



Chief Executive Office
Quality and Productivity Commission



Shared Practices 2011 Report

CATEGORIES

Using Available Technology

Leveraging Private Sector Practices

Collaboration

New Ways of Service

Telling our Story

Chief Executive Office
Quality and Productivity Commission
Shared Practices 2011

Category:

USING AVAILABLE TECHNOLOGY IN NEW WAYS

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>PAWSTATS Animal Care and Control</p> <p>(Productivity and Quality Performance Measurement Award)</p> <p>Video</p>	<p>Problem: The existing tracking database was paper-based, and slow.</p> <p>Solution: A dashboard application - PAWSTATS. Uses data from front-end users to generate three graphs daily, providing a clear visual on progress toward major goals.</p> <p>Results: Managers can easily understand and analyze trends toward goals and drill down to specific information. It provides flexibility in search and query functions. PAWSTATS streamlines processes and improves service.</p>	<p>Patricia Learned Project Manager (562) 256-1362 plearned@animalcare.lacounty.gov</p>
<p>Investigation Tracking Management System Affirmative Action</p> <p>(Department Visit - March 31, 2010)</p>	<p>Problem: Multiple investigation databases are duplicative and costly.</p> <p>Solution: Investigation Tracking Management System (ITMS) upgrades. It increased deputy resources by sharing case information among Shared Services Investigations staff and OAAC management.</p> <p>Results: Service enhancement, retrieval of real time investigations data, and cost savings from increased efficiency.</p>	<p>Lorraine Fiore Productivity Manager (213) 974-1025 lpfiore@oaac.lacounty.gov</p>

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<p>Remote Access Pilot Project - Wi-Fi Alternate Public Defender</p> <p><i>(Department Visit - February 11, 2010)</i></p>	<p>Problem: Multiple agencies need access to the same information.</p> <p>Solution: The Remote Access Pilot enables multiple agencies in the Criminal Justice Center to access the same information, eliminating the need for multiple data files.</p> <p>Results: Increased efficiency and enhanced service.</p>	<p>Gary Baucum Productivity Manager (213) 974-8226 gbaucum@apd.lacounty.gov</p>
<p>Workload Distribution Index Alternate Public Defender</p> <p><i>(Department Visit - February 11, 2010)</i></p>	<p>Problem: Uneven workload can lead to attorney "burn out," resignations, reduced productivity, and a service availability deficit.</p> <p>Solution: This system measures attorney productivity, identifies locations and individuals who are over or underutilized. The Department can reassign attorneys to address the variances in workload.</p> <p>Results: Improved efficiency, service delivery, and employee morale.</p>	<p>Gary Baucum Productivity Manager (213) 974-8226 gbaucum@apd.lacounty.gov</p>

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<p>Inmate Videoconferencing Alternate Public Defender with ISAB, Sheriff, Probation, and Public Defender</p> <p><i>(Department Visit - February 11, 2010)</i></p>	<p>Problem: Transportation to and from different facilities for the purpose of meeting with inmates is time consuming and expensive.</p> <p>Solution: Videoconferencing enables face to face interviews without the need to be physically present in the same location.</p> <p>Results: Cost savings generated by less transportation costs and reduced staff time.</p>	<p>Gary Baucum Productivity Manager (213) 974-8226 gbaucum@apd.lacounty.gov</p>
<p>Alert LA Mass Notification System Chief Information Office with Sheriff</p> <p><i>(Productivity and Quality Top Ten Award)</i></p> <p>Video</p>	<p>Problem: The County had no way to quickly contact residents and businesses in emergencies.</p> <p>Solution: An emergency mass notification system, commonly known as Reverse-911, enables the County to target specific areas and quickly contact residents.</p> <p>Results: The system has been activated dozens of times since it was implemented. Notifications ranged from barricaded suspects to fire evacuations. The system not only saves lives, but reduces costs and increases efficiency.</p>	<p>Henry Balta Project Manager (213) 253-5622 hbalta@cio.lacounty.gov</p>

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<p>Cloud Based Computing Community Development Commission/Housing Authority</p> <p><i>(Department Visit - February 22, 2010)</i></p>	<p>Problem: High cost of Voice over Internet Protocol (VoIP) computer servers and server maintenance.</p> <p>Solution: Migrate from VoIP physical server operations to cloud-based computing, and convert remaining phone land lines to hosted VoIP.</p> <p>Results: Cost saving efficiencies result from fewer servers, reduced space requirements, lower maintenance and phone costs.</p>	<p>Elisa Vasquez Productivity Manager (323) 890-7415 elisa.vasquez@lacdc.org</p>
<p>Electronic Forms Management/Document Conversion Project Community and Senior Services</p> <p><i>(Productivity Investment Fund Project - \$200,000 loan)</i></p>	<p>Problem: Paper documents are difficult and costly to store, retrieve, and maintain.</p> <p>Solution: Scan documents and store in a readily retrievable manner with appropriate back-up.</p> <p>Results: Both reduced storage requirements and reduced staff time generate cost savings. The project supports and complies with the County's IT Strategic Directions and CSS Business Automation Plan.</p>	<p>Otto Solorzano Project Manager (213) 738-2617 osolorzano@css.lacounty.gov</p>

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<p>Leverage Resources through Effective Use of Technology Community and Senior Services</p> <p><i>(Department Visit - June 30, 2010)</i></p>	<p>Problem: Resources are diminishing for many Social Service programs while the demand for services continues to rise.</p> <p>Solution: Effective use of technology cuts costs by simplifying and streamlining processes. Use of Cognos Report, Share Point Intranet, Adult Protective Services software, WebEx meetings and the Document Conversion project have helped reach these goals.</p> <p>Results: Improved efficiency and customer service.</p>	<p>Stephanie Maxberry Productivity Manager (213) 738-2015 smaxberry@css.lacounty.gov</p>
<p>E-Subpoena District Attorney with Information Systems Advisory Body and Internal Services Department</p> <p>(Productivity and Quality Productivity Enhancement Award)</p> <p>Video</p>	<p>Problem: Subpoenas were previously printed, mailed or faxed to specific law enforcement offices. The process was cumbersome and time consuming.</p> <p>Solution: An electronic subpoena process, developed in collaboration with the Los Angeles Police Department and Information Systems Advisory Body.</p> <p>Results: Benefits are overwhelmingly positive - both operationally and financially.</p>	<p>Laura Jane Kessner Special Assistant Project Manager (213) 974-1112 ljkesner@da.lacounty.gov</p> <p>Alicia Taylor Systems Division Project Manager 562-403-6625 ataylor@da.lacounty.gov</p>

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<p>E-SCARS District Attorney (DA) with Children and Family Services (DCFS) and Sheriff</p> <p>(Productivity and Quality Silver Eagle Award)</p> <p>Video</p>	<p>Problem: DCFS is required to cross report allegations of child abuse on a standardized form "Suspected Child Abuse Report"-SCAR. The reports were mailed or faxed and manually entered into various independent programs.</p> <p>Solution: E-SCARS, a web-based extranet application, which can be accessed by DCFS, DA and 46 other law enforcement agencies. The system generates reports, and automates fax and email notifications.</p> <p>Results: A quicker response time and elimination of multiple responses by law enforcement. The project enhances the County's ability to protect children and costs are reduced as a result of fewer lawsuits, less paper and printing, and reduced staff time.</p>	<p>Susan Steinfeld Project Manager (213) 974-9870 ssteinfeld@da.lacounty.gov</p>
<p>Mid Valley Retinal Camera System Health Services</p> <p><i>(Productivity Investment Fund Project - \$37,500 grant)</i></p>	<p>Problem: Demand for Ophthalmology services in the ValleyCare network exceeds capacity.</p> <p>Solution: A retinal camera system increases access to ophthalmology services by providing early screening and referrals without a face-to-face patient visit. This reduces the number of clinic visits by at least 50% because normal scans do not require follow-up clinic visits. It also identifies and refers those with eye disease for timely treatment.</p> <p>Results: Early screening, diagnosis, and treatment improves services, quality of life, and results in significant cost savings and avoidance.</p>	<p>E. Nguyen, M.D. Project Manager (818) 947-4604 ednguyen@dhs.lacounty.gov</p>

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<p>PeopleStats Human Resources (HR)</p> <p><i>(Productivity Investment Fund Project - \$100,000 grant)</i></p>	<p>Problem: Multiple HR data systems existed which did not interface with each other, limiting the ability to make informed decisions.</p> <p>Solution: PeopleStats will consolidate existing statistical information.</p> <p>Results: Information can be collected, organized and performance measures reported more efficiently.</p>	<p>Marian Hall Project Manager (213) 974-2631 mhall@hr.lacounty.gov</p>
<p>Solar Energy System Pilot Project Parks and Recreation</p> <p><i>(Productivity Investment Fund project - \$150,000 grant and \$50,000 loan)</i></p>	<p>Problem: Transitioning from traditional power to solar power can achieve great energy and cost savings, but involves start-up costs and unknown challenges.</p> <p>Solution: A pilot project for solar energy buildings in the County. PIF grant money was used for a pilot solar energy system at Eugene Obregon County Park.</p> <p>Results: The park is now a model project for site sustainability . The project is expected to offset the daily kW hour usages by 50%.</p>	<p>James Smith Project Manager (213) 639-6702 jsmith@parks.lacounty.gov</p>

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<p>Energy and Water Efficiencies Parks and Recreation</p> <p><i>(Department Visit - June 23, 2010)</i></p>	<p>Problem: Reducing energy cost and water consumption at park facilities.</p> <p>Solution: The Department has utilized a multi-pronged approach to energy and water conservation, including induction lighting, automatic lighting timers, building occupancy sensors, smart irrigation controllers, waterless urinals, solar power and more.</p> <p>Results: Energy costs at Park facilities are substantially reduced without compromising services.</p>	<p>Elizabeth Mendez Productivity Manager (213) 738-3040 lmendez@parks.lacounty.gov</p>
<p>Children's Health Outreach Initiatives "CHOI" Database Public Health</p> <p><i>(Productivity Investment Fund Project - \$122,400 grant)</i></p>	<p>Problem: Many children in Los Angeles County are uninsured because they are not accessing available health care coverage.</p> <p>Solution: The CHOI database system is an enrollment and tracking tool and is essential for continuing the health coverage outreach and retention services.</p> <p>Results: Over 30,000 health coverage applications are tracked annually in the system. This enables increased follow-up, enrollment, and coverage retention rates. This enhances service, reduces County cost, and enhances public health .</p>	<p>Suzanne Bostwick Project Manager (213) 637-8482 sbostwick@ph.lacounty.gov</p>

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<p>IT Governance Structure Public Health</p> <p><i>(Department Visit - May 19, 2010)</i></p>	<p>Problem: Outmoded IT systems and multiple IT projects are competing for resources.</p> <p>Solution: Establish an internal technology governance structure, the Information Technology Advisory Board (ITAB), to ensure highest priority projects are identified and resourced properly.</p> <p>Results: A more efficient and effective approach to replacing and updating IT systems.</p>	<p>Kim Brown Project Manager (323) 890-7857 kbrown@ph.lacounty.gov</p>
<p>Secure Electronic Recording Document Delivery System (eRecording) Registrar-Recorder/County Clerk</p> <p><i>(Department Visit - September 22, 2010)</i></p>	<p>Problem: Current systems are unable to meet the growing recording and voting needs, future regulatory changes and legal requirements.</p> <p>Solution: Four counties, LA, Orange, Riverside and San Diego, share ownership of the Electronic Recording Delivery System (SECURE) which accepts electronic documents from various approved agencies. A single point of submission, with the ability to send documents to multiple counties, simplifies the process.</p> <p>Results: Streamlined and automated processes generate cost benefits by reducing staff hours and paperwork. In addition, eRecording can generate revenue by providing the service to others.</p>	<p>Monique Blakely Project Manager (562) 462-2073 mblakely@rrcc.lacounty.gov</p>

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<p>LA Vitals - Vital Records Delivery System Registrar-Recorder/County Clerk</p> <p>(Productivity and Quality Best Application of Technology Award)</p> <p>Video</p>	<p>Problem: The existing system for storing and indexing vital records was over 20 years old, slow, labor intensive, and had limited functionality.</p> <p>Solution: The LAVitals System streamlines the process for both the public and staff end users. It includes a Web Request Module, Customer Copy Module, Cashier Module, Mail Tracking, Index and Image features, Administration and Reporting Module, Import and Export, and Online Help.</p> <p>Results: Improved customer service and administrative capability. The new system is estimated to provide \$1,113,000 in cost benefits.</p>	<p>Portia Sanders Project Manager (562) 462-2081 pdsanders@rrcc.lacounty.gov</p> <p>Kai Ponte Project Manager (562) 462-2706 kponte@rrcc.lacounty.gov</p>
<p>Countywide Address Management System (CAMS) Registrar-Recorder/County Clerk</p> <p>(Productivity and Quality Top Ten Award)</p> <p>Video</p>	<p>Problem: The legacy address mapping system used Thomas Brothers information. It did not have the capacity to include many informational points necessary for effective service.</p> <p>Solution: CAMS is a state-of-the-art address maintenance information system that maintains address points, street lines, zip code polygons, legal and postal cities, and will eventually maintain buildings and landmarks.</p> <p>Results: Improved work flow and data quality; greater agency participation, data sharing and standardization; reduced staff time; use of CAMS by County departments; and improvement in the quality of mapping. The project has resulted in \$3,000,000 in estimated cost benefits.</p>	<p>Michael Petrucello Project Manager (562) 462-2712 mpetrucello@rrcc.lacounty.gov</p>

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Category:		
LEVERAGING PRIVATE SECTOR BUSINESS PRACTICES		
PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Business Improvement Model Community Development Commission/Housing Authority</p> <p>(Department Visit - February 22, 2010)</p>	<p>Problem: Identify funding sources for revitalization in low income areas such as Florence Firestone.</p> <p>Solution: Establish a business improvement district. This establishes a local fee-based funding source to pay for additional services identified by the community.</p> <p>Results: This approach empowers the local businesses and helps create more active, sustainable business revitalization, resulting in enhanced quality of life, public safety and job creation.</p>	<p>Elisa Vasquez Productivity Manager (323) 890-7415 elisa.vasquez@lacdc.org</p>
<p>DNA Testing Program Coroner</p> <p>(Department Visit - July 29, 2010)</p>	<p>Problem: In-house DNA testing needs. Commercial labs are expensive and the State DNA lab has up to a nine month turnaround time for Coroner identifications.</p> <p>Solution: A PIF grant/loan provided funds for the Department to contract an expert consultant to develop a DNA project Plan for in-house DNA testing services.</p> <p>Results: The DNA lab will provide a quick turnaround in Coroner identifications, improve service to the community, and can generate revenue by offering services to outside agencies and to families of our decedents.</p>	<p>Sarah Ahonima Productivity Manager (323) 343-0784 sahonima@coroner.lacounty.gov</p>

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<p>When One is One Too Many Health Services - Harbor-UCLA</p> <p>(Productivity and Quality Top Ten Award)</p> <p>Video</p>	<p>Problem: Harbor-UCLA Neonatal Intensive Care Unit (NICU) had a goal of reducing hospital acquired central line infections by 50%.</p> <p>Solution: NICU management reorganized to analyze how to improve infection rates. The team looked at all data and identified an association of infection with a high frequency of providers accessing lines. They changed to process to address this problem.</p> <p>Results: The infection rate was dramatically changed. The NICU was infection-free for 333 days.</p>	<p>Jeanne Foley Clarke, RN, BSN Project Manager (310) 222-2348 jeclarke@dhs.lacounty.gov</p>
<p>Cost Savings without Compromising Services Mental Health</p> <p>(Productivity and Quality Mega-Million Dollar Award)</p> <p>Video</p>	<p>Problem: Reimbursement for medications had been based on a long-standing industry pricing benchmark (Average Wholesale Price - AWP). In 2009, a Federal ruling determined that the AWP benchmark was artificially inflated and ruled it illegal.</p> <p>Solution: The Department collaborated with contracted pharmacies and created new benchmark reimbursement terms.</p> <p>Results: The new benchmark improved flexibility and ensured that reimbursement terms remain within industry standards. Savings amounted to \$9.3 million from the past fiscal year.</p>	<p>Wayland Chan, Pharm.D Project Manager (213) 738-4725 wchan@dmh.lacounty.gov</p>

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Category:

LEVERAGING PRIVATE SECTOR BUSINESS PRACTICES

**Six Sigma Efficiency
Training Project**
Registrar-Recorder/County
Clerk

*(Productivity Investment
Fund project - \$60,000
Grant)*

Problem: Create efficiencies in areas of registering and recording property documents, ballot accountability, ballot layout, and sample ballot book production.

Solution: "Six Sigma" is a proven methodology to improved efficiency which has been utilized by thousands of private companies and government agencies as a quality control management tool.

Results: "Six Sigma" training by a consultant will be provided to three employees. All three will be certified in Green and Black Belts. They will gather data, analyze operations, and identify policies and procedures to enhance operations. We look forward to this becoming a countywide best practice.

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Category:		
COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES		
PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Coroner's Organ and Tissue Donation Program Department of Coroner</p> <p><i>(Productivity and Quality Top Ten Award)</i></p> <p>Video</p>	<p>Problem: The need for organs and tissues for transplantation is far greater than the supply.</p> <p>Solution: Collaborate with <i>OneLegacy</i> to develop a protocol for procurement of organs and tissues in Coroner cases, ensuring all legal and medical requirements are met. Provide training to staff members.</p> <p>Results: Approximately 2,400 organs and 1,800 tissues have been procured from Coroner cases. Annual County reimbursement for cost recovery has averaged \$80,100.</p>	<p>Lakshmanan Sathyavagiswaran, M.D. Coroner and Chief Medical Examiner (323) 343-0522 lsathyavagiswaran@coroner.lacounty.gov</p>
<p>Los Angeles County Co-Occurring Disorders Court CCJCC with Public Defender, District Attorney, Superior Court, Mental Health, Public Health, and Special Service for Groups</p> <p><i>(Productivity and Quality Best Teamwork Award)</i></p> <p>Video</p>	<p>Problem: Mentally ill jail inmates with co-occurring substance abuse disorder (alcohol or drug) have high recidivism rates and longer incarceration periods.</p> <p>Solution: The Co-Occurring Disorders Court, a specialized adult drug court, combines judicial supervision with treatment services.</p> <p>Results: Participants demonstrated an 85% decrease in the number of days in jail, 79% drop in number of arrests, 95% decrease in homelessness, and a 32% increase in a standard mental health assessment. Cost savings are estimated at \$690,000 per year.</p>	<p>Mark Delgado Project Manager (213) 974-8398 mdelgado@ccjcc.lacounty.gov</p>

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Category:

COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES

Countywide Response to H1N1

Public Health with Board of Supervisors, Chief Executive Office, Health Services, and Sheriff

(Productivity and Quality Gold Eagle Award)

Video

Problem: A deadly form of flu, H1N1, was spreading throughout LA County, posing a major threat not to the County, but the entire world. Initially, no vaccine was available to contain the spread of the virus.

Solution: To meet the challenge, Public Health developed and led one of the largest public health mobilization efforts in the history of the County.

Results: Benefits included preservation of life and health, enhancement of community trust in government-led response, timely and effective monitoring of health effects, and efficient use of scarce resources.

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Category:
New Ways of Service

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Shared Services Investigations Model Affirmative Action</p> <p><i>(Department Visit - March 31, 2010)</i></p>	<p>Problem: Monitoring departmental investigations is inefficient.</p> <p>Solution: OAAC transitioned six County departments from the employment discrimination investigation monitoring model to the Shared Services Investigations model. OAAC transitioned 12 additional monitored departments to the Shared Services model, effective July 1, 2010.</p> <p>Results: Greater efficiency and standardization of the investigation process.</p>	<p>Lorraine Fiore Productivity Manager (213) 974-1025 lpioire@oaac.lacounty.gov</p>
<p>Cultivate/Create Initiative Arts Commission</p> <p><i>(Productivity Investment Fund project - \$75,000 matching grant)</i></p>	<p>Problem: Mid to small Arts organizations report reduced revenue.</p> <p>Solution: With matching funds from a National Endowment for the Arts grant, the Cultivate/Create Initiative will provide the organizations with training and development of programs to become more financially stable.</p> <p>Results: Through the initiative, arts organizations will enhance services and become more financially independent.</p>	<p>Laura Zucker, Executive Director (213) 202-5858 lzucker@arts.lacounty.gov</p>

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Category:

New Ways of Service

<p>Parents in Partnership Children and Family Services</p> <p>(Productivity and Quality Commissioners' Memorial Award)</p> <p>Video</p>	<p>Problem: When children must be removed from their homes, families are in crisis. Parents are mistrustful, lost, and confused in the child welfare system. They may not know how to access the services they are required to complete.</p> <p>Solution: The <i>Parents in Partnership</i> is a team effort between DCFS and parents who were formerly in the system and successfully reunified with their children. These parents become "Parent Partners" to provide support, positive role modeling and education.</p> <p>Results: Parent Partners have mentored approximately 700 families during the pilot. Cost savings are estimated at \$975,000.</p>	<p>Dr. Michael J. Rauso Division Chief Project Manager (213) 351-5861 rausom@dcfs.lacounty.gov</p>
<p>Section 8 Policies and Procedures Community Development Commission/Housing Authority</p> <p>(Department Visit - February 22, 2010)</p>	<p>Problem: To enhance management processes and efficiency while increasing HACoLA's score on HUD's (Housing and Urban Development) annual report card.</p> <p>Solution: Policy and procedural improvements focusing on timeliness and work quality: streamlined annual recertification process and creation of a Quality Control Unit and training lab; reduced work time by interfacing document imaging with the operating system; automated inspection scheduling; and introduction of portable personal computer tablets for field inspectors which enabled efficient, consistent inspections and immediate access to results.</p> <p>Results: Enhanced efficiency and customer service, using protocols which can be replicated. The Housing Authority recently received its highest score under HUD's Section 8 annual report card.</p>	<p>Elisa Vasquez Productivity Manager (323) 890-7415 elisa.vasquez@lacdc.org</p>

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Category: New Ways of Service		
<p>Case Ownership Model Child Support Services</p> <p><i>(Department Visit - April 8, 2010)</i></p>	<p>Problem: Improve results and morale by moving to a "case ownership" business model.</p> <p>Solution: Transition to a new case ownership business model. Changes included training of all staff; regular monthly management meetings; and a weekly Director's Message.</p> <p>Results: Enhancing customer service and improving the well-being of children.</p>	<p>Jennifer Coultas Productivity Manager (213) 639-2727 jennifer_coultas@cssd.lacounty.gov</p>
<p>Human Services Model Child Support Services</p> <p><i>(Department Visit - April 8, 2010)</i></p>	<p>Problem: Implementing the most effective service model to ensure child support and health care coverage for children.</p> <p>Solution: Moving from a law enforcement organization to a human services model.</p> <p>Results: Enhancing customer service and improving the well-being of children.</p>	<p>Jennifer Coultas Productivity Manager (213) 639-2727 jennifer_coultas@cssd.lacounty.gov</p>

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New Ways of Service

<p>Model Contract Remodeled Internal Services Department</p> <p>(Productivity and Quality Plain Language Award)</p> <p>Video</p>	<p>Problem: Significant portions of the County's model small business contract are mandated - verbatim - by County Code, Board Ordinance, County Counsel opinion memos, Risk Management policy, or institutional memory, making it difficult to understand.</p> <p>Solution: When you can't re-write, you remodel by: (1) restructuring, putting related clauses together, placing major before minor, general before specific, frequent before seldom used, rules before exceptions; and (2) annotating with plain language explanations for each County-standard term and condition.</p> <p>Results: The model contract is now easier to understand without removing mandatory language.</p>	<p>John Geiger Project Manager (323) 267-3443 jgeiger@isd.lacounty.gov</p>
<p>Efficiency Now! Initiative Parks and Recreation</p> <p>(Productivity and Quality Bronze Eagle Award)</p> <p>Video</p>	<p>Problem: Inspire sustainability, save money and increase revenues.</p> <p>Solution: The Efficiency Now! Initiative was designed to rapidly generate and prioritize efficiency ideas. The Department developed a structured plan to solicit and categorize ideas; conduct a review by subject matter experts, including IT and budget; and to analyze and present the ideas to management. All levels of employees are involved.</p> <p>Results: Teams identified about 30 high-impact ideas that could start producing and saving significant amounts quickly. This comprehensive program, which provides tracking and allows for ongoing feedback to employees, can be easily replicated among other departments. Cost benefits are estimated at \$900,000.</p>	<p>Ilona Volkman Project Manager (213) 738-2981 ivolkmann@parks.lacounty.gov</p>

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<p>Felony Training Program Public Defender</p> <p>(Productivity and Quality Top Ten Award)</p> <p>Video</p>	<p>Problem: When there is not a felony-trained attorney available for a case, costs are incurred to hire private counsel. In addition, the lack of training for attorneys leads to problems in retention, risk management and succession planning.</p> <p>Solution: A comprehensive 18-month training and mentoring program to expedite the transition of lawyers to felony practice.</p> <p>Results: The program has accelerated movement of lawyers to felony practice, reducing attrition, eliminating unavailability, reducing potential liability, and boosting morale. The program estimated a total of \$14,222,659 in cost avoidance.</p>	<p>Jenny Brown Project Manager (213) 974-2979 jbrown@pubdef.lacounty.gov</p>
<p>Community Center Model Public Library</p> <p>(Department Visit - March 15, 2010)</p>	<p>Problem: Identify and fulfill community library needs</p> <p>Solution: Transitioning from a traditional library service to a Community Center model, including early childhood development activities and programs. The new model involves many collaborative endeavors such as Census initiatives, gang initiatives, on-line homework help, and Reading Program in a Box.</p> <p>Results: Enhancing customer service by providing expanded and enriching experiences, particularly for children and families.</p>	<p>Ken Kramer Productivity Manager (562) 940-8559 kkramer@library.lacounty.gov</p>

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<p>Process Improvement Public Library</p> <p><i>(Department Visit - March 15, 2010)</i></p>	<p>Problem: Create efficiencies to save time and money</p> <p>Solution: Build efficiencies such as self-check service; centralize circulating books and materials; and streamline ordering to meet increasing demand.</p> <p>Results: Cost savings resulting from streamlined processes, while maintaining customer service.</p>	<p>Ken Kramer Productivity Manager (562) 940-8559 kkramer@library.lacounty.gov</p>
<p>The Speed Team Public Library</p> <p>(Productivity and Quality Top Ten Award)</p> <p>Video</p>	<p>Problem: With the new online catalog, customer "hold" requests quadrupled. Staff needed to get materials ordered, processed, delivered to the libraries, and into the hands of the public quickly.</p> <p>Solution: Form work groups to analyze processes impacting delivery times.</p> <p>Results: The amount of time to get a book in the hands of library patrons has gone from a high of 67 days to an average of 8. The project resulting in an estimated \$851,000 in cost benefits.</p>	<p>Sheryl Katzin Project Manager (562) 940-8543 skatzin@library.lacounty.gov</p>

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Category:

New Ways of Service

<p>General Relief to Social Security Income Project Public Social Services with Chief Executive Office, Mental Health, Health Services, and Public Health</p> <p>(Productivity and Quality Top Ten Award)</p> <p>Video</p>	<p>Problem: Long term General Relief (GR) unemployable participants due to physical or mental disability, may not able to complete the complicated Social Security Income (SSI) application process, or may fail to comply with SSI requirements, resulting in denial of SSI.</p> <p>Solution: Provide intensive case management to assist participants in overcoming barriers; accessing medical providers; documenting treatment; financial incentives, and payments for necessary items to enable participants to keep appointments to complete the SSI application process.</p> <p>Results: More participants move from GR to SSI, enhancing service and reducing the County cost. Estimated \$12,952,368 savings over 60 months.</p>	<p>Jaime Santos Project Manager (562) 908-6757 jaimesantos@dpss.lacounty.gov</p>
<p>Voting Systems Assessment Project Registrar-Recorder/County Clerk</p> <p>(Department Visit - September 22, 2010)</p>	<p>Problem: Current systems are unable to meet the growing voting needs, future regulatory changes and legal requirements.</p> <p>Solution: Implement a "Voting Systems Assessment Project" with a collaborative approach involving citizens, the academic community, public interest groups, and policy makers, to modernize the voting system and provide voters with fair, transparent, and accessible elections.</p> <p>Results: Organized, comprehensive and efficient preparedness for future election needs.</p>	<p>Efrain Escobedo Project Manager (562) 462-2073 eescobedo@rrcc.lacounty.gov</p>

Chief Executive Office
Quality and Productivity Commission
Shared Practices 2011

Category:

New Ways of Service

<p>Flexible Work Assignments Sheriff</p> <p><i>(Department Visit - September 30, 2010)</i></p>	<p>Problem: Budget curtailments have resulted in administrative staffing shortages</p> <p>Solution: Use of the Cadre of Administrative Support Personnel (sworn personnel) who step away from their regular duties approximately four times per month to fill vacant line positions.</p> <p>Results: Efficient use of personnel during periods of budgetary problems.</p>	<p>Glen Joe Productivity Manager (323) 526-5205 GCJoe@lasd.org</p>
<p>New Collection Programs to Increase Revenue Treasurer and Tax Collector (TTC)</p> <p><i>(Productivity and Quality Best Service Improvement Award)</i></p> <p>Video</p>	<p>Problem: To increase of collections for County departments.</p> <p>Solution: County departments refer 60-day delinquent accounts to TTC for collection. TTC developed a method for departments to electronically refer delinquent accounts, enhancing collection and reporting capabilities. TTC also partners with the private sector to assist in some collections.</p> <p>Results: The new system streamlines the referral and collection process. Over 18 months, TTC recovered additional revenue in the amount of \$3.7 million.</p>	<p>Donna Doss Project Manager (213) 974-2077 ddoss@ttc.lacounty.gov</p>

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Category:		
TELLING OUR STORY		
PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Summer of Color Fire, with Beaches and Harbors and Board of Supervisors 3rd and 4th Districts</p> <p><i>(Productivity and Quality Image Enhancement Award)</i></p> <p><i>Video</i></p>	<p>Problem: Find a creative beach project which provides creative therapy and a sense of achievement to children and youth, some recovering from physical or emotional trauma.</p> <p>Solution: Partnering with <i>Portraits of Hope</i>, the project involved the community in designing and painting 156 lifeguard towers across 21 beaches. After being on display at the beaches during the summer, the art panels are dispersed throughout the community and as far away as Haiti.</p> <p>Results: This effort combined civic engagement with visual and healing arts. It involved schools, residents with medical, physical, or socio-economic challenges and provided educational opportunities. After the panels are removed, the lifeguard towers will all be repainted with donated supplies, saving an estimated \$209,000.</p>	<p>Mike T. Frazer Project Manager (310) 577-5702 mfrazier@fire.lacounty.gov</p>