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**Los Angeles County
Board of Supervisors**

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Alliance for Health Integration

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Director, Department of Health Services

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Barbara Ferrer, Ph.D., M.P.H., M.Ed.
Director, Department of Public Health

TO: Supervisor Holly J. Mitchell, Chair
Supervisor Hilda L. Solis
Supervisor Sheila Kuehl
Supervisor Janice Hahn
Supervisor Kathryn Barger

FROM: Christina R. Ghaly, M.D., Director *Chaly*
Department of Health Services

Lisa H. Wong, Psy.D., Acting Director *AMW, PsyD*
Department of Mental Health

Barbara Ferrer, Ph.D., M.P.H., M.Ed., Director *Barbara Ferrer*
Department of Public Health

Jaclyn Baucum, Chief Operating Officer *Jaclyn Baucum*
Alliance for Health Integration

DATE: August 2, 2022

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

313 N. Figueroa Street, Suite 1014
Los Angeles, CA 90012

"To improve the health and well-being of Los Angeles County residents by aligning and efficiently implementing Board-approved prevention, treatment, and healing initiatives that require the collaborative contributions of the three health departments."

On April 19, 2022, the Board of Supervisors (Board) instructed the Alliance for Health Integration (AHI) to work with representatives assigned by the Directors of the Departments of Health Services (DHS), Mental Health (DMH), and Public Health (DPH), together 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 Department of 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:

- 1.a. Create a timeline and prioritization plan to:
 - i. Implement recommendation numbers 2, 3, 4, 5, 7, 8, 10, 11, 13, and 18;



- ii. Implement recommendation numbers 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 19 as written in the memo:
 - 1. Direct AHI to work with representatives assigned by the Directors of DHS, DMH, and DPH 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. Direct the Director of DHR, 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 Health Departments on how such trainings can be best contextualized in a healthcare setting.
- 1.b. Report back 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 departmental DHR, 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. These streamlined options should also apply to reorganization requests and should include suggested reasonable timelines by which requests are deemed automatically approved if not acted upon after a set number of days. The report back should include, for the Board's consideration, a discussion of any concerns raised regarding the streamlining options; and
 - ii. Regularly monitor the fiscal impact, if any, of Directives 1 (a) and 1 (b) above to ensure fiscal integrity is maintained.
- 1.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, bonus, and loan forgiveness programs.
- 1.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.
- 1.e. Report back in writing in 60 days on status, and update the Board quarterly thereafter, on progress and status.

On June 7, 2022, AHI received a 45-day extension for the 60-day report back to the Board with a new submission date of August 2, 2022.

SUMMARY OF PROGRESS TO DATE

The Health Departments asked AHI to coordinate the implementation efforts for a subset of the recommendations in this Board motion to accelerate and streamline recruitment and hiring. DHS will coordinate implementation efforts for the remaining set of recommendations.

AHI facilitated discussions with the Health Departments, CEO, and DHR to generate an implementation plan for achieving the recommendations primarily outlined in Directive 1 (a) (i) of the Board motion that are being led by AHI (see Attachment A). The implementation plan identifies the major steps necessary for accomplishing each of the recommendations, thus creating a roadmap for instituting changes that will facilitate and expedite recruitment and hiring at the Health Departments.

As part of the process to develop the implementation plan, recommendations from the previous report to the Board were grouped into three categories:

- Financial Incentives;
- Streamlining Hiring Processes and Civil Service Rules; and
- Class Specifications and List Management.

Each category reflects a distinct workgroup that will be comprised of a core set of subject matter experts from the Health Departments, CEO and DHR. The workgroups will seek consultation from County Counsel, labor partners, and other relevant stakeholders, as needed.

In August 2022, AHI will convene two workgroups: Streamlining Hiring Processes and Civil Service Rules, and Class Specifications and List Management. Later in 2022, AHI will launch the third workgroup focused on Financial Incentives. The general timeframe the workgroups are aiming for is to achieve the recommendations in the next twelve months, by August 2023. Some recommendations may be completed sooner.

The Department of Economic Opportunity, WERC, and the Regional Consortium of Los Angeles County Community Colleges are also named in this motion. AHI, the Health Departments, and CEO will collaborate with these stakeholders on Directive 2 that DHR and the Department of Economic Opportunity are leading as well as on Directive 1(c), specifically as it relates to expansion of the County's Preparing Los Angeles for County Employment (PLACE) program.

Regarding the recommendations that DHS will coordinate, DHS staff have facilitated discussions with DPH and DMH, and the Health Departments have completed the work to identify health-specific classifications. These classifications will serve as the foundation to implementing the Board Directive 1 (a) (ii) for the healthcare workforce job positions and classifications that are unique to the Health Departments.

DHS plans to present these classifications to the CEO by August 1, 2022, with the goal of a collective review by August 15, 2022 that is sensitive to the Board directive for an implementation plan that affects only healthcare workforce job positions. The Health Departments are on target to revamp current departmental procedures which will also be shared with CEO for a collective review surrounding the following three recommendations, with a goal of implementation in Fall 2022:

- Determination of the starting salary within a classification salary range for healthcare workforce job positions (Directive 1 (b)).
- Ordinance Position Authority (OPA) to make overfill and unlike placements on budgeted items for healthcare workforce job positions (Recommendation 17).
- Flexibility to recruit and hire to backfill critical healthcare delivery roles when employees are on a leave of absence exceeding three months or have restrictions limiting their ability to perform customary job functions (Recommendation 18).

CEO has delegated authority to DHS on a pilot basis for Physician special step placements and OPAs in recognition of DHS' ability to complete the due diligence required for these activities. Working collaboratively with the CEO, the Health Departments will consider related metrics and tools as part of their responsibilities in developing procedures and an audit framework to implement the Board directives for healthcare workforce job positions, and also seek feedback from CEO for ongoing accountability.

Additionally, DHR and the Health Departments will work to address internal processes and external controls to responsibly suspend the County's re-hiring process for critical healthcare recruitments (Recommendation 9). The expedient implementation of this recommendation will accelerate the rehiring process for experienced clinical staff, such as nurses who may have explored other opportunities during the pandemic and now seek to return to a DHS hospital setting.

The remaining recommendations being led by DHS for the three Health Departments are all critical and the target is to implement further delegated authority within 2022. Additional information on these outcomes and steps required to implement these remaining recommendations will be included in future status reports.

Board of Supervisors
August 2, 2022
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If you have any questions regarding this report back, you may contact Jaclyn Baucum, AHI Chief Operating Officer, at jbaucum@ahi.lacounty.gov.

JB:gh

Attachment

c: Chief Executive Office
County Counsel
Executive Office, Board of Supervisors
Department of Human Resources

AHI Implementation Plan: Investing in Strengthening the County Healthcare Workforce

Directive	Recommendation	Recommendation & Key Steps (<i>not in chronological order</i>)	Departments Involved
WORKGROUP: FINANCIAL INCENTIVES			
1.a.i.	2	Evaluate the feasibility of developing salary and benefit packages that prorate total compensation for part-time employees, rather than prorating salary only.	AHI CEO DHS DMH DPH
		a. Review and clarify the recommendation for developing salary and benefits packages for part-time employees.	
		b. Identify priority classifications for which prorated benefits would be available to part-time employees.	
		c. Modify sub-title codes which define employment type and benefits to meet the Health Departments' needs.	
		d. Identify salary/benefit packet options.	
		e. Seek input from County Counsel and other internal County experts, as needed, to determine the feasibility of prorated benefits for part-time employees.	
		f. Determine labor implications and partner with unions as needed.	
		g. Select potential salary/benefit packet options that are feasible and will help with recruitment, hiring and retention of healthcare staff.	
1.a.i.	1	Develop a plan that creates additional flexibility in establishing total compensation packages to provide potential candidates with options for selecting among different salary and benefit packages that align with their personal preferences (part of recommendation 1).	AHI CEO DHS DMH DPH
		a. Assess how total compensation is established/offered in competitor (university and private sector) health systems in comparison to LA County healthcare jobs.	
		b. Identify priority classifications that would be eligible for this additional flexibility in establishing compensation packages.	
		c. Create salary/benefit menu options.	
		d. Determine labor implications and partner with unions as needed.	
		e. Set implementation path.	
1.a.i.	3	Develop a structure based on department-specific metrics to allow for an increase of salary differentials for those working in hard-to-recruit areas, such as correctional environments and services for people experiencing homelessness, to remain competitive with other institutions.	AHI CEO DHS DMH DPH
		a. Identify hard-to-recruit positions for the Health Departments, including but not limited to the classification(s), geographic location, specific skillsets needed.	
		b. Obtain and review salary survey data/information.	

AHI Implementation Plan: Investing in Strengthening the County Healthcare Workforce

Directive Recommendation	Recommendation & Key Steps (<i>not in chronological order</i>)	Departments Involved
	<p>c. Determine which compensation vehicles will best allow Health Departments to remain competitive with other institutions (salary differentials, bonuses, other tools, both permanent and non-permanent) for hard-to-recruit areas.</p> <p>d. Seek input from County Counsel and other internal experts as needed.</p> <p>e. Determine labor implications and partner with unions as needed.</p> <p>f. Create model of delegated authority for Health Departments to implement salary differentials with audit tool.</p> <p>g. Health Departments to collaborate as needed with DHR Talent Management to post examinations targeting hard to recruit jobs in order to cast a wide net of candidates.</p>	
1.a.i. 4	<p>Offer more financial incentives or hiring bonuses to attract candidates for certain positions, as well as a flexible manpower shortage recruitment rate to meet changing market conditions which may be temporary or permanent.</p>	<p>AHI CEO DHS DMH DPH</p>
	<p>a. Identify positions with higher vacancy rates or high turnover rates.</p> <p>b. Review internal and external salary and labor market data.</p> <p>c. Update County Manpower rules, in addition to permanent tools, to create a flexible tool to implement incentives on a temporary basis due to changing market conditions (e.g., Covid Pandemic - premium recruitment rates, seasonal highs).</p> <p>d. Develop new financial incentives to attract well qualified candidates for identified positions.</p> <p>e. Develop a process to receive blanket approvals for those vacancies identified to place incoming candidates on a higher step. The request for special step placements would include the required information for candidates to be submitted to CEO.</p> <p>f. Seek input from County Counsel and other internal experts as needed.</p> <p>g. Determine labor implications and partner with unions as needed.</p> <p>h. Participate in salary studies for those positions where salary inequities were found.</p> <p>i. Create model of delegated authority for Health Departments with audit tool.</p>	
1.a.i. 5	<p>Provide loan repayment and tuition reimbursement for some classifications to maintain competitive salaries and employment packages for comparable positions at other major healthcare employers or to maintain equity within the County when funding is available.</p> <p>a. Review existing loan repayment packages across Health Departments for equity to attract well qualified candidates.</p> <p>b. Decide which classifications and which programs qualify.</p>	<p>AHI CEO DHS DMH DPH</p>

AHI Implementation Plan: Investing in Strengthening the County Healthcare Workforce

Directive Recommendation	Recommendation & Key Steps (not in chronological order)	Departments Involved
	c. Conduct market study.	
	d. Identify loan repayment and tuition reimbursement options.	
	e. Assess opportunities to maximize State programs (for instance, County advocacy to include correctional health setting).	
	f. Determine labor implications and partner with unions as needed.	
	g. Collaborate with budget teams to identify funding sources.	
	h. Each Health Department submit any resulting budget requests to the CEO during the budget process for consideration.	
	i. Seek input from County Counsel and other internal experts as needed.	
	j. Decide model for Health Departments.	
1.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, bonus, and loan forgiveness programs.	AHI CEO DHS DMH DPH
	a. Identify classifications in each of the Health Departments that will require additional funding to implement this motion's directives.	
	b. Identify amount of funding needed and work with budget teams to identify funding sources.	
	c. Each Health Department submit any resulting budget requests to the CEO during the budget process for consideration.	
WORKGROUP: STREAMLINE HIRING PROCESSES & CIVIL SERVICE RULES		
1.a.i. 8.	Accelerate DHR's initiative to streamline the County's hiring process and modernize the Civil Service Rules governing the examination process for hiring, including Rules 6, 7, 8, 10, and 11.	AHI DHR DHS DMH DPH CEO
	a. DHR to update the Health Departments on the status of their drafted revisions to Civil Service Rules 6 (Applications and Applicants), 7 (Competitive Examinations), 8 (Noncompetitive Examinations), 10 (Eligible Lists), and 11 (Certification and Appointment).	
	b. Identify other Civil Service Rules needing revision or delegation unique to the Health Departments (e.g., mail notification and banding).	
	c. Identify examinations in which the Health Departments can partner with DHR to find ways to expedite the hiring process while Civil Service Rules get updated.	

AHI Implementation Plan: Investing in Strengthening the County Healthcare Workforce

Directive	Recommendation	Recommendation & Key Steps (<i>not in chronological order</i>)	Departments Involved
		d. Determine labor implications and partner with unions as needed.	
		e. Finalize the Policies, Procedures, and Guidelines associated with these rules, which is currently underway.	
		f. Submit to County Counsel for review.	
		g. Submit to CEO Employee Relations to identify employee impact.	
1.a.i. 10.		Modify County rules and policies and internal processes that impede the hiring and selection processes for clinical and non-clinical recruitments.	AHI DHS DMH DPH DHR CEO
		a. DHR updates the Health Departments on the status of their proposed revisions to Civil Service Rules and on various methods for expediting hiring including accelerating exams, alternate banding options for fewer score bands, and shorter test re-take periods for candidates who have failed.	
		b. Identify any other rules, policies and procedures, not currently being revised, that impede the hiring and selection of clinical and non-clinical recruitment (not addressed in other recommendations).	
		c. Examine each phase of selection and hiring process to identify/isolate the hindrance of the policies and procedures as it relates to 1) Selection 2) Rehire Request 3) Live Scanning 4) Medical Examination 5) Releasing of existing employees (transfers/promotions).	
		d. Review classification specifications to assess if any minimum requirements can be modified; update position descriptions and duties, where necessary	
		e. DHR to review Departmental Human Resource Manager feedback and feedback from the Health Departments on remaining Policies, Procedures, and Guidelines and incorporate changes as needed.	
		f. Determine labor implications and partner with unions as needed.	
		g. Finalize revisions to Policies, Procedures, and Guideline 180, including changes to Test Administration Practices and Exam Planning/Management.	
		h. DHR to share current alternative banding approaches and methodology and work with CEO and Health Departments to identify possible changes to methodology.	
		i. Submit to County Counsel and CEO for review.	

AHI Implementation Plan: Investing in Strengthening the County Healthcare Workforce

Directive Recommendation	Recommendation & Key Steps (<i>not in chronological order</i>)	Departments Involved
1.a.i. 11.	<p>Modify County Civil Service Rules and policies that require hiring managers to record no response from a candidate and then wait five days to remove candidates who have failed to respond from the certification list before they can reach out to interested candidates for recruitments.</p>	<p>AHI DHR DHS DMH DPH CEO</p>
	<p>a. DHR to update Health Departments on proposed changes to Civil Service Rule 11.04(C) to reduce the “no response” waiting period to three days, from what had been a total of eight days (outreach for three consecutive days, followed by a five-day waiting period).</p> <p>b. Explore viability of reducing the waiting period to a shorter time than proposed in the new draft rules (three days) with DHR SMEs, Policy and Departmental Human Resource Managers.</p> <p>c. Redraft Civil Service Rules 11.04(C) with shorter waiting periods, if appropriate.</p> <p>d. Submit to County Counsel and CEO Employee Relations for review.</p> <p>e. Determine labor implications and partner with unions as needed.</p>	
1.b.i.	<p>Beyond the specific recommendations to be adopted in full as noted above, streamline the existing CEO, and departmental DHR, 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. These streamline options should also apply to reorganization requests and should include suggested reasonable timelines by which requests are deemed automatically approved if not acted upon after a set number of days. The report back should include, for the Board’s consideration, a discussion of any concerns raised regarding the streamlining options.</p>	<p>AHI CEO DHR DHS DMH DPH</p>
	<p>a. CEO to update Health Departments on the status of their current Lean Six Sigma (quality improvement) review.</p>	
	<p>b. Determine if DMH, DPH, and DHS will participate in the Lean Six Sigma review that CEO has started to improve and streamline the hiring process.</p>	
	<p>c. Define parameters for expedient, consistent and equitable hiring process including reasonable timeframes, and determination decisions by CEO and DHR.</p>	
	<p>d. Generate and review recommendations to streamline, identify concerns, and determine implementation strategies.</p>	
	<p>e. Determine labor implications and partner with unions as needed.</p>	
	<p>f. Determine submission criteria and appropriate timelines for reorganizations.</p>	

AHI Implementation Plan: Investing in Strengthening the County Healthcare Workforce

Directive Recommendation	Recommendation & Key Steps <i>(not in chronological order)</i>	Departments Involved
1.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.	AHI DHR DHS DMH DPH CEO
	a. Review average timeframes to schedule live scan and receive conviction history report from DOJ/FBI in critical classifications.	
	b. Review other relevant data for critical vacancies (barriers to employment, % of nexus review etc.).	
	c. Identify backlog or areas in which advancement of job opportunities has occurred due to the Fair Chance review process.	
WORKGROUP: CLASS SPECIFICATIONS & LIST MANAGEMENT		
1.a.i. 7.	Develop necessary new classification series, expanding eligibility list utility, updating existing series, and isolating appropriate specialties for the Health Departments, in order to support targeted recruitment and remove barriers to employment. This includes developing a healthcare-specific administrative series in recognition of the unique skills required in the field of healthcare administration and financing as well as responding to the unique job specialization within the healthcare industry, such as health informatics and mammography techs.	AHI CEO DHR DHS DMH DPH
	a. DHR to update the Health Departments on: 1) Efforts to improve eligibility list utility, including, but not limited to: a) Non-competitive exams for Registered Nurses b) Alternate banding for various health department exams to expedite hiring; d) development of an abbreviated exam for clinical positions. 2) Recruitment efforts with DHS specific classifications that might be applicable to DPH and DMH.	
	b. Identify new non-clinical classifications needed to meet Health Department needs.	
	c. Identify need for additional levels within existing classification series to update to meet Health Department needs.	
	d. Inventory current metrics related to hiring and review data collected on these metrics through centralized electronic hiring systems to support data-informed decisions.	

AHI Implementation Plan: Investing in Strengthening the County Healthcare Workforce

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		e. DHR to share current alternative banding approaches and methodology and work with CEO and Health Departments to identify possible changes to methodology.	
		f. Determine labor implications and partner with unions as needed.	
		g. Discuss additional ways in which use of eligibility lists may be improved based on Health Departments' and DHR's experience with list management.	
		h. Identify classifications where lived experience or other specialized experience is needed to remove barriers to employment.	
		i. Identify potential specialties that may benefit from targeted recruitment.	
1.a.i. 13.		Conduct a comprehensive review of CEO and departmental workflows relating to the recruitment and allocation of clinical positions, including an analysis of existing processes and procedures to ensure an expedient, consistent, and equitable hiring process.	AHI CEO DHS DMH DPH DHR
		a. Discuss relevant findings from past and current workflow studies including: CEO's current Lean Six Sigma review on the allocation of positions and Deloitte study on Health Departments' recruitment and examination processes to expedite hiring.	
		b. Determine if DMH, DPH and DHS will participate in the Lean Six Sigma review that CEO has started to improve and streamline the hiring process.	
		c. Identify issues with recruitment and allocation workflows.	
		d. Identify other potential improvements to workflow and implement as appropriate.	



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TO: Supervisor Janice Hahn, Chair
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Supervisor Kathryn Barger

FROM: Christina R. Ghaly, M.D., Director *Christina R. Ghaly*
Department of Health Services

Lisa H. Wong, Psy.D., Director *Lisa H. Wong*
Department of Mental Health

Barbara Ferrer, Ph.D., M.P.H., M.Ed., Director
Department of Public Health *Barbara Ferrer*

Jaclyn Baucum, Chief Operating Officer
Alliance for Health Integration *Jaclyn Baucum*

DATE: March 31, 2023

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HEALTHCARE WORKFORCE (ITEM NO. 28 OF
THE APRIL 19, 2022 BOARD AGENDA)**

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- iii. In place of adopting recommendation 19 as written in the memo:
 - 1. Direct AHI to work with representatives assigned by the Directors of DHS, DMH, and DPH 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. Direct the Director of DHR, 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 Health Departments on how such trainings can be best contextualized in a healthcare setting.
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 - i. Beyond the specific recommendations to be adopted in full as noted above, streamline the existing CEO, and departmental DHR, 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. These streamlined options should also apply to reorganization requests and should include suggested reasonable timelines by which requests are deemed automatically approved if not acted upon after a set number of days. The report back should include, for the Board's consideration, a discussion of any concerns raised regarding the streamlining options; and
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- 1.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, bonus, and loan forgiveness programs.
- 1.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.
- 1.e. Report back in writing in 60 days on status, and update the Board quarterly thereafter, on progress and status.

Board of Supervisors

March 31, 2023

Page 3

To achieve these directives, the Health Departments are working with CEO and DHR and have prepared the attached quarterly update on progress made. This is the second quarterly report back. The first report back was presented verbally at the Health Cluster meeting on November 16, 2022.

Should you have any questions regarding this report back, you may contact Jaclyn Baucum at jbaucum@dmh.lacounty.gov.

JB:gh

Attachment

c: Chief Executive Office
County Counsel
Executive Office, Board of Supervisors
Department of Human Resources

BOARD MOTION QUARTERLY REPORT: INVESTING IN STRENGTHENING THE COUNTY HEALTHCARE WORKFORCE

MARCH 31, 2023





Contents of Quarterly Update

- Background
- Updates on Directive #1
 - Department of Health Services-led efforts
 - Alliance for Health Integration-led workgroups
- Subsequent Quarterly Updates Schedule

BACKGROUND: INVESTING IN STRENGTHENING THE COUNTY HEALTHCARE WORKFORCE BOARD MOTION

- On April 19, 2022, the LA County Board of Supervisors passed the motion, Investing in the County Healthcare Hiring Workforce stating that “*Los Angeles County has an opportunity to modernize and model effective recruitment, hiring, and retention approaches to continue to meet the needs of its most vulnerable population.*”
- This Board Motion endorsed the recommendations that originated from AHI's Report Back on March 22, 2022 that corresponds with the Board Motion, Rebuilding A County Workforce that Can Respond to the County's Complex Healthcare Needs (October 19, 2021);
- As part of Directive #1, the Alliance for Health Integration (AHI) is working with the Health Departments (Departments of Health Services (DHS), Public Health (DPH) and Mental Health (DMH)), Department of Human Resources (DHR) and Chief Executive Office (CEO) to implement the Board's identified recommendations;
- On August 2, 2022, the Report Back was submitted by AHI;
- The Board requested quarterly updates thereafter from AHI on Directive 1.

DIRECTIVE 1: DHS-LED EFFORTS

HEALTH CARE WORKFORCE JOBS SPECIFIC TO DHS, DMH, DPH

- Implement recommendations 1(b), 14, 15, 16 and 17 for health care workforce job positions and classifications that are unique to the Health Departments
 - 1(b): Give the health departments the authority to determine the starting salary within a classification salary range.
 - 14: Grant more delegated authority to health departments to better manage classifications in recognition of the clinical subject matter expertise within those departments
 - 15: Grant more delegated authority to health departments to create new classifications for clinical functions, after consultation and review by the CEO
 - 16: Grant more delegated authority to health departments to modify classification specifications for those classifications primarily allocated within the health departments
 - 17: Grant more delegated authority to health departments to make overfill and unlike placements on budgeted items

Milestones Achieved and In Progress	Tentative Target Date
• Health Departments identify health care workforce job classifications as proposed foundation for delegated authority	Fall 2022 <input checked="" type="checkbox"/>
• CEO and Health Departments conduct initial review of classifications for special step placement (SSP) and ordinance position authority (OPA)	Fall 2022 <input checked="" type="checkbox"/>
• CEO confirms approval for initial SSP and OPA (see next slide)	Fall 2022 <input checked="" type="checkbox"/>
• Health Departments prepare to implement directives 1(b) and 17 upon receipt of CEO confirmation of SSP and OPA authority	Fall 2022 <input checked="" type="checkbox"/>
• Health Departments document proposed process for classification revisions	Winter 2023 <input checked="" type="checkbox"/>
• CEO and Health Departments review remaining classifications for SSP and OPA authority on flow basis	Spring 2023
• CEO and Health Departments establish process flows for directives 14, 15 & 16	Summer 2023

DATA FOR RECOMMENDATIONS 1B AND 17

Milestones Achieved and In Progress

- Review/approval (see charts below).
- CEO review remaining 166 classifications and issue approvals on a flow basis.

Tentative Target Date

To Date
Spring 2023

OPAs

OPAs					
Department Positions			Approved to Date <input checked="" type="checkbox"/>		
Dept.	Total Positions FY 22-23 Adopted		Total Positions/Classes		Total % of Departmental Pos.
	Pos.	Classes	Pos.	Classes	
DHS	30,079	846	20,618	399	69%
DMH	7,046	243	3,322	49	47%
DPH	6,091	408	2,792	90	46%
Total	43,216	1,497	26,732	538	62%

SSPs

SSPs					
Department Positions			Approved to Date <input checked="" type="checkbox"/>		
Dept.	Total Positions FY 22-23 Adopted		Total Positions/Classes		Total % of Departmental Pos.
	Pos.	Classes	Pos.	Classes	
DHS	30,079	846	15,815	348	53%
DMH	7,046	243	702	30	10%
DPH	6,091	408	2,725	84	45%
Total	43,216	1,497	19,046	460	45%

CRITICAL HEALTHCARE RECRUITMENT – REHIRES/BACKFILL

- Recommendation 9: Suspend the County's rehiring process for critical healthcare recruitment and allow the health departments to decide on rehires after gathering pertinent information on employee past performance
- Recommendation 18: Modify County processes to allow the health departments the flexibility to recruit and hire to backfill critical healthcare delivery roles when employees are on a leave of absence exceeding three months or have restrictions limiting their ability to perform customary job functions

Milestones Achieved and In Progress	Tentative Target Date
<ul style="list-style-type: none"> • DHS coordinated Health Departments' review of DHR's temporary exemption issued to DHS in 2020 for patient care workers based on the declared emergency, and conferred with County Counsel on internal workflows. • Health Departments will meet with DHR on rehire process for critical healthcare recruitment and implement upon agreement with DHR and each Health Department 	<p>Summer 2022 <input checked="" type="checkbox"/></p> <p>Fall 2022</p>
<ul style="list-style-type: none"> • DHS/CEO workgroup convened to research backfill processes and develop scenario-based framework. • DHS/CEO revised leave guidelines and will extrapolate best practices applicable to other County departments. • Establish process and workflow for tiers of critical healthcare delivery roles by Health Department 	<p>Fall 2022 <input checked="" type="checkbox"/></p> <p>Summer 2023</p> <p>Summer 2023</p>

COUNTY-MANDATED TRAINING

Recommendation 19: Health Departments provide an alternative proposal for providing education and staff development on the topics that comprise the County's current mandated training programs

Milestones Achieved and In Progress

- Health Departments developed cost impact report based upon salary and time for current County mandated trainings
- DHS, DPH and DMH streamlined training assignments by aligning workforce groups into two categories: Clinical/Patient Facing and Non-Clinical/Admin/Support
- Engaged DHR to better understand and provide context on the current mandated trainings program

- Identify current trainings contextualized and customized by each Health Department for their regulatory mandates and work with DHR to exempt specific workgroups from current County mandated training on flow basis
- Review current training evaluation methods and work with DHR to assess insights aligned to healthcare compliance-related key performance indicators
- Develop process to evaluate if new topics should be mandated to Health Departments or if alternative methods may be more appropriate for healthcare workforce

Tentative Target Date

Fall 2022 ☒

COST IMPACT REPORT OF MANDATORY TRAINING

	Department of Health Services	Department of Public Health	Department of Mental Health
Training			
Clinical Median Cost	\$ 5,150,312.99	\$ 1,318,650.68	\$ 489,796.15
Non-Clinical Median Cost	\$ 1,968,295.96	\$ 353,480.91	\$ 611,769.24
Total Median Cost	\$ 7,118,608.95	\$ 1,672,131.59	\$ 1,101,565.40
Inpatient Nursing Backfill			
160 - LAC+USC Medical Center	\$ 1,607,711.67	\$ -	\$ -
260 - Rancho Los Amigos	\$ 401,999.21	\$ -	\$ -
240 - Olive View Medical Center	\$ 616,440.92	\$ -	\$ -
200 - Harbor UCLA Medical Center	\$ 1,027,374.54	\$ -	\$ -
Total Median Backfill Cost	\$ 3,653,526.34	\$ -	\$ -
Sum Total	\$ 10,772,135.29	\$ 1,672,131.59	\$ 1,101,565.40

NOTE: Data Collected August 2021-August2022 from Learning Link

Winter 2022

Spring 2023

Spring 2023

DIRECTIVE 1: AHI-LED WORKGROUPS

Collaboration among the Depts of Health Services (DHS), Mental Health (DMH) and Public Health (DPH), Chief Executive Office (CEO) and the Dept of Human Resources (DHR) via workgroups. Workgroups #1 and #2 have been meeting since August/September of 2022.

1

Class Specifications (non-clinical) and Eligibility List Management

2

Streamlining Hiring Processes and Civil Service Rules

3

Financial Incentives

1

WORKGROUP: CLASS SPECIFICATIONS AND ELIGIBILITY LIST MANAGEMENT

- Recommendation 7: Develop necessary new classification series, expanding eligibility list utility, updating existing series, and isolating appropriate specialties for the health departments in order to support targeted recruitment and remove barriers to employment.
- Recommendation 13: Conduct a comprehensive review of CEO and departmental workflows relating to the recruitment and allocation of clinical positions.

Milestones Achieved and In Progress	Tentative Target Date
<ul style="list-style-type: none"> • Health Departments submit a list to CEO of proposed new classifications and updates to existing classifications that may facilitate hiring. 	Fall 2022 <input checked="" type="checkbox"/>
<ul style="list-style-type: none"> • Consensus between Health Departments and CEO on how to resolve hiring challenges which may include creating new classification series, updating existing classifications, creating targeted specialty lists and other solutions. 	Spring 2023
<ul style="list-style-type: none"> • Establish any new classifications, updates to existing classifications, or alternate solutions on an ongoing basis 	Ongoing
<ul style="list-style-type: none"> • CEO and Health Departments complete a Lean Six Sigma quality improvement project to review current workflows related to reorganizations, allocation of new positions, transfer of positions, and reclassifications. 	Spring 2023
<ul style="list-style-type: none"> • Identify, resolve, and/or implement process/workflow improvements during the hiring process, from beginning to end. 	Fall 2023

WORKGROUP: STREAMLINING HIRING PROCESSES AND CIVIL SERVICE RULES

- Recommendation 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.
- Recommendation 10: Modify County rules, policies and procedures that impede the hiring and selection for clinical and non-clinical recruitments.
- Recommendation 11: Modify County Civil Service Rules and policies that require hiring managers to record no response from a candidate and then wait five days to remove the candidates who failed to respond from the certification list before managers can reach out to interested candidates for recruitment.
- Directive 1bi: Beyond the specific recommendations to be adopted in full as noted above, streamline the existing CEO, and departmental DHR, 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).
- Directive 1d: 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.
- *Process: AHI facilitated workgroup meetings beginning in September 2022 with DHR, CEO, and Health Depts to coordinate collaboration.*

Milestones Achieved and In Progress	Tentative Target Date
<ul style="list-style-type: none"> • Health Departments identify additional proposed changes to Civil Service Rules that would expedite hiring, (e.g mail notification and banding), beyond the updates DHR has been working on for past few years. 	Fall 2022 <input checked="" type="checkbox"/>
<ul style="list-style-type: none"> • Identify any other rules, policies and procedures, not currently being revised, that impede the hiring and selection of clinical and non-clinical recruitment (not addressed in other recommendations). 	Spring 2023
<ul style="list-style-type: none"> • Review timeframes to schedule Livescan and receive conviction history report from DOJ/FBI in critical classification. • Evaluate whether all categories of sensitive positions in the health care departments are appropriate and remove conviction background check requirements from classifications not designated as sensitive. 	Spring 2023 Spring 2023

WORKGROUP: FINANCIAL INCENTIVES

- Recommendation 1(a): Develop a plan that creates additional flexibility in establishing total compensation packages to provide potential candidates with options for selecting among different salary and benefit packages that align with their personal preferences.
- Recommendation 2: Evaluate the feasibility of developing salary and benefit packages that prorate total compensation for part-time employees, rather than prorating salary only.
- Recommendation 3: Develop a structure based on department-specific metrics to allow for an increase of salary differentials for those working in hard-to-recruit areas, such as correctional environments and services for people experiencing homelessness, to remain competitive with other institutions.
- Recommendation 4: Offer more financial incentives or hiring bonuses to attract candidates for certain positions, as well as flexible workforce shortage recruitment rates to meet changing market conditions which may be temporary or permanent.
- Recommendation 5: Provide loan repayment and tuition reimbursement in employment packages for some classifications to maintain competitive salaries.
- Directive 1c: 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, bonus and loan forgiveness programs.

WORKGROUP: FINANCIAL INCENTIVES (CONT'D)

Planned milestones (work not yet started)	Tentative Target Date
Explore the feasibility of securing a consultant to survey for best practices in healthcare total compensation	TBD
Identify priority classifications for which prorated benefits would be available to part-time employees	TBD
Select potential salary/benefit packet options that are feasible and will help with recruitment, hiring and retention of healthcare staff.	TBD
Create salary/benefit menu options for priority classifications.	TBD
Determine which compensation vehicles will best allow Health Departments to remain competitive with other institutions (salary differentials, bonuses, other tools, both permanent and non-permanent) for hard-to-recruit areas.	TBD
Create model of delegated authority for Health Depts to implement salary differentials with audit tool.	TBD
Develop new financial incentives to attract well qualified candidates for identified positions.	TBD
Create model of delegated authority for Health Departments with audit tool.	TBD
Identify loan repayment and tuition reimbursement options and decide upon model for Health Departments.	TBD

SUBSEQUENT QUARTERLY UPDATES SCHEDULE

Format	Date
Verbal Update	November 16, 2022 at Health Cluster
Written (email) Update	March 31, 2023
Verbal Update	June 30, 2023 at Health Cluster
Written (email) Update	September 30, 2023
Verbal Updates	December 31, 2023 at Health Cluster

Updates will be Submitted in this Power Point Format



APPENDIX





ADDITIONAL DIRECTIVES

- BOARD MOTION LINK: [Here](#)
- **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, to work with the Los Angeles County Community Colleges and the Workforce System to develop a career development program for fast training and onboarding into the County's appropriate critical vacancies in health agency positions.
- **DIRECTIVE #3:** Direct the CEO, in coordination with the Director of DHR and Alliance for Health Integration, to develop and publish a live dashboard in 180 days 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.



Health Services
LOS ANGELES COUNTY

August 9, 2023

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

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)**

Christina R. Ghaly, M.D.
Director

Hal F. Yee, Jr., M.D., Ph.D.
Chief Deputy Director, Clinical Affairs

Nina J. Park, M.D.
Chief Deputy Director, Population Health

Elizabeth M. Jacobi, J.D.
Administrative Deputy

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Los Angeles, CA 90012

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www.dhs.lacounty.gov

On April 19, 2022, the Board of Supervisors (Board), instructed the Alliance for Health Integration (AHI) to work with representatives assigned by the Departments 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 Officer (CEO), and Director of the Department of Human Resources (DHR), in consultation with County Counsel, the Regional Consortium of Los Angeles County (LA 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:
 1. Instruct AHI to work with representatives assigned by the Directors of Health Services, Mental Health, and Public Health, 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 LA County's current Board-mandated training programs.

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



www.dhs.lacounty.gov

2. Instruct the Director of Personnel, the Chief Executive Officer, and the Directors of any other relevant LA 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 DHR, 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 LA County's Preparing LA for County Employment program, as well as educational tuition reimbursement, and bonus and loan forgiveness programs.
- d. Review the work of LA 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.

As of March 2023, AHI has transitioned the report updates to DHS to lead, and the Health Departments are working with CEO and DHR and have prepared the Board requested quarterly report back attached. The report back was also presented at the Wednesday, August 9, 2023, Health, and Mental Health Cluster.

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 Mental Health
Department of Public Health

Investing in Strengthening the County Healthcare Workforce

Board Motion Quarterly Report
August 9, 2023



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)

Classification and Compensation

Delegated Authority and New Classes

MILESTONE	DATE
Delegated authority for clinical classification SSP & OPA expanded* (1b & 17)	Spring 2023
New Classifications Created: <ul style="list-style-type: none"> • Mammography Tech • Anesthesia Tech • Dosimetrist • Pathology Assistant • Director, Housing for Health (UC) • Deputy Director, Housing for Health, HS • Chief Data Analytics Officer (repurposed existing class) 	Spring 2023
Developed Process Flow for New Class Development (7, 14 & 15)	Spring 2023
Expanded Delegated Authority for Homeless Emergency & Correctional Health (7)	Spring 2023
Delegated authority for clinical class specification management (14 & 16) <ul style="list-style-type: none"> • DHS (191), DPH (93), DMH (32) 	Summer 2023

* See Data on Next Slide

Classification and Compensation

OPA and SSP Delegated Authority Data

OPA/Position Authority					
Department Positions			Approved to Date		
Dept.	Total Positions FY 22-23 Adopted		Total Positions/Classes		Total % of Dept Pos./Classes
	Pos.	Classes	Pos.	Classes	
DHS	30,079	846	21,328	472	71%/56%
DMH	7,046	243	5,288	96	75%/40%
DPH	6,091	408	3,289	114	54%/28%
Total	43,216	1,497	29,905	682	69%/46%

Special Step Placement (SSP) Authority					
Department Positions			Approved to Date		
Dept.	Total Positions FY 22-23 Adopted		Total Positions/Classes		Total % of Dept Pos./Classes
	Pos.	Classes	Pos.	Classes	
DHS	30,079	846	17,169	404	57%/48%
DMH	7,046	243	3,030	48	43%/20%
DPH	6,091	408	2,938	97	48%/24%
Total	43,216	1,497	23,137	549	54%/37%

Recruitment/ Retention Incentives

Initial Outcomes

State of California Hospital COVID-19 Retention Payment Program

- DHS application resulted in \$27M for employee retention payments
- 18,921 DHS employees received retention payments of up to \$1500/each in their County paycheck (5/30/23 pay period)

Community Health Worker Series (CHW)

- Increased starting salary rate by 31% effective 3/1/23 for new hires and existing employees
- 86 CHW appointments since implementation

Correctional Health Services

- Assignment Bonus of up to 20% impacting 1,976 positions, eff. 5/1/23 – 5/1/24
- 61 appointments since announced implementation
- Eligible employees received bonus beginning 7/14/23 payday
- Labor negotiations on-going with SEIU, UAPD, AFSCME

Alternate Crisis Response Teams – Department of Mental Health

- Increase in Field Assignment Bonus
- Increase in Shift Differentials
- Hiring and Retention Bonuses

Process Improvement Plans

Lean Six Sigma

Evaluate Organization Redesign Process

CEO and Departmental Subject Matter Experts (SMEs) Interviewed

Data Driven Analysis to Determine Cycle Time and Causes for Delays

Revise Re-Org Study & New Class Development Workflow

Limit Impact on Clinical Subject Matter Experts

Improve Data Transfer

Eliminate Causes of Delay

Pilot Process for Each Health Dept
Summer/Fall 2023

Streamline Processes for Recruitment & Hiring

Identify Changes and Efficiencies

Review All Hiring Phases

- Identifying Hiring Needs
- Attracting Qualified Candidates
- Timely Filling of Positions
- Retaining Talent

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 changes to Civil Service Rules** governing recruitment, examining, and hiring functions at the County.
 - Proposed revisions include:
 - Changes to **scoring** and **banding** processes
 - Expanded use of **noncompetitive examinations** for targeted positions identified by the Board or Director of Personnel,
 - Expanded opportunities for temporary and recurrent employees to **qualify for permanent employment**, and
 - Many additional changes to **reflect modern HR practices**.
- DHR has **implemented use of emergency hiring procedures** authorized under Civil Service Rule 13.04, allowing expedited appointment of qualified candidates without an initial examination for jobs with nexus to homelessness and corrective health.

Streamline Hiring

Modify Rules, Policies and Procedures that Impede Hiring and Selection

DIRECTIVE 10 - Modify County rules, policies and procedures that impede the hiring and selection for clinical and non-clinical recruitments.

- *DHR has authorized alternate banding for **over 60 health-related examinations**, enabling faster access to more candidates.*
- *DHR has implemented **noncompetitive exams** for various nursing recruitments, as requested by the Health Departments.*
- *DHR has initiated **“one stop shopping” hiring events** to conduct testing and make job offers on the same day for various DMH classifications.*

DIRECTIVE 11 - Modify County Civil Service Rules and policies that require hiring managers to record no response from a candidate and then wait five days to remove the candidates who failed to respond from the certification list before managers can reach out to interested candidates for recruitment.

- *DHR’s revisions to CSR 11 include a recommended **reduction in the waiting period to three days.***

Improve Rehire & Backfill Processes

MILESTONE	DATE
Rehire Process: Health Depts meet with DHR on rehire process for critical healthcare recruitment and existing DHS exemption for patient care workers (9)	Fall 2022
Rehire Process: Finalize new process flow for critical healthcare recruitment (9)	Summer 2023
Backfill Process: DHS/CEO workgroup convened to research backfill processes and develop scenario-based framework (18)	Spring 2023
Backfill Process: Establish process and workflow for tiers of critical healthcare delivery roles (18)	Summer 2023

Re-Envisioning Mandated Training for Health Departments

MILESTONE	DATE
Health Depts developed cost impact report based upon salary + time for County mandated trainings*	Fall 2022
Health Depts aligned workforce as Clinical/Patient Facing and Non-Clinical/Admin/Support, and engaged DHR for context on County trainings	Fall 2022
Health Depts identified internal trainings customized for their regulatory mandates and begin work with DHR to exempt workgroups from County training on flow basis (19)	Winter 2022
DHS launched AVADE training (workplace violence prevention contextualized to healthcare/DHS facilities)	Spring 2023
DHR/DHS/CEO recommended CPR training be available but not mandated outside of existing job requirements	Spring 2023
DHR established a Learning & Development Coordinators Network to provide a forum for departments to preview training, share ideas, and discuss concerns with planned training	Summer 2023

* See next slide for Cost Impact Report

Annual Cost of County Mandated Training for Health Depts

Note: these costs do not include the reduction of patient care due to staff assigned to County training or the costs for Health Dept regulatory and organizational development training

COST IMPACT REPORT OF MANDATORY TRAINING			
	Department of Health Services	Department of Public Health	Department of Mental Health
Training			
Clinical Median Cost	\$ 5,150,312.99	\$ 1,318,650.68	\$ 489,796.15
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Total Median Backfill Cost	\$ 3,653,526.34	\$ -	\$ -
Sum Total	\$ 10,772,135.29	\$ 1,672,131.59	\$ 1,101,565.40
NOTE: Data Collected August 2021-August2022 from Learning Link			

Expand PLACE

MILESTONE	DATE
Planning for a new career development program focused on incumbent workers who experience barriers to advancement (6)	Fall 2022
Pilot program launched for a Custodian to Intermediate Clerk pathway, with 25 DHS employees in 8-10 week training program with integrated case management support	Winter 2022
Certified list of candidates	Spring 2023
Communication and hiring underway	Current
Initial feedback: “PLACE was a great experience. Finally, as custodians we were offered a chance to learn something new and given an opportunity to move to a different profession.” - PLACE Pathways Participant, 2023	

Healthcare Challenges

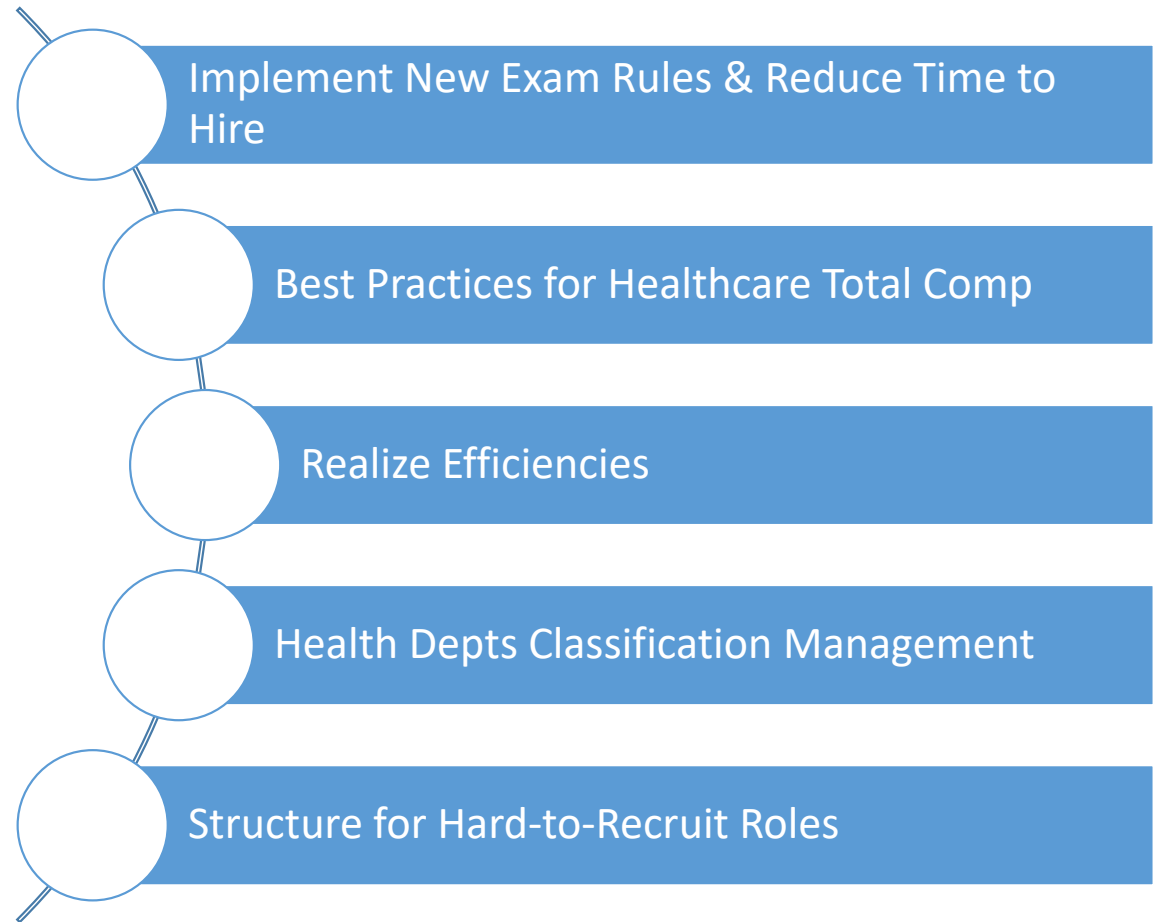
Healthcare professional shortages continue to be recognized as a Statewide and national concern

Healthcare is dynamic and regulated, with many roles requiring specialized education and State licensure or certification

Private healthcare employers recruit and make job offers to candidates in advance of graduation and licensure/certification

Candidates are seeking greater flexibility and options in a competitive job market

Goals for FY23-24



Future Reports

Future Quarterly Reports for FY23-24 (Powerpoint Format)

- Written Update (email) November 2023
- Verbal Update (Health Cluster) February 2024
- Written Update (email) May 2024

Appendix

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.



Health Services
LOS ANGELES COUNTY

November 1, 2023

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

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)**

Christina R. Ghaly, M.D.
Director

Hal F. Yee, Jr., M.D., Ph.D.
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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:
 1. Instruct the Alliance of Health Integration to work with representatives assigned by the Directors of Health Services, Mental Health, and Public Health, 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.

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2. Instruct the Director of Personnel, the Chief Executive Officer, 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 Chief Executive Office, and Departments of Personnel, Mental Health, Public Health, and Health Services' 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.

As of March 2023, AHI transitioned the report updates to DHS. The Health Departments alongside the CEO and DHR have prepared the Board requested quarterly report attached. The next report is due to the Board on February 7, 2024.

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

Each Supervisor
November 1, 2023
Page 3

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

Investing in Strengthening the County Healthcare Workforce

Board Motion Quarterly Report November 1, 2023



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)

Classification and Compensation

Delegated Authority and New Classes

MILESTONE	DATE
Delegated authority for clinical classification SSP & OPA* (1b & 17)	Spring 2023
Developed Process Flow for New Class Development (7, 14 & 15)	Spring 2023
Delegated authority for clinical class specification management (14 & 16) <ul style="list-style-type: none"> DHS (191), DPH (93), DMH (32) 	Summer 2023
New Classifications Available (6 Sigma Process Improvement): <ul style="list-style-type: none"> Anesthesia Tech, Medical Dosimetrist, Mammography Tech, Speech Pathology Assistant, Senior Healthcare Interpreter, Language Services Supervisor 	Fall 2023
Class Specification Revision Review with Labor Union: <ul style="list-style-type: none"> Optometrist & Ophthalmology Tech 	Fall 2023
Expanded Delegated Authority for Homeless Emergency (7)	Fall 2023

* See Data on Next Slide

Classification and Compensation

OPA and SSP Delegated Authority Data

OPA/Position Authority					
Department Positions			Approved to Date		
Dept.	Total Positions FY 22-23 Adopted		Total Positions/Classes		Total % of Dept Pos./Classes
	Pos.	Classes	Pos.	Classes	
DHS	30,079	846	21,328	472	71%/56%
DMH	7,046	243	5,288	96	75%/40%
DPH	6,091	408	3,289	114	54%/28%
Total	43,216	1,497	29,905	682	69%/46%

Special Step Placement (SSP) Authority					
Department Positions			Approved to Date		
Dept.	Total Positions FY 22-23 Adopted		Total Positions/Classes		Total % of Dept Pos./Classes
	Pos.	Classes	Pos.	Classes	
DHS	30,079	846	17,169	404	57%/48%
DMH	7,046	243	3,030	48	43%/20%
DPH	6,091	408	2,938	97	48%/24%
Total	43,216	1,497	23,137	549	54%/37%

Recruitment/ Retention Incentives

Initial Outcomes

Community Health Worker Series (CHW)

- Increased starting salary rate by 31% effective 3/1/23 for new hires and existing employees
- 216 total CHW appointments since implementation.

Correctional Health Services

- Assignment Bonus of up to 20% impacting 1,976 positions, eff. 5/1/23 – 5/1/24
- 209 appointments since announced implementation.
- Eligible employees received bonus beginning 7/14/23 payday.

Alternate Crisis Response Teams – Department of Mental Health

- Effective 7/1/23
 - ✓ Increase in Field Assignment Bonus
 - ✓ Increase in Shift Differentials
 - ✓ Hiring and Retention Bonuses

Recruitment/ Retention

New State Healthcare Worker Minimum Wage

- In October 2023, Governor Newsom signed into law SB 525, which sets three pathways to a \$25 minimum wage for healthcare workers.
- The new minimum wage will apply to healthcare workers meeting specific criteria, and salaried healthcare employees will earn a minimum of 150% of the healthcare worker minimum wage or 200% of the prevailing minimum wage, whichever is higher.
- For the 12 largest hospital systems in the state – those with more than 10,000 full-time equivalent workers - the healthcare worker minimum wage will be:
 - \$23 in June 2024 (extended to January 2025 for LA County)
 - \$24 in June 2025
 - \$25 in June 2026
 - Minimum wage after 2026 indexed to lower of inflation or 3.5%
- Examples of County classifications that may be eligible for the new healthcare worker minimum wage: Nursing Attendants, Lab Techs, Pharmacy Techs, Laundry Workers, Clerical, Custodians & Warehouse Workers.
- CEO assessing impact to classifications outside a healthcare setting to ensure pay equity.

Total Compensation Study

MILESTONE	DATE
Draft Statement of Work (SOW) for healthcare employer survey (1)	Fall 2023
Engage expert and study structures	Spring 2024
Complete Study	Summer 2024

Process Improvement Plans

Lean Six Sigma

Evaluate Organization
Redesign Process

CEO and Departmental
Subject Matter Experts
(SMEs) Interviewed

Data Driven Analysis to
Determine Cycle Time and
Causes for Delays

Revise Re-Org Study & New Class Workflow

Limit Impact on Clinical
Subject Matter Experts

Improve Data Transfer

Eliminate Causes of Delay

Pilot Process for Each
Health Dept Summer/Fall
2023

Streamline Processes for Recruitment & Hiring

Identify Changes and
Efficiencies

Review All Hiring Phases

- Identifying Hiring Needs
- Attracting Qualified Candidates
- Timely Filling of Positions
- Retaining Talent

Data/Metrics

Review Recruitment Data
Elements Available in
County Systems

Develop Framework to
Track Hiring Progress from
Hiring Manager Perspective

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 changes to Civil Service Rules** governing recruitment, examining, and hiring functions at the County.
 - Will require **Board approval**
 - Discussions with **Labor** have been initiated
 - Proposed revisions include:
 - Changes to **scoring** and **banding** processes to ensure greater opportunities for candidates and hiring managers
 - **Removal of testing barriers** for positions identified by the Board or 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

Implement Emergency Hiring Procedures

DIRECTIVE 8 (continued) - 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 **implemented use of emergency hiring procedures** authorized under Civil Service Rule 13.04, allowing expedited appointment of qualified candidates without an initial examination for jobs with nexus to homelessness and corrective health.
 - Health departments have made 116 job appointments
 - Average **time-to-hire** for emergency appointments is **33 days**
 - 278 days for traditional recruitments

Streamline Hiring

Modify Rules, Policies and Procedures that Impede Hiring and Selection

DIRECTIVE 10 - Modify County rules, policies and procedures that impede the hiring and selection for clinical and non-clinical recruitments.

- *DHR has authorized alternate banding for **over 60 health-related examinations**, enabling faster access to more candidates.*
- *DHR has implemented **noncompetitive exams** for various nursing recruitments, as requested by the Health Departments.*
- *DHR has initiated “**one stop shopping**” hiring events to conduct testing and make job offers on the same day for various DMH classifications.*

DIRECTIVE 11 - Modify Civil Service Rules and policies that require hiring managers to wait five days to remove the candidates who failed to respond from the certification list before managers can reach out to interested candidates for recruitment.

- *DHR’s revisions to CSR 11 include a recommended **reduction in the waiting period to three days.***

Re-Envisioning Mandated Training for Health Departments

MILESTONE	DATE
Health Depts developed cost impact report based upon salary + time for County mandated trainings and aligned workers as Clinical/Patient Facing and Non-Clinical/Admin/Support	Fall 2022
Health Depts identified internal trainings customized for their regulatory mandates and begin work with DHR to exempt workgroups from County training on flow basis (19)	Winter 2022
DHS launched AVADE training (workplace violence prevention contextualized to healthcare/DHS facilities)	Spring 2023
DHR/DHS/CEO recommended CPR training be available and not mandated outside of existing job requirements	Spring 2023
DHR established a Learning & Development Coordinators Network to provide a forum for departments to preview training, share ideas, and discuss concerns with planned training	Summer 2023
On-going review of opportunities to streamline County training for Health Departments	Fall 2023

PLACE

Programs Moving Forward

WERC/PLACE has a number of new authorities beyond those already approved to begin training job candidates for County placement and Health Department roles (6), including:

- *Unit Support Assistant*
- *Mental Health Advocate*
- *Intermediate Typist-Clerk, Mental Health*

Programs to date include:

- *Community Health Worker, Health Svcs & Mental Health*
- *Intermediate Clerk, Health Services*
- *Custodian, Health Services*

Healthcare Challenges

Healthcare professional shortages continue to be recognized as a Statewide and national concern

Healthcare is dynamic and regulated, with many roles requiring specialized education and State licensure or certification

Private healthcare employers recruit and make job offers to candidates in advance of graduation and licensure/certification

Candidates are seeking greater flexibility and options in a competitive job market

Goals for FY23-24



Implement New Exam Rules & Reduce Time to Hire

Best Practices for Healthcare Total Comp

Realize Efficiencies

Health Depts Classification Management

Structure for Hard-to-Recruit Roles

Future Reports

Future Quarterly Reports for FY23-24 (Powerpoint Format)

- Verbal Update (Health Cluster) February 2024
- Written Update (email) May 2024

Appendix

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.

February 1, 2024

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

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)**

Christina R. Ghaly, M.D.
Director

Hal F. Yee, Jr., M.D., Ph.D.
Chief Deputy Director, Clinical Affairs

Nina J. Park, M.D.
Chief Deputy Director, Population Health

Elizabeth M. Jacobi, J.D.
Administrative Deputy

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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.

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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.

Each Supervisor
February 1, 2024
Page 3

Attachment

CRG: ej

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

Investing in Strengthening the County Healthcare Workforce

Board Motion Quarterly Report February 2024



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)

Healthcare Challenges

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Healthcare is dynamic and regulated, with many roles requiring specialized education and State licensure or certification

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Candidates are seeking greater flexibility and options in a competitive job market

Classification and Compensation

Delegated Authority and New Classes

MILESTONE	DATE
Delegated authority for clinical classification SSP & OPA (1b & 17)	Spring 2023
Developed Process Flow for New Class Development (7, 14 & 15)	Spring 2023
Delegated authority for clinical class specification management (14 & 16) <ul style="list-style-type: none">DHS (191), DPH (93), DMH (32)	Summer 2023
Recent New Classifications Available (6 Sigma Process Improvement): <ul style="list-style-type: none">Director, Housing for Health Programs (UC), Deputy Director, Housing for Health Programs.Mammography Technologist, Special Procedures.Supervising Mammography Technologist.	Winter 2023
Expanded Delegated Authority for Homeless Emergency (7)	Fall 2023

* See Data on Next Slide

Classification and Compensation

OPA and SSP Delegated Authority Data

OPA/Position Authority						
Department Positions			Positions/Classes Approved to Date			Transactions
Dept.	Total Positions FY 22-23 Adopted		Total Positions/Classes		Total % of Dept Pos./Classes	Total By Department
	Pos.	Classes	Pos.	Classes		
DHS	30,079	846	21,328	472	71%/56%	812
DMH	7,046	243	5,288	96	75%/40%	103
DPH	6,091	408	3,320	123	55%/30%	24
Total	43,216	1,497	29,936	691	69%/46%	939

Special Step Placement (SSP) Authority						
Department Positions			Approved to Date			Transactions
Dept.	Total Positions FY 22-23 Adopted		Total Positions/Classes		Total % of Dept Pos./Classes	Total by Department
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DHS	30,079	846	17,169	404	57%/48%	724
DMH	7,046	243	3,030	48	43%/20%	152
DPH	6,091	408	2,986	105	49%/26%	157
Total	43,216	1,497	23,185	557	54%/37%	1033

Recruitment/ Retention Incentives

Initial Outcomes

Community Health Worker Series (CHW)

- Increased starting salary rate by 31% effective 3/1/23 for new hires and existing employees
- 299 total CHW appointments since implementation.

Correctional Health Services

- Assignment Bonus of up to 20% impacting 1,976 positions, eff. 5/1/23.
- 291 appointments since announced implementation.

Alternate Crisis Response Teams – Department of Mental Health

- Implemented Hiring and Retention Bonuses, increased Field Assignment Bonus, and Increased Shift Differentials effective 7/1/23.
- 241 new and existing employees received bonuses since implementation.

Recruitment/ Retention

New State Healthcare Worker Minimum Wage

- In October 2023, Governor Newsom signed into law SB 525, which sets three pathways to a \$25 minimum wage for healthcare workers across the state.
- The new minimum wage will apply to healthcare contract workers meeting specific criteria, and salaried healthcare employees will earn a minimum of 150% of the health care worker minimum wage or 200% of the prevailing minimum wage, whichever is higher.
- Pursuant to SB 525, the County of Los Angeles must comply with the new healthcare worker minimum wage starting at \$23/hour on January 1, 2025.
 - \$24 in June 2025
 - \$25 in June 2026
 - Minimum wage after 2026 indexed to lower of inflation or 3.5%
- The Health Departments completed an initial review to identify classifications.
- A workgroup has been created with the CEO, County Counsel, and the Health Departments to review classifications and develop implementation steps.
- CEO assessing impact to classifications outside a healthcare setting to ensure pay equity.
- CEO staff is researching the extended impact to classifications with similar duties and responsibilities across the County workforce and determining the estimated cost to the County's budget.

Total Compensation Study

MILESTONE	DATE
Draft Statement of Work (SOW) for healthcare employer survey (1)	Winter 2023
Engage expert and study structures	Spring 2024
Complete Study	Summer 2024

Process Improvement Plans

Lean Six Sigma

Evaluate Organization
Redesign Process

CEO and Departmental
Subject Matter Experts
(SMEs) Interviewed

Data Driven Analysis to
Determine Cycle Time and
Causes for Delays

Revise Re-Org Study & New Class Workflow

Limit Impact on Clinical
Subject Matter Experts

Improve Data Transfer

Eliminate Causes of Delay

Pilot Process for Each
Health Dept Summer/Fall
2023

Streamline Processes for Recruitment & Hiring

Identify Changes and
Efficiencies

Review All Hiring Phases

- Identifying Hiring Needs
- Attracting Qualified Candidates
- Timely Filling of Positions
- Retaining Talent

Data/Metrics

Review Recruitment Data
Elements Available in
County Systems

Develop Framework for
Dashboard to Track Hiring
Progress from Hiring
Manager Perspective

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 changes to Civil Service Rules** governing recruitment, examining, and hiring functions at the County.
 - Will require **Board approval**
 - Discussions with **Labor** have been initiated
 - Proposed revisions include:
 - Changes to **scoring** and **banding** processes to ensure greater opportunities for candidates and hiring managers
 - **Removal of testing barriers** for positions identified by the Board or 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>Solicit, review and incorporate feedback on proposed CSR revisions from Departmental HR personnel, County Counsel, executive leadership and relevant subject matter experts</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	Summer 2023
<p>Present proposed revisions to the County’s labor partners and begin negotiations</p>	Fall 2023
<p>Conclude labor negotiations</p> <ul style="list-style-type: none">• DHR is in active negotiations with SEIU and CCU, with further discussions scheduled.	TBD
<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.	

Facilitating Hiring at Health Departments

HIRING PROCESS (8 & 10)	ACTIVITY
Alternate Banding	DHR has approved 60 examinations/classifications for alternate banding, allowing hiring managers to quickly reach more deeply into hiring lists
Non-Competitive Exams	DHR has approved recruitments without examination for select nursing jobs, enabling immediate appointment
13.04 Recruitments	DHR approved health cluster requests to support expeditious hiring under the Board's emergency order
Post-Test Application Submission	DHR is piloting a new application process with DHS to reduce time-to-hire, with a goal of a 90% reduction in this phase
Applicant Opportunity to Test	DHR has approved DHS to allow more frequent re-takes of tests for some clinical classifications to improve applicant flow and number of qualified candidates
One-Stop Hiring Fairs	DHR and Health Departments have implemented hiring fair processes to recruit, assess, livescan and make job offers to candidates on the same day. For example, in December 2023, DHS held six (6) hiring fairs for Correctional Health Services resulting in 60+ job offers in clerical and nursing roles for the correctional setting.
Contingent Offers	Health Departments identified critical job classifications where authority to recruit and make contingent offers in advance of graduation/licensure is needed due to the competitive healthcare market. Workgroup activity planned for Winter 2023.

Expanding PLACE & County Pipelines

Health Departments, DHR and the Department of Economic Opportunity (DEO) met in January 2024 to discuss new pipeline commitments for targeted populations and on-going needs.

PLACE continues to train job candidates for County placement and Health Department roles (6), including:

- *Unit Support Assistant*
- *Mental Health Advocate*
- *Intermediate Typist-Clerk, Mental Health*

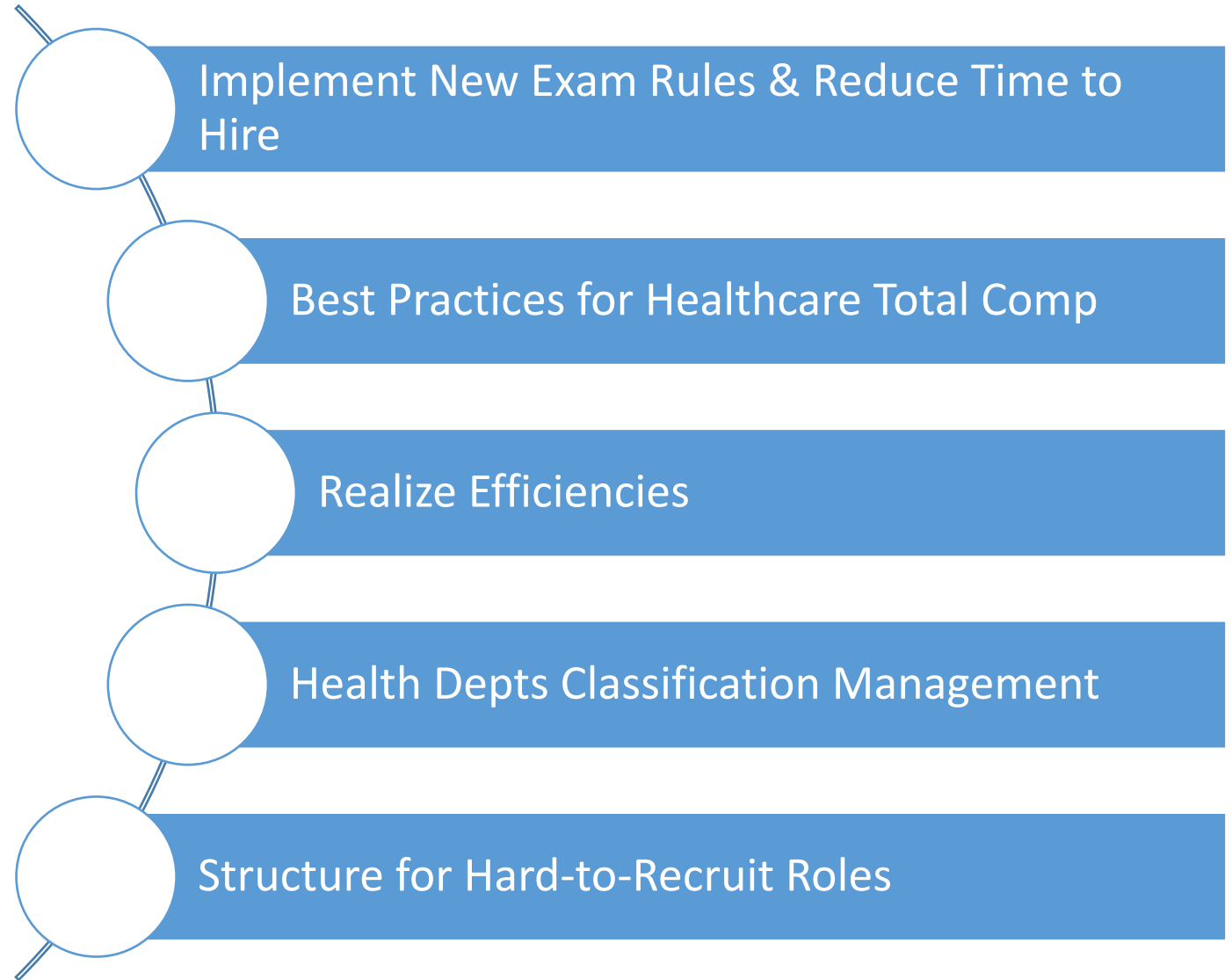
Programs to date include:

- *Community Health Worker, Health Svcs & Mental Health*
- *Intermediate Clerk, Health Services*
- *Custodian, Health Services*

Nursing Attendants

- DHS and the College of Nursing and Allied Health (CONAH) collaborated to expeditiously on-board the new Nursing Attendant I, CONAH applicants to DHS hospitals in December 2023.
- DEO and DHS are preparing for the next class of Nursing Attendants to complete their pipeline program, with multiple DHS hiring fairs planned in February 2024.

On-going Goals for FY23-24



Future Reports

Future Quarterly Reports in 2024 (Powerpoint Format)

- Written Update (email) May 2024
- Health Cluster presentation August 2024
- Written Update (email) November 2024

Appendix

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.

May 6, 2024

**Los Angeles County
Board of Supervisors**

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First District


Holly J. Mitchell
Second District

Lindsey P. Horvath
Third District

Janice K. Hahn
Fourth District

Kathryn Barger
Fifth District

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

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)**

Christina R. Ghaly, M.D.
Director

Hal F. Yee, Jr., M.D., Ph.D.
Chief Deputy Director, Clinical Affairs

Nina J. Park, M.D.
Chief Deputy Director, Population Health

Elizabeth M. Jacobi, J.D.
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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:
 1. Instruct the Alliance of Health Integration to work with representatives assigned by the Directors of Health

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



Services, Mental Health, and Public Health, 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 Chief Executive Officer, 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 Chief Executive Office, and Departments of Personnel, Mental Health, Public Health, and Health Services' 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.

As of March 2023, AHI transitioned the report updates to DHS. The Health Departments alongside the CEO and DHR have prepared the Board requested quarterly report back attached. The next report is due to the Board on August 7, 2024.

Each Supervisor
May 6, 2024
Page 3

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 Mental Health
Department of Public Health
Department of Human Resources

Investing in Strengthening the County Healthcare Workforce

Board Motion Quarterly Report May 2024



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)

Healthcare Challenges

Healthcare professional shortages continue to be recognized as a Statewide and national concern

Healthcare is dynamic and regulated, with many roles requiring specialized education and State licensure or certification

Private healthcare employers recruit and make job offers to candidates in advance of graduation and licensure/certification

Candidates are seeking greater flexibility and options in a competitive job market

Health Department Hiring Snapshot

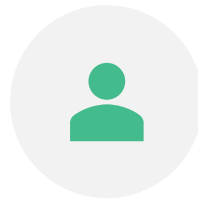
Personnel Transactions (2/1/24 – 4/18/24)	DMH	DHS	DPH
New Hire	130	517	118
Rehire	29	112	32
Promotion	159	440	185
Voluntary Reduction	8	17	21
Change of Class	14	42	15
Restoration	4	0	0
Transfer	4	123	28
Total	348	1,251	399

Health Department Attrition Trends

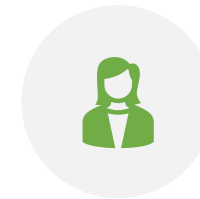
Top Three Reasons for Attrition, 10/1/23 – 3/31/24
Same for each Health Department



#1 Retirement



#2 Personal Reasons



#3 Non-County
Employment

Health Department Attrition Snapshot

Attrition (10/1/23 to 3/31/24)	DMH	DHS	DPH
Retirements	61	375	51
Personal Reasons	37	217	10
Non-County Employment	21	111	15
All Remaining Categories (Other, Health, Salary, Discharge, Deceased etc. grouped for presentation)	33	283	77
Total	152	986	153

Health Department Recruitment and Retention Data Reporting

MILESTONE	DATE
Discovery on existing reports at County and Department level, definitions and data repositories	Spring 2024
Explore opportunities to link data from diverse systems	Spring 2024
Develop prototypes	Summer 2024
Develop Dashboard for recruitment and retention insight tool	Fall/Winter 2024

Classification and Compensation

Delegated Authority and New Classes

MILESTONE	DATE
Delegated authority for clinical classification SSP & OPA (1b & 17)	Spring 2023
Developed Process Flow for New Class Development (7, 14 & 15)	Spring 2023
Delegated authority for clinical class specification management (14 & 16) <ul style="list-style-type: none">DHS (191), DPH (93), DMH (32)	Summer 2023
Expanded Delegated Authority for Homeless Emergency (7)	Fall 2023
Recent New Classifications <ul style="list-style-type: none">Mammography TechnologistSupervising Mammography TechnologistSupervising Forensic TechnicianParamedic Instructor (in-progress)	Winter 2024

Classification and Compensation

OPA and SSP Delegated Authority Data

OPA/Position Authority						
Department Positions			Positions/Classes Approved to Date			Cumulative Transactions
Dept.	Total Positions FY 22-23 Adopted		Total Positions/Classes		Total % of Dept Pos./Classes	Total By Department
	Pos.	Classes	Pos.	Classes		
DHS	30,079	846	21,328	472	71%/56%	1,901
DMH	7,046	243	5,288	96	75%/40%	145
DPH	6,091	408	3,320	123	55%/30%	84
Total	43,216	1,497	29,936	691	69%/46%	2,130

Special Step Placement (SSP) Authority						
Department Positions			Approved to Date			Cumulative Transactions
Dept.	Total Positions FY 22-23 Adopted		Total Positions/Classes		Total % of Dept Pos./Classes	Total by Department
	Pos.	Classes	Pos.	Classes		
DHS	30,079	846	17,169	404	57%/48%	878
DMH	7,046	243	3,030	48	43%/20%	165
DPH	6,091	408	2,986	105	49%/26%	167
Total	43,216	1,497	23,185	557	54%/37%	1,210

Recruitment/ Retention Incentives

Highlighted Outcomes

Community Health Worker Series (CHW)

- Increased starting salary rate by 31% effective 3/1/23 for new hires and existing employees
- 354 total CHW appointments since implementation.

Correctional Health Services

- Assignment Bonus of up to 20% impacting 1,976 positions, eff. 5/1/23.
- 303 appointments since announced implementation.
- New 4% Assignment Bonus impacting 53 supervisory and management positions, eff. 1/1/24
- Increased salary rate for Relief Mental Health Psychiatrists, eff. 2/1/24

Alternate Crisis Response Teams – Department of Mental Health

- Implemented Hiring and Retention Bonuses, increased Field Assignment Bonus, and Increased Shift Differentials effective 7/1/23.
- 299 new and existing employees have received hiring and retention bonuses since implementation.
- 931 active employees are currently receiving enhanced Field Assignment Bonuses and Shift Differentials

Podiatrists – Department of Health Services

- Approved 10% bonus for Podiatrists performing non-surgical assignments and 20% bonus for surgical assignments, eff. 3/1/24

Recruitment/ Retention

New State Healthcare Worker Minimum Wage

- In October 2023, Governor Newsom signed into law SB 525, which sets three pathways to a \$25 minimum wage for healthcare workers across the state.
- The new minimum wage will apply to healthcare employees and contract workers meeting specific criteria, and salaried healthcare employees will earn a minimum of 150% of the health care worker minimum wage or 200% of the prevailing minimum wage, whichever is higher.
- Pursuant to SB 525, the County of Los Angeles must comply with the new healthcare worker minimum wage starting at \$23/hour on January 1, 2025.
 - \$24 in June 2025
 - \$25 in June 2026
 - Minimum wage after 2026 indexed to lower of inflation or 3.5%
- A workgroup has been created with the CEO, County Counsel, and the Health Departments to review classifications and develop implementation steps.
- Preliminary estimates show an immediate impact to approximately 2,100 employees on January 1, 2025, and approximately 4,500 employees by June 2026.
- For FY24-25, the estimated financial impact is approximately \$51 million.
- CEO continues to research and assess the extended impact to classifications with similar duties and responsibilities across the County workforce to determine the total cost to the County's budget.

Total Compensation Study

MILESTONE	DATE
Draft Statement of Work (SOW) for healthcare employer survey (1)	Winter 2023
Engage expert and study structures	Spring 2024
Complete Study	Summer 2024

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**
 - Discussions with **Labor** initiated
 - Proposed revisions include:
 - Changes to **scoring** and **banding** processes to ensure greater opportunities for candidates and hiring managers
 - **Removal of testing barriers** for positions identified by the Board or 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>Solicit, review, and incorporate feedback on proposed CSR revisions from Departmental HR personnel, County Counsel, executive leadership, and relevant subject matter experts</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	Summer 2023
<p>Present proposed revisions to the County’s labor partners and begin negotiations</p>	Fall 2023
<p>Conclude labor negotiations</p> <ul style="list-style-type: none">• DHR is in active negotiations with County labor organizations.	Est. Summer 2024
<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. Fall to early Winter 2024

Authority for Contingent Offers in Advance of Graduation/Licensure

HIRING PROCESS MILESTONE (8 & 10)	Date
Health Departments identified critical job classifications where authority to make contingent offers in advance of graduation/licensure would improve their ability to recruit candidates in a competitive healthcare market	Winter 2024
Health Departments and DHR met to discuss process and justification factors	Spring 2024
Initial approvals received (see below)	Spring 2024
Complete review with agreed upon determinations	Summer 2024

Health Department	Requests Approved	Requests in Review Phase
DHS	7	31
DMH	12	1
DPH	6	11

High demand clinical candidates seek job commitments prior to graduation

Expanding PLACE & County Pipelines

Health Departments currently support approximately 156 countywide pipeline program participants. Health Departments, DHR and the Department of Economic Opportunity (DEO) held further meetings in Spring 2024 to discuss on-going pipeline needs and commitments for PLACE, TempLA and other programs.

The Health Departments identified needs include pipelines for Nursing Attendants, Certified Medical Assistants, LVNs, Community Health Workers and clerical for the healthcare setting.

PLACE

PLACE supports County residents from economically disadvantaged areas, people experience homelessness or housing insecure, transitioned aged youth and system-impacted individuals in securing entry-level permanent County positions PLACE programs to train job candidates for Health Department roles (6) include:

- *Unit Support Assistant*
- *Mental Health Advocate*
- *Intermediate Typist-Clerk, Mental Health*
- *Community Health Worker, Health Services & Mental Health*
- *Intermediate Clerk, Health Services*

Nursing Attendant Pipeline Program

DHS and DEO coordinated on commitments for a Nursing Attendant pipeline program and held six (6) Nursing Attendant one-stop hiring fairs with 60 candidates hired in Spring 2024.

Future Reports

Future Quarterly Reports in 2024 (Powerpoint Format)

- Health Cluster presentation August 2024
- Written Update (email) November 2024

Appendix

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.



August 7, 2024

**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 Lindsey P. Horvath, Chair
Supervisor Hilda L. Solis
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FROM: Christina R. Ghaly, M.D. 
Director

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Director

Nina J. Park, M.D.
Chief Deputy Director, Clinical Affairs & Population Health

Aries Limbaga, DNP, MBA
Chief Deputy Director, Operations

Elizabeth M. Jacobi, J.D.
Administrative Deputy

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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 Mental Health
Department of Public Health
Department of Human Resources
Department of Economic Opportunity

Investing in Strengthening the County Healthcare Workforce

Board Motion Quarterly Report August 2024



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

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Modernize & Model Effective Approaches

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- 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)

Healthcare Challenges



Healthcare professional shortages continue to be a statewide & national concern



Healthcare is dynamic and regulated, with many roles requiring specialized education and state licensure or certification



Private employers recruit and make job offers to candidates in advance of graduation and licensure/certification



Candidates seek greater flexibility and options in a competitive job market

Health Department Hiring Snapshot

Personnel Transactions (5/1/24 – 7/1/24)	DMH	DHS	DPH
New Hire	112	948	68
Rehire	13	127	29
Promotion	142	648	120
Voluntary Reduction	7	16	10
Change of Class	1	39	11
Restoration	0	1	0
Transfer	2	81	7
Sub-Title Change	1	18	0
Total	278	1,878*	245

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

Hiring Fairs

Hiring Fairs (5/1/24 – 7/1/24)	DMH	DHS	DPH
Total Events	4	6	7
Total Attendees	194	183	91
Total Offers	100	124	53
Total Hires	98	57	41
Top Classifications	Psychiatric Social Worker I/II, Community Health Worker, Medical Case Worker II	Nursing Attendant I, Patient Resources Worker, Staff Analyst	Environmental Health Specialist I/II, Youth Educator, Medical Service Coord, Health Facilities Evaluator Nursing, Public Health Nurse, RN I/II/III

Health Department Attrition Snapshot

Attrition (5/1/24 to 7/1/24)	DMH	DHS	DPH
Retirements	11	75	17
Personal Reasons	11	73	9
Non-County Employment	17	35	12
Released Temp	14	11	13
Other	18	466	38
Total	71	660*	89

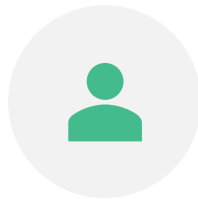
* DHS experiences an expected hiring/attrition spike at the end of each FY related to Physician Post Grad programs

Attrition Look Back

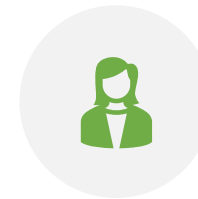
Top Three Reasons for Attrition over six-month period ending 3/31/24
Same for each Health Department



#1 Retirement



#2 Personal Reasons



#3 Non-County
Employment

Health Department Recruitment and Retention Reporting

MILESTONE	DATE
Discovery on existing reports at County and Department level, definitions and data repositories	Spring 2024
Explore opportunities to link data from diverse systems	Spring 2024
Develop prototypes	Summer 2024
Develop Dashboard for recruitment and retention insight tools	Fall/Winter 2024

Classification and Compensation

MILESTONE	DATE
Delegated authority for clinical classification SSP & OPA (1b & 17)	Spring 2023
Developed Process Flow for New Class Development (7, 14 & 15)	Spring 2023
Delegated authority for clinical class specification management (14 & 16)	Summer 2023
Expanded Delegated Authority for Homeless Emergency (7)	Fall 2023
New Classifications <ul style="list-style-type: none"> Anesthesia Technician Director, Housing for Health (UC); Deputy Director, HFH Programs, HS Language Services Supervisor Mammography Technologist; Mammography Technologist, Special Procedures Medical Dosimetrist Pathologists' Assistant Senior Healthcare Interpreter Supervising Mammography Technologist Supervising Forensic Technician Paramedic Instructor (in-progress) 	Spring 2023 – Winter 2024
On The Horizon <ul style="list-style-type: none"> Core Lab Director Health Safety Officer Administrative Roles 	Fall 2024 – Spring 2025

Classification and Compensation

Continued

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%	3,689
DMH	7,962	243	5,846	96	73%/40%	184
DPH	5,842	408	3,435	123	59%/30%	97
Total	44,922	1,508	31,179	691	69%/46%	3,970

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%	1,094
DMH	7,962	243	3,588	48	45%/20%	187
DPH	5,842	408	3,101	105	53%/26%	193
Total	44,922	1,508	24,428	557	54%/37%	1,474

Classification and Compensation

Continued

Department & Program		Scope	Approval Date
DHS	Pathology Dept at Harbor UCLA Medical Center	Restructuring of positions to increase flexibility in laboratory operations.	6/6/2023
	Perioperative Care	Restructuring of 763 nursing positions department wide to support State level changes on nursing to patient ratios.	In Progress
DMH	Mental Health Program Manager Series Review	Transition classifications into MAPP to help meet departmental needs, enabling the department to restructure and streamline management functions and respond to Board initiatives more efficiently.	In Progress
DPH	SAPC – Phase I	Phase I included 56 reclassifications, 83 permanent position transfers, and 3 new position allocations.	10/26/2023
	SAPC - Phase II	Phase II included 46 reclassifications and 230 permanent position transfers.	

Recruitment/ Retention Incentives

Community Health Worker Series (CHW)

- CEO increased starting salary rate by 31% effective 3/1/23 for new hires and existing employees
- 424 total CHW appointments since implementation.
- Vacancy rate reduced by 12%.

Correctional Health Services

- Assignment Bonus of up to 20% impacting 1,976 positions, eff. 5/1/23.
- 503 appointments since announced implementation.
- New 4% Assignment Bonus impacting 53 supervisory and management positions, eff. 1/1/24
- Increased salary rate for Relief Mental Health Psychiatrists, eff. 2/1/24

Alternate Crisis Response Teams – Department of Mental Health

- Implemented Hiring & Retention Bonuses, increased Field Assignment Bonus, and Increased Shift Differentials eff. 7/1/23.
- 302 new and existing employees have received hiring and retention bonuses since implementation.
- 953 active employees are currently receiving enhanced Field Assignment Bonuses and Shift Differentials

CEO Approved Critical Shortage Rates

- Hard-to-recruit areas
 - ✓Laboratory
 - ✓Radiology
 - ✓Nursing Attendant Services
 - ✓Youth Educator Series

Physicians, Dentists, and Psychiatrists

- Successfully negotiated new labor agreements with County physicians, dentists, and psychiatrists represented by the Union of American Physicians and Dentists.
- First general salary increases since January 2021. Scheduled future salary range adjustments in January 2025 for various specialties.
- Created or increased the bonuses for hard-to-recruit assignments such as Primary Care and hard-to-recruit work locations.
- Created recruitment bonus for Physician Post Grads

Recruitment/Retention

New State Healthcare Worker Minimum Wage

- In October 2023, Governor Newsom signed into law SB 525, which sets three pathways to a \$25 minimum wage for healthcare workers across the state.
 - SB 159 delayed the State's implementation of a minimum wage for healthcare workers until one of the following occurs:
 - State cash receipts between July 1 and Sept. 30, 2024, exceed 3% more than the total General Fund revenue projected at the time of the 2024 Budget Act; or
 - The Department of Health Care Services notifies the Legislature that it has initiated the data retrieval necessary to implement an increase to the hospital quality assurance fee program,
 - The law will now go into effect no later than January 1, 2025. The initial implementation date for a covered health care facility that is county owned, affiliated or operated remains January 1, 2025.
- A workgroup has been created with the CEO, County Counsel, and the Health Departments to review classifications.
 - CEO continues to research and assess the extended impact to classifications with similar duties and responsibilities across the County workforce to ensure pay equity and to determine the total cost to the County's budget.
- For FY24-25, the estimated financial impact is approximately \$51 million.

Total Compensation Study

MILESTONE	DATE
Draft Statement of Work (SOW) for healthcare employer survey	Winter 2023
Engage expert and study structures	Spring 2024
Complete Study	Fall 2024

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**
 - Discussions with **Labor** initiated
 - Proposed revisions include:
 - Changes to **scoring** and **banding** processes to ensure greater opportunities for candidates and hiring managers
 - **Removal of testing barriers** for positions identified by the Board or 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>Solicit, review, and incorporate feedback on proposed CSR revisions from Departmental HR personnel, County Counsel, executive leadership, and relevant subject matter experts</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	Summer 2023
<p>Present proposed revisions to the County’s labor partners and begin negotiations</p>	Fall 2023
<p>Conclude labor negotiations</p> <ul style="list-style-type: none">• DHR is in active negotiations with County labor organizations.	Est. Summer 2024
<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. Fall to early Winter 2024

Current Hiring Initiatives

Process & Outcomes

Emergency Hiring

- Allows for immediate appointment of job applicants without an initial exam
- Requires nexus to an emergency
- Time to Hire <100 days
- 555 hires to-date across the Health Depts

Alternate Banding

- Fewer than 5 score bands, allowing hiring managers to reach more quickly and deeper into a hiring list
- Requires a “special study”
- Health Departments authorized for alternate banding in 60 recruitments
- Additional requests are pending

Early Job Offers

- Allows for contingent job offers to be made to candidates who have not yet earned a degree/credential/license.
- Improves ability to recruit candidates quickly, and better compete against other health agencies for top talent.
- DHR and Health Departments implemented early job offers for some high demand roles, like Physicians, before the pandemic.
- DHR has approved 29 requests in FY23-24.
- DHR and Health Departments will review priority needs for additional roles.

Same-Day Hiring (“One Stop Shopping”)

- Application, examination, hiring interview, and live scan all completed in the same day
- Allows for speedy processing of highly qualified candidates
- Emphasis is on clinical recruitments (nurse classifications, medical case workers, etc.):
DHS has conducted 15 such recruitments, January through July.

New Hiring Initiatives

Plans & Processes

Post-Test Application Submission

- Invite interested candidates to an interview/exam without an initial formal application.
- Application is completed after other assessment steps.
- Pilot testing with Nursing Attendants shows promising results; TTH as low as 8 days.

Artificial Intelligence in Hiring Interviews

- Will use AI to summarize candidate interview responses
- Hiring managers can quickly review summarized responses to identify promising candidates
- Will be pilot-tested on selected nursing classifications at DHS

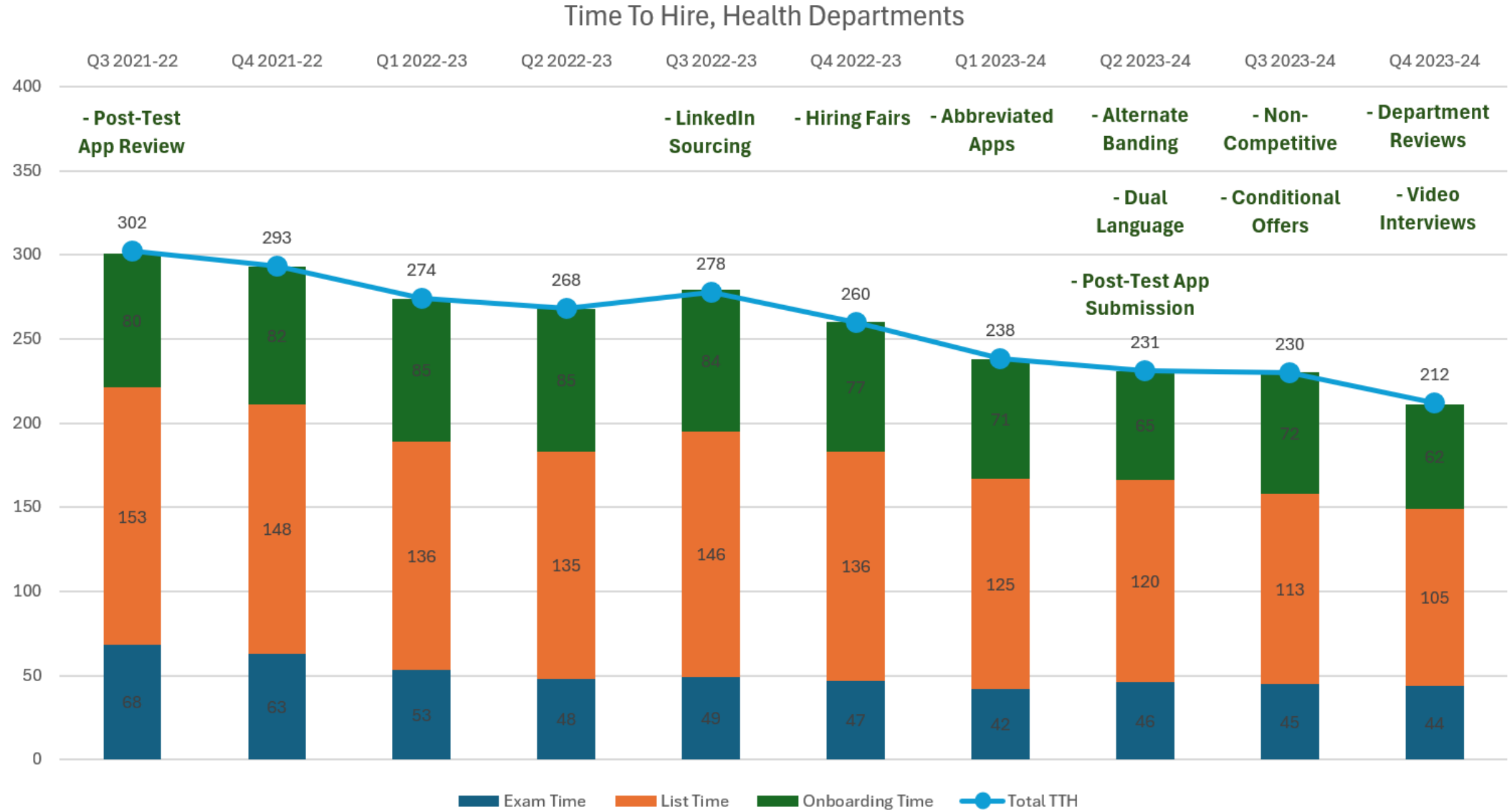
Reduced Test Retake Period

- Under current practice, test retake period is 6-12 months.
- DHR is changing the assessments used to allow test re-takes after 30 days.
- Will allow job candidates to take and retake the assessment to maximize job opportunities.
- Will result in more candidates available on hiring lists for health departments

Dual Language Examinations

- Post job opportunities and conduct examinations, in language(s) other than English
- Will cast a wider net, with more available candidates, for jobs that do not require high English proficiency
- Initial pilot testing at Probation Department highly successful
- Upcoming initial recruitment for Custodians at DHS will use this approach

Trending Time To Hire



Expanding Recruitment Pipelines and PLACE

Nursing Attendant Pipeline	<p>DHS and the Department of Economic Opportunity (DEO) coordinated on a Nursing Attendant pipeline program and since Spring of 2024, DEO has trained 179 Certified Nursing Assistants (CNA) candidates to participate in the opportunity to apply for the Nursing Attendant position.</p> <p>DHS and DEO held six (6) Nursing Attendant one-stop hiring fairs from February to May 2024, with 106 candidates hired in DHS. A hiring fair is scheduled for July 2024 to invite the remaining 52 trained CNA candidates.</p> <p>DEO and DHS are coordinating another training cohort with a start date of August 19, 2024.</p>
Central Services Technician Pipeline	<p>DEO is currently training 12 candidates to participate in the opportunity to apply for the Central Services Technician I (CST I) position. Students are completing their clinical rotations at DHS facilities and are expected to complete training and qualify for the CST exam in August 2024.</p> <p>DEO and DHS will coordinate employment application submissions for these candidates at the completion of training.</p>
Certified Medical Assistant Pipeline	<p>DEO recently trained 11 candidates to participate in the opportunity to apply for the Certified Medical Assistant (CMA) position. DEO is currently working with the candidates to schedule them for the State certification exam to qualify for the CMA exam.</p> <p>DEO and DHS will coordinate employment application submissions for these candidates upon State certification.</p>
PLACE	<p>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.</p> <p>PLACE programs train job candidates for various Health Department roles: Unit Support Assistant, Mental Health Advocate, Intermediate Typist-Clerk, Mental Health, Community Health Worker, Health Services & Mental Health, Intermediate Clerk, Health Services.</p>

Future Reports

Future Quarterly Reports in 2024 (Powerpoint Format)

- Written Update (email) November 2024

Appendix

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.



November 19, 2024

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

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)**

Christina R. Ghaly, M.D.
Director

Nina J. Park, M.D.
Chief Deputy Director, Clinical Affairs & Population Health

Aries Limbaga, DNP, MBA
Chief Deputy Director, Operations

Elizabeth M. Jacobi, J.D.
Administrative Deputy

313 N. Figueroa Street, Suite 912
Los Angeles, CA 90012

Tel: (213) 288-8050
Fax: (213) 481-0503

www.dhs.lacounty.gov

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"*



www.dhs.lacounty.gov

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.

As of March 2023, AHI transitioned the report updates to DHS. The Health Departments alongside the CEO and DHR have prepared the Board requested quarterly report back attached. The next report is due to the Board on February 5, 2025.

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 Quarterly Report November 2024



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)

Healthcare Challenges



Healthcare professional shortages continue to be a statewide & national concern



Healthcare is dynamic and regulated, with many roles requiring specialized education and state licensure/certification



Private employers recruit and offer jobs in advance of candidate graduation and licensure/certification



Candidates seek greater flexibility and options in a competitive job market

Health Department Hiring Snapshot

Personnel Transactions Q1: July 1, 2024, to September 30, 2024	DMH	DHS	DPH
New Hire	136	692	99
Rehire	33	160	29
Promotion	193	683	141
Voluntary Reduction	12	26	11
Change of Class	17	33	22
Restoration	1	0	0
Transfer	9	912	17
Sub-Title Change	2	23	0
Total	403	2,529*	319

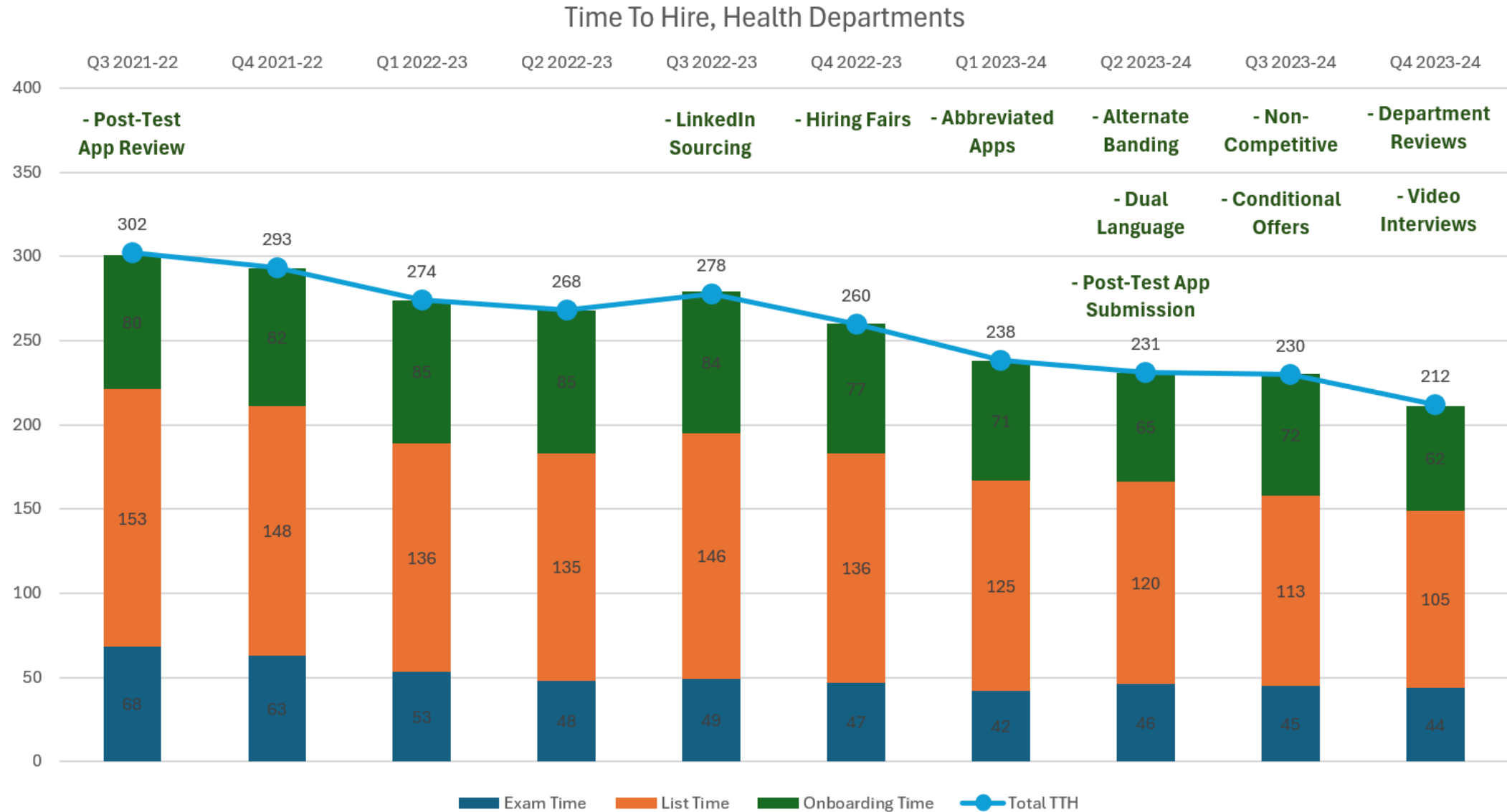
*DHS experiences an expected hiring/attrition spike at the end of each FY related to Physician Post Grad programs.

Health Department Hiring Fairs

Hiring Fairs Q1: July 1, 2024, to September 30, 2024	DMH	DHS	DPH
Total Events	5	10	12
Total Attendees	369	358	86
Total Offers	144	215	64
Total Hires	139	108	58
Top Classifications	Intermediate Typist Clerk Psychiatric Social Worker I Community Health Worker	Patient Relations Representative, Registered Nurse I, Intermediate Clerk	Contract Program Auditor, Environmental Health Specialist, Environmental Health Tech, Public Health Nurse, Health Facilities Evaluator, Nursing, Medical Service Coordinator, CSS, Youth Educator

Trending Time To Hire

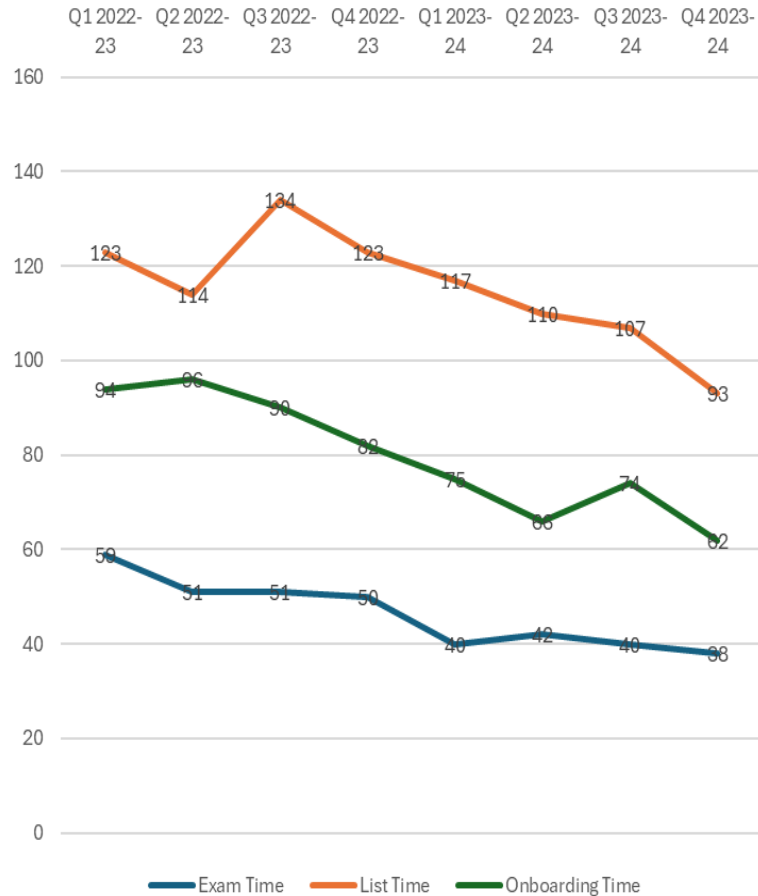
(Applicant Point-of-View)



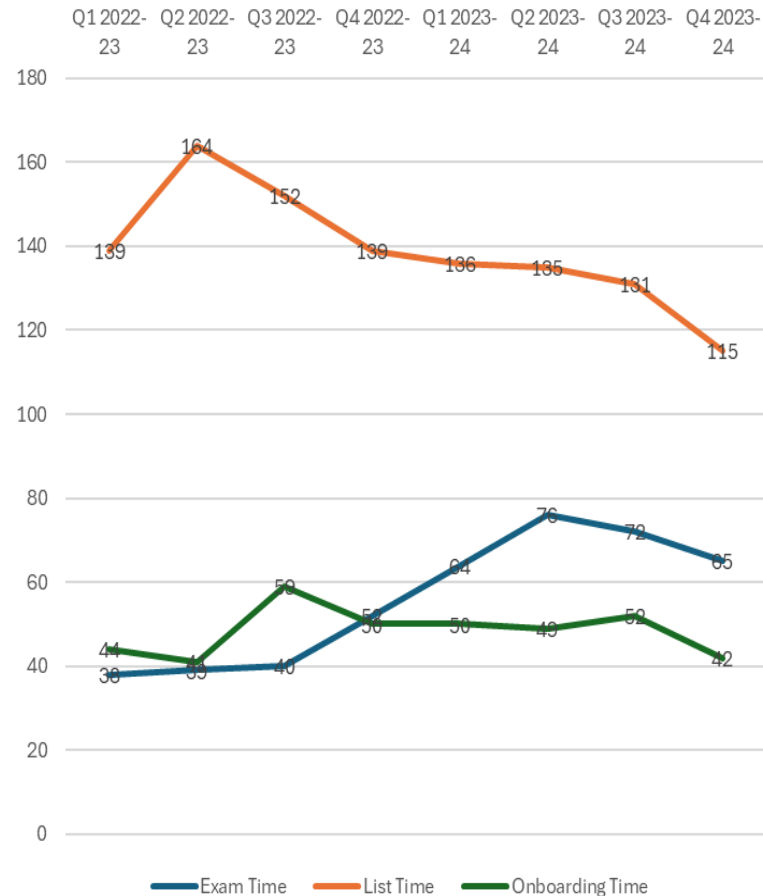
Trending Time To Hire by Department

(Applicant Point-of-View)

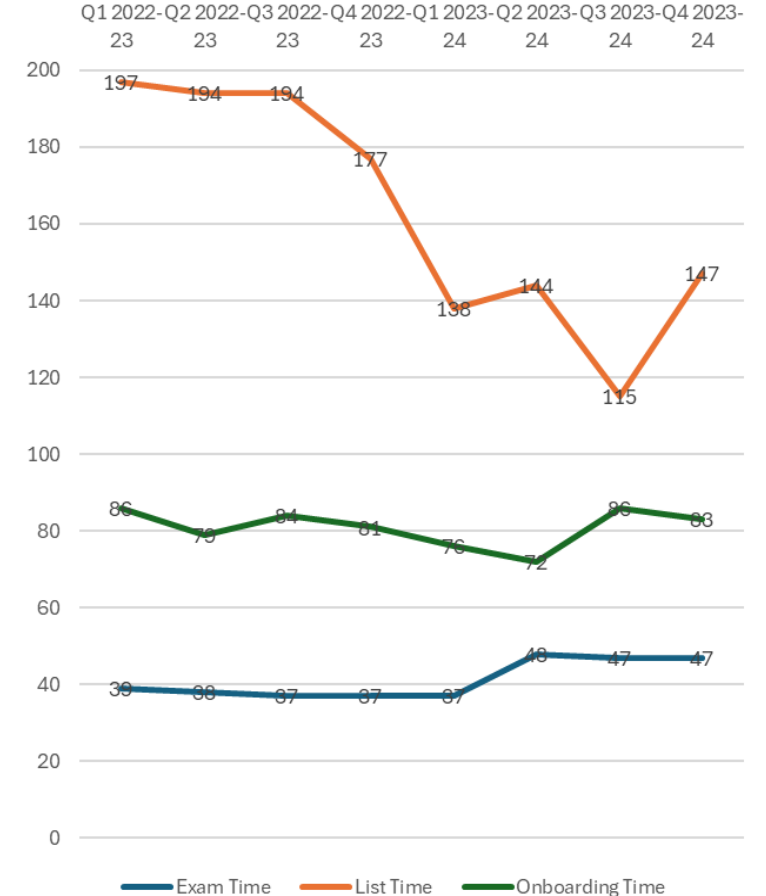
Time To Hire, DHS



Time To Hire, DPH



Time To Hire, DMH

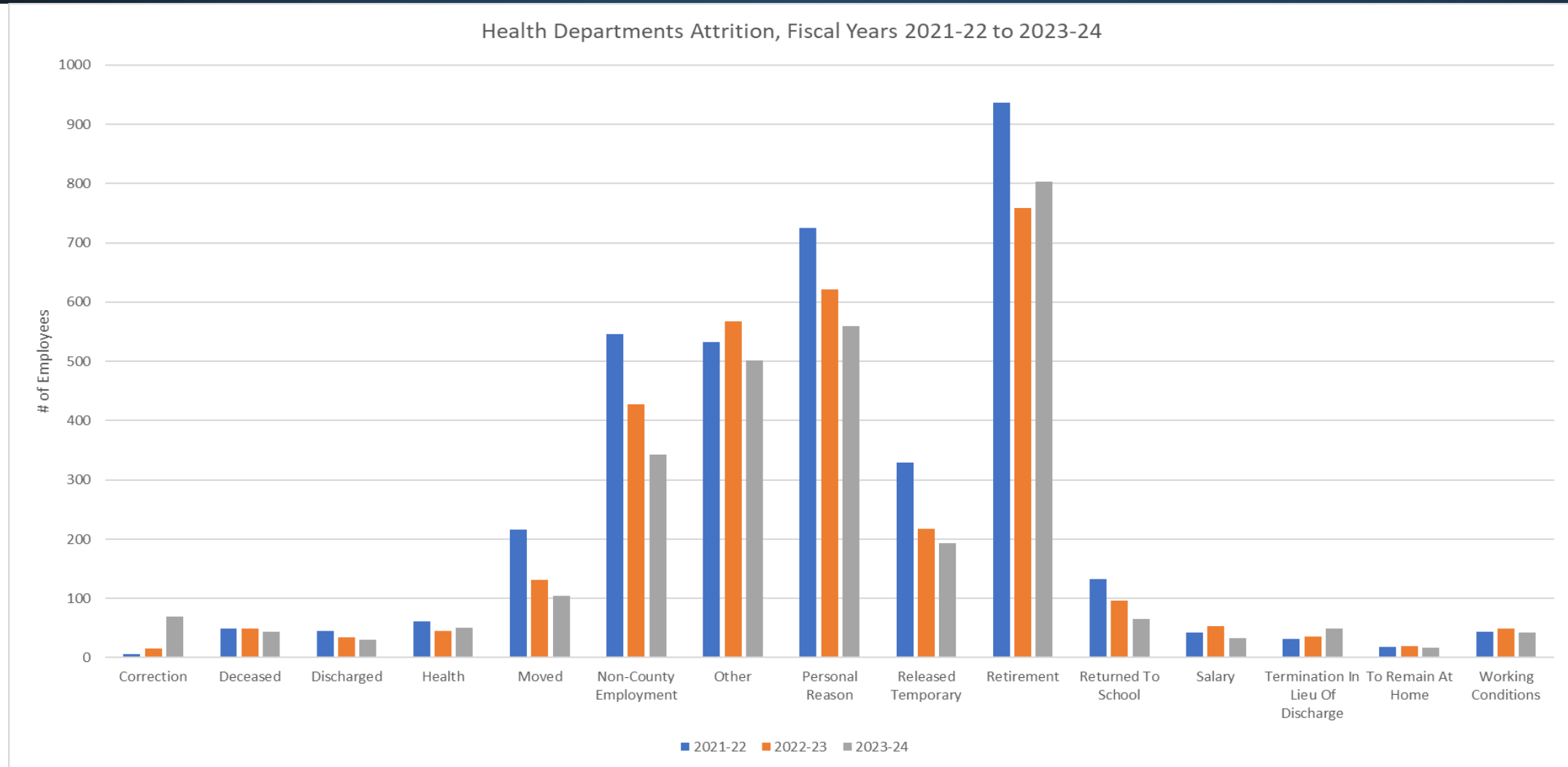


Health Department Attrition Snapshot

Attrition Q1: July 1, 2024, to September 30, 2024	DMH	DHS	DPH
Retirements	28	109	24
Personal Reasons	5	128	22
Non-County Employment	18	49	9
Released Temp	19	10	15
Other (County Code "Other")	45	401	9
Total	115	697*	79

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

Health Departments Historic Attrition Reasons, FY21-22 to FY23-24



See Appendix B
for complete
listing of
termination
codes/
definitions.

Health Department Recruitment and Retention Reporting

MILESTONE	DATE
Discovery on existing reports at County and Department level, definitions and data repositories	Spring 2024
Explore opportunities to link data from diverse systems	Spring 2024
Develop prototypes	On-going
Develop Health Department Composites for recruitment and retention insights	Fall 2024
Develop Dashboards for Hiring Manager Perspective	Winter/Spring 2025

Classification and Compensation

MILESTONE	DATE
Delegated authority for clinical classification SSP & OPA (1b & 17)	Spring 2023
Developed Process Flow for New Class Development (7, 14 & 15)	Spring 2023
Delegated authority for clinical class specification management (14 & 16)	Summer 2023
Expanded Delegated Authority for Homeless Emergency (7)	Fall 2023
New Classifications <ul style="list-style-type: none">• Mammography Technologist• Mammography Technologist, Special Procedures• Medical Dosimetrist• Pathologists' Assistant• Senior Healthcare Interpreter• Speech-Language Pathology Assistant• Supervising Mammography Technologist• Supervising Forensic Technician• <i>Paramedic Instructor (in-progress)</i>	Summer 2023 – Winter 2024
On The Horizon <ul style="list-style-type: none">• Core Lab Director• Health Safety Officer• Administrative Roles• Supervising Training Coordinator, MH	Spring – Summer 2025

Classification and Compensation

Continued

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%	4,868
DMH	7,962	243	5,846	96	73%/40%	205
DPH	5,842	408	3,435	123	59%/30%	120
Total	44,922	1.508	31,179	691	69%/46%	5,193

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		
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DMH	7,962	243	3,588	48	45%/20%	208
DPH	5,842	408	3,101	105	53%/26%	217
Total	44,922	1.508	24,428	557	54%/37%	1,729

Classification and Compensation

Continued

Department & Program		Scope	Completion Date
DHS	Perioperative Care	Restructuring of 763 nursing positions department wide to support State level changes on nursing to patient ratios.	September 2024
	Physician Management Review at Olive View-UCLA Medical Center	Review included 3 reclassifications and 8 permanent position transfers to assist the department with realigning resources with current operations.	September 2024
	Ambulatory Care Network - PAC Call Center	Review of 31 positions to establish a centralized PAC Call Center within the Ambulatory Care Network.	October 2024
DMH	Mental Health Program Manager Series Review	Transition classifications into MAPP to help meet departmental needs, enabling the department to restructure and streamline management functions and respond to Board initiatives more efficiently.	In Progress
	Reorganizations	Phase I of the Financial Services Bureau	July 2024
		Phase I of the Human Resources Bureau	August 2024



Recruitment/ Retention Incentives

Correctional Health Services

- Assignment Bonus of up to 20% impacting 1,976 positions, eff. 5/1/23.
- 580 appointments since announced implementation.
- 4% Assignment Bonus impacting 53 supervisory and management positions, eff. 1/1/24
- Increased salary rate for Relief Mental Health Psychiatrists, eff. 2/1/24

Alternate Crisis Response Teams – Department of Mental Health

- Implemented Hiring & Retention Bonuses, increased Field Assignment Bonus, and Increased Shift Differentials eff. 7/1/23.
- 308 new and existing employees have received up to \$10,000 in hiring and retention bonuses since implementation.
- 1,003 active employees are currently receiving enhanced Field Assignment Bonuses and Shift Differentials

CEO Approved Critical Shortage Rates (Laboratory, Radiology, Nursing Attendant)

- Effective June 1, 2024, Critical Shortage Recruitment Rates established for these hard-to-recruit areas
- Since implementation, the hiring rate for these classifications has increased by 116%.

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.
- The initial implementation date for a covered health care facility that is county owned, affiliated or operated is January 1, 2025, at the rate of \$23 per hour.
- As of current payroll records, over 1,500 health care employees may be eligible to receive salary increases up to \$23 per hour on January 1, 2025.
- The CEO, County Counsel, and the Health Departments have been collaborating research and assessing the extended impact to classifications with similar duties and responsibilities across the County workforce to ensure pay equity and to determine the total cost to the County's budget.
- For FY24-25, the estimated financial impact is approximately \$51 million.

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Modernize Civil Service Rules Governing the Examination Process

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 - Will require **Board approval**
 - Negotiations with **Labor** initiated
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 - **Removal of testing barriers** for positions identified by the Director of Personnel.
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 - Many additional changes to **reflect modern HR practices**.

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<p>Present proposed revisions to the County’s labor partners and begin negotiations</p>	Fall 2023
<p>Conclude labor negotiations</p> <ul style="list-style-type: none">• DHR is in active negotiations with County labor organizations.	Est. Winter 2024
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- Allows for immediate appointment of job applicants without an initial exam
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- 717 hires to-date across the Health Depts

Alternate Banding

- Fewer than 5 score bands, allowing hiring managers to reach more quickly and deeper into a hiring list
- Requires a “special study”
- Health Departments authorized for alternate banding in 60 recruitments
- Codification of streamlined banding structure prioritized in Civil Service Rule reform

Early Job Offers

- Allows for contingent job offers to be made to candidates who have not yet earned a degree/credential/license.
- Improves ability to recruit candidates quickly, and better compete against other health agencies for top talent.
- DHR and Health Departments implemented early job offers for some high demand roles, like Physicians, before the pandemic.
- DHR has approved 29 requests in FY23-24, with an additional six requests currently under review.
- DHR and Health Departments will review priority needs for additional roles.

Same-Day Hiring (“One Stop Shopping”)

- Application, examination, hiring interview, and live scan all completed in the same day
- Allows for speedy processing of highly qualified candidates
- Emphasis is on clinical recruitments (nurse classifications, medical case workers, etc.):
44 recruitment events (DHS 29 and DMH 15) have been conducted from January through mid-October.

New Hiring Initiatives

Plans & Processes

Post-Test Application Submission

- Invite interested candidates to an interview/exam without an initial formal application.
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- Will use AI to summarize candidate interview responses
- Hiring managers can quickly review summarized responses to identify promising candidates
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- Will result in more candidates available on hiring lists for health departments
- Pilot testing of 30-day test retake process for high-volume nurse recruitments.

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- Post job opportunities and conduct examinations, in language(s) other than English
- Will cast a wider net, with more available candidates, for jobs that do not require high English proficiency
- Recruitment for Custodians at DHS being initiated using this approach
- Initial pilot testing at Probation Department highly successful

Expanding Recruitment Pipelines and PLACE

Nursing Attendant I Pipeline

- Since Spring of 2024, DEO has trained 245 Certified Nursing Assistants (CNA) candidates to participate in the opportunity to apply for the Nursing Attendant I (NA I) position at DHS. DEO and DHS have coordinated six (6) Hiring Fairs for these candidates, resulting in 134 new permanent County employees and an additional 29 candidates with contingent job offers.
- DEO and DHS are planning to coordinate another job fair in mid-November 2024 for a group of 18 candidates pending results from their State Certification exam scheduled for 10/30/2024.
- DEO and DHS are coordinating another training cohort of 60 candidates with a start date of 12/04/2024.

Central Services Technician Pipeline

- DEO recruited 12 candidates to participate in the opportunity to train and then apply for the Central Services Technician I (CST I) position. From the seven (7) who completed the training, five (5) candidates have applied for a CST I position with DHS. DEO is coordinating with DHS to review applications and work with candidates on their next steps for onboarding. DEO is working with the remaining two (2) graduates to apply to the CST I exam.

Certified Medical Assistant Pipeline

- DEO recruited 11 candidates to participate in the opportunity to train and then apply for the Certified Medical Assistant (CMA) position. To date, this program has not resulted in DHS hires and DHS is reviewing opportunities to improve the CMA recruitment process.

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: Unit Support Assistant, Mental Health Advocate, Intermediate Typist-Clerk, Mental Health, Community Health Worker, Health Services & Mental Health, Intermediate Clerk, Health Services.
- DEO partnered with DHS on a PLACE Intermediate Clerk cohort that culminated 9/19/24. DHS held a hiring fair on 9/24/2024 for the PLACE participants and 10 contingent offers were made at the hiring event. Additionally, DMH made two Intermediate Typist Clerk appointments.

Future Reports

Next Report

February 5, 2025 presentation

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.
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Click on image
to open eHR Termination Codes
and Descriptions



February 24, 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)**

Christina R. Ghaly, M.D.
Director

Nina J. Park, M.D.
Chief Deputy Director, Clinical Affairs & Population Health

Aries Limbaga, DNP, MBA
Chief Deputy Director, Operations

Elizabeth M. Jacobi, J.D.
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www.dhs.lacounty.gov

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 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 quarterly report back attached. Through this collaboration, the Departments continue to meet regularly and recommend

Each Supervisor
February 24, 2025
Page 3

a bi-annual presentation to 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 February 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 Hiring Snapshot

Personnel Transactions Q1: July 1 to Sept 30, 2024	DMH	DHS	DPH
New Hire	136	692	99
Rehire	33	160	29
Promotion	193	683	141
Voluntary Reduction	12	26	11
Change of Class	17	33	22
Restoration	1	0	0
Transfer	9	912	17
Sub-Title Change	2	23	0
Total	403	2,529*	319

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

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

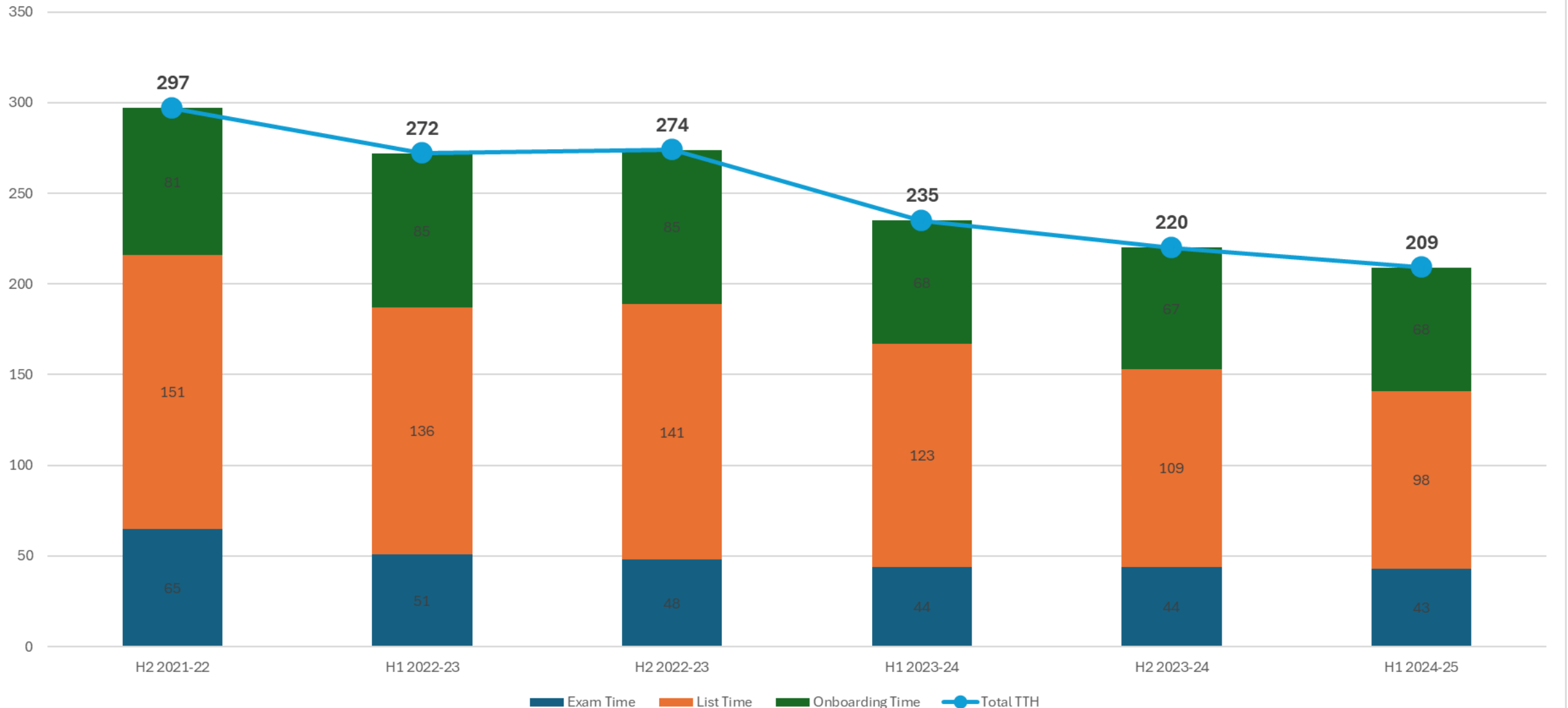
Health Department Hiring Fairs

Hiring Fairs Q2: Oct 1 to Dec 31, 2024	DMH	DHS	DPH
Total Events	4	6	13
Total Attendees	282	99	228
Total Offers	134	87	82
Total Hires	128	80	75
Top Classifications	Community Health Worker Psychiatric Social Workier Mental Health Clinician I	Nursing Attendant I Intermediate Clerk Assistant Staff Analyst	Youth Educator Administrative Aid Intermediate Clerk Assistant Staff Analyst Staff Analyst Environmental Health Specialist I

Trending Time To Hire

(Applicant Point-of-View)

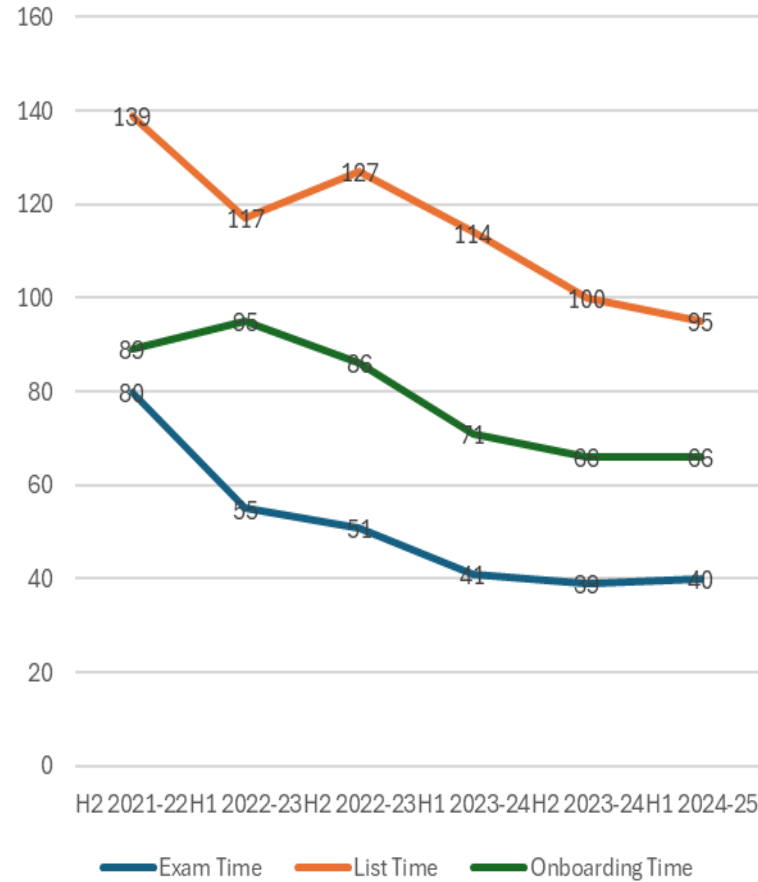
Time to Hire, Health Departments



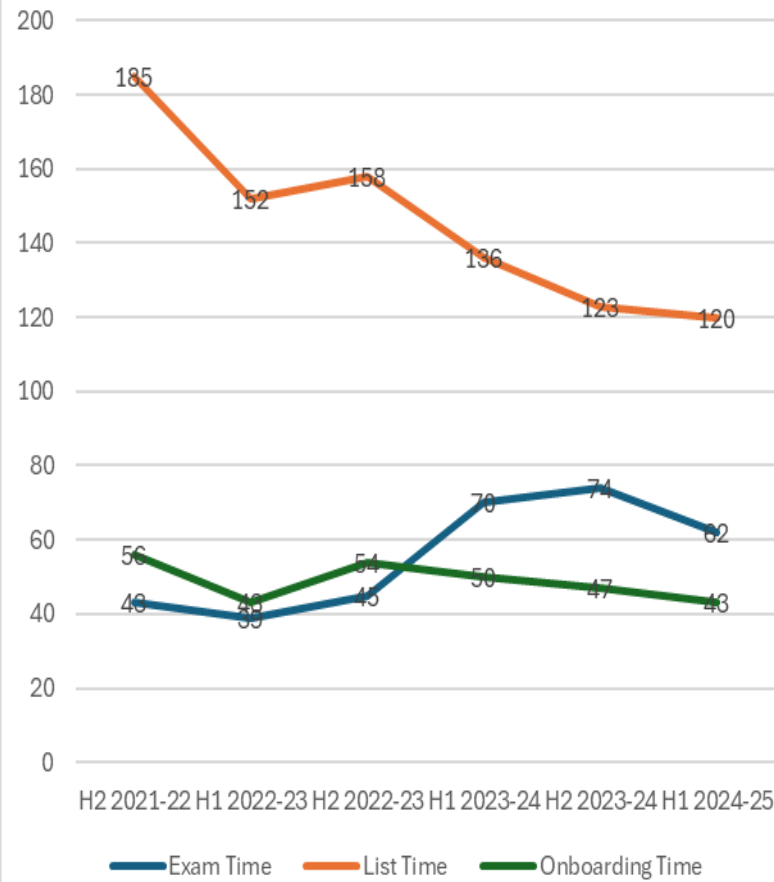
Trending Time To Hire by Department

(Applicant Point-of-View)

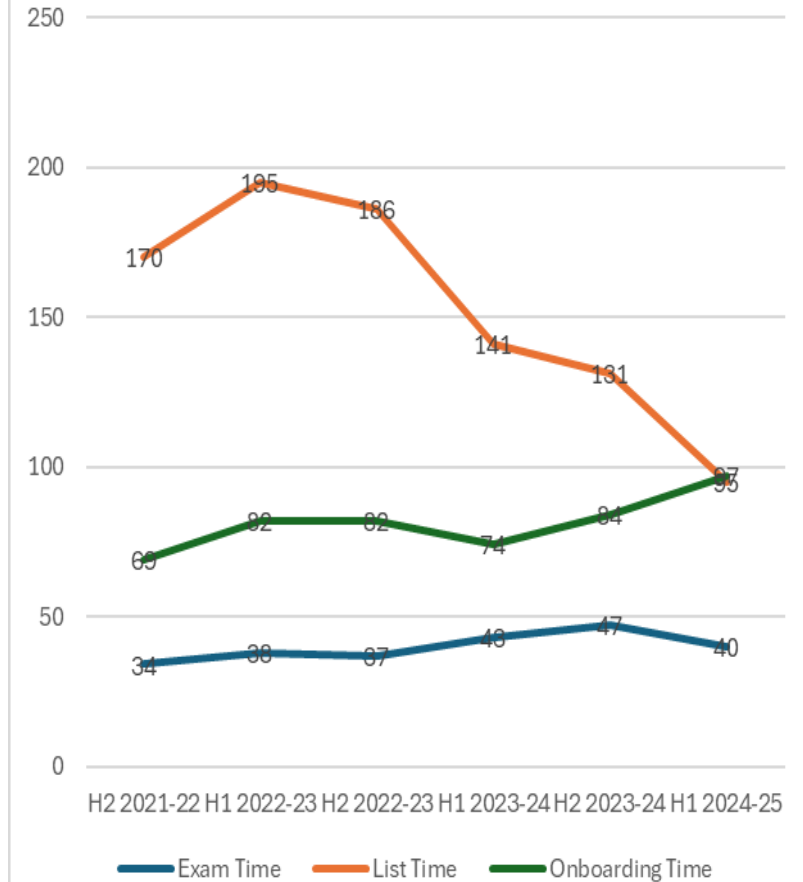
Time to Hire, DHS



Time to Hire, DPH



Time to Hire, DMH





Health Department Attrition Snapshot

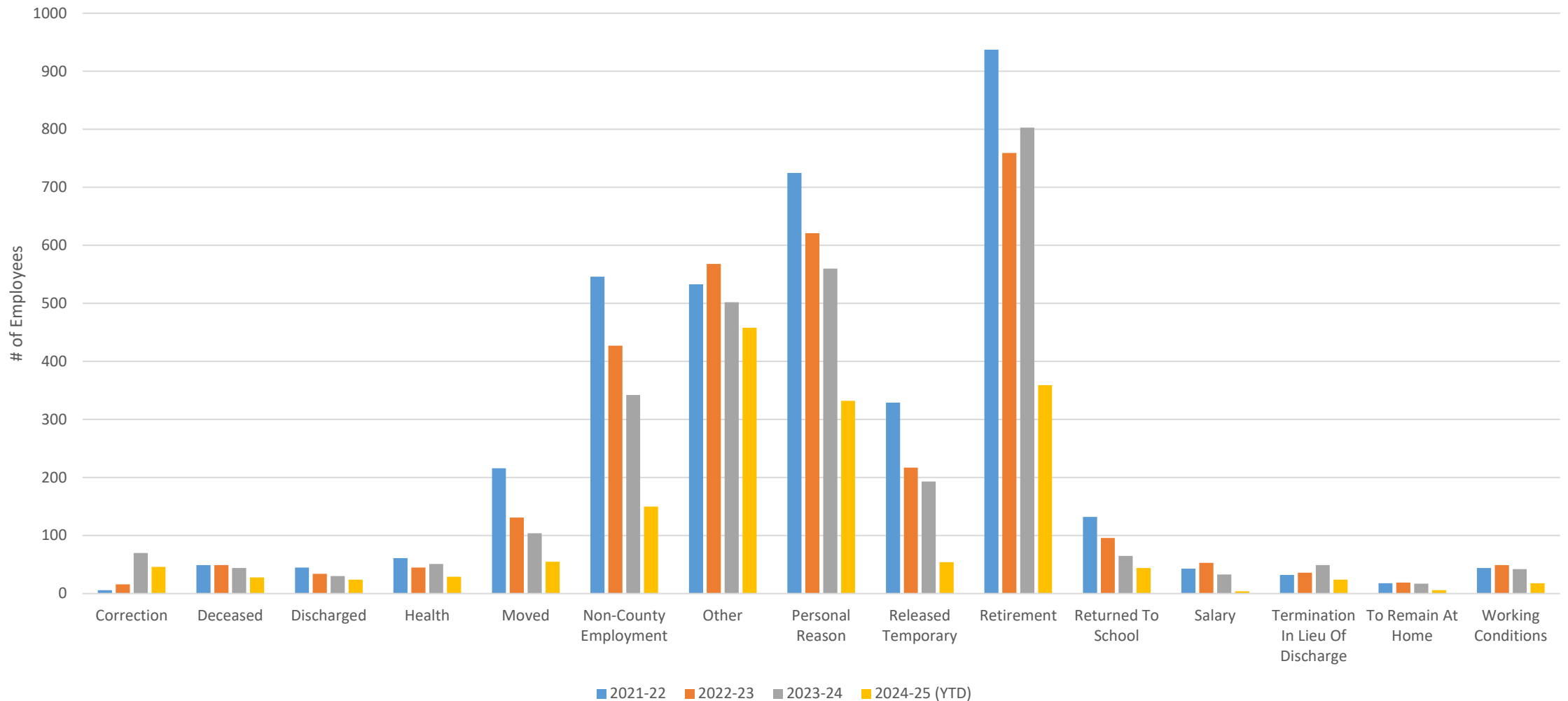
Attrition Q1: July 1 to Sept 30, 2024	DMH	DHS	DPH
Retirements	28	109	24
Personal Reasons	5	128	22
Non-County Employment	18	49	9
Released Temp	19	10	15
Other (County Code "Other")	45	401	9
Total	115	697*	79

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

*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 (YTD)



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%	5,116
DMH	7,962	243	5,846	96	73%/40%	224
DPH	5,842	408	3,435	123	59%/30%	153
Total	44,922	1,508	31,179	691	69%/46%	5,493

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%	1,564
DMH	7,962	243	3,588	48	45%/20%	231
DPH	5,842	408	3,101	105	53%/26%	259
Total	44,922	1,508	24,428	557	54%/37%	2,054

Classification and Compensation

Continued

Department & Program		Scope	Completion Date
DHS	Physician Management Review at Olive View-UCLA Medical Center	Review included 3 reclassifications and 8 permanent position transfers to assist the department with realigning resources with current operations.	September 2024
	Ambulatory Care Network - PAC Call Center	Review of 31 positions to establish a centralized PAC Call Center within the Ambulatory Care Network.	September 2024
	Health Services Administration – Centralized Cost Reporting	Review and restructure of 44 positions to centralize State and federal Cost Reporting and Reimbursement. One OPA approved as result.	Winter 2025
DMH	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.	Spring 2025
	Reorganizations	Risk Management Section	Spring 2025
		Phase II of the Financial Services Bureau	Spring 2025
		Phase II of the Human Resources Bureau	Spring 2025



Recruitment/ Retention Incentives

Critical Shortage Rate - DPH

- 7/1/24 - Youth Educator and Youth Educator Supervisor.
- Vacancy rates reduced by 100%.

Critical Shortage Rate - DHS

- Effective June 1, 2024, Critical Shortage Recruitment Rates established for Laboratory, Radiology, and Nursing Attendant.
- Since implementation, the hiring rate for these classifications has increased by 300%.

Alternate Crisis Response Teams – DMH

- Implemented Hiring & Retention Bonuses, increased Field Assignment Bonus, and Increased Shift Differentials.
- 321 new and existing employees have received up to \$10,000 in hiring and retention bonuses since implementation.
- 1,100 active employees are currently receiving enhanced Field Assignment Bonuses and Shift Differentials

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.
- 128 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 75 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, 4,748 employees received salary increases up to at least \$23 per hour effective January 1, 2025.
- Future implementation dates :
 - **July 1, 2025:** \$24 per hour for health care workers (\$36 per hour for FLSA exempt health care workers).
 - **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>Solicit, review, and incorporate feedback on proposed CSR revisions from Departmental HR personnel, County Counsel, executive leadership, and relevant subject matter experts</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	Summer 2023
<p>Present proposed revisions to the County’s labor partners and begin negotiations</p>	Fall 2023 (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. Early Summer 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. Late Summer/Early Fall 2025

Current Hiring Initiatives

Process & Outcomes

Emergency Hiring

- Allows for immediate appointment of job applicants without an initial exam
- Requires nexus to an emergency
- Time to Hire 108 days (vs 212 for traditional recruitments)
- 1,045 hires to-date across the Health Depts

Alternate Banding

- Fewer than 5 score bands, allowing hiring managers to reach more quickly and deeper into a hiring list
- Requires a “special study”
- Health Departments authorized for alternate banding in 60 recruitments
- Codification of streamlined banding structure prioritized in Civil Service Rule reform

Early Job Offers

- Allows for contingent job offers to be made to candidates who have not yet earned a degree/credential/license.
- Improves ability to recruit candidates quickly and better compete against other health agencies for top talent.
- DHR and Health Departments implemented early job offers for some high demand roles, like Physicians, before the pandemic.
- DHR has approved 32 requests since FY23-24.
- DHR and Health Departments will review priority needs for additional roles.

Same-Day Hiring (“One Stop Shopping”)

- Application, examination, hiring interview, and live scan all completed in the same day
- Allows for speedy processing of highly qualified candidates
- Emphasis is on clinical recruitments (nurse classifications, medical case workers, etc.)
- Between October 1, 2024, and December 31, 2024: DHS conducted 6 events resulting in 80 hires; DMH conducted 4 events resulting in 128 hires and DPH conducted 13 events resulting in 75 hires.

New Hiring Initiatives

Plans & Processes

Post-Test Application Submission

- Invite interested candidates to an interview/exam without an initial formal application.
- Application is completed after other assessment steps.
- Preliminary results show TTH as low as 8 days.
- Currently in use for LVN and Nursing Attendant recruitments.

Artificial Intelligence in Hiring Interviews

- Will use AI to summarize candidate interview responses
- Hiring managers can quickly review summarized responses to identify promising candidates
- Pilot-testing underway using Radiologic Technologist at DHS
- Anticipated use for selected clinical classifications at DHS

Reduced Test Retake Period

- Under current practice, test retake period is 6-12 months.
- DHR is changing the assessments used to allow test re-takes after 30 days.
- Will allow job candidates to take and retake the assessment to maximize job opportunities.
- Will result in more candidates available on hiring lists for health departments.
- Pilot testing of process with 30-day retake period with Nursing.

Dual Language Examinations

- Post job opportunities and conduct examinations, in language(s) other than English
- Will cast a wider net, with more available candidates, for jobs that do not require high English proficiency
- Building on highly successful Probation Department pilot.
- Pilot recruitment for Custodians at DHS recently completed
- Awaiting DHS pilot results.

Expanding Recruitment Pipelines and PLACE

Nursing Attendant I Pipeline

- During the period of October to December 31, 2024, DEO and DHS coordinated two (2) Hiring Fairs for Nursing Attendant candidates, resulting in 29 candidates with contingent job offers and, ultimately, 25 new permanent County employees. DEO has recently trained a cohort of 45 candidates who are scheduled to take their State exam by the end of February 2025. DEO and DHS will coordinate a Hiring Fair for those who successfully pass the State exam.

Central Services Technician Pipeline

- DEO recruited candidates to train and then apply for the Central Services Technician I (CST I) position. Nine (9) completed the training, of which five (5) candidates were interested in employment with DHS. So far, two (2) applicants have been hired. DEO is working with the remaining candidates to submit applications.

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. There were 22 enrollments and 16 completed the program. 12 candidates passed the Civil Service exam with 8 hires made during the period of October to December 31, 2024.
- DEO is currently partnering with DHS on upcoming cohorts for Custodians and Intermediate Clerk.

Disaster Services Workers (DSWs) for Fire Response

DSW Missions	DHS	DMH	DPH
Employees provided for County missions	39	20	51
Employees deployed as DSWs	26	12	14
Internal deployments	N/A	228	64

Health Department Recruitment and Retention Reporting

MILESTONE	DATE
Discovery on existing reports at County and Department level, definitions and data repositories	Spring 2024
Develop Health Department Composites for recruitment and retention insights	Fall 2024
Develop prototypes - Recommend utilizing Q1/Q2, Q3/Q4 for future reports	On-going
Develop Dashboards for Hiring Manager Perspective	Spring 2025

Future Reports

Next Report

August 2025 (Recommend biannual presentations covering Q1/Q2, Q3/Q4)

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.
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