



**The Meeting Transcript of  
The Los Angeles County  
Board of Supervisors**

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1                   **[REPORT OF ACTION TAKEN IN CLOSED SESSION**  
2                   **ON OCTOBER 18, 2005, BEGINS ON PAGE 251.]**

3  
4  
5

6   **SUP. MOLINA, CHAIR:** GOOD MORNING. WE'RE GOING TO BEGIN THIS  
7 MORNING'S MEETING. THIS MORNING, OUR INVOCATION WILL BE LED BY  
8 THE REVEREND SARAH BELKNAP FROM SAINT PETER'S EPISCOPAL PARISH  
9 AND SCHOOL IN SAN PEDRO. PLEDGE THIS MORNING WILL BE LED BY  
10 JERRY MOSTER, WHO IS A MEMBER OF POST NUMBER 603 OF THE JEWISH  
11 WAR VETERANS OF THE UNITED STATES OF AMERICA. WOULD YOU ALL  
12 PLEASE STAND.

13

14   **THE REVEREND SARAH BELKNAP:** LET US PRAY. OH GOD, MAY YOUR HOLY  
15 SPIRIT REST UPON ALL WHO GATHER HERE THIS MORNING. POUR OUT  
16 YOUR BLESSING UPON THOSE WHO WILL BE RECOGNIZED TODAY FOR  
17 THEIR SELFLESS SERVICE OF OUR COMMON GOOD AND LET YOUR WISDOM  
18 AND MERCY REST UPON THOSE CALLED TO THE DIFFICULT TASK OF  
19 GOVERNING THIS COUNTY AND PROVIDING FOR THE WELFARE OF ITS  
20 PEOPLE. MATTERS OF GREAT MOMENT THAT AFFECT THE QUALITY OF ALL  
21 OUR LIVES ARE DELIBERATED HERE. INSPIRE THE MEN AND WOMEN WHO  
22 DIRECT THIS COUNTY THAT, AMIDST THE PRESSURES THAT CONFRONT  
23 THEM DAILY, THEY MAY FEARLESSLY STAND FOR JUSTICE AND TRUTH.  
24 INDEED, MAKE US ALL EQUAL TO THE TRUST PLACED IN US. MAKE US  
25 GENEROUS IN OUR EFFORTS TO BRIDGE OUR DIFFERENCES AND



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1 COMPASSIONATE TOWARDS THE MOST VULNERABLE AMONG US. AND SO  
2 GRANT, OH GOD, THAT THE COMMUNITIES WE LEAD AND SHAPE MAY  
3 BECOME WITNESSES OF YOUR HOLY PRESENCE AT WORK AMONG US. AMEN.

4

5 **JERRY MOSTER:** FACE THE FLAG. PLEASE PUT YOUR RIGHT HAND ON  
6 YOUR HEART AND PLEDGE ALLEGIANCE. [ PLEDGE OF ALLEGIANCE ]

7

8 **SUP. MOLINA, CHAIR:** SUPERVISOR KNABE?

9

10 **SUP. KNABE:** THANK YOU, MADAM CHAIR, MEMBERS OF THE BOARD,  
11 LADIES AND GENTLEMEN. IT'S MY PRIVILEGE TO PRESENT A  
12 CERTIFICATE OF APPRECIATION TO THE REVEREND SARAH BELKNAP. SHE  
13 IS THE RECTOR OF ST. PETER'S EPISCOPAL CHURCH, WHICH IS THE  
14 OLDEST CHURCH IN SAN PEDRO. REVEREND BELKNAP HAS LED ST.  
15 PETER'S FOR THE PAST TWO AND A HALF YEARS AND HAS SERVED  
16 NUMEROUS OTHER CONGREGATIONS IN THE DIOCESES OF LOS ANGELES IN  
17 HER 18 YEARS IN MINISTRY. SHE LIVES WITH HER HUSBAND AND TWO  
18 YOUNG DAUGHTERS IN SAN PEDRO. SO WE THANK YOU FOR TAKING THE  
19 TIME OUT OF YOUR BUSY SCHEDULE AND THAT WONDERFUL DRIVE UP THE  
20 110 THIS MORNING. AND I'M TELLING HER, SHE PROBABLY JUST  
21 LISTENED TO A TAPE OF THE BOOK OF JOB OR SOMETHING SO, ANYWAY,  
22 THANK YOU VERY MUCH, REVEREND. [ APPLAUSE ]

23

24 **SUP. MOLINA, CHAIR:** SUPERVISOR YAROSLAVSKY?

25



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1 **SUP. YAROSLAVSKY:** MADAM CHAIR, MEMBERS OF THE BOARD, WE WERE  
2 LED THIS MORNING AND HONORED TO HAVE BEEN LED IN THE PLEDGE OF  
3 ALLEGIANCE THIS MORNING BY JERRY MOSTER, A RESIDENT OF WEST  
4 HILLS IN THE SAN FERNANDO VALLEY, REPRESENTING JEWISH WAR  
5 VETERANS, POST 603. JERRY SERVED IN THE UNITED STATES ARMY  
6 FROM 1943 THROUGH '45. HE WAS IN THE SEVENTH DIVISION OF THE  
7 THIRD ARMY IN THE EUROPEAN THEATER. SERVED IN THE BATTLE OF  
8 THE BULGE. RECEIVED THE MERITORIOUS UNIT COMMENDATION ARMY  
9 GOOD CONDUCT MEDAL, EUROPEAN CAMPAIGN MEDAL WITH TWO STARS,  
10 AND WORLD WAR II VICTORY MEDAL. HE WAS A REAL ESTATE INVESTOR,  
11 SELF-EMPLOYED, HAS TWO CHILDREN. LIVED IN OUR DISTRICT FOR SIX  
12 YEARS. ORIGINALLY HAILS FROM CZECHOSLOVAKIA AND THEN CAME TO  
13 THE UNITED STATES AND SERVED OUR COUNTRY AS I INDICATED. WE'RE  
14 VERY HONORED TO HAVE YOU HERE. YOU CAME ALL THE WAY IN FROM  
15 WEST HILLS IN THIS WEATHER AND WE'RE GLAD YOU WERE ABLE TO  
16 LEAD US IN THE PLEDGE OF ALLEGIANCE, JERRY. [ APPLAUSE ]

17

18 **SUP. MOLINA, CHAIR:** OKAY. I'LL HAVE OUR EXECUTIVE OFFICER TO  
19 PLEASE CALL THE AGENDA.

20

21 **CLERK VARONA-LUKENS:** THANK YOU, MADAM CHAIR, MEMBERS OF THE  
22 BOARD. WE'LL BEGIN ON PAGE 6. AGENDA FOR THE MEETING OF THE  
23 REGIONAL PARK AND OPEN SPACE DISTRICT, ITEM 1-P.

24



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1 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR KNABE, SECONDED BY  
2 SUPERVISOR BURKE. IF THERE'S NO OBJECTION, SO ORDERED.

3

4 **CLERK VARONA-LUKENS:** BOARD OF SUPERVISORS, ITEMS 1 THROUGH 8.  
5 ON ITEM NUMBER 7, HOLD FOR SUPERVISOR KNABE AND THE REST ARE  
6 BEFORE YOU.

7

8 **SUP. MOLINA, CHAIR:** ON THE REMAINING, MOVED BY SUPERVISOR  
9 YAROSLAVSKY, SECONDED BY SUPERVISOR KNABE. IF THERE'S NO  
10 OBJECTION, SO ORDERED.

11

12 **CLERK VARONA-LUKENS:** ADMINISTRATIVE OFFICER, ITEM NUMBER 9.

13

14 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR BURKE, SECONDED BY  
15 SUPERVISOR KNABE. IF THERE'S NO OBJECTION, SO ORDERED.

16

17 **CLERK VARONA-LUKENS:** CHIEF INFORMATION OFFICE, ITEM 10 AND  
18 THAT INCLUDES THE REVISIONS AS NOTED ON THE GREEN SHEET.

19

20 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR KNABE, SECONDED BY  
21 SUPERVISOR YAROSLAVSKY, IF THERE'S NO OBJECTION, SO ORDERED.

22

23 **CLERK VARONA-LUKENS:** CHILDREN AND FAMILY SERVICES, ITEM 11.

24



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1 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR BURKE, SECONDED BY  
2 SUPERVISOR KNABE. IF THERE'S NO OBJECTION, SO ORDERED.

3

4 **CLERK VARONA-LUKENS:** DISTRICT ATTORNEY, ITEM 12.

5

6 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR YAROSLAVSKY, SECONDED  
7 BY SUPERVISOR BURKE. IF THERE'S NO OBJECTION, SO ORDERED.

8

9 **CLERK VARONA-LUKENS:** FIRE DEPARTMENT, ITEM 13.

10

11 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR YAROSLAVSKY, SECONDED  
12 BY SUPERVISOR KNABE. IF THERE'S NO OBJECTION, SO ORDERED.

13

14 **CLERK VARONA-LUKENS:** HEALTH SERVICES, ITEMS 14 THROUGH 21. ON  
15 ITEM NUMBER 14, HOLD FOR SUPERVISORS KNABE AND ANTONOVICH.  
16 AND, ON ITEM NUMBER 20, HOLD FOR A MEMBER OF THE PUBLIC.

17

18 **SUP. MOLINA, CHAIR:** ALL RIGHT. ON THOSE REMAINING ITEMS, MOVED  
19 BY SUPERVISOR BURKE, SECONDED BY SUPERVISOR KNABE. IF THERE'S  
20 NO OBJECTION, SO ORDERED.

21

22 **CLERK VARONA-LUKENS:** MENTAL HEALTH, ITEM 22.

23

24 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR YAROSLAVSKY, SECONDED  
25 BY SUPERVISOR BURKE. IF THERE'S NO OBJECTION, SO ORDERED.



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1

2 **CLERK VARONA-LUKENS:** PARKS AND RECREATION, ITEM 23.

3

4 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR BURKE, SECONDED BY  
5 SUPERVISOR KNABE.

6

7 **CLERK VARONA-LUKENS:** PUBLIC WORKS, ITEMS 24 THROUGH 30.

8

9 **SUP. MOLINA, CHAIR:** ON THOSE ITEMS, MOVED BY SUPERVISOR KNABE,  
10 SECONDED BY SUPERVISOR YAROSLAVSKY. IF THERE'S NO OBJECTION,  
11 SO ORDERED.

12

13 **CLERK VARONA-LUKENS:** SHERIFF, ITEMS 31 AND 32. ON ITEM NUMBER  
14 32, HOLD FOR A MEMBER OF THE PUBLIC.

15

16 **SUP. MOLINA, CHAIR:** ON ITEM 31, MOVED BY SUPERVISOR  
17 YAROSLAVSKY, SECONDED BY SUPERVISOR BURKE. IF THERE'S NO  
18 OBJECTION, SO ORDERED.

19

20 **CLERK VARONA-LUKENS:** TREASURER AND TAX COLLECTOR, ITEMS 33  
21 THROUGH 35.

22

23 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR KNABE, SECONDED BY  
24 SUPERVISOR BURKE. IF THERE'S NO OBJECTION, SO ORDERED.

25



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1 **CLERK VARONA-LUKENS:** MISCELLANEOUS COMMUNICATIONS, ITEMS 36  
2 THROUGH 41. ON ITEM NUMBER 36, HOLD FOR SUPERVISOR KNABE AND,  
3 AS NOTED ON THE GREEN"> SHEET, ON ITEMS 37, 38 AND 39, THE  
4 DIRECTOR OF HEALTH SERVICES REQUESTS THAT THE ITEM BE  
5 CONTINUED TWO WEEKS TO NOVEMBER 1, 2005. THE DIRECTOR OF  
6 HEALTH SERVICES.

7

8 **SUP. MOLINA, CHAIR:** ALL RIGHT. SO ON THAT-- THAT LEAVES US  
9 ITEM 40 AND 41. MOVED BY SUPERVISOR YAROSLAVSKY, SECONDED BY  
10 SUPERVISOR KNABE, IF THERE'S NO OBJECTION, SO ORDERED.

11

12 **CLERK VARONA-LUKENS:** ORDINANCES FOR ADOPTION, ITEMS 42 AND 43.

13

14 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR ANTONOVICH, SECONDED  
15 BY SUPERVISOR BURKE, IF THERE'S NO OBJECTION, SO ORDERED.

16

17 **CLERK VARONA-LUKENS:** SEPARATE MATTERS. ON ITEMS 44 THROUGH 47,  
18 WE'LL HOLD THOSE FOR A REPORT.

19

20 **SUP. MOLINA, CHAIR:** ALL RIGHT. THOSE ITEMS WILL BE HELD.

21

22 **CLERK VARONA-LUKENS:** THAT COMPLETES THE READING OF THE AGENDA.  
23 BOARD OF SUPERVISORS SPECIAL ITEMS BEGIN WITH SUPERVISORIAL  
24 DISTRICT NUMBER 2.

25



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1 **SUP. MOLINA, CHAIR:** ALL RIGHT. WE'RE GOING TO BEGIN OUR  
2 PRESENTATIONS, IF YOU DON'T MIND, MS. BURKE, WITH SUPERVISOR  
3 KNABE. HE HAS SOME PEOPLE THAT HAVE TO LEAVE.

4  
5 **SUP. KNABE:** THANK YOU, MADAM CHAIR, MEMBERS OF THE BOARD. I  
6 APPRECIATE YOUR ALLOWING ME TO PROCEED WITH THIS PRESENTATION.  
7 WE HAVE A NUMBER OF OUR FIRE CHIEFS HERE THIS MORNING THAT DO  
8 HAVE TO GET BACK TO THEIR EMERGENCY COMMAND CENTERS WITH THAT  
9 PHONE OUTAGE THAT'S GOING ON THROUGHOUT THE LONG BEACH, SOUTH  
10 BAY AREA. WE'RE HERE TODAY TO JUST SAY "THANK YOU" IN A VERY  
11 SPECIAL WAY TO A NUMBER OF DIFFERENT FIRE DEPARTMENTS AND  
12 MUTUAL AID AGREEMENTS AND SOME VERY THANKFUL RESIDENTS IN THE  
13 RANCHO PALOS VERDES AREA. IT WASN'T TOO FAR BACK THAT WE HAD  
14 THAT DEL CERRO FIRE AND THAT WAS JULY 13TH WHERE WE HAD THIS  
15 VERY DANGEROUS BRUSH FIRE THAT RAPIDLY SPREAD THROUGHOUT  
16 RANCHO PALOS VERDES. THIS FAST-MOVING FIRE BURNED OVER 200  
17 ACRES OF LAND NEAR DEL CERRO PARK AND THREATENED NUMEROUS  
18 HOMES IN THE AREA. BUT THANKS TO A VERY QUICK RESPONSE BY OUR  
19 FIREFIGHTERS, NOT ONE HOME WAS LOST AND IT WAS PRETTY  
20 DRAMATIC, EITHER DRIVING DOWN THERE TO SEE WHAT HAPPENED BUT  
21 ALSO SOME OF THE AERIAL COVERAGE DURING THE FIRE. THERE WERE  
22 300 FIREFIGHTERS IN FIVE DIFFERENT STRIKE TEAMS FROM SEVERAL  
23 DIFFERENT REGIONS PROMPTLY RESPONDED TO THIS VERY DANGEROUS  
24 FIRE. THE STRIKE TASK FORCES WERE MADE UP OF FIRE FIREFIGHTERS  
25 FROM LOS ANGELES COUNTY, THE CITIES OF MANHATTAN BEACH,



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1 HERMOSA BEACH, REDONDO BEACH, TORRANCE AND THE CITY OF LONG  
2 BEACH. TOGETHER, THESE FORCES FROM ACROSS THE REGION MOVED  
3 VERY QUICKLY TO HELP EVACUATE THE AREA AND PUT OUT A  
4 POTENTIALLY DEVASTATING FIRE. LUCKY FOR US, WE HAVE THESE  
5 INCREDIBLE, TALENTED FIRE FIGHTERS HERE. WELL, THIS INCIDENT  
6 COULD HAVE BEEN MUCH WORSE. ALONG WITH THE RESIDENTS OF RANCHO  
7 PALOS VERDES, WE'D LIKE TO THANK ALL THE FIREFIGHTERS INVOLVED  
8 IN THIS EFFORT FOR THEIR GREAT EFFORT IN PUTTING OUT THIS  
9 DANGEROUS FIRE SO, ON BEHALF OF THE BOARD, IT'S MY PLEASURE TO  
10 RECOGNIZE THEM. WE'RE GOING TO DO IT BY DEPARTMENT AND WE'RE  
11 GOING TO BEGIN WITH THE LOS ANGELES COUNTY FIRE DEPARTMENT. IS  
12 CHIEF FREEMAN HERE? CHIEF DEPUTY GIL HERRERA, BATTALION CHIEF  
13 VINCE PENA, CAPTAIN DAVID COURTNEY, FIRE FIGHTER SPECIALIST  
14 DARRELL RICE AND FIREFIGHTER CHRIS COLLINS. [ APPLAUSE ]

15

16 **SUP. KNABE:** NEXT, FROM THE LONG BEACH FIRE DEPARTMENT, WE HAVE  
17 FIRE CHIEF DAVE ELLIS AND BATTALION CHIEF STEVE LOUIS AND THEY  
18 ARE ON THEIR WAY BACK VERY QUICKLY TO THEIR EMERGENCY  
19 OPERATIONS CENTER BECAUSE THEY GOT SOME ISSUES DOWN THERE WITH  
20 SOME PHONES. SO WE APPRECIATE IT. NEXT, FROM THE TORRANCE FIRE  
21 DEPARTMENT, WE HAVE BATTALION CHIEF WILLIAM RIKOWSKI AND  
22 FIREFIGHTER KEITH PICKET AND FIREFIGHTER NATE NORRIS. HERE WE  
23 GO. REDONDO BEACH. HERMOSA BEACH, TORRANCE. THERE WE GO.

24



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1 **SUP. MOLINA, CHAIR:** AT ONE POINT THEY GOT ME WHEN IT WAS SO  
2 COLD, HE'LL PLUG IT IN BUT THE BLANKET'S COOL. LAST WEEK WAS  
3 COLD.

4

5 **SUP. KNABE:** NEXT, FROM THE REDONDO BEACH FIRE DEPARTMENT, BY  
6 GOLLY, I KNOW THIS GUY, MAYOR MIKE GIAN, FIRE CHIEF BOB  
7 ANGELER. SO WE WANT TO PRESENT THEM AND SAY THANK YOU REDONDO  
8 BEACH AS WELL, TOO. NEXT, FROM THE HERMOSA BEACH FIRE  
9 DEPARTMENT, WE HAVE FIRE CHIEF RUSS TINGLEY AND CITY MANAGER  
10 STEVE BURRELL. J.R. COULDN'T MAKE IT, HUH? AND FIREFIGHTER  
11 MIKE SMOTRIES AND THE CITY MANAGER IS TRYING TO BE NICE  
12 SITTING OUT THERE IN THE AUDIENCE. NEXT, FROM THE MANHATTAN  
13 BEACH FIRE DEPARTMENT, WE HAVE COUNCILMAN JIM BOLLINGER, FIRE  
14 CHIEF DENNIS GROAT, CAPTAIN SCOTT HAFFLE, ENGINEER PARAMEDIC  
15 LARRY RANDALL, FIREFIGHTER PARAMEDIC JOHN DEMOGE, AND  
16 FIREFIGHTER/PARAMEDIC ERIK STRONG AND I HOPE I DIDN'T MESS  
17 THAT UP TOO BAD. I HEARD HIM GIGGLING IN THE BACK THERE, SO...

18

19 **SUP. ANTONOVICH:** LOOK AT THE MAN TAKING THE PICTURE.  
20 SWEETHEART, LOOK AT THE CAMERA.

21

22 **SUP. KNABE:** AND NOW, JOINING ME IS FROM THE CITY OF RANCHO  
23 PALOS VERDES, WHO HAS A SPECIAL PRESENTATION, WE HAVE  
24 COUNCILMAN TOM LONG AND COUNCILMAN DOUG STERN.

25



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1 **SPEAKER:** ON BEHALF OF THE CITY OF RANCHO PALOS VERDES, I'D  
2 LIKE TO THANK THE FIREFIGHTERS INVOLVED FROM THE COUNTY, FROM  
3 THE CITIES OF TORRANCE, AS I UNDERSTAND IT, TORRANCE, LONG  
4 BEACH, CITY OF LOS ANGELES, HERMOSA BEACH, MANHATTAN BEACH AND  
5 REDONDO BEACH. WE'RE VERY GRATEFUL. AND LET ME PUT IT TO YOU  
6 THIS WAY. THE VALUE OF THE EQUIPMENT USED TO FIGHT FIRES:  
7 MILLIONS OF DOLLARS. THE VALUE OF THE HOMES SAVED: MILLIONS  
8 MORE. THE COURAGE AND SKILL OF THE FIREFIGHTERS WHO PROTECT  
9 OUR HOMES: PRICELESS. ON BEHALF OF THE RESIDENTS OF RANCHO  
10 PALOS VERDES AND THE CITY COUNCIL, THANK YOU AGAIN VERY MUCH  
11 FOR SAVING OUR HOMES AND I WOULD LIKE TO PRESENT THIS  
12 RESOLUTION OF GRATITUDE TO SUPERVISOR KNABE TO PASS ALONG TO  
13 THE COUNTY AND THE FIREFIGHTERS AS WELL. SUPERVISOR KNABE,  
14 THANK YOU VERY MUCH. [ APPLAUSE ]

15

16 **SUP. MOLINA, CHAIR:** THANK YOU. MS. BURKE, I'M GOING TO PRESENT  
17 THE EMPLOYEE OF THE MONTH. I'M GOING TO BE JOINED THIS MORNING  
18 BY GRATIA D'SOUZA. SHE IS OUR OCTOBER 2005 EMPLOYEE OF THE  
19 MONTH. CONGRATULATIONS TO YOU.

20

21 **GRATIA D'SOUZA:** THANK YOU. [ APPLAUSE ]

22

23 **SUP. MOLINA, CHAIR:** SO VERY PROUD OF THIS, SHE BROUGHT HER  
24 WHOLE FAMILY. WE'RE PLEASED TO WELCOME THEM. MISS D'SOUZA HAS  
25 BEEN EMPLOYEE BY THE COUNTY FOR SEVEN YEARS AND SERVES AS AN



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1 ACCOUNTING TECHNICIAN II IN THE DEPARTMENT OF PUBLIC SOCIAL  
2 SERVICES. SHE IS CURRENTLY ASSIGNED TO SPECIAL OPERATIONS  
3 SECTION OF THE GENERAL SERVICES DIVISION WHERE SHE SUPERVISES  
4 ACCOUNTING AND CLERICAL STAFF FOR THE INTERIM ASSISTANCE  
5 RECOVERY UNIT. MISS D'SOUZA COMPLETED TWO COMPUTERIZED  
6 TRACKING SYSTEMS. ONE OF THEM ALLOWS STAFF TO REVIEW CASES  
7 REFERRED TO THE TREASURER AND TAX COLLECTOR'S OFFICE FOR  
8 COLLECTION AND THIS DATABASE HAS STREAMLINED THE PROCESS AND  
9 HAS ELIMINATED THE NEED FOR PERFORMING A MANUAL SEARCH WHICH  
10 IMPROVES OVERALL CUSTOMER SERVICE. THE SECOND TRACKING SYSTEM  
11 PROVIDES AN AUTOMATED FAX COVER MEMO WITH ALL OF THE CASE  
12 INFORMATION WHICH PROMOTES GREATER EFFICIENCY AND DECREASES  
13 THE LIKELIHOOD OF ERRORS. EVERY YEAR, MS. D'SOUZA VOLUNTEERS  
14 HER TIME TO STAFF, THE GENERAL SERVICES DIVISION BOOTH AT THE  
15 DEPARTMENT'S JOG AND WALKATHON TO RAISE FUNDS FOR CHARITABLE  
16 GIVING AND SHE ALSO VOLUNTEERS AT HER CHURCH'S ANNUAL  
17 FESTIVAL. SHE'S A MEMBER OF THE MANGALORIAN ASSOCIATION  
18 PROMOTING ACTIVITIES FOR THE INDIAN COMMUNITY AS WELL AS TOAST  
19 MASTER'S. IT'S INDEED MY PLEASURE, GRATIA, TO PRESENT THIS TO  
20 YOU. IT'S VERY DESERVING. THANK YOU FOR ALL THE WORK THAT YOU  
21 DID TO MAKE OUR SYSTEM MORE EFFICIENT. CONGRATULATIONS TO YOU.  
22 [ APPLAUSE ]

23

24 **SUP. MOLINA, CHAIR:** OKAY. I THINK-- WHO WERE THE SUPERVISORS  
25 THAT WANT TO SHARE A COUPLE OF BRILLIANT WORDS ABOUT THIS



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1 GREAT WORK. NO ONE? ALL RIGHT. ALL RIGHT. THERE WE GO. THANK  
2 YOU. DO YOU WANT TO SHARE A FEW WORDS?

3

4 **SPEAKER:** GRATIA HAS TAKEN ON THE RESPONSIBILITIES MORE AND  
5 MORE IN OUR SECTION AND SHE IS ONE OF THE EMPLOYEES WHO IS  
6 DIRECTLY RESPONSIBLE FOR OUR SECTION IN THE DEPARTMENT AS A  
7 WHOLE TO ACHIEVE A LEVEL OF SUCCESS IN RECRUITMENT OF I.A.R.  
8 FUNDS, DEVELOPMENT OF NEW PROCEDURES AND OVERALL JUST BRINGING  
9 JOY TO THE PROCESS AND WE WANT TO THANK HER FOR ALL OF HER  
10 HARD WORK.

11

12 **SUP. MOLINA, CHAIR:** THANK YOU. [ APPLAUSE ]

13

14 **SUP. MOLINA, CHAIR:** THERE WERE A LOT OF RUNNERS-UP FROM THE  
15 DEPARTMENT BUT OBVIOUSLY GRATIA WAS RECOGNIZED BY ALL OF HER  
16 SUPERIORS AND SUPERVISORS BECAUSE SHE DID AN OUTSTANDING JOB.  
17 PLEASE SHARE A FEW WORDS.

18

19 **GRATIA D'SOUZA:** BOARD OF SUPERVISORS, DIRECTOR, CHIEFS,  
20 MANAGERS, STAFF, THANK YOU VERY MUCH FOR GIVING ME SUCH A HUGE  
21 HONOR. I'M REALLY THRILLED AND MY SPECIAL THANKS TO MY  
22 MANAGERS, MY SUPERVISOR AND MENTOR AND MY STAFF. WITHOUT YOUR  
23 HELP, SUPPORT AND ENCOURAGEMENT, I DON'T THINK I'M STANDING  
24 HERE TODAY AND MY SPECIAL THANKS TO MY HUSBAND AND MY SON THAT



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1 HELP AND SUPPORT IN EVERY STEP OF THE WAY. THANK YOU ALL. [  
2 APPLAUSE ]

3

4 **SUP. MOLINA, CHAIR:** MS. BURKE, YOUR PRESENTATIONS.

5

6 **SUP. BURKE:** I'D LIKE TO CALL TAMIKO NASH FORWARD. TAMIKO NASH  
7 HAS MADE HER WAY FORWARD AND RIGHT NOW SHE IS A PERSON NOT  
8 ONLY ABOUT STANDING BEAUTY BUT SHE ALSO HAS A NEW  
9 RESPONSIBILITY. SO IT'S UNDERSTANDABLE SHE WAS CROWNED MISS  
10 CALIFORNIA U.S.A. LAST MONTH IN PALM SPRINGS. SHE WILL  
11 REPRESENT CALIFORNIA IN THE MISS U.S.A. PAGEANT NEXT MARCH.  
12 SHE'S BEAUTIFUL INSIDE AS WELL AS OUTSIDE. AFTER EARNING HER  
13 B.S. IN CHILD AND FAMILY DEVELOPMENT FROM SAN DIEGO STATE  
14 UNIVERSITY, SHE BECAME A TEACHER AT BIRD ROCK ELEMENTARY  
15 SCHOOL IN LA HOYA. IN ADDITION TO TEACHING, SHE DEVOTES MUCH  
16 OF HER TIME TO PHILANTHROPIC WORK, FOCUSING ON FAMILY AND  
17 CHILD DEVELOPMENT ORGANIZATIONS. SHE'S A VOLUNTEER WITH 1736  
18 DOMESTIC VIOLENCE THAT WORKS SO MUCH IN ALL OF OUR DISTRICTS.  
19 SHE WORKS IN THE FAMILY CRISIS CENTER AND FREQUENTLY WORKS  
20 WITH YOUNG CHILDREN WHO ARE VICTIMS OF OR HAVE BEEN EXPOSED TO  
21 DOMESTIC VIOLENCE. SHE'S VERY FAMILY-ORIENTED AND SAYS SHE'S  
22 HAPPIEST SPENDING HER TIME WITH HER FAMILY. SHE'S THE 55TH  
23 MISS CALIFORNIA U.S.A. AND THE THIRD AFRICAN-AMERICAN TO HOLD  
24 THE TITLE. WE'RE VERY PROUD TO PRESENT THIS SCROLL TO TAMIKO



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1 AND SAY GOOD LUCK, CONGRATULATIONS AND WE CERTAINLY LOOK  
2 FORWARD TO YOU COMING BACK AND HELPING US. [ APPLAUSE ]

3

4 **TAMIKO NASH:** I'D LIKE TO THANK SUPERVISOR BURKE, THE REST OF  
5 THE LOS ANGELES COUNTY BOARD OF SUPERVISORS FOR THIS HONOR.  
6 I'M SO EXCITED TO REPRESENT MY DISTRICT, THE SECOND DISTRICT  
7 IN THE STATE OF CALIFORNIA. I PROMISE TO MAKE YOU ALL PROUD. I  
8 LOOK FORWARD TO GOING TO MISS U.S.A. AND PERHAPS COMING BACK  
9 WITH THE CROWN FOR MISS U.S.A. AND THANK YOU SO VERY MUCH. I'M  
10 HONORED TO BE HERE. THANK YOU. [ APPLAUSE ]

11

12 **SUP. BURKE:** AND WE HAVE THE DIRECTOR OF MISS CALIFORNIA  
13 U.S.A., FELICE SANDERS.

14

15 **SUP. KNABE:** SUPERVISOR, ISN'T THAT PROUD DAD OUR DEPUTY CHIEF  
16 THERE IN OFFICE OF PUBLIC SAFETY, MR. NASH? THANK YOU. ALL  
17 RIGHT.

18

19 **SUP. BURKE:** WHAT A RESEMBLANCE. [ APPLAUSE ]

20

21 **SUP. BURKE:** I'D LIKE TO ASK SYBIL THOMAS COKER TO COME  
22 FORWARD. AND SYBIL THOMAS COKER STARTED HER PROFESSIONAL  
23 CAREER AS AN ELEMENTARY TEACHER AT BARTON HILL SCHOOL IN 1957.  
24 AS SHE CLIMBED THE LADDER IN HER TEACHING CAREER, SHE ALSO  
25 TOOK UP AN ADDITIONAL PROFESSION IN 1966 AS A JOURNALIST. SHE



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1 WROTE FOR VARIOUS COMMUNITY NEWSPAPERS, INCLUDING HERALD  
2 DISPATCH, CC CHURCH AND COMMUNITY NEWS, THE LOS ANGELES  
3 GAZETTE, LOS ANGELES DEFENDER FROM 1975 TO '81, AND SHE SERVED  
4 AS SOCIETY EDITOR FOR THE HERALD DISPATCH. IN HER CAREER AS AN  
5 EDUCATOR, SHE TAUGHT AT 96TH STREET SCHOOL AND HOOPER AVENUE  
6 SCHOOL. SHE WENT ON TO BE A READING SPECIALIST AT VERMONT  
7 AVENUE SCHOOL AND A TRAINING TEACHER AT HOOPER AVENUE SCHOOL  
8 AND LATER AT ANGELES MESA. SHE BECAME COUNSELOR AT HORACE MANN  
9 MIDDLE SCHOOL AND COMPLETED HER CAREER AS A GUIDANCE IN  
10 ENGLISH-- AS A SECOND LANGUAGE OR E.S.L. COUNSELOR AT JORDAN  
11 HIGH SCHOOL. SYBIL HAS BEEN ONE OF THOSE RARE JEWELS, A  
12 DEDICATED AND CREATIVE EDUCATOR WHO HAS HAD AFFECTION FOR HER  
13 STUDENTS AND INSPIRED THEM TO DO THEIR BEST. THIS COMING  
14 SUNDAY, OCTOBER 23RD, HER ILLUSTRIOUS 40-YEAR CAREER WITH THE  
15 LOS ANGELES UNIFIED SCHOOL DISTRICT WILL BE HIGHLIGHTED AT A  
16 RETIREMENT CELEBRATION. I SHOULD ADD THAT SYBIL HAS ALSO BEEN  
17 VERY ACTIVE IN THE COMMUNITY, A MEMBER OF DELTA SIGMA THETA  
18 SORORITY, THE LOS ANGELES URBAN LEAGUE, A LIFE MEMBER OF  
19 N.A.A.C.P. AND NUMEROUS OTHER COMMUNITY, TEACHING, AND  
20 JOURNALISM ORGANIZATIONS, AN ALUMNI OF LOS ANGELES CITY  
21 COLLEGE, CAL STATE UNIVERSITY, PEPPERDINE, MOUNT ST. MARY'S,  
22 WHERE SHE EARNED A MASTER'S OF SCIENCE IN EDUCATION. SHE'S  
23 RECEIVED NUMEROUS AWARDS AND COMMENDATIONS LISTED IN THE  
24 DICTIONARY OF INTERNATIONAL BIOGRAPHY, THE WORLD'S WHO'S WHO  
25 OF AMERICAN WOMEN AND WHO'S WHO IN THE WEST. I'M VERY PLEASED



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1 TO PRESENT THIS TRIBUTE TO SYBIL THOMAS COKER, SOMEONE I'VE  
2 KNOWN FOR A LONG, LONG TIME SINCE HIGH SCHOOL AND SAY TO HER  
3 CONGRATULATIONS ON YOUR RETIREMENT. [ APPLAUSE ]

4

5 **SYBIL THOMAS COKER:** THANK YOU. WELL, FIRST OF ALL, I'D LIKE TO  
6 THANK MY SUPERVISOR FOR THIS WONDERFUL AWARD FOR 48 YEARS OF  
7 DOING A JOB I TRULY LOVED. I'VE RESPECTED AND ADMIRED HER  
8 SINCE SHE WAS GIRL SCOUT JUDGE AT MANUAL ARTS HIGH SCHOOL WHEN  
9 WE WERE STUDENTS THERE. AND DAN ELLEN JOSEPH, WHO IS IN FRONT  
10 OF US, ALSO GRADUATED FROM MANUAL ARTS AND MY FRIEND BILLY  
11 BARRETT, JACQUELINE SNEAD AND JAMES COLLIN. THIS IS MY MOM,  
12 LILLIE THOMAS. [ APPLAUSE ]

13

14 **SYBIL THOMAS COKER:** ALL OF THE MEMBERS I'VE PRESENTED TO YOU,  
15 INCLUDING ME, ARE MEMBERS OF THE CHARLES DOLO COKER JAZZ  
16 SCHOLARSHIP FOUNDATION BOARD, SO I DO THANK YOU AND I'M  
17 HONORED, I'M FLOORED. THANK YOU SO MUCH. AND I'M SO PROUD OF  
18 HER.

19

20 **SUP. BURKE:** WELL, HAVE A GREAT RETIREMENT AND WE HAVE, AS A  
21 PHOTOGRAPHER, DONNELL, AND I REMEMBER WHEN YOU USED TO PLAY  
22 WITH ALL CITY PHILHARMONIC WITH ALL OF US WHEN WE WERE ALL  
23 MUSICIANS IN THOSE DAYS. OKAY. THANK YOU. OH, WOW, I DON'T  
24 KNOW HOW I STILL KNOW YOU. HOW DID I KNOW YOU IF YOU HAD BEEN  
25 WORKING THAT LONG?! WE WERE FIVE IN HIGH SCHOOL. THAT'S FINE.



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1 I'D LIKE TO CALL NATALIE SALAZAR, DEPUTY WILSON LEE AND  
2 MCGRUFF FORWARD. WHERE ARE THEY? OKAY. THEY'RE COMING UP.  
3 MCGRUFF, MY GOODNESS. OKAY.

4

5 **NATALIE SALAZAR:** USUALLY DOGS HAVE BETTER EYESIGHT.

6

7 **SUP. BURKE:** BUT YOU'RE LEADING HIM. THE QUALITY OF LIFE IN LOS  
8 ANGELES COUNTY DEPENDS GREATLY ON THE PUBLIC OF QUALITY  
9 SAFETY. CRIME AND THE FEAR OF CRIME DESTROY OUR TRUST IN OTHER  
10 INDIVIDUALS AND IN INSTITUTIONS, GREATLY IMPAIRING OUR HEALTH,  
11 PROSPERITY AND QUALITY OF LIFE. WHILE WE DEPEND ON OUR  
12 SHERIFFS AND POLICE DEPARTMENTS TO MAIN MAINTAIN PUBLIC  
13 SAFETY, IT'S ALSO THE RESPONSIBILITY OF EACH AND EVERY ONE OF  
14 US TO BE PART OF THE SOLUTION TO CRIME. THIS INCLUDES  
15 INVESTING OUR TIME AND RESOURCE IN DEVELOPING AND SUPPORTING  
16 EFFECTIVE PREVENTION AND INTERVENTION STRATEGIES FOR YOUTH AT  
17 RISK. THE PARTNERSHIP AMONG LAW ENFORCEMENT, OTHER GOVERNMENT  
18 AGENCIES, SCHOOLS, COMMUNITY GROUPS, FAITH COMMUNITIES,  
19 BUSINESS AND INDIVIDUALS IS A NECESSARY ELEMENT IN ACHIEVING  
20 PUBLIC SAFETY. ON BEHALF OF THE BOARD OF SUPERVISORS, I HEREBY  
21 PROCLAIM OCTOBER 2005 AS CRIME PREVENTION MONTH IN THE COUNTY  
22 OF LOS ANGELES. I URGE ALL CITIZENS, GOVERNMENT AGENCIES,  
23 PUBLIC AND PRIVATE INSTITUTIONS AND BUSINESSES TO INVEST IN  
24 THE POWER OF PREVENTION AND WORK TOGETHER FOR THE COMMON GOOD.  
25 AND CONGRATULATIONS TO MCGRUFF AND NATALIE. THERE WE GO. SAY A



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1 FEW WORDS, BECAUSE WE KNOW THAT YOU'RE ALWAYS IN ALL OF OUR  
2 DISTRICTS MAKING SURE THAT WE HAVE A LOT OF CRIME PREVENTION.

3

4 **NATALIE SALAZAR:** THANK YOU VERY MUCH, SUPERVISOR. GOOD  
5 MORNING. ON BEHALF OF THE LOS ANGELES COUNTY SHERIFF'S  
6 DEPARTMENT AND THE NATIONAL CRIME PREVENTION COUNCIL, WE'D  
7 LIKE TO THANK YOU FOR THE PROCLAMATION THIS MORNING. ALL  
8 THROUGHOUT THE MONTH OF OCTOBER, WE'VE HAD A NUMBER OF  
9 DIFFERENT ACTIVITIES GOING ON IN ALL OF YOUR SUPERVISORIAL  
10 DISTRICTS, PROGRAMS AT THE SCHOOLS, SCHOOL SAFETY, INTERNET  
11 SAFETY, PROGRAMS FOR PARENTS, PARK SAFETY PROGRAMS, ANYTHING  
12 TO PREVENT VIOLENCE AND ENCOURAGE SOME COMMUNITY ACTION. WE  
13 BROUGHT COPIES FOR YOU OF THE ANNUAL CALENDAR ON CRIME  
14 PREVENTION IN THE INFORMATION AGE, A VERY TIMELY THING FOR ALL  
15 OF YOU IN ALL OF YOUR DISTRICTS AND IT'S GOT CAMERA-READY  
16 ARTWORK THAT YOU CAN BE ABLE TO USE AS A HANDOUT AT ANY  
17 MEETING. I WOULD LIKE TO INTRODUCE MCGRUFF, OUR CRIME-FIGHTING  
18 DOG. WE'RE CELEBRATING THE 25TH ANNIVERSARY OF MCGRUFF AND THE  
19 NATIONAL CRIME PREVENTION COUNCIL. [ APPLAUSE ]

20

21 **MCGRUFF:** THANK YOU FOR CELEBRATING MY 25TH ANNIVERSARY AND,  
22 REMEMBER, TAKE A BITE OUT OF CRIME. [ APPLAUSE ]

23

24 **NATALIE SALAZAR:** THAT'S OUR BIG SLOGAN, "TAKE A BITE OUT OF  
25 CRIME," SO THANK YOU VERY MUCH FOR THIS MORNING.



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1

2 **SUP. BURKE:** THANK YOU VERY MUCH. THANK YOU. THAT CONCLUDES MY  
3 PRESENTATIONS.

4

5 **SUP. MOLINA, CHAIR:** VERY GOOD. SUPERVISOR YAROSLAVSKY?

6

7 **SUP. YAROSLAVSKY:** I'D LIKE TO ASK ANDREA RICH TO COME FORWARD  
8 AND WHY DON'T THE OTHER FOLKS WHO ARE WITH HER COME UP HERE,  
9 TOO. ANDREA, YOU HAVE TO FOLLOW THAT DOG BUT NOT THE ADOPTION  
10 OF THE WEEK DOG, SO YOU'RE RIGHT IN BETWEEN. MEMBERS OF THE  
11 BOARD AND LADIES AND GENTLEMEN, IT'S AN HONOR TO HAVE WITH US  
12 THIS MORNING DR. ANDREA RICH, WHO I THINK ALL OF US KNOW  
13 EXTREMELY WELL WHO HAS SERVED WITH GREAT DISTINCTION AS THE  
14 PRESIDENT OF THE LOS ANGELES COUNTY MUSEUM OF ART SINCE 1999--  
15 1995. I THOUGHT IT WAS LONGER THAN '99 OR MAYBE IT JUST SEEMED  
16 LONGER THAN '99. SO FOR 10 YEARS, ANDREA HAS SERVED AS THE  
17 PRESIDENT OF THE LOS ANGELES COUNTY MUSEUM OF ART AND SHE IS  
18 LEAVING AT THE END OF THIS YEAR, SHE IS LEAVING THAT POST AND  
19 I WANTED TO TAKE THIS OPPORTUNITY, ALL OF US DID, TO PRESENT  
20 YOU WITH THIS PROCLAMATION. ANDREA RICH, PRIOR TO JOINING THE  
21 MUSEUM, I'LL JUST READ A FEW OF THE BIOGRAPHICAL DETAILS, HAD  
22 AMASSED A MOST DISTINGUISHED 34-YEAR CAREER AT U.C.L.A., WHERE  
23 SHE ALSO RECEIVED HER B.A., M.A. AND PH.D., MOST RECENTLY  
24 SERVING AS EXECUTIVE VICE CHANCELLOR AND CHIEF OPERATING  
25 OFFICER FOR THE UNIVERSITY, THE SECOND HIGHEST RANKING



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1 OFFICIAL AT U.C.L.A. AND THE ONE RESPONSIBLE FOR OVERSEEING  
2 THE COLLEGE OF LETTERS AND SCIENCE, 11 PROFESSIONAL SCHOOLS  
3 AND THE U.C.L.A. MEDICAL CENTER. ANDREA, HAVING EARNED HER  
4 B.A., M.A. AND PH.D. AS A SUMMA CUM LAUD GRADUATE AND A PHI  
5 BETA KAPPA MEMBER HAS BEEN WIDELY RECOGNIZED FOR HER ACADEMIC  
6 CONTRIBUTIONS AT THE UNIVERSITY, EARNING A DISTINGUISHED  
7 TEACHING AWARD, LEADING EFFORTS TO IMPROVE UNDERGRADUATE  
8 EDUCATION, RENOVATE FACILITIES, RESTRUCTURE AND STRENGTHEN THE  
9 CURRICULUM AND MOUNTING INNOVATIVE NEW TEACHING PROGRAMS IN  
10 MANY DISCIPLINES. ANDREA, IN HER LEADERSHIP CAPACITY AT THE  
11 L.A. COUNTY MUSEUM OF ART, DREW ON HER ACADEMIC CREDENTIALS  
12 AND EXPERIENCE TO OVERSEE THE COLLECTION, CONSERVATION,  
13 EXHIBITION AND INTERPRETATION OF THE MUSEUM'S PERMANENT  
14 COLLECTION OF NEARLY 100,000 WORKS. IN ADDITION TO THE MANY  
15 SPECIAL EXHIBITIONS MOUNTED BY THE MUSEUM OVER THE YEARS, THE  
16 RESPONSIBILITIES SHE CARRIED OUT WITH GREAT SKILL, ENORMOUS  
17 DEDICATION AND EXTRAORDINARY SUCCESS. AND I MIGHT ADD, AT  
18 GREAT SACRIFICE BECAUSE SHE WAS PHYSICALLY IN SOME DISTRESS  
19 DURING THAT PERIOD OF TIME, SO SHE WORKED VERY HARD. I WILL  
20 ADD, BEFORE READING THE RESOLVE PART OF THIS, ON A FEW  
21 PERSONAL NOTES, THAT I'VE KNOWN ANDREA SINCE-- PRACTICALLY  
22 SINCE MY DAYS AT U.C.L.A. AND CERTAINLY AS A MEMBER OF CITY  
23 COUNCIL, WHERE I WORKED VERY CLOSELY WITH CHANCELLOR YOUNG AND  
24 HIS ADMINISTRATION AND ANDREA WAS HIS EXECUTIVE VICE  
25 CHANCELLOR ON MANY OF THOSE ISSUES AFFECTING U.C.L.A. AND THE



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1 INTERFACE WITH THE WESTWOOD COMMUNITY. I GOT TO KNOW HER  
2 EXTREMELY WELL. SHE IS A DOER. SHE WAS A DOER THERE. SHE CAME  
3 TO THE COUNTY MUSEUM OF ART AND TOOK OVER A FLOUNDERING  
4 ORGANIZATION, QUITE FRANKLY, AND WHIPPED IT INTO SHAPE AND  
5 TURNED IT INTO A RELEVANT, ONE OF THE MOST RELEVANT ART  
6 MUSEUMS ANYWHERE IN THE COUNTRY. SHE BELIEVES, AS I THINK ALL  
7 5 OF US DO AND I THINK MOST ANGELINOS DO, THAT A MUSEUM IS NOT  
8 JUST A PROVINCE OF THE ELITE, A PUBLIC MUSEUM SHOULD NOT JUST  
9 BE A PROVINCE FOR THE ELITE BUT IT'S A PLACE FOR ALL PEOPLE OF  
10 LOS ANGELES OR ALL PEOPLE, REGARDLESS OF THEIR ECONOMIC  
11 STATION, TO BE ABLE TO EXPERIENCE GREAT WORKS OF ART FROM ALL  
12 OVER THE WORLD, TO BE ABLE TO LEARN, STUDY AND ENJOY, AND I  
13 DON'T THINK THERE'S EVER BEEN A MUSEUM DIRECTOR, AT LEAST IN  
14 MY LIFETIME, WHO HAS OPENED UP ANY OF OUR COUNTY FACILITIES,  
15 COUNTY MUSEUMS TO THE PUBLIC AND REACHED OUT TO EVERY CORNER  
16 OF THIS COUNTY TO BRING PEOPLE IN AND TO BRING ART WORKS THAT  
17 WERE RELEVANT TO EVERY CORNER OF THIS COUNTY INTO THE MUSEUM  
18 AND MAKE IT A RELEVANT, FUNCTIONING PLACE FOR ALL 10 MILLION  
19 COUNTY RESIDENTS. I THINK THAT WHOEVER TAKES YOUR PLACE SHOULD  
20 CERTAINLY TAKE A PAGE OUT OF THAT CHAPTER OF THE PLAYBOOK  
21 BECAUSE THAT'S SOMETHING THAT THIS BOARD GREATLY APPRECIATED  
22 AND I KNOW THAT IT SHOWED IN THE ATTENDANCE AT THE MUSEUM AND  
23 THE VITALITY THAT IT NOW HAS. I CONSIDER YOU A GREAT PERSONAL  
24 FRIEND. I'M SORRY TO SEE YOU LEAVE THE MUSEUM. I THINK YOU'RE  
25 GOING TO BE A LOT HAPPIER. [ LAUGHTER ]



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1

2 **SUP. YAROSLAVSKY:** BUT THAT'S EASY FOR ME TO SAY. AND I THINK  
3 YOU'RE GOING TO BE A LOT HEALTHIER, TOO, AND I JUST NOTICED  
4 THERE'S AN ARTICLE IN THE PAPER LAST WEEK THAT INDICATES  
5 YOU'RE GOING TO BE TEACHING A COURSE AT CLAREMONT COLLEGE ON  
6 ARTS MANAGEMENT, RIGHT? IS THAT WHAT IT IS? YEAH, ON ARTS  
7 MANAGEMENT. SO YOU COULDN'T GET A JOB AT U.C.L.A. [ LAUGHTER ]

8

9 **SUP. ANTONOVICH:** SHE MOVED UP.

10

11 **SUP. YAROSLAVSKY:** WHAT?

12

13 **SUP. ANTONOVICH:** SHE MOVED UP.

14

15 **SUP. YAROSLAVSKY:** SHE MOVED UP, YEAH. [ LAUGHTER ]

16

17 **SUP. YAROSLAVSKY:** METROLINK. BUT ANDREA HAS BEEN A GREAT  
18 TREASURE FOR THIS COUNTY FOR A DECADE AND I THINK ALL OF US  
19 WANT TO WISH YOU WELL. THE BOARD OF SUPERVISORS OF THE COUNTY  
20 OF LOS ANGELES WANT TO HIGHLY COMMEND YOU FOR YOUR OUTSTANDING  
21 ACHIEVEMENTS AS A DYNAMIC INSPIRATIONAL CHIEF EXECUTIVE OF LOS  
22 ANGELES COUNTY MUSEUM OF ART AND EXTEND TO YOU OUR SINCERE  
23 CONGRATULATIONS AND GOOD WISHES FOR THE FUTURE. THANK YOU FOR  
24 WHAT YOU'VE DONE FOR OUR MUSEUM AND FOR WHAT YOU'VE DONE FOR



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1 OUR CITY AND COUNTY OF LOS ANGELES. CONGRATULATIONS, ANDREA. [  
2 APPLAUSE ]

3

4 **SUP. MOLINA, CHAIR:** MS. BURKE?

5

6 **SUP. BURKE:** I WOULD JUST LIKE TO JOIN. I, OF COURSE, HAVE  
7 KNOWN ANDREA FOR MANY, MANY YEARS AND WE KNOW THAT YOU MADE A  
8 TREMENDOUS CONTRIBUTION BUT MOST OF ALL WHAT YOU DID IS TO  
9 REALLY OPEN UP THE WHOLE AREA OF MUSEUM MANAGEMENT TO A WIDE  
10 ARRAY OF PEOPLE WHO TRADITIONALLY HAVE NOT BEEN PART OF THAT  
11 AND BROUGHT IN THE IDEA THAT YOU DIDN'T ALWAYS HAVE TO STAY IN  
12 THE MUSEUM AND GROW UP IN THE MUSEUM TO BE ABLE TO MAKE IT A  
13 GREAT MUSEUM. YOU DID MAKE IT A GREAT MUSEUM. YOU GAVE NEW  
14 INSIGHT AND NEW VISION, GREAT PLANS AND I WANT TO JUST SAY TO  
15 YOU THE KIND OF WORK YOU DID THERE WILL LONG BE REMEMBERED AND  
16 IT WILL MAKE A TREMENDOUS DIFFERENCE IN THAT INSTITUTION.  
17 OBVIOUSLY, YOU DID A GOOD JOB AT U.C.L.A. AND I KNOW ALL OF US  
18 APPRECIATE THAT BUT PARTICULARLY THE COUNTY OF LOS ANGELES IS  
19 INDEBTED TO YOU FOR YOUR CREATIVITY AND OPENING UP THE MUSEUM  
20 TO SO MANY PEOPLE AND SO MANY IDEAS AND I KNOW THAT WE WILL  
21 ENJOY IT FOR MANY YEARS AND WE WISH YOU MUCH SUCCESS IN THE  
22 FUTURE.

23

24 **SUP. MOLINA, CHAIR:** LET ME JOIN AS WELL. ANDREA, WE SO MUCH  
25 APPRECIATE YOUR LEADERSHIP. I HAVE BEEN IMPRESSED WITH NOT



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1 ONLY THE-- WHAT YOU BROUGHT TO THE MUSEUM IN EVERY WAY BUT, IN  
2 PARTICULAR, YOUR OUTREACH TO THE COMMUNITY. MY OPPORTUNITY TO  
3 MEET WITH YOU AND TO SEE THE WORK THAT YOU WERE DOING AND  
4 RECOGNIZING AND UNDERSTANDING THAT THE MUSEUM IS NOT JUST A  
5 MUSEUM, IT IS ABOUT THE COMMUNITY THAT IT SERVES EVERY SINGLE  
6 DAY. WE ARE SO PROUD OF THE KIND OF WORK THAT YOU DO, THE  
7 DEDICATED LEADERSHIP THAT YOU PROVIDED, AND YOU REALLY DID SET  
8 A VERY, VERY HIGH STANDARD FOR ANYONE WHO IS IT GOING TO  
9 FOLLOW IN YOUR FOOTSTEPS AND WE ON THE BOARD APPRECIATE THE  
10 KIND OF DIRECTION THAT YOU'VE GIVEN IT. WE CAN'T SAY ENOUGH  
11 ABOUT HOW PROUD WE ARE OF THE WORK THAT YOU DID WHILE YOU  
12 SERVED AND WE THANK YOU SO MUCH ON BEHALF OF ALL THE RESIDENTS  
13 OF L.A. COUNTY.

14

15 **SUP. ANTONOVICH:** I ALSO WANT TO JOIN IN AND COMMEND ANDREA. WE  
16 APPRECIATE THE OPPORTUNITY TO WORK WITH YOU. I'M SORRY YOU'RE  
17 LEAVING BUT WE HOPE YOU STAY INVOLVED IN HELPING US TO ENHANCE  
18 OUR ABILITY TO COMMUNICATE TO THE GREATER COMMUNITY OF L.A.  
19 COUNTY BUT THANK YOU VERY MUCH.

20

21 **SUP. KNABE:** YEAH, I JUST WANT TO ADD AS WELL, I MEAN, A LOT OF  
22 GREAT THINGS HAVE BEEN SAID ABOUT ANDREA. IT'S JUST BEEN A JOY  
23 AND A PLEASURE TO WORK WITH HER AND HER STAFF. AND, AGAIN, THE  
24 OUTREACH, THE WILLINGNESS TO LET EVERYBODY THROUGHOUT ALL OF  
25 LOS ANGELES COUNTY KNOW ABOUT WHAT A PHENOMENAL FACILITY



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1 YOU'VE CREATED OVER THERE AND WORKED TO MAKE HAPPEN. SO, WE  
2 JUST WISH YOU THE VERY, VERY BEST AND GOOD HEALTH.

3

4 **SUP. YAROSLAVSKY:** BEFORE I TURN IT OVER TO YOU, ANDREA, I JUST  
5 WANT TO INTRODUCE THE PEOPLE WHO ARE HERE WITH YOU. MELODY  
6 CANCHET, MELODY IS HERE, AND FRED GOLDSTEIN, ANN ROLAND, WHO'S  
7 THE FINANCE PERSON AT THE MUSEUM, NANCY THOMAS, THE DEPUTY  
8 DIRECTOR FOR COLLECTIONS, BRUCE ROBERTSON, DIRECTOR OF ARTS  
9 PROGRAMS, FELICIA WESSON, VICE PRESIDENT OF ADMINISTRATION.  
10 ANY RELATION TO THE OTHER WESSON? NO, NO. DON'T SAY IT.

11

12 **SUP. KNABE:** WELL, SHE SAID IT PRETTY STRONGLY, "ABSOLUTELY  
13 NOT!"

14

15 **SUP. YAROSLAVSKY:** IT WAS ALMOST A DENIAL. [ LAUGHTER ]

16

17 **SUP. YAROSLAVSKY:** AND LAURA HARTY, VICE PRESIDENT FOR  
18 DEVELOPMENT. WE THANK YOU ALL FOR JOINING US. I HOPE I DIDN'T  
19 MISS ANYBODY. I DIDN'T. OKAY. SO NOW, WITHOUT FURTHER ADO,  
20 ANDREA, THIS IS FOR YOU AND I GUESS YOU CAN SAY-- WE'LL GET  
21 YOU A T-SHIRT THAT SAYS, "10 YEARS OF DEDICATED SERVICE TO THE  
22 L.A. COUNTY MUSEUM AND ALL I GOT WAS THIS LOUSY RESOLUTION".  
23 CONGRATULATIONS AND BEST WISHES. [ APPLAUSE ]

24



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1 **DR. ANDREA RICH:** I'M VERY TOUCHED, REALLY, VERY MOVED BY THIS.  
2 I DID GET ONE OF THESE IN THE SIXTH GRADE WHEN I WON THE  
3 AMERICAN LEGION ESSAY CONTEST, BUT YOU DON'T HAVE ONE OF THOSE  
4 FUNNY HATS. YOU KNOW, THE ART CRITICS ARE RIGHT ABOUT ME WHEN  
5 THEY CLAIMED THAT I DIDN'T LOVE ART AND, THEREFORE, I SHOULD  
6 NOT HAVE COME TO THE MUSEUM. THEY'RE ONLY RIGHT IN THE SENSE  
7 THAT I DIDN'T LOVE ART ALONE. I LOVED ART IN THE CONTEXT OF  
8 WHAT IT COULD DO FOR A COMMUNITY. AND THAT HAS SORT OF BEEN  
9 THE DRIVING FORCE, AS YOU'VE POINTED OUT, AND MY COLLEAGUES  
10 HERE HAVE BEEN SO TERRIFIC IN WORKING WITH ME TO TAKE THIS  
11 THING THAT CAN SOMETIMES BE A KIND OF PLACING OF THE RICH AND  
12 TURN IT INTO A REAL INSTRUMENT OF COMMUNITY. AND THAT'S WHAT I  
13 HOPE L.A.C.M.A. IS TODAY AND THAT'S WHAT I HOPE IT WILL  
14 REMAIN. WE'VE BROUGHT IN COLLECTIONS THAT ARE RELEVANT TO THE  
15 INDIVIDUAL INTERESTS AND HISTORIES OF EACH PART OF OUR  
16 COMMUNITY, BOTH TO ENHANCE EACH INDIVIDUAL GROUPS'  
17 UNDERSTANDING OF SELF BUT, MOREOVER, TO COMMUNICATE TO EACH  
18 OTHER ABOUT OUR RESPECTIVE HISTORIES AND CREATIVE ENTERPRISES.  
19 WE'VE TRIED TO STRUCTURE HOURS AND FEE STRUCTURES SO THAT NO  
20 ONE IS EXCLUDED FROM THE MUSEUM BECAUSE THEY HAVE TO WORK OR  
21 BECAUSE THE FEE IS TOO HIGH. AND I WOULD JUST HOPE THAT, AS  
22 THIS WONDERFUL BOARD THAT YOU ARE AND ALSO I WANT TO THANK  
23 DAVID JANSSEN AND HIS STAFF OVER THE YEARS, HAVE BEEN JUST  
24 FABULOUS. I ALWAYS ACTUALLY LOOK FORWARD TO COMING DOWN EVERY  
25 YEAR. I SPREAD OUT TICKETS AND WE HAD SOME-- WE HAD A GOOD



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1 TIME. WE HAD A GOOD TIME. AND SO I WOULD JUST HOPE THAT YOU'LL  
2 KEEP AN EYE OUT TO MAKE SURE THAT L.A.C.M.A., AS WELL AS ALL  
3 THE OTHER FACILITIES AND COMMUNITY ENTERPRISES THAT THE COUNTY  
4 RUNS, TO MAKE SURE THAT THEY CONTINUE TO SERVE THE INTERESTS  
5 OF THE VAST NUMBER OF PEOPLE. OTHERWISE, THEY DON'T DESERVE  
6 PUBLIC SUPPORT AND I KNOW THAT YOU'LL KEEP A WATCH OUT AND I  
7 KNOW THAT MY COLLEAGUES WILL TRY TO KEEP UP WHAT WE STARTED.  
8 THANKS SO MUCH. [ APPLAUSE ]

9

10 **SUP. MOLINA, CHAIR:** I THINK THAT CONCLUDES ALL OF MR.  
11 YAROSLAVSKY'S PRESENTATIONS. OKAY. MR. KNABE.

12

13 **SUP. KNABE:** THANK YOU, MADAM CHAIR, MEMBERS OF THE BOARD. I  
14 KNOW THAT SUPERVISOR YAROSLAVSKY JOINS ME IN THIS AS WELL,  
15 TOO, BUT WE'RE HAPPY TODAY TO RECOGNIZE THE CITY OF SANTA  
16 MONICA IN JOINING THE SAFE SURRENDER EFFORT. OBVIOUSLY, THE  
17 RECENT DISCOVERY OF A DECEASED NEWBORN IN LOS ANGELES HERE WAS  
18 VERY HEARTBREAKING TO ALL OF US TO HEAR BUT THAT TRAGIC  
19 SITUATION ALSO UNDERSCORES OUR CIVIC RESPONSIBILITY TO DO ALL  
20 WE CAN TO PROTECT NOT ONLY THESE NEWBORNS BUT THE MOTHERS AS  
21 WELL. AND SO WE NEED TO CONTINUE TO KEEP THE SAFE SURRENDER  
22 MESSAGE OUT THERE. WE NEED TO ENSURE INDIVIDUALS WHO ARE AT  
23 RISK THAT-- AT ABANDONING AN INFANT, THEY CAN MAKE A VERY  
24 POSITIVE CHOICE WITH NO SHAME, NO BLAME AND NO NAMES. SO,  
25 TODAY, WE'RE HONORED TO WELCOME THE CITY OF SANTA MONICA TO



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1 THE SAFE SURRENDER TEAM. SANTA MONICA IS JOINING FORCES WITH  
2 ALL OUR LOS ANGELES COUNTY FIRE OFFICES AND 21 CITIES  
3 THROUGHOUT THE COUNTY TO EDUCATE THE PUBLIC ABOUT THE SAFE  
4 SURRENDER PROGRAM AND ENSURE THAT NO FURTHER NEWBORNS ARE CAST  
5 ASIDE. AND SO TODAY WE HAVE FIRE CHIEF BRUCE DAVIS WITH US  
6 FROM SANTA MONICA. WE WANT TO THANK HIM, PRESENT HIM WITH A  
7 SCROLL AND WELCOME THE CITY OF SANTA MONICA AND I'M GOING TO  
8 HAVE ZEV COME OVER AND JOIN ME AS WELL TO GREAT EFFORT. [  
9 APPLAUSE ]

10

11 **SUP. KNABE:** MADAM CHAIR, THANK YOU.

12

13 **SUP. MOLINA, CHAIR:** ALL RIGHT. SUPERVISOR ANTONOVICH.

14

15 **SUP. ANTONOVICH:** WE KNOW THE GREAT FEATS THAT CAL TECH HAS  
16 MADE TO OUR NATION AND WORLD, AND IT'S REALLY A PLEASURE TO  
17 BRING DR. MACIEJ KONACKI, WHO JUST ACHIEVED SOMETHING OF  
18 EXCELLENCE IN THE FIELD OF PLANETARY SCIENCE. HE'S A SENIOR  
19 POST-DOCTORAL SCHOLAR AT THE CALIFORNIA INSTITUTE OF  
20 TECHNOLOGY IN PASADENA. HE SUCCESSFULLY CHALLENGED THE  
21 PREVAILING THEORIES OF A PLANETARY CREATION WITH HIS DISCOVERY  
22 OF A GASEOUS PLANET IN A DISTANT SOLAR SYSTEM LOCATED 149  
23 LIGHT YEARS FROM EARTH. HE MADE THIS DISCOVERY USING THE KECK  
24 1 TELESCOPE IN HAWAII. ACCORDING TO CURRENT THEORIES, THIS  
25 PLANET SHOULD NOT EXIST BECAUSE OF ITS RELATIVE CLOSENESS TO



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1 THE CENTRAL STAR. THE PLANET, ESTIMATED TO BE ABOUT THE SIZE  
2 OF JUPITER, IS LOCATED IN A SOLAR SYSTEM WITH THREE SUNS,  
3 ACCORDING TO MACIEJ. THE SKY VIEW FROM THE SURFACE WOULD BE  
4 SPECTACULAR WITH AN OCCASIONAL TRIPLE SUNSET. BORN IN THE SAME  
5 CITY AS, WHAT, IN POLAND, RIGHT, WHERE HE RECEIVED HIS  
6 MASTER'S DEGREE AND HIS DOCTORATE. PRIOR TO GOING TO CAL TECH,  
7 HE WAS A FULBRIGHT FELLOW AT PENNSYLVANIA STATE UNIVERSITY  
8 FROM 1998 TO '99 AND THEN A MICHELSON FELLOW FROM 2000 TO  
9 2003. SO FOR BRINGING FLASH GORDON BACK TO EARTH AND EXPLORING  
10 THE PLANETARY SYSTEM FOR ALL OF OUR GREAT PEOPLE OF THE WORLD,  
11 WE APPRECIATE YOUR LEADERSHIP, YOUR VISION, YOUR INTEGRITY AND  
12 YOUR SCHOLARSHIP AND THANK YOU FOR THAT GREAT HONOR AND  
13 DISTINCTION AND WE KNOW WE'LL BE READING ABOUT A NOBEL PRIZE  
14 SOMETIME IN THE FUTURE. [ APPLAUSE ]

15

16 **SUP. ANTONOVICH:** DOCTOR, DO YOU WANT TO SAY A COUPLE WORDS?

17

18 **DR. MACIEJ KONACKI:** OH, I JUST WANT TO SAY THAT IT IS A VERY  
19 UNEXPECTED HONOR AND I APPRECIATE VERY MUCH. THANK YOU.

20

21 **SUP. ANTONOVICH:** NOW WE HAVE LITTLE WILLBY. WILLBY IS A SIX-  
22 WEEK-OLD. HE'S ALL DRESSED UP FOR THE RAINS. LITTLE SHEPHERD  
23 TERRIER MIX AND HE'S LOOKING FOR A HOME, SO I KNOW CLINTON IS  
24 OUT THERE. MAYBE CLINTON WOULD LIKE TO ADOPT HIM. I GUESS NOT.  
25 AND ANYBODY AT HOME COULD CALL (562) 728-4644 AND THIS LITTLE



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1 CRITTER CAN BE YOURS. HE'S GETTING ALL READY FOR TRICK-OR-  
2 TREATING. OKAY? MAYBE THERE'S A LITTLE TREAT OUT THERE FOR  
3 YOU.

4

5 **SUP. MOLINA, CHAIR:** THIS MORNING, I AM JOINED BY JANE  
6 STEPHENSON, WHO IS THE ASSISTANT EXECUTIVE DIRECTOR OF OUR  
7 COMMISSION ON HUMAN RELATIONS. TODAY, WE'RE DECLARING OCTOBER  
8 2005 AS CULTURAL DIVERSITY MONTH. AS WE KNOW, L.A. COUNTY HAS  
9 BEEN ENRICHED BY THE CONTRIBUTIONS OF PEOPLE FROM ALL OVER THE  
10 WORLD, ENHANCING THE CULTURAL ECONOMIC AS WELL AS THE SOCIAL  
11 LIFE OF OUR COUNTY. CULTURAL DIVERSITY MONTH PROVIDES AN  
12 OCCASION FOR EACH OF US TO LEARN MORE ABOUT OUR NEIGHBORS AND  
13 TO INCREASE OUR SENSITIVITY, RESPECT AND APPRECIATION FOR EACH  
14 OTHER. CULTURAL DIVERSITY MONTH IS ABOUT PROMOTING HARMONY AND  
15 EQUALITY AND EMBRACING A ZERO TOLERANCE POLICY OF STEREOTYPING  
16 AND HATRED. THIS IS A TIME TO CELEBRATE OUR INCLUSIVENESS,  
17 MULTICULTURAL COMMUNITY LOCALLY, NATIONALLY, AS WELL AS  
18 INTERNATIONALLY. SO WE PROCLAIM OCTOBER AS CULTURAL DIVERSITY  
19 MONTH, SO LET US ACKNOWLEDGE AND RESPECT EACH OTHER'S  
20 DIFFERENCES AND COMMONALITIES AND MAINTAIN THIS RESPECT  
21 THROUGHOUT THE YEAR. I WANT TO PRESENT THIS TO MR. STEPHENSON,  
22 HERE YOU ARE RIGHT BEHIND ME, IN RECOGNITION OF CULTURAL  
23 DIVERSITY MONTH AND, OF COURSE, FOR THE LEADERSHIP AND THE  
24 WORK THAT THEY DO ON THE COMMISSION OF HUMAN RELATIONS IN THIS  
25 AREA. CONGRATULATIONS TO YOU, SIR. MR. STEPHENSON?



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1

2 **MR. STEPHENSON:** THANK YOU, SUPERVISOR MOLINA AND MEMBERS OF  
3 THE BOARD. AS YOU ALL KNOW, LOS ANGELES COUNTY IS OUR  
4 COUNTRY'S MOST RACIALLY, ETHNICALLY AND CULTURALLY DIVERSE  
5 COUNTY IN THE COUNTRY AND IT HAS BEEN THAT DIVERSITY THAT HAS  
6 CONTRIBUTED TO THE RICHNESS AND VITALITY OF OUR COUNTRY. WE  
7 APPRECIATE THE IMPORTANCE THAT YOUR BOARD HAS GIVEN TO THIS  
8 IMPORTANT RESOURCE THAT WE HAVE HERE IN OUR COUNTY AND BY YOUR  
9 PROCLAMATION OF OCTOBER 2005 AS CULTURAL DIVERSITY MONTH.  
10 THANK YOU AGAIN.

11

12 **SUP. MOLINA, CHAIR:** THANK YOU, MR. STEPHENSON. [ APPLAUSE ]

13

14 **SUP. MOLINA, CHAIR:** VERY GOOD. I THINK THAT CONCLUDES ALL OF  
15 OUR PRESENTATIONS THIS MORNING, AND WE'RE GOING TO BEGIN WITH  
16 SUPERVISOR BURKE AND HER SPECIALS.

17

18 **SUP. BURKE:** I MOVE TODAY THAT WHEN WE ADJOURN, WE ADJOURN IN  
19 THE MEMORY OF EMANUEL GLEASON, WHO PASSED AWAY ON OCTOBER 13TH  
20 AT THE AGE OF 93. HE WAS A LONG-TIME RESIDENT OF OF THE SECOND  
21 DISTRICT AND A MEMBER OF THE CONGREGATION CHURCH OF CHRISTIAN  
22 FELLOWSHIP. HE IS SURVIVED BY HIS TWO DAUGHTERS, BOTH OF WHOM  
23 WOULD HAVE BEEN LONG DEDICATED RESIDENTS IN THE SECOND  
24 DISTRICT, AS WELL AS MR. GLEASON. AND LULA M. MESHACK, WHO  
25 PASSED AWAY OCTOBER 12TH. SHE WAS A COMMUNITY LEADER AND, FOR



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1 MANY YEARS, SHE SERVED AS A SECOND DISTRICT APPOINTEE TO THE  
2 COMMISSION FOR CHILDREN AND FAMILY SERVICES FROM JULY '84  
3 THROUGH AUGUST 2001. SHE WAS A FORMER LOS ANGELES DEMOCRATIC  
4 PARTY MEMBER REPRESENTING THE 48TH ASSEMBLY DISTRICT. SHE IS  
5 SURVIVED BY HER DAUGHTER, BETTY AND HER OTHER DAUGHTER,  
6 PHYLLIS AND TWO GRANDCHILDREN, WINSTON AND OLIVER MESHACK  
7 BENNETT. I HAVE TO SAY THAT MRS. MESHACK GAVE SO MUCH TIME AND  
8 EFFORT TO THE COUNTY OF LOS ANGELES AS A VOLUNTEER. SHE WAS  
9 ONE OF THOSE PEOPLE WHO ATTENDED ALL OF THOSE COMMITTEE  
10 MEMBERS WITH-- MEETINGS THAT THEY HAVE WITH THE COMMISSION.  
11 SHE WAS VERY INVOLVED AND SHE WILL BE GREATLY MISSED. AND  
12 VIVIAN MALONE JONES, WHO PASSED AWAY OCTOBER 13TH AT THE AGE  
13 OF 63 AFTER SUFFERING A STROKE. SHE WAS ONE OF THE TWO BLACK  
14 STUDENTS WHOSE EFFORTS TO ENROLL AT THE UNIVERSITY OF ALABAMA  
15 LED TO GOVERNOR GEORGE WASHINGTON-- GEORGE WALLACE, GOVERNOR  
16 GEORGE WALLACE'S 1963 STAND IN THE SCHOOLHOUSE DOOR IN  
17 DEFIANCE OF COURT ORDERS TO ADMIT BLACK STUDENTS. SHE WENT ON  
18 TO BECOME THE FIRST AFRICAN-AMERICAN GRADUATE OF THE  
19 UNIVERSITY OF ALABAMA. SHE SAID HER RELIGIOUS BELIEFS GAVE HER  
20 THE CONFIDENCE TO PERSIST AND DOWNPLAY THE DIFFICULTIES SHE  
21 ENDURED AT THE UNIVERSITY. MISS JONES GRADUATED FROM ALABAMA  
22 IN 1964 WITH A DEGREE IN MANAGEMENT, WENT ON TO WORK FOR THE  
23 JUSTICE DEPARTMENT IN WASHINGTON AS A STAFF MEMBER IN THE  
24 VOTER EDUCATION PROJECT. SHE MOVED BACK TO ATLANTA TO WORK FOR  
25 THE ENVIRONMENTAL PROTECTION AGENCY, WHERE SHE WAS DIRECTOR OF



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1 CIVIL RIGHTS AND URBAN AFFAIRS. SHE RETIRED IN 1996. SHE IS  
2 SURVIVED BY A SON AND A DAUGHTER THREE GRANDCHILDREN. AND C.  
3 DELORES TUCKER, WHO PASSED AWAY OF HEART FAILURE ON OCTOBER  
4 13TH AT THE AGE OF 78. SHE WAS A LONG-TIME CIVIL RIGHTS  
5 ACTIVIST BEST KNOWN AS THE FIERY ANTAGONIST OF PROFANITY LACED  
6 RAP MUSIC LYRICS THAT DENIGRATED BLACKS AND WOMEN. IN 1955,  
7 SHE JOINED THE NAACP AND, OVER THE NEXT DECADE, SHE  
8 PARTICIPATED IN MARCHES AND DEMONSTRATIONS ACROSS THE COUNTRY  
9 WITH REVEREND MARTIN LUTHER KING. SHE CHAIRED THE BLACK CAUCUS  
10 OF THE DEMOCRATIC NATIONAL COMMITTEE FOR 11 YEARS AND BECAME  
11 THE HIGHEST RANKING BLACK WOMAN IN STATE GOVERNMENT IN  
12 PENNSYLVANIA AS COMMONWEALTH SECRETARY IN 1970. AND I KNOW  
13 THAT'S HOW I MET C. DELORES TUCKER, WHEN SHE BECAME THE  
14 SECRETARY OF STATE OF PENNSYLVANIA. AND SHE MADE SUCH A  
15 CONTRIBUTION TO PROGRESS OF WOMEN IN-- NOT ONLY IN DEMOCRATIC  
16 POLITICS BUT IN GOVERNMENT THROUGHOUT THE NATION. SHE GAINED  
17 PROMINENCE IN NATIONAL CONVENTION POLITICS, ADDRESSED THE  
18 DEMOCRATIC NATIONAL CONVENTION FIVE TIMES, SHE FOUNDED THE  
19 NATIONAL CONGRESS OF BLACK WOMEN IN 1984 TO INCREASE THE  
20 POLITICAL INVOLVEMENT OF BLACK WOMEN. SHE IS SURVIVED BY HER  
21 HUSBAND, WILLIAM TUCKER. AND, OF COURSE, SHE BECAME VERY WELL  
22 KNOWN IN FILING LAWSUITS AGAINST THE RAPPERS AND HER FIGHT  
23 AGAINST PROFANITY IN RAP MUSIC. AND ANDRE RUISBROEK, WHO WAS  
24 THE FATHER OF MARILYN GUIDI AND FATHER-IN-LAW OF MAYOR OF THE  
25 CITY OF HAWTHORNE, LARRY GUIDI. AND HE WAS A LONG-TIME



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1 RESIDENT OF THE SECOND DISTRICT. CERTAINLY A GREAT  
2 CONTRIBUTION. I THOUGHT WE HAD SOME OTHERS, BUT THAT CONCLUDES  
3 OUR...

4  
5 **SUP. MOLINA, CHAIR:** I WOULD LIKE TO JOIN WITH YOU ON C.  
6 DELORES TUCKER. SOMEONE I WORKED WITH AT THE PARTY AND I  
7 REALLY ALWAYS APPRECIATED HER LEADERSHIP. AS TOUGH AS IT WAS  
8 FOR HER AGAINST THE RAP MUSIC AND SHE WAS RIGHT IN MANY OF THE  
9 LEADERSHIP POSITIONS THAT SHE TOOK IN THAT AREA, SO I'D LIKE  
10 TO JOIN WITH MS. BURKE ON THAT.

11  
12 **SUP. BURKE:** OKAY. THANK YOU VERY MUCH. I DO HAVE ONE  
13 ADDITIONAL. ELEANOR WURZBURGER, A LONG-TIME RESIDENT OF THE  
14 COUNTY OF LOS ANGELES AND BELOVED MOTHER OF MARIE PATRICK, WHO  
15 IS MY HUSBAND'S PARTNER AT THE LOS ANGELES MARATHON AND NOW AT  
16 THEIR NEW ORGANIZATION.

17  
18 **SUP. KNABE:** I'D LIKE TO JOIN IN THAT AS WELL, TOO.

19  
20 **SUP. ANTONOVICH:** I ALSO WOULD LIKE TO.

21  
22 **SUP. MOLINA, CHAIR:** ALL RIGHT.

23  
24 **SUP. BURKE:** THAT CONCLUDES.

25



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1 **SUP. MOLINA, CHAIR:** THAT CONCLUDES YOUR PRESENTATIONS?

2

3 **SUP. BURKE:** NO, THAT CONCLUDES MY ADJOURNMENTS. NOW I'LL GO ON  
4 TO THE PRESENTATIONS.

5

6 **SUP. MOLINA, CHAIR:** YOUR ADJOURNMENTS, I'M SORRY. SO ORDERED  
7 ON THOSE ADJOURNMENTS. I APOLOGIZE.

8

9 **SUP. BURKE:** ALL RIGHT. I'D LIKE TO JUST CALL ON ITEM NUMBER  
10 20. ACTUALLY, THERE ARE NOT A LOT HERE.

11

12 **SUP. MOLINA, CHAIR:** THAT'S BEEN HELD BY MR. ROBINSON. MR.  
13 ROBINSON, WOULD YOU PLEASE JOIN US.

14

15 **RICHARD ROBINSON:** MADAM CHAIRWOMAN, MEMBERS, 21-1/2 MILLION  
16 DOLLARS FROM GOVERNOR SCHWARZENEGGER UTILIZED TO SERVE COUNTY  
17 INDIGENTS SENDS A CLEAR MESSAGE ABOUT HIS LEADERSHIP. MA'AM,  
18 BECAUSE MY CRITICISM OF OUR GOVERNOR-- PARDON ME. PUBLIC  
19 SPEAKING ISN'T MY FORTE. PLEASE BEAR WITH ME WHILE I ATTEMPT  
20 TO GIVE STRUCTURE TO A RELATIVELY DISORGANIZED MIND BUT,  
21 MA'AM, BECAUSE OUR CRITICISM OF OUR GOVERNOR'S VISION AND  
22 LEADERSHIP WAS AN EMOTIONAL OVERREACTION TO THE SUFFERING  
23 CAUSED HOMELESS PEOPLE BECAUSE HE HAS HAD TO CUT SOCIAL  
24 SERVICE PROGRAMS IN ORDER TO PROVIDE LONG-TERM SOLUTION TO THE  
25 SPECTRUM OF ILLS WHICH HAVE MADE CALIFORNIA'S PHYSICAL BASIS



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1 PROBLEMATIC. I APOLOGIZE TO HIM. HE AND THE STATE'S FIRST LADY  
2 ARE BRINGING NOT ONLY A DIFFERENT FOCUS TO CALIFORNIA BUT  
3 ALSO, AFTER HE IS ELECTED TO A FULL FOUR-YEAR TERM IN OFFICE  
4 AS THE CHIEF EXECUTIVE, A SPIRITUAL REBIRTH NOT SEEN SINCE  
5 FORMER GOVERNOR RONALD REAGAN, ONE OF THE MOST EFFECTIVE  
6 PRESIDENTS EVER TO SERVE THE UNITED STATES OF AMERICA, WILL  
7 COME TO TERM. MA'AM, EXECUTING AMENDMENTS TO THIS CHIP REPORT  
8 DOCUMENTS FINALIZING THESE APPLICATIONS AND AGREEMENTS  
9 INSTRUCTS THE DIRECTOR TO APPROVE AND SIGN THE DESCRIPTION OF  
10 PROPOSED EXPENDITURE REPORT IN THE CALIFORNIA HEALTHCARE FOR  
11 INDIGENTS PROGRAMS STANDARD AGREEMENT FOR FISCAL YEAR 2000--  
12 2005/2006. I SUPPORT YOUR DECISION TO HELP COUNTY INDIGENTS.  
13 YOU'VE AGAIN PROVEN THAT YOU ARE COURAGEOUS. PLEASE FORGIVE ME  
14 FOR MY ENTHUSIASTIC SUPPORT BUT PROVIDING HEALTHCARE FOR  
15 INDIGENTS IS LESS PROBLEMATIC. THEY'RE RECEIVING THE MEDICAL  
16 ATTENTION THEY SHOULD NOW THAT YOU ARE RECEIVING THIS \$21.5  
17 MILLION. MA'AM, I CAN'T SAY ENOUGH, SO I'M GOING TO SHUT UP  
18 AND THANK YOU.

19

20 **SUP. MOLINA, CHAIR:** THANK YOU, MR. ROBINSON. THAT ITEM IS  
21 MOVED BY SUPERVISOR BURKE, SECONDED BY SUPERVISOR YAROSLAVSKY.  
22 IF THERE'S NO OBJECTION, SO ORDERED ON THAT ITEM.

23

24 **SUP. BURKE:** ITEM 32.

25



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1 **SUP. MOLINA, CHAIR:** 32. MR. BAXTER.

2

3 **PETER BAXTER:** MADAM CHAIR, MEMBERS OF YOUR HONORABLE BOARD,  
4 MR. JANSSEN, LADIES AND GENTLEMEN, MY NAME IS PETER BAXTER AND  
5 I LIVE IN LOS ANGELES. IT IS RESPECTFULLY SUBMITTED THAT THIS  
6 AGENDA ITEM IS A REQUEST FOR THE SHERIFF'S CARSON STATION.  
7 LIEUTENANT AL GROTEFAND OF THE DEPARTMENT OF THE SHERIFF IS  
8 IDENTIFIED IN THE NEWS MEDIA AS BEING THE SUPERVISING OFFICER  
9 IN THE INVESTIGATION OF THE FIRE IN CARSON ON SEPTEMBER 04,  
10 2005, WHEN FIVE CHILDREN PERISHED OF SMOKE INHALATION IN THAT  
11 FIRE. WHAT IS TO BE NOTED IS THAT THERE IS NO REFERENCE IN THE  
12 INVESTIGATION BY THE DEPARTMENT OF THE SHERIFF OF THE MEANS  
13 AND THE METHOD USED BY THE COUNTY FIRE DEPARTMENT TO PUT THE  
14 FIRE OUT. MISS SAMANTHA GONZAGA, STAFF WRITER FOR THE LONG  
15 BEACH PRESS TELEGRAM, REPORTS THE FIRE AS EXTENDING FROM 8:22  
16 A.M. UNTIL 8:36 A.M. THAT IS A TOTAL OF 14 MINUTES. SMOKE  
17 PREVENTS OXYGEN FROM REACHING THE VICTIMS WHO ARE TRAPPED IN  
18 THE BURNING BUILDING. HUMAN RESPIRATION IS BLOCKED BY SMOKE  
19 AND, AFTER FOUR MINUTES, PERHAPS LESS, OF BEING DEPRIVED OF  
20 OXYGEN, THE VICTIM DIES. THERE IS A METHOD OF ELIMINATING  
21 SMOKE FROM A FIRE BY INJECTING STEAM INTO THE BURNING AREA.  
22 INJECTING STEAM INTO THE BURNING AREA ALSO PUTS OUT THE FIRE  
23 INSTANTLY. WHILE IT DOES NOTHING TO PREVENT FRESH AIR FROM  
24 REACHING THE FIRE, ONLY A GAS LIKE STEAM PREVENTS FRESH AIR  
25 FROM FEEDING A FIRE. THE TIME PERIOD IS CRITICAL FOR FIRE



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1 VICTIMS. CURIOUSLY, THERE IS NO IMPERATIVE POLICY WHICH  
2 DEMANDS FROM THE FIRE DEPARTMENT ACTION WHICH ADDRESSES THE  
3 ELIMINATION OF SMOKE AS THE PRIMARY POLICY WHICH TAKES  
4 PRECEDENCE IN FIGHTING FIRE. THE SUPERVISOR FOR THE THIRD  
5 DISTRICT, THE HONORABLE ZEV YAROSLAVSKY, IS QUOTED IN "THE LOS  
6 ANGELES TIMES" OF SEPTEMBER 19TH, I THINK IT WAS, IN THE  
7 PROFILE OF MR. MERRICK BOBB, "THUS YOU NEED," IT IS SUPERVISOR  
8 YAROSLAVSKY SPEAKING, "YOU NEED SOMEBODY FROM OUTSIDE THE  
9 STRUCTURE WHO IS FREE TO CALL THEM AS HE SEES THEM." THAT'S  
10 THE END OF THE QUOTATION, ALL OF WHICH IS RESPECTFULLY  
11 SUBMITTED AND I THANK YOU, MADAM CHAIR.

12

13 **SUP. MOLINA, CHAIR:** THANK YOU, MR. BAXTER. ITEM 32, MOVED BY  
14 SUPERVISOR BURKE, SECONDED BY SUPERVISOR ANTONOVICH. IF  
15 THERE'S NO OBJECTION, SO ORDERED.

16

17 **SUP. BURKE:** THAT CONCLUDES MY ITEMS.

18

19 **SUP. MOLINA, CHAIR:** THAT CONCLUDES YOUR ITEMS. MR.  
20 YAROSLAVSKY, YOUR SPECIALS, PLEASE.

21

22 **SUP. YAROSLAVSKY:** MADAM CHAIR, I HAVE A COUPLE OF ADJOURNING  
23 MOTIONS. FIRST, I'D LIKE TO ASK THAT WE ADJOURN IN THE MEMORY  
24 OF BRENT EDWARD SHAPIRO, A RESIDENT OF OUR DISTRICT AND A  
25 U.S.C. STUDENT WHO MADE THE DEAN'S LIST, RECENTLY DIED



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1 TRAGICALLY, IN TRAGIC CIRCUMSTANCES, AT THE AGE OF 24. HE IS  
2 SURVIVED BY HIS MOTHER, LINELL, AND HIS FATHER, ROBERT  
3 SHAPIRO, A NOTED DEFENSE ATTORNEY, AND A BROTHER, GRANT  
4 SHAPIRO. NEXT, I'D LIKE TO-- WELL, THOSE-- THAT'S THE SAME  
5 ONE. THOSE-- THAT'S MY ONLY ADJOURNING MOTION, MADAM CHAIR.

6

7 **SUP. MOLINA, CHAIR:** SO ORDERED ON THAT ADJOURNMENT.

8

9 **SUP. YAROSLAVSKY:** I HAVE SEVERAL MOTIONS I WANT TO READ IN FOR  
10 NEXT WEEK. FIRST, THE OFFICE OF A.I.D.S. PROGRAMS AND POLICY,  
11 THE DEPARTMENT OF HEALTH SERVICES, ISSUED A MEMO ENTITLED,  
12 "CONTRACT REDUCTIONS" JUST LAST-- A COUPLE WEEKS AGO. THIS  
13 MEMO RECOMMENDED A TOTAL OF \$1.6 MILLION IN CONTRACT  
14 REDUCTIONS TO H.I.V., A.I.D.S. SERVICES PROVIDERS AND RYAN  
15 WHITE CARE ACT FUNDS FOR YEAR '16, BEGINNING MARCH 1ST OF  
16 2006. IT ALSO RECOMMENDED THAT THE CONTRACT RENEWAL AND  
17 NEGOTIATION PROCESSES FOR YEAR '16 REFLECT THESE FUNDING  
18 REDUCTIONS, THE PROPOSED REDUCTIONS OF SERVICE DELIVERY  
19 IMPLICATIONS FOR PEOPLE LIVING WITH H.I.V. AND A.I.D.S. IN LOS  
20 ANGELES COUNTY. IRONICALLY THESE RECOMMENDATIONS COME AT THE  
21 SAME TIME THAT O.A.P.P. OFFICE OF A.I.D.S. PLANNING IS  
22 INCREASING ITS ADMINISTRATIVE COSTS BY 1.2 MILLION DOLLARS.  
23 SERVICES, NOT ADMINISTRATION, SHOULD BE THE COUNTY'S TOP  
24 PRIORITY. I THEREFORE MOVE THAT THE BOARD OF SUPERVISORS  
25 INSTRUCT O.A.P.P. TO IDENTIFY ADMINISTRATIVE COST REDUCTIONS



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1 IN AN AMOUNT SUFFICIENT TO MITIGATE THE PROPOSED \$1.6 MILLION  
2 CONTRACT SERVICE REDUCTIONS AND REPORT TO THE BOARD BY  
3 NOVEMBER 1ST, 2005. SECONDLY, INSTRUCT O.A.P.P. TO SUSPEND  
4 CONTRACT RENEWAL NEGOTIATIONS FOR YEAR '16 UNTIL THE BOARD HAS  
5 RECEIVED THE REQUEST ON NOVEMBER 1ST-- THE REQUESTED REPORT  
6 FROM O.A.P.P. THIS IS FOR A REPORT BACK IN TWO WEEKS. SO MAYBE  
7 WE DON'T NEED TO CALENDAR THIS. RAY, WOULD THAT BE-- THE FIRST  
8 PART CERTAINLY IS A REPORT BACK. THE SECOND PART...

9

10 **RAYMOND G. FORTNER, JR., COUNSEL:** THE SECOND PART IS MORE OF  
11 AN ADMINISTRATIVE ACTION, THOUGH, AND PROBABLY SHOULD BE ON  
12 THE AGENDA.

13

14 **SUP. YAROSLAVSKY:** ALL RIGHT. WELL, WHY DON'T WE-- WHY DON'T WE  
15 PUT IT ON THE AGENDA BUT, IN THE MEANTIME, ASK THEM TO AT  
16 LEAST BEGIN TO DO THE FIRST PART, WHICH I THINK IS OKAY. ALL  
17 RIGHT. MADAM CHAIR, ANOTHER MOTION I WANT TO PUT ON FOR NEXT  
18 WEEK IS TO TAKE A POSITION IN OPPOSITION TO PROPOSITION 73.  
19 FOR MORE THAN 50 YEARS, YOUNG WOMEN IN CALIFORNIA UNDER THE  
20 AGE OF 18 HAVE RECEIVED THE FULL RANGE OF PREGNANCY-RELATED  
21 HEALTHCARE SERVICES AVAILABLE TO THEIR ADULT COUNTERPARTS. IN  
22 RECENT YEARS, HOWEVER, THERE'S BEEN A CONCERTED EFFORT TO  
23 LIMIT THEIR REPRODUCTIVE FREEDOM BY CREATING LEGAL AND  
24 STATUTORY BARRIERS TO THEIR RIGHT TO CHOOSE. IN 1987, FOR  
25 EXAMPLE, THE LEGISLATURE AMENDED STATE LAW TO IMPOSE



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1 ADDITIONAL BURDENS ON YOUNG WOMEN SEEKING ABORTIONS. THOSE  
2 PROVISIONS WERE CHALLENGED IN COURT AND WERE EVENTUALLY STRUCK  
3 DOWN IN 1997. BUT TODAY THOSE WHO OPPOSE A WOMAN'S RIGHT TO  
4 CHOOSE HAVE MOUNTED ANOTHER ASSAULT ON REPRODUCTIVE FREEDOM  
5 WITH PROPOSITION 73 IN THE NOVEMBER 8TH BALLOT. PROP 73 IS A  
6 PROPOSED INITIATIVE CONSTITUTIONAL AMENDMENT THAT WOULD  
7 REQUIRE MANDATORY-- A MANDATORY WAITING PERIOD AND PARENTAL  
8 NOTIFICATION WITH RARE EXCEPTIONS BEFORE A MINOR LIVING AT  
9 HOME MAY OBTAIN AN ABORTION. YOUNG GIRLS WHO FIND THEMSELVES  
10 PREGNANT, FRIGHTENED AND VULNERABLE WOULD FACE A GRIM CHOICE  
11 BETWEEN ASKING PERMISSION FROM PARENTS WHO MAY BE SHAMING,  
12 BLAMING, PUNISHING OR ABUSIVE OR TRYING TO NAVIGATE ON THEIR  
13 OWN THROUGH A CONFUSING AND OFTEN INDIFFERENT JUVENILE AND  
14 APPELLATE COURT SYSTEM. IN ADDITION, PROPOSITION 73 GOES FAR  
15 BEYOND THE PARENTAL CONSENT ISSUE, INSERTING LANGUAGE INTO THE  
16 STATE CONSTITUTION THAT WOULD ACTUALLY REDEFINE ABORTION AS  
17 "CAUSING DEATH OF THE UNBORN CHILD, A CHILD CONCEIVED BUT NOT  
18 YET BORN." THAT'S A QUOTE. NOBODY KNOWS WHAT THESE WORDS MAY  
19 MEAN WHEN INTERPRETED BY GOVERNMENT POLICY MAKER OR MAKERS AND  
20 THE COURTS. VOTERS SHOULD NOT INSERT LANGUAGE WHOSE  
21 RAMIFICATIONS ARE COMPLETELY UNKNOWN INTO THE CALIFORNIA  
22 CONSTITUTION, WHICH IS OUR FUNDAMENTAL STATE LAW. PROP 73  
23 STARTS WITH A FLAWED PREMISE THAT A STATEWIDE CONSTITUTIONAL  
24 AMENDMENT CAN SUCCEED WHERE INDIVIDUAL FAMILY COMMUNICATION  
25 HAS FAILED. BUT THIS IS NOT REALLY ABOUT STARTING A



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1 DISCUSSION, IT'S ABOUT STOPPING ABORTIONS. THE SPONSOR'S TRUE  
2 AGENDA IS TO MAKE OBTAINING AN ABORTION NOT JUST INCONVENIENT  
3 BUT INCREASINGLY IMPOSSIBLE FOR AS MANY WOMEN AS POSSIBLE. THE  
4 STATE LEGISLATIVE ANALYST HAS CONCLUDED THAT PROPOSITION 73  
5 WOULD COST TAXPAYERS MILLIONS OF DOLLARS IN ADDITIONAL  
6 SPENDING FOR HEALTH AND SOCIAL SERVICE PROGRAMS, COURT  
7 OPERATIONS, AND STATE ADMINISTRATIVE EXPENSES. IMPOSING  
8 ADDITIONAL TAXPAYER COSTS WHILE CURTAILING EXISTING  
9 CONSTITUTIONAL RIGHTS IS A POOR BARGAIN AND IT'S POOR PUBLIC  
10 POLICY. I THEREFORE MOVE THAT THE BOARD OF SUPERVISORS  
11 FORMALLY EXPRESS ITS OPPOSITION TO CURTAILING THE REPRODUCTIVE  
12 RIGHTS OF YOUNG CALIFORNIA WOMEN AND URGE A "NO" VOTE ON  
13 PROPOSITION 73 IN THE NOVEMBER 8TH, 2005 SPECIAL ELECTION  
14 BALLOT. THIS IS FOR NEXT WEEK. AND, LASTLY, I HAVE A MOTION  
15 FOR NEXT WEEK DEALING WITH THE VETERANS ADMINISTRATION. THE  
16 VETERANS ADMINISTRATION IN WEST LOS ANGELES IS CURRENTLY  
17 REEVALUATING UTILIZATION OF THE-- THE VETERANS ADMINISTRATION  
18 IS CURRENTLY REEVALUATING UTILIZATION OF THE WEST LOS ANGELES  
19 V.A. PROPERTY UNDER THE CAPITAL ASSET REALIGNMENT FOR ENHANCED  
20 SERVICES BUSINESS PLAN STUDIES, OTHERWISE KNOWN AS THE CARES  
21 PROCESS. ON SEPTEMBER 22ND, THE CARES LOCAL ADVISORY PANEL  
22 HELD A PUBLIC HEARING AT THE WADSWORTH THEATRE AT THE WEST LOS  
23 ANGELES VETERANS ADMINISTRATION. THE LOCAL ADVISORY PANEL  
24 ADOPTED SIX GUIDING PRINCIPLES RELATIVE TO ALL DECISIONS  
25 REGARDING THE FUTURE OF THE WEST LOS ANGELES V.A. THEY WERE AS



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1 FOLLOWS: FIRST, TO HONOR THE TWO PIECES OF FEDERAL LEGISLATION  
2 THAT HAVE BECOME KNOWN COLLECTIVELY AS THE CRANSTON ACT, WHICH  
3 PREVENTS THE SALE OR COMMERCIAL USE OF A MAJOR PART OF THE  
4 PROPERTY. 2: TO HONOR THE SPIRIT OF THE 1888 DEED FROM JOHN P.  
5 JONES AND ARCADIA D. DEBAKER GRANTING THE LAND AS AN OLD  
6 SOLDIER'S HOME BY ADOPTING THE PRINCIPLE IN PERPETUITY, "THE  
7 LAND MUST BE MAINTAINED FOR THE DIRECT BENEFIT OF VETERANS".  
8 THIRD: TO PRECLUDE COMMERCIAL USES ON THE PROPERTY, AS STATED  
9 IN THE LETTER DATED FEBRUARY 25TH, 2002, FROM THEN SECRETARY  
10 OF THE VETERANS AFFAIRS, ANTHONY P. PRINCIPPY TO MYSELF.  
11 FOURTH: TO MAINTAIN CURRENT LAND USE AGREEMENTS ON THE  
12 PROPERTY AS OUTLINED IN THE CARES SUMMARY REPORT AND AMENDED  
13 BY THE LOCAL ADVISORY PANEL. FIFTH: TO DECLARE THAT THERE IS  
14 NO EXCESS LAND AT THE WEST L.A. VETERANS ADMINISTRATION  
15 PROPERTY. AND FINALLY: TO ABIDE BY THE NATIONAL HISTORIC  
16 PRESERVATION ACT AS IT APPLIES TO THE WEST L.A. V.A. THE WEST  
17 L.A. V.A. IS THE LARGEST VETERANS ADMINISTRATION SITE IN THE  
18 NATION, ENCOMPASSING 387 ACRES. AS SUCH, IT CARRIES  
19 SIGNIFICANT REGIONAL, STATE AND NATIONAL INTEREST FOR OUR  
20 NATION'S VETERANS. THIS PROPERTY ATTRACTS AND SERVES VETERANS  
21 NOT ONLY FROM THE LOS ANGELES AREA BUT ALSO FROM ALL PARTS OF  
22 THE STATE AND COUNTRY. ACCORDING TO THE CALIFORNIA DEPARTMENT  
23 OF VETERANS AFFAIRS, "MORE VETERANS LIVE WITHIN 50 MILES OF  
24 THE WEST L.A. VETERANS ADMINISTRATION CENTER THAN IN 42 OTHER  
25 STATES COMBINED." IT IS A KNOWN FACT THAT OUR VETERANS ARE IN



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1 NEED OF QUALITY MEDICAL CARE, SUPPORT SERVICES, MENTAL HEALTH  
2 PROGRAMS AND AFFORDABLE HOUSING. WE BELIEVE IT IS CRITICAL  
3 THAT WEST L.A. V.A. REMAIN AS A PRIMARY LOCATION THAT PROVIDES  
4 COMPREHENSIVE SERVICES TO OUR VETERANS. I THEREFORE MOVE THAT  
5 A 5-SIGNATURE LETTER BE SENT TO THE SECRETARY OF VETERANS  
6 AFFAIRS, JAMES NICHOLSON, URGING HIM TO HONOR OUR VETERANS BY  
7 PRESERVING THE WEST L.A. VETERANS ADMINISTRATION LAND FOR THE  
8 PURPOSES OF DIRECTLY SERVING OUR VETERANS, AS STIPULATED IN  
9 THE 1888 DEED BY USING THE SIX PRINCIPLES AS A FOUNDATION IN  
10 MAKING ONGOING DECISIONS ABOUT THE WEST LOS ANGELES V.A. AND  
11 BY REJECTING ANY CONCEPT OR PROPOSAL THAT CONFLICTS WITH THESE  
12 GUIDING PRINCIPLES. THAT'S FOR NEXT WEEK.

13

14 **SUP. MOLINA, CHAIR:** VERY GOOD.

15

16 **SUP. YAROSLAVSKY:** NOW, I'M NOT HOLDING ANYTHING AND I THINK  
17 WE'LL WAIT UNTIL THE END TO DO THE-- SO I'M DONE.

18

19 **SUP. MOLINA, CHAIR:** ALL RIGHT. SUPERVISOR KNABE, YOUR  
20 SPECIALS.

21

22 **SUP. KNABE:** THANK YOU, MADAM CHAIR. I HAVE A NUMBER OF  
23 ADJOURNMENTS. FIRST OF ALL, THAT-- SUPERVISOR BURKE MAY HAVE  
24 BROUGHT THIS IN ALREADY, THAT WE ADJOURN IN THE MEMORY OF  
25 BRANDII RUIZ...



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1

2 **SUP. BURKE:** I DIDN'T BRING IT IN. I WANTED TO JOIN WITH YOU.

3

4 **SUP. KNABE:** ...A HURDLER AND SPRINTER ON THE LONG BEACH STATE  
5 TRACK AND FIELD TEAM. SHE LOST HER BATTLE WITH NON-HODGKIN'S  
6 LYMPHOMA AT THE VERY YOUNG AGE OF 22. SHE IS SURVIVED BY HER  
7 PARENTS, ROSE AND JORGE, AND SISTER, MONICA. SHE WILL BE  
8 DEARLY MISSED BY FAMILY AND FRIENDS.

9

10 **SUP. BURKE:** AND I'M JOINING IN THAT.

11

12 **SUP. KNABE:** ALSO THAT WE ADJOURN IN MEMORY OF CHARLENE  
13 EDINGER, A LONG-TIME RESIDENT OF REDONDO BEACH. SHE'S SURVIVED  
14 BY HER SON, TOBY, DAUGHTERS, LYNEE AND JAYNE. ALSO THAT WE  
15 ADJOURN IN MEMORY OF KARI MATTLY, WHO PASSED AWAY AT THE AGE  
16 OF 55. SHE WAS A REGISTERED NURSE AND SHE WAS A MEMBER OF THE  
17 EMMANUEL REFORM CHURCH IN PARAMOUNT. SHE IS SURVIVED BY HER  
18 HUSBAND OF 11 YEARS, MICHAEL, SON, SEAN, STEPSON, NATHAN, TWO  
19 GRANDSONS, ANDREW AND CHRISTIAN, HER MOTHER, HELEN, TWO  
20 SISTERS, LORRI AND KENDRA AND A HOST OF NIECES AND NEPHEWS.  
21 ALSO THAT WE ADJOURN IN THE MEMORY OF DELVIN LEE NIELSON, WHO  
22 PASSED AWAY AT THE AGE OF 65. HE OWNED AND OPERATED D AND D  
23 SPORTING GOODS IN THE CITY OF LAKEWOOD AND HE WAS KNOWN FOR  
24 HIS VERY SPECIAL DISCOUNTS HE GAVE TO YOUNG CUSTOMERS WHO  
25 WOULD COME INTO THE STORE AND LOOK ADMIRABLY AT A PIECE OF



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1 EQUIPMENT AND THEY KNEW THEY COULDN'T AFFORD IT AND SO HE WAS  
2 ALWAYS WILLING TO DO SPECIAL THINGS FOR THEM. HE WAS VERY  
3 ACTIVE WITH YOUTH SPORTS FOR OVER 25 YEARS AND HE IS SURVIVED  
4 BY HIS WIFE, DIANE, SONS, JEFF AND MARK, DAUGHTER, MARIE,  
5 GRANDCHILDREN: ASHLEY, HALEY, KAITLYN, JASON, MAGGIE,  
6 BROTHERS, DAVID, DWAYNE, DONALD AND DOUG, SISTER, DIANE,  
7 DARLENE, AND DORENE. THAT'S A LOT OF DS. BUT HE'LL BE MISSED  
8 BY ALL. GREAT GUY. ALSO THAT WE ADJOURN IN MEMORY OF-- WE MAY  
9 HAVE DONE THIS LAST WEEK. I HAD TO LEAVE EARLY BUT JOHN SMITH,  
10 FATHER OF COUNCILMAN GREIG SMITH, WHO PASSED AWAY.

11

12 **SUP. ANTONOVICH:** WE DID THAT LAST WEEK.

13

14 **SUP. KNABE:** OKAY. I WANTED TO BE INCLUDED IN THAT AS WELL.  
15 ALSO THAT WE ADJOURN IN MEMORY OF MARGE DRAPER, WHO PASSED  
16 AWAY RECENTLY. A LONG-TIME FRIEND, SHE'LL BE SORELY MISSED BY  
17 HER FAMILY AND FRIENDS. BETTY EALY, KNOWN AS THE FIRST LADY OF  
18 HER LONG BEACH CHURCH. HER HUSBAND, THE REVEREND JOE EALY OF  
19 GOSPEL MEMORIAL CHURCH OF GOD AND CHRIST SAID, "SHE DID NOT  
20 HAVE THE TITLE OF CO-PASTOR BUT SHE DEFINITELY WAS." SHE IS  
21 SURVIVED BY HER HUSBAND, REVEREND JOE, DAUGHTERS, CYNTHIA AND  
22 KESHA AND SIX SIBLINGS: OTIS, ARTHUR, ANTHONY, WADE, DORIS,  
23 JUANETTA AND WILL BE MISSED BY ALL. ALSO THAT WE ADJOURN IN  
24 MEMORY OF HUGH ALLEN, A LONG-TIME FRIEND, VERY ACTIVE-- HE WAS  
25 VERY ACTIVE IN THE BOARD OF REALTORS BUT, MORE IMPORTANTLY, HE



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1 WAS AN AVID SPORTSMAN AND SPENT 35 YEARS AS A REFEREE FOR  
2 C.I.F. AND, UPON HIS RETIREMENT, WAS AWARDED THE LIFETIME  
3 ACHIEVEMENT AWARD. HE IS SURVIVED BY HIS LONG-TIME COMPANION  
4 AND LOYAL CAREGIVER, PEGGY, SONS: DALE, DERRICK, AND RANDALL  
5 AND DAUGHTER, DIANE, SISTERS ELISE, JANICE AND ALIDA AND  
6 BROTHER, JAMES. ALSO THAT WE ADJOURN IN MEMORY OF PAT MIRANDA,  
7 LONG-TIME CITY OF IRWINDALE COUNCIL MEMBER WHO PASSED AWAY AT  
8 THE AGE OF 79. HE'LL BE MISSED BY-- HE IS SURVIVED BY HIS WIFE  
9 OF 57 YEARS, MARISSA, THREE CHILDREN: SANDRA, PATRICK AND  
10 MAGGIE LEE, FOUR BROTHERS, TWO SISTERS, EIGHT GRANDCHILDREN  
11 AND FOUR GREAT GRANDCHILDREN. ALSO THAT WE ADJOURN IN MEMORY  
12 OF RINALDO "RINO" ROTTIGNI, VERY ACTIVE, LIFELONG RESIDENT OF  
13 SOUTHERN CALIFORNIA, BORN IN NORWALK AND, AFTER GETTING  
14 MARRIED TO HIS WIFE, SHIRLEY, MOVED TO BELLFLOWER. HE WAS VERY  
15 ACTIVE IN THE COMMUNITY, GREAT GUY. HE IS SURVIVED BY HIS WIFE  
16 OF 54 YEARS, SHIRLEY; SONS, RICHARD AND RUSSELL; DAUGHTER,  
17 ROCHELLE, BROTHER, NINO. HE'LL BE MISSED BY ALL. AND FINALLY,  
18 THAT WE ADJOURN IN MEMORY OF JOHN HALES, A LONG-TIME RESIDENT  
19 OF HERMOSA BEACH, WHO PASSED AWAY AT THE AGE OF 89. HE WAS A  
20 HERMOSA BEACH PLANNING COMMISSIONER, VERY ACTIVE, DESIGNED THE  
21 HERMOSA BEACH CHAMBER LOGO AND ALSO THE CITY OF TORRANCE MAP  
22 TYPE CITY SEAL. HE IS SURVIVED BY HIS SON, DONALD. THOSE ARE  
23 MY ADJOURNMENTS.

24

25 **SUP. MOLINA, CHAIR:** SO ORDERED ON THOSE ADJOURNMENTS.



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1

2 **SUP. KNABE:** I HAD HELD A COUPLE OF ITEMS, MADAM CHAIR. FIRST  
3 OF ALL, ITEM 36. I JUST HELD FOR A MOTION. VERY APPRECIATIVE  
4 OF THE, OBVIOUSLY, OF THE EXHAUSTIVE EFFORTS OF THE NEW  
5 DIRECTIONS TASK FORCE THAT WAS CONDUCTED TO BRING THE SPECIAL  
6 NEEDS HOUSING RECOMMENDATIONS TO THE BOARD HERE. THE HOUSING  
7 PLAN WAS VERY COMPREHENSIVE IN ITS SCOPE AND RECOMMENDATIONS  
8 AND I HAD A LOT OF OTHERS IN THE PREAMBLE THERE BUT, AT THE  
9 END, THEREFORE, I MOVE THAT THESE RECOMMENDATIONS BE AMENDED  
10 AS FOLLOWS: THAT THE RECOMMENDATION FOR THE C.A.O. TO REPORT  
11 BACK TO THE BOARD AS TO THE ESTABLISHMENT OF A HOUSING TRUST  
12 FUND, WHICH IS RECOMMENDATION NUMBER 3, OCCUR SEPARATELY AND  
13 APART FROM THE 2006/2007 PROPOSED BUDGET. THAT WOULD BE MY  
14 AMENDMENT. WITH THAT, I'D MOVE THE ITEM.

15

16 **SUP. MOLINA, CHAIR:** ALL RIGHT. THERE IS NO ONE WHO WANTED TO  
17 SPEAK ON THAT ITEM, RIGHT? ALL RIGHT. IS THERE ANY PROBLEM  
18 WITH THE AMENDMENT?

19

20 **SUP. BURKE:** NO, I HAVE NO PROBLEM.

21

22 **SUP. MOLINA, CHAIR:** ALL RIGHT. IT'S BEEN MOVED AND SECONDED AS  
23 AMENDED BY SUPERVISOR KNABE.

24



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1 **SUP. YAROSLAVSKY:** MADAM CHAIR, IF I COULD JUST-- I DON'T KNOW  
2 WHERE DAVID WENT.

3

4 **SUP. MOLINA, CHAIR:** WERE YOU GOING TO ASK A QUESTION?

5

6 **SUP. YAROSLAVSKY:** YEAH, JUST BRIEFLY. VERY BRIEF COMMENT. I  
7 DON'T HAVE A PROBLEM. CAN YOU JUST HOLD THIS FOR A SECOND  
8 UNTIL HE GETS BACK?

9

10 **SUP. MOLINA, CHAIR:** ALL RIGHT. LET'S JUST HOLD THIS FOR...

11

12 **SUP. KNABE:** YEAH, I DISCUSSED THIS WITH DAVID SO I DON'T...

13

14 **SUP. YAROSLAVSKY:** NO, IT'S NOT ABOUT YOUR AMENDMENT. I JUST  
15 REALLY WANTED TO...

16

17 **SUP. MOLINA, CHAIR:** HERE HE COMES.

18

19 **SUP. YAROSLAVSKY:** HERE HE IS. OKAY. JUST TO SAY WHAT I SAID TO  
20 YOU YESTERDAY, THAT-- AND SAY IT PUBLICLY, THAT WE HAVE  
21 SEVERAL MOTIONS OVER THE LAST SEVERAL MONTHS THAT HAVE COME UP  
22 DEALING WITH HOUSING TRUST FUNDS AND THE LIKE. AND, AS YOU  
23 DEAL WITH ALL THIS, I HOPE YOU WILL CONSOLIDATE ALL OF THESE.  
24 YOU KNOW, THEY'RE ALL SIMILAR, COME AT IT FROM A DIFFERENT  
25 POINT OF VIEW, BUT I THINK THEY ALL END UP WANTING TO DO THE



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1 SAME THING. I WANT TO MAKE SURE THAT YOU CONSOLIDATE ALL OF  
2 THE-- SYNTHESIZE ALL OF THE VARIOUS MOTIONS INTO THE REPORT  
3 YOU'RE GOING TO MAKE.

4

5 **C.A.O. JANSSEN:** MADAM CHAIR, SUPERVISOR, WE CERTAINLY WILL DO  
6 THAT. THE BOARDS LETTER IDENTIFIES A NUMBER OF BOARD MOTIONS  
7 STARTING IN JANUARY 4TH, 2005, BUT EVEN IT DOESN'T PICK UP THE  
8 SEPTEMBER MOTIONS, WHICH HAD TO DO WITH ONGOING FUNDING FOR  
9 PROGRAMS. WE ALREADY HAVE STARTED LOOKING AT WHAT OTHER STATES  
10 DO WITH RESPECT TO FUNDING HOMELESS PROGRAMS. FOR EXAMPLE, 28  
11 STATES HAVE DEDICATED REVENUE SOURCES FOR AFFORDABLE HOUSING.  
12 SO WE WILL, IN FACT, MAKE SURE THAT ALL OF THESE PIECES FIT  
13 TOGETHER IN ONE FASHION OR ANOTHER. WE HAVE THE \$20 MILLION  
14 THAT THE BOARD ALLOCATED AS PART OF THE BUDGET AS PART OF  
15 DEALING WITH THE HOMELESS ISSUE AS WELL. SO, YES, IT IS OUR  
16 INTENT TO DO THAT.

17

18 **SUP. YAROSLAVSKY:** OKAY. THANK YOU.

19

20 **SUP. MOLINA, CHAIR:** ALL RIGHT. DO WE UNDERSTAND EACH OTHER ON  
21 THIS? ALL RIGHT. IF THERE'S NO OBJECTION, SO ORDERED ON THAT  
22 ITEM.

23



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1 **SUP. KNABE:** YEAH, MADAM CHAIR, THE OTHER ITEM HELD IS ITEM 14  
2 AND I'D JUST LIKE SOMEBODY FROM THE HEALTH DEPARTMENT. I HAVE  
3 A COUPLE QUESTIONS IN REGARDS TO THIS CONTRACT.

4  
5 **SUP. MOLINA, CHAIR:** ITEM NUMBER 14. EITHER DR. GARTHWAITE OR  
6 DR. CHERNOF. HERE WE GO.

7  
8 **SUP. KNABE:** DR. GARTHWAITE, I STILL HAVEN'T RECEIVED A  
9 COMPLETE RESPONSE TO THE QUESTION THAT I ASKED A FEW WEEKS  
10 AGO, SO I'M GOING TO ASK IT AGAIN. SINCE THIS IS A SOLE-SOURCE  
11 CONTRACT, HOW DO WE-- HOW DO YOU KNOW, AS A DEPARTMENT, THAT  
12 WE'RE STILL GETTING THE BEST PRICE AND THE BEST SERVICE THAT'S  
13 AVAILABLE? OBVIOUSLY, WE NEED THESE SERVICES BUT, YOU KNOW, I  
14 MEAN, THAT TIES INTO HOW THAT COMPARES WITH OUR VENDORS AT  
15 OTHER HOSPITALS AND THE WHOLE THING.

16  
17 **DR. THOMAS GARTHWAITE:** RIGHT. I'M GOING TO ASK DR. CHERNOF TO  
18 SPEAK FIRST AND THEN I'LL ADD...

19  
20 **DR. BRUCE CHERNOF:** SUPERVISOR KNABE, JUST A COUPLE OF THOUGHTS  
21 WITH RESPECT TO YOUR QUESTION. FIRST, WHEN THE DEPARTMENT IS  
22 IN THE PROCESS OF DEVELOPING A MORE COMPREHENSIVE R.F.P. THAT  
23 WOULD BE AVAILABLE TO ALL THE FACILITIES WHICH WILL BE A MENU  
24 OF OPTIONS TO PURCHASE RADIOLOGIC SERVICES, INTERVENTIONAL,  
25 INVASIVE, PLAIN READING AND MANY OF THE SERVICES THAT ARE



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1 ALREADY IN THIS CONTRACT THAT WILL NOT BE A SOLE-SOURCE  
2 CONTRACT. THE R.F.P. IS BEING DEVELOPED. WE'RE WORKING CLOSELY  
3 WITH OUR STAFF AND OTHER DEPARTMENT STAFF TO PULL THAT  
4 TOGETHER. THAT'S WHY THIS IS OF A ONE-YEAR TERM. THE SECOND  
5 KEY ISSUE WITH RESPECT TO YOUR QUESTION IS THAT WE HAVE AN  
6 ACUTE NEED AT THE FACILITY FOR SERVICES. WE DO LOOK FOR OTHER  
7 PROVIDERS IN THE NEAR TERM WHO COULD PROVIDE THESE SERVICES ON  
8 A SHORT-TERM BASIS AND WE WEREN'T ABLE TO FIND ANYBODY. THESE  
9 PROVIDERS ARE FAMILIAR WITH THE FACILITY, THEY'VE WORKED AT  
10 THE FACILITY. WE HAD HAD OUR CONTRACTS AND GRANTS INDIVIDUALS  
11 LOOK AT THE RATES IN THE CONTRACTS. THEY ARE COMPETITIVE OR  
12 BELOW MARKET. AND...

13

14 **SUP. KNABE:** BELOW MARKET, IS THAT WHAT THE PRIVATE HOSPITALS  
15 ARE PAYING?

16

17 **DR. BRUCE CHERNOF:** CORRECT. AND SO OUR GOAL HERE IS TO PUT IN  
18 PLACE A SHORT-TERM CONTRACT THAT DEALS WITH THE CRITICAL NEED  
19 AT THE FACILITY. IT'S A CLOSED-ENDED CONTRACT AND THERE IS A  
20 FULL EXPECTATION THAT WE'LL BE IN FRONT OF YOUR BOARD WITH A  
21 MUCH MORE COMPREHENSIVE PROPOSAL FOR ALL THE FACILITIES THAT  
22 DEALS WITH THESE AND SIMILAR SERVICES.

23

24 **DR. THOMAS GARTHWAITE:** I'LL ALSO ADD THAT WE'VE HAD EXPERIENCE  
25 UNDER OTHER VEHICLES OR OTHER CONTRACTS WITH SOME OF THE



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1 INDIVIDUALS AND THEY'VE PROVIDED GOOD SERVICE SO WE KNOW THE  
2 QUALITY HAS BEEN GOOD.

3

4 **SUP. KNABE:** THOSE ARE MY QUESTIONS. I THINK MIKE HELD IT AS  
5 WELL.

6

7 **SUP. ANTONOVICH:** I WOULD JUST LIKE TO MAKE AN AMENDMENT THAT  
8 WE DIRECT THE AUDITOR-CONTROLLER TO CONDUCT A REVIEW OF THE  
9 CONTRACT WITHIN 60 DAYS OF ITS EXECUTION TO ENSURE THAT THE  
10 DEPARTMENT MONITORS THE CONTRACT USING THE RECOMMENDED  
11 PROTOCOLS THAT THE AUDITOR-CONTROLLER HAD REPORTED TO THE  
12 BOARD OF SUPERVISORS. SO HAVE THE AUDITOR-CONTROLLER-- THERE'S  
13 A MOTION AS AMENDED. SECONDED. IS THERE ANY OBJECTION? SO  
14 ORDERED. I WOULD LIKE TO MAKE THE FOLLOWING ADJOURNMENTS. ONE,  
15 ANGIE CARO, WHO PASSED AWAY ON FRIDAY, OCTOBER 14TH. SHE WAS A  
16 GOOD FRIEND, PERSONAL FRIEND, SUPPORTER, KIND OF LIKE A  
17 STEPMOTHER TO CINDY SUZUKI, WHO WAS A PREVIOUS DEPUTY OF MINE  
18 FOR THE SAN FERNANDO VALLEY. QUITE ACTIVE IN THE WOMEN'S  
19 FEDERATED REPUBLICAN ACTIVITIES IN THE VENTURA SAN FERNANDO  
20 VALLEY PORTIONS OF SOUTHERN CALIFORNIA AND SHE LEAVES HER  
21 HUSBAND, SAL, AND HER CHILDREN, RODNEY AND DENNIS. JOHN VARTAN  
22 KETCHOYAN, WHO WAS AN INTEGRAL MEMBER OF THE WESTERN DIOCESE  
23 OF THE ARMENIAN CHURCH, SURVIVED BY HIS WIFE, ROSE AND HIS  
24 CHILDREN. MARY JANE MENEFEE. SHE WAS JUST SHY OF HER 104TH  
25 BIRTHDAY. SHE WAS THE OLDEST SURVIVING CHARTER MEMBER OF THE



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1 SAN MARINO COMMUNITY CHURCH, MEMBER OF THE SAN MARINO GARDEN  
2 CLUB, VOLUNTEER AT METHODIST HOSPITAL OF ARCADIA AUXILIARY FOR  
3 MANY YEARS AND OTHER CIVIC ORGANIZATIONS. ALEX TROFFEY, WHO  
4 SERVED AS ASSISTANT TO HERB KLEIN IN THE PRESIDENTIAL  
5 CAMPAIGNS OF RICHARD NIXON IN '60 AND '68 AND ALSO FOR  
6 PRESIDENT FORD. UNDER THE NIXON ADMINISTRATION, HE WAS THE  
7 PUBLIC AFFAIRS OFFICER FOR THE DEPARTMENT OF INTERIOR AND FOR  
8 THE, AT THAT TIME, THE DEPARTMENT OF HEALTH, EDUCATION AND  
9 WELFARE. HIS EMPLOYERS INCLUDED THE NATIONAL ASSOCIATION OF  
10 MANUFACTURING, THE ASSOCIATED PRESS AND THE UNITED PRESS.  
11 CAPTAIN GEORGE WATKINS, WHO HAD A SINGULAR CAREER HAS A  
12 RECORD- SETTING NAVY TEST PILOT IN THE '50S AND LATER  
13 DELIGHTED IN A NEW GENERATION OF AEROBATIC-GLIDER SCHOOL NEAR  
14 PALMDALE. HE WAS 84. IN 1958, HE HAD SET TWO RECORDS WHILE  
15 FLYING A GRUMMAN F11F-1F SUPER TIGER TO NEARLY 77,000 FEET. HE  
16 WAS THE FIRST NAVY PILOT TO LOG 10,000 HOURS FLYING NAVY  
17 AIRCRAFT AND TO MAKE 1,000 LANDINGS ON AIRCRAFT CARRIERS. HE  
18 HAD A REPUTATION AS A PROFESSIONAL AND WELL RESPECTED CAPTAIN  
19 IN THE NAVY. HE IS SURVIVED BY HIS WIFE, MONICA OF 26 YEARS,  
20 HIS BROTHER, JOHN WATKINS, WHO IS A COMMISSIONER OF MINE FOR  
21 THE COUNTY OF PASADENA AND HIS BROTHER, ADMIRAL JIM WATKINS,  
22 WHO WAS ALSO SECRETARY OF ENERGY IN THE REAGAN ADMINISTRATION.  
23 AMY WHITE FIXLER, A PIONEERING ATTORNEY WHO WAS SUCCESSFUL IN  
24 WRITING THE 1974 STATE LAW THAT AUTHORIZED THE DEDUCTION OF  
25 COURT-ORDERED PAYMENTS FROM PAYCHECKS. SHE WAS A LEGEND IN THE



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1 LEGAL COMMUNITY. JAMES WYMORE, A WORLD WAR II VETERAN, PURPLE  
2 HEART RECIPIENT, RETIRED FROM THE LOS ANGELES COUNTY'S  
3 MARSHAL'S OFFICE AS A LIEUTENANT WITH NEARLY 28 YEARS OF  
4 SERVICE. HE WAS FEATURED MANY TIMES IN THE LOCAL GLENDALE NEWS  
5 PRESS FOR HIS ACTIVITIES. ADRINA JEAN ZERMAN. SHE PASSED AWAY  
6 AT THE AGE OF 83. SHE WAS A LOCAL GIRL WHO, 1939, GRADUATED  
7 FROM BELMONT HIGH SCHOOL AND THEN, IN '41, SIGNED A 7-YEAR  
8 CONTRACT WITH MGM STUDIOS, WHERE SHE WAS FEATURED IN MANY OF  
9 THE MUSICAL DANCING FILMS OF THE '40S. SHE LATER MARRIED FRED  
10 ZERMAN IN 1948 AND THEY RAISED THEIR FAMILY IN GLENDALE, WHERE  
11 SHE WAS A DEVOTED MOTHER OF HER TWO DAUGHTERS, COLLEEN AND  
12 CINDY. ACTIVE MEMBER OF HER COMMUNITY AND WAS CHOREOGRAPHER  
13 FOR THE DANCE SHOWS OF THE VARIOUS PTA AND THE GATEWAY KIWANIS  
14 CLUB EVENTS. SHE WAS A MEMBER OF THE PROFESSIONAL DANCE  
15 SOCIETY AND, WITH HER DAUGHTERS, A MEMBER OF THE NATIONAL  
16 CHARITY LEAGUE AND TO BARRY FREEMAN, WHO PASSED AWAY. SO THOSE  
17 ARE MY ADJOURNMENT MOTIONS.

18

19 **SUP. MOLINA, CHAIR:** SO ORDERED ON THOSE ADJOURNMENTS.

20

21 **SUP. KNABE:** MADAM CHAIR, COULD I JUST-- I FORGOT THAT I HELD  
22 ITEM NUMBER 7. I JUST WANTED TO ADD THE OFFICE OF EDUCATION,  
23 COUNTY OFFICE OF EDUCATION TO COORDINATE WITH THE SCHOOL  
24 DISTRICTS AS IT RELATES TO THIS WHOLE BIRD FLU ISSUE.

25



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1 **SUP. MOLINA, CHAIR:** YEAH, THIS IS GOING TO BE A VERY SERIOUS  
2 ISSUE AND HOPEFULLY WE NEED TO GET A REAL COLLABORATIVE EFFORT  
3 GOING.

4  
5 **SUP. KNABE:** SO, WITH THAT AMENDMENT-- THEN I WOULD-- CHANGE, I  
6 WOULD JUST-- WITH THAT ADDITION, I WOULD MOVE THE ITEM.

7  
8 **SUP. MOLINA, CHAIR:** ALL RIGHT. AS AMENDED BY SUPERVISOR KNABE,  
9 SECONDED BY MS. BURKE, SO ORDERED ON ITEM NUMBER 7.

10  
11 **SUP. ANTONOVICH:** AND THEN FOR NEXT WEEK, I HAVE TWO MOTIONS I  
12 WOULD LIKE TO INTRODUCE. FIRST ONE, DURING PEAK DRIVING TIME  
13 IN ANY GIVEN DAY, TRUCKS AND OTHER VEHICLES TRAVEL HUNDREDS OF  
14 MILES THROUGHOUT OUR COUNTY TO DELIVER GOODS AND SERVICES.  
15 THESE DELIVERIES CONTRIBUTE TO OUR CONGESTED HIGHWAYS BUT,  
16 WHILE SITTING IDLE ON OUR FREEWAYS AND STREETS, THESE TRUCKS  
17 WASTE PRECIOUS GALLONS OF FUEL AND EMIT SMOG-FORMING AND  
18 CANCEROUS TAILPIPE EMISSIONS. TO BE PROACTIVE AND TAKE A  
19 LEADERSHIP ROLE IN OUR COUNTY, WE CAN BE CREATIVE IN REDUCING  
20 CONGESTION AND FUEL CONSUMPTION BY DEVELOPING INCENTIVES FOR  
21 OFF-PEAK DELIVERIES AT OUR COUNTY FACILITIES. RECENTLY ACTING  
22 ON MY MOTION, THE SOUTH COAST AIR QUALITY MANAGEMENT DISTRICT  
23 APPROVED A POLICY AWARDED ADDITIONAL CONTRACT POINTS TO  
24 BIDDERS WHO PLEDGE OFF-PEAK DELIVERIES FOR GOODS AND SERVICES.  
25 A SIMILAR PROGRAM IN OUR COUNTY WOULD REDUCE GRIDLOCK, REDUCE



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1 MOBILE SOURCES OF EMISSIONS AND SET A POSITIVE EXAMPLE FOR THE  
2 PUBLIC AND PRIVATE SECTORS. I'D MOVE THAT THE BOARD DIRECT THE  
3 C.A.O. TO DEVELOP AN OFF PEAK DELIVERY INCENTIVE POLICY FOR  
4 ALL OF OUR COUNTY FACILITIES AND DEPARTMENTS AND WE SEND A  
5 LETTER TO THE CITY MANAGERS AND MAYORS OF OUR COUNTIES' 88  
6 CITIES, THE SUPERINTENDENT OF SCHOOLS, THE M.T.A. BOARD OF  
7 DIRECTORS AND THE CHAMBERS OF COMMERCE TO ENCOURAGE THEM TO  
8 ADOPT OFF PEAK DELIVERY STRATEGIES IN THEIR JURISDICTIONS. AND  
9 FOR THE SECOND MOTION FOR NEXT WEEK, RECENT ARTICLES EXAMINING  
10 ORANGE AND LOS ANGELES COUNTIES ASIAN RESTAURANTS ISSUANCE OF  
11 COMPLIANCE WITH STATE LAW ON FOOD HANDLING AND TRADITIONAL  
12 CULTURAL FOOD PREPARATION PRACTICES CAN CONFLICT WITH THE  
13 STATE LAW OR THE INTERPRETATION OF STATE LAW AND THE RULES FOR  
14 FOOD HANDLING AND EMANATE FROM-- THAT EMANATE FROM ENFORCEMENT  
15 OF THAT LAW. LAST JULY, THE ORANGE COUNTY HEALTH AGENCY WORKED  
16 WITH THE VIETNAMESE RESTAURANT OWNERS TO RESOLVE ISSUES  
17 RELATED TO SOME FOOD ITEMS THAT MAY BE SAFELY STORED AT ROOM  
18 TEMPERATURES FOR LONGER PERIODS THAN INSPECTORS HAD PREVIOUSLY  
19 ALLOWED. IN RESPONSE TO NEW INFORMATION ON FOOD TEMPERATURE,  
20 STATE LEGISLATION WAS ENACTED INTO LAW THAT LOWERS THE  
21 TEMPERATURE AT WHICH HOT FOODS MUST BE HELD AND ALLOW CERTAIN  
22 FOOD TEMPERATURE FOODS TO BE HELD FOR LONGER PERIOD. OUR  
23 ENVIRONMENTAL HEALTH DIVISION HAS BEEN WORKING WITH  
24 REPRESENTATIVES OF THE RESTAURANTS ON THESE ISSUES. SO I'D  
25 LIKE TO MOVE THAT THE BOARD DIRECT THE DIRECTOR OF PUBLIC



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1 HEALTH TO CONVENE MEETINGS WITH RESTAURANT GROUPS REPRESENTING  
2 THE VARIOUS ASIAN CUISINES TO DETERMINE AND REPORT BACK IN 30  
3 DAYS, ADDITIONAL TRAINING ON THE RECENT STATE LAW CHANGES  
4 CONCERNING FOOD TEMPERATURE AND ADDITIONAL STUDIES ON THE  
5 SAFETY OF TRADITIONAL CULTURAL FOOD PREPARATION TECHNIQUES.  
6 THAT WILL BE FOR NEXT WEEK.

7

8 **SUP. MOLINA, CHAIR:** VERY GOOD. ANY OTHER SPECIALS? ALL RIGHT.  
9 I HAVE NO ADJOURNMENTS TODAY, AND SO WHAT OTHER ITEMS DO WE  
10 HAVE OTHER THAN OUR REPORT? I THINK THAT'S THE EXTENT OF IT.  
11 SO LET'S BEGIN WITH THE REPORTS ON ITEM NUMBER 44. DR.  
12 GARTHWAITE?

13

14 **DR. THOMAS GARTHWAITE:** WE PROVIDED, I THINK, FOR LAST WEEK'S  
15 MEETING, AN UPDATE ON OUR PROGRESS IN PROVIDING FOR  
16 CONTINGENCIES IN THE EVENT THAT KING/DREW MEDICAL CENTER DOES  
17 NOT PASS C.M.S. ACCREDITATION FULL SCOPE SURVEY, WHICH WE  
18 BELIEVE WILL HAPPEN IN THE NEXT 60 TO 90 DAYS. I THINK THE  
19 ONLY THING THAT I WOULD ADD IS THAT WE CONTINUE TO BE IN  
20 CONVERSATION WITH A HOSPITAL SYSTEM THAT HAS SHOWN INTEREST IN  
21 POTENTIALLY CONTRACTING OUT WITH US FOR THE MANAGEMENT OF  
22 KING/DREW MEDICAL CENTER IN THAT EVENTUALITY AND POSSIBILITY.  
23 AND THEY CONTINUE TO MAKE PROGRESS IN REVIEWING THE FINANCIAL  
24 ISSUES AND THE CLINICAL ISSUES AND HAVE SENT AN EXECUTIVE AND  
25 A CONSULTING TEAM TO GET THE INFORMATION. AND WE PROVIDED THEM



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1 FINANCIAL INFORMATION AND THEY'VE ALSO SENT A TEAM IN TO  
2 ACTUALLY REVIEW CLINICAL PROGRAMS AND TO GET AN ASSESSMENT OF  
3 WHAT THINGS THEY THINK WOULD BE NECESSARY. WE'VE RECEIVED SOME  
4 EARLY AND PRELIMINARY FEEDBACK BUT I CAN TELL YOU THAT THEY  
5 ARE HARD AT WORK IN THAT ISSUE, AS ARE WE, IN TRYING TO MAKE  
6 SURE THAT THAT'S SOMETHING THAT COULD BE ENTERTAINED IF WE GET  
7 THAT FAR. ONE OTHER THING I WOULD ADD AT THIS TIME IS THAT, IN  
8 OUR CONVERSATIONS WITH CENTERS FOR MEDICARE AND MEDICAID  
9 SERVICES, WE'VE AT LEAST RAISED THAT POSSIBILITY AND THEY'RE  
10 CONTEMPLATING HOW THEY COULD BE HELPFUL IN A TRANSITION, IF  
11 THAT WERE TO NEED TO OCCUR WITH THE IDEA THAT THEY'RE VERY  
12 INTERESTED IN ASSURING THAT SERVICES, AS IS THIS BOARD,  
13 ASSURING SERVICES ARE MAINTAINED FOR THE COMMUNITY.

14

15 **SUP. MOLINA, CHAIR:** SUPERVISOR ANTONOVICH.

16

17 **SUP. ANTONOVICH:** IF THE STATE LICENSING REVOKES KING/DREW'S  
18 LICENSE OR IF THE C.M.S. PULLS ITS ACCREDITATION CERTIFICATION  
19 AND \$200 MILLION OF MEDI-CAL REIMBURSEMENTS ARE LOST, THEN THE  
20 FOLLOWING ACTIONS WOULD HAVE TO BE INITIATED: A 90-DAY PUBLIC  
21 NOTICE OF CLOSURE OF KING/DREW, POSTED FOR COMMUNITY INPUT AND  
22 THE DEPARTMENT MAKING RECOMMENDATIONS, RELATIVE TO STATE  
23 LICENSING, TO PLACE KING/DREW'S LICENSE IN SUSPENSE FOR 12  
24 MONTHS. SO THE QUESTION IS, MY OFFICE RECEIVED A REPORT. WHAT  
25 ASSURANCES DO WE HAVE THAT THE BOARD, FROM THIS BOARD, THAT



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1 YOU WOULD ACTUALLY FOLLOW THROUGH AND IMPLEMENT THESE  
2 RECOMMENDATIONS?

3

4 **DR. THOMAS GARTHWAITE:** WELL, I THINK I'VE STATED PUBLICLY AND  
5 IT'S BEEN MY POSITION THAT, IF WE WERE TO LOSE THE \$200  
6 MILLION BECAUSE OF INABILITY TO REGAIN C.M.S. FULL  
7 ACCREDITATION FOLLOWING EXPIRATION OF M.O.U., OR IF WE LOST A  
8 LICENSE, THERE'S NO CHOICE. BUT IF WE WERE TO LOSE C.M.S.  
9 FUNDING FOR FAILURE TO REGAIN ACCREDITATION, THAT I WOULD  
10 PROPOSE TO THIS BOARD THAT WE CEASE INPATIENT OPERATIONS AT  
11 KING/DREW MEDICAL CENTER.

12

13 **SUP. ANTONOVICH:** SO WE WOULD HAVE ASSURANCES THAT YOU WOULD DO  
14 THAT?

15

16 **DR. THOMAS GARTHWAITE:** YES.

17

18 **SUP. ANTONOVICH:** WITH J.C.A.H.O. NOW MOVING THEIR INSPECTION  
19 FROM DECEMBER TO MARCH, WHAT ASSURANCES DOES THE BOARD HAVE  
20 THAT THE NECESSARY IMPROVEMENTS ARE BEING MADE?

21

22 **DR. THOMAS GARTHWAITE:** IT'S CURRENTLY OUR CHOICE WHEN TO ASK  
23 THE JOINT COMMISSION TO COME BACK. IT WOULD BE FUTILE TO ASK  
24 THEM TO COME BACK UNTIL WE WERE CONFIDENT, ON THE DAY WE ASKED  
25 THEM TO COME BACK, THAT, FOUR MONTHS PRIOR TO THE DAY THAT



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1 THEY WOULD ARRIVE, THAT WE HAD EVIDENCE THAT WE WERE IN  
2 COMPLIANCE WITH ALL THEIR STANDARDS. OUR JOINT COMMISSION MOCK  
3 SURVEY AND OTHER SURVEYS THAT WE'VE DONE INTERNALLY ON OUR OWN  
4 DO NOT SUGGEST THAT WE WOULD-- WE WERE ABLE TO MEET THAT  
5 STANDARD TODAY. WE DO BELIEVE THAT WE CAN BE IN A POSITION TO  
6 DO THAT BY DECEMBER. THE ONLY ASSURANCE I CAN GIVE YOU IS  
7 THAT'S OUR BEST ASSESSMENT TODAY. I CAN, YOU KNOW, THERE'S SO  
8 MANY VARIABLES AND SO MANY DIFFICULTIES IN WHAT WE'RE TRYING  
9 TO ACCOMPLISH AND THE RECRUITMENT HAS BEEN SO PROBLEMATIC THAT  
10 I DON'T FEEL COMFORTABLE ASSURING YOU OF ANYTHING BUT I CAN  
11 TELL YOU, I CAN ASSURE YOU THAT WE BELIEVE WE'RE ON-- ON PACE  
12 TO DO THAT. WE ARE GOING TO REPORT LATER THIS MORNING ON-- FOR  
13 SOME OF THE VERY SPECIFIC THINGS THAT WE'VE DONE TO IMPROVE.  
14 WE CAN SHOW YOU PROGRESSIVE IMPROVEMENT IN MANY AREAS RELATING  
15 TO BOTH C.M.S. AND JOINT COMMISSION STANDARDS BUT TO ASSURE  
16 YOU WHAT AN INSPECTOR WILL FIND WHEN THEY COME OUT, I'M NOT  
17 ABLE TO.

18

19 **SUP. ANTONOVICH:** IF KING/DREW ISN'T PREPARED FOR J.C.A.H.O. IN  
20 DECEMBER, HOW WILL THEY-- HOW DO YOU ANTICIPATE THAT THEY BE  
21 ABLE TO PASS THE C.M.S. SURVEY THAT IS GOING TO BE DONE ANY  
22 TIME BETWEEN NOVEMBER AND, WHAT, JANUARY?

23

24 **DR. THOMAS GARTHWAITE:** ONE OF THE KEY DISTINCTIONS BETWEEN  
25 WHAT THE JOINT COMMISSION SURVEYS WERE AND C.M.S. SURVEYS



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1 WERE, C.M.S. LOOKS AT WHAT'S HAPPENING IN THE HOSPITAL TODAY.  
2 IF WE HAD A PROCESS THAT WASN'T EFFECTIVE IN ASSURING QUALITY  
3 OF CARE IN NOVEMBER AND WE FIXED IT THE FIRST OF DECEMBER AND  
4 WE CAN SHOW IT WAS WORKING DECEMBER 15TH AND THEY ARRIVED  
5 DECEMBER 16TH, THAT'S OKAY. IF THE JOINT COMMISSION COMES IN  
6 DECEMBER 16TH, THEY WOULD SAY, "SHOW US FOR FOUR MONTHS THAT  
7 YOU MET OUR STANDARD" AND WE WOULD NOT BE ABLE TO DO THAT. SO  
8 THEY FUNDAMENTALLY HAVE THAT RATHER UNIQUE DIFFERENCE IN THAT  
9 ONE LOOKS AT SHOW ME IT'S EFFECTIVE AND WORKING TODAY AND ONE  
10 SAYS SHOW ME YOUR TRACK RECORD AS WELL. SO I THINK THAT'S THE  
11 FUNDAMENTAL DIFFERENCE. THE STANDARDS IN GENERAL ARE  
12 RELATIVELY SIMILAR WITH A FEW DIFFERENCES.

13

14 **SUP. ANTONOVICH:** HOW LONG DOES THE STATE LICENSING AND C.M.S.  
15 GIVE THE HOSPITAL TO COMPLY WITH THEIR CORRECTIVE ACTIONS  
16 BEFORE THEY WOULD REVOKE DREW'S LICENSE?

17

18 **DR. THOMAS GARTHWAITE:** WELL, IF C.M.S. PULLS YOUR LICENSE,  
19 THEY PULL YOUR LICENSE. BUT I THINK, IF C.M.S. CAME IN,  
20 NORMALLY, THEY WOULD GIVE YOU AN OPPORTUNITY FOR IMMEDIATE  
21 JEOPARDY OF A MATTER OF DAYS TO WEEKS TO PROVIDE YOUR  
22 IMMEDIATE CORRECTION PLAN. IT'S A VERY SHORT TURNAROUND  
23 CORRECTION PLAN THAT HAS TO BE SUBMITTED.

24

25 **SUP. ANTONOVICH:** DOES THAT REQUIRE A BEILENSEN?



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1

2 **DR. THOMAS GARTHWAITE:** THAT WOULDN'T BUT ANY-- SOME OF THE  
3 ACTIONS WE MIGHT TAKE, IF IT WERE TO DECREASE SERVICES, MIGHT  
4 REQUIRE A BEILENSON.

5

6 **SUP. ANTONOVICH:** SO HOW DO YOU-- IF THEY DID REVOKE THE  
7 LICENSE AND IT DOES REQUIRE A BEILENSON HEARING, WHY WOULDN'T  
8 YOU HAVE AN OMNIBUS TYPE OF ACTION BEING DONE NOW BECAUSE OF  
9 THE 90-DAY NOTIFICATION THAT WOULD TAKE PLACE FOR SUCH A  
10 HEARING IF A HEARING WAS WARRANTED INSTEAD OF HAVING A LONG  
11 PERIOD OF TIME WHERE THERE ARE-- THERE REALLY ISN'T ANY  
12 FUNDING TO SUPPORT THAT OPERATION OR DESIRE-- ON MY PART,  
13 DESIRE TO KEEP A SECOND RATE HOSPITAL PROVIDING SECOND RATE  
14 SERVICE?

15

16 **DR. THOMAS GARTHWAITE:** I WOULD SAY THAT, IF C.M.S. WERE TO  
17 SAY-- LET'S SAY, THEY COME JANUARY 10TH. IF, AT THE END OF  
18 THEIR SURVEY, THEY SAY THAT YOU ARE OUT OF COMPLIANCE WITH THE  
19 CONDITIONS OF PARTICIPATION AND WE'RE PULLING YOUR FUNDING,  
20 THEY HAVE SEVERAL CHOICES. THEY COULD PULL THE FUNDING THAT  
21 DAY; THEY COULD CONTINUE FUNDING, ALLOWING FOR AN ORDERLY  
22 TRANSITION SHUTDOWN OF INPATIENT SERVICES; OR THEY COULD, WITH  
23 THE PROPER COMMITMENTS, I BELIEVE, AT LEAST THAT'S WHAT  
24 THEY'RE AT LEAST DISCUSSING WOULD BE THAT THEY COULD EXTEND  
25 FUNDING TO ALLOW FOR AN ORDERLY TURNOVER OF OPERATIONS TO A



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1 CONTRACTOR IF THAT-- IF THERE WERE AN INTERESTED CONTRACTOR  
2 WHO WAS IN AGREEMENT TO DO THAT AND IF THE BOARD WERE  
3 COMMITTED TO MOVE IN THAT DIRECTION. AT LEAST THOSE ARE THE  
4 KINDS OF THINGS THAT C.M.S. IS WORKING THROUGH ON, YOU KNOW,  
5 IN THEIR DELIBERATIONS ABOUT WHAT THEY MIGHT DO IN THE  
6 EVENTUALITY THAT WE DON'T PASS. OBVIOUSLY, IT MAKES IT EASIER  
7 FOR EVERYBODY, AND I THINK FOR THE COMMUNITY, TO PASS AND TO--  
8 AND TO RUN A FACILITY THAT MEETS ALL CONDITIONS.

9

10 **SUP. ANTONOVICH:** BUT HOW DO WE KNOW THAT'S CORRECT? DO WE HAVE  
11 A LETTER FROM C.M.S. TELLING US THOSE THREE SCENARIOS WOULD  
12 OCCUR IF THEY REVOKED THE LICENSE?

13

14 **DR. THOMAS GARTHWAITE:** NO, WE DON'T HAVE IT IN WRITING.

15

16 **SUP. ANTONOVICH:** WELL, HOW DO WE KNOW THAT'S THE CASE? WHY ARE  
17 WE ATTEMPTING TO DEVELOP A POLICY WHEN WE DON'T HAVE IN  
18 WRITING FROM THE-- THE REVIEWING AGENCY THE ALTERNATIVES THAT  
19 WE MAY HAVE TO IMPLEMENT? THAT'S ONE OF THE PURPOSES OF A DUAL  
20 TRACK WAS THAT WE WOULD KNOW FOR SURE IF EVERYTHING WAS OKAY,  
21 HOW WE WOULD PROCEED; AND IF THERE WERE PROBLEMS AND WE  
22 COULDN'T PROCEED WITH THE ASSUMPTION OF STATUS QUO, WE WOULD  
23 HAVE THE ABILITY TO MAKE THOSE DECISIONS IN A TIMELY MANNER.  
24 BUT, IF WE DON'T KNOW, WE'RE ONLY-- WE'RE ONLY ASSUMING WHAT  
25 THEY COULD DO, THAT'S AN ASSUMPTION AND NOT A FACT. AND YET



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1 WE'RE DEALING WITH A \$200 MILLION ITEM AND A QUALITY OF CARE  
2 TO THAT DEPENDENT POPULATION AND THERE IS NO DUAL TRACK  
3 PROGRAM IN PLACE WHICH PROTECTS THOSE PEOPLE.

4

5 **DR. THOMAS GARTHWAITE:** WELL, I THINK THE QUESTION THAT I HEAR  
6 YOU RAISING IS, IF WE WERE TO LOSE FUNDING AND IF THE FUNDING  
7 WERE TO BE CUT ABRUPTLY OR IF WE NEEDED TO DO SOMETHING  
8 ABRUPTLY, WOULD WE HAVE TO THEN MOVE-- WOULD WE HAVE WAIT 90  
9 DAYS FOR BEILENSEN. I WOULD APPRECIATE THE OPPORTUNITY, THEN,  
10 TO TAKE BACK AND TRY TO ANSWER THAT QUESTION WITH THE HELP OF  
11 LEGAL COUNSEL AND REVIEW POLICY BUT I THINK...

12

13 **SUP. ANTONOVICH:** NO, BUT WHY CAN'T WE START ASKING THOSE  
14 QUESTIONS NOW SO WE HAVE THEM AND THE BOARD HAS THAT  
15 INFORMATION AS WE DEVELOP POLICY INSTEAD OF GIVING IT TO US...

16

17 **DR. THOMAS GARTHWAITE:** WHAT I'M SAYING IS I THINK THAT'S A  
18 VERY LEGITIMATE AND VALID QUESTION THAT I WOULD LIKE THE  
19 OPPORTUNITY TO LOOK AT. I THINK WE ANSWERED A LOT OF QUESTIONS  
20 THAT OCCURRED TO US AS WE THOUGHT THROUGH THE POSSIBLE  
21 EVENTUALITIES. THAT SPECIFIC ONE, I THINK, THAT WE DID NOT  
22 ADDRESS SPECIFICALLY AND WE'D LIKE THE OPPORTUNITY TO DO THAT.

23

24 **SUP. ANTONOVICH:** BUT THAT WAS THE PURPOSE OF A DUAL TRACK  
25 STRATEGY. SO THAT THE BOARD, THE PATIENTS, THE COMMUNITY WOULD



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1 NOT BE LEFT WITH NO STRATEGY IN PLACE AT A VERY CRITICAL TIME  
2 WHEN THE STRATEGY WAS REQUIRED. SO YOU ALREADY HAD YOUR GAME  
3 PLAY WHAT WE WOULD DO. THOSE ARE THE OPTIONS, MAYBE NOT  
4 ATTRACTIVE BUT THEY ARE ALREADY IN PLACE AND WE'VE WORKED WITH  
5 COUNTY COUNSEL, WE'VE WORKED WITH THE LICENSING AGENCIES AND  
6 WE KNOW HOW TO PROCEED. OTHERWISE, YOU'RE IN A STATE OF  
7 PURGATORY FOR DAYS OR MONTHS WITHOUT RESOURCES TO SUPPORT.

8

9 **DR. THOMAS GARTHWAITE:** AND I WOULD JUST SAY THAT WE ANSWER THE  
10 QUESTIONS, EVENTUALITIES THAT WE SAW IN THE TIME FRAME THAT  
11 WE'VE HAD TO WORK THROUGH THIS ISSUE. YOU, FROM YOUR  
12 PERSPECTIVE, SEE ANOTHER PIECE THAT I THINK IS AN IMPORTANT  
13 QUESTION AND WE WOULD WELCOME THE OPPORTUNITY TO LOOK AT THAT  
14 AND ANY OTHER QUESTIONS THAT COME UP WITH THE BROADER SHARING  
15 OF THE PLAN AS IT EXISTS TODAY.

16

17 **SUP. ANTONOVICH:** BUT YOU NEED THE PARAMETERS TO BE WORKING  
18 FROM, SO YOU KNOW WHAT YOUR OPTIONS ARE AND YOU CAN ONLY  
19 REALLY KNOW WHAT THOSE OPTIONS ARE IF YOU KNOW THE  
20 REQUIREMENTS OR CRITERIA OR OPTIONS THAT THE LICENSING AGENCY  
21 HAS IN PLACE AND WOULD ALLOW US TO FUNCTION IF THERE WAS A  
22 DEFICIENCY, GIVING US TIME TO CORRECT OR, IF THERE WAS A LOSS  
23 OF LICENSING, HOW SOON THAT DECISION WOULD BE IMPLEMENTED.

24



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1 **DR. THOMAS GARTHWAITE:** RIGHT, AND I THINK WE'VE DONE A FAIR  
2 AMOUNT OF THAT BACKGROUND WORK. BUT, AS YOU ADD MORE  
3 PARAMETERS, IT GETS MORE COMPLICATED. I'M JUST SAYING THAT I  
4 THINK THAT...

5

6 **SUP. ANTONOVICH:** BUT JUST YOUR-- AT THE BEGINNING, WHEN YOU  
7 ANSWERED THE QUESTION, YOU SAID THERE ARE, LIKE, THREE OPTIONS  
8 WHICH, YOU KNOW, YOU WERE ASSUMING THEY WOULD ALLOW, PERHAPS,  
9 US TO DO. JUST HAVING PARAMETERS OF THOSE THREE OPTIONS, TYING  
10 THEM DOWN SO YOU KNOW AND WE KNOW. WE'RE DEPENDENT UPON WHAT  
11 YOU'RE TELLING US AND, AT TIMES, IT'S NOT ALWAYS CONSISTENT.  
12 SO THAT'S THE ISSUE AND IT WOULD BEHOVE US TO HAVE THAT  
13 CLARIFICATION FROM C.M.S. I MEAN, LOOKIT, YOU'RE LOOKING AT  
14 THEM COMING IN WITHIN, WHAT, TWO WEEKS? THEY COULD COME IN  
15 NOVEMBER 1ST?

16

17 **DR. THOMAS GARTHWAITE:** I THINK THEY COULD. THEY'VE SAID THEY  
18 WOULD BE 60 TO 90 DAYS, I BELIEVE IS THE-- WHAT THEY'VE STATED  
19 PUBLICLY.

20

21 **SUP. ANTONOVICH:** ANY TIME BETWEEN...

22

23 **DR. THOMAS GARTHWAITE:** BUT THAT'S NOT ALL-- THAT'S ALSO NOT IN  
24 WRITING, HOWEVER, SO...

25



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1 **SUP. ANTONOVICH:** BUT NOVEMBER IS RIGHT AROUND THE CORNER.

2

3 **DR. THOMAS GARTHWAITE:** YEAH. NO, I AGREE, AND I THINK YOUR  
4 POINT'S VERY WELL TAKEN AND...

5

6 **SUP. ANTONOVICH:** IF KING/DREW LOSES ACCREDITATION, WOULD YOU  
7 RECOMMEND CONVERTING THE FACILITY TO A MULTI-AMBULATORY CARE?

8

9 **DR. THOMAS GARTHWAITE:** IF IT LOST FUNDING, YES.

10

11 **SUP. ANTONOVICH:** AND HOW LONG WOULD IT TAKE TO MAKE IT A  
12 MULTI-AMBULATORY CARE CENTER? WHAT'S THE TIME FRAME FOR THAT?

13

14 **DR. THOMAS GARTHWAITE:** WE HAD PROJECTED THAT, I THINK, IN OUR  
15 TIMELINE, APPROXIMATELY-- ABOUT-- SOMEWHERE AROUND THREE  
16 MONTHS.

17

18 **SUP. ANTONOVICH:** DOES THAT REQUIRE A BEILENSEN?

19

20 **DR. THOMAS GARTHWAITE:** WELL, THE WHOLE-- THE CLOSURE OF  
21 INPATIENT WOULD, YES. THE MAINTENANCE OF OUTPATIENT, AS LONG  
22 AS THE SERVICES ARE COMMENSURATE WITH WHAT WE HAVE HAD, IT  
23 WOULD NOT. BUT IT'S ONLY A REDUCTION OF SERVICES THAT WOULD  
24 REQUIRE THE BEILENSEN.

25



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1 **SUP. ANTONOVICH:** WHAT'S THE STATUS OF THE OUTSOURCING AS TO  
2 CATHOLIC HEALTHCARE WEST?

3

4 **DR. THOMAS GARTHWAITE:** AS I MENTIONED A LITTLE BIT IN MY  
5 INTRODUCTORY REMARKS, WE CONTINUE TO WORK WITH THEM. THEY HAVE  
6 MADE VISITS TO THE HOSPITAL, BOTH WITH AN EXECUTIVE THEY'VE  
7 ASSIGNED TO DO THEIR BACKGROUND WORK AND WITH THE CONSULTANTS  
8 THAT THEY'VE HIRED TO LOOK AT THE HOSPITAL, SO THEY-- I THINK  
9 THIS-- THEIR INTEREST AND CONCERN RIGHT NOW REVOLVES AROUND  
10 TWO MAIN AREAS. ONE IS HOW TO MAKE THE FINANCES WORK, YOU  
11 KNOW, IT'S EVERYTHING FROM THE BUILDING, THE SHAPE IT'S IN,  
12 YOU KNOW, AND THE FLOW OF MONEY AND SUPPORT OF THE PATIENTS  
13 WHO ARE BEING CARED FOR BUT ALSO, SECONDLY, HOW TO MAKE IT  
14 CLINICALLY WORK. AND THAT RELATES TO THE STAFF AND THE  
15 PHYSICIANS AT THE FACILITY AND THE ARRANGEMENTS AND THE  
16 RELATIONSHIP TO DREW UNIVERSITY, IF ANY.

17

18 **SUP. ANTONOVICH:** ARE THERE ANY OTHER HEALTHCARE ORGANIZATIONS  
19 INTERESTED OR YOU'RE DISCUSSING THIS INFORMATION WITH,  
20 OUTSOURCING?

21

22 **DR. THOMAS GARTHWAITE:** ANOTHER SYSTEM HAD SHOWN SOME INITIAL  
23 INTEREST. THEY'RE STILL INTERESTED IN BEING KEPT UP TO DATE  
24 BUT I DON'T THINK-- THERE'S NOT BEEN THE SAME LEVEL OF  
25 INTEREST.



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1

2 **SUP. ANTONOVICH:** WOULD THE STATE WAIVER OR MEDI-CAL  
3 REIMBURSEMENT BE TERMINATED IF THE HOSPITAL WAS TAKEN OVER BY  
4 ANOTHER INSTITUTION?

5

6 **DR. THOMAS GARTHWAITE:** I THINK THAT WOULD PROBABLY-- WOULD  
7 DEPEND ON HOW THAT WAS DEFINED AND I-- YOU'RE TALKING ABOUT  
8 THE DSH FUNDING OR DISPROPORTIONATE SHARE FUNDING OR-- THE  
9 PATIENTS-- LET'S SAY CATHOLIC HEALTHCARE WEST TOOK IT OVER,  
10 THEY HAVE HOSPITALS, WHAT ARE CALLED DSH HOSPITALS. THAT  
11 POTENTIALLY MIGHT MOVE-- DEPENDING ON HOW IT'S DONE, I BELIEVE  
12 IT MIGHT MOVE KING/DREW MEDICAL CENTER FROM THE PUBLIC  
13 HOSPITAL POOL INTO THE PRIVATE HOSPITAL POOL, WHICH PUTS IT IN  
14 COMPETITION WITH OTHER PRIVATE HOSPITALS. ALTERNATIVELY, THERE  
15 MAY BE WAYS TO WORK THAT OUT THAT IT'S STILL A PUBLIC HOSPITAL  
16 AND STAYS IN THE PUBLIC HOSPITAL POOL. I THINK WE THINK ALL  
17 THINK THAT'S PROBABLY DESIRABLE AND SO I THINK THAT THE DEVIL  
18 IS IN THOSE DETAILS. I DON'T KNOW IF COUNTY COUNSEL WANTS TO  
19 MAKE ANY COMMENTS BUT I THINK THAT'S THE GIST OF...

20

21 **LEELA KAPUR, COUNSEL:** SUPERVISOR ANTONOVICH, ONE OF THE OTHER  
22 COMPLICATING FACTORS IS THAT THE MEDI-CAL REDESIGN, WHICH IS  
23 JUST NOW BEING FINALIZED, DOES NOT CONTEMPLATE M.L.K. AS A  
24 PRIVATE HOSPITAL, SO WE'VE RUN THE DIFFERENT SCENARIOS AS TO  
25 WHAT WOULD HAPPEN IF IT BECAME A PRIVATELY OPERATED HOSPITAL



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1 AND, QUITE FRANKLY, IT'S VERY UNCLEAR AS TO HOW THE STREET  
2 WOULD TREAT IT. SO THERE MAY BE SOME IMPACT ON THE AMOUNT OF  
3 MEDI-CAL THEY CAN GET AS WELL AS THEIR DSH MONEY.

4

5 **SUP. MOLINA, CHAIR:** THAT'S IT? MS. BURKE.

6

7 **SUP. BURKE:** YES. ONE OF THE-- PARDON ME. ONE OF THE  
8 SUGGESTIONS YOU MADE WOULD BE TO COMBINE THE COASTAL AND  
9 SOUTHWEST CLUSTERS INTO A SINGLE NETWORK. IF THAT WAS THE  
10 CASE, WOULD HUMPHREY AND DOLLAR HIGH BE UNDER THE JURISDICTION  
11 OF THE HARBOR CLUSTER?

12

13 **DR. THOMAS GARTHWAITE:** THE NEW COMBINED CLUSTER? YES.

14

15 **SUP. BURKE:** YOU ALSO SAID, IF THERE WAS NO PRIVATE TAKEOVER  
16 AGREEMENT WITHIN A YEAR, THAT THERE WAS THE POSSIBILITY OF  
17 REOPENING INPATIENT SERVICES WITH K.D.M.C AS A SATELLITE  
18 FACILITY OF HARBOR-U.C.L.A. WHAT KIND OF LICENSE AND APPROVAL  
19 WOULD BE NECESSARY FOR THAT?

20

21 **DR. THOMAS GARTHWAITE:** I THINK WE'RE STILL EXPLORING THAT. I  
22 THINK A HOSPITAL-- MY UNDERSTANDING IS THAT A HOSPITAL CAN  
23 HAVE A SATELLITE OPERATION AS LONG AS IT'S-- IS IT 14 OR 15  
24 MILES OR SOMETHING? I THINK IT'S-- YEAH, THERE'S A SPECIFIC  
25 DISTANCE, I THINK IT'S IN THAT GENERAL TIME FRAME. WE HAD



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1 EXPLORED THE POTENTIAL OF RANCHO BEING UNDER L.A. COUNTY  
2 U.S.C.'S LICENSE PREVIOUSLY AND WHETHER THERE ARE ADVANTAGES  
3 OR DISADVANTAGES OF THAT, YOU KNOW, A COUPLE YEARS AGO WHEN WE  
4 LOOKED AT VARIOUS SCENARIOS. SO THAT'S SOMETHING WE ARE  
5 EXPLORING. IT'S JUST ANOTHER POSSIBILITY THAT SOMEONE RAISED  
6 AS A WAY TO KEEP SERVICES THERE AND GET AROUND THE ISSUE OF  
7 LICENSING AND FUNDING AND POTENTIALLY IMPROVE QUALITY.

8

9 **SUP. BURKE:** IS THE PERSON WHO IS REPRESENTING CATHOLIC  
10 HEALTHCARE WEST, PATRICIA TERRELL, IS THAT WHO YOU ARE  
11 NEGOTIATING WITH?

12

13 **DR. THOMAS GARTHWAITE:** I WOULDN'T SAY WE'RE IN NEGOTIATIONS.  
14 WE'VE HAD CONVERSATIONS WITH MULTIPLE INDIVIDUALS.

15

16 **SUP. BURKE:** IS SHE ONE OF THEM?

17

18 **DR. THOMAS GARTHWAITE:** WHO?

19

20 **SUP. BURKE:** PATRICIA TERRELL.

21

22 **DR. THOMAS GARTHWAITE:** PAT TERRELL IS A CONSULTANT WHO WORKS  
23 FOR HEALTH MANAGEMENT ASSOCIATES, WHO ARE-- WHO HAS BEEN  
24 ENGAGED BY CATHOLIC HEALTHCARE WEST AND PARTICIPATES IN THE  
25 PROJECT.



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1

2 **SUP. BURKE:** DO WE HAVE AND OTHER KIND OF RELATIONSHIPS WITH  
3 HER? DO WE HAVE ANY CONTRACT WITH HER? OR ANY KIND OF A  
4 CONSULTING AGREEMENT WITH HER, SEPARATE AND APART FROM HER  
5 WORK FOR THE CONSULTING FIRM THAT SHE WORKS FOR?

6

7 **DR. THOMAS GARTHWAITE:** WELL, CATHOLIC HEALTHCARE WEST HAS  
8 ENGAGED HEALTH MANAGEMENT ASSOCIATES. L.A. COUNTY U.S.C.  
9 MEDICAL CENTER HAS A SMALL CONTRACT ENGAGEMENT TO LOOK AT THE  
10 PROGRAMMATIC ISSUES ASSOCIATED WITH OPENING THE NEW HOSPITALS.

11

12 **SUP. BURKE:** AND THAT'S WITH THAT SAME COMPANY?

13

14 **DR. THOMAS GARTHWAITE:** THAT'S CORRECT.

15

16 **SUP. BURKE:** SO THEY'RE DOING TWO-- WE'RE NEGOTIATING WITH  
17 THEM, AS IT RELATES TO CATHOLIC HEALTHCARE WEST, BUT THEY ALSO  
18 REPRESENT US IN A SEPARATE CONSULTING CONTRACT?

19

20 **DR. THOMAS GARTHWAITE:** WELL, I WOULDN'T CHARACTERIZE ANYTHING  
21 AS HAPPENING AS NEGOTIATIONS. WE ARE CERTAINLY INVOLVED IN  
22 FACT FINDING AND THEY'RE DOING FACT FINDING FOR CATHOLIC  
23 HEALTHCARE WEST.

24



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1 **SUP. BURKE:** BASICALLY, WHAT I'M TRYING TO GET AT IS, IF SOME  
2 OF THE-- IF THE COMPANY, THE CONSULTING COMPANY THAT WE'RE  
3 HAVING DISCUSSIONS WITH, AS IT RELATES TO CATHOLIC HEALTHCARE  
4 WEST, IS THE SAME COMPANY THAT WE HAVE RETAINED AS A  
5 CONSULTANT ON OTHER ISSUES.

6

7 **DR. THOMAS GARTHWAITE:** YES.

8

9 **SUP. BURKE:** IT IS. DO YOU SEE ANY CONFLICT IN THAT?

10

11 **DR. THOMAS GARTHWAITE:** WELL, I, YOU KNOW, I DON'T. I THINK  
12 THAT THEY'RE TWO DISTINCT SEPARATE ISSUES, ALTHOUGH THEY  
13 INVOLVE THE SAME SYSTEM. BUT OTHERS MIGHT VIEW IT DIFFERENTLY.  
14 I MEAN, OUR CONTRACT IS VERY CLEAR. IT'S FOR L.A. COUNTY  
15 U.S.C. MEDICAL CENTER, WHO FOUND THEM ON THEIR OWN. I DON'T  
16 KNOW HOW THEY FOUND THEM. BUT THEY-- THE ADVANTAGE THAT I  
17 THINK THAT COMPANY BRINGS WITH REGARDS TO OPENING L.A. COUNTY  
18 U.S.C. MEDICAL CENTER IS THAT AT LEAST A COUPLE OF CONSULTANTS  
19 WERE ACTUALLY IN CHARGE OF COOK COUNTY WHEN IT WENT FROM A  
20 LARGER, OLDER HOSPITAL TO A SMALLER, NEWER HOSPITAL IN THE  
21 PUBLIC SETTING. SO THEY BRING IN A SPECIAL, UNIQUE EXPERTISE.  
22 ON THE OTHER HAND, FOR CATHOLIC HEALTHCARE WEST, THEY HAVE  
23 VERY DEEP RESOURCES IN MEDICAID FUNDING. THEY HAVE 7 FORMER  
24 STATE MEDICAID DIRECTORS IN THEIR COMPANY, SO THAT THE REAL--  
25 ONE OF THE REAL ISSUES FOR CATHOLIC HEALTHCARE WEST IS



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1 UNDERSTANDING THE MEDICAID LAW, TO SEE WHETHER OR NOT IT WOULD  
2 MAKE SENSE AND WOULD BE FINANCIALLY FEASIBLE FOR THEM TO TAKE  
3 OVER OPERATIONS OF KING/DREW MEDICAL CENTER. SO I THINK THOSE  
4 ARE THE REASONS THAT-- TO MY KNOWLEDGE, ARE WHY THEY'VE BEEN  
5 RETAINED BY THE TWO COMPANIES. THERE MAY BE OTHER REASONS THAT  
6 I'M NOT AWARE OF BUT THOSE ARE THE REASONS.

7

8 **SUP. BURKE:** DID YOU CHECK WITH COOK COUNTY PRIOR TO THE TIME  
9 OF ENTERING INTO THAT AGREEMENT, THE CONSULTING AGREEMENT, TO  
10 DETERMINE WHAT THEIR RESULT WAS WITH WORKING WITH THEM?

11

12 **DR. THOMAS GARTHWAITE:** NO, I DIDN'T. I THINK L.A. COUNTY  
13 U.S.C. IS THE ONE WHO ENGAGED THE AGREEMENT. IT'S NOT A  
14 DEPARTMENTAL AGREEMENT, IT'S A FACILITY AGREEMENT.

15

16 **SUP. BURKE:** AND SO YOU THINK L.A. COUNTY CHECKED ON IT?

17

18 **DR. THOMAS GARTHWAITE:** I DON'T KNOW.

19

20 **SUP. BURKE:** ON THEIR RECORD?

21

22 **DR. THOMAS GARTHWAITE:** I DON'T KNOW. WE COULD ASK.

23

24 **SUP. BURKE:** I THINK THEY MIGHT WANT TO DO THAT. ONE OF THE  
25 THINGS THAT I SAW THIS WEEK WAS CENTURY HOSPITALS OPENED UP



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1 AND THERE WAS A GREAT DEAL OF DISCUSSION IN TERMS OF ALL OF  
2 THEIR CHARTING AND THE-- ALL OF THE THINGS THEY HAD INSTITUTED  
3 AND THEY DID THAT IN A FAIRLY SHORT TIME. I ASSUME THAT THEY  
4 CLOSED NO MORE THAN A YEAR AGO. AND THEY WERE ABLE TO PUT IN  
5 ALL OF THE COMPUTER CHARTING AND METHODS OF ASSURING THAT  
6 THERE WOULD BE INFORMATION AVAILABLE. HOW ARE WE COMING ALONG  
7 IN TERMS OF PROVIDING FOR THIS CHARTING? I KNOW THAT WAS ONE  
8 OF THE ISSUES THAT NAVIGANT RAISED, AND I KNOW THAT THERE HAVE  
9 BEEN, IN THE PAST FUNDS, THAT WERE MADE AVAILABLE FOR-- TO  
10 BETTER COMPUTERIZE THE-- AND NOT JUST AT KING, OUR ENTIRE  
11 SYSTEM, AND I KNOW THAT THAT WAS ONE OF THE THINGS YOU SAID IN  
12 TERMS OF YOUR GOAL WHEN YOU CAME HERE WAS TO MAKE SURE THAT  
13 THERE WAS THAT KIND OF COMPUTER UTILIZATION AND CHARTING. AND,  
14 IN READING SOME OF THE ISSUES RAISED BY J.C.A.H.O., THEY  
15 SEEMED TO RAISE THE ISSUE OF CODES THAT ARE INCONSISTENTLY  
16 APPLIED THROUGHOUT THE HOSPITAL AND I WOULD ASSUME THAT, IF  
17 YOU HAVE THESE KIND OF COMPUTER SYSTEMS FOR YOUR CHARTING, YOU  
18 GET A CONSISTENCY IN CODES AND IN EVERYTHING ELSE. HOW ARE WE  
19 COMING IN THAT? BECAUSE THAT SEEMS TO BE ONE OF THE ISSUES  
20 THAT WAS RAISED BY J.C.A.H.O., RAISED BY NAVIGANT, AND IT'S  
21 BEEN AWHILE, BECAUSE IT'S A YEAR. CENTURY CITY HOSPITAL HAS  
22 BEEN CLOSED AND OPENED AND PUT THESE THINGS IN, IN THAT TIME.  
23 WHERE ARE WE?  
24



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1 **DR. THOMAS GARTHWAITE:** YEAH. WELL, IT'S ONE THING TO CLOSE A  
2 HOSPITAL AND BRING IT BACK FRESH AND NEW WITH A BIG CAPITAL  
3 INVESTMENT IN A COMPUTER SYSTEM AND SO LET ME TELL YOU WHAT I  
4 CAN ABOUT CHARTING IN OUR FACILITY. FIRST OF ALL, YOU KNOW,  
5 THE J.C.A.H.O. CONCERNS ARE ABOUT, REALLY, DOCUMENTATION OF  
6 WHAT'S HAPPENING TO THE PATIENT. THEY INVOLVE THINGS LIKE HAT  
7 VITAL SIGNS ARE ENTERED, THAT THERE IS A ASSESSMENT OVER  
8 WHAT'S WRONG WITH THE PATIENT, THERE'S EVIDENCE THAT PEOPLE  
9 FROM MULTIPLE DISCIPLINES ARE COMMUNICATING ABOUT THE PLAN OF  
10 CARE FOR THE PATIENT, THAT THAT'S WRITTEN DOWN. THERE'S  
11 EVIDENCE THAT ORDERS ARE SIGNED AND PROPERLY NOTATED, THERE'S-  
12 - THAT SUPERVISION OF RESIDENTS IS NOTATED. AND I CAN TELL  
13 YOU, FROM OUR OWN AUDITS, THAT THAT'S DRAMATICALLY BETTER AT  
14 KING/DREW MEDICAL CENTER. SO THAT WHAT J.C.A.H.O. IS ASKING IS  
15 THAT THE APPROPRIATE INFORMATION IS ENTERED INTO THE CHART IN  
16 A TIMELY FASHION, ACCURATELY SO THAT THE CARE OF THE PATIENT'S  
17 DOCUMENTED. IF SOMEONE COMES AND PICKS IT UP, HE CAN TELL  
18 WHAT'S GOING ON. IF SOMEONE IS CONSULTING AND THEY NEED TO  
19 KNOW WHAT'S GOING ON, IT'S THERE IN THE CHART, IT'S ACCURATE,  
20 IT'S TIMELY, SIGNED, DATED, LEGIBLE, ABBREVIATIONS...

21

22 **SUP. BURKE:** LEGIBLE. AND THAT'S ONE...

23

24 **DR. THOMAS GARTHWAITE:** ABBREVIATIONS AREN'T USED THAT...

25



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1 **SUP. BURKE:** ...OF THE OTHER REASONS I WONDERED ABOUT THE  
2 COMPUTER BECAUSE IF YOU...

3

4 **DR. THOMAS GARTHWAITE:** RIGHT.

5

6 **SUP. BURKE:** BECAUSE LEGIBLE WAS ALSO AN ISSUE THEY RAISED.

7

8 **DR. THOMAS GARTHWAITE:** RIGHT. WHEN I FIRST GOT HERE, HE TOOK  
9 ME ABOUT TWO TO THREE MONTHS TO UNDERSTAND WHERE WE WERE WITH  
10 COMPUTERS AND I FELT THAT WE WERE ADRIFT AND THAT WE WERE NOT  
11 MOVING IN THE RIGHT DIRECTION AND CHANGED OUT LEADERSHIP AND  
12 TOOK ABOUT A YEAR, MAYBE A LITTLE LONGER, TO GET A HANDLE ON  
13 THAT, REBUILD INFRASTRUCTURE, WHICH IS LIKE NETWORKING AND THE  
14 KIND OF SERVERS THINGS THAT ONE WOULD NEED TO HAVE A MORE  
15 ROBUST CLINICAL INFORMATION SYSTEM. WE THEN WENT OUT AND  
16 LOOKED AT VARIOUS CLINICAL INFORMATION SYSTEMS THAT MIGHT BE  
17 AVAILABLE TO DO ELECTRONIC MEDICAL RECORD AND, AS YOU KNOW, I  
18 THINK THIS BOARD, BEFORE I GOT HERE, SUFFERED THROUGH SOME  
19 PAINFUL TIMES WITH I THINK IT WAS IBAX, WHICH WAS A LARGE  
20 COMPUTER INVESTMENT THAT ENDED UP BEING VERY COSTLY TO THE  
21 COUNTY, SO MY SENSE WAS THERE WAS AT LEAST SOME RISK AVERSION  
22 TO MAKING A DECISION THAT WASN'T SUCCESSFUL. WE LOOKED AT THE  
23 V.A. SYSTEM, WHICH IS FREE, BUT TOWARD THE END OF THE ITS LIFE  
24 SPAN. WE LOOKED AT OTHER SYSTEMS THAT WERE-- CERNER AND OTHER  
25 LARGE COMPANIES THAT PUT SYSTEMS INTO OTHER HOSPITALS. I THINK



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1 THE JAIL SETTLED ON CERNER SYSTEM. AND WE ALSO LOOKED AT THE  
2 ONE WE OWNED AND WHICH WE HAD ALREADY PAID FOR CALLED  
3 QUADRAMED AND WE LOOKED AT WHAT WE WERE GETTING OUT OF  
4 QUADRAMED AT OUR VARIOUS FACILITIES AND WE MADE THE STRATEGIC  
5 DECISION THAT WE FELT THE MARKET HAD NOT COME TO ENOUGH OF A  
6 STABLE POINT THAT A LARGE INVESTMENT IN A NEW SYSTEM WAS WISE.  
7 AND WE DID REALIZE, AFTER LOOKING ESPECIALLY AT HARBOR WHERE  
8 THEY HAVE THE MOST ADVANCED USE OF OUR CURRENT SYSTEM, THINGS  
9 WE'VE ALREADY PAID FOR, THAT WE THOUGHT THEY WERE GETTING A  
10 GREAT DEAL OF FUNCTIONALITY FROM THE SYSTEM THAT WE ALREADY  
11 OWNED AND SO WE PUT ALL OUR EFFORT INTO BRINGING UP, AT ALL OF  
12 OUR FACILITIES, THE SAME CAPABILITIES THAT ARE IN PLACE AT  
13 HARBOR, WITH THE IDEA THAT, IN A YOUR OR TWO OR THREE, AS THE  
14 INDUSTRY MATURES AND AS MANY THINGS ARE HAPPENING IN HEALTH  
15 I.T., THAT WE WOULD MAKE THE DECISION WHETHER TO STICK WITH  
16 QUADRAMED INTO THE FUTURE OR MOVE TO ANOTHER PLATFORM AT THAT  
17 TIME. AND THAT'S REALLY WHAT WE'VE DONE. OBVIOUSLY, BECAUSE OF  
18 ALL THE REASONS THIS BOARD KNOWS VERY WELL, YOU KNOW, SOME OF  
19 THOSE THINGS ARE FARTHER BEHIND AT KING/DREW THAN THEY ARE AT  
20 OTHER FACILITIES, SIMPLY BECAUSE OF THE INSTABILITY AND THE  
21 CHALLENGES WE'VE HAD WITH ACCREDITATION AND OTHER DECISIONS.  
22 TO THE EXTENT THAT WE CAN BRING THOSE THINGS ONLINE, LIKE WE  
23 HAVE BROUGHT ONLINE A PAX SYSTEM, ACTUALLY, I THINK IT WAS  
24 THERE AND MAYBE EVEN BEFORE SOME OF THE CRISIS, BUT A  
25 RADIOLOGY SYSTEM THAT ALLOWS YOU TO ALWAYS BE ABLE TO SEE THE



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1 IMAGES, THE FILMS, THE RADIOLOGY FILMS, AND ALWAYS BE ABLE TO  
2 FIND THEM AND ASSURE THAT THEY'RE GETTING READ OUT AND  
3 REPORTED ON. THAT IS UP AND RUNNING AND THAT'S REALLY BEEN A  
4 TREMENDOUS BOON TO THE QUALITY OF CARE IN THAT WE CAN ALWAYS  
5 FIND THE FILMS, WE CAN ALWAYS SEE THE FILMS AND THEY'RE ALWAYS  
6 AVAILABLE IN A TIMELY FASHION TO ANYONE THAT NEEDS THEM.  
7 SEVERAL PEOPLE CAN LOOK AT ONCE. SO THERE ARE GOOD THINGS  
8 HAPPENING WITH I.T. AT KING, BUT I WOULD SAY, OVERALL, THAT  
9 HARBOR IS LEADING OUR WAY BUT WE'RE PUSHING ALL THE FACILITIES  
10 TO CATCH UP AND MAKING SOME PROGRESS.

11

12 **SUP. BURKE:** MY REAL CONCERN IS WHETHER OR NOT YOU CAN EVER  
13 OVERCOME SOME OF THE QUESTIONS IN TERMS OF CODING CONSISTENCY,  
14 LEGIBILITY, WHETHER OR NOT YOU CAN MAKE SURE THAT THERE IS  
15 COMPLETE ENTRY OF ALL DIAGNOSIS AND ALL MEDICATIONS AND  
16 EVERYTHING BY HAND IN THIS COMPUTER AND COMPARE WITH OTHER  
17 HOSPITALS WHERE THEY'RE UTILIZING MORE SOPHISTICATED SYSTEMS.  
18 AND YOU FEEL THAT YOU CAN DO THAT?

19

20 **DR. THOMAS GARTHWAITE:** WELL, YOU KNOW, IF YOU'RE ASKING ME,  
21 WOULD IT BE BETTER TO HAVE AUTOMATED SYSTEMS IN HEALTHCARE IN  
22 GENERAL, ABSOLUTELY. BUT, BUT OUR OTHER THREE...

23

24 **SUP. BURKE:** NO, I WASN'T QUESTIONING... NO, MY QUESTION IS,  
25 CAN YOU EVER COMPETE, BY HAND, WITH AUTOMATED SYSTEMS? AND



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1 WE'RE LIVING-- WHEN J.C.A.H.O. COMES OUT, THEY'RE NOT GOING TO  
2 BE COMPARING US WITH SOMEONE DOWN SOMEWHERE ELSE, THEY'RE  
3 GOING TO BE COMPARING US WITH THOSE OTHER HOSPITALS THAT  
4 THEY'RE LOOKING AT IN THIS AREA, IN THIS REGION.

5

6 **DR. THOMAS GARTHWAITE:** BUT OUR OTHER THREE FACILITIES HAVE THE  
7 SAME-- I MEAN, THEY DON'T HAVE AUTOMATED RECORDS, EITHER.  
8 THEY'RE HANDWRITTEN ORDERS AND HANDWRITTEN NOTES AND THEY'RE  
9 PASSING. I MEAN, THEY MAY GET A, YOU KNOW, A COUPLE OF OUT OF  
10 COMPLIANCE HANDWRITINGS ON THE CHARTS BUT MOSTLY THEY'RE  
11 PASSING AND THEY'RE GETTING THROUGH. I'M NOT AWARE THAT THERE  
12 ARE THAT MANY HOSPITALS IN THE COUNTY THAT HAVE TOTAL  
13 ELECTRONIC CHARTING, SO EVERYONE IS FACING THE SAME PROBLEM  
14 WITH HANDWRITING AND USE OF ABBREVIATIONS AND THOSE SORT OF  
15 THINGS. SO, TO ME, IT'S A MATTER OF INTENSIFICATION OF EFFORT  
16 AND, YOU KNOW, I THINK IT'S BETTER. I MEAN, YOU HAVE TO KEEP  
17 LOOKING AT IT, YOU HAVE TO FIND OUT WHO WROTE THAT ILLEGIBLE  
18 PIECE THERE AND YOU HAVE TO GO BACK TO THEM AND HAVE THEM  
19 IMPROVE THEIR HANDWRITING. WHEN YOU AND I WRITE A CHECK, IF  
20 IT'S NOT LEGIBLE, THE BANK'S NOT GOING TO CASH IT, RIGHT?

21

22 **SUP. BURKE:** WELL, I DIDN'T KNOW THEY CHECKED EVERYONE'S  
23 HANDWRITING THAT WRITES A CHECK. I THINK THAT ALL OF THEM PASS  
24 REALLY GREAT HANDWRITING. BUT IT IS SOME-- WHEN I READ THROUGH  
25 THESE REPORTS, IT'S OF GREAT CONCERN TO ME THAT THESE ISSUES



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1 ARE THE ONES THAT KEEP COMING UP OVER AND OVER AGAIN, WHICH  
2 BRINGS UP ANOTHER ISSUE. WITH STATE LICENSING, THEY LISTED A  
3 NUMBER OF ISSUES. ARE ALL OF THOSE THINGS CORRECTED? IS THERE  
4 A PLAN OF CORRECTION OF ALL OF THOSE ISSUES THAT WERE RELEASED  
5 IN THE...?

6

7 **DR. THOMAS GARTHWAITE:** WE HAVE A PLAN OF CORRECTION ON ALL OF  
8 THOSE.

9

10 **SUP. BURKE:** YOU HAVE A PLAN-- ARE THEY MOVING FORWARD? IS THE  
11 PLAN MOVING FORWARD FOR CORRECTION?

12

13 **DR. THOMAS GARTHWAITE:** YES. SURE.

14

15 **SUP. BURKE:** HAVE THEY-- HOW FAR ARE WE GETTING ALONG OF  
16 CARRYING OUT THE PLAN OF CORRECTION?

17

18 **DR. THOMAS GARTHWAITE:** I THINK WE THINK THEY'RE EITHER  
19 IMPLEMENTED OR VERY CLOSE TO BEING FULLY IMPLEMENTED. I  
20 MEAN...

21

22 **SUP. MOLINA, CHAIR:** ANYONE ELSE? I HAVE A QUESTION. DR.  
23 GARTHWAITE, IN THE CONTINGENCY, THAT PLAN AS WE'RE LOOKING AT  
24 IT AND IN REVIEWING YOUR OPTIONS, I'M CONCERNED ABOUT THE  
25 CONTRACTING OUT OPTION. AND I THINK I'VE SAID THIS BEFORE, I'M



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1 NOT SURE THAT YOU HAVE THE PARAMETERS OF WHAT WOULD BE, IF  
2 PLACED IN THIS SITUATION, WHAT WOULD BE AN ACCEPTABLE  
3 CONTRACTING OUT MODEL. SO IT PROBABLY WOULD BE WORTHWHILE FOR  
4 US TO AT LEAST HAVE SOME KIND OF PARAMETERS OF WHAT THAT  
5 CONTRACT COULD LOOK LIKE AS YOUR PEOPLE CONTINUE TO PURSUE  
6 WHATEVER ARRANGEMENT WITH CATHOLIC HEALTHCARE WEST, BECAUSE I  
7 DON'T WANT A SITUATION WHERE YOU'RE GOING ALONG MAKING  
8 ARRANGEMENTS AND YOU DON'T HAVE AGREEMENT FROM THIS BOARD.

9

10 **DR. THOMAS GARTHWAITE:** I THINK THAT WOULD BE VERY HELPFUL TO  
11 US AND I THINK THAT'S THE BEGINNING FORM THAT'S EMERGING WITH  
12 CATHOLIC HEALTHCARE WEST IS THAT THEY THINK THROUGH THIS AS  
13 WELL. I THINK THEY'RE BEGINNING TO LOOK AT WHAT THINGS THEY  
14 THINK ARE GOING TO BE NECESSARY FOR THEM TO FEEL THAT THEY  
15 COULD BE SUCCESSFUL IF THIS WERE TO HAPPEN. SO WE WOULD BE  
16 HAPPY TO BEGIN TO DRAFT THOSE UP.

17

18 **SUP. MOLINA, CHAIR:** SO WE SHOULD PROBABLY HAVE, AND I GUESS  
19 LEILA AS WELL, I MEAN, WHAT WOULD BE THE NEGOTIATIONS ASPECT  
20 OF SUCH A CONTRACT. I AM CONCERNED OF CERTAIN VERY BASIC  
21 ISSUES THAT I NEED TO PUT ON THE TABLE BUT I DON'T WANT TO DO  
22 IT HERE AND I THINK IT SHOULD BE IN A CLOSED SETTING SINCE IT  
23 WOULD BE PART OF NEGOTIATIONS. BUT I'M ALSO CONCERNED WITH  
24 REGARD TO EXACTLY HOW THIS WORKS, BECAUSE I'M NOT SO SURE THAT  
25 I UNDERSTAND HOW IT WORKS. IF C.M.S. COMES IN AND SAYS, "YOU



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1 DIDN'T PASS." BASICALLY WHAT THAT DOES IS TAKE AWAY FUNDING.

2 THAT DOESN'T CLOSE US DOWN, CORRECT?

3

4 **DR. THOMAS GARTHWAITE:** THAT'S TRUE.

5

6 **SUP. MOLINA, CHAIR:** ALL RIGHT. SO-- AND IF J.C.A.H.O. COMES IN

7 AND SAYS, "YOU DIDN'T PASS," DOES THAT CLOSE US DOWN?

8

9 **DR. THOMAS GARTHWAITE:** NO.

10

11 **SUP. MOLINA, CHAIR:** ALL RIGHT. IF THE STATE COMES IN AND PULLS

12 OUR LICENSE, THAT WOULD CLOSE US DOWN, RIGHT?

13

14 **DR. THOMAS GARTHWAITE:** YES.

15

16 **SUP. MOLINA, CHAIR:** OKAY. SO I'M NOT SURE WHAT-- IS IT THE

17 C.M.S. AND THE J.C.A.H.O. THAT WOULD LEAD THE STATE TO COME IN

18 AND SAY, "LET ME PULL THE LICENSE?" SINCE J.C.A.H.O. YOU SAY

19 IS A VOLUNTARY KIND OF MECHANISM AND C.M.S. IS A FUNDING

20 MECHANISM. I'M SORRY?

21

22 **DR. THOMAS GARTHWAITE:** MY UNDERSTANDING IS THAT THEY ARE

23 INDEPENDENT BUT THERE'S A VERY CLOSE RELATIONSHIP, OFTEN,

24 BETWEEN THE STATE LICENSING AND C.M.S. AND I THINK, IN

25 GENERAL, C.M.S. CONTRACTS WITH STATE LICENSING TO DO THEIR



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1 AUDITS AND THEN THEY TAKE THE RE-AUDIT REPORT AND MAKE THEIR  
2 OWN DECISION. AND SO IT'S OFTEN SIMILAR INDIVIDUALS. NOW, I  
3 DON'T KNOW IF IT'S EVER BEEN TESTED, YOU KNOW, CAN THEY PROVE  
4 ONE OR THE OTHER AND NOT TAKE AN ACTION? IN OTHER WORDS, CAN  
5 YOU SAY YOU'VE NOW BEEN OUT OF COMPLIANCE WITH C.M.S. FROM  
6 THIS AMOUNT OF TIME BUT WE'RE STILL GOING TO LICENSE YOU. I  
7 JUST DON'T KNOW IF THAT'S BEEN TESTED OR NOT.

8

9 **SUP. MOLINA, CHAIR:** SO THE TIMING, JUST SO THAT I UNDERSTAND,  
10 LET'S SAY THAT WERE GOING TO OCCUR, HOPING THAT THAT WILL NOT  
11 OCCUR, BUT LET'S SAY THAT DOES OCCUR AND I GUESS WE GET  
12 WARNING FROM STATE LICENSING THAT THEY WILL BE PULLING THE  
13 LICENSE, I'M TRYING TO UNDERSTAND HOW THE TIMING WORKS. SO IN  
14 THE QUESTION THAT SUPERVISOR ANTONOVICH WAS ASKING IS, THAT  
15 DOES NOT-- THAT DOES NOT DISMISS US FROM PULLING-- HAVING TO  
16 DO A BEILENSEN, RIGHT? BECAUSE THE LAW BASICALLY SAYS...

17

18 **DR. THOMAS GARTHWAITE:** IF THE LICENSE WERE PULLED?

19

20 **SUP. MOLINA, CHAIR:** BECAUSE I THINK IT'S A REMOVAL OR  
21 REDUCTION OF SERVICES. I THINK THE STATE...

22

23 **DR. THOMAS GARTHWAITE:** THAT'S NOT OPTIONAL.

24



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1 **LEELA KAPUR, COUNSEL:** SUPERVISOR MOLINA, WE'VE NEVER FACED  
2 THAT ISSUE, OBVIOUSLY, BUT WE WOULD MAKE THE ARGUMENT THAT,  
3 BECAUSE THE STATE HAS PULLED OUR LICENSE AND, THEREFORE,  
4 CLOSED DOWN THE FACILITY, BEILENSON ISN'T REQUIRED BECAUSE  
5 WE'RE NOT MAKING THE DECISION ON OUR OWN-- IT'S NOT OUR  
6 DECISION TO MAKE, WE CANNOT PROVIDE SERVICES IN THAT FACILITY  
7 AT THAT TIME. THE PURPOSE OF THE BEILENSON, AS YOU KNOW, IS TO  
8 GIVE THE PUBLIC AN OPPORTUNITY TO GIVE INPUT INTO THE  
9 REDUCTION OF SERVICES. SEEING AS WE DON'T HAVE A CHOICE IN  
10 PROVIDING THOSE SERVICES, THERE WAS ARGUMENT TO BE MADE THAT  
11 THE PURPOSE OF THE BEILENSON IS MOOTED.

12

13 **SUP. MOLINA, CHAIR:** THAT'S ONE ISSUE, RIGHT? SO THEN-- AS YOU  
14 WOULD-- I DON'T KNOW WHAT THE TIME FRAME WOULD BE IF C.M.S.  
15 WERE TO DO SOMETHING LIKE THAT. I DON'T KNOW IF THE STATE  
16 GIVES YOU SO MUCH NOTIFICATION BUT, BASICALLY, C.M.S. WOULD  
17 JUST SAY WE WOULD BE PAYING FOR THOSE SERVICES EXCLUSIVELY OUT  
18 OF OUR GENERAL FUND FOR THE MOST PART, RIGHT?

19

20 **DR. THOMAS GARTHWAITE:** CORRECT.

21

22 **SUP. KNABE:** MADAM CHAIR, COULD I JUST GET A CLARIFICATION OF  
23 THE QUESTION YOU JUST RAISED?

24

25 **SUP. MOLINA, CHAIR:** OKAY.



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1

2 **SUP. KNABE:** IS THE STATE LICENSING REINSPECTION, DO THEY DO  
3 THAT-- YOU SAID THAT SOMETIMES C.M.S. CONTRACTS WITH STATE  
4 LICENSING. SO ARE THERE TWO INSPECTIONS? STATE LICENSING AS  
5 WELL AS C.M.S.? OR...

6

7 **DR. THOMAS GARTHWAITE:** YES, I THINK THEY HAVE TWO AUTHORITIES,  
8 REALLY. ONE IS THE AUTHORITY UNDER LICENSING TO ALLOW YOU TO  
9 OPERATE THE HEALTH FACILITY IN THE STATE. THE SECOND IS  
10 AUTHORITY OF C.M.S. TO FUND OR NOT FUND, BASED ON THEIR  
11 CRITERIA TO PARTICIPATE IN THE PROGRAM OF FUNDING MEDICARE OR  
12 MEDICAID.

13

14 **SUP. KNABE:** SO THERE'S A POSSIBILITY THAT STATE LICENSING  
15 WOULD RE-INSPECT TWICE, ONCE ON BEHALF OF C.M.S. AND THEN ONCE  
16 INDEPENDENTLY?

17

18 **DR. THOMAS GARTHWAITE:** YEAH. THE MOST LIKELY IS THAT IT'S  
19 OFTEN THE SAME PEOPLE, THEY'RE JUST TWO INDEPENDENT BODIES  
20 THAT MAKE DECISIONS BASED ON INSPECTORS. THEY MAY HAVE  
21 SLIGHTLY DIFFERENT CRITERIA. I ACTUALLY DON'T KNOW THAT.

22

23 **SUP. KNABE:** AND THE TIME LINE, WHO IS FIRST AND WHO'S SECOND?

24



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1 **SUP. MOLINA, CHAIR:** WELL, WE KNOW THAT J.C.A.H.O. HAS BEEN  
2 SCHEDULED FOR MARCH, CORRECT?

3

4 **DR. THOMAS GARTHWAITE:** THAT IS OUR TIME FRAME. WE HAVEN'T-- I  
5 DON'T THINK WE'VE CONTACTED J.C.A.H.O. BUT THAT'S THE  
6 PROJECTED TIME FRAME, RIGHT.

7

8 **SUP. MOLINA, CHAIR:** BUT DIDN'T YOU SHARE WITH US AT ONE POINT  
9 THAT THAT WAS WHERE YOU WERE GOING?

10

11 **DR. THOMAS GARTHWAITE:** RIGHT, CORRECT, NO, THAT'S WHERE WE'RE  
12 HEADED, RIGHT, YES.

13

14 **SUP. MOLINA, CHAIR:** RIGHT. THAT THEY'RE HEADED FOR A  
15 J.C.A.H.O. REVIEW IN MARCH. BUT C.M.S. CAN COME TO US AT ANY  
16 TIME BETWEEN NOW AND THE END OF THE YEAR OR ANY TIME BETWEEN  
17 NOW AND MARCH?

18

19 **DR. THOMAS GARTHWAITE:** RIGHT. WHAT THEY'VE PUBLICLY STATED...

20

21 **SUP. KNABE:** STATE LICENSING-- THAT'S STATE LICENSING?

22

23 **SUP. MOLINA, CHAIR:** I DON'T KNOW. THAT'S WHY I'M ASKING...

24



The Meeting Transcript of  
The Los Angeles County Board of Supervisors

1 **DR. THOMAS GARTHWAITE:** STATE LICENSING CAN COME AT ANY TIME  
2 FOR WHATEVER REASON.

3

4 **SUP. MOLINA, CHAIR:** STATE LICENSING CAN COME AT ANY TIME  
5 BUT...

6

7 **SUP. ANTONOVICH:** C.M.S. IS NOVEMBER TO JANUARY.

8

9 **DR. THOMAS GARTHWAITE:** RIGHT. THEY PUBLICLY STATED THEY WOULD  
10 GIVE NAVIGANT A FULL YEAR, AND JEFF FLICK STATED LAST WEEK  
11 THAT IT WOULD PROBABLY BE IN THE NEXT 60 TO 90 DAYS.

12

13 **LEELA KAPUR, COUNSEL:** IF I MAY ADD, SUPERVISORS, THE OTHER  
14 THING THAT MAY TRIGGER EITHER A LICENSING OR C.M.S. SURVEY  
15 WOULD BE IF THEY HEAR OF SOME EVENT THAT COULD BRING THEM IN  
16 TODAY, IF THERE'S, LIKE, AN UNEXPLAINED DEATH OR SOMETHING.

17

18 **SUP. MOLINA, CHAIR:** AND THEN, IN YOUR MEMO, YOU TALK ABOUT A  
19 PROCESS OF APPEAL, DUE PROCESS. AND THAT'S ALSO IN STATE  
20 LICENSING. SO YOU COULD GO AND YOU COULD APPEAL WHATEVER  
21 OUTCOME STATE LICENSING...?

22

23 **DR. THOMAS GARTHWAITE:** I WOULD ASK FOR COUNTY COUNSEL'S  
24 OPINION ON THE STATE LICENSING PIECE. WE'VE BEEN-- I'VE ASKED  
25 C.M.S. IF THEY COULD GIVE US SOME INDICATION IF-- CLEARLY,



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1 THEY'VE SAID, "YOU'RE OUT OF COMPLIANCE," LAST JUNE, AND  
2 REAFFIRMED IN OCTOBER. I ASKED THEM, "WELL, WHAT IF," YOU  
3 KNOW, TYPICALLY, IF YOU CAME IN AND FOUND ONE THING OUT OF  
4 COMPLIANCE, YOU'D GIVE US AN OPPORTUNITY TO FIX IT, ESPECIALLY  
5 IF IT WAS SOMETHING THAT LOOKED LIKE IT WAS FIXABLE IN A  
6 REASONABLE PERIOD OF TIME. SO THEY DON'T HAVE A POLICY OR A  
7 GUIDANCE YET ON THAT PARTICULAR PIECE. I MEAN, BUT WHAT MY  
8 QUESTION WAS, DO WE HAVE TO GET A HUNDRED PERCENT ONE TIME ON  
9 THIS EXAM ABSOLUTELY? BUT IF YOU'VE SEEN DRAMATIC PROGRESS BUT  
10 THERE'S STILL ONE-- THIS AREA THAT WE THINK YOU COULD FIX IN A  
11 MONTH, WOULD YOU ALLOW US TO DO THAT? AND THEY ARE  
12 CONTEMPLATING THAT ANSWER, I THINK THEY'RE ASKING THAT BACK IN  
13 WASHINGTON BUT THEY HAVE NOT GIVEN US A REPLY.

14

15 **SUP. MOLINA, CHAIR:** I KNOW I'LL HAVE SOME QUESTIONS ON THE  
16 NEXT-- THE OTHER ITEM, I THINK IT'S 47, BUT JUST AS A TIME  
17 LINE, JUST SO THAT I UNDERSTAND, THERE IS, AT THIS POINT IN  
18 TIME, YOU'RE TELLING ME, NO APPEAL PROCESS, NO-- THEY DON'T--  
19 WE DON'T HAVE THAT?

20

21 **LEELA KAPUR, COUNSEL:** SUPERVISOR MOLINA, AGAIN, WE'RE IN KIND  
22 OF A STRANGE SITUATION. WE HONESTLY DON'T KNOW IF WHAT C.M.S.  
23 WOULD BE DOING WHEN THEY CAME BACK, WOULD BE DOING A RE-SURVEY  
24 OF WHAT CAME OUT LAST YEAR BEFORE THE M.O.U. WAS SIGNED OR  
25 WHETHER IT WOULD BE-- THEY'D CONSIDER IT A NEW SURVEY. MY



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1 UNDERSTANDING, AND I'M NOT THE MOST FLUENT IN THIS, BUT MY  
2 UNDERSTANDING IS, IF IT'S A NEW SURVEY, WE DO HAVE SOME APPEAL  
3 RIGHTS BECAUSE WE TRIGGER EVERYTHING THAT WE COULD HAVE DONE  
4 LAST YEAR, HAD WE NOT ENTERED THE M.O.U.

5

6 **SUP. MOLINA, CHAIR:** BUT IF THE C.M.S. REVIEW TRIGGERS STATE  
7 LICENSING TO PULL THE LICENSE, WHATEVER NOTIFICATION IS  
8 INVOLVED, IS THERE AN APPEAL PROCESS? IS THERE SOME KIND OF...

9

10 **LEELA KAPUR, COUNSEL:** I'M SORRY, SUPERVISOR. I DON'T KNOW THE  
11 ANSWER. I CAN FIND THAT OUT FOR YOU PRETTY QUICKLY.

12

13 **SUP. MOLINA, CHAIR:** I SEE. ALL RIGHT. THAT WOULD BE GOOD TO  
14 KNOW. BUT WE WILL, HOPEFULLY, SCHEDULE A CLOSED SESSION IN  
15 WHICH WE COULD DISCUSS THE PARAMETERS OF ANY POTENTIAL  
16 CONTRACTING OUT SCENARIO AND COULD YOU BRING MAYBE AN OUTLINE,  
17 IN CLOSED SESSION, NOT NOW, WHENEVER WE SCHEDULE THAT, AN  
18 OUTLINE OF SOME OF THE THINGS THAT WOULD BE THE TERMS AND  
19 CONDITIONS, I GUESS, IS WHAT I WOULD SAY, OF THE NEGOTIATIONS  
20 SO THAT WE HAVE I GUESS AGREEMENT FROM THE BOARD THAT, IF  
21 YOU'RE GOING TO PURSUE THIS AS AN OPTION, IT'S WITHIN THIS  
22 FRAMEWORK. ALL RIGHT.

23

24 **LEELA KAPUR, COUNSEL:** SUPERVISOR MOLINA, I HATE TO BE THE  
25 BROWN ACT PERSON HERE BUT WE'D HAVE TO LOOK TO SEE WHAT



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1 EXCEPTION WE CAN GET IT INTO CLOSED SESSION UNDER THE BROWN  
2 ACT.

3

4 **SUP. MOLINA, CHAIR:** IF THEY ARE DISCUSSING, WITH AN  
5 ORGANIZATION, THE POTENTIAL OF A CONTRACT, WHY WOULDN'T WE,  
6 WHO THEY'RE GOING TO CONTRACT WITH US, WANT TO HAVE-- GIVE OUR  
7 FOLKS INFORMATION WITHIN THE FRAMEWORK OF WHAT THAT CONTRACT--  
8 IF I DID IT IN A PUBLIC SETTING, IT CREATES AN UNFAIR...

9

10 **LEELA KAPUR, COUNSEL:** I DON'T DISAGREE WITH YOU, SUPERVISOR.  
11 I'M ONLY SAYING THAT I'M NOT SURE THE BROWN ACT CONTEMPLATES  
12 THAT. I COMPLETELY AGREE WITH YOUR...

13

14 **SUP. MOLINA, CHAIR:** IT DOES NOT?

15

16 **LEELA KAPUR, COUNSEL:** IT ALLOWS FOR REAL ESTATE BUT THAT'S A  
17 SPECIFIC EXCEPTION. I DON'T KNOW, OFF THE TOP OF MY HEAD, I  
18 DON'T RECALL ONE THAT...

19

20 **SUP. MOLINA, CHAIR:** FOR ANY OTHER CONTRACT NEGOTIATIONS, WE'RE  
21 NOT ALLOWED TO GO INTO CLOSED SESSION?

22

23 **LEELA KAPUR, COUNSEL:** NOT THAT I CAN REMEMBER OFF THE TOP OF  
24 MY HEAD. I WILL CERTAINLY LOOK AT IT.

25



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1 **SUP. KNABE:** THAT'S UNBELIEVABLE.

2

3 **LEELA KAPUR, COUNSEL:** THIS ISN'T A PERSONNEL ISSUE NOR IS IT A  
4 REAL ESTATE ISSUE.

5

6 **SUP. MOLINA, CHAIR:** NO, IT'S NOT A PERSONNEL ISSUE BUT IT IS A  
7 CONTRACT. I WOULD THINK THAT THERE-- WE MIGHT WANT TO CHECK  
8 IT.

9

10 **LEELA KAPUR, COUNSEL:** I WILL DEFINITELY CHECK IT. I WANTED TO  
11 RAISE THE ISSUE SO THAT YOU'RE NOT...

12

13 **SUP. MOLINA, CHAIR:** NO, I THINK THAT'S VALID. BECAUSE ALL I  
14 KNOW IS THAT, IF WE CAN'T DO IT IN A CLOSED SETTING, WE'RE  
15 GOING TO HAVE TO DO IT IN A PUBLIC SETTING.

16

17 **SUP. KNABE:** WELL, I MEAN, BUT YOU GIVE THE ADVANTAGE TO THE  
18 OTHER SIDE. I MEAN, THAT'S RIDICULOUS.

19

20 **SUP. MOLINA, CHAIR:** WELL, I UNDERSTAND. BUT, MR. KNABE, THE  
21 WORST THING THAT CAN HAPPEN IS THEY CAN GO THROUGH A WHOLE  
22 SERIES OF NEGOTIATIONS, SPEND AN AWFUL LOT OF TIME AND MONEY,  
23 THINK THEY'RE GOING, COME TO THIS BOARD AND FIND OUT THAT  
24 THOSE ARE NOT THE PROVISIONS THAT WE WOULD AGREE WITH.

25



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1 **SUP. ANTONOVICH:** OR IT MAY UP THEY DON'T GET A UNANIMOUS VOTE.

2

3 **SUP. MOLINA, CHAIR:** WELL, UNANIMOUS, IT'S ONLY THREE VOTES  
4 THAT YOU NEED. BUT HOW CAN YOU GET THREE VOTES IF YOU DON'T  
5 KNOW WHAT YOU'RE VOTING FOR? UNTIL YOU AT LEAST HAVE SOME  
6 IDEA-- I THINK IT'S JUST A FAIR WAY OF GOING WITH IT BUT, IF  
7 IT CAN'T BE DONE, WE'VE GOT TO FIND A WAY THAT AT LEAST WE CAN  
8 COMMUNICATE SOME OF THOSE CONCERNS. BUT I CERTAINLY-- I DON'T  
9 WANT TO-- I DON'T WANT TO CREATE AN UNFAIR DISADVANTAGE FOR  
10 US. I DON'T. THAT'S WHY I THOUGHT GOING INTO CLOSED SESSION,  
11 THERE MIGHT BE SOMETHING THAT THEY COULD DO.

12

13 **SUP. YAROSLAVSKY:** MADAM CHAIR.

14

15 **SUP. MOLINA, CHAIR:** YES, SIR.

16

17 **SUP. YAROSLAVSKY:** YOU'VE BEEN HAVING EXTENSIVE DISCUSSIONS  
18 WITH CATHOLIC HEALTHCARE WEST ALREADY AND I BELIEVE THE C.A.O.  
19 HAS HAD SOME, I DON'T KNOW TO WHAT EXTENT, IF IT'S THE SAME  
20 EXTENT AS THEY HAVE OR MAYBE-- SO WHAT ARE-- HOW WOULD YOU  
21 DESCRIBE THE NATURE AND THE PARAMETERS OF YOUR CONVERSATIONS?  
22 I IMAGINE THAT YOU CAN-- I I IMAGINE THAT THERE HAVE BEEN--  
23 AND I DON'T WANT YOU TO GET INTO SPECIFICS BUT I IMAGINE YOU'D  
24 HAD SOME-- I'M SURE THEY'VE RAISED QUESTIONS AND YOU'VE RAISED  
25 ISSUES THAT ARE SELF-EVIDENT TO ANYBODY WHO'S BEEN SITTING



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1 AROUND HERE FOR ANY LENGTH OF TIME AND UNDERSTANDS SOME OF THE  
2 REALITIES.

3

4 **DR. THOMAS GARTHWAITE:** I THINK I'VE ALREADY ALLUDED TO SOME OF  
5 THE ISSUES IN MY PREVIOUS COMMENTS THIS MORNING. I MEAN, THEY  
6 REALLY RELATE TO, YOU KNOW, BASICALLY, THE FUNDING OF  
7 PATIENTS, ESPECIALLY THE UNINSURED. THEY RELATE TO, YOU KNOW,  
8 THE BUILDING ITSELF, THE CONDITION IT'S IN, THE REPAIRS IT  
9 MIGHT NEED, THOSE SORT OF THINGS. CLEARLY THERE ARE GOING TO  
10 BE ISSUES OF CURRENT PERSONNEL VERSUS NEW PERSONNEL, ISSUES OF  
11 RELATIONSHIPS WITH PHYSICIANS AND RELATIONSHIPS WITH THE  
12 UNIVERSITY. I THINK THOSE ARE SOME OF THE BIGGER ISSUES THAT  
13 WOULD HAVE TO BE TALKED ABOUT IN-- AS YOU GET MORE SPECIFIC.

14

15 **SUP. YAROSLAVSKY:** AND WHAT ABOUT LABOR ISSUES?

16

17 **DR. THOMAS GARTHWAITE:** THAT WAS-- WHEN I SAID ISSUES OF  
18 CURRENT PERSONNEL OR-- YEAH.

19

20 **SUP. YAROSLAVSKY:** WELL, I MEAN BEYOND THE CURRENT PERSONNEL,  
21 UNION ISSUES.

22

23 **DR. THOMAS GARTHWAITE:** WELL, WE'VE HAD MINOR CONVERSATIONS  
24 ABOUT THAT. THEY ARE-- CATHOLIC HEALTHCARE WEST AND WE HAVE  
25 THE SAME UNION, ALTHOUGH DIFFERENT LOCALS.



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1

2 **SUP. YAROSLAVSKY:** SO THEY ARE A UNIONIZED OPERATION?

3

4 **DR. THOMAS GARTHWAITE:** YES.

5

6 **SUP. YAROSLAVSKY:** WHAT IS YOUR SENSE, AND MAYBE YOU ADDRESSED  
7 THIS EARLIER BUT I DIDN'T HEAR IT WITH SPECIFICITY, WHAT IS  
8 YOUR TIME LINE ON THIS? WHEN DO YOU BELIEVE THAT YOU WILL HAVE  
9 SOME SENSE OF WHERE-- WHETHER THIS IS DOABLE AND UNDER WHAT  
10 TERMS IT WOULD BE DOABLE?

11

12 **DR. THOMAS GARTHWAITE:** WELL, WE PUT-- WELL, I DON'T WANT TO  
13 GET TOO FAR AHEAD IN TERMS-- EXACT TERMS WHETHER-- THAT MAY,  
14 MAY OR MAY NOT GO AS SMOOTHLY AS WE ALL HOPE BUT WE THINK  
15 WE'LL HAVE SOME SENSE OF DOABILITY BY THE END OF THE YEAR,  
16 MAYBE SOONER. WE MAY BE CLOSER BY THE END OF THE-- BY THE END  
17 OF NOVEMBER, CERTAINLY, OR MAYBE THE END-- WE ARE MAKING  
18 PROGRESS. LIKE I SAY, WE'RE IN MULTIPLE MEETINGS, VISITS ARE  
19 BEING MADE, DATA IS BEING SHARED, PROJECTIONS ARE BEING DONE,  
20 I MEAN, SO MUCH OF THIS IS MOVING ALONG. I MEAN, I'VE HAD  
21 EMAIL AS RECENTLY AS YESTERDAY ON THINGS THAT ARE HAPPENING,  
22 SO IT'S VERY ACTIVE.

23

24 **SUP. YAROSLAVSKY:** WELL, I'LL TELL YOU WHAT MY CONCERN IS. MY  
25 CONCERN IS THAT THE ODDS ARE YOU'RE NOT GOING TO BE ABLE TO



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1 MAKE A DEAL. I MEAN, JUST THE-- IT'S COMPLICATED, EVEN IF BOTH  
2 SIDES WANT TO DO IT AND BOTH SIDES HAVE AGREEMENT AMONG  
3 THEMSELVES TO IMPLEMENT IT IS THREADING A VERY NARROW NEEDLE,  
4 AND I PERSONALLY AND PROFESSIONALLY, MY BET IS-- AND WHILE I  
5 SUPPORT AND ENCOURAGE YOUR EFFORTS TO MAKE IT HAPPEN, I HAVE  
6 TO PREPARE FOR IT NOT HAPPENING. AND I ALSO THINK WE HAVE TO  
7 CAUTION AGAINST THE NOTION THAT WE HOLD EVERYTHING ELSE IN  
8 ABEYANCE OR MANY OTHER THINGS IN ABEYANCE WHILE WE SEE IF WE  
9 CAN WORK THIS OUT. BECAUSE HERE-- HERE IS WHAT'S HAPPENING.  
10 THE SAME FORCES THAT COALESCED TO UNDERMINE YOUR EFFORTS TO  
11 TRY TO MANAGE THE PROBLEMS AT KING/DREW MEDICAL CENTER ARE NOW  
12 COALESCING TO FIGHT THE CONTRACTING. AND THERE'S NO REASON FOR  
13 ME TO BELIEVE THAT THE SAME RESULT MIGHT NOT OBTAIN, AT THE  
14 END OF THE DAY, WITH ALL THOSE FORCES COALESCING. AND WHAT'S  
15 HAPPENING, FROM MY POINT OF VIEW, IS THAT, AS I'VE OFTEN SAID  
16 HERE, THE ONLY PEOPLE-- THE ONLY 5 PEOPLE IN THE WORLD WHO ARE  
17 RESPONSIBLE FOR THIS HOSPITAL ARE SITTING HERE. WE-- THE BUCK  
18 STOPS HERE. NOT EVEN WITH YOU BUT WITH US. AND MY CONCERN IS  
19 THAT THOSE-- THAT THERE ARE THOSE WHO DO NOT HAVE ANY ULTIMATE  
20 RESPONSIBILITY OR ACCOUNTABILITY FOR WHETHER THIS HOSPITAL  
21 PERFORMS OR DOESN'T PERFORM, WHO ARE WILLING TO PLAY RUSSIAN  
22 ROULETTE AND ARE ADVOCATING THAT WE PLAY RUSSIAN ROULETTE ON  
23 THIS WHOLE HOSPITAL, TESTING THE PROPOSITION OF WHETHER C.M.S.  
24 WOULD EVER PULL THE FUNDING. I'VE HEARD COMMENTS-- COMMENTS  
25 HAVE BEEN MADE TO ME LIKE "C.M.S. WOULD NEVER DO-- WOULD NEVER



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1 PAY THE POLITICAL PRICE TO PULL THE FUNDING FROM MARTIN LUTHER  
2 KING JR. HOSPITAL. NEVER HAPPEN." SO GOES-- THAT'S ONE LINE.  
3 THE OTHER LINE IS, AND I SAID THIS A FEW WEEKS AGO HERE, I  
4 THINK I SAID IT IN AUGUST, IS THAT THERE ARE THOSE WHO BELIEVE  
5 THAT, IF THE FUNDING IS PULLED, THAT WE OUGHT TO USE THE  
6 GENERAL FUND TO BACKFILL IT, REGARDLESS OF-- WELL, OBVIOUSLY,  
7 IF THE FUNDING IS PULLED, IT WOULD SUGGEST THAT OUR  
8 ACCREDITATION WASN'T RENEWED, IT WOULD SUGGEST THAT OUR  
9 LICENSING WAS STILL IN JEOPARDY, IF OUR LICENSE IS STILL IN  
10 FORCE. IF IT'S NOT, DON'T SWEAT THE FUNDING, YOU WON'T HAVE TO  
11 WORRY ABOUT THE FUNDING. JUST HAVE TO WORRY ABOUT WHERE YOU  
12 PUT THE PATIENTS AND HOW YOU SERVE OUR CLIENTELE. SO THERE ARE  
13 THOSE WHO SAY, DON'T CONTRACT, DON'T DO THIS, DON'T DO THAT  
14 AND-- BUT, OF COURSE, NO ONE HAS COME UP WITH WHAT WE SHOULD--  
15 JUST FIX IT. FINALLY, I HEARD A LEGISLATOR SAY, "FIX IT". THAT  
16 WAS THE FIRST TIME I HEARD A LEGISLATOR SAY FIX IT. BEFORE, IT  
17 WAS DEFENDING WHAT WAS GOING ON. BUT, TO FIX IT, WE'RE GOING  
18 TO HAVE TO DO SOME DISTASTEFUL THINGS, POLITICALLY DISTASTEFUL  
19 THINGS, ADMINISTRATIVELY DISTASTEFUL THINGS. AND MY CONCERN IS  
20 THAT WE ARE OPERATING HERE LINEARLY, AUGUST WE DID THIS AND  
21 SEPTEMBER, WE DID THIS, IN OCTOBER, WE DID AN ABOUT-FACE ON  
22 THAT AND, IN NOVEMBER, WE'LL DO SOMETHING ELSE, DECEMBER,  
23 YOU'LL FIND OUT THAT THE CATHOLIC HEALTHCARE WEST DEAL WON'T  
24 WORK AND THEN J.C.A.H.O., C.M.S., STATE LICENSING, ALL, YOU  
25 KNOW, SEQUENTIALLY, ONE AFTER THE OTHER, COME DOWN ON YOU LIKE



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1 A TON OF BRICKS. AND THEN WE'RE ALL GOING TO BE SITTING HERE,  
2 WE'RE GOING TO BE CALLING FOR SOMEBODY'S HEAD, WE'LL NEVER  
3 TAKE THE BLAME OURSELVES, WE NEVER DO, AND WE'LL ALWAYS BLAME  
4 SOMEBODY ELSE; BUT, IN FACT, WE, AS A BOARD, WHICH, WHO, FOR A  
5 YEAR, YEAR AND A HALF, DID SOME VERY PAINFUL THINGS IN THE  
6 INTEREST OF TRYING TO TURN THIS HOSPITAL AROUND, I SENSE A  
7 RETICENCE TO MOVE AS DECISIVELY. I'M NOT SPEAKING ON ANY  
8 SPECIFIC PROPOSAL. WE CAN ALL DISAGREE ON A SPECIFIC PROPOSAL  
9 BUT, OVERALL, I'M CONCERNED ABOUT THE-- HOW THE FORCES ARE  
10 LINING UP. AT THE END OF THE DAY, I WANT-- I'M GOING TO SAY  
11 THIS RIGHT NOW, I WILL NOT SUPPORT KEEPING A HOSPITAL OPEN  
12 THAT DOES NOT HAVE ACCREDITATION, VOLUNTARY OR INVOLUNTARY. I  
13 WILL NOT SUPPORT KEEPING A HOSPITAL OPEN THAT IS NOT  
14 ACCREDITED. I DO NOT BELIEVE IN PUTTING MY CONSTITUENTS OR MY  
15 TAXPAYERS OR MY CLIENTS IN A HOSPITAL THAT CAN'T MEET THE  
16 ACCREDITATION THAT EVERY ONE OF OUR OTHER HOSPITALS DOES AND  
17 EVERY OTHER HOSPITAL IN TOWN DOES. IT'S OUTRAGEOUS THAT I  
18 WOULD EVEN BE ASKED TO CONSIDER IT, WHETHER LICENSING IS  
19 PULLED OR NOT PULLED. I JUST WON'T DO IT. AND YOU WANT TO  
20 CRITICIZE ME FOR IT, BE MY GUEST. MOST OF MY CONSTITUENTS  
21 DON'T UNDERSTAND WHY THIS HOSPITAL REMAINS IN THE CONDITION IT  
22 REMAINS TODAY AND DON'T UNDERSTAND WHY IT REMAINS OPEN. I  
23 DON'T GET A LOT OF LETTERS FROM REAL PEOPLE WHO SAY, "PROTECT  
24 THE STATUS QUO." I DO GET A LOT OF LETTERS FROM PEOPLE WHO ARE  
25 WELL MEANING, WHO SAY, "WHY DON'T YOU CLOSE THE DAMN THING IF



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1 IT'S NOT WORKING?" AND THAT'S NOT AN OPTION THAT ANY OF US  
2 HAVE RELISHED EXERCISING. BUT, IF WE CAN'T-- IF WE CAN'T WIN  
3 BACK OUR ACCREDITATION-- AND MY BET IS, IF WE DON'T WIN BACK  
4 OUR ACCREDITATION, AS YOU SUGGESTED, THEY'RE ALL BASED ON THE  
5 SAME INFORMATION OR SIMILAR INFORMATION, RELATED INFORMATION,  
6 I DON'T KNOW HOW LONG C.M.S. FUNDING IS GOING TO LAST AND WHY  
7 WOULD WE WANT TO SPEND GENERAL FUND MONEY TO KEEP A HOSPITAL  
8 THAT IS-- THAT CANNOT BE-- THAT IS UNACCREDITED? THAT, TO ME,  
9 IS-- IS NOT TAKING A SMALL STEP FORWARD, IT'S TAKING A GIANT  
10 STEP BACKWARD. AND THEN, IF WE LOSE STATE LICENSING, THEN IT'S  
11 A WHOLE OTHER STORY AND WE'LL HAVE NO ONE TO BLAME BUT  
12 OURSELVES. SO I...

13

14 **DR. THOMAS GARTHWAITE:** I WOULD AGREE WITH THAT AND THAT REALLY  
15 FORMS THE BASIS OF HOW I ANSWERED SUPERVISOR ANTONOVICH'S  
16 QUESTION AND, BASICALLY, YOU KNOW, THAT I WOULD RECOMMEND THAT  
17 WE CLOSE THE INPATIENT AT KING/DREW, AS OPPOSED TO ASKING YOU  
18 FOR THE \$200 MILLION OR SOME OTHER OPTION. I MEAN...

19

20 **SUP. YAROSLAVSKY:** OH, I KNOW, I KNOW THAT'S WHAT YOU'RE GOING  
21 TO RECOMMEND.

22

23 **DR. THOMAS GARTHWAITE:** ...THAT'S THE BASIS-- I'M JUST SAYING  
24 THE BASIS OF MY SAYING THAT THIS MORNING...

25



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1 **SUP. YAROSLAVSKY:** I KNOW IT'S THE BASIS OF WHAT YOU'RE SAYING.  
2 YOU ALSO RECOMMENDED, IN AUGUST, TO CLOSE THE O.B. AND THE  
3 PEDIATRICS AND YOU WERE UNDER TREMENDOUS PRESSURE, TREMENDOUS  
4 PRESSURE FROM THE HOSPITAL ADVISORY BOARD, FROM THE COMMUNITY  
5 GROUPS, FROM POLITICIANS, AND FROM MEMBERS OF THIS BOARD NOT  
6 TO DO SO, NOT TO MAKE THAT-- OR YOU WERE CRITICIZED FOR THAT  
7 RECOMMENDATION. I DON'T THINK ANYBODY PRESSURED YOU INTO THE  
8 RECOMMENDATION, BUT YOU WERE CRITICIZED FOR THE RECOMMENDATION  
9 YOU MADE, WHICH IS FAIR GAME, IT'S A CONTROVERSIAL  
10 RECOMMENDATION. AND, AT THE END OF THE DAY, I DON'T KNOW WHAT  
11 WOULD HAVE HAPPENED IF WE HAD GONE FORWARD WITH THE BEILENSON  
12 HEARINGS. AT THE END OF THE DAY, YOU KNOW, LIGHTNING STRUCK  
13 AND THAT ISSUE WAS DEALT WITH IN ANOTHER WAY, THROUGH-- OUT OF  
14 OUR CONTROL. BUT, NEVERTHELESS, YOU'RE GOING TO HAVE THE SAME  
15 SITUATION. I WANT TO SEE THE DAY YOU MAKE-- WHEN THEY PULL THE  
16 FUNDING AND YOU MAKE THE RECOMMENDATION TO TURN IT INTO A  
17 MACC, INTO-- WHAT DOES THE MACC ACRONYM STAND FOR AGAIN?

18

19 **DR. THOMAS GARTHWAITE:** MULTI-SPECIALTY AMBULATORY CARE CENTER.

20

21 **SUP. YAROSLAVSKY:** OKAY. MACC. I WANT TO BE HERE THE DAY YOU  
22 PROPOSE A MACC. IT WILL NOT BE PRETTY. AND I DON'T KNOW WHAT--  
23 I DON'T KNOW WHERE-- WHAT-- WHAT THE VOTES OF THIS 5-MEMBER  
24 EXECUTIVE BODY IS GOING TO BE. THIS IS NOT ONE EXECUTIVE. THIS  
25 IS A WEIRD SYSTEM WE HAVE HERE. THAT'S ANOTHER PROBLEM. SO IT



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1 MAY BE-- IT MAY BE 3-TO-2, ONE WAY OR THE OTHER, IT MAY BE 5-  
2 TO-ZIP, WHO KNOWS? BUT YOU DON'T KNOW AND I DON'T KNOW. SO--  
3 AND THE LONGER WE FACE-- AND THIS IS WHERE, YOU KNOW, I PART  
4 COMPANY WITH SOME OF MY FRIENDS ON THIS ISSUE, IS THE LONGER  
5 WE WAIT AND THE MORE WE PLAY THIS GAME OF RUSSIAN ROULETTE, IF  
6 WE ARE WRONG, THE CONSEQUENCES ARE HORRIFIC. THE CONSEQUENCES  
7 OF GOING THE ALL-OR-NOTHING ROUTE, OF NOT MAKING THE PAINFUL,  
8 DIFFICULT DECISIONS IN THE SHORT RUN IN ORDER TO SAVE THE  
9 HOSPITAL IN THE LONG RUN, I THINK ONLY SUGGESTS ONE OUTCOME  
10 AND THAT IS THAT THE HOSPITAL CAN'T SURVIVE. NOW, I SAY-- I'M  
11 NOT GOING TO REPEAT WHAT I SAID TWO MONTHS AGO BUT I THINK THE  
12 PEOPLE OF THE COMMUNITY WHO USE THAT FACILITY, AS ANY  
13 COMMUNITY WOULD FEEL THE SAME WAY, THAT THEY-- THEY'VE FIGURED  
14 IT OUT AND THEY'RE VOTING WITH THEIR FEET. AND IT'S NOT  
15 BECAUSE NEWSPAPER ARTICLES PUT IT IN THE FRONT PAGE  
16 EXCLUSIVELY, IT'S BEEN-- IT'S-- IT'S A-- THEY'RE VOTING WITH  
17 THEIR FEET. AND OUR OPPORTUNITY, AND I THINK WE'VE HAD THIS  
18 OPPORTUNITY, IS TO TRY TO TURN IT AROUND AND BRING PEOPLE  
19 BACK. AND I-- YOU KNOW, I APPRECIATE THE EFFORTS YOU'RE MAKING  
20 ON-- ON THE CATHOLIC HEALTHCARE WEST FRONT AND THERE ARE  
21 MODELS FOR THIS. I WAS TALKING TO SOMEBODY OVER THE WEEKEND  
22 WHO IS A GOOD FRIEND OF MINE WHO RUNS AN EMERGENCY ROOM  
23 OPERATION FOR THE UNIVERSITY OF TEXAS MEDICAL CENTER SAN  
24 ANTONIO-- DOESN'T RUN IT, HE'S ONE OF THE PEOPLE WHO RUNS IT.



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1 THEY HAVE-- IS IT BRECKENRIDGE HOSPITAL IN SAN ANTONIO? OR  
2 AUSTIN? ONE OF THOSE TWO. IT'S EITHER AUSTIN OR SAN ANTONIO.

3

4 **DR. THOMAS GARTHWAITE:** I'M NOT SURE.

5

6 **SUP. YAROSLAVSKY:** I THINK THAT'S THE NAME. I'LL CHECK IT OUT.  
7 BUT THEY HAVE A CONTRACT WITH ONE OF THE CATHOLIC HOSPITALS. I  
8 DON'T KNOW WHETHER IT'S DAUGHTERS OF CHARITY OR WHICH ONE IT  
9 IS AND THEY'VE DEALT WITH THE REPRODUCTIVE RIGHTS ISSUE, VERY  
10 UPFRONT. THE COUNTY THERE HAS A PORTION OF THE HOSPITAL WHICH  
11 IT DEALS WITH JUST IN THE BUILDING FOR THAT ISSUE AND THE--  
12 WHOEVER THE ORGANIZATION IS CONTROLS THE REST OF THE BUILDING  
13 AND DOES ALL THE LIVERS AND THE HEARTS AND APPENDICITISES AND  
14 ALL THAT, THERE ARE WAYS TO DEAL WITH IT AND THERE ARE ALL  
15 KINDS-- THERE ARE GOOD MODELS FOR THIS OUTSIDE OF LOS ANGELES.  
16 HOWEVER, I THINK IT'S REALLY-- YOU'RE DRAWING TO AN INSIDE  
17 STRAIGHT AND I'M WORRIED-- I'M WORRIED THAT, AT THE END OF THE  
18 DAY, EVERY TURN-- AT EVERY TURN YOU MAKE, YOU'RE GOING TO BE  
19 CHECKMATED, WE'RE GOING TO BE CHECKMATED AND THEN WE'RE GOING  
20 TO HAVE AN ALL-OR-NOTHING PROPOSITION AND THIS SUPERVISOR IS  
21 NOT GOING TO VOTE TO KEEP A HOSPITAL THAT IS SUBSTANDARD--  
22 THAT IS PROVIDING SUBSTANDARD CARE OPEN. I'D RATHER SPEND MORE  
23 MONEY PUTTING PEOPLE IN FACILITIES IN HOSPITALS, IN HOSPITAL  
24 BEDS, IF WE CAN FIND THEM, WHERE THE ODDS OF SUCCESSFULLY  
25 COMING OUT OF THE HOSPITAL ALIVE AND HEALTHY ARE-- MEET-- MEET



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1 THE NATIONAL STANDARD, NOT-- NOT THIS HOSPITAL STANDARD. SO I--  
2 - YOU KNOW, I WOULD URGE YOU TO-- I SHARE MS. MOLINA'S CONCERN  
3 AND MR. KNABE'S CONCERN ABOUT THE OPEN DISCUSSION BUT I ALSO  
4 THINK THERE ARE WAYS, IF YOU CAN'T DO IT UNDER THE BROWN ACT,  
5 THERE ARE WAYS YOU CAN ADDRESS THAT AND, YOU KNOW, IN A MACRO  
6 SENSE AND THEN I THINK TIME IS A-WASTIN' AND WE DON'T HAVE A  
7 LOT OF TIME ON THIS.

8

9 **DR. THOMAS GARTHWAITE:** OKAY. THANK YOU.

10

11 **SUP. MOLINA, CHAIR:** YES, MS. BURKE.

12

13 **SUP. BURKE:** I DO HAVE TO RESPOND SOMEWHAT TO WHAT SUPERVISOR  
14 YAROSLAVSKY IS SAYING. I DO GET A COUPLE OF LETTERS FROM  
15 PEOPLE IN CULVER CITY WHO CONSTANTLY SAY TO ME YOU SHOULD  
16 CLOSE THE HOSPITAL BUT I ALSO GET A LOT OF LETTERS OF PEOPLE  
17 WHO HAVE ACTUALLY BEEN TO THE HOSPITAL, WHO HAVE USED THE  
18 HOSPITAL AND WHO EXPLAIN HOW IMPORTANT IT IS TO THEM. I GET  
19 LETTERS FROM PEOPLE WHO ARE TRANSFERRED FROM THE HOSPITAL TO  
20 OLIVE VIEW, AND I THINK I SHARED THAT-- I SHARE SOME OF THOSE  
21 WITH DR. GARTHWAITE, OF PEOPLE WHO HAVE BEEN TRANSFERRED TO  
22 OTHER HOSPITALS AND SOME OF THE DIFFICULTIES IT ARISES IN  
23 TERMS OF THEIR ABILITY TO HAVE THEIR FAMILY COME TO SEE THEM,  
24 THEIR ABILITY TO COME BACK FOR OUTPATIENT AFTER THEY LEAVE THE  
25 HOSPITAL AND WE GET A NUMBER OF THESE-- WE GET THESE LETTERS



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1 CONSTANTLY OF PEOPLE WHO, THEIR FEET HAVEN'T TAKEN THEM THERE  
2 BUT THE PARAMEDICS HAVE AND THEY HAVE BEEN IN PLACES THAT ARE  
3 SOME DISTANCE FROM THEIR HOMES AND THESE ARE REAL  
4 INCONVENIENCES TO PEOPLE. IT'S AN INCONVENIENCE WHEN YOUR WIFE  
5 HAS TO GO, YOU KNOW, 10 MILES AWAY OR 20 MILES OR 30 MILES TO  
6 HAVE A BABY AND THESE ARE ISSUES THAT ARE REAL. AND THE  
7 LETTERS THAT I RECEIVE ARE NOT FROM PEOPLE WHO ARE OVER SOME  
8 PLACE WHO'VE PROBABLY NEVER EVEN SEEN THE HOSPITAL OR PASSED  
9 BY IT BUT PEOPLE WHO ACTUALLY USE THE HOSPITAL, HAVE HAD A  
10 HISTORY OF USING IT AND WHO HAVE AN INTEREST IN CONTINUING TO  
11 USE IT. NOW, I GET DIFFERENT INFORMATION ON CATHOLIC  
12 HEALTHCARE WEST THAN YOU DO. I GET INFORMATION AND-- THAT  
13 THEY'RE VERY INTERESTED IN DOING THIS AND THAT THEY HAVE  
14 FINANCIAL MOTIVATION FOR DOING IT, IN TERMS OF SOME OF THEIR  
15 STATUS AND SOME OF THEIR CONCERNS. WE ALSO GET A LOT OF  
16 INFORMATION, YOU HAVE TO RECOGNIZE THAT MANY OF THE PHYSICIANS  
17 WHO ARE ON THE STAFF AT MARTIN LUTHER KING HOSPITAL ARE ON  
18 CALIFORNIA HOSPITAL STAFF AND ON OTHER HOSPITAL STAFFS OF  
19 CATHOLIC HEALTHCARE WEST. THERE'S A TREMENDOUS OVERLAP OF  
20 PHYSICIANS YOU'RE TALKING ABOUT HERE. SO THAT THE PHYSICIANS  
21 GO BACK AND FORTH AND SOME OF THEIR PATIENTS, THEY START OUT  
22 ONE PLACE, THEY TRANSFER THEM BACK AND FORTH AND THESE ARE  
23 ISSUES THAT ARE DEALT WITH CONSTANTLY JUST BY VIRTUE OF THE  
24 FACT THAT THE PHYSICIANS THERE, YOU HAVE OVERLAP, PROBABLY  
25 MORE SO THAN ALMOST ANY OTHER HOSPITAL, EXCEPT ST. FRANCIS,



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1 WHERE I GUESS YOU HAVE THE GREATEST OVERLAP IN TERMS OF THE  
2 PHYSICIANS. SO, YOU KNOW, NO ONE IS-- HAS THEIR MIND CLOSED TO  
3 VARIOUS SCENARIOS. I SUGGESTED MONTHS AGO THAT WE LOOK AT  
4 CONTRACTING OUT THE EMERGENCY ROOM AND I WAS TOLD THAT THERE  
5 ARE FINANCIAL PROHIBITIONS THAT WE HAVE IN TERMS OF  
6 REIMBURSEMENT TO TRANS-- CONTRACTING OUT THE EMERGENCY ROOM.  
7 YOU KNOW, I THINK THAT EVERYONE IS LOOKING AT SOLUTIONS. I  
8 DON'T HIDE IT THAT MY GOAL IS TO KEEP THE HOSPITAL OPEN, MY  
9 GOAL IS TO SEE THE PEOPLE OF THAT AREA HAVE THE BEST POSSIBLE  
10 HEALTHCARE. NO ONE WANTS TO HAVE SUB, MINIMAL AND UNACCEPTABLE  
11 HEALTHCARE FOR ANYONE BUT YOU WANT HEALTHCARE THAT ALSO, IN  
12 MANY INSTANCES, THE BEST HEALTHCARE IS THAT WHICH IS AVAILABLE  
13 RATHER THAN THAT THAT'S IN NEW YORK OR SOMEWHERE OR IN  
14 GLENDALE OR OLIVE VIEW OR SOME OTHER PLACE WHEN YOU HAVE AN  
15 EMERGENCY. SO I, FOR ONE, AM INTERESTED IN SEEING THE KIND OF  
16 ALTERNATIVES. I THINK IT'S VERY INTERESTING YOU BRING UP THIS  
17 BRECKENRIDGE, I'M NOT FAMILIAR WITH THE HOSPITAL, THAT THE  
18 MECHANISM THAT THEY'VE UTILIZED TO CONTRACT, THAT WAS NEVER  
19 ANYTHING THAT HAS BEEN DISCUSSED. IT WOULD SEEM TO ME, AT ONE  
20 TIME, RATHER THAN TALKING ABOUT, YOU KNOW, ELIMINATING O.B.,  
21 THAT THAT MIGHT HAVE BEEN ONE OF THOSE ALTERNATIVES WE COULD  
22 HAVE TALKED ABOUT WHEN WE'RE TALKING ABOUT TRYING TO BUILD UP  
23 A WOMEN'S CENTER. AND THE REASON THAT I HAVE PUSHED SO HARD  
24 FOR A WOMEN'S CENTER THERE IS BECAUSE THE WOMEN OF THAT AREA  
25 HAVE TREMENDOUS PHYSICAL PROBLEMS, MULTI PROBLEMS IN TERMS OF



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1 THEIR HEALTH AND THEIR PROBLEMS THAT ARE NOT ALL RELATED TO  
2 O.B., THEY'RE RELATED TO A COMBINATION OF ALL OF THESE THINGS  
3 BECAUSE WE KNOW THAT THEY IMPACT ONE AGAINST THE OTHER. AND MY  
4 INTEREST IS TO MAKE SURE THAT THE PEOPLE GET THE BEST SERVICE.  
5 THAT'S MY NUMBER ONE. AND I'M WILLING TO LOOK AT ALTERNATIVES  
6 BUT, IN THAT ALTERNATIVE, IT SEEMS TO ME NO SERVICE IS NOT A  
7 GREAT ALTERNATIVE TO PEOPLE. BUT THERE ARE ALL KINDS OF THINGS  
8 THAT YOU CAN LOOK AT AND CERTAINLY I BELIEVE THAT-- I DON'T  
9 KNOW WHO YOU'RE TALKING TO WHO'VE BEEN SAYING THESE THINGS TO  
10 YOU BUT, IN MY TALKING TO PEOPLE, THAT, YOU KNOW, UNDER NO  
11 CIRCUMSTANCE DO THEY WANT TO DO THIS OR THAT OR THE OTHER  
12 THAT-- BUT THE PEOPLE I TALKED TO ARE WILLING TO LOOK AT  
13 REASONABLE ALTERNATIVES, BECAUSE THEIR INTEREST IN USING THE  
14 HOSPITAL, AND THESE ARE THE PEOPLE WHO USE IT, THE DOCTORS WHO  
15 SERVE IT ARE INTERESTED IN DOING WHAT IS NECESSARY TO CORRECT  
16 THE PROBLEMS AND THROUGH MULTI APPROACHES.

17

18 **DR. THOMAS GARTHWAITE:** JUST TWO QUICK CLARIFICATIONS. ONE  
19 IS...

20

21 **SUP. MOLINA, CHAIR:** SURE.

22

23 **DR. THOMAS GARTHWAITE:** I THINK THE REASON WE THOUGHT THAT WE  
24 COULDN'T CONTRACT FOR THE ENTIRE OPERATION OF THE EMERGENCY  
25 ROOM WAS THAT THAT WOULD INCLUDE NURSES AND OTHER



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1 PROFESSIONALS AND WE DIDN'T KNOW IF THERE WERE ANY TAKERS FOR  
2 THAT BUT WE HAVE BEEN CONTINUING TO PURSUE THE POSSIBILITY OF  
3 PHYSICIANS. AND SECONDLY, I JUST WANT TO REITERATE THAT, WHILE  
4 WE BELIEVED THAT O.B. WAS SOMETHING THAT WAS REASONABLE TO  
5 GIVE UP AT KING, SIMPLY BECAUSE THERE IS EMERGENCY O.B.  
6 INSURANCE COVERAGE AND THAT THERE ARE PROVIDERS THAT, FOR  
7 INSTANCE, OTHER WOMEN SERVICES FOR HYPERTENSION, DIABETES,  
8 HEART DISEASE AND FOR GYNECOLOGIC SERVICES, WE ARE A MAJOR  
9 PROVIDER, THERE IS NO OTHER FUNDING AND THERE ARE LARGE  
10 NUMBERS OF UNINSURED WHO DEPEND ON US FOR THOSE SERVICES AND  
11 WE NEVER CONTEMPLATED THAT WE SHOULD GIVE THOSE UP.

12

13 **SUP. MOLINA, CHAIR:** ALL RIGHT. ANYONE ELSE? WE HAVE THREE  
14 PEOPLE THAT WISH TO ADDRESS US. DR. CLAVREUL, I WANT TO MAKE A  
15 DEAL WITH YOU HERE. YOU SIGNED UP FOR 44, 45, 46, AND 47. I'LL  
16 GIVE YOU 5 MINUTES AT THE END OF 47 OR YOU CAN TAKE YOUR THREE  
17 MINUTES AND DISCUSS ALL YOUR ITEMS NOW.

18

19 **DR. GENEVIEVE CLAVREUL:** I'LL TAKE MY FIVE MINUTES AT THE END  
20 OF 47.

21

22 **SUP. MOLINA, CHAIR:** VERY GOOD. ALL RIGHT. THEN WE HAVE TAMASHA  
23 EARL AND JOSHUA RUTKOFF. IF THEY'D JOIN US, PLEASE. TAMASHA?

24



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1 **TAMASHA EARL:** GOOD MORNING, MADAM CHAIR AND BOARD. MY NAME IS  
2 TAMASHA EARL. I'M A NURSING ATTENDANT AND S.E.I.U. LOCAL 660  
3 SHOP STEWARD AT KING/DREW WHERE I HAVE WORKED FOR THE LAST SIX  
4 YEARS. AND I AM IN SCHOOL TO BECOME A R.N. BECAUSE I WANT TO  
5 CONTINUE TO PROVIDE FOR OUR PATIENTS AT KING/DREW WHERE WE  
6 DESPERATELY NEED MORE NURSES. RIGHT NOW WE MUST WORK TOGETHER  
7 TO ENSURE SUCCESS AT KING/DREW. THIS MEANS EXHAUSTING EVERY  
8 AVENUE IN OUR EFFORTS TO PASS C.M.S. PROPOSALS TO CUT,  
9 DOWNSIZE AND PRIVATIZE DON'T HELP THESE EFFORTS, AS THE RECENT  
10 FIASCO AROUND THE PROPOSED CUTS TO OB/GYN AND PEDIATRICS  
11 PROVED. THE COUNTY AND NAVIGANT THEREFORE NEED TO STOP  
12 ASSIGNING BLAME AND FOCUS ON OUR COLLECTIVE CLINICAL EFFORTS.  
13 NAVIGANT'S DECISION TO SCAPEGOAT THE REMAINING STAFF IS  
14 ABSURD. IT IS THEIR CREDIBILITY THAT IS IN QUESTION, HAVING  
15 SUPPORTED THE CUTS THAT WOULD HAVE FORFEITED 29 MILLION IN  
16 GOVERNMENT FUNDING. THEY HAVE NO TRACK RECORD WITH THE  
17 CLINICAL CHALLENGES WE'RE FACING AT KING/DREW AND THEY'RE  
18 ACCOUNTABLE NOT TO THE HOSPITAL'S PATIENTS OR THE PUBLIC GOOD  
19 BUT TO THEIR STOCKHOLDERS. BY THE WAY, NAVIGANT'S STOCK IS  
20 DOWN OVER 33% THIS YEAR. NAVIGANT HAS MISSED NUMEROUS  
21 OPPORTUNITIES TO WORK JOINTLY WITH THE UNION-- THE UNION TO  
22 ACHIEVE ITS REGULATORY GOALS. SINCE THE UNION INITIATED LABOR  
23 MANAGEMENT MEETINGS EARLIER THIS YEAR, WE HAVE REGULARLY PUT  
24 THE ISSUE OF HOW THE UNION CAN PARTNER WITH MANAGEMENT ON ITS  
25 REGULATORY CHALLENGES AS THE PRIMARY ISSUE ON THE AGENDA.



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1 WE'VE ALSO HIGHLIGHTED C.M.S. J.C.A.H.O. PRIORITIES IN OUR OWN  
2 NEWSLETTER. MEANWHILE, MANAGEMENT HAS IGNORED OUR  
3 RECOMMENDATIONS TO WORK CLOSELY WITH STEWARDS IN KEY AREAS ON  
4 REGULATORY PRIORITIES AND CAUSED NEEDLESS DELAYS IN ATTEMPTING  
5 TO IMPLEMENT CHANGES WITH THE DISTRICT TO CIVIL SERVICE AND  
6 M.O.U. PROVISIONS, AS WITH ITS CURRENT PROPOSAL TO CONSOLIDATE  
7 QUALITY IMPROVEMENT AND PERFORMANCE IMPROVEMENT NURSES. TOO  
8 MUCH IS AT STAKE FOR US TO ABANDON OUR EFFORTS TO SUCCEED AT  
9 KING/DREW. THE UNION THEREFORE RECOMMENDS THAT DR. GARTHWAITE  
10 RETURN TO KING/DREW AND REMAIN UNTIL WE PASS C.M.S. INSPECTION  
11 AND ALSO ENSURE FULFILLMENT OF NAVIGANT'S CONTRACTUAL  
12 OBLIGATIONS AND SUPPORT THE NEW C.E.O. IN HER TRANSITION. THE  
13 UNION STANDS READY TO WORK WITH NAVIGANT, D.H.S. AND THE BOARD  
14 OF SUPERVISORS TO MEET THE CHALLENGES AHEAD OF US. THANK YOU.

15

16 **SUP. MOLINA, CHAIR:** THANK YOU. SIR?

17

18 **JOSHUA RUTKOFF:** THANK YOU. JOSH RUTKOFF, HEALTH SERVICES  
19 DIRECTOR FOR S.E.I.U. LOCAL 660. WE HAVE A NUMBER OF CONCERNS  
20 REGARDING THE BOARD'S-- I'M SORRY, THE DEPARTMENT'S  
21 RECOMMENDATIONS IN A LETTER TO THE BOARD TODAY, YOU KNOW,  
22 AGAIN, REGARDING THE BLAMING OF THE REMAINING STAFF. NAVIGANT  
23 HAS REALLY BEEN, I'M NOT SURE IF IT'S BAFFLED OR PARALYZED BUT  
24 IN TERMS OF HOW TO WORK JOINTLY AND COOPERATIVELY WITH THE  
25 UNION. AND I REMIND YOU, THIS IS A SYSTEM IN WHICH THERE'S A



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1 REAL RICH HISTORY AND PRACTICE OF THE UNION AND THE COUNTY  
2 WORKING TOGETHER, INSTANCES INCLUDE WORKFORCE DEVELOPMENT, OUR  
3 JOINT LOBBYING EFFORTS AND MANY OTHER EXAMPLES. BUT NAVIGANT  
4 HAS NOT BEEN ABLE TO FIGURE OUT HOW TO WORK PRODUCTIVELY IN  
5 THIS SYSTEM. EVEN EARLIER THIS YEAR, NAVIGANT'S PREDECESSOR  
6 MANAGEMENT AND THE UNION WORKED VERY PRODUCTIVELY TO ENSURE  
7 CODE 9 COMPLIANCE REGARDING C.M.S. ADDITIONALLY, THE UNION HAS  
8 REALLY BENT OVER BACKWARD TO TRY TO ACCOMMODATE NAVIGANT'S  
9 REGULATORY EFFORTS. AS AN EXAMPLE, EARLIER THIS YEAR, WE  
10 CREATED AN EXPEDITED MEET AND CONFER PROCESS FOR PHARMACY  
11 TECHNICIAN COMPETENCY ASSESSMENT AT KING/DREW BY FAST TRACKING  
12 THE COUNTYWIDE ISSUE AT THE HOSPITAL SO THAT IT WOULDN'T HAVE  
13 TO GO THROUGH THE UNION'S FULL HEALTH POLICY COMMITTEE. ALSO,  
14 IN ITS CONSTANT RESHUFFLING OF ITS MANAGEMENT TEAM AT  
15 KING/DREW, NAVIGANT HAS CREATED PROBLEMS RELATED TO  
16 DISCONTINUITY OF LEADERSHIP AND, IN FACT, REPLACED MANAGERS  
17 WHO HAD SOME SUCCESS IN WORKING WITH THE UNION WITH A TEAM  
18 THAT SEEMS LESS WILLING OR ABLE TO DO SO. LASTLY, THEIR  
19 REGULATORY EFFORTS ARE REALLY COMING FROM, IT WOULD APPEAR, A  
20 PLACE OF DESPERATION AND PANIC, WHICH IS DIFFERENT THAN  
21 URGENCY. AS ANOTHER EXAMPLE, THEY IMPLEMENTED VIDEO CAMERAS IN  
22 THE PHARMACY EARLIER THIS YEAR WITHOUT NOTICING THE UNION,  
23 EVEN THOUGH THEY HAD KNOWN ABOUT THE REGULATORY MANDATE TO DO  
24 SO FOR OVER TWO YEARS. SO, AGAIN, YOU KNOW, SCAPEGOATING THE  
25 REMAINING STAFF IS, THEREFORE, DISTRACTING AND



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1 COUNTERPRODUCTIVE. ANOTHER OBSERVATION, THERE WAS NOTHING IN  
2 TODAY'S BOARD LETTER FROM THE DEPARTMENT, YOU KNOW, REGARDING  
3 TIMETABLES, ACCOUNTABILITY. THIS REALLY WAS NOT A PLAN FOR  
4 SUCCESS AND I THINK THAT'S THE LEAST THAT THE BOARD COULD  
5 EXPECT. AND, IN TERMS OF OUR COLLECTIVE CHALLENGES REGARDING  
6 C.M.S., IT WOULD APPEAR THAT THE DEPARTMENT IS REALLY  
7 PRIVILEGING ITS NEGOTIATIONS WITH C.H.W. OVER C.M.S. EFFORTS  
8 AND THAT'S REALLY THE WRONG DIRECTION, WRONG PRIORITY. SO  
9 THOSE ARE OUR OBSERVATIONS AND CONCERNS AT THIS TIME.

10

11 **SUP. MOLINA, CHAIR:** CAN I ASK YOU A QUESTION? THERE WILL BE  
12 SOME ISSUES WITH REGARD TO 47 THAT HOPEFULLY IS A BETTER  
13 PATHWAY TO SUCCESS, NOT SO MUCH UNDER THIS REPORT. BUT ON THE  
14 QUESTION OF CAMERAS IN THE PHARMACY. I DON'T UNDERSTAND, AND I  
15 ONLY GOT IT FROM DR. GARTHWAITE FROM HIS POINT OF VIEW, WHAT  
16 WAS THE PROBLEM OR THE CHALLENGE THERE? I MEAN, IS IT LACK OF  
17 NOTIFICATION, NOT COOPERATION? I MEAN, THIS IS SOMETHING THAT  
18 IS A BENEFIT TO EVERYBODY IN THE LONG RUN.

19

20 **JOSHUA RUTKOFF:** RIGHT. AND, I MEAN, THERE'S A RIGHT WAY TO DO  
21 THINGS AND A WRONG WAY TO DO THINGS. AND THE UNION ADVOCATES  
22 THE WAY THAT'S, YOU KNOW, GOING TO BE MOST IN THE INTEREST OF  
23 PATIENT CARE AND, YOU KNOW, AN OPEN FLOW OF COMMUNICATION BOTH  
24 WAYS AND THAT REALLY WASN'T THE WAY THAT THAT SITUATION WAS  
25 HANDLED, UNFORTUNATELY.



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1

2 **SUP. MOLINA, CHAIR:** WELL, I DON'T UNDERSTAND THAT. PATIENT  
3 CARE WOULD HAVE HEIGHTENED THE NEED FOR THE CAMERAS.

4

5 **JOSHUA RUTKOFF:** RIGHT. I DON'T KNOW IF YOU'RE AWARE OF ALL THE  
6 DETAILS, YOU KNOW, UNFORTUNATELY...

7

8 **SUP. MOLINA, CHAIR:** I'M NOT. THAT'S WHY I'M ASKING THE  
9 QUESTION.

10

11 **JOSHUA RUTKOFF:** UNFORTUNATELY, THE CAMERAS WERE BEING USED  
12 PRIMARILY FOR SURVEILLANCE OF STAFF AND, YOU KNOW, ONCE WE  
13 BROUGHT THAT TO THEIR ATTENTION, YOU KNOW, TO THEIR CREDIT,  
14 THEY DID CEASE THAT PRACTICE.

15

16 **SUP. MOLINA, CHAIR:** WHAT ARE THEY SUPPOSED TO BE USED FOR?

17

18 **JOSHUA RUTKOFF:** FOR THE MONITORING OF PHARMACEUTICALS.

19

20 **SUP. MOLINA, CHAIR:** ALL RIGHT. WELL, HOW WOULD THAT HAPPEN? I  
21 MEAN, WHAT DOES THAT MEAN? THINK ABOUT PHARMACEUTICALS.

22 THEY'RE ALL SITTING THERE ON A SHELF. THEY DON'T GET ANY  
23 INTERACTION UNTIL THERE'S A STAFF INTERACTION.

24



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1 **JOSHUA RUTKOFF:** SOME OF THE SURVEILLANCE HAD NOTHING TO DO  
2 WITH THE PHARMACEUTICALS.

3

4 **SUP. MOLINA, CHAIR:** CAN YOU GIVE ME AN EXAMPLE?

5

6 **JOSHUA RUTKOFF:** I'M A LITTLE RELUCTANT TO BUT I WILL ANYWAY.  
7 WHAT, YOU KNOW, STAFF BEING INTERROGATED AS TO WHY THEY WERE  
8 TALKING TO ANOTHER COLLEAGUE, YOU KNOW, REGARDLESS, YOU KNOW,  
9 HAVING NOTHING TO DO WITH PHARMACEUTICALS. AND, AGAIN, I'LL  
10 REMIND YOU, COUNTY MANAGEMENT ADMITTED THEY WERE WRONG AND  
11 STOPPED THE PRACTICE BUT THIS, YOU KNOW, AS FAR AS WE'RE  
12 CONCERNED, WAS A GIGANTIC WASTE OF TIME AND THE BOARD'S  
13 ATTENTION. RIGHT? I MEAN, WE REALLY THINK WE ALL NEED TO FOCUS  
14 HERE AND, YOU KNOW, THESE SORTS OF SCAPEGOATING TACTICS AND  
15 PROPOSALS TO CUT AND PRIVATIZE, I THINK, DISTRACT ALL OF US.

16

17 **SUP. MOLINA, CHAIR:** WELL, THEY DO DISTRACT US BUT,  
18 UNFORTUNATELY, THIS WAS, LIKE, A REAL PROBLEM FOR US. AND, YOU  
19 KNOW, IT WAS THE UNION, WE HAVE TO NEGOTIATE WITH THE UNION  
20 ABOUT PUTTING THE CAMERAS BACK ON. I DIDN'T FIND THAT AN  
21 ACCEPTABLE THING AT ALL. I COULD UNDERSTAND THAT WE COULD  
22 CREATE A SET OF STANDARDS WHERE YOU SAY THESE ARE THE  
23 STANDARDS OF SURVEILLANCE. AGAIN, I HAVE NO IDEA IF, YOU KNOW,  
24 SOMEBODY IS WATCHING YOU CARRY OUT-- EVERY SINGLE DAY, WE  
25 PROBABLY, ACCORDING TO OUR JOB DESCRIPTION, ARE DOING THINGS



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1 THAT ARE NOT WITHIN OUR JOB DESCRIPTION AND I'M NOT SURE TO  
2 WHAT EXTENT THAT SHOULD CONCERN THAT WE WOULD ELIMINATE THE  
3 CAMERAS THAT REALLY ARE SUPPOSED TO BE PROVIDING PATIENT CARE.  
4 AND I'M JUST THINKING THAT WAS PROBABLY A LITTLE DRASTIC,  
5 INSTEAD OF SAYING, "WE WOULD LIKE A SET OF STANDARDS TO BE  
6 APPROVED BY THE DEPARTMENT AND THEY SHOULD FOLLOW THOSE  
7 STANDARDS." AND I COULD APPRECIATE THAT BUT IT WAS A LITTLE  
8 DRAMATIC TO HAVE THE CAMERAS TURNED OFF.

9

10 **JOSHUA RUTKOFF:** WELL, AGAIN, YOU KNOW, I THINK IT WOULD HAVE  
11 BEEN HELPFUL IF THEY COULD HAVE LET US KNOW, BACK IN 2003,  
12 ABOUT THIS, RIGHT? INSTEAD OF COMING FROM A, YOU KNOW, PLACE  
13 OF DESPERATION AND IMPLEMENTING THEM WITHOUT TALKING TO US.  
14 BUT, YOU KNOW, AGAIN, THEY ADMITTED THAT THEY DID IT WRONG AND  
15 WE ACCEPT THEIR APOLOGY. SO I THINK WE'RE GOOD NOW.

16

17 **SUP. MOLINA, CHAIR:** BUT I THINK THAT, AGAIN, IT'S A TWO-WAY  
18 STREET AND I WANT US TO BE AS COOPERATIVE AS MUCH AS POSSIBLE.  
19 IT IS HARD FOR ME TO UNDERSTAND AND, AGAIN, KEEP IN MIND THAT,  
20 I ONLY GOT THE MANAGEMENT SIDE, BUT IT WOULD BE WORTHWHILE IF  
21 THERE COULD BE SOMETHING IN WHICH YOU COULD GIVE, LIKE, A  
22 YELLOW LIGHT AND ALLOW CERTAIN THINGS TO HAPPEN AS YOU CAN GET  
23 BUT TURNING OFF THE CAMERAS WAS REALLY NOT A GOOD SOLUTION  
24 BECAUSE THAT LED TO OTHER PROBLEMS, AS YOU KNOW, AS FAR AS THE  
25 PHARMACY AND ISSUES.



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1

2 **JOSHUA RUTKOFF:** RIGHT. I MEAN, YOU KNOW, AS MISS EARL SAID,  
3 THE UNION STANDS READY TO WORK COLLABORATIVELY WITH MANAGEMENT  
4 BUT LET'S MAKE SURE THAT THINGS ARE BEING DONE IN A WAY THAT'S  
5 GOING TO EXPEDITE THINGS, NOT DELAY THEM AND, REALLY, IN THE  
6 BEST INTERESTS OF THE PRIORITIES WE ALL SHARE.

7

8 **SUP. MOLINA, CHAIR:** AND KEEP IN MIND I UNDERSTAND WHAT YOU  
9 JUST SAID TO US AND I UNDERSTAND WHAT-- BUT I HAVE NO IDEA. WE  
10 ONLY HEAR IT FROM ONE POINT OF VIEW AND, ON SOME OF THESE  
11 ISSUES, AGAIN, I JUST DON'T THINK, JUST SO THAT YOU KNOW, THAT  
12 IT REALLY WARRANTED TURNING OFF THE CAMERAS. I COULD SEE  
13 SAYING, WAIT A MINUTE, TIME OUT, LET'S NOT TURN OFF THE CAMERA  
14 BUT WE CAN NEGOTIATE. THESE ARE OUR STANDARDS THAT WE THINK WE  
15 SHOULD FOLLOW AND THAT IS NOT-- NOT TURNING OFF THE CAMERAS  
16 FOR MONTHS AND MONTHS AND MONTHS.

17

18 **JOSHUA RUTKOFF:** YOU KNOW, AGAIN, I'M PLEASED THAT THAT ISSUE  
19 IS RESOLVED AND WE'RE REALLY TRYING TO MOVE FORWARD NOW  
20 BECAUSE THERE'S A WHOLE BUNCH OF OTHER THINGS AHEAD OF US THAT  
21 ARE REALLY IMPORTANT.

22

23 **SUP. MOLINA, CHAIR:** I AGREE, TOO, BUT I JUST THOUGHT THAT WAS--  
24 - YOU RAISED THE ISSUE SO I JUST THOUGHT I WOULD-- BECAUSE IT



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1 WAS A CONCERN OF MINE AND I HOPE THERE CAN BE A COLLABORATION  
2 BECAUSE WE'RE ALL IN THE SAME BOAT HERE.

3

4 **JOSHUA RUTKOFF:** THAT'S OUR ATTITUDE AS WELL.

5

6 **SUP. MOLINA, CHAIR:** EXACTLY. ALL RIGHT. THANK YOU SO MUCH. ALL  
7 RIGHT. THAT'S A RECEIVE AND FILE ITEM. NEXT, WE GO ON TO ITEM  
8 NUMBER 45. I DON'T KNOW, IS-- DR. GARTHWAITE, ARE YOU GOING TO  
9 PRESENT ON THIS ONE? THESE ARE THE AFFILIATION AGREEMENTS, THE  
10 STATUS REPORT. WE'RE ON THE NEXT ONE. HOW DO YOU WISH TO  
11 PROCEED? YOU LET ME KNOW.

12

13 **DR. THOMAS GARTHWAITE:** MAY WE SIT HERE AND THEN DREW HERE? I  
14 THINK THAT WOULD BE THE BEST.

15

16 **SUP. MOLINA, CHAIR:** ALL RIGHT. WE HAVE, I TAKE IT, DR. CHICAWA  
17 IS WITH US? THANK YOU. MR. EDELSTEIN AND NANCY HANNA ARE WITH  
18 US AS WELL. ALL RIGHT. WHO IS GONE TO PRESENT THE REPORT, JUST  
19 SO WE CAN CALL ON THEM AND GET STARTED.

20

21 **DR. THOMAS GARTHWAITE:** SUPERVISOR, YOU INTRODUCED EVERYBODY  
22 ALREADY? I WAS JUMPING THE FENCE SO I MISSED THE COMMENTS.

23

24 **SUP. MOLINA, CHAIR:** YES, I DID. OKAY. GO AHEAD. STAY WITH YOUR  
25 SCRIPT.



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1

2 **DR. THOMAS GARTHWAITE:** I DIDN'T WANT TO GET HURT. WE THOUGHT  
3 THAT IT WOULD BE IMPORTANT FOR DREW TO UPDATE THE BOARD ON  
4 THEIR PROGRESS, WHICH WE THINK HAS BEEN SUBSTANTIAL, AND DR.  
5 YOSHIKAWA IS HERE.

6

7 **DR. THOMAS YOSHIKAWA:** THANK YOU, DR. GARTHWAITE. MADAM CHAIR,  
8 SUPERVISORS ANTONOVICH, BURKE, KNABE AND YAROSLAVSKY, IF YOU  
9 REMEMBER, WE SPOTTED TWO-- SIX ISSUES IN AUGUST 9, 2005  
10 MEETING, WHICH I'VE SENT A DETAILED RESPONSE ABOUT A MONTH AGO  
11 AND I THOUGHT THAT, TODAY, IN THE INTERESTS OF TIME, THAT I  
12 WOULD QUICKLY SUMMARIZE THE SIX ISSUES IN QUESTION AND GIVE  
13 YOU OUR RESPONSE. ISSUES 1 TO 3 FOCUS ON HOW DREW WOULD ASSURE  
14 THAT FACULTY EXECUTE THEIR DAILY CLINICAL RESPONSIBILITIES,  
15 SUPERVISE RESIDENTS AND MEET ALL COUNTY REQUIREMENTS, AS WELL  
16 AS ESTABLISH PERFORMANCE AND ACCOUNTABILITY MEASURES FOR  
17 RESIDENTS, FACULTY, CHAIRS AND ADMINISTRATIVE LEADERSHIP.  
18 ISSUE NUMBER 4 REQUESTS DETAILS ON THE STATUS OF THE  
19 RECRUITMENT IN HIRING OF A PERMANENT PRESIDENT AND HOW THE  
20 DREW BOARD OF TRUSTEES WILL ASSUME GREATER OWNERSHIP AND  
21 FIDUCIARY RESPONSIBILITIES FOR FUNDING SUPPORT OF THE MEDICAL  
22 SCHOOL BEYOND THOSE DOLLARS FROM THE AFFILIATION AGREEMENT.  
23 ISSUE NUMBER 5 REQUESTS A COMPREHENSIVE REPORT ON A PREVIOUSLY  
24 IDENTIFIED A.C.G.M.E. OF DEFICIENCIES AND HOW THE UNIVERSITY  
25 WILL MEET OR EXCEED A.C.G.M.E. REQUIREMENTS BY JANUARY 17TH,



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1 2006 SURVEY, WHICH WAS A DATE CHANGE FROM DECEMBER. AND ISSUE  
2 NUMBER 6 REQUESTS WHY THE COUNTY SHOULD CONTINUE TO AFFILIATE  
3 WITH DREW UNIVERSITY TO PROVIDE SERVICES AT KING/DREW MEDICAL  
4 CENTER AND REQUESTS DREW TO PROVIDE A REALISTIC PLAN FOR  
5 CONTINUING SUCH AN AFFILIATION, INCLUDING RELEVANT CHANGES IN  
6 THE AFFILIATION AGREEMENT THAT WILL STRENGTHEN ACCOUNTABILITY  
7 AND ENSURE HIGH QUALITY OF MEDICAL SERVICES. REGARDING ISSUES  
8 1 TO 3, WHICH IS THE FACULTY ACCOUNTABILITY AND RESIDENCY  
9 SUPERVISION, WE ACKNOWLEDGE THAT, IN THE PAST, THERE HAVE BEEN  
10 INSTANCES WHERE FACULTY HAS FAILED TO EXECUTE THEIR CLINICAL  
11 AND ADMINISTRATIVE RESPONSIBILITIES AS WELL AS SUPERVISE  
12 RESIDENTS APPROPRIATELY. IN ADDITION, CERTAIN DEPARTMENT  
13 CHAIRS SIMILARLY FAILED TO PROVIDE ADEQUATE OVERSIGHT TO  
14 ENSURE SAFE AND QUALITY CARE, AN APPROPRIATE SUPERVISION AND  
15 MONITORING OF RESIDENTS AND COMPLIANCE TO COUNTY POLICIES,  
16 PARTICULARLY IN THE AREA OF PROPER TIMECARD CODING. I, MY NEW  
17 ADMINISTRATIVE LEADERSHIP TEAM, AND DREW, THE NEW BOARD OF  
18 TRUSTEES FIND SUCH CONDUCT AND BEHAVIOR AND ACTIVITIES  
19 UNACCEPTABLE AND INTOLERABLE. THE CURRENT ARRANGEMENT OF MOST  
20 FACULTY AND CHAIRS HAVING DUAL SALARIES AND COUNTY SALARY AND  
21 DREW STIPEND AND SHARED RESPONSIBILITIES WITH KING/DREW  
22 MEDICAL CENTER AND THE UNIVERSITIES HAS MADE IT DIFFICULT TO  
23 HOLD ANY ONE ORGANIZATION ACCOUNTABLE. MOREOVER, THE COUNTY  
24 HUMAN RESOURCES POLICIES DO NOT PERMIT CHAIRS OR CHIEFS OF  
25 DEPARTMENTS TO IMPLEMENT SWIFT AND DECISIVE DISCIPLINARY



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1 ACTIONS, INCLUDING SUSPENSION AND TERMINATION AGAINST FACULTY  
2 WHO HAVE FAILED TO MEET MINIMUM STANDARDS OF PERFORMANCE.  
3 RATHER, A LONG COMPLEX SERIES OF BUREAUCRATIC PROCESSES ARE  
4 REQUIRED, BEGINNING WITH THE DEPARTMENT OF HUMAN RESOURCES  
5 ASSUMING THE MAJOR RESPONSIBILITY OF DETERMINING WHAT  
6 PROCESSES AND DISCIPLINARY ACTIONS SHOULD BE IMPLEMENTED. IT  
7 MAY TAKE MONTHS TO YEARS BEFORE A PHYSICIAN IS REMOVED FROM  
8 THE SYSTEM FOR LACK OF PERFORMING HIS OR HER DUTIES FOR  
9 MISCONDUCT. FINALLY, AS PROVOST AND CHIEF OPERATING OFFICER  
10 AND ACTING PRESIDENT, I DO NOT REGULARLY AND IN A TIMELY  
11 MANNER RECEIVE NECESSARY INFORMATION ABOUT SPECIFIC INCIDENTS  
12 AND MISHAPS, DESPITE REPORTS FROM THE DEPARTMENT CHAIRS. IT IS  
13 IMPORTANT THAT THE DEPARTMENT OF HEALTH SERVICES AND HOSPITAL  
14 LEADERSHIP SHARE INFORMATION WITH ME IN A TIMELY MANNER, ONLY  
15 BECAUSE DREW IS BEING ASKED TO BE RESPONSIBLE FOR THE ACTIONS  
16 OF ITS FACULTY AND RESIDENTS. AND I MAKE THE FOLLOWING FOUR  
17 RECOMMENDATIONS OR COMMENTS. RECOMMENDED THE COUNTY REVISE  
18 POLICIES TO PERMIT SERVICE CHIEFS OR CHAIRS TO HAVE THE  
19 AUTHORITY TO IMPLEMENT IMMEDIATELY DISCIPLINARY ACTIONS THAT  
20 RANGE FROM SUSPENSION TO TERMINATION AGAINST THE FACULTY FOR  
21 FAILING TO FULFILL HIS OR HER DUTIES AND RESPONSIBILITIES OR  
22 MISCONDUCT OR INAPPROPRIATE BEHAVIOR. ALTERNATIVELY, I BELIEVE  
23 A DIFFERENT HUMAN RESOURCE DIVISION MIGHT BE ESTABLISHED THAT  
24 MANAGES AND ADDRESSES ONLY PHYSICIANS BECAUSE OF THE UNIQUE  
25 AND COMPLEX RESPONSIBILITIES AND REQUIREMENTS OF THIS



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1 PROFESSION. SECONDLY, DREW WILL BE IMPLEMENTING FORMER  
2 CONTRACTS TO ALL FACULTY CHAIRS AND DEANS THAT REQUIRE A  
3 SATISFACTORY ANNUAL PERFORMANCE EVALUATION BEFORE THAT PERSON  
4 CAN BE EMPLOYED THE FOLLOWING YEAR, SO-CALLED EVERGREEN  
5 PROCESS. NO DREW STIPEND IS GUARANTEED YEAR TO YEAR. UP TO  
6 NOW, DREW DID NOT HAVE ANY FORMER CONTRACT OR REQUIRE ANY  
7 ANNUAL EVALUATION OF ITS FACULTY; HENCE, THERE WAS NO  
8 MECHANISM ENSURING ACCOUNTABILITY. THREE, HAVE DEPARTMENT OF  
9 HEALTH SERVICES ESTABLISH A POLICY OR PROCESS THAT PERMITS THE  
10 DREW PRESIDENT DEAN FOR THE COLLEGE OF MEDICINE TO BE ACTIVE  
11 MEMBER OF THE HOSPITAL MEDICAL EXECUTIVE COMMITTEE SO THAT IT  
12 MAY RECEIVE ALL THE NECESSARY AND RELEVANT REPORTS AND  
13 COMMUNICATIONS INVOLVING FACULTY AND RESIDENT TRAINEES,  
14 INCLUDING DISCIPLINARY ACTIONS. PRESENTLY, THE DREW PRESIDENT  
15 AND THE KING/DREW MEDICAL C.E.O. HAVE BEGUN EXCHANGES OF  
16 LEADERSHIP MEETINGS TO IMPROVE COMMUNICATIONS. FINALLY, DREW  
17 UNIVERSITY HAS EMPLOYED A FULL-TIME INTERNAL AUDITOR TO  
18 REGULARLY AND THOROUGHLY ASSESS UNIVERSITY POLICIES AND  
19 PROCEDURES AND COMPLIANCE TO LOCAL, REGIONAL, NATIONAL AND  
20 FEDERAL REGULATIONS, AS WELL AS INTERNAL CONTROLS. WE ARE  
21 ESTABLISHING STEPS TO HAVE REASONABLE ASSURANCE IN PROPER,  
22 ACCURATE AND TIMELY COMPLETION OF DREW TIMECARDS AS THEY  
23 RELATE TO THE AFFILIATION AGREEMENT. RELATED TO ISSUE NUMBER  
24 4, PRESIDENT OF RECRUITMENT, THE BOARD OF TRUSTEES, THE DREW  
25 BOARD OF TRUSTEES HAS BEEN NEWLY RECONSTITUTED AND



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1 RESTRUCTURED AS BEEN PREVIOUSLY REPORTED WITH A MEMBERSHIP  
2 THAT IS DIVERSE, TALENTED, EXPERIENCED AND KNOWLEDGEABLE ABOUT  
3 MEDICAL EDUCATION AND RESIDENCY TRAINING. THE COMMISSION AND  
4 AN OUTSIDE SEARCH FIRM, RUSSELL REYNOLDS, TO ASSIST IN THE  
5 SEARCH FOR A PERMANENT PRESIDENT. THIS IS AN ONGOING PROCESS  
6 WITH THE EXPECTATIONS BEING THAT THE BOARD OF TRUSTEES WILL  
7 SELECT A PERMANENT PRESIDENT BY JULY, 2006. I HAVE HIRED A NEW  
8 VICE PRESIDENT FOR DEVELOPMENT, MR. RANDALL FOSTER, FORMER  
9 C.E.O. OF KING/DREW MEDICAL CENTER AND PREVIOUS GROUP VICE  
10 PRESIDENT AT CEDARS-SINAI. IN COLLABORATION WITH THE BOARD OF  
11 TRUSTEES, MR. FOSTER HAS INITIATED SEVERAL INITIATIVES FOR  
12 PHILANTHROPY AND RAISING NEW DOLLARS OVER AND BEYOND THE FUNDS  
13 DERIVED FROM THE AFFILIATION AGREEMENT. THE FIFTH ISSUE OF THE  
14 A.C.G.M.E. DEFICIENCIES, I WILL HAVE DR. HANNA REPORT THAT TO  
15 YOU AFTER I FINISH WITH ISSUE NUMBER 6. ISSUE NUMBER 6 ASKED  
16 THE QUESTIONS ABOUT JUSTIFICATION FOR CONTINUATION OF DREW  
17 AFFILIATION AND CHANGES IN THE AFFILIATION AGREEMENT. DREW'S  
18 MISSION INCLUDES PROVISION OF CARE WITH EXCELLENCE AND  
19 COMPASSION, ESPECIALLY TO UNDERSERVED POPULATIONS. UNDERSERVED  
20 POPULATIONS, WHICH INCLUDES PREDOMINANTLY AFRICAN-AMERICANS  
21 AND HISPANICS, SUFFER AND LIVE WITH MORE DISEASE AND  
22 DISABILITY AND DIE SOONER FROM A VARIETY OF CONDITIONS  
23 COMPARED WITH THE WHITE MAJORITY POPULATIONS. THESE INCLUDE  
24 SUCH CONDITION AS A.I.D.S., H.I.V., HOMICIDE, HIGH BLOOD  
25 PRESSURE, DIABETES, STROKES, KIDNEY FAILURE AND NEONATAL AND



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1 PERINATAL COMPLICATION. KING/DREW MEDICAL SERVES A POPULATION  
2 OF APPROXIMATELY 90% BLACKS AND HISPANICS. FURTHERMORE, OUR  
3 RESEARCH, EDUCATION AND TRAINING MISSION HAS BEEN TO ADDRESS  
4 HEALTH DISPARITIES OF THE UNDERSERVED POPULATIONS. IN SUCH  
5 COMMUNITIES, DATA ARE PLENTIFUL TO INDICATE THAT DIFFICULTY--  
6 THERE IS DIFFICULTY IN RECRUITING AND RETAINING PHYSICIANS.  
7 THOSE WHO SERVE IN UNDERSERVED AREAS ARE MOST LIKELY  
8 INDIVIDUALS WHO ARE THEMSELVES DISADVANTAGED, LIVED IN  
9 UNDERSERVED AREAS OR TRAINED IN INSTITUTIONS SERVING SUCH  
10 POPULATIONS. A RECENT SURVEY OF FACULTY IN OUR DEPARTMENTS  
11 INDICATE THAT OVER 50% OF ALL PHYSICIANS AT KING/DREW MEDICAL  
12 CENTER ARE PREVIOUSLY TRAINED IN A RESIDENCY OR SUBSPECIALTY  
13 PROGRAM SPONSORED BY DREW UNIVERSITY. A RECENT STUDY PUBLISHED  
14 IN THE JOURNAL OF ACADEMIC MEDICINE INDICATED THAT 86% OF DREW  
15 MEDICAL STUDENTS, COMPARED WITH 20% OF U.C.L.A. MEDICAL  
16 STUDENTS, WOULD CHOOSE TO SERVE IN AN UNDERSERVED AREA UPON  
17 GRADUATION. A FOLLOW-UP STUDY OF GRADUATED DREW AND U.C.L.A.  
18 STUDENTS FROM 1985 TO 1995, ONLY PUBLISHED AS AN ABSTRACT,  
19 INDICATED THAT 53% OF DREW STUDENTS, COMPARED WITH 26% OF  
20 U.C.L.A. STUDENTS, ACTUALLY RETURNED TO SERVE IN AN  
21 UNDERSERVED COMMUNITY. FINALLY, A SURVEY OF 23 INCOMING  
22 MEDICAL STUDENTS THIS YEAR WAS TAKEN WITH THE QUESTION, WHY  
23 DID YOU CHOOSE TO COME TO DREW? VIRTUALLY ALL STUDENTS  
24 RESPONDED BY STATING THAT THEY CHOSE DREW, DESPITE BEING  
25 OFFERED POSITIONS AT OTHER PRESTIGIOUS MAJORITY SCHOOLS,



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1 BECAUSE THEY WISHED TO SERVE THE UNDERSERVED COMMUNITY. I  
2 BELIEVE THESE ARE COMPELLING REASONS WHY THE AFFILIATION  
3 BETWEEN KING/DREW MEDICAL CENTER AND DREW UNIVERSITY MUST BE  
4 CONTINUED. FOR THE RELATIONSHIP TO BE CONTINUED AND ENSURE  
5 ACCOUNTABILITY AND QUALITY CARE, THE AFFILIATION AGREEMENT  
6 REQUIRES MODIFICATION SUCH THAT, OVER TIME, SALARIES OF ALL  
7 FACULTY WILL BE PAID ENTIRELY BY DREW UNIVERSITY, SIMILAR TO  
8 THE AGREEMENT AT L.A. COUNTY U.S.C. UNDER THESE CONDITIONS,  
9 DREW WOULD HAVE FULL AUTHORITY, AS WELL AS FULL  
10 RESPONSIBILITY, FOR THE FACULTY. MOREOVER, A DREW FACULTY  
11 PRACTICE PLAN CAN BE MORE FEASIBLE UNDER SUCH AN AGREEMENT AND  
12 THUS PERMIT GREATER FLEXIBILITY IN ASSIGNING SALARIES TO  
13 FACULTY. TO THIS END, THIS PLAN WOULD RESULT IN NO NET  
14 INCREASE IN TOTAL FUNDING, COUNTY PLUS DREW, WITH THE  
15 POTENTIAL OPPORTUNITY FOR NET SAVINGS TO THE COUNTY. THIS  
16 CONCLUDES MY REMARKS AND I WELCOME ANY QUESTIONS OR COMMENTS.

17

18 **SUP. MOLINA, CHAIR:** VERY GOOD. ANY QUESTION OR COMMENT?  
19 SUPERVISOR ANTONOVICH.

20

21 **SUP. ANTONOVICH:** QUESTION. AS A NON-TEACHING FACILITY, DR.  
22 GARTHWAITE, WOULD THEY THEN HAVE SMALLER-- THE HOSPITAL HAVE  
23 SMALLER CLINICAL PROGRAMS? AND WOULD THIS REQUIRE BEILENSON  
24 HEARINGS?

25



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1 **DR. THOMAS GARTHWAITE:** I THINK YOU HAVE THE OPTION OF RUNNING  
2 VARIOUS PROGRAMS WITH OR WITHOUT A TRAINING PROGRAM ATTACHED  
3 TO THEM, SO YOU COULD STILL PROVIDE-- WITHOUT AN ACADEMIC  
4 AFFILIATION, YOU STILL COULD PROVIDE THE SAME SERVICES. IF YOU  
5 CHOSE NOT TO PROVIDE THOSE SERVICES BECAUSE THE COMMUNITY  
6 DIDN'T NEED THEM OR YOU FELT THAT THEY WERE DELIVERED BETTER  
7 ELSEWHERE OR SOMETHING ELSE, THEN TO REDUCE THE SERVICES WOULD  
8 REQUIRE A BEILENSON.

9

10 **SUP. ANTONOVICH:** IF YOU HAD TO-- HOW LONG AND HOW MANY OF THE  
11 DREW UNIVERSITY RESIDENTS WOULD NEED TO BE TRANSFERRED TO  
12 ANOTHER MEDICAL SCHOOL?

13

14 **DR. THOMAS GARTHWAITE:** WITHOUT ANY AFFILIATION?

15

16 **KATHY OCHOA:** 244.

17

18 **DR. THOMAS GARTHWAITE:** 244.

19

20 **SUP. ANTONOVICH:** 244? AND IS THE...

21

22 **DR. THOMAS GARTHWAITE:** DEPENDING ON THE TIMING, SOME MIGHT  
23 GRADUATE BEFORE THAT'S THE CASE SO...

24



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1 **SUP. ANTONOVICH:** IS THE HEALTH DEPARTMENT OBLIGATED TO HELP  
2 THE UNIVERSITY PHASE OUT TRAINING PROGRAMS?

3

4 **DR. THOMAS GARTHWAITE:** I THINK WE'RE OBLIGATED TO HELP PLACE  
5 RESIDENTS.

6

7 **SUP. ANTONOVICH:** BECAUSE YOUR TIME IS GOING TO BE SPENT ON THE  
8 ACCREDITATION ISSUE.

9

10 **DR. THOMAS GARTHWAITE:** RIGHT. I THINK, YOU KNOW, WE CAME UP  
11 WITH THE SURGERY AND RADIOLOGY RESIDENTS, WE SPENT SIGNIFICANT  
12 AMOUNT OF TIME WORKING WITH DREW UNIVERSITY TO PLACE THOSE  
13 RESIDENTS AND, FOR THE MOST PART, WE WERE REASONABLY  
14 SUCCESSFUL.

15

16 **SUP. ANTONOVICH:** IF KING/DREW WAS CONVERTED TO A NON-TEACHING  
17 FACILITY, WOULD YOU BE OUTSOURCING THE INTERNAL MEDICINE,  
18 EMERGENCY MEDICINE AND PSYCHIATRY DEPARTMENTS AND WOULD THESE  
19 SERVICES BE REDUCED THAT WOULD REQUIRE A BEILENSON HEARING?

20

21 **DR. THOMAS GARTHWAITE:** AGAIN, I THINK WE WOULD RETAIN THOSE  
22 SERVICES. HOW WE STAFF THEM WITH PHYSICIANS WOULD DEPEND. WE  
23 HAVE STAFF PHYSICIANS WHO CAME TO DREW WITH THE IDEA THAT IT  
24 WAS A TEACHING HOSPITAL. MANY OF THEM DECIDE NOT TO STAY IF  
25 IT'S NOT A TEACHING HOSPITAL AND THEN WE WOULD BE LEFT TRYING



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1 TO RECRUIT OR REPLACE THOSE PHYSICIANS IN SOME MANNER AND IT  
2 WOULD EITHER BE THROUGH CONTRACT OR DIRECT HIRE OF PHYSICIANS,  
3 SO FORTH.

4

5 **SUP. ANTONOVICH:** HOW WOULD YOU PROPOSE MAINTAINING O.B. AND  
6 PEDIATRICS AT THE SAME LEVEL IF THE HOSPITAL BECAME A NON-  
7 TEACHING FACILITY? AND WOULD THIS TRANSITION REQUIRE A  
8 BEILENSON HEARING?

9

10 **DR. THOMAS GARTHWAITE:** WELL, I THINK IF WE WERE-- WELL, IF WE  
11 WEREN'T A TEACHING FACILITY, WE STILL COULD MAINTAIN  
12 PEDIATRICS AND O.B. IF WE CAN RETAIN THE FACULTY, WE COULD  
13 CONTRACT FOR PHYSICIANS TO RUN IT, WE COULD PROBABLY CONTRACT  
14 OUT THE OPERATIONS OF O.B. WITHIN THE HOSPITAL POTENTIALLY.  
15 THAT'S MORE PROBLEMATIC, I THINK OR...

16

17 **SUP. ANTONOVICH:** HAVE YOU DEVELOPED THE DUAL TRACK PROCESS IF  
18 THIS SCENARIO OCCURRED?

19

20 **DR. BRUCE CHERNOF:** YES, SUPERVISOR, WE HAVE, AND IT WAS PART  
21 OF THE OTHER DOCUMENT THAT WE REVIEWED, THE PREVIOUS ITEM.

22

23 **SUP. MOLINA, CHAIR:** ITEM 44?

24

25 **DR. BRUCE CHERNOF:** YES. THANK YOU.



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1

2 **SUP. ANTONOVICH:** AND THEN, ON JANUARY 17TH, THE A.C.G.M.E.  
3 WILL COMMENCE THEIR INSTITUTIONAL REVIEW OF THE FACILITY?

4

5 **DR. THOMAS GARTHWAITE:** THAT'S CORRECT.

6

7 **SUP. ANTONOVICH:** BUT, FOR TWO CYCLES, THE UNIVERSITY HAS  
8 RECEIVED UNFAVORABLE INSTITUTIONAL ACCREDITATION REVIEWS. IF  
9 THEY FAIL AGAIN, ACCREDITATION WILL BE TERMINATED FOR ALL  
10 TRAINING PROGRAMS?

11

12 **DR. THOMAS GARTHWAITE:** YES, DEPENDING ON THE EXACT RULING,  
13 THAT IS A POSSIBILITY. I THINK OUR REPORT SUGGESTS AND WE'VE  
14 BEEN ENCOURAGED BY THE SIGNIFICANT PROGRESS THAT'S BEEN MADE  
15 OVER THE LAST SEVERAL MONTHS AND ARE HOPEFUL THAT WOULD NOT  
16 OCCUR. WE HAVEN'T ENGAGED ANY OUTSIDE CONSULTANT WHO HAS DONE  
17 MANY ENGAGEMENTS WITH UNIVERSITIES AND HOSPITALS THAT ARE  
18 UNDER THE GUN, SO TO SPEAK, FROM A.C.G.M.E. WHO BELIEVES ALSO  
19 WITH US THAT THERE HAS BEEN VERY SIGNIFICANT AND SUBSTANTIAL  
20 PROGRESS.

21

22 **SUP. ANTONOVICH:** SO THEIR PREVIOUS REPORTS RANGE FROM  
23 INADEQUATE RESIDENT COMPETENCIES, UNACCEPTABLE GRADUATE  
24 PERFORMANCES ON CERTIFYING EXAMINATIONS, LACK OF OVERSIGHT OF  
25 RESIDENTS, VARIOUS CITATIONS REGARDING INADEQUATE DEPTH AND



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1 BREADTH OF EXPERIENCE RECEIVED BY THE RESIDENTS IN SPECIALTY  
2 AREAS, SO THOSE FOUR HAVE BEEN NOW CORRECTED AND YOU  
3 ANTICIPATE A FAVORABLE REVIEW ON JANUARY?

4

5 **DR. THOMAS YOSHIKAWA:** I CAN HAND IT TO DR. HANNA, WHO'S OUR  
6 D.I.O. TO ADDRESS THAT ISSUE.

7

8 **DR. BRUCE CHERNOF:** JUST BEFORE YOU START, NANCY, SUPERVISOR  
9 ANTONOVICH, THIS IS PART OF THE ELEMENTS OF THE CONTRACT THAT  
10 WE ARE MONITORING VERY CLOSELY. SO LET ME START BY SAYING,  
11 BECAUSE I WAS GOING TO DO THE EXACT SAME THING, WHICH IS TO  
12 HAND IT OVER TO YOU, DR. HANNA, BUT LET ME START BY SAYING,  
13 FROM THE DEPARTMENT'S PERSPECTIVE, THIS IS PART OF THE  
14 THOROUGH REGULAR QUARTERLY REVIEW, WE TRACK THESE RESULTS, WE  
15 DO SEE SIGNIFICANT CHANGES. SO THE ANSWER TO YOUR QUESTION IS,  
16 YES, WE ARE-- WE SEE THE LIKELIHOOD OF A FAVORABLE OUTCOME HAS  
17 GONE UP SIGNIFICANTLY AND I THINK HAVING DR. HANNA SPEAK  
18 DIRECTLY TO THOSE FOUR ISSUES MIGHT BE VERY HELPFUL SO DR  
19 HANNA?

20

21 **DR. NANCY HANNA:** OKAY. THANK YOU, BRUCE. MADAM CHAIR, MEMBERS  
22 OF THE BOARD, ACTUALLY, TO ANSWER YOUR QUESTION, SUPERVISOR  
23 ANTONOVICH BECAUSE YOU ADDRESSED THIS QUESTION IN A PREVIOUS  
24 MEETING ABOUT THE THIRD STRIKE AND THERE WAS-- WE HEARD THAT  
25 THERE IS NEW POLICIES AND BYLAWS FOR A.C.G.M.E., WHICH HAD



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1 CHANGED JULY 2005 AND WE CLARIFIED ALREADY THAT THIS SITE  
2 VISIT, IF WE DON'T PASS, WHICH AGAIN, I'M GOING TO TALK ABOUT  
3 THE POSSIBILITY OF REALLY THAT, IT WILL COUNT AS A THIRD  
4 UNFAVORABLE OR BEING ON PROBATION FOR THREE TIMES. SO IT'S  
5 CLEAR, AT THIS POINT, THAT WE NEED TO PASS AND, IF WE DON'T  
6 PASS, THE ONLY OPTION WE HAVE IS WITHDRAWN TIME LINE BECAUSE I  
7 REMEMBER YOU ASKED, TOO, ABOUT TIME LINE AFTER SUCH AN EVENT.  
8 IT WILL BE A TIME LINE OF 1-1/2 YEAR, ABOUT, TO APPEAL AND TO  
9 RE-SEND RESPONSE AND FOR THEM TO SEND US BACK AND THEN, FROM  
10 THE TIME OF THE LAST NOTIFICATION OF CONFIRMED WAS DRAWN, WE  
11 GET TO THE END OF THIS YEAR PLUS ONE MORE YEAR TO CLEAR AND  
12 DISMISS OUR RECENT TRANSFER HOURS.

13

14 **SUP. ANTONOVICH:** HOW LONG DO YOU HAVE TO WAIT TO FIND THE  
15 RESULTS OF THE JANUARY 17TH VISIT?

16

17 **DR. NANCY HANNA:** THE A.C.G.M.E. COMMITTEE MEETS ON APRIL.

18

19 **SUP. ANTONOVICH:** SO, IN APRIL, YOU WILL KNOW?

20

21 **DR. NANCY HANNA:** APRIL, AFTER APRIL, MAYBE FOUR TO SIX WEEKS,  
22 WE'LL GET THE FINAL REPORT. WE GET ANOTHER TWO TO THREE MONTHS  
23 TO RESPOND AND SO ON, SO EVERY STEP HAS AN AVERAGE OF A FEW  
24 MONTHS IN IT UNTIL WE GET THE FINAL VERDICT. I'M READY TO  
25 SUBMIT AN UPDATE ON THE STATUS OF ALL PROGRAMS. SO, TO REFRESH



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1 THE BOARD'S MEMORY, WE WERE VISITED AND THE LAST SITE VISIT  
2 WAS IN SEPTEMBER 9TH OF 2003 AND WE RECEIVED TWO CITATIONS.  
3 THE FIRST CITATION WAS REGARDING LACK OF OVERSIGHT OF ITS  
4 ACADEMIC ENVIRONMENT, AS EVIDENCED BY HAVING, AT THAT TIME,  
5 TOTAL OF SIX PROGRAMS WHICH EITHER RECEIVED PROPOSED OR  
6 CONFIRMED ADVERSE ACTIONS. SEVERAL PROGRAMS CONTINUE TO HAVE  
7 CITATION IN COMMON AREA, SUCH AS A LACK OF SCHOLARLY ACTIVITY  
8 AND A LACK OF AN INSTITUTIONAL SUPPORT, BOARD PASSING RATE WAS  
9 ANOTHER COMMON CITATION, TOO. THE SECOND CITATION WAS  
10 REGARDING THE INTERNAL REVIEW PROCESS, WHICH IS A ROUTINE  
11 PROCESS ANY G.M.E. OFFICE IS REQUIRED TO DO BY A.C.G.M.E. TO  
12 BASICALLY FOLLOW CLOSELY WITH PROGRAMS, CONCERNS, CITATIONS  
13 AND TO ADDRESS THAT BEFORE THE TIME OF THEIR SITE VISIT. THE  
14 SECOND CITATION WAS REGARDING THE EFFECTIVENESS OF THIS  
15 PROCESS, THOUGH THEY ACKNOWLEDGE AT THAT TIME THAT THERE IS  
16 DEFINITELY IMPROVEMENT IN THE REPORTING SYSTEM BUT THERE WAS  
17 NO FINALIZATION OR RESOLUTION OF THE PROBLEMS OF EVERY SINGLE  
18 PROGRAMS. CURRENTLY, WE HAVE THREE PROGRAMS WITH CONFIRMED OR  
19 PROPOSED ADVERSE ACTION. THE FIRST ONE IS FAMILY MEDICINE. TO  
20 UPDATE THE BOARD, AFTER WE PROVIDED MULTILEVEL OVERSIGHT AND  
21 SUPPORT FOCUS ON RESOLVING EACH OF THE NINE SUSTAINED  
22 CITATIONS FROM THEIR PREVIOUS REVIEW, WE WERE ABLE TO FULLY  
23 CORRECT EIGHT OF THE NINE AND PARTIALLY TO CORRECT THE LAST  
24 ONE. THE PROGRAM UNDERWENT THE R.R.C. ON AUGUST 30TH OF 2005,  
25 THE REPORT WHICH WILL BE REVIEWED IN THE R.R.C. MEETING IN



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1 JANUARY OF 2006, SO WE'RE NOT GOING TO HEAR FROM THEM UNTIL  
2 THEN. WE ARE CONFIDENT THAT THE PROGRAM ABILITY TO REGAIN ITS  
3 FULLY ACCREDITED STATUS AT THAT POINT. THAT'S FAMILY MEDICINE.  
4 THE SECOND PROGRAM IS ANESTHESIOLOGY PROGRAM. IT HAS ONE  
5 REMAINING CITATION WHICH IS RELATED TO THE BOARD PASS RATE.  
6 CURRENT 5-YEAR AVERAGE IS AT 42%, COMPARATIVELY WITH PREVIOUS  
7 AVERAGE OF 18% BETWEEN THE YEAR OF '96 TO 2000. TO REMIND YOU  
8 AGAIN, THE ACQUIRED PASS RATE IS FIVE YEARS, AVERAGE OF 70%,  
9 7-ZERO. FIVE GRADUATES TOOK THE ORAL EXAM THIS YEAR AND WE'RE  
10 AWAITING RESULTS. TO TRY TO FIND OUT IF IT'S MATHEMATICALLY  
11 POSSIBLE TO REACH THE 70%, IF ALL FIVE PASS, ACTUALLY, WE HIT  
12 EXACTLY 68%, SO WE'LL BE A LITTLE BIT SHY THEN OF 70. IN  
13 ADDITION, IN THE VIDEO RESIDENT PERFORMANCE ACTUALLY ON THE  
14 BOARD EXAMINATION HAS IMPROVED SUBSTANTIALLY TO A LEVEL WHICH  
15 IS ABOVE NATIONAL AVERAGE AND THEY RECEIVED A REPORT FROM  
16 THEIR BOARD TO INDICATE THAT EVERY RESIDENT PERFORMANCE IS  
17 ABOVE AVERAGE. AFTER DETAILED ANALYSIS, WHICH HAS BEEN DONE BY  
18 THE DREW TASK FORCE COMMITTEE IN JULY, IT WAS RECOMMENDED THAT  
19 INTEGRATION OF A SECOND PRIMARY HOSTEL, WHICH IS WE ARE  
20 CURRENTLY IN NEGOTIATION REGARDING INTEGRATION WITH CEDARS-  
21 SINAI LOS ANGELES, WILL BE BEST FIT THE PROGRAM EDUCATIONAL  
22 AND CLINICAL EXPERIENCE NEEDS. AT THE SUGGESTION OF THE  
23 EXECUTIVE DIRECTOR OF ANESTHESIOLOGY OF R.R.C., WHICH I  
24 COMMUNICATED WITH ALREADY, THEY DECIDED TO UTILIZE THE FEE  
25 SCHEDULE SITE VISIT FOR DECEMBER 6 OF '05 TO ACTUALLY REVIEW



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1 AND APPROVE, IF NEEDED, THE CORRECT-- THE INTEGRATED MODEL, SO  
2 WE'RE GOING TO GO THROUGH THAT SITE VISIT DECEMBER. AGAIN,  
3 WITH THE INTEGRATION MODEL, WE'RE CONFIDENT THAT THAT WILL  
4 IMPROVE ALL OF THE NEEDS FOR-- EDUCATIONAL NEEDS FOR THIS  
5 PROGRAM BUT, AGAIN, WE'RE NOT GOING TO HEAR ABOUT THE RESULTS  
6 UNTIL MAYBE MARCH, APRIL. LAST PROGRAM ON PROBATION IS  
7 ORTHOPEDIC SURGERY. THE PROGRAM WAS PLACED ON PROBATION  
8 EFFECTIVE JANUARY 14TH, 2005 AND ACTUALLY THAT WAS REPORTED IN  
9 A LETTER DATED FEBRUARY 22, '05. THE FOLLOW-UP SITE VISIT WAS  
10 SCHEDULED FOR MARCH 8TH, LESS THAN ONE MONTH FROM THE DATE OF  
11 THAT LETTER. AND THAT'S BASICALLY, TO OUR BEST KNOWLEDGE, IT  
12 WAS DECIDED TO DO IT THIS WAY TO REASSESS THE PROGRAM UNDER A  
13 NEW LEADERSHIP OF DR. DON SANDERS, WHICH HE STARTED IN  
14 NOVEMBER, 2004. MARCH OF '05 REVISIT, THE R.R.C. PROPOSED, AT  
15 THIS POINT, CONTINUE PROBATION. ALTHOUGH THE SITE VISITOR  
16 DESCRIBED MANY IMPROVEMENTS AND NOTABLY RESTRUCTURE PROGRAM,  
17 HE REPORTS-- HIS REPORT WAS BASED MAINLY AROUND GRADUATE YEAR  
18 OF 2003 TO 2004. PROGRAM INFORMATION WAS BASICALLY  
19 INSUFFICIENT TIME ELAPSED TO OBSERVE THE IMPACT OF PROGRAM  
20 IMPROVEMENT ON THE RESIDENT EDUCATIONAL OUTCOME. WE ALREADY  
21 SENT, LAST THURSDAY, THIS PAST THURSDAY, THE RESPONSE FOR THE  
22 CITATION AND WHICH IS GOING TO BE REVIEWED AGAIN IN THE  
23 COMMITTEE MEETING IN JANUARY. SO, AGAIN, WE HEAR ABOUT IT  
24 SOMETIMES AROUND MARCH OR APRIL. COMMON PROGRAM CITATIONS, TO  
25 UPDATE YOU ON THAT. SCHOLARLY ACTIVITY HAVE IMPROVED AND, AT



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1 THIS POINT, ALL PROGRAMS SUFFICIENTLY MEET OR EXCEED  
2 REQUIREMENTS. NUMBER 2, LACK OF INSTITUTIONAL SUPPORT, WHICH  
3 HAS IMPROVED TREMENDOUSLY, ESPECIALLY WITH THE NEW ESTABLISHED  
4 COMBINED G.M.E. LEADERSHIP MEETING WITH LEADERSHIP FROM  
5 D.H.S., COUNTY, AND DREW. BOARD PASS RATES HAVE IMPROVED ONLY  
6 AT THIS POINT THREE PROGRAMS, WHICH IS NOT MEETING THE R.R.C.  
7 REQUIREMENT. ORTHO IS ONE OF THEM, THE SECOND ONE IS  
8 ANESTHESIOLOGY, THE THIRD ONE IS PEDS. ALL THREE PROGRAMS  
9 ANTICIPATE TO CORRECT THEIR BOARD PASS RATE BY '06/'07.  
10 INTERNAL REVIEW PROCESSES, AGAIN, HAVE IMPROVED. THE G.M.E.  
11 OFFICE AND MYSELF HAVE DEVELOPED A PLAN OF CORRECTION TRACKING  
12 FORM, WHICH YOU HAVE THE UPDATED FORMAT IN YOUR HAND WHICH WE  
13 UPDATE EVERY SINGLE MONTH. IT ADDRESSES EVERY SINGLE CONCERN  
14 OR CITATION OR EVEN POTENTIAL PROBLEMS OF ANY PROGRAM. SITE  
15 VISIT PREPARATION. AT THIS TIME, WE FINISHED THE FIRST DRAFT  
16 OF THE I.R.D., WHICH IS AN INSTITUTIONAL REVIEW DOCUMENT THAT  
17 WE NEED TO SUBMIT BEFORE THE SITE VISIT. WE ANTICIPATE FOR  
18 CONSULTANT, OUTSIDE CONSULTANT TO REVIEW THE DOCUMENT BY MID-  
19 NOVEMBER, MOCK REVIEW BY THE LAST WEEK OF NOVEMBER AND THE  
20 SITE VISIT IS SCHEDULED FOR JANUARY 17. THANK YOU.

21

22 **SUP. MOLINA, CHAIR:** THANK YOU. ALL RIGHT. MS. BURKE.

23

24 **SUP. BURKE:** I JUST HAVE A COUPLE OF QUESTIONS. WHAT PERCENTAGE  
25 OF YOUR RESIDENTS COME FROM FOREIGN MEDICAL SCHOOLS?



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1

2 **DR. NANCY HANNA:** ACTUALLY, IT DEPENDS ON THE PROGRAMS. THE  
3 SURGICAL PROGRAM MAJORITY IS AMERICAN GRAD AND THE NON-  
4 SURGICAL ARE MAJORITY FOREIGN GRAD. IT DEPENDS ON THE PROGRAM.

5

6 **SUP. BURKE:** NON-SURGERY THE MAJORITY-- WELL, YOU DON'T HAVE A  
7 SURGICAL PROGRAM NOW.

8

9 **DR. NANCY HANNA:** I THINK SUBSPECIALTY SURGERY LIKE ORTHO,  
10 E.N.T., OPHTHALMOLOGY.

11

12 **SUP. BURKE:** THE MAJORITY YOU SAY ARE FROM FOREIGN MEDICAL  
13 SCHOOLS?

14

15 **DR. NANCY HANNA:** AND THE INTERNAL MEDICINE, PEDS, PSYCH.

16

17 **SUP. BURKE:** IN ALL OF THOSE?

18

19 **DR. NANCY HANNA:** YES.

20

21 **SUP. BURKE:** WHAT IS THE REASON FOR THAT?

22

23 **DR. NANCY HANNA:** BASICALLY, COMPETITION, COMPETITIVE. IT'S A  
24 COMPETITIVE AREA WHERE RESIDENT BASICALLY GOES SOMEWHERE ELSE  
25 AT THIS POINT, AMERICAN GRAD.



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1

2 **SUP. BURKE:** WHAT ABOUT YOUR GRADUATES WHO COME FROM-- GRADUATE  
3 FROM DREW? WHAT PERCENTAGE OF THEM COME BACK TO DO THEIR  
4 RESIDENCY THERE?

5

6 **DR. NANCY HANNA:** I THINK, DR. STEIN, YOU HAVE A CERTAIN  
7 PERCENT? BUT IT'S NOT HIGH. I CAN SHARE WITH YOU IT'S NOT  
8 HIGH.

9

10 **DR. EDELSTEIN:** I DON'T HAVE THAT PERCENTAGE BUT TYPICALLY TWO  
11 TO THREE OF OUR GRADUATES ANY GIVEN YEAR, WE HAVE 24 MEDICAL  
12 STUDENTS IN THE CLASS PER YEAR, SO MAYBE TWO OR THREE WOULD  
13 COME TO DREW. SOME YEARS, MAYBE NONE BUT WE DON'T EXPECT OUR  
14 GRADUATES NECESSARILY TO COME BACK TO THE HOSPITAL TO WORK  
15 BECAUSE THEY GO AND GET TRAINING IN MANY OTHER PLACES. WHAT WE  
16 DO EXPECT IS OUR GRADUATES TO CONTINUE TO WORK IN UNDERSERVED  
17 AREAS AND THEN OUR GRADUATES MAYBE TO COME BACK AND WORK FOR  
18 US AS FACULTY ONCE THEY COMPLETE THEIR GRADUATE MEDICAL  
19 EDUCATION PROGRAM AND WE DO VERY WELL IN BOTH THOSE AREAS. I  
20 THINK WE SENT SOME CORRESPONDENCE OVER TO THE BOARD THAT SHOWS  
21 THAT 86% OF OUR STUDENTS, UPON GRADUATION, STATE IN NATIONAL  
22 SURVEYS THAT THEY PLAN TO WORK IN UNDERSERVED AREAS AND, IN  
23 FOLLOW-UP AFTER THEY DO THEIR GRADUATE MEDICAL EDUCATION,  
24 AFTER THEY'VE BEEN IN PRACTICE, OUR STUDIES ARE SHOWING THAT  
25 57% OF THEM, AS OPPOSED TO NATIONALLY COHORT STUDIES IN THE



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1 20%, CONTINUE TO WORK IN UNDERSERVED AREAS AND SIGNIFICANT  
2 NUMBERS OF OUR STUDENTS COME BACK TO DREW AND HAVE LEADERSHIP  
3 POSITIONS. FOR INSTANCE, OUR STUDENT AFFAIRS DEAN, DR. PATRICK  
4 AGUILERA, WAS A GRADUATE OF THE DREW PROGRAM, A GRADUATE OF  
5 THE MEDICAL EDUCATION PROGRAM IN EMERGENCY MEDICINE AND IS NOW  
6 CONTINUING TO BE ON STAFF IN EMERGENCY MEDICINE AT FACULTY AT  
7 DREW AND HE'S ALSO OUR STUDENT AFFAIRS DEAN.

8

9 **SUP. BURKE:** WHAT ARE YOU DOING IN TERMS OF ATTEMPTING TO  
10 ATTRACT RESIDENTS FROM AMERICAN MEDICAL SCHOOLS? BECAUSE I  
11 HAVE TO TELL YOU, HONESTLY, I WASN'T AS SENSITIVE TO THIS  
12 UNTIL VERY RECENTLY IN TALKING TO SOME OF THE PEOPLE WHO-- WE  
13 BRING NEW PEOPLE IN HERE TO PROVIDE ADMINISTRATIVE SERVICES  
14 AND THEY RAISED THE QUESTION, THEY RAISED THE ISSUE IN TERMS  
15 OF ABILITY TO ACTUALLY MEET THE NEEDS OF THE COMMUNITY. AND IT  
16 SEEMS TO ME THAT-- IT'S GREAT AND I THINK IT'S WONDERFUL THAT  
17 EVERYONE GOES TO UNDERSERVED AREAS BUT ALSO YOU DO NEED TO  
18 MOVE FORWARD TO TRY TO FIGURE OUT HOW YOU CAN BECOME  
19 COMPETITIVE IN ATTRACTING RESIDENTS FROM OTHER SCHOOLS IN THE  
20 UNITED STATES, AND WHAT PROGRAM DO YOU HAVE TO ATTRACT  
21 RESIDENTS FROM OTHER SCHOOLS?

22

23 **DR. THOMAS YOSHIKAWA:** WELL, THE QUESTION IS A DUAL-EDGED SWORD  
24 RIGHT NOW BECAUSE THE BAD PRESS, THE BAD SITUATION DISTRACTS  
25 FROM ANYBODY WHO WANTS TO COME INTO THAT AREA TO APPLY FOR



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1 RESIDENCY TRAINING IN THE AREA. WHEN I WAS CHAIRMAN OF  
2 INTERNAL MEDICINE, WHICH WAS UP UNTIL ABOUT THREE MONTHS AGO,  
3 AT THAT TIME, I REMEMBER COMING IN 1995 THAT APPROXIMATELY 95%  
4 OF OUR RESIDENT TRAINEES WERE INTERNATIONAL GRADUATES. WE MADE  
5 A CONCERTED EFFORT TO ATTRACT AMERICAN GRADUATES. CAME CLOSE  
6 TO ABOUT 50% BUT INTERESTINGLY ENOUGH IS THAT WE GOT AMERICAN  
7 GRADS BUT WE DIDN'T NECESSARILY GET THE BEST AMERICAN GRADS,  
8 SO THEN WE LOOKED AT BOARD PASS RATES AND THE ULTIMATE TEST  
9 THAT PEOPLE WOULD JUDGE YOU BY IS THE BOARD PASS RATE, IS OUR  
10 BOARD PASS RATE DID NOT IMPROVE SIGNIFICANTLY, AND SO OUR  
11 STRATEGY WAS NOT TO DETERMINE IF THEY'RE INTERNATIONAL GRADS  
12 OR AMERICAN GRADS BUT WHAT ARE THE POTENTIAL POSSIBILITIES OF,  
13 ONE THEY CAN BE GOOD DOCTORS AND, TWO, CAN THEY PASS THE  
14 BOARDS? BECAUSE THAT'S THE MEASURE THAT WE'RE ALL GOING BY.  
15 AND MOST RECENTLY WE'VE DONE VERY WELL. I JUST-- IF YOU  
16 RECALL, OUR INTERNAL MEDICINE BOARD PASS RATE FOR THIS PAST  
17 TEST WE TOOK IN-- I JUST NOTIFIED, I THINK, THE BOARD HEALTH  
18 DEPUTIES ABOUT A WEEK AGO, IS THAT 12 OUT OF 13 RESIDENTS WHO  
19 TOOK THE TEST ALL PASSED, WHICH IS A 92% PASS RATE, WHICH IS  
20 VERY HIGH FOR US. SO WE FEEL THAT THOSE KINDS OF MARKERS ARE  
21 MORE IMPORTANT THAN WHETHER SOMEBODY IS INTERNATIONAL OR  
22 AMERICAN GRADS. IF THEY'RE AN INTERNATIONAL GRAD AND THEY COME  
23 BACK TO THE COMMUNITY TO SERVE THE COMMUNITY AND THE COMMUNITY  
24 LIKES THAT DOCTOR, THAT'S ONLY WHAT REALLY WHAT COUNTS.

25



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1 **SUP. BURKE:** BUT YOU HAVE SCHOOLS LIKE HOWARD, YOU HAVE OTHER  
2 SCHOOLS THAT ARE MEDICAL-- MEDICAL SCHOOLS THAT I GATHER  
3 THEY'RE-- ALL OF THOSE GRADUATES ARE OUT LOOKING FOR  
4 RESIDENTS-- RESIDENCIES AND WOULD CERTAINLY SERVE THE MINORITY  
5 COMMUNITY. AND DO YOU HAVE ATTEMPTS TO REACH OUT TO GET THOSE  
6 GOOD STUDENTS THAT ARE THERE, TO INTEREST THEM TO COMING? IT  
7 SEEMS TO ME THEY WOULD HAVE AN INTEREST IN COMING.

8

9 **DR. THOMAS YOSHIKAWA:** WE'VE NOT MADE A FORMAL EFFORT TO BE  
10 RECRUITING PEOPLE OUTSIDE, OTHER THAN THE USUAL INFORMATION  
11 THAT PEOPLE READ ON OUR WEBSITE, ON OUR PROGRAMS. BY AND  
12 LARGE, PEOPLE WHO COME TO OUR AREAS ARE PEOPLE WHO ACTUALLY  
13 WANT TO MOVE TO THE LOS ANGELES AREA, BECAUSE, OBVIOUSLY,  
14 SOUTHERN CALIFORNIA IS AN ATTRACTIVE AREA BUT, WITHIN THE LOS  
15 ANGELES AREA, AS DR. HANNA MENTIONED, IT'S VERY COMPETITIVE  
16 AND THE PROGRAMS THEY HAVE TO COMPETE AGAINST ARE AT HARBOR,  
17 AT IRVINE, AT U.C.L.A., LOMA LINDA, THE TWO V.A. HOSPITALS, SO  
18 IT'S VERY COMPETITIVE. SO WHAT HAPPENS IS THAT THOSE WHO ARE  
19 NOT AS COMPETITIVE ENDS UP BEING AT THE PLACE THEY CAN  
20 ACTUALLY FIND A PLACE LIKE AT KING/DREW AND THAT'S REALLY THE  
21 BOTTOM LINE. AND THE PROGRAMS THAT HAVE PROBABLY THE BEST  
22 OPPORTUNITIES ARE THE SURGICAL SUBSPECIALTIES BECAUSE THEY'RE  
23 ALWAYS VERY COMPETITIVE, AS DR. HANNA MENTIONED, IS THAT THEY  
24 TEND TO HAVE AMERICAN GRADS AND THEY HAVE VERY HIGH AMERICAN  
25 GRADS. THEY DON'T TAKE AS MANY POSITIONS BUT PROGRAMS ARE LIKE



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1 EMERGENCY MEDICINE, PEDIATRIC, INTERNAL MEDICINE, WHERE YOU'RE  
2 TAKING A LARGE NUMBER OF TRAINEES. IT'S NOT AS EASY TO ATTRACT  
3 THE AMERICAN GRADS AS IN OTHER INSTITUTIONS.

4

5 **SUP. BURKE:** I REALLY URGE YOU TO TRY TO MAKE AN EFFORT. IF, AT  
6 THIS POINT, YOU WERE NOT HAVING ANY PROBLEMS IN TERMS OF YOUR  
7 BOARDS AND IN TERMS OF ACCREDITATION, I'D SAY, WELL, YOU'VE  
8 MADE REALLY A GOOD DECISION IN GOING FOR GOOD INTERNATIONAL  
9 GRADUATES BUT, AT THIS POINT, YOU'RE AT A CRUCIAL SITUATION  
10 AND I THINK THAT YOU NEED TO TAKE A LITTLE BIT MORE BALANCE AS  
11 FAR AS REACHING OUT TO TRY TO GET AMERICAN GRADUATES, AND  
12 PEOPLE FROM AMERICAN SCHOOLS, UNITED STATES SCHOOLS, FOR A  
13 COUPLE REASONS. IN TERMS OF, IN SOME INSTANCES, THE KIND OF  
14 SERVICE THAT THEY CAN ALSO GIVE TO THE PEOPLE THEY SERVE THE  
15 UNDERSERVED. AND I JUST HOPE THAT YOU WOULD LOOK AT THAT  
16 BECAUSE, IF YOU HAD NO PROBLEMS NOW, I'D SAY YOU'RE GOING IN  
17 THE RIGHT DIRECTION. BUT WITH THE ISSUES YOU'RE FACING NOW, I  
18 WOULD THINK THAT YOU WOULD LOOK AT MANY ULTIMATE-- OTHER  
19 ALTERNATIVES IN TERMS OF ATTRACTING OF RESIDENTS. BECAUSE,  
20 OBVIOUSLY, YOUR GRADUATES THAT ARE GRADUATING FROM THE MEDICAL  
21 SCHOOL ARE OUTSTANDING. BUT YOU'RE SAYING YOU CAN'T ATTRACT  
22 THEM TO COME BACK AND IT WOULD SEEM THAT YOU COULD GET SOME  
23 KIND OF EMPHASIS, INTEREST, IDENTIFICATION OF WHERE THEY WOULD  
24 WANT TO COME BACK TO TAKE THEIR RESIDENCE THERE AFTER THEY'VE  
25 GRADUATE.



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1

2 **DR. THOMAS YOSHIKAWA:** WILL DO.

3

4 **SUP. MOLINA, CHAIR:** MR. KNABE.

5

6 **SUP. KNABE:** YEAH, JUST MORE PROBABLY FOR THE DEPARTMENT. IF  
7 DREW UNIVERSITY WERE TO LOSE ITS ACCREDITATION, I MEAN, WHY  
8 WOULD IT BE IMPORTANT, THEN, TO CONTINUE AS A TRAINING  
9 HOSPITAL WITH ANOTHER MEDICAL SCHOOL?

10

11 **DR. THOMAS GARTHWAITE:** I THINK THAT ONE COULD OR MIGHT NOT DO  
12 THAT. I THINK THAT THE ADVANTAGES THAT I'VE SEEN IN RECRUITING  
13 TO AREAS WHERE IT'S DIFFICULT TO RECRUIT ANY PHYSICIANS,  
14 ESPECIALLY IN, SAY, AT A GOVERNMENT SALARY AND THEN WE FACED  
15 THIS A LOT WHEN I WAS IN CHARGE OF THE V.A., THAT WE HAD  
16 HOSPITALS IN EVERY PART OF THE COUNTRY, IN RURAL AREAS,  
17 EVERYWHERE IN THE COUNTRY, THAT WHERE WE HAD THE BEST  
18 COMPETITIVE ADVANTAGE TO GET THE BEST PRACTITIONERS AND  
19 FACULTY WAS WHERE WE MAINTAINED SOME ACADEMIC AFFILIATIONS.  
20 SOMETIMES THOSE WERE NOT AS ROBUST AS THE THREE THAT WE HAVE  
21 HERE IN LOS ANGELES, THEY WERE ROTATIONS BUT THEY DID PROVIDE  
22 FOR THAT ONGOING TRAINING PROGRAM, IT ATTRACTED ADDITIONAL  
23 DOCS AND IMPROVED THE QUALITY OF CARE OVERALL, WHICH MOST OF  
24 THE STUDIES HAVE SHOWN.

25



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1 **SUP. KNABE:** SORT OF THE FLIP OF THAT, THEN, IF THEY WERE TO DO  
2 THAT, LOSE THE ACCREDITATION THEN, WOULD EXPECT A MASS EXODUS  
3 THEN WITHOUT SOME AFFILIATION AGREEMENT FROM THE DOCS THAT  
4 WORK AT...

5

6 **DR. THOMAS GARTHWAITE:** YEAH. I THINK THERE WOULD BE A DRAMATIC  
7 CHANGE IN THE-- YES, I BELIEVE A DRAMATIC CHANGE IN OUR  
8 PHYSICIANS THAT STAYED ON.

9

10 **DR. BRUCE CHERNOF:** SUPERVISOR KNABE, MAYBE ONE MORE POINT  
11 RELATIVE TO THAT. YOU KNOW, I'VE HAD THE GREAT JOY, ACTUALLY,  
12 OF BEING TRAINED IN THE SYSTEM, HAVING WORKED IN THE SYSTEM AS  
13 ONE OF YOUR PRACTICING DOCTORS AND NOW I HAVE THE OPPORTUNITY  
14 TO SERVE YOUR BOARD IN THIS ROLE. I'M SORRY. SUPERVISOR KNABE,  
15 I'VE HAD THE GREAT PLEASURE OF ACTUALLY HAVING BEEN TRAINED BY  
16 THIS SYSTEM, HAVING WORKED IN THE SYSTEM AS ONE OF YOUR  
17 PRACTICING DOCTORS AND NOW I HAVE THE OPPORTUNITY TO SERVE  
18 YOUR BOARD IN THIS ROLE AND WHAT I CAN TELL YOU FROM MY OWN  
19 EXPERIENCE IN OUR OWN SYSTEM, IS THAT DONE RIGHT, HAVING  
20 RESIDENTS AS PART OF THE CARE WE DELIVER ACTUALLY IMPROVES THE  
21 CARE ON THE GROUND AT THE BEDSIDE. IT BRINGS MORE DOCTOR TIME  
22 TO THE BEDSIDE, IT LEADS TO A DIFFERENT KIND OF INTERACTION  
23 BETWEEN NURSES AND DOCTORS AND IT DOES HELP US RECRUIT A  
24 DIFFERENT KIND OF DOCTOR WHEN OUR SALARIES MAY NOT BE AS  
25 COMPETITIVE AS THEY MIGHT ALWAYS BE WITH RESPECT TO THE



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1 PRIVATE SECTOR AND OTHER JOBS BECAUSE WE HAVE FOLKS WITH BOTH  
2 A SERVICE MISSION BUT THE OPPORTUNITY TO TEACH AND TRAIN  
3 OTHERS IS JUST SORT OF AT THE HEART OF MEDICINE. SO I DO THINK  
4 THAT THERE WOULD BE A SUBSTANTIAL CHANGE IN THE HOSPITAL IF WE  
5 WERE TO USE THE AFFILIATION AGREEMENT ENTIRELY AND WE WOULD AT  
6 LEAST WANT TO EXPLORE SPECIFIC AREAS WHERE HAVING THE  
7 RESIDENTS, HAVING SOME KIND OF MORE LIMITED RELATIONSHIP WOULD  
8 HELP US BUILD BACK STRONG PROGRAMS AND KEEP A STABLE,  
9 PROFESSIONAL STAFF.

10

11 **DR. THOMAS YOSHIKAWA:** I WOULD JUST ADD THE SAME. I'M A PRODUCT  
12 OF THE COUNTY HOSPITAL TRAINING SYSTEM MYSELF AT HARBOR-  
13 U.C.L.A. AS A RESIDENT AND THAT I THINK, IN PUBLIC HOSPITALS,  
14 IN A PUBLIC HOSPITAL SETTING, A TRAINING HOSPITAL IS WHAT  
15 REALLY MAKES THE QUALITY OF CARE. THIS DOES NOT APPLY TO  
16 PRIVATE HOSPITALS, OBVIOUSLY, BUT IN A PUBLIC HOSPITAL SETTING  
17 AND HAVING WORKED FOR THE V.A. MYSELF ALSO FOR 16 YEARS, I  
18 CONCUR WHAT DR. GARTHWAITE SAYS, THAT THE V.A.S, BACK IN THE  
19 '30S AND '40S, WAS BASICALLY A PLACE WHERE VETERANS WERE  
20 GETTING SUBSTANDARD CARE THROUGHOUT AND IT'S ONLY WHEN THE, AT  
21 THAT TIME IT WAS CALLED THE DEPARTMENT OF MEDICINE AND SURGERY  
22 JOINED UP IN AFFILIATION WITH THE UNIVERSITY THAT THE QUALITY  
23 OF CARE OF THE V.A. TREMENDOUSLY IMPROVED. AND SO, IN PUBLIC  
24 HOSPITALS, I THINK THAT THE BEST CARE OCCURS WHEN YOU HAVE A  
25 TRAINING AFFILIATION.



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1

2 **SUP. KNABE:** AND THAT MAY BE TRUE IN MOST CASES AND I GUESS  
3 MAYBE THAT'S THE HARD THING THAT I CONTINUE TO UNDERSTAND WHEN  
4 YOU TALK ABOUT THE IMPROVEMENT OF QUALITY CARE WHEN WE HAVE--  
5 CONTINUE TO HAVE THE SAME ONGOING ISSUES OF THE QUALITY OF  
6 CARE OUT AT KING/DREW. AND, YOU KNOW, I MEAN, THAT'S THE  
7 DIFFICULT THING TO COMPREHEND. I MEAN, WE CONTINUE TO GET  
8 THOSE KINDS OF ANSWERS BUT YET THERE ARE ISSUE OUT THERE AND  
9 THE QUALITY OF CARE THAT WE'RE CONTINUING TO TRY TO DEAL WITH  
10 ON AN ONGOING BASIS. SO I'M JUST NOT SO SURE THAT ONE THING  
11 LEADS TO ANOTHER. IT'S ALL NICE AND GOOD TO GET ESOTERIC AND  
12 SAY, YOU KNOW, THEY WANT TO SERVE THE COMMUNITY. IF THEY WANT  
13 TO SERVE THE COMMUNITY, YOU KNOW, HOPEFULLY, YOU WANT TO-- YOU  
14 KNOW, SERVE THE COMMUNITY THE RIGHT WAY.

15

16 **DR. THOMAS GARTHWAITE:** I THINK YOU ASK A VERY IMPORTANT  
17 QUESTION AND I WILL TRY TO ADDRESS THAT WITH ONE OF THE  
18 SUBSEQUENT ITEMS ON OUR AGENDA BECAUSE I TRIED TO ADDRESS THAT  
19 IN THE REPORT TODAY.

20

21 **SUP. KNABE:** OKAY.

22

23 **SUP. KNABE:** DR. YOSHIKAWA, THIS REPORT IS REALLY EXCELLENT AND  
24 IT'S MUCH IMPROVED AND VERY SPECIFIC AND DIRECT AS TO WHERE  
25 YOU ARE AND THE STATUS OF WHERE YOU'RE GOING BUT I--



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1 PARTICULARLY IN THE RECOMMENDATIONS, THE PART THAT I'M VERY  
2 INTERESTED IN, AS YOU KNOW, HAD BEEN THE ACCOUNTABILITY ISSUES  
3 AND CERTAINLY THE RESIDENT SUPERVISION THAT WE GET CONSTANTLY  
4 FAULTED AND THIS IS AN AREA OF RESPONSIBILITY WHERE I THINK  
5 REALLY IT IS THE MEDICAL SCHOOL THAT REALLY HAS TO PROVIDE THE  
6 GUIDANCE FOR US AND THE ACCOUNTABILITY FOR US. THE ISSUE OF  
7 THE DUAL COMPENSATION WAS RAISED VERY EARLY IN THE PROCESSES,  
8 PEOPLE SAID THEY DON'T KNOW WHO THEIR MASTER IS, AND THAT WAS  
9 SORT OF AN AWKWARD SITUATION. UNDER THIS RECOMMENDATION THAT  
10 YOU'VE MADE TO US, WHICH I THINK IS A VERY GOOD ONE, IS IT  
11 CLEAR THAT PEOPLE ARE GOING TO UNDERSTAND THEIR DUTY AND THEIR  
12 RESPONSIBILITY FROM THE-- TO THE STANDPOINT OF ACCOUNTABILITY?  
13 I JUST WANT TO UNDERSTAND PART OF IT. FOR EXAMPLE, IN THE AREA  
14 OF RADIOLOGY, EVEN THOUGH WE DON'T HAVE AN ACCREDITATION  
15 THERE, CORRECT? THE CHAIR OR THE INTERIM CHAIR IS THE  
16 RESPONSIBILITY OF DREW, IS THAT CORRECT?

17

18 **DR. THOMAS YOSHIKAWA:** YES.

19

20 **SUP. MOLINA, CHAIR:** ALL RIGHT. I WANT TO UNDERSTAND THAT. SO  
21 THEIR SUPERVISION OF RADIOLOGISTS, CONTRACTS AND RESIDENTS,  
22 EVEN THOUGH THERE'S NOT RESIDENT SUPERVISION, I GUESS, UNDER  
23 IT RIGHT NOW BUT THERE ARE DOCTORS AND THE RADIOLOGISTS, I  
24 GUESS, ARE GOING TO BE THE PEOPLE THAT THAT CHAIR WOULD BE



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1 SUPERVISING, THAT IS THE AREA THAT YOU'RE GOING TO HAVE NOW  
2 DIRECT ACCOUNTABILITY TO, IS THAT CORRECT?

3

4 **DR. THOMAS YOSHIKAWA:** IF THEY-- IF YOU'RE SAYING THAT THE  
5 AFFILIATION AGREEMENT MOVES TOWARD WHERE THE RADIOLOGIST CHAIR  
6 IS PAID COMPLETELY BY DREW, YES, THAT IS TRUE.

7

8 **SUP. MOLINA, CHAIR:** WELL, THAT'S WHAT I WANT TO UNDERSTAND  
9 THAT. IF THE RADIOLOGIST'S CONTRACT IS WITH THE DEPARTMENT OF  
10 HEALTH SERVICES, WHICH IT IS, BUT YOUR CHAIR IS YOUR PERSON  
11 AND THEY ARE RESPONSIBLE. AGAIN, THIS INSTANCE, IT'S NOT  
12 SUPERVISION OF RESIDENTS, LET'S SAY, IT'S SUPERVISION OF DOCS  
13 THAT ARE CARRYING OUT THE WORK IN RADIOLOGY THAT ARE BY A  
14 CONTRACT WITH THE DEPARTMENT OF HEALTH SERVICES, THEY WILL BE  
15 RESPONSIBLE FOR THE SUPERVISION OF THOSE DOCS, IS THAT  
16 CORRECT?

17

18 **DR. THOMAS YOSHIKAWA:** WELL, RADIOLOGIST IS KIND OF AWKWARD  
19 BECAUSE THEY-- THEY'RE-- AS YOU MENTIONED, THERE ARE NO  
20 TRAINEES THERE. WE ARE RESPONSIBLE FOR THE CHAIRMAN AS PART OF  
21 THE ACADEMIC MISSION OF DREW, WHICH IS THE STUDENTS AND THE  
22 RESIDENTS AS THE CHAIR OVERSEES THE FACULTY MAKING SURE THAT  
23 THEY CARRY OUT THAT. I REALIZE THAT, INCLUDED WITH THAT,  
24 INCLUDES THE CLINICAL ACTIVITY BUT THAT'S WHERE THE DUAL  
25 RESPONSIBILITY SHOULD BECOME IS BECAUSE THE CLINICAL



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1 RESPONSIBILITY PREDOMINANTLY IS THE HOSPITAL RESPONSIBILITY,  
2 WHICH IS ACTUALLY PART OF THE DEPARTMENT OF HEALTH SERVICES.

3

4 **SUP. MOLINA, CHAIR:** THAT ANSWERS MY QUESTION. IT IS NOT DREW'S  
5 RESPONSIBILITY.

6

7 **DR. THOMAS YOSHIKAWA:** CORRECT.

8

9 **SUP. MOLINA, CHAIR:** OKAY. I JUST WANT TO KNOW WHERE THINGS ARE  
10 AND HOW THEY ARE. BUT IN THE AREA, FOR EXAMPLE, OF INTERNAL  
11 MEDICINE, IN THE AREA THAT YOU WERE IN AND WHOEVER THE INTERIM  
12 CHAIR IS AND THE SUPERVISION OF THOSE RESIDENTS AND THE  
13 ACCOUNTABILITY, THAT IS TRULY THE RESPONSIBILITY AND THE  
14 ACCOUNTABILITY OF DREW, IS THAT CORRECT?

15

16 **DR. THOMAS YOSHIKAWA:** ABSOLUTELY.

17

18 **SUP. MOLINA, CHAIR:** ALL RIGHT. SO NOW YOU'RE GOING TO HAVE THE  
19 MECHANISM BY WHICH YOU ARE GOING TO BE ABLE TO DISCIPLINE IF  
20 NEED BE, YOU KNOW, ADVANCE WHATEVER CORRECTIVE APPROACH OR  
21 CORRECTIVE ACTIONS THEY SHOULD TAKE, THAT WILL NOW BE  
22 EXCLUSIVELY WITHIN THE FRAMEWORK OF DREW TO CARRY THAT OUT AS  
23 FAR AS PATIENT SAFETY IS CONCERNED, IS THAT CORRECT?

24

25 **DR. THOMAS YOSHIKAWA:** YES.



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The Los Angeles County Board of Supervisors

1

2 **SUP. MOLINA, CHAIR:** IS THERE ANYTHING IN THE RECOMMENDATIONS  
3 THAT YOU PROVIDED TO US THAT WE-- THAT ARE, I GUESS, WE'RE  
4 GOING TO BE ADOPTING AS PART OF-- IS THAT CORRECT? IN THE  
5 RECOMMENDATIONS, DO WE ADOPT THEM OR IS THAT SOMETHING  
6 RECOMMENDATION GO TO YOU ALL?

7

8 **DR. BRUCE CHERNOF:** I THINK THOSE RECOMMENDATIONS, SUPERVISOR,  
9 ARE UP FOR DISCUSSION. THE DEPARTMENT ALSO HAD A SERIES OF  
10 RECOMMENDATIONS, COMPANION RECOMMENDATION, WITH RESPECT TO  
11 THIS REPORT...

12

13 **SUP. MOLINA, CHAIR:** I UNDERSTAND. BUT, IN THOSE  
14 RECOMMENDATIONS, WHICH I THINK YOU ALL AGREED TO, FOR THE MOST  
15 PART?

16

17 **DR. BRUCE CHERNOF:** FOR THE MOST PART, YES, THAT'S CORRECT.  
18 THESE ARE-- THERE ARE CONSISTENT...

19

20 **SUP. MOLINA, CHAIR:** YES. WE ARE-- DO WE-- IS IT SOMETHING THAT  
21 IS BROUGHT TO US FOR APPROVAL OR DO YOU DO IT ALL ON YOUR OWN?

22

23 **DR. BRUCE CHERNOF:** MY SENSE IS THAT THE BOARD, IF YOU WANT TO  
24 GIVE US GUIDANCE, WE CAN WORK TOGETHER TO BRING FORWARD  
25 SPECIFIC RECOMMENDATIONS ONCE THEY'RE...



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1

2 **SUP. MOLINA, CHAIR:** BUT THERE ARE RECOMMENDATIONS HERE AND ONE  
3 OF THE CRITICISMS, REMEMBER THE LAST TIME WAS THE ISSUE, AND  
4 DR. YOSHIKAWA KNOWS QUITE CLEAR, THAT ONE OF MY FIRST MEETINGS  
5 WITH HIM WAS ABOUT THE LACK OF ACCOUNTABILITY. AND, AS A  
6 CHAIR, IF YOU CAN'T BE ACCOUNTABLE FOR THAT DEPARTMENT AND IF  
7 IT HAS TO GO THROUGH SOME LONG TWISTED BUREAUCRATIC MECHANISM,  
8 IT DOESN'T HAVE THE ACCOUNTABILITY. IF HE'S GOING-- IF THE  
9 CHAIR IS GOING TO BE HELD ACCOUNTABLE, THEN THE CHAIR HAS TO  
10 HAVE CERTAIN POWER OR CERTAIN ABILITIES AND AUTHORITIES. I  
11 JUST WANT TO MAKE SURE THAT THAT'S-- I MEAN, I DON'T WANT DR.  
12 YOSHIKAWA TELLING ME, "HERE IS THE BEST-- HERE'S WHAT WE WOULD  
13 RECOMMEND, WHAT WE WOULD DO," AND THEN IT'S NOT GOING TO GET  
14 IMPLEMENTED BECAUSE MY ASSUMPTION IS THAT THESE ARE GOOD  
15 RECOMMENDATIONS AND, IF WE ALL AGREE, THEY SHOULD GET  
16 IMPLEMENTED. BUT IT'S GOING TO REQUIRE A MAJOR CHANGE IN THE  
17 DEPARTMENT OF HEALTH SERVICES.

18

19 **DR. THOMAS GARTHWAITE:** I JUST WANT TO BE SURE THAT I'M TALKING  
20 ABOUT THE SAME RECOMMENDATIONS. WE HAD A SET OF  
21 RECOMMENDATIONS IN OUR OFFICIAL BOARD LETTER TO YOU. YOU'RE  
22 NOT TALKING ABOUT THOSE, IS THAT CORRECT? YOU'RE TALKING  
23 ABOUT...

24

25 **SUP. MOLINA, CHAIR:** I AM TALKING ABOUT THOSE.



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1

2 **DR. BRUCE CHERNOF:** WELL, I THINK THERE'S A COUPLE OF KEY  
3 DIFFERENCES, SUPERVISOR, WHERE I THINK WE'RE FUNDAMENTALLY IN  
4 AGREEMENT THAT IT'S AN ISSUE OF TIMING. I THINK THE DEPARTMENT  
5 BELIEVES THAT THE UNIVERSITY HAS DONE AN EXCELLENT JOB IN  
6 MAKING PROGRESS AND THAT WE SEE...

7

8 **SUP. MOLINA, CHAIR:** I KNOW BUT THOSE ARE WORDS I DON'T  
9 UNDERSTAND. MAKING PROGRESS IS NOTHING. I DON'T KNOW WHAT THAT  
10 MEANS. HERE'S A VERY SPECIFIC PROBLEM, OKAY? DR. YOSHIKAWA, IN  
11 OUR VERY FIRST MEETING, HAD THIS PROBLEM, WHERE HE WAS  
12 RESPONSIBLE AND I WAS THERE HOLDING HIM ACCOUNTABLE, YET, AT  
13 THE SAME TIME, HE COULD NOT DISCIPLINE A DOC. HE COULD NOT  
14 TELL A DOCTOR, "IF YOU DON'T SHOW UP NEXT TIME ON TIME, YOU  
15 WILL BE DISCIPLINED," BECAUSE IT HAD TO GO THROUGH SOME  
16 PROCESS OF REVIEW, INTERVENTION, INVESTIGATION. NOW, HE'S  
17 RECOMMENDING THAT THAT BE CHANGED AND I WANT TO SUPPORT HIS  
18 RECOMMENDATION.

19

20 **DR. THOMAS GARTHWAITE:** AND WE AGREE WITH THAT. WE BELIEVE  
21 THAT, IF NOT DAILY, EVERY OTHER DAY, COMMUNICATION BETWEEN DR.  
22 PEAKS, THE C.E.O., ANTOINETTE EPPS, DR. YOSHIKAWA, DR.  
23 EDELSTEIN, HAS TO OCCUR AND WE'VE HAD, I THINK, SEVERAL  
24 MEETINGS WHERE WE'VE REINFORCED THAT, WHERE WE'VE GONE BACK  
25 AND REINFORCED THAT WITH OUR STAFF, THAT WE'RE WORKING TO GET



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1 HIM ON THE MEDICAL EXECUTIVE COMMITTEE. WE WANT TO FORGE THOSE  
2 RELATIONSHIPS. YOU CAN HAVE A LOT OF WORDS ON PAPER BUT WHAT  
3 ACTUALLY HAPPENS ON A DAY TO DAY HAS TO BE THAT COMMUNICATION  
4 IS OCCURRING...

5

6 **SUP. MOLINA, CHAIR:** I UNDERSTAND AND THAT SHOULD BE--  
7 PROFESSIONALS SHOULD COMMUNICATE WITH EACH OTHER. I JUST WANT  
8 TO KNOW...

9

10 **DR. THOMAS GARTHWAITE:** RIGHT. I THINK THAT'S GETTING BETTER.

11

12 **SUP. MOLINA, CHAIR:** WELL, THANK YOU VERY MUCH. I'M GLAD  
13 THERE'S PROGRESS AMONGST PROFESSIONALS BUT LET'S GO BACK TO  
14 THE BASIC QUESTION. RIGHT NOW, IF THERE IS A DOCTOR WHO IS NOT  
15 PERFORMING HIS DUTIES AND GOING OUT AND HAVING HIS OWN PRIVATE  
16 PRACTICE 60 MILES AWAY FROM KING/DREW AND THE CHAIR RECOGNIZES  
17 THAT THAT'S A PROBLEM IN CARRYING OUT THE DUTIES AT KING/DREW,  
18 CAN THAT CHAIR DISCIPLINE THAT DOC? "YES" OR "NO"?

19

20 **DR. THOMAS GARTHWAITE:** YES. YES.

21

22 **SUP. MOLINA, CHAIR:** HE DOESN'T HAVE TO GO THROUGH  
23 INVESTIGATIONS?

24



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1 **DR. THOMAS GARTHWAITE:** WELL, WE WOULD, OF COURSE, HAVE HUMAN  
2 RESOURCES WORK WITH THEM TO DO THE APPROPRIATE THING.

3

4 **SUP. MOLINA, CHAIR:** THAT'S NOT THE ANSWER. THAT'S EXACTLY WHAT  
5 DR. YOSHIKAWA HAD A PROBLEM WITH THE LAST TIME. HE SENT IT TO  
6 AUDIT, WHICH IS WHAT HUMAN RESOURCES SAID TO DO. THEY  
7 INVESTIGATED FOR ONE YEAR, AND, AT THE END OF THE  
8 INVESTIGATION, DID NOT TELL HIM WHAT HAD HAPPENED. THESE ARE  
9 NOT HARD QUESTIONS.

10

11 **LEELA KAPUR, COUNSEL:** SUPERVISOR MOLINA, IF I CAN MAYBE TRY TO  
12 HELP HERE. IF WHAT WE'RE TALKING ABOUT IS THE DOCTOR AND HIS  
13 COUNTY EMPLOYMENT, I HAVE NOT SEEN THESE RECOMMENDATIONS  
14 BEFORE, BUT THAT RESPONSIBILITY CANNOT BE TRANSFERRED TO THE  
15 UNIVERSITY.

16

17 **SUP. MOLINA, CHAIR:** IT CANNOT.

18

19 **LEELA KAPUR, COUNSEL:** IT CANNOT. IF WE'RE TALKING ABOUT...

20

21 **SUP. MOLINA, CHAIR:** THAT'S THE ANSWER.

22

23 **LEELA KAPUR, COUNSEL:** BUT, HOWEVER, IF WE'RE TALKING ABOUT THE  
24 DOCTOR AS IN HIS ACADEMIC FACULTY CAPACITY...

25



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1 **SUP. MOLINA, CHAIR:** I'M NOT. THAT'S WHAT I THINK WE NEED TO  
2 UNDERSTAND, BECAUSE THERE IS STILL A TREMENDOUS AMOUNT OF  
3 CONFLICT HERE ON THESE ISSUES. I KEEP HOLDING DREW  
4 ACCOUNTABLE, RIGHT? AND, VERY FRANKLY, THEY DON'T HAVE THE  
5 AUTHORITY TO BE ACCOUNTABLE. NOW, FOR EXAMPLE, IN THE PROCESS  
6 OF L.A. COUNTY U.S.C.'S AFFILIATION AGREEMENT, I KNOW THAT I  
7 WANTED ACCOUNTABILITY FOR US TO PUNISH THOSE DOCS. REMEMBER MY  
8 NOSE DOC...

9

10 **LEELA KAPUR, COUNSEL:** YOU HAVE REMEMBER, THOUGH, SUPERVISOR  
11 MOLINA, THAT LAC/USC IS A RELATIONSHIP THAT'S QUITE DIFFERENT  
12 BECAUSE MOST OF THOSE DOCS ARE USC EMPLOYEES SOLELY.

13

14 **SUP. MOLINA, CHAIR:** NOT ALL OF THEM.

15

16 **LEELA KAPUR, COUNSEL:** NOT ALL OF THEM.

17

18 **SUP. MOLINA, CHAIR:** OKAY? BECAUSE, IN THE INSTANCE OR THE  
19 SITUATION THAT I HAD WHERE HE WAS NOT, IT IS MY UNDERSTANDING  
20 THAT WE'RE GOING TO HAVE THE AUTHORITY THAT, IF THEY ARE  
21 VIOLATING A PROCESS OR A PROCEDURE, EVEN THOUGH THEY'RE NOT,  
22 BY VIRTUE OF THE FACT THAT WE ALLOW THEM ON OUR PROPERTY, THAT  
23 THEY CARRY OUT THEIR WORK ON THE PROPERTY, WE HAVE THE  
24 AUTHORITY, IF NEED BE, TO DISCIPLINE THEM.

25



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1 **LEELA KAPUR, COUNSEL:** WE HAVE THE AUTHORITY IF A USC EMPLOYEE  
2 DOES SOMETHING INAPPROPRIATE ON OUR PREMISES. WE HAVE THE  
3 EMPLOYEE-- WE HAVE THE ABILITY TO TELL THE SCHOOL TO GET THEM  
4 OUT OF OUR FACILITY.

5

6 **SUP. MOLINA, CHAIR:** NOT TO DISCIPLINE?

7

8 **LEELA KAPUR, COUNSEL:** THAT'S NOT DISCIPLINE BECAUSE IT'S NOT  
9 OUR EMPLOYEE. WE JUST SAY, "WE DON'T WANT HIM PERFORMING  
10 SERVICES UNDER OUR CONTRACT. REMOVE HIM FROM OUR FACILITY."

11

12 **SUP. MOLINA, CHAIR:** DO YOU HAVE THAT SAME AUTHORITY, DR.  
13 YOSHIKAWA?

14

15 **DR. THOMAS YOSHIKAWA:** I DON'T KNOW. I HADN'T THOUGHT THAT...

16

17 **SUP. MOLINA, CHAIR:** WELL, YOU SEE, BECAUSE I HOLD YOU  
18 ACCOUNTABLE FOR IT, RIGHT? AND YET, EVERY TIME WE LEAVE THIS  
19 ROOM, I GO BACK AND CHECK AND IT'S GOT FUZZY AGAIN. IT'S A  
20 SIMPLE CLARIFICATION. I WANT THAT SAME KIND OF ACCOUNTABILITY.  
21 IF WE'RE GOING TO HOLD DREW ACCOUNTABLE, THEY SHOULD HAVE THE  
22 SAME AUTHORITY OR WE SHOULD FIND A WAY THAT THEY CAN HAVE THE  
23 AUTHORITY. OTHERWISE, YOU KNOW, ACADEMICALLY, WELL, YOU KNOW,  
24 THEY JUST SUPERVISE THEM ACADEMICALLY, HOW DID THEY TEACH  
25 THEIR COURSE, HOW DID THEY DO BUT IF THE DOC ISN'T SHOWING UP



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1 AND GOING OFF 60 MILES EVERY SINGLE DAY TO HIS OWN PRIVATE  
2 PRACTICE AND, YOU KNOW, DR. GARTHWAITE WON'T KNOW. HOW WILL HE  
3 KNOW? THE ONLY ONE WHO KNOWS IS THE CHAIR.

4

5 **LEELA KAPUR, COUNSEL:** WELL, SUPERVISOR, AGAIN, IF IT'S A  
6 UNIVERSITY EMPLOYEE, A DREW EMPLOYEE THAT WE DON'T BELIEVE IS  
7 PERFORMING, WE CAN ASK THE UNIVERSITY TO REMOVE HIM. IF IT'S A  
8 COUNTY EMPLOYEE WHO WE DON'T BELIEVE IS PERFORMING CLINICALLY  
9 WELL...

10

11 **SUP. MOLINA, CHAIR:** I KNOW. BUT I'M GOING TO GO BACK TO THIS  
12 AGAIN, DR. GARTHWAITE. YOU KNOW I DON'T THINK THESE ARE HARD  
13 QUESTIONS, HONESTLY, BUT LET'S GO THROUGH THIS ONE MORE TIME.  
14 YOU KNOW, YOU'VE GOT TO CREATE A PATHWAY FOR ACCOUNTABILITY.  
15 IT CANNOT BE SO FUZZY. I'M ASKING YOU, BOTH OF YOU, I'VE ASKED  
16 YOU TO LOOK BACK. WHAT WASN'T WORKING? WHAT DO WE NEED TO  
17 CHANGE TO MAKE THINGS WORK? DR. YOSHIKAWA AND MYSELF HAVE HAD  
18 A PERSONAL EXPERIENCE THAT REALLY LED TO ALL OF THOSE PROBLEMS  
19 WITH THE PEDIATRICIAN WHO DECIDED NOT TO SHOW UP WHEN HE  
20 DIDN'T FEEL LIKE IT, WITH NOT SUPERVISING RESIDENTS AND YET,  
21 WHEN HE DID KNOW AND HE KNEW WHAT WAS GOING ON, ALL HE COULD  
22 DO IS SEND IT TO SOME BUREAUCRAT TO INVESTIGATE. THAT'S NOT  
23 EFFECTIVE.

24



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1 **DR. THOMAS GARTHWAITE:** WELL, SUPERVISOR, I STAND BY THE RECORD  
2 IN TERMS OF ACCOUNTABILITY. 707 PERSONNEL CASES...

3

4 **SUP. MOLINA, CHAIR:** SO WHAT? IS THAT DOESN'T MATTER.

5

6 **DR. THOMAS GARTHWAITE:** ...458 ACTIONS...

7

8 **SUP. MOLINA, CHAIR:** YOU DISCIPLINING THEM. DR. GARTHWAITE,  
9 LISTEN. WE WOULD RATHER THAT, FROM NOW ON, WE DO IT BETTER.  
10 JUST BECAUSE YOU SPANK THEM ON THE BEHIND DOESN'T MAKE SURE  
11 THAT THEY'RE GOING TO-- LET'S HOPE THAT THAT WOULD DO IT. BUT  
12 THE RULES ARE FUZZY. ALL I'M SAYING IS THE RULE IS FUZZY.

13

14 **DR. THOMAS GARTHWAITE:** BUT THOSE 458 ACTIONS, WHATEVER THE  
15 NUMBER IS, WERE TAKEN BY MANAGERS WHO FOUND SOMETHING. YES, WE  
16 HAD TO COLLECT EVIDENCE SO THAT WE COULD TAKE ACTION, BUT WE  
17 TOOK ACTION. WAS TIMELINESS A PROBLEM WHEN DR. YOSHIKAWA FOUND  
18 THAT PROBLEM?

19

20 **SUP. MOLINA, CHAIR:** NO, NO, NO. DR. GARTHWAITE...

21

22 **DR. THOMAS GARTHWAITE:** YES. WAS HR SUPPORT...

23

24 **SUP. MOLINA, CHAIR:** DR. GARTHWAITE, DR. GARTHWAITE, DR.  
25 GARTHWAITE, PLEASE ALLOW ME. I WISH THAT WERE THE CASE. THE



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1 REASON SOME OF THOSE TOOK ACTIONS IS BECAUSE SOME OF US FOUND  
2 OUT ABOUT IT THROUGH THE L.A. TIMES AND THEN WE TOOK ACTION.  
3 THERE HAD NOT BEEN THE KIND OF ACTION THAT SHOULD HAVE BEEN  
4 TAKEN AT A CERTAIN TIME. I WOULD PREFER THAT, IN THE BEST OF  
5 MANAGEMENT CIRCUMSTANCES, THAT MAYBE DR. YOSHIKAWA AND  
6 YOURSELF COULD CREATE A PROCESS THAT ISN'T AS BUREAUCRATIC SO  
7 THAT THERE IS MORE DIRECT AUTHORITY, THAT WE DON'T WAIT FOR A  
8 YEAR OF INVESTIGATION.

9

10 **DR. THOMAS GARTHWAITE:** AND I AGREE WITH YOU AND I THINK THAT,  
11 PAINFUL THOUGH H.R. PROCESSES ARE, THEY ALLOW YOU TO DO THAT.  
12 I MEAN, I HAVE GONE THROUGH THIS PROCESS MANY TIMES IN TWO  
13 GOVERNMENT JOBS OVER 30 YEARS, AND YOU HAVE TO...

14

15 **SUP. MOLINA, CHAIR:** BUT I CAN ASSURE YOU THAT-- YOU KEEP  
16 TELLING ME THAT AND, EVERY TIME I ASK YOU TO POINT TO THAT  
17 RULE. I WANT US TO CHANGE PROCESSES SO THIS HOSPITAL WORKS. I  
18 DON'T WANT US TO POINT BACK SIX MONTHS, EIGHT MONTHS FROM NOW,  
19 GEE, THAT WOULD HAVE WORKED BETTER AND WE FOUND OUT ABOUT IT  
20 BUT THAT DOC WASN'T UNDER OUR SUPERVISION. IF WE KNOW THIS IS  
21 A PROBLEM, WHY CAN'T WE FIX IT?

22

23 **DR. THOMAS GARTHWAITE:** WELL, I-- LOOK. I, YOU KNOW, I-- YOU  
24 ASKED FOR MY OPINION ON WHAT FLEXIBILITIES WE NEED TO FIX H.R.  
25 I THINK WE HAVE THE FLEXIBILITY TO TAKE-- HOLD PEOPLE



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1 ACCOUNTABLE. WE HAVE TO DOCUMENT THE REASON FOR THAT. WE HAVE  
2 THAT FLEXIBILITY AND I THINK WE'VE CARRIED IT OUT. WHAT WE  
3 DON'T HAVE FLEXIBILITY IS IN A TIMELY FASHION TO CLASSIFY  
4 JOBS, ESPECIALLY NEW JOBS IN HEALTHCARE. WE DON'T HAVE  
5 FLEXIBILITY TO SET COMPENSATION AT A RATE THAT ALLOWS US TO  
6 HIRE THE BEST PEOPLE AND GET THEM IN IN A TIMELY FASHION.

7

8 **SUP. MOLINA, CHAIR:** YEAH, BUT DR. GARTHWAITE, YOU AND I ARE  
9 NOT TALKING ABOUT THE SAME THING, OKAY? I UNDERSTAND THAT AND  
10 HOPEFULLY YOU AND H.R., ONE DAY, WILL SORT THAT ONE OUT. I'M  
11 TALKING ABOUT BASIC SUPERVISION OF EMPLOYEES. SEE, PEOPLE WHO  
12 ARE THE PATIENTS THERE DO NOT KNOW, OH, GEE, IF THIS DOC  
13 VIOLATES ME, YOU KNOW, OR WHAT HAPPENS, THEY DON'T KNOW WHO  
14 THAT ROUTE IS. I DON'T, EITHER. I JUST WANT TO KNOW WHAT IT  
15 IS. AND IF WE HAVE AN INSTANCE IN WHICH WE SHOULD GIVE THE  
16 AUTHORITY TO THE CHAIRS, I THINK WE SHOULD CREATE THAT PROCESS  
17 AND IT'S VERY UNFORTUNATE, DR. YOSHIKAWA, THAT WE DON'T HAVE  
18 IT AS YET. I WAS PREPARED TO APPROVE THESE RECOMMENDATIONS BUT  
19 I GUESS IT'S NOT CLEAR, PARTICULARLY ON THE FOUR THAT YOU  
20 MADE. I THOUGHT THAT THE NUMBER 1, REVISE COUNTY POLICIES TO  
21 PERMIT SERVICE, CHIEF AND CHAIRS TO HAVE THE AUTHORITY TO  
22 IMPLEMENT IMMEDIATE DISCIPLINARY ACTIONS AND THAT RANGE FROM  
23 SUSPENSION TO TERMINATION, I GUESS THAT'S NOT ONE THAT'S BEING  
24 APPROVED BY THE DEPARTMENT, IS THAT CORRECT?

25



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1 **DR. THOMAS GARTHWAITE:** I'M SORRY...

2

3 **SUP. MOLINA, CHAIR:** DID YOU NOT LISTEN TO IT? HE READ THIS  
4 WHOLE THING.

5

6 **SUP. KNABE:** IT'S UNDER HIS RECOMMENDATIONS, RECOMMENDATION  
7 NUMBER 1.

8

9 **DR. THOMAS YOSHIKAWA:** IT'S THE NEW HANDOUT I JUST PASSED OUT.

10

11 **SUP. KNABE:** ON PAGE 2.

12

13 **SUP. MOLINA, CHAIR:** IS THIS THE FIRST TIME YOU'VE SEEN THIS?

14

15 **DR. THOMAS GARTHWAITE:** I'M-- JUST WANT TO MAKE THAT I'M  
16 RESPONDING TO WHAT YOU'RE ASKING AND I NOW HAVE IT IN FRONT OF  
17 ME. I SEE THAT. I'M FINE WITH THAT. I'M FINE WITH REVISING  
18 THAT, YES.

19

20 **SUP. MOLINA, CHAIR:** GOOD. WE'RE ON THE SAME PAGE, THEN. SO YOU  
21 WILL NOW HAVE THAT AUTHORITY. [ LAUGHTER ]

22

23 **LEELA KAPUR, COUNSEL:** SUPERVISOR MOLINA...

24



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1 SUP. MOLINA, CHAIR: GET IN HERE!! WE DON'T NEED THE LAWYER TO  
2 TELL US. GO AHEAD.

3

4 SUP. KNABE: PLUS IT'D BE ANOTHER BROWN ACT VIOLATION.

5

6 LEELA KAPUR, COUNSEL: NO, THIS ISN'T THE BROWN ACT.

7

8 DR. THOMAS GARTHWAITE: SERVICE CHIEFS.

9

10 LEELA KAPUR, COUNSEL: IF-- AGAIN, IF WHAT THIS RECOMMENDATION  
11 IS ASKING IS THAT THE COUNTY POLICY BE CHANGED SO THAT DREW  
12 UNIVERSITY CAN DISCIPLINE A COUNTY EMPLOYEE, THAT, LEGALLY,  
13 YOU CANNOT DO. IF IT'S ASKING FOR DREW UNIVERSITY...

14

15 DR. THOMAS GARTHWAITE: SERVICE CHIEFS ARE OURS. SERVICE CHIEFS  
16 ARE OURS. SERVICE DEPARTMENT CHAIRS ARE THEIRS.

17

18 LEELA KAPUR, COUNSEL: OKAY. WELL, THIS SAYS PERMIT SERVICE  
19 CHIEFS/CHAIRS. SO WE'RE MAKING THE DISTINCTION...

20

21 DR. THOMAS GARTHWAITE: YOU HAVE TO GET RID OF THE SLASH  
22 CHAIRS. SAY SERVICE CHIEFS.

23

24 LEELA KAPUR, COUNSEL: OKAY. DREW UNIVERSITY CANNOT DISCIPLINE  
25 SERVICE CHIEFS BECAUSE THEY ARE COUNTY EMPLOYEES.



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1

2 **DR. THOMAS GARTHWAITE:** NO, THIS SAYS "ALLOW THE SERVICE CHIEFS  
3 THE DISCIPLINARY ACTIONS AGAINST FACULTY". SO, AGAIN, IT'S NOT  
4 JUST FACULTY.

5

6 **SUP. MOLINA, CHAIR:** CAN I DO SOMETHING?

7

8 **DR. THOMAS GARTHWAITE:** IT'S AGAINST-- IT'S COUNTY EMPLOYEES.

9

10 **SUP. MOLINA, CHAIR:** BECAUSE THIS IS TAKING A LONG TIME AND  
11 THIS IS-- I DON'T MEAN TO BE DISRESPECT-- I JUST THINK THIS IS  
12 A GOOD RECOMMENDATION. I'D LIKE TO SEE IT IMPLEMENTED AND  
13 MAYBE WHAT WE COULD DO IS SET IT ASIDE FOR A WEEK AND YOU ALL  
14 COULD TALK. I THINK WHAT WE WANT TO DO IS GET TO THE BOTTOM  
15 LINE. NOW, IF HE CAN'T HAVE THE AUTHORITY, ALL RIGHT? LET'S  
16 SAY HE CAN'T HAVE THE AUTHORITY TO DISCIPLINE THEM, CAN HE AT  
17 LEAST HAVE THE AUTHORITY TO GO TO THE C.E.O. OF OUR HOSPITAL  
18 AND SAY, "YOU MUST DISCIPLINE THIS DOCTOR FOR THE FOLLOWING  
19 REASONS," OR "THIS PERSON FOR THE FOLLOWING..." MAKE A  
20 RECOMMENDATION AT LEAST...

21

22 **DR. THOMAS GARTHWAITE:** AND THEY CAN DO THAT TODAY AND SHOULD  
23 DO THAT TODAY.

24

25 **SUP. MOLINA, CHAIR:** WELL...



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1

2 **DR. THOMAS GARTHWAITE:** I WOULD EXPECT THEM TO DO THAT TODAY.

3

4 **SUP. MOLINA, CHAIR:** OKAY. WELL, THAT'S NOT THE WAY THE PROCESS  
5 IS NOW.

6

7 **SUP. KNABE:** AND THAT'S NOT WHAT'S HAPPENING NOW.

8

9 **DR. THOMAS GARTHWAITE:** AND I CERTAINLY COULDN'T SAY THAT...

10

11 **SUP. MOLINA, CHAIR:** THAT'S RIGHT. THE PROCESS IS NOW THAT IT  
12 GOES TO INVESTIGATIONS. SO COULD WE LAY THIS ON THE TABLE AND  
13 COULD Y'ALL COME BACK NEXT WEEK AND DISCUSS IT SO WE'RE NOT  
14 DOING IT HERE BECAUSE IT-- I THINK IT'S SIMPLE BUT IT  
15 OBVIOUSLY IS NOT.

16

17 **SUP. ANTONOVICH:** JUST ONE QUESTION. WHY CAN'T THE CHAIR,  
18 BECAUSE THE CHAIR SEEMS TO HAVE AN OBLIGATION TO OVERSEE THE  
19 TIMECARDS AND OUTSIDE COUNSEL, TO VERIFY THAT AND IF THAT'S  
20 THEIR RESPONSIBILITY, WHY CAN'T THEY BE THE SUPERVISOR OF THE  
21 DISCIPLINING OF A PHYSICIAN?

22

23 **DR. THOMAS GARTHWAITE:** BUT...

24



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 **DR. BRUCE CHERNOF:** THE CHAIR AND THE SERVICE CHIEF ARE  
2 GENERALLY ONE AND THE SAME PERSON. THE SERVICE CHIEF IS THE  
3 COUNTY EMPLOYEE WHO IS RESPONSIBLE FOR THE CLINICAL SERVICE  
4 WITHIN KING/DREW MEDICAL CENTER. THOSE INDIVIDUALS ARE, TO MY  
5 KNOWLEDGE ALWAYS, BUT DR. YOSHIKAWA CAN CORRECT ME IF I AM  
6 WRONG, ARE ALWAYS HIRED IN CONCERT WITH THE UNIVERSITY SO THAT  
7 WE APPOINT THE DEPARTMENT CHAIR AND THE SERVICE CHIEF AT THE  
8 SAME TIME. SO YOU HAVE ONE INDIVIDUAL WHO HAS REPORTING  
9 RESPONSIBILITIES INTO BOTH ORGANIZATIONS; INTO THE COUNTY FOR  
10 THE CLINICAL SUPERVISION OF CARE AND TO THE UNIVERSITY FOR  
11 THEIR ACADEMIC WORK, TRAINING RESIDENTS OR RUNNING PROGRAMS.  
12 SO IT'S A LITTLE BIT OF A MISNOMER TO SEE THESE AS BEING  
13 DIFFERENT BECAUSE YOU ACTUALLY HAVE ONE PERSON WHO HAS TOTAL  
14 KNOWLEDGE OF THE EVENTS AND, TO THE EXTENT THAT THERE IS AN  
15 EVENT THAT OCCURS THAT'S PERTINENT TO RESIDENCY EDUCATION OR  
16 OTHER SERVICES RENDERED UNDER THE CONTRACT WITH THE COUNTY,  
17 THOSE ISSUES NEED TO BE REPORTED BACK TO THE UNIVERSITY. TO  
18 THE EXTENT THAT THERE'S A PROBLEM WITH THE DIRECT CLINICAL  
19 CARE IN THE HOSPITAL, THOSE SHOULD BE REPORTED THROUGH THE  
20 MEDICAL DIRECTOR AND THE C.E.O. OF THE HOSPITAL, AND THAT'S  
21 HOW IT'S CURRENTLY ARRANGED. THE CHALLENGE HERE IS THAT IT'S  
22 NOT WORKED VERY WELL BECAUSE THERE'S BEEN POOR LEADERSHIP,  
23 BOTH IN THE HOSPITAL AND IN THE SCHOOL UP UNTIL VERY RECENT  
24 TIMES WHERE THERE'S BEEN SIGNIFICANT AND MEANINGFUL CHANGE.  
25



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1 **DR. THOMAS YOSHIKAWA:** LET ME JUST ADD, AND I HATE TO DISAGREE  
2 WITH DR. CHERNOF BECAUSE WE RARELY DISAGREE, BUT LET ME JUST  
3 TAKE OFF MY DREW HAT AND JUST BE A COUNTY SERVICE CHIEF. LET  
4 ME TELL YOU WHAT HAPPENS. IF I HAVE A FACULTY AND I FEEL THAT  
5 THAT FACULTY IS NOT PERFORMING, I CAN-- MY DISCIPLINE ALLOWED  
6 IS I CAN GO OUT AND CALL THE FACULTY AND COUNSEL THAT PERSON.  
7 IF I FELT THAT ACTION WAS REPEATED, I WANTED TO SUSPEND THAT  
8 PERSON, I HAVE TO GO TO THE MEDICAL DIRECTOR AND H.R., AND  
9 THEY WILL THEN SAY, "YOU NEED TO FOLLOW THE FOLLOWING  
10 PROCEDURES, GIVE ME ALL THE FOLLOWING THINGS, BEFORE THAT CAN  
11 HAPPEN" AND USUALLY THAT TAKES MANY DAYS OR EVEN IF IT'S-- THE  
12 ONLY THING THAT I COULD DO IS IF SOMEBODY DOES SOMETHING SO  
13 EGREGIOUS THAT WE WOULD ALL AGREE I COULD TERMINATE HIS OR HER  
14 ACTIVITY THAT DAY. BUT THE PROBLEM IS TO GO THROUGH ALL THOSE  
15 AND I'VE-- IN AN EARLIER MEETING WITH SUPERVISOR ANTONOVICH'S  
16 HEALTH DEPUTY ASKED ME ABOUT, "DO YOU KNOW THE H.R.  
17 REGULATIONS?" I WENT BACK TO LOOK AT THE REGULATIONS TO EVEN--  
18 WE ACTUALLY HAD A SESSION. THERE IS THINGS THAT THE CHIEF CAN  
19 DO BUT YOU CANNOT, AS A CHIEF, ACTUALLY SUSPEND SOMEBODY OR  
20 TERMINATE UNLESS YOU GO THROUGH THE MEDICAL DIRECTOR AND  
21 THROUGH H.R. AND THAT'S ALL I'M SAYING. UNLESS YOUR BOSS-- IF  
22 I'M-- MY BOSS HAS THE ABILITY TO THREATEN ME THAT I COULD LOSE  
23 MY JOB OR SUSPEND ME, YOU CAN'T CHANGE ACCOUNTABILITY OR  
24 ACTIVITY. THAT'S ALL I'M SAYING.  
25



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1 **SUP. ANTONOVICH:** YOU KNOW, IT'S INTERESTING.

2

3 **SUP. MOLINA, CHAIR:** I WOULD AGREE.

4

5 **SUP. ANTONOVICH:** WE ALL AGREE THAT THE HOSPITAL IS SINKING,  
6 HAS SUNK IN SOME AREAS AND THE MED SCHOOL. HOW A DEPARTMENT  
7 HEAD WHO IS OVERSEEING THIS AND ALL, THESE ARE ELEMENTARY  
8 QUESTIONS WHICH WE'VE BEEN ASKING WAY BACK ABOUT THE  
9 DISCIPLINING, OVERSIGHT, WHY WE'RE NOT FIRING, WHY WE DON'T  
10 GIVE BAD RECOMMENDATIONS FOR PEOPLE WE GET RID OF. I DON'T  
11 UNDERSTAND WHY YOU CAN'T SIT DOWN AND FIGURE OUT THE PROTOCOL  
12 AND IMPLEMENT IT INSTEAD OF COMING HERE. THE QUESTIONS THAT WE  
13 ASK YOU EACH WEEK BASICALLY REVOLVE AROUND THE SAME  
14 ACCOUNTABILITY ISSUE. YOU KNOW, OTHER MEDICAL SYSTEMS ARE ABLE  
15 TO OPERATE EFFECTIVELY. WHY IS IT SO DIFFICULT HERE TO PUT IN  
16 SUCH A PROTOCOL?

17

18 **DR. THOMAS GARTHWAITE:** WELL, I DON'T KNOW IF IT'S DIFFICULT.  
19 WE HAVE TAKEN AND YOU GET A REPORT EVERY WEEK THAT SHOWS WE'VE  
20 TAKE-- WE'VE LOOKED AT 707 CASES, TAKEN 458...

21

22 **SUP. ANTONOVICH:** BUT WE JUST HEARD FROM THE CHAIR OF THE  
23 DIFFICULTIES, THE DIFFICULTIES, ET CETERA, ET CETERA. THERE  
24 SHOULD BE A STREAMLINED PROCESS. WE SHOULD ALL BE ON THE SAME  
25 PAGE.



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1

2 **DR. THOMAS GARTHWAITE:** I WOULD SUBMIT TO YOU THERE IS NO OTHER  
3 PUBLIC, PROBABLY PRIVATE BUT CERTAINLY ANY OTHER PUBLIC  
4 INSTITUTION IN THIS COUNTRY, PERHAPS IN HISTORY THAT HAS  
5 UNDERTAKEN AS MANY CIVIL SERVICE PROTECTED ACTIONS AND  
6 INVESTIGATIONS IN THIS TIME FRAME THAT I'M AWARE OF WHICH IS  
7 SIMPLY...

8

9 **SUP. ANTONOVICH:** BUT WE STILL DON'T HAVE A PROCESS OF HOW TO  
10 DO IT.

11

12 **DR. THOMAS GARTHWAITE:** THIS IS UNBELIEVABLE THE NUMBER OF  
13 THINGS THAT HAS HAPPENED. WELL, THE FACT THAT WE'VE WORKED  
14 THROUGH THAT MANY AND WE HAVE A BACKLOG OF, WHAT, 50 OR SO AT  
15 THE PRESENT TIME IS PHENOMENAL IN THAT AMOUNT OF TIME.

16

17 **SUP. KNABE:** EXCEPT THE MAJORITY WAS FORCE FED TO YOU.

18

19 **SUP. ANTONOVICH:** RIGHT. THEY WERE FORCE FED BUT THE  
20 ADMINISTRATORS DON'T KNOW HOW TO FOLLOW A PROCEDURE.

21

22 **DR. THOMAS GARTHWAITE:** THE MAJORITY WERE NOT FORCE FED.

23

24 **SUP. ANTONOVICH:** THAT'S WHAT WE'RE TALKING ABOUT. AT THE LOCAL  
25 LEVEL, YOU'RE, LIKE, IN THE PENTAGON SAYING HOW IT'S DONE BUT



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1 IN THE COMBAT, THERE ON THE FRONT LINES, THEY STILL HAVE  
2 DIFFICULTIES ON HOW DO YOU REMOVE SOMEBODY, HAVE  
3 ACCOUNTABILITY, HOW DO YOU IMPLEMENT THAT? SOMEHOW WE NEED TO  
4 TALK TOGETHER WITH YOUR TROOPS.

5

6 **DR. THOMAS GARTHWAITE:** RIGHT, BUT WE'RE CONFUSING SEVERAL  
7 THINGS HERE. HE'S NOT DESCRIBING TO YOU HOW TO REMOVE SOMEONE  
8 WHO IS CAUGHT WORKING SOMEWHERE ELSE WHEN THEY'RE SAYING  
9 THEY'RE WORKING IN OUR INSTITUTION. WE HAVE SUMMARILY  
10 SUSPENDED THOSE OR THEY'VE RESIGNED WHEN WE'VE CONFRONTED WITH  
11 THEIR SUSPENSION. THAT'S NOT THE ISSUE. THE ISSUE HE'S ASKING  
12 IS I HAVE SOMEBODY WHO IS A C-MINUS OR A D STUDENT, I HAVE  
13 SOMEBODY WHO I THINK I CAN IMPROVE CARE OVERALL IF I CAN GET  
14 RID OF THEM AND THEY HAVE A RIGHT TO PROGRESSIVE DISCIPLINE,  
15 TO BE TOLD THEY'RE NOT DOING WELL, TO COME UP TO SPEED. THAT'S  
16 WHAT OUR PERSONNEL SYSTEM SAYS THEY HAVE A RIGHT TO. THAT'S  
17 DIFFERENT.

18

19 **SUP. ANTONOVICH:** BUT IT SHOULD BE IN A LIMITED TIME FRAME, NOT  
20 YEARS.

21

22 **DR. THOMAS GARTHWAITE:** I AGREE, BUT YOU CAN'T DO IT  
23 INSTANTANEOUSLY OVER NIGHT. THERE ARE PERSONNEL RULES AND  
24 REGULATIONS. I MEAN, IF I'M WRONG, I'M HAPPY TO LEARN THAT BUT



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1 I BELIEVE CIVIL SERVICE PROTECTIONS ALLOW YOU TO DO THAT AND  
2 YOU WON'T SUSTAIN...

3

4 **SUP. ANTONOVICH:** BUT WHAT WE WOULD LIKE TO HAVE ARE  
5 RECOMMENDATION HOW TO STREAMLINE THE SYSTEM. HOW TO STREAMLINE  
6 IT.

7

8 **DR. THOMAS GARTHWAITE:** LOOK, FOR EVEN-- I UNDERSTAND AND I--  
9 YOU KNOW, I STARTED THREE YEARS AGO ASKING FOR DIFFERENT  
10 PERSONNEL SYSTEM AND TO GET OUT FROM CIVIL SERVICE BUT I'M  
11 TOLD THAT I CAN'T DO THAT WITHOUT AN AUTHORITY AND I'VE RAISED  
12 THE ISSUE WITH AUTHORITY AND NOBODY WANTS TO TALK ABOUT THAT.

13

14 **SUP. MOLINA, CHAIR:** THIS IS NOT A CIVIL SERVICE ISSUE, SIR.  
15 YOU KEEP THROWING THAT OUT. IT IS NOT.

16

17 **SUP. YAROSLAVSKY:** YES, IT IS.

18

19 **SUP. MOLINA, CHAIR:** NO, IT IS NOT.

20

21 **SUP. YAROSLAVSKY:** YES, IT IS.

22

23 **SUP. MOLINA, CHAIR:** IT IS NOT.

24

25 **DR. THOMAS GARTHWAITE:** I DON'T KNOW. I'VE DONE...



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1

2 **SUP. MOLINA, CHAIR:** I'VE ASKED A HUNDRED TIMES. IT IS NOT A  
3 CIVIL SERVICE ISSUE.

4

5 **DR. THOMAS GARTHWAITE:** I'VE DONE SEVERAL DEPOSITIONS AND  
6 SEVERAL APPEARANCES IN HEARINGS ON SOME OF THE ACTIONS WE'VE  
7 TAKEN AND, IF YOU DON'T DOCUMENT IT, YOU DON'T SUSTAIN IT.

8

9 **SUP. YAROSLAVSKY:** MADAM CHAIR?

10

11 **SUP. MOLINA, CHAIR:** YES, SIR.

12

13 **SUP. YAROSLAVSKY:** THE PROBLEM IS, IT PREDATES YOU BUT IT  
14 INCLUDES ALL OF US IN THE TIMES WE'VE BEEN HERE ALSO, IS THAT  
15 THINGS WERE NOT DOCUMENTED. AND IT'S AMAZING TO ME, I MEAN, I  
16 HAD THIS ISSUE LAST WEEK WHEN I THINK I WAS DISCUSSING THIS  
17 MATTER WITH THE DISTRICT ATTORNEY'S OFFICE ON THE ISSUE  
18 RELATING TO THE NURSES AND-- THE NURSES WHO HAD-- THE  
19 INDIVIDUAL NURSES WHO HAD TURNED OFF THE HEART MONITORS. AND,  
20 I MEAN, IT WASN'T JUST THE HOSPITAL'S DOCUMENTATION SYSTEM.  
21 THERE WAS NO-- THERE WAS APPARENTLY NO CORONER'S REPORT  
22 BECAUSE, IF YOU'RE IN THE HOSPITAL AND YOU HAVE A.I.D.S. AND  
23 YOU DIE, IT'S PRESUMED THAT YOU DIED OF A.I.D.S., AS THE CASE  
24 WAS IN ONE OF THE PATIENTS, I BELIEVE, WAS IN THE HOSPITAL  
25 WITH A.I.D.S. AND THE FACT THAT THEY MIGHT HAVE DIED FROM



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1 HEART FAILURE OR IT COULD HAVE BEEN-- THEY COULD HAVE BEEN  
2 RESUSCITATED IS NOT EVEN CONSIDERED BY THE CORONER. AND THEN,  
3 IN THE CONVERSATION I HAD, WITHOUT GETTING SPECIFIC, THE LEVEL  
4 OF DOCUMENTATION ON SO MANY THINGS WERE FOUND LACKING. SO IT'S  
5 A NIGHTMARE. YOU'VE GOT-- IT IS A CIVIL SERVICE PROBLEM. I  
6 MEAN, IT IS VERY MUCH A PERSONNEL, A COUNTY, CLASSICAL  
7 GOVERNMENTAL SERVICES, CIVIL SERVICE PROBLEM. IF I'M  
8 INCOMPETENT, IF I TURNED OFF THE HEART MONITOR ON A PATIENT  
9 AND THE PATIENT DIED AND THERE'S NO RECORD THAT THE PATIENT  
10 DIED AS A RESULT OF MY TURNING OFF THE HEART MONITOR, THEN  
11 WHAT'S YOUR BEEF WITH ME? IT'S AS THOUGH IT NEVER HAPPENED.  
12 AND IF YOU THINK I'M DOING A BAD JOB, PROVE IT. WHERE IS YOUR  
13 DOCUMENT-- I MEAN, THAT'S THE WHOLE SYSTEM WE'VE ALL BEEN  
14 WORKING IN FOR AS LONG AS WE'VE BEEN IN PUBLIC SERVICE. IT'S  
15 GOT ITS STRENGTHS AND, OBVIOUSLY, IT'S GOT ITS WEAKNESSES AT  
16 TIMES LIKE THIS WHEN YOU'D LIKE TO CLEAN HOUSE, YOU-- IT'S  
17 HARD TO CLEAN HOUSE. SO I JUST WANT TO SAY A WORD TO GO BACK  
18 TO THE-- TO DREW. I WANT TO COMMEND THE CONTINUED EFFORTS AT  
19 THE UNIVERSITY. I THINK IF THERE'S ONE AREA IN THIS WHOLE  
20 THING THAT HAS-- WHERE SOME DIFFICULT DECISIONS HAVE BEEN MADE  
21 BY YOUR BOARD, BY, FIRST OF ALL, TO CHANGE THE BOARD, THE  
22 CHAIRMAN OF YOUR BOARD HAS TAKEN CONSIDERABLE GRIEF FOR MAKING  
23 SOME DIFFICULT DECISIONS AT THE BOARD LEVEL. WE ALL SAID  
24 AWHILE BACK THAT IT'S GOT TO START AT THE BOARD LEVEL AND  
25 RECONSTITUTE THE BOARD. IT HAS BEEN RECONSTITUTED. I GET



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1 REPORTS FROM IT, NOT JUST FROM YOU FOLKS IN-- AT THE ACADEMIC  
2 LEVEL BUT ALSO FROM BOARD MEMBERS WHO COME FROM ALL FOUR  
3 CORNERS OF THE COUNTY NOW AND IT'S A-- IN THE MEDICAL FIELD  
4 AND IT'S A DIFFERENT PLACE. I THINK YOU HAVE MADE PROGRESS,  
5 AND PROGRESS WILL BE DEFINED VERY SIMPLY AS TO WHETHER YOU CAN  
6 REGAIN THE SANCTION, THE ACCREDITATION OF THE A.C.G.M.E. AND I  
7 DON'T KNOW WHAT THE ANSWER TO THAT IS BUT I HAVE MORE  
8 CONFIDENCE THAT YOU'RE MOVING IN THE RIGHT DIRECTION THAN THAT  
9 WE'RE MOVING IN THE RIGHT DIRECTION. I WAS JUST SAYING TO MR.  
10 JANSSEN A LITTLE WHILE AGO, THAT, PRIVATELY, I'LL SAY IT  
11 PUBLICLY, THAT IT WOULD BE A REAL IRONY IF, WHILE DREW  
12 UNIVERSITY BEGAN TO TURN ITSELF AROUND, I DON'T KNOW HOW MUCH  
13 YOU CAN TURN YOURSELF AROUND IF WE DON'T TURN THE HOSPITAL  
14 AROUND BECAUSE THEY'RE JOINED AT THE HIP BUT I UNDERSTAND  
15 YOU'RE TALKING ABOUT-- THERE'S SOME DISCUSSIONS ABOUT ROTATING  
16 RESIDENTS IN OTHER HOSPITALS AROUND TOWN, I KNOW AT LEAST ONE  
17 OF THEM I'M AWARE OF, AND THAT'S VERY PROMISING, THAT'S VERY  
18 EXCITING BECAUSE THEY DO BELIEVE-- AND A LOT OF THE HOSPITALS  
19 AND A LOT OF THE DEANS AND-- THAT I'VE SPOKEN TO OVER THE LAST  
20 COUPLE OF YEARS HAVE SAID THAT-- I WAS GOING TO SAY THE KIDS--  
21 THE YOUNG PEOPLE WHO COME IN, YOUR INTERNS AND RESIDENTS--  
22 YOUR STUDENTS AND RESIDENTS WHO COME INTO DREW ARE-- ARE GOOD,  
23 SMART STUDENTS. BUT I DON'T WANT TO USE A SPORTS METAPHOR BUT  
24 IF THE COACH-- YOU KNOW, A COACH CAN COACH A TEAM, THE SAME  
25 GROUP OF PEOPLE, TO WINNING GAMES OR TO LOSING GAMES AND IT'S



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1 OUR COACHING STAFF, HISTORICALLY, AT ALL LEVELS, THAT NEEDS TO  
2 BE ADDRESSED. AND I THINK, AT LEAST IN THE DREW UNIVERSITY  
3 CASE, YOU'RE DOING IT. I JUST WANT TO ENCOURAGE THAT CONTINUED  
4 EFFORT. YOU'VE TAKEN A LOT OF HEAT FROM SOME COMMUNITY FOLKS  
5 WHO PREFER THE STATUS QUO. I KNOW THAT. WE ALL KNOW THAT.  
6 WE'VE SEEN IT HERE. BUT YOU'VE PERSEVERED. YOU HAVEN'T  
7 RELENTED. YOU HAVEN'T CAVED UNDER THE PRESSURE AND THERE'S  
8 BEEN A LOT OF PRESSURE. IF YOU KEEP THAT UP, I THINK THIS MAY  
9 BECOME-- I'D LIKE TO THINK IT WOULD BECOME A SUCCESS STORY IN  
10 THIS WHOLE SAGA, IT WOULD BE A GREAT-- IT WOULD BE A GREAT  
11 THING BECAUSE DREW UNIVERSITY, FOR ALL THE REASONS WE ALL KNOW  
12 AND HAVE DISCUSSED PREVIOUSLY IN THIS ROOM, DREW UNIVERSITY,  
13 IF IT'S DONE RIGHT, IS A HUGE ASSET TO-- NOT ONLY TO OUR  
14 COMMUNITY AND OUR COUNTY AND TO THAT PART OF OUR COUNTY AND TO  
15 THE COUNTY AS A WHOLE, BUT TO COMMUNITIES ALL OVER THE COUNTRY  
16 WHO DON'T HAVE THE QUANTITY OF QUALITY CARE THAT THEY-- THAT  
17 THEY DESERVE AND-- AND THIS IS, YOU KNOW, I-- I'M HOPEFUL THAT  
18 THAT CONTINUES. ANYWAY, THANK YOU FOR YOUR CONTINUED EFFORTS.

19

20 **DR. THOMAS YOSHIKAWA:** THANK YOU FOR THOSE KIND REMARKS.

21

22 **SUP. MOLINA, CHAIR:** ALL RIGHT. WE'LL CONTINUE THIS ITEM. YOU  
23 TWO WILL ALL GET TOGETHER AND A LAWYER WILL GET TOGETHER AND  
24 WE'LL HAVE A GOOD PROCESS IN PLACE.

25



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1 **DR. THOMAS GARTHWAITE:** I JUST WANT TO MAKE SURE YOU UNDERSTAND  
2 THAT I TOTALLY SUPPORT GETTING THAT WORK DONE AND THE TIME  
3 FRAME THAT IT HAPPENED AT DREW AND SOME OF THE TIMES WHEN TOM  
4 WENT INTO THAT AND EVEN RECENTLY BECAUSE OF THE MAGNITUDE OF  
5 THE WORK WE'RE UNDERTAKING IS TOO LONG. IT IS NOT ACCEPTABLE  
6 FOR THAT TO TAKE THAT LONG. SO I WANT TO BE VERY CLEAR, THE  
7 PROCESSES AREN'T-- ALTHOUGH THEY'RE THERE, THEY HAVEN'T BEEN  
8 OPERATIONALLY EFFECTIVE BECAUSE WE HAD ONE OF THE WORST H.R.  
9 SUPPORT SERVICES POSSIBLE WHEN WE STARTED THIS WHOLE REFORM  
10 EFFORT. SO I THINK THAT'S IMPORTANT TO NOTE.

11

12 **SUP. MOLINA, CHAIR:** WELL, AGAIN, I THINK THAT MR. ANTONOVICH'S  
13 ANALOGY IS CORRECT ABOUT THE PEOPLE THAT ARE ON THE GROUND AND  
14 THE WHOLE ISSUE OF KNOWING EXACTLY WHAT TO DO AND IT'S JUST  
15 THAT IT GOES OFF TO THIS OTHER PLACE CALLED AUDIT AND  
16 COMPLIANCE AND IT GETS SORT OF LOST THERE. AND, IF YOU LOOK AT  
17 THAT HISTORY, IT'S UNFORTUNATELY THERE, SO LET'S TRY AND GET  
18 THAT-- AT LEAST EVERYBODY ON THE SAME PAGE. I'M SURE THERE ARE  
19 AUTHORITIES THAT CAN BE GIVEN, WHILE IT MAY NOT BE THAT THEY  
20 CAN DIRECTLY DO IT, THERE'S GOT TO BE A MECHANISM WHERE THAT  
21 PERSON HAS SOME AUTHORITY OVER THOSE INDIVIDUALS THAT HE'S  
22 SUPERVISING. OUR ASSUMPTION IS THAT THEY DO. THAT'S THE NORMAL  
23 ASSUMPTION. BUT, WHEN YOU DISSECT IT, THAT'S NOT THE CASE. SO  
24 HOPEFULLY WE CAN BRING THAT BACK AND EVERYBODY WILL BE ON THE



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1 SAME PAGE. THANK YOU VERY MUCH. WE APPRECIATE IT. ALL RIGHT.  
2 ITEM NUMBER 46.

3

4 **J. TYLER MCCAULEY:** MADAM CHAIR, MEMBERS OF THE BOARD, MY NAME  
5 IS TYLER MCCAULEY. I'M THE AUDITOR CONTROLLER. WITH ME IS JIM  
6 SNIDERMAN, CHIEF OF MY AUDIT DIVISION. I'LL BE SPEAKING WITH  
7 YOU ON ITEM 46 IS A REPORT WE ISSUED ON OCTOBER 14TH ON THE  
8 NAVIGANT EXPENDITURES FOR TRAVEL AND TRAVEL-RELATED MATTERS.  
9 ON SEPTEMBER 27, YOU ASKED US TO LOOK INTO THOSE. WE WORKED  
10 WITH THE DEPARTMENT OF HEALTH SERVICES AUDITORS. AT THE TIME,  
11 WE-- THEY HAD AUDITED CERTAIN AREAS AND WE HAD AUDITED OTHERS.  
12 WE FINALLY CAME TO AN UNDERSTANDING THAT THE QUESTIONED COSTS  
13 OR THE COSTS THAT CONCERNED US WERE \$461,188. THEY INCURRED--  
14 CONTAINED SUCH THINGS AS AIRFARE, FIRST CLASS VERSUS COACH;  
15 CARS THAT WERE RENTED, MID-SIZED CARS AS ALLOWED FOR IN THE  
16 CONTRACT VERSUS MORE LUXURIOUS CARS; LODGING RELATED TO THE  
17 PER DIEMS THAT THEY WERE GIVEN THROUGH THE NAVIGANT STAFF. WE  
18 MET WITH THE NAVIGANT'S CHIEF EXECUTIVE OFFICER AT HIS REQUEST  
19 AND HE EXPRESSED HIS CONCERN THAT THIS MATTER BE WORKED  
20 THROUGH AS QUICKLY AS POSSIBLE AND THAT THEY WOULD PARTICIPATE  
21 FULLY AND, IN THE END, THEY DID THAT. WE QUESTIONED AND FIRST  
22 THREW OUT ALL COSTS THAT WERE ERRORS. THERE WERE COSTS LIKE A  
23 TRIP TO HAWAII AND OTHER THINGS. WE JUST THREW THOSE THINGS  
24 OUT. OF THE REMAINING COSTS, IT WAS A MATTER OF TRYING TO--  
25 NAVIGANT'S MORE EXPENSIVE POLICIES THAN COUNTY-TYPE POLICIES



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1 INTO MOVING THE NAVIGANT POLICIES IN LINE WITH COUNTY POLICIES  
2 AND SO FORTH. AT THE END OF OUR REVIEW, OF \$461,000, WE  
3 INDICATED THAT 206,000 OF THOSE DOLLARS WERE NOT REIMBURSABLE  
4 AND THAT TURNED OUT TO BE ABOUT 13% OF THE TOTAL-- 13% OF THE  
5 TOTAL BILLED EXPENDITURES BY NAVIGANT. AND, HAVING SAID THAT,  
6 I'D BE MOST HAPPY TO ANSWER ANY QUESTIONS.

7

8 **SUP. MOLINA, CHAIR:** SUPERVISOR KNABE.

9

10 **SUP. KNABE:** ONE OF THE THAT THINGS YOU MENTIONED THERE, THAT  
11 YOU WERE LOOKING AT BRINGING NAVIGANT'S POLICIES IN LINE WITH  
12 THE COUNTY POLICIES AS IT RELATES TO, I ASSUME, EXPENSE-  
13 RELATED KINDS OF ACTIVITIES, IS THAT CORRECT?

14

15 **J. TYLER MCCAULEY:** AND THE CONTRACT.

16

17 **SUP. KNABE:** WAS THE CONTRACT DRAWN UP SUCH IN THE BEGINNING,  
18 THEN, THAT SPECIFIED THAT NAVIGANT HAD TO ADDRESS THOSE  
19 EXPENSE ISSUES AS IT RELATED TO COUNTY EXPENSE POLICY?

20

21 **J. TYLER MCCAULEY:** IN TERMS OF CARS AND COACH...

22

23 **JIM SNIDERMAN:** THE POLICY THAT NAVIGANT HAD THAT WAS INCLUDED  
24 IN THE CONTRACT ALLOWED FOR, AS AN EXAMPLE, AIRFARE AT FULL  
25 PRICE COACH AIRFARE. WHAT WE ENDED UP LOOKING INTO WERE



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1 INSTANCES WHERE NAVIGANT PURCHASED-- NAVIGANT STAFF MAY HAD  
2 PURCHASED FIRST CLASS AIRFARE OR MAY HAVE GOTTEN BUSINESS  
3 CLASS. SO THOSE KINDS OF UPGRADES THAT THEY BILLED US FOR  
4 BECAUSE THEY INCURRED THEM WERE NOT REIMBURSABLE UNDER THE  
5 POLICY IN THE CONTRACT.

6

7 **J. TYLER MCCAULEY:** ALSO THE CARS.

8

9 **JIM SNIDERMAN:** RIGHT. AND, AS TO THE CARS, THE CONTRACT  
10 LIMITED THEM TO AN INTERMEDIATE GRADE CAR BUT, IN SOME  
11 INSTANCES, PEOPLE WOULD GET HERE AND THEN WOULD UPGRADE THEIR  
12 CAR TO SOMETHING THAT WAS NOT ALLOWED WITHIN THE POLICY.

13

14 **SUP. KNABE:** OKAY. AND THE FOLLOW-UP TO THAT WOULD BE THEN, IN  
15 ADDITION TO WHAT APPEARS TO BE A LACK OF OVERSIGHT ON THE  
16 DEPARTMENT'S PART, WAS THERE A PROCESS IN PLACE OR SOMETHING,  
17 MONITORING IN PLACE THAT THE AUDITOR-CONTROLLER WAS DOING AS  
18 THE TIMES RELEASED THE STORY? OR WAS EVERYONE'S FIRST LOOK AT  
19 THIS...

20

21 **J. TYLER MCCAULEY:** THE FIRST LOOK WAS WHEN IT WAS POINTED OUT,  
22 SUPERVISOR.

23

24 **SUP. KNABE:** SO THERE'S NOT A PROCESS IN PLACE, ONE THAT THE  
25 DEPARTMENT MONITORS AND THEN YOU AUDIT?



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1

2 **J. TYLER MCCAULEY:** THERE WAS NO PROCESS IN PLACE AT THE  
3 BEGINNING. I THINK THE DEPARTMENT MAY HAVE STARTED LOOKING AT  
4 THE INVOICES PRIOR TO THE "L.A. TIMES". I'M NOT SURE.

5

6 **DR. THOMAS GARTHWAITE:** I WAS GOING TO SAY THAT I THINK THIS--  
7 MY UNDERSTANDING, WE FOUND THIS PROBLEM. WHEN WE STARTED  
8 GETTING INVOICES FOR TRAVEL, WE ASKED FOR SUPPORTING  
9 DOCUMENTATION. AS WE BEGAN TO REVIEW THE SUPPORTING  
10 DOCUMENTATION, WE HAD CONCERNS. SO THEN, IN FACT, I BROUGHT IN  
11 SOME ADDITIONAL HELP AND WE BEGAN TO DISSECT IT AND OUR  
12 ADDITIONAL READ WAS PROBABLY SOMEWHAT SIMILAR TO YOUR INITIAL  
13 READ. WE TOOK, YOU KNOW, WE HAD SLIGHT DIFFERENCES IN  
14 INTERPRETATION BETWEEN THE AUDITOR CONTROLLER. EVENTUALLY, WE  
15 COMBINED THE EFFORTS AND CAME UP WITH SOME CONCLUSIONS. BUT I  
16 THINK THE "L.A. TIMES" BECAME AWARE AFTER THE DEPARTMENT  
17 STARTED LOOKING.

18

19 **SUP. KNABE:** OKAY. BUT, I MEAN, I GUESS THE QUESTION I HAVE, IS  
20 THERE A PROCESS IN PLACE, THEN? I MEAN, WHETHER IT RELATES TO  
21 THE HEALTH DEPARTMENT OR ANY OTHER COUNTY DEPARTMENT, WHERE  
22 THE DEPARTMENT HAS A RESPONSIBILITY OF CONTRACT MONITORING,  
23 BUT THEN AT WHAT POINT DOES THE AUDITOR CONTROLLER COME IN TO  
24 SORT OF VALIDATE THAT, YOU KNOW, SORT OF A CHECKS AND BALANCES  
25 OR OVERSIGHT? OR DO YOU JUST COME IN WHEN THE BOARD REQUESTS



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1 YOU TO COME IN OR THE DEPARTMENT REQUESTS YOU TO COME IN, YOU  
2 SORT OF SIT ON THE SIDELINES UNTIL THAT POINT?

3

4 **J. TYLER MCCAULEY:** COUNTY CONTRACTS AND THE COUNTY EMPLOYEES  
5 ARE BOUND BY AUDITOR CONTROLLER STATED GUIDELINES AS TO WHAT  
6 YOU CAN CLAIM. TO ANSWER YOUR QUESTION DIRECTLY, NO, WE DO NOT  
7 SEE THOSE BECAUSE WE ARE IN A DECENTRALIZED APPROVAL OF  
8 EXPENDITURES. DEPARTMENTS APPROVE EXPENDITURES ON CONTRACTS OR  
9 ON THEIR OWN EMPLOYEES AND THEY TRANSMIT THAT INFORMATION  
10 ELECTRONICALLY TO THE AUDITOR-CONTROLLER. WE HAVE NOT HAD, FOR  
11 20, 15 OR MORE YEARS, THE ABILITY TO ACTUALLY LOOK AT  
12 SOMETHING AND SAY, "THIS IS OUT OF LINE WITH POLICY." BUT WE  
13 DO, ON OUR AUDITS OF DEPARTMENTS AFTER THE FACT, WE GO BACK  
14 AND LOOK AND, IF THEY'RE VIOLATING COUNTY POLICY, WE CALL THEM  
15 ON IT AT THAT TIME.

16

17 **SUP. KNABE:** OKAY. THEN, I GUESS, I MEAN AND SO, IN OTHER  
18 WORDS, THERE'S NOT AN AUDITOR-CONTROLLER KIND OF EMPLOYEE  
19 THAT'S DOING THE CONTRACT MONITORING? IS IT, LIKE, DOCTORS  
20 WATCHING DOCTORS? OR, I MEAN, THAT'S AN OVERSIMPLIFICATION  
21 BECAUSE WE'RE TALKING ABOUT YOUR DEPARTMENT. I MEAN...

22

23 **DR. THOMAS GARTHWAITE:** IT SHOULD BE CONTRACTORS.

24



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 **SUP. KNABE:** ...THERE ARE ANYONE WITH INVESTIGATIVE OR  
2 ACCOUNTING KINDS OF BACKGROUNDS DOING THE MONITORING OR IS  
3 THAT JUST...

4

5 **DR. THOMAS GARTHWAITE:** IN THIS PARTICULAR CASE, WE'VE HAD  
6 ADMINISTRATORS WHO REVIEWED THIS AND THEY'RE THE ONES THAT  
7 FIRST RAISED THE ISSUE IN LOOKING AT THE SPECIFIC INSTANCES OF  
8 WHAT WAS BEING CLAIMED JUST DIDN'T, YOU KNOW, DIDN'T MAKE  
9 SENSE.

10

11 **SUP. KNABE:** RIGHT. IS THAT THE POINT YOU BROUGHT IN THE  
12 AUDITOR-CONTROLLER?

13

14 **DR. THOMAS GARTHWAITE:** RIGHT. WELL, AT THAT POINT, WE PUT IN A  
15 PLACE WITH OUR AUDIT AND COMPLIANCE DIVISION AND ADDITIONAL  
16 ADMINISTRATORS AND FINANCE FOLKS AND WE WENT THROUGH AND  
17 SCRUBBED THAT. WE THEN-- THERE WERE A LOT OF OTHER ISSUES. WE  
18 BROUGHT IN LEGAL COUNSEL AND I'M NOT SURE EXACTLY WHEN  
19 AUDITOR-CONTROLLER CAME IN.

20

21 **J. TYLER MCCAULEY:** WHEN IT BECAME VERY PUBLIC, SUPERVISOR  
22 KNABE, WE WERE-- WE CAME IN AND DID A CHUNK OF THE  
23 EXPENDITURES. OTHER DEPARTMENTS HAVE, TO-- HOPEFULLY, TO A  
24 GREATER DEGREE IN SOME CASES, THEY HAVE CONTRACT MONITORS WHO  
25 ARE FISCAL PEOPLE WHO ARE SUPPOSED TO BE LOOKING AT...



The Meeting Transcript of  
The Los Angeles County Board of Supervisors

1

2 **SUP. KNABE:** LIKE AN INTERNAL AUDITOR OR SOMETHING LIKE THAT?

3

4 **J. TYLER MCCAULEY:** YEAH, SOMETHING. OR THEY CALL THEM CONTRACT  
5 MONITORS BUT THEY ARE A SIMILAR THING.

6

7 **SUP. KNABE:** I MEAN, AND, FROM THIS EXPERIENCE, THEN, IS THERE  
8 A PROCESS IN PLACE AS IT RELATES TO NOT ONLY OBVIOUSLY TOUGHER  
9 MONITORING BUT AUDITOR-CONTROLLER REVIEW?

10

11 **J. TYLER MCCAULEY:** IT'S MY UNDERSTANDING IS, ON THE NEW  
12 CONTRACT THAT WE PROPOSED, THAT THEY WOULD JUST CONVERT IT TO  
13 A PERCENTAGE OF THE TOTAL EXPENDITURES. I HAVE NOT SEEN THAT  
14 PERCENTAGE OR HOW IT'S CALCULATED BUT WOULD LIKE TO BEFORE  
15 THAT CONTRACT COMES ABOARD BECAUSE WE HAVE-- WE LEARNED A LOT  
16 OF INFORMATION ON HOW MUCH WAS CLAIMED AND WHAT PERCENT WAS IN  
17 ERROR AND SO FORTH. AND I'D LIKE TO MAKE SURE THAT WHATEVER  
18 PERCENTAGE, IF THAT'S THE WAY WE GO, THAT IT WOULD BE  
19 RELEVANT.

20

21 **SUP. KNABE:** IS THAT YOUR INTENT, THEN, DR. GARTHWAITE? TO HAVE  
22 THEM REVIEW IT?

23

24 **DR. THOMAS GARTHWAITE:** ACTUALLY, THE LATEST NEGOTIATIONS IN  
25 THE BOARD LETTER WE JUST FILED AT NOON SUGGESTED WE WOULD NOT



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 CHANGE THE STATUS QUO OF THE CONTRACT, WE WOULD JUST EXTEND IT  
2 AT A SMALLER RATE WITH FEWER PEOPLE THAN PREVIOUSLY, ON A  
3 MONTH-TO-MONTH BASIS, UP TO SIX MONTHS AND WE'LL BE BRINGING  
4 THAT TO YOU NEXT WEEK.

5

6 **J. TYLER MCCAULEY:** DR. GARTHWAITE...

7

8 **SUP. KNABE:** WELL, WHAT ABOUT THE REVIEW? I MEAN...

9

10 **J. TYLER MCCAULEY:** ...WILL THAT INCLUDE THE EXPENDITURE  
11 INFORMATION AS WE DO IT NOW OR WOULD THEY BE ROLLED INTO...

12

13 **DR. THOMAS GARTHWAITE:** WE WOULD DO EXPENDITURES AS YOU'VE  
14 NEGOTIATE WITH NAVIGANT, WHATEVER KIND OF RULES YOU'VE COME TO  
15 WITH THEM.

16

17 **J. TYLER MCCAULEY:** OKAY. THEY'RE GOING TO CONTINUE THEN TO USE  
18 THE STEP-DOWN METHOD THAT WE USED IN EACH OF THE AREAS TO  
19 WATCH THEIR EXPENDITURES. THAT'S WHAT I'M HEARING.

20

21 **SUP. KNABE:** THANK YOU.

22

23 **SUP. ANTONOVICH:** THE ISSUE DEALING WITH THE AUDITOR-CONTROLLER  
24 DISALLOWING THE COSTS FOR TRAVEL FROM L.A. TO LOCATIONS OTHER  
25 THAN THE PRINCIPAL RESIDENCES SUCH AS THE HAWAIIAN TRIP, DID



The Meeting Transcript of  
The Los Angeles County Board of Supervisors

1 THE DEPARTMENT OUTLINE THIS POLICY TO NAVIGANT, THAT THEY WERE  
2 NOT TO BE ABLE TO DO THIS TYPE OF TRAVEL AND CHARGE THE COUNTY  
3 FOR IT? DR. GARTHWAITE?

4

5 **DR. THOMAS GARTHWAITE:** WELL, WE DON'T THINK THAT WAS IN THE  
6 ORIGINAL CONTRACT IN THAT WAY AND THEY WERE CLEARLY PART OF  
7 THE ORIGINAL CONTRACT NEGOTIATIONS. THE RATIONALE FOR WHY  
8 THOSE WERE EVEN SUBMITTED WAS THAT INDIVIDUALS WHO WERE HERE  
9 HAD AN ENTITLEMENT TO GO HOME AND THEY DID NOT, I DON'T  
10 BELIEVE, BILL THE COUNTY FOR THE ENTIRE TRIP TO HAWAII, UNLESS  
11 IT WAS BY AIR, THEY SUGGESTED THAT THE COST OF RETURN HOME WAS  
12 AN ACCEPTABLE EXPENSE, NOT THE ENTIRE TRIP TO SOMEWHERE  
13 DIFFERENT FROM HOME AS A DIFFERENT EXPENSE. JIM WOULD KNOW  
14 MUCH MORE ABOUT THIS.

15

16 **JIM SNIDERMAN:** RIGHT. THE PRACTICE THAT THEY HAD WAS THAT, IF  
17 THEY WENT SOMEPLACE OTHER THAN HOME, AS DR. GARTHWAITE SAID,  
18 SINCE THEY WERE ENTITLED TO GO HOME, THEY WOULD EITHER  
19 ALLOCATE A PORTION OF THAT PORTION TO THE COUNTY OR, IF IT WAS  
20 LESS THAN THE COST OF THEM FLYING HOME, THEN THEY WOULD BILL  
21 THE ENTIRE COST TO THE COUNTY. AND, IN DISCUSSION WITH COUNTY  
22 COUNSEL, IT WAS DETERMINED THAT THE POLICY WAS ONLY TO  
23 REIMBURSE FOR A RETURN FLIGHT TO THE PRINCIPAL RESIDENCE.

24



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 **J. TYLER MCCAULEY:** SIMILAR, THE COST OF SPOUSES TRAVELING HERE  
2 WAS DISALLOWED IN DISCUSSIONS WITH COUNTY COUNSEL BECAUSE IT  
3 SIMILARLY DID NOT MATCH THAT POLICY.

4

5 **SUP. ANTONOVICH:** BUT, ON MAY 20TH, THE DEPARTMENT SAID TO KAE  
6 ROBERTSON FROM THE DEPARTMENT OF HEALTH, STATING THAT, "GIVEN  
7 THE SIGNIFICANCE OF THE DEFICIENCIES AT THE KING/DREW MEDICAL  
8 CENTER, THE CONTRACT STIPULATES FULL-TIME, ON SITE PROVISION  
9 OF INTERIM MANAGEMENT SERVICES AT THE HOSPITAL. IT'S NOT THE  
10 COUNTY'S POLICY TO COMPENSATE CONTRACTORS FOR VACATIONS OR  
11 OTHER CONTRACTOR ACTIVITIES THAT ARE UNRELATED TO THE CONTRACT  
12 REQUIREMENTS AND RESULT IN CONTRACT PERSONNEL BEING ABSENT  
13 FROM THE FACILITY." THEREFORE, THEY STATE THAT THEY'RE  
14 REQUESTING NAVIGANT TO REPAY THE DEPARTMENT \$41,175 FOR THE  
15 PROFESSIONAL FEES FOR DR. CAROL BLACK, WHO WAS IN HAWAII, AND  
16 ANITA GROVES, WHO WAS ON VACATION, AND HANK WELLS, WHO ALSO  
17 WAS ON VACATION, AND THAT CAME TO \$41,175.

18

19 **J. TYLER MCCAULEY:** SUPERVISOR, THE HAWAII TRIP, WHAT APPEARED  
20 TO US TO BE JUST A FLAT OUT MISTAKE IN THE BILLING. THAT WAS  
21 NOT, I DO NOT BELIEVE INTENDED TO BE BILLED, BUT IT WAS AND SO  
22 IT WAS-- IT WAS THROWN OUT AND THERE WERE A COUPLE OTHER  
23 EXPENDITURES SIMILAR TO THAT THAT WERE THROWN OUT SIMPLY  
24 BECAUSE THEY WERE NOT RELATED TO THIS CONTRACT.

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 **DR. THOMAS GARTHWAITE:** AND PART OF THE THING YOU READ FROM  
2 REALLY RELATED I THINK TO, FOR INSTANCE, A NAVIGANT EMPLOYEE  
3 ATTENDING AN EDUCATIONAL CONFERENCE. WE FELT THAT WASN'T OUR  
4 RESPONSIBILITY TO EDUCATE THEM. WE'RE BUYING CONSULTANTS WHO  
5 WERE ALREADY EDUCATED FOR THEIR EXPERTISE AND THAT THEIR TIME  
6 OR THEIR VACATION WAS PART OF THE INCLUSIVE RATE. BUT WE  
7 EXPECTED THE MANDATE EQUIVALENCE OF WORK ON SITE, AND THAT WAS  
8 A CLARIFICATION.

9

10 **SUP. ANTONOVICH:** WHY DIDN'T THE DEPARTMENT ESTABLISH A METHOD  
11 OF MONITORING THE NAVIGANT STAFF BEING ON SITE EXPENSES-- AND  
12 OTHER EXPENSES FOR THE FIRST SIX MONTHS?

13

14 **DR. THOMAS GARTHWAITE:** WELL, I THINK WE DID HAVE-- I THINK THE  
15 ISSUE, IN TERMS OF EXPENSES, WAS THEM GETTING TOGETHER AND  
16 SUBMITTING THEM AND I THINK THERE WAS A DELAY INITIALLY IN  
17 THEM SUBMITTING THEM AND THEN THERE WAS A DELAY IN US POURING  
18 THROUGH THEM ALL. THAT'S A TEDIOUS PROCESS. AND, YOU KNOW,  
19 THERE'S-- WE HAD, I DON'T KNOW HOW MANY, SIX OR EIGHT PEOPLE  
20 POURING THROUGH THEM EVENTUALLY. SO, YOU KNOW, I THINK WHAT WE  
21 LEARNED FROM THIS PROCESS IS, IF YOU'RE GOING TO GO WHERE YOU  
22 HAVE INDIVIDUAL DOCUMENTATION OF EXPENSES LIKE THIS, YOU HAVE  
23 TO REALLY PUT ASIDE ADEQUATE NUMBER OF PEOPLE TO REVIEW THEM  
24 BECAUSE YOU'RE GOING TO END UP REVIEWING THEM AT A VERY GREAT  
25 LEVEL OF DETAIL.



The Meeting Transcript of  
The Los Angeles County Board of Supervisors

1

2 **SUP. ANTONOVICH:** BUT THERE WAS NO MONITORING-- WE DID NOT  
3 MONITOR THE CONTRACT. YOU KNOW, THE BOARD WAS UNDER THE  
4 ASSUMPTION THAT THESE PEOPLE WERE GOING TO BE HERE FULL TIME  
5 AND THEN WE FOUND OUT THEY'RE LEAVING DIFFERENT TIMES OF THE  
6 WEEK.

7

8 **DR. THOMAS GARTHWAITE:** WELL, BUT WE DON'T PAY UNTIL WE SEE  
9 EVIDENCE OF THEM BEING ON SITE AND AVAILABLE SO THAT'S WHY IT  
10 CAME UP. THAT'S WHY WE SENT THE LETTER AND THAT'S WHY ASKED  
11 FOR RECONCILIATION. WE'RE STILL, LIKE, I THINK, WORKING  
12 THROUGH THE ISSUES OF THE DOCUMENTATION OF TIME IN THE  
13 CONTRACT. I WOULD SAY THAT, YOU KNOW, THAT WE AND THEY HAVE  
14 GOTTEN BETTER IN THE LAST THREE MONTHS, THEY'VE INSTITUTED A  
15 DIFFERENT PROCESS, AND I'M STILL WAITING TO HEAR WHETHER THE  
16 AUDITOR-CONTROLLER THINKS THAT IT'S AN ADEQUATE PROCESS OR NOT  
17 BUT THEY HAVE A DIFFERENT PROCESS THAT ACCOUNTS FOR THEIR  
18 ACTUAL TIME WORKED TO A MORE PRECISE DEGREE.

19

20 **J. TYLER MCCAULEY:** WE DID REVIEW THE TIMECARDS IN THE LAST  
21 THREE MONTHS. FIRST SIX MONTHS, THEY DIDN'T HAVE ANY AND THEN,  
22 FOR THE NEXT THREE MONTHS, THEY DID.

23



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 **JIM SNIDERMAN:** THEY'VE DID INDICATED THAT THEY DO HAVE MORE  
2 DETAILED RECORDS OF THE TIME FOR THE LAST THREE MONTHS AND  
3 WE'RE STILL WAITING TO GET THAT INFORMATION FROM THE COMPANY.

4

5 **SUP. ANTONOVICH:** NAVIGANT HAD COMPLETED ONLY 44% OF THEIR  
6 DELIVERABLES, AS REFERENCED IN THE HEALTH DEPARTMENT'S  
7 INSPECTOR'S SAMPLE REVIEW. HOW DO WE ENSURE THAT-- HOW ARE YOU  
8 GOING TO ENSURE THAT THEY DO A HUNDRED PERCENT OF THE  
9 DELIVERABLES ARE COMPLETED?

10

11 **DR. THOMAS GARTHWAITE:** WE'RE SCHEDULED FOR A PHASE III AUDIT.  
12 THE FIRST TWO PHASES HAVE GIVEN US THE INFORMATION IN TERMS OF  
13 AMOUNT DELIVERED TO DATE. AND SO THERE'S A THIRD PHASE.

14

15 **SUP. ANTONOVICH:** BUT WHEN DOES THEIR CONTRACT EXPIRE? OCTOBER  
16 31ST? THAT'S TWO WEEKS.

17

18 **DR. THOMAS GARTHWAITE:** CORRECT. THERE ARE SIGNIFICANT UNPAID  
19 EXPENSES IF THERE'S A BIG PROBLEM.

20

21 **SUP. ANTONOVICH:** THEY ORIGINALLY REPORTED THAT THERE WERE OVER  
22 1,000 RECOMMENDATIONS THAT HAD TO BE IMPLEMENTED. THE AUDITOR  
23 REPORTED THAT NAVIGANT DELETED 100 OF THOSE RECOMMENDATIONS  
24 DUE TO CHANGES IN PRIORITIES, NEW DISCOVERIES AND/OR LACK OF  
25 IMPROVEMENTS OF PERFORMANCE MEASURES. WHY WEREN'T THESE



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 CONCERNS RAISED ABOUT THE HEALTH INSPECTOR'S FINDINGS THAT  
2 NAVIGANT HAD REGULARLY DELETED RECOMMENDATIONS THAT HAD NOT  
3 BEEN SUCCESSFULLY IMPLEMENTED?

4

5 **DR. THOMAS GARTHWAITE:** WELL, I'LL JUST ASK YOU TO KEEP IN  
6 MIND, FIRST OF ALL, DON'T CONFUSE RECOMMENDATIONS WITH  
7 DELIVERABLES. DELIVERABLES ARE THINGS THAT WERE PRECISE AND  
8 MORE IN THE CONTRACT. THE RECOMMENDATIONS WERE THE ONES THAT  
9 WERE GENERATED BY KING-- OR, SORRY, BY NAVIGANT AFTER THEIR  
10 INITIAL ASSESSMENT, THERE, I THINK, WERE A THOUSAND, I GUESS,  
11 66 OR-- THEY ADDED 73. SOME OF THEM WERE CONSOLIDATED AND  
12 THERE WERE 145 PROPOSED TO BE DELETED. WE'VE ASKED OUR  
13 INDIVIDUALS OVERSEEING THE CONTRACT TO WALK THROUGH THOSE.  
14 WE'VE BEEN THROUGH MOST OF THOSE AND, IF NOT ALL OF THEM BY  
15 NOW, AND WE THINK MOST OF THEM ARE APPROPRIATE AND REASONABLE  
16 BUT WE DON'T LET THEM JUST DELETE ONES THAT THEY THINK-- THEY  
17 DON'T WANT TO DO. WE SIT DOWN AND HAVE A CONVERSATION ABOUT  
18 HOW-- WHETHER THAT'S APPROPRIATE OR NOT, WHETHER THAT'S  
19 APPROPRIATE WITH REGARDS TO THE OVERALL GOAL, WHICH IS TO PASS  
20 C.M.S. AND J.C.A.H.O.

21

22 **SUP. ANTONOVICH:** DO WE RECEIVE REPORTS AS TO THOSE THAT YOU  
23 ARE ELIMINATING?

24

25 **DR. THOMAS GARTHWAITE:** RIGHT. SO WHAT WE'VE DONE IS...



The Meeting Transcript of  
The Los Angeles County Board of Supervisors

1

2 **SUP. ANTONOVICH:** WHEN DO WE RECEIVE THOSE? AT THE TIME THEY'RE  
3 BEING DISCUSSED OR AFTER?

4

5 **DR. THOMAS GARTHWAITE:** WE'VE HAD A FACE-TO-FACE MEETING  
6 WITH...

7

8 **SUP. ANTONOVICH:** NO, THE BOARD OF SUPERVISORS.

9

10 **DR. THOMAS GARTHWAITE:** OH, HAVE YOU RECEIVED IT?

11

12 **SUP. ANTONOVICH:** YES.

13

14 **DR. THOMAS GARTHWAITE:** I DON'T KNOW THAT WE'VE PUT FORWARD A  
15 REPORT SPECIFICALLY ON THOSE. I ASSUME WE PROBABLY COULD.

16

17 **SUP. ANTONOVICH:** WHAT'S THE STATUS OF THE AMENDED CONTRACT  
18 AFTER OCTOBER 31ST?

19

20 **DR. THOMAS GARTHWAITE:** WE FILED A LETTER-- A BOARD LETTER AND  
21 WE'LL BE DISCUSSING IT TOMORROW IN THE HEALTH DEPUTY MEETING  
22 IT WILL BE ON YOUR AGENDA. IT'S ON YOUR AGENDA FOR NEXT WEEK.  
23 THE ESSENCE OF THE BOARD LETTER SAYS THAT WE WOULD ASK FOR A  
24 MONTH-BY-MONTH EXTENSION FOR UP TO SIX MONTHS WITH A DIFFERENT  
25 ARRAY OF STAFF, APPROXIMATELY TO START, AN ARRAY OF STAFF



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 THAT'S ABOUT TWO-THIRDS OF THE NUMBERS THAT WE USE TODAY AND  
2 THEN, HOPEFULLY, TAPERING OFF AS OUR RECRUITMENTS ARE  
3 SUCCESSFUL. AND THEN...

4

5 **SUP. ANTONOVICH:** WHY DID YOU WAIT SO LONG TO BRING COUNTY  
6 COUNSEL INVOLVED IN THE NEGOTIATIONS OF THE CONTRACT  
7 EXTENSION?

8

9 **DR. THOMAS GARTHWAITE:** DON'T KNOW. I MEAN, WE-- WE HAVE  
10 MULTIPLE THINGS GOING ON SIMULTANEOUSLY, SO WE...

11

12 **SUP. ANTONOVICH:** ISN'T THE LEGAL ARM OF THE COUNTY AN INTEGRAL  
13 PART OF THE CONTRACTING PROCESS?

14

15 **DR. THOMAS GARTHWAITE:** YES, THEY ARE AND I THINK WE INVOLVED  
16 THEM APPROPRIATELY AND I THINK I FEEL COMFORTABLE THAT WE'VE  
17 COME UP WITH A REASONABLE UHM...

18

19 **SUP. ANTONOVICH:** WITH THE CONTRACT EXPIRING IN TWO WEEKS, IT'S  
20 APPROPRIATE TO ENGAGE THEM AT THE LAST LAP OF A MARATHON RACE?  
21 I MEAN, THEY HAVE TO ADVISE THE BOARD ON LEGALITIES AND  
22 RESPONSIBILITIES AND WHEN DID THEY RECEIVE IT?

23

24 **DR. THOMAS GARTHWAITE:** I THINK THEY'VE BEEN INVOLVED IN THE  
25 DISCUSSIONS FOR...



The Meeting Transcript of  
The Los Angeles County Board of Supervisors

1

2 **SUP. ANTONOVICH:** YESTERDAY?

3

4 **DR. THOMAS GARTHWAITE:** NO. COUPLE WEEKS. WE HAD A GET TOGETHER  
5 MEETING LAST WEEK WHERE WE HAD A LARGE NUMBER OF PEOPLE IN THE  
6 ROOM WALKING THROUGH. BUT WE HAD OTHER CONSULTATIONS WITH THEM  
7 BEFORE THAT. MAYBE NOT EVERYBODY BUT CERTAINLY MEMBERS OF  
8 COUNTY COUNSEL. I MEAN, CLEARLY, IF ALL THINGS WERE EQUAL AND  
9 WE HAD NOTHING ELSE ON OUR PLATE, WE WOULD HAVE DONE IT  
10 SOONER.

11

12 **SUP. ANTONOVICH:** WHY WOULD YOU NOT EXTEND THE CONTRACT WITH  
13 LANGUAGE THAT REFERENCES FOR THE COUNTY THAT THE COUNTY IS NOT  
14 RESPONSIBLE FOR ADDITIONAL COSTS ASSOCIATED WITH DELIVERABLES  
15 THAT WERE NOT MET IN THE ORIGINAL CONTRACT?

16

17 **DR. THOMAS GARTHWAITE:** ONCE-- I MEAN, WHAT WE ARE DOING IS  
18 TAKING OUR OPTION TO EXTEND THE CONTRACT ON A MONTH-PER-MONTH  
19 BASIS. TO GET MAJOR CHANGES WILL REQUIRE ADDITIONAL  
20 NEGOTIATIONS. MANY OF OUR TALKS OVER THE LAST FEW WEEKS WITH  
21 NAVIGANT INDICATED THAT, AS THE MORE WE OPENED UP THE  
22 DISCUSSIONS, THE MORE THINGS THAT WE WERE GOING TO BE TALKING  
23 ABOUT, THE LONGER IT WAS GOING TO TAKE. SO IT SEEMED, IN THE  
24 END, THE SIMPLEST AND MOST STRAIGHTFORWARD WAS TO JUST EXTEND  
25 IT ON A MONTH PER MONTH BASIS BUT ADJUST THE STAFFING LEVELS.



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 ANYTHING WE WOULD HAVE BROUGHT UP, I THINK, WOULD HAVE GOTTEN  
2 INTO SOME PROTRACTED NEGOTIATIONS. MANY OF THE THINGS THAT  
3 THEY WANT, I'M SURE, WERE UNACCEPTABLE TO US AND VICE VERSA  
4 SO...

5

6 **SUP. ANTONOVICH:** HOW MUCH MONEY ARE YOU REQUESTING FOR THIS  
7 NEW CONTRACT?

8

9 **DR. THOMAS GARTHWAITE:** IT WILL BE AT ABOUT TWO-THIRDS OF THE  
10 LEVEL OF THE PREVIOUS ONE, WHICH IS-- YOU KNOW, WITH EXPENSES,  
11 THE MAXIMUM OBLIGATION WOULD BE A LITTLE OVER \$5 MILLION FOR  
12 SIX MONTHS. IT WILL BE, YOU KNOW, WHAT WE ACTUALLY SPEND WILL  
13 DEPEND ON, YOU KNOW, THE RAPIDITY OF OUR RECRUITMENT  
14 INITIATIVES IN SOME OF THE KEY AREAS.

15

16 **SUP. ANTONOVICH:** WHEN DID COUNTY COUNSEL RECEIVE THIS  
17 INFORMATION?

18

19 **LEELA KAPUR, COUNSEL:** SUPERVISOR ANTONOVICH, WE RECEIVED A  
20 COPY OF THE DRAFT AMENDMENT, I THINK IT WAS SUNDAY OF THE LONG  
21 WEEKEND, SO 10 DAYS AGO, WHENEVER THAT WAS.

22

23 **SUP. ANTONOVICH:** MONDAY OF THE LONG WEEKEND. WHEN WE HAD A  
24 FOUR-DAY WEEK?

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 **LEELA KAPUR, COUNSEL:** WHEN WE HAD THE COLUMBUS DAY HOLIDAY.

2

3 **DR. THOMAS GARTHWAITE:** OVER THE WEEKEND.

4

5 **SUP. ANTONOVICH:** WAS THE C.A.O. PART OF-- MR. JANSSEN-- WAS  
6 THE C.A.O. PART OF THE AMENDED NEGOTIATIONS?

7

8 **C.A.O. JANSSEN:** THE QUESTION AGAIN?

9

10 **SUP. ANTONOVICH:** THE QUESTION WAS, WERE YOU A PART OF THE  
11 NAVIGANT CONTRACT AMENDMENT NEGOTIATIONS?

12

13 **C.A.O. JANSSEN:** I WAS NOT IN THE INITIAL DISCUSSION. I HAVE  
14 BEEN RECENTLY.

15

16 **SUP. ANTONOVICH:** RECENTLY, WHEN COUNTY COUNSEL GOT INVOLVED?

17

18 **C.A.O. JANSSEN:** CORRECT.

19

20 **SUP. ANTONOVICH:** THE AMENDED CONTRACT, IS IT GOING TO  
21 RECOMMEND A CHANGE IN THE NAVIGANT STAFF HOURS, ALLOWING THEM  
22 TO WORK 20% OF THEIR TIME OFF-SITE?

23

24 **DR. THOMAS GARTHWAITE:** NO.

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 **SUP. ANTONOVICH:** SO A HUNDRED PERCENT OF THE TIME WILL BE ON-  
2 SITE?

3

4 **DR. THOMAS GARTHWAITE:** CORRECT, FULL TIME ON-SITE AS DEFINED  
5 IN THE PREVIOUS-- THERE'S NO CHANGE FROM THE PREVIOUS SO THAT-  
6 - THE PREVIOUS CONTRACT CONTAINED A PROVISION FOR FULL-TIME  
7 ON-SITE.

8

9 **SUP. ANTONOVICH:** THAT'S A SEVEN-DAY A WEEK WORK WEEK.

10

11 **DR. THOMAS GARTHWAITE:** I DON'T THINK WE EXPECT ANYONE TO BE  
12 THERE 7 DAYS A WEEK, 24 HOURS A DAY, I MEAN...

13

14 **SUP. ANTONOVICH:** BUT WE HAVE PATIENTS COMING IN SEVEN DAYS A  
15 WEEK, RIGHT?

16

17 **DR. THOMAS GARTHWAITE:** I'M SORRY?

18

19 **SUP. ANTONOVICH:** WE HAVE PATIENTS COMING IN 7 DAYS A WEEK. WE  
20 HAVE MEDICAL PROCEDURES TAKING PLACE...

21

22 **DR. THOMAS GARTHWAITE:** I WOULD SAY 7 DAY A WEEK  
23 RESPONSIBILITY, CLEAR HAND-OFFS OF RESPONSIBILITY FOR WHEN  
24 PEOPLE ARE NOT ON SITE, FULL NUMBER OF HOURS THAT WE'RE PAYING



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 FOR DELIVERED ON SIGHT, THOSE SORT OF PARAMETERS. BUT WE DON'T  
2 EXPECT EVERYONE TO BE ON SITE IN THE HOSPITAL 24/7.

3

4 **SUP. ANTONOVICH:** I THINK SOME OF THE OTHER MEMBERS RECEIVED  
5 TODAY, I'M GOING TO PUT A MOTION ON THE TABLE FROM CAMBIO WHO  
6 HAS SENT TO THE BOARD OF SUPERVISORS A PROPOSAL THAT STATED  
7 THAT THEY PREPARED TO OFFER AN ALTERNATIVE THAT WOULD ALLOW  
8 THE COUNTY TO ACHIEVE THE RESULTS IN AN AFFORDABLE MANNER AND  
9 THE TERMS OF THEIR CONTRACT WOULD BE, IN ORDER TO PROVIDE  
10 MAXIMUM FLEXIBILITY, CAMBIO WOULD PROPOSE A TERM OF SIX MONTHS  
11 STAFF TO BEGIN THE PROJECT ON OR ABOUT OCTOBER 24TH WITH  
12 COMPENSATION FOR SERVICES TO INCLUDE A FIXED FEE AND OUT OF  
13 POCKET EXPENSE NOT TO EXCEED \$4.1 MILLION PLUS A PERFORMANCE  
14 INCENTIVE NOT TO EXCEED \$2 MILLION IF THE QUALITY PERFORMANCE  
15 DELIVERABLES PREVIOUSLY DEFINED ARE ACHIEVED. AND, BASED ON  
16 THEIR INTERPRETATION OF THE NAVIGANT CONTRACT, THAT WOULD  
17 RESULT IN SUBSTANTIAL SAVINGS. BUT THE MOTION IS CAMBIO HEALTH  
18 SOLUTIONS IS ONE OF THE FINAL TWO FIRMS BEING CONSIDERED BY  
19 THE DEPARTMENT OF HEALTH SERVICE TO TURN AROUND MARTIN LUTHER  
20 KING KING/DREW MEDICAL CENTER. THEIR CONTRACT WILL EXPIRE,  
21 NAVIGANT'S, ON OCTOBER 31ST. PRIOR TO EXTENDING THE CONTRACT  
22 WITH NAVIGANT, ALL OPTIONS OUGHT TO BE CONSIDERED. THE  
23 AUDITOR-CONTROLLER HAS VERIFIED THAT NAVIGANT HAS ONLY  
24 COMPLETED 44% OF DELIVERABLES AGREED TO IN THEIR CURRENT  
25 CONTRACT. IN ADDITION, THE DIRECTOR OF HEALTH SERVICES HAS



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 REPORTED THAT NAVIGANT HAS NOT PREPARED THE HOSPITAL FOR  
2 J.C.A.H.O. ACCREDITATION WITHIN THE CONTRACT PROVISIONS OR THE  
3 C.M.S. CERTIFICATION REVIEW, WHICH WILL TAKE PLACE WITHIN THE  
4 NEXT 60 TO 90 DAYS. CAMBIO HAS SUBMITTED A PROPOSAL WHICH  
5 INDICATES THEY ARE PREPARED TO IMMEDIATELY DISPATCH QUALIFIED,  
6 COMPETENT, APPROPRIATE ADMINISTRATIVE AND CLINICAL STAFF TO  
7 PREPARE MARTIN LUTHER KING/DREW MEDICAL CENTER FOR ALL  
8 REQUIRED ACCREDITATION, CERTIFICATION REVIEWS AND I WOULD MOVE  
9 THAT THE BOARD DIRECT THE C.A.O. AND COUNTY COUNSEL TO REVIEW  
10 THE PROPOSAL AND REPORT BACK TO THE BOARD WITH RECOMMENDATIONS  
11 ON OCTOBER 25TH, JUST TO LOOK AT IT AND MAKE A REPORT TO THE  
12 BOARD NEXT WEEK AS TO THAT PROPOSAL.

13

14 **SUP. MOLINA, CHAIR:** DO YOU WANT TO GIVE THAT TO DAVID SO HE  
15 CAN HAVE A CHANCE TO SEE IT? ALL RIGHT. MS. BURKE, YOU HAD  
16 SOME QUESTIONS AND MR. ANTONOVICH HAS A MOTION.

17

18 **SUP. BURKE:** I HAVE SOME QUESTIONS. I REALLY AM INTERESTED IN  
19 SEEING THIS CAMBIO-- HOW DID THE CAMBIO PROPOSAL COME?

20

21 **SUP. YAROSLAVSKY:** CAME BY EMAIL THIS MORNING.

22

23 **SUP. BURKE:** I'M LOOKING AT MY EMAIL AND I DON'T SEE IT. OKAY.  
24 YOU'RE GOING TO SEND IT TO ME.

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 **SUP. YAROSLAVSKY:** I DID. BUT YOU DON'T KNOW YOUR EMAIL  
2 ADDRESS, SO HOW AM I SUPPOSED TO SEND IT TO YOU?

3

4 **SUP. MOLINA, CHAIR:** IT'S ALMOST LIKE YOURS. THINK ABOUT IT.

5

6 **SUP. YAROSLAVSKY:** I TRIED EVERY ONE OF THEM. IT'S ON ITS WAY.

7

8 **SUP. BURKE:** IT'S ON ITS WAY?

9

10 **SUP. YAROSLAVSKY:** YEAH. WHAT I FOUND INTERESTING ABOUT THE  
11 CAMBIO PROPOSAL IS THAT IT IS A FRACTION OF THE COST OF WHAT  
12 NAVIGANT IS CHARGING BUT, WHEN THEY BID ON IT THE FIRST TIME,  
13 THEY WERE TWICE AS EXPENSIVE AS WHAT NAVIGANT BID SO...

14

15 **SUP. ANTONOVICH:** THEY HAD TO PAY BACK PART IF THEY DIDN'T  
16 ACHIEVE IT, THEY WOULD PAY BACK PART OF THAT SO THAT WAS...

17

18 **SUP. YAROSLAVSKY:** WHO DID? CAMBIO?

19

20 **SUP. ANTONOVICH:** CAMBIO, YEAH.

21

22 **SUP. YAROSLAVSKY:** NO. CAMBIO, IF YOU READ THE TERM SHEET--  
23 CAMBIO'S-- I READ IT THIS MORNING. I ALWAYS FIND-- WHEN THERE  
24 ARE ONLY TWO PEOPLE IN THE WORLD WHO DOING SOMETHING AND  
25 THEY'RE COMPETING AGAINST EACH OTHER, I SAY THIS ABOUT BOTH OF



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1 THEM, AND ANYBODY IN THAT BUSINESS, TAKE WHAT THEY SAY WITH A  
2 HUGE GRAIN OF SALT. BUT WHAT THEY DID PROPOSE WAS THAT, IF  
3 THEY MET THEIR DELIVERABLES, THAT THEY WOULD GET A BONUS,  
4 SEVERAL MILLION DOLLARS, I THINK IT WAS TWO OR THREE MILLION  
5 DOLLAR BONUS. NO, OF COURSE, YOU'LL NEGOTIATE UNTIL THE COWS  
6 COME HOME ON WHAT THOSE DELIVERABLES ARE AND YOU DON'T NEED A  
7 MOTION TO LOOK AT IT, BUT IT DOESN'T MATTER. IT'S A GOOFY WAY  
8 TO-- IT'S A GOOFY WAY FOR THEM-- I HAVE TO SAY, I THOUGHT IT  
9 WAS EXTREMELY UNPROFESSIONAL FOR THEM TO DO THAT. THEY SAID,  
10 YOU KNOW, THAT THEY WANTED TO APPROACH SOMEBODY ABOUT IT,  
11 THERE'S A WAY TO DO THAT, THROUGH YOU OR THROUGH YOU BUT JUST  
12 TO SEND IT TO ALL FIVE SUPERVISORS, WHICH I SUSPECT THEY DID,  
13 AT THIS PARTICULAR TIME, I THOUGHT WAS CURIOUS. THAT'S WITHOUT  
14 TO REGARD TO WHETHER-- I DON'T KNOW ANYTHING ABOUT WHAT YOU'RE  
15 NEGOTIATING WITH NAVIGANT, I DON'T KNOW ANYTHING ABOUT HOW  
16 REALISTIC WHAT THEY'RE DOING IS, I READ IT ONCE AND THAT'S IT.  
17 BUT I JUST-- AND THEN TO TAKE IT FROM THERE TO THIS IS--  
18 ANYWAY, IT WAS INTERESTING. NEVER A DULL MOMENT.

19

20 **SUP. MOLINA, CHAIR:** MS. BURKE, DID YOU STILL HAVE QUESTIONS?

21

22 **SUP. BURKE:** YES. I HAVE A COUPLE OF QUESTIONS.

23

24 **SUP. MOLINA, CHAIR:** ALL RIGHT. WHY DON'T YOU GO AHEAD? WE  
25 HAVE, OF COURSE, ONE MORE ITEM AFTER THIS SO...



The Meeting Transcript of  
The Los Angeles County Board of Supervisors

1

2 **SUP. BURKE:** WELL, MY UNDERSTANDING IS WHAT YOU'RE PROPOSING  
3 NOW, IN TERMS OF NAVIGANT'S EXPENSE, IS THAT WE CONTINUE WITH  
4 THE SAME METHOD OF THEM SUBMITTING THEIR EXPENSES AND WE LOOK  
5 AT THEM INDIVIDUALLY, IS THAT CORRECT?

6

7 **DR. THOMAS GARTHWAITE:** YES.

8

9 **SUP. BURKE:** AT ONE TIME, YOU WERE LOOKING AT SOMETHING AS FAR  
10 AS A PERCENTAGE. WHAT IS THE PERCENTAGE, AT PRESENT, OF THE  
11 EXPENSES TO THE AMOUNT OF THE CONTRACT?

12

13 **J. TYLER MCCAULEY:** IT'S ABOUT 13%.

14

15 **SUP. BURKE:** IT'S ABOUT 13%?

16

17 **DR. THOMAS GARTHWAITE:** I THINK THEY REQUESTED, LIKE, 18 OR  
18 SOMETHING CLOSE TO THAT, MAYBE, ROUGHLY.

19

20 **SUP. BURKE:** BUT THE EXISTING...

21

22 **DR. THOMAS GARTHWAITE:** THEN WE-- YOU APPROVED 13 BUT WE HAD  
23 BEEN NEGOTIATING 11 BUT I THINK IT'S...

24



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The Los Angeles County Board of Supervisors**

1 **J. TYLER MCCAULEY:** WE FRANKLY DON'T KNOW, SUPERVISOR. WE FELT  
2 IT WAS MELDED INTO THE TOTAL COST AND NOW IT'S CHANGED. SO  
3 IT'S BACK TO THE ACTUAL COST.

4  
5 **SUP. BURKE:** BUT IF YOU WENT TO A PERCENTAGE, IF IT STAYED THE  
6 SAME, IT WOULD BE APPROXIMATELY 13%, WAS THAT IT? SEE, I HEARD  
7 THE FIGURE 20% OR READ IT SOMEWHERE.

8  
9 **J. TYLER MCCAULEY:** I WOULD ASSUME IT WOULD BE-- CIRCLE AROUND  
10 WHAT WE CAME UP WITH AT THE END OF THE AUDIT AND THAT WOULD BE  
11 THE 13.

12  
13 **SUP. BURKE:** AND WHAT WE CAME UP WITH WOULD BE-- SO IF WE...

14  
15 **DR. THOMAS GARTHWAITE:** THAT WAS-- THOSE ARE THE DISCUSSIONS  
16 AND CONSIDERATIONS THAT WE GAVE. WE SAID WOULD THERE BE A WAY  
17 TO SPEND MORE TIME ON FIXING KING AND LESS TIME ON COUNTING  
18 RECEIPTS? AND THAT, YOU KNOW, IF WE COULD COME TO WHAT  
19 ULTIMATELY THE AUDITOR-CONTROLLER AND OUR AUDIT DIVISION  
20 FINANCE PEOPLE CAME TO THE CONCLUSION, THIS IS THE ACTUAL  
21 EXPENSE-- EXPERIENCE FOR THIS-- FOR THIS CONTRACT, THAT THAT  
22 MAY MAKE SENSE, RATHER THAN HAVING SO MANY PEOPLE ENGAGED IN  
23 POURING OVER THESE RECEIPTS.

24



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 **SUP. BURKE:** WELL, I CAN UNDERSTAND THAT AT 11%. AT 20%, I HAD  
2 A REAL PROBLEM WITH IT. BUT I CERTAINLY WOULD BE WILLING TO  
3 LOOK AT IT AS A PERCENTAGE RATHER THAN HAVING THIS ALL--  
4 BECAUSE, FOR INSTANCE, THE LADY GOING TO HAWAII. MY  
5 UNDERSTANDING IS THAT SHE WOULD HAVE GONE HOME BUT, INSTEAD OF  
6 GOING TO HOME, SHE WENT TO HAWAII AND SO SHE THOUGHT SHE COULD  
7 CHARGE FOR GOING TO HAWAII THAT PORTION WHICH WOULD HAVE GONE  
8 FOR HER TO GO HOME. I MEAN, THESE ARE KIND OF REASONABLE KIND  
9 OF THINGS THAT MIGHT HAPPEN AND, INSTEAD OF GETTING INVOLVED  
10 IN ALL OF THAT, OF HER GOING HOME AND THEN GOING TO HAWAII AND  
11 US PAYING FOR HER TO DO THAT, IT SEEMS AS THOUGH THAT WOULD  
12 MAKE SENSE.

13

14 **J. TYLER MCCAULEY:** IT WOULD REQUIRE, THOUGH, THAT WE WOULD BE  
15 MORE CAREFUL ON EXACTLY HOW MUCH TIME THEY SPENT HERE AND HOW  
16 MUCH TIME THEY WORK.

17

18 **SUP. BURKE:** RIGHT. IT'S A VERY COMPLICATED THING TO DO IT THAT  
19 WAY BUT I CAN SEE HOW SOMEONE MIGHT THINK THAT.

20

21 **J. TYLER MCCAULEY:** OFTEN BIDDERS IN CONTRACTS WE'VE HAD DO BID  
22 THAT COST RIGHT INTO THE BILLING RATE.

23

24 **SUP. BURKE:** NOW, THE OTHER QUESTION I HAD IS WE INITIALLY  
25 ENTERED INTO THIS M.O.U. WITH SOME DIRECTION FROM C.M.S. HAVE



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 WE TALKED TO C.M.S. ABOUT THE EXTENSION OR HAS THERE BEEN ANY  
2 DISCUSSIONS OR HAVE THEY EXPRESSED ANY OPINION IN TERMS OF THE  
3 EXTENSION?

4

5 **DR. THOMAS GARTHWAITE:** THERE IS NO WILLINGNESS IN C.M.S. TO  
6 MOVE-- TO EXTEND THE M.O.U. I MEAN, THEY-- THE M.O.U. IS  
7 UNIQUE IN THEIR EXPERIENCE TO BEGIN WITH AND I DON'T KNOW IF--  
8 WE DON'T HAVE THAT IN WRITING, EITHER, BUT, I MEAN, WE'VE HAD  
9 SEVERAL CONVERSATIONS AND...

10

11 **SUP. BURKE:** AND WITH YOUR CONVERSATIONS WITH THEM, YOU  
12 DISCUSSED WITH THEM THE IDEA THAT YOU MIGHT EXTEND IT MONTH TO  
13 MONTH OR YOU MIGHT EXTEND IT FOR SIX MONTHS? OR I'VE HEARD A  
14 COUPLE OF DIFFERENT APPROACHES.

15

16 **DR. THOMAS GARTHWAITE:** OH, I'M TALKING ABOUT THE M.O.U. WITH  
17 C.M.S.-- THE M.O.U. WITH C.M.S. WITH REGARDS TO THEM NOT  
18 COMING IN DOING CONDITION SURVEYS AND ALLOWING US TO CONTINUE  
19 TO GET FUNDED, EVEN THOUGH THE LAST TIME THEY WERE IN, WE DID  
20 NOT MEET CONDITIONS. THE M.O.U., I THINK WITH REGARD, IF I  
21 REMEMBER CORRECTLY, WITH REGARDS TO HAVING A OUTSIDE  
22 MANAGEMENT CONTRACT WAS FOR A YEAR. AND WE...

23

24 **SUP. BURKE:** AND THAT YEAR IS UP.

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 **DR. THOMAS GARTHWAITE:** WE WILL HAVE MET THAT CONDITION OF THE  
2 M.O.U. I THOUGHT THE QUESTION-- IN TERMS OF THE QUESTION OF  
3 THEM EXTENDING THE M.O.U. AND STAYING OUT OF THE HOSPITAL IN  
4 TERMS OF DOING A CONDITIONED SURVEY, THEY WILL NOT EXTEND  
5 THAT.

6

7 **SUP. BURKE:** RIGHT, BUT DID YOU HAVE ANY DISCUSSION WITH THEM  
8 IN TERMS OF THE APPROACH OF WHAT YOU WERE USING, AS FAR AS  
9 HAVING AN OUTSIDE CONTRACTOR THERE, LIKE NAVIGANT? HAVE YOU  
10 HAD THAT DISCUSSION WITH THEM?

11

12 **DR. THOMAS GARTHWAITE:** NO. I THINK-- NO, WE HAVEN'T, I MEAN,  
13 BUT, IN GENERAL, THEY KNOW THAT NAVIGANT'S THERE. THEY'VE  
14 CERTAINLY HAD CONVERSATIONS WITH INDIVIDUALS FREQUENTLY FROM  
15 NAVIGANT AND I THINK THEY'RE AWARE THAT OUR RECOMMENDATION IS  
16 TO EXTEND NAVIGANT'S TERM AS WE GET READY FOR THEIR FULL  
17 CONDITION SURVEY IN THE NEXT COUPLE OF MONTHS.

18

19 **SUP. BURKE:** WHAT HAS BEEN YOUR PLAN OR THE APPROACH THAT YOU  
20 HAVE WHEN YOU BRING IN A NEW ADMINISTRATOR AT KING, HOW THAT  
21 PERSON WOULD RELATE WITH MR. WELLS? OR HOW IS THAT TO BE  
22 STRUCTURED?

23

24 **DR. THOMAS GARTHWAITE:** WELL...

25



The Meeting Transcript of  
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1 **SUP. BURKE:** THIS IS ASSUMING IT'S MR. WELLS. THIS IS THE FIRST  
2 I HEARD THAT THEY WERE CONSIDERING CAMBIO TO BE THERE INSTEAD  
3 OF NAVIGANT.

4

5 **DR. THOMAS GARTHWAITE:** FIRST I HEARD IT, TOO, SUPERVISOR. MR.  
6 WELLS, SINCE WE'VE SELECTED AND APPROVED ANTOINETTE SMITH-EPPS  
7 COMING ON BOARD AS THE C.E.O., WHICH HAPPENED YESTERDAY, THAT  
8 HE HAS BEEN COMMUNICATING WITH HER, I BELIEVE, ON A DAILY  
9 BASIS. HE HAS SENT HER, VIA EMAIL, AN UPDATE ON WHAT HE'S BEEN  
10 DOING AND WHAT SOME OF THE ISSUES ARE, REALLY ON A DAILY  
11 BASIS. SO WE TRY TO KEEP IN CLOSE CONTACT SO THAT, YOU KNOW,  
12 ONCE SHE GOT HERE, SHE'D HAVE MAXIMUM CHANCE OF KIND OF TAKING  
13 THE REINS EFFECTIVELY. AND THEN THIS CONTRACT CONTEMPLATES MR.  
14 WELLS' ENGAGEMENT, BOTH AS SORT OF A CONSULTANT TO HER, AS  
15 TURNING OVER THE REINS, TO MAKE THAT AS SMOOTH A PROCESS AS  
16 POSSIBLE AND TO LOSE NO MOMENTUM WITH REGARDS TO IMPROVEMENTS  
17 BUT ALSO THAT HE WOULD THEN TAKE OVER SORT OF THE OVERSIGHT OF  
18 THE WHOLE STAFF THAT'S ON SITE. SO HE WOULD MOVE FROM THE  
19 C.E.O. ROLE TO KIND OF THE LARGER OVERSIGHT ROLE FOR THE  
20 CONTRACT AND BE HELPFUL IN THE TRANSITION AS SHE COMES UP TO  
21 SPEED.

22

23 **SUP. BURKE:** IS YOUR ANTICIPATION THAT HE WOULD BE THERE FOR AN  
24 ADDITIONAL SIX MONTHS AT THE SAME AMOUNT OR...

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 **DR. THOMAS GARTHWAITE:** UP TO SIX MONTHS WE HAVE FOR HIM. YEAH,  
2 WE WILL NEED SOMEONE AT A FAIRLY SENIOR LEVEL AS LONG AS WE  
3 HAVE A SIGNIFICANT NUMBER OF NAVIGANT EMPLOYEES ON SITE.

4  
5 **SUP. BURKE:** HE WOULD SUPERVISE THE NAVIGANT EMPLOYEES AND SHE  
6 WOULD BE SUPERVISING THE COUNTY EMPLOYEES?

7  
8 **DR. THOMAS GARTHWAITE:** RIGHT, ALTHOUGH CERTAINLY THE NAVIGANT  
9 EMPLOYEES WOULD TAKE DIRECTION AND GUIDANCE FROM HER  
10 PRIORITIZATION OF ISSUES.

11  
12 **SUP. BURKE:** I REALLY WOULD BE INTERESTED IN SEEING HOW THAT'S  
13 DEVELOPED IN TERMS OF THE DETAILS OF IT AS IT COMES ABOUT.

14  
15 **SUP. ANTONOVICH:** ARE YOU AWARE THAT CAMBIO CONTRACTS WITH  
16 C.M.S. IN ALAMEDA COUNTY?

17  
18 **DR. THOMAS GARTHWAITE:** CAMBIO, YEAH, I WAS AWARE THAT, YES,  
19 THEY DID A SOMEWHAT SIMILAR ENGAGEMENT FOR ALAMEDA COUNTY'S  
20 HOSPITAL.

21  
22 **SUP. ANTONOVICH:** DOES NAVIGANT HAVE CONTRACTS WITH C.M.S.?

23  
24 **DR. THOMAS GARTHWAITE:** WELL, I SHOULD SAY THAT I DON'T KNOW  
25 WHETHER CAMBIO'S CONTRACT IS WITH C.M.S. OR WITH ALAMEDA



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 COUNTY. I SUSPECT IT'S WITH ALAMEDA COUNTY, AND I DON'T KNOW  
2 WHO ELSE-- I DON'T KNOW ABOUT...

3

4 **SUP. YAROSLAVSKY:** I THINK WE KNEW-- WE KNEW THAT THEY HAD A  
5 CONTRACT WITH ALAMEDA COUNTY AT THE TIME WE MADE THE SELECTION  
6 OF NAVIGANT. NAVIGANT HAD A CONTRACT UNDER ITS PREVIOUS  
7 ITERATION WITH U.C.L.A. MEDICAL CENTER AND WITH A WHOLE BUNCH  
8 OF OTHERS. THEY BOTH DO WORK ALL OVER THE COUNTRY. IT'S  
9 NOTHING NEW. NAVIGANT WAS ORIGINALLY-- BEFORE THERE WAS  
10 NAVIGANT, IT WAS THE HUNTER GROUP, RIGHT?

11

12 **DR. THOMAS GARTHWAITE:** YES, THEY JOINED...

13

14 **SUP. MOLINA, CHAIR:** WE HAVE A MOTION BEFORE US, I GUESS.

15

16 **SUP. ANTONOVICH:** CAN WE JUST ASK MR. JANSSEN TO EXPLORE THE  
17 CAMBIO? WE HAVE TO HAVE THE DEBATE NEXT WEEK ON THE EXTENSION  
18 OF NAVIGANT SO THAT...

19

20 **SUP. MOLINA, CHAIR:** WELL, I GUESS IT DOESN'T-- I MEAN,  
21 OBVIOUSLY, THIS IS GOING TO BE PART OF THE DEBATE, SO I GUESS  
22 THERE'S NO OTHER THING BUT TO AT LEAST GET SOME INFORMATION ON  
23 IT.

24



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 **SUP. BURKE:** I SAID I WAS FINISHED BUT I DIDN'T KNOW THAT WE  
2 WERE GETTING READY TO HAVE A DISCUSSION ON CAMBIO. IS IT  
3 POSITIVE TO HAVE A DISCUSSION WITH SOMEONE WHO YOU HAVE  
4 WORKING IN AN INSTITUTION AT THE SAME TIME YOU TALK ABOUT  
5 REMOVING THEM AND HIRING SOMEONE ELSE AND TALKING ABOUT THE  
6 EXACT AMOUNT YOU WOULD BE PAYING THEM? I MEAN, YOU KNOW, YOU  
7 EITHER HAVE TO DECIDE THAT THESE PEOPLE, YOU DON'T WANT THEM  
8 THERE ANY MORE AND THEN FIND SOMEONE ELSE, BUT I THINK IT'S  
9 REALLY A DISTRACTION, IT WOULD BE-- IT'S LIKE HAVING A  
10 SECRETARY YOU HAVE WORKING AND THEN HAVE HER LISTEN TO YOU  
11 NEGOTIATING WITH SOMEONE ELSE TO COME IN AND TAKE HER PLACE.

12

13 **SUP. ANTONOVICH:** WELL, NAVIGANT'S CONTRACT EXPIRES IN TWO  
14 WEEKS, SO THEY MAY NOT BE REHIRED. WE MAY NOT APPROVE THEIR  
15 CONTRACT. IF WE DON'T APPROVE THEIR CONTRACT FOR AN EXTENSION,  
16 THEN WE HAVE TO HAVE A NEW SOURCE-- I MEAN, THAT'S UP FOR  
17 DEBATE. SO WHO KNOWS?

18

19 **SUP. BURKE:** WELL, YOU HAVE ALL OF THE PEOPLE THAT ARE THERE  
20 AND WHAT-- ARE YOU PROBLEM POSING THAT WE BRING IN ALL  
21 THESE...

22

23 **SUP. ANTONOVICH:** I DON'T KNOW WHAT WE'RE PROPOSING. THE ONLY  
24 PROPOSAL IS TO HAVE THE C.A.O. REVIEW WHAT HAS COME IN  
25 BECAUSE, WHEN WE'RE-- WHEN WE'RE GOING TO DISCUSS-- WE EITHER



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1 REHIRE NAVIGANT OR WE DON'T RENEW THEIR CONTRACT. IF WE DON'T  
2 RENEW THEIR CONTRACT, WHAT DO WE DO? WE DON'T KNOW. WE DON'T  
3 HAVE ANY OPTIONS.

4

5 **SUP. BURKE:** BUT ARE YOU ASKING THE C.A.O. TO START NEGOTIATING  
6 WITH THEM AND TO DISCUSS WITH CAMBIO...

7

8 **SUP. ANTONOVICH:** WE'RE ASKING THE C.A.O. TO REVIEW THEIR  
9 PROPOSAL AND TAKE THE APPROPRIATE DIRECTION THAT HE FEELS  
10 COMFORTABLE PURSUING.

11

12 **SUP. BURKE:** WHAT WOULD YOU FEEL COMFORTABLE IN PURSUING?

13

14 **C.A.O. JANSSEN:** WELL, HONESTLY, SUPERVISOR, I THINK THIS IS AN  
15 ENORMOUS DISTRACTION TO TRYING TO RESOLVE WHAT'S GOING ON AT  
16 KING. I CANNOT IMAGINE THE CIRCUMSTANCES UNDER WHICH WE WOULD  
17 REPLACE THE EXISTING FIRM THAT HAS BEEN THERE FOR A YEAR WHEN,  
18 WITHIN 60 TO 90 DAYS, WE'RE GOING TO HAVE C.M.S. COME IN AND  
19 REVIEW, WE'RE GOING TO START OVER. THAT IS NOT GOING TO  
20 HAPPEN. SO WE WOULD BE HAPPY TO LOOK AT IT AND WE'LL COME BACK  
21 WITH WHAT IT IS THEY'RE PROPOSING, BUT I'M NOT GOING TO ENGAGE  
22 IN ANY DISCUSSIONS AND NEGOTIATIONS WITH THEM. THIS IS JUST  
23 NOT...

24



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 **SUP. YAROSLAVSKY:** WELL, I THINK YOU JUST GAVE US THE REPORT  
2 THAT THE MOTION ASKED FOR. [ LIGHT LAUGHTER ]

3

4 **SUP. YAROSLAVSKY:** I HONESTLY DO AND I DON'T THINK YOU SHOULD  
5 SPEND... IF THAT'S GOING TO BE YOUR RECOMMENDATION, AND I  
6 CONCUR IN YOUR RECOMMENDATION, I THINK WE SHOULD JUST RECEIVE  
7 AND FILE THE MOTION OR WITHDRAW IT. YOU JUST GOT THE ANSWER TO  
8 THIS AND YOU DON'T NEED A 20-PAGE REPORT ON IT. I TOTALLY  
9 AGREE. I DON'T WANT-- MR. ANTONOVICH IS RIGHT IN RAISING IT. I  
10 FORWARDED IT TO YOU 10 MINUTES AGO FOR THE SAME REASON AND YOU  
11 REVIEWED IT BUT I THINK IT'S EXCEEDINGLY UNPROFESSIONAL OF  
12 CAMBIO TO HAVE DONE THIS THIS WAY. IT'S SLEAZY. IT REALLY IS,  
13 YOU KNOW? I GUESS THERE'S NO HONOR AMONG YOU KNOW WHAT.

14

15 **SUP. MOLINA, CHAIR:** ALL RIGHT, WELL, MR. JANSSEN, IN LIGHT OF  
16 ALL OF THAT, I STILL THINK THERE ARE SOME ISSUES HERE THAT I  
17 THINK YOU NEED TO LOOK AT BECAUSE, AGAIN, WHETHER IT'S  
18 PROFESSIONAL OR NOT PROFESSIONAL, MY INTEREST IS GETTING THE  
19 HOSPITAL TO BECOME-- GET TO GO. I HAVE CONCLUDED, IN MY OWN  
20 OPINION AND, AGAIN, MAYBE NOT BE ANYONE ELSE WHO SHARES IT  
21 THAT NAVIGANT HASN'T BEEN ALL THAT HELPFUL TO GETTING TO GO.  
22 PROGRESS HAS BEEN MADE BUT WE HAVE AN ISSUE AND THIS GROUP  
23 SAYS THAT, CONCLUSION, "F.T.I. CAMBIO HAS EXTENSIVE EXPERIENCE  
24 IN QUICKLY STEPPING IN WHEN OTHER FIRMS HAVE NOT ACHIEVED THE  
25 DESIRED OUTCOMES. THE CAMBIO LEARNING CURVE IN THIS INSTANCE



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1 IS GENERALLY ABOUT TWO WEEKS. NO IMPROVEMENT MOMENTUM WILL BE  
2 LOST WITH THE PROPOSED CHANGE. NO OTHER FIRM HAS BEEN INVOLVED  
3 IN AS MANY QUALITY-RELATED TURNAROUNDS. CAMBIO IS SINCERE IN  
4 OFFERING ITS UNMATCHED EXPERTISE TO ONCE AND FOR ALL PUT  
5 KING/DREW ON THE RIGHT PATH." NOW, THAT SPEAKS TO ME. NOW-- IT  
6 DOES.

7

8 **C.A.O. JANSSEN:** WORDS ON A PAPER.

9

10 **SUP. MOLINA, CHAIR:** WORDS ON A PAPER. EXCUSE ME!

11

12 **C.A.O. JANSSEN:** WORDS ON A PAPER.

13

14 **SUP. MOLINA, CHAIR:** WORDS ON A PAPER.

15

16 **C.A.O. JANSSEN:** THEY CAN SAY WHATEVER THEY WANT.

17

18 **SUP. MOLINA, CHAIR:** SO I'M ASKING YOU, SIR, TO VALIDATE IT OR  
19 TO INVALIDATE IT. I AGREE WITH SUPERVISOR ANTONOVICH THAT IT  
20 SHOULD REQUIRE, IF NOTHING ELSE, THEN I THINK IT HAS TO BE  
21 PART OF THE DEBATE. I DON'T KNOW THAT THEY ARE RIGHT. THEY'RE  
22 JUST WORDS BUT SO ARE NAVIGANT'S WORDS.

23

24 **C.A.O. JANSSEN:** YEAH.

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 **SUP. MOLINA, CHAIR:** BUT YOU GUYS ARE GOING TO PAY THEM  
2 MILLIONS OF DOLLARS TO HANG AROUND AND GIVE US A LOT OF PRETTY  
3 WORDS. ANYWAY, THAT'S MY TWO CENTS. SO IT IS BEFORE US.

4  
5 **SUP. BURKE:** YOU KNOW, IF I WAS NAVIGANT, I'D PROBABLY TELL  
6 YOU-- I DON'T KNOW. I WON'T SAY IT.

7  
8 **SUP. MOLINA, CHAIR:** IT IS BEFORE US.

9  
10 **SUP. BURKE:** WHAT IS BEFORE US?

11  
12 **SUP. MOLINA, CHAIR:** THIS MOTION.

13  
14 **SUP. YAROSLAVSKY:** THE MOTION, MADAM CHAIR, LET ME JUST-- THE  
15 MOTION SAYS...

16  
17 **SUP. MOLINA, CHAIR:** WE ALL CAN READ.

18  
19 **SUP. YAROSLAVSKY:** ..."DIRECT THE CHIEF ADMINISTRATIVE OFFICER  
20 AND COUNTY COUNSEL TO IMMEDIATELY REVIEW THE CAMBIO PROPOSAL  
21 AND REPORT BACK TO THE BOARD ON OCTOBER 25TH." I DON'T KNOW  
22 WHETHER COUNTY COUNSEL'S REPORT'S GOING TO BE-- ARE YOU  
23 AUTHORIZED TO CONCUR IN MR. JANSSEN'S REPORT HERE A MINUTE AGO  
24 OR WOULD YOU HAVE TO CHECK WITH YOUR BOSS?

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 **LEELA KAPUR, COUNSEL:** NO, I BELIEVE I CAN CONCUR WITH THAT.  
2 RAY? [ LAUGHTER ]

3

4 **LEELA KAPUR, COUNSEL:** OBVIOUSLY, THAT'S A POLICY DECISION,  
5 SUPERVISOR YAROSLAVSKY. OUR BIGGER CONCERN, QUITE FRANKLY,  
6 WOULD BE WHETHER OR NOT WE COULD POSSIBLY NEGOTIATE A CONTRACT  
7 OF THE NATURE WE'D BE TALKING ABOUT IN A WEEK PERIOD AND GET  
8 ALL THE INDEMNIFICATION I THINK YOU GUYS WOULD WANT IF WE  
9 DON'T REACH C.M.S. ACCREDITATION.

10

11 **SUP. MOLINA, CHAIR:** WELL, AGAIN, BUT THAT MIGHT BE YOUR  
12 REPORT. NO ONE'S ASKED YOU TO NEGOTIATE A CONTRACT AT ALL.  
13 SOMEBODY-- I'M JUST-- WE'RE JUST ASKING THAT YOU SHOULD LOOK  
14 INTO IT AND IT SHOULD BE PART OF THE DISCUSSION. RIGHT NOW,  
15 FOR A FACT, YOU CAN'T NEGOTIATE A CONTRACT WITH NAVIGANT,  
16 RIGHT?

17

18 **SUP. YAROSLAVSKY:** WHY NOT?

19

20 **C.A.O. JANSSEN:** WHY NOT?

21

22 **SUP. MOLINA, CHAIR:** BECAUSE YOU'RE COMING BACK WITH THE SAME  
23 OLD, SAME OLD EXTENSION BECAUSE YOU'VE BEEN IN DISCUSSIONS AND  
24 HAVEN'T BEEN ABLE TO AGREE, AS I UNDERSTAND, ON HOW TO PROCEED



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1 FORWARD. DAVID, YOU SAID THAT TO ME YESTERDAY. ARE YOU DENYING  
2 IT?

3

4 **C.A.O. JANSSEN:** WHAT IS TODAY? [ LAUGHTER!! ]

5

6 **C.A.O. JANSSEN:** WE HAD A MEETING YESTERDAY AFTERNOON THAT  
7 RESOLVED THE ISSUES.

8

9 **SUP. YAROSLAVSKY:** WHO IS "WE"?

10

11 **C.A.O. JANSSEN:** THE DEPARTMENT, COUNTY COUNSEL AND I.

12

13 **SUP. BURKE:** IF SOMEONE HAD, AS THEIR MOTIVE, TO TRY TO BRING  
14 IN ANOTHER COMPANY THE WHOLE TIME WE'RE DOING THIS, THEN OF  
15 COURSE YOU'RE GOING TO HAVE PROBLEMS, OF COURSE IT'S GOING TO  
16 BE A CONSTANT BICKERING AND ISSUE. I AM ABSOLUTELY AMAZED THAT  
17 THIS COMPANY WOULD ENGAGE IN THIS KIND OF A PROCESS. THEY HAVE  
18 A NATIONAL REPUTATION, I ASSUME.

19

20 **SUP. YAROSLAVSKY:** I THINK THAT-- I MEAN, I THINK WE'VE GOT THE  
21 ANSWER THAT THE MOTION CALLS FOR.

22

23 **SUP. MOLINA, CHAIR:** I KNOW, BUT, LOOK, FOLKS, IT'S ASKING FOR  
24 A WRITTEN REPORT, ASKING FOR THESE QUESTIONS. IF YOU WANT TO  
25 AVOID GETTING MORE INFORMATION TO MAKE A GOOD DECISION, THEN I



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1 GUESS YOU'RE ENTITLED TO DO THAT, SO WHY DON'T WE CALL THE  
2 ROLL ON MR. ANTONOVICH'S MOTION?

3

4 **SUP. KNABE:** WELL, AND IT MAY BE THAT'S THE ANSWER YOU GET FROM  
5 THE C.A.O. BUT I THINK IT JUST SHOULD BE PART OF THE  
6 CONVERSATION, HOWEVER BRIEF IT MAY BE.

7

8 **SUP. MOLINA, CHAIR:** I AGREE.

9

10 **SUP. KNABE:** THEY COULD BE JUST THROWING OUT BASIC  
11 RECOMMENDATIONS THAT'S NOT APPROPRIATE.

12

13 **SUP. MOLINA, CHAIR:** WE DON'T KNOW. IT MAY BE THE SAME THING  
14 BUT LET'S LET HIM WRITE IT UP. SO WHY DON'T WE CALL THE ROLL  
15 ON MR. ANTONOVICH'S MOTION.

16

17 **CLERK VARONA-LUKENS:** ARE YOU THE SECOND?

18

19 **SUP. MOLINA, CHAIR:** YES, I'M HIS SECOND.

20

21 **CLERK VARONA-LUKENS:** OKAY. SUPERVISOR BURKE?

22

23 **SUP. BURKE:** NO.

24

25 **CLERK VARONA-LUKENS:** SUPERVISOR YAROSLAVSKY?



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1

2 SUP. YAROSLAVSKY: NO.

3

4 CLERK VARONA-LUKENS: SUPERVISOR KNABE?

5

6 SUP. KNABE: AYE.

7

8 CLERK VARONA-LUKENS: SUPERVISOR ANTONOVICH?

9

10 SUP. ANTONOVICH: AYE.

11

12 CLERK VARONA-LUKENS: AND SUPERVISOR MOLINA?

13

14 SUP. MOLINA, CHAIR: AYE.

15

16 CLERK VARONA-LUKENS: MOTION CARRIES 3-TO-2.

17

18 SUP. MOLINA, CHAIR: ALL RIGHT. THAT, I THINK, TAKES CARE OF  
19 YOUR REPORT. THANK YOU SO MUCH, SIR. NOW WE HAVE ITEM NUMBER  
20 47. YES, WE ARE RECEIVING AND FILING THAT REPORT, WITH THE  
21 EXCEPTION OF THE MOTION.

22

23 DR. THOMAS GARTHWAITE: SUPERVISOR, LAST WEEK, YOU ASKED US TO  
24 PULL TOGETHER A REPORT ON THE-- WHERE WE ARE WITH C.M.S. AND  
25 JOINT COMMISSION ACCREDITATION. I THINK I WANT TO JUST THANK



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1 OUR STAFF, WHO WORKED DILIGENTLY OVER THE LAST, REALLY, 5-1/2,  
2 6 DAYS MAXIMUM SINCE LAST BOARD MEETING WENT QUITE LATE, TO  
3 PULL THIS INFORMATION TOGETHER. I THINK IT IS AT LEAST MOVED  
4 US A LONG WAYS IN LAYING OUT SOME OF THE ISSUES, HOPEFULLY, IN  
5 A CLEARER FASHION. I'D LIKE TO POINT OUT JUST TWO AREAS OF  
6 THIS REPORT BEFORE OPENING UP FOR QUESTIONS AND CERTAINLY  
7 APOLOGIZE THAT YOU ONLY GOT IT LATE YESTERDAY BUT THE  
8 MAGNITUDE OF THE EFFORT AND THE TIME WE HAD DIDN'T ALLOW US TO  
9 GET IT TO YOU MUCH SOONER. FIRST OF ALL, ON PAGE 2, I TRIED TO  
10 POINT OUT THAT, AS DR.-- I'M SORRY, AS SUPERVISOR KNABE  
11 POINTED OUT, THAT WE'VE BEEN DOWN A LOT OF ROADS WITH  
12 KING/DREW, YOU'VE BEEN DOWN MANY MORE THAN I HAVE AND THERE  
13 HAVE BEEN ISSUES WITH THE STATE DATING BACK AT LEAST TO 1989,  
14 I COULD EASILY DOCUMENT THAT, AND ISSUES THIS BOARD HAS TAKEN  
15 TO RESTORE CONFIDENCE IN THE QUALITY OF CARE THERE, DATING  
16 BACK THAT FAR AND YOU EVEN CREATED A CRISIS MANAGEMENT TASK  
17 FORCE IN '96. WHAT'S DIFFERENT ABOUT THIS EFFORT IS, I THINK,  
18 AN IMPORTANT AND LEGITIMATE QUESTION, WHY MIGHT THIS EFFORT  
19 SUCCEED WHERE OTHERS HAVE FAILED? AND I'D POINT OUT SOME OF  
20 THE UNIQUE THINGS. FIRST OF ALL, I BELIEVE THIS IS THE ONLY  
21 EFFORT THAT BROUGHT IN SOMEONE OF THE STATURE OF DAVID  
22 SATCHER, WHO MADE CLEAR AND, I THINK, UNIQUE RECOMMENDATIONS  
23 TO THE BOARD OF TRUSTEES OF DREW UNIVERSITY THAT THEY TOOK UP  
24 AND MADE DRAMATIC CHANGES, BOTH LEADERSHIP IN THEIR OWN--  
25 CONSTIT-- THE CONSTITUTION OF THAT BOARD AND WE PREVIOUSLY



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1 LOOKED AT THE REPORT THAT SHOWS EVIDENCE THAT THAT'S GOING IN  
2 A GOOD DIRECTION. YOU, AS A BOARD, HAVE CLEARLY, COLLECTIVELY  
3 ENGAGED KING/DREW. YOU PROBABLY, AT TIMES, THINK YOU DO  
4 NOTHING ELSE BUT HEALTH DEPARTMENT ISSUES AND KING/DREW  
5 MEDICAL CENTER BUT IT IS THIS ENTIRE BOARD THAT'S PAYING  
6 ATTENTION, THAT IS ACTIVELY ENGAGED IN THE REFORM EFFORTS.  
7 RATHER THAN CHANGING THE LEADERSHIP AT KING/DREW MEDICAL  
8 CENTER OR THE LEADERSHIP OF THE DEPARTMENT OF HEALTH, MULTIPLE  
9 EXTENSIVE PERSONNEL ACTIONS HAVE BEEN TAKEN ACROSS THE--  
10 ACROSS THE INSTITUTION TO REALLY DIG DOWN DEEP AND FIND OUT  
11 WHO'S PART OF THE FUTURE AND WHO'S CLINGING TO THE PAST IN  
12 TERMS OF PROVIDING QUALITY OF CARE AND ASSURING THAT AT THE  
13 MEDICAL CENTER. MULTIPLE MEASUREMENTS ARE BEING USED. I DON'T  
14 KNOW HOW MANY MEASUREMENTS WERE USED IN PREVIOUS REFORM  
15 EFFORTS. I'VE HAD SOME TROUBLE FINDING SOME OF THE OLD  
16 REPORTS. I'M SURE MAYBE THERE ARE HISTORIANS LISTENING TO THIS  
17 WHO WILL BRING THOSE TO ME BUT I WAS INTERESTED IN WHAT WAS  
18 FOUND IN SOME OF THE REPORTS THAT WERE GENERATED BY THOSE  
19 PREVIOUS ACTIONS TO UNDERSTAND WHAT HAD BEEN TRIED AND FAILED.  
20 BUT WHAT CHARACTERIZES THIS EFFORT IS EXTENSIVE MEASUREMENT  
21 ACROSS BOTH CARE OUTCOMES AND THE PROCESSES. AND THEY GUIDE  
22 BOTH OUR EFFORT AND OUR ABILITY TO TRY TO ASSURE THAT WE'RE  
23 MAKING PROGRESS. THIS, I THINK, IS THE FIRST TIME THAT A LARGE  
24 NUMBER OF EXPERIENCED MANAGERS WERE BROUGHT IN TO TURN AROUND  
25 AND, TO USE AN EXPERIENCED TURNAROUND TEAM TO TRY TO TURN



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1 AROUND THE MEDICAL CENTER. I'M NOT AWARE THAT THIS MANY  
2 EXPERIENCED HEALTHCARE MANAGERS WITH EXPERIENCE IN OTHER  
3 HEALTHCARE SYSTEMS WERE BROUGHT IN IN AN ATTEMPT TO CHANGE  
4 THIS AROUND. AND THEN YOU'VE ADDRESSED, TO SOME DEGREE, THE  
5 GOVERNANCE ISSUE WITH REGARDS TO THE HOSPITAL ADVISORY BOARD  
6 FOR KING/DREW MEDICAL CENTER, WITH INDEPENDENT EXPERTS  
7 PROVIDING ONGOING INPUT, DESPITE THE CONTROVERSIES AND  
8 CHALLENGES WE'VE HAD FROM LAST WEEK'S DISCUSSION. THE SECOND  
9 PIECE THAT I THINK I WOULD LIKE TO CALL YOUR ATTENTION TO  
10 RELATES-- IS ON PAGES 12, 13 AND 14. THIS, IN A SENSE, IS OUR  
11 ASSESSMENT OF WHERE WE THINK WE ARE WITH REGARDS TO THE C.M.S.  
12 CONDITIONS, OUR PARTICIPATION. ON COLUMN 2, WHICH IS  
13 COMPLIANCE STATUS AS OF OCTOBER 2004, THIS IS OUR BEST RATINGS  
14 OF COMPLIANCE BASED ON CLEAR EVIDENCE FROM C.M.S. SO, IF IT'S  
15 NONCOMPLIANT, THAT'S A C.M.S. ASSUMPTION AND FINDING. THE  
16 OTHER NUMBERS ARE OUR INTERPRETATION, BOTH NAVIGANT AND THE  
17 DEPARTMENT, OF THINGS WE'VE READ IN THE C.M.S. SURVEYS THAT  
18 DIDN'T RISE TO THE LEVEL OF BEING OUT OF COMPLIANCE, THINGS  
19 THAT WE ARE ALSO AWARE OF FROM JOINT COMMISSION AND THINGS--  
20 PART OF NAVIGANT ASSESSMENT AND PART OF OUR OWN ASSESSMENT IN  
21 THE NUMBERS BECAUSE WE'VE HAD NUMEROUS STAFF IN AND OUT OF THE  
22 HOSPITAL INVOLVED IN THESE ISSUES. SO THAT'S WHERE WE CAME UP  
23 WITH THAT PARTICULAR NUMBER. I WOULD CERTAINLY NOT STAKE  
24 ANYTHING TREMENDOUSLY VALUABLE TO ME THAT THOSE ARE PERFECTLY  
25 ACCURATE. THEY ARE OUR BEST ASSESSMENTS. CLEARLY, THE ONES ARE



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1 VERY ACCURATE IN THAT THOSE ARE C.M.S. DETERMINATIONS OF  
2 NONCOMPLIANCE. THE SECOND-- THE THIRD COLUMN IS BOTH  
3 NAVIGANT'S ASSESSMENT BUT THOSE ARE-- THEIR ASSESSMENT IN  
4 CONVERSATION WITH OUR QUALITY ASSURANCE FOLKS AND OTHER  
5 DEPARTMENTAL REPRESENTATIVES. SO WE DID A WALKTHROUGH OF WHERE  
6 WE THINK WE ARE. SO IT'S NAVIGANT'S BEST ASSESSMENT, ALONG  
7 WITH SOME VALIDATION OF OUR MOST KNOWLEDGEABLE STAFF, WHO  
8 SPENT CONSIDERABLE TIME AT THE HOSPITAL IN REVIEWING THESE  
9 ISSUES. SO, IF YOU LOOK THROUGH THOSE, I WON'T WALK YOU  
10 THROUGH THAT, BUT I WANTED TO GIVE YOU THAT SENSE. AND THE  
11 FINAL THING I WANT TO SAY ABOUT THIS CHART, BECAUSE I PUT IT  
12 OUT IN THE PUBLIC DOMAIN WITH SOME TREPIDATION BUT I THINK  
13 IT'S IMPORTANT FOR EVERYONE TO UNDERSTAND WHERE WE ARE. I DO  
14 NOT BELIEVE, NOR-- AND I'M QUITE SURE IT'S TRUE, THAT WE WOULD  
15 NOT EXPECT THAT WE NEED FIVES IN ALL THESE AREAS TO PASS BUT  
16 WE NEED, I THINK, ALL 3S AND 4S AND SOME 5S AND THE HIGHER THE  
17 LEVEL OF THE NUMBERS, THE MORE LIKELY WE ARE TO MEET THE  
18 CONDITIONS. I DON'T THINK THERE'S A HOSPITAL IN THE COUNTRY,  
19 PROBABLY, THAT CAN MEET EVERY CONDITION EVERY DAY EVERY PLACE  
20 ALL THE TIME. SO-- BUT THE IDEA BEING THAT, WHEN YOU'RE  
21 REVIEWED, YOU FIND, IN NEARLY ALL CASES, THAT YOU'RE MEETING  
22 THOSE, THAT THE PROCESSES ARE IN PLACE, THAT, WHEN YOU PICK UP  
23 A CHART, YOU'RE MORE LIKELY THAN NOT TO FIND ALL THESE THINGS  
24 OR A MINIMAL NUMBER OF OUT OF COMPLIANCE AND THOSE ARE LESS  
25 SIGNIFICANT THAN THE THINGS THAT ARE IN COMPLIANCE. SO I WANT



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1 YOU TO KEEP IN MIND THAT THOSE NUMBERS IN THAT CURRENT  
2 ASSESSMENT COLUMN, AGAIN, ARE THE OUR BEST ESTIMATE AND ARE  
3 REALLY MEANT TO NOT TO SAY THAT THEY HAVE TO GET TO 5 TO PASS  
4 BUT WE NEED TO GET ALL OF THEM AS HIGH AS WE POSSIBLY CAN TO  
5 MAXIMIZE OUR CHANCE OF PASSING C.M.S. IF THERE ARE SPECIFIC  
6 ONES THAT YOU'D LIKE TO TALK ABOUT, IF YOU HAVE SPECIFIC  
7 QUESTIONS, CERTAINLY I'D BE MORE THAN HAPPY TO ENGAGE THOSE  
8 AND TO ALSO NOTE THAT KAE IS HERE FROM NAVIGANT AS WELL, SO  
9 THANKS, KAE ROBERTSON.

10

11 **SUP. ANTONOVICH:** DR. GARTHWAITE, THE BOARD HAD DIRECTED YOU TO  
12 IDENTIFY THE PROBLEMS, THE IMPEDIMENTS AND THE RESOURCES  
13 NEEDED TO ADDRESS THOSE AND THE TIMEFRAME IT WOULD TAKE TO  
14 RESOLVE BUT THAT'S REALLY NOT IN THE REPORT. YOU DON'T HAVE  
15 ANY ACTION STEPS THAT YOU HAVE IDENTIFIED AND IMPEDIMENTS YOU  
16 WOULD-- YOU HAVE IDENTIFIED.

17

18 **DR. THOMAS GARTHWAITE:** WE, ON A REGULAR BASIS, RAISE ISSUES  
19 THAT WE THINK WE NEED HELP WITH, SO WE'VE BROUGHT TO YOU  
20 ISSUES WITH REGARDS TO HUMAN RESOURCES AND WE ARE RECEIVING  
21 SUPPORT OF HUMAN RESOURCES. WE'VE NOT BEEN AS SUCCESSFUL  
22 BECAUSE IN RECRUITING CERTAIN INDIVIDUALS BECAUSE OF NATIONAL  
23 SHORTAGES AND OTHER THINGS AND LOCAL SHORTAGES BUT WE'VE  
24 CERTAINLY RAISED THAT IN THE PAST. WE'VE BROUGHT TO YOU AND  
25 YOU HAVE APPROVED CAPITAL ASSET ISSUES. WE ARE IN THE PROCESS



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1 OF FINISHING THE PAPERWORK TO BRING TO YOU SOME LISTS OF  
2 EQUIPMENT, BUT I THINK THAT THOSE PARTICULAR THINGS ARE THE  
3 ONES THAT WE BRING TO YOU ON A REGULAR BASIS. IF THERE'S  
4 ANYTHING ELSE, KAE, THAT YOU CAN THINK OF THAT, YOU KNOW, THAT  
5 YOU NEED IN PARTICULAR. IN TERMS OF TIME FRAME, EACH OF THESE,  
6 IN A WEEK'S TIME, TO COME UP WITH A TIME FRAME THAT WE FEEL IS  
7 REALISTIC WAS-- WE CAN CONTINUE TO WORK ON TIME FRAMES BUT A  
8 LOT OF THESE, THE TIME FRAME IS SOMEWHAT UNPREDICTABLE. YOU  
9 KNOW, THE TIME FRAME FOR WHEN WE HIRE A NURSE IS NOT EASILY  
10 PREDICTABLE, THE TIME FRAME WHEN, YOU KNOW, ALL EDUCATION HAS  
11 OCCURRED AND EVERYONE PASSES A TEST IS ALSO NOT TOTALLY  
12 PREDICTABLE. WHAT I CAN TELL YOU IS THAT WE HAVE CLASSES  
13 ONGOING THAT WE CONTINUE TO TEST, THAT WE HAVE QUIZZES EVERY  
14 WEEK BUT THE EXACT TIME BY WHICH EVERYONE-- AN ACCEPTABLE  
15 NUMBER PASS THOSE QUIZZES IS A LITTLE DEPENDENT ON QUALITY OF  
16 THE TEACHING AND THE STUDENT. KAE, DID YOU WANT TO REMARK ON  
17 ANY OF THAT?

18

19 **KAE ROBERTSON:** I THINK YOU COVERED IT.

20

21 **DR. THOMAS GARTHWAITE:** OKAY. SHOWED UP TO SURVEY KING/DREW  
22 CONDITION PARTICIPATION, WHAT AREAS WOULD YOU CONTINUE TO HAVE  
23 DEFICIENCIES IN?

24



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1 **DR. THOMAS GARTHWAITE:** I THINK THOSE WOULD BE PRIMARILY THE  
2 ONES THAT WOULD BE RATED AS 2 OR 3, THAT WE THINK AT LEAST  
3 TODAY IF THEY SHOWED UP, THOSE WOULD BE THE ONES. 4 AND-- 5S  
4 WOULD BE IN THE STRONGEST POSITION. 4S, WE WOULD BE IN PRETTY  
5 GOOD CONDITION AND MANY OF THOSE AREAS, THOSE AREAS WERE  
6 PREVIOUSLY SURVEYED AND FOUND NOT TO BE OUT OF COMPLIANCE OR  
7 AT LEAST NO CITATIONS WERE MADE, SO

8

9 **SUP. ANTONOVICH:** BUT THE BOARD ANTICIPATED THAT YOU WOULD GO  
10 THROUGH ALL OF THE C.M.S. DEFICIENCIES THAT THEY CITED AND  
11 GIVE US A SUMMATION ON HOW WE WOULD UPGRADE THOSE SERVICES IN  
12 ORDER TO QUALIFY FOR CERTIFICATION.

13

14 **DR. THOMAS GARTHWAITE:** THAT'S TRUTHFULLY WHERE THESE COME  
15 FROM. WE BROKE THEM OUT UNDER ONE OF THE CONDITIONS OF  
16 PARTICIPATION AND THEN THOSE AREAS THAT WE THINK ARE THE RISK  
17 AREAS WHERE THEY MIGHT FIND A PROBLEM, WE'VE IDENTIFIED. SO  
18 IF-- LET'S PICK SOMETHING WITH A 2, PHARMACEUTICAL SERVICES.  
19 OUR CONCERN IS DOCUMENTATION OF ORDERING, TIMELINESS OF  
20 ADMINISTRATION AND THE FOLLOW-UP ON EFFECTIVENESS OF  
21 MEDICATIONS. SO THAT MEANS THAT WE'RE WORKING ON AND I CAN  
22 TELL YOU DR. YOSHIKAWA-- [ OVERLAPPING VOICES ]

23

24 **DR. THOMAS GARTHWAITE:** RIGHT. DR. YOSHIKAWA AND THE CHAIRS  
25 HAVE, LAST WEDNESDAY'S MEETING THAT I ATTENDED, MADE NO IF'S,



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1 ANDS OR BUTS, IF YOU DON'T SUPERVISOR AND MAKE SURE THAT ALL  
2 ORDERS ARE WRITTEN PROPERLY AND WELL, I WILL TAKE ACTION.  
3 TIMELINESS OF ADMINISTRATION I THINK IS-- SHOULD BE IMPROVING  
4 AS WE'VE NOW HIRED A NEW HEAD OF PHARMACY AND SOME NEW  
5 PROCEDURES HAVE BEEN PUT INTO PLACE AND FOLLOW-UP OF  
6 MEDICATION IS PRIMARILY A NURSING FUNCTION THAT JUST REQUIRES  
7 THEY GO BACK TO THE NOTE IN THE CHART AND NOTE THAT THEY  
8 REASSESSED PAIN OR WHATEVER THE MIX WAS GIVEN FOR, AND THEN I  
9 BELIEVE NAVIGANT, AND CORRECT ME IF I AM WRONG, KAE, HAS PUT  
10 IN CONCURRENT CHART REVIEWS, WHICH WOULD BE LOOKING FOR THINGS  
11 SUCH AS THIS BUT WHAT THAT MEANS IS WE NOW HAVE THE ABILITY TO  
12 LOOK AT THE CHARTS, LOOK FOR ANY OF THESE DEFECTS AND SEE BACK  
13 IMMEDIATELY. THIS IS PROBABLY THE BEST EDUCATIONAL PIECE THAT  
14 WE HAVE TO GET PEOPLE TO DO THE JOB FIRST TIME EVERY TIME.

15

16 **SUP. ANTONOVICH:** BUT YOU HAVE MANY OF THESE AREAS, SO MANY  
17 FAILING GRADES. ARE YOU ABLE TO ENSURE THAT THE FACILITY IS UP  
18 AND RUNNING FOR CERTIFICATION WITHIN THE NEXT TWO WEEKS TO 90  
19 DAYS TIME FRAME THAT C.M.S. WILL BE REVISITING THE FACILITY?

20

21 **DR. THOMAS GARTHWAITE:** I THINK THE LONGER THE TIME FRAME, THE  
22 MORE LIKELY WE ARE TO PASS.

23

24 **SUP. ANTONOVICH:** TWO WEEKS, NO. BUT LONGER, YES.

25



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1 **DR. THOMAS GARTHWAITE:** I THINK IF IT'S STRETCHES OUT TOWARD  
2 THE 90 DAYS, WE HAVE A MUCH BETTER CHANCE THAN IF WE COME  
3 TOKE.-- COME TOMORROW. IF THEY COME TOMORROW, IT'S LIKELY WE  
4 WON'T PASS.

5

6 **SUP. ANTONOVICH:** KING/DREW CITED FOR NOT FOLLOWING THROUGH ON  
7 PATIENT PROBLEMS, LACK OF ADEQUATE ASSESSMENTS BY NURSES,  
8 MEDICAL STAFF BYLAWS NOT BEING FOLLOWED, LACK OF FOLLOW-UP IN  
9 DOCUMENTATION RELATED TO PROBLEMS, FAILURE TO FOLLOW REPORTING  
10 STRUCTURES AND MEDICAL STAFF BYLAWS. SO NOW HOW CLOSE IS THE  
11 DEPARTMENT IN ADDRESSING THESE C.M.S. DEFICIENCIES?

12

13 **DR. THOMAS GARTHWAITE:** I'LL ASK KAE TO-- THAT'S FAIRLY  
14 SPECIFIC ON PREVIOUS CITATIONS, WHICH ARE ALL IN THE PROGRESS  
15 OF BEING FIXED.

16

17 **KAE ROBERTSON:** IT'S A CITATION OF DECEMBER OF 2003. IN TERMS  
18 OF QUALITY ASSURANCE, FACILITY DOES NOT FOLLOW THROUGH ON  
19 PROBLEMS IDENTIFIED. WE HAVE A NEW QUALITY ASSURANCE PROGRAM  
20 IN PLACE CALLED GROUP CAUSE ANALYSIS. NURSING LACK OF ADEQUATE  
21 ASSESSMENTS. THAT STILL IS INCONSISTENT, SO SOME NURSES ARE  
22 DOING IT; OTHERS AREN'T. AND SO WE HAVE INCONSISTENCY IN THAT  
23 ONE BUT IT HAS IMPROVED, BUT IT STILL NEEDS IMPROVEMENT.  
24 "MEDICAL STAFF BYLAWS NOT BEING FOLLOWED FOR GOVERNING BODY  
25 REPORTING." THE MEDICAL STAFF BYLAWS ARE BEING FOLLOWED. AND



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1 THE LAST IS, "GOVERNING BODY: FAILURE TO FOLLOW REPORTING  
2 STRUCTURES AND APPROVE BYLAWS" AND THE GOVERNING BODY, AT THE  
3 MOMENT, DOESN'T ACTUALLY-- THE HOSPITAL ADVISORY BOARD DOESN'T  
4 HAVE BYLAWS AND THE GOVERNING BODY, AS IT EXISTED BEFORE, HAS  
5 NOT BEEN MEETING BECAUSE OF THE HOSPITAL ADVISORY BOARD.

6

7 **SUP. ANTONOVICH:** THOSE ARE MY QUESTIONS.

8

9 **SUP. MOLINA, CHAIR:** ALL RIGHT. ANYONE ELSE?

10

11 **SUP. BURKE:** I'D JUST LIKE TO GET A CLARIFICATION ON THIS ISSUE  
12 IN TERMS OF THE BOARD NOT MEETING. WHICH BOARD IS THIS EXACTLY  
13 THAT'S NOT MEETING BECAUSE OF THE HOSPITAL ADVISORY AND...?

14

15 **KAE ROBERTSON:** THERE-- PRIOR TO THE FORMATION OF THE HOSPITAL  
16 ADVISORY BOARD, THERE WAS A DEPARTMENT OF HUMAN-- A DEPARTMENT  
17 OF HEALTH SERVICES GROUP OF STAFF, INCLUDING DR. GARTHWAITE,  
18 WHO MET FOR EACH HOSPITAL TO REVIEW QUALITY ASSURANCE AND  
19 CREDENTIALING. I THINK YOU STILL HAVE A SIMILAR STRUCTURE  
20 FOR...

21

22 **DR. THOMAS GARTHWAITE:** WE CALL THESE GOVERNING BODY MEETINGS  
23 AND WE CURRENTLY DO THOSE AT OUR OTHER FACILITIES ON A REGULAR  
24 TIMED BASIS AND WE WERE DOING THOSE UNTIL WHEN THE H.A.B., THE  
25 HOSPITAL ADVISORY BOARD, WAS FORMED.



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1

2 **SUP. BURKE:** AND, WHEN THE HOSPITAL ADVISORY WAS FORMED, THERE  
3 WAS A SUBCOMMITTEE THAT WAS ESTABLISHED TO DO THIS, TO TAKE  
4 THIS RESPONSIBILITY?

5

6 **KAE ROBERTSON:** THE HOSPITAL ADVISORY BOARD DOES TAKE THIS  
7 RESPONSIBILITY. THE QUESTION WAS WHETHER OR NOT THERE WERE  
8 BYLAWS AND MY ANSWER WAS THAT THE BYLAWS FOR THE HOSPITAL  
9 ADVISORY BOARD HAVE NOT BEEN APPROVED.

10

11 **SUP. BURKE:** ARE THEY STILL FUNCTIONING, THOUGH?

12

13 **KAE ROBERTSON:** YES. YES.

14

15 **SUP. BURKE:** SO THE FUNCTION IS NOT GOING UNDONE AT THIS POINT?

16

17 **KAE ROBERTSON:** NO.

18

19 **DR. THOMAS GARTHWAITE:** NO.

20

21 **SUP. BURKE:** SOMEONE IS CARRYING OUT THAT RESPONSIBILITY?

22

23 **KAE ROBERTSON:** YEAH, SOMEBODY IS CARRYING OUT THE  
24 RESPONSIBILITY. THE SPECIFIC CITATION WAS ABOUT BYLAWS AND  
25 THAT WAS WHAT I WAS SAYING WERE NOT APPROVED.



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1

2 **SUP. BURKE:** IS THAT GOING TO BE A SERIOUS PROBLEM IF THERE'S  
3 NOT A SET OF BYLAWS FOR HOSPITAL ADVISORY OR FOR THIS GROUP  
4 THAT PREVIOUSLY EXISTED?

5

6 **KAE ROBERTSON:** I THINK WE HAVE MANY OTHER ISSUES, PROBABLY, TO  
7 TACKLE BEFORE THAT ONE.

8

9 **SUP. MOLINA, CHAIR:** DR. GARTHWAITE, LET ME UNDERSTAND.  
10 BASICALLY, YOU NEED TO GET A 3 IN ORDER TO COMPLY? I KNOW YOU  
11 SAID THAT. I'M JUST CONFIRMING.

12

13 **DR. THOMAS GARTHWAITE:** WELL-- YEAH, BUT, I MEAN, I THINK WE  
14 WOULD NEED TO HAVE 3 OR 4 OR 5. THE MORE-- THE HIGHER THE  
15 NUMBERS, THE HIGHER THE LIKELIHOOD BECAUSE...

16

17 **SUP. MOLINA, CHAIR:** SO IF YOU GET ALL 3S ON EVERYTHING BUT YOU  
18 GET A 2, DOES THAT DISQUALIFY YOU?

19

20 **DR. THOMAS GARTHWAITE:** NO, IT DEPENDS ON WHAT THEY SEE WHEN  
21 THEY COME OUT. THESE ARE ARE OUR NUMBERS.

22

23 **SUP. MOLINA, CHAIR:** I UNDERSTAND BUT LET'S GO IN EMERGENCY  
24 SERVICES.

25



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1 DR. THOMAS GARTHWAITE: THESE ARE OUR NUMBERS.

2

3 SUP. MOLINA, CHAIR: ALL RIGHT. I KNOW THEY'RE YOUR NUMBERS BUT  
4 LET'S GO IN EMERGENCY SERVICES, IF THEY SEE A 2 IN EMERGENCY  
5 SERVICES, COULD THAT KILL US OFF?

6

7 DR. THOMAS GARTHWAITE: THEY WON'T USE THE SAME THING. THEY  
8 WILL COME IN AND THEY WILL LOOK AND THEY'LL SAY, "HERE'S WHAT  
9 YOU NEED TO MEET, HERE'S THE CONDITION YOU NEED TO MEET IN  
10 EMERGENCY SERVICES. YOU HAVE TO HAVE IN PLACE..."

11

12 SUP. MOLINA, CHAIR: I UNDERSTAND THAT.

13

14 DR. THOMAS GARTHWAITE: ..."A TRIAGE MECHANISM THAT'S WORKING,  
15 YOU MUST HAVE TO HAVE QUALITY MEETINGS FOR CASES THAT GO-- YOU  
16 MUST HAVE A WAY TO DETERMINE IF YOU HAVE A CASE THAT DIDN'T GO  
17 WELL AND YOU MUST HAVE A WAY TO ANALYZE THAT AND TO FIX  
18 PROBLEMS." SO THEY'LL LOOK AT ALL THOSE PIECES.

19

20 SUP. MOLINA, CHAIR: I KNOW BUT THAT'S NOT WHAT I ASKED. YOU  
21 GAVE ME THE NUMBERS. I'M PLAYING THE NUMBERS BACK TO YOU.

22

23 KAE ROBERTSON: COULD I?

24

25 DR. THOMAS GARTHWAITE: YEAH.



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1

2 **KAE ROBERTSON:** IT'S A PASS/FAIL TEST AND SO...

3

4 **SUP. MOLINA, CHAIR:** BUT THAT'S NOT WHAT HE SAID.

5

6 **KAE ROBERTSON:** IT IS A PASS/FAIL TEST.

7

8 **SUP. MOLINA, CHAIR:** ALL RIGHT. SO A 3 PASSES, A 2 DOESN'T, IS  
9 THAT CORRECT?

10

11 **KAE ROBERTSON:** IT'S A PASS/FAIL TEST. AND THEN, IF YOU HAVE A  
12 2, YOU'RE NOT GOING TO PASS.

13

14 **SUP. MOLINA, CHAIR:** IF YOU HAVE A 3, YOU DO?

15

16 **KAE ROBERTSON:** IT DEPENDS. THEY DON'T GIVE YOU NUMBERS. THEY  
17 GIVE YOU A PASS OR FAIL. WE BELIEVE THAT A 3, 4 OR 5 WILL  
18 PASS.

19

20 **SUP. MOLINA, CHAIR:** OKAY. THAT'S WHAT I WANT TO UNDERSTAND  
21 UNDER WHAT YOU GAVE ME BECAUSE, YOU KNOW, LIKE, NUMBER 5 IS  
22 SIGNIFICANT COMPLIANCE BUT I WASN'T SURE, IS THAT COMPLIANCE  
23 OR JUST SIGNIFICANT COMPLIANCE? AND SO I TAKE IT THAT THEY  
24 WOULD LIKE US TO COMPLY TO A CERTAIN STANDARD OF CARE. THAT'S  
25 THE WHOLE ISSUE, RIGHT? SO, AGAIN, IF WE GO THROUGH ALL OF IT



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1 AND LET'S SAY YOU GOT 5S IN EVERYTHING BUT YOU DIDN'T GET A 5  
2 OR A 2 OR A 3-- YOU GOT, INSTEAD, A 2 IN EMERGENCY SERVICES,  
3 WOULD THAT-- WHAT WOULD THAT-- WHAT WOULD HAPPEN?

4

5 **DR. THOMAS GARTHWAITE:** THEY COULD SAY YOU DON'T MEET  
6 CONDITIONS AND THEREFORE YOU AREN'T FUNDED. THIS IS THE  
7 QUESTION I HAVE ASKED JEFF FLICK. I SAY, LET'S SAY WE'RE OUT  
8 IN SIX AREAS, WE'RE NOW ONLY A LITTLE BIT OUT IN ONE, IS THAT  
9 GOOD ENOUGH? DO YOU GIVE US A CHANCE TO FIX THAT UP IN THE  
10 NEXT TWO WEEKS?

11

12 **SUP. MOLINA, CHAIR:** BUT SOME MUST BE MORE SERIOUS THAN OTHERS.  
13 FOR EXAMPLE, I MEAN, THE ISSUE...

14

15 **DR. THOMAS GARTHWAITE:** CORRECT. SOME WOULD JUST SAY "YOU'RE  
16 OUT."

17

18 **SUP. MOLINA, CHAIR:** RIGHT. I MEAN, SOME OF THEM, YOU KNOW,  
19 LIKE ON FOOD AND DIETETIC SERVICES, I HAVE NO IDEA WHY WE GOT  
20 A 1. I MEAN, CAFETERIA FOOD IS NEVER PLEASANT. HOSPITAL FOOD  
21 IS EVEN WORSE. BUT THE ISSUE IS, IS THAT, IF THEY TELL YOU HOW  
22 TO FIX THE FOOD AND YOU DO IT, YOU SHOULD BE ABLE TO GET TO A  
23 5, UNLESS WE DON'T KNOW WHAT NUTRITIONAL VALUES ARE AND WE  
24 DON'T KNOW WHAT IS A NUTRITIONAL OR ACCEPTABLE. BUT THAT MAY  
25 NOT BE AS IMPORTANT AS THE EMERGENCY ROOM.



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1

2 **DR. THOMAS GARTHWAITE:** AND THEY DO DO SOME WEIGHING OF THAT  
3 WHEN THEY MAKE THEIR DETERMINATION, THAT'S CORRECT.

4

5 **SUP. MOLINA, CHAIR:** SO, AGAIN, I KNOW THAT THESE ARE YOUR  
6 NUMBERS, THEY'RE NOT NO ONE ELSE'S NUMBERS AT THIS POINT IN  
7 TIME. BUT HAVE YOU ENGAGED, BESIDES NAVIGANT, ANYONE ELSE-- I  
8 KNOW YOU DID A MOCK SURVEY BUT IS THERE ANYONE ELSE THAT HAS  
9 COME IN AND SORT OF GIVEN YOU AN INDEPENDENT ASSESSMENT,  
10 SEPARATE AND APART FROM YOURSELVES, THAT WOULD GIVE US A TRUER  
11 VALUE OF WHAT THESE SCORES LOOK LIKE? I KNOW THAT, AT L.A.  
12 COUNTY U.S.C., THEY HIRED A FIRM THAT DID EXACTLY THAT.

13

14 **DR. THOMAS GARTHWAITE:** WELL, ONE OF-- AT LEAST ONE OF  
15 NAVIGANT'S EXPERTS IS-- HIS JOB IS TO PROVIDE THOSE KIND OF  
16 CONSULTATIONS AT OTHER PLACES, RIGHT? WE BROUGHT IN A TEAM TO  
17 LOOK AT THE INTENSIVE CARE UNITS, ASSESS OVERALL PREPAREDNESS,  
18 VERY IMPORTANT PART. THEY CAME FROM ALL OF OUR FACILITIES,  
19 THEY WERE I.C.U. LEADERS, WE HAVE ACTUALLY AN I.C.U.  
20 IMPROVEMENT TEAM ACROSS THE COUNTY, THEY CAME IN, DID AN  
21 EVALUATION, MADE RECOMMENDATIONS. WE'RE IMPLEMENTING SOME OF  
22 THOSE THINGS. I ASKED THE HEAD NURSE AND HEAD PHYSICIAN AT  
23 HARBOR AND L.A. COUNTY E.R.S TO COME AND DO A SIMILAR THING.  
24 THEY DID THAT, THEY CAME IN, MADE RECOMMENDATIONS. WE'RE  
25 IMPLEMENTING SOME OF THOSE THINGS.



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1

2 **SUP. MOLINA, CHAIR:** I NOTICE ON HERE THAT, IN THE AREA OF THE  
3 EMERGENCY ROOM, YOU HAVE FULL-TIME CONSULTATIVE MEDICAL  
4 MANAGEMENT TEAM FROM U.C.L.A.

5

6 **DR. THOMAS GARTHWAITE:** OH, THAT'S SOMETHING THAT WE'RE PUTTING  
7 IN PLACE STARTING MONDAY. OH, STARTED YESTERDAY.

8

9 **SUP. MOLINA, CHAIR:** IS THAT FROM U.C.L.A. THE UNIVERSITY  
10 OR...?

11

12 **DR. THOMAS GARTHWAITE:** YES.

13

14 **SUP. MOLINA, CHAIR:** OR HARBOR-U.C.L.A., OUR HOSPITAL?

15

16 **DR. THOMAS GARTHWAITE:** FROM THE UNIVERSITY. DR. CHERNOF WENT  
17 TO THE CHAIR OF EMERGENCY MEDICINE AND ASKED IF THEY COULD BE  
18 HELPFUL IN GIVING US SOME-- A COUPLE PHYSICIANS WHO WOULD BOTH  
19 GO IN AND TRY TO MAKE CHANGES AND GIVE US A FULL ASSESSMENT OF  
20 ADDITIONAL STEPS WE MIGHT TAKE.

21

22 **SUP. MOLINA, CHAIR:** BECAUSE WE DO HAVE-- I MEAN, THE IRONY OR  
23 THE DIFFICULTY HERE, AND, YOU KNOW, WE CAN GET BLAMED ALL DAY  
24 LONG ABOUT HOW BADLY WE'RE DOING AT KING/DREW AND YOU CAN GET  
25 BLAMED FOR HOW BADLY YOU'RE DOING AT KING/DREW, BUT, AT THE



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1 END OF THE DAY, YOU'RE RUNNING THREE OTHER HOSPITALS THAT HAVE  
2 FULL ACCREDITATION, THAT HAVE MET ALL OF THE REQUIREMENTS AND  
3 JUST PASSED J.C.A.H.O. AND C.M.S. WITH FLYING COLORS. SO THAT  
4 IS SOMETHING THAT HAS TO BE SAID EVERY SO OFTEN TO REMIND  
5 PEOPLE THAT WE HAVE SUCH A DILEMMA IN THIS ONE HOSPITAL BUT  
6 THERE ARE OTHER THINGS THAT WE ARE DOING APPROPRIATELY AND  
7 WELL. IS IT WORTH YOUR WHILE TO GET MANY OF THOSE HOSPITALS  
8 AND OTHERS THAT ARE INVOLVED IN GIVING US ASSISTANCE AND  
9 GUIDANCE IN THIS NEXT 60 TO 90 DAYS, WHICH CAN BE VERY, VERY  
10 CRITICAL? I MEAN, WE'RE TRYING TO PUT TOGETHER A MOTION BUT IT  
11 WOULD JUST SEEM TO ME THAT, IF I TOLD YOU TO DO THAT, IT  
12 WOULDN'T BE APPROPRIATE FOR ME TO TELL YOU TO DO THAT. BUT IT  
13 SEEMS AS THOUGH THERE'S VALUE THERE.

14

15 **DR. THOMAS GARTHWAITE:** RIGHT. WELL, I THINK WE HAVE BEEN DOING  
16 THAT. I'VE CERTAINLY LEANED ON DIFFERENT-- OTHER FACILITIES TO  
17 SEND PEOPLE WHERE WE NEED SPECIFIC EXPERTISE. I'M GOING TO  
18 BRING IN SOMEONE IN AT A HIGH LEVEL IN NURSING, I THINK THAT--  
19 AT LEAST FOR A PERIOD OF TIME, TO STABILIZE THIS PARTICULAR  
20 PORTION THERE. YOU KNOW, WE DID THE I.C.U. AND THE OTHER  
21 THINGS I JUST DESCRIBED. WE HAD MEDICAL MANAGERS IN THERE  
22 MULTIPLE TIMES. LAURA SARF'S TEAM FOR QUALITY IMPROVEMENT  
23 SPENDS A DISPROPORTIONATE AMOUNT OF TIME THERE AT KING/DREW  
24 COMPARED TO OTHER FACILITIES, SO I THINK WE HAVE BEEN DOING  
25 THAT TO A VERY LARGE DEGREE. OUR CHALLENGE IS-- I THINK THE



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1 PLACE WHERE WE NEED IT THE MOST WE'RE SHORTEST EVERYWHERE, SO,  
2 YOU KNOW, THE MID-LEVEL NURSING MANAGEMENT AND OTHER AREAS  
3 THAT WE'VE TALKED ABOUT ARE CRITICALLY SHORT PRETTY MUCH  
4 AROUND THE SYSTEM AND IT'S VERY HARD TO LEAN ON ON THOSE  
5 AREAS, SO...

6

7 **SUP. MOLINA, CHAIR:** WELL, I AM CONCERNED ABOUT SOME OF THESE  
8 2S BECAUSE THEY ARE BASICALLY SELF-EVALUATIONS, AND ANY OF US  
9 WHO HAVE EVALUATED OURSELVES, WE USUALLY DO A LITTLE BIT  
10 BETTER.

11

12 **DR. THOMAS GARTHWAITE:** AND WHAT WE DIDN'T DO AND I THINK,  
13 BECAUSE OF TIME, BUT WE WILL CONTINUE TO LOOK AT IS, YOU KNOW,  
14 WHICH OF THESE DO WE FEEL WE'RE ON PRETTY GOOD, YOU KNOW, ARE  
15 WE ON TRACK TO, YOU KNOW, TO RESOLVE, WITH SOME DEGREE OF  
16 CERTAINLY, VERSUS WHICH OF THE OTHERS IS MUCH HARDER. AND THAT  
17 JUST-- WE RAN OUT OF TIME TO BE ABLE TO GIVE YOU ANY MORE  
18 DETAIL ON THAT.

19

20 **SUP. MOLINA, CHAIR:** SO, RIGHT NOW, WE DON'T KNOW, OTHER THAN  
21 J.C.A.H.O., BECAUSE WE SCHEDULE THAT, WE DON'T KNOW WHEN THIS  
22 WHOLE...

23

24 **DR. THOMAS GARTHWAITE:** YEAH, I'M QUITE SURE THAT THE  
25 DISCUSSION WE'VE HAD, THEY WERE-- C.M.S. IS VERY BUSY. THEY'VE



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1 HAD A LOT OF THINGS TO DO BECAUSE OF THE KATRINA ISSUES AND  
2 THEY'RE, AT A DEPARTMENTAL LEVEL, BEEN VERY INVOLVED IN THAT.  
3 SO THEY ARE, ADMITTEDLY, BY THEIR OWN ADMISSION, SOMEWHAT  
4 BEHIND ON A VARIETY OF THINGS THEY'RE TRYING TO DO. THERE  
5 WERE, AS YOU KNOW, PROBLEMS IN GETTING PEOPLE FROM LOUISIANA  
6 COVERED IN OTHER MEDICAID PROGRAMS. SO SOME OF THE SAME PEOPLE  
7 ARE INVOLVED IN THAT. I THINK THAT-- I'M QUITE SURE IT'S GOING  
8 TO LIKELY BE IN DECEMBER OR MAYBE JANUARY. I JUST DON'T SEE  
9 THEM BEING AHEAD OF SCHEDULE, GIVEN ALL THE OTHER THINGS THAT  
10 HAVE BEEN HEAPED ON THEIR PLATES. BUT I KNOW THEY WANT-- THEY  
11 NEED TO GET OUT IN A VERY REASONABLE TIME FRAME ONCE THE  
12 M.O.U. IS ESTABLISHED BECAUSE ONE OF THEIR RESPONSIBILITIES IS  
13 TO MAKE SURE THAT ALL HOSPITALS THAT DELIVER CARE TO MEDICAID  
14 RECIPIENTS MEET THEIR STANDARDS.

15

16 **SUP. MOLINA, CHAIR:** WELL, I THINK THAT THIS WAS VERY HELPFUL  
17 INFORMATION FROM THE STANDPOINT OF WHAT WE GOT AND SOME OF  
18 THESE ACTIONS THAT YOU'RE GOING TO BE TAKING. OF COURSE, THE  
19 ISSUE NOW IS GOING TO BE IS STILL WHETHER, IN FACT, THIS IS A  
20 GOOD EVALUATION OR NOT BUT AT LEAST THERE'S AN OUTLINE OF SOME  
21 OF THOSE THINGS. WELL, ALL I CAN SAY IS THAT IT'S HARD TO TELL  
22 WHERE WE'RE AT BUT, HOPEFULLY, WE'LL STAY ON TRACK AND IF WE  
23 HAVE THE CAPABILITY OF GETTING THE TIME THAT WE NEED,  
24 HOPEFULLY, THE END OF DECEMBER, THE BEGINNING OF JANUARY, AS  
25 WE ALL KNOW, WE'LL BE IN A BETTER PLACE. BUT I DO HOPE THAT



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1 THERE'S ALSO THE MOTIVATION AND THE MECHANISM TO, IF THEY COME  
2 AT ANY TIME, THAT WE WOULD BE TO PERFORM IMMEDIATELY TO THE  
3 LEVEL THAT WE SHOULD.

4

5 **DR. THOMAS GARTHWAITE:** AND THE OTHER THING THAT WE'RE GOING TO  
6 HAVE THE BENEFIT OF IS THAT OUR NEW C.E.O. STARTED YESTERDAY  
7 AND SO, IN TERMS OF, YOU KNOW, A FRESH SET OF EYES OF AN  
8 EXPERIENCED PERSON WHO HAS BEEN VERY OPERATIONALLY INVOLVED  
9 IN, YOU KNOW, MEETING J.C.A.H.O. AT OTHER HOSPITALS WILL COME  
10 IN AND, YOU KNOW, THERE'S NOTHING QUITE LIKE COMING IN FRESH  
11 TO A SITUATION TO SEE THE OBVIOUS. SOMETIMES, WHEN YOU'RE IN  
12 THE MIDDLE OF IT, IT'S HARDER TO SEE. SO I THINK THAT'S GOING  
13 TO BE ALSO SOMEWHAT HELPFUL.

14

15 **SUP. MOLINA, CHAIR:** VERY GOOD. ANYTHING ELSE? OH, I'M SORRY.

16

17 **SUP. KNABE:** I MEAN, NO, I JUST AGREE, IT'S JUST GOING TO BE  
18 HARD TO SAY, I MEAN, BASED ON, YOU KNOW, GETTING THIS THING  
19 ABOUT 30 MINUTES AHEAD OF TIME, SO...

20

21 **SUP. MOLINA, CHAIR:** WE HAVE TWO PEOPLE. I HAD PROMISED DR.  
22 CLAVREUL-- WE HAVE THREE PEOPLE, I'M SORRY-- DR. CLAVREUL THAT  
23 SHE WOULD HAVE 5 MINUTES, SO IF WE COULD HAVE YOU JOIN US, DR.  
24 CLAVREUL, WE WOULD APPRECIATE IT. ALSO GRACE CORSE AND KATHY  
25 OCHOA.



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1  
2 **KATHY OCHOA:** GOOD AFTERNOON, SUPERVISORS. KATHY OCHOA,  
3 S.E.I.U. LOCAL 660. I RECEIVED THIS MEMO TODAY, AS DID YOU,  
4 AND I'M A LITTLE CONCERNED ABOUT-- ALTHOUGH IT'S SORT OF A  
5 TEMPLATE ABOUT WHAT IS GOING WRONG AND WHERE WE ARE, THERE'S  
6 NOTHING THAT SAYS WHO'S GOING TO DO WHAT BY WHEN TO MAKE SURE  
7 THAT THESE ACTIONS AND INTERVENTIONS ARE ACTUALLY ACTED UPON  
8 AND I THINK THAT IT'S INCUMBENT THAT THE DEPARTMENT COME BACK  
9 WITH MORE DETAIL THAT CAN BE MONITORED ON A WEEK-TO-WEEK  
10 BASIS. I FIND IT REALLY TROUBLING, BECAUSE WE'VE BEEN TALKING  
11 WITH THE DEPARTMENT ABOUT THE ACTIVITIES IN PHARMACEUTICAL OR  
12 IN THE PHYSICAL PLANT, THE ENVIRONMENTAL SERVICES AND WHILE  
13 THEY RATE-- I DON'T KNOW HOW THIS RATING SYSTEM WAS DONE, IF  
14 IT'S A SELF-ASSESSMENT, THEY RATE THEMSELVES HIGH IN TERMS OF  
15 LEADERSHIP AND MANAGEMENT BUT THE PLACE IS STILL DIRTY AND  
16 MEDICATIONS AREN'T BEING DELIVERED ON TIME. I JUST-- IT'S  
17 EXTREMELY TROUBLESOME THAT, AFTER ONE YEAR, WE HAVEN'T  
18 INCREASED OUR RATINGS A BIT MORE. I WOULD LIKE TO ASSERT, ONCE  
19 AGAIN, THAT THE UNION IS READY TO DO WHATEVER IT CAN, AS WE  
20 HAVE PARTNERED WITH NAVIGANT ON SOME OF THE OTHER OUTSTANDING  
21 ISSUES SO THAT THESE ITEMS ARE CORRECTED. AND I JUST, I REALLY  
22 WANT TO EXPRESS ANOTHER CONCERN TO YOU AS YOU SORT OF LOOK AT  
23 THIS AND LOOK AT WHAT THE TRANSITION PLAN IS GOING TO BE, OR A  
24 NEW CONTRACT FOR NAVIGANT, AND THAT IS THAT, WHATEVER TEAM  
25 THEY BRING IN OR IDENTIFY HAS TO BE QUALIFIED AND HAS TO



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1 REMAIN ON THE GROUND. THERE'S BEEN TURNOVER IN-- WE'RE ABOUT  
2 TO LOSE THE R.N. WHO'S BEEN IN CHARGE OF THE LEADERSHIP  
3 EFFORTS THERE, KATHY WHITE IS LEAVING THE NAVIGANT TEAM. PEG  
4 PRICE LEFT THE TEAM IN NOVEMBER. ARNIE KIMMEL, C.O.O., LEFT  
5 AWHILE AGO. THE TEMPORARY C.E.O. LEFT AND I'M JUST AFRAID THAT  
6 THE H.R. PERSON THAT THEY PUT IN THEIR CONTRACT, ARTHUR  
7 MCCOMBS, IS NO LONGER THERE. I'M JUST REALLY CONCERNED THAT  
8 YOU'RE PAYING FOR AN "A" TEAM AND YOU GET A "B" OR "C" TEAM  
9 AND I DON'T THINK THAT WE CAN AFFORD THAT AT THAT TIME. SO,  
10 AGAIN, I THINK IT WOULD REALLY BEHOOVE THE BOARD AND THE  
11 PUBLIC AND ALL INTERESTED PARTIES TO KNOW EXACTLY WHAT IT IS  
12 NAVIGANT IS DOING WITH RESPECT TO EACH OF THESE CONDITIONS OF  
13 PARTICIPATION AND WITH RESPECT TO THE J.C.A.H.O. AREAS-- THE  
14 J.C.A.H.O. AREAS FOR COMPLIANCE. IT SHOULD BE PRETTY EASY TO  
15 CREATE A CHEAT SHEET OF SOME SORT. THE IDEAS THAT THEY  
16 PRESENTED TO YOU AND THAT YOU VOTED UPON ARE SUPPOSED TO BE  
17 LINKED BACK INTO THESE CRITICAL AREAS AND I DON'T THINK IT  
18 WOULD BE THAT BIG OF AN EFFORT TO DO THAT CROSS MATCH AND  
19 THEN, EVERY DAY, NOT JUST HAVE A CONVERSATION AMONG THE  
20 PARTIES BUT TO CHECK OFF WHO IS DOING WHAT BY WHEN AND WHAT  
21 ELSE NEEDS TO BE DONE. THANK YOU.

22

23 **SUP. MOLINA, CHAIR:** THANK YOU. DR. CLAVREUL.

24



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1 **DR. GENEVIEVE CLAVREUL:** GOOD AFTERNOON, BOARD OF SUPERVISORS.  
2 I SHOULDN'T SAY GOOD AFTERNOON BECAUSE IT HAS BEEN A REALLY  
3 WASTED DAY BUT I CANNOT BELIEVE WHAT I HEARD TODAY. BUT, OF  
4 COURSE, THAT'S A, YOU KNOW, THING WE HEAR ALL THE TIME. YOU  
5 HAVE A COMPANY, NAVIGANT, THAT YOU ARE PAYING \$15 MILLION  
6 PLUS, PLUS, PLUS EXPENSES AND THE JOB IS NOT DONE. I MEAN,  
7 WHEN I LOOK AT THAT REPORT HERE AND WE ARE TALKING ABOUT SELF-  
8 ASSESSMENT AND WE KNOW, WHEN PEOPLE SELF-ASSESS THEMSELVES,  
9 THEY ALWAYS DO BETTER THAN IT IS REALLY. ON COMPLIANCE WITH  
10 LAW, ABOUT M.T.A.L.A., WE STILL ONLY A 3. WE WERE ONLY A 3  
11 BEFORE. ON THE QUALITY ASSESSMENTS, WE BARELY A 2 TO A 3.  
12 NURSING SERVICE. I CANNOT BELIEVE WE ARE A 2 OR A 3, BECAUSE I  
13 KNOW WHAT'S GOING ON INSIDE OF KING/DREW. WE HAVE NOW 60% OF  
14 THE STAFF, THE NURSING STAFF AT KING/DREW IS TRAVELERS. WE NO  
15 LONGER 200 PLUS HOSPITAL. WE BARELY 117, SO WE ARE WORSE TODAY  
16 THAN WE WERE WHEN WE STARTED. THE TRANSIENT POPULATION OF  
17 NAVIGANT IS CONSTANT. FROM THE BEGINNING, I HAVE COME HERE  
18 ALMOST EVERY WEEK SINCE THE DAY THEY WERE HIRED AND EVEN  
19 BEFORE THEY WERE HIRED. THEY WERE NOT COMPETENT TO DO THE JOB  
20 AND, CONTRARY TO WHAT MR. YAROSLAVSKY SAYS, NAVIGANT WAS NOT  
21 COMPETENT TO DO THE JOB. THEY HAVE NEVER, NEVER, AT ANY TIME  
22 BEFORE, DID CLINICAL TURNAROUND. THEY DID, YEAH, 200 FINANCIAL  
23 TURNAROUNDS BUT THEY NEVER AND THEY TOTALLY MISREPRESENTED  
24 THEIR CREDENTIALS. AND EVEN WHEN I BROUGHT IT TO YOUR  
25 ATTENTION, NOBODY LOOKED. IT'S OBVIOUS. I CAN SAY I TOLD YOU



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1 SO BECAUSE IT'S OBVIOUS THEY DID NOT HAVE THE EXPERTISE. AND I  
2 CANNOT BELIEVE I AM HEARING WE'RE GOING TO EXTEND THE  
3 CONTRACT. IT'S APPALLING. THIS IS THE PEOPLE'S MONEY. NOT ONLY  
4 WE ARE SPENDING MONEY, THE PEOPLE IN THAT DISTRICT ARE NOT  
5 RECEIVING THE CARE THEY ARE ENTITLED TO. AND THIS HAS TO  
6 CHANGE. IT'S BEYOND MY UNDERSTANDING THAT YOU EVEN THINK ABOUT  
7 EXTENDING THEIR CONTRACT. THEY HAVE NOT-- THEY HAVE MAYBE HAVE  
8 DONE 40% OF WHAT THEIR SCOPE OF WORK ASKED. THEY ARE  
9 CONSULTANT. A CONSULTANT WOULD DO NOT THEIR JOB. THEY HID  
10 THEIR EXPENSES. THAT'S THE WAY IT WORKS IN CONSULTANT JOBS.  
11 YOU HAVE A SCOPE OF WORK, YOU DON'T DO IT, YOU DON'T GET PAID.  
12 THEY HAVE NOT DONE THEIR SCOPE OF WORK. AND I WAS KIND OF  
13 APPALLED, YOU KNOW, APPALLED A FEW A FEW MINUTES AGO ABOUT THE  
14 LITTLE ATTEMPTS AROUND CAMBIO, COULD WE BRING THIS THING OF  
15 CAMBIO, COULD WE LOOK AT IT? YOU KNOW, MR. JANSSEN, MAYBE IF  
16 YOU DIDN'T HAVE SUCH A CLOSE TIE RELATIONSHIP WITH NAVIGANT,  
17 YOU COULD BE MORE OBJECTIVE. AND I THINK YOU SHOULD REALLY  
18 LOOK AT THAT. I THINK THAT IT HAS BEEN A YEAR SINCE NAVIGANT  
19 HAS BEEN HIRED. THEY HAVE NOT DONE THE JOB, THEY SHOULD GO.  
20 AND TRULY IF THAT NEW C.E.O. IS COMPETENT, LIKE YOU SAY SHE  
21 IS, WHICH I DOUBT BECAUSE I LOOKED AT HER CREDENTIALS BUT  
22 LET'S SAY SHE IS, SHE WOULD BE FAR BETTER WITHOUT THE  
23 CONNECTION WITH NAVIGANT IF SHE IS TRULY STRONG. SHE COULD  
24 MAKE THE CHANGES ON HER OWN. AND I THINK, YOU KNOW, WHAT'S  
25 GOING ON IS TOTALLY APPALLING. I MEAN, I JUST CANNOT BELIEVE



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1 WHAT I AM HEARING. YOU KNOW, IT'S LIKE SOMEBODY WHO COME TO  
2 FIX YOUR ROOF, YOU PAY THEM \$2,000 TO FIX YOUR ROOF. THE ROOF  
3 IS NOT FIXED, THEY'VE GOT TO DO IT AND YOU'RE NOT GOING TO  
4 GIVE THEM ONE MORE PENNY. ACTUALLY, YOU'RE GOING TO TAKE THEM  
5 TO COURT. WHEN YOU HEARD MR. TYLER MCCAULEY, WHO IS A NICE  
6 PERSON, BUT SAY THAT, OH, THEY REALLY DID NOT MEAN TO DEFRAUD.  
7 EXCUSE ME? THOSE PEOPLE ARE C.P.A.S, THEY ARE A MAJOR C.P.A.  
8 FIRM. DON'T TELL ME THEY DID NOT KNOW. IT WAS WITH INTENT AND  
9 FOR THEM TO LEAVE ON WEEKENDS ALL THE TIME, TRAVELING ALL  
10 OVER, GOING EVERYWHERE, THAT'S NOT THE WAY YOU DO AN EMERGENCY  
11 CONTRACT. WHEN YOU HAVE A HOSPITAL IN DESPERATE NEED AND IN A  
12 CRISIS, YOU DON'T GO HOME EVERY WEEKEND AND THEY DID NOT GO  
13 HOME EVERY WEEKEND. SOMETIMES THEY LEFT ON THURSDAY, DIDN'T  
14 COME BACK UNTIL MONDAY AFTERNOON, ON MANY, MANY, MANY  
15 OCCASIONS. IT IS APPALLING THAT YOU INTEND TO SPEND MORE  
16 MONDAY FROM THE COUNTY TO PAY SOMEBODY WHO HAS NOT PERFORMED.  
17 AND I DON'T CARE, ANY WAY YOU LOOK AT IT, I THINK THE MONEY,  
18 THEY SHOULD RETURN AND I THINK THE EXPENSE, I THINK THEY  
19 SHOULD BE NOT ALLOWED TO DO ANY MORE AND I THINK, YOU KNOW,  
20 LIKE I SAID BEFORE, I THINK THE TIME HAS COME FOR  
21 REDISTRICTING. FOR THE RECORD. THE OPINION PIECE IN THE  
22 PASADENA STAR NEWS.

23

24 **SUP. MOLINA, CHAIR:** THANK YOU, DR. CLAVREUL. ALL RIGHT. THAT  
25 IS A RECEIVE AND FILE REPORT AS WELL. I THINK THE FINAL ITEM



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1 IS OUR PUBLIC COMMENT. IF WE COULD ASK ELI FLORES, ALEXANDER  
2 AFTANDILIONS, I HOPE THAT'S CORRECT, I APOLOGIZE, AND MARY  
3 PERKINS. MR. FLORES?

4

5 **ELI FLORES:** YES. MY NAME IS ELI FLORES WITH THE LOS ANGELES  
6 YOUTH JUSTICE COALITION. FIRST OFF, THE Y.J.C. WOULD  
7 PERSONALLY LIKE TO THANK MR. ZEV YAROSLAVSKY FOR THE AWARD  
8 THAT WAS GIVEN TO US BY HIS OFFICE AT THE HUMAN RELATIONS  
9 COMMISSION CEREMONY. THANK YOU, SIR. THE YOUTH JUSTICE  
10 COALITION IS A YOUTH LED MOVEMENT TO CHALLENGE RACE AND CLASS  
11 INEQUALITIES WITH THE LOS ANGELES COUNTY JUVENILE AND JUSTICE  
12 SYSTEM. THE CALIFORNIA YOUTH AUTHORITY NOW CALL IT DIVISION OF  
13 JUVENILE JUSTICE IS AN INSTITUTION THAT HAS FAILED TO MEET  
14 CALIFORNIA LAW WHEN IT COMES TO EDUCATING AND REHABILITATING  
15 THE YOUNG PEOPLE WHO ARE SENT THERE. CALIFORNIA YOUTH  
16 AUTHORITY IS NOT JUST A STATE ISSUE, IT'S A NEIGHBORHOOD, CITY  
17 AND COUNTY PROBLEM THAT AFFECTS LOS ANGELES AS A WHOLE. TO BE  
18 SENT THERE AFTER A YOUNG PERSON HAS BEEN ARRESTED AND DETAINED  
19 WITHIN THE LOS ANGELES COUNTY JUVENILE HALL, A LOS ANGELES  
20 COUNTY PROBATION OFFICER WILL ASSESS THE YOUTH FOR PLACEMENT  
21 OR PUNISHMENT OR RECOMMEND IT. A LOS ANGELES COUNTY DISTRICT  
22 ATTORNEY WILL SET THE PUNISHMENT AND THE LOS ANGELES COUNTY  
23 JUDGE WILL APPROVE THE PUNISHMENT AND PLACEMENT. LAST BUT NOT  
24 LEAST, THE YOUTH IS A RESIDENT OF LOS ANGELES COUNTY AND THE  
25 CRIME THAT THE YOUTH IS BEING PUNISHED FOR WAS DONE IN LOS



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1 ANGELES COUNTY. 76% OF THE YOUTH INCARCERATED IN C.Y.A. ARE  
2 BLACK OR BROWN. L.A. HAS 600 YOUNG PEOPLE IN C.Y.A., THE MOST  
3 OF ANY COUNTY, BUT WHEN IT COMES TO ALTERNATIVES TO C.Y.A. OR  
4 STOPPING THE USE OF IT, L.A. FALLS FAR BEHIND OTHER COUNTIES,  
5 LIKE SAN FRANCISCO, SAN MATEO AND SANTA CLARA. THEIR BOARD OF  
6 SUPERVISORS HAVE DECIDED TO FULLY OR PARTIALLY STOP THE USES  
7 OF C.Y.A. WE ASK YOU AGAIN TO SELECT A BOARD MEMBER AMONGST  
8 YOU FIVE CO-CHAIR TO CO-CHAIR THE YOUTH JUSTICE COALITION TASK  
9 FORCE TO ADDRESS L.A. COUNTY OVERUSE OF INCARCERATION FOR  
10 YOUTH AND CREATE A PLAN FOR ALTERNATIVES TO INCARCERATION FOR  
11 L.A. COUNTY. WE FURTHER REQUEST THAT YOU WRITE A SOLUTION  
12 ARGUING JUDGES AND D.A.S TO SEIZE L.A. YOUTH OF C.Y.A. TAKE  
13 THE TIME TO THINK ABOUT WHAT THE YOUTH JUSTICE COALITION HAS  
14 BROUGHT TO YOUR ATTENTION AND ACT TO SAVE THE FUTURE OF THIS  
15 CITY AS WELL AS THIS NATION. THANK YOU.

16

17 **SUP. MOLINA, CHAIR:** ALEXANDER, DO YOU WANT TO HELP ME WITH  
18 YOUR LAST NAME?

19

20 **ALEXANDER AFTANDILIONS:** AFTANDILIONS. HELLO. MY NAME IS ALEX  
21 AFTANDILIONS. I RECENTLY GRADUATED FROM U.S.C. I'M CURRENTLY  
22 VOLUNTEERING MY TIME WITH AMNESTY INTERNATIONAL IN LOS  
23 ANGELES. I'M HERE TO TALK TO YOU ABOUT THE DEATH PENALTY, WHAT  
24 I THINK ABOUT IT AND THE PROBLEMS THAT I SEE IN THE WAY OTHERS  
25 FAIL TO THINK ABOUT IT. THREE MEN ARE GOING TO BE PUT TO DEATH



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1 BY NEXT FEBRUARY. I'M NOT TALKING ABOUT LAWLESS STREET  
2 KILLINGS. THE KILLINGS I'M TALKING ABOUT ARE FAR MORE SHOCKING  
3 TO ME. THEY ARE LAWFUL KILLINGS. THIS IS A STRANGE THOUGHT TO  
4 ME WHEN I CONSIDER THAT THE STATE EXECUTIONS ARE ACTUALLY NOT  
5 NECESSARY AT ALL. WE DO NOT LIVE IN A KILL OR BE KILLED  
6 SOCIETY. PEOPLE ARE GOING ABOUT THEIR LIVES EVERY DAY, WORKING  
7 SHOPPING, BEING WITH THEIR FAMILIES, CELEBRATING BIRTHDAYS AND  
8 YET PRISONERS WILL BE EXECUTED AS IF THEIR VERY EXISTENCE IS A  
9 THREAT TO THE WAY WE WANT TO LIVE OUR LIVES. THERE IS NO  
10 THREAT. THERE CAN BE NO THREAT FROM SOMEONE WHO IS BEHIND  
11 BARS. SOME OF YOU MIGHT SAY THAT THIS IS NOT THE ISSUE THAT  
12 MATTERS. YOU MIGHT SAY THAT THE MEN SCHEDULED TO DIE IN THE  
13 COMING MONTHS DO NOT DESERVE TO LIVE SINCE THEY COMMITTED SUCH  
14 GRAVE CRIMES. BUT DOES THIS MEAN THAT WE SHOULD TAKE THEIR  
15 LIVES? I DON'T THINK THAT IT DOES. I WOULD BE IMMEASURABLY  
16 PROUD OF THE PEOPLE AND LEADERS OF MY STATE IF WE ALL SAID TO  
17 A CONVICTED MURDERER, "MAYBE YOU NO LONGER DESERVE TO LIVE BUT  
18 WE DON'T WANT TO TAKE YOUR LIFE. MAYBE YOU COMMITTED A SIN  
19 THAT WAS SO GREAT AND REVOLTING THAT WE FEAR YOU AND DETEST  
20 WHAT YOU HAVE DONE BUT WE WILL LET YOU LIVE." THIS WOULD MAKE  
21 ME FEEL STRONG. BUT I DON'T HEAR THIS FROM THE LEADERS IN MY  
22 STATE. WHAT I HEAR IS, "WE THINK YOU NO LONGER DESERVE TO LIVE  
23 AND THEREFORE WE MUST KILL YOU." I FEEL STRANGE ABOUT THIS  
24 LEADERSHIP. I AM DISTURBED BY THE LEADERSHIP OF MY STATE. TELL  
25 ME, WHY IS IT WE MUST KILL? WHO TOLD US THAT WE MUST DO



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1 SOMETHING THAT WE HAVE THE ABILITY OR RIGHT TO DO? WHY DO WE  
2 EMBRACE OUR SUPPOSED RIGHT TO KILL WHEN WE REALLY DON'T NEED  
3 TO? ANYONE CAN TELL ME THAT SOMEONE NO LONGER HAS A RIGHT OF  
4 LIFE BECAUSE HE MURDERED SOMEONE. THIS IS AN OPINION AND ONLY  
5 GOD CAN KNOW WHO HAS THE RIGHT TO LIFE BUT WHAT WILL THAT  
6 PERSON TELL ME IF I ACKNOWLEDGE THIS RIGHT, IF I SAY, "OKAY,  
7 YOU HAVE A POINT, THIS MURDERER DOES NOT DESERVE TO LIVE." FOR  
8 THE SAKE OF MOVING ON, IF THIS IS WHAT YOU BELIEVE, I WILL  
9 TELL YOU THAT YOU HAVE A POINT. I WILL TELL YOU THAT YOU MAYBE  
10 YOU ARE RIGHT. FOR THE SAKE OF MOVING ON, I WILL TELL YOU THAT  
11 MAYBE THIS PERSON WE HAVE CONVICTED DOES NOT DESERVE TO LIVE  
12 AND I WILL TELL YOU THAT MAYBE WE, WITH THE AUTHORITY OF THE  
13 STATE, HAVE THE RIGHT TO EXECUTE THIS PERSON. BUT I WILL STILL  
14 ASK, WHY ARE WE SO EAGER TO TAKE OUR RIGHT AND KILL SOMEONE  
15 WITH IT? I'M NOT HERE TO TELL YOU TO TOLERATE MURDER. I HATE  
16 MURDER. EVERYONE IN THIS ROOM HATES MURDER. THAT'S NOT THE  
17 ISSUE THAT WE'RE DISCUSSING. WE NEED TO MOVE BEYOND THAT AND  
18 TALK ABOUT WHAT MATTERS. WE KNOW THAT THE DEATH PENALTY DOES  
19 NOT DETER CRIME. IT DEVASTATES FAMILIES, IT'S RACE AND CLASS  
20 BIAS, FALSE TESTIMONIES AND BAD EVIDENCE HAVE CONVICTED PEOPLE  
21 AND SENT THEM TO DEATH ROW. WE HAVE DISCOVERED SOME OF THESE  
22 PEOPLE AND RELEASED THEM. THESE ARE FACTS. YOU ARE AWARE OF  
23 THEM. SO LET ME ASK YOU THEN, WHAT GOOD DOES THE DEATH PENALTY  
24 DO? IF YOU FEEL THAT OUR OUR STATE HAS A RIGHT TO EXECUTE A  
25 KILLER, FINE, BUT WHY ARE SOME OF YOU SO EAGER TO EXECUTE THAT



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1 RIGHT? WHY ARE SOME OF YOU NOT CONCERNED THAT PEOPLE HAVE BEEN  
2 EXECUTED FOR CRIMES THEY DID NOT COMMIT? IS IT BECAUSE YOU  
3 THINK OUR CRIMINAL SYSTEM IS STILL PRETTY GOOD? IS IT BECAUSE  
4 YOU THINK IT'S VERY GOOD? IS VERY GOOD, GOOD ENOUGH? LET'S SAY  
5 THAT THEY GIVE UP THEIR RIGHT TO LIFE OR CLAIM IT AS OUR RIGHT  
6 TO EXECUTE CONVICTED KILLERS BUT WE STILL DON'T HAVE TO DO IT.  
7 IT'S RECKLESS AND MAKES US UGLY. STAN WILLIAMS, CLARENCE ALLEN  
8 AND MICHAEL MORALES ARE SCHEDULED TO DIE BY THE END OF NEXT  
9 WINTER. THEY NEED YOUR HELP. PLEASE SIGN THE MORATORIUM  
10 RESOLUTION.

11

12 **SUP. MOLINA, CHAIR:** THANK YOU. MISS PERKINS?

13

14 **MARY PERKINS:** HI. GOOD AFTERNOON. MY NAME IS MARY PERKINS AND  
15 I AM A CALIFORNIA NATIVE AND A RESIDENT OF MANHATTAN BEACH,  
16 WHICH I BELIEVE IS YOUR DISTRICT? NO? I APOLOGIZE. I JUST CAME  
17 BACK FROM THREE YEARS IN JAPAN SO I'M A LITTLE BIT CONFUSED.  
18 I'M HERE TODAY TO SPEAK TO YOU ABOUT THE DEATH PENALTY IN  
19 CALIFORNIA. AND I'D LIKE TO READ A SHORT STATEMENT TAKEN FROM  
20 AMNESTY INTERNATIONAL'S WEBSITE WHICH REFLECTS MY VIEW OF THE  
21 DEATH PENALTY MUCH MORE ELOQUENTLY THAN I BELIEVE I WOULD  
22 MYSELF, SO LET ME READ REALLY QUICKLY. "AN EXECUTION CANNOT BE  
23 USED TO CONDEMN KILLING. SUCH AN ACT BY THE STATE IS THE  
24 MIRROR IMAGE OF THE CRIMINAL'S WILLINGNESS TO USE PHYSICAL  
25 VIOLENCE AGAINST A VICTIM. ADDITIONALLY, ALL CRIMINAL JUSTICE



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1 SYSTEMS ARE VULNERABLE TO DISCRIMINATION AND ERROR. NO SYSTEM  
2 IS OR COULD CONCEIVABLY BE CAPABLE OF DECIDING FAIRLY,  
3 CONSISTENTLY AND CORRECTLY WHO SHOULD LIVE AND WHO SHOULD DIE.  
4 EXPEDIENCY, DISCRETIONARY DECISIONS AND PREVAILING PUBLIC  
5 OPINION MAY INFLUENCE THE PROCEEDINGS FROM THE INITIAL ARREST  
6 TO THE LAST-MINUTE DECISION ON CLEMENCY. CALIFORNIA IS NOT  
7 IMMUNE FROM THESE INJUSTICES. CENTRAL TO HUMAN RIGHTS IS THAT  
8 THEY ARE INALIENABLE. THEY ARE ACCORDED EQUALLY TO EVERY  
9 INDIVIDUAL, REGARDLESS OF STATUS, ETHNICITY, RELIGION OR  
10 ORIGIN. THEY MAY NOT BE TAKEN AWAY FROM ANYONE REGARDLESS OF  
11 THE CRIMES A PERSON HAS COMMITTED. HUMAN RIGHTS APPLY TO THE  
12 WORST OF US, AS WELL AS THE BEST OF US, WHICH IS WHY THEY ARE  
13 THERE TO PROTECT US ALL. THEY SAVE US FROM OURSELVES. IN  
14 ADDITION, EXPERIENCE DEMONSTRATES THAT, WHENEVER THE DEATH  
15 PENALTY IS USED, SOME PEOPLE WILL BE KILLED WHILE OTHERS, WHO  
16 HAVE COMMITTED SIMILAR OR EVEN WORSE CRIMES, MAY BE SPARED.  
17 THE PRISONERS ARE EXECUTED NOT NECESSARILY ONLY THOSE WHO  
18 COMMITTED THE WORST CRIMES BUT ALSO THOSE WHO WERE TOO POOR TO  
19 HIRE SKILLED LAWYERS TO DEFEND THEM OR THOSE WHO FACED HARSHER  
20 PROSECUTORS OR JUDGES." NOW MAY I ASK YOU, IS IT FAIR TO KILL  
21 SOMEONE BECAUSE HIS LAWYER DID A BAD JOB? IN CONCLUSION, IT IS  
22 FOR THESE REASONS THAT I URGE YOU TO SUPPORT A MORATORIUM ON  
23 EXECUTIONS IN CALIFORNIA. I BELIEVE THAT WE CAN ALL AGREE,  
24 REGARDLESS OF OUR PERSONAL VIEWS, ON THE DEATH PENALTY; THAT  
25 THE CURRENT SYSTEM IS CLEARLY FLAWED. THANK YOU FOR YOUR TIME.



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1

2 **SUP. MOLINA, CHAIR:** THANK YOU, MISS PERKINS. ALL RIGHT. THAT  
3 CONCLUDES OUR PUBLIC COMMENT, SO IF THERE ARE NO OTHER ITEMS  
4 TO COME BEFORE US, WE'LL GO INTO CLOSED SESSION. VIOLET?

5

6 **CLERK VARONA-LUKENS:** IN ACCORDANCE WITH BROWN ACT  
7 REQUIREMENTS, NOTICE IS HEREBY GIVEN THAT THE BOARD OF  
8 SUPERVISORS WILL CONVENE IN CLOSED SESSION TO DISCUSS ITEM CS-  
9 1, CONSIDERATION OF THE REPORT OF THE HOSPITAL QUALITY  
10 ASSURANCE COMMITTEE, ITEM CS-2, CONSIDERATION OF CANDIDATES  
11 FOR APPOINTMENT TO THE POSITION OF DIRECTOR OF COMMUNITY AND  
12 SENIOR SERVICES AND CONFER WITH LABOR NEGOTIATOR, MICHAEL J.  
13 HENRY, DIRECTOR OF PERSONNEL; AND ITEM CS-3, CONFERENCE WITH  
14 LABOR NEGOTIATOR, DAVID E. JANSSEN, CHIEF ADMINISTRATIVE  
15 OFFICER AND DESIGNATED STAFF, AS INDICATED ON THE POST AGENDA  
16 AND SUPPLEMENTAL AGENDA. THANK YOU.

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1       **REPORT OF ACTION TAKEN IN CLOSED SESSION ON OCTOBER 18, 2005**

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4       The Board of Supervisors met today in Closed Session. The  
5       following is being reported:

6

7       CS-1 Consideration of Report of Hospital Quality Assurance  
8       Committee, pursuant to Section 1461 of the Health and Safety  
9       Code (Subdivision (h) of Government Code Section 54954.5)

10

11      Action Taken: There is no reportable action.

12

13      CS-2. PUBLIC EMPLOYMENT (Government Code Section 54957)  
14      Consider candidates for the position of Director of Community  
15      and Senior Services. CONFERENCE WITH LABOR NEGOTIATORS  
16      (Government Code Section 54957.6)

17

18      Agency Representative: Michael J. Henry, Director of  
19      Personnel; Unrepresented Employee: Candidates for position of  
20      Director of Community and Senior Services.

21

22      Action Taken: There is no reportable action.

23

24      CS-3. CONFERENCE WITH LABOR NEGOTIATORS (Government Code  
25      Section 54957.6) Agency designated representatives: David E.



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1 Janssen, Chief Administrative Officer, and designated staff.  
2 Employee Organization(s) for represented employees: The  
3 Coalition of County Unions, AFL-CIO; Local 660, SEIU, AFL-CIO;  
4 Union of American Physicians and Dentists; Guild For  
5 Professional Pharmacists; Peace Officers Council of  
6 California; Association of Public Defender Investigators; and  
7 Los Angeles County Association of Environmental Health  
8 Specialists; and Unrepresented employees (all).

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10 Action Taken: There is no reportable action.

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1 REPORTER'S CERTIFICATE

2

3 I, JENNIFER A. HINES, Certified Shorthand Reporter  
4 Number 6029/RPR/CRR qualified in and for the State of  
5 California, do hereby certify:

6 That the transcripts of proceedings recorded by the  
7 Los Angeles County Board of Supervisors October 18, 2005  
8 were thereafter transcribed into typewriting under my  
9 direction and supervision;

10 That the transcript of recorded proceedings as  
11 archived in the office of the reporter and which  
12 have been provided to the Los Angeles County Board of  
13 Supervisors as certified by me.

14 I further certify that I am neither counsel for, nor  
15 related to any party to the said action; nor  
16 in anywise interested in the outcome thereof.

17 IN WITNESS WHEREOF, I have hereunto set my hand this  
18 21st day of October 2005, for the County records to be used  
19 only for authentication purposes of duly certified transcripts  
20 as on file of the office of the reporter.

21

22 JENNIFER A. HINES

23 CSR No. 6029/RPR/CRR

24