

Our Dynamic Partnership in Care

+ Big New Project? We Have a Say! LMCs

As the LA County Health Agency takes on major new projects, it's imperative that **SEIU 721 members** have a say in how they're implemented. That's the primary mission of our Labor Management Committees (LMC). We **coordinate the projects** of Resident Nurse (RN) Committees and Joint Labor Management (JLM) Committees across each hospital, health services facility and represented bargaining unit in the LA County Health Agency. RN and JLM Committees define the projects each hospital, facility or bargaining unit will tackle. Then the LMC ensures that implementation is productive, efficient and responsive by **fostering communication between workers and managers** – and by keeping the focus on outcomes instead of complaints.

+ Investing Federal Funds 1115 Waiver

Until 2020, the Golden State is expected to earn back \$6.2 billion in federal funding by improving performance throughout public healthcare systems. This set-up is called the 1115 Waiver. LA County is leveraging a share of \$3.5 billion to guarantee that all residents can receive care. **SEIU 721 members** created the 1115 Waiver Work Group to help **guide how frontline workers will have a voice in improving delivery of care**. Comprised of workers and staff from our Union, and our Sisters and Brothers in Labor, as well as LA Health Agency representatives, we are exploring how to engage in the Public Hospitals Redesign and Incentives in Medi-Cal Program, the Global Payment Program, (GPP) and Whole Person Care Pilot. We make it possible for all of us to do better by making it easier for each of us to do our job.



Keep the Workplace Bully Free! + Article 39

Our frontline workers broke the silence on verbal abuse, body shaming, public humiliation, intimidation, and ostracizing for Union organizing. **Our activism gave rise to PRIDE** – the Professionalism, Respect, Integrity, Dignity and Employee Protection Task Force. Comprised of Union members working throughout the LA County Health Agency plus management representatives, including facility CEOs, we have the strong support of LA Health Agency Director Dr. Mitch Katz. A quintessential example of our partnership: managers support our worker-led efforts to develop **a reporting system with accountability**, build a robust anti-bullying training program and address (or remove) specific bullying elements. By becoming the employer of choice, we're making the LA County Health Agency the provider of choice.

Our Success Stories + LMTC

At the Labor Management Transformation Council (LMTC) we share our success stories about the projects being carried out by our many working groups and committees. This is where representatives from organized labor, including **SEIU 721 members**, and the departments comprising the LA County Health Agency **gather to learn** about the 1115 Waiver, PRIDE, Integration and Member Engagement. The number of working groups and committees we operate has grown, but Patient Experience, Safety and Quality, Care Improvement Teams and Labor Management Committees have been there from the beginning. **We produce game-changing results** systemwide, within facilities and in specialized offices.



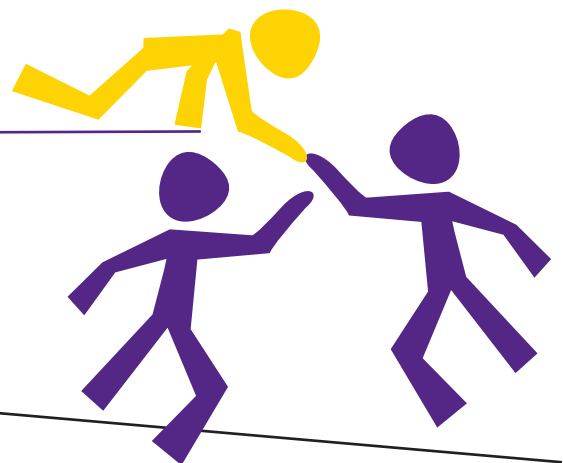
+ Give Us What We Want! Member Engagement

Labor and management should work together to make all employees' experiences positive and inviting, so **SEIU 721 members** created the Member Engagement Work Group. It consists of staff from SEIU Local 721, CIR, AFSCME, and UAPD, as well as LA County Health Agency representatives. We've demonstrated that we can **survey health service providers** and managers more quickly and comprehensively together than we can working alone. We **identify employment opportunities** regardless of career stage, and **develop the educational tools needed to apply for and land those jobs**. We identify transfer promotional opportunities within our new integrated health system. The Member Engagement Work Group is creating a more optimistic work environment by listening to our members and giving us what we want!



Workers Voicing Solutions + CITs

When it comes to patient/client safety, we want action, not just talk. That's where our Care Improvement Teams (CITs) come in. Comprised of **frontline SEIU 721 members** who serve as proud health services workers, as well as managers, CIT coaches and other stakeholders, CITs give frontline workers a chance to **exercise our problem-solving skills**. For example, up to 400 calls were missed/unreturned weekly at the MLK Outpatient Center. But a CIT set up a roaming phone tree so desk calls jumped to cell phones. And our team reduced missed/unreturned calls to zero, an 100% improvement! No one knows better how to fix our health system than those of us who work within it.



+ A Grassroots Approach Quality and Safety

When three previous, top-down directed efforts failed at making all emergency codes uniform, and standardizing the procedures that accompany them, this Work Group stepped up to meet the challenge. Thanks to the work of this team – involving **SEIU 721 members**, and those from CIR, AFSCME and UAPD, in addition to LA County Health Agency representatives – all LA County facilities have adopted the same emergency codes and procedures. As the Safety and Quality Work Group, we are now **focused on the goal of culture change**. We are determined to make the LA Health Agency the provider of choice and employer of choice by **guaranteeing a safe and just culture for all workers**. Creating a better work environment for service providers in the LA Health Agency will lead to better outcomes for our patients/clients and communities.

+ Starting Strong, Getting It Right Integration

When the LA County Board of Supervisors voted to integrate three health departments into one, they didn't provide instructions on how to do it. But we know that successful integration means making sure workers' voices are heard every step of the way. So we created **the SEIU 721 Integration Task Force** – which is comprised of Union members working in the Departments of Mental Health, Public Health and Health Services. It's part of the LA County Health Agency Integration Work Group, which is made up of organized labor and management representatives.

Pioneers in Patient Care + Patient Experience

The Patient Experience Work Group launched the first system-wide customer service training and implementation model in the history of LA County hospitals and health facilities. Now, approximately 10,000 **SEIU 721 members**, who serve as frontline workers, and managers, **work side-by-side** to immerse themselves in **creating a positive customer experience**. We can differentiate between system-wide problems and those requiring one-on-one attention, and we recognize the importance of "skilling up" workers and managers by providing coaching, as well as other forms of development. LA County Health Agency representatives, as well as SEIU 721, CIR, AFSCME and UAPD members form this Work Group.



We understand that meeting the needs of over ten million LA County residents means differentiating health services and diversifying our means of providing care. So we created 8 Strategic Priorities Work Groups: (1) Consumer Access to and Experience with Clinical Services, (2) Housing and Supportive Services for Homeless Consumers, (3) Overcrowding of Emergency Departments by Individuals in Psychiatric Crisis, (4) Access to Culturally and Linguistically Competent Programs and Services, (5) Diversion of Corrections-Involved Individuals to Community-Based Programs and Services, (6) Implementation of the Expanded Substance Use Disorder Benefit, (7) Vulnerable Children and Transitional Age Youth, and (8) Chronic Disease and Injury Prevention. Each group is made up of members and staff from SEIU 721, CIR, AFSCME, and UAPD, as well as LA County Health Agency representatives – and all focus on joint collaborative activities that yield critical health outcomes.

