



# COUNTY OF LOS ANGELES DEPARTMENT OF HUMAN RESOURCES

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**MICHAEL J. HENRY**  
DIRECTOR OF PERSONNEL

June 6, 2005

To: Each Supervisor

From: Michael J. Henry  
Director of Personnel

Subject: **STATUS REPORT – KING/DREW MEDICAL CENTER (KDMC)**

This memorandum provides additional information regarding King/Drew Medical Center and is a follow-up to my May 13, 2005 report.

## ADMINISTRATIVE REVIEWS

As summarized below, 560 requests for administrative review at KDMC have been referred to the Department of Human Resources (DHR) as of the date of this memo.

	<u>5/13/05</u>	<u>6/6/05</u>	<u>Change</u>
Open Cases	192	157	(-35)
Closed Cases	320	390	70
Transferred Cases*	<u>16</u>	<u>13</u>	<u>(-3)</u>
TOTAL	528	560	32

\*Cases transferred to Audit and Compliance, Employee Relations, Office of Security Management, or Office of Affirmative Action.

Of the 560 requests for administrative review, 296 administrative actions have resulted in discharges, suspensions, resignations, releases and other corrective actions (see Attachments). Overall, since January 2004, we have discharged or separated from County service 112 employees at KDMC of which 23 were physicians.

As previously indicated, we have assigned additional staff to the Discipline Unit for a total of 15 individuals. Furthermore, the Internal Services Department (ISD) is now processing 15 open cases with their staff. Notwithstanding these additional resources, there are 45 cases which were received throughout the calendar year 2004 which are still open. Because of the significant number of cases which have been referred to DHR, we have attempted to review the most egregious cases first and the lesser impact cases thereafter. For example, one of these cases involved an individual who was accused of sleeping while on duty and was initially a lesser impact case. However, as the case evolved, a licensure issue was discovered regarding this employee's ability to perform his duties and this involved a more serious hazard issue. Therefore, this case escalated in importance and, in fact, the individual was placed off work without pay in November 2004. We have scheduled a Skelly meeting for June 8, 2005.

## RECRUITMENTS

Our efforts to recruit the top executive positions at KDMC are beginning to show results. While it is still early in the process, the following reflects our status:

<u>Positions</u>	<u>Received Applications*</u>
Chief Executive Officer	4
Chief Operations Officer	4
Chief Nursing Officer	5

\*These numbers reflect any withdrawals subsequent to initial filing. These recruitments are "open continuous" and, therefore, will remain open until the position is filled. The applications received above meet our advertised minimum requirements.

The Chief Executive Officer is an Unclassified position and on June 3<sup>rd</sup>, the search firm presented the 4 candidates, to date, who meet the Minimum Requirements to a screening panel. DHR is now setting up assessment interviews with those 4 candidates and the screening panel. If one or more of these applicants is determined to be highly qualified by the screening panel they will be interviewed by various members of the KDMC Hospital Advisory Board and Dr. Garthwaite. Until a selection is made, the executive search firm will continue looking for additional candidates.

In addition, 1) we have examined the initial candidates for the Classified position of Chief Nursing Officer and promulgated an initial Eligible Register and 2) DHR is developing an exam process for the Classified position of Chief Operating Officer. Until candidates are appointed for these positions, the search firms will continue actively soliciting additional candidates.

We are also conducting in excess of 40 additional exams for KDMC to recruit a variety of medical and non-medical staff. These include positions for Clinical Nursing Director,

Facilities Operations Manager, Director of Quality Management, Nurse Manager for Perioperative, Psychiatric Technician I and II and various Registered Nurse positions. As of the date of this memo, 20 candidates for the Clinical Nursing Director positions have been placed on the Eligible Registers and 7 Psychiatric Technicians have been hired, of which 2 have subsequently left service. In addition, 19 Registered Nurses have been hired between April 4<sup>th</sup> and June 2<sup>nd</sup> for the various staff nurse positions.

### PERFORMANCE EVALUATIONS

KDMC's performance evaluation completion rate is currently 81%. This is significantly higher than the 43% completion rate for the last period reported by the Department of Health Services (DHS) and the subsequent 54% reported by Navigant in their February 2005 report. DHS is currently working on a system to automatically generate delinquency notices to managers notifying them when Performance Evaluations are delinquent.

If you or your staff have any questions, please contact me.

MJH:REB  
JEL:kc

### Attachments

c: Chief Administrative Officer  
County Counsel  
Director, Department of Health Services  
Director, Internal Services Department  
Navigant

**KDMC HUMAN RESOURCES/PERFORMANCE MANAGEMENT  
ADMINISTRATIVE ACTIONS STATUS REPORT - TABLE**

Period: 01/26/04 - 06/06/05

Dated: 6/6/2005

Closed Cases -	390
Open Cases -	157
Referred Cases -	13
<b>Grand Total =</b>	<b>560</b>

TYPE OF ADMINISTRATIVE ACTION	Medical Staff <sup>1</sup>	Ancillary <sup>2</sup> Medical Staff	Nursing Staff <sup>3</sup>	Pharmacy Staff	All Other Staff	TOTALS
<u>Formal discipline:</u>						
Discharges	6	0	15	0	7	28
Discharges of Probationers	0	2	4	0	3	9
Suspensions (6 - 30 Days)	0	4	15	1	6	26
Suspensions (1 - 5 Days)	4	5	18	1	7	35
Reprimands	1	0	16	1	8	26
Warnings	0	0	2	3	3	8
<b>Resignations in Lieu of Administrative Action</b>	13	6	12	6	5	42
<b>Release of Temporary Employee</b>	8	0	21	0	4	33
<b>Medical Release</b>	0	0	0	0	1	1
<b>Subtotal</b>	<b>32</b>	<b>17</b>	<b>103</b>	<b>12</b>	<b>44</b>	<b>208</b>

TYPE OF ADMINISTRATIVE ACTION	Medical Staff <sup>1</sup>	Ancillary <sup>2</sup> Medical Staff	Nursing Staff <sup>3</sup>	Pharmacy Staff	All Other Staff	TOTALS
<b>Non-Disciplinary<sup>4</sup> Corrective Actions</b>	13	3	15	40	17	88
<b>Total Actions Taken</b>	<b>45</b>	<b>20</b>	<b>118</b>	<b>52</b>	<b>61</b>	<b>296</b>

<sup>1</sup> Includes: Physician series; Physician's Assistant; and Nurse Practitioners

<sup>2</sup> Includes: Surgical Technicians; Medical Technologists; etc.

<sup>3</sup> Includes: Nurse series; Licensed Vocational Nurse; Nursing Attendant

<sup>4</sup> Includes: Counseling; Effective Notices to Correct Performance; Reassignments; etc.

**KDMC HUMAN RESOURCES / PERFORMANCE MANAGEMENT  
ADMINISTRATIVE ACTIONS STATUS REPORT – MEDICAL STAFF  
Period: 01/26/04 – 06/06/05**

Dated: June 6, 2005

TYPE OF ADMINISTRATIVE ACTION	Physician	Physician's Assistant	Nurse Practitioner	TOTALS
<u>Formal Discipline:</u>				
Discharges	4	2	0	6
Discharges of Probationers	0	0	0	0
Suspension (6 - 30 Days)	0	0	0	0
Suspension (1 - 5 Days)	3	1	0	4
Reprimands	1	0	0	1
Warnings	0	0	0	0
<b>Resignations in Lieu of Administrative Action</b>	11	1	1	13
<b>Release of Temporary Employee</b>	8	0	0	8
<b>Medical Release</b>	0	0	0	0
<b>Subtotal</b>	27	4	1	32

TYPE OF ADMINISTRATIVE ACTION	Physician	Physician's Assistant	Nurse Practitioner	TOTALS
<b>Non-Disciplinary Corrective Actions</b>	11	1	1	13
<b>Total of Action Taken</b>	38	5	2	45