



County of Los Angeles  
**CHIEF ADMINISTRATIVE OFFICE**

713 KENNETH HAHN HALL OF ADMINISTRATION • LOS ANGELES, CALIFORNIA 90012  
(213) 974-1101  
<http://cao.co.la.ca.us>

DAVID E. JANSSEN  
Chief Administrative Officer

August 19, 2004

To: Supervisor Don Knabe, Chairman  
Supervisor Gloria Molina  
Supervisor Yvonne B. Burke  
Supervisor Zev Yaroslavsky  
Supervisor Michael D. Antonovich

From:   
David E. Janssen  
Chief Administrative Officer

Board of Supervisors  
GLORIA MOLINA  
First District  
YVONNE BRATHWAITE BURKE  
Second District  
ZEV YAROSLAVSKY  
Third District  
DON KNABE  
Fourth District  
MICHAEL D. ANTONOVICH  
Fifth District

**REQUEST TO APPOINT ROBERT L. GOLDBERG, M.D., M.S.O.M., TO THE  
MANAGEMENT POSITION OF CHIEF PHYSICIAN II, MD, CHIEF ADMINISTRATIVE  
OFFICE, RISK MANAGEMENT BRANCH, OCCUPATIONAL HEALTH PROGRAMS**

Pursuant to the Board of Supervisors' (Board) September 15, 1998, direction on management appointments, the Chief Administrative Office (CAO) requests authority to appoint Robert L. Goldberg, M.D., M.S.O.M., to the position of Chief Physician II, CAO Occupational Health Programs (OHP) at an annual salary of \$138,560.91. In accordance with Dr. Goldberg's experience, the requested salary is a placement on M8, Step 8 (\$127,512 per year) of the Management Physician Pay Plan, which includes a 5.5% Medical Board Certification bonus of \$7,013.16 and a 3% Physician Additional Compensation bonus of \$4,035.75.

This item is vacant and funded within the CAO's 2004-05 Adopted Budget. No equivalent position exists within the CAO.

Dr. Goldberg, an experienced physician since 1984, is certified in occupational medicine by the American Board of Preventive Medicine, and possesses over 17 years experience developing and directing key occupational medicine programs as Assistant Medical Director for the City of Los Angeles. Additionally, Dr. Goldberg is a nationally recognized expert in the pre-placement assessment of public safety employees and author of numerous medical screening guidelines contained in the California Peace Officer Standards and Training (POST) Medical Screening Manual. Dr. Goldberg's professional background, experience with a large Los Angeles area public agency, demonstrated leadership, and special knowledge qualify him to direct the CAO OHP Medical Services Unit and provide Countywide leadership in occupational medicine.

Responsibilities for this position include:

- developing occupational health policies and procedures consistent with legal mandates, best medical practices and County strategic goals;
- directing CAO OHP medical programs including supervision of medical staff and implementing or enhancing medical examination protocols and procedures;
- interfacing with private medical providers contracted to perform County pre-placement and employee medical examinations;
- providing specialized occupational medical services, for example, Dr. Goldberg will serve as the Medical Review Officer for the Countywide Drug and Alcohol Testing Program; and
- assisting County departments address their health and safety compliance efforts.

Dr. Goldberg will also consult with, and provide internal consultation and expertise to, other CAO Risk Management Branch sections or units:

- assist the Workers' Compensation Section reduce the cost of worker injury, address recent reform, establish medical treatment networks, develop treatment utilization guidelines and protocols, and consult on claimant medical limitations;
- facilitate Loss Control and Prevention Section's review and analysis of occupational and environmental health exposures, incidents and claims;
- work with the Short Term Disability Unit, Long Term Disability Unit, and Return-to-Work Unit on medical disability issues, fitness-for-duty assessments, and ADA and FEHA accommodations and physical restrictions; and,
- collaborate with Liability Claims Section to reduce the cost and frequency of general liability, vehicle liability and medical malpractice claims and litigation.

Based on Dr. Goldberg's personal and professional qualifications, the CAO recommends his appointment as CAO OHP, Chief Physician II, M.D. In accordance with the Board's directives on managerial appointments, unless otherwise instructed by your offices by September 3, 2004, the CAO will consider the appointment of Dr. Goldberg authorized and proceed with the appointment effective September 13, 2004.

Each Supervisor  
August 19, 2004  
Page 3

Additional information regarding Dr. Goldberg's qualifications and CAO Risk Management Branch organization chart are attached.

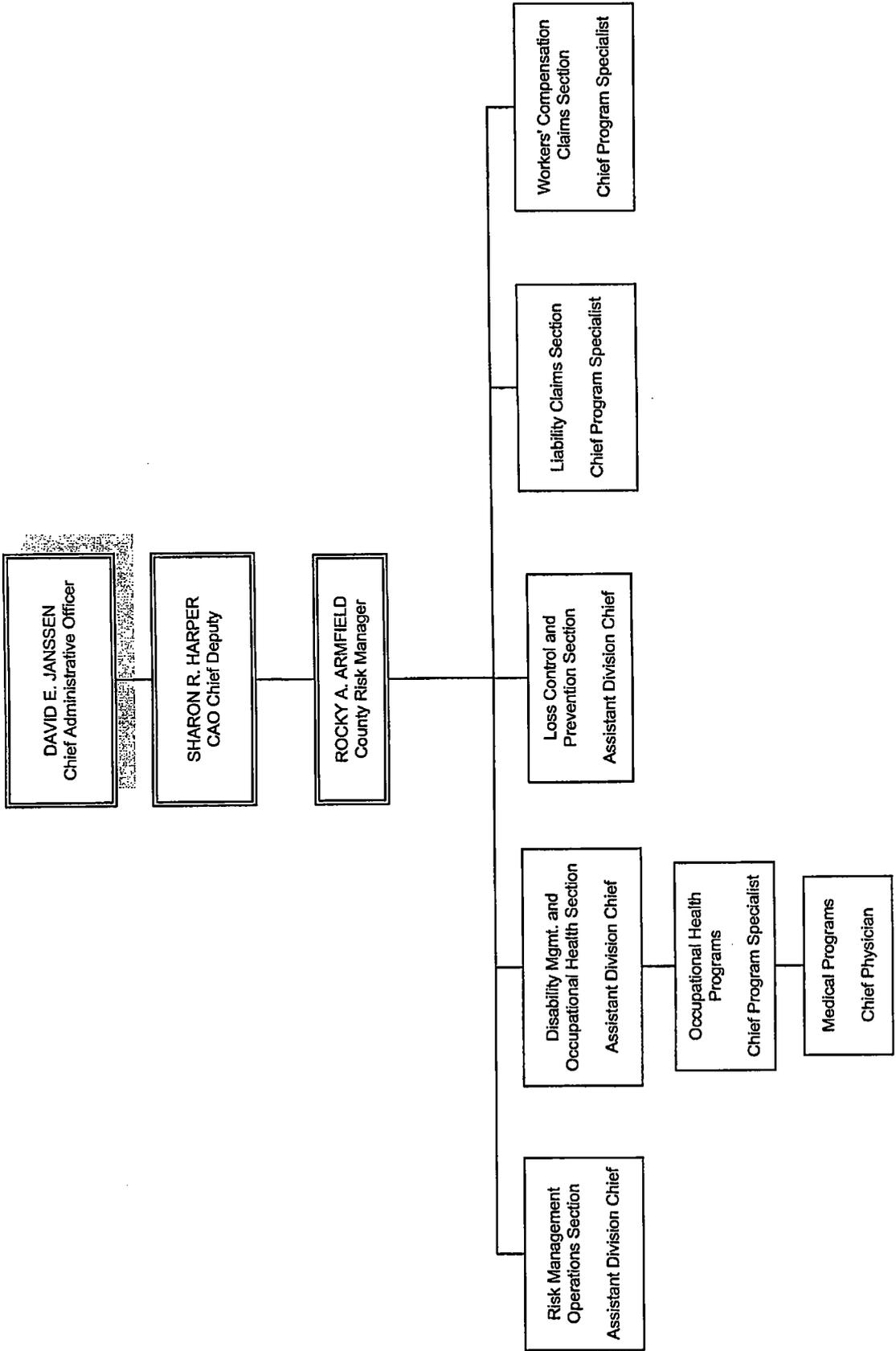
If you have any questions or concerns regarding this appointment, please call me or Rocky Armfield of my staff at (213) 351-5346.

DEJ:RAA  
KAB:mtm

#### Attachments

c: Executive Officer, Board of Supervisors  
County Counsel  
Director of Personnel  
Auditor-Controller

**CHIEF ADMINISTRATIVE OFFICE**  
**Risk Management Branch**



# **Robert L. Goldberg, M.D., M.S.O.M.**

## **SUMMARY OF QUALIFICATIONS**

- Seventeen years of management experience in directing a municipal occupational medicine program including direct supervision and training of a broad range of health professionals and clerical staff.
- Extensive professional knowledge of occupational medicine, OSHA regulations, and clinical testing procedures.
- Demonstrated ability to develop and integrate novel testing procedures into clinical practice.
- Extensive experience in public speaking and professional writing.
- Nationally recognized expert in the pre-placement assessment of public safety employees.
- Broad medical expertise in a wide range of medical specialities including internal medicine, orthopedics, audiology, and optometry.

## **EXPERIENCE**

### **Assistant Medical Director, City of Los Angeles, 1987-present**

Developed and directed a "state-of-the-art" municipal occupational medicine program with a budget of over \$1 million that performs over 6000 pre-placement, return-to-work, OSHA, DMV, drug-testing, and work-fitness evaluations per year. Directly supervised and trained staff physicians (between 2-5 persons at various times), a Lead Psychologist, laboratory/x-ray staff (2), a Sr. Industrial Hygienist, and a Principal Occupational Health Nurse. Established clinical testing protocols, medical guidelines, managed occupational health screening programs, and clinic scheduling. Prepared staff reports and presented hundreds of medical appeals to various medical review panels and the Civil Service Commission. Responsible for preparing budget items, and cost/benefit analyses. Designed and provided quality assurance for clinic operations. Assisted in the design of wellness programs. Performed D.O.T. MRO services from 1997-2002. Served as a clinical site preceptor for over 30 physicians from the USC/UCLA Occupational Medicine Residency program. Major accomplishments include the following:

- Completed field research that revealed serious lead hazards on outdoor firing ranges used by the LAPD. Work resulted in cost-effective environmental control, and the first publication in the medical literature to alert other agencies regarding this problem.

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- Upgraded the role of our staff physicians from "examiners" to "evaluators." Prior to my employment, the role of staff physicians was primarily to perform physical examinations, with decision-making done by their supervisor. Through the development of written protocols, staff training, and active supervision, I was able to enhance the role of our physicians to include decision-making in a large percentage of cases.
- Completed field research which established job-related vision guidelines for Pool Lifeguards.
- Reviewed data and medical literature that led to the establishment of the first contact lens waiver program for myopic police candidates in California. This resulted in a large drop in medical disqualifications and reduced the potential for fair employment lawsuits.
- Established customized medical testing protocols ("routeslips") for all open classes that restricted components to those that were job-related or a business necessity. This greatly reduced unnecessary testing and eliminated protocol testing errors by staff.
- Performed analysis of in-house data and the medical literature which demonstrated that performing routine back and chest x-rays on all Police and Firefighter candidates was not cost-effective. Elimination of these x-rays resulted in considerable cost savings.
- Performed analysis of in-house data and the medical literature which demonstrated that performing routine cardiac stress testing on all Police and Firefighter candidates was not cost-effective. An alternate policy that utilized a risk-based algorithm resulted in considerable cost savings.
- Designed and implemented a medical chart re-organization project that resulted in more efficient access to medical information.
- Designed and directed City-wide industrial hygiene surveys to objectively determine which employees required periodic medical testing under various OSHA regulations. This project eliminated unnecessary testing, and laid the groundwork for bringing the City into compliance with OSHA testing requirements.
- Conceptually designed and implemented a computerized database that integrated various medical surveillance programs. This resulted in synchronized testing and eliminated multiple visits to our clinic in the same year by the same employee. It also established a mechanism for tracking non-compliance with testing.
- Designed and managed a DOT database for generating monthly random drug-testing lists.
- Completed time-motion studies to determine the amount of staff time needed to perform various clinical procedures. This allowed for more precise estimates of the time needed to complete various examinations. These estimates were used to increase scheduling efficiency, and to objectively measure the productivity of the physician staff.
- Established contrast sensitivity testing in the clinic to more effectively evaluate visual function in candidates who wear contact lenses, are post-Lasix, or who have cataracts.

Robert L. Goldberg, M.D., M.S.O.M.

May 11, 2004

Martha Ruiz  
Chief Administrative Office  
785 Kenneth Hahn Hall of Administration  
500 West Temple Street  
Los Angeles, CA 90012

RE: EXAM # M-5480-A CHIEF PHYSICIAN II, M.D.

Dear Ms. Ruiz:

I am very interested in the County's Chief Physician II position. My seventeen years as the Assistant Medical Director for the City of Los Angeles have provided me with a broad range of experience and expertise that could be well-utilized in the County's Occupational Health program. In the 1970's, the County began a tradition of excellence and innovation in municipal occupational medicine under the guidance of Drs. Jean Spencer Felton and Lee Cady. It would be an honor to have the opportunity to follow in their footsteps.

I have attached a standard L.A. County application, my resume, and copies of relevant certificates. I can be reached during the day at 213-207-2178, or in the evenings at 562-260-9303.

Sincerely,



Robert L. Goldberg, M.D., M.S.O.M.

- In conjunction with the House Ear Institute, developed a functional hearing test (the H.I.N.T. test) which was adopted by the State P.O.S.T. Commission as the state-of-the-art for evaluating work-fitness in peace officers. The test also has direct applicability to the evaluation of other safety positions, such as firefighters and 911 operators, which require the ability to understand speech in noisy areas or to understand low volume speech.
- Developed an in-house sound localization test to functionally evaluate candidates such as police officers, firefighters, and crossing guards who have unilateral hearing loss.
- Developed an in-house color naming test for use with police and fire candidates. Conducted job task simulations to demonstrate the superiority of this test compared to traditional decision-making with the Farnsworth D-15. This work is likely to result in changes to the California POST guidelines on color vision testing of peace officer candidates.
- Established contrast sensitivity testing in the clinic to more effectively evaluate visual function in candidates who wear contact lenses, are post-Lasix, or who have cataracts.
- Introduced use of computerized testing of visual and auditory attention to evaluate functional impairment due to medications and sleep disorders.
- Introduced use of established testing methods used by the insurance industry to assist in the identification of problem drinkers.
- Introduced and developed pre-placement agreements that facilitated the accommodation of candidates with a wide range of disabilities that included diabetes and epilepsy. These agreements provide for the on-going monitoring of employees by means of medical record review and random therapeutic drug testing.
- Successfully managed the City's industrial hygiene program for 40,000 employees with only two staff members. This was accomplished through active supervision and pre-survey planning.
- Led a three-year multi-disciplinary environmental survey of the Northeast Police Station which required including extensive biological monitoring of over 300 employees. My responsibilities included supervision of testing staff, liaison with the Police Protective League, and the City Council, and writing a 111-page report. The investigation resulted in the successful defense of the City against over a hundred Workers Compensation claims.

**Medical Consultant to the California Peace Officer Standards and Training Commission (P.O.S.T.), 1990-present**

Responsibilities include research and writing of medical screening guidelines for peace officer candidates. Authored chapters on Neurology, Gastroenterology, Infectious Diseases, Orthopedics, Vision, Hearing, Pulmonology, Hematology, and Oncology in the P.O.S.T. Medical Screening Manual for California Law Enforcement. This publication is used by most police agencies in California and many others nationally. Current work involves the revision of the medical guidelines for the evaluation of color vision and diabetes.

## **EDUCATION**

Bachelor of Science, University of Maryland, College Park, MD, 1979

Doctorate of Medicine, University of Wisconsin School of Medicine, Madison, WI., 1984

Master of Science in Occupational Medicine, U.S.C., Los Angeles, CA., 1987

## **ACADEMIC APPOINTMENTS**

Clinical Assistant Professor (pending)  
Division of Occupational Health  
Department of Family Medicine  
University of California, Los Angeles

## **TRAINING**

Occupational Medicine Residency, U.S.C., Los Angeles, CA. 9/85-6/87

Internal Medicine Internship, Johns Hopkins Medical Institute, Baltimore, MD, 7/84-6/85

## **CERTIFICATION**

Board-Certified in Occupational Medicine, 1989

## **ORGANIZATION AFFILIATION**

Occupational Health Standards and Operating Procedures Committee (OHSTOP)

International Association of Chiefs of Police (IACP)

American College of Occupational and Environmental Medicine (ACOEM)

## **BIBLIOGRAPHY**

Goldberg RL, Anderson HA. Occupational noise induced hearing loss in Wisconsin. Wisconsin Med J. 83:13-15, 1984.

Goldberg RL, et al. Excessive lead absorption resulting from exposure to lead naphthenate. JOM. 29:750-1, 1987.

Goldberg RL. Office Spirometry- A Practical Guide to the Selection and Use of Spirometers (book review). JOM 30:273 1988.

Goldberg RL, et al. Occupational fatalities in California 1972-1983. Am J Ind Med. 15:177-185, 1989.

Goldberg RL. Fatal Occupational Injuries (letter). JAMA. 264(21):2737, 1990.

Goldberg RL, et al. Lead exposure at uncovered outdoor firing ranges. JOM. 33: 718-719, 1991.

Nilsson M, Gelnett D, Sullivan J, Goldberg RL. Norms for the hearing-in-noise test: the influence of spatial separation, hearing loss, and English language experience on speech reception thresholds. (Abstract). J Acoust Soc Am. 92(4):2385, 1992.

Harber P, Fedoruk J, Goldberg RL. Accommodating respiratory handicap. Sem Resp Med. March 1993.

Goldberg RL, Weyers S, Spilberg S. Medical Screening Manual for California Law Enforcement. Sacramento: California Peace Officer Standards and Training Commission, 1996. (<http://www.post.ca.gov/selection/medical.asp>)

**The Johns Hopkins University**  
School of Medicine



Baltimore

Maryland

*This Certificate is awarded to*

**Robert J. Goldberg**

*Upon the completion of a Fellowship in*

*Internal Medicine*

*July 1<sup>st</sup> 1984 to June 30<sup>th</sup> 1985*

*Richard S. Ross*  
CHIEF OF SERVICE - FRANCIS SCOTT KEY MEDICAL CENTER

*Richard S. Ross*  
DIRECTOR OF DEPARTMENT

*Richard S. Ross*  
DEAN OF TRANSMEDICAL FACULTY

# University of Southern California

The Trustees of the University by virtue of the authority vested in them and on the recommendation of the faculty of

The Graduate School

have conferred the degree of

Master of Science

Occupational Medicine

on

Robert Leonard Goldberg

Given at Los Angeles, California, on the eighth day of May, in the year  
one thousand nine hundred and eighty-seven

*James W. Zumberge*  
President of the University

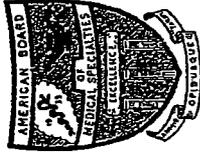
*Geo. T. Slattery*  
Chairman of the Board of Trustees



*Barbara Salmon*  
Acting Dean

# The American Board of Preventive Medicine

Incorporated



*Organized to Encourage the Study, Improve the Practice  
and Advance the Cause of Preventive Medicine*

*This Certifies that*

**Robert Leonard Goldberg**

*having demonstrated to the satisfaction of this Board possession of  
special knowledge, is therefore certified for proficiency and specialization in*

**Occupational Medicine**

Issued:

January 31, 1989

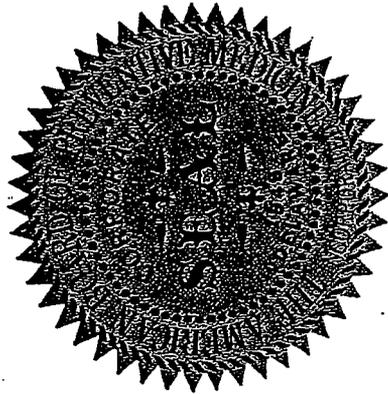
Certificate No.

No. 22460

*Terence R. Collins*  
CHAIRMAN

*Floyd S. Lepper*  
VICE CHAIRMAN

*Stanley R. Umsted*  
SECRETARY-TREASURER





*University of Southern California*  
School of Medicine

Department of Preventive Medicine  
Division of Occupational Health

This is to certify that

*Robert L. Goldberg*

has satisfactorily completed the residency program in

Occupational Medicine

*John M. Peters*  
Residency Program Director

*June 30, 1987*  
Date

# UNIVERSITY OF WISCONSIN-MADISON

The Board of Regents of The University of Wisconsin System,  
on the nomination of the faculty, has conferred upon

ROBERT LEONARD GOLDBERG

The Degree of

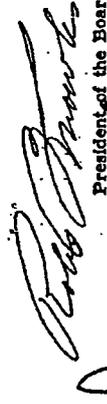
DOCTOR OF MEDICINE

Together with all honors, rights, and privileges belonging to that degree.

In witness whereof, this diploma is granted. Given at Madison

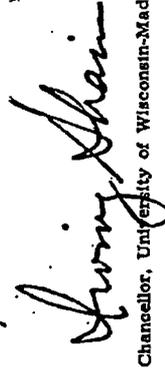
in The State of Wisconsin, this twentieth day of May  
in the year nineteen hundred eighty-four, and of

The University the one hundred thirty-fourth.

  
President of the Board

Robert M. Juel  
President, University of Wisconsin System



  
Chancellor, University of Wisconsin-Madison

Chancellor, University of Wisconsin-Madison



The Medical Board of California  
1426 Howe Avenue, Suite 54  
Sacramento, California 95825-3236



**PHYSICIAN AND SURGEON**

CERTIFICATE NO. G56537

EXPIRATION 04/30/2005

**ROBERT LEONARD GOLDBERG**  
1401 WEST 6TH STREET  
LOS ANGELES, CA 90017

ORIGINAL  
ISSUANCE DATE  
12/16/1985

RECEIPT NO.  
03700008

American Heart Association.   
Fighting Heart Disease and Stroke

**Healthcare Provider**  
Robert Goldberg, M.D.

This card certifies that the above individual has successfully completed the national cognitive and skills evaluations in accordance with the curriculum of the American Heart Association for the BLS for Healthcare Providers Program. CPR / AED

11/03  
Issue Date

11/05  
Recommended Renewal Date