



September 22, 2025

Los Angeles County Board of Supervisors

Hilda L. Solis
First District


Holly J. Mitchell
Second District

Lindsey P. Horvath
Third District

Janice K. Hahn
Fourth District

Kathryn Barger
Fifth District

TO: Supervisor Kathryn Barger, Chair
Supervisor Hilda L. Solis
Supervisor Holly J. Mitchell
Supervisor Lindsey P. Horvath
Supervisor Janice K. Hahn

FROM: Christina R. Ghaly, M.D. 
Director

SUBJECT: **INVESTING IN STRENGTHENING THE COUNTY HEALTHCARE WORKFORCE (ITEM NO. 28 OF THE APRIL 19, 2022, BOARD AGENDA)**

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Director

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On [April 19, 2022](#), the Board of Supervisors (Board), instructed the Alliance for Health Integration (AHI) to work with representatives assigned by the Department of Health Services (DHS), Mental Health (DMH) and Public Health (DPH), referred to as Health Departments, the Executive Director of the Economic Development Branch of Workforce Development, Aging, and Community Services (WDACS), the Worker Education and Resource Center (WERC), the Chief Executive Office (CEO), and Director of the Human Resources (DHR), in consultation with County Counsel, the Regional Consortium of Los Angeles County Community Colleges, labor partners, and other relevant stakeholders to implement the recommendations of the March 22, 2022 AHI memo to the Board with the following modifications:

- a. Create a timeline and prioritization plan to:
 - i. Implement Recommendation Nos. 2, 3, 4, 5, 7, 8, 10, 11, 13, and 18.
 - ii. Implement Recommendation Nos. 1, 9, 12, 14, 15, 16, and 17 to the extent that the recommendations only affect healthcare workforce job positions and classifications that are unique to the three Health Departments.
 - iii. In place of adopting Recommendation No. 19 as written in the memo:

"To advance the health of our patients and our communities by providing extraordinary care"



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1. Instruct the AHI to work with representatives assigned by the Directors of the Health Departments to report back to the Board in writing in 90 days with an alternative proposal for providing education and staff development on the topics that comprise the County's current Board-mandated training programs.
 2. Instruct the Director of Personnel, the CEO, and the Directors of any other relevant County Departments to develop a process for new mandated trainings that takes into account the Health Departments' critical staffing needs and incorporates feedback from the Departments on how such trainings can be best contextualized in a healthcare setting.
- b. Report back to the Board in writing in 60 days on options to:
- i. Beyond the specific recommendations to be adopted in full as noted above, streamline the existing CEO, and Departments of Personnel, DMH, DPH, and DHS' process for actions related to the recruitment, hiring, and allocation of Health Department positions, including both healthcare and non-healthcare classifications, to ensure an expedient, consistent and equitable hiring process, with these streamline options to also apply to reorganization requests and include suggested reasonable timelines by which requests are deemed automatically approved if not acted upon after a set number of days and the report back should include, for the Board's consideration, a discussion of any concerns raised regarding the streamlining options.
 - ii. Regularly monitor the fiscal impact, if any, of Directives 1a and 1b above to ensure fiscal integrity is maintained.
- c. Identify the amount of funding needed and classifications targeted to adequately implement the above directives, including expansion of the County's Preparing Los Angeles for County Employment program, as well as educational tuition reimbursement, and bonus and loan forgiveness programs.
- d. Review the work of the County's Fair Chance Task Force to identify whether the application of the nexus assessment is leading to a hiring backlog and lack of advancement opportunities in critical vacancies; and
- e. Report back to the Board in writing in 60 days on status, and update the Board quarterly thereafter, on progress and status.

In 2023, AHI transitioned the report updates to DHS. The Health Departments alongside the CEO and DHR have prepared the Board requested report back attached. Through this collaboration, the Departments continue to meet regularly and will moving forward

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provide a bi-annual presentation to the Health and Mental Health Services Cluster and report on-going progress, hiring trends and further initiatives to streamline the recruitment, hiring, and allocation of Health Department positions.

If you have any questions, you may contact me or your staff may contact Elizabeth Jacobi, Administrative Deputy by email at ejacobi@dhs.lacounty.gov and Marilyn Hawkins, Director of Human Resources Operations by email at mahawkins@dhs.lacounty.gov.

Attachment

CRG: ej

c: Chief Executive Office
County Counsel
Executive Office, Board of Supervisors
Department of Economic Opportunity
Department of Human Resources
Department of Mental Health
Department of Public Health

Investing in Strengthening the County Healthcare Workforce

Board Motion Report September 2025



Overview

Board Motion 4/19/22 – Investing in Strengthening the County Health Care Workforce

- Directive #1: 19 Directives to **Modernize and Model Effective Recruitment, Hiring and Retention**

Healthcare Workforce Specific

- Total Compensation Design/Salary Step Placement Authority (SSP) (1)
- Overfill & Unlike Placement Authority on Budgeted Items (OPA) (17)
- Classification Management (14 - 16)
- Rehire Authority (9)
- Increase HR Staffing for Health Depts (12)
- Re-envision County Mandated Training (19)

Modernize & Model Effective Approaches

- Compensation Design, Targeted Incentives & Flexible Workforce Shortage Rates (2-5)
- Civil Service and Streamlining County hiring process (7, 8, 10 & 11)
- Eligible List Utility, New Class Series, Appropriate Specialties (7, 15 & 16)
- Process Improvements (8, 13 & 14)
- Backfill Authority (18)
- Expand PLACE (6)

Health Departments Vacancy Snapshot

**Hiring authority will be impacted by fiscal challenges in FY25-26*

<p>DHS Department of Health Services Budgeted Positions Vacancy Rate 13.6%*</p>	<p>DMH Department of Mental Health Budgeted Positions Vacancy Rate 20.1%</p>	<p>DPH Department of Public Health Budgeted Positions Vacancy Rate 15.0%*</p>
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Health Services Hiring Freeze July 2025

- Due to rising costs and federal revenue cuts, DHS is facing a budget crisis. As a result, **DHS implemented a hiring freeze effective July 18, 2025.**
- The federal administration's 'Big Bill' is a devastating blow to the health system. In total, the federal government has delivered \$280M worth of revenue cuts in DHS' current 2025-2026 fiscal year, a number that will grow over the next three years to \$750M per year as a result of the new bill.
- Every year, the cost of medical supplies, the cost of pharmaceuticals, and the cost of labor goes up. Instead of providing additional resources to keep pace with even minimal levels of inflation, the Big Bill has slashed Medicaid funding, directly hurting health systems which focus on providing care to low-income populations.
- DHS has already been taking action to reduce costs wherever possible, limiting hiring on management positions, reducing registry, limiting non-essential purchases, and freezing non-essential travel and training, among other steps.
- By implementing a hiring freeze, DHS' goal is to minimize the impact of future reductions to patients and workforce members.
- The hiring freeze applies to DHS' four hospitals (LA General, Harbor, Olive View, Rancho), the Ambulatory Care Network, and Health Services Administration.
 - A position deemed essential for hire will need to be approved by facility executive leadership first and then receive executive management approval at the system level in order to be hired on during the freeze.
 - Correctional Health Services, Juvenile Court Health Services, and Community Programs are not subject to this hiring freeze as they are funded with County funds and other revenue streams that are not directly threatened at this time.
- While hiring volume is expected to decrease, modernization of County rules and continued efficiencies in personnel practices remain a priority for DHS.

Current Budgetary Constraints

Department of Public Health

- Current Vacancy Rate: 15%
- DPH implemented a soft hiring freeze June 2025
- To partially fund the AB218 settlement and the anticipated COLAs, DPH implemented the countywide 3% cut during the Recommended phase and 5.5% during the Supplemental phase.
- DPH is facing fiscal challenges that could impact our ability to effectively deliver critical services to the residents of the County.
- Approximately eighty-six percent (86%) of the department's budget is derived from non-net County cost revenue sources.
- Seventy-one percent (71%) or approximately \$1.3 billion of which comes from federal and state revenue sources.
- The current federal administration has indicated that it intends to realign funding and reduce the budget of the United States Department of Health and Human Services (HHS), which is the principal source of funding for our operations.
- These budget reductions could impact a wide range of core functions including disease surveillance and response; food, water, and environmental safety; health promotion programs; and emergency preparedness.
- While there is still a great deal that we do not know, never has Public Health faced as many threats to its funding simultaneously.
- For this reason, we are proceeding cautiously with hiring moving forward in areas where critical service deliverables must be met, while pausing in less urgent areas until we have greater clarity around our funding outcomes

Health Departments Hiring Snapshot

FY24-25 (Q2, Q3 & Q4)

Personnel Transactions Q2: Oct 1 to Dec 31, 2024	DMH	DHS	DPH
New Hire	124	528	70
Rehire	30	103	15
Promotion	167	480	110
Voluntary Reduction	15	16	9
Change of Class	20	38	10
Restoration	3	3	0
Transfer	6	76	13
Sub-Title Change	2	30	0
Total	367	1274	227

Personnel Transactions Q3 & Q4: Jan 1 to June 30, 2025	DMH	DHS	DPH
New Hire	339	1512	195
Rehire	79	184	63
Promotion	422	789	264
Voluntary Reduction	16	37	10
Change of Class	48	76	35
Restoration	3	2	0
Transfer	15	198	20
Sub-Title Change	4	44	0
Total	926	2842*	587

*DHS experiences an expected hiring/attrition spike at the end of each FY related to Physician Post Grad programs.

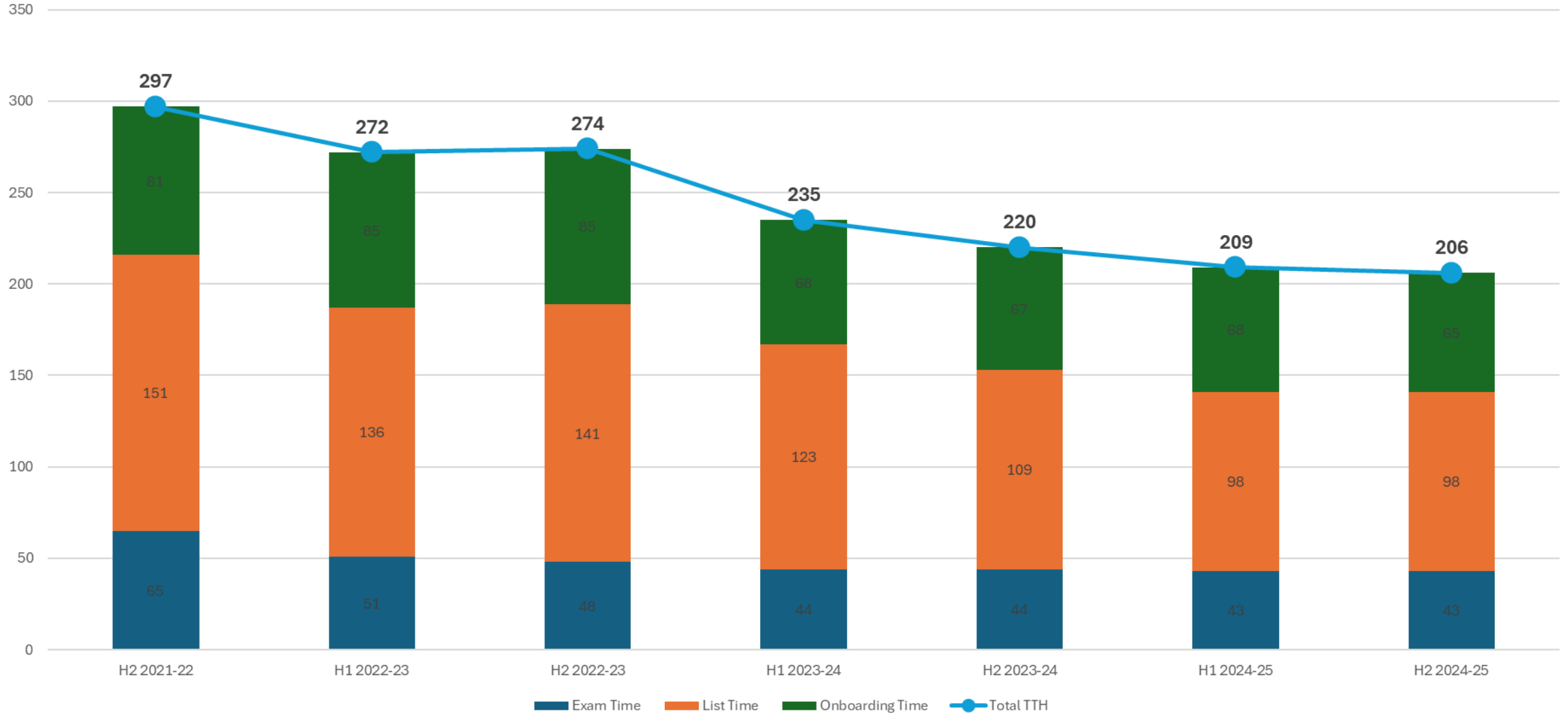
Health Departments Hiring Fairs

FY24-25 (Q3 & Q4)

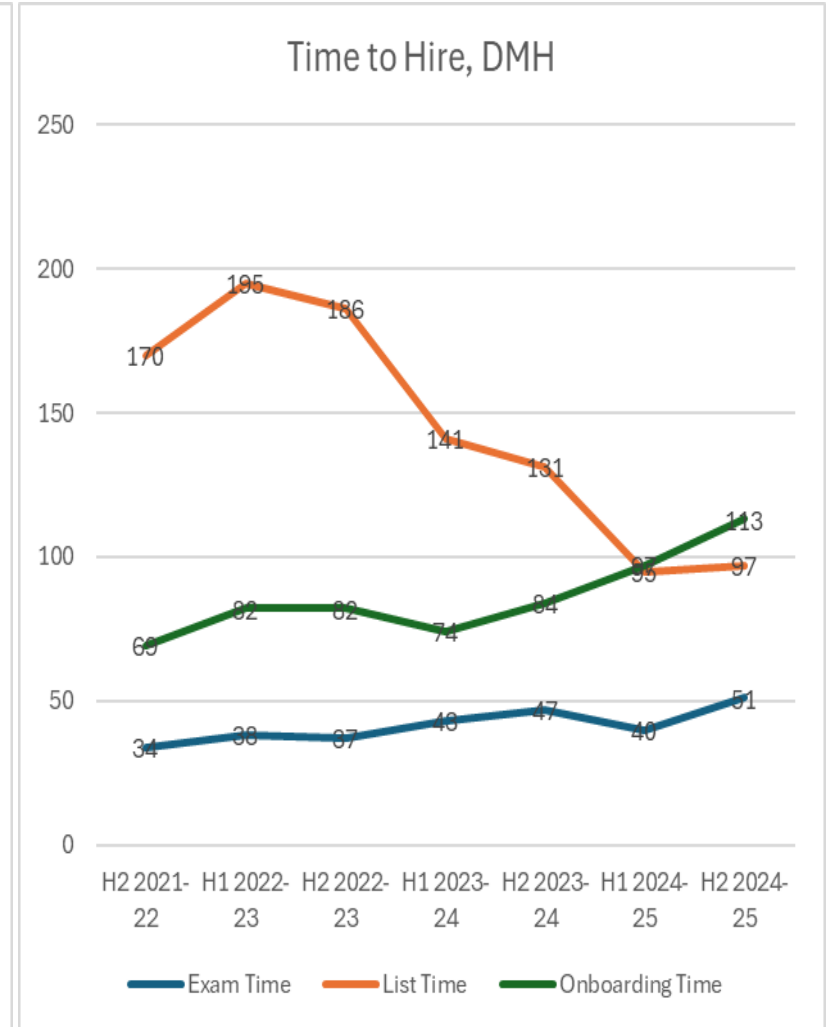
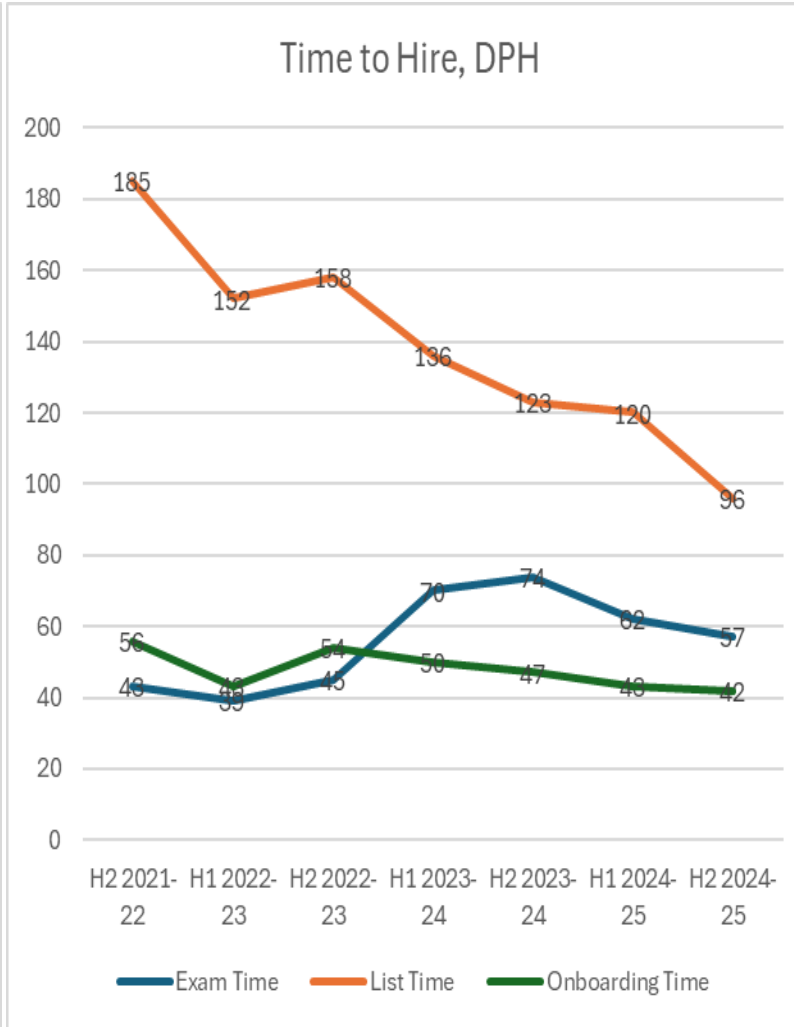
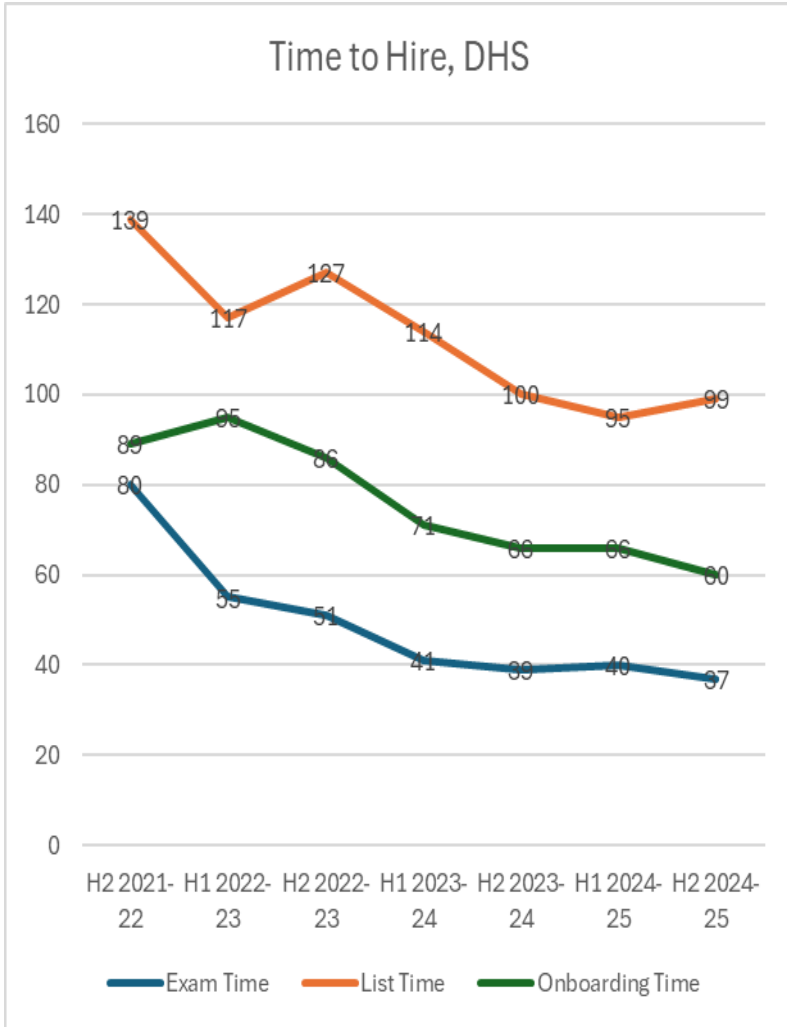
Hiring Fairs Q3 & Q4: January 1 to June 30, 2025	DMH	DHS	DPH
Total Events	11	15	8
Total Attendees	378	576	116
Total Offers	155	328	96
Total Hires	137	226	64
Top Classifications	Psychiatric Social Worker Community Health Worker Mental Health Clinician I PLACE – Intermediate Clerk & Mental Health Advocate	Nursing Attendant I Intermediate Clerk Custodian	Youth Educator Administrative Aid Environmental Health Specialist I Health Facilities Evaluator, Nursing

Trending Time To Hire *(Applicant Point-of-View)*

Time to Hire, Health Departments



Trending Time To Hire by Department (Applicant Point-of-View)



Health Department Attrition Snapshot

FY24-25 (Q2, Q3 & Q4)

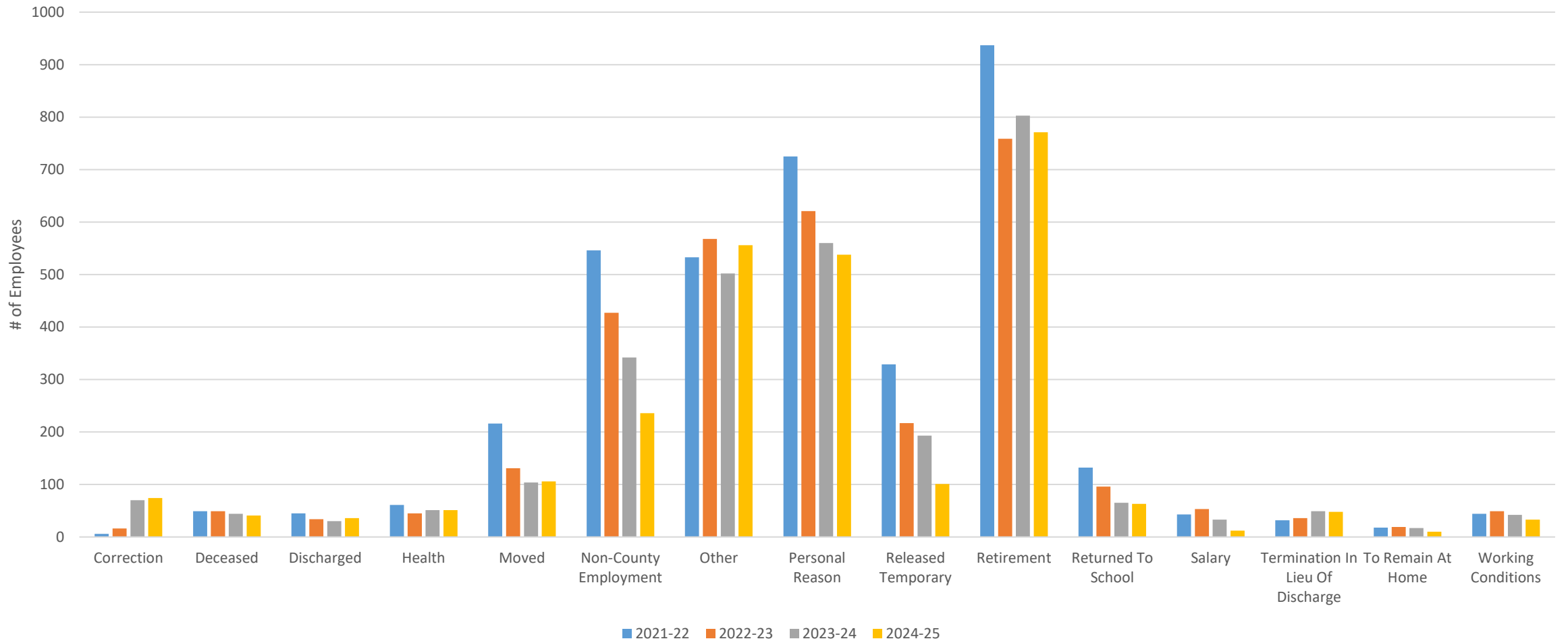
Attrition Q2: Oct 1 to Dec 31, 2024	DMH	DHS	DPH
Retirements	23	101	27
Personal Reasons	1	120	12
Non-County Employment	6	38	6
Released Temp	2	8	5
Other (County Code "Other")	30	3	11
Total	62	270	61

Attrition Q3 & Q4: January 1 to June 30, 2025	DMH	DHS	DPH
Retirements	59	340	86
Personal Reasons	6	208	28
Non-County Employment	20	82	18
Released Temp	13	14	33
Other (County Code "Other")	70	65	27
Total	168	709*	192

*DHS experiences an expected hiring/attrition spike at the end of each FY related to Physician Post Grad programs.

Historic Attrition Reasons, 2022-25

Health Departments Attrition, Fiscal Years 2021-22 to 2024-25



Classification and Compensation

OPA and SSP Delegated Authority Data

OPA/Position Authority Delegated From CEO						
Department Positions			Positions/Classes Approved to Date			Cumulative Transactions
Dept.	Total Positions FY 24-25 Adopted		Total Positions/Classes		Total % of Dept Pos./Classes	Total By Department
	Pos.	Classes	Pos.	Classes		
DHS	31,118	857	21,898	472	70%/55%	6,781
DMH	7,962	243	5,846	96	73%/40%	258
DPH	5,842	408	3,435	123	59%/30%	177
Total	44,922	1,508	31,179	691	69%/46%	7,216

Special Step Placement (SSP) Authority Delegated From CEO						
Department Positions			Approved to Date			Cumulative Transactions
Dept.	Total Positions FY 24-25 Adopted		Total Positions/Classes		Total % of Dept Pos./Classes	Total by Department
	Pos.	Classes	Pos.	Classes		
DHS	31,118	857	17,739	404	57%/47%	1,805
DMH	7,962	243	3,588	48	45%/20%	250
DPH	5,842	408	3,101	105	53%/26%	301
Total	44,922	1,508	24,428	557	54%/37%	2,356

Classification and Compensation (continued)

Department & Program		Scope	Completion Date
DHS	Health Services Administration – Fiscal Services	Review and restructure of 113 positions to centralize General Accounting and Contract Invoice Processing.	Fall 2025
	Health Services - Departmentwide	Review and restructure of 38 Radiology Technologist and Supervising Radiologic Technologist positions to the new Mammography Series. Several OPAs were approved as a result.	Fall 2025
	Health Services Administration – Centralized Cost Reporting	Review and restructure of 44 positions to centralize State and federal Cost Reporting and Reimbursement. One OPA was approved as a result.	Winter 2025
DMH	Reorganizations	Phase II of the Human Resources Bureau	March 2025
		Reorganization Office of the Medical Director and Reclassified to 5 Chief Mental Health Psychiatrists	March 2025
		Clinical Informatics	June 2025
		Risk Management Section	June 2025
		Phase II of the Financial Services Bureau	Fall 2025
	Mental Health Program Manager Series Review	Transition classifications into MAPP, enabling the department to restructure and streamline management functions and respond more efficiently to board initiatives.	Fall 2025

Recruitment/Retention

New State Healthcare Worker Minimum Wage

In October 2023, Governor Newsom signed into law SB 525 creating a new minimum wage requirement specific to health care workers.

- January 1, 2025 - \$23 per hour for health care workers and 1.5 times the minimum wage (\$34.50 per hour) for FLSA exempt health care workers.
- July 1, 2025 - \$24 per hour for health care workers and 1.5 times the minimum wage (\$36.00 per hour) for FLSA exempt health care workers.
- 159 classifications assigned to the health departments received adjustments.
 - Any incumbents holding these titles who are assigned outside of the health departments also received adjustments.
- Additional 99 classifications not assigned to the health departments received similar adjustments to ensure pay equity for employees performing similar duties and responsibilities across the County.
- In total, 6,188 employees received salary increases up to at least \$24 per hour effective July 1, 2025.
- Future implementation dates :
 - **July 1, 2026:** \$25 per hour for health care workers (\$37.50 per hour for FLSA exempt health care workers).

Streamline Hiring

Modernize Civil Service Rules Governing the Examination Process

DIRECTIVE 8 - Accelerate DHR's initiative to streamline the County's hiring process and modernize the County Civil Service Rules governing the examination process for hiring.

- DHR has drafted **significant proposed changes to Civil Service Rules** governing recruitment, examining, and hiring functions at the County.
 - Will require **Board approval**
 - Negotiations with **Labor** ongoing
 - Proposed revisions include:
 - Changes to **scoring** and **banding/grouping** processes to ensure greater opportunities for candidates and hiring managers
 - **Removal of testing barriers** for positions identified by the Director of Personnel.
 - *Expedites candidate processing and hiring*
 - Expanded opportunities for temporary and recurrent employees to **qualify for permanent employment**, and
 - Many additional changes to **reflect modern HR practices**.

Streamline Hiring/Modernize Rules

MILESTONE	DATE
<p>Present proposed revisions to the County’s labor partners and begin negotiations</p> <ul style="list-style-type: none">• CSR 6 – Applications and Applicants• CSR 7 – Competitive Examinations• CSR 8 – Noncompetitive Examinations• CSR 10 – Eligible Lists• CSR 11 – Certification and Appointment	Fall 2023-early 2024 Negotiations ongoing
<p>Conclude labor negotiations</p> <ul style="list-style-type: none">• DHR is in active negotiations with County labor organizations.• County delivered third round of counterproposals to labor on December 17, 2024. Next negotiation meetings scheduled March 3, 2025 (CCU) and proposed for early March 2025 (SEIU).	Est. Fall 2025
<p>Present revised CSRs to the Board of Supervisors for approval</p> <ul style="list-style-type: none">• Work with County Counsel to draft an Ordinance• Two (2) readings on Board’s Agenda and, if the Board approves, the revisions to County Code/CSRs will be finalized.	Est. Winter 2025

Innovative Hiring Initiatives & Processes

Emergency Hiring

- Allows for immediate appointment of job applicants without an initial exam
- Requires nexus to an emergency
- Time to Hire 89 days (vs 206 for traditional recruitments)
- 1,522 hires to-date (as of 7/14) across the Health Depts

Artificial Intelligence in Hiring Interviews

- Using AI to summarize candidate interview responses
- Hiring managers can quickly review summarized responses to identify promising candidates
- DMH making use of this technology in a variety of clinical, IT, and administrative recruitments
- Currently evaluating pilot data, particularly regarding accuracy and usefulness

Early Job Offers

- Allows for contingent job offers to be made to candidates who have not yet earned a degree/credential/license.
- DHR has approved 72 requests since FY23-24.
- DHR and Health Departments will review priority needs for additional roles.
- New evaluation tool to be introduced, simplifying approval

Dual Language Examinations

- Post job opportunities and conduct examinations, in language(s) other than English
- Casts a wider net, with more available candidates, for jobs that do not require high English proficiency
- Pilot recruitment for Custodians at DHS completed

Health-Specific Clerical Recruitment

- Departmental recruitment independent of centrally-administered exams
- More flexibility in recruiting for health-specific roles
- 159 hires from 581 eligible candidates

Recruitment Pipelines and PLACE

Nursing Attendant I Pipeline

- Since Spring of 2024, DEO has trained 363 Certified Nursing Assistants (CNA) candidates to participate in the opportunity to apply for the Nursing Attendant I (NA I) position at one of the four DHS hospitals, Harbor UCLA, LA General, Olive View, or Rancho Los Amigos. DEO and DHS have coordinated 8 Hiring Fairs for these candidates, which have resulted in 213 new permanent County employees.
- DEO trained another cohort of 19 CNA candidates who were scheduled to take their State exam on 07/23/2025. A DHS Hiring Fair was held on 8/13/25, with 15 CNA candidates selected and provided contingent job offers.

Central Services Technician Pipeline

- DEO recruited 9 candidates to train and then apply for the Central Services Technician I (CST I) position. Out of the nine (9) candidates who completed training, four (4) candidates applied and were hired by DHS in FY24-25.

PLACE


- PLACE supports County residents from economically disadvantaged areas, people experiencing homelessness or housing insecure, transitioned aged youth and system-impacted individuals in securing entry-level permanent County positions. The program has been used to train job candidates for various Health Department roles, such as: Custodian, Unit Support Assistant, Mental Health Advocate, Community Health Worker, Intermediate Typist-Clerk, Intermediate Clerk.
- DEO partnered with DHS on an Intermediate Clerk Cohort in the Fall of 2024. There were 22 enrollments and 16 completed the program. 12 candidates passed the Civil Service exam with 10 hires made through the end of FY 24-25.



Introducing New AI Summary Feature for Video Interviews

Johan Julin, Ph.D.

Chief Hiring Strategist



Modernizing Hiring Through Innovation

- The Strategic Hiring Division is transforming how the County hires by introducing tools that improve speed, consistency, and decision-making.
- As part of that effort, the AI Summary feature for video interviews is currently being piloted in select departments, with broader rollout planned.

From Interview to Insight

- After the interview, the system generates:
 - **AI Summary** – Synthesizes key points from the candidate’s interview response.
 - **AI Confidence Score** – Rates how accurately the summary reflects the interview response.
- Both are available at the question and overall interview level, giving raters a quick, reliable snapshot before viewing the video.



Understanding the AI Summary



Converts spoken responses into text in real time, capturing every word and accommodating accents, natural speech, and varying speeds.



AI reviews the transcript to generate a clear summary of key points, giving raters a quick, accurate snapshot without needing to watch the full video.

Understanding the AI Confidence Score



The score is built from four key elements, each weighted equally:

Textual Overlap – Does the summary mirror the candidate’s tone and phrasing?

Key Concept Matching – Are the candidate’s main points and priorities included?

Factual Consistency – Is the summary accurate, without distortion or error?

Gap Analysis – Is any critical content missing or artificially added?



Help ensure every summary meets a standard of trust and quality.

Example AI Summary and Confidence Score

Q Can you describe a situation where you had to deal with a difficult team member? How did you resolve it?

Summary

- The candidate dealt with a difficult team member who was consistently missing deadlines.
- The candidate had a straightforward conversation to understand the team member's difficulties.
- They offered support and modified the team member's workload.
- They set up regular check-in meetings to monitor progress.
- Implementing these changes led to improvements in the team member's performance and increased the team's overall productivity.

- AI CONFIDENCE SCORE : ★★★★★ 96%

	SCORE	MAX AVAILABLE
TEXTUAL OVERLAP	22	25
KEY CONCEPT MATCHING	25	25
FACTUAL CONSISTENCY	25	25
GAP ANALYSIS	24	25
	96	100

Try It Yourself

- If you're interested, we can provide a demo link and a simple step-by-step guide to walk you through both perspectives:
 - **Candidate Experience** – Record a brief, 3-question video interview.
 - **Rater Review** – Log in to view your AI Summary, Confidence Score, and full video interview.

The screenshot displays the 'Real Recording' interface. At the top, it says 'Real Recording' and 'Question 1 of 1'. The question prompt is 'Tell me about your experience and skills that will translate to this position.' Below this is a video player showing a man in a grey sweater speaking. The video player has a 'Not Recording' indicator in the top left corner. Below the video player are controls for 'Vol level' (volume), 'Backgrounds' (with a camera icon and three background options), and a 'Record Now' button. A progress bar is visible above the 'Record Now' button, and a timer shows 'Get Ready 0:23'. In the bottom left corner, there is a 'Get Help' link with the text 'Find all your support options in our Support Portal.'



Questions?

For follow-up, please contact:

- Johan Julin, jjulin@hr.lacounty.gov
- Strategic Hiring Division, DHRStrategicHiring@hr.lacounty.gov

Future Reports

Next Report

February 2026 (Biannual presentation covering Q1/Q2)

Appendix A

BOARD MOTION LINK: [Here](#)

Additional Directives:

Directive #2: Direct the Director of DHR and the Executive Director of the Economic Development Branch of WDACS, in consultation with the Alliance for Health Integration (AHI), to work with the Los Angeles County Community Colleges and Workforce System to develop a career development program for training and onboarding into the County's appropriate critical vacancies in health positions.

Directive #3: Direct the CEO, in coordination with the Director of DHR and AHI, to develop and publish a live dashboard that makes real-time data on hiring progress publicly available.

Directive #4: Direct the CEO, through her Legislative Affairs and Intergovernmental Relations Branch, to support and advocate for policy proposals that incentivize students to pursue careers in allied health, health and mental health care and to facilitate the development of a diverse pipeline of workers from the local community, including those who have a background with the criminal justice system.

Appendix B

County Termination Codes and Descriptions

eHR Termination Descriptions

Standard Termination Codes

20	Termination - Non-County Employment	Termination from county service because the employee has found employment elsewhere.
21	Termination - To Remain at Home	Termination from county service because the employee has chosen to remain at home.
22	Termination - Moved	Termination from county service because the employee has reported they have moved from the area.
23	Termination - Personal Reason	Termination from county service when the employee states 'personal reason.'
24	Termination - Health	Termination from county service when the employee cites a health-related reason for leaving county employment.
25	Termination - Working Conditions	Termination from county service when the employee cites unsuitable working conditions as a reason for leaving county employment.
26	Termination - Salary	Termination from county service when the employee cites insufficient salary as a reason for leaving county employment.
27	Termination - Returned to School	Termination from county service when the employee indicates a return to school as the reason for leaving county employment.
28	Termination - Maternity	Termination from county service when the employee cites maternity as a reason for leaving county employment.
30	Termination - Released Temporary	Termination from county service when a temporary employee is released at the end of the temporary work assignment for which they were hired. Relevant for item subs: C, F, G, J, M, & O.
32	Termination - Deceased	Termination from county service due to the employee's death while in service.
34	Termination - Failed Medical Exam	Use to record a termination from county service when an employee fails the medical exam. This termination code applies if an employee is granted provisional authority to work & subsequently fails to pass the medical exam or comply with the conditions established at the time of hire. (no longer in use)
35	Termination - Recurrent Release	Termination from county service when a recurrent employee is temporarily released at the end of seasonal employment. In accordance with Civil Service Rule 14.02(C) use of the termination code allows the individual to

Click on image
to open eHR Termination Codes
and Descriptions