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"The mission of the Los Angeles County Health Agency is to improve health and wellness across Los Angeles County through effective, integrated, comprehensive, culturally appropriate services, programs, and policies that promote healthy people living in healthy communities."



May 29, 2018

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

Dear Supervisors:

**DELEGATIONS OF AUTHORITY FOR A
MEDICAL SCHOOL AFFILIATION AGREEMENT
BETWEEN THE COUNTY OF LOS ANGELES AND
CHARLES R. DREW UNIVERSITY OF MEDICINE AND SCIENCE
AND RELATED ACTIONS
(2ND and 4TH DISTRICTS) (3 VOTES)**

SUBJECT

Request for delegated authority to allow the Interim Director of the Health Agency, or his designee(s), to enter into a new Medical School Affiliation Agreement with Charles R. Drew University of Medicine and Science for the management, administration, and coordination of resident physicians at County-operated facilities and County contracted facilities, and for the Interim Director of the Los Angeles County Health Agency or his designee, to take other related actions described herein.

IT IS RECOMMENDED THAT THE BOARD:

1. Delegate authority to the Interim Director of the Health Agency (Director), or his designee, to execute a Medical School Affiliation Agreement (MSAA) with Charles R. Drew University of Medicine and Science (CDU) effective upon execution through June 30, 2023, with provisions for the Agreement to automatically renew thereafter, unless one party gives notice of non-renewal to the other party 90-days before the end of a fiscal year, in which case the agreement will expire as of June 30th of the fourth Fiscal Year (FY) following such non-renewal notice. Under the MSAA, the County and CDU shall establish and maintain resident physician training programs in family medicine and

ADOPTED

BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

25 May 29, 2018

CELIA ZAVALA
ACTING EXECUTIVE OFFICER

psychiatry at Harbor-UCLA Medical Center (H-UCLA MC), Martin Luther King, Jr. Outpatient Center (MLK OC), Rancho Los Amigos National Rehabilitation Center (RLANRC), Augustus F. Hawkins Mental Health Center, Compton Mental Health Center and West Central Mental Health Center; and one or more non-County facilities of St. Francis Medical Center (St. Francis) and Kedren Mental Health Center (Kedren), with an estimated total cost \$14.620M for the initial five year term.

2. Delegate authority to the Director, or his designee, to approve and execute future amendments to the MSAA, to: (a) rollover unspent MSAA funds; (b) provide for internal reallocation of funds between budgets and/or budget line items; (c) add, delete and/or change non-substantive terms and conditions in the MSAA as required under Federal or State law or regulation, County Policy, County's Board, and/or Chief Executive Officer (CEO); (d) add or delete facilities to the Agreement; and/or (e) revise Agreement language to improve or update operations.
3. Delegate authority to the Director, or his designee, to execute future amendments to the MSAA, subject to prior review and approval by County Counsel, and notification to the Board and the CEO, to adjust, add and/or delete resident physician training programs and corresponding costs, and add, adjust and/or delete other education and training programs and corresponding costs, including, but not limited to, a community training program geared toward preparing students for meaningful health careers, provided that: (a) the cost for any additional program shall not exceed the current average estimated costs for Family Medicine and Psychiatric programs in the MSAA; and (b) adjustments to training programs shall not result in increased annual costs that exceed 10 percent of the estimated annual cost for such programs in the fiscal year the adjustment is required.
4. Approve interim ordinance authority, pursuant to County Code Section 6.06.020, for the Department of Health Services (DHS) to recruit and hire eight (8.0) new residents Physician, Post Graduate (#5408M) and one (1.0) Supervisor of Residents MD (#5415M), subject to allocation by the Chief Executive Officer (CEO).
5. Approve interim ordinance authority, pursuant to County Code Section 6.06.020, for the Department of Mental Health (DMH) to recruit and hire six (6.0) new residents Physician, Post Graduate (#5408M) and one (1.0) Supervisor of Residents MD (#5415M), subject to allocation by the CEO.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTIONS

Background

The County has historically used residency programs for the development of a steady and dependable physician workforce at LAC+USC Medical Center (LAC+USC MC), H-UCLA MC, and Olive View-UCLA Medical Center (OV-UCLA MC). Residency programs in County hospitals have exposed medical professionals to potential career opportunities that focus on low-income populations and community care settings, which have helped with recruitment and retention. Now more than ever, this approach has value in permitting the County to train and hire culturally and linguistically competent physicians.

Although RLANRC is a highly renowned rehabilitative center, it has faced challenges in attracting qualified physicians because it lacks a residency program that would help attract and retain full-time County physicians and rely less on contracted physicians. Many of the ambulatory facilities in the SPA 6 region of the County, including MLK OC, have encountered similar challenges in physician retention. As a result, on May 9, 2017, the Board instructed DHS to determine the feasibility of implementing a residency program at RLANRC appropriate for addressing the hospitals' physician workforce needs. In response, the Health Agency is seeking to partner with CDU to establish Family Medicine and Psychiatry Residency Programs at RLANRC and ambulatory care facilities in SPA 6, with the intent to launch both programs in July 2018.

The recruitment and retention of psychiatrists by DMH has also historically been very challenging in SPA 6. The training of residents and their exposure to future employment opportunities in this part of the County should enhance the County's ability to recruit and retain recently trained psychiatrists to serve the community residents in this area.

The Family Medicine program will begin with eight residents and is expected to enroll a total of 24 residents by Fiscal Year (FY) 2020-21, while the Psychiatry program will begin with six residents and is expected to enroll a total of 24 residents by FY 2021-22.

Pre-Medical School Affiliation Agreement Readiness Activities Agreement

In preparation for the MSAA, the County and CDU entered into Agreement No. H-706469 for the period October 25, 2017 through June 30, 2018, for Pre-Medical School Affiliation Agreement Readiness Activities (Pre-MSAA). As a part of the Pre-MSAA, the County provided CDU \$0.800M it needed to complete certain tasks and deliverables associated with start-up and planning activities in order to have the training programs in place and functioning under an MSAA with the County by July 2018.

Both the Family Medicine Residency Program and the Psychiatry Residency Program achieved formal certification by the American College of Graduate Medical Education (ACGME). Both programs interviewed and recruited potential residents and submitted Match Lists to the ACGME. On March 16, 2018, the final Match Lists became available and both the Family Medicine and Psychiatry Residency Programs finalized the first intern class to enter in July 2018.

The two Residency Programs combined received nearly 800 applicants for the incoming class. The incredible demand for residency experiences suggests the Programs will be effective in recruiting highly competent physicians who are committed to working with the County patient population.

Recommendations

Approval of the first recommendation will allow the Director, or his designee, to finalize negotiations and execute an Agreement with CDU, effective upon execution for the provision of resident physician training programs in family medicine and psychiatry at the aforementioned County and non-County facilities. As part of the residency training requirements, residents will rotate to RLANRC, H-UCLA MC, St. Francis, Augustus F.

Hawkins Mental Health Center, Compton Mental Health Center and West Central Mental Health Center, and Kedren to obtain supplemental training exposure and experience.

The Family Medicine residents will obtain their primary care and outpatient training at MLK OC and their inpatient training at RLANRC, with select rotations at H-UCLA MC, DMH sites, and non-County facilities when certain training is required but not available at MLK OC, RLANRC or other participating County facilities.

Approval of the second recommendation will facilitate the Director or his designee's ability to effectively and efficiently administer the MSAA, allowing the department to address ministerial matters that should have no significant impact on the County.

The Agency is focused on ensuring that these new Residency Programs succeed and flourish. Hence, there will be close partnership with CDU and monitoring of resident performance and CDU oversight. This will be achieved in part via quarterly Joint Planning Operations meetings between DHS, DMH, CDU, and the Agency Director or designee. Upon demonstration of program success, then consideration of future residency program development will be considered.

County staff will provide requisite clinical supervision, assign clinical duties and provide other necessary administrative oversight and support to the resident physicians in the Family Medicine and Psychiatry Programs. In addition, County staff will coordinate with CDU administration of Family Medicine and Psychiatric Programs for additional ongoing oversight and support.

Approval of the third recommendation will enhance the Health Agency's ability to address programmatic needs in an expeditious manner. For example, DMH, DPH and CDU are currently in talks regarding an initiative that seeks to increase the number of high school students in South Los Angeles that complete afterschool and summer peer health leadership training and community internships that prepare them for meaningful health careers, as well as increase the number of youth that are engaged in and leading efforts in South Los Angeles to build healthy communities. Ideally, the related strategies (e.g., expanding programming for high school students by offering a Peer Health Leadership Academy that provides students with opportunities for academic enrichment and leadership training) could commence this summer.

Approval of the fourth and fifth recommendations will provide interim ordinance authority for DHS and DMH to recruit and hire the physicians identified on Attachment A, subject to allocation by the CEO.

Implementation of Strategic Plan Goals

The recommended actions support Strategy II.2, "Support the Wellness of Our Communities", III.1 "Continually Pursue Development of Our Workforce" and III.3, "Pursue Operational Effectiveness, Fiscal Responsibility, and Accountability" of the County's Strategic Plan.

FISCAL IMPACT/FINANCING

The fiscal impact to the County for the initial five year term of the MSAA is estimated at \$14.620M.

DHS

DHS' share of the CDU MSAA for the initial five year term is \$6.421M. DHS has sufficient appropriation in its FY 2017-18 Final Budget to hire the first year residents and Supervisor of Residents, MD for the Family Medicine program.

Funding to hire additional residents, and for CDU's management, administration, and coordination of the residency programs at DHS will be requested for future years, as necessary.

DMH

DMH's share of the CDU MSAA for the initial five year term is \$8.199M. DMH has sufficient appropriation in its FY 2017-18 Final Budgets to hire the first year residents and Supervisor of Residents, MD for the Psychiatric program.

Funding to hire additional residents, and for CDU's management, administration, and coordination of the residency programs at DMH will be requested for future years, as necessary.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

The Health Agency seeks to establish Family Medicine and Psychiatry Residency Programs in partnership with CDU to attract and retain qualified physicians for RLANRC and other County medical facilities. Residents, in their respective programs, may rotate to the following:

Department of Health Services – Directly Operated Sites

RLANRC

RLANRC is located in Downey, California and is the only rehabilitation hospital in DHS. It is recognized as an international leader in clinical research and rehabilitative medicine to treat individuals with life-changing illness, injury, or disability. Ranked as one of "America's Best Hospitals" in Rehabilitation and as one of the largest rehabilitation hospitals in the United States, RLANRC cares for approximately 4,000 inpatients each year and services 71,000 outpatient visits each year.

Residents at RLANRC would receive specialized training that will focus on a low income, acute rehabilitative and acute medical/surgical population. This would allow residents to understand the benefits of providing care for this population and help with the recruitment and retention of full-time County physicians at RLANRC and build a pipeline for physicians in the County system as a whole.

MLK OC

MLK OC is a new outpatient center that opened in June 2014 and operates over 70 primary care and specialty care clinics. The facility is part of a revitalized medical campus which includes a 131-bed community hospital, psychiatric urgent care, recuperative care center, and Center for Public Health. MLK OC promotes comprehensive care through the patient-centered medical home model. Also, it provides ancillary, diagnostic, treatment services and houses an Ambulatory Surgical Center and Urgent Care.

Residents at MLK OC would receive training in the ambulatory management of primary care and specialty care conditions. The patient population is diverse and tailored to the management of complex health conditions. MLK OC has been a passionate advocate for interdisciplinary team-based care, and residents will learn how to be an innovative clinical leader. MLK OC also has a strong quality improvement program, and residents will learn how to incorporate continuous quality improvement into daily clinical activities.

H-UCLA MC

H-UCLA MC is a large, academic teaching hospital with an established medical school affiliation with the University of California at Los Angeles (UCLA). H-UCLA MC will serve as a secondary site for MLK OC Family Medicine resident rotations to the pediatric inpatient and pediatric emergency services. Further, H-UCLA MC will serve as a secondary site for Psychiatry Residency rotations for psychiatric emergency care and psychiatric inpatient consultative services.

Residents at H-UCLA MC would gain critical inpatient and emergency care experience. Residents will be introduced to issues of health equity as they contend with the social determinants such as housing and food insecurity that prevent patients from achieving wellness. They will work as part of interdisciplinary teams to manage these complex issues.

DMH – Directly Operated Sites

DMH is the largest county mental health department in the nation, and will provide clinical rotations in their directly-operated clinics – primarily in SPA 6. The sites will be Augustus F. Hawkins Mental Health Center, Compton Mental Health Center and West Central Mental Health Center. Within each of these clinics, there are a variety of outpatient treatment programs utilizing evidence-based practices to provide a comprehensive range of mental health services to a culturally and diagnostically diverse patient population. Residents will have the opportunity to rotate through the outpatient clinics to work in various programs, such as the Crisis Resolution and Full Service Partnership and to provide other clinical and field-based services.

Privately Operated Sites

St. Francis

St. Francis is a private not-for-profit hospital operating in South Los Angeles. It is one of the busiest emergency and Level II trauma centers in the area and manages more than 80,000 emergency visits per year. It is both a stroke and ST-Segment Elevation Myocardial Infarction (also known as STEMI) receiving center. This will offer the Family Medicine residents a robust experience in emergency medicine, serving a broad variety of patients that will round out the residency training agenda. St. Francis also offers a busy labor and delivery service, performing more than 5,000 deliveries annually, offering a required element of family medicine training.

Kedren

Kedren recently expanded its human services array to include primary care and substance abuse disorder treatment services to its long standing mental health care services provided to communities in South Los Angeles. The addition of its Federally Qualified Health Clinic (FQHC) has enabled members of the community to access, not only mental health care, but also physical healthcare services, including prevention services. Its mental health services include both outpatient and inpatient services for children, youth, adults and older adult populations.

Residents at Kedren would receive their inpatient psychiatric rotations on the inpatient units where they will have clinical responsibilities and be supervised by attending staff. In addition, Kedren will have outpatient clinical responsibilities in the mental health clinic. Further, these residents will receive their primary care rotations at the FQHC, where they will learn how to treat common physical health conditions under the supervision of primary care attending staff.

CONTRACTING PROCESS

Given the nature and scope of the services provided by CDU under the Agreement, as well as the Board directive, the Health Agency has determined that it is not feasible to competitively bid the Agreement.

Historically, DHS has entered into affiliation agreements with academic institutions under which DHS has assumed the responsibility for professional and employment liability that has arisen with services provided at County facilities. To better reflect the partnered and integrated working relationship, the MSAA will provide for joint responsibility of liability and legal fees and costs under certain defined circumstances, such as professional liability arising as a result of a faculty member failing to properly supervise a resident, rather than the County assuming all liability.

IMPACT ON CURRENT SERVICES (OR PROJECTS)

Approval of the recommendations will ensure Family Medicine and Psychiatry Residency Programs are developed to train competent physicians and expose these medical professionals to potential career opportunities that focus on benefiting the County's medically underserved and vulnerable populations.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Fred Leaf", with a long, sweeping horizontal stroke extending to the right.

Fred Leaf
Interim Director

FL:JA

Enclosures (1)

c: Chief Executive Office
County Counsel
Executive Office, Board of Supervisors

**CHARLES R. DREW UNIVERSITY OF MEDICINE AND SCIENCE
 MEDICAL SCHOOL AFFILIATION AGREEMENT
 POSITION REQUEST FY 2017-18**

Department	Item #	Classification	# of Positions
Department of Health Services (DHS)			
	5408M	Physician, Post Graduate	8.0
	5415M	Supervisor of Residents MD	1.0
Total DHS			9.0
Department of Mental Health (DMH)			
	5408M	Physician, Post Graduate	6.0
	5415M	Supervisor of Residents MD	1.0
Total DMH			7.0
Total DHS and DMH			16.0