



**HEALTH AND MENTAL HEALTH CLUSTER
AGENDA REVIEW MEETING**

DATE: Wednesday, August 9, 2023

TIME: 11:30 A.M.

THIS MEETING WILL CONTINUE TO BE CONDUCTED VIRTUALLY AS PERMITTED UNDER THE BOARD OF SUPERVISORS' JUNE 27, 2023, ORDER SUSPENDING THE APPLICATION OF BOARD POLICY 3.055 UNTIL AUGUST 31, 2023.

TO PARTICIPATE IN THE MEETING, PLEASE CALL AS FOLLOWS:

DIAL-IN NUMBER: 1 (323) 776-6996

CONFERENCE ID: 322130288#

[MS Teams link](#) (Ctrl+Click to Follow Link)

AGENDA

Members of the Public may address the Health and Mental Health Services Meeting on any agenda item. Two (2) minutes are allowed for each item.

THIS TELECONFERENCE WILL BE MUTED FOR ALL CALLERS. PLEASE DIAL *6 TO UNMUTE YOUR PHONE WHEN IT IS YOUR TIME TO SPEAK.

11:00 A.M. NOTICE OF CLOSED SESSION

CS-1 CONFERENCE WITH LEGAL COUNSEL – ANTICIPATED LITIGATION

Government Code Section 54956.9(d)

Significant exposure to Litigation

Department of Health Services

- I. Call to order
- II. **Information Item(s) (Any Information Item is subject to discussion and/or presentation at the request of two or more Board offices):**
 - a. **DHS:** Request to Accept Compromise Offer of Settlement for Patient seen under the Trauma Center Service Agreement
- III. **Discussion Item(s):**
 - a. **DHS/CEO/DHR/DPH/DMH:** Investing in Strengthening the County Health Care Workforce

- IV. Items Continued from a Previous Meeting of the Board of Supervisors or from the Previous Agenda Review Meeting
- V. Items not on the posted agenda for matters requiring immediate action because of an emergency situation, or where the need to take immediate action came to the attention of the Department subsequent to the posting of the agenda.
- VI. Public Comment
- VII. Adjournment

BOARD LETTER/MEMO CLUSTER FACT SHEET

 Board Letter

 Board Memo

 Other

CLUSTER AGENDA REVIEW DATE	8/16/2023		
BOARD MEETING DATE	9/12/2023		
SUPERVISORIAL DISTRICT AFFECTED	<input checked="" type="checkbox"/> All <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input type="checkbox"/> 4 th <input type="checkbox"/> 5 th		
DEPARTMENT(S)	Department of Health Services (DHS)		
SUBJECT	REQUEST TO ACCEPT COMPROMISE OFFER OF SETTLEMENT FOR PATIENT SEEN UNDER THE TRAUMA CENTER SERVICE AGREEMENT.		
PROGRAM	Health Services		
AUTHORIZES DELEGATED AUTHORITY TO DEPT	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No		
SOLE SOURCE CONTRACT	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
	If Yes, please explain why:		
DEADLINES/ TIME CONSTRAINTS	Not Applicable		
COST & FUNDING	Total cost:	\$0.00	Funding source:
			Not Applicable
	TERMS (if applicable): Not Applicable		
	Explanation: There is no net cost to the County		
PURPOSE OF REQUEST	<p>Requesting Board approval for the acceptance of a compromise offer of settlement for a patient account that is unable to be paid in full. The payment will replenish the Los Angeles County Trauma Funds.</p> <p>The Board is being asked to authorize the Director, or designee, to accept the attached compromise offer of settlement, pursuant to Section 1473 of the Health and Safety Code. This will expedite the County's recovery of revenue totaling \$3,047.00 for medical care provided at LA General MC.</p>		
BACKGROUND (include internal/external issues that may exist including any related motions)	The acceptance of the attached compromise settlement will help maximize net revenues and will help DHS meet its' budgeted revenue amounts.		
EQUITY INDEX OR LENS WAS UTILIZED	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If Yes, please explain how:		
SUPPORTS ONE OF THE NINE BOARD PRIORITIES	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If Yes, please state which one(s) and explain how:		
DEPARTMENTAL CONTACTS	Name, Title, Phone # & Email: DHS, Virginia Perez, Associate Hospital Administrator II, (626) 525-6077 virperez@dhs.lacounty.gov County Counsel, Kelly Hassel, Deputy County Counsel, (213) 974-1803 khassel@counsel.lacounty.gov		

September 12, 2023

**DRAFT
DHS-Letterhead**

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, CA 90012

Dear Supervisors:

**REQUEST TO ACCEPT COMPROMISE OFFER OF SETTLEMENT
FOR PATIENT SEEN UNDER THE
TRAUMA CENTER SERVICE AGREEMENT
(ALL SUPERVISORIAL DISTRICTS)
(3 VOTES)**

SUBJECT

To request the Los Angeles County (LA County) Board of Supervisors (Board) approval for the Director of Health Services (Director), or designee, to accept a compromise offer of settlement for a patient who received medical care at either a LA County facility and/or at a non- LA County operated facility under the Trauma Center Service Agreement. The compromise offer of settlement referenced below is not within the Director's authority to accept.

IT IS RECOMMENDED THAT THE BOARD:

Authorize the Director, or designee, to accept the attached compromise offer of settlement, pursuant to Section 1473 of the Health and Safety Code, for the following individual account:

Patient who received medical care at a LA County facility:

Los Angeles General Medical Center – Account Number 100221157 in the amount of \$3,047.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

Patient who received medical care at a LA County facility: The compromise offer of settlement for this patient account is recommended because the patient is unable to pay the full amount of charges and the compromise offer represents the maximum amount the Department of Health Services (DHS) was able to negotiate or was offered.

It is in the best interest of LA County to approve the acceptance of the compromise offer as it will enable DHS to maximize net revenue on this account.

Implementation of Strategic Plan Goals

The recommended action will support Strategy III.3 “Pursue for Operational Effectiveness, Fiscal Responsibility, and Accountability” of the LA County’s Strategic Plan.

FISCAL IMPACT/FINANCING

The approval will recover revenue totaling \$3,047 in charges.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

Under LA County Code Chapter Section 2.76.046, the Director, or designee, has the authority to reduce patient account liabilities by the greater of i) \$15,000, or ii) \$75,000 or 50% of the account balance, whichever is less. Any reduction exceeding the Director’s, or designee’s, authority requires Board approval.

On January 15, 2002, the Board adopted an ordinance granting the Director, or designee, authority to compromise or reduce patient account liabilities when it is in the best interest of LA County to do so.

On November 1, 2005, the Board approved a revised ordinance granting the Director, or designee, authority to reduce, on an account specific basis, the amount of any liability owed to LA County which relates to medical care provided by third parties for which LA County is contractually obligated to pay and related to which LA County has subrogation or reimbursement rights. The revised ordinance was adopted by the Board on December 8, 2005.

IMPACT ON CURRENT SERVICES (OR PROJECTS)

Maximizing net revenues on patients who received medical care at LA County facilities will help DHS meet its budgeted revenue amounts.

Respectfully submitted,

Christina R. Ghaly, M.D.
Director

CRG:rs

Enclosure

c: Chief Executive Office
County Counsel
Executive Office, Board of Supervisors

DATA FOR COMPROMISE SETTLEMENT

COUNTY OF LOS ANGELES – DEPARTMENT OF HEALTH SERVICES
TRANSMITTAL 23-06-A

Amount of Aid	\$27,615.00	Account Number	100221157
Amount Paid	\$0.00	Name	Adult Male
Balance Due	\$27,615.00	Service Date	05/26/20 – 03/21/22
Compromise Amount Offered	\$3,047.00	Facility	LA General Medical Center
Amount to be Written Off	\$24,568.00	Service Type	Inpatient

JUSTIFICATION

The patient was treated at LA General Medical Center at a total cost of \$27,615.00. The patient has a total of \$74,921.98 in medical bills and attorney fees.

The attorney has settled the case in the amount of \$25,000.00. Due to the low recovery and the insufficient funds to fully satisfy all liens and fees the attorney proposes the following disbursement:

Disbursements	Total Claim	Proposed Settlement	Percent of Settlement
Attorney Fees	\$8,333.33	\$8,333.33	33.33%
Attorney Cost	\$0.00	\$0.00	0.00%
Other lien holders	\$38,973.65	\$5,286.27	21.15%
Los Angeles Department of Health Services (LA General MC)	\$27,615.00	\$3,047.00	12.19%
Net to Client (Heirs)	\$0.00	\$8,333.40	33.33%
Total	\$74,921.98	\$25,000.00	100.00%

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
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			

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

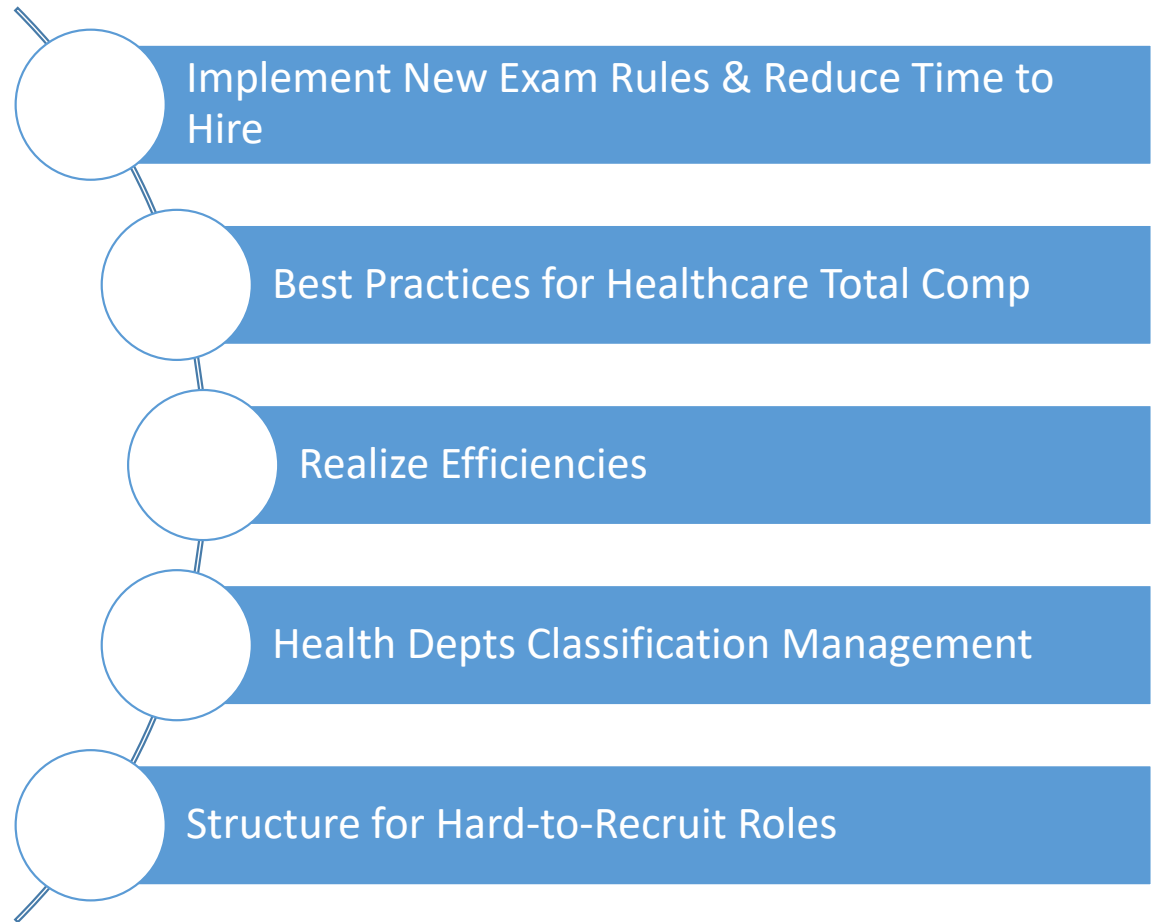
Healthcare professional shortages continue to be recognized as a Statewide and national concern

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.