

**LOS ANGELES COUNTY – DEPARTMENT OF HEALTH SERVICES
HOSPITALS AND HEALTHCARE DELIVERY COMMISSION
Thursday, November 7, 2024**

<u>Commissioners</u>	Present	Absent
David Marshall, D.N.P., Chair	X	
William McCloud, M.H.A., F.A.C.H.E., Vice Chair	X	
Christopher Bui, M.D.	X	
Michael Cousineau, MPH, Ph. D		X
Dr. Genevieve Clavreul, R.N., Ph.D.		X
Phillip Kurzner, M.D.		X
Laura LaCorte, J.D.	X	
Patrick Ogawa	X	
Elisa Nicholas, M.D.	X	
Barbara Siegel, J.D.	X	
Margaret Farwell Smith	X	
Stanly Toy, M.D.		X
Rosemary C. Veniegas, Ph.D.		X
Tia Delaney-Stewart	X	
Jennifer Sudorsky	X	
<u>DHS Staff</u>		
Allen Gomez	X	
Robert Broadbelt	X	

1. Call to Order

The meeting was called to order at 10:30 by Chair Marshall.

2. Roll Call

Allen Gomez, Commission staff, called the roll.

3. Welcome and Introductions

Chair Marshall welcomed all members of the commission, staff, and guest.

4. Action Item:

Approval of Minutes: October 3, 2024 – Minutes unanimously approved

6C – Correction on Alex Lee

5. Presentation – Discussion with LA County HR Assistant Director Johan Julin

<p>DISCUSSION/FINDINGS</p> <ul style="list-style-type: none"> • County DHR vs DHS DHR <ul style="list-style-type: none"> ○ County HR <ul style="list-style-type: none"> ▪ Delegates authority to departments for specific HR services ▪ Conducts recruitments for jobs that span multiple departments ▪ Conducts 30% of all county recruitments 	<p>HR Assistant Director Johan Julin will return on January 3, 2025, to finish presentation.</p>
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- DHS HR
 - Conducts recruitments for DHS-specific jobs
 - Posts jobs, develops, & administers exams, manages candidate lists, conducts hiring interviews.
- Countywide hiring process
 - Dictated by civil service rules
 - Job analysis
 - Systematic study of each classifications, used to generate an exam plan.
 - An applicant must meet the minimum requirements listed in the job posting.
 - The examination could be a range of actions from an actual “exam” to a CV review and/or interview. The application and examination are scored to determine the “banding” level where the applicant will be in place.
 - There are five “band” levels (in addition to a band solely for veteran applicants), which are set by civil service rules. According to those rules, departments must consider applicants in order as they appear in each band. Once there are less than five people in a band, the department can also consider applicants in the next band.
 - Hiring interview
 - There was discussion about the delays that can be caused at this stage of the process due to delays such as issues with completing “Live Scan” or background screening. DHS is exploring ways to expedite these processes.
- Time to Hire & Time to Fill
 - According to Dr. Julin, the challenge with this metric is that often an applicant will submit an application simply to get assigned to a band and not in response to a specific vacancy. In these instances, the time to hire may not be an accurate reflection of how long it takes to fill a position. This is why HR also tracks “Time to Fill.”
 - Applicant’s point of view
 - Board asked County HR to start tracking this metric.
 - Exam time = application date to promulgation date
 - List time = promulgation date to conditional offer
 - Onboarding time = conditional job offer to first day on job
 - Time to Fill
 - Department’s “point of view”
 - Recruitment start date to First Day on Job
 - Recruitment time = recruitment start date to conditional job offer
 - Onboarding time = conditional job offer to first day on job
- Civil Service Rule Reform
 - DHR has drafted significant proposed changes to Civil Service Rules governing recruitment, examining, and hiring functions at all County departments
 - Board approval required
 - Negotiations w/ labor: proposal, counter- and counter-counter proposal stage

- Proposal revisions include:
 - Changes to scoring and banding processes to ensure greater opportunities for candidates and hiring managers.
 - Proposing a 3-band structure, rather than a 5 band structure.
 - Removal of testing barriers for positions identified by the Director of Personnel.
 - Expedites candidate processing and hiring
 - Many additional changes to reflect modern HR practices.

Dr. Julin briefly discussed the HR Dashboard, which is accessible by all departments and that can be broken down by classification, location, and applicant demographic data. In response to a question about whether DHS HR could request access to certain HR applicant data, Dr. Julin stated that they should be able to run all applicant data in the system. However, if an applicant applies through a different system (e.g., certain physicians have their own database), that data will not be in the DHR Dashboard.

Dr. Julin also discussed the “contingent/early” job offers that DHS has used. He stated that these are “exception” based and that they are looking to expand where appropriate. For example, if there is a banding list for a position, DHR will ask why the department is not using the list first before requesting an exception.

6. Items for discussion and possible action:

	DISCUSSION/FINDINGS	RECOMMENDATIONS, ACTIONS, FOLLOW-UP
a. Election of Officers	<ul style="list-style-type: none"> • Chair: David Marshall • Vice Chair: Guy McCloud • Secretary: Laura LaCorte 	<ul style="list-style-type: none"> • Unanimously approved by Commission to serve a two year term from January 2025-December 2026.
b. Discussion – Commission Site visits	<ul style="list-style-type: none"> • Commission discussed visit to Harbor-UCLA on October 31, 2024 • Commission was impressed with the implementation of patient metrics and safety. Commission also commented on the hospital administration’s efforts to change the culture to be more patient-centered and service oriented. • 80% of Harbor admission come through the Emergency Dept • Left Before Receiving treatment – it’s due to the lower acuity patients. 	<ul style="list-style-type: none"> • Receive and file <p>Allen to circle back with data for LBTC rate among low acuity patients at other county hospitals.</p>

	<ul style="list-style-type: none"> • Commission raised the question of LBTC comparison for low acuity patients between county hospitals. <ul style="list-style-type: none"> ○ Commission would like the data for low acuity patients at other Hospitals for comparison. 	
c. Discussion – Commission Guest Speakers	<ul style="list-style-type: none"> • Commission guest speaker suggestions: <ul style="list-style-type: none"> ○ Bring back Johan for January 2 ○ Dr. Clemens Hong in May ○ Commission suggested bringing the Hospital CEOs/COOs back to the speak. • Future guest speakers: <ul style="list-style-type: none"> ○ LA Care in June ○ No speakers scheduled for the summer. 	<ul style="list-style-type: none"> • Receive and file
d. Discussion – Strategic Priorities 2024	<ul style="list-style-type: none"> • Commissioner commented that Julia Mockeridge was impressed with the work the Commission is doing on CalAIM. 	Continued to December
f. Standing Committee on CalAIM	<ul style="list-style-type: none"> • Nothing to add – CalAIM standing committee did not meet last month 	Continued to December
g. DHS Dashboard	<ul style="list-style-type: none"> • Previously asked for Virtual Care on jpg. 5 to be broken down. It does not appear to have been updated. • Also asked for a breakdown of Patient Issues under Surgery. It does not appear to be broken down. <ul style="list-style-type: none"> ○ The Harbor-UCLA LBTC is high – 11.8%. Commission reached out to Health deputy Julia Mockeridge to gather insights (have not received an answer back yet), 	<ul style="list-style-type: none"> • DHS staff to follow up on these dashboard questions.

7. Items not on the posted agenda for matters requiring immediate action because of an emergency, or where the need to take immediate action came to the attention of the Commission after the posting of the agenda.

8. Public Comment

9. Adjournment

The meeting adjourned at 12:31pm. The next regular meeting is scheduled for December 5, 2024.