

**MOTION BY SUPERVISORS HILDA L. SOLIS
AND SHEILA KUEHL**

**LOS ANGELES COUNTY DEPARTMENT OF HEALTH SERVICES PHYSICIAN
RECRUITMENT PRACTICES**

The Department of Health Services (DHS) is the second largest municipal health care system in the nation. DHS includes four teaching hospitals, two trauma centers, and 19 health centers. With over 4000 physicians, DHS strives to develop its front-line medical personnel and physician workforce so that it also becomes an employer of choice.

DHS prides itself in its teaching hospitals and in having one of the largest physician training organizations in the country. DHS has medical school affiliations with Keck School of Medicine of University of Southern California and the David Geffen School of Medicine at the University of California, Los Angeles. DHS' sponsored residency programs collectively train nearly 1,500 resident physicians among over 100 programs. DHS is currently expanding its residency programs at Martin Luther King Jr. Outpatient Center and Rancho Los Amigos National Rehabilitation Center. These residency programs provide excellent training and serve as a pipeline for hiring.

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Given the diverse patient population in the County, DHS also looks to ensure that patients can see a doctor who speaks their preferred language, shares their lived experience, or cultural and socio-economic background, has overcome similar barriers to employment, and/or has ties to the same local community. A study published by RL Phillips et al in Academic Medicine (88:1934-40, 2013) demonstrated that many residents who trained in safety net settings went on to practice in these settings. To further assist, DHS also encourages physicians to apply for loan forgiveness programs, such as the National Health Service Corps Loan Repayment Program. These programs help DHS' commitment to providing culturally competent and responsive care.

Patient care across DHS is provided by County-employed, contracted, and voluntary physicians. In general, DHS seeks to hire County-employed physicians, but contracted physicians, have been used such as when it did not make sense to hire a full-time employee (e.g., certain lower volume subspecialties, temporary services required, or difficulty hiring into a particular specialty).

DHS continues its efforts to hire physicians onto County items to meet the growing and dynamic needs of the county, including:

- Efforts to streamline physician hiring, including working on alternate banding;
- Partnering with the labor unions to establish relief items for physicians;
- Working with CEO and labor unions to negotiate salaries scales informed by market forces for various specialties;
- Events and marketing strategies planned with the labor unions to improve county physician hiring especially of county-employed resident trainees.

WE, THEREFORE, MOVE that DHS, Department of Human Resources (DHR), and the labor unions, to:

- 1) Create a mechanism for querying information regarding physicians who are staffing our hospitals and the medical clinics, including total numbers, employment status, facility staff, key specialty areas, and any other pertinent information;

- 2) Develop ongoing strategies and tactics, in partnership with labor unions and others, for recruiting, hiring and maintaining full-time physicians from the residency pipeline and the contractor pool;
- 3) Work to further improve diversity and inclusion of County's physician pool, by expanding the pipeline for culturally and linguistically competent physicians, etc.; and
- 4) Report back in writing to the Board in 90 days on the framework of how the aforementioned information will be presented, and then on a semi-annual basis through Fiscal Years 2017-2018 and 2018-2019 on the status and the progress made in department's physician recruitment practices.

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