



Health Services
LOS ANGELES COUNTY

February 11, 2014

Los Angeles County
Board of Supervisors

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TO: Each Supervisor

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

SUBJECT: **STEPS REQUIRED TO SUCCESSFULLY ADAPT THE
DEPARTMENT OF HEALTH SERVICES AND LOS
ANGELES COUNTY FOR THE AFFORDABLE CARE ACT**

As requested by the Board at the meeting of December 4, 2012, the following report is an update on various issues relating to the County's implementation of the Affordable Care Act (ACA). At its meeting on November 5, 2013, the Board instructed the Director of the Department of Health Services (DHS) to continue to report to the Board on a monthly basis on the implementation of the ACA.

Mitchell H. Katz, M.D.
Director

Hal F. Yee, Jr., M.D., Ph.D.
Chief Medical Officer

Christina R. Ghaly, M.D.
Deputy Director, Strategic Planning

UPDATE

As detailed in the attachment, DHS continues to make good progress on key initiatives and operational changes that will prepare our health system to succeed under the ACA.

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 Christina Ghaly, Deputy Director, Strategic Planning, at (213) 240-7787.

MHK:CRG:rm

Attachment

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

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*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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Our Future Under the Affordable Care Act (ACA)

Mitchell H. Katz, MD

Director

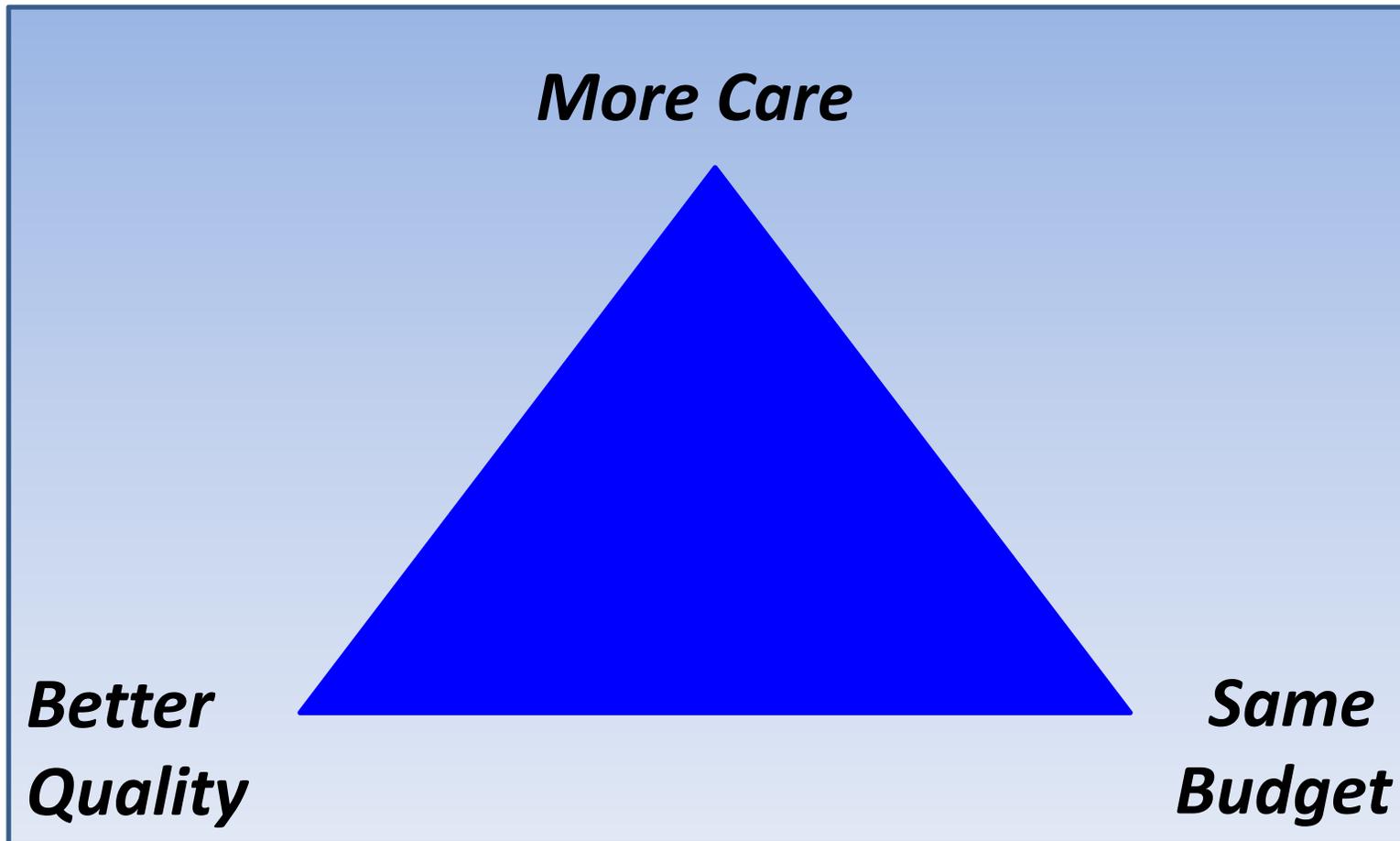
LOS ANGELES COUNTY

DEPARTMENT OF HEALTH SERVICES

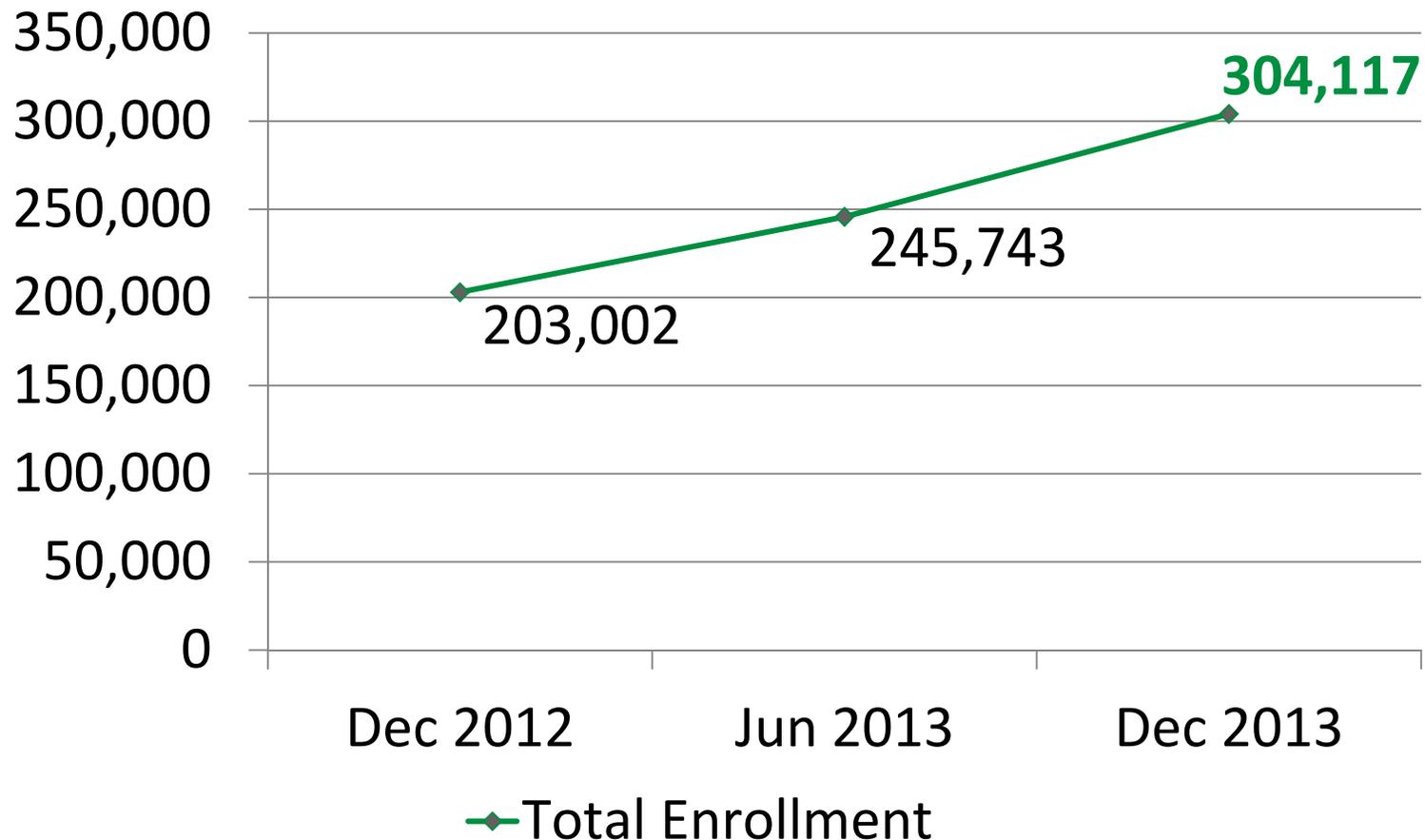
February 2014 Update

(Revised 2/10/14)

Our Overall Strategy for ACA: DHS Triple Aim



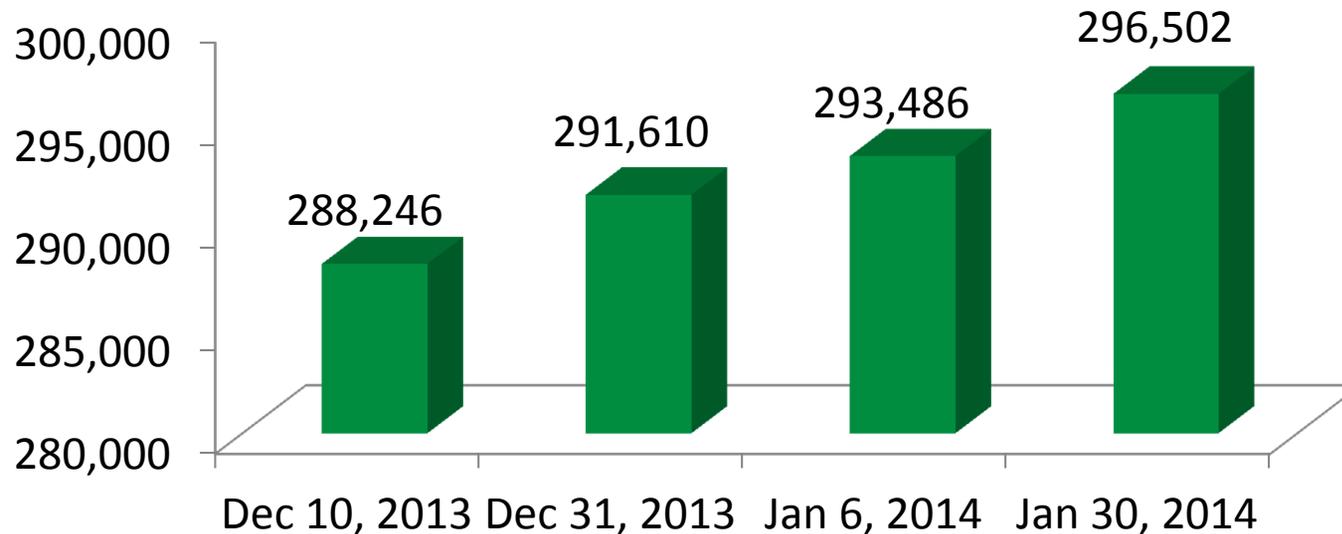
Healthy Way LA (HWLA) as of 12/31/13



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

HWLA/Medi-Cal Enrollment (304,117* HWLA Enrollees as of 12/31/13)

Transitioned to Medi-Cal



**Total DHS Assigned Lives as of 1/1/14:
65,619 (Health Net) + 79,960 (LA Care) = 145,579**

*Final numbers are subject to change

State-wide ACA Update

More than half a million (**500,108**) Californians enrolled in Covered CA Health Insurance Plans between October 1, 2013 - December 31, 2013.

- Subsidy Eligible: **424,936**
- Non-Subsidy Eligible: **75,172**



New Medi-Cal Enrollment under the ACA tops 1.2 Million (**1,214,000**).

- Pending/Potentially eligible applications coming from Covered CA: **584,000**
- Transitioning from LIHP: **630,000**



Source: Covered California press release dated 01/21/14.

Los Angeles Covered CA Update

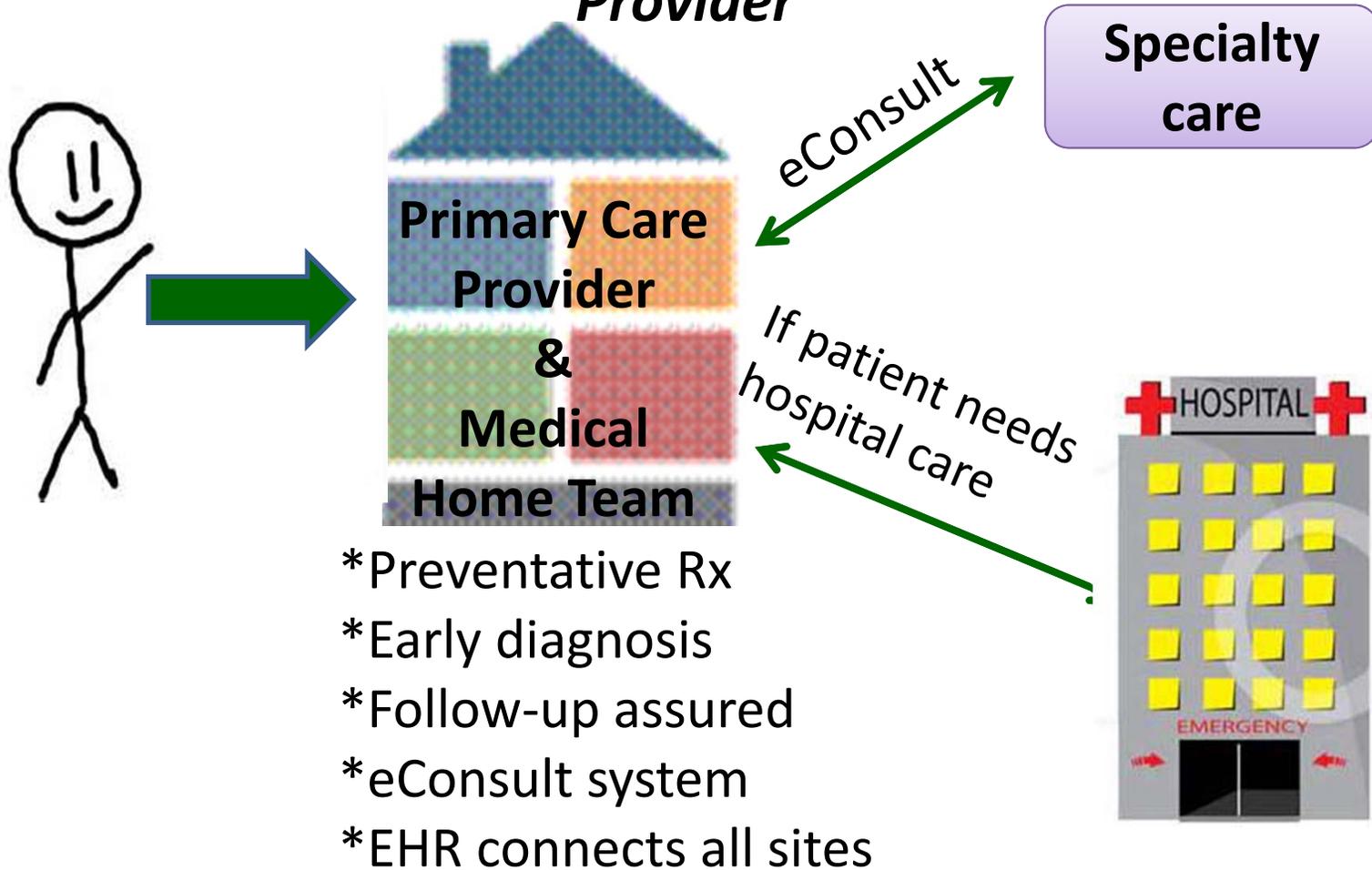
It is projected that **177,602** persons in Los Angeles County will apply for Covered CA during the six month enrollment period (October 2013 through March 2014).

- Cumulatively, **132,209** individuals (or **74%**) in Los Angeles County have enrolled in Covered California (subsidized or unsubsidized) health insurance plans between October 1, 2013 through December 31, 2013.
- This reflects about **26%** of the state-wide enrollment (Los Angeles County makes up **31%** of those eligible state-wide)

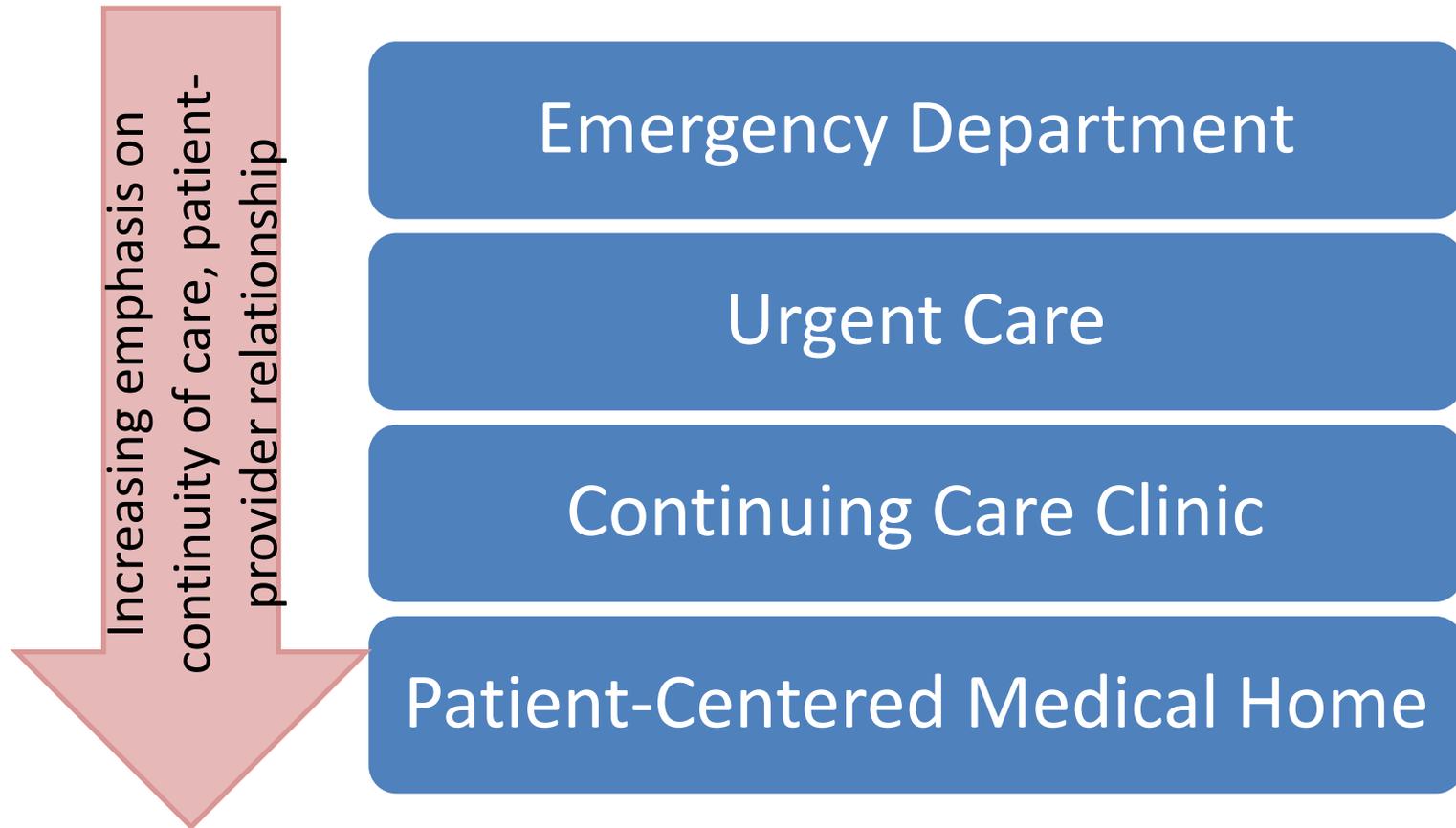
Source: Covered California press release dated 01/31/14.



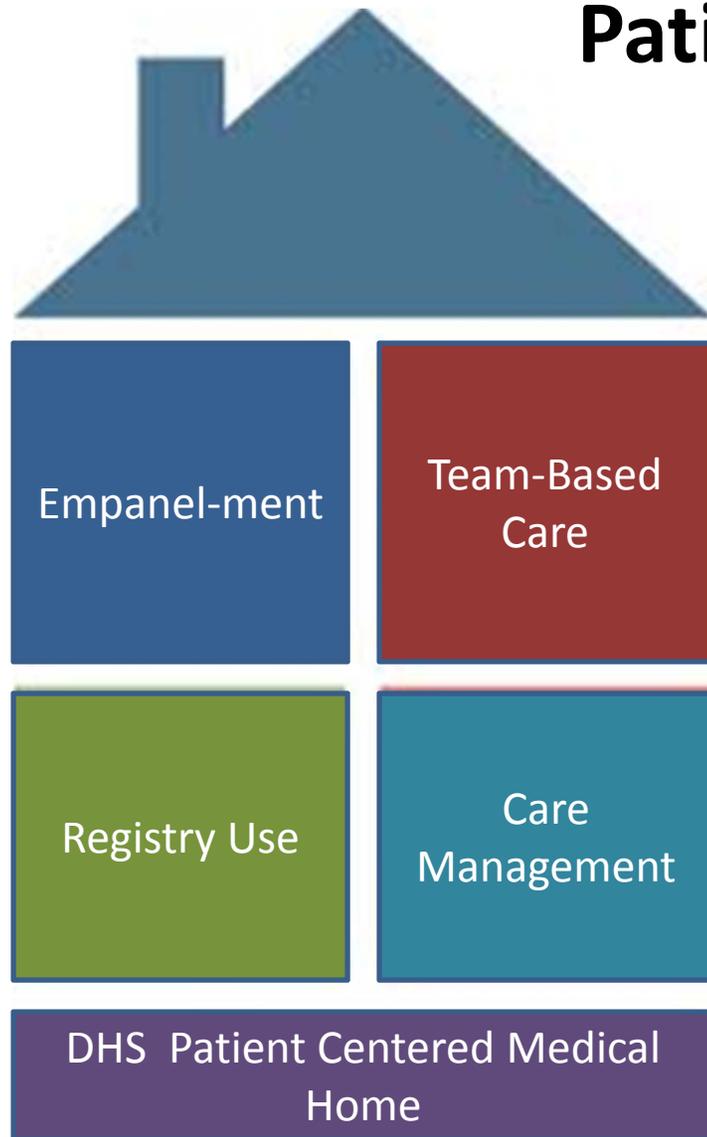
Integrated Care System: *Right Care, Right Time, Right Location, Right Provider*



DHS is building a spectrum of outpatient services



Patient Centered Medical Home Objectives



- Improve coordination of care (decrease delay, unnecessary duplication, coordinated hand-off between primary care and specialty care)
- Improve timeliness of care (better access when needed)
- Provide appropriate care (primary care rather than ER or hospitalizations, proactive/preventive rather than reactive)

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

January 2014			
Goal (based on 144 PCMHs)			
44	18	20	195
44	18	20	188*
RN III Care Manager	RN II Service Coordinator	RN I Caregiver	CMA Health Coordinator
PCMH Support Staff			

*195 CMAs are required for the 144 PCMHs, however, 188 CMAs meets the need for the 132 PCMHs that we currently have in place.

Next Steps: The Hospital-based clinics are in the process of developing approximately 50 PCMHs.

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	In process

PCS TASK COMPLETED FOR THE ACN!

Prospective Empanelment for Non-Managed Care Plan Patients

One process for all venues:

- Inpatient
- Emergency Dept.
- Urgent Care
- Specialty Clinics

New Empanelment Request Form (NERF)

- Accessed via DHS intranet
- Fillable form with demographics/clinical visit info pulled from the DHS Enterprise Data Repository (EDR)
- Application scored based on need (priority score)
- Routed to empanelment staff for processing
- Maintain waitlist and continually match patients with available capacity

DHS Telephone System

2013

2014

2015

2016

2017

Phase 1:
Telax Hosted
Contact Center
(19 ACN clinics & 1
Hospital clinic)

Phase 1: Complete as of 1/23/14

- Troubleshooting/evaluation in process

Phase 2:
ISD Hosted Contact Center
on CISCO (LAC+USC , Olive
View-UCLA, Harbor-UCLA,
Rancho & Health Services
Admin.)

Phase 2: In process

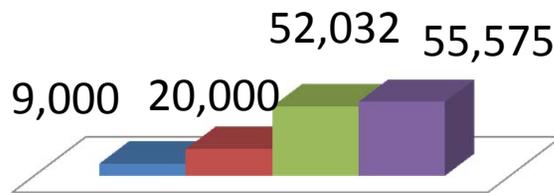
- DHS & ISD are working on a pilot to use CISCO-based Call Manager software
- Key business office staff have been identified

Phase 3:
MLK-MACC Hosted Contact
Center on CISCO (All DHS
facilities)

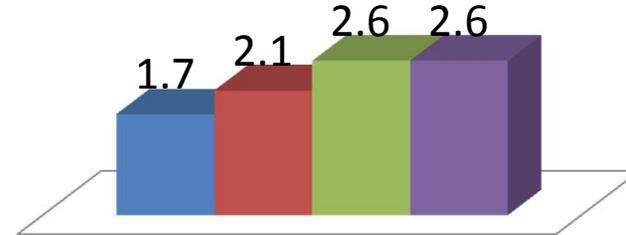
e-Consult 2013 Summary

eConsults

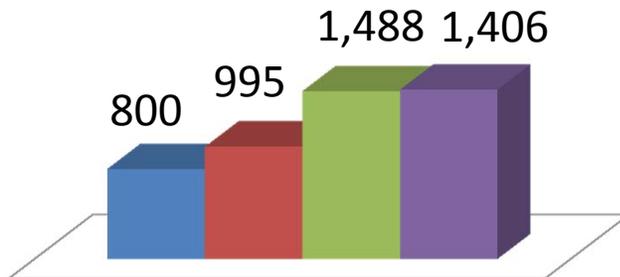
■ Apr-Jun 2013 ■ Jul-Sep 2013
■ Oct-Dec 2013 ■ Jan 2013



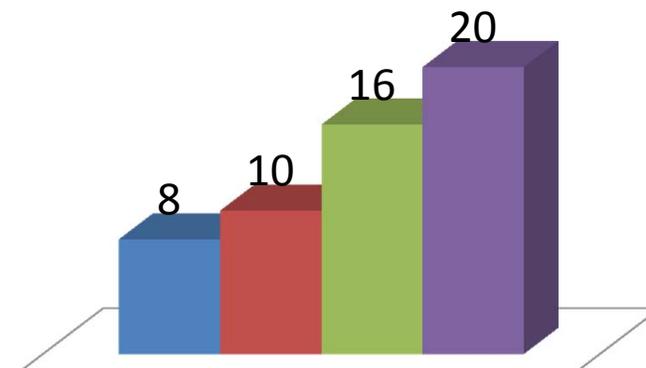
Specialist Review/Response Time (days)



of Submitting Providers (DHS/CP)

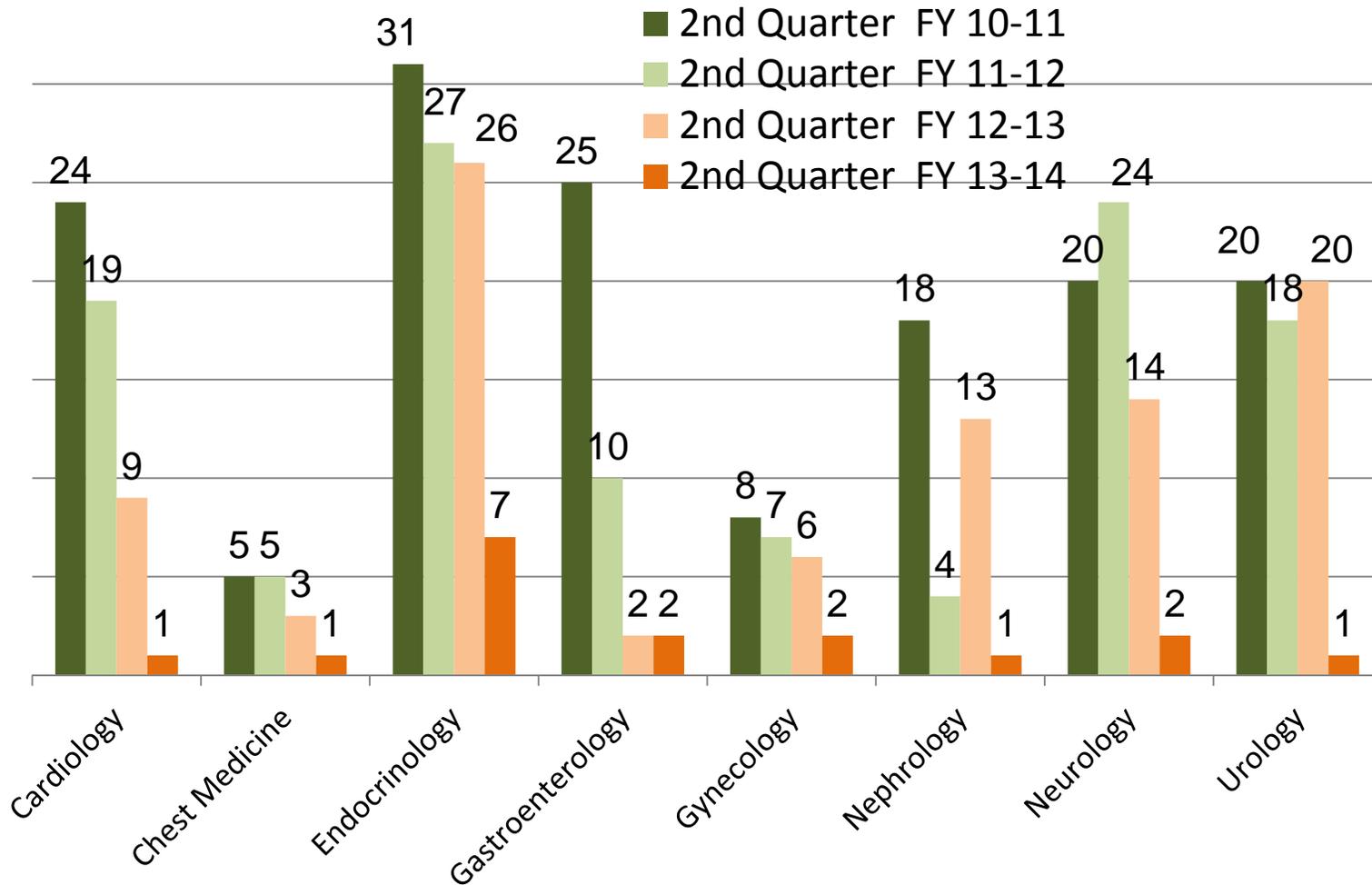


of eConsult Specialties



High Desert Health System Specialty Clinic

Wait Time (in Weeks): 4 Year Trend



eConsult Next Steps and Goals

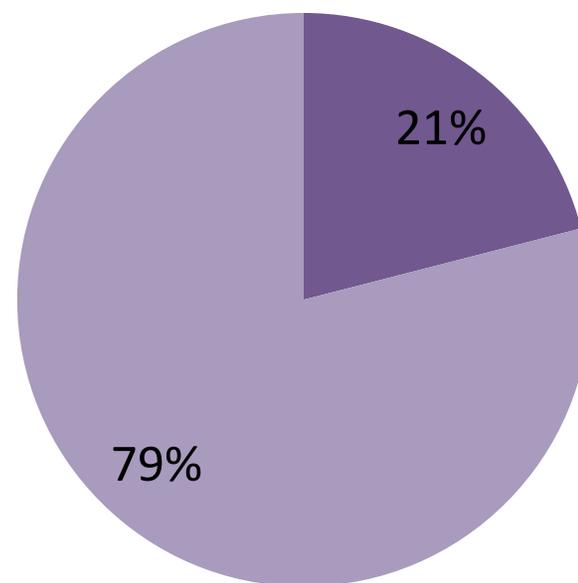
- Between January-April 2014, DHS will bring on additional PCP submitting locations (more than 100 additional PCPs at the CP clinics)
- All DHS Emergency Rooms and Urgent Care Centers will be on-line by Spring 2014.
- Majority of remaining specialties will be on eConsult before the end of June 2014.



Tele-Retinal Screening Program for Diabetic Retinopathy (as of 1/27/14)

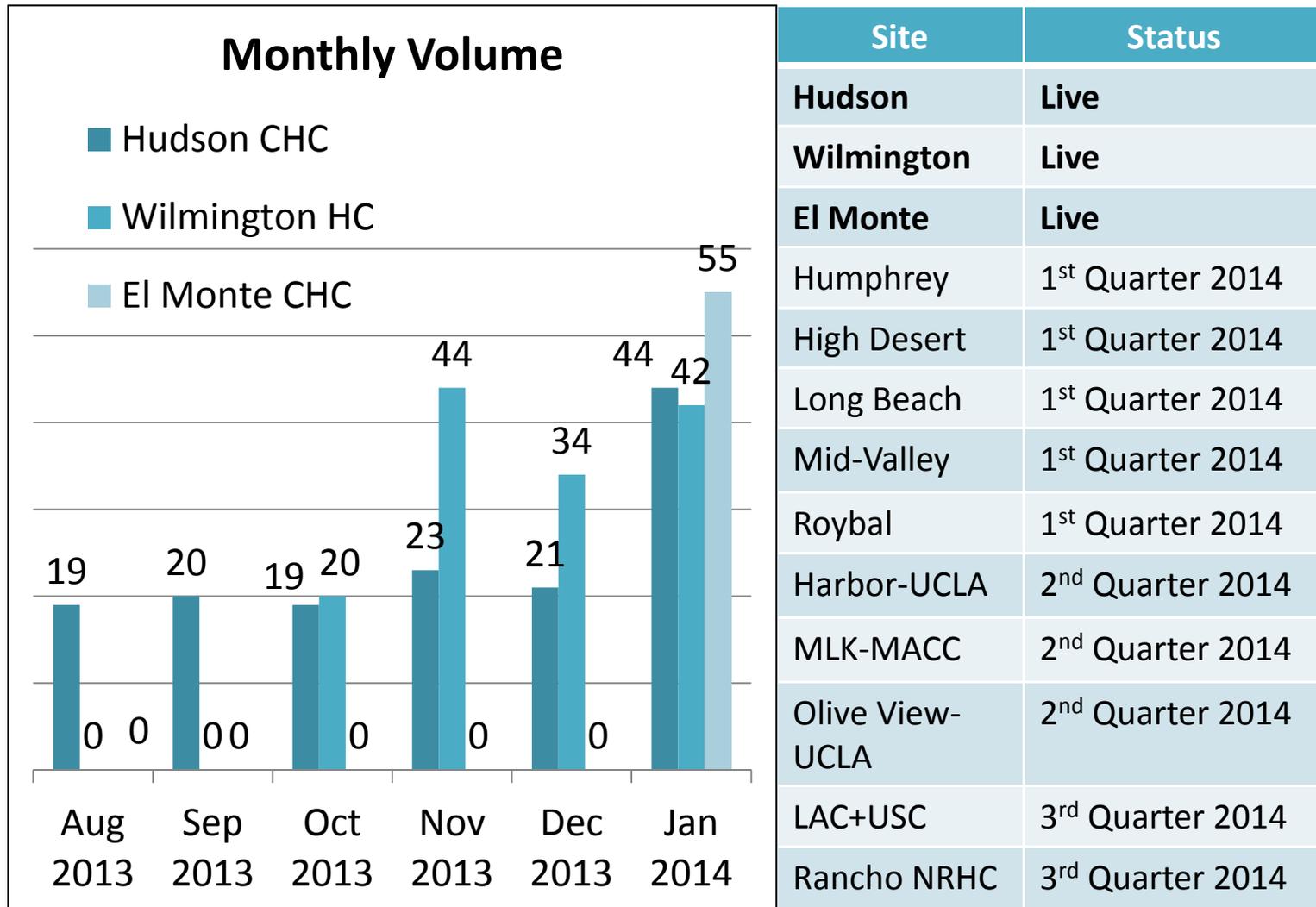
Cases	
Reviewed	203
• No Referral Needed	160
• Referred (with diabetic retinopathy)	15
• Referred (with other eye condition)	28
Awaiting Review	120
Total Cases	323

% of cases referred vs. no referral needed



- Referable (with diabetic retinopathy or other eye condition)
- No Referral Needed

Tele-Retinal Screening Program Roll-out Plan



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.

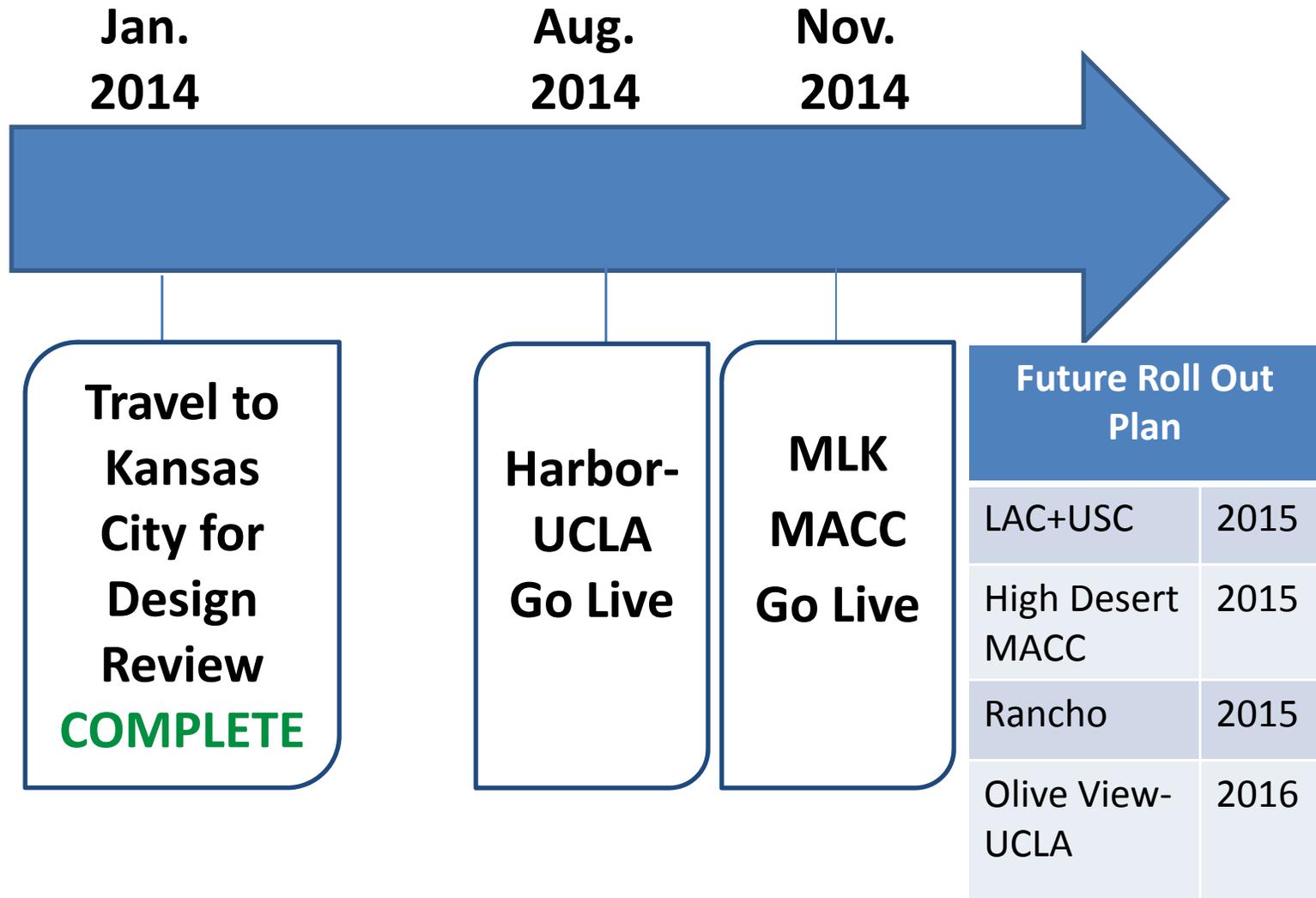
JANUARY 2014 UPDATE:

LAC+USC has hired a total of **29** 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)	4 - Intensive Care Unit
5 - Ambulatory Care	4 - Psychiatry
4 - Medical/Surgery	5 - Obstetrics/Gynecology (OB/GYN)
1 - Pediatrics	

ORCHID – Electronic Health Record



New Pharmacy System: Central Fill Project

- **Current Status:** First DHS outpatient pharmacy system implemented at High Desert Health System (HDHS) in November 2013 (Cerner Etreby)
- **Improvements:**
 - 30-40% of HDHS prescription refill volume currently filled through vendor central fill services (\$2.85 for each prescription)
 - # of prescriptions filled: 691 as of 12/31/13
 - Ability to reduce contract registry staffing (plan is under review)
 - Direct from vendor mail delivery to be implemented in February 2014
- **Next projected site:** MLK MACC and Humphrey CHC will go-live in late February 2014

Planned Project Implementation Schedule

DHS Pharmacy Name	Go-Live Date	Status
High Desert MACC	October 2013	Completed
MLK-MACC	February 2014	Pending
H.H. Humphrey CHC	February 2014	Pending
Harbor-UCLA MC	1 st Quarter 2014	Pending
Wilmington HC	2 nd Quarter 2014	Pending
Long Beach CHC	2 nd Quarter 2014	Pending
San Fernando HC	2 nd Quarter 2014	Pending
Mid-Valley CHC	2 nd Quarter 2014	Pending
Olive View-UCLA MC	2 nd Quarter 2014	Pending
El Monte CHC	3 rd Quarter 2014	Pending
Edward R. Roybal CHC	3 rd Quarter 2014	Pending
H. Claude Hudson CHC	3 rd Quarter 2014	Pending
LAC+USC MC	3 rd Quarter 2014	Pending
Rancho Los Amigos NRC	4 th Quarter 2014	Pending

HOUSING FOR HEALTH (HFH)

In 2014, HFH will more than **double** the capacity to provide **permanent supportive housing** and **interim housing** for DHS patients with complex physical/behavioral health conditions.

	# of New Permanent Housing Units	# of Interim Housing Beds		
2013	280	68		
2014	Flexible Housing Subsidy Pool	300	South LA Recuperative Care	38
	Affordable Housing Pipeline	90	MLK Recuperative Care	108
Total	670	214		

HOUSING FOR HEALTH (HFH)

Key 2014 Highlights:

1. Flexible Housing Subsidy Pool (FHSP) launched
2. Improved identification of homeless high-utilizing patients
3. New primary care clinic in Skid Row that will specialize in integrated health care for homeless DHS patients
4. Substantial increase in recuperative care beds



Star Apartments

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

