



County of Los Angeles  
**CHIEF EXECUTIVE OFFICE**

Kenneth Hahn Hall of Administration  
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WILLIAM T FUJIOKA  
Chief Executive Officer

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Fifth District

August 10, 2010

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
500 West Temple Street  
Los Angeles, California 90012

**ADOPTED**

BOARD OF SUPERVISORS  
COUNTY OF LOS ANGELES

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August 10, 2010

*Sachi A. Hamai*  
SACHI A. HAMAI  
EXECUTIVE OFFICER

Dear Supervisors:

**APPOINT THE RECOMMENDED CANDIDATES FOR THE PRIVATE, NON-PROFIT  
BOARD OF DIRECTORS  
FOR THE NEW MARTIN LUTHER KING, JR. HOSPITAL  
(SECOND DISTRICT) (3 VOTES)**

**SUBJECT**

In conjunction with the University of California, appoint the seven recommended candidates to serve on the Board of Directors of the new private, non-profit Martin Luther King, Jr. Hospital.

**IT IS RECOMMENDED THAT YOUR BOARD:**

1. In conjunction with the University of California (UC), appoint the following seven candidates to serve on the Board of Directors of the new private, non-profit Martin Luther King, Jr. Hospital (MLK Hospital):

- Manuel A. Abascal, JD
- Elaine Batchlor, MD, MPH
- Linda Griego
- Paul King
- Michael Madden
- Robert Margolis, MD
- James Yoshioka

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

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Intra-County Correspondence Sent Electronically Only**

### **PURPOSE/JUSTIFICATION OF RECOMMENDED ACTIONS**

The purpose of the noted action is for your Board, together with the UC, to appoint the seven candidates jointly recommended by this Office and UC officials to serve on the Board of Directors of the new private, non-profit MLK Hospital. The appointment of such individuals is provided for in the Coordination Agreement between the UC and the County, which was previously approved by your Board.

The Coordination Agreement calls for the UC and County to establish a seven member Board, with: two members appointed by County; two appointed by UC; and the remaining to be mutual appointments. However, the UC and County collaborated throughout the selection process and are in mutual agreement as to the full slate of candidates recommended to your Board.

After an extensive search, we are recommending to your Board the top seven candidates to serve on the Board of Directors for the new MLK Hospital. The recommended candidates are not only recognized and highly regarded within their fields, but we believe that they exemplify dedication and commitment to the overall welfare of the Los Angeles community. Biographies for each of the recommended MLK Hospital Board candidates are provided in the Attachment.

### **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

The recommended action supports Goal 4, Health and Mental Health of the County's Strategic Plan.

### **FISCAL IMPACT/FINANCING**

There is no net County cost associated with the recommended action to appoint the Board members.

### **FACTS AND PROVISIONS/LEGAL REQUIREMENTS**

On February 9, 2010, this Office submitted to your Board a report dated January 22, 2010, which outlined the implementation steps and procedures for establishing the Board of Directors. Your Board approved the implementation steps and procedures, and instructed the CEO to, among other things, work with the UC to develop standards and criteria for appointing the members, and to identify and recommend candidates to your Board for appointment to the Board of Directors which will oversee the new private, non-profit MLK Hospital.

Qualified candidates to serve on the Board of Directors for the new private, non-profit MLK Hospital must have ten or more years of demonstrated experience in health care, business, and/or law with the demonstrated ability to govern a hospital operation.

The Board of Directors identification and selection process, approved by your Board, also provided for the development of outreach strategies for identifying candidates.

Over the past several months, we worked with the UC to implement an extensive outreach effort to ensure we reached out to as many stakeholders as possible. A comprehensive list was compiled and approximately 300 letters were sent to community leaders, State and local representatives, leaders in the health care industry, hospital associations, medical schools, and health advocates. As a result of this effort, an expansive, diverse and extraordinarily qualified field of individuals was identified.

Additionally, on February 9, 2010, your Board approved the establishment of the project management team to oversee implementation of the project. The project team is in place, and upon your Board's approval of the recommended action, will work with the Board of Directors to begin taking steps which will be necessary to open the private, non-profit hospital.

### **CONTRACTING PROCESS**

Not applicable.

### **IMPACT ON CURRENT SERVICES (OR PROJECT)**

At full operation, the hospital will have 120 licensed beds with an estimated average daily census of 108. The hospital's emergency department would provide an estimated 30,000 annual patient visits and an additional 10,000 annual outpatient service visits, including follow-up care.

MLK Hospital will serve as a safety net provider treating a high volume of Medi-Cal and uninsured patients; it will coordinate with the County's existing network of specialty and primary care ambulatory clinics, and optimize public and private resources to fund care.

It is anticipated that inpatient services would commence in 2013.

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August 10, 2010  
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**CONCLUSION**

Upon approval of the recommendation, please forward an adopted copy of the Board letter to the Chief Executive Office, Health and Mental Health Services Cluster, and the Department of Health Services.

Respectfully submitted,



WILLIAM T FUJIOKA  
Chief Executive Officer

WTF:BC:SAS  
MLM:AT:gl

Attachment

c: Executive Office, Board of Supervisors  
County Counsel  
Auditor-Controller  
Health Services  
University of California

MANUEL A. ABASCAL, JD  
Partner, Litigation Department  
Latham and Watkins, LLP  
Los Angeles

#### Current Position and Background

Mr. Abascal is a partner at Latham and Watkins, with a focus on government investigations, internal investigations, and complex business litigation. These matters involve several industries, including healthcare, financial institutions, financial services, investment advisors, accounting, construction, food and agriculture, e-commerce, and technology. Before joining Latham and Watkins, Mr. Abascal was an Assistant United States Attorney in Los Angeles, where he worked in the Major Frauds section prosecuting business fraud cases. He graduated from Claremont McKenna College magna cum laude where he was Student Body President and from Yale Law School where he was Chair of Articles Committee, Yale Law Journal. Mr. Abascal was born near downtown Los Angeles.

#### Healthcare Experience

A substantial portion of Mr. Abascal's practice is focused on healthcare matters. He has successfully represented many nonprofit hospital systems and free-standing hospital in complex litigation and compliance matters. He has very often settled these matters without charges or lawsuits being filed or with dismissals.

#### Nonprofit and Community Experience

Mr. Abascal serves or has served on the following nonprofit Boards and organizations:

- Board of Directors of Public Counsel, the largest pro bono public interest law firm in the world, providing free legal services to needy people in Los Angeles.
- Board of Directors of Five Acres, a family services agency that provides residential treatment, group home care, education and other services to child abuse victims and needy families.
- Board of Directors of the Mexican American Bar Foundation, which provides scholarships to needy law students.
- Founded Buildable Hours of Los Angeles, which solicits volunteers and donations from Los Angeles law firms for Habitat for Humanity Los Angeles.
- Assisted in creating Food from the Bar Los Angeles, which raises money and food from Los Angeles law firms in support of the Los Angeles Regional Food Bank.
- Formerly, Board of Directors of the Villa Malaga Housing Corporation, which affiliated with Ability First to build and operate low income housing for families with disabled children.
- Formerly, Board of Directors of Fulfillment Fund, which provides mentoring and college scholarships to promising and underprivileged students in the Los Angeles Unified School District.

Mr. Abascal has also provided hundreds of hours of free legal work in support of various causes, including assisting victims of domestic violence, international human rights offenses, and economic fraud.

ELAINE BATCHLOR, MD, MPH  
Chief Medical Officer  
L.A. Care Health Plan  
Los Angeles, California

#### Current Position and Background

Dr. Batchlor is responsible for medical leadership of all aspects of L.A. Care Health Plan, including the assurance of quality healthcare delivery to over 800,000 members. In addition, she oversees L.A. Care's community investment program, health information technology efforts and culture and linguistic services. Before L.A. Care, Dr. Batchlor was with the California Healthcare Foundation where she led research, policy analysis and programs to improve financing and delivery of health care. She also served as Chief Medical Officer for Prudential Health Care of California's Western Region, and Medical Director of Community Health Plan, Los Angeles County Department of Health Services. Dr. Batchlor received her undergraduate degree in Biology from Harvard, her medical degree from Case Western Reserve University, and her Master's in Public Health from UCLA. She completed her internship, residency and fellowship in Internal Medicine and Rheumatology at Harbor/UCLA Medical Center.

#### Healthcare Experience

Dr. Batchlor is a licensed physician with board certification in internal medicine and rheumatology. Her health policy and administrative work includes medical directorships at insurance companies, healthcare management organizations, and foundations.

#### Non profit and Community Experience

Dr. Batchlor serves on numerous community boards. She is a board member and officer of the Integrated Healthcare Association, a statewide multi-stakeholder leadership group that promotes quality improvement, accountability and affordability of health care in California. She is a member of the board of Western Health Information Network, a nonprofit, health information services organization. She is a member of the Editorial Board of Health Affairs, the nation's most respected health policy journal, and is a board member of Crystal Stairs, a nonprofit organization that promotes child development and the Los Angeles Education Partnership, a nonprofit organization that promotes student academic achievement through collaborative community partnerships. She is an advisor to the California Healthcare Foundation Leadership Program and the USC KECK Primary Care Community Medicine Project. Dr. Batchlor also serves on the board of the Los Angeles Chamber of Commerce.

LINDA GRIEGO, BA  
President and Chief Executive Officer  
Griego Enterprises, Inc.  
Los Angeles, California

#### Current Position and Background

Ms. Griego is president and chief executive officer of Griego Enterprises, Inc., a business management company that she founded in 1986. Until this year, Ms. Griego was the Managing General Partner of Engine Co. No. 28, a well-known restaurant in Los Angeles that she founded in 1989. She has served in several notable positions: Interim President and CEO of the Los Angeles Community Development Bank, Los Angeles Director of the Federal Reserve Bank of San Francisco, President and CEO of Rebuild LA, and Deputy Mayor of Los Angeles. She currently serves on the boards of three publicly traded companies: CBS Corporation, AECOM Technology Corporation and Southwest Water Company. She previously served on the boards of City National Bank, Granite Construction and Blockbuster, Inc. Ms. Griego has a BA in history from UCLA, served as a Senior Fellow of the UCLA School of Public Policy; and was a recipient of the UCLA Medal in 2008.

#### Healthcare Experience

For twelve years, Ms. Griego served as a trustee of the Robert Wood Johnson Foundation, the United States' largest philanthropy devoted exclusively to health and health care, with \$8.5 billion in assets. The foundation's mission is to improve the health of all Americans. She also served on the board of directors of Cedars-Sinai Medical Center in Los Angeles for four years. Ms. Griego currently serves on the advisory board of the UCLA Women's Health Center and was a member of the RAND Compare Committee on Health.

#### Non-profit and Community Experience

Ms. Griego currently serves as a trustee of the David and Lucile Packard Foundation and serves on the board of the Los Angeles Community Development Technologies Center. She serves on the Hispanic advisory board of City National Bank; on the advisory board of the UCLA Chicano Studies Research Center. She has served on several non-profit boards including the YMCA of Metropolitan Los Angeles, the Public Policy Institute of California, MALDEF, the California Community Foundation, the Alliance for a Better Community, California Community Colleges Board of Governors; and the Tomas Rivera Policy Institute.

PAUL KING, MHA  
President and Chief Executive Officer  
Children's Hospital of Los Angeles Medical Group  
Los Angeles, California

#### Current Position and Background

Mr. King leads the Children's Medical Group, a 400-physician pediatric multi-specialty group which is affiliated with the University of Southern California Medical School and serves as the faculty practice plan. In addition, Mr. King manages a physician management services organization. Before becoming CEO of the medical group, he was responsible for outpatient services, centers of excellence, radiology, pathology, anesthesia, quality systems, regulatory affairs, and facilities operations for the Children's Hospital, which has 12,000 annual admissions and 300,000 outpatient visits. Before CHLA, Mr. King was Executive Director of Kerlan-Jobe Medical Group, COO of Samaritan Physicians' Center in Phoenix, and was a manager at Mayo Clinic.

#### Healthcare Experience

In addition to his extensive management experience with Children's Hospital of Los Angeles and Mayo Clinic, his medical group management experience with Children's Medical Group, Kerlan-Jobe Medical Group, and Samaritan Physicians' Center brings valuable insight on the relationship between hospitals and physicians. Also, Mr. King has been a Trustee on the board of Anaheim Memorial Hospital.

#### Community Experience

Mr. King serves on the boards of Ronald McDonald House, Los Angeles Free Clinic, and the California Partnership for Children. He has served as President of the California Medical Group Management Association.



MICHAEL MADDEN, MA  
Chief Executive Officer, Retired  
Providence Healthcare of Southern California  
Burbank, California

### Background

Mr. Madden was the chief executive for a hospital organization employing approximately 7,500 people, and including four hospitals and several skilled nursing and ambulatory facilities. Before coming to Providence, he was with Sisters of Mercy Health Corporation in Michigan, as executive vice-president of the Central Michigan Region. He was Chairman of the Board of the California Healthcare Association, the Alliance of Catholic Health Care Systems, and the Hospital Association of Southern California. He received an MA in Hospital and Health Administration from University of Minnesota. In 1985, he attended the Advanced Management Program at Harvard Business School.

### Healthcare Experience

Mr. Madden has over 40 years of leadership experience in complex nonprofit healthcare systems, with extensive experience in hospital operations. Providence is one of the region's largest health care systems that includes Providence Saint Joseph Medical Center, Burbank; Providence Holy Cross Medical Center, Mission Hills; Little Company of Mary Hospital-Torrance; Little Company of Mary Hospital-San Pedro; and Tarzana Medical Center.

### Non profit and Community Experience

In addition to being past chairman of California Healthcare Association, Alliance of Catholic Health Care Systems, and Hospital Association of Southern California, Mr. Madden was the chairman of the board of Sycamores, a program for disturbed boys. He has also been a long-time board member of the Regents of Providence High School. He is currently a member of the board of the American Hospital Association.

ROBERT MARGOLIS, MD  
Managing Partner and Chief Executive Officer  
HealthCare Partners  
Torrance, California

#### Current Position and Background

Dr. Margolis has been the managing partner and CEO of HealthCare Partners since the formation of the company in 1992 and CEO of its predecessor medical group. HealthCare Partners is a multispecialty medical group and IPA with over 2500 affiliated physicians in Los Angeles and Orange Counties.

HealthCare Partners also includes a nonprofit research foundation, and The Camden Group, national healthcare consulting company. Dr. Margolis attended Duke Medical School. He is board certified in Internal Medicine and Medical Oncology and served a fellowship at the National Cancer Institute.

#### Healthcare Experience

In addition to his medical training and experience and leadership of Healthcare Partners, Dr. Margolis has served as the Chairman of the Board of the National Committee for Quality Assurance, Chairman of the Board of California Medical Center, and a board member of Catholic Healthcare West, Southern California, serving on the Strategic Planning Committee.

#### Non profit and Community Experience

He has served as Chairman of the American Medical Group Association, on the board of the California Association of Physician Organizations and is two-time past Chairman of the Board of the Unified Medical Group Association. He serves on the Executive Management School Advisory Committee, School of Public Health, UCLA.

JAMES YOSHIOKA, BS  
President and Chief Executive Officer, Retired  
Citrus Valley Health Partners  
Covina, California

Current Position and Background

Mr. Yoshioka led a three-hospital system in the San Gabriel Valley of Southern California with affiliated services such as hospice and home health. Citrus Valley Health Partners includes InterCommunity Hospital, Queen of the Valley Hospital, and Foothill Presbyterian Hospital. Before Citrus Health Partners, he was the CEO of Henry Mayo Medical Center in Newhall, President of the Hospital Division of Unihealth which included eight hospitals, CEO of California Medical Center, and CEO of Children's Hospital of Los Angeles. Before becoming a hospital CEO, Jim was a Chief Financial Officer of three Los Angeles area hospitals.

Healthcare Experience

Mr. Yoshioka has an exceptional record of achievement and extensive experience in finance, operations, and leadership of hospitals. His experience has been in both independent, free-standing institutions and with multi-hospital systems and community nursing facilities.

Non profit and Community Experience

Mr. Yoshioka has served on the boards of the Foothill Foundation, the California Hospital Association, and the Hospital Association of Southern California. He served on the Advisory Committee for Martin Luther King Hospital.