

Appendix III: Overview of Department Responsibilities

Los Angeles County Department of Health Services

The Los Angeles County Department of Health Services (DHS) is the second largest municipal health system in the nation. The DHS mission is to ensure access to high-quality, patient-centered, cost-effective health care to Los Angeles County residents through direct services at DHS facilities and through collaboration with community and university partners. The Department employs nearly 19,000 full-time staff, and has an annual operating budget of \$4 billion. DHS serves approximately 600,000 unique patients and provides over 2.9 million outpatient visits annually. During the 2013-14 fiscal year, DHS provided approximately 265,000 Emergency Department (ED) visits, 23,000 Psychiatric ED visits, 192,000 urgent care visits, and 443,000 inpatient patient days of care, including inpatient medical, psychiatric, and rehabilitation services.

DHS more broadly serves all ten million residents of the County through two 'Level 1' trauma centers, a burn center, and the 911 emergency response system run by its Emergency Medical Services (EMS) Agency – the largest multi-jurisdictional EMS system in the country.

For primary care services, DHS has empaneled over 450,000 patients into patient-centered medical homes in which each patient is assigned to a provider team at a "home" clinic. Empaneled patients at DHS include Medi-Cal managed care members, Medi-Cal and Medicare fee-for-service continuity patients, and low-income residually uninsured patients. DHS medical homes are located at 19 free-standing health centers and at the hospital-based outpatient clinics. DHS also provides the entire spectrum of specialty care services and has implemented specialty care improvement initiatives including eConsult, which has provided over 120,000 electronic consultations in 33 specialties to over 2000 primary care providers located within DHS, other County departments, and in community-based primary care sites.

DHS also contracts with private nonprofit clinics and federally qualified health centers, called Community Partners, to expand access to primary care services for low-income, uninsured, and uninsurable residents. In 2014, DHS established My Health LA, a no-cost program for eligible children and adults that covers primary, specialty, emergency, and prescription medications at Community Partner clinics for up to 150,000 individuals who do not qualify for public insurance.

DHS hospitals and clinics have also played a pivotal role in training new generations of doctors for 150 years. Through academic affiliations with the University of Southern California (USC) and the University of California, Los Angeles (UCLA), LAC+USC Medical Center, Olive View-UCLA Medical Center, and Harbor-UCLA Medical Center provide unparalleled training settings for physicians completing their graduate medical education ("residencies") in nearly every specialty and subspecialty. DHS also oversees the LA County College of Nursing and Allied Health, a public community college that supports the educational needs of DHS and the LA County healthcare community by providing nursing and allied health curricular programs and career development opportunities.

DHS' specialized rehabilitation hospital, Rancho Los Amigos National Rehabilitation Center, first gained international attention treating patients with polio. Over the decades, Rancho has brought research to practice and helped thousands of patients who have suffered stroke and spinal injuries regain independence. In recent years, Rancho has showcased the exciting area of assistive robotics, allowing paralyzed patients to walk and gain new functionalities.

Extending beyond the walls of the clinics and hospitals, DHS also works to create long-term solutions to societal issues that impact the health of vulnerable populations and contribute to rising system costs. The Housing for Health division collaborates with private foundations, developers, and homeless service providers to develop supportive housing for chronically homeless patients and probationers. DHS provides health services to youth in the juvenile justice system and

specialized medical services to children in foster care. Through new linkages with law enforcement and other county agencies, DHS is building a new correctional health care model to integrate mental and physical services, reduce recidivism, and improve outcomes.

Through these and other innovative programs and services, DHS continues to meet the evolving needs of all County residents in a new era of health care.

Los Angeles County Department of Mental Health

The mission of the Los Angeles County Department of Mental Health (DMH) is “Enriching lives through partnerships designed to strengthen the community’s capacity to support recovery and resiliency.” DMH has three fundamental areas of responsibility: 1) DMH provides, through its staff and partners, emergency, crisis, and disaster mental health and community outreach services for the entire population of Los Angeles County. 2) DMH is the Local Medicaid Managed Care plan responsible for ensuring that all Medi-Cal beneficiaries in Los Angeles County specialty mental health services. 3) It is the safety net provider, through its direct clinics and contracted providers, for all of the mental health needs of indigent individuals in the County. To fulfill these responsibilities, DMH works with its stakeholders and community partners to provide clinically competent, culturally sensitive and linguistically appropriate mental health services to our consumers in the least restrictive manner possible. As the largest mental health system in the United States with an annual operating budget of \$2 billion, DMH serves over 260,000 individuals each year.

A significant portion of DMH’s services are delivered in collaboration with other County departments including the Department of Health Services (through co-located programs), the LA Sheriff’s Department, Probation Department, Department of Public Social Services and the Department of Children and Family Services. DMH also partners with the County Libraries, Parks and Recreation and the faith community to extend outreach for early intervention services into local communities.

DMH offers a broad range of comprehensive clinic and field-based services at or from numerous locations throughout the County. DMH’s provider network includes multi-disciplinary teams consisting of licensed and unlicensed personnel working in directly operated or contracted agencies. Services are designed to help individuals of all ages attain and maintain their highest possible level of recovery from mental illness. DMH is the State’s Local Mental Health Plan (LMHP) for the County of Los Angeles and is responsible for administering all Medicaid and State grant funds for mental health services. These services are designed to ensure accessible, quality mental health care for Medi-Cal beneficiaries.

DMH also serves as the County’s Public Guardian, acting as conservator for persons gravely disabled by mental illness and the frail elderly. Services are targeted at those who are functionally disabled by severe and persistent mental illness and those who are low-income, uninsured and temporarily impaired.

DMH’s major initiatives are listed below:

- Jail Diversion: A Pre-booking Diversion Program to re-route individuals whose low level offenses appear to be the result of or associated with their mental illness to mental health services from the justice system is under development. Additional DMH Urgent Care Centers and Crisis Residential Treatment Programs are being made available to Pre-booking Diversion Program clients as well as other individuals in crisis. Laura’s Law Assisted Outpatient Treatment will also serve this purpose.
- Law Enforcement: Each Law Enforcement Team (LET) pairs a DMH clinician with a law enforcement officer to respond to 911 or patrol officer requests involving persons of all ages with mental health issues. LET provides crisis intervention, de-escalates potentially violent interactions, makes service referrals, and/or arranges psychiatric

hospitalization. DMH has 57 clinicians assigned to law enforcement agencies throughout the County and plans to expand to other agencies next fiscal year.

- Specialized Foster Care (“Katie A” Settlement): As a result of a class action lawsuit against the State and County alleging that children in contact with Counties’ foster care systems were not receiving all of the mental health services to which they were entitled, DCFS and DMH must ensure prompt identification of children in the child welfare system who are in need of mental health services and provide intensive mental health services as required. This system is in place and its outcomes being measured.
- Health Care Reform (HCR): The ACA requires greater clinical, programmatic and fiscal integration among Mental Health, Substance Abuse, and primary health care services. The HCR programs that directly impact DMH are the Medi-Cal Coverage Expansion (MCE) and the Coordinated Care Initiative (CCI) to integrate Medicare and Medi-Cal services for “dual eligibles,” known as Cal MediConnect (CMC). DMH, DHS and DPH are working with LA Care, HealthNet, and associated sub-plans like Kaiser and Anthem Blue Cross to ensure smooth integration of specialty mental health care for these individuals. Health Neighborhood collaborative efforts have been put in place in seven communities and expansion is on-going.
- Cal MediConnect (CMC): Los Angeles County was selected by Centers for Medicare and Medicaid Services and State Department of Health Care Services to participate in a three-year demonstration project, aimed at improving quality of life and health of high utilizers of health care. Under this initiative, selected Health Plans have been given a capitated rate for managing the Medicare benefit, including mental health and substance abuse services funded by Medicare. Specialty Mental Health Services funded by Medi-Cal are carved out of the initiative and remain the responsibility of the DMH.
- AB109: In April 2011, the Governor signed into law Assembly Bill (AB) 109, which realigns certain public safety functions from the State to the counties. The supervision of parolees including identification of the level of acuity and treatment options available as well as immediate access to services is critical to assisting PSPs’ and N3s’ successful re-integration into the community and has reduced the risk of recidivism significantly for those engaged in mental health treatment.
- Integrated Behavioral Health Information System (IBHIS): This is the Department’s electronic health record and claiming system. It provides integrated clinical, financial, and administrative functionality, including referral management, appointment scheduling, clinical documentation and authorization, and claims management. The implementation of this system enables the Department to meet the Federal and State mandates associated with the ACA. IBHIS began a phased implementation in December 2013, and in January 2014 began rolling out incrementally across directly operated programs and contract providers.
- The Investment in Mental Health Wellness Act of 2013 (SB 82): Is administered by the California Health Facilities Financing Authority and makes \$39.1 million in one-time capital development funds available to increase capacity for client assistance and services and limited start-up costs for crisis stabilization and crisis residential beds as well as on-going MHSA funding for mobile crisis support teams.

Los Angeles County Department of Public Health

The Los Angeles County Department of Public Health’s (DPH) mission is to protect health, prevent disease and injury, and promote health and well-being for everyone in Los Angeles County. DPH strives to achieve the vision of “Healthy People in Healthy Communities.”

A primary departmental function is the continual improvement of the availability, use, and integration of prevention-focused, evidence-based health care services critical to protecting the public’s health. The department administers vaccinations to thousands of children and adults to protect against vaccine-preventable diseases. Through its clinics, DPH

also provides screening and treatment services for tuberculosis and sexually transmitted diseases. DPH supports the delivery of lifesaving medical care and support services to over 10,000 low-income residents living with HIV/AIDS each year; and in 2014, DPH supported the delivery of more than 150,000 HIV tests. DPH helps young, low-income, first-time mothers by offering free home visitation services to improve pregnancy outcomes and promote positive parental behaviors. The Department also works with community partners to reduce infant mortality rates in specific areas. Special tailored programs have resulted in fewer infant deaths within the most vulnerable groups.

Another longstanding core function of the Department is to protect residents from health threats. DPH develops collaborative relationships with community organizations to engage in emergency preparedness planning, and maintains a comprehensive plan that allows rapid deployment of staff to provide medication, vaccines and other resources to reduce disease and death caused by public health-related emergencies. DPH is the only public health department in the nation with an established, daily partnership with the FBI, which supports assessment of potential health-related terrorist or criminal acts. DPH also detects and responds to emergent health threats via an early warning system that includes disease tracking and monitoring and a 24/7 state-of-the art laboratory. The Department's Environmental Health division ensures that food and water supplies are safe for the public, and sends inspectors out to address complaints and violations related to food items, housing conditions, noise pollution, and animal infestations. Recent health protection activities have included leadership of a County-wide interdepartmental taskforce focused on Ebola preparedness, and response to outbreaks of diseases such as measles, pertussis and meningococcal meningitis, and collaborating with the Board regarding the closure of the Exide facility.

DPH also plays an essential role in supporting and developing neighborhoods and communities to create environments to aid healthy lifestyles. The Department informs local leaders, decision makers and community advocates of data findings with recommended actions for health improvement on a number of issues. DPH works closely with partners to inform policies designed to protect residents from the effects of tobacco use, improve access to spaces for physical activity, and increase access to affordable and healthy foods in order to address the obesity epidemic. DPH's restaurant grading system has been adopted in cities across the U.S., and its charge to mandate calorie labels on menus led to state laws. In addition, DPH conducts health facility licensing and inspection activities on behalf of the State.

DPH works to support each person in Los Angeles County in attaining his or her full health potential regardless of socially determined circumstances. The Department serves as a technical resource for decision makers outside the traditional health sector, in order to ensure that policies incorporate efforts to achieve health equity. Recent activities include Health Impact Assessments (HIA) addressing transportation and joint use policy decisions.

Finally, DPH serves as a support system for individuals as they make informed decisions about their health. Activities center around improving internal and external capacity to help consumers understand basic health information and make appropriate health decisions. To that end, DPH provides user-friendly information about a wide range of health topics in several languages by way of press conferences, telephone hotlines, social media and a robust website. The Department also works to identify and counter misleading promotion of health-related products and services.

This diverse body of work is conducted by a highly skilled and specialized workforce of professionals across 39 programs and services, 14 public health centers, and four Area Health Offices. The Department employs nearly 4,600 full-time staff, and has an annual operating budget of \$946 million. Major responsibilities are grouped into four bureaus that share common clients, missions, and outcomes.

- Health Promotion Bureau: Improves community health outcomes by influencing the physical environment, preventing injuries, maximizing early childhood health programs, delivering services to children and youth with special needs, preventing and treating substance abuse, and promoting healthy living across the lifespan.

- Health Protection Bureau: Ensures public safety, freedom from environmental hazards, and safe living conditions. It oversees emergency preparedness and response planning and community resilience initiatives.
- Medical Director and Disease Control Bureau: Includes two branches. The Disease Control branch tracks health and disease, minimizes disease burden, and advocates for health-promoting policies. The Chief Science Officer branch addresses the broad data and science needs of DPH and oversees Departmental planning and evaluation. The bureau also includes Medical Affairs, Nursing Administration, Oral Health and Public Health Investigation.
- Operations Support Bureau: Manages and streamlines administration, information systems, training, and compliance activities Department-wide.

Three units function outside of the bureau structure: Communications and Public Affairs, which includes health education and policy and legislative affairs; the Chief of Staff; and the Board Liaison.

DPH is recognized as a national leader in local public health improvement. Through a variety of innovative programs and services, DPH protects and improves the health of the ten million LA County residents across every stage of life.