

LOS ANGELES COUNTY

DEPARTMENT OF HEALTH SERVICES STRATEGIC PLAN 2024–2027



Health Services
LOS ANGELES COUNTY



Note from the Director

As one of the largest public health systems in the nation, Los Angeles County Health Services is committed to delivering exceptional and innovative, care to all of our patients. Our approach is guided by the unique needs of our diverse patient populations including those with complex medical needs, those who require care in languages other than English and those who may be confronting challenges to their overall wellness, including food and housing insecurity.

Our relentless pursuit of excellence and commitment to demonstrating that high-quality care that is accessible to all, regardless of socioeconomic status, has given way to the creation of our 2024-2027 Strategic Goals. These goals are centered under four key domains:

- **Population Health and Clinical Quality**
- **Patient Access and Experience**
- **Workforce Enrichment**
- **Fiscal Sustainability**

Together, the four domains and their respective goals provide clear direction in the alignment of our resources, efforts and decision-making across all of our facilities, divisions and programs. Our Strategic Goals serve to identify specific measurable and actionable objectives that will continue to strengthen our organization's foundation and future. These goals and objectives will be revisited annually and modified as needed to ensure we are continuously focusing on the most important elements of what is needed to deliver exceptional services to the residents of Los Angeles County.

With best wishes,



A handwritten signature in blue ink, appearing to read 'Christina'.

Christina R. Ghaly, M.D.
Director

Mission, Vision and Values

Mission

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

Vision

To be recognized nationally as a model integrated health system

Values

Welcoming | Inclusive | Compassionate | Excellent | Innovative | Accountable



DOMAIN 1:

Population Health and Clinical Quality

GOAL 1: Optimize model of outpatient and community-centered care delivery to meet the evolving needs of those served by DHS and the evolving nature of clinical medicine.

Objectives:

1. Determine optimal service and contractual approach to serving an aging Medi-Cal population
2. Complete redesign of outpatient service staffing models to improve clinical outcomes and optimize resource utilization
3. Establish methodology and organizational structure to optimize geographic footprint of clinical services and mixture of clinical service lines
4. Reduce inappropriate acute- and non-acute inpatient days within DHS hospitals and among DHS-responsible patients in non-DHS hospitals
5. Use available resources to provide community-centered care for persons experiencing homelessness and/or justice involvement served by DHS

GOAL 2: Demonstrate excellent, equitable clinical outcomes for all patients.

Objectives:

1. Achieve top tier performance on measures of quality monitored by outside organizations
2. Earn available Quality Incentive Program funding
3. Reduce race, gender, and SOGI-based health disparities for conditions with documented county-, state-, or national identity-based differentials



DOMAIN 2: Patient Access and Experience

GOAL 3: Improve patients' access to and experience of care.

Objectives:

1. Improve patient experience scores
2. Increase the share of patients that are actively engaged with their primary care clinic
3. Achieve timely access to essential primary care, specialty care, surgical, ancillary, and diagnostic services
4. Ensure patients receive services in their preferred language

GOAL 4: Perform comprehensive rebranding effort to amplify a unified, system-wide identity reflective of our shared mission, vision and values.

Objectives:

1. Launch a branded "One System" identity that clearly defines the system's role, services, target populations, mission/values and the managed care environment in which we operate



DOMAIN 3: Workforce Enrichment

GOAL 5: Build a highly skilled, engaged, and diverse workforce.

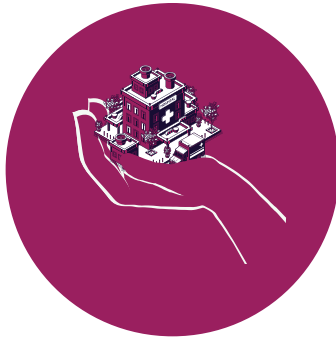
Objectives:

1. Improve end to end hiring timeliness, with a focus on transparency, efficiency and experience for candidates and hiring managers
2. Attract, retain, and develop diverse, engaged, and skilled talent that supports DHS' mission, vision, and values, with an emphasis on EDIA goals
3. Equip managers and supervisors with core tools and skills needed to enhance staff performance and embrace EDIA culture change
4. Enhance workforce wellbeing
5. Promote workforce safety and reduce harm events

GOAL 6: Equip workforce with technology, data, and information needed to support clinical and administrative excellence.

Objectives:

1. Optimize information systems to support clinical, financial, and operational goals, taking into account emerging technologies, EHR evolution, and AI advances
2. Develop data needed to better manage clinical services



DOMAIN 4: Fiscal Sustainability

GOAL 7: Implement foundational infrastructure needed to better manage expenditures.

Objectives:

1. Establish facility expenditure targets and budgets in a way that is aligned with foundational staffing models for all major clinical service lines and care settings
2. Build and use cost-accounting tools to reduce variability in cost per unit of service, reduce waste, and meet overall expenditure targets
3. Develop approach for managing costs of caring for select high cost / high-utilizer patients

GOAL 8: Improve revenue capture and reduce avoidable costs through reform of documentation, encounter capture, and end-to-end billing workflows.

Objectives:

1. Reduce inpatient non-billable stays/days
2. Achieve timely and comprehensive coding of patient charts
3. Complete implementation of Project Monarch to enhance documentation and coding practices
4. Design and implement patient accounting system
5. Maximize Cal-AIM billing and revenue generation to support housing and justice-involved initiatives