

MOTION BY SUPERVISORS HOLLY J. MITCHELL
AND LINDSEY P. HORVATH

June 6, 2023

Ensuring the Uninterrupted Operation of Harbor-UCLA Medical Center’s Teaching Programs

Harbor-UCLA Medical Center (Harbor-UCLA), Los Angeles General Medical Center, and Olive View-UCLA Medical Center are Academic Medical Centers (AMCs). As such, they strive to achieve three goals: 1) providing Los Angeles County (County) residents with the highest quality healthcare; 2) educating physicians-in-training; and 3) advancing medical science through innovation and research. AMCs operated by the County Department of Health Services (DHS) have an excellent track record of training new physicians who later choose careers serving underserved communities. AMCs enable the County to more easily recruit and retain physicians who are mission-driven, skilled in highly specialized fields, and trained at top-ranked institutions to serve as faculty and researchers in County hospitals.

AMCs require close collaboration with a university-based medical school to perform their triple mission. For several decades, DHS has enabled this collaboration through medical school affiliation agreements (MSAAs). Los Angeles General Medical Center has an agreement with the University of Southern California Keck School of Medicine, and Harbor-UCLA and Olive View-UCLA Medical Center have agreements with the University of California, Los Angeles David Geffen School of Medicine (UCLA). Through the MSAAs, DHS-operated AMCs receive specialized clinical services, training,

- MORE -

MOTION

SOLIS	_____
MITCHELL	_____
HORVATH	_____
BARGER	_____
HAHN	_____

education programs, physician faculty appointments, and staff and infrastructure needed for programmatic graduate medical education. In return, the universities gain County hospital training sites for their physicians-in-training and medical students.

The Harbor-UCLA MSAA

For several decades, UCLA has maintained a MSAA with the County to support Harbor-UCLA. Approximately 550 physicians-in-training provide care at Harbor-UCLA, of whom over 95% are County employees and nearly all of the training programs are sponsored by Harbor-UCLA rather than UCLA. Harbor-UCLA's requirements for medical education have historically been provided by both UCLA and a second academic partner that is located at the Harbor-UCLA Torrance campus, The Lundquist Institute (TLI) – formerly known as LA BioMed.

It is highly inefficient and operationally challenging for UCLA to directly provide academic infrastructure-related services at the Harbor-UCLA campus given its large size, the broad scope of its programs, County employment of trainees, and County sponsorship of Harbor-UCLA's 50+ programs. As a result, UCLA and Harbor-UCLA have relied on TLI to provide academic infrastructure services at Harbor-UCLA under the MSAA. TLI has served as a continuous partner to Harbor-UCLA since 1952. TLI is co-located on the Harbor-UCLA campus and integrated with their research operations, occupying 15 acres on the campus and utilizing this physical space for operations that include both research activities and academic infrastructure services under the MSAA. This co-location of TLI on the Harbor-UCLA campus is a critical component to the integration and success of the academic infrastructure to achieve the County's academic and patient care missions.

Recently, UCLA indicated it would prefer to have the TLI component managed directly between the County and TLI, beginning with fiscal year (FY) 23-24 and onward. DHS agrees that TLI is best suited to provide these services.

TLI has specialized personnel with competencies in medical education program coordination/management, analyzing and complying with Accreditation Council for Graduate Medical Education (ACGME) accreditation requirements, monitoring and facilitating academic personnel actions for trainees and faculty physicians, and managing the clinical simulation center, medical library, and 50+ training programs. TLI staff have

**MOTION BY SUPERVISORS HOLLY J. MITCHELL
AND LINDSEY P. HORVATH**

June 6, 2023

Page 3

worked closely with hospital staff and are integrated with the culture and operations of Harbor-UCLA. These staff are needed to provide support to 550 residents and 400+ Harbor-UCLA County-employees and UCLA faculty to ensure an ACGME-compliant learning environment that meets education accrediting standards. At present, the County does not have job classifications that incorporate the competencies and duties performed by the medical education staff provided by TLI.

Managing these medical education programs is complex. For example, medical education programs require access to educational resources such as textbooks, journals, software, and online subscriptions to support training and education as well as funding for wellness programming and clinical education conference logistics. The cost of these resources varies depending on the specific needs of each program, with procedural medical specialties requiring a higher level of support. The sources for such resources as well as the programmatic requirements and types of programming needed frequently change. Medical education institutions, such as universities and TLI, are adept at monitoring and maintaining up-to-date vendor lists and obtaining bulk and educational organization discounts.

Medical education programs for physician-trainees must comply with accreditation standards set forth by various regulatory bodies, including the ACGME. This involves significant paperwork, record-keeping, and compliance reporting for Harbor-UCLA's 50+ programs and the approximately 600+ UCLA students projected to rotate at Harbor-UCLA in FY 23-24.

As the national accrediting body for medical education, ACGME requires that each physician faculty member maintains an active professorship appointment. AMCs must provide longitudinal education to physician faculty to ensure they have the knowledge and skills to deliver high-quality training to physician-trainees and medical students as well as maintain their professorship appointments.

For these reasons, a sole source contract with TLI is necessary and in the best economic interests of the County. DHS needs authority from the Board of Supervisors to enter into negotiations with TLI and to execute a sole source agreement to maintain and continue TLI's services and support for the needed academic infrastructure at Harbor-

UCLA beginning July 1, 2023. Harbor-UCLA leadership's assessment is that a direct contract between the County and TLI would reduce administrative complexity and costs.

WE THEREFORE MOVE THAT THE BOARD OF SUPERVISORS):

- 1) Delegate authority to the Director of the Department of Health Services (DHS), or authorized designee to (a) negotiate, prepare, execute, and operationalize a sole source agreement with The Lundquist Institute (TLI), which may include modifications to, or waivers of, the County's contracting requirements for standard indemnification and other standard County contract terms not mandated by County ordinance, to provide personnel, specialized education and administrative services, and supplies to support the academic infrastructure of the Harbor-UCLA Medical Center (Harbor-UCLA) medical education physician training programs and the operational needs of Harbor-UCLA; and (b) execute future amendments to the agreement with TLI, as necessary.
- 2) This agreement and any amendments shall be (a) subject to prior review and approval by County Counsel; and (b) not less than 15 calendar days prior to the anticipated execution of any agreement, be submitted to the Chief Executive Officer (CEO) and Board of Supervisors (Board) in its then-current draft form with the opportunity for the Board and CEO to provide feedback to DHS within five calendar days thereafter.
- 3) DHS will proceed to execute the agreement and any amendments unless there are any unresolved Board or CEO concerns or questions following the previously mentioned five calendar days.

#

(YV/AA)