



County of Los Angeles
CHIEF ADMINISTRATIVE OFFICE

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(213) 974-1101
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DAVID E. JANSSEN
Chief Administrative Officer

July 11, 2005

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

From: David E. Janssen
Chief Administrative Officer

Board of Supervisors
GLORIA MOLINA
First District

YVONNE B. BURKE
Second District

ZEV YAROSLAVSKY
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

**REQUEST TO APPOINT VALERIE ORANGE TO THE MANAGEMENT POSITION OF
HOSPITAL ADMINISTRATOR II AT THE DEPARTMENT OF HEALTH SERVICES'
RANCHO LOS AMIGOS NATIONAL REHABILITATION CENTER**

Consistent with the County's policies on management appointments, the Department of Health Services (DHS) requests authorization to appoint Ms. Valerie Orange, Revenue Manager I, to the position of Hospital Administrator II (HA II) at an annual salary of \$133,004 (\$11,083.66/month), the control point of the salary range, R-15, for this position. This item is vacant and funded in DHS' Fiscal Year 2005-06 Adopted Budget.

On December 1, 2003, Ms. Orange assumed the role of Acting Chief Executive Officer (CEO) of Rancho Los Amigos National Rehabilitation Center (RLA). During this time, in accordance with County Code provisions for Management Appraisal and Performance Plan (MAPP) positions, Ms. Orange has been provided with a MAPP Temporary Assignment Special Rate (TASR) for performing the duties of this higher level position. Given this, Ms. Orange's current annual salary is \$106,343, equal to the bottom of the salary range for this position, which includes her base salary of \$85,810 (\$7,150.84/month) as Revenue Manager I, and the TASR that accounts for an additional \$20,533 (\$1,711.09/month). When appointed to this position, Ms. Orange's promotional increase will be approximately 25% above her current salary.

As Acting CEO, Ms. Orange is responsible for the executive direction of the hospital, including the oversight of clinical services, human resources, finance, regulatory compliance, resource utilization, quality assurance, risk management, information systems, and policy/program development. While serving as Acting CEO, Ms. Orange

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has continued to perform the duties of RLA's Chief Operations Officer (COO), a position she has held since April 2003. As COO, she is responsible for the development and implementation of RLA's annual strategic plan, development of the facilities' various policies and procedures, and the day-to-day operations of the hospital.

Including her service as RLA's Acting CEO and COO, Ms. Orange has more than 12 years of progressively responsible experience in hospital administration. During this time, Ms. Orange served as RLA's Acting Associate Hospital Administrator where she was responsible for the administration of the 150-bed inpatient and outpatient rehabilitation programs. Additionally, Ms. Orange served as RLA's Director of Employee Relations where she was responsible for managing employee discipline, employee grievances, internal investigations, and Equal Employment Opportunity compliance. Finally, Ms. Orange served as Los Angeles County-University of Southern California's (LAC+USC) Assistant Hospital Administrator where she was responsible for providing administrative oversight of ancillary services and Women's Hospital surgical services. Ms. Orange's academic credentials include both a Bachelor of Science and Master degrees in Public Administration from California State University, Dominguez Hills.

Salary placement for Ms. Orange at the control point with this promotional appointment would be consistent with the level of performance Ms. Orange brings to this position and is appropriate when compared to the salaries of the CEOs at the other DHS hospitals. Based on the information provided by DHS regarding Ms. Orange's experience, we concur with their request to appoint her to the position of HA II at an annual salary of \$133,004.

In accordance with the policy on managerial appointments, unless our office is informed otherwise from your offices by July 18, 2005, we will advise DHS that authorization has been granted to proceed with Ms. Orange's appointment, effective July 19, 2005.

If you have any questions or concerns regarding this appointment, please call me or your staff may contact Richard F. Martinez of this office at (213) 974-1758.

DEJ:DL
SS:RM:bjs

Attachment

c: Executive Officer, Board of Supervisors
Director of Health Services
Director of Personnel



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

THOMAS L. GARTHWAITE, M.D.
Director and Chief Medical Officer

FRED LEAF
Chief Operating Officer

COUNTY OF LOS ANGELES
DEPARTMENT OF HEALTH SERVICES
DHS HUMAN RESOURCES
5555 Ferguson Dr., Commerce, CA 90022

(213) 240-7738

June 14, 2005

TO: Sheila Shima, Acting Assistant Division Chief
Health Team
Chief Administrative Office

FROM: Fred Leaf
Chief Operating Officer

SUBJECT: **REQUEST TO APPOINT VALERIE ORANGE TO THE MANAGEMENT POSITION OF
HOSPITAL ADMINISTRATOR II AT RANCHO LOS AMIGOS NATIONAL
REHABILITATION CENTER**

On October 1, 2002, the Board of Supervisors instructed that all Department Heads obtain the approval of the Board prior to filling any administrative or management positions with an annual salary in excess of \$107,000. As directed in this Board policy, the Chief Administrative Office approval is required to fill any management vacancy.

Consistent with this policy, this is to request approval to promote Valerie Orange to Hospital Administrator II, Item Number 8084A, to serve as Chief Executive Officer (CEO) for Rancho Los Amigos National Rehabilitation Center (RLANRC) at a proposed annual salary of \$133,004.00 (\$11,083.67 monthly), Salary Range 15. Ms. Orange has been performing as Acting Chief Executive Officer of RLANRC since December 1, 2003 and reports directly to the DHS Chief Operating Officer. Prior to her Acting CEO assignment and effective April 2003, Ms. Orange was appointed as Chief Operations Officer (COO) and assumed the actual payroll title responsibilities of Associate Hospital Administrator II, Salary Range 12, with no additional compensation.

As such, we are requesting that Ms. Orange be placed at the control point of the salary range for the RLANRC Chief Executive Officer position of Hospital Administrator II, Salary Range 15. Ms. Orange's current payroll title is Revenue Manager I, Item Number 8063A, with an annual calculated salary of \$106,342.92 (\$8,861.91 monthly), including a monthly Temporary Assignment Bonus of \$1,711.09 (\$20,533.08 annually), and a base annual salary of \$85,809.84 (\$7,150.84 monthly), salary schedule 96H. The proposed annual salary for Ms. Orange of \$133,004.00 (\$11,083.666 monthly) represents a 54.9 percent promotional salary adjustment that will place her at the control point of Salary Range 15. The Hospital Administrator II position is fully funded in the Fiscal Year 2004-05 budget. The Department would like to make this appointment as soon as possible.

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Ms. Orange has been performing all of the significant duties of the CEO of RLANRC for an extended period of time, while continuing to function as the acting COO for the facility. In the capacity of Acting CEO, Ms. Orange is responsible for executive direction of the hospital, including the full range of operational and clinical functions. This entails overall responsibility for and oversight of clinical services, human resources, finance, regulatory compliance, resource utilization, quality assurance, risk management, information systems, and policy and program development. Her service as Acting COO involves the responsibility for directing the daily operations of the hospital support services, including facilities management, materials management, housekeeping, laundry, and pharmacy services, as well as for administrative oversight of inpatient and outpatient services.

Ms. Orange's specific duties related to the day-to-day operations of the RLANRC facility, include directing the development and implementation of the facility's annual strategic plan; developing and directing implementation of administrative policies and procedures; directing the development of the facility's annual budget; monitoring facility revenue and expenditure activity; directing the activities of staff responsible for human resources, including approval of all hiring, promotions and terminations; directing the activities of facility support services, such as maintenance, procurement, dietary and laundry; in collaboration with clinical leadership, planning and directing continuous quality improvement and risk management activities; interacting with unions, community organizations, and the general public to maintain effective relationships with stakeholders including general management of personnel, fiscal and functional activities, and ensuring that all services are provided in accordance with all regulatory and licensing requirements.

Ms. Orange is very well qualified for the Hospital Administrator II position having more than 12 years progressively responsible experience in County hospital administration. Her work background includes three years service at RLANRC as Acting Associate Hospital Administrator responsible for administration of the 150-bed inpatient and outpatient rehabilitation programs; as well as, four-years services as Director, Employee Relations with responsibility for managing all aspects of employee relations, including employee discipline, grievance handling, internal investigations, meeting/conferring with labor unions, supervisory/management training, and Equal Employment Opportunity compliance. Prior to transferring to RLANRC, Ms. Orange was Assistant Hospital Administrator at LAC+USC Medical Center where she was responsible for providing administrative oversight of ancillary services, including radiology laboratory, pharmacy, dietary and risk management, including resource acquisition (space, equipment, staffing, budget allocation), as well as Women's Hospital surgical services. Ms. Orange holds both a Master's and Bachelor of Science degrees in Public Administration.

The promotional salary requested for Valerie Orange is commensurate with the responsibilities of the Hospital Administrator II classification and will not create an inequity with similar Chief Executive Officer positions. Ms. Orange is highly qualified for this position and possesses the special knowledge, skills and experience required to successfully perform in this critical position.

Should you have any questions, or need additional information, please let me know or your staff may contact Susan Montenegro, Personnel Officer, at (323) 890-7903.

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c: Sachi Hamai
Kate Edmundson
Donald Ashton
Susan Montenegro

PERTINENT INFORMATION FOR VALERIE ORANGE, HOSPITAL ADMINISTRATOR II, RANCHO LOS AMIGOS NATIONAL REHABILITATION CENTER (RLANRC)

■ **Certify that the position is vacant and budgeted.**

The Hospital Administrator II position is fully funded within the Department of Health Services in the RLANRC Fiscal Year 2004-2005 Budget. Therefore, there is no increase in net County cost.

Attachment I - Item Control

■ **Attach an organization chart highlighting the position. Describe where the position fits into the management organizational structure.**

The Hospital Administrator II position is within DHS Health Services Administration and reports to the Chief Operating Officer. Valerie Orange assumed all the responsibilities of the higher level Hospital Administrator II position and has been performing as Acting Chief Executive Officer (CEO) of RLANRC, effective December 1, 2003. She has also continued to perform the responsibilities of the acting Chief Operations Officer position. As Acting CEO, she is responsible for executive direction of the hospital, including the full range of operational and clinical functions. This entails overall responsibility for and oversight of clinical services, human resources, finance, regulatory compliance, resource utilization, quality assurance, risk management, information systems, and policy and program development. In the capacity of Acting COO, Ms. Orange is responsible for directing the daily operations of the hospital support services, including facilities management, materials management, housekeeping, laundry, and pharmacy services, as well as for administrative oversight of inpatient and outpatient services. Her specific duties related to the day-to-day operations of the RLANRC facility, include directing the development and implementation of the facility's annual strategic plan; developing and directing implementation of administrative policies and procedures; directing the development of the facility's annual budget; monitoring facility revenue and expenditure activity; directing the activities of staff responsible for human resources, including approval of all hiring, promotions and terminations; directing the activities of facility support services, such as maintenance, procurement, dietary and laundry; in collaboration with clinical leadership, planning and directing continuous quality improvement and risk management activities; interacting with unions, community organizations, and the general public to maintain effective relationships with stakeholders including general management of personnel, fiscal and functional activities, and ensuring that all services are provided in accordance with all regulatory and licensing requirements.

Attachment II – Organization Charts

■ **Indicate current salary of the individual for whom the request is being submitted. Indicate proposed Salary, percentage increase over current salary.**

Valerie Orange, Employee Number _____ is currently a Revenue Manager I, Item Number 8063A, with an annual calculated salary of \$106,342.92 (\$8,861.91 monthly), inclusive of a monthly Temporary Assignment Bonus of \$1,711.09 (\$20,533.08 annually), and a base annual salary of \$85,809.84 (\$7,150.84 monthly), salary schedule 96H. The request to promote Ms. Orange to Hospital Administrator II, Item Number 8084A, will compensate her at a proposed annual salary of \$133,004.00 (\$11,083.67 monthly), Salary Range 15, which represents a 54.9 percent promotional salary adjustment that will place her within the third quartile of Salary Range 15 and at the control point of \$133,004.00. The salary requested for Ms. Orange is commensurate with the complexity of the duties, scope and level of responsibility required of the Hospital Administrator II position, as well as with Ms. Orange's professional background and management experience. Ms. Orange is highly qualified for the position and possesses the special knowledge, skills, and experience to successfully perform in this critical position.

Attachment III - Professional Resumé

■ **Provide a listing of all equivalent internal positions within the organization.**

Attachment IV – DHS Equivalent Internal R15 Positions

■ **Identify highest paid subordinate reporting to this position.**

Karen W. Dressler, Employee No. _____ Chief Nursing Officer II, Item #5308A, annual salary \$130,162.68 (\$10,846.89 monthly), Salary Range 15.

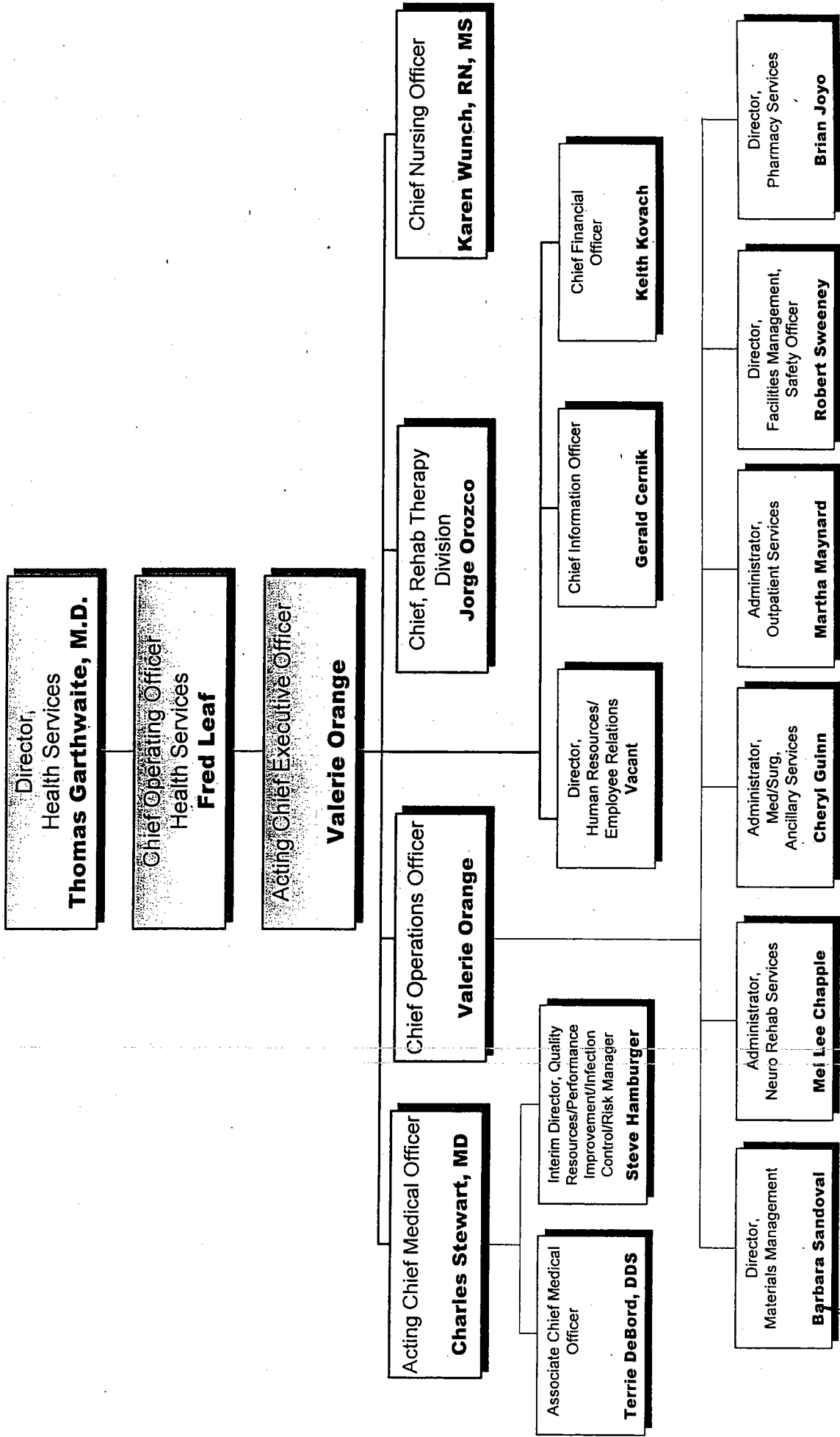
■ **Identify management position above the position being requested.**

Earl F. Leaf, Employee No. _____ Chief Deputy Director, Health Services (UC), DHS Chief Operating Officer, Item #4553A, annual salary \$218,325.00 (\$18,193.75 monthly), Salary Range 18, above Fourth quartile.

■ **Certification List**

Not applicable. The Hospital Administrator II position is Unclassified.

Los Angeles County Department of Health Services
RANCHO LOS AMIGOS NATIONAL REHABILITATION CENTER



Valerie Orange
 Valerie Orange, Acting Chief Executive Officer

VALERIE ORANGE

EMPLOYMENT

ACTING CHIEF EXECUTIVE OFFICER (CEO) 12/2003 - PRESENT
Rancho Los Amigos National Rehabilitation Center Downey, California

Responsible for executive direction of the hospital, including clinical services, human resources, finance, regulatory compliance, resource utilization, quality assurance, risk management, information systems, policy and program development.

ACTING CHIEF OPERATIONS OFFICER (COO) 4/2003 - PRESENT
Rancho Los Amigos National Rehabilitation Center Downey, California

Responsible for directing the daily operations of the hospital support services, including facilities management, materials management, housekeeping, laundry, and pharmacy services. Also responsible for direct supervision of area administrators who are responsible for administrative oversight and support of inpatient and outpatient services.

ACTING ASSOCIATE HOSPITAL ADMINISTRATOR 1/2000 - 3/2003
Rancho Los Amigos National Rehabilitation Center Downey, California

Responsible for administration of the inpatient (150 beds) and outpatient rehabilitation programs, providing administrative direction and support to hospital staff on all aspects of hospital operations, including staffing, finance, regulatory compliance, resource utilization, policies, procedures and program development.

DIRECTOR, EMPLOYEE RELATIONS 1/1995 - 12/1999
Rancho Los Amigos National Rehabilitation Center Downey, California

Responsible for managing all aspects of employee relations, including employee discipline, grievance handling, internal investigations, meeting/conferring with labor unions, supervisory/management training, and EEO compliance for the hospital and its 1400 employees. During 5 years tenure as director, developed strategies to improve labor-management relations, resulting in a decrease of grievances and arbitrations filed.

ASSISTANT HOSPITAL ADMINISTRATOR 12/1991 - 12/1994
Los Angeles County + USC Medical Center Los Angeles, California

Responsible for providing administrative oversight of ancillary services, including radiology laboratory, pharmacy, dietary and risk management for the medical center, including resource acquisition (space, equipment, staffing, budget allocation), as well as Women's Hospital surgical services. Successfully automated the surgery scheduling system at Women's Hospital which improved the utilization and efficiency of operating rooms.

EDUCATION

MASTER'S DEGREE, PUBLIC ADMINISTRATION MAY, 1999
California State University at Dominguez Hills Dominguez Hills, California

BACHELOR OF SCIENCE, PUBLIC ADMINISTRATION MAY, 1992
California State University at Dominguez Hills Dominguez Hills, California