

MOTION BY SUPERVISORS JANICE HAHN AND
SHEILA KUEHL

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Implementing the Los Angeles County Alliance for Health Integration

Every day Los Angeles County (County) residents face significant barriers to achieving optimal health and wellbeing for themselves and their families. In order for the County to help reduce these barriers, the Departments of Mental Health, Public Health, and Health Services (Departments) must bring together their talents and resources. In this spirit, the Board of Supervisors (Board) created the Los Angeles County Health Agency to align efforts and enable the County to accomplish more for its residents. To continue building capacity, on September 10, 2019, the Board instructed the Departments to report back on a proposed structure that would support the Departments in making substantial progress toward implementing shared projects and fostering interdepartmental integration, including a list of proposed initiatives and associated metrics to serve as accountability tools measuring success.

On November 12, 2019, the Directors submitted for consideration the proposed structure for the Los Angeles County Alliance for Health Integration (AHI), with a draft list of initiatives that were developed in consultation with a variety of internal and external

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community stakeholders, County commissions, organized labor unions, and other public entities. To improve the health and well-being of County residents, the AHI will align and efficiently implement Board-approved health and social justice initiatives that require the collaborative contributions of the three health departments in a manner that supports departmental workforces, builds partnerships, promotes health equity, and respects each department's unique charge and scope. The proposed structure creates a shared governance team, with the three Directors working in close collaboration with the Board and to achieve consensus on all decisions related to managing and supporting AHI activities. The role of AHI chair will rotate annually among the three Department heads.

The AHI proposal includes three priority areas: 1) Integration and Development of Prevention, Treatment, and Healing Services; 2) Reduction of Health Inequities; and 3) Improvement of Organizational Effectiveness. These priority areas each have associated strategies and metrics to ensure that progress can be measured. To support the AHI, a dedicated Chief Operating Officer (COO) is needed to oversee the implementation of AHI projects and supervise a small group of project managers tasked with facilitating effective collaboration across departments on priority areas. The COO will work with the Directors to align their shared strategic, clinical, and administrative activities to support Board priorities with a particular focus on improving the health of the County's most vulnerable residents. Among other duties, the COO will also coordinate labor-management partnership activities across the Health Departments to optimize relationships with organized labor and facilitate program improvements.

With the AHI, the Departments will have the benefit of integration while maintaining independence in ways necessary to remain nimble and efficient. By adopting this

innovative model for the AHI, we can improve care and services for our residents, maximizing the impact of the three health departments.

WE, THEREFORE MOVE that the Board of Supervisors:

1. Adopt the proposed structure, priorities, and accountability framework for the Los Angeles County Alliance for Health Integration as recommended in the November 12, 2019 report;
2. Instruct the Directors of Mental Health, Health Services, and Public Health to hire a Chief Operating Officer for the AHI, as well as six staff to support the AHI in achieving the proposed priorities and metrics; and
3. Further instruct the Directors of Mental Health, Health Services, and Public Health to implement the AHI, refine objectives and metrics by continuing to engage with stakeholders as work on objectives begins, and to report back within 180 days and annually thereafter on progress of the AHI, including with updated priorities, objectives, and metrics.

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