



Director's Desk

Christina R. Ghaly, MD
Director

Once a year, all of the County Departments come together at the Productivity & Quality Awards ceremony. It's a chance to celebrate the ingenuity, talent, creativity and determination of County staff as demonstrated by projects recognized by the Productivity & Quality Commission. This year, DHS led the County in both submissions (29 out of 74 submitted projects were from DHS!) and awards – three of the top 10 awards were from DHS and three additional "Special Commission" awards, in addition to several other recognition categories. Those projects highlighted within DHS cover a broad range of topics and initiatives. The "Silver Eagle" (2nd place!) award went to a capacity building project, the Quality Academy at LAC+USC Medical Center. The other two top ten awards went to Harbor-UCLA Medical Center for its innovation in home-based chemotherapy program and

to MLK Outpatient Center for its Medical-Legal Partnership. Each of these projects has proven their value in their home site and we will be looking at opportunities to expand them across DHS. Congratulations to all of the award recipients and to all those who contributed to a PQC project. Your work is extremely valuable in helping to build up services and identify productivity opportunities that benefit our patients.

Among those programs that brings great values to our patients, please read carefully this month's Spotlight, which highlights PRIME and QIP – the two largest and most influential care improvement/performance incentive programs in which DHS participates. Together, these two programs help drive a majority of our quality improvement work and also serve as a major source of revenue for the department. DHS helps to shape the program components, selecting projects that are of high value to our patients and system, helping to make sure that our efforts are focused in ways that truly make a difference for our patients. Because they cover so many topics, most DHS staff will somehow touch one or more PRIME/QIP projects; please know your work is valued in achieving the metrics for these programs.

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33rd Annual Productivity and Quality Awards Program – Empowering Innovative Solutions

By Connie Salgado-Sanchez

The Los Angeles County Quality and Productivity Commission recognizes innovative programs throughout the County. This year, the 33rd Annual Productivity and Quality Awards ceremony was held on October 16, 2019 at the Dorothy Chandler Pavilion. In attendance were many administrators and staff from throughout the County. Supervisors Janice Hahn and Sheila Kuehl both spoke at the event. Suzie Suh from CBS Los Angeles again served as the Master of Ceremonies. The theme was "Empowering Innovative Solutions" and the Department of Health Services (DHS) was well represented, earning three out of the Top Ten Awards, which recognized the ten most impressive projects as determined by the evaluation guidelines.

The Commission awards three Grand Eagle awards – Gold, Silver and Bronze that recognize the top three projects throughout the County. This year, the Golden Eagle award went to **Moving Families from the Hotline to a Helpline** (Board of Supervisors, Executive Office (Office of Child Protection) with Children and Family Services, County Counsel, Mental Health, Registrar-Recorder/County Clerk and USC Suzanne Dorak-Peck School of Social Work. The Silver Eagle Award went to the **Quality Academy: Building Capacity for Improvement at LAC+USC Medical Center**. The Quality Academy is a unique Quality Improvement Program training program, established in 2016 that has graduated over 175 staff across DHS. It was developed by LAC+USC staff using existing resources. The evaluation to determine the estimated cost avoidance demonstrated a financial impact of \$55,077,635.24 per year in aggregate. The Bronze Eagle Award went to **Community Science: Of, For, and With Los Angeles County** submitted by the Natural History Museum. They were commended for their Community Science Program. The Museum is becoming a global model in furthering understanding and connecting to urban nature. Through their community outreach efforts, scientist have been able to discover 43 new species that live in Los Angeles.

"Make it a Movie Night with At-Home Chemotherapy" submitted by the Harbor-UCLA Medical Center, Hematology and Oncology Division, Internal Medicine Department, and LAC+USC Medical Center was also a Top Ten Winner. This program allows certain patients to safely receive chemotherapy at home instead of being admitted as inpatients. Computerized Ambulatory Drug Delivery (CADD) pumps have been made available to patients since December 2017 and



have resulted in 642.4 averted inpatient bed days at a cost savings of \$1,088,868 to date.

"Justice League: Legal Aid & Healthcare Unite" submitted by Martin Luther King, Jr. Outpatient Center. This was the only project that concurrently earned a Top Ten award and the Customer Service Commission Special Award. This program is an innovative partnership that brings lawyers and health care teams together to address legal and medical needs in tandem. The Medical Legal Community Partnership-Los Angeles (MLCP-LA) is a collaboration between three non-profit law firms and the DHS Whole Person Care Program. The Justice League alliance of health care and legal professionals is providing critical civil legal services as part of a broader approach to improve the health and wellbeing of thousands of LA County residents.

In total, DHS submitted twenty-nine proposals, three of which were collaborative efforts that celebrated the breadth of innovative programs throughout the DHS.

DHS also received:

Commission Special Awards:

Changemaker Award: Improving Health Care at Pitchess Detention Center, submitted by Olive View-UCLA Medical Center, Department of Medicine

Customer Service Award: Justice League: Legal Aid & Healthcare Unite, submitted by Martin Luther King, Jr. Outpatient Center

Mega Million Dollar Award: 340 B Drug Billing Software, submitted by Olive View-UCLA Medical Center, Pharmacy

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(‘AWARDS’)

Special Merit Plaque Awards: Recognize meritorious accomplishment of special projects or programs that successfully fulfill department and County objectives

- Building a Countywide Outreach System, submitted by DHS-Housing for Health with Chief Executive Office, Los Angeles Homeless Services Authority and Department of Mental Health
- Rancho Los Amigos Cranial Reconstruction Program, submitted by Rancho Los Amigos National Rehabilitation Center
- Los Angeles County Comprehensive Stroke Center System, submitted by Emergency Medical Services Agency
- Office of Diversion and Reentry Housing Program, submitted by Superior Court with Alternate Public Defender, District Attorney, DHS, Probation and Public Defender

Traditional Plaque Awards: Recognize commendable achievements in public service

- Curbing the Opioid Epidemic in Primary Care, submitted by LAC+USC Medical Center, Primary Care
- OVMC Pharmacy Led Transitions of Care Program, submitted by Olive View-UCLA Medical Center Pharmacy
- Reduction in Postoperative Opioid Use, submitted by Olive View-UCLA Medical Center Department of Obstetrics and Gynecology
- RX 4 Success: Pharmacy & Hospital Team Integration, submitted by LAC+USC Medical Center
- Clinical Documentation Improvement for DHS, submitted by LAC+USC Medical Center
- Prescription Processing Time Reduction, submitted by Olive View-UCLA Medical Center Outpatient Pharmacy
- Just Culture: Developing a Fair and Kind Workplace, submitted by the Health Agency, Departments of Health, Public Health and Mental Health
- PRIME – Care Improvement and Revenue Capture – submitted by Office of the Associate Chief Medical Officer

Certificates of Recognition: Pay tribute to those programs deserving

honorable mention

- Patient Outreach Improves Care & Health Outcomes, submitted by LAC+USC Medical Center Primary Care
- CIT: empowering DHS staff to improve patient care, submitted by Martin Luther King, Jr. Outpatient Center
- OR 17 Utilization by the Hand Surgery Service, submitted by LAC+USC Medical Center Department of Orthopaedics-Hand Service
- Improve Patient Experience in the Urology Unit, submitted by LAC+USC Medical Center, Department of Urology – Urology Procedure Clinic B4J
- Enterprise Virtual Desktop Infrastructure (VDI), submitted by DHS Enterprise Shared Services
- Strategic Planning Area Dashboard, submitted by Rancho Los Amigos National Rehabilitation Center
- DHS Patient Financial Services Appt Scheduler, submitted by LAC+USC Medical Center, Information Systems Department
- Enterprise Project Management Office Team, submitted by Planning and Administration Department
- Procedure Service Paracentesis Referral Program, submitted by Olive View-UCLA Medical Center Department of Medicine, Division of Pulmonary and Critical Care
- Every Second Counts – Expect the Unexpected, submitted by Olive View-UCLA Medical Center, Pathology Department
- Empaneled Life Management, submitted by the DHS Office Population Health Management
- OVMC Lab Quick Tips: Guarding Vulnerabilities, submitted by DHS Olive View-UCLA Medical Center, Laboratory

For more information on how to apply, please see: <http://gpc.lacounty.gov/Commission-Programs/Productivity-and-Quality-Awards-Program>

Congratulations to all the award recipients!

Robocamp at Rancho

By Rochessa Washington

When seizures are unresponsive to anti-epileptic medication, drastic and invasive surgery becomes the only option. Hemispherectomy surgery removes or functionally disconnects one half of a patient’s brain, often leaving the person with significant neurological deficits, as well as partial blindness and paralysis on the opposite side of their body, requiring years of therapies.

In early August, children ages 11 to 13 participated in a two-week life-changing Robocamp at Rancho, an annual intensive robotic therapy camp for children who have undergone a hemispherectomy.

Robocamp provides children and their families with robotic therapy focusing on improvement of hand, wrist and ankle movement, as well as recreational therapies, visual reality therapies and life-skills activities such as going to the grocery store and mall. Robocamp incorporates activities such as cosmic bowling and a sleepover and tour at



the Long Beach Aquarium, thanks to partners Las Floristas and Brain Recovery Project.

Robocamp is the only program of its kind in the country. Each year since its inception in 2014, the program receives over 100 applications from all over the country and around the world, including Canada and Sweden.

For more information about Robocamp or any of the other innovative programs at Rancho, please visit www.ranchoresearch.org.

Coordinated Outreach Helps the Homeless

By Susan L. Spinelli, LCSW

Los Angeles County is home to the largest unsheltered homeless population in the United States. Meeting the needs of this highly vulnerable population requires an innovative approach and at a scale never seen in the nation.

Through a pioneering partnership between the Los Angeles County Departments of Health Services and Mental Health, Chief Executive Office and Los Angeles Homeless Services Authority, the Countywide Coordinated Outreach Strategy has delivered life-sustaining resources to many of the 44,000 unsheltered Angelenos. To-date, there are over 150 homeless outreach teams consisting of over 600 outreach staff, working collaboratively across the county. Multidisciplinary Teams (MDTs) constitute approximately half of these teams.

Administered by the Department of Health Services and implemented by Community Based Organizations, MDTs provide street-based homeless outreach and engagement services with a goal of linking individuals experiencing homelessness to housing and sup-

portive services throughout Los Angeles County. The components of a MDT include the following specialties: healthcare professional, mental health clinician, substance abuse counselor, general case manager/ outreach worker and an individual with lived homeless, mental health and/or substance use experiences. The teams practice collaboratively

with the spirit of “whatever it takes” to build relationships with the most vulnerable people living on the streets and to partner with each individual on their journey towards housing stabilization.

While teams may have different foci and capacities, outreach workers throughout LA County are united in the system’s mission to connect LA’s unsheltered to supportive services, shelter and permanent housing. This lifesaving work is reinforced by the creation and use of

innovative technology systems, including the Homeless Management Information Systems (HMIS) and Los Angeles County Homeless Outreach Portal (LA-HOP). These teams, combined with the robust system infrastructure implemented, have been instrumental in supporting more than 30% of all homeless individuals who have been permanently housed since 2017.



Martin Luther King, Jr. Outpatient Center: Our Breast Imaging Center Is Ready For You!

By Melinda Young Carter, CRT, Pauline Winterhalter, CRT, Mariapia Altavilla, MD

At Martin Luther King, Jr. Outpatient Center (MLK OPC) we strive to provide quality care and excellent service. Our Breast Imaging Center is one such example of that effort. Utilizing the newest technology, it offers Mammography, Breast Ultrasound and Biopsy services. The Breast Imaging Center at MLK OPC is recognized as a Center of Excellence for Stereotactic Biopsies and Mammograms by the American College of Radiology.

The Breast Imaging Center provides high level quality care to our community. The Center is one of a few facilities in Southern California that performs Tomosynthesis using Intelligent HD (3D imaging). This technology allows for 3D images with a reconstructed image very similar to a traditional mammo-



gram, without doubling the radiation to the patient.

The Center continues to provide various services to the other DHS facilities within the Ambulatory Care Network. Over the past 3 years, the Center has performed Stereotactic Guided Biopsy for Harbor-UCLA Medical Center. In addition, Fellows and Residents from Harbor-UCLA Medical Center are trained at MLK OPC for this procedure. On the horizon for the Breast Imaging Center is an additional technological improvement in the form of a new Biopsy device, that will reduce procedure time and thus also improve staff productivity and the patient's experience.

The Breast Imaging Center is comprised of Physicians, Nurses and Technologists, who through continual education, licensing, hard work and dedication play a vital role in maintaining the quality and excellent service provided to its patients.

Women's Health Celebrated in the San Fernando Valley

By Deedra Williams

Over 250 patients and community members attended the Women's Health Fair at the San Fernando Valley Health Center Group (SFVHCG) on October 1st, 2019.

In partnership with the UCLA Kaiser Permanente Center for Health Equity, Valley Care Community Consortium and 25 local County and community health agencies, our dedicated health center teams provided free health education, breast, cervical and colon cancer screenings, flu vaccines and a Farmer's Market!

Providers educated the community on prenatal care, family planning and various sexual health diseases. Our teams also emphasized the importance of the flu vaccine, and 55 participants were vaccinated through our FluFit Clinic. The flu vaccine reduces the risk of illness by 40-60 percent, and will help reduce flu-related hospitalizations, medical visits and overall influenza illness throughout our communities.

The event included a farmer's market where 3,000 pounds of fresh fruit and vegetables were distributed. The event also featured quick exercise workouts, vision and dental screenings, Hands-only CPR training, voting information, child care resources, CalFresh information and on-site Medi-Cal enrollment.

Overall, the Women's Health Fair was a success and we look forward for additional opportunities to engage and educate our community.



Fresh produce at Farmers Market



(Above) The nurses of Mid-Valley: from left: Cynthia Hadid, Vanessa Reyes and Elvia Herrera

(Below) Community member receiving flu shot



Disaster Preparedness – Building Your Emergency Kit

By Contributing writers, LA County Health Services — EMS Agency/ DEC Program

Southern California has a history of extreme weather in the fall. Santa Ana winds and wildland fires are common. Along with these dangerous conditions come power outages, which impact nearly all we do. Food, transportation, communications and health care provision rely on power - the list is limitless. Natural and human-caused disasters affect everyone indiscriminately. The Woolsey fire is an example of how fast severe weather can change the landscape and living environment for so many people. To survive, you must evacuate rapidly, which requires having a plan and an emergency kit/supplies to take with you.

It is essential to plan for and with your family or significant others. If you have children or elderly your kit and supplies may require additional items. Planning for everyone's functional needs takes additional planning. Finally, do not forget to plan for your pets.

Start with a list! Plan for each person in your circle and delegate where you can. The bare minimum on this list includes: food ra-



Woolsey Fire burning between Thousand Oaks and Simi Valley (Photo Credit: James Eads)

tions, water, clothes, sturdy shoes, flashlight, medications, battery operated radio, spare batteries, spare glasses, money, insurance documents, forms of identification and such. The list can be as big as you want, but you need to be able to carry or transport your emergency kit. This is particularly true if you must evacuate your home during an approaching fire. It is particularly helpful to consider having a "go bag" in the trunk of your car with essential items. Remember to rotate your supplies so they remain fresh.

Have some fun and build your disaster list using the link below. The game will help you and your family plan too!

<https://www.ready.gov/kids/family-emergency-planning/build-a-kit>

October tends to be the beginning of festive occasions. Please be safe when setting up decorations. For example, replace candles with safe battery-operated lights. Use extra caution when driving after dark on streets with kids present and be extra vigilant in large gatherings. Remember to save some of the candy for your emergency kit!



DHS SPOTLIGHT

Care Improvement/Performance Incentive
Programs — PRIME/QIP

October 2019

Why are Care Improvement/Performance Incentive Programs Important?

DHS providers and staff work tirelessly every day to provide the best possible care to our patients. Over the past few years, Federal and State entities have shifted their payment mechanisms to what is called “value-based care”. In these new programs, our usual funding streams are now tied to our ability to demonstrate improved performance in over 90 measures of healthcare delivery. A significant portion of our annual operating budget is now directly connected to our performance in value-based care – which aligns closely with, and incentivizes the measurement of, the great service we provide to our patients.



What are the Care Improvement/Performance Incentive Programs?

Care Improvement/Performance incentive programs evolve over time, with variations in their structure and focus. At the present time, the largest of these programs are referred to as PRIME and QIP. PRIME, which began in 2015, is part of the 2020 Medi-Cal Waiver will sunset in December, 2020. QIP started in 2017, has no end date, and will likely grow in both scope and size once PRIME ends.

The structure of PRIME and QIP is rigorous. DHS must improve its performance each year to achieve the care improvement targets and capture the associated funding. Great performance in one year sets the baseline for the next year even higher. Once performance in a given measure reaches the national 90th percentile benchmark, DHS must maintain that high performance. With this in mind, our pursuit of excellence must be relentless.

Together, PRIME and QIP touch, in some manner, almost every domain of clinical services in our hospitals and clinics. The following list is only a small sample of the many areas of care delivery that are incentivized in PRIME and QIP:

- Better control of blood sugar in patients with diabetes
- Earlier prenatal care and closer follow up after delivery
- Improved rigor around the use of antibiotics at the time of surgery and the reduction of surgical site infections.
- Behavioral health screening and intervention in the areas of depression and substance use.
- Expansion of Palliative Care services in both the inpatient and outpatient settings
- Attention to patient safety with regards to anticoagulants and other medications that require regular monitoring.
- Increased rates of vaccination in our pediatric clinics.
- Reduction in hospital readmissions and complications with regards to blood clots or hospital acquired infections.
- Ensuring patients with heart disease are on medications that can help them reduce the risk of future complications.



Some of the PRIME and QIP measures are familiar to DHS as they were a part of HEDIS or other quality programs in the past. Some of the measures are new. All of the measures have required combining a commitment to maintaining a high level of service with willingness to innovate in order to continue year-on-year improvement.

What has been the impact of the Care Improvement/Performance Incentive Programs?

The benefit to DHS patients has been dramatic in many of the PRIME and QIP areas and we are proud of the level of care improvement. Of the approximately 70 PRIME measures, over one-third have exceeded the national 90th percentile benchmark. This means that, in dozens of clinical areas, DHS patients are receiving healthcare at a level that is in the top 10% of all Medicare/Medicaid patients nationwide! A few specific highlights of the impact seen to date are:

- Cancer Screening, from Year One to Year Four we saw the following progress:

- ◆ Colorectal Cancer screening rates improved from 62% to 73.6%
- ◆ Cervical Cancer screening rates improved from 34% to 54%
- ◆ Breast Cancer screening rates improved from 60% to 75.8%

Together, these rates mean that approximately 30,000 more patients are receiving cancer screening in Year Four than they would have in Year One.

- We saw a reduction in our cesarean section rate from 24.8% in Year One to 21.5 % in Year Four. This was the largest improvement in the statewide PRIME program for this measure.



- Improvement in flu shot compliance from 36% in Year One to 82% in Year Four.
- From Year One to Year Four we saw improvement in percentage of our patients receiving colonoscopies within 6 months of their positive screening test – from 31.48% to 48.99%, and when there was a suspicious mammogram, our rate of getting breast biopsies for patients within 14 days improved from 43.96% to 54.62%
- With regards to blood pressure control, 63.92% were controlled in Year One, as compared to 74.3% controlled in Year Four

In addition to these amazing clinical improvements, DHS was able to capture over 98% of all available revenue in these programs to date!

Where do we go from here?

Value-based programs are going to continue to be a significant part of our care delivery approach and funding streams. In PRIME and QIP, DHS is building the necessary tools and performance improvement infrastructure to enable us to adapt to future iterations of these programs and continue to improve care for our patients.

Acknowledgments

Given the size of the PRIME/QIP effort, there is not enough space in DHS Spotlight to thank all the deserving individuals by name. However, along with our PRIME and QIP Measure Leads, our Quality Managers, and the Primary Care Directors, the excellent work of the Data Analytics team led by Irene Dyer and Joan Chen, along with Sandra Mackley and our team of Quality Nurses have been major contributors to our success. The PRIME/QIP programs are led by Dr. Paul Giboney, DHS Associate Chief Medical Officer.



For more information on this publication, contact communications@dhs.lacounty.gov