



Director's Desk

Christina R. Ghaly, MD
Director

DHS is entering the third year of our Just Culture journey. Just Culture is our defining and foundational approach to promoting fairness, transparency and accountability in the workplace, in the interest of encouraging system improvements that can promote patient and staff safety and ensuring fair treatment of staff in the event of an error or mistake. We all want to work in a place in which we are treated fairly and with respect. We also know that we are humans; well-meaning and mission-driven, but still human, and prone to occasionally make mistakes. We want to create a culture across DHS in which we help build systems that protect patients and staff from mistakes that may happen and appropriately and fairly help staff through situations in which they may have made an accidental error. This requires establishing processes in which we all are encouraged to speak up in the name of patient safety, engage in honest discussions about how we can improve what we do, learn from what has happened in the past, and partner together to support one another. Given the importance of Just Culture, I'm so pleased to announce that the Pulse will now have a monthly "Just Culture Corner" where we highlight

some of the good work going around the system. Thanks to Garr Wharry, our Healthcare Transformation Advocate (HTA) at LAC+USC Medical Center, for taking the lead on the first column! Our HTAs play an important role in helping establish a permanent Just Culture in DHS.

After reading Garr's piece, turn your attention to this month's Spotlight on Patient Access. The Patient Access teams are a highly skilled, critical part of what makes DHS serve our patients well. They help our patients get in the door, connect them with coverage programs, ensure they are scheduled for appointments in a timely manner that is appropriate for their clinical condition, register patients when they do arrive for care, and help to resolve patient concerns about how to get access to care within our system. They also staff the DHS call centers, which link patients to a variety of services and after hours supports. Among all of the changes that DHS has seen in the past few years, the work of the Patient Access teams has a strong, but often less visible, hand in helping our patients get the right care in the right place at the right time, and have an exceptional experience at the same time. I was recently at a meeting of Patient Access leaders across the system and I was so impressed with their ingenuity, dedication and steadfast desire to help patients. This is underscored in the six patient access principles: Patient-Centered, Visit-Ready, One Health System, Employee Engagement, Continuous Improvement and Revenue. My sincere thanks for the work of all the Patient Access staff across DHS!

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DHS Hosts 6th Annual Diabetes Day

By Contributing Staff, Endocrinology, Martin Luther King, Jr. Outpatient Center

The 6th Annual Diabetes Day held on December 2, 2019, at The California Endowment was a big success. The annual event, organized by Theodore C. Friedman, MD, PhD, chair of the Endocrinology-Primary Care Workgroup and Lead Physician at MLK Outpatient Center, drew 221 providers who take care of patients with diabetes. This was the largest turnout ever. The attendees came from a diverse array of clinics including hospitals, outpatient clinics and community partners all within Los Angeles. The event was co-sponsored by the UCLA Clinical and Translational Science Institute Catalyst award. The Academy of Persian American Physicians provided Continuing Medical Education credits. The evaluations after the Diabetes Day were very positive, and people were charged up to take care of DHS and Community Partner patients with diabetes. People truly enjoyed hearing experts in the field and learning about ways to take better care of patients with diabetes.

Keynote speaker, Linda Siminerio, RN, PhD, gave an inspiring keynote speech, "Taking diabetes education to the next level — new models of delivery." She also led 2 breakout sessions in the afternoon on Overcoming Barriers in Diabetes Self-management as well as a very important session on how to improve medication adherence in patients with diabetes.

DHS Director, Christina Ghaly, MD, took time out from her busy day to inspire attendees about taking care of patients with diabetes. She stressed how DHS is focused on taking a more patient-centered approach for care in general, which will apply to patients with

diabetes. This includes finding additional mental health services and addressing social determinants of health as well as encouraging non-face-to-face visits such as phone management, which can be very effective for patients with diabetes.

Another highlight of the day was a discussion of ECHO West, which is a monthly webinar series that the Diabetes Endocrinology Work Group hosts to educate providers on taking care of patients with diabetes. The session was led by Matthew Bouchonville from the University of New Mexico, who runs the original project ECHO at University of New Mexico, which provides assistance for doctors in rural parts of New Mexico who take care of patients with diabetes. Shan-Pin Fanchiang, OT, PhD, who spearheads the DHS effort on ECHO West, explained how our webinar series has been modeled after the ECHO program from New Mexico and how the monthly webinar will be expanded this year to include more audience participation.

We also heard a very interesting lecture from Michael Goran, PhD, from USC, on how detrimental sugar and sugar-sweetened beverages are for children and how these have led to the obesity, diabetes and fatty liver disease epidemic. Dr. Goran also pointed out that beverages with artificial sweeteners are also detrimental for health of young people and adults.

The Zumba Exercise Break with patients of The Roybal Lifestyle Program led by Ms. Nikki Guillery was a big hit.

Anne Peters, MD, gave an inspiring talk on personalized precision medicine and medical approaches for patients with diabetes. This includes the future of doing genetic tests to determine different subtypes of diabetes and tailoring the diabetes regimen to match each



(See 'DIABETES' on 2nd page)

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patient.

There were 4 tracks of breakout sessions in the afternoon. The Project Dulce track was led by Chris Walker at Salk Institute that inspired people on how to engage with patients with diabetes including tips on motivational interviews. The track on diabetes complications was fascinating and talked about less commonly appreciated complications of diabetes that include hearing loss, dementia and strokes. There was also an important session on bariatric surgery for patients with obesity and diabetes, that often cures the diabetes and decreases diabetes complications. The bariatric surgery program at DHS is growing and is an important resource for our patients. In the morning session, one of Dr. Friedman's patients, Dwayne Wyatt, a bariatric surgery patient who had his surgery in May 2019 at USC, also attested how helpful the surgery was and how professional the surgeons that took care of him were. He showed his old pants and his new pants, and there was a huge difference.

Dr. Friedman introduced the Poll Everywhere software to engage attendees at Diabetes Day and allow them to respond to questions. This was a rousing success and allowed the participants to take more charge of their diabetes knowledge.

There was also a breakout session going over the new insulin protocol and case management on diabetes and another very im-

portant breakout session on improving diabetes education for all populations with diabetes. Karen Kim, MD, gave an outstanding talk on how social determinants of health need to be addressed when providing diabetes education.

We already started to plan for the 7th Annual Diabetes Day which will be November 23, 2020, and we look forward to an even better day next year. Both Dr. Friedman and Dr. Ghaly thank all the hard-working providers at DHS and community partners who take care of patients with diabetes.

Slides and talks (in .mp4 are available at the DHS Share-Point at: <https://lacounty.sharepoint.com/sites/dhs-mlkopc-diabendo/SitePages/Diabetes-Education.aspx>

And in the Dropbox (for outside DHS) at: <https://www.dropbox.com/sh/l912kv9y8zpiee/AABeNCqWEFl4oepKmXB4XK4a?dl=0>

We encourage all attendees to join the monthly ECHO West webinars on the 3rd Tuesday of each month from 12:15 to 1:15 PM. The link to join is here: <https://axisconciergemeetings.webex.com/axisconciergemeetings/j.php?MTID=m4dfa7a6965876f9c07e8159203025b85>

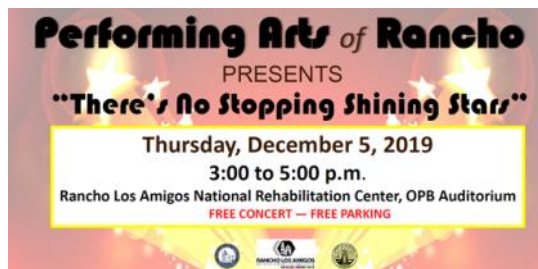
The Performing Arts of Rancho Entertains and Inspires at Fall Show

By Lisa Deshaies, OTR/L

The Performing Arts of Rancho showed that "There's No Stopping Shining Stars" during their titular December 5th show. Twenty performers shared their talents and stories of recovery with a packed auditorium of inpatients, outpatients, staff and loved ones. From the opening song of "Shining Star" to the final number of "Ain't No Stopping Us Now", audience members sang, danced, clapped and played instruments as they were inspired to unleash their inner star power.

New to the Performing Arts of Rancho is an exciting collaboration with LA Opera as part of their community outreach program. LA Opera singers attended rehearsals to teach posture, breathing and singing techniques. A highlight of the show was a sing-along led by LA Opera singer Nani Sinha-Matas.

Founded in 2001 and supported by the Rancho Los Amigos Occupational Therapy Department and the Rancho Foundation, the Performing Arts of Rancho provides current and past Rancho patients the opportunity to participate in sing-



ing, dancing and playing instruments to promote health, well-being and community engagement. The program promotes the overall wellness of its participants, providing both physical and emotional benefits such as: encouraging expression, improving self-esteem, increasing social participation, building a sense of community, fostering leadership skills, engaging in purposeful tasks and collaborating with others. Through rehearsals and perfor-

mances within the hospital and the community, participants are able to increase their strength, confidence and adjustment to their disability. Performances are put on by patients, for patients and others, to offer encouragement and hope to anyone experiencing limitations from an illness or injury.

In the words of performer Elisa, "Participating in the Performing Arts of Rancho is an incredibly rewarding experience for me. I enjoy singing and making people happy. I can hold a microphone and even dance around when I am on stage. I see a great improvement in my overall outlook on life". We are very

proud of this unique program. We invite everyone to attend future performances!

Just Culture Corner

By J. Garr Wharry, RN (HTA)

Welcome to the inaugural edition of the "Just Culture Corner." Each month you'll be able to catch up on what's happening DHS-wide around building a Just Culture and cementing a foundation for culture change that will continue to develop. Over 90% of all DHS employees have had training on the principles of Just Culture. We want managers and co-workers to speak that same language of fairness that we are trying to implement and model with the intent that no matter where you work in DHS, you should be able to bring up concerns when things look like they're "not right," or be able to say "you know what, I made a mistake... let's fix it." Of course, this work isn't easy, so we won't always get it right. However, knowing that we all have the same goals of better and safer care, we should be able to deal with the "bumps" in the road until they start to get smoothed out.

In addition to training, every facility has co-leads, one or more each from management and front-line staff, to oversee adoption of Just Culture. In addition, every facility has Champions, in larger facilities, many who guide the process, mentor and make sure that outside

help is requested when needed. There are also Health Agency-wide monthly webcasts about Just Culture; everyone is welcome to participate. Some facilities have become very creative, inserting a chapter on Just Culture in other soft-skills training courses. At LAC+USC, on the 3rd Thursday of the month at noon we host a forum where all are welcome called 4C's: Culture Change Case by Case. In this conference room, a volunteer, a director, a nurse or doctor shares a case or situation they were involved in where things didn't go right. There have been as many as 100 attendees. We talk about how that manager or practitioner was treated, how they felt and were we able to make reasonably sure this mistake or system failure won't happen again. Some situations are powerful and emotional, some are funny. In some cases, we realize no one made a mistake, the system let us down. We often include an H3: Helping Healers Heal component. These strategies help keep Just Culture in our minds and learn together about how it works and affects our community. We hope you'll enjoy following the Just Culture Corner in the coming months. For more information on Just Culture, email justculture@dhs.lacounty.gov. In the meantime, "Be Kind, Be Fair."



DHS SPOTLIGHT

Patient Access

January 2020

What is Patient Access?

Patient Access is the team in your facility that:

- Schedules appointments in the call centers
- Registers patients in the emergency department, urgent care or other walk-in clinics
- Helps link to primary care or handle a complaint in patient relations
- Verifies a patient's coverage ("financially clears") prior to the appointment, the scheduled admission, or at any of the other touch-points we have with the patient

There's also a central Patient Access call center team that links patients to services such as:

- Specialty care (from eConsult)
- New patients to primary care
- "Mamas" services
- Substance abuse services

- The Whole Person Care program
- An after-hours physician
- Assistance for patients with getting their MyWellness accounts set-up



Why do we have Patient Access?

We want patients to get the right care, at the right time, in the right place, but we haven't always made accessing that care very easy. A few years ago, we began a redesign process to bring all aspects of patient access work together into one team at each facility. Collectively, our patient access leadership, along with our [patient financial services](#) team, identified [six principles](#) to guide our work: Patient-Centered, Visit-Ready, One-Health System, Employee Engagement, Continuous Improvement and Revenue.

We established a central Office of Patient Access (OPA) team to coordinate standardized work, lead our [ORCHID](#) changes, [train](#) patient access staff, and create a fantastic [SharePoint](#) site.



What is the impact?

Last year, our patient access teams handled 1.3 million phone calls, registered over 400,000 patients in the ED and UCCs, financially cleared over 1.5 million scheduled appointments and admissions and assisted over 15,000 patients in calling a managed care plan to switch their primary care provider.

Did you know we have a toll-free number new patients can call?

Dial (844) 804-0055!



Where do we go from here?

Our goal is to reduce wait time in the call centers and expand hours. We strive to provide timely primary care appointments post-discharge. We also facilitate cross-facility scheduling for eye appointments. We provide a vital service to improve linkage to primary care from the ED. There is exciting work going on in patient access. As of January 2, 2020, all scheduled appointments are sent [appointment reminder](#) post-cards and soon we will be adding appointment reminder phone calls (robocall) and text messages.



Acknowledgments

The [patient access leadership](#) team is comprised of Fiorella Arcidiacono (OPA – Call Center), Behnaz Hekmatnia (LAC+USC), Jivaro Ray (Harbor), Sonia Lopez (Rancho), Lisa Cruz (OVM), and the ACN Assistant Administrators – Elise Hulsebos (Humphrey), Rochelle Conger (MLK), Thuy Bahn (Long Beach), Rosalinda Villalobos (El Monte), Louis Armstead (Mid-Valley), Jerri Flowers (Hudson), Crystal Diaz (Roybal) and Christine Borzaga (High Desert). The central OPA team includes Vanna Tran, Richard Rodriguez, Ami Shah and Norma Casas and the PFS leadership team includes Frank Albert, Sofia Hurtado, Mark Stoops, Jose Chavez, Sam Hudson, Elena Flores and Angelica Fiscal.



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