



Board of Supervisors Health and Mental Health Cluster Agenda Review Meeting

DATE: February 7, 2024

TIME: 11:30 a.m. – 1:30 p.m.

MEETING CHAIR: Angelica Ayala, 3rd Supervisorial District

CEO MEETING FACILITATOR: Atineh Sepanian

This meeting will be held in a hybrid format which allows the public to participate virtually, or in person, as permitted under the Board of Supervisors' August 8, 2023, order, which suspended the application of Board Policy 3.055 until March 31, 2024.

To participate in the meeting in person, the meeting location is:

Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, California 90012
Room 140

To participate in the meeting virtually, please call the teleconference number:

1 (323) 776-6996 and enter the following: 403 234 317# or [Click here to join the meeting](#)

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.

I. Call to order

II. **Presentation Item(s):**

- a. **DPH:** Approval of Two Ordinances and Accompanying Regulations to Amend Los Angeles County Code, Title 8 – Consumer Protection, Business and Wage Regulations Code, to Establish a Rental Housing Habitability and a Rent Escrow Account Program in the Unincorporated Areas of Los Angeles County (#07429)
- b. **DPH:** Board Resolution to Apply for and Accept Grant Agreements from the State Water Resources Control Board for Beach Monitoring and Public

Notification Services for the Period of July 1, 2023, through September 30, 2028 (#07405)

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**

DRAFT

☒ Board Letter

☐ Board Memo

☐ Other

CLUSTER AGENDA REVIEW DATE	2/7/2024	
BOARD MEETING DATE	2/27/2024	
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)	PUBLIC HEALTH	
SUBJECT	BOARD RESOLUTION TO APPLY FOR AND ACCEPT GRANT AGREEMENTS FROM THE STATE WATER RESOURCES CONTROL BOARD FOR BEACH MONITORING AND PUBLIC NOTIFICATION SERVICES FOR THE PERIOD OF JULY 1, 2023 THROUGH SEPTEMBER 30, 2028	
PROGRAM	ENVIRONMENTAL HEALTH	
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	NONE	
COST & FUNDING	Total cost: \$0	Funding source: NOT APPLICABLE
	TERMS (if applicable):	
	Explanation:	
PURPOSE OF REQUEST	Approve a Board Resolution delegating authority to the Director of the Department of Public Health (Public Health), or designee, to apply for and accept grants and grant amendments from the State Water Resources Control Board (SWRCB), at amounts determined by the SWRCB, for Beach Water Quality Monitoring and Public Notification service for the period of July 1, 2023 through September 30, 2028.	
BACKGROUND (include internal/external issues that may exist including any related motions)	<p>Health and Safety Code sections 115875 through 115915 and the California Code of Regulations sections 7952 through 7962 require weekly testing and assessment of the waters adjacent to all public beaches within Public Health's jurisdiction.</p> <p>Public Health's Environmental Health Division conducts weekly testing at mainland beaches for total coliform, fecal coliform, and enterococcus bacteria in the Los Angeles County coastal recreation waters from the Ventura County line to the City of Redondo Beach. In addition, every year from April through October, Public Health conducts weekly testing on Santa Catalina Island. Public Health also collects sampling data from partner agencies for public notification purposes. Beaches failing to meet bacteriological standards require public notification to include: 1) posting conspicuous warning signs on the beach to inform the public of the nature of the problem and health risk; 2) closing beaches that are impacted by sewage or other contaminant discharge; 3) reporting bacteria levels, advisories, and closures to the SWRCB through the Beach Watch Database System; and 4) maintaining and updating the telephone hotline and website,</p>	

	<p>as needed, to inform the public of all beaches currently closed or posted with warning signs to convey changes in public health risk. All collection sites, monitoring, and public notification data are submitted to the SWRCB.</p> <p>.</p>
EQUITY INDEX OR LENS WAS UTILIZED	<p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <p>If Yes, please explain how:</p>
SUPPORTS ONE OF THE NINE BOARD PRIORITIES	<p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <p>If Yes, please state which one(s) and explain how:</p>
DEPARTMENTAL CONTACTS	<p>DEPARTMENT: Joshua Bobrowsky Public Health Director Government Affairs (213) 288-7871; jbobrowsky@ph.lacounty.gov</p> <p>Liza Frias, Director of Environmental Health (626) 430-5115, lfrias@ph.lacounty.gov</p> <p>COUNTY COUNSEL: Blaine McPhillips, Senior Deputy County Counsel (213) 974-1920, bmcphillips@counsel.lacounty.gov</p>



BARBARA FERRER, Ph.D., M.P.H., M.Ed.
Director

MUNTU DAVIS, M.D., M.P.H.
County Health Officer

ANISH P. MAHAJAN, M.D., M.S., M.P.H.
Chief Deputy Director

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BOARD OF SUPERVISORS

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Kathryn Barger
Fifth District

February 27, 2024

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

Dear Supervisors:

**BOARD RESOLUTION TO APPLY FOR AND ACCEPT GRANT AGREEMENTS FROM
THE STATE WATER RESOURCES CONTROL BOARD FOR BEACH MONITORING
AND PUBLIC NOTIFICATION SERVICES FOR THE PERIOD OF JULY 1, 2023
THROUGH SEPTEMBER 30, 2028
(ALL SUPERVISORIAL DISTRICTS) (3 VOTES)**

SUBJECT

Request approval of a resolution to apply for and accept grant agreements from the State Water Resources Control Board to support the Department of Public Health's Environmental Health Division Beach Monitoring Program from July 1, 2023, through September 30, 2028.

IT IS RECOMMENDED THAT THE BOARD:

Approve the attached Board Resolution, Exhibit I, delegating authority to the Director of the Department of Public Health (Public Health), or designee, to apply for and accept grants and grant amendments from the State Water Resources Control Board (SWRCB), at amounts determined by the SWRCB, for Beach Water Quality Monitoring and Public Notification service for the period of July 1, 2023, through September 30, 2028 with the awarded grants and amendments subject to review and approval as to form by County Counsel, and notification to your Board and the Chief Executive Office.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

Approval of the recommended action will allow Public Health to continue to apply for and accept funds from the SWRCB through September 30, 2028, for beach water quality monitoring and public notification services. These services include, but are not limited to:

testing and assessing the waters adjacent to all public beaches within Public Health's jurisdiction; investigating complaints of violations of any Public Health Standard; posting warning signs and closing beaches as needed for public safety; maintaining and updating a telephone hotline and website to inform the public of all public beaches currently closed, posted, or otherwise restricted; and submitting all location, collection agency, monitoring, and notification data for all monitored sites to the SWRCB.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The recommended action supports Strategy II.3.1 Make Environmental Sustainability Our Daily Reality, of the County's Strategic Plan.

FISCAL IMPACT/FINANCING

The SWRCB funding will support personnel, laboratory, and travel costs for the beach monitoring program, decreasing the amount of net County cost currently utilized to support these public health and safety services.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

Health and Safety Code sections 115875 through 115915 and the California Code of Regulations sections 7952 through 7962 require weekly testing and assessment of the waters adjacent to all public beaches within Public Health's jurisdiction.

Public Health's Environmental Health Division conducts weekly testing at mainland beaches for total coliform, fecal coliform, and enterococcus bacteria in the Los Angeles County coastal recreation waters from the Ventura County line to the City of Redondo Beach. In addition, every year from April through October, Public Health conducts weekly testing on Santa Catalina Island. Public Health also collects sampling data from partner agencies for public notification purposes. Beaches failing to meet bacteriological standards require public notification to include: 1) posting conspicuous warning signs on the beach to inform the public of the nature of the problem and health risk; 2) closing beaches that are impacted by sewage or other contaminant discharge; 3) reporting bacteria levels, advisories, and closures to the SWRCB through the Beach Watch Database System; and 4) maintaining and updating the telephone hotline and website, as needed, to inform the public of all beaches currently closed or posted with warning signs to convey changes in public health risk. All collection sites, monitoring, and public notification data are submitted to the SWRCB.

Since 2005, your Board has approved Board resolutions that allowed Public Health to apply for and accept grant agreements for beach monitoring and public notification services. The prior resolution expired on September 30, 2023.

Exhibit I has been reviewed and approved as to form by County Counsel.

The Honorable Board of Supervisors

February 27, 2024

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IMPACT ON CURRENT SERVICES (OR PROJECTS)

Board approval of the recommended action will allow Public Health to accept SWRCB funds to support the continuance of beach water quality monitoring and public notification services, and the collection of site, monitoring, and notification data.

Respectfully submitted,

Barbara Ferrer, Ph.D., M.P.H., M.Ed.
Director

BF:bf
#07405

Enclosure

c: Chief Executive Officer
County Counsel
Executive Officer, Board of Supervisor

**STATE WATER RESOURCES CONTROL BOARD
PUBLIC BEACH SAFETY GRANT PROGRAM**

**RESOLUTION AUTHORIZING
STATE WATER BOARD GRANT AGREEMENT**

WHEREAS, the State Water Resources Control Board (hereafter State Water Board) has determined that the County of Los Angeles Department of Public Health (hereafter Public Health) is eligible to receive funds from the Waste Discharge Permit Fund and the Beaches Environmental Assessment and Contract Health Act Grant, pursuant to Water Code section 13260 and United States Code, Title 33, section 406 respectively, for Ocean Monitoring and Public Notification services, including but not limited to, testing and assessing the waters adjacent to all public beaches within Public Health's jurisdiction; investigating complaints of violations of any Public Health Standard; posting warning signs and closing beaches as needed for public safety; establishing and/or maintaining a telephone hotline and web-based forms of communication to inform public of all public beaches currently closed, posted or otherwise restricted; and submitting all location, collection agency, monitoring, and notification data for all monitored sites to the State Water Board.

WHEREAS, Public Health (applicant) demonstrates it has sufficient resources, technical expertise, and/or experience with similar projects to carry out the proposed programs.

NOW, THEREFORE, be it resolved that the County of Los Angeles Board of Supervisors authorizes the submission of applications to the State Water Board for the period of 7/01/2023 through 09/30/2028 for funds to support Public Health's Ocean Monitoring activities.

BE IT FURTHER RESOLVED that the Director of Public Health, or designee, is hereby authorized and empowered to execute in the name of the County of Los Angeles, all necessary applications, agreements and amendments, to certify that Public Health has complied and will comply with all applicable federal and state statutory and regulatory requirements related to any financial assistance funds received and to be received; and the Public Health Director's designee, is hereby authorized and empowered to sign financial documents, for the purpose of securing/obtaining State Water Board grant funds for the period 7/01/2023 through 09/30/2028, and to implement and carry out the purposes specified in the application(s).

The foregoing resolution was passed on _____ day of _____, 2024 adopted by the Board of Supervisors of the County of Los Angeles and ex officio the governing body of all other special assessment and taxing districts, agencies and authorities for which said Board so acts.

CELIA ZAVALA, Executive Officer
of the Board of Supervisors
County of Los Angeles

BARBARA FERRER, Ph.D., M.P.H., M.Ed., Director
Department of Public Health

APPROVED AS TO FORM:
DAWYN R. HARRISON
County Counsel

By _____
BLAINE D. MCPHILLIPS
Senior Deputy County Counsel

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

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

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
	Pos.	Classes	Pos.	Classes		
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*

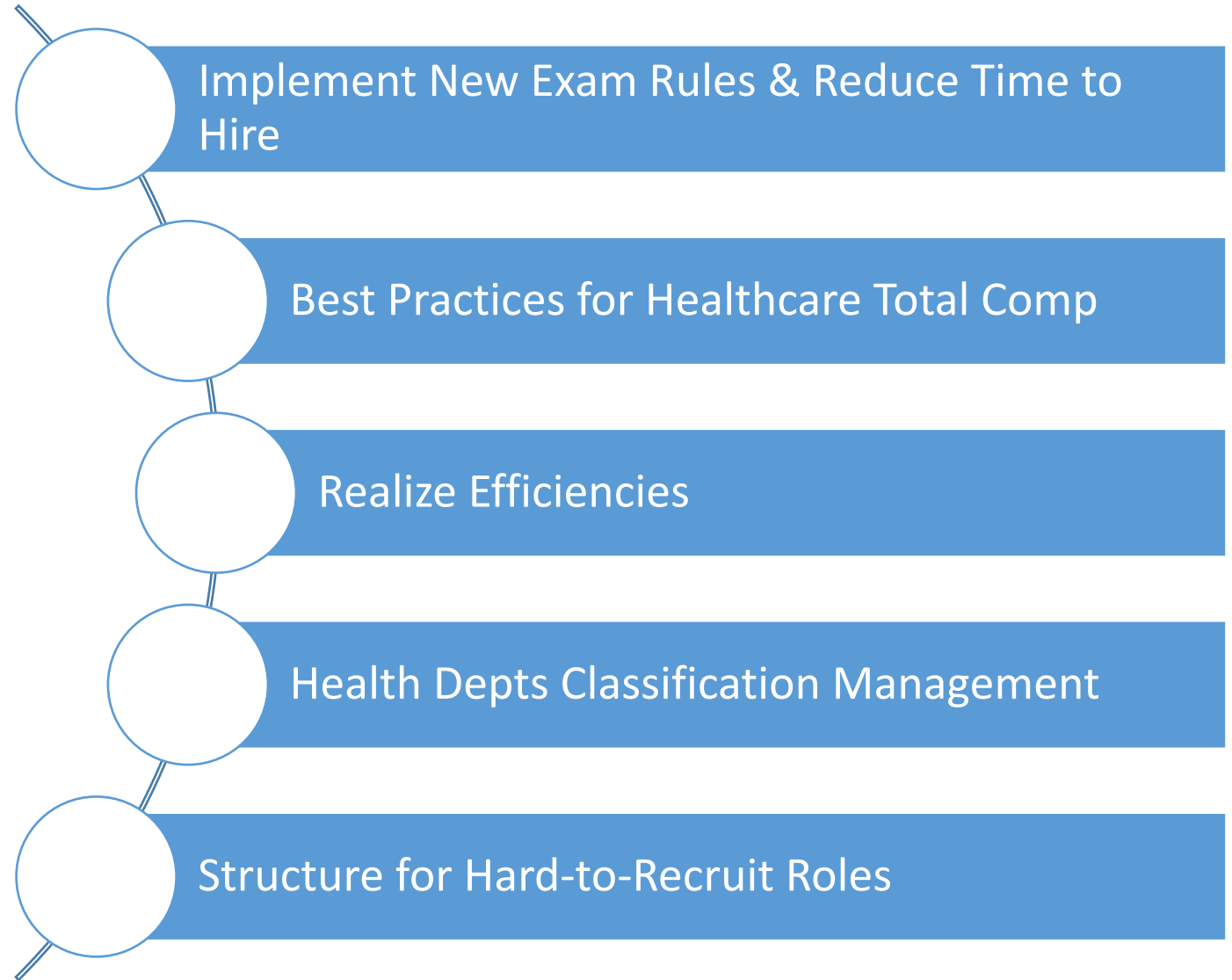
Programs to date include:

- *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.