



Board of Supervisors Health and Mental Health Cluster Agenda Review Meeting

DATE: August 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 hybrid format which allows the public to participate virtually, or in-person, as permitted under the Board of Supervisors' March 19, 2024, order.

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 teleconference number:

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

For Spanish Interpretation, the Public should send emails within 48 hours in advance of the meeting to ClusterAccommodationRequest@bos.lacounty.gov

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. **Information Item(s) (Any Information Item is subject to discussion and/or presentation at the request of two or more Board offices):**
 - a. **DPH:** Approval to Execute an Amendment to Master Agreement Work Order PH-003904-W7 with Community Research for the Our Social Places and Opportunities for Teens Program (Our Spot) Evaluation Services (#07749)

III. **Discussion Item(s):**

- a. **DHS/DMH/DPH/DHR/CEO:** Investing in Strengthening the Healthcare 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	8/7/2024	
BOARD MEETING DATE	9/10/2024	
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	APPROVAL TO EXECUTE AN AMENDMENT TO MASTER AGREEMENT WORK ORDER PH-003904-W7 WITH HARDER+COMPANY COMMUNITY RESEARCH FOR OUR SOCIAL PLACES AND OPPORTUNITIES FOR TEENS PROGRAM (OUR SPOT) EVALUATION SERVICES	
PROGRAM	Office of Violence Prevention (OVP)	
AUTHORIZES DELEGATED AUTHORITY TO DEPT	<input type="checkbox"/> Yes <input checked="" 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: \$34,300	Substance Abuse Prevention and Treatment Block Grant and Juvenile Justice Crime Prevention Act (JJCPA) funds.
	TERMS (if applicable): July 1, 2024, through June 30, 2025	
	Explanation:	
PURPOSE OF REQUEST	Public Health is requesting approval to execute an amendment to the Master Agreement Work Order Number PH-003904-W7 with Harder+Company Community Research to increase the maximum obligation by \$34,300 from \$37,200 to \$71,500 for the period of July 1, 2024, through June 30, 2025,	
BACKGROUND (include internal/external issues that may exist including any related motions)	Our Social Place and Opportunities for Teens Program (Our SPOT) is an after-school recreational program implemented by the Los Angeles County Department of Parks and Recreation at select parks in Los Angeles County for teens with the goal of providing equitable recreation services and programs and youth protective factors. Our SPOT provides a structured youth development program which includes a variety of components, such as: recreation, leadership development, arts and culture, human relations, health education, and positive relationships. Our SPOT is designed to provide opportunities for positive youth development for emerging youth leaders in vulnerable communities of LAC, through collective experiences, recreational parks activities, art workshops, and leadership training(s) that are developmentally and culturally relevant.	

EQUITY INDEX OR LENS WAS UTILIZED	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No If Yes, please explain how: OVP conducted a criteria-based data assessment to identify communities most impacted by violence, prioritizing Trauma Prevention Initiative (TPI) communities. TPI invests in community-driven public safety by investing in CBOs that hire local community members with lived experience.
SUPPORTS ONE OF THE NINE BOARD PRIORITIES	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No If Yes, please state which one(s) and explain how: Supports Board's Goal, Care First Jails Last, by ensuring the Our SPOT program continues to provide opportunities for positive youth development for emerging youth leaders in vulnerable communities of LAC, through collective experiences, recreational parks activities, art workshops, and leadership training(s) that are developmentally and culturally relevant.
DEPARTMENTAL CONTACTS	Name, Title, Phone # & Email: Joshua Bobrowsky, Public Health Director Government Affairs, (213) 288-7871, jbobrowsky@ph.lacounty.gov Kelly Fischer, MA, Deputy Director, OVP (626) 293-2918 / (323) 236-6858 cell, kfischer@ph.lacounty.gov Craig L. Kirkwood, Jr., Deputy County Counsel, (213) 974-1751 CKirkwood@counsel.lacounty.gov



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

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BOARD OF SUPERVISORS

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September 10, 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:

**APPROVAL TO EXECUTE AN AMENDMENT TO MASTER AGREEMENT WORK
ORDER PH-003904-W7 WITH HARDER+COMPANY COMMUNITY RESEARCH FOR
THE PROVISION OF OUR SOCIAL PLACES AND OPPORTUNITIES FOR TEENS
PROGRAM EVALUATION SERVICES
(ALL SUPERVISORIAL DISTRICTS)
(3 VOTES)**

SUBJECT

Request approval to execute an amendment to the Master Agreement Work Order PH-003904-W7 with Harder+Company Community Research to increase the maximum obligation for the period of July 1, 2024, through June 30, 2025.

IT IS RECOMMENDED THAT THE BOARD:

1. Authorize and instruct the Director of the Department of Public Health (Public Health), or designee, to execute an amendment, substantially similar to Exhibit I, to Master Agreement Work Order (MAWO) Number PH-003904-W7 with Harder+Company Community Research (Harder+Company) for the provision of Our Social Places and Opportunities for Teens Program Evaluation Services, to

increase the maximum obligation by \$34,300 from \$37,200 to \$71,500 for the period of July 1, 2024, through June 30, 2025, 100 percent funded by the Substance Abuse Prevention and Treatment Block Grant and Juvenile Justice Crime Prevention Act (JJCPA) funds.

2. Delegate authority to the Director of Public Health, or designee, to execute amendments to the MAWO that: a) extend the term through June 30, 2027, at amounts to be determined by the Director of Public Health, contingent upon the availability of funds and contractor performance; b) allow for a no-cost adjustment to the term through December 31, 2027; c) allow the rollover of unspent MAWO funds, if allowable by the grantor; d) provide an increase or decrease in funding up to 95 percent above or below the annual base maximum obligation, effective upon execution or beginning of applicable MAWO budget period; e) update the statement of work and/or scope of work, as necessary; and/or f) correct errors in the MAWO' s terms and conditions, subject to review and approval by County Counsel, and notification to your Board and the Chief Executive Office.
3. Delegate authority to the Director of Public Health, or designee, to immediately suspend or terminate MAWO upon issuing a written notice to contractors who fail to fully comply with program requirements, and, terminate MAWO for convenience by providing 30-calendar day advance written notice to contractors.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTIONS

Our Social Places and Opportunities for Teens Program (Our SPOT) is a year-round County program that takes place at parks throughout Los Angeles County (LAC) and provides a structured youth development program, which includes a variety of components, such as: recreation, leadership development, arts and culture, human relations, health education, and positive relationships. Our SPOT is administered and staffed by the County Department of Parks and Recreation (Parks and Recreation) and is funded by Public Health. Our SPOT serves youth, in grades 7-12, in high need communities; and it takes place at LAC parks that also implement Parks After Dark (PAD), thereby providing a means for PAD to expand its impact year-round and consequently provide additional structured programming for youth. Our SPOT is designed to provide opportunities for positive youth development for emerging youth leaders in vulnerable communities of LAC, through collective experiences, recreational parks activities, art workshops, and leadership training(s) that are developmentally and culturally relevant.

Approval of Recommendation 1 will allow Public Health to amend MAWO Number PH-003904-W8 with Harder+Company to provide additional funds. The additional funding will allow Public Health to add a participatory evaluation approach to help document levels of empowerment from Our SPOT participants participating in the Youth In Action program and Artist Experience programs; it will also assist with the compilation and analyzing of surveys collected by Parks and Recreation to assess Parks After Dark Teen Zone Experiences and Our SPOT Staff Development/Trainings; it will allow the drafting of a

press release highlighting the Our SPOT evaluation and key findings; and, drafting an outline for the Our SPOT website landing page that will include the full evaluation report, brief key findings, information graphic, and general Our SPOT evaluation information.

Public Health is returning to your Board to request approval to increase the MAWO as the additional funding indicated exceeds our current delegated authority to increase funding, as approved by your Board on April 30, 2019.

Approval of Recommendation 2 will allow Public Health to execute amendments to the MAWO to extend and/or adjust the term; rollover unspent funds; and increase or decrease funding up to 95 percent above or below the annual base maximum obligation; update the statement of work and/or scope of work; and/or correct errors in the contract's terms and conditions, as necessary.

Approval of Recommendation 3 will allow Public Health to immediately suspend or terminate contracts with contractors who fail to perform and/or fully comply with program requirements, and to terminate contracts for convenience by providing 30-calendar days' advance written notice to contractors.

Implementation of Strategic Plan Goals

The recommended actions support North Star 2 – Foster vibrant and resilient communities, Goals – Community Connections, of the County's Strategic Plan.

FISCAL IMPACT/FINANCING

The MAWO's total cost is being augmented by \$34,300 for the period of July 1, 2024, through June 30, 2025, fully funded by the Parks and Recreation Department with funds from Substance Abuse Prevention and Treatment Block Grant and JJCPA funds.

Funding for the MAWO is included in Public Health's Recommended Budget for fiscal year (FY) 2024-25 and will be included in future FYs, as necessary.

There is no net County cost associated with this action.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

As required under Board Policy 5.120, your Board was notified on June 26, 2024, of Public Health's request to increase or decrease funding up to 95% above or below each contract's annual maximum obligation. This increase will allow Public Health to add deliverable items in the Scope of Work.

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

The Honorable Board of Supervisors

September 10, 2024

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CONTRACTING PROCESS

On June 23, 2023, I notified your Board that I was exercising delegated authority to execute MAWO Number PH-003904-W7 with Harder+Company, resulting from a competitive work order solicitation, in the total amount of \$37,200 effective July 1, 2023, through June 30, 2024, to conduct an evaluation of Our SPOT.

On June 28, 2024, I notified your Board that I was exercising delegated authority to amend MAWO Number PH-003904-W7 with Harder+Company to extend the period for 12 months effective July 1, 2024, through June 30, 2025, at an annual maximum obligation of \$37,200.

IMPACT ON CURRENT SERVICES (OR PROJECTS)

Approval of the recommended actions will allow Public Health to support additional evaluation services and a draft outline for the Our SPOT website landing page that will include the full evaluation report, brief key findings, information graphic, and general Our SPOT evaluation information.

Respectfully submitted,

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

BF:mt
#07749

Enclosure

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

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

- 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 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• <i>Paramedic Instructor (in-progress)</i>	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

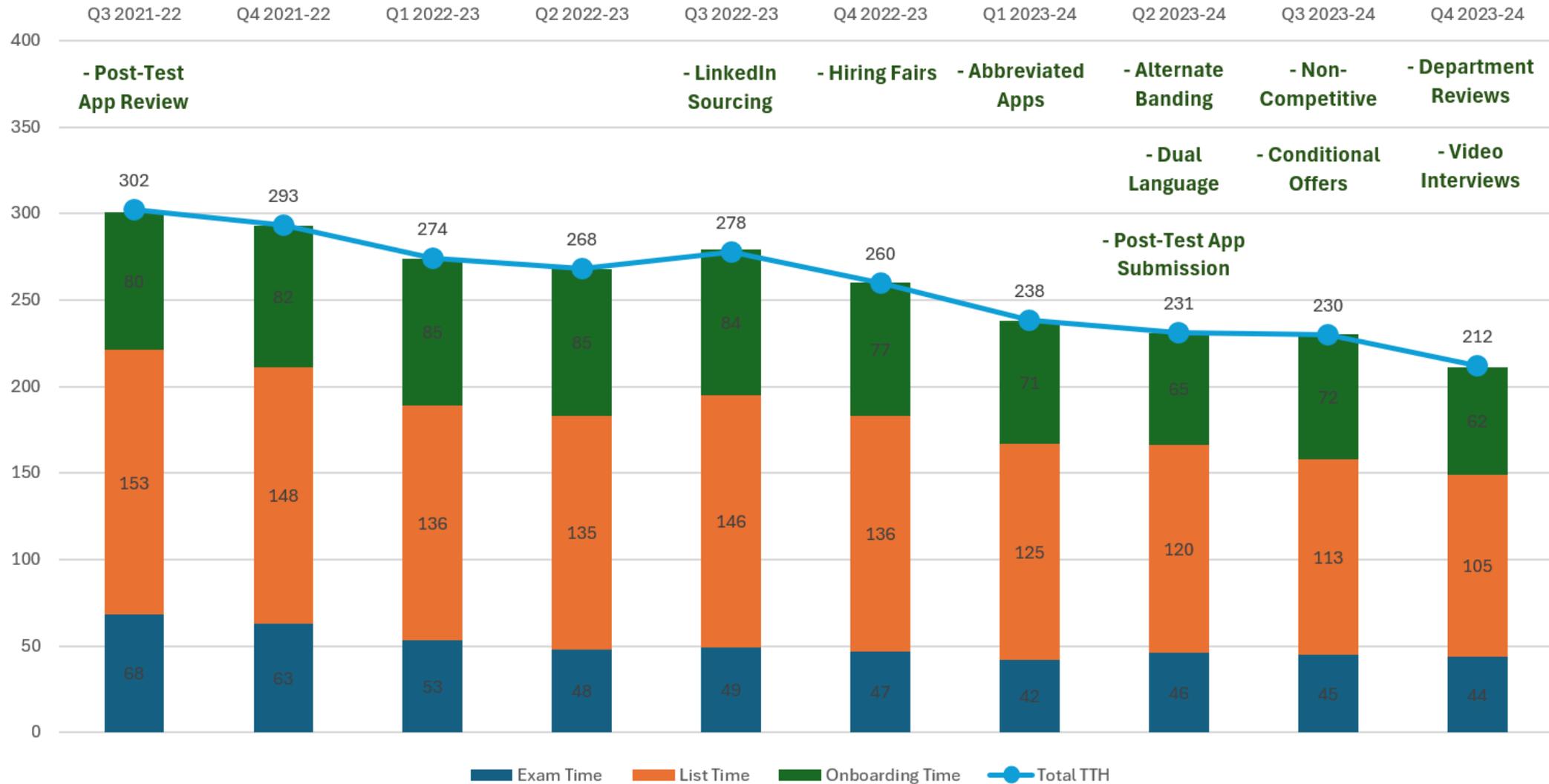
- Under current practice, test retake period is 6-12 months.
- DHR is changing the assessments used to allow test re-takes after 30 days.
- Will allow job candidates to take and retake the assessment to maximize job opportunities.
- Will result in more candidates available on hiring lists for health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

Time To Hire, Health Departments



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.