



Director's Desk

Christina R. Ghaly, MD
Director

It has been my sincere privilege to have served as the Acting Director of DHS since my appointment by the Board in October 2017. I'm excited for the opportunity to continue this work moving forward as your new permanent Director. I am reminded every day of the talented staff that make DHS what it is. Each of us, in doing the work before us, has a chance to positively affect the lives of our patients and one another. By continuing to work together, by sharing our talents, effort, and ideas, by committing ourselves to excellence and integrity in how we interact with one another and how we do our work, we can continue to transform DHS and its facilities into a

world-class integrated delivery system. DHS' history is rooted in a commitment to be of service to all those within Los Angeles County who need health care services, regardless of who they are, where they are from, or how much money they make. This remains a driving force behind our work. Yet while we continue to serve as the steadfast safety net for the residents of Los Angeles County, we are equally motivated by a commitment to provide outstanding services across the board: providing top-quality, wholistic care to the populations we care for across the full continuum, from the hospital to the clinic to the community to one's home. Thank you for your dedication to this work and for all you do to serve our patients well. Thank you also for sharing your ideas, suggestions, and energy with your teams and for being an active part of making DHS exceptional. I look forward to working together with you on the road ahead.

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Christina Ghaly, MD, Appointed DHS Director

By Michael Wilson

The Board of Supervisors has appointed Dr. Christina Ghaly permanent director of Health Services. Dr. Ghaly came to Los Angeles County in 2011, and has undertaken key roles including Chief Operations Officer for DHS, Interim Chief Executive Officer of Olive View-UCLA Medical Center and LAC+USC Medical Center and Director of Health Integration for the County's Chief Executive Office where she led the process towards the creation of the Health Agency. She was named Acting Director of DHS in October 2017.

As director, Dr. Ghaly will continue leading the strategic, operational and clinical/financial initiatives critical to the financial health of the department and continued transformation in an era of health reform. As part of the L.A. County Health Agency, she will also continue working with the directors of Public Health and Mental Health and labor and community partners to carry out the Health Agency's strategic priorities.

"I'm incredibly grateful to have the opportunity to serve as DHS' permanent director as we continue to build a world class health care system for the residents of Los Angeles County, regardless of their income level

or their ability to pay," said Dr. Ghaly. "I look forward to working with the Board of Supervisors, our labor partners, the community, and the leagues of talented and dedicated providers and employees across our health system to continue our system transformation. DHS should be known across the County as a place that patients can trust to receive exceptional care and service levels."

Dr. Ghaly said her commitment to caring for underserved populations with a focus on patient-centered care, quality and safety, and care innovation, will guide her vision to move the department to new levels of public service.

Dr. Ghaly attended Harvard Medical School and completed a residency in internal medicine at the University of California, San Francisco. She currently sees patients in the urgent care and on the inpatient medicine service at LAC+USC Medical Center and Olive View-UCLA Medical Center, respectively.



Rancho Los Amigos Debuts All-New Outpatient Building and Jacquelin Perry Institute Expansion

By Rochessa Washington

On September 12, 2018, Los Angeles County Supervisor Janice Hahn, local officials and the leadership of Rancho Los Amigos National Rehabilitation Center gathered to celebrate the completion of two major construction projects—an all-new Outpatient Building and the expansion to the Jacquelin Perry Institute (JPI) inpatient facility. The facilities will greatly enhance the efficiency and quality of patient care at Rancho Los Amigos, one of the nation's top-ranked rehabilitation facilities and a gem of the Los Angeles County healthcare system.

The three-story, technologically advanced Outpatient Building is central to the Rancho Los Amigos campus, which services more than 80,000 outpatient visits each year for people with a life-changing illness, injury or disability. The building consolidates outpatient services for the first time in one centralized location, greatly improving access and efficiency of services to patients whose conditions can involve spinal cord damage, brain injuries, orthopedic disabilities, strokes, as well as neurological, physical and developmental disorders. The Outpatient Building also represents a community-based model of care, which emphasizes keeping patients healthy and active in their own homes and communities, while promoting and enabling the use of self-directed rehabilitation tools and treat-

ments through outpatient services.

The expansion to the JPI inpatient facility consolidates all Rancho Los Amigos hospital beds into a single structure and incorporates advanced rehabilitative technology to enhance patient care and support. The JPI facility currently cares for approximately 4,000 inpatients each year. Both the Outpatient Building and JPI also underwent renovations to meet state-mandated seismic safety requirements.

“As the healthcare industry and rehabilitative

medicine continue to evolve and change, these two new, modern, technologically advanced facilities will further enhance Rancho Los Amigos' capacity to provide critical, world-class rehabilitation services to the thousands of patients we see annually,” said Aries Limbaga, CEO of Rancho Los Amigos. “More importantly, the new facilities will allow us to do even more to restore both the overall well-being and hope of

our patients and put them on a path for rebuilding their lives.”

The Outpatient Building and JPI facilities are cornerstones of “Rancho Rising 2020,” a \$418 million hospital consolidation project and seismic renovation that began in 2015. Rancho Los Amigos is one of four Los Angeles County Department of Health Services hospitals, and the only one that provides specialized care for persons with disabilities.



Harbor-UCLA Medical Center Holds Ribbon Cutting for New KIDS Hub Clinic

By Azar Kattan

On September 12, 2018, Supervisor Mark Ridley-Thomas joined with leaders from Harbor-UCLA Medical Center and DHS to cut the ribbon on the newly constructed KIDS Hub Clinic at Harbor. The KIDS Hub provides services to children from birth through age 18 who are involved with the Department of Children and Family Services (DCFS).

“Today, we recognize, honor, and celebrate the critical services provided by our Pediatric Hub system for vulnerable children throughout the County,” said Supervisor Mark Ridley-Thomas. “Simply stated: children matter, children come first, and our duty is to be there for them.”

The KIDS Hub provides state-of-the-art expert assessment while reducing trauma to the child



(See 'HUB' on 3rd page)

'HUB'

victims and their families. "The expert medical, forensic evaluations and developmental assessments we provide to identify child abuse and neglect for children involved with DCFS, are key to identifying and protecting at-risk children," said Kelly Callahan, MD, KIDS Hub Medical Director.

It is part of a Los Angeles County DHS network of Hub clinics, designed to serve this particularly vulnerable population.

The Hub also provides professional forensic interviewers in a non-threatening, child-friendly environment, enabling the investigating officer, assigned DDA, and social workers to observe the entire interview behind a one-way mirror. The forensic interviews are video recorded.

The Hub cares for approximately 480 children a month and over 4,000 visits each year. Children receive a mental health screening and linkage, if needed, by the Department of Mental Health (DMH). Additionally, the child abuse pediatricians are available to consult on child

physical and sexual abuse issues and often provide training in the community. The Hub also helps facilitate the hand-off to the community-based provider, as well as coordinating any other referrals the patient may require.

"We are thrilled to recognize the completion of the newest of DHS' six Hub Clinics. Through our partnerships with the DMH and DCFS, the Hub Clinics provide a vital link to medical care, forensic exams and other health services for the most vulnerable children in our communities," said Christina Ghaly, MD, Director



of Health Services.

In addition to working with County partners, the KIDS Hub collaborates with a number of community-based programs to meet the needs of these children, including Children's Institute International (CII), For The Child, Regional Center, local District Attorneys' offices, and Strength-Based Community Change (SSBC).

Olive View-UCLA Medical Center Launches Human Rights Clinic

By Sural Shah, MD, MPH and Arash Nafisi, MD

Olive View-UCLA Medical Center announces the launch of the Human Rights Clinic, a monthly academic clinic established with the goal of providing forensic medical and psychological examinations for survivors of torture and ill treatment seeking asylum in the United States.

Asylum is a legal designation for persons who are unable to return to their country of nationality because of persecution or a well-founded fear of persecution on account of their race, religion, nationality, political opinion or membership in a particular social group. The Olive View-UCLA Human Rights Clinic provides unbiased forensic medical examinations by trained health professionals, who document objective physical and/or psychological sequelae of trauma faced by asylum seekers. These findings are documented as affidavits that may be presented in the court of law as evidence during asylum proceedings.

25,000 immigrants were granted asylum in the United States in 2013, with Los Angeles making up 15% of all asylum cases. Los Angeles has over 35,000 pending asylum cases, the largest in the country, making this endeavor one that is well needed in the community.

The Olive View-UCLA Human Rights Clinic is run by the Department of Medicine in partnership with Physicians for Human Rights. It is staffed by attending physicians at Olive View-UCLA Medical Center, and is the first clinic of its kind at UCLA. It is a teaching site for



Left to Right: Rhonda Polzin, RN (Nurse Manager), Karen Kim, MD (Chief of Primary Care), Soma Wali, MD (Chair of Department of Medicine), Sural Shah MD, MPH, Director of Human Rights clinic, and Arash Nafisi, MD, Co-director of Human Rights Clinic.

UCLA Primary Care residents and Internal Medicine residents at Olive View – UCLA Medical Center. The faculty and staff who work in this clinic volunteer their time. The clinic takes place in the evenings and starts after 5:00 PM. The clinic is co-directed by Sural Shah MD, MPH, Assistant Clinical Professor of Medicine, and Arash Nafisi MD, Assistant Clinical Professor of Medicine.

If anyone across DHS is interested in volunteering in the Human Rights clinic, please contact the Department of Medicine at Olive View-UCLA Medical Center.

Integrating Services for Patients with Co-occurring Health, Mental Health and Behavioral Needs

By Charmaine Dorsey, MSW, LCSW and Brian Hurley, MD, MBA, DFASAM

Delivery of behavioral health in primary care is an evidenced-based and superior approach for our patients. Integrated behavioral and physical health care has been an ongoing priority for DHS. We have taken advantage of additional Medi-Cal funding opportunities to bring behavioral health clinicians (social workers, drug and alcohol counselors, and medical case workers) into the DHS Patient Centered Medical Homes to enhance the well-being of the patients we are privileged to serve in primary care settings. We are positioning these clinicians to offer primary-care based behavioral health clinical assessments, integrated counseling in primary care settings, and referrals to behavioral health programs when clinically appropriate. Additionally, these clinicians are well positioned to identify and support patients who are experiencing threats to the social determinants of health, such as homelessness, food insecurity, transportation needs, poverty and domestic violence. The addition of these clinicians within primary care builds upon our existing models of behavioral health integration which include co-located DMH clinicians and integrated DHS psychiatry consultation at specific DHS ambulatory care sites.



The work of these clinicians will be supported, in part, through a Department of Public Health administered Medi-Cal program, called START-ODS, which began on July 1, 2017. This program is made possible through California's Drug Medi-Cal Organized Delivery System, which funds Specialty Substance Use Disorder services. Four DHS primary care sites – LAC+USC, Martin Luther King, Jr. Outpatient Center, Hubert H. Humphrey Comprehensive Health Center, and Edward R. Roybal

Comprehensive Health Center – have been certified by the California Department of Health Care Services as Drug Medi-Cal sites. A fifth site at Harbor-UCLA Medical Center is also anticipated to obtain this certification shortly.

Moving forward we anticipate seeking this certification for all DHS ambulatory care programs.

Integrating these ambulatory care programs into the Drug Medi-Cal Organized Delivery System allows DHS to apply Medi-Cal resources to fund additional services beyond what is typically offered in county-operated primary care clinics. Drug Medi-Cal historically supports specialty addiction treatment outside of general health settings, and DHS is excited to be applying these resources innovatively, to make appropriate components of behavioral health available to DHS primary care patients. We are excited to make these services available to provide even better care to the communities that we serve.

Patient Family Engaged Care in DHS

By Miguel Renteria

As part of DHS' key strategic initiative to improve the patient experience and commitment to meet a mission of providing high-quality, patient-centered, cost effective health care to Los Angeles County residents, DHS recognizes that Patient and Family Engaged Care (PFEC) is a national strategy for delivering better care and achieving better patient experiences. At its core it's care planned, delivered, managed, and continuously improved in active partnership with patients and their families (or care partners as defined by the patient) to ensure integration of health and health care goals, preferences and values. A component of Patient and Family Engaged Care are Patient Family Advisory Councils (PFAC). These councils aim to incorporate the patient's voice in the design of care systems to improve the patient and family experience. A principle of PFAC is to invite patients and families to serve on committees to share their voice and perspective to better understand their experience with our services. DHS would like to build upon



its PFEC activities by establishing and/or supporting PFAC at LAC+USC Medical Center, Harbor-UCLA Medical Center, Olive View-UCLA Medical Center, Rancho Los Amigos National Rehabilitation Center, Martin Luther King Jr. Outpatient Center and at various sites in the Ambulatory Care Network.

DHS has partnered with Patient Family Centered Care Partners (PFCC partners) to help establish PFAC and a framework for PFEC throughout our system. PFCC partners is an organization that believes in the value of providing the representative voice of patients to inform the design of programs, policies and improvement of healthcare systems. Gaining the patient's perspective will assist us in designing care processes, improvements and systems that are truly patient centered. For more information on this partnership or PFAC please contact Miguel Renteria from DHS Performance Improvement.