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www.dhs.lacounty.gov

To ensure access to high-quality, patient-centered, cost-effective health care to Los Angeles County residents through direct services at DHS facilities and through collaboration with community and university partners.

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December 10, 2013

TO: Each Supervisor

FROM: Mitchell H. Katz, M.D.
Director

SUBJECT: **STEPS REQUIRED TO SUCCESSFULLY ADAPT THE DEPARTMENT OF HEALTH SERVICES AND LOS ANGELES COUNTY FOR THE AFFORDABLE CARE ACT (ITEM #36, DECEMBER 10, 2013)**

UPDATE

The Department of Health Services (DHS) continues to make good progress on key initiatives and operational changes that will prepare our health system to succeed under the Affordable Care Act (ACA).

In this report, I have updated the DHS system transformation dashboard and included supporting details to provide additional context (see attachment). As always, I welcome your suggestions and feedback on the dashboard report, which we will continue to modify and improve in successive iterations.

If you have any questions or need additional information, please contact me or Anish Mahajan, Director of System Planning, at (213) 240-8416.

MHK:jp

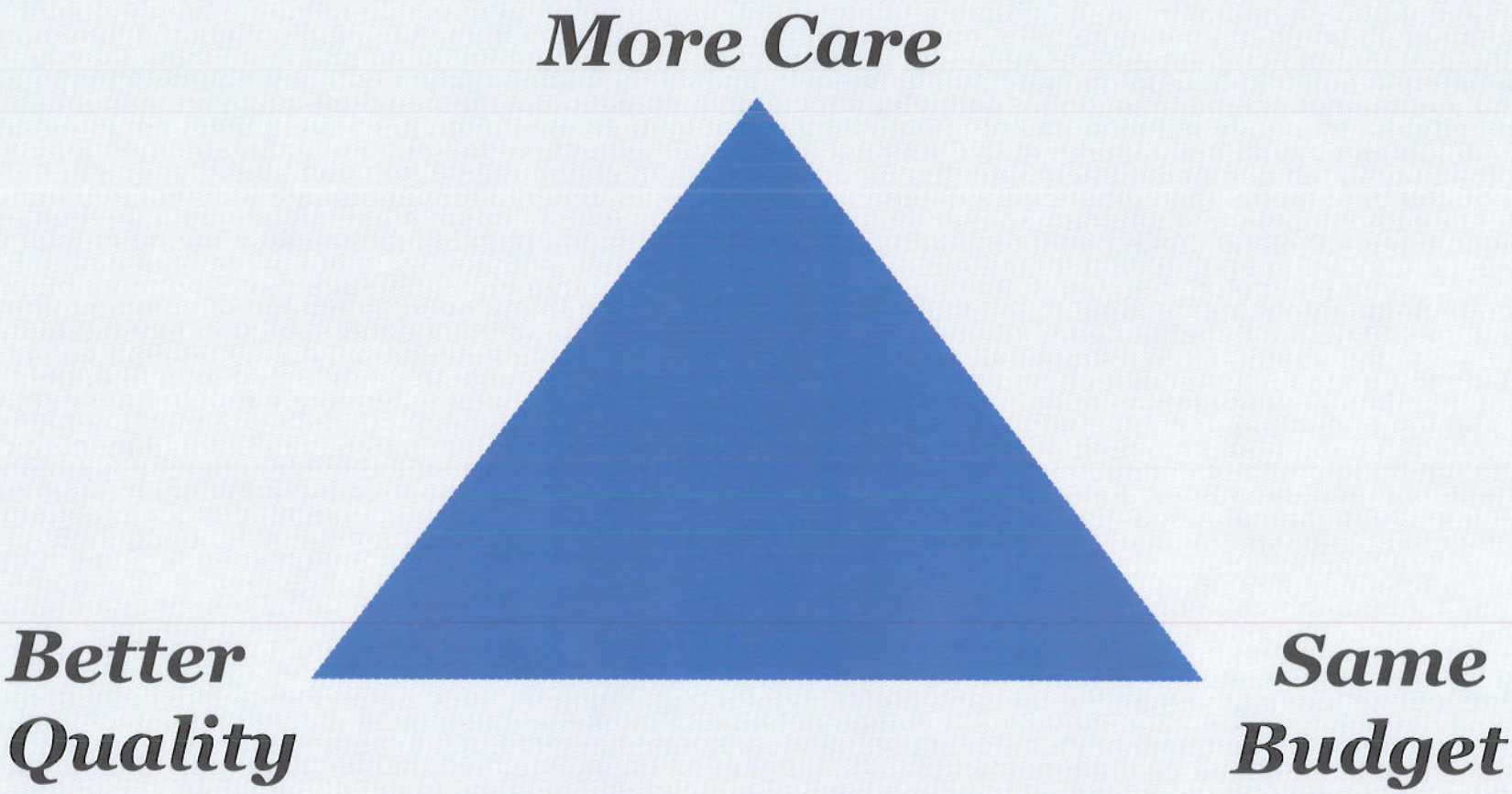
Attachment

c: Chief Executive Office
County Counsel
Executive Office, Board of Supervisors
Department of Public Social Services

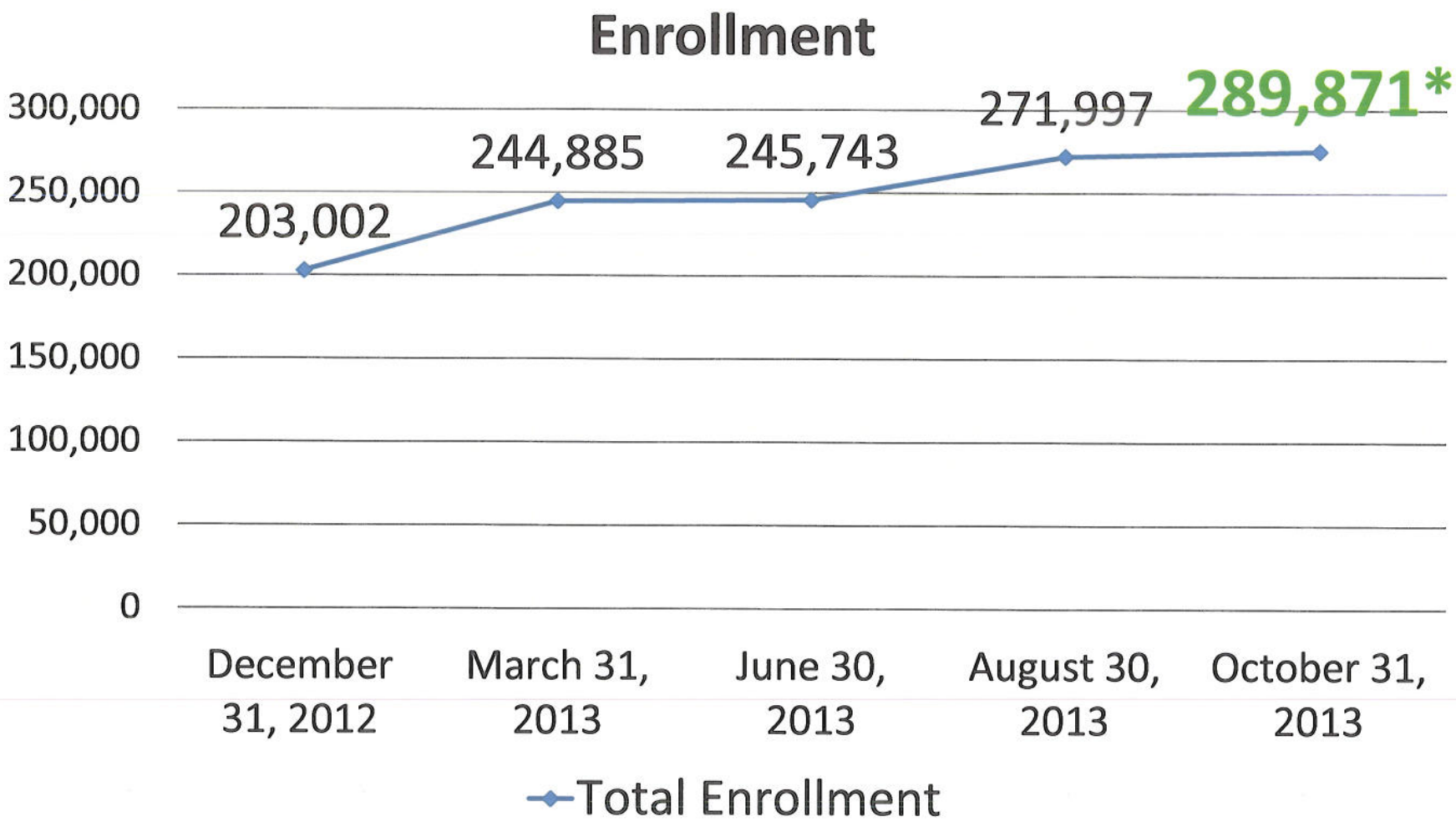
Our Future Under the Affordable Care Act (ACA) – December 2013 Update

Mitchell H. Katz, MD
Director
LOS ANGELES COUNTY
DEPARTMENT OF HEALTH SERVICES
December 10, 2013

Our Overall Strategy for ACA: DHS Triple Aim



Healthy Way LA (HWLA)

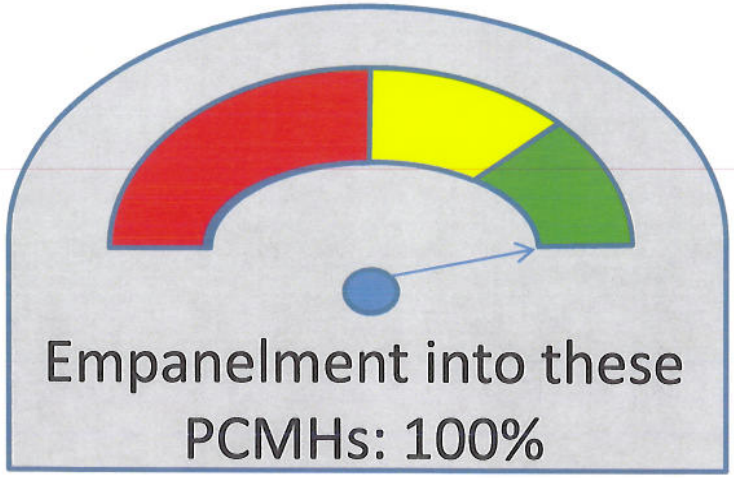


NOTE: The state received federal approval to defer HWLA redeterminations due in October, November and December 2013

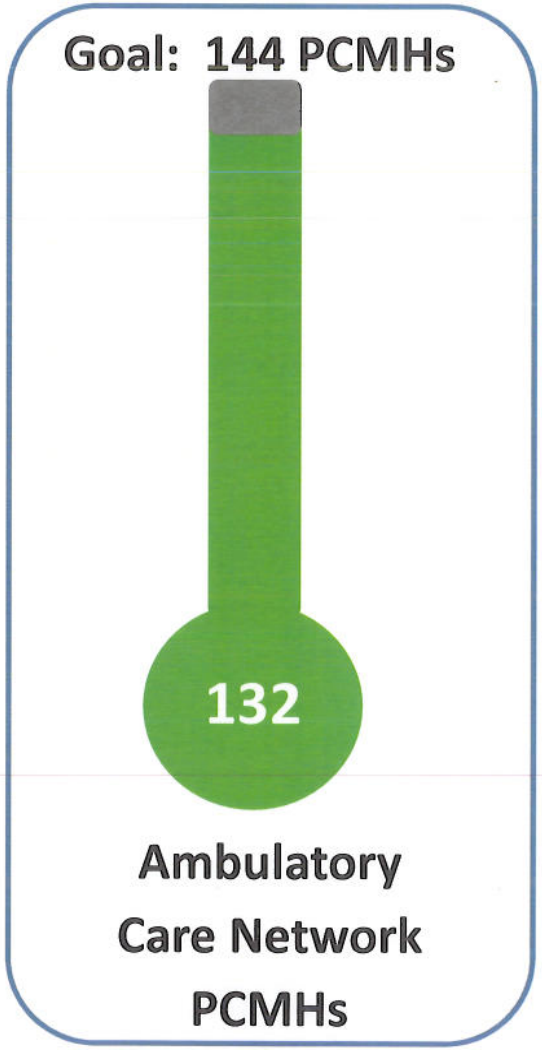
***UPDATED**

Patient-Centered Medical Home (PCMH) Ambulatory Care Network

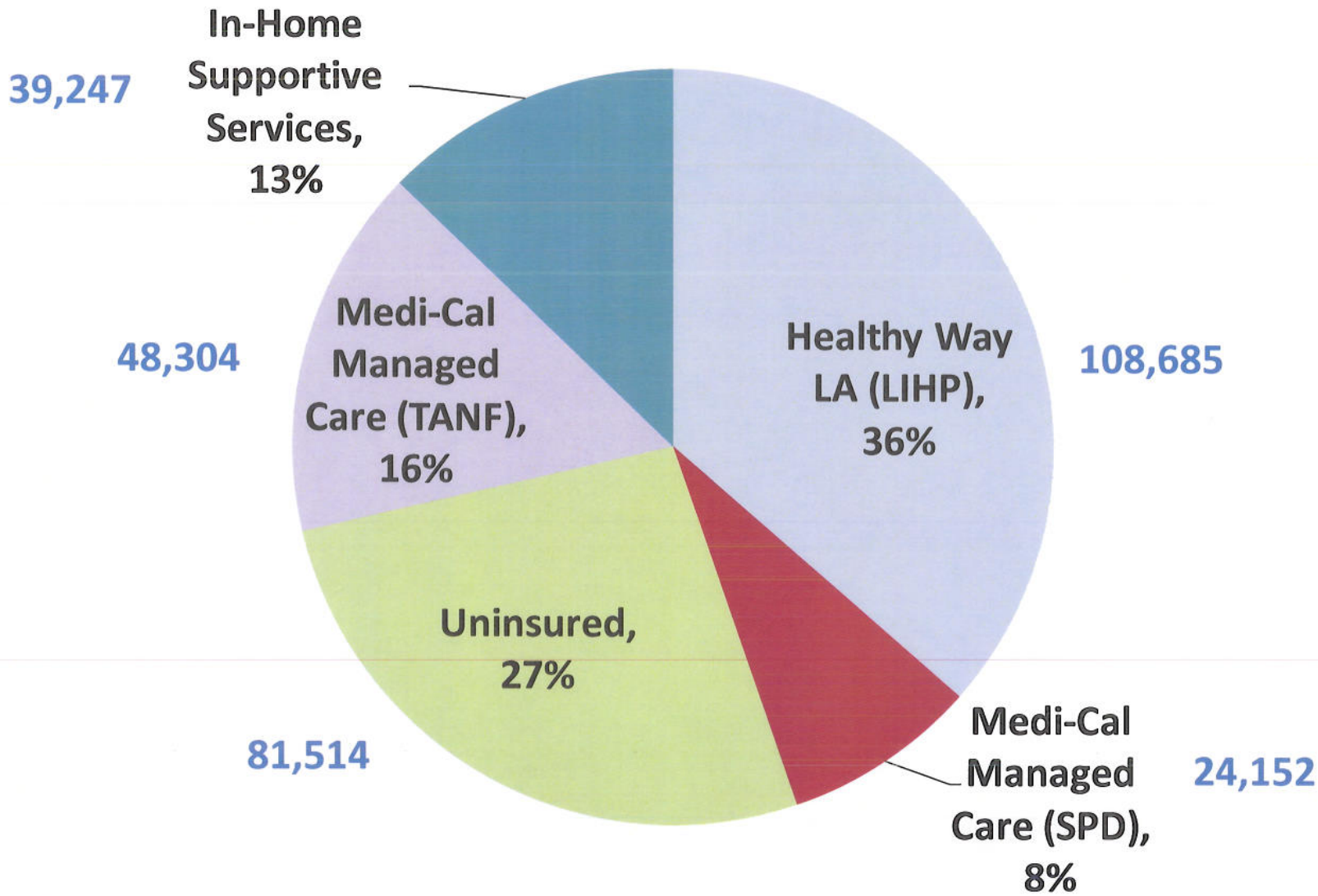
September 2013			
Goal (based on 144 PCMHs):			
44	18	20	195
44	18	20	156
RN III Care Manager	RN II Service Coordinator	RN I Caregiver	CMA Health Coordinator **
PCMH Support Staff			



**71 NAs enrolled in CMA Programs. Expected Completion: 1/1/14

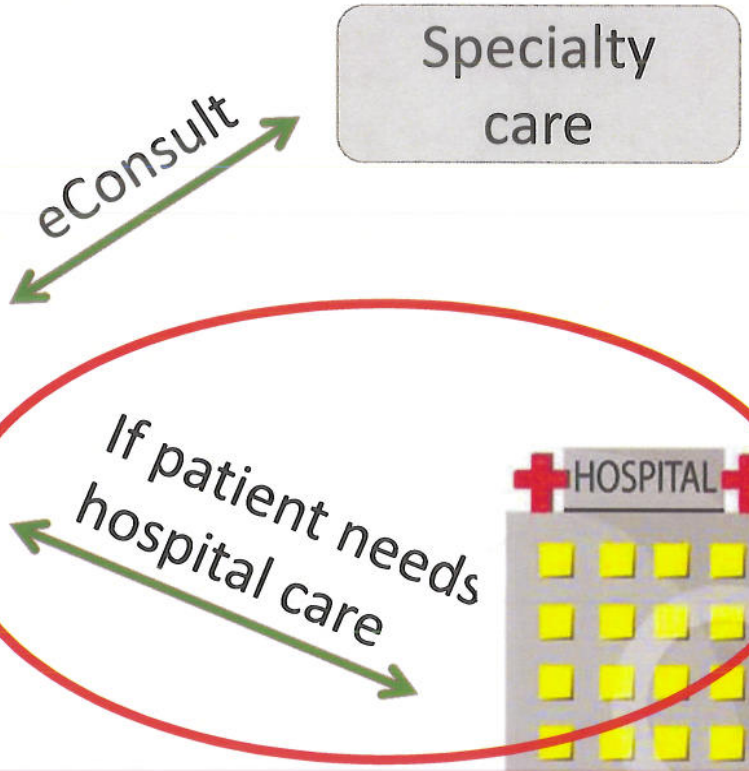


301,903 Empaneled Individuals at DHS – by Insurance Status



Integrated Care System:

Right Care, Right Time, Right Location, Right Provider



*Preventative Rx

*Early diagnosis

***Follow-up assured**

*eConsult system

*EHR connects all sites

Care Transition Pilot
LAC+USC Inpatient and ACN PCMHs

Hospital Course	Inpatient Team	Inpatient Service Coordinator	PCMH Service Coordinator
Hospital Day 1	Identify the patient's PCP		
Near Discharge	Communicate with PCP: status report and identifies discharge follow up needs	Ensure PCP is listed on Team rounding sheet	Contacts patient to: Schedule PCP appt. and f/u labs; Assigns Care Manager
Day of Discharge	Refers patient to PCP for post-discharge care	Sends email to Service Coordinator if discharge date and/or discharge plan is changed	Ensures medical and social needs are met (i.e. DME, transportation assistance, referrals etc.)
Post Discharge			Follows up with patient; Follows up on lab/pathology results.

Benefits of Better Care Transitions

- **Coordinated patient-centered care**
- **Will help reduce length of stay (LOS) in our hospitals**
  - Today, LOS in DHS hospitals is longer than the average LOS at comparable hospitals (5.2 days).

Weekly Average Length of Stay*					
	2012 Average	10/22/13	10/29/13	11/5/13	11/12/13
LAC+USC	6.3	7.0	6.6	6.2	6.3
Harbor-UCLA	5.7	7.1	6.2	6.1	5.9
OV-UCLA	4.9	5.0	4.6	5.3	4.9
Rancho	14.0	12.6	18.2	50.3**	6.6

*** Discharge Days divided by Total Discharges**

**** Rancho had a high LOS because of one patient that had a very long hospitalization that ended this week.**

Patient Centered Scheduling (PCS)

Task Name	% Complete	Start	Finish
Establish metrics & collection method for PCS in ACN clinic settings	100%	1/1/13	2/28/13
Create PCS SharePoint that functions as communication center	100%	1/1/13	3/31/13
Develop Effective Practices Manual for PCS implementation with change agents	100%	1/1/13	9/30/13
Standardized scheduling templates available for use throughout ACN	100%	1/1/13	9/30/13
PCS implemented in all DHS primary care clinics	70%*	1/1/13	12/31/13

*UPDATED

DHS Telephone System

2013 2014 2015 2016 2017

Phase 1

Telax Hosted Contact Center Solution
21 ACN Facilities/Sites

Phase 2

ISD Hosted Contact Center on CISCO
LAC+USC , Olive-View, Harbor-UCLA, Rancho & Health Services Admin.

Phase 3

MLK-MACC Contact Center on CISCO Platform
All remaining DHS facilities, Hospitals & ACN

Phase 1: ACN Facilities (began 3/31/13). Improve the handling of incoming calls by revising all call flows, scripts and implement a tool that can provide "true" statistics of call volumes.

DHS Telephone System - Phase I Rollout

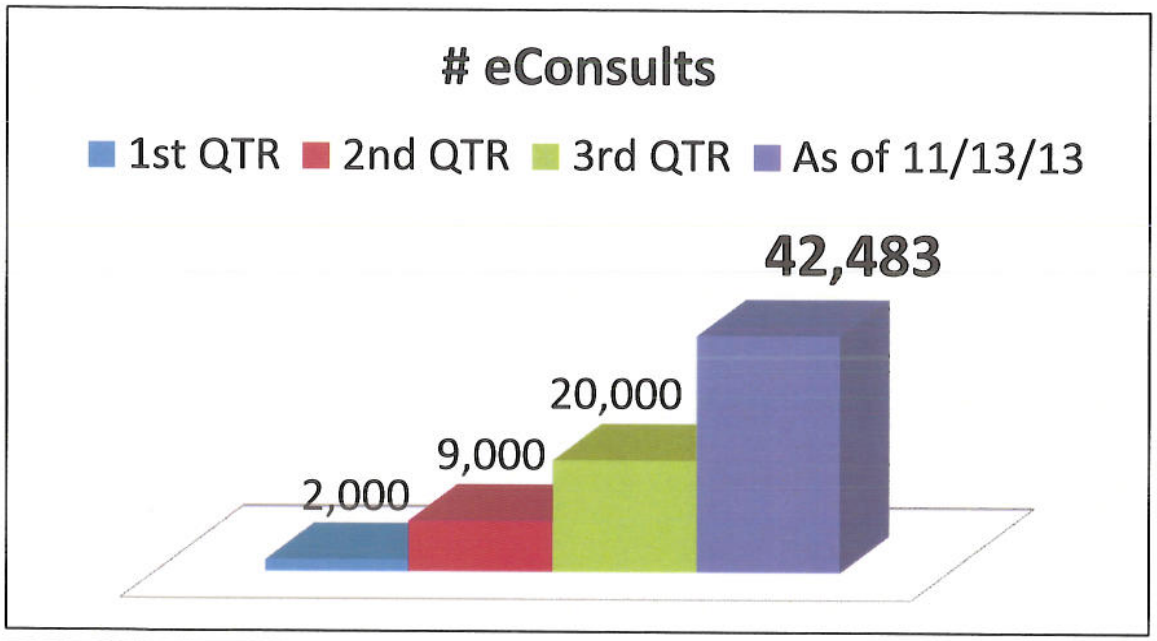
Site	Status	Go Live Target Date
Long Beach CHC	Live	mid-2011
Roybal CHC	Live	7/31/2013
Mid-Valley CHC	Live	7/30/2013
MLK-MACC	Live	7/30/2013
Lomita FMC (non-ACN Clinic)	Live	7/30/2013
Wilmington HC	Live	9/12/2013
El Monte CHC	**Live**	**10/1/2013***
Humphrey CHC	**Live**	**10/10/2013***
Glendale HC	**Live**	**10/17/2013***
Hudson CHC	**Live**	**10/23/2013***
Dollarhide HC	**Live**	**10/24/2013***
Bellflower HC	**Live**	**10/30/2013***

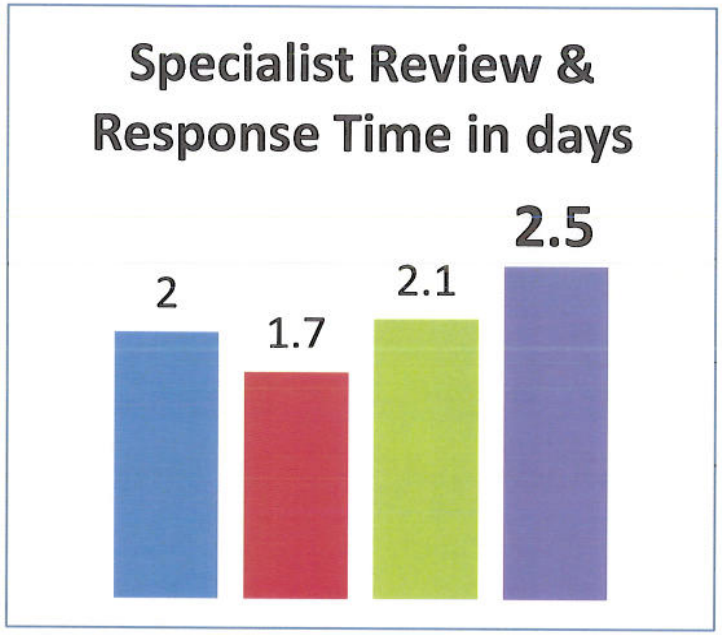
***UPDATED**

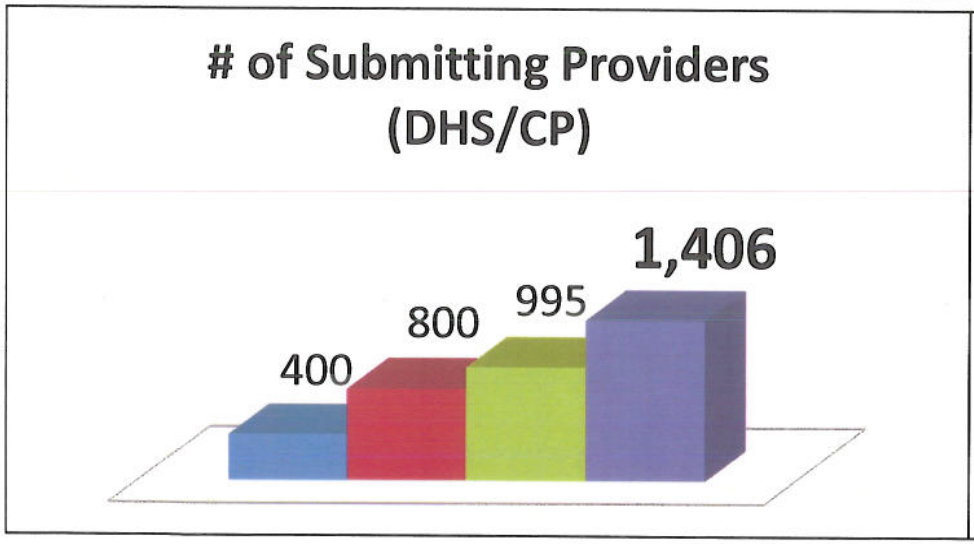
DHS Telephone System - Phase I Rollout

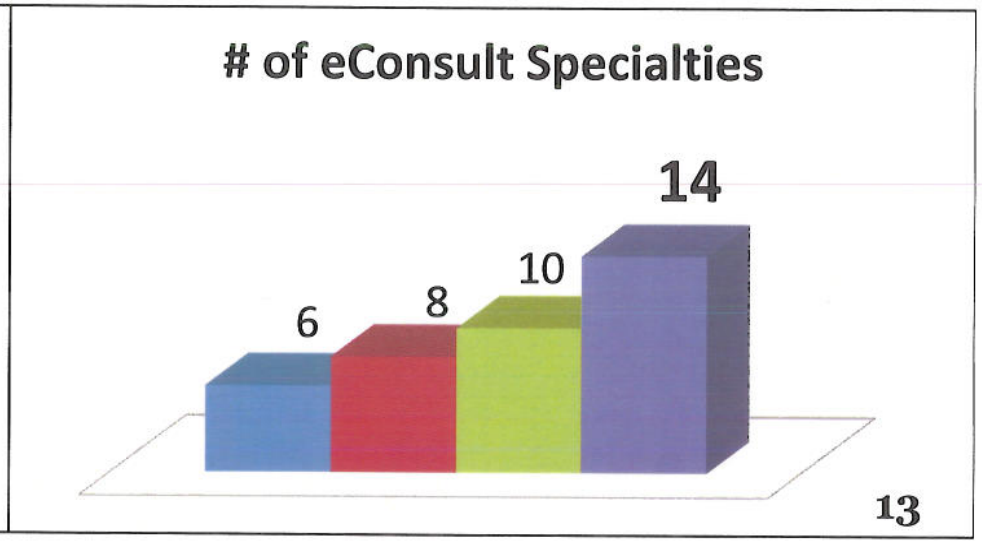
Site	Status	Go Live Target Date
La Puente HC	Technical issues being addressed by Vendor and ISD.	~~9/4/2013~~ ~~9/25/2013~~ ~~10/16/2013~~ Pending new date from carrier.
San Fernando HC	Technical issues being addressed by Vendor.	~~9/5/2013~~ ~~9/16/2013~~ Pending new date from carrier.

2013 eConsult (as of November 13, 2013)









Internal Nurse Registry

GOALS: To reduce DHS' reliance on nursing registry, maintain continuity of care and provide quality patient care.

PILOT: LAC+USC Medical Center (highest user of external RN registry at DHS) focusing on RNs. Expected timeframe is 6 months.

NOVEMBER UPDATE:

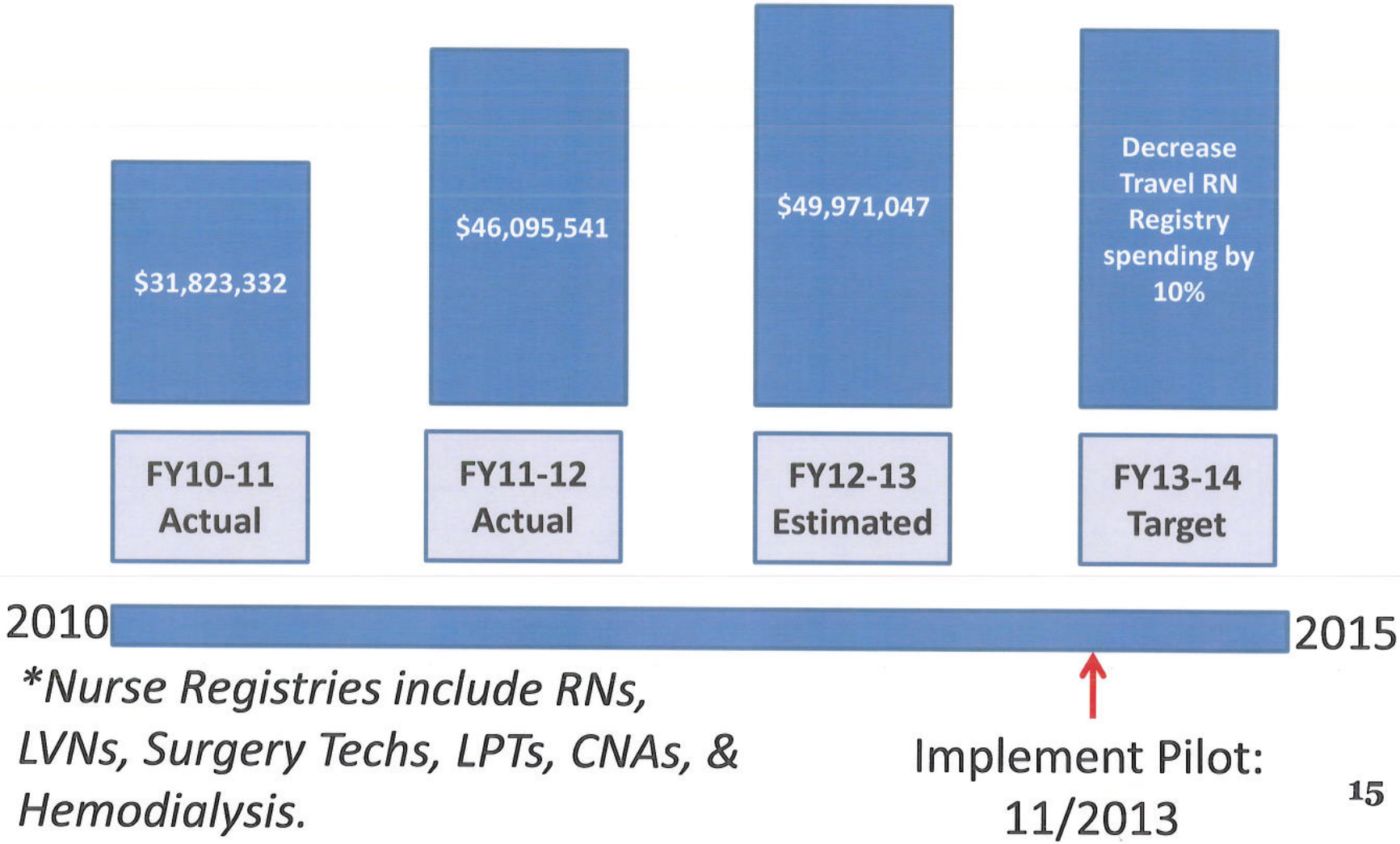
LAC+USC has hired a total of 26 Relief Nurses identified for the Internal Registry program. PARs have been completed and the nurses are going through the hiring process.

Hiring units as follows:

6 - Emergency Department (ED)
5 - Ambulatory Care
3 - Medical/Surgery
1 - Pediatrics
3 - Intensive Care Unit
4 - Psychiatry
4 - Obstetrics/Gynecology (OB/GYN)

Internal Nurse Registry

DHS Nurse Registries Expenses*



**Nurse Registries include RNs, LVNs, Surgery Techs, LPTs, CNAs, & Hemodialysis.*

ORCHID – Electronic Health Record

2013 Milestones

- ORCHID Kickoff Event
- Travel to Cerner for System Review Event (July 8-12)
- Cap Project Board Letter approved & begin Engineering Architecture
- Travel to Cerner for Design Review (Sept 30-Oct 4)
- Construction on Network Closets power & cooling
- Purchase LAN Network Switches & Upgrade WAN

Quarter 2	Quarter 3	Quarter 4

As of October 2013

Deployed **4,391** PCs throughout DHS	Hired **41** IT Resources

Infrastructure/ Build Goals

- Hire 86 IT Resources for ORCHID Project
- Infrastructure Improvements (Capital Project) **BL 12/10/13**
- Upgrade/Replace PC Devices
- Upgrade Local Area Network (LAN)
- Wide Area Network (WAN)

Los Angeles County Department of Health Services-Health Reform And You - Windows Internet Explorer provided by LADHS

http://dhs.lacounty.gov/wps/portal/dhs/healthreformandyou/

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Los Angeles County

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Health Care Reform and You

Health Reform Quick Links

Enroll Now!
Covered California
800-300-1506

Find a DHS Clinic Near You

Event Calendar

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Health Reform And You:
Armenian - Chinese - English
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Frequently Asked Questions

As the County- run health care system, Department of Health Services (DHS) is committed to ensuring that residents of Los Angeles County are informed about what the Affordable Care Act (ACA) offers. The ACA, also known as Health Care Reform or Obamacare, means more people will have access to affordable health insurance.

What is the Affordable Care Act?

It's a federal law that began in 2010. It changes how some people get health care in the United States and in Los Angeles County. It is sometimes called the ACA, health care reform, or ObamaCare.

What Do I Need to Know?

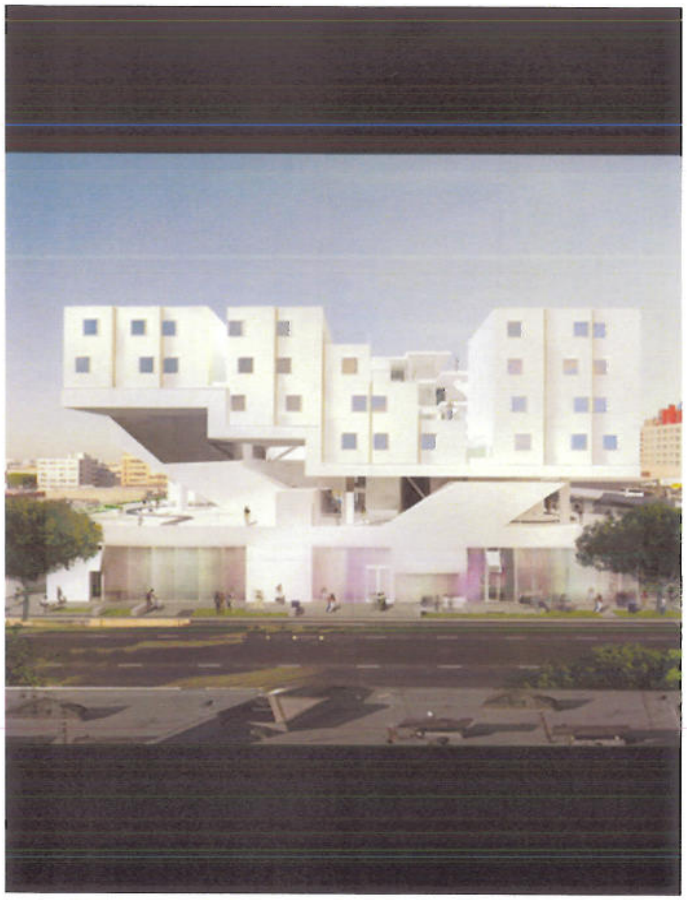
Start | Los Angeles County D... | 6:21 PM

Housing for Health Program

Recent Highlights

- Within the last 6 months:
  - HFH helped create over 200 permanent housing slots in LA County
- In next 4 months:
  - HFH will open a new health clinic in Skid Row focusing on the needs of homeless patients and residents of supportive housing

The Star Apartments
100 Units of New Supportive Housing in Downtown Los Angeles

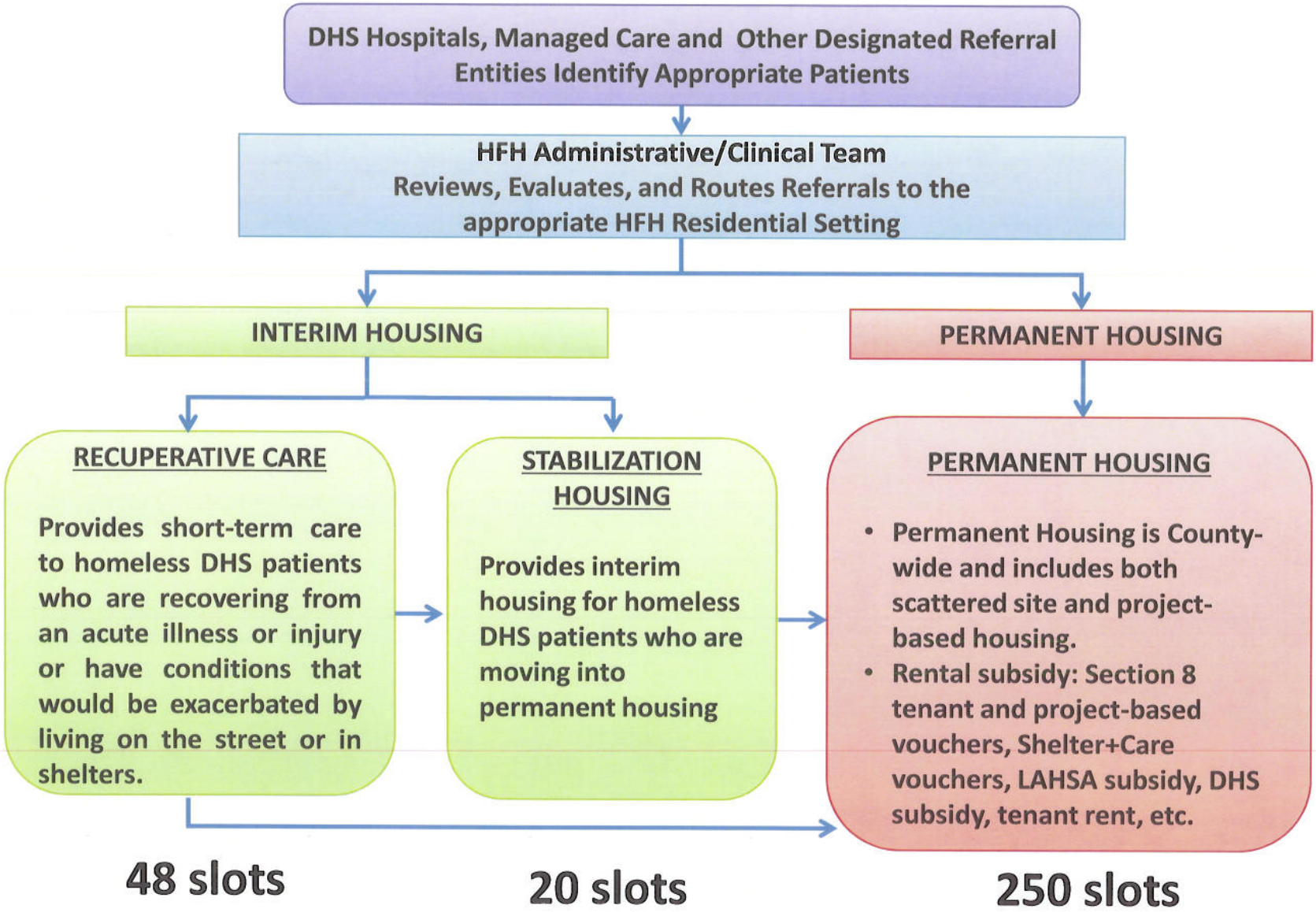


Completed November 2013

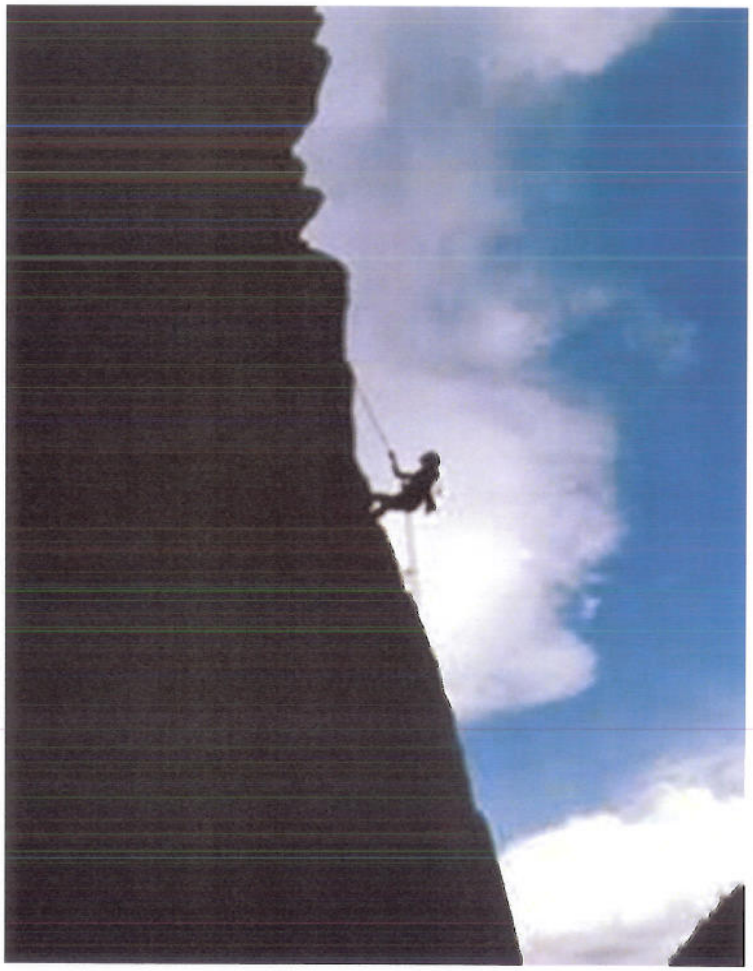
South Los Angeles Scattered Site Project, 56 units, 15 buildings

Completed July 2013

DHS HOUSING FOR HEALTH (HFH) - CLIENT FLOW PROCESS



Lots done, Lots more to do!

- Although many of DHS' initiatives for health reform are underway and proving successful…

- There are many more steps to take as we accelerate our transformation