-attack before it can infiltrate our systems prevents a single breach; locating and prosecuting the attacker prevents future attacks by removing that threat, and deterring others.

Customer Service Award
24-7 Virtual Library
Public Library

*J*ust a few years ago, customers wanting to use County Public Library resources still had no choice but to make a physical trip to one of their facilities. Whether they wanted to check out materials, place a hold on a soon-to-be-published item, get assistance for their children's homework, join a local book club, obtain basic tax information, or find out how to become a citizen, almost everything required an in-person visit.

Today, just about the entire service delivery system is online. What the department proudly calls their "24-7 Virtual Library" officially became, in effect, their highest circulating library with 785,000 visits during Fiscal Year 2013-2014. Efficiency has improved since patrons now handle services previously requiring library staff.
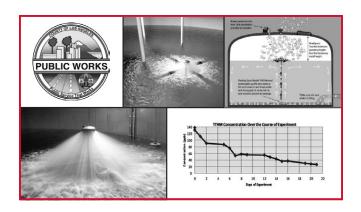
This includes browsing the catalogue, downloading eBooks, eMagazines, audiobooks, streaming videos, and music; taking advantage of online learning and research opportunities; identifying fun programming for patrons of all ages; and settling past due accounts. The 24-7 Virtual Library also includes free Internet access and WiFi usage for library patrons, which is especially popular since it is available regardless of whether a patron's community library is actually open.

Mega Million Dollar Award
Water Districts Monitor What's in Your Water
Public Works

*T*he use of chlorine to disinfect water produces disinfection byproducts such as Total Trihalomethanes (TTHM). People who drink water containing TTHM in excess of the drinking water standard over many years can experience liver, kidney, or central nervous system problems and increased risk of cancer. The U.S. Environmental Protection Agency set the standard for TTHM at 80 parts per billion.

To meet the standard, the Los Angeles County Waterworks Districts (LACWD) conducted a pilot study to reduce TTHM using the new aeration innovative technology. The aeration technology uses unique characteristics of TTHM, i.e., volatile organic chemicals. This aeration system was installed in a tank located at the end of the system in Palmdale, California where the highest potential for TTHM exists. Through this pilot study, LACWD was able to reduce the concentration by 80 percent in 20 days. This pilot study successfully demonstrated the effectiveness in removing TTHM through a sustainable and cost-effective technology, saving the County over $17.5 million dollars.

Outstanding Teamwork Award
CAMS – Improving Client Case Management
Treasurer and Tax Collector with Mental Health, Medical Examiner-Coroner and County Counsel

*T*he Treasurer and Tax Collector/Public Administrator (PA) and the Department of Mental Health/Public Guardian (PG) provide critical services to a special population of County constituents that are unable to care for themselves. The PA serves as estate administrator for deceased citizens' estates where no family or authorized individual is available and/or willing to do so. The PG provides care for elderly, disabled conservatees, and mentally disordered criminal offenders.

The County departments involved in their care must accurately track over 40,000 cases and over $140 million in financial transactions. For the past 30 years, the PA and PG used an aging mainframe system to man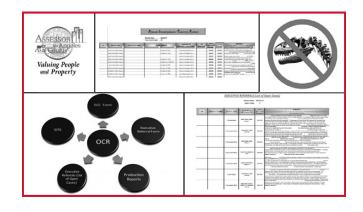age these cases. The system had become outdated and increasingly constrained the PA's and PG's mission to provide effective service to their clients. Based on input from County Counsel, the Medical Examiner-Coroner, and the DHS/Morgue, staff from the PA and PG collaborated on the development of the Client and Asset Management System (CAMS). CAMS is a 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.

Performance Measurement Award
Special Investigations' Tracking System (SITS)
Assessor

*T*he Special Investigations' Tracking System (SITS) was developed to improve how cases are created and monitored by the Special Investigations Unit of the Assessor's Office (SIU). Prior to its creation, multiple forms were completed to document the details of each case via handwritten entries. Some of the same information would be handwritten onto multiple forms and then be data entered into a limited-access case tracking system called AS400. Additionally, analytical reports could only be extracted from AS400 with the assistance of the Information Technology Section.

SITS eliminated data entry redundancies and significantly improved case monitoring capabilities. With SITS, information entered into its database is linked a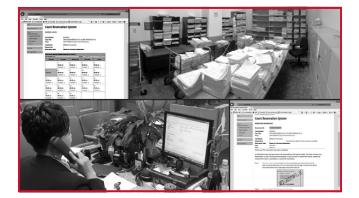utomatically to the digital version of forms that previously required handwritten entries. Unlike AS400, SITS allows all users to view the status of cases in real time and customize searches in various ways, such as taxpayer name, date received, date closed, number of days open, source of inquiry, and remarks. SITS has provided greater productivity, efficient generation of reports, improved accuracy, and transparency to the cases handled by SIU. Access is available to the entire Department.

Productivity Enhancement Award
Court Reservation System
Los Angeles Superior Court

*T*he Court Reservation System (CAS) allows parties with a case assigned to a participating civil courtroom 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 traveling to the courthouse. Fees are paid online, which decreases time spent at the filing window, and are nonrefundable, which ensures required fees are paid, and decreases the likelihood that hearings are reserved as "place holders," only to be canceled later.

CAS eliminates the need to speak directly with courtroom staff to reserve a hearing date, while maintaining control over the number and types of motions set each day. The ability to reserve, reschedule, or cancel reservations through CAS has proven to be

a tremendous timesaver for court staff and the public, providing the advantage of 24 hour access, seven days per week. Not only can users access CAS at any time, but they can view available dates immediately, reserve the date, and use email confirmation to save that date to their appointment calendars. All this is done while courtroom staff performs other work because they are freed from the interruption of telephone calls to set motions.

> *"Almost all quality improvement comes via simplification of design, manufacturing... layout, processes, and procedures."*
>
> **Tom Peters**

2015 Commission Chair Leadership Award

Sheryl L. Spiller
Director, Department of Public Social Services

*E*ach year, the Commission recognizes a leader within the County. This individual is a Department Head who leads by example and carries out the mission and vision of our organization. This year's recipient is **Sheryl L. Spiller**, Director of the Department of Public Social Services (DPSS).

Sheryl started out in an entry-level, clerical position and worked her way up the ladder to Director of Public Social Services. Along the way, she earned an Undergraduate degree in organizational behavior and a Master's degree in Human Resources from the University of San Francisco.

She brought a new vision and innovative technology to the DPSS team of more than 13,600 employees. The department's $3.9 billion dollar budget matches the 2016 budget of the state of Delaware.

Public Social Services collaborated with the Auditor-Controller and Internal Services on the "Mileage Authorization and Reimbursement System." MARS earned the Gold Eagle Award last year. DPSS also received the Gold Eagle in 2012 for the "Data Mining Project," an exemplarily collaboration with the CIO, CEO, District Attorney and County Counsel.

Congratulations to Sheryl on a well-deserved recognition!

Sheryl Spiller*, Director, Department of Public Social Services (left),* **Rodney Gibson,** *Chair, Quality and Productivity Commission (right)*

> *"Words are not enough to express my gratitude to the Commission for recognizing the achievements in the Department of Public Social Services. I am humbled and grateful to be presented with the Chair Leadership Award."*
>
> **Sheryl Spiller**

Jennifer Coultas
Child Support Services

Selection of the "Productivity Manager of the Year" is based on participation in the Commission's programs, promotion of quality and productivity within the individual's department and across the County, and demonstrated leadership within the Quality and Productivity Managers Network.

The Commission selected **Jennifer Coultas**, Productivity Manager from the Child Support Services Department, as the ***2015 Productivity Manager of the Year***.

Appointed in 2008, Jennifer quickly took on leadership roles in the network; serving as PQA Co-Chair in 2009 and 2010, and 1st Vice-Chair in 2011. She took on the duties of Network Chair in 2012 and 2013; Co-Chair in 2014; and is again the current Chair of the Productivity Managers Network.

She is an accomplished Attorney with the Child Support Services Department. Her savvy leadership skills recently guided the department to a successful productivity investment fund proposal, and numerous PQA honors, including Special Merit and Top Ten awards.

Jennifer Coultas efficiently manages a demanding workload with her Volunteer service as Chair of the Productivity Managers Network. She re-energized the network's "mentor program," and added inspirational, career-building videos to the quarterly, network meetings.

Congratulations to Jennifer on a well-deserved recognition!

Rodney Gibson, *Chair, Quality and Productivity Commission (left)***, Jennifer Coultas,** *Child Support Services (right)*

*T*he Quality and Productivity Managers' Network is made up of employees from each County department who are appointed as Quality and Productivity Managers by their department heads. The Network is led by an Executive Committee composed of a Chair or Co-Chairs, Vice-Chairs, and Committee Chairs. The Executive Committee is elected by the membership.

Members serve voluntarily on the following committees: Productivity and Quality Awards, Productivity Investment Fund, Department Visit, Promotion, Executive Committee, and Education and Training.

2015 Executive Committee

Jennifer Coultas
Chair
Child Support Services

Kumar Menon
1st Vice Chair
Mental Health

Kirk Shelton
2nd Vice Chair
Consumer Affairs

Susan Linschoten
Chair
PIB Advisory Committee
Auditor-Controller

Stephanie Maxberry
Executive Advisor
Community and Senior Services

Catherine Mak
Training and Education Co-Chair
Public Health

Elisa Vasquez
PQA Co-Chair
Community Development Commission/
Housing Authority

Elizabeth Mendez
PQA Co-Chair
Parks & Recreation

Message from the Chair of the Productivity Managers' Network

Jennifer Coultas
PMN Chair

*I*t has been my honor to work with the Quality and Productivity Managers' Network (Network) in 2015. I would like to extend my special thanks to the Network Managers for their ongoing enthusiasm, support, and dedication to improving productivity through innovation and collaboration. The Network Managers truly epitomize the very best in public sector leadership, with a focus upon individual growth and education that is carried forward to their respective departments, to further improve the lives of the residents of Los Angeles County.

The Network, working closely with the Commission, continues its commitment to finding ways to increase efficiency while ensuring the continued delivery of quality services to the residents of Los Angeles County. The Productivity Managers' met several times in 2015 and were hosted by Internal Services, The Museum of Art, Beaches and Harbors, and the Sheriff. We focused on leadership development as well as other topics, including: submission of investment fund projects, shared practices, productivity awards applications, efficiency projects, and quality improvement.

The 29th Annual Productivity and Quality Awards ceremony was a highly successful Commission and Network partnership. Elizabeth Mendez (Parks and Recreation) and Elisa Vasquez (Community Development Commission/Housing Authority) Co-Chaired this stellar event. The theme, "Champions for Change," recognized innovative projects that continue to raise the bar in excellence and service delivery to Los Angeles County residents.

The Managers' Network elected another solid slate of energetic Executive Committee members for 2016. Congratulations to our newly elected officers:

- Chair – Kumar Menon
- Executive Advisor – Stephanie S. Maxberry
- 1st Vice Chair – Jennifer Coultas
- 2nd Vice-Chair – Catherine Mak
- Chair, Productivity Investment Board Advisory Committee – Susan Linschoten
- PQA Co-Chairs – Elizabeth Mendez and Elisa Vasquez
- Training and Education Co-Chairs – Phil Rocha and Caroline Torosis

Additionally, we would like to acknowledge the continuing support of the Quality and Productivity Commission, under the leadership of its Commission Chair, Rod Gibson, and Network Advisors, Commissioners Evelyn Gutierrez and Shawn Landres. Finally, we also wish to provide a special thank you to the always helpful Commission staff, Victoria Pipkin-Lane, Mary Savinar, and Laura Perez.

The Network will continue to work in partnership with the Quality and Productivity Commission to fulfill the County's strategic goals in 2016.

Jennifer A. Coultas

Jennifer Coultas
Chair, Productivity Managers' Network
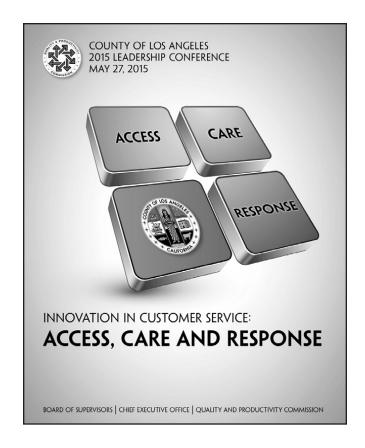
*T*he Quality and Productivity Commission hosted the 13th Annual Commissioners' Leadership Conference, *"Innovation in Customer Service: Access, Care and Response"* at the Music Center on May 27, 2015.

This year's conference was aimed at promoting innovation and effectiveness in customer service to Los Angeles County residents, employees, and diverse communities.

Commissioners, department heads and managers, were welcomed by Commission **Chair Rodney Gibson**, **Committee Chair Edward McIntyre**, and **Supervisors Antonovich and Kuehl**. They were followed by the speakers below:

- **Sheryl L. Spiller, Director, Public Social Services and Margaret Donnellan Todd, County Librarian** – New Ideas Panel. Sheryl and Margaret spoke about new programs that have been implemented in their respective departments and how successful they have been.

- *John Naimo, Auditor-Controller,* spoke on MARS– Out of This World! He provided information on the process that brought MARS from idea to reality and from design to implementation. MARS has greatly improved an important, Countywide process, but the system needed collaboration and teamwork to conduct the testing phase.

- *Tad Funahashi, M.D., Chief Innovation and Transformation Officer and Assistant Regional Medical Director, and Kris Dagger, MHA, Acting Managing Director of Health Innovation, of Kaiser Permanente Southern California Region* spoke on Transforming Customer Service. They spoke extensively on creating new delivery care models and customer service improvements at Kaiser Permanente.

- *Dr. Mitchell Katz, Director, Department of Health Services,* spoke on eConsult. eConsult is a successful program that uses technology to revolutionize the relationship between physicians and patients.

- *Sachi A. Hamai, Chief Executive Officer,* spoke on Holistic Customer Service. She is a champion of good customer service and providing the public with easy access to quality information and services.

- *Commissioner Edward McIntyre* served as Master of Ceremonies, **Reverend Fr. Marcos J. Gonzalez of St. John Chrysostom Church**, delivered the Invocation, and *Ruth A. Wong, Brigadier General, U.S. Air Force (Retired),* Director, Department of Military and Veterans Affairs, led the audience in the Pledge of Allegiance.

The Quality and Productivity Commission thanks the department heads, managers, and County commissions for their continuing efforts to effectively use *"Innovation in Customer Service: Access, Care and Response"* in their quest to provide efficient and high quality services for the residents of the County of Los Angeles.

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

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

- Using available technology in new ways
- Leveraging private sector business practices
- Collaborating to deliver improved services
- Creating new ways to deliver services
- Telling our story

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

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

County of Los Angeles Chief Executive Office
Quality and Productivity Commission

Shared Practices
2015 Report

CATEGORIES	
	Using Available Technology
	Leveraging Private Sector Practices
	Collaboration
	New Ways to Deliver Service
	Telling our Story

J. Shawn Landres, Ph.D.
Chair

New leadership and a charge from the Commission Chair to lead the process to update the Commission's Strategic Plan were major highlights of a productive year for the Strategic Foresight Working Group (SFWG). Commissioner Landres and SFWG Commissioners met early in the year to map out a timeline and goals.

The first milestone was an offsite Strategic Planning Retreat, held at the Eaton Canyon Nature Center in Alhambra. Certified facilitator Joshua Avedon donated his services and led Commissioners in the all-day discussion. The opening segment featured former Chairs of the Commission, who shared their accomplishments, challenges and how they navigated around them, as well as any "unfulfilled" goals. It was a walk down memory lane and an historical view of the Commission.

A review of the ordinance, including the guiding principles establishing the Quality and Productivity Commission, was held prior to the first breakout session. Facilitator Avedon employed a "World Café" process for the sessions whereby Commissioners rotated from table-to-table, giving input on different subjects.

The outcome: A 4-year Strategic Plan with a vision to foster "a creative and collaborative County culture of continual improvement that yields ever-more productive, efficient and effective services to enrich lives." The Commission formally approved the updated Strategic Plan on December 14, 2015.

Other activities on the SFWG agenda included an informative presentation on innovation in the workplace from Bob Stone, Performance Advisor to Rick Cole, Deputy Mayor for Budget and Innovation, City of Los Angeles.

The Committee also reviewed a variety of information on autonomous vehicles and shared-use mobility as a result of a Department Visit to the Los Angeles County Museum of Art (LACMA). During the visit, extensive discussion was held on the future parking needs at County facilities in light of advances in automotive technology, such as the development of autonomous vehicles. The SFWG will continue to monitor developments in this area.

The Strategic Foresight Working Group is focused on bringing to the County family innovative and emerging trends, which improve the quality and efficiency of public services. Committee members use their expertise from the private sector to inform decision making and champion new ideas.

On the horizon for the SFWG is consideration of a name change to better reflect its vision and responsibilities.

Office of the Commission

The Quality and Productivity Executive Staff provide central support and coordination through the Chief Executive Office for the many activities of the Commission. Executive Director, Victoria Pipkin-Lane, Program Manager, Mary Savinar, and Program Specialist, Laura Perez, carry out day-to-day operations, coordinate activities, and respond to the requirements and direction of the Commission.

As part of a continuing tripartite relationship between the Board of Supervisors, the Chief Executive Office, and the Quality and Productivity Commission, the Chief Executive Office furnishes the Commission with a fully-staffed office on the fifth floor of the Kenneth Hahn Hall of Administration. Conference rooms are also made available for Commission and Network business. Commissioners visiting the Civic Center on Commission business frequently use the office as a stopping-off place before, after, or between meetings.

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Executive Director
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Mary Savinar
Program Manager
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(213) 974-1390

Laura Perez
Program Support
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Chief Executive Office, Budget and Fiscal Services Staff

The Chief Executive Office, Budget and Fiscal Services provides support to the Commission by managing the Productivity Board loan/grant tracking system. The tracking system allows the Commission to input, track, revise, and report on loans and grants issued to County departments. They also maintain financial reports, withdrawals, and payment schedules and fund balance projection.

Brian Mahan
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Jacqueline Bui
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(213) 974-1138

Commission Chair Leadership Award Recipients
(past ten years)

Sheryl L. Spiller
Public Social Services • 2015

William T Fujioka
Chief Executive Office • 2014

Dean Logan
Registrar-Recorder/County Clerk • 2013

Jonathan E. Fielding, MD, MPH
Public Health • 2012

Cynthia Banks, Director
Community and Senior Services • 2011

Russ Guiney, Director
Parks and Recreation • 2010

Dennis Tafoya, Director
Office of Affirmative Action Compliance • 2009

Pastor Herrera, Jr., Director
Department of Consumer Affairs • 2008

Janice Y Fukai, Alternate Public Defender
Alternate Public Defender • 2007

P. Michael Freeman, Fire Chief
Fire Department • 2006

County of Los Angeles
Board of Supervisors

Hilda L. Solis
Supervisor, First District

Michael D. Antonovich
Mayor
Supervisor, Fifth District

Mark Ridley-Thomas
Supervisor, Second District

Sheila Kuehl
Supervisor, Third District

Don Knabe
Supervisor, Fourth District

Chief Executive Office

Sachi A. Hamai
Chief Executive Officer

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