



Director's Desk

Christina R. Ghaly, M.D.
Acting Director

As you'll read in the following article, I'm pleased to announce that Dr. Michael Owens, the current Director and

Chief Medical Officer (CMO) of Managed Care Services (MCS), has been appointed as the new Director of Enterprise Data and Information Management (EDIM) for DHS. This is a key role for the organization, pulling together quickly our data and analytics teams and Health Information Management. Over the coming months, this unit will also take on additional staff and units related to charge services and data/reporting. The EDIM unit will lead data strategy and governance for DHS and will provide resources and operational assistance in support of our goal of having high-integrity, usable data and information that business owners need to do their jobs well and that is required by external entities. In doing this, the EDIM will lead enterprise-wide strategies to improve documentation and coding, will own the integrity of data that must be submitted to health plans and the State, and will take the lead on the work needed to help us move to itemized billing.

As Dr. Owens transitions to EDIM, he will continue as the Director and CMO of MCS on an interim basis. Over the coming month, we will work toward full integration of MCS' functional units into the broader DHS operational struc-

ture. As a few examples:

- Managed care compliance will integrate with DHS' broader compliance unit
- Member services will integrate with our patient access units
- Staff supporting quality/Healthcare Effectiveness Data and Information Set (HEDIS) reporting will work more closely with our primary care and population health teams
- The MCS claims unit that does managed care billing will join with the finance-based claims unit that does all other Medi-Cal billing

As part of this transition, units within MCS that have responsibility for data integrity and reporting will remain under Dr. Owen's leadership in his new role. As the vast majority of DHS' patients have shifted into managed care over the past several years, we need to make sure that we are fully embracing our role of operating within a managed care environment across all of our work. We need "managed care" to be something that happens everywhere, not in only one portion of our system. It is a critical part of everything we do and needs to infiltrate into all aspects of our work. The staff working within MCS have immense expertise and experience on managed care practices and they have much that we need to learn from them. Please welcome them and provide them with your support during this time of transition.

As always, the DHS leadership team and I welcome your input into how we can continue to improve DHS. If there are additional ways you see that we can help support DHS' transition into an integrated delivery system that thrives under managed care, please don't hesitate to reach out.

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Reaching for the TOP

By Donna Nagaoka

In June, approximately 30 new DHS managers and supervisors took part in an innovative two-day pilot program focused on helping them to be successful in their new management roles. Reaching for the TOP, also known as the TOP Program, is organized around three core concepts:

- **TRANSITION:** Transitioning from a Technical to Managerial Mind-Set
- **ORGANIZATION:** Understanding and Developing Organizational Vision to Lead Your Team Within DHS
 - **PERSONAL ABILITIES:** Enhancing Inter-Personal Skills to Effectively Manage Your Team

"As DHS prepares to build on our progress toward becoming a provider and employer of choice, it's critical that the leaders closest to the point of care and service, frontline managers, are fully supported to help shape the changes we are trying to achieve," said Dr. Chris-



tina Ghaly. "This includes a significant focus on leading teams and empowering them to bring all of their talents and insights to our mission of providing quality, patient-centric and affordable care."

The TOP Program is part of DHS' investment in developing new managers and supervisors to be more effective team leaders. Recognizing the complex nature of a managerial role—balancing the demands of the job with the needs of their team members, while navigating the constant changes within the

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(TOP)

industry and organization, the TOP program centers on building and strengthening participants' development and leadership skills by providing helpful tools and resources that can readily be implemented, as well as establishing a community of collegial support.

"I really enjoyed the class. It opened my eyes to things I can do to engage my staff. The one thing I took away from it all is that I'm not alone in this and that I have other people who have experienced the same situation to reach out to," said Ethel Aneke, Nurse Manager of Harbor UCLA Medical Center.

Jesse Sungruengyos, Director, Enterprise Project Management Office (EPMO) said, "Attending the DHS TOP Training was one of the most rewarding experiences in my career with the County. Facilitated by a truly great ensemble of training experts, the course was thoughtfully designed and perfectly paced, covering many difficult managerial concepts in a way that was clear, concise, and effective. I cannot speak more highly of this program and recommend it to all DHS managers who are eager to learn something new."

"I thoroughly enjoyed attending the TOP Leadership Program. The program design was interactive, thought-provoking, and a useful tool for new and experienced managers alike. I encourage everyone to attend," said Halle Resch, Assistant Hospital Administrator II, LAC+USC Medical Center.

Facilities Operations and Crafts Manager of Olive-View UCLA Medical Center, Michael Hedgecock said, "Other classes that I have taken seem to pale in comparison. The course material was presented very well and I know will benefit all managers throughout our organization. The interactive format allowed all participants to enjoy the full impact of the learning experience. The instructors did a great job presenting the information and were very knowledgeable. The Reaching for the TOP class has been extremely helpful with dealing more directly with our staff members needs and concerns. The instructors were able to give us a simple but comprehensive understanding of behavioral styles, how to speak to subordinates with empathy, coach and counsel, and really get better results from all of our team members."

The intent of the pilot is to refine the training based on the learnings and feedback, and eventually make the program available to all new DHS managers and supervisors. Graduates of the TOP Program will also have opportunities to continue their management and leadership development as DHS prepares to roll out a broader management development program this fall.

"The TOP program gives new managers the support and tools to become effective leaders," said Aries Limbaga, CNO and Interim CEO at Rancho Los Amigos, who helped lead portions of the training. "Our employees have unique perspectives on how the organization operates. With an understanding of how to lead teams within the organization, employees can use these insights to guide teams, contribute in meaningful ways, and shape their future – and ours, too."



New Leadership Role for Dr. Michael Owens

By Connie Salgado-Sanchez, MPH

Dr. Michael Owens, the current Director and Chief Medical Officer of the DHS office of Managed Care Services is assuming a new role as the DHS Director of Enterprise Data and Information Management effective immediately. In this capacity, Dr. Owens will manage Health Information Management and Planning and Data Analytics, including the newly formed Business Intelligence Competency Center. Health Information Management and Data Analytics are specialized areas that are essential as DHS transitions into the age of electronic health rec-

ords and the use of ICD-10. In his new role, Dr. Owens will oversee all facets of data strategy and governance, data capture and data integrity, enterprise analytics and business intelligence support.

Dr. Owens brings a wealth of experience to his new role. Prior to joining DHS, Dr. Owens spent more than 30 years as a physician executive in the private sector. He will continue to serve as the Interim Director of Managed Care Services during the implementation of the forthcoming transition plan. Please extend your congratulations and support in his new role.

Just Culture Update

Building a Kind and Fair Workplace

By Marife Mendoza, RN

In September 2017, DHS "re-booted" the Just Culture Program under the leadership of DHS Patient Safety Director Dr. Arun Patel. As discussed in previous Pulse newsletters, DHS' primary goal in adopting Just Culture is to achieve a work environment that has a consistent safe, just, kind, and fair culture so that employees and workforce members openly report errors, near misses, and adverse events without the fear of retaliation and feel safe to speak up if there's been any adverse event or something doesn't seem right.

In collaboration with the Departments of Public Health, and Mental Health, and labor partners in the Labor-Management Transformation Council (LMTTC), adoption of Just Culture is the first (and largest) agency-wide labor partnership project to date. The Agency's Just Culture Education Campaign involves people and training at many levels. At each facility, there is a Just

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'CULTURE'

Culture Implementation Team that is responsible for ensuring that everyone at the facility receives appropriate education about Just Culture. There are also Facility-Based Just Culture champions who help with training, coordinating and serving as subject matter experts.

Throughout the Health Agency, Just Culture champions receive two days of training, managers and supervisors receive 3-4 hours of in-person training, and all staff are required to do a 1 hour web-based module. The sessions are intended to introduce the concept of Just Culture, educate managers and supervisors on how to "apply" Just Culture using the new Health Agency Just Culture Behavior and Response Guide, and provide champions with additional training on how to teach about Just Culture and support its application.

Since the program launch in March 2018, 73% of DHS existing managers and supervisors have completed the 4 hour in-person training, 45% of DHS employees have taken the 1 hour web-based training, and approximately 200 workforce members have completed the 2-day Just Culture Champion training.

All DHS employees are required to complete the web-based Just Culture training by September 30, 2018. This online training is accessible via [Learning Net](#) – Course Offering #00421052. All current managers and supervisors are required



Supervisors and Managers Just Culture Training at MLK Outpatient Center

to complete the 4 hour in-person Just Culture training by December 31, 2018.

During this time, the LMTC and DHS administration are working to develop a long-term, sustainability plan to ensure that new staff, and newly promoted managers and supervisors will get the education they need. In order to continually improve skills and understanding, managers and supervisors will receive a sample case scenario each

quarter to discuss with their staff. The facility-based Just Culture Implementation Teams will also remain in place and continue to grow to support Just Culture.

The LMTC, DHS executive and facility leadership, and DHS Human Resources, are all committed to implementing, and successfully sustaining the re-boot of the Just Culture Program in the DHS of today and tomorrow.

If you have NOT completed the **required Just Culture training(s)**, (either web-based or in-person or both – [depending on your current job item/position](#)), please contact your facility [Just Culture JCIT co-leads](#) as soon as possible to obtain your facility's upcoming training schedule and details.

Together, we are moving towards a consistent, safe, just, kind and fair work environment. For any questions, email Justculture@dhs.lacounty.gov. For more information, visit [DHS Just Culture Program](#).

Improving Operations at Olive View

By Alex Villarruz, MT, CPHQ, MHA, COO

On May 17, 2018, Olive View-UCLA Medical Center (OV-UCLA) celebrated the opening of our 6C Psychiatric Unit Expansion and the completion of our Emergency Generator Project. The 6C expansion allows us to expand our psychiatric services and be available as a community health resource providing intervention, care and treatment, in line with our Agency's mission to serve and provide medical and mental health services to a vulnerable population.

May 2018 was Mental Health Awareness Month, and our opening highlighted our commitment to one of the most important concerns of our time and generation. OV-UCLA's celebration was a big success. In attendance were: Dr. Christina Ghaly, Dr. Mark Ghaly, Health Deputies Erick Matos (5th District) and Elan Shultz (3rd District), Harbor-UCLA Medical Center Chief Executive Officer (CEO) Kimberly McKenzie, Lorena Gomez from LA County CEO, Andy Moey, from the Department of Public Works, other County leaders and our own staff.

We also celebrated the completion of our Emergency Generator Project. The new emergency generator has two 2-megawatt diesel engine generators contained within acoustical enclosures, above ground fuel tanks, and a permanent load bank. The state of the art generators meet the current emissions requirements by the South Coast Air Quality Management District and has significantly increased emergency power capacity compared to the old generators. We have also included additional space within the new generator yard for a future 2-megawatt generator to meet future needs and expansions.

