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Chief Executive Officer

"To Enrich Lives Through Effective And Caring Service"

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May 13, 2014

REVISED

ADOPTED
BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES
15 June 24, 2014
SACHI A. HAMAI
EXECUTIVE OFFICER

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, California 90012

Dear Supervisors:

COUNTY OF LOS ANGELES STRATEGIC PLAN UPDATE - 2014
(ALL DISTRICTS AFFECTED) (3 VOTES)

SUBJECT

Proposed update to the 2014 County Strategic Plan with recommended changes to existing Goal 1 (Operational Effectiveness) and Goal 2 (Fiscal Sustainability), including new and updated strategic initiatives for all Goals. Goal 2 (Fiscal Sustainability) is proposed to be changed to "Community Support and Responsiveness," to focus on enhancing direct services and support to County residents. Goal 1 will be renamed from "Operational Effectiveness" to "Operational Effectiveness/Fiscal Sustainability," as strong fiscal management is an essential and complimentary component of organizational effectiveness.

IT IS RECOMMENDED THAT THE BOARD:

1. Adopt the updated County Strategic Plan, which:

- Changes Goal 2 from "Fiscal Sustainability" to "Community Support and Responsiveness," to reflect the County's renewed focus on serving constituents in a proactive and responsive manner;

- Renames Goal 1 from "Operational Effectiveness" to "Operational Effectiveness/Fiscal Sustainability" and emphasize the County's commitment to both organizational effectiveness and strong fiscal management; and

- Includes new and updated strategic initiatives for aforementioned Goals, as well as Goal 3 (Integrated Service Delivery).

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

The initial County Strategic Plan was adopted by the Board in November 1999, and has been updated by the Board eight times. The County Strategic Plan has evolved over the years to reflect the changing environment and new challenges, and to build on prior Strategic Plan successes. Most recently, the Board approved an update on March 19, 2013 that included new and updated Strategic Initiatives and Focus Areas for existing Goal 1 (Operational Effectiveness), Goal 2 (Fiscal Sustainability), and Goal 3 (Integrated Service Delivery), and streamlined the Plan structure to identify Strategic Initiatives and Focus Areas consistent for all Goals.

The proposed update to the 2014 County Strategic Plan includes changes to Goal 1 (Operational Effectiveness) and Goal 2 (Fiscal Sustainability). Goal 2 is proposed to be changed from "Fiscal Sustainability" to "Community Support and Responsiveness" to reflect the County's continued focus on serving constituents in a proactive and responsive manner. Goal 1 (Operational Effectiveness) is proposed to incorporate the fiscal responsibility component of existing Goal 2 and be renamed "Organizational Effectiveness/Fiscal Sustainability," as this is seen as an essential and complimentary component of organizational effectiveness. Goal 3 (Integrated Service Delivery) will remain the same. All three goals will include new and updated strategic initiatives. Attachment I reflects the proposed Strategic Plan Goals, Strategic Initiatives, and Focus Areas for 2014.

The proposed update to the Strategic Plan continues a consistent structure among the three Goals, which 1) identifies Strategic Initiatives that may be multi-year efforts; and 2) includes a number of Focus Areas under each Strategic Initiative that are to be completed during the calendar year. The structure of the County Strategic Plan is designed to:

- Be more responsive to the dynamic environment in which the County operates;

- Clearly identify and focus on the highest-impact strategic priorities, reflecting a limited set of significant issues and opportunities; and

- Recognize the uniqueness of individual department goals and ensure that these equally important priorities are addressed effectively and timely through departmental strategic planning and operations.

Working-level action plans to implement these Focus Areas will be developed, managed, monitored, and reported by Clusters and/or departments. Regular updates will be provided at appropriate forums, including Strategic Leadership Council meetings, Cluster meetings, and/or budget meetings.

FISCAL IMPACT/FINANCING

There is no direct or immediate fiscal impact related to adoption of the update County Strategic Plan. Some initiatives may require commitment of resources which will be addressed through the budget process.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

2013 County Strategic Plan Accomplishments

The 2013 County Strategic Plan approved by the Board focused on key, high priority initiatives that

emphasized the maintenance of core, critical services, strengthening of fiscal responsibility, and collaboration and integration of services. Attachment II provides a status report on 2013 Strategic Initiatives and Focus Areas. Highlights of accomplishments under each Goal include:

Goal 1: Operational Effectiveness

- Completed key human resource (HR) initiatives including increased broad-based testing, reduced examination cycle times, enhanced departmental succession planning, and enhanced technical skills of HR personnel.

- Launched an Enterprise Risk Management Dashboard to give departments a real-time snapshot of their Workers' Compensation and General Liability risk trends and expenses.

- Launched new mobile websites for the Departments of Consumer Affairs and Human Resources.

- Identified a design for a new voting device that puts voters first, and developed a ~~ballot-making~~ ballot-marking device prototype.

Goal 2: Fiscal Sustainability

- Established 132 Patient-Centered Medical Homes across all nineteen Ambulatory Care Network clinics.

- Enrolled 307,889 members into Healthy Way LA, which exceeded the goal of 300,000 newly enrolled members.

- Successfully launched an Internal Nurse Registry pilot to help reduce the reliance on costly external registry nurses, particularly in specialty care areas that require focused experience.

- Initiated a Mental Health Service Act three-year program and expenditure plan via a community program planning process.

Goal 3: Integrated Service Delivery

- The Department of Public Social Services implemented a four-week readiness and job search activity course designed specifically for employable Transitional Age Youth.

- A workgroup was established to respond to human trafficking of youth with the goal of developing a first responder protocols and service delivery model.

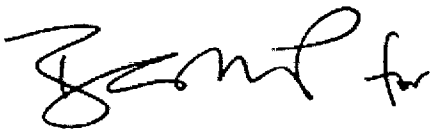
- On August 13, 2013, the Board of Supervisors approved the Memoranda of Understanding (MOU) between Mental Health, Public Health, and Public Social Services with the two County managed care health plans (L.A. Care and Health Net) describing the provision of mental health, substance use disorders, and long-term services and support services for participants in the Los Angeles County CalMediConnect Project as required by the State.

IMPACT ON CURRENT SERVICES (OR PROJECTS)

The proposed changes to the County Strategic Plan validate the Plan as a "living document" that adjusts to a changing environment and County demands. The new Plan will continue to demonstrate

the ability to focus on key priority, countywide strategic initiatives that will have a direct positive impact on current County services, programs, and projects.

Respectfully submitted,



WILLIAM T FUJIOKA
Chief Executive Officer

WTF:SHK:FC
JR:ib

Enclosures

c: All Department Heads
Departmental Chief Deputies
Administrative Deputies
Chair, Quality and Productivity Commission
Chair, Economy and Efficiency Commission

COUNTY OF LOS ANGELES STRATEGIC PLAN
Plan Structure

The County of Los Angeles Strategic Plan consists of the following components, beginning with the broadest and most long-term elements to the most specific, short-range and tactical activities:

Mission Statement: An overarching, timeless expression of the County's purpose and aspiration, addressing both what the County seeks to accomplish and the manner in which the County seeks to accomplish it.

Values: Shared attributes and behaviors that inform and guide our actions in delivering services.

Strategic Plan Goals (Goal Statements): Goals identify the major services or programmatic areas where the County will focus its strategic efforts. Goal Statements are broad, long-range "visions" for a significant area of the County's operations, defining what the County must accomplish to achieve its mission.

Strategic Initiatives: A limited number of high priorities, strategic initiatives under each Goal that have significant impact to the County and will directly drive implementation. These strategic initiatives are reviewed annually and updated as necessary.

Focus Areas: Areas of focus under each strategic initiative that includes an action statement that represents the direction the County will undertake for each Strategic Initiative.

*The preceding components **require approval by the Board of Supervisors**, including any updates or revisions. As the components below are more business/implementation/action plans and may need to be revised on a more frequent, tactical basis based upon experience or changed circumstances, they are not included in the Strategic Plan. Specific enabling actions may require Board action and will be brought forward at the appropriate time of implementation.*

Action Plans: This includes action steps to help meet the action statements under each Focus Area. Development, management, and monitoring of work-level action plans will be overseen by the appropriate Clusters and/or departments. Regular updates of action plans will be provided at the appropriate forums, e.g., Strategic Leadership Council meetings, Cluster meetings, budget meetings, etc.

Individual Departmental Strategic Plans: Strategic plans at the departmental level that detail specific department's roles and activities in support of the County Strategic Plan Goals, Strategic Initiatives, and Focus Areas. Departmental strategic plans may also include department-specific goals and priorities that are not specifically addressed within the major goals of the County Strategic Plan.

COUNTY OF LOS ANGELES STRATEGIC PLAN
2014 Proposed Update

GOAL 1: OPERATIONAL EFFECTIVENESS/FISCAL SUSTAINABILITY:
Maximize the effectiveness of processes, structure, operations, and strong fiscal management to support timely delivery of customer-oriented and efficient public services.

Strategic Initiative 1: Sound Fiscal Management/Capital Investments
Strengthen County's capacity to sustain essential services through proactive and prudent fiscal policies and stewardship while investing in the future by studying, prioritizing, and pursuing the highest-need capital projects.

Focus Areas:

- **County Fiscal and Budget Policies**
  Review, update and enhance the County's fiscal and budget policies to reflect the Board's commitment to being a leader among government entities.

- ***Forecasting County Revenue Streams***
  Expand and refine the County's capability for short and long-term forecasting of the major discretionary revenues.

- ***Debt Management Guidelines***
  Prepare policy guidelines for maximum annual debt service payments on outstanding short- and long-term debt obligations as a percentage of annual expenditures.

- **Capital Investments**
  Complete the assessment of the current condition of all County facilities, prepare a long-term forecast of ongoing and periodic maintenance requirements, and develop a replacement plan for County facilities that have exceeded their useful life and can no longer be supported or maintained.

Strategic Initiative 2: Targeted Risk Management
Focused risk management activities based on trends identified through updated technology and enhanced communication pathways.

Focus Areas:

- **Upgrade the Workers' Compensation Claims Management System**
  Integrate and update the Claims Management System with internal and external technology to harness advanced mitigation and cost-control methodologies, as well as ease the complexity of departmental access to reporting mechanisms.

- **Enhance Reporting Technology**
  Implement next generation dashboard, claim system analytics and reporting technology to identify opportunities for prevention efforts, cost containment and operational efficiencies.

- **Department Cost Driver and Service Integration**
  Provide departments semi-annual cost driver, trend indications and recommendations for actionable items to reduce the overall costs of risk.

- **Best Risk Management Practices**
  Coordinate existing best practices and develop new risk-based practices for implementation based on recommendations and trends indicators.

Strategic Initiative 3: Countywide Contracting Improvement Initiative

Implement improvements in the contracting process by standardizing and incorporating best practices while ensuring compliance with public procurement laws and County policies.

Focus Areas:

- **Implement the Countywide Contracts Management System (CCMS)**
  Identify, plan and initiate a phased approach to implement CCMS with County departments that are soliciting Proposition "A" contracts in Fiscal Year 2014-15, and converting Community and Senior Services to the County's standard contracting models.

- **Integrate CCMS with the Vendor Self Service (VSS)**
  The integration of CCMS with the VSS enterprise application will provide a means for contractors to electronically respond to County solicitations.

- **Develop and Implement Advanced, Specialized Contract Process Training**
  Expand existing countywide contract process training to include specialized training in the varied acquisition strategies and disciplines used in the County solicitation process.

Strategic Initiative 4: Innovative Technology Application

Develop innovative Information Technology solutions that achieve efficiencies and transform service delivery.

Focus Areas:

- **Expand and enhance e-Government Initiatives**
  Provide opportunities to improve and expand constituent access to County services and information utilizing websites, mobile applications and other e-government technologies.

- **Establish shared technology platform to support mobile services**
  Implement shared mobile technologies to enable departments to support their mobile workforce.

- **Deploy shared computing platform, tools and services for electronic forms and workflow**
  Establish a shared computing environment to enable departments to automate the use of electronic forms to improve constituent engagement and operational efficiencies.

- **Expand the County's Information Management systems**
  Implement governance and identify technologies to facilitate secure data sharing, information exchange and data analytics in support of the County's operations.

- **Establish County-wide sourcing agreements**
  Establish single countywide agreements to reduce cost and effectively service county departments.

Strategic Initiative 5: Legacy System Replacement

Develop criteria, establish priority, fund and initiate the modernization or replacement of critical legacy systems.

Focus Areas:

- **Establish Legacy modernization criteria and priority**
  Implement a formal process for the review and evaluation of legacy systems to prioritize and plan for modernization and replacement.

- **Create an on-going funding program for IT Legacy Systems**
  Implement a formal IT Capital Planning Process to fund the modernization and replacement of IT Legacy systems.

- **Engage departments to identify and plan for the modernization or replacement of critical legacy systems.**
  Collaborate with the Chief Information Officers Council and Leadership Committee to identify and plan for the modernization or replacement of critical legacy systems.

- **Launch department legacy replacement initiatives.**
  Coordinate with departments to facilitate the modernization or replacement of at-risk legacy systems.

GOAL 2: COMMUNITY SUPPORT AND RESPONSIVENESS:
Enrich lives of Los Angeles County residents by providing enhanced services, and effectively planning and responding to economic, social, and environmental challenges.

Strategic Initiative 1: Customer Service Innovation/Enhancement

Reinvent how County services and products are provided to the public, utilizing more intuitive, customer-centric approaches to achieve maximum outcome and customer satisfaction.

Focus Areas:

- **Voting System Modernization**
  Continue multi-year effort to modernize the County's voting system through iterative and open process, maximizing stakeholder input.

- **Effective Small Business Assistance**
  Improve the County's interaction with small business owners, providing useful, timely information, and better guidance in navigating through the County's procedural requirements.

- **Redesigned Websites for Customer Engagement and Government Transparency**
  Redesign the County's digital Annual Report with a number of innovative features focused on increased transparency and access; and redesign the County's homepage utilizing the latest technologies and web standards to exemplify functionality, efficiency, flexibility, accessibility, and transparency.

Strategic Initiative 2: Job Creation Efforts

Increase the number of Los Angeles County residents that obtain employment in industries and sectors that pay living wages and provide a path for future professional growth.

Focus Areas:

- **Business Services**
  Establish a countywide business service strategy that aligns education, training and competitive grant opportunities with economic development strategies that meet the workforce needs of high-growth industries and businesses in the region.

- **On-the Job Training & Subsidized Employment**
  Expand the number of CalWORKs' participants, veterans, non-custodial parents and other vulnerable populations in "earn and learn" models that provide them with meaningful work experiences that lead to permanent employment with potential career pathways in high-growth industries.

- **Summer Youth Employment**
  Provide short-term employment opportunities to CalWORKs, foster and other low-income youth in industries in which they gain valuable skills necessary for academic and professional success.

- **County Workforce Enhancement**
  Expand innovative recruitment strategies and online access to workforce and training programs that lead to job opportunities. This includes internships, fellowships and mentoring programs to attract talented individuals to the County's workforce system.

Strategic Initiative 3: Emergency Preparedness Expansion

Enhance emergency preparedness through continued investment in personnel, training and facilities.

Focus Areas:

- **Inclusive Emergency Planning**
  Enhance the accessibility of County emergency preparedness programming to people with disabilities and others with access and function needs through continued outreach and engagement.

- **Emergency Management Training and Exercise Program**
  Provide a training and exercise program to develop and maintain qualified emergency management personnel to facilitate County preparedness, response and recovery efforts.

- **County Continuity of Operations Planning (COOP)**
  Coordinate the COOP for all applicable County departments to improve their capability to sustain the delivery of critical County services to the public during disasters and catastrophic events.

- **Community Preparedness Planning for County Unincorporated Areas**
  Implement community focused emergency preparedness/public education programs in the unincorporated portions of the County and strengthen participation by non-government organizations in supporting general preparedness efforts Countywide.

- **County Emergency Operations Center (CEOC) Assessment**
  Assess the existing CEOC and determine the need for renovation or replacement to ensure a state-of-the-art facility from which to command the County's emergency organization in times of disaster and catastrophic events.

Strategic Initiative 4: Healthy Neighborhood Projects

Use existing resources to initiate local community-involved discussions to pinpoint specific health and behavioral health issues of concern to high-need neighborhoods in Los Angeles County.

Focus Areas:

- **Blueprint for creating and sustaining Healthy Neighborhoods**
  Host a Healthy Neighborhood Planning Summit that brings together relevant County and city agencies, educational and academic institutions, advocacy groups, civic bodies, non-profit organizations, health plans, providers and elected officials to discuss and provide input for creating a blueprint to roll out the Healthy Neighborhoods strategy in Los Angeles County.

- **Oversight & Accountability**
  Develop an inclusive governing body to advise the County and its Departments on the implementation of the blueprint.

- **Healthy Neighborhood pilot**
  Identify pilot communities using existing and newly identified resources, and engage community members to initiate discussions on the social determinants of health and behavioral health outcomes and on collaborating to develop community-based strategies for addressing them. The pilot would also assist in the development of governing bodies at the neighborhood level where one does not currently exist, and develop a blueprint for building neighborhood capacity to ensure long-term self-sufficiency.

- **Expand access to services**
  Build upon existing service areas and ethnic or culturally-specific relationships and expand partnerships in each service area to improve access to and coordination of primary care, mental health and substance use treatment services.

- **Enhance collaborative care**
  Develop and publish specific mechanisms to improve referrals, clinical services, care coordination and information sharing functions between all relevant partners.

Strategic Initiative 5: Environmentally Sustainable Practices

Provide services and operate facilities in a manner that reduces consumption of energy, water, and other resources; promotes the use of renewable energy sources; enhances quality of life; and continues to protect the environment.

Focus Areas:

- **Net-zero water (Sustainable water resources)**
  Develop projects and services to improve sustainable local water supplies.

- **Net-zero waste (Solid waste reduction and recycling)**
  Optimally manage and reduce solid waste by diverting from waste stream and maximizing recycling opportunities.

- **Net-zero energy (Energy and greenhouse gas)**
  Reduce fossil fuel and fossil-fuel-based energy consumption in the County's services and operations and in the community while producing or procuring energy from renewable sources to reduce greenhouse gas emission and the impact on climate change.

GOAL 3: INTEGRATED SERVICE DELIVERY:

Maximize opportunities to measurably improve client and community outcomes and leverage resources through the continuous integration of health, community, and public safety services.

Strategic Initiative 1: Launch of Health Care Reform

Support continued transformation of the health delivery system with the goal of improving quality of care, access to care, and patient experience while safeguarding long-term fiscal sustainability of County services.

Focus Areas:

- **Enhance Primary Care and Continuing Care Outpatient Clinics**
  Further develop the capabilities of the Department of Health Services' (DHS') Patient Centered Medical Homes (PCMHs), focusing specifically on fine-tuning empanelment, increasing capacity for panel management, facilitating transitions in care, and refining team member roles and responsibilities.

- **Expand the use of electronic consultations and referrals**
  Implement DHS' electronic consultation and referral tool, e-Consult, across all major medical and surgical specialties and all referring providers within DHS and the community partner network.

- **Build Managed Care Capabilities**
  Build DHS' capability to perform utilization management, claims administration, revenue contracting, and other core managed care functions.

- **Implement an Integrated Electronic Health Record**
  Go-live with DHS' integrated Electronic Health Record at the first location, Harbor-UCLA Medical Center.

- **Housing for Health**
  Provide permanent supportive housing for 800 individuals in collaboration with other County health and social service departments.

Strategic Initiative 2: Strengthening and Integrating Youth Protection Programs

Continue collaborative efforts among County departments and outside partners to protect children and youth in Los Angeles County.

Focus Areas:

- **Prevention of Child Sex Trafficking**
  Develop comprehensive strategies for identifying and working with youth involved in human sex trafficking to get them out of the business.

- **Recommendations from the Blue Ribbon Commission on Child Protection**
  The Blue Ribbon Commission, appointed by the Board in June, 2013, has issued recommendations in April 2014 to improve child safety and the prevention of child maltreatment. An assessment and implementation plan for those recommendations approved by the Board shall be conducted.

- **Health Care Benefits Enrollment**
  Provide easy-to-access Medi-Cal enrollment services to parents with children involved in the dependency system to enable them to reunite with their children in a timely manner.

Strategic Initiative 3: Implementing Jail Reform

Improve conditions in the County jails by establishing an Office of the Inspector General (OIG) and implementing Vanir recommendations on Jail Plan.

Focus Areas:

- **Development of the Office of Inspector General**
  In conjunction with the Executive Office of the Board of Supervisors and County Counsel, complete and continue to monitor the implementation of the OIG, including the establishment of an organizational structure and corresponding funding for the OIG.

- **Implement Vanir Recommendations on Jail Plan**
  Implement and monitor Vanir recommendations that include: 1) completion of program space requirements for five jail options, including development of Consolidated Treatment Facility; 2) development of space plans and construction cost options for alternative facilities for women at Pitchess Honor Rancho and Mira Loma; 3) completion of scoping documents to preserve $100 million of SB 900 grant funding to construct new jail facility; 4) preparation of operating costs and custody planning plans for the five jail options; and 5) development of innovative treatment programs to provide quality mental health services to mentally ill inmates.

Strategic Initiative 4: Refinement of AB 109 (Public Safety Realignment) Implementation

Refine implementation of AB 109 with emphasis on seeking alternatives to incarceration and monitoring quarterly performance and budget reports.

Focus Areas:

- **Alternatives to Incarceration**
  The Chief Executive Office (CEO) shall review proposals for pilot programs related to the Sheriff's alternative to incarceration efforts.

- **Implementation Updates**
  Review and analyze quarterly performance measure and status updates provided by all Departments involved with AB 109 implementation.

- **Cost Analysis and Revenue Review**
  The CEO and Auditor-Controller shall review and analyze quarterly departmental claims reports for reimbursement of AB 109 related costs, as well as monitor claims, cash flow and revenue of AB 109 funds within the trust account.

COUNTY OF LOS ANGELES STRATEGIC PLAN
2013 Close-Out Report

GOAL 1: OPERATIONAL EFFECTIVENESS:
Maximize the effectiveness of processes, structure, and operations to support timely delivery of customer-oriented and efficient public services.

Strategic Initiative 1: Human Resources Management
Continue multi-year project impacting all County departments.

Focus Areas:

- **Improve Testing**
  Expand broad-based, competency-based, and on-line testing; and other examination improvements.

  Status:

  The Department of Human Resources (DHR) has significantly increased the use of broad-based testing from 9,400 administrations in Fiscal Year 2011/12 to 53,900 administrations in Fiscal Year 2012/13--an increase of 473 percent. Approximately 4,700 of these administrations were done on-line in Fiscal Year 2011/12 and approximately 25,400 were administered on-line in Fiscal Year 2012/13. In addition, DHR transitioned two traditional paper/pencil Broad-Based Employment Skills Tests to on-line delivery; increased the Broad Based testing item pool to enhance test security, utility and validity; and piloted on-line testing in an un-proctored environment. DHR also established a mobile website, which allows candidates to submit their applications using their mobile devices.

  DHR, with the support of the Chief Executive Office (CEO), has increased broad-based testing and reduced examination cycle times by utilizing large testing facilities with one-time funds. DHR recently administered broad-based tests for Human Services Aide (DCFS), Ground Maintenance Worker (Beaches & Harbors/Parks and Recreation), and Child Support Officer I (CSSD) at the Los Angeles Convention Center. DHR occupied the Los Angeles Convention Center for 21 testing sessions over a 15-day period. These exams would have taken approximately 90 sessions and 45 days to administer in existing DHR facilities. This represents a cumulative exam cycle reduction time of 30 days (or 67%) across five exams. In the near future, DHR plans on administering the clerical series, Administrative Intern/Management Assistant, Management Fellow, Administrative Services Manager Series and Secretarial series in large facilities.

  The above initiatives represent significant advancements and efficiencies in the examination development and administration processes.

- **Roll-out Support Systems**
  Implement next phase of e-HR system (including electronic forms, manager self-service, and additional improvements in the application, recruitment and examination process), and develop management reports from the recently implemented Position Control system.

Status

Manager Self Service - In partnership with the Auditor-Controller, the Department of Human Resources (DHR) supported the implementation of the e-HR 3.9 system upgrade; implementation efforts were recently completed on February 16, 2014. One of the major enhancements included a Manager Self Service (MSS) Module. MSS is a web-based portal that will provide supervisors and managers the ability to perform daily administrative tasks (e.g., review and approve time cards and leave requests, review performance evaluation due dates, etc.) in a central on-line location. MSS will require integration from other enterprise systems, such as the Performance and Learning Net. Integration is scheduled to be completed in **June of 2014**; subsequently, MSS will be piloted beginning **July of 2014**.

e-Forms - Countywide deployment of the electronic Outside Employment Form (OEF) will commence on **April 14, 2014**. The e-form will be fully integrated with e-HR and will prepopulate demographic information (e.g., name, employee number, department, etc.) upon employee login; the OEF will be accessible through mylacounty.gov. DHR, in conjunction with Auditor-Controller and CIO, is in the process of developing an e-Forms roadmap that will identify and prioritize the digitization of countywide administrative forms.

Talent Management Automation – DHR continues to improve HR service delivery through technology. Over 250,000 on-line applications are received and processed on an annual basis. The department has expanded the visibility of County employment opportunities through progressive forms of outreach such as mobile technology and social media (i.e., Facebook and LinkedIn). Furthermore, the utilization of web-based examinations has continued to improve the applicant experience and examination timelines.

The department recently completed an extensive fit-gap analysis in efforts to identify an integrated talent management solution. A potential solution has been identified. The department expects to commence the implementation process beginning May 2014.

Position Control – A standard reporting suite has been implemented to assist departments to track and manage position control related activities. CEO, DHR and the Auditor-Controller continue to augment reporting to enhance usability and accessibility for departmental stakeholders.

- **Actively Invest in Succession Planning**
  Enhance the County's succession planning program by providing each department with a gap analysis of the strengths and weaknesses for three levels of management, and initiate the development of an executive leadership program.

Status:

Succession Planning - The County's succession planning program was enhanced in 2012 with DHR's implementation of the Leadership Evaluation Tool. The Tool successfully captured data on the strengths and weaknesses of the County's Management Appraisal and Performance Plan (MAPP) managers, using the nine-box framework. Each participating department received a customized Leadership Evaluation Report that provided department-specific graphs/tables reflecting the gap analysis on required leadership competencies. The report included departmental, Cluster-level, and countywide results along with general information and specific guidelines to frame interpretation of the results. Additionally, a Countywide Leadership Evaluation Report was constructed for the CEO that conveyed organization-level leadership gap analysis results.

In 2013, the County's Succession Planning Program was further expanded by providing departments with an Information Guide on Leadership Development Plans. As the next step in supporting MAPP-level employee development, this Guide is a resource for managers seeking to develop the leadership competencies of their MAPP-level direct reports. It provides guidelines for understanding the Countywide succession planning effort and a manager's role in implementing it, and describes methods for developing and executing leadership development plans.

DHR is currently preparing for the 2014 implementation of the Leadership Evaluation and Leadership Self-Evaluation tools. These have been proven to be effective tools to assess the developmental preparedness of MAPP employees to succeed to higher level positions. DHR will further support departments by providing bench strength analysis, individual development plan templates, and limited coaching opportunities.

Executive Leadership Development Program - DHR successfully implemented the new Executive Leadership Development Program (ELDP) in January 2014 in support of the Succession Planning Program efforts currently underway. A competitive solicitation process was conducted and the USC Sol Price School of Public Policy selected to develop and present the program. An application process for program participants was conducted, resulting in forty mid- to senior-level managers being selected and commencing the program in January 2014; an additional application period will be opened in spring 2014 to select an additional sixty candidates to commence the program in late-summer 2014, for a total of one-hundred program participants in 2014. The program will assess and enhance the participants' leadership competence levels on ten leadership competencies which were identified by DHR and County executive managers. The ELDP is a 14-week program which includes in-class and web-based sessions utilizing a variety of instructional methods, a 360 degree assessment of each program participant, the development of individual development plans, and individualized coaching and mentoring. ELDP participants will be provided with access to a community of collaborative learners, which will provide a forum to continue to actively share ideas and information, to support and assist each other, and promote continuing leadership development in support of the County's Strategic Plan.

- **Continue Strengthening Human Resources Services**
  Upgrade technical skills of human resources and classification staff, pilot the new DHR shared service model in one County department, and establish DHR service level agreements with all County departments.

Status:

Technical Skills Enhancement - DHR is assisting in upgrading the technical skills of the HR professionals in the County through the HR Consortium courses conducted by Liebert Cassidy Whitmore (LCW) on topics of relevance to County managers. Five HR Consortium courses were presented by LCW between September 2013 and January 2014 on topics such as, "Sick & Disabled Employees"; "Difficult Conversations"; "12 Steps to Avoiding Liability"; "Performance Management: Evaluation, Documentation and Discipline"; and, "Public Sector Employment Law Update". The combined attendance at these courses was 1,823 supervisors, managers, and HR professionals. Five additional HR Consortium courses will be presented by the end of June 2014 on topics such as, "Prevention and Control of Absenteeism and Abuse of Leaves"; "Exercising Your Management Rights"; "Creating an Ethical Mindset"; "Introduction to FLSA"; "Accommodating Bad Behavior: The Limits on Disciplining Disabled Employees".

Additionally, DHR provides HR updates on statute and policy changes, and other HR information to the Departmental Human Resources Network. A Department of Human Resources Management Handbook is being created by DHR with assistance by one of the subcommittees of this group, and a rigorous training program has been developed by DHR for the DHRMs to review core HR functions covered in the handbook. The training series on core HR functions was commenced on January 23, 2014, and will continue with a scheduled bi-monthly training. The new DHRM handbook is in draft format and each chapter will be distributed for DHRM final review and comment in conjunction with the scheduled training on that chapter's topics. Additionally, at the monthly DHRM meetings when training is not being conducted, answers will be provided to any questions on the prior month's training topic, and the finalized chapter for the prior month's training topic will be distributed.

In addition to the above, the Director of Personnel established an HR Managers Council of the highest ranking HR managers in departments as a vehicle for training, strategic planning and sharing of best practices by council members. DHR sought funding to assist in the certification of

all HR managers in Fiscal Year 2013-14. DHR is working on the development and implementation of a training program for HR managers to obtain recognized professional certifications, such as those offered by the International Public Management Association for Human Resources (IPMA-HR) and Six Sigma. The scope of the training will be contingent on secured funding. In the event the funding is insufficient, the training program will be conducted by DHR subject matter experts, as staffing and financial resources permit. Additionally, DHR is working on the development and implementation of a career development program for DHR employees to enhance operational knowledge in a variety of human resources disciplines. The program will emphasize inter-unit rotations and cross-functional training. As feasible, the program will include departmental human resource managers in the rotations.

DHR also assists the DHRMs by providing guidance and responses to questions on policy and the Civil Service Rules, as well as on the implementation and use of enterprise systems used to manage employee learning (LearningNet), performance evaluation processes (PerformanceNet) and performance management (Performance Management Tracking System). When needed, DHR stations DHR staff in line departments to provide on-site assistance. Since January 2012, DHR has continuously assigned two HR Analysts to the Probation Department to assist with strengthening their examination capabilities, implementation of AB 109 hiring, and transitioning to position control. Since January 2013, DHR has continuously assigned a Principal Analyst to fill the critical role of Departmental Human Resources Manager in the Probation Department, which has included the provision of the full range of HR programs, services, and supervision.

DHR also provides job-specific training to County staff responsible for recruitment and selection, long-term leave, FMLA, advocacy, mediation, and performance management. In support of strengthening DHR services, efforts to convert the remaining instructor-led mandated training courses to an e-learning format are currently in progress. To that end, DHR submitted a proposal in the amount of $130,000 to the Quality and Productivity Commission to fund the conversion of two mandated training programs: Employment Discrimination Prevention and Fair Labor Standards Act. The successful conversion of these two instructor-led programs to on-line learning will result in potential countywide savings of $740,000. Additionally, training time required for the programs will be reduced by 50%.

Shared Services - DHR provided shared services for six County departments, two of which do not have designated human resources staff:

- Consumer Affairs
- Chief Information Office
- Chief Executive Office
- Military and Veterans Affairs
- Museum of Art
- Natural History Museum

In addition to the above, a proposal has been developed for a formal full-service HR shared services program, which includes a draft service level agreement. Staffing has been identified based on current departmental allocations and designated funding has been tentatively approved by the Chief Executive Office. The contracts for these services are being finalized.

Service Level Agreements - Service level agreements have been negotiated and entered with the 26 departments serviced by DHR Equity Investigations Unit of the County's Equity Program.

For other delegated human resources functions, a draft Delegated Authority Agreement was developed, which, in part, defines the general and specific areas of delegation, outlines the responsibilities of the line-departments concerning human resources operations, defines the scope of DHR's audit authority and the associated costs of the performance of those audits, and sets forth the mechanism for dispute resolution.

Strategic Initiative 2: Risk Management

Continue ongoing projects to reduce risk for all County departments.

Focus Areas:

- **Update Workers' Compensation Administration**
  Implement new Third Party Administrator contracts, new procedures to address changes in legislative reforms, and replace or upgrade claims system.

  Status:

  Implement new Third Party Administrator (TPA) contracts - The CEO released a Request For Proposal for TPA contracts in 2012 and has completed the evaluation of the proposals. The recommended vendors were evaluated in a collaborative effort with the stakeholder departments. Upon completion of the evaluation, two new vendors were recommended for an award. Subsequent to the recommendation, the Board of Supervisors approved two of three new contracts on August 13, 2013 and September 10, 2013. The third contract has been delayed for review to the October 8, 2013 agenda. On September 24, 2013, the third contract was approved by the Board. On January 1, 2014, all three contracts were executed.

  Implement new procedures to address changes in legislative reforms - On September 18, 2012, Governor Brown signed SB 863 into legislation. The bill included many reforms to the workers' compensation, including the introduction of Independent Bill Review (IBR) and Independent Medical Review (IMR). CEO staff worked with our contracted TPAs and Medical Management and Cost Containment agencies (MMCCs) to develop procedures to comply with the new statutory requirements and to create pay categories in the claims administration system in order to measure the impact on the related costs. Additionally, CEO staff worked with key medical providers to review and revise the utilization review triggers in order to limit the cost of IMR while focusing on major cost drivers, specifically, compound medications. Finally, CEO staff worked with County Counsel to develop new procedures on resolving liens under the new statutes established under SB 863.

  At the July 18, 2013 Return-to-Work Seminar, CEO-RTW staff explained the new State form DWC-AD 10133.35 or "Notice of Offer of Regular, Modified, or Alternative Work" to all the participants. The form is to be utilized for all injuries occurring on or after January 1, 2013, when an employee is being offered a permanent job placement. If an employer is unable to make a permanent job offer to the employee, the employee may be eligible for a Supplemental Job Displacement Benefit, also known as a "voucher," for re-training or skill enhancement purposes.

  Replace or upgrade claims system - The CEO and P&C Claims, Inc., are engaged in a system conversion that will replace the current workers' compensation claims administration system (GenIris) with ClaimsVision. A Project Charter was created to guide the conversion and CEO personnel have overseen the configuration necessary to implement business processes, reporting, interfaces, and user-acceptance testing. CEO staff has evaluated a demo version of ClaimsVision and system interface capabilities, developed user-hierarchy levels, established document management requirements, and identified interface needs. Recently, the focus has been on the development of automated interfaces and conversion tools that will convert legacy data to the new system. The current schedule for completion of conversion is October 2014.

- **Strengthen Loss Control Efforts**
  Replace or upgrade liability claims system, improve data analysis to better target loss control efforts at the department level, and implement targeted loss control efforts for key departments with significant exposures.

Status:

Replace or upgrade liability claims system - An evaluation in 2012 concluded that County Counsel's existing billing system (T360) could be modified to possess the necessary capability and matter management functionality to replace the current liability claims management system (RMIS). The evaluation determined that the T360 System required 13 additional functions for its matter management component to become fully operational for the County. In February 2012, County Counsel exercised its option to license the T360 matter management functionality, and a work order to add the 13 additional required functions was completed. The status of the liability claims system was provided to the Board in the Risk Management/County Counsel Joint report dated September 10, 2013. The goal of County Counsel and the CEO Risk Management Branch is to complete the addition of the 13 functions and implement the enhanced T360 Matter Management System by July 30, 2014.

Improve data analysis to better target loss control efforts at the department level - Improve data analysis to better target loss control efforts at the department level: Based on data currently in the RMIS database, the CEO has developed an Enterprise Risk Management Dashboard that contains a variety of risk management data designed to provide each department with a real-time snapshot of its Workers' Compensation and General Liability risk trends and expenses. The Dashboard is a tool which should enable department management to better understand and appropriately respond to its unique exposures and related expenses. In June 2013, CEO launched the dashboard to limited users in the County and has since grown the users through training and education to approximately 150 executives, managers, and supervisors. In October 2013, version 2 was launched which contains additional data and functionality. An update was provided to the Board in the Risk Management/County Counsel Joint report dated September 10, 2013.

Implement targeted loss control efforts for key departments with significant exposures - CEO Risk Management Branch staff selected several key departments to focus loss control efforts. The departments selected include; Children and Family Services, Public Social Services, Mental Health, Public Health, and Probation. Each department has individual risks and trends; therefore, specific training and information was provided as it relates to specific exposures. However, CEO Risk Management Branch provides common assistance as follows:

- Evaluate accident causes for top-ten frequency locations and advised on how to inspect these locations on a quarterly basis.
- Train department staff and management on using and generating workers' compensation reports and data analysis.
- On-going training to these departments on various safety-related issues to increase hazard identification and loss prevention activities.
- Guidance at departmental Environmental Health and Safety meetings.
- Develop fiscal year plan of action to help guide injury reduction.
- Provide guidance on a weekly basis to evaluate the activities/tasks performed by the safety staff and make recommendations to improve efficiencies.
- Generate weekly, customized, tort liability reports to department Risk Management staff and support work on new cases when appropriate.
- Meet monthly with Risk Management/Health & Safety staff to discuss injury and liability trends, stay abreast of any pressing.

- **Improve Corrective Action Plan/Summary Corrective Action Plan (CAP/SCAP) monitoring**
  Thoroughly assess CAP/SCAP efficacy and broadly communicate lessons learned.

Status:

Thoroughly assess CAP/SCAP efficacy - On February 22, 2013, a memo to all Department Heads was sent to inform them of the Chief Executive Office updated procedures concerning CAP development. To assist the departments in identifying new claims that should have corrective actions early in the process, the CEO Risk Management Branch (RMB) began

conducting weekly reviews of all new claims or lawsuits, identify potentially significant or severe cases, and notify your departmental risk management staff of these concerns. RMB staff continues to assist with root cause identification and the development of corrective actions, and monitor the implementation of these corrective actions in a timely manner. If there are any concerns about root cause analysis or implementation of corrective actions, RMB discusses these concerns with involved staff.

Periodic reporting to CEO Cluster Leads regarding the status of departmental efforts related to CAP/SCAP is provided through memoranda and was provided on February 19, 2013, and September 23, 2013. The CEO created a CAP/SCAP database to track all incidents where potential improvement opportunities exist effective April 28, 2013. The second phase, which involves departments using the system, is scheduled for 2014 implementation.

Broadly communicate lessons learned - Lessons learned are communicated in multiple ways, which includes through Applicability Notices, Best Practices, and development of "Risk Alert!" bulletins.

- CAP and SCAP are reviewed on a quarterly basis to determine which CAPs and SCAPs have applicability to other departments or the County as a whole. If a CAP or SCAP has applicability to other departments or the County, then an Applicability Notice is generated. These are posted on the Risk Management Inspector General portion of the CEO Risk Management intranet site and are discussed at the quarterly Risk Management Coordinators meetings.
- A "Best Practices" section has been added to the CEO Risk Management intranet site. This has four sections: "What's New," "Submit a Best Practice," "Contact Us," and "Best Practices Library." Content will begin to be added in the near future. Multiple best practices videos have been filmed and are currently being edited.

Strategic Initiative 3: Countywide Contracting Initiative

Initiate a multi-year project impacting all County departments.

Focus Areas:

- **Develop Countywide Contracts System**
  Develop and pilot automated countywide contracting system that ties to eCAPS; pilots could include food services, social services and Proposition A contracts.

- **Draft Contract Templates**
  Draft, and make available on the system, templates for RFPs, contracts, evaluation forms with standard, pre-approved terms and conditions for each template.

- **Implement Contracting Best Practices**
  Identify and integrate into the system best practices, lessons learned, and opportunities to use additional tools such as the "draft RFP" process used by the federal government.

Status for all Focus Areas above:

The CEO in collaboration with ISD, Auditor-Controller, County Counsel and Community Senior Services is developing a countywide Contract Management System application that is integrated with the County's enterprise financial and procurement system (eCAPS); to date:

- The application design is completed;
- A working prototype was completed in March 2013 and presented to County Contract Managers for their feedback;
- Based on the department input the Auditor-Controller and ISD received Board approval on May 14, 2013 to move the Working Production into a Pilot Implementation with ISD,

Community Senior Services and the Department of Health Service in which is scheduled to begin by June 2014;

- The Pilot is targeted at food service, Proposition A and Human Services contracts;
- The Pilot will use the ISD Contract Model templates and Community Senior Services (County Counsel approved) templates;
- The Pilot will begin the establishment of countywide standard documents for contracts and solicitation documents; and
- Provide a countywide application to assist Contract Analysts and Contract Managers tools to better manage the County's solicitation process.

Strategic Initiative 4: Countywide IT Projects

Invest in high impact/high priority projects impacting all County departments.

Focus Areas:

- **Enhance IT Disaster Recovery**
  Evaluate various methods of enhancing IT Disaster Recovery services for all County departments, and propose the best method for implementation.

  Status:

  - On August 13, 2013, the Board approved a five-year lease extension to continue the use of the Orange County Santa Ana Data Center as the ISD Local Recovery Center.
  - In December 2013, ISD and CIO visited an available data center site at the Bank of the West building located in Monterey Park. ISD informed CEO that data center and infrastructure improvements will be required to support ISD's disaster recovery requirements.
  - DPW reviewed and concurred with the ISD design for building out a disaster recovery center at Eastern Ave.
  - ISD is awaiting Board approval of proposed primary data center construction before resuming.

- **Consolidate Servers**
  Work with all departments to consolidate ("virtualize") servers to significantly reduce the number of servers needed for future purchase and replacement, and to reduce energy consumption; move the County toward the industry standard for data center consolidation.

  Status:

  - As of February 2014, 5,200 physical servers have been consolidated to 450 servers, with the elimination of over 4,000 servers.
  - County departments are expected to complete their virtualization efforts by June 30, 2014.

- **Centralize E-Mail**
  Move all departments onto one shared email system (hosted by ISD); reduce "per seat" and future email upgrade/replacement costs for most departments.

  Status:

  - Approximately 55,000 mailboxes have been migrated to the centralized email services.
  - An additional 12,200 mailboxes are currently being migrated.

- **Enhance E-Government Initiatives**
  Pursue opportunities to expand user-friendly availability to County services and information by the public via websites, mobile applications, and other E-Government.

  Status:

  - New mobile websites for the Department of Consumer Affairs and DHR were launched in January 2014.
  - A redesigned County Intranet was launched in March 2014.
  - CIO is working on developing a technology directive for Department Use of Mobile Solutions by June 2014.

Strategic Initiative 5: Voting System Modernization

Continue a multi-year project to modernize the voting system, impacting all Los Angeles County voters.

Focus Areas:

- **Continue Stakeholder Discussions**
  Continue to meet with stakeholders (Board of Supervisors, County executives, and the Voting System Assessment Project (VSAP) Advisory Committee comprised of experts, community leaders from critical constituency groups and communities of interest) to maintain close involvement and engagement in this project.

- **Create a VSAP Technical Advisory Committee**
  Work with the VSAP Advisory Committee to establish a Technical Committee to provide guidance as the VSAP moves from concept to design and prototyping.

- **Complete Design Phase and Begin Voting System Engineering**
  Design the foundation for system engineering, prototyping, manufacturing and implementation. Then, utilizing data gathered during the design phase of the VSAP, and under the guidance of a Technical Advisory Committee, begin engineering and testing voting system prototype(s).

- **Seek Legislative Support**
  Seek legislative changes to streamline the voting system approval process to allow the County to pursue its own publicly-owned voting system.

  Status for all Focus Areas above:

  In 2013, the VSAP accomplished significant milestones towards our goal of modernizing the County. We identified a design for a new voting device that puts voters first, developed a looks-like prototype of ballot marking device, and worked on county sponsored legislation that reformed voting systems certification in the state to pave the way for greater innovation and county options.

  In March 2013, we partnered with an innovation firm (IDEO) to develop a design concept using a process that engaged the voters and stakeholders. This innovative approach breaks the mold of traditional voting system acquisition. Traditionally, jurisdictions have purchased off-the-shelf systems that are not always best-tailored for the needs of their community.

  This iterative design process took us from research data, to various sacrificial concepts, to one final proposed design. Voters were engaged throughout the process, providing feedback on proposed design concepts and features. Pollworkers as well as usability and accessibility experts were also engaged in the process. Using this human-centered design process, we have arrived at a voting system concept that takes into consideration the diverse needs and preferences of voters, operational considerations of the department, and technical feasibility.

We have produced a "looks like" prototype of the concept which will now allow us to develop detailed specifications for manufacturing and will enable us to start work on modernizing the tally system for the new ballots. Through focus groups and group meetings, the device is now being presented to voters and pollworkers for further feedback. Our next step in the design and development process is to determine the contracting needs to move forward with design refinement and system specifications for manufacturing.

After nearly 7 years without any new voting systems approved for use in California, the passage of SB 360 has paved the way for greater progress in the voting system modernization front. During the 2013 legislative session we worked on county sponsored SB 360. The bill garnered unprecedented support from election officials and advocates. Thanks to the reforms enacted by this legislation Los Angeles County will be able to access state Voting Modernization Board funds to continue moving forward with its voting system development and certification. In addition, the bill helped streamline the certification process, potentially saving the county hundreds of thousands of dollars and almost a year of dual State/Federal testing.

The VSAP efforts continue to gain national recognition. In a report[1] published the Presidential Commission on Election Administration in January 2014, the Presidential Commission mentioned our efforts in as "practical collaborations" that "may inform the setting of standards for future technologies."

[1] http://www.supportthevoter.gov/files/2014/01/Amer-Voting-Exper-final-draft-01-09-14-508.pdf

GOAL 2: FISCAL SUSTAINABILITY:

Strengthen and enhance the County's capacity to sustain essential County services through proactive and prudent fiscal policies and stewardship.

Strategic Initiative 1: Health Care Reform

Ensure continuity of the effective delivery of County health, mental health, and substance abuse services under the new regulatory environments of the Federal Affordable Care Act (taking effect January 2014) and California's Section 1115 Medicaid Waiver (currently in effect).

Focus Areas:

- **Enhance Ambulatory Care**
  Continue to implement DHS ambulatory care initiatives, including roll-out of medical home models, patient empanelment, ending block appointments, and improve staff training and customer service to ensure DHS remains the provider of choice in 2014.

  Status:

  DHS established 132 Patient Centered Medical Homes (PCMH) across all nineteen Ambulatory Care Network (ACN) clinics as of December 2013. DHS plans to roll out additional PCMHs across the hospitals in 2014. Within the medical homes, DHS continues to work on enhancing team-based care, use of disease management registry to assist with panel management, use of care management tools, and expanding access through evening/weekend availability and via patient-centered scheduling.

  For those who are still un-empaneled, DHS has launched a prospective empanelment system to link individuals with a medical home within DHS; we are also in the design phase for a new unmatched program for those residually uninsured seen within our Community Partner network. Our new Continuing Care Clinics will provide continuity for those patients who do not require or who are not able to be empaneled.

  DHS successfully ended block appointments and standardized scheduling templates across primary care sites.

  DHS was also successful at rolling out a new telephone system across all nineteen ACN clinics. DHS will continue to roll out the new telephone system in the hospitals in 2014.

- **Streamline DHS Operations**
  Continue efforts to streamline key operational initiatives within DHS and other County departments to expedite contracting, facilities improvements, and personnel movement as required for health reform implementation efforts.

  Status:

  Recent accomplishments with respect to human resources issues include:
  - Successful launch of the Internal Nurse Registry pilot, which will help reduce reliance on costly external registry nurses, particularly in specialty care areas that require focused experience. DHS started the pilot at LAC+USC Medical Center (LAC+USC), since this facility had the highest amount of registry usage. LAC+USC hired a total of thirty three (33) Relief Nurses and realized an overall reduction of 9.2 percent in their nursing registry expenditures.
  - Completion of the nurse staffing model analysis.

- Streamlining of the hiring process.
- Use of manpower shortage bonuses for hard-to-attract areas (e.g., primary care).

Major facility initiatives include substantial completion and preparation for move into the new Martin Luther King, Jr. and High Desert Outpatient Centers and the expanded Harbor-UCLA Medical Center operating room/emergency department.

To assist with daily operations, DHS continues to refine contracting and procurement processes, including ongoing improvements to DHS' supply chain.

- **Health Reform Coordination**
  Ensure support from and coordination with all County departments participating in Health Reform implementation efforts.

Status:

- Coordinate multiple eligibility determination initiatives closely with DPSS (such as Healthy Way LA) to ensure enrollment, eligibility determination and redeterminations, are done appropriately and timely in preparation for HWLA/Medi-Cal transitions and expansions.

- DHS enrolled 307,889 members into Healthy Way L.A. (HWLA) as of December 31, 2013; exceeding the goal of 300,000 newly enrolled members. The majority of HWLA enrollees transitioned seamlessly to Medic-Cal as of January 1, 2014. With the end of the HWLA program, DHS is turning its attention to outreach and enrollment into Medi-Cal. DHS continues to work with DPSS and the State to make the transition from HWLA to Medi-Cal as smooth as possible for patients.

- DHS has also made significant progress in developing contractual relationships with other health plans. DHS facilities have been part of the L.A. Care Health Plan, but only a few facilities were in the HealthNet Plan. DHS Contract Administration staff worked diligently to negotiate an agreement with HealthNet, which was approved by the Board on October 8, 2013. DHS continues to work on developing revenue contracts needed to support patient referrals from Community Partners and other sites.

- Collaborate with DMH on coordination of outpatient and specialty mental health services, residential placement for mentally ill, and primary care medical home placement for DMH patients.

- DMH and DHS are working together to enhance integrated care and care coordination. The departments have expanded the co-location of DMH staff within DHS facilities. The two departments also continue to work on various strategies to reduce psychiatric emergency services overcrowding and to ensure timely placement of patients into lower levels of care who no longer require acute inpatient psychiatric hospitalization. Efforts are also ongoing regarding mechanisms to enhance information/data-sharing between departments, including DPH's Substance Abuse Prevention and Control (SAPC).

- Focus DPH efforts on increasing the quantity of treatment options for DHS patients in need of substance abuse disorder services.

- DHS continues to work with SAPC to secure treatment options for patients with substance abuse disorders. As one important step, DHS hired substance abuse counselors to work in DHS emergency departments, identifying and referring individuals with substance abuse disorders for treatment.

- Also, relevant to DPH, approximately 4,000 patients transitioned from the Ryan White Program to HWLA for outpatient medical services as part of the early implementation of the ACA, with minimal disruption in access and continuity of care. These HWLA enrollees were transitioned to Medi-Cal on January 1, 2014.

- *Coordinate with the Department of Community and Senior Services (CSS) to ensure safe and timely out-of-hospital placement of elderly adults who are in hospital emergency departments receiving Adult Protective Services; and coordinate with the Public Guardian in those instances where conservatorship is required.*

- *Efforts to enhance processes with respect to the Office of the Public Guardian are in process.*

- **Advocate for Legislative and Regulatory Changes**
  Engage State and Federal legislators, regulatory agencies, and the Health Exchange Board to maximize coverage expansion opportunities, ensure the financial viability of County safety net delivery system, and preserve access to care for newly insured and residually uninsured populations.

  Status:

  DHS has been actively engaged with legislators in order to advocate for the implementation of the ACA. County-supported ABX1 1 (Pérez) and County-supported SBX1 1 (Hernandez and Steinberg), related to the expansion of Medi-Cal eligibility to persons under 65 years of age with incomes at or below 133 percent of the Federal Poverty Level, passed the Senate and Assembly Health Committees in June 2013. As a result, individuals who were enrolled in HWLA as of December 31, 2013 were directly transitioned into Medi-Cal. DHS also played a major role in the negotiation of AB 85 (Redirection of 1991 State Health Realignment deal) in a way that minimized potential adverse impact on the County.

- **Implement IT System Improvements**
  Support and closely monitor implementation of several major IT systems required for and/or related to the successful implementation of health care reform, including but not limited to the implementation of electronic medical records, disease registry systems, and eConsultation systems.

  Status:

  - Funding was approved for ORCHID in January 2013. The design/build of ORCHID began in July 2013 and is scheduled to continue through Summer 2016. The first facility to go live on ORCHID will be Harbor-UCLA Medical Center in Summer 2014.

  - By the end of 2013, there were 16 eConsult specialties on the system, over 1,400 submitting providers, and over 47,000 eConsults submitted on the system. DHS anticipates adding the remaining specialties by summer 2014.

  - The i2i registry is implemented and able to be used in all DHS medical homes. Staff continue to be trained on optimal use of the registry and its ability to assist providers with panel management.

  - The Enterprise Patient Data Repository (EPDR) project completed Phase 1 and is preparing for Phase 2. A redesigned data repository will assist with system planning and analysis of various aspects of DHS business.

  - The new outpatient pharmacy system began to roll-out at High Desert; a phased roll-out (in collaboration with the central fill process) is underway.

Strategic Initiative 2: Title IV-E Waiver

Implement the current final Title IV-E Waiver and support the State's effort in securing an additional one-year "bridge" and a five-year renewal to support ongoing reforms to the County's child welfare system in the areas of child safety, permanency, well-being and self-sufficiency.

Focus Areas:

- **Extension Request**
  Participate fully in the State's formal proposal for the Title IV-E Waiver five-year extension (FY 14-15 through FY 18-19) with all previous terms and conditions in full force and effect.

  Status:

  The State submitted its initial formal request for the Title IV-E Waiver to Health and Human Services in 2013. DCFS was part of the team that worked with the State to resubmit the fiscal and programmatic proposal to the Administration of Children and Families (ACF) in March 2014.

  The current proposal would have 2 cohorts. Los Angeles and Alameda counties would be Cohort 1 and all new Waiver counties would be Cohort 2. It was agreed in theory that the Waiver extension would begin on October 1, 2014 and the base years would stay the same for Cohort 1 and the base years for Cohort 2 would be federal fiscal year 2008. ACF also agreed to an additional bridge period for Cohort 1 from July 1, 2014 to September 30, 2014.

- **Additional Bridge Year Request**
  Participate fully in the State's request for an additional Bridge Year (FY 13-14) with all previous conditions in full force and effect.

  Status:

  The additional bridge year was granted on May 7, 2013. This bridge period is from July 1, 2013 until June 30, 2014. On March 25, 2014, Los Angeles and Alameda counties were verbally granted an additional bridge period from July 1, 2014 to September 30, 2014.

- **First Bridge Year Evaluation**
  Evaluate the County's progress during the first Bridge Year (FY 12-13), highlight the progress of the Waiver initiatives, goals, and theories, and document strategic investments in structural and programmatic reforms made possible by additional financial flexibility.

  Status:

  The First Bridge Year Progress Report was sent to CDSS in July 2013. During the first bridge year, DCFS continued to utilize the funding flexibility for implementation and expansion of a wide array of programs and services to provide individualized services and strategies that are strength-based, family centered, child focused and community based. Also in the Bridge Year One, DCFS underwent a department-wide reorganization. The primary goals of the reorganization were to consolidate line, support and administrative staff functions, improve our investigative capacity and to identify any efficiency which will allow more staff to support Regional Office operations.

- **Prepare for Extension Implementation**
  Participate fully in the State's implementation process for the Waiver Extension beginning July 2014.

  Status:

  CDSS resubmitted its proposal to the Administration for Children and Families (ACF) in March 2013. It was agreed in theory that the Waiver extension would begin on October 1, 2014 and that there would be would be 2 cohorts. Los Angeles and Alameda County would be Cohort 1 and all new Waiver counties would be cohort 2. The base years would stay the same for Cohort 1 and the base years for Cohort 2 would be FFY 2008. ACF also agreed to an additional bridge period for Cohort 1 from July 1, 2014 to September 30, 2014.

CDSS proposed that the growth factor for administration and maintenance would be the California Necessities Index (CNI). The CNI is an annual adjustment to the foster care placement rate required by California law to ensure that rates continue to meet the federal requirements of rates "adequate for the care and supervision for a child". The State proposed to use the projected CNI for budgetary purposes, with a subsequent adjustment to reflect the actual CNI for each federal fiscal year once the final figure is available. The administrative and maintenance base would be adjusted annually by this factor. Negotiations continue between the State and ACF with input from CA counties.

Strategic Initiative 3: Special Districts and Regulatory Requirements

Review funding sustainability for two of the County's major special districts, and pursue possible financial solutions to implement clean water regulatory requirements.

Focus Areas:

- **Fire District**
  Conduct a comprehensive review of reserves, fees, revenue sources, operating requirements, and projections for financing long-term purchases and infrastructure.

  Status:

  The Department is currently in the process of reviewing their critical infrastructure needs and incorporating those needs into their monthly fiscal forecast. In addition the Department is exploring potential new revenue streams including a First Responder's Fee and the steps necessary to successfully implement such a fee.

- **Library Special District**
  Update fiscal analysis as needed to pursue possible options for sustainable, ongoing funding.

  Status:

  The Public Library's new strategic plan incorporates strategies to identify or expand partnerships and explore funding opportunities for library programs, technology, outreach and community initiatives. The Department will also continue to investigate measures that maximize the value of existing financial resources.

- **Water Quality Initiative**
  Continue to develop a regional approach to water quality improvement that incorporates all 88 cities, and includes a funding initiative voted upon either by property owners or via general election in 2013.

  Status:

  Throughout 2013 Public Works continued to work with municipal, business, environmental, and other stakeholders to develop a sustainable regional funding source to address storm water quality issues. Public Works has been actively participating in a city managers group tasked with developing funding options, and most recently as directed by the Board of Supervisors, engaged the Los Angeles County Sanitation Districts and reported on their governance structure, and options for treatment of urban runoff through partnering with sanitary sewer agencies.

Strategic Initiative 4: Long-Term Investments

Review near and long-term revenues and cost-drivers, and prioritize long-term investments, with particular emphasis on the three listed below; also consider other long terms investments such as ADA compliance, energy efficiencies / global climate change, and environmental sustainability.

Focus Areas:

- **Capital Projects Pipeline and Deferred Maintenance Needs**
  Work closely with Board offices and County departments, prioritize and plan the County's near and long-term capital needs including maintenance of existing County facilities, completion of current facility projects, and investments in new facilities.

  Status:

  The CEO continues to work with Board offices and departments to identify and prioritize capital and major deferred maintenance needs. Master plans are underway at each of the hospital campuses as well as service departments such as the Sheriff, Library, and Public Social Services. Options for the replacement of obsolete, overcrowded, and deteriorating administrative facilities are under review for Mental Health, Parks, Community and Senior Services, Public Health, and Probation.

  In order to provide a basis for prioritization of deferred maintenance needs, a database of the condition of County-owned buildings, repair and maintenance records, useful life projections, and estimated maintenance costs over the remaining life cycle of each building is under development by AECOM per a Board awarded contract. AECOM has also completed the assessment of five buildings under a pilot program. Board approval of a second contract with AECOM to complete building assessments of all remaining County-owned buildings will be sought by June 30, 2014.

- **Retiree Health Care Reform**
  Work closely with Board offices and LACERA, examine and pursue options for reducing the County's near and long-term cost of providing comprehensive health care to County retirees, and develop funding strategies.

  Status:

  Auditor to enable the County to utilize State and federal subventions to maximize the County's net County cost funding. Currently, the County's fiscal condition from the impact of the economic recession does not allow funding to be allocated to this strategy, but the improvement in the economy will enable the County to review this strategy in the upcoming multi-year fiscal forecast.

- **Economic Development**
  Working closely with Board offices, A-C, CoCo, CDC, and TTC, track net new ongoing revenues resulting from the State's dissolution of local redevelopment agencies, and consider strategies for reinvestment in economic development, including affordable housing.

  Status:

  The Chief Executive Office (CEO) continues to work closely with the Board offices, Auditor, County Counsel, Treasurer and Tax-Collector and Community Development Commission (CDC) through regularly scheduled meeting to communicate the latest information on the status of the dissolution of redevelopment agencies. These meetings include the status of revenues, updates on the legislation, and the status of litigation. A separate group consisting of representatives from Board offices, CEO, CDC is developing long term strategies for reinvestment in economic development, including affordable housing. In the interim, annual funding in the amount of $15 million has been allocated to the CDC to enable current NOFAs to continue while the long-term strategy is being developed.

Strategic Initiative 5: MHSA Funding

Review the 3-Year stakeholder planning process to identify strategic priorities and ensure optimization of financial leveraging for MHSA-funded mental health services in accordance with State law.

Status:

MHSA Plans - In September 2012 and January 2013, DMH, through its stakeholder process, submitted plans to expand several programs by leveraging available MHSA funds. These programs were consistent with Board priorities. The programs were for all age groups and included services, among other actions that would assist in decompressing the Psychiatric Emergency System (PES), link services for transition age youth in DCFS to mental health services, and hire additional staff to serve youth in the 241.1 Crossover Youth Program.

MHSA Three-Year Program and Expenditure Plan - In August 2013, DMH began preparing for a community program planning process to develop the MHSA Three-Year Program and Expenditure Plan. The process that was implemented incorporated the recommendations included in the CEO Report on the MHSA System Leadership Team (SLT), e.g., increased representation of stakeholders from all 8 Service Area Advisory Committees, consumers, parent advocates, other health and social service advocates, etc. The following are key dates involving the Board:

- March 28, 2014 Start of the 30-day Public Comment period.
- May 22, 2014 Public Hearing convened by the Board Appointed Mental Health Commission (MHC).
- June 2014, Presentation to the Agenda Review of MHC Approved MHSA Three-Year Plan.
- July 2014, file and place on the Board Agenda for review and adoption of the MHSA Three-Year Plan.

Report on MHSA SLT Findings - In March 2013, the SLT participated in a focus group and conducted an analysis to review how DMH and the SLT engage stakeholders in the MHSA planning process. Based on the SLT's analysis, the CEO presented strategic priorities and recommendations at the SLT Meeting in June. The MHSA SLT Focus Group findings and recommendations report was finalized in September 2013, and this report clarifies the allocation of MHSA funding and the prudent reserve process. The report is posted on the DMH website on the SLT webpage.

Senate Bill 82 (SB 82) Investment in Mental Health Wellness Act of 2013 - On October 1, 2013, the CEO reported back to the Board on DMH's preliminary plans to seek funding made available under SB 82. On December 23, 2013, DMH updated the Board on its proposal submissions to the: 1) California Health Facilities Financing Authority (CHFFA) for $40 million to fund Urgent Care and Crisis Residential beds and mobile crisis teams; and 2) Mental Health Services Oversight and Accountability Commission (MHSOAC) for $9.1 million to fund Mental Health Triage Personnel. Both proposals were submitted by the due dates and DMH is awaiting award notification at this time.

Strategic Initiative 6: Central Agency Funding

Work with departments who provide and bill for services in order to improve the quality and timeliness of the invoices submitted.

Status:

All central service departments' budget with the Operation Cluster were reviewed in order to change the funding structure for these departments and most critical areas were identified. A five year plan was developed to convert intra-fund transfer offset costs to net County cost. First year funding was included in the departments' budget during the FY 2012-13 Supplemental Budget phase. Second year funding was included in the departments' FY 13-14 Recommended Budget that was adopted by the Board on June 24, 2013.

GOAL 3: INTEGRATED SERVICE DELIVERY:
Maximize opportunities to measurably improve client and community outcomes and leverage resources through the continuous integration of health, community, and public safety services.

Strategic Initiative 1: AB 109 (Public Safety Realignment)

Continue the implementation of Public Safety Realignment, particularly to assess and refine the County's support of community transition for previously incarcerated individuals.

Focus Areas:

- **AB109 Oversight**
  Provide monthly updates to the Board regarding the oversight and management of the AB109 Program and identify any areas of concern to the Board for guidance and resolution.

  Status:

  Probation, Sheriff, DHS, DMH, DPH, and the Countywide Criminal Justice Coordination Committee (CCJCC) provide consolidated monthly presentations to the Board on the supervision, incarceration, medical, mental health, and substance abuse treatment of AB109 offenders. Upon the request of the Board, the departments have developed a separate quarterly written report on the budget and performance measures of AB109 programs. The first quarterly budget/performance report was released February 2014.

  Department of Public Health (DPH) reported to the Board of Supervisors on August 20, 2013 on its release of a Request for Statements of Qualifications to increase County-wide access and availability access of substance use disorder (SUD) treatment services, including services specifically for the AB 109 population. Contracts for SUD services for the AB 109 population resulting from this solicitation will be executed by December 2013. In addition, DPH-SAPC is currently in the process of implementing benchmarks for engagement and retention in SUD treatment services for the AB 109 program to improve client outcomes specifically for this population.

  DPH continues to provide weekly and monthly reports to CCJCC for inclusion in monthly Public Safety Realignment Implementation reports to the Board of Supervisors.

Strategic Initiative 2: Capital Programs

Continue investing in the future by studying, prioritizing, and pursuing the highest-need capital projects.

Focus Areas:

- **Jail Master Plan and Alternatives to Incarceration (supporting the Jail Reform priority and the AB109 Public Safety Realignment priority)**
  Support better management of jails and community programs by proposing a menu of various alternatives to incarceration intended to reduce the jail population, and a corresponding plan for downsizing Men's Central Jail in conjunction with other jail enhancements.

Status:

The CEO is working with the Sheriff, Mental Health, and Public Health to determine the operating costs associated with programmatic models being proposed to address mental health and substance abuse issues among the inmate population at County jail facilities. This cost analysis is being performed in support of the facility options being prepared by Vanir and Board's Executive Office.

- **Data Center Replacement (supporting the Countywide IT Projects priority)**
  Construct a modern data center to house the County's centralized IT functions and support staff; replace current data center, which does not meet seismic standards and has limited electrical capacity.

  Status:

  Programming and alternative analysis has been completed. The Final Environmental Impact Report will be submitted to the Board for certification by June 30, 2014. Award of a design agreement is also scheduled prior to June 30, 2014.

- **Health Facilities (supporting the Health Care Reform priority)**
  Continue to support the delivery of quality primary care and specialty care to County residents by studying, initiating and/or completing construction of various health facilities including completion of the construction of the Martin Luther King Multi-Ambulatory Care Center (MACC), Harbor UCLA Emergency Facility and Rancho North Campus and continuation of work on the LAC-USC Master Plan and the Environmental Impact Reports for specific projects associated with the Harbor UCLA, MLK and LAC-USC Master Plans.

  Status:

  The Martin Luther King MACC and Harbor/UCLA Surgery/Emergency Facility have both been completed. Programming for the Rancho North Campus Consolidation Plan has been completed and the Addendum to the EIR has been approved. The award of a design-scoping agreement is scheduled in May, 2014.

- **Other County Priorities**
  In accordance with Board direction, identify and prioritize County facilities that are reaching 50 years in age, need continuous maintenance, have legal mandates, and/or County service delivery needs including the Hall of Administration, Department of Health campus facilities and other County facility needs.

  Status:

  Public Health submitted a Capital Project request to the CEO to move the Antelope Valley Rehabilitation Centers (AVRC) to the Department of Health Services High Desert Health Services (HDHS) facility located in Lancaster when relocated to its new facility in April 2014. The AVRC relocation is needed to comply with multiple State facility safety requirements. A feasibility study for the relocation was completed in May 2013 by the Department of Public Works (DPW) that recommended four options for the redesign of the HDHS facility to accommodate the AVRC program.

  The DPW report describing the four recommended design options was provided to the Board of Supervisors on July 16, 2013. The projected date for AVRC relocation is contingent upon identification of funding for the Capital Project and Board approval.

Strategic Initiative 3: Jail Reform

Continue the Sheriff's implementation and the Board's monitoring of all 63 recommendations of the Citizens' Commission on Jail Violence, to improve conditions in the County's jails.

Focus Areas:

- **Compliance Monitoring**
  Work with Implementation Monitor and independent evaluators to ensure the timely and proper implementation of the Citizens' Commission on Jail Violence (CCJV) recommendations through a phased approach.

  Status:

  The CCJV Implementation Monitor continues to present status updates to the Board each month. The current status of the 60 Sheriff related CCJV recommendations: 45 implemented, 10 partially implemented, and 5 in-progress.

  The CEO identified 14 CCJV recommendations with a potential impact. One recommendation pertains to establishing the Office of the Inspector General which is pending further direction from the Board of Supervisors. Of the remaining 13 recommendations, under the auspices of the Sheriff and CCJV Monitor, 4 have been implemented, 3 have been submitted to the Board for review, 2 are under CEO review, and 4 remain with the Sheriff and CCJV Monitor.

- **Analyze Fiscal Recommendations**
  Conduct a thorough analysis of all fiscal recommendations and prepare a response back to the Board for review and approval.

  Status:

  14 CCJV recommendations were identified has potentially requiring funding. Four of those recommendations were completed during 2013, including the appointment of a Custody Assistant Sheriff, Investigations Chief, use of force tracking system, and body scanners.

  The Board approved the CEO and Sheriff's recommendation for a three-phase implementation plan for the remaining nine CCJV recommendations.

  Given our current funding limitations, the CEO is working with the Sheriff to strategically implement jail reforms in phases over the next 2-3 years. The target to request Board approval to fund the jail reforms identified by the Sheriff as critical priorities is December 31, 2013.

- **Office of the Inspector General**
  In conjunction with the Sheriff's department and the Independent Monitor, complete the implementation of Phases I, II, and III, including the creation of the Office of the Inspector General.

  Status:

  An Inspector General has been appointed by the Board. The IG has revised the proposed OIG organizational structure to reflect the operational model he will be implementing. CEO is drafting a Board Letter that packages the CoCo ordinance creating the OIG and details its scope of responsibilities organizational chart and budget adjustment.

Strategic Initiative 4: Youth Protection Programs

Develop cross-cluster initiatives and/or recommendations that support the protection of youth within County systems.

Focus Areas:

- **Crossover Youth**
  Implement and develop quarterly performance measurement reports as highlighted in the November 2 Crossover Youth report.

  Status:

  A workgroup action plan has been developed, and the workgroup has been meeting since April 2013. The 241.1 Pre-disposition and post-disposition business processes have been finalized, as well as an integration plan for how to incorporate DPH into this process. Completed a data form for tracking youth outcomes, developed automated tracking system, and created a preferred list of substance abuse providers. A final report was submitted to the Board on 10/4/13, and the workgroup is completing the implementation of the plan.

- **Transition Age Youth (TAY)**
  Building on the work previously done, develop three to five measurable goals focused on Transition Aged Youth.

  Status:

  CalFresh for Foster Youth - DCFS, DPSS, and Probation maintained the assigned DPSS Outreach Workers at each DCFS regional office. Their primary goals continues to: 1) inform aging-out foster youth of all DPSS programs for which they are eligible; 2) assist with the completion of CalFresh applications; and, 3) ensure timely processing of CalFresh applications.

  DCFS has now partnered with 211 in the revision of their website in order to provide foster youth with enhanced information about CalFresh and other benefit programs. These website changes include input from former and current foster youth, making it more "youth friendly" to access this information. In addition, DCFS has approved an incentivized program for all Chafee eligible youth when termination of dependency is implemented. These identified youth are eligible to receive a monetary incentive for meeting with a DPSS Outreach Worker and completing a CalFresh application. This incentivized program was implemented by DCFS and DPSS January 2014.

  Memo update on the Food Security Motion to the Board for October 2013 through December 2013 is forthcoming early March 2014. DCFS will incorporate recent data from DPSS.

  DMH TAY Center - DMH is creating a TAY Center that will provide comprehensive mental health services to youth and young adults ages 14-21 exiting the Probation camps. This project will serve as the flagship model for delivering mental health services and supports to TAY in a TAY-focused environment.

  DMH identified a site for the proposed center in SD-2 at 9110 S. Central Ave; however, the County's environment assessment of the site determined that a gas station was formerly on the site until the early 60's; and it could not be determined if the storage tanks were still underground. The State refused to cover the costs for further assessment or for potential repair costs. Therefore, the County decided that it was not in our best interest to continue efforts to secure that site.

  DMH, with the assistance of CEO Real Estate and SD-2 Deputies, continues to search for appropriate sites in the area for a TAY Center as originally planned. Despite the set-back in acquiring a permanent location, DMH developed and implemented the proposed program services and are temporarily housing the staff at the A.F. Hawkins Community Mental Health Center.

  DPSS Pathways to Success - DPSS implemented a four-week job readiness and job search activity course designed specifically for employable TAY participants on General Relief ages 18-24. The goal of this program is to empower these youth to become independent and

self-sufficient by helping them identify their short- and long-term career goals through job development, career planning, education, goal setting, and money management. Initial outcomes have shown a high success rate in placing TAY participants into jobs. This component is offered eight GROW sites.

DPSS Job Readiness Training for Youth – Because of the success of Pathways to Success, effective January 2014, DPSS implemented a three-week job search/job readiness training activity for TAY participants. The training workshops are focused on teaching youth leadership, responsibility, self-confidence, dressing appropriately for employment, conflict resolution, financial planning and other work readiness skills. This component is offered at all 14 GROW sites, covering all of the GROW participants who are between the ages 18-24.

- **Human Trafficking**
  Work with State leaders and subject matters experts to draft legislation that support the development and funding of programs to reduce human sex trafficking for our youth.

  Status:

In response to the November 27, 2012 Board motion, a task force was convened and a report was provided to the Board on July 15, 2013. The report included background information, current barriers, best practices, and recommendations related to DCFS minors involved in sex trafficking.

A Board motion on September 24, 2013 directed departments to develop an implementation plan to address the sex trafficking of children and youth. The CEO submitted an update on January 27, 2014, and the workgroup is currently drafting first responder protocols and developing a service delivery model. The next update will be provided to the Board by June 1, 2014.

Strategic Initiative 5: Integrated Health Services

Continue integrating the comprehensive delivery of Health, Mental Health, and Substance Abuse services to all County clients.

Focus Areas:

- **State Medi-Cal Program**
  Seek changes to the State Medi-Cal program to achieve parity for substance abuse services as part of health care reform transition.

  Status:

On December 5, 2013, the California Department of Health Care Services (DHCS) submitted a State Plan Amendment for its Medicaid plan to the federal Center for Medicare and Medicaid Services (CMS) to make substance use disorder treatment services available to all Medi-Cal beneficiaries when medically necessary and to make other revisions to the Drug Medi-Cal program in order to comply with provisions of the Affordable Care Act and Senate Bill X1-1. These services were to be effective on January 1, 2014. To date, DHCS has not yet received approval for the State Plan Amendment by CMS. As a result, the Department of Public Health has not yet been able to pay for services rendered by contracted Drug Medi-Cal providers to newly eligible Medi-Cal beneficiaries.

DHCS is also considering submitting a Medicaid waiver proposal to CMS in order to implement actions that will afford counties more local control of the certification and contracting of Drug Medi-Cal providers. The proposal would also allow each county to choose whether to opt-in to such an arrangement or to have the State operate direct contracts with Drug Medi-Cal programs in the county.

DPH continues to work with the State on outstanding policy issues with the DMC benefit expansion, including the Medicaid waiver proposal. DPH also continues work on implementing contract changes needed to conform to the proposed changes.

- **Implement the Dual Eligible Demonstration Project**
  Continue to participate with L.A. Care and Health Net to develop and implement the Dual Eligible Demonstration Project for coordinated Medi-Cal/Medicare services to enrollees.

  Status:

On August 13, 2013, the Board of Supervisors approved the Memoranda of Understanding (MOU) between the DMH, DPH, and Public Social Services (DPSS) with the two County managed care health plans (L.A. Care and Health Net) describing the provision of mental health, Substance Use Disorder (SUD), and long-term services and support services for participants in the Los Angeles County CalMediConnect Project as required by the State. On July 31, 2013, DMH, DPH and DPSS conducted a presentation for the Health Deputies on the MOUs.

The health plans, DMH, DPH, and DPSS continue to work collaboratively to establish and implement policies, procedures, informational systems, and service networks to provide coordinated care for CalMediConnect members in compliance with federal and State requirements as of the County project start date of April 1, 2014. In Los Angeles County, an opt-in enrollment period will occur from April 2014 through June 30 2014, and a passive enrollment will occur July 1, 2014 through June 30, 2015, or until the 200,000 enrollment cap is reached. Once 200,000 beneficiaries have been enrolled, DHCS will implement and manage a waiting list. On February 4, 2014, DHCS announced that DHCS and CMS will be directly contracting with CareMore, Care 1st Health Plan and Molina Health Plan. As result LA County must develop separate MOUs for each of the 3 new health plans. DPSS has scheduled meeting with all 3 health plans to finalize the individual MOUs. DHCS has confirmed that the MOUs must be signed and executed no later than March 31, 2014.