



# County of Los Angeles CHIEF EXECUTIVE OFFICE

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WILLIAM T FUJIOKA  
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January 5, 2009

To: Supervisor Don Knabe, Chair  
Supervisor Gloria Molina  
Supervisor Mark Ridley-Thomas  
Supervisor Zev Yaroslavsky  
Supervisor Michael D. Antonovich

From: William T Fujioka  
Chief Executive Officer

## DEPARTMENT OF HEALTH SERVICES REQUEST TO APPOINT MIGUEL ORTIZ-MARROQUIN TO THE POSITION OF EXECUTIVE DIRECTOR (UC)

Consistent with the Board-approved policy on management appointments, the Department of Health Services (DHS) requests authorization to appoint Miguel Ortiz-Marroquin to the position of Executive Director (UC), for the Metrocare Regional Health System (Metrocare), which includes Harbor-UCLA Medical Center. We have reviewed the attached and concur with the Department's request to appoint Mr. Ortiz-Marroquin to this Range 20 position. The annual salary for Mr. Ortiz-Marroquin is proposed at \$211,574.32 (\$17,631.19/month).

As the Executive Director (UC), Mr. Ortiz-Marroquin will report to the Interim Chief Network Officer and will serve as Chief Executive Officer (CEO) for Metrocare. As Metrocare CEO, Mr. Ortiz-Marroquin will be responsible for overseeing Metrocare operations, which includes establishing and achieving short and long-term objectives for Metrocare to ensure high quality coordinated services, integrated medical records, patient safety, patient satisfaction, employee satisfaction, and cost-effectiveness. He will also be responsible for ensuring the quality and accreditation of all residency programs at Harbor-UCLA Medical Center and ensuring the maintenance of the appropriate accreditation and licensing of all medical care services and facilities.

*"To Enrich Lives Through Effective And Caring Service"*

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Each Supervisor  
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Also in conjunction with the Interim Chief Network Officer, Mr. Ortiz-Marroquin's duties will include assembling a team of executives to carry out Metrocare's organizational objectives, establishing a performance management system to evaluate and assess the performance of the Network's top executives against specific organizational goals, and directing the preparation of financial goals and performing financial management against these goals. In addition, Mr. Ortiz-Marroquin will represent the Department of Health Services in the implementation and maintenance of the affiliation agreement with the University of California at Los Angeles, and in coordination with the Interim Chief Network Officer, serving as liaison with the County Board of Supervisors, other County departments, community groups, regulatory and licensing agencies, and other federal, State, and local organizations on matters related to Metrocare.

Mr. Ortiz-Marroquin has over 37 years of County experience and 25 of those years with the Department with a wide and varied level of experience in the areas of hospital administration. He has been the Chief Operating Officer for Harbor-UCLA Medical Center since January 1996. Since February 2007, Mr. Ortiz-Marroquin has been functioning as the Chief Executive Officer and has acquired significant knowledge, skills and capability through the performance of his duties. Accordingly, the salary placement for Mr. Ortiz-Marroquin for this Range 20 position would be consistent with the level of experience and knowledge that he brings to this position.

In accordance with the policy on managerial appointments, unless our office is informed otherwise from your offices by January 15, 2009, we will advise DHS that authorization has been granted to proceed with Mr. Ortiz-Marroquin's appointment to Executive Director (UC) at an annual salary of \$211,574.32.

If you have any questions or concerns regarding this appointment, please contact Arena Turner of this Office at (213) 974-1128 or at [aturner@ceo.lacounty.gov](mailto:aturner@ceo.lacounty.gov).

WTF:SRH:SAS  
MLM:AT:yb

#### Attachments

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

010509\_HMHS\_MBS\_M Ortiz-Marroquin

# NON-PHYSICIAN MANAGEMENT APPOINTMENT REQUEST

Candidate Name: Miguel Ortiz-Marroquin Employee No.:

(Check one) NEW HIRE: \_\_\_\_\_ PROMOTION:  X

## I. FACILITY/PROGRAM

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

SEE ATTACHMENT

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

This position reports to the Chief Network Officer, Department of Health Services, who reports to the Director, Department of Health Services.

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

SEE ATTACHMENT

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

This candidate brings over thirty-seven (37) years of County experience to his role of Acting Executive Director, Healthcare Network (Harbor/UCLA Healthcare Network/Coastal Cluster). He has been functioning as Acting Administrator at this facility effective February 2007, in addition to serving as the Chief Operating Officer of said facility until February 2008 and Chief Executive Officer of Long Beach Comprehensive Health Center simultaneously. This assignment encompassed oversight of one of the largest major regional healthcare clusters within the Department of Health Services. Services provided by this healthcare cluster include provision of 450,000 clinic visits and 25,000 admissions annually to an area consisting of over 3 million varied and diverse residents. Mr. Ortiz-Marroquin has executive oversight of 3,400 employees and responsibility for an operating budget of \$642 million (FY 2008-2009). The candidate's major achievements and/or in progress projects during his acting tenure have been: Major organizational refocus, with particular emphasis on Patient Flow, Patient Satisfaction, Employee Satisfaction, Informatics, Performance Improvement and Financial Performance; Expansion of Urgent Care weekends services to support patient flow improvement; Establishment of a Hospitalist program; and an outpatient focused cardiovascular rapid evaluation and work-up program.

During his acting tenure, the candidate also opened forty (40) additional hospital beds to accommodate an increase in census and transfer of patients from MLK Hospital; Successfully coordinated the review of the Trauma Program by the College of American Surgeons; Oversight and coordination of a Surgery/Emergency replacement facility to bring the existing hospital facility up to date in providing state of the art care to the patient population served; and Secured Full Accreditation of the healthcare facility from the Joint Commission on Hospital Accreditation in March, 2008.

As Chief Operating Officer (payroll title: Associate Hospital Administrator II) at Harbor/UCLA Medical Center (January, 1996 to February, 2007), Mr. Ortiz-Marroquin participated in the planning and establishment of the organization and structure for the Metrocare Regional Health System; Assumed responsibility for Metrocare Regional Services (Facilities Management, Materials Management, Contract Management, Finance and Information Technology); Coordinated the establishment of the South Bay Disaster Resource Center for strategic disaster planning; administered a Managed Care Service line (10,000 lives) assigned to Harbor by the Community Health Plan; Secured funding and coordinated installation of a picture archiving system (PAC) in the facility's Radiology service; and oversaw the reduction of \$38,000,000 in controlling budget through re-engineering efforts. Mr. Ortiz Marroquin increased clinic automation at Long Beach Comprehensive Health Center via Personal Computer acquisition and participated in reducing clinic waiting time by 50% in targeted areas.

The candidate served as Chief Operating Officer of Martin Luther King, Jr./Drew Medical Center from November, 1993 to January, 1996. He served as an Assistant Hospital Administrator at Harbor/UCLA from August 1987 to November 1993 and Revenue Manager at Harbor/UCLA Medical Center from March 1982 to August 1987.

This candidate has a wide and varied level of experience and expertise in the areas of hospital administration, with an emphasis on hospital operations and collaborative focus related to healthcare provision.

As mentioned previously, Mr. Ortiz-Marroquin is currently the Acting Chief Executive Officer of Harbor/UCLA Medical Center and associated Coastal Cluster facilities and has acquired extraordinary knowledge, skills and capability through the performance of his duties. He is currently receiving additional assignment bonus of approximately 5.5%, but the department is currently in the processing of requesting appropriate compensation based on the range of responsibilities inherent with oversight of hospital services of a facility as large and complex as Harbor/UCLA.

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

SEE ATTACHMENT

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

Name: Margaret Nazarey

Employee #:

Title: Clinical Nursing Officer II

Base Monthly Salary: \$ 16,001.63

Base Annual Salary: \$ 192,019.56

Salary Range/Step: S17, Step 12

**G. Identify management position above the position requested**

Name: Carol Meyer

Employee #:

Title: Acting Chief Network Officer

Base Monthly Salary: \$ 13,846.73

Base Annual Salary: \$ 166,160.76

Salary Range/Step: S15, Step 12

Calculated Monthly Salary: \$ 16,999.57    Calculated Annual Salary: \$ 203,994.84

**II. HUMAN RESOURCES**

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

YES  NO

Verify current salary of the individual for whom the request is being submitted.

CURRENT BASE SALARY: Month: \$ 11,652.66

Annual: \$ 139,831.89

Range, Step: S12, Step 12

Calculated Monthly Salary: \$ 13,359.34    Calculated Annual Salary: \$ 160,312.09

**NEW HIRE OR PROMOTION:** Designate amount of proposed monthly salary based on standard 5.5 increases and/or verify that requested salary is consistent with other managers in the department.

PERCENTAGE INCREASE OVER CURRENT BASE SALARY: 51.31 %

PROPOSED SALARY: Monthly: \$ 17,631.19

Annually: \$ 211,574.28

Range, Quartile: R20, Control Point

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

**SEE ATTACHMENT**

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

YES  NO

**Objective:**

To provide high quality medical care services in a safe and culturally sensitive environment.

**Positions held:**

**Interim Chief Executive Officer Coastal Cluster**  
**Chief Operations Officer, Harbor-UCLA Medical Center**  
**Chief Executive Officer, Long Beach Comprehensive Health Center**

Hold the position of Interim Chief Executive Officer (CEO) from February 2007 to present. Responsible for the direction and operation of the Coastal Cluster (Cluster), one of five major regional healthcare clusters managed by the Department of Health Services, County of Los Angeles. The Cluster is formed by Harbor-UCLA Medical Center (Torrance, CA), the Long Beach Comprehensive Health Center (Long Beach, CA) and three community based health centers. The Cluster provides 450,000 clinic visits (including ER visits) and 25,000 admissions annually to an area of approximately 3 million residents. There are 3400 employees in the Cluster and an operating budget of \$642 Million (FY 2008-09). Harbor-UCLA Medical Center, a Level I Trauma Center, is budgeted for 373 beds and is a teaching facility affiliated with the David Geffen School of Medicine at UCLA. The Medical Center has 39 resident and fellow training programs in good standing.

The following key objectives have been achieved or are in progress during this period:

- Refocused the organization with a set of system-wide priorities: Patient Flow, Patient Safety, Patient Satisfaction, Employee Satisfaction, Informatics, Performance Improvement and Financial Performance.
- Programs under development to support patient flow at the facility include the expansion of urgent care services to the weekend, establishment of a hospitalist program, and outpatient focused cardiovascular rapid evaluation program and an expedited workup program.
- Opened forty beds. Twenty additional medical/surgical beds were opened to accommodate an increase in census from 332 beds in 2006 to 553 in 2007 and twenty more beds to accommodate the transfer of patients from the closure of the Martin Luther King, Jr. Harbor Hospital in August 2007 for a total of 373 beds funded in 2007-08.
- Coordinated successfully the review of the Trauma Program by the College of American Surgeons.
- Adding a Surgery/Emergency replacement facility to bring the existing facilities up to standard. The new replacement facility will have 190,000 square feet, 15 operating rooms, post anesthesia recovery room, outpatient surgery, emergency room and central processing at a cost of \$344 million.
- Secured full accreditation of the Medical Center from the Joint Commission in March 2008.

**Appointments:**

Chairman of the IT Governance Committee for the Department of Health Services. Responsible for the development and establishment of initiatives designed to align IT resources with the Department's strategies, prioritizing and bringing value to enterprise-wide IT projects.

Member of the Los Angeles Biomedical Institute (LABiomed) Board of Directors. LA Biomed, affiliated with Harbor-UCLA Medical Center, is a research organization with over \$70 million in research grants from the National Institute of Health (NIH) and other funding organizations.

In addition to the Interim CEO position, hold the following additional two positions:

1. **Chief Operating Officer** - Harbor-UCLA Medical Center - 1000 W. Carson St. Torrance, CA 90509. From January 1996 to February 2007 responsible for the direction, organization and coordination of all support and ancillary services at this major teaching, Level I Trauma medical center. Harbor-UCLA Medical Center has an average daily census of 355 (midnight), provides an average 121,300 patient days and 376,000 clinic visits annually.

The following key objectives have been achieved or are in progress during this period:

- Participated in the planning and establishment of the organizational structure for the Metrocare Regional Health System (Metrocare). Metrocare includes the Harbor-UCLA Medical Center, its associated clinics, and the Martin Luther King, Jr. Harbor Hospital and its associated clinics.
- Assumed responsibility for Metrocare regional services. These services are Materials Management, Contract Management, Facilities Management, Finance and Information Technology.
- Coordinated the establishment of Harbor-UCLA as the South Bay Disaster Resource Center to support surrounding medical facilities in case of a disaster.
- Administered the managed care service line (10,000 lives) assigned to the Medical Center by the Community Health Plan, Los Angeles County's HMO, with \$11 million in annual revenue.
- Secured funding and installed a picture archiving system (PACS) in Radiology.
- Reduced \$38 million of controllable expenses from the operating budget through the coordination of re-engineering efforts. Savings were realized in three years (1997-200) working collaboratively with hospital management and Labor Unions.

2. **Chief Executive Officer** - Long Beach Comprehensive Health Center (LBCHC), 1333 Chestnut Ave. Long Beach, CA., from September 2005 to present. The LBCHC is a stand alone ambulatory primary care center, with a \$34 Million operating budget for FY 2008-09, and 130 employees providing 74,000 clinic visits annually. The LBCHC operates the Bellflower Health Center.

Key achievements during this tenure include:

- Increased clinic automation placing PCs in the clinics
- Participated in the CAPH Clinic Redesign Program reducing clinic waiting times by 50% in targeted areas.

**Chief Operating Officer – Martin Luther King, Jr/Drew Medical Center**, 12021 S. Wilmington Ave. Los Angeles, CA 90059, from November 1993 to January 1996.

Led, planned and coordinated the activities of Ancillary and Support Services to support the provision of quality patient care.

## Education

California State University, Northridge  
College of Extended Learning  
Future-Focused Leadership, a Thirteen-week Certificate Program, 2001

University of Phoenix  
Bachelor of Science in Business  
Management (Graduated with Honors),  
2001

University of southern California  
Executive Management Institute in Health  
Care, 1998.

University of Southern California  
Management Development Program in  
Health Care, 1991.

Formulated strategies and effective policies for the implementation of new programs, assessed the quality of departmental operations, assessed service levels and initiated corrective action based on the needs of the patients and the clinical departments.

Major achievements during this assignment include:

#### **Recognition**

National Association of Public Hospitals and Health Systems (NAPH), 1997  
*Fellows Program: Designing and Implementing Managed Care Programs in Safety Net Institutions.*

Concerned Black Women and the International Black Blues Society, 1995.  
*Fourth Annual Living Legends Award for Outstanding Leadership and Service.*

- Acted as Interim Chief Executive Officer from April 1995 through January 1996.
- Participated in the design and development of a strategic plan including a facility improvement program to improve access to medical care; developed a five-year plan for the upgrade of the intensive care units; expanded and improved the clinic setting of the Neurology and AIDS Clinics.
- Coordinated the reduction of operational budget expenditures by \$20 million in October 1995 due to a financial crisis in the Los Angeles County. Reestablished the services due to budget restoration (1115 Waiver).
- Coordinated a successful review by the Joint Commission on Accreditation of Health Care Organizations (JCAHO). This was the first review in six years without follow up visits by JCAHO.

**Assistant Hospital Administrator – Harbor-UCLA Medical Center Center**, 1000 W. Carson St. Torrance, CA 90509, from August 1987 to November 1993. During this tenure, responsible, under the direction of the Chief Operating Officer, for the administration of various medical departments and ancillary services such as Internal Medicine, Family Medicine, Pathology, Radiology, Environmental Health, Nutrition Services, Hazardous Materials and Radiation Safety. Promoted to Associate Hospital Administrator (Chief Operations Officer) and transferred to Martin Luther King, Jr./Drew Medical Center.

**Director, Revenue Management – Harbor-UCLA Medical Center Center**, 1000 W. Carson St. Torrance, CA 90509, from March 1982 to August 1987. During this tenure, responsible, under the direction of the Chief Financial Officer, for the operation of Patient Financial Services (Medi-Cal eligibility and case processing), Admissions and Patient Registration and Patient Accounts (Billing and Accounts Receivable). Promoted to Assistant Hospital Administrator within Harbor-UCLA.

