



County of Los Angeles CHIEF EXECUTIVE OFFICE

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WILLIAM T FUJIOKA
Chief Executive Officer

November 19, 2007

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

From: William T Fujioka
Chief Executive 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

DEPARTMENT OF HEALTH SERVICES REQUEST TO APPOINT LAKSHIMI MAKAM TO THE POSITION OF CHIEF PHYSICIAN II, M.D

Consistent with County policy on management appointments, the Department of Health Services (DHS) requests authorization to appoint Dr. Lakshimi Makam to the position of Chief Physician II, M.D. at an annual salary of \$173,391.22 (\$14,449.19/month), placing her on Step 13, of this MO8 position and reflecting a 5.57 percent increase over her base salary. We have reviewed the request and recommend Board approval of the attached DHS request to appoint Dr. Makam.

As Chief Physician II, M.D, Dr. Makam will function as the Medical Director for Hubert H. Humphrey Comprehensive Health Center (HHHCHC) and Dollarhide Health Center where she has been performing as the Acting Medical Director since March 2004. In this capacity, Dr. Makam will continue to be responsible for formulating and assisting in the development of facility wide policies; planning and directing programs and the activities of the organization; reviewing care prescribed by staff physicians, resident physicians and interns who provide patient care services; overseeing the credentialing process for 85 providers; developing staffing guidelines and medical policies and procedures for all Primary Care Services; and actively participating in the coordination, readiness and submission of Corrective Action Plans for various audits and surveys.

The Department indicates that Dr. Makam has over 34 years of experience working in a healthcare/hospital environment. A copy of Dr. Makam's resume and additional information from DHS is attached.

Each Supervisor
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The Department indicates that salary placement for Dr. Makam on Step 13 of Range M08 would be consistent with the level of experience and knowledge that she brings to this position. Based on the information provided by DHS regarding Dr. Makam's experience and qualifications, we concur with their request to appoint her to the position of Chief Physician II, M.D at the requested salary.

In accordance with the policy on managerial appointments, unless our office is informed otherwise from your offices by November 30, 2007, we will advise DHS that authorization has been granted to proceed with Dr. Makam's appointment to Chief Physician II, M.D at an annual salary of \$173,391.22 effective December 3, 2007.

If you have any questions or concerns regarding this appointment, please call me, or your staff may contact Latisha Thompson of this office at (213) 974-1157.

WTF:SRH:SS
DRJ:LT:lbn

Attachments

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

DHS-Makam Appontment.bm

PHYSICIAN MANAGEMENT APPOINTMENT REQUEST

Candidate Name: Lakshmi Devi Makam, MD

Employee No.:

(Check one) NEW HIRE: PROMOTION:

I. FACILITY/PROGRAM

A. Provide organization chart & highlight the position – Attach electronic copy of organization chart

B. Describe where the position fits into the management organizational structure:

The Chief Physician, MD, II functions as the Medical Director for Hubert H. Humphrey CHC and Dollarhide Health centers. Hubert H. Humphrey Comprehensive health center is accredited by the JCAHO as an ambulatory care facility. These facilities provided a combined total of 150,000 patient visits. The Chief Physician II position plays an integral role in formulating and directing facility programs to include monitoring of the site to ensure ongoing JCAHO compliance, credentialing, and responsibility for administrative aspects of the organizational activities to include budget preparation and control of personnel functions and coordination of the work for medical organizational units. More importantly this position is responsible for the direction and overall establishment improvement of organizational medical operations and procedures that are necessary to improve the level of care and service to patients.

The Chief Physician, MD, II reviews care prescribed by staff physicians, resident physicians, and interns who provide patient care services. This position consults with the Chief Medical Director for MLK-Harbor Hospital regarding program operations, care of patients, and coordination of intra-facility programs.

C. Describe the duties and responsibilities which reflect the scope and complexity of the position:

The Chief Physician II, MD has immediate responsibility for directing Hubert H. Humphrey Comprehensive Health Center's (HHHCHC) Medical Administration and Dollarhide Health Center. These facilities are under DHS Metro Care and function as satellite clinics for patients in the SPA6 and SPA8 service areas. The scope of responsibilities requires that the position assist in the coordination and development of operations which interface with MLK-Harbor Hospital and Harbor UCLA Medical Center.

EXAMPLES OF DUTIES: Chief Physician II, MD Hubert H. Humphrey CHC

Functions as the Chief Medical Director for Hubert H. Humphrey Comprehensive Health Center and Dollarhide Health Center. These facilities have a combined total of 300 FTE's and during Fiscal Year 2006/2007 provided 150,000 patient visits.

The facility also maintains a 16 hour Urgent Care clinic more than 33,000 visits are provided annually. The Chief Physician II, MD provides administrative direction and clinical oversight. The patients who access this clinic most often present with urgent/life threatening medical acuity which often necessitates transfer to a higher level of care.

Formulates and assists in the development of facility wide policies and the planning and direction of programs and activities of the organization.

Develops staffing guidelines and medical policies and procedures for all Primary Care Services, and Urgent Care in conjunction with the Primary Care Service Chiefs and the Administrator, Ambulatory Care Services and Director of Nursing.

Has responsibility and assists in the administrative aspects of the organization's activities, such as budget preparation and control, personnel functions, procurement of equipment and supplies, and coordinating the work with that of medical or other organizational units.

Participates as member of the facility executive staff which includes the Director of Nursing, and the Administrator. Also participates in the MLK-Harbor Hospital Medical Director Committee.

Assigns, trains, and evaluates medical related personnel.

Directs and supervises organizational/medical research programs and presentation and review of findings.

Directs the implementation of ancillary diagnostics programs, i.e. County-Wide implementation of the PACS System

D. Indicate the candidate's unique qualifications, special skills or abilities, work background or experience, etc.:

Since March of 2004 Dr. Makam has performed as the Acting Medical Director of Hubert H. Humphrey Comprehensive Health Center (HHHCHC). Since acting as medical director has gained respect of the executive as well as clinical staff. In this capacity she has performed and assumed all the functions of the Chief Physician II, MD. Dr. Makam is uniquely qualified to perform at this level as she has demonstrated exceptional organizational and planning skills as indicated below:

Facilitated the smooth transitional phase of the following residency programs: Family Medicine, Internal Medicine, Pediatrics, Geriatrics, dental, and Emergency Medicine.

1. Successful JCAHO re-accreditation of the facility in 2006. Prior to the survey the facility Improving Organization Performance (IOP) Coordinator position became vacated 8 months prior to the unannounced JCAHO survey. IOP program is mandated by JCHAO and must include processes that improve the dimensions of medical quality and performance. Aside from the daily medical administration's operations the candidate provided administration oversight to the IOP activities to put the IOP program together to be presented to surveyors with the assistance of other facility staff.
2. The candidate facilitated the smooth transition of the Drew University Family Medicine Residency program which required coordination with KDMC Medical Director, DIO, Associate Dean of GME Charles R. Drew University, and Dean, Charles R. Drew University College of Medicine this collaboration resulted in the onsite rotation of residents at HHHCHC and completion of their academic year of residency. In addition also facilitated the completion of the last seven months of the Internal medicine and Emergency Medicine Residency Program residents at HHCHC.
3. Facilitated the affiliation/integration of physicians in the Harbor UCLA residency postgraduate training program. Under this agreement the general practice residents rotate in HHHCHC Dental Clinic as a part of their continuing ambulatory rotation.
4. Has established working relationship with the community agencies to include the Women's Health Advisory Council, as well as, local educational institutions.
5. Implemented facility referral process for tracking and follow up to ensure continuity of patient care.
6. The candidate is the Affinity HAC for the facility and very involved in the implementation of the Affinity System and Web-RX. Web-RX is a mandated by JCHAO to ensure management of patients' medications. She also trained all medical and other facility staff. Continues to be actively involved in the following modules of the Affinity system:
 - Patient Scheduling
 - Order Management
 - Department Management
 - Queries of patient information report such as, Managed care members, individual clinic reports, referral logs, etc.
 - Electronic Medical Records enhance continuity of patient care and medical management.
7. Has utilized her clinical experience for enhancement of medical staff productivity by implementing changes in the patient scheduling process which has lead to provider satisfaction and improved patient access.
8. Collaborates with facility executive staff and other staff of other departments to resolve issues.
9. Has established protocols for critical facility audits and surveys in conjunction with executive staff and plays a major role in formulation of policies related to facility patient care programs to include:
 - Office of Managed Care/Community Health Plan Audits (Credentialing, IOP, and Utilization/Case Management Review)
 - LA Care (Credentialing, IOP, and Utilization/Case Management Review)
 - Immunization/CASA Audit
 - Child Health and Development Program Audit
 - Cancer Detection Program Audit
 - DHS Cultural and Linguistics Program
10. Has good Public Relation and excellent customer interaction skills and also collaborates with executive staff and other staff on addressing and resolving issues.

E. Provide the candidate's résumé or curriculum vitae – Attach electronic copy

F. Identify highest paid subordinate reporting to this position

Name: Vena Charoonratana, MD

Employee #:

Title: Physician Specialist, MD

Base Monthly Salary: \$ 12877.00

Base Annual Salary: \$154524.00

PPP Schedule/Range: P, 13

G. Identify management position above the position requested

Name: Robert Splawn, MD

Employee #:

Title: Chief Deputy Dir., HS, Clin&Med Aff (UC)

Calculated Monthly Salary: \$ 23,552.24

Annual Salary: \$ 282,626.88

Salary Range: Flat Rate

II. HUMAN RESOURCES

Certify that the position is vacant and budgeted – *Attach Item Control*

YES NO

NEW HIRE OR PROMOTION: Verify current salary of the individual for whom the request is being submitted.

CURRENT MONTHLY BASE: \$ 12,595.00

CURRENT ANNUAL BASE: \$ 151,140.00

Schedule/Step: M04, Step 13

CURRENT CALCULATED MONTHLY: \$ 13686.36

CURRENT CALCULATED ANNUAL: \$ 164,236.32

Designate amount of proposed monthly salary based on Physician Pay Plan guidelines and verify that requested salary is consistent with other managers in the department.

PROPOSED PHYSICIAN PAY PLAN SCHEDULE/STEP: M08, Step 13

PROPOSED SALARY: New Monthly Base: \$ 13,297.00 (\$ 159,564.00 annually) + 3% Physician Additional Compensation monthly bonus of \$ 398.91 + 5.5% monthly Board Certification bonus [AS APPLICABLE] of \$ 753.275 + 3% Physician Specialty Bonus of \$ n/a

PROPOSED CALCULATED MONTHLY SALARY: \$ 14,449.185 CALCULATED ANNUAL SALARY: \$ 173,391.220

Provide listing of all internal equivalent positions within facility/program – *Attach electronic copy*

Verify that candidate is listed on the appropriate Certification List and is reachable – *Attach electronic copy*

YES NO

CURRICULUM VITAE

LAKSHMI DEVI MAKAM, MD

Business Address: Hubert H. Humphrey Comprehensive Health Center
5850 S. Main Street
Los Angeles, CA 90003
(323) 846-4105

Home Address:

MEDICAL EDUCATION

Medical School University of Bangalore
Bangalore, India
MD Degree
1974

LICENSURES & CERTIFICATES

1. Physician & Surgeon Certificate State of California A41336
2. DEA Certificate AM1369203
3. Board Certification Board Certified
American Board of Pediatrics

POST GRADUATE EDUCATION

4. Internships Rotating Internship
Elyria Memorial Hospital
Elyria, Ohio
July 1978 to June 1979 (1 year)
5. Residency Pediatric Residency
Program
Cleveland Metropolitan General Hospital
Cleveland, Ohio
July 1979 to June 1980

Children Hospital of Michigan
Detroit, Michigan
July 1980 to June 1982

HOSPITAL AFFILIATIONS

Associate Physician - Larned State Hospital
Associate Attending Staff - Children of Michigan
Detroit, Michigan since August 1982 to July 1984

AFFILIATIONS

American Academy of Pediatrics

WORK EXPERIENCE

6. Interim Medical Director

County of Los Angeles
Department of Health Services
Hubert H. Humphrey CHC
March 2004 to Present - 40 hrs/wk

Medical Director of Hubert H. Humphrey and Dollarhide Health Centers.

Direct improving organization performance (Quality Improvement) activities including training aspects. Develop and implement processes that improve the dimensions of performance.

Establishes and integrates outpatient care services. Develop staffing guidelines and medical policies and procedures for all Primary Care Services in conjunction with the Primary Care Service Chiefs. Collaborate with the Primary Care Service Chiefs to improve operational processes and outcomes related to patient care. Performs administrative duties which include such duties as budget preparation, determining equipment and supply needs, personnel responsibilities, developing and revising work procedures to expedite workload or improve level of service and screening work. Develop the budget and resource allocation for Primary Care ancillary Services.

Oversees the credentialing process for 85 providers.

Oversees ancillary services - Pharmacy, Laboratory and Radiology. Involved in day-to-day operations of the Radiology Department.

Affinity Application Coordinator for the facility, actively involved in implementation and utilization of different modules including the building providers' templates.

Actively participate in the coordination, readiness and submission of Corrective Action Plans of the following facility Audits and/or surveys:

- Major role in the preparation and submission of corrective action for JCAHO Survey.
- Office of Managed Care/Community Health Plan Audits (Credentialing, IOP, and Utilization/Case Management Review)
- LA Care (Credentialing, IOP, and Utilization/Case Management Review)
- Immunization/CASA Audit
- CHDP Audit
- Cancer Detection Program Audit

Continues as a Service Chief of Pediatrics and since 1999 as a Medical Director for Community Health Program.

7. Interim Associate Medical Director

County of Los Angeles
Department of Health Services

Hubert H. Humphrey CHC
January 2003 to March 2004 - 40 hrs/wk

Continued as a Service Chief of Pediatrics and since 1999 as a Medical Director for Community Health Program.

8. Physician Specialist - Service Chief County of Los Angeles

Department of Health Services
Hubert H. Humphrey CHC
May 1997 to January 2003 - 40 hrs/w

As Service Chief, I am responsible to direct all Pediatrics Services at Hubert H. Humphrey Comprehensive Health Center. I am also responsible for Medical Administration assignments including medical staff functions such as peer review and credentialing.

Administrative & Technical Supervision: Direct administratively and technically the Pediatrics Department at Hubert H. Humphrey Comprehensive Health Center. Provide clinical and consultative services. Liaison between KDMC and Humphrey to facilitate service integration, resident rotation, etc. Responsible to develop, direct, implement and monitor compliance to IOP activities in Pediatrics. Monitor regularly compliance with quality improvement activities in Pediatrics. Develop and implement policies related to Pediatrics and assure compliance with State, JCAHO, DHS, CHDP and CHP/Office of Managed Care standards. Provide technical and administrative supervision to pediatricians at Hubert H. Humphrey Comprehensive Health Center. Assure that Infection Control and Safety policies are being followed. Coordinate continuing education for the pediatrics staff. Chair and coordinate Pediatrics Team Meetings and activities. Implement and insure compliance to Immunization guidelines, Lead & TB Control policies & procedures, and other public health Issues. Develop staffing guidelines and medical policies and procedures. Handle all Risk Management issues of the unit. Review and develop budget documents on Medical staff equipment, purchase and supplies. present facility at Countywide Pediatrics Committees. Chair of Hubert H. Humphrey Utilization Review/Case Management Committee. Serve as a member of the Hubert H. Humphrey Pharmacy & Therapeutics, Accreditation, Infection Control and IOP. Work with IOP coordinator in the development and implementation of facility and clinic service indicators. Assume other responsibilities as assigned by the Medical Director.

Credentialing: Responsible for maintaining credentialing of all medical providers. Assure processing of credentialing of Hubert H. Humphrey Comprehensive Health Center providers. This includes the credentialing and maintenance of credentialing files of approximately seventy (70) providers. Co-chair of Credentialing Committee.

Clinical Duties: Provide direct patient care in CHDP and CHP Clinics.

9. Physician Specialist/Lead Physician County of Los Angeles

Department of Health Services
Imperial/Lawndale Health Centers
Inglewood, CA
April 1995 to April 1997 - 40 hrs/wk

As a Lead Physician had the responsibility to direct clinical services within the specified health district. The responsibilities included the coordination and integration of patient care services. *Duties included:* Provide clinical leadership including supervision of medical staff. Assist CAC Medical Director by implementing clinical services which are conducive for Managed Care. Collaborated with the District Health Officer to enhance district Public Health functions. Assisted cluster administration to ensure compliance to JCAHO, State, and DHS' guidelines on patient care services. Ensure mid-level practitioners' technical supervision. Provided professional services by covering clinics and consultative services. Assisted the cluster CAC Medical Director in completing clinical assignments. And performed other duties assigned by the CAC Medical Director.

10. Physician Specialist County of Los Angeles

Department of Health Services
Public Health Programs & Services
Curtis Tucker Health Center
November 1988 to March 1995- 40
hrs/wk

The DDHO is administratively responsible to the DHO for performance of professional medical duties in a health district, provision of consultation around district public health programs and rendering medical administrative assistance to the DHO in program implementation on the district level.

Clinical Duties: On assignment from DHO, conducted clinics on a regularly scheduled basis. Provided back-up staffing in any district program (Ambulatory Care, CD Control, Drug Abuse, MCH, TBC Control, VD Control, Youth) on emergency basis during absence, illness or vacation of regularly scheduled clinician.

Medical Administrative: Assisted in epidemiological work and the enforcement of laws relating to communicable disease control in areas served by the County Health Department. Interpreted County (C.D.) policy to P.M.D.s and public on request. Assisted with recruitment and assignment of physicians as needed for clinics on the district level. Carried administrative responsibility for 1 or more district programs (as above) including planning and direction, supervision and coordination of staff and clinical activities and evaluation. Serves in a medical administrative capacity to coordinate staff activities and clinical operations in a sub-center, reporting regularly regarding sub-center needs, plans and programs to the DHO. Participated in district key staff meetings as member of district administrative team and confers with DHO as indicated. Provided medical