

2019 ANNUAL REPORT



COUNTY OF LOS ANGELES
QUALITY AND PRODUCTIVITY COMMISSION



County of Los Angeles Quality and Productivity Commission



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1st Vice Chair



Huasha Liu
2nd Vice Chair



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Executive Director



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Program Manager



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Program Support

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MESSAGE FROM THE CHAIR

Truly sustainable innovation is never a solo effort. That is why the Quality and Productivity Commission is proud to support and encourage County departments as they challenge conventions and collaborate for the common good.

Serving as Chair this past year alongside Vice Chairs Jacki Bacharach and Huasha Liu has been a great privilege. As 2019 closed, the Commission fielded its full complement of seventeen commissioners, each bringing renewed energy and insight toward advancing our shared vision of a creative and collaborative County culture of continual improvement that yields ever-more productive, efficient, and effective services to enrich lives.

This year, the Commission funded the County's first-ever Quality and Productivity Continuous Improvement Summit. Commissioners also developed two new collaborative initiatives, one to improve online required training and the other to streamline procurement. We continue to distill our learning: leadership development, operational collaboration, and mobile, remote, and virtual business processes are the featured trends in the Operational Trends Report (formerly Strategic Learning Report, see pages 9-11), based on data collected across all Commission activities.

In 2019, we visited 16 departments; topics ranged from process concerns, including how best to meet customer and stakeholders where they are, to implementation of policy priorities, such as addressing homelessness, expanding alternatives to incarceration, and sustainability. By mid-year we had completed the Performance Measurement and Data Sharing Capacity Building Challenge, awarding \$500,000 special Productivity Investment Fund (PIF) allocations to Internal Services, Public Health, Chief Executive Office, Children and Family Services and Workforce Development, Aging & Community Services departments. These



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innovation
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a solo effort.**

J. Shawn Landres, Ph.D.

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complemented numerous other PIF investments throughout the year.

We co-hosted the 17th annual Leadership Conference (Government in Motion: The Evolving County Workplace), addressing telework and the needs and expectations of the 21st-century workforce, and the 33rd Productivity and Quality Awards (PQA) program, Empowering Innovative Solutions, which featured a new Special Award for community inclusion. 31 departments submitted 70 PQA entries signaling creativity and impact across the County. The 2019 Chair Leadership Award went to two extraordinary County leaders, outgoing CEO Sachi Hamai and Director of Personnel Lisa Garrett; together they symbolize the purpose, passion,

and professionalism that County employees bring to their work every day, employees whose perseverance and creativity—their innovations and aspirations to do better—inspire my continuing service.

As I conclude my service as Chair, I look forward to supporting our new Commission leaders, who will continue to advance our vision of inclusive and equitable collaboration and measurable impact.

J. Shawn Landres, Ph.D.
CHAIR

MESSAGE FROM THE EXECUTIVE DIRECTOR

The Board of Supervisors (Board) created the Productivity Advisory Committee in 1981, which eventually transformed into the Quality and Productivity Commission (Commission) in 1994. The Commission's purpose is to provide the Board, the Chief Executive Officer, and County departments with advice, information, and recommendations relating to productivity and quality of services in the County.

The Commission has developed a number of programs to support its mission: hosting the annual Leadership Conference to introduce new ideas; recognizing County innovation through the Productivity and Quality Awards (PQA) program; awarding loans and grants for creative projects from the Productivity Investment Fund; conducting Department Visits to understand departmental operations and priorities; and compiling an annual Shared Practices Report to highlight practices that solve complex problems, create financial benefits, and provide quality service.

On June 5, 2019, the Commission presented the 17th Annual Leadership Conference at the Music Center. The theme was *Government in Motion: The Evolving County Workplace*. The conference highlighted the future of work in the County and how it will empower an increasingly mobile workforce to improve services and extend impact. New technologies have changed the workplace and work is no longer limited to the confines of a cubicle; work happens everywhere and anywhere. Sachi Hamai, Chief Executive Officer, emphasized that "people are the key to innovation" and technology is a key fundamental driver in how we deliver services, and how we communicate in the workplace.

The Commission hosted the 33rd Annual PQA ceremony on October 16, 2019. The theme was *Empowering Innovative Solutions*. The winning projects helped the County avoid approximately \$170 million in annual costs, generate \$7 million in savings, and bring in \$243 million in revenue. We congratulate the following

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The Commission is committed to promoting productivity, innovation, and service excellence throughout the County.
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Jackie T. Guevarra



Eagle Award winners:

- Moving Families from the Hotline to a Helpline (Board of Supervisors, Executive Office (Office of Child Protection) with Children and Family Services, County Counsel, Mental Health, Registrar-Recorder/County Clerk, and University of Southern California, Suzanne Dworak-Peck School of Social Work) - A County program that ensures families are receiving child abuse prevention support services (Gold)
- Quality Academy: Building Capacity for Improvement (Health Services, LAC+USC Medical Center, Quality Management) - an academy that improves patient care through process improvements (Silver)
- Community Science: Of, For, and With Los Angeles County (Natural History Museum of Los Angeles County) – a project that discovered 43 new species that live in Los Angeles County (Bronze)

The Board set up the Productivity Investment Fund (PIF) to nurture and support creative and innovative projects to improve the effectiveness of County service. The Commission manages the PIF and considers funding for projects or programs that improve productivity and quality,

and promote innovation. In 2019, the Commission awarded \$4.2 million in loans and grants to thirteen projects.

The Commission also visited sixteen County Departments in 2019. The intent is to understand County operations and priorities, assist departments toward realizing enhanced productivity, and identify issues and trends that may affect the quality, efficiency and effectiveness of County services.

The Commission is committed to promoting productivity, innovation, and service excellence throughout the County. During the past few years, two exceptional leaders presided over the Commission and the Productivity Managers Network (PMN). I am grateful for the extraordinary leadership of Shawn Landres, Commission Chair, and Jennifer Coultas, PMN Chair. They strongly promoted efficiency, quality and innovation, and were instrumental in the continued success of the Commission. Together, we are proud to serve the County!

Jackie T. Guevarra, CPA
EXECUTIVE DIRECTOR

Mission Statement and Strategic Goals

Commission History

T In 1981, the Board of Supervisors (Board) created an advisory committee to lead the way in carrying out a program of productivity improvement for the County of Los Angeles. The committee was formed to provide the Board, the Chief Executive Officer, and County departments with advice, information and recommendations about productivity and work measurements, and to introduce private sector expertise. Today, the Quality and Productivity Commission (Commission) is comprised of professionals with diverse backgrounds and expertise. The Commission focuses on the quality of services provided to the residents of the County, as well as productive delivery of those services.

Mission

To 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 20 Productivity Investment Fund proposals
 - Awarded 13 Productivity Investment Fund projects totaling \$2,564,175
- 2. It is the objective of the Commission to foster productivity and quality improvement through department visits.**
 - Conducted 16 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 33rd Annual Productivity and Quality Awards program demonstrating an estimated cost avoidance of \$101 million, estimated cost savings of \$32 million, and estimated revenue generation of \$12 million
 - Estimated PQA benefits cumulative total is \$5 billion dollars over 31 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 four Productivity Managers' Network (PMN) general membership and training sessions and two orientations for new Managers.
 - February 7 – PMN Orientation
 - February 20 – Zev Yaroslavsky Family Support Center
 - May 1 – Natural History Museum
 - August 7 – Evaluation at the Hacienda

Mission Statement and Strategic Goals

Heights Community Center

- November 6 – LAC+USC Medical Center
- November 20 – PMN Orientation

5. It is the objective of the Commission to share information, department practices, and ideas with County Commissioners and Managers.

- Sponsored the 17th Annual Leadership Conference, “Government In Motion: The Evolving County Workplace” providing a forum for County Leaders, Managers, and 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 Annual “Shared Practices Report” to the Supervisors, Department Heads, County Managers, and the Productivity Managers’ Network to showcase 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 three comprehensive e-newsletters highlighting programs and activities and spotlighting the Productivity Managers’ Network
- Published a 2018 Annual Report and distributed it to all County employees (approximately 70,000)
- 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 Fund awards and Productivity and Quality awards in the

Commission’s 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 16 department heads and staff
 - Shared interdepartmental challenges or areas of common interest
- Productivity Investment Board
 - Held four quarterly meetings
 - Reviewed 24 Productivity Investment Fund applications
 - Recommended funding for 13 Productivity Investment Fund projects
- Productivity and Quality Awards (PQA) Committee
 - Selected PQA nominated programs or projects that promote enhanced quality and productivity, generate county savings or enhance the County’s image
 - Conducted an annual evaluation of nominated programs or projects in search of the Top Ten Award winning programs
 - Conducted site visits and video taping of Top Ten Award programs
 - Sponsored the Commission’s Annual PQA Awards Luncheon and Board of Supervisors televised ceremonies
 - Promoted the annual PQA Award and Special Award Programs as Shared Practices and innovative projects
- Strategic Learning Committee
 - Researched potential partnerships to expand the Commission’s reach and opportunities to enhance quality and productivity
- Commissioners’ Leadership Conference Committee
 - Successfully planned and implemented the 2019 Commissioners’ Leadership Conference

Commissioners in Action



2019 OPERATIONAL TRENDS REPORT



The Strategic Learning Ad Hoc Committee (Committee) identifies issues and trends that may affect the quality and productivity of County services and ensures the Commission's commitment to ongoing learning and forward thinking. Its charge is to prepare a brief report with policy findings and recommendations related to productivity, based on annual distillation of learning from Department Visit Summaries; Productivity Investment Fund proposals and status reports; and submissions to the annual Productivity and Quality Awards program. Each year, the Committee gleans learning from these sources, as well as from the Leadership Conference and any special projects, including Board directives and reports.

Recognizing that trends and innovations across the County are at various stages of generation and implementation, the Committee categorizes QPC learning into three major phases - mature, current and emerging. A **mature trend** is one that has achieved countywide dissemination, with numerous pilots and scaling efforts well under way. A **current trend** is one that may be under broad discussion with a number of promising initiatives or interdepartmental collaborations

and potential to expand. An **emerging trend** is just that—a promising approach or model that the Committee has observed in more than one setting and is deserving of further exploration.

To identify and illustrate each finding, the Committee examined Departmental initiatives encountered by the Commission through its diverse programs.

Mature Trend: Leadership development across all levels of County employment

Leadership development, available Countywide to employees at all levels of employment, equips County employees to work more quickly, effectively, and collaboratively, and strengthens workforce development and succession planning; this is particularly important during unexpected crises. As the largest employer in Southern California, Los Angeles County must work towards attracting and retaining a talented workforce committed to providing public services. The County's Strategic Plan Goal III – Realize Tomorrow's Government Today directs the County to invest in tomorrow's workforce today and today's workforce for a better tomorrow. Specific goals include developing staff through high quality and multi-disciplinary training, developing effective managers and leaders, and effective succession planning.

- The Department of Human Resources developed the Executive Leadership Development Program, which is intended to enhance current and future leadership performance, prepare individuals to assume future leadership roles, and increase interdepartmental collaboration in support of the County's Strategic Plan;
- To diversify the Los Angeles County Museum of Art's (LACMA) leadership, the Museum initiated the LACMA Emerging Art Professionals (LEAP) Fellowship, a two-year paid program, which exposes

Operational Trends Report

students from historically underrepresented groups to a variety of leadership experiences at LACMA; and

- The Department of Health Services created the Quality Academy, a quality improvement (QI) training program that uses a unique evidence-based curriculum and has graduated over 175 staff of all levels from across the Department.

Current Trend: Operational collaboration to enable rapid and coordinated responses, whether to ongoing challenges or to emergent crises

Cross-departmental operational collaboration is increasingly important in an environment requiring a “no wrong door” approach to public problem-solving; the public expects the County to be an innovative, flexible, effective, and transparent partner focused on advancing the common good.

- The devastating November 2018 Woolsey Fire claimed numerous lives and destroyed nearly 2,000 structures – and the County’s coordinated, collaborative, and swift response by 20 departments demonstrated the County’s commitment to supporting the disaster survivors during a time of great loss and need;
- The ongoing homelessness crisis demands that departments like Mental Health (DMH) engage effectively with clients, families, first responders, and community-based organizations to better identify mental health issues and the resources available to them. Two such resources are the Homeless Outreach Mobile Engagement Team, which works directly with homeless individuals to provide them with services, and the Mental Evaluation Teams, a collaborative between DMH and law enforcement departments throughout the County, which are trained to deal with mental health-related cases; and
- The Department of Public Health’s response to the Hepatitis A outbreak involved a coordinated multi-pronged, multi-sector effort with various County and community partners. The Department’s efforts not

only saved significant dollars, but also potentially averted the loss of life.

Emerging Trend: Mobile, remote, and virtual business processes to expand customer service and achieve countywide sustainability goals

While telework and remote, mobile, and virtual business processes were identified as an emerging trend well before the COVID-19 pandemic crisis, the County’s capacity to execute beyond the limitations of in-person transactions has become all the more critical in 2020 as key to continuity of operations during the public health emergency. Beyond the crisis, these procedures and practices will remain key to reducing carbon emissions and enhancing engagement with stakeholders and customers.

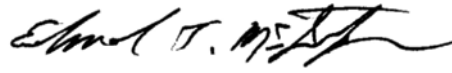
- The Board of Supervisors adopted the OurCounty Sustainability Plan (Plan) on August 2019. The Plan is a comprehensive and integrated approach to improving the environmental, economic, and social well-being of our communities so that they may thrive now and into the future. The Plan directly addresses the three E’s of sustainability: Environment, Economy, and Equity;
- The Food Donation and Food Waste Recycling Initiative by the Department of Public Works facilitates the donation of edible food and the collection and recycling of non-edible food waste. To-date the Department has recovered almost 30 tons of edible food and has recycled over 1,500 tons of food waste for a total of 900 metric tons of carbon dioxide equivalent of emissions;
- The Department of Parks and Recreation will use grant funds to launch a mobile recreation pilot project offering year-round recreational services to communities that currently are not served by recreational programs; and
- The Department of Regional Planning developed an in-house capacity in urban design in reviewing land use applications, which has already improved

Operational Trends Report

the quality of newly approved projects and will help ensure alignment with the County's newly adopted Sustainability Plan.

As the County pursues its Strategic Plan goal to realize tomorrow's government today, each of these three promising trends – leadership development; operational collaboration; and mobile, remote, and virtual processes – is evidence of improving quality and productivity

countywide in fulfillment of the County's continuing mission and advancement of the Board's core priorities.



Ed McIntyre

CHAIR, STRATEGIC LEARNING REPORT
AD HOC COMMITTEE

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As Chair of the Commission's Department Visit Ad Hoc Committee for the year, I commend all the achievements by each of the Departments through its forward thinking, commitment for excellence, innovation and creativity, initiatives in partnership, and stronger connections with the communities.

Huasha Liu, Chair 2019
Department Visit Ad Hoc Committee

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FUNDED ACTIVITIES DURING THE 2019 CALENDAR YEAR

Loans Approved:	\$1,330,000
Grants Approved:	\$1,234,175
Total Funds Awarded:	\$2,564,175



CHIEF EXECUTIVE OFFICE

HOMELESS INITIATIVE TECHNOLOGY
INNOVATION RFP

**(\$750,000 GRANT INCLUDING \$175,000 FROM
THE PERFORMANCE MEASUREMENT AND DATA
SHARING CAPACITY-BUILDING CHALLENGE
(PMDSCBC))**

The grant was used to seek innovative technology solutions in the areas of homeless service delivery, data sharing and analysis, customer empowerment, and operational effectiveness, that can enhance the County's administration of Measure H funding and service delivery to homeless families and individuals. The solutions will include a centralized customer portal, outcomes reporting and expenditure tracking, geomapping hub and resources, and customer-driven mobile digital services.



Los Angeles County
Department of Children
and Family Services

CHILDREN AND FAMILY SERVICES

TIME2CONNECT: A SCHEDULING TOOL
FOR FAMILY BONDING

**(\$330,000 GRANT INCLUDING \$75,000 FROM
THE PERFORMANCE MEASUREMENT AND DATA
SHARING CAPACITY-BUILDING CHALLENGE
(PMDSCBC))**

The grant was used to serve as a technological solution that would not only enable social workers to spend less time scheduling visits and more time meeting their families' other vital needs, but also facilitate more visits, ultimately resulting in increased reunifications and better outcomes for children.

The launch of the tool will streamline and improve visitation scheduling so that the process can be completed more efficiently and can be more easily standardized across the various office in the Department. The tool also will provide valuable data that could help social workers and court officers and make informed decisions about reunification.

Productivity Investment Fund Projects



DISTRICT ATTORNEY

ROBOTIC PROCESSING OF EXHIBIT DESTRUCTION NOTIFICATIONS (\$250,000 GRANT)

The grant was used to purchase software with artificial intelligence and machine learning capabilities to handle high-volume, repeatable tasks that previously required humans to perform. When a criminal trial is necessary, exhibits are submitted to the court and retained throughout the criminal trial and for a period thereafter. A statute allows the Court to destroy exhibits after appeals are final. When the Court intends to destroy exhibits, the Court sends the District Attorney's (DA) Office a Notice of Intent to Destroy Exhibits. The DA has 20 days to review the case, determine if the exhibits should be retained, and respond to the Court. If the Court does not receive a request from the District Attorney's Office to retain the exhibits are destroyed.

Many steps within the notification process are manual and repetitive, with considerable duplication of effort and susceptibility to human error. In this regard, the District Attorney is looking to implement an RPA tool, not only to automate manual work and repetitive tasks but to improve efficiency, increase accuracy, improve compliance, improve service quality, and decrease organizational risk.



FIRE

ADVANCED PROVIDER RESPONSE UNIT (APRU) PILOT PROGRAM (\$100,000 GRANT)

The grant was used to pilot a one-year program consisting of a mobile response vehicle with an Advanced Provider Nurse Practitioner or Physician Assistant and firefighter paramedic. The goal of the APRU is to respond to low acuity 9-1-1 calls, assess minor patients in the field, perform simple interventions, and re-direct patients to appropriate levels of care without the need for ambulance transport or an Emergency Room (ER) visit.

By performing these interventions in the field, the APRU can prevent the need to transport the patient to the hospital, which will reduce the burden on the County's critical safety net ER and emergency medical services resources while providing a better patient experience and connecting them with appropriate follow-up. The grant will procure a telemedicine platform needed for the APRU. The Department has also secured funding through Measure B for the APRU staffing and grant funding through the Federal Emergency Management Agency Assistance to Firefighters Grand Program for the vehicles.

Productivity Investment Fund Projects



FIRE

WORKING TO ENHANCE CARDIAC ARREST RESUSCITATION EFFECTIVENESS (WE CARE)
(\$205,000 GRANT)

The grant was used to fund the purchase of ten mechanical CPR devices capable of delivering high-quality CPR on the Department's Lifeguard Division rescue boats. During a cardiac arrest continuous, high-quality chest compressions with minimal pauses is critical to patient survival, and it is virtually impossible to deliver high-quality CPR manually on a rescue board due to the setting in which they operate. Under current circumstances, one lifeguard is responsible for providing single-rescuer CPR while the captain drives the boat. With the use of a mechanical CPR device, fatigue would no longer be a factor limiting CPR quality, and the device will enable the lifeguard paramedic to maintain focus on other critical tasks such as airway management and medication administration. The project will provide a critical service enhancement for medical emergencies occurring along the coastline.



INTERNAL SERVICES DEPARTMENT

COUNTYWIDE ADDRESS MANAGEMENT SYSTEM (CAMS) PROGRAM PRODUCTIVITY MODERNIZATION
(\$471,500 GRANT)

The grant was used to purchase the technical software and services required for the fulfillment of the Project's data cleanup task. The Department will maintain CAMS as the single authoritative source for address information supports the critical services of the County, such as Fire or Police, road and other maintenance, home visits for probation or children and family services, agricultural inspections, or supports the county indirectly by ensuring an accurate and complete Census count of all residential addresses.

The CAMS Program Productivity Modernization Project aims to align and coordinate all addressing authorities within Los Angeles County (88 incorporated cities and the Los Angeles County Department of Public Works for unincorporated areas of the County). The goal is improving the existing address-related data quality, increasing city participation, improving transparency for users and identifying the future requirements for enhancements within the applications, services and infrastructure of the CAMS program.



NATURAL HISTORY MUSEUM OF LOS ANGELES COUNTY (NHMLAC)

A MOBILE-FORWARD WEBSITE TRANSFORMATION (\$225,000 LOAN)

The loan was used to transform the Department's website into a dynamic, accessible, mobile-forward and unified web presence. The organization's website has not been updated for more than ten years, nor had it been optimized for browsing with smartphones or tablets. The latter issue was of particular concern given that so many today use these devices as their primary mode of information delivery, especially among the young families and diverse audiences that make up a significant percentage of NHMLAC visitorship. As a family of three museums, NHMLAC faces additional hurdles in creating a unified brand. A cohesive web presence offered the single most significant opportunity to bring together all three museums under one umbrella website, to enhance our connection with the Los Angeles community, build awareness for our mission, while also providing increased opportunities for online revenue generation. After a series of thoughtful exchanges focusing on NHMLAC's vision and goals, a website design consultant was engaged and over the course of several months, the website was completely redesigned, prototyped, developed, and then publicly launched in June 2019.



PUBLIC HEALTH

LOS ANGELES COUNTY CITY AND COMMUNITY HEALTH PROFILES DATA DISSEMINATION PROJECT (140,000 GRANT INCLUDING \$75,000 FROM THE PERFORMANCE MEASUREMENT AND DATA SHARING CAPACITY-BUILDING CHALLENGE (PMDSCBC))

The grant was used to provide data on 58 health indicators for 86 cities and unincorporated communities in Los Angeles County. The project is a community-partnered process of data dissemination and utilization, integrating residents' voices into all phases, with the goal of improving health outcomes and reducing health inequities. The project will make the data accessible to community members, in formats that most useful and actionable, based on stakeholder input. The proposed project will support efforts to place the data on the County's open data portal, collect qualitative data from community stakeholders on data visualization and presentation; and develop a data sharing mechanism for the public wither on the open data portal or on a linked site that is user-friendly and incorporates stakeholder

Productivity Investment Fund Projects



SHERIFF

INFRASTRUCTURE FOR ELECTRIC VEHICLE CHARGING STATIONS (\$125,000 LOAN)

The loan was used to purchase the materials to install the chargers, i.e., conduit, pedestals, wall mounting frames, and upgrades to electrical panels. Once the chargers are installed, the Department will submit for reimbursement from the Mobile Source Air Pollution Reduction Review Committee grant. Additionally, the Department will share with other interested County Departments the design considerations and installation methods developed at the various site.



SHERIFF

PITCHESS DETENTION CENTER LAUNDRY-WATER RECYCLING (\$1,205,000 GRANT/LOAN)

The grant/loan was used to purchase and install a water recycling system for the Pitchess Detention Center laundry operations that will reduce 11 million gallons of fresh water use yearly. On July 1, 2015, the Commission awarded \$660,000 for the subject project. However, in September 2018, the funding was recalled due to project delays caused by another critical laundry project that was already underway. In the previous and current proposals, the Department relied on information from the Solano State Prison laundry operations, as they are most closely relevant to County's operations. During the delay, the State Prison subsequently installed additional systems from a different vendor, which were vastly superior in materials, function and maintenance installed at the Solano State Prison. The recycling system will be able to recycle approximately 70% of the present fresh/soft water volume fed to the washers using the minimum amount of energy to do so. The revised proposal is based on the new cost information from the State.



WORKFORCE DEVELOPMENT, AGING & COMMUNITY SERVICES (WDACS)

LA COUNTY ANTI-HATE CAMPAIGN – PROTECTING VULNERABLE COMMUNITIES)

(\$375,000 GRANT INCLUDING \$75,000 FROM THE PERFORMANCE MEASUREMENT AND DATA SHARING CAPACITY-BUILDING CHALLENGE)

The grant was used to fund the campaign start-up needs and supported 3 components of the marketing campaign to provide education and outreach, countywide reporting platform through 211-LA and develop effective community engagement opportunities. The project seeks to ensure success of the Countywide Anti-Hate Program/Initiative (henceforth 'Anti-Hate Initiative'). Created by a unanimous Board of Supervisors' motion, the Anti-Hate Initiative improves the effectiveness of the multi-departmental and community response to a community crisis due to rising hate violence. It provides innovative strategies to capture hate activity that includes all acts of hate-motivated hostility not just hate crime; building a foundation for service delivery to vulnerable County residents who are targeted for hate; and reduces costs of hate by promoting inclusion, solidarity, and respect for all.

Productivity Investment Fund Projects

Final Reports for 2019

The 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 2019.

Board of Supervisors – Office of Child Protection – Early Care and Education Comprehensive Fiscal Analysis (\$75,000 Grant)

The grant was used to hire an expert in early care and education (ECE) financing to conduct a comprehensive fiscal analysis of the ECE system in Los Angeles County. The report, the first of its kind in Los Angeles County, includes input, analysis, and recommendations from a wide variety of stakeholders including early care and education experts, advocates, policy-makers, elected officials, providers, educators, philanthropy, parents, and others. By creating a roadmap for ensuring that the Department fully leverage and use new and existing resources, maximize the potential and efficiency of current structures, and increase equitable access to high-quality early care and education for targeted populations and communities.

Results of the Project

The report outlines seven major findings and recommendations that fall into three major categories of guidance for Los Angeles County stakeholders: leverage and fully utilize existing and new resources, maximize the potential and efficiency of current structures, and increase equitable access to high-quality ECE for targeted populations and communities. For each of the recommendations, the report includes several specific action steps to assist stakeholder with future implementations.

Accounting of Fund Expenditures:

Total Grant:	\$ 75,000
Total Withdrawn:	\$ 75,000
Total Repaid:	\$0
Total Program Cost:	\$200,000

Fire – Media Network and Storage Systems for the Training Services Division Video Production Unit (\$54,932.20 Grant)

The grant was used to procure a film-industry standard media network and storage system for the Video Production Unit. The media network and storage system complements video production equipment previously funded by the Quality and Productivity Commission that allows the Fire Department to create videos on a myriad of topics including public education, community outreach, recruitment, structural and wildland firefighting training, all-hazard incidents, active shooter incidents, etc.

Results of the Project

The grant-funded media network and storage system purchase increased storage capacity and archival platform for the Department's digital media. Enhanced real-time editing capabilities, timely sharing of videos including but not limited to public education, community outreach, recruitment, training, and across multiple web-based and social media platforms. It has also reduced net County cost by minimizing the need for additional staff as the procured platform has provided a technological enhancement that has increased efficiency, including the replacement of an antiquated legacy system.

Accounting of Fund Expenditures:

Total Grant:	\$ 80,000
Total Withdrawn:	\$ 80,000
Total Returned:	\$25,068
Total Program Cost:	\$ 54,932

Productivity Investment Fund Projects

Human Resources – Pilot Project for the Use of Augmented Writing Platform Application (\$150,000 Grant)

The grant was used to obtain the augmented writing software platform, Textio, to assist County Human Resources employees in writing job descriptions that actively draw in the best and the brightest candidates for every County position. The innovative software reviews and analyzes the language used in job postings compared to job postings that have been successful in the market, accessing metadata from the market-specific job areas. In addition, the software indicates a gender tone meter that guides the County to write gender neutral job postings.

Results of the Project

Textio rolled out to Departments began in late December 2018 and completed in early February 2019 via in per meetings with Departmental Human Resources staff. Human Resource trainers have held additional online training session with Human Resources staff and are presently conducting in person training sessions. Due in part to extended marketing and training, the following has occurred, a steady increase of Textio accounts are up to 168. Over 114 users have written in Textio, there are 430 job posts that have been written or edited (includes deleted posts). The library contains 303 job posts and users have spent 56 minutes and 131 edits per job post on average.

Accounting of Fund Expenditures:

Total Grant:	\$150,000
Total Withdrawn:	\$150,000
Total Repaid:	\$0
Total Program Cost:	\$150,000

Medical Examiner-Coroner – Business Process Review and Improvement (BPI) (\$300,000 Grant)

The grant was used hire Gartner Consulting Company to perform an analysis of existing business processes with goals of improving productivity, efficiency and quality. The work was completed in April 2019. The

scope of work effort targets a decedent's case life cycle, which includes the Case Reporting Desk, Investigation, Decedent Transportation, Body Storage and Release, Forensic Medicine, Laboratories, and Decedent Property Manager.

Results of the Project

The goal was to identify inefficient and unnecessary business processes by using existing industry-standard Business Process Review and Improvement (BPR) methodology and recommend a more streamlined process for every medicolegal death investigation within the Department's jurisdiction. The project resulted in three key improvement areas and seven additional areas, thirty-one future state use cases, and six recommended project priorities. One key deliverable was an IT-Fit Gap analysis. The outcome resulted in the recommendation to replace the Department's current legacy case management system and procure a laboratory Information management system. The recommendation to replace these systems will allow the Department to implement the future state workflow recommendations identified in the BPR project.

Accounting of Fund Expenditures:

Total Grant:	\$300,000
Total Withdrawn:	\$295,000
Total Returned:	\$5,000
Total Program Cost:	\$295,000

Mental Health – Innovating Adult Mental Health Services to Improve Life Outcomes for LACO's Most Vulnerable (Transforming Adult FSP) (\$250,000 Grant)

The grant was used to transform the Full Service Partnership (FSP) program, the Department's most intensive outpatient program. During the grant period, the Department redesigned the FSP program, including the staffing pattern, funding model, and service expectations. Although the transformation was originally planned to take place only with the Adult FSP

Productivity Investment Fund Projects

program, the Department expanded the scope of the effort to include all age groups (children, adults and older adults), so all the FSP clients would benefit from the new program.

Results of the Project

With the implementation of the transformed FSP program beginning with FY 2019-20, the Department expects to see increased enrollment of priority populations in the FSP programs; reductions in homelessness, hospitalizations, and contact with the criminal justice and child welfare systems for FSP clients; and improvements in housing and displacement stability, improvements in physical and mental health, and increased educational attainment, employment, and meaningful uses of time for FSP clients. In addition to improving the lives of FSP clients and their families, the Department expects these results to have positive impacts on other County Departments and the community-at-large.

Even more broadly, because of the example set by Los Angeles County in transforming the FSP program and moving to outcomes-oriented contracts, a group of 15 counties across California have come together to undertake similar efforts in their own countries and to advocate for changes to the state FSP regulations to reflect this work.

Accounting of Fund Expenditures:

Total Grant:	\$250,000
Total Withdrawn:	\$250,000
Total Repaid:	\$0
Total Program Cost:	\$250,000

Public Social Services – A Transformational Approach to Project Management (\$44,120 Grant)

The grant was used to enhance the Department's service delivery, but increasing the efficiency of current and future projects tracked by the Department's Program Compliance Division (PCD), through the enhancement of PCD's capacities. Staff is increasingly engaged in active management of many DPSS projects. The three target areas development included: advancement of PCD staff to a Green or Black Belt level in the Lean

Six Sigma (LSS) methodology as well as Project Management (PM) certification; implementation of technology that centers on project management software dedicated to LSS and project management efficiency to improve operational effectiveness; and increased proficiency in LSS methodology among all DPSS staff.

Results of the Project

The goal of "A Transformational Approach to Project Management" was to streamline the Department's project management practices, through the incorporation of technology and Lean Six Sigma (LSS) training. Deployment of the project management software, Companion by Minitab, extended to project teams whose projects are tracked and monitored centrally in the newly organized Project Management Office (PMO), was successful. Through the courses, trained staff expanded their project management knowledge, culminating in certification for most of the staff. Upon the software's launch, a survey was conducted and 66% of the survey respondents conveyed that real-time project status report updates were useful in assisting them with project activities.

Accounting of Fund Expenditures:

Total Grant:	\$44,120
Total Withdrawn:	\$44,020
Total Returned:	\$14,375*
Total Program Cost:	\$40,501

*Other funding sources utilized.

Registrar-Recorder/County Clerk – Quality and Productivity Continuous Improvement Summit 2019 (\$25,000 Grant)

The grant was used to assist with the costs of the Summit, which will serve to build the capacity of County Departments to work towards improving customer service using data driven decisions and applying the method of continuous process improvement. The Quality and Productivity Continuous Improvement Summit 2019 featuring Lean Six Sigma (LSS) is an event that will bring the County closer to realizing tomorrow's government today through building the capacity in the County Departments to work towards

Productivity Investment Fund Projects

improving customer service using data driven decisions and applying the method of continuous process improvement.

The Summit took place on July 25, 2019 and was hosted in a Los Angeles County facility by the Department and the Quality and Productivity Commission. It was an event for all County staff to share and highlight the successes of change agents who have been training in and practices LSS methodology. The agents are County staff that have been training through the RR/CC LSS Program and/or have been involved in process improvement within their Departments. Additionally, this will be an opportunity for other County staff to become inspired and make positive improvements for Los Angeles County.

Results of the Project

The RR/CC hosted approximately 360 guests consisting of County employees and other sponsoring organizations. There was a total of 16 presentations given through the duration of the event with the them of “Continuous Improvement”. There was also an array of guest speakers from outside of Los Angeles County

that shared case studios in the public sector and tools for achieving success. There were 14 table Sponsors on the patio comprised of six (6) Los Angeles County Departments with quality improvement programs and outside organizations promoting their programs and expertise.

There was a cost avoidance of \$1,200 as it relates to the Audio Video equipment. The RR/CC brought all laptops and projectors for all five (5) rooms. No revenue was generated from the event.

Accounting of Fund Expenditures:

Total Grant:	\$25,000
Total Withdrawn:	\$25,000
Total Repaid:	\$0
Total Program Cost:	\$25,000

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Working with the Commission and seeing the innovative projects proposed by Departments throughout the County has been one of the highlights of my career. As the Productivity Investment Board Advisory Chair, our Committee takes great pride in providing the Commission recommendations to assist them in making difficult funding decisions on various projects throughout the County.

Susan Linschoten, Chair
Productivity Investment Board Advisory Committee

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DEPARTMENT VISITS



AGRICULTURAL COMMISSIONER/ WEIGHTS AND MEASURES

Kurt E. Floren, Agricultural Commissioner/Director
of Weights and Measures
(Visited March 6, 2019)

Commissioners noted and/or were pleased to learn the following from the Department:

- The Department's leading role in advancing the Exotic Pest Detection GIS Mapping and Data Management System
- The CalTrap program using digital mapping of traps to be serviced, as part of the Department's Pest Detection Data Management System
- The Department is leading the way statewide, as other counties bring their programs online, adding trees and traps to a shared database. This effort and the Coyote Hazing project have been supported through the Productivity Investment Fund

Commissioners also commend your productivity and efficiency efforts in the following areas:

- Implementing e-commerce payments for registration and certification fees for weighing/measuring devices, point-of-sale scanners, certified farmer's markets, certified producer and structural fumigations
- Countywide GIS mapping of key sites engaged by the Department, including nurseries, certified farmer's markets, specialty markets, and pesticide storage facilities
- Using mobile devices (e.g., tablets), along with an ArcGis software application, to record parcel inspection data, as well as photographs of the weed and brush conditions found at the time of inspection
- Establishing innovative quality assurance, safety, and compliance practices, including GPS tracking to monitor and evaluate routing efficiencies and speed limit compliance to reduce vehicle accidents, and data-entry constraints that ensure a given trap's information is updated contemporaneously with its inspection



Huasha Liu
CHAIR

Under the leadership of **Commissioner Huasha Liu**, Chair of the Department Visit ad hoc Committee (Committee), the Commission visited with 16 County Departments. The role of the Committee is to gain an understanding of departmental operations and challenges, and 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, Executive Officer, Department Heads, and Network Managers
- Visited the following Departments during the 2019 calendar year:

Department Visits

- Updating the Department’s website that highlight visitors’ most frequent information requests and offer new functionality to submit and verify complaints
- Committing to achieve participation in meetings and work of the Women’s and Girls Initiative to target, reform, and enhance gender-responsive capabilities and improve quality of life for women and girls within the County



ANIMAL CARE AND CONTROL

Marcia Mayeda, Director
(Visited July 31, 2019)

Commissioners noted and/or were pleased to learn the following from the Department:

- The campaign and promotion of the Five Freedoms of animal welfare, which enforces common sense welfare standards for humane practices. The Five Freedoms are globally recognized as the gold standard in animal welfare, encompassing both the mental and physical well-being of animals. They include: freedom from hunger and thirst; freedom from discomfort; freedom from pain, injury, and disease; freedom to express normal and natural behavior; and freedom from fear and distress
- The Department’s efforts on homelessness. The staff work closely with the Chief Executive Office, Los Angeles Homeless Services Authority, and other Departments and service providers to keep pets and people together. Staff members are trained to provide client-centered, holistic services to connect pet owners to vital services to end the cycle of homelessness. The Department provides services, including temporary housing to pets (average of 20 days), while pet owners are seeking services or searching for housing

Commissioners also recognized quality and productivity improvements in the following areas:

- Building a robust volunteer program. Volunteers assist staff by feeding, cleaning, walking and

grooming animals, and assisting the public with adoptions and redemptions of lost pets. Volunteer hours total approximately \$3.6 million annually

- Partnering with the ASPCA, Captain Care and the Lange Foundation to provide direct services to the public who visit the care centers
- Working with 300 approved Adoption Partners (“rescue groups”) to place animals in permanent homes
- Promoting leadership development and staff through training sponsored by the SEIU



AUDITOR-CONTROLLER

John Naimo, Director
(Visited February 13, 2019)

Commissioners noted and/or were pleased to learn the following from the Department:

- The Department’s Blue Sky Initiatives project, the “Outstanding Teamwork winner of the 2018 Productivity and Quality Awards program. The Blue Sky Innovation Team has decreased overall audit cost by 53%, increased the number of audits issued by 47%, decreased audit turnaround time from start to finish by 31%, and streamlined the process to follow-up on 100 of completed audits
- The Department’s role in safeguarding County assets by instituting countywide policies, procedures, and internal controls to mitigate risks. For example, the Department issues \$16 billion in payments annually; to deter noncompliance and fraudulent activities, the Department is developing a Continuous Control Monitoring (CCM) process that identifies high-risk financial transactions and provides an automated ongoing process to continuously monitor such transactions

Commissioners also recognized quality and productivity improvements in the following areas:

- Developing the Voice of the Customer program (i.e., VOC 123) to obtain continuous feedback from County employees, client departments and vendors on

Department Visits

how the Department is providing customer service. The program includes annual surveys, outreach to customers, and ongoing performance analysis

- Going green and implementing the Digital Office program to reduce the County's paper footprint by extending the success of the Employee Direct Deposit program to a Paperless W-2 initiative. Within a two-month campaign, 20,000 employees signed up to receive paperless W-2s
- Working with the Chief Executive Office to cross-train and equip staff to assume financial leadership positions within the County. Historically, many line managers and departmental executives in other County departments began their careers in the Department. This program complements your enhanced recruitment efforts and academic internship program as you seek to keep pace with private industry



BEACHES AND HARBORS

Gary Jones, Director
(Visited May 9, 2019)

Commissioners noted and/or were pleased to learn the following from the Department:

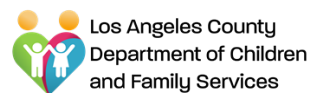
- The Department's holistic and collaborative approach to implementing affordable housing including collaboration with the Los Angeles County Development Authority, the Department of Regional Planning, and County Counsel to update the Marina del Rey Affordable Housing Policy and incorporate requirements into all lease extension and new lease agreement; and by partnering with the Department of Consumer and Business Affairs regarding implementation of the current interim Rent Stabilization Ordinance

Commissioners also recognized quality and productivity improvements in the following areas:

- Adopting a new automated fuel system based on the experience of other Departments, in order to provide for a better accounting of fuel distribution

and decrease the staff time required to review fuel transactions

- Providing mobile showers and overnight restroom amenities at Venice Beach in support of the countywide Homeless Initiative
- Providing enhanced beach access for the County's aging and disable population through use of beach access mats, disabled floating docks and access ramps, and balloon-tired wheelchairs to allow the disable access to the ocean
- Expanding multi-modal transportation option(e.g., year-round weekend beach shuttle, The Free Ride, e-scooters and bikes, contracting for bus service) and low-cost accommodations (e.g., Dockweiler RV Park tent-camper expansion) as a means for lower income and inland populations to access the coastline
- Participating in countywide collaborations, such as the ESTEAM summer camp curriculum development for the "Ocean" theme week, in collaboration with the Department of Parks and Recreation and the Natural History Museum, and inaugurating the annual Can The Trash! Clean Beach Poster Contest and educational campaign to teach children and families about the impact of trash on storm drains and the ocean
- Ensuring that the Department's workforce reflects its priorities for public outreach and improved educational/recreational offerings on the beaches



CHILDREN AND FAMILY SERVICES

Bobby Cagle, Director
(Visited April 1, 2019)

Commissioners noted and/or were pleased to learn the following from the Department:

- The Department's Investigation Tracking Management System (DITMS), which has helped streamline employee misconduct investigations, child fatality reviews, and the litigation analysis process. DITMS was submitted to the 2018 Productivity and Quality Awards as "Tracking Data

Department Visits

to Promote Organizational Excellence” and won the Performance Measurement Award.

- Implementing the Resource Family Approval (RFA) Program for a more unified, family-friendly, and child-centered resource family approval process, with the goal of reducing delays in attaining permanency. To further enhance foster parent recruitment efforts, the Department continues to provide a financial supplement to relative caregivers who are in the process of becoming resource families. Implementation of the RFA program will reduce delays in attaining permanent placement for children

Commissioners also commend you for the quality and productivity improvements in the following areas:

- Using lessons learned from the transition to the LEADER Replacement System to ease the Department’s implementation of the CalACES payment system
- Implementing Time2Connect, a scheduling tool and technological solution that would reduce time scheduling visits and result in more time with families, as well as potentially save hundreds of thousands of hours of administrative time by caseworks, freeing them up for client service: this is especially important in view of the scheduled end of the Title IV-E Waiver Demonstration Project, which would impact the Department’s revenue and operations
- Applying and refining the department-wide Data-Driven Decision Making process to track key workload and performance indicators and to identify areas of focus for continuous improvement



HEALTH SERVICES

Dr. Christina Ghaly, Director
(Visited October 30, 2019)

Commissioners noted and/or were pleased to learn the following from the Department:

- The Department’s efforts to improve the quality of patient care and its accomplishments in reaching major milestones on the Public Hospital Redesign

and Incentives in Medi-Cal (PRIME) program, including increases in disease screening and flu shot compliance, as well as other data driven closures of care gaps, and complete resolution of the eConsult backlog. Thanks to these and other documented gains in patient care, the Department expects to receive \$191 million in available federal funds this year

- The Department’s progress in workforce optimization, including achieving a nursing magnet designation, modifying the linguistic concordance exam and other competency testing, increasing leadership and management effectiveness, increasing cultural competency, and tracking performance metrics by service lines. With the nursing magnet in place, turnover is approximately 3% compared to the 9% national average

Commissioners also recognized quality and productivity improvements in the following areas:

- Standardizing practices across the system, including admissions and transfer criteria, available medical devices, specialty care templates, and scheduling policies
- Expanding telehealth services, including site-to-site telemedicine, to treat, support, and communicate with patients and to provide laboratory results, prescriptions, and appointments scheduling. This has resulted in a 20%-30% reduction in the need for face-to-face visits
- Opening a new 18-bed inpatient psychiatric unit at Olive View-UCLA Medical Center in partnership with the Office of Diversion and Reentry to support pretrial diversion to treatment for people with acute mental health illnesses
- Implementing the Rancho Works Cafe program, which retrains patients for the workforce as part of their rehabilitation

Department Visits



HUMAN RESOURCES

Lisa Garrett, Director

(Visited May 6, 2019)

Commissioners noted and/or were pleased to learn the following from the Department:

- The Department's programs and initiatives such as the Countywide Signature Dialogue Series aimed at advancing diversity, inclusion, and acceptance; Implicit Bias and Cultural Competency training, which has successfully trained approximately 50,000 employees to date, to eliminate the negative effects of implicit bias; and the annual County Equity Summits in January 2018 and May 2019 with an expected 1,000 participants in attendance
- The success of the Executive Leadership Development Program (ELDP), a project originally supported by the Productivity Investment Fund. More than 400 managers have completed the ELDP, which is designed to enhance the leadership competencies of County mid- to senior-level managers
- The Department's many accolades, including inclusion in the 2019 GovTech Top 25 Doers, Dreamers & Drivers, the 2018 Public Sector Innovation Award for the groundbreaking and PIF-supported Career Pathfinder tool, California State Association of Counties Challenge Awards for the implementation of the NEWGOV applicant tracking system, and the 2018 Digital Transformation Excellence Award from OpenText Elite for the Department's implementation of the Electronic Personnel Digitization and Records (ePR) management system

Commissioners also recognized quality and productivity improvements in the following areas:

- Launching a video interview pilot a Productivity Investment Fund project, which uses video interviewing technology to enhance the County's hiring and selection process. In-person interviews would have required more time for scheduling, preparing printed documents, and coordinating/proctoring on the day of administration. The estimated cost avoidance in 2018 was \$261,700

- Piloting the Augmented Writing Platform Application, a PIF-funded project, which uses gender-free language in all elements of recruitment and hiring as a means of reducing bias and improving the pool of candidates
- Partnering with Registrar-Recorder/County Clerk to implement the ePR management system. The initial roll out digitized personnel records for eleven County Departments and uploaded approximately 12,000 employee files to the system



LOS ANGELES COUNTY DEVELOPMENT AUTHORITY (LACDA)

Monique King-Viehland, Executive Director

(Visited July 29, 2019)

Commissioners noted and/or were pleased to learn the following from the Department:

- The Department's role in the County's efforts against homelessness. LACDA is a key player in the County's Homeless Initiative and is involved in 27 of the 51 strategies, either as a lead of or as a collaborative agency
- The Department's collaboration with various County Departments, such as the Department of Consumer and Business Affairs on the rent stabilization ordinance, to help make housing more affordable to all residents. During 2015-2019, the County has provided almost \$300 million for the development of affordable housing. The agency also administered the Section 8 Housing Choice Voucher program and provides subsidized rental housing to approximately 23,000 families
- The progressive efforts on community development. The agency administers the largest urban County Community Development Block Grant program in the nation with over \$23 million funds to distribute for community improvements (e.g., senior centers, park facilities, streets, etc.). The Department works with seven County Departments and 47 participating cities to assess local needs and identify funding priorities

Department Visits

Commissioners also recognized quality and productivity improvements in the following areas:

- Fostering economic development through such programs as the RENOVATE Program by providing grants to cover costs associated with façade improvements, and SMART funding, which assists existing businesses to acquire/develop property and expand operations
- Collaborating with the Department of Children and Family Services to house homeless families and help them reunite with their children in foster care
- Expanding the Homeless Incentive Program assistance efforts (e.g., one month rent, vacancy loss payments, damage mitigation fund, vacancy loss fund), which encourages landlords to rent units to homeless voucher holders



LA COUNTY LIBRARY

Skye Patrick, Library Director
(Visited August 12, 2019)

Commissioners noted and/or were pleased to learn the following from the Department:

- The Department's partnership with the Corporation for Education Network Initiatives in California along with approximately \$5 million in federal funding, to increase bandwidth connectivity for faster internet speed across the library system. The Department will be the largest library system to connect to the California Research Education Network, a high capacity network serving most educational programs in the state
- The Department's progressive efforts to support a creative economy. The Library launched workshops called Library Turns the Tables, where participants received instructions in DJing as well as entrepreneurship. The program originated in Compton and has expanded to South Whittier, San Fernando, East Los Angeles, and Lancaster
- The Department's collaboration on countywide efforts, including My Brother's Keeper (MBK) and the Women and Girls Initiative. In October 2018, with the support of the Board of Supervisors, Chief

Executive Office, Mental Health and Probation, the Department opened ten mini-libraries at ten barbershops in South Los Angeles as part of an MBK program to encourage young boys to read

Commissioners were impressed with quality and productivity improvements in the following areas:

- Fostering its commitment to the iCounty equity initiative by empowering staff to provide service and enrich the communities they serve through creating Library Equity Action Plans and strengthening cultural resource centers
- Utilizing smart technology, video conferencing, and Virtual and Augmented Reality to create immersive learning environments, through partnerships with the Annenberg Foundation's multimedia organization, Explore.org
- Working with Microsoft to upgrade 2,200 public computers at all library locations to Windows 10 and bring digital learning pilots (i.e., DigiCamps) to Lennox and Compton



MEDICAL EXAMINER-CORONER

Dr. Jonathan Lucas, Chief Medical Examiner-Coroner
(Visited February 6, 2019)

Commissioners noted and/or were pleased to learn the following from the Department:

- The Department's Virtual Autopsy Program, a Top Ten Productivity and Quality Awards winner, and one of only five such programs nationwide. The integration of CT scanners into autopsy settings not only improves the quality of post-mortem investigations but also decreases turnaround times and reduces costs by at least 50%. Utilizing a CT scanner also allows the Department to respect religious objections to an autopsy
- Role in addressing public health matters, as well as public safety. Commissioners were pleased to hear of your collaboration with the Department of Public Health in response to a Board motion to

Department Visits

notify prescribers if their patients have an opioid overdose. The goal is to allow prescribers to make well informed decisions and be aware of opioid prescribing best practices

- The Department's accreditation by the National Association of Medical Examiners, California Medical Association, American National Standards Institute National Accreditation Board, American Society of Crime Laboratory Directors, and certification by the California Commission on Peace Officer Standards and Training

Commissioners also recognized quality and productivity improvements in the following areas:

- Conducting a business process review and improvement project to develop and operationalize a range of metrics and performance goals in order to track implementation, outcomes, and impact on the services provided by the Department
- Installing a modern, fully-integrated automated temperature/environmental monitoring system to insure the integrity of the evidence and specimens stored by the Department
- Providing staff with ongoing forensic training opportunities, including the upcoming West Coast Conference, as well as business improvement training (e.g., Lean Six Sigma)

operate in close collaboration with law enforcement, community partners, and specialty programs to provide emergency and urgent care as needed

- The Department's partnership with the District Attorney to provide mental health-related training to its newly created mental health division, a specialized legal team dedicated to working with justice-involved individuals who are living with mental illness

Commissioners also recognized quality and productivity improvements in the following areas:

- Accelerating the transition to performance based contracting, which focuses on long-term client outcomes and provides incentives to providers to deliver effective mental health services to clients and doing so in an environment of increasing state-level performance-related oversight
- Allocating Mental Health Services Act Prevention and Early Intervention funds to expand the Department of Children and Family Services' Prevention and Aftercare Networks programs and the Department of Public Health's Home Visiting Program
- Seeking to increase the availability of hospital beds available to individuals dealing with mental health-related illness. The Department is working with the First and Fifth Districts to assess all contracted mental health hospital beds and find ways to increase the number beds available.



MENTAL HEALTH

Dr. Jonathan E. Sherin, Director
(Visited January 22, 2019)

Commissioners noted and/or were pleased to learn the following from the Department:

- The Department's continued engagement with clients, families, first responders, and community-based organization, including training for fair leaders to better identify mental health issues and the resources available to them. Of special note was the briefing from members of the Homeless Outreach Mobile Engagement (HOME) TEAM, which provides services to the most vulnerable and difficult-to-engage homeless individuals. HOME teams



MUSEUM OF ART

Michael Govan, Director and CEO
(Visited July 1, 2019)

Commissioners noted and/or were pleased to learn the following from the Department:

- The Museum's efforts to diversify museum leadership, initiating a series of programs such as the LACMA Emerging Art Professionals Fellowship, a two-year paid program, which exposes high school and college students and recent graduates from historically underrepresented groups to a variety of leadership experiences at LACMA, and

Department Visits

the LACMA-Arizona State University Master's Fellowship in Art History

- The Museum's extensive community outreach efforts. LACMA annually offers 300 innovative education and public programs for all ages and serves more than 600,000 public school students and families across Los Angeles County, 84% of whom are people of color. The Museum has built community and global access through vast outreach with more than 200,000 bi-weekly e-blast recipients, two million followers on various social media outlets, and nine million annual visits to lacma.org. The Museum's online collection of more than 60,000 images is accessed by more than 500,000 unique visitors annually

Commissioners also recognized quality and productivity improvements in the following areas:

- Making full use of the Art + Technology Lab, seeded by a Productivity Investment Fund (PIF) grant, to promote interdisciplinary dialogue and collaboration
- Partnering with the Los Angeles County Unified School District, with PIF support, to provide museum-grade exhibitions featuring artworks from the Museum's collection at Charles White Elementary School in MacArthur Park, which recently became an Arts Magnet
- Converting Urban Light to a fully LED installation, with support from the Leonardo DiCaprio Foundation for custom LED bulbs, saving \$36,750 per year



NATURAL HISTORY MUSEUM

Dr. Lori Bettison-Varga, Director and President
(Visited April 10, 2019)

Commissioners noted and/or were pleased to learn the following from the Department:

- The Department's core values: inclusive, authentic, adventurous and intentional. As part

of the Departments strategic goal to expand the Department's role in the community

- Opening of a new theater and wing, currently named the Center for Nature and Culture. The new building will allow for dialogue around urban resilience as well as expanded service to local County constituents
- The Department's Environment, Science, Technology, Engineering, Arts, and Mathematics (ESTEAM) program in collaboration with the Departments of Parks and Recreation, Beaches and Harbors, and Public Works, along with the Arts Commission. The program is a 6-week summer camp, which allows campers to connect with the outdoors, explore early career pathways, learn about science, and take action to improve their natural environments
- Efforts to engage the community, including offering free admission to students and their chaperones during the January 2019 Los Angeles Unified School District teachers' strike, and bringing creative new temporary and permanent exhibits to the Department, including Tattoo: An Exhibition, the interactive Sin Censura installations, and Antarctic Dinosaurs, which focuses on the journey of paleontological discovery and highlights the work of a NHM scientist.

Commissioners also recognized quality and productivity improvements in the following areas:

- Hiring for several key positions, including curatorial hires for the La Brea Tar Pits and Museums, and a Director of Evaluation and Impact: the new position will help NHM improve areas and model exhibitions based on observed behaviors and survey responses
- Expanding free Museums' admissions on specific days and times, especially for County residents weekdays after 3:00 p.m., members of the military, children and teachers
- Conducting the Slover Linett audience research to identify key audience types, especially families seeking connection and people who enjoy learning with others, areas of interests, expectation, and motivation for participation

Department Visits



PARKS AND RECREATION

John Wicker, Director
(Visited May 20, 2019)

Commissioners noted and/or were pleased to learn the following from the Department:

- The Department's ability to innovate and shift resources accordingly to pilot projects and programs to improve efficiency and quality of services. The Department's proactive and forward-thinking approach to solving its operational challenges
- Updates on the Countywide Parks Needs Assessment (PNA), based on data gathered through the PNA, the Department has met with cities and partners, including the Dodgers Foundation, to share the data to explain project and funding initiatives and needs.
- The Department's success with Parks After Dark (PAD), which won the Commission's Gold Eagle Award at the Annual Productivity and Quality Awards program. In 2018, PAD was expanded to 33 parks Countywide, as well as two additional seasons (winter and spring) making PAD accessible to parks in high-need communities in each of the five Supervisorial Districts. PAD is a collaborative effort with strong support from the Board of Supervisors, Chief Executive Office, Public Health, Probation, Sheriff, Children and Family Services, Workforce Development, Aging and Community Services, and Public Defender

Commissioners also recognized quality and productivity improvements in the following areas:

- Reducing the carbon footprint at Obregon Park by incorporating water, energy, and storm water sustainability improvements. Obregon Model Green Park serves as a first-of-its-kind model within the County's park system
- Implementing the Environmental, Science, Technology, Engineering, Arts and Math (ESTEAM)

program in partnership with the Natural History Museum, Beaches and Harbors, and the Department of Public Works. ESTEAM is a six-week summer camp to connect with the outdoors, explore early career pathways, build self-confidence and understanding of science, and to improve their natural environment

- Adopting Our SPOT: Social Places and Opportunities for Teens, a youth development initiative program, which includes a curriculum designed for teens in grades 7 through 12 growing up in urban communities that is both developmentally and culturally relevant. The year-round program launched May 13, 2019 at nine park sites serving 159-300 teens on a daily basis
- Expanding access to trails and building awareness by launching an updated trails website and new mobile app, on May 28, 2019, which will allow users to track their location along a trail even if they are out of cellular range



PROBATION

Terri McDonald, Chief Probation Officer
(Visited June 13, 2019)

Commissioners noted and/or were pleased to learn the following from the Department:

- The Department's recent closure of three juvenile facilities (Challenger Memorial Youth Center, Camp Gonzales, Los Padrinos Juvenile Hall) as a result of historically low youth populations in the juvenile halls and camps. A reduction from nineteen juvenile facilities to six by the end of 2019. As well as repurposing of Challenger and Gonzales into residential career training centers, as part of the Department's diversion and reentry program
- The Department's continued efforts to provide sufficient staffing, training, and programming, as well as greater and clearer accountability. Expanded staff training in de-escalation, trauma informed

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treatment, and youth engagement is especially timely as the Department phases out the use of Oleoresin Capsicum spray in juvenile facilities

- The Department's Campus Kilpatrick and the LA Model, a 2018 Top Ten Productivity and Quality Award winner. Campus Kilpatrick applies a holistic and therapeutic approach to advancing the core tenets of safety, empowerment, skills and engagement, in order to foster youth development and rehabilitation

Commissioners also recognized quality and productivity improvements in the following areas:

- Creating an Information Technology Strike Team and IT infrastructure to increase the Department's ability to provide quality services to clients and staff
- Partnering with the California Community Foundation and the Liberty Hill Foundation to expand community-based diversion efforts and build organizational capacity among community-based organizations selected for program delivery
- Expanding the Department's college program to become one of the largest juvenile justice college programs in the nation, and hosting the annual college summit in collaboration with more than 40 colleges and universities
- Collaborating with community-based organizations (e.g., Ahmanson Foundation and Los Angeles Trade and Technical College) to transform existing facilities into training centers of excellence



REGIONAL PLANNING

Amy J. Bodek, Director
(Visited November 7, 2019)

Commissioners noted and/or were pleased to learn the following from the Department:

- The Department leaders' interest in crowdsourcing ideas from staff and exploring pilot studies, and that the Department had visited all eight field offices,

and met with every Regional Planning employee. This holistic approach includes improving the work environment, facilitating improvements and efficiencies at field locations (e.g., new office furniture, scanners, etc.), and using technology (e.g., electronic sign-in, online applications, etc.) to improve overall customer experience

- The Department's role after the Woosley Fire, using the GIS Activation Roster program, the Department provided before and after imagery of properties within the fire-affected areas. The Department also conducted a windshield survey using a field data collection mobile application to confirm where people were living after the fire. The Department worked with the Office of Emergency Management, the Department of Public Works, and the Office of the Assessor, to help homeowners start the rebuilding process

Commissioners also recognized quality and productivity improvements in the following areas:

- Reducing barriers to sign language translation by using on-demand Video Remote Interpreting and a Video Relay Services subscription, in lieu of costlier pre-booked professional services
- Increasing the number of remote testimony locations for public hearings
- Piloting the use of drones for zoning enforcement activities to more efficiently and effectively cover large-scale and hard-to-reach areas (e.g., illegal dumping or habitation on remote desert lands, rooftop inspections, etc.)
- Implementing the County's new Historic Preservation Ordinance, along with the Mills Act Property Contract Program, to designate sites as architectural and historical landmarks
- Developing in-house capacity in urban design and developing the County Design Guidelines project, which already is improving the quality of new projects and will help ensure alignment with the County's newly adopted Sustainability Plan

Productivity and Quality Awards

33RD PRODUCTIVITY AND QUALITY AWARDS

OCTOBER 16, 2019

Empowering
INNOVATIVE
Solutions



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



Productivity and Quality Awards

The Quality and Productivity Commission is committed to promoting and sharing best practices in the County.

The County of Los Angeles Quality and Productivity Commission's 33rd Annual Productivity and Quality Awards (PQA) Program, was held on October 16, 2019 at the Grand Hall of the Dorothy Chandler Pavilion. Supervisors Janice Hahn and Sheila Kuehl, Chief Executive Officer Sachi A. Hamai and the Quality and Productivity Commission joined together to honor award winners.

This year's theme was *"Empowering Innovative Solutions."* County programs that achieve significant savings and benefits while pushing the bar of innovation and productivity took center stage at the PQA ceremony held at the Music Center. County Supervisors joined department heads, nonprofits and labor partners to recognize the very best in social service delivery to the County's 10 million residents.

"These projects represent investments that transform lives, foster vibrant and resilient communities, and realize tomorrow's government today," said County CEO Sachi A. Hamai. "We can be proud of the work our departments are doing to innovate and deliver value to residents and taxpayers."

From the "Top 10" winners, three programs were singled out to earn the prestigious Gold, Silver and Bronze Eagle Awards, the highest-level recognitions bestowed by Commission members. *"Community Science: Of, For, and With"* by the Los Angeles County Natural History Museum of Los Angeles earned the Bronze Eagle Award. The Silver Eagle Award went to the Health Services (LAC+USC Medical Center, Quality Management) for *"Quality Academy: Building Capacity for Improvement."* The coveted Gold Eagle was awarded to *"Moving Families from the Hotline to a Helpline"* by the Board of Supervisors, Executive Office (Office of Child Protection) with Children and Family Services, County Counsel, Mental Health, Registrar-Recorder/County Clerk and University of Southern California, Suzanne Dworak-Peck School of Social Work.

CBS2/KCAL9 news anchor Suzie Suh served as Master of Ceremonies. The Board of Supervisors, Chief Executive Office and the Quality and Productivity Commission jointly sponsor the event. Programs honored this year could result in estimated annual benefits to the County of more than \$145 million. The Commission publishes the PQA projects in its annual "Best and Shared Practices Report," which is distributed to County Departments and related agencies."

2019 PQA SUMMARY

Number of
Projects

70

Participating
Departments

30

Total Benefits

\$400,000,000

MESSAGE FROM THE PQA AD HOC COMMITTEE CHAIR

For thirty-three years, the Productivity and Quality Awards have honored innovation and best practices in County programs and services. This year's luncheon and theme, "Empowering Innovative Solutions," were a continuation of this annual tradition while showcasing the ingenuity, creativity, and resourcefulness of County departments in addressing some of today's most pressing challenges.

The Commission was thrilled to receive seventy entries across thirty departments representing more than \$400 million in estimated annual benefit to the County. The number and caliber of entries is a testament to the dedication of departmental productivity managers and their close partnership with the Commission.

The 2019 Commission Top Ten winners are models of excellence and represent the many ways departments are working to help some of the most vulnerable populations in the County, including children, the houseless, older adults, hospital patients, and urban wildlife.

- Moving Families from the Hotline to a Helpline
- Family Reunification Housing Subsidy
- Justice League: Legal Aid & Healthcare Unite
- Make it a Movie Night with At-Home Chemotherapy
- Quality Academy: Building Capacity for Improvement
- Reading Machine: Literacy & STEAM at Preschools
- Community Science: Of, For, and With Los Angeles County
- Saving Lives - Drowning Detection System
- Food Donation and Food Waste Recycling Initiative
- New Freedom Transportation

Commission Special Awards honor additional achievements in specific areas, such as programs that generate the most cost savings, effective cooperation, and customer service. This year, we introduced a new special award, the Community Inclusion Award, to recognize improvements that meaningfully engage underserved communities, populations, or geographies.

“

The 2019 Commission Top Ten winners are models of excellence and represent the many ways departments are working to help some of the most vulnerable populations in the County.

Andrés Cuervo, PQA Committee Chair

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- Changemaker Award: Improving Health Care at Pitchess Detention Center
- Commissioner's Legacy Award: Building Strong Leaders of Today and Tomorrow
- Community Inclusion Award (New): Career Online High School: Diplomas for Adults
- County Image Enhancement Award: Let's Get Social: #Support LA
- Customer Service Award: Justice League: Legal Aid & Healthcare Unite
- Mega Million Dollar Award: 340B Drug Billing Software
- Outstanding Teamwork Award: After the Woolsey Fire: Applied Recovery Planning
- Performance Measurement Award: JAIMS Data Analytics Project
- Process Improvement Award: Child Abuse Reporting Electronic System (CARES)

We thank the Board of Supervisors, Chief Executive Officer Sachi A. Hamai, Executive Officer of the Board Celia Zavala, Department Directors, and the Productivity Managers' Network for their partnership and support. We are also grateful to our incredible Commission staff, the PQA Planning ad hoc Committee, Master of Ceremonies, Suzie Suh, our friends at The Music Center and Patina, as well as our servers, for making the dinner a success.

Congratulations again to all the project teams!

Commissioner Andrés Cuervo

PQA AD HOC COMMITTEE CHAIR

Grand Eagle Award Winners

The Commission's top three awards, the "Gold," "Silver," and "Bronze" Eagle Awards are selected from the Top Ten winners. Selection criteria include innovation, transferability, 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

"Moving Families from the Hotline to a Helpline"

Board of Supervisors, Executive Office (Office of Child Protection) with Children and Family Services

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

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

Lean Six Sigma principles were applied to streamline the linkage process, re-imagine DCFS and community-



Grand Eagle Award Winners

Silver Eagle Award Winner

“Quality Academy: Building Capacity for Improvement”

Health Services (LAC+USC Medical Center, Quality Management)

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

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



and sustain improvement projects.

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

Bronze Eagle Award Winner

“Community Science: Of, For, and With Los Angeles County”

Natural History Museum of Los Angeles County

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

To date, NHMLAC has provided training to over 150 County employees, collected over 200,000 nature



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

Top Ten Award Winners

Top Ten Award Winner

“Family Reunification Housing Subsidy”

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

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

In the development of the County’s comprehensive plan to combat homelessness, key partners with expertise in homeless services, child welfare and other social services, identified the need to provide housing subsidies to families where the only barrier to reunification was the housing instability experienced by child-welfare involved parent(s). This strategy assumes that as families are housed and reunified, there will be a cost savings from the avoidance of foster care



payments. To support reunification, eligible parents experiencing homelessness are directly connected to housing agencies and case managers with expertise in providing housing services and a housing subsidy is provided to enable the parent to secure the needed housing to regain custody of their child(ren).

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

Top Ten Award Winner

“Justice League: Legal Aid & Healthcare Unite”

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

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

An innovative partnership brings lawyers and health care teams together to address legal and medical needs in tandem. The Medical Legal Community Partnership-Los Angeles (MLCP-LA) is a collaboration between three non-profit law firms and the Los Angeles County Department of Health Services’ Whole Person Care Program (WPC-LA). MLCP-LA’s hybrid service delivery model serves thousands of residents by using County-wide Community Health Workers to connect participants to legal help through an online referral portal. Distinct from the online portal, the Martin Luther King, Jr.,



Outpatient Center (MLK OPC) uniquely co-locates legal professionals inside the primary care clinic. In its first 14 months, the MLCP online portal served 659 patients and the MLK OPC MLCP site served another 433 patients. This “Justice League” alliance of health care and legal professionals is providing critical civil legal services as part of a broader comprehensive approach to improve the health and well-being of thousands of Los Angeles County residents.

Top Ten Award Winners

Top Ten Award Winner

“Make it a Movie Night with At-Home Chemotherapy”

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

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

In December 2017, Harbor-UCLA implemented computerized ambulatory drug delivery (CADD) pumps as an innovative alternative to the inpatient stay, safely and effectively moving infusion delivery of chemotherapy from the hospital to the home. With CADD pumps, patients receive care in their preferred environment where they can relax, listen to music, or enjoy movie night with their families - making what can



be an uncomfortable process easier to undergo. In the year since the first outpatient CADD pump infusion, Harbor-UCLA Medical Center estimates the elimination of 642.4 inpatient hospital bed days at a cost avoidance of \$1,695 each, totaling \$1,088,868 in cost savings. As patients with cancer begin to live longer and treatments that are more effective become available, the demand for home infusion will continue to expand. CADD pumps offer an innovative way to provide compassionate, patient-centered care to individuals living with cancer.

Top Ten Award Winner

“Reading Machine: Literacy & STEAM at Preschools”

LA County Library

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

The fleet of five Reading Machine vehicles also participates in community outreach events to deliver Storytime programming and a pop-up play area for parents and children to play and interact with Library staff. With low national literacy rates (66% of children



are not reading at the grade level according to a report by the Annie E. Casey Foundation), the Reading Machine focuses on nine communities with urgent needs identified as high-risk for literacy, poverty, and mental illness. From May 2018 through April 2019, the Reading Machine vehicles conducted 945 site visits, with over 20,000 learning engagements by young children and adults.

Top Ten Award Winners

Top Ten Award Winner

“Saving Lives – Drowning Detection System”

Parks and Recreation

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

After implementation, Park Aquatics staff conducted a routine rescue training analysis and the data shows that



in pools without the prevention technology, the average response time was 9.5 seconds. At Jesse Owens, the response time is a mere 1.7 seconds. In addition to saving lives, this technology is significantly helping the mitigation of legal action because of drowning, thus saving the County millions of dollars.

Top Ten Award Winner

“Food Donation and Food Waste Recycling Initiative”

Public Works

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

The Department of Public Works implemented the Food Donation and Food Waste Recycling Initiative which consists of three main components to provide a comprehensive solution to reduce and recycle food waste: the Food Donation and Recycling Outreach Program (Food DROP), Pilot Commercial Food Waste Recycling Program (Pilot), and the Scrape Your Plate Program. Food DROP connects businesses with food recovery agencies to donate food to the 1 in 7 people in the County who are



food insecure. For the food unsuitable to eat, Public Works developed the Pilot and the Scrape Your Plate Program to collect and recycle food waste from businesses and County facilities. Public Works also launched the “A Day Without Hunger” campaign in partnership with ESPN and the LA Lakers.

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

Top Ten Award Winners

Top Ten Award Winner

“New Freedom Transportation Initiative”

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

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

The New Freedom Transportation program includes 1) Volunteer Driver Mileage Reimbursement – clients select a person of trust (e.g., caregiver, neighbor, etc.) as a volunteer driver, 2) Taxicab Service Provider - individuals can take four one-way trips or 40 miles per month, and



3) Door Assistance Transportation Program for clients with or without significant mobility limitations who are offered door to-door or door-through-door assistance by the driver.

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

“
The Executive Office (Office of Child Protection) is the proud recipient of the 2019 PQA Gold Eagle Award. Each year, the County’s Hotline receives over 220,000 calls on suspected child abuse and neglect. Yet, only 1 out of every 10 families are connected to vital community services. Together with our partners, we are providing more timely services to our most vulnerable families. We truly are “moving families from the hotline to a helpline.

Celia Zavala, Executive Officer
Executive Office of the Board of Supervisors

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Commission Special Awards

Changemaker Award

“Improving Health Care at Pitchess Detention Center”

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

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

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



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

Commissioners’ Legacy Award

“Building Strong Leaders of Today and Tomorrow”

Human Resources

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

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



the need for a full integration of new competencies in a myriad of areas. To date, 186 new supervisors have graduated from the NSDP.

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

Commission Special Awards

Community Inclusion Award

“Career Online High School Diplomas for Adults”

LA County Library

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



the workforce, with training for their resume and cover letter writing.

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

County Image Enhancement Award

“Let’s Get Social: #Support LA”

Child Support Services Department

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

As a result, the community felt more comfortable which in turn allowed the Department to develop a different type of relationship with the community. Not only did the Support LA hashtag campaign institute effective public awareness about the important services offered locally,



it also reached critical mass Statewide. As a result, it received the 2018 Best of California Award for, the “Most Innovative use of Social Media & Citizen.

Commission Special Awards

Customer Service Award

“Justice League: Legal Aid & Healthcare Unite”

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

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

An innovative partnership brings lawyers and health care teams together to address legal and medical needs in tandem. The Medical Legal Community Partnership-Los Angeles (MLCP-LA) is a collaboration between three non-profit law firms and the Los Angeles County Department of Health Services’ Whole Person Care Program (WPC-LA). MLCP-LA’s hybrid service delivery model serves thousands of residents by using county-wide Community Health Workers to connect participants to legal help through an online referral portal. Distinct from the online portal, the Martin Luther King, Jr., Outpatient Center (MLK OPC) uniquely co-locates legal



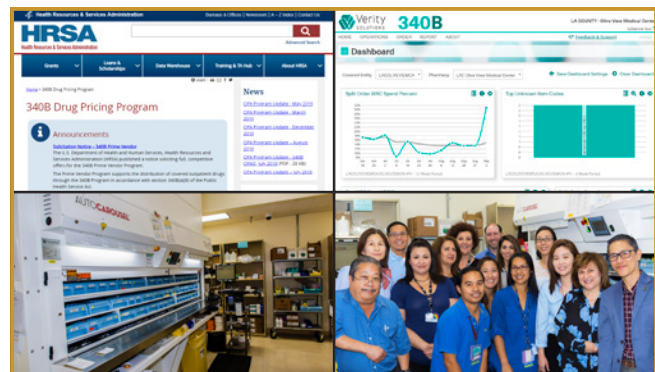
professionals inside the primary care clinic. In its first 14 months, the MLCP online portal served 659 patients and the MLK OPC MLCP site served another 433 patients. This “Justice League” alliance of health care and legal professionals is providing critical civil legal services as part of a broader comprehensive approach to improve the health and well-being of thousands of Los Angeles County residents.

Mega Million Dollar Award

“340B Drug Billing Software”

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

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



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

Commission Special Awards

Outstanding Teamwork Award

“After the Woolsey Fire: Applied Recovery Planning”

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

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



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

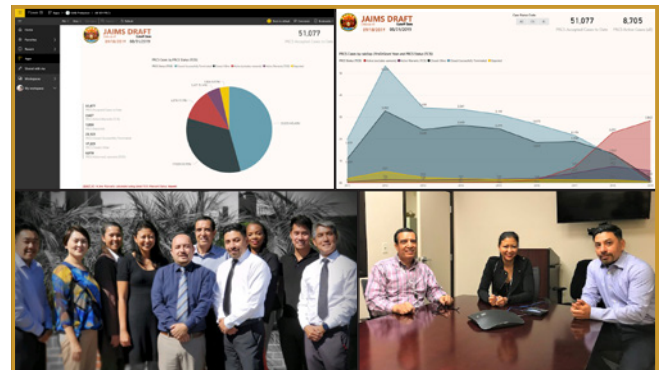
Performance Measurement Award

“JAIMS Data Analytics Project”

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

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

The Probation Department approached the Information Systems Advisory Board (ISAB) and with the support of the Internal Services Department, developed an efficient and automated data analytics solution for extracting and



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

Commission Special Awards

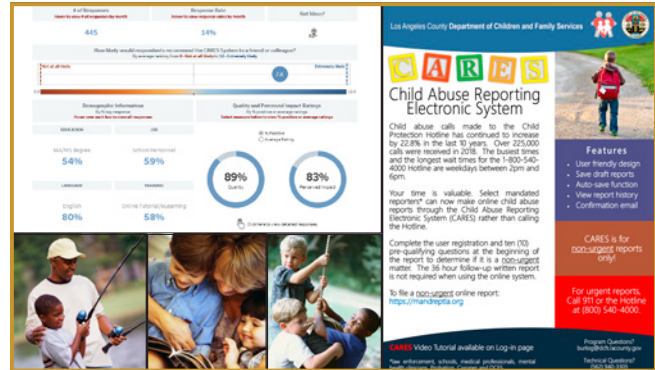
Process Improvement Award

“Child Abuse Reporting Electronic Systems (CARES)”

Children and Family Services

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

Child abuse calls in the County increased by 23.6% in the last 10 years. To effectively handle the increasing number of calls being reported to the DCFS Child Protection Hotline (CPH), CPH, in conjunction with DCFS' Business Information Systems Division, developed and designed the Child Abuse Reporting Electronic System (CARES). CARES is an on-line reporting system used by



mandated reporters who may use the system in lieu of the initial telephone report and will not need to submit the required written follow-up report. As of December 25, 2018, there have been 7,065 logins to the CARES system since implementation. Over 2,404 people have registered to use the system and 1,618 reports have been submitted online. The one-year review with the University of California Los Angeles on the CARES reporting pilot revealed 86% of reports completed (vs. incomplete reports).

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As we think about the future of work, let us also think about the history of work and the idea of a “job” as we know it. The idea of a job is a relatively recent concept limited perhaps to the last few hundred years. I believe in the near future, we will shift from an emphasis on what is your job towards a greater emphasis on what is your purpose.

Will Wright, Chair
2019 Leadership Conference Ad Hoc Committee

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Special Merit and Traditional Plaque Winners

Special Merit Plaque Winners

Recognizes meritorious accomplishment of special projects or programs that successfully fulfill departmental and County objectives

Building a Countywide Outreach System

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

Rancho Los Amigos Cranial Reconstruction Program

Health Services (Rancho Los Amigo National Rehabilitation Center)

Los Angeles Comprehensive Stroke Center System

Health Services (Emergency Medical Services Agency)

DHR LIVE!

Human Resources

Blueprint for a HIP Approach to Housing

Los Angeles County Development Authority

Helping the Homeless – That’s How We Roll

Public Defender

Office of Diversion and Reentry Housing Program

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

Traditional Plaque Winners

Recognizes commendable achievements in public service

Hope for Homeless Pets

Animal Care and Control

Claims Management System (CMS)

Auditor-Controller with Internal Services Department

Just Culture: Developing a Fair and Kind Workplace

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

PRIME – Care Improvement and Revenue Capture

Health Services

Curbing the Opioid Epidemic in Primary Care

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

RX 4 Success: Pharmacy & Hospital Team Integration

Health Services (LAC+USC Medical Center)

Prescription Processing Time Reduction

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

OVMC Pharmacy Led Transitions of Care Program

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

Reduction in Postoperative Opioid Use

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

Clinical Documentation Improvement for DHS

Health Services (LAC+USC Medical Center)

Unprecedented Discovery with Career Pathfinder

Human Resources

Spreading Holiday Cheer: One Family At A Time

Public Social Services

Jury Box

Superior Court

Commission Chair Leadership Award



Sachi A. Hamai
CHIEF EXECUTIVE OFFICER

Each 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 their organization. This year's recipient is **Sachi A. Hamai, Chief Executive Officer.**

Sachi A. Hamai is the Chief Executive Officer of Los Angeles County. She is responsible for managing the strategic direction and day-to-day operations of the nation's largest municipal government, including the oversight of Los Angeles County's \$32.5 billion budget. Her commitment to strong fiscal management has led to the County achieving its strongest long-term credit ratings in more than a decade.

As CEO, Sachi also leads L.A. County's workforce of more than 112,000 in developing, implementing and advancing the Board of Supervisors' key priorities.

Commission Chair Leadership Award



I am honored to be a recipient of the Quality and Productivity Commission 2019 Chair Leadership Award. We are Los Angeles County; the largest, most progressive municipal government in the nation. We remain committed to boldly thinking and providing services to all County residents to ensure that we have a strong, healthy and vibrant communities.

Sachi A. Hamai
Chief Executive Officer, Chief Executive Office



These include the unprecedented response to the region's homeless crisis, streamlining access to health services, justice reform, child protection, immigrant rights protection and environmental innovation and oversight. A champion of transformative change within local government, Sachi has successfully challenged L.A. County's workforce to break down barriers, collaborate and innovate across a broad range of society's most challenging issues. Sachi is also committed to helping L.A. County's next generation. In 2017, she co-founded WomenLeadLAC to network up-and-coming women in management with L.A. County's top executives.

In 2019, Sachi was named one of L.A.'s Top 500 most influential leaders for the fourth consecutive year by the Los Angeles Business Journal. Most recently, Innovate@UCLA announced Sachi as their unanimous choice to receive their 2019 Public Sector Executive Leadership

Award. Sachi is also the 2018 winner of the Clarence A. Dykstra Award for Excellence in Government. Her honors also include the Asian American Architects and Engineers Association's 2017 Asian American Leadership Award, and honors from the Asian American Employee Association and the Indian American Professional Association.

She serves on the board of United Way of Greater Los Angeles and is a member of the U.S.-Japan Council. Sachi is also a passionate marathon and long-distance runner who has participated nationally and internationally in nearly 40 races in the past five years. She achieved her personal best time in the 2015 Tokyo Marathon.

Congratulations to Sachi A. Hamai on a well-deserved recognition!

Commission Chair Leadership Award



Lisa M. Garrett

DIRECTOR OF PERSONNEL

Each 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 their organization. This year's recipient is **Lisa M. Garrett, Director of Personnel**.

The Board of Supervisors appointed Lisa M. Garrett, Director of Personnel in 2010 after serving as Acting Director of the Department of Human Resources for nearly one year. Ms. Garrett is a career public servant and has worked in both the City of Los Angeles and the County of Los Angeles. She hired into the County in 1994 as a Deputy District Attorney in the District Attorney's Bureau of Family Support Operations. Seven years later,



We may not be Trader Joe's – ranked #1 by Forbes as America's Best Large Employer of 2019 – but Los Angeles County for the second year in a row was named by Forbes as one of the best employers in the Country. It's a tough job, but someone has to do it! Leading her team by automating everything Human Resources.

Lisa M. Garrett
Director of Personnel, Human Resources



she moved into the Child Support Services Department, where she served as Assistant Division Chief in two large divisions, the Executive Assistant to the Director, and as the Chief Deputy Director and Chief Attorney before being appointed as Acting Director of Personnel.

She directs a team of over 400 positions, tasked with brining the best and the brightest into our workforce. She is a graduate from UCLA – Go Bruins – and an active member of the State Bar of California. Her department is involved in all aspects of County operations from child welfare, public safety, homelessness, social services, to consumer and business affairs.

Her Department is also tasked with creating a workplace of the future, fostering workforce development at every level, and maintaining the County as one of the nation's top employers.

Congratulations to Lisa M. Garrett on a well-deserved recognition!

Productivity Manager of the Year



PRODUCTIVITY MANAGER OF THE YEAR

Elizabeth Mendez

PARKS AND RECREATION

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 (Network).

The Commission selected **Elizabeth Mendez** Productivity Manager from the Auditor-Controller as the **2019 Productivity Manager of the Year**.

Elizabeth Mendez has over 20 years of experience in the public sector. She started her County career in 1999 with the Department of Public Works’ Environmental Programs Division. In her current role at Parks and Recreation, she is responsible for directing the

“

I am honored to be a part of such an outstanding group of Productivity Managers. There is no higher calling of a career than public service and making a difference in people's lives.

Elizabeth Mendez
Administrative Services Manager II, Parks and Recreation

”

Management Services Section in the Budget & Fiscal Services Division of the Administrative Services Agency. As such, she is responsible for conducting Internal Control Certification Program reviews, ensuing audit recommendations are implemented and revises department policies and procedures.

She also oversees program coordination of voyager and Cal Cards, Employee Transportation, Capital Assets Inventory, travel requests and reimbursement as well as building management for three agencies and various other programs.

Elizabeth is an active member of the Department's Employee Awards Program (Treasurer and Agency Coordinator) and the Team Builders Committees. She

is a graduate from the University of Southern California with a Bachelor's degree in Business Administration.

Elizabeth was first appointed to the PMN in 2008 and has played key roles in various committees, including Department Visit, Strategic Learning, and Education and Training. She has led her Department to yet another Top Ten Award!

Thank you Elizabeth for your leadership and support of Commission programs!

Message from the Chair of the Productivity Managers' Network



Jennifer Coultas
PMN Chair

It has been my honor to work with the Quality and Productivity Managers' Network (Network) in 2019. 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 departments.

The Network, working closely with the Commission, is committed 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 2019. 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 33rd Annual Productivity and Quality Awards ceremony was a highly successful Commission and Network partnership. Keshia Belmaster (Department of Health Services, Harbor-UCLA Medical Center) and Inna Sarac (Medical Examiner-Coroner) Co-Chaired this stellar event. The theme, "Empowering Innovative Solutions," recognized innovative projects that continue to raise the bar in excellence and service delivery to Los Angeles County residents.

The Network elected another solid slate for its Executive Committee in 2020. Congratulations to our newly elected officers:

- Chair – Arman Depanian (Department of Children and Family Services)

- 1st Vice Chair – Heidi Oliva (Fire Department)
- 2nd Vice-Chair – Stanley Yen (Department of Human Resources)
- PQA Co-Chairs – Inna Sarac (Medical Examiner-Coroner) and Keisha Belmaster (Department of Health Services, Harbor-UCLA Medical Center)
- Training and Education Chair – Jennifer Coultas (Child Support Services Department)
- Productivity Investment Board Advisory Committee Chair – Susan Linschoten (Auditor-Controller)
- Executive Advisors – Stephanie S. Maxberry (Workforce Development, Aging and Community Services) and Liz Mendez (Department of Parks and Recreation)

Additionally, we would like to acknowledge the continuing support of the Commission, under the leadership of its Commission Chair, Shawn Landres, and Network Advisors, Commissioners Andrés Cuervo and E. Scott Palmer. Finally, we also wish to provide a special thank you to the always helpful Commission staff, Jackie Guevarra, Laura Perez, and Tammy Johnson.

The Network will continue to work in partnership with the Commission to fulfill the County's strategic goals in 2020.

A handwritten signature in black ink that reads "Jennifer A. Coultas".

Jennifer Coultas, MSPA

CHAIR, QUALITY AND PRODUCTIVITY
MANAGERS' NETWORK

Quality and Productivity Managers' Network

The 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 Board (PIB) Advisory Committee, Department Visit, Executive Committee, and Education and Training.

2019 Executive Committee



Jennifer Coultas
Chair
Child Support Services



Catherine Mak
1st Vice Chair
Public Health



Hsiao-Ching Chen
2nd Vice Chair
Regional Planning



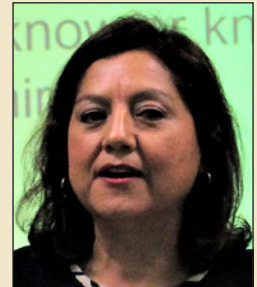
Stephanie Maxberry
Executive Advisor
Workforce Development, Aging and Community Services



Elizabeth Mendez
Executive Advisor
Parks & Recreation



Shawn Phipps
Training and Education Co-Chair
Health Services
Rancho Los Amigos National Rehabilitation Center



Leticia Ximenez
Training and Education Co-Chair
Mental Health



Keisha Belmaster
PQA Co-Chair
Health Services
Harbor-UCLA



Inna Sarac
PQA Co-Chair
Medical Examiner - Coroner



Susan Linschoten
Chair
PIB Advisory Committee
Auditor-Controller

2019 Leadership Conference

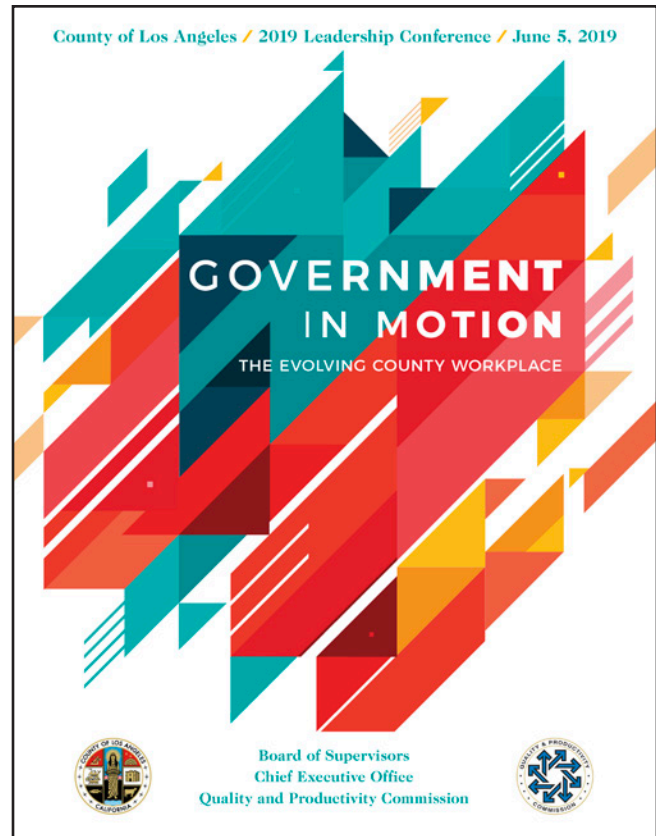
“Government In Motion: The Evolving County Workplace”

The Quality and Productivity Commission hosted the 17th Annual Commissioners’ Leadership Conference, “Government In Motion: The Evolving County Workplace” at the Music Center on June 5, 2019.

This year’s conference objective was anticipating the future of work, empowering an increasingly mobile workforce to improve services and extend impact.

Commissioner Andrés Cuervo, who served as Master of Ceremonies, welcomed members of the Board of Supervisors, commissioners, department heads and managers to the conference. The following speakers were invited to give a presentation:

- **Toni Townes-Whitley, President, Microsoft – US Regulated Industries** – gave an insightful and thought-provoking presentation on “Preparing our People: AI + Workforce of the Future” including preparing the “phigital” workforce for the 4th Industrial Revolution – the technological revolution.
- **Lisa M. Garrett, Director of Personnel, Human Resources, Scott D. Minnix, Director, Internal Services, and Skye Patrick, Library Director, LA County Library** – New Ideas Panel: People, Place, Culture: What’s Next? The panel moderator was Shawn Landres, Chair, Quality and Productivity Commission. Each of the panelist discussed how new technologies have impacted the workplace and how telework, hoteling and co-working are a part of the current workplace model.
- **Kathleen Selke, Director, Global Business Division, Knoll, Inc.**, spoke on the evolution of the workplace and how location, flexibility of schedules, and the organization’s purpose are all determining factors in attracting talent.
- **Sachi A. Hamai, Chief Executive Officer, Chief Executive Office**, emphasized that “people are the key to innovation” and technology is a key fundamental driver in how we deliver services, and how we communicate in the workplace.



- **Willam Wright, Commissioner, Quality and Productivity Commissioner**, wrapped up the conference with parting remarks as the Chair of the Leadership Conference Ad Hoc Committee.
- **Commissioner Andrés Cuervo** served as Master of Ceremonies, **Rabbi Leah Lewis, Temple Menorah**, delivered the Invocation, and **Staff Sergeant Kimberly Hill, California Army National Guard, 40th Infantry Division, Department of Military and Veteran Affairs** led us 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 “*Government In Motion: The Evolving County Workplace*” in their quest to provide efficient and high quality services for the residents of the County of Los Angeles.

Shared Practices Report

The 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.

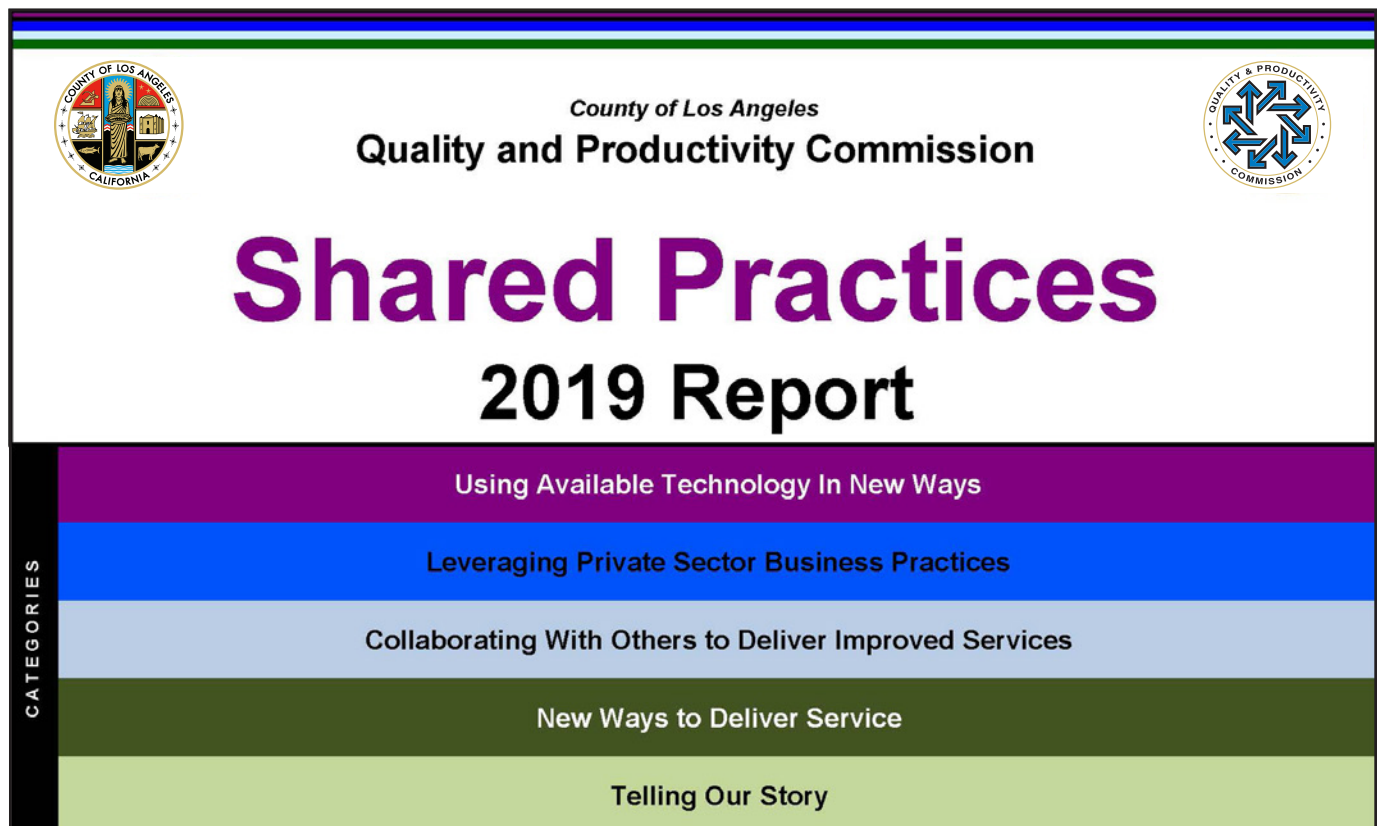
The creative ideas and practices used by one department can serve as a guide for others. The ideas in the report highlight useful tools that we call shared practices. Examples of these practices include:

- Using available technology in new ways
- Private sector business practices
- Collaboration
- Creating new ways to deliver services

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>





*Commission Chair Leadership Award Recipients
(past ten years)*

Sachi A. Hamai
Chief Executive Office • 2019

Lisa M. Garrett
Human Resources • 2019

John Naimo
Auditor-Controller • 2018

Steven Golightly
Child Support Services • 2017

Kurt E. Floren
Agricultural Commissioner/Weights and Measures • 2016

Sheryl L. Spiller
Public Social Services • 2015

William T Fujioka
Chief Executive Office • 2014

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

County of Los Angeles Board of Supervisors



Hilda L. Solis
Supervisor, First District



Janice Hahn
*Chair
Supervisor, Fourth District*



Mark Ridley-Thomas
Supervisor, Second District



Sheila Kuehl
Supervisor, Third District



Kathryn Barger
Supervisor, Fifth District

Chief Executive Office



Sachi A. Hamai
Chief Executive Officer

Executive Office Board of Supervisors



Celia Zavala
Executive Officer



[HTTP://QPC.LACOUNTY.GOV](http://qpc.lacounty.gov)