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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.*

www.dhs.lacounty.gov

October 8, 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 #81, OCTOBER 8, 2013)**

**UPDATE**

As we enter the final quarter of 2013, I am pleased to report that the Department of Health Services (DHS) is making good progress on key initiatives and operational changes that will prepare our health system to succeed under the Affordable Care Act (ACA). With the support of the Board and the Chief Executive Office's Health Care Reform Task Force, DHS and its many partners are working together to transform our system into an integrated care delivery model. An integrated care model will enable our system to provide the right care, at the right time, in the right location, by the right kind of provider.

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

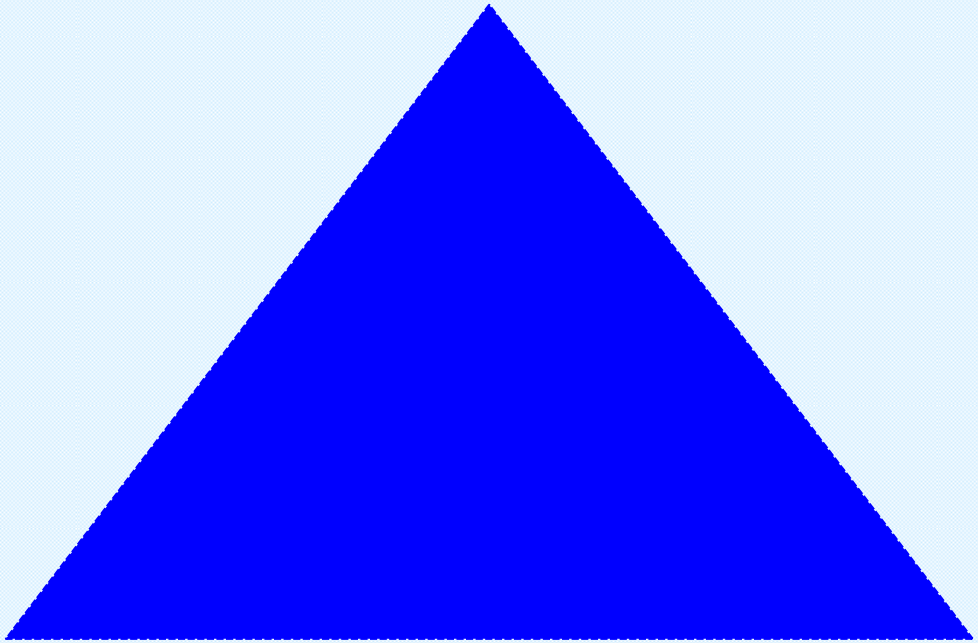
c: Chief Executive Office
County Counsel
Executive Office, Board of Supervisors
Department of Public Social Services

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

**Mitchell H. Katz, MD**
**Director**
**LOS ANGELES COUNTY**
**DEPARTMENT OF HEALTH SERVICES**
**October 8, 2013**

# Our Overall Strategy for ACA: DHS Triple Aim

***More Care***

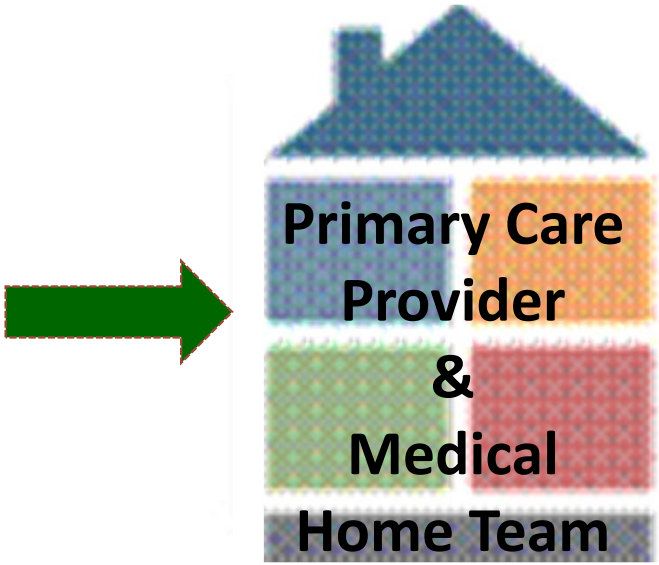


***Better Quality***

***Same Budget***

# Integrated Care System:

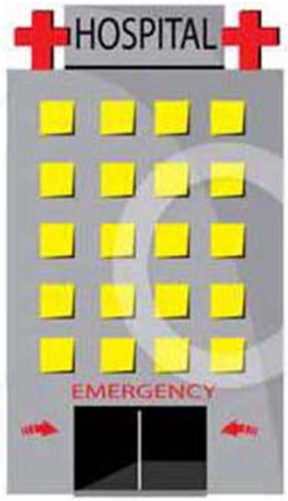
***Right Care, Right Time, Right Location, Right Provider***




eConsult

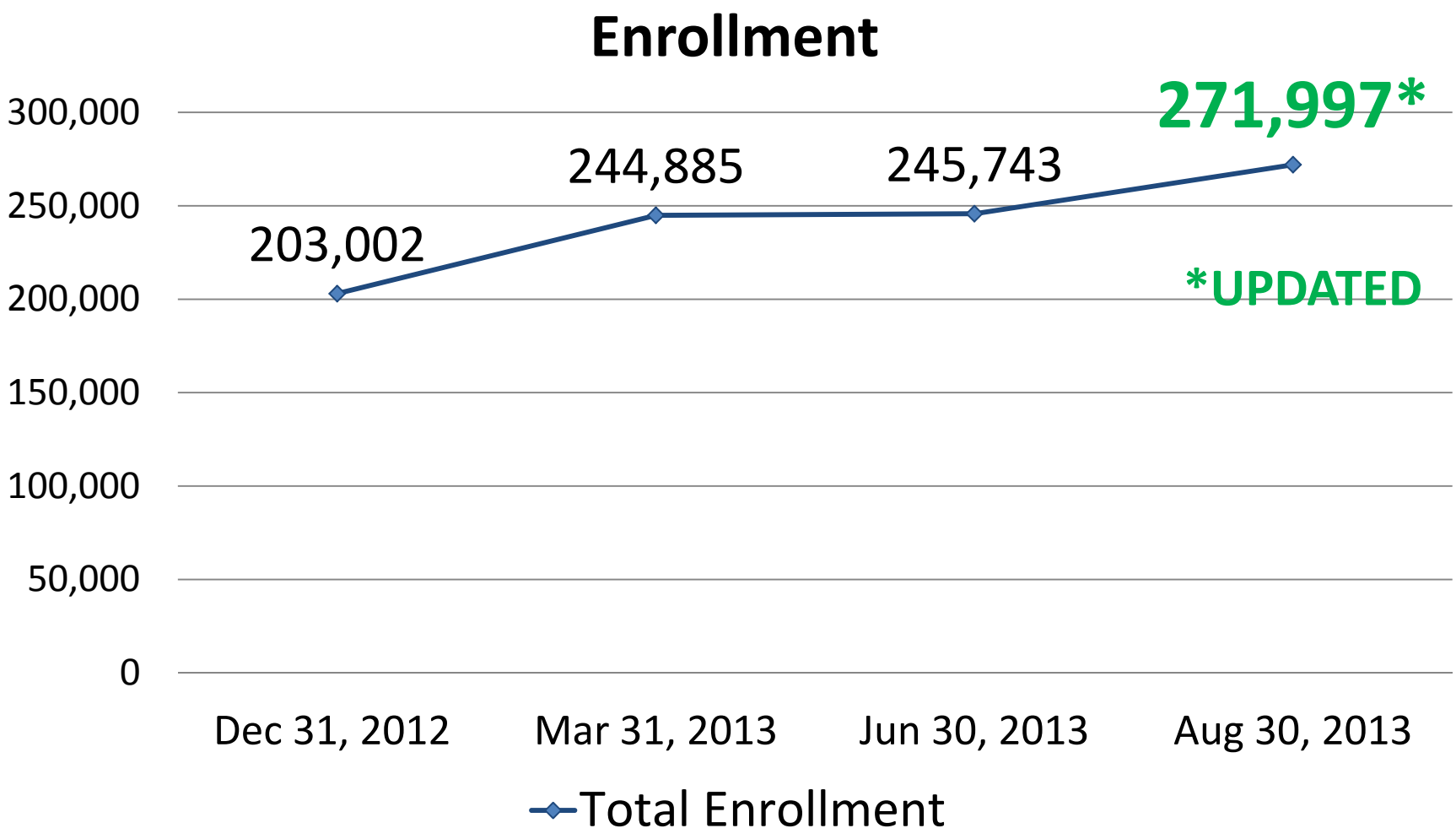
Specialty care

If patient needs hospital care




*Preventative Rx
*Early diagnosis
*Follow-up assured
*eConsult system
*EHR connects all sites

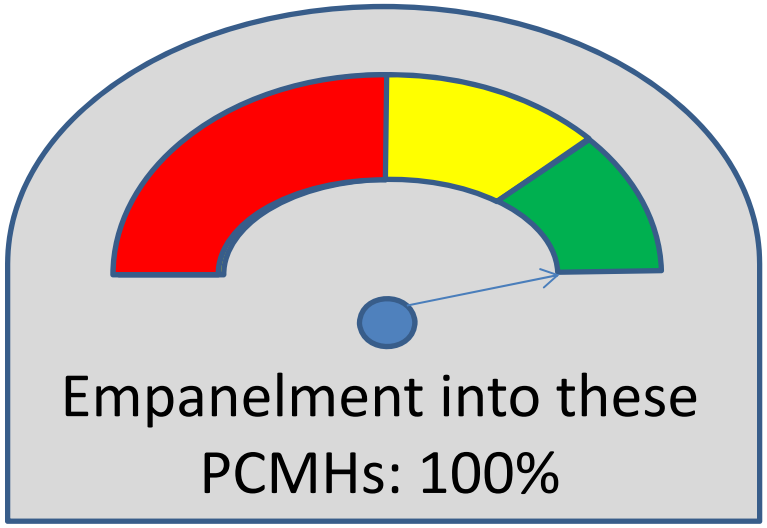
# Healthy Way LA (HWLA)



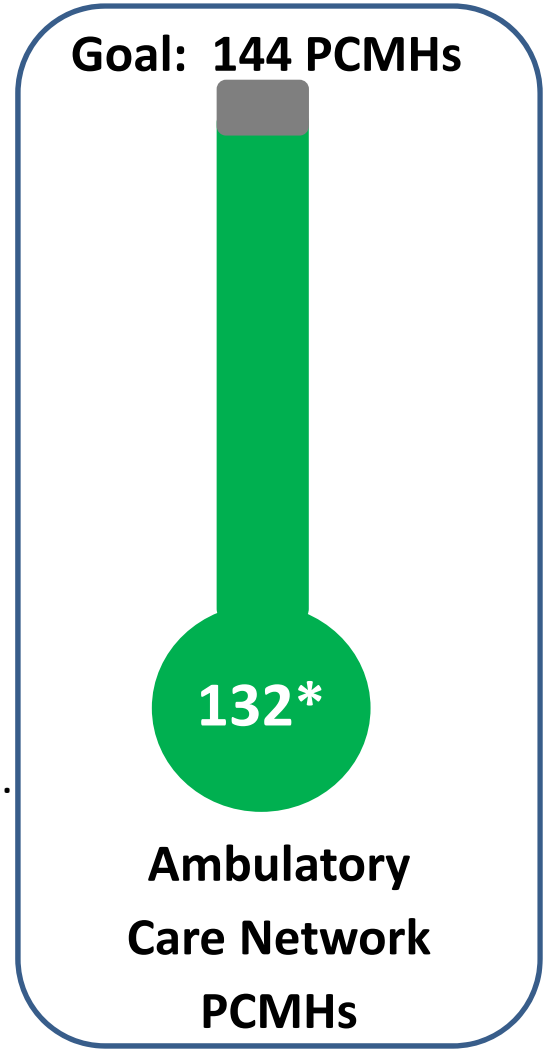

***NOTE: The state received federal approval to defer HWLA redeterminations due in October, November and December 2013***

# Patient-Centered Medical Home (PCMH) Ambulatory Care Network

| July 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 | | | |

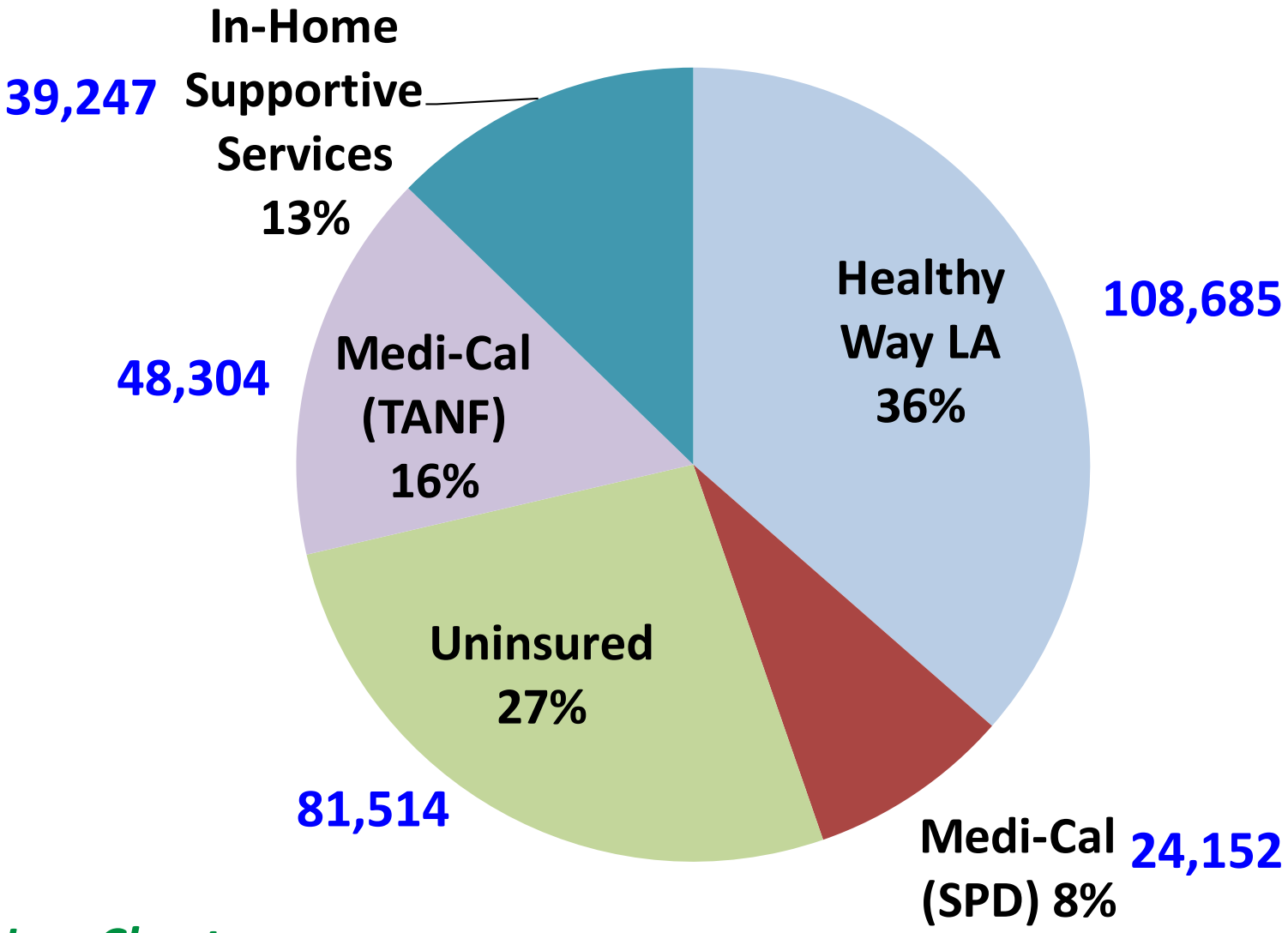



**71 NAs enrolled in CMA Programs. Expected Completion: 1/1/14




*UPDATED

# 301,903 Empaneled Individuals at DHS – by Insurance Status as of 9/23/13




*New Chart*

# Accessing Empanelment Information – New pop-up screen in our Affinity EHR

Patient Charting [LIVE]

File Procedures Pt Detail Pt Care Data/Reports Reports Help

Name: [redacted] Dx: EXAM

61Y F Admit: 02/04/13 D/C: Post-Op Day: LOS/ALOS: 56/ [redacted] Allergies

Empanelment Medical Home PCP
SAMUEL E OREGEL
1333 CHESTNUT AVE.
LONG BEACH CA 90813
562-599-2153

Empanelment Medical Home Site
LONG BEACH COMP. HEALTH CLINIC
1333 CHESTNUT AVE.
LONG BEACH CA 90813
562-599-2153

Eligibility: 07/01/2012 - 12/31/2099
Updated: 03/19/2013

*The source for Empanelment data is the LACDHS Patient Management System.

Payer / Data Source
LACDHS Patient Management System | MEDI-CAL | LACDHS Patient Management System

Insurance 270 was sent on: MCAL MC HUCLA 640 County Code: 19 Aid Code: 60
Service Date: 03/26/2013 Eligibility Date:

SPD LA CARE DIRECT (MCLA) | HEALTHY WAY L A

SPD LA CARE DIRECT (MCLA) ACTIVE COVERAGE Eligibility: 03/01/2013 - 03/31/2013 Updated: 02/28/2013

Managed Care Provider
SAMUEL E OREGEL
1333 CHESTNUT AVE.
LONG BEACH CA 90813
562-599-2153

Managed Care Site
LONG BEACH COMP. HEALTH CLINIC
1333 CHESTNUT AVE.
LONG BEACH CA 90813
562-599-2153

Managed Care Affiliated Hospital
HARBOR-UCLA MEDICAL CENTER
1000 W. CARSON ST.
TORRANCE CA 90502
310-222-1220

Print MH/PCP | Print 271

7 Chart Assessment | 8 Results | 9 Comp View | 10 Med Home/PCP
1 Patient List | 2 VS / IO / WT | 3 Detailed I/O | 4 Charting | 5 Clinical Conditions | 6 Snap Shot

HUMC/D3.5 IS ADM HT 4/1/2013 10:37 AM

Start | Inbox - hetran@dhs.laco... | Patient Charting [LIVE] | Search Desktop | 10:37 AM

# 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 | **60%*** | 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***

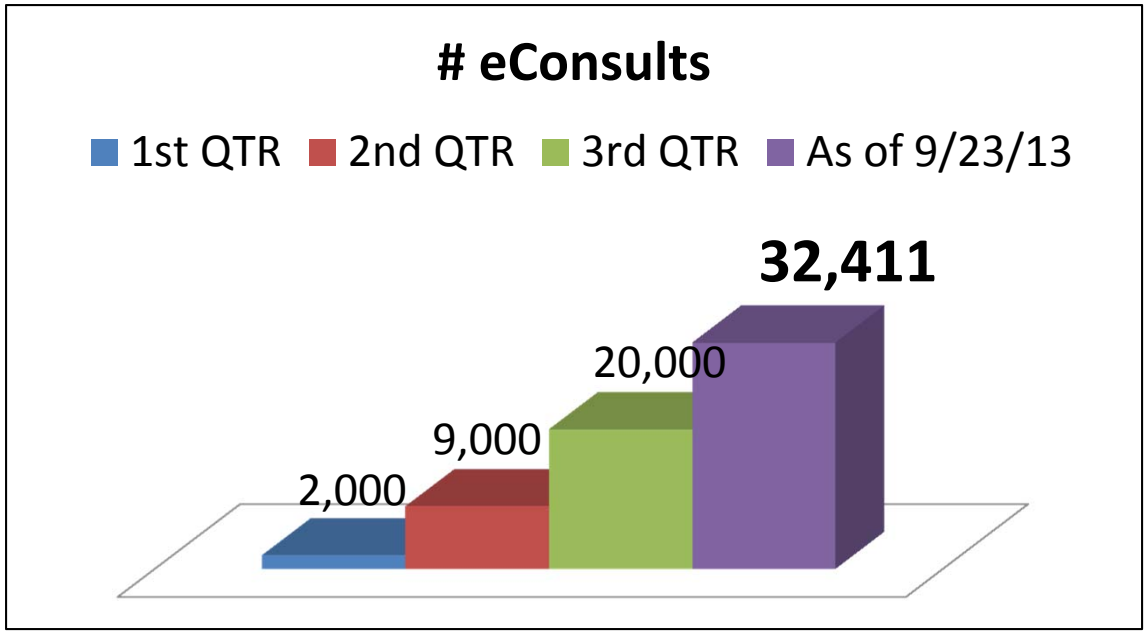
**MLK-MACC Contact Center on CISCO Platform**
**All remaining DHS facilities, Hospitals & ACN**

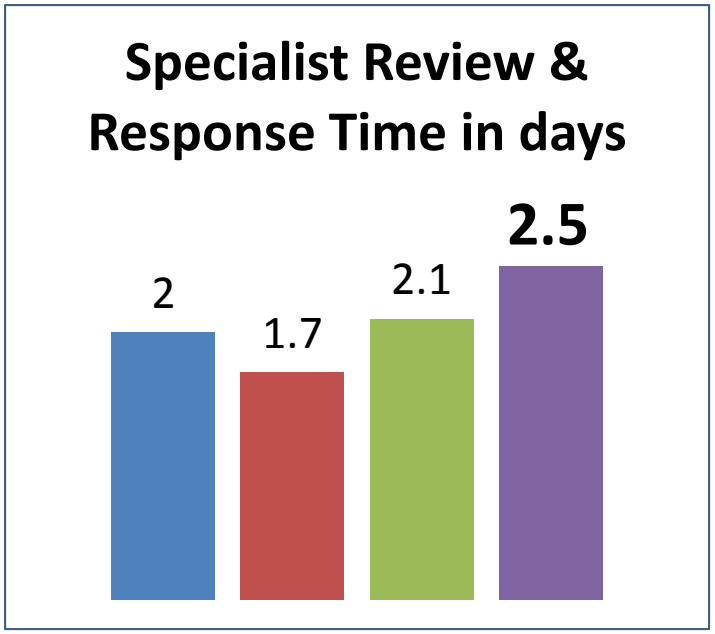
1 Phase 1: ACN Facilities (began 3/31/13). Improve the handling of calls coming by revising all call flows, scripts and implement a tool that can provide “true” statistics of call volumes.

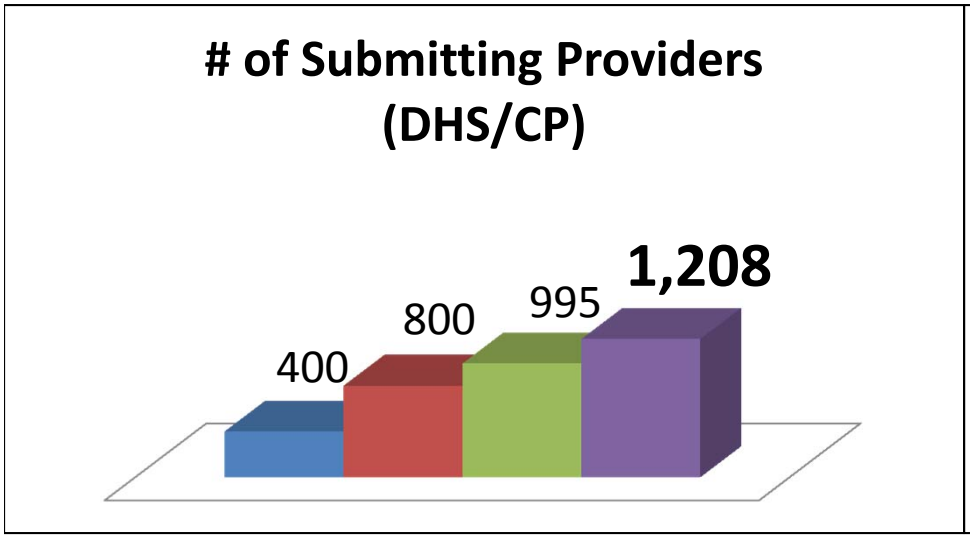
# DHS Telephone System - Phase I Rollout

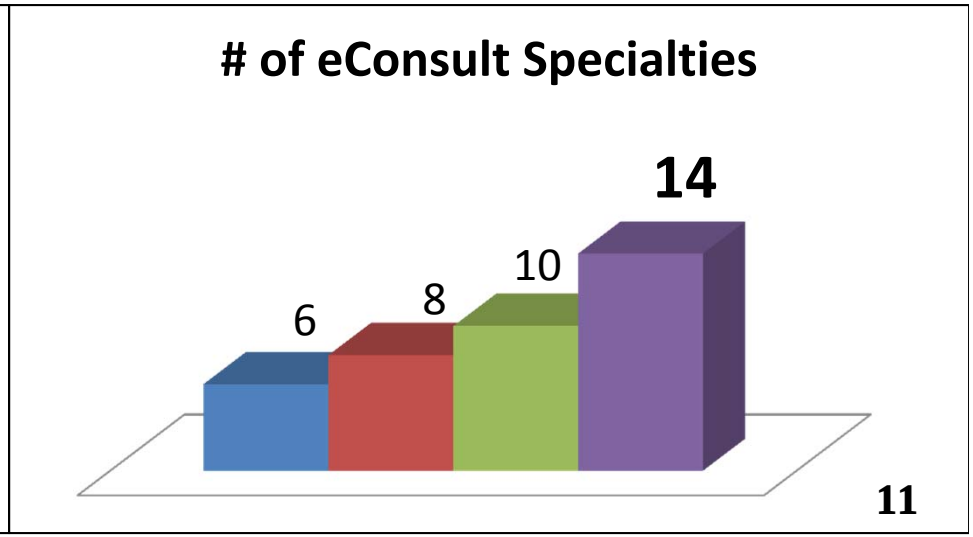
| ACN Facility/Site | Group # | Target Go Live Date |
|---|---|---|
| Long Beach CHC, Roybal CHC, Mid-Valley CHC, MLK-MACC, & Harbor-UCLA's Lomita Clinic | 1 | LIVE |
| El Monte CHC | 2 | LIVE |
| Wilmington HC | 2 | LIVE |
| Humphrey CHC | 3 | OCT 10 |
| La Puente HC | 3 | OCT 16 |
| Glendale HC | 2 | OCT 17 |
| Hudson CHC | 3 | OCT 23 |
| Dollarhide HC | 3 | OCT 24 |
| San Fernando HC, Bellflower HC | 1,2 | TBD |
| High Desert MACC, Antelope Valley HC, South Valley HC, Lake Los Angeles CC, Little Rock CC | 4 | TBD |

# 2013 eConsult (as of September 23, 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.**

**OCTOBER UPDATE:**

- **6 relief RNs have been hired and are going through the HR on-boarding process, including live scanning.**
- **Nursing recruitment at LAC+USC is continuing to schedule interviews with managers for the Internal Registry applicant pool.**
- **Most of the applicants for relief nurse internal registry are new grads with no experience. LAC'+USC's highest registry utilization are in specialty care areas: ICU and ER.**
- **HR Exams Unit will open a new examination for relief nurses with a *minimum* of 1 year of experience.**

# Progress on Health Reform Outreach/Marketing Plan

***Multi-phased approach focused on:***

- **HWLA enrollment/retention**
- **Low-cost marketing opportunities for current and future DHS patients**
- **Contracting with health plans and provider groups *(CEO Health Care Reform Task Force's focus)***

# Outreach/Marketing Plan: HWLA Enrollment/Retention

## "Everyone on Board" Campaign

- Coalition of CBOs, advocacy groups, community clinics and labor unions driving Healthy Way LA enrollment/ ACA education

## Healthy Way LA Transition Materials

- LA CARE-hired agency (Edelman) developing multilingual collateral, conducting staff training, refining transformation messaging
- Creating fresh materials showcasing DHS strengths

# Outreach/Marketing Plan: Low cost marketing opportunities

## Newly Re-Designed DHS Website

- Professionally-designed, simple, clean, multilingual, mobile-friendly -> -> **Patient-Centered**
- Enhances image of integrated health system
- Easily links users with facilities/services
- Educates about ACA and all coverage options

- ***"Go Live" September 27***
- ***10,000 hits in 3 days***

# DHS Delivers Quality, Community-Based Care

The Department of Health Services (DHS) is an integrated health system, so your care is always coordinated and you get the right care at the right place at the right time. Explore our health system and let us be your partner in good health.

## Find Care Near You

Enter your address, city, or zip in the field below to find quality care near you.

Enter Address, City, or Zip | Search

## Health Services

Select a type of care below to learn more about the health services DHS provides.

Select Type of Care | Go

## Coverage Options

Learn about health coverage options to make your care affordable.

View Coverage Options | Go

Health Services
Los Angeles County

Emergency Care | lacounty.gov | Select Language | Text Only | A A

Enter a search term | Search

New Patients | Health Coverage Options | Find a Clinic / Hospital | Services | Patient Resources | More DHS

Home > New Patients

# Make DHS Your Medical Home

DHS offers quality, patient-centered care through our integrated network of hospitals and clinics. As a new patient, the first step is to select your "medical home," or clinic you want to go to every time you need care. Our dedicated doctors, nurses, and health professionals are here to serve you.

## Get Started

Enter your address in our map finder to see where there are DHS community clinics and hospitals near you.

## Get Connected

If you have health care coverage like Medi-Cal or private insurance, call the clinic nearest you to schedule an appointment or get help understanding your health plan options. If you are uninsured, visit the clinic nearest you where you'll talk with someone who will help you find a doctor, schedule an appointment, and explain available coverage and payment options.

View Health Coverage Options

## Get Care

Our team of doctors, nurses, and health professionals will work together to make sure you get the care you need. Our goal is to be your medical home, a place where you are welcome and where you get coordinated care to keep you well.

**Find Care Near You:** Enter Address, City, or Zip | Search

# Outreach/Marketing Plan: Low cost marketing opportunities

**Clinic Waiting Room Video**

- 40 minute "looped" video (Spanish-captioned)
- Uses selection of best "LA County Now" DHS segments aired on County TV
- Spotlights DHS providers, programs, services, innovation & excellence
- Highlights clinical quality/performance
- Fosters new image of DHS Health System

# 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