




County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, California 90012
(213) 974-1101
<http://ceo.lacounty.gov>

WILLIAM T FUJIOKA
Chief Executive Officer

August 13, 2008

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

From: William T Fujioka
Chief Executive Officer

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MLK-MACC TRANSITION EFFORTS – STATUS REPORT

This is to provide your Board with a status of the Department of Health Services' (DHS) efforts in implementing operational and staffing changes relative to the transition of the former Martin Luther King Jr., Hospital to a Multi-Service Ambulatory Care Center (MLK-MACC).

BACKGROUND

As you may recall, DHS contracted with Health Management Associates (HMA) in January 2008, to assess the transition of MLK from a hospital to a MACC, and to make recommendations and determine benchmarks that are essential to a productive, efficient and quality ambulatory program. HMA provided 15 Deliverables that ranged from revising staffing plans to changing the organizational structure of the MACC.

To assist with the transition effort, DHS established an Executive Team which included key administrative MLK-MACC members. This Office also dedicated a team to ensure collaboration among County departments in order to facilitate the implementation of the HMA recommendations.

HMA conducted an extensive review of current operations and compared MLK-MACC staffing to industry standards for similar-sized institutions that provide many of the same services. HMA's staffing recommendations were based on services that are currently provided by the MLK-MACC, and the potential demand and capacity for meeting these services over the next 12 months. HMA recommended a staffing plan of 628 – 638

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based on the current services model and a projected volume of 180,000 visits across all service areas. This number does not include custodial or security employees which were areas reviewed separately by DHS and this Office.

REVISED STAFFING PLAN

To begin the review, DHS and this Office matched County timekeeping and pay systems (CWTAPPS and CWPAY) with DHS' Item Management System to identify the actual number of County employees working at the MLK-MACC. In addition, the Auditor-Controller reviewed invoices and timesheets for MLK-MACC contracts to identify contract employees. Further, the Department of Human Resources (DHR) reviewed employee performance evaluations and clinical competencies and reported their findings. This information was utilized by DHS to ensure that mitigated employees had no barriers to performing work at their payroll classification level at their new work location. Any employee with a personnel or competency issue will remain at MLK and appropriate action will be taken.

Additionally, DHS obtained the services of a subject matter consultant (Servicon) to assess and determine the appropriate level of custodial staff needed at the facility. The review determined a need for 66 custodial employees for MLK-MACC, and 15 custodial employees for Augustus F. Hawkins, resulting in 27 fewer contract custodial employees. That contract decrease will take effect this month.

The MLK-MACC Executive Team, in conjunction with DHS and this Office, reviewed HMA's staffing plan and determined a slightly higher staffing was needed to better meet the health care needs of the community they serve. The number of County employees remaining at the MLK-MACC is 680 (633 + 47 County custodial employees.) In addition, the MLK-MACC will continue to use contract/registry employees in areas where there is currently no County employee who has the specialty skill and/or competency to perform those duties (such as part-time physicians). However, that number will be less than the current usage of contract/registry employees.

The County staff mitigation will take effect August 16, 2008, with 81 employees mitigated to other DHS facilities where vacancies exist. All employees received letters postmarked August 1, 2008 via certified mail. In addition, employees received a hand-delivered copy at the facility on August 4, 2008. The MLK-MACC Executive Team, DHS-Human Resources, DHR, and this Office worked together to ensure the transfer of staff was consistent with County policy. SEIU Local 721 has been involved in this process meeting with County management teams on several occasions. SEIU received listings of all current MLK-MACC employees by clinical area, mitigation lists, guidelines for the mitigation process that outlines how employees were selected for

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mitigation, and the Hardship Grievance Criteria. A Labor-Management Hardship Committee has been established to expedite any employee grievance pertaining to this mitigation process.

ADDITIONAL HMA RECOMMENDATIONS

HMA provided more than 200 separate recommendations in their 15 Deliverables, many of which were duplicates but restated in the particular area for that Deliverable. The MLK-MACC Executive Team prioritized each recommendation as high, medium, or low, with "high" being those recommendations that have direct patient impact. Some recommendations were department-wide, others specific to Hubert H. Humphrey Comprehensive Health Center. Of those recommendations agreed to by the MLK-MACC Executive Team, 34 recommendations have been completed. They are:

- 7 – help to streamline patient through-put,
- 7 – deal with procedures for the Ambulatory Surgery Center,
- 6 – refer to the staff mitigation,
- 4 – address the need to develop a closer relationship with Harbor-UCLA,
- 3 – deal with physical area of the facility,
- 3 – relate to training and the referral system,
- 2 – help to expedite transfer of patients, and
- 2 – address the need for procedures that clearly state current service delivery.

The remaining recommendations are in various stages of implementation.

We will continue to keep your Board informed of our efforts. If you have any questions, please contact me or Sheila Shima at (213) 974-1160.

WTF:SRH:SAS
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c: Executive Officer, Board of Supervisors
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