



**LOS ANGELES COUNTY  
HOSPITALS AND HEALTHCARE DELIVERY COMMISSION**  
313 N. Figueroa Street, Room 1014 Los Angeles, CA 90012  
Phone: (213) 288-8104 Fax: (213) 482-3646

COMMISSIONERS August 20, 2020

Rosemary Veniegas, Ph.D.  
*Chair* Dear Commission Services,

On behalf of the Hospital and Health Care Delivery Commission, I am pleased to submit the following Annual Report which covers the efforts and accomplishments of January 2019 through May 2020.

Among the highlights of the Commission's work in the past year are mentioned below:

- Implementing a site visit approach that focuses on the strategic strengths, weakness, opportunities and threats (SWOT) of the Department of Health Services (DHS) hospitals and Ambulatory Care Network (ACN).
- Meeting with hospital leadership to align advocacy with and for the hospitals in Los Angeles County (L.A. County).
- Establishing ongoing communications among the Chairs of the Hospital Commission, Mental Health Commission, and Public Health Commission to support integration of health services and community engagement.
- Review of the recurring human resources areas of growth and dialogue with the Chief People Officer on addressing the user and employer experiences.
- Pivoting with DHS and Commission Services guidance to host remote meetings of the Commission as a result of COVID-19 contingencies.
- Establishing a nominating committee to ensure stability and continuity of the Commission into the COVID-19 resiliency and recovery period.

The Commissioners are grateful to be able to serve L.A. County as we collectively work together to recover and strengthen our health systems in the coming year.

Sincerely,

Rosemary C. Veniegas, Ph.D.  
Chair, Hospital and Healthcare Delivery Commission

cc: Supervisor Hilda Solis, First District  
Supervisor Mark Ridley-Thomas, Second District  
Supervisor Sheila Kuehl, Third District  
Supervisor Janice Hahn, Fourth District  
Supervisor Kathryn Barger, Fifth District  
Dr. Christina R. Ghaly  
Phillip Franks

**Members:**  
Barbara Siegel, MPH, JD  
Claude Martinez, JD  
Stacy Rummel Bratcher, Esq.\*  
Hildegard B. Aguinaldo, Esq., M.P.H.  
WN "Guy" McCloud, MHA, FACHE  
Charles Aronberg, M.D.\*  
Corinne Sánchez, Esq.  
Margaret Farwell Smith  
Elisa Nicholas, M.D.  
Genevieve M. Clavreul, RN, Ph.D.  
Joanne Wolfe, RN  
Phillip Kurzner, M.D.

**Former Chairperson\***  
Stacy Rummel Bratcher, Esq.\*  
Charles Aronberg, M.D.\*

**HEALTH FACILITIES**

*Hospitals:*

Harbor-UCLA Medical Center  
LAC+USC Medical Center  
Olive View UCLA Medical Center  
Rancho Los Amigos National  
Rehabilitation Center

*Multi-Service -  
Ambulatory Care Network  
Health Center Groups:*

Coastal  
East Los Angeles  
High Desert Regional  
Martin Luther King, Jr. (MLK)  
Metro  
Outpatient Center  
San Fernando Valley  
San Gabriel Valley  
South Los Angeles

Hospital and Health Care Delivery Commission Annual Report 2019-20

Los Angeles County Hospitals and Health Care Delivery Commission  
Annual Report  
January 2019 - May 2020

Department of Health Services  
Health Services Administration  
313 North Figueroa  
Los Angeles, CA 90012

Hospitals and Health Care Delivery Commission Contact:

Rosemary C. Veniegas, Ph.D., Commission Chair  
[rveniegas@calfund.org](mailto:rveniegas@calfund.org)

DHS Government Relations Contact:

Brigitte Santana  
[bsantana@dhs.lacounty.gov](mailto:bsantana@dhs.lacounty.gov)

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COMMISSIONERS

| Nominated by                              | Commissioner                          |
|-------------------------------------------|---------------------------------------|
| Supervisor Hilda Solis, District 1        | Rosemary C. Veniegas, PhD<br>Chair    |
| Supervisor Hilda Solis, District 1        | Barbara Siegel, JD<br>Vice-Chair      |
| Supervisor Mark Ridley-Thomas, District 2 | Hildegarde Aguinaldo, JD<br>Secretary |
| Supervisor Sheila Kuehl, District 3       | Charles Aronberg, MD                  |
| Supervisor Sheila Kuehl, District 3       | Stacy R. Bratcher, JD                 |
| Supervisor Kathryn Barger, District 5     | Genevieve M. Clavreul, RN, PhD        |
| Supervisor Mark Ridley-Thomas, District 2 | Diane Factor, MS                      |
| Supervisor Janice Hahn, District 4        | Margaret Farwell Smith                |
| Supervisor Kathryn Barger, District 5     | Phillip Kurzner, MD                   |
| Supervisor Hilda Solis, District 1        | Claude C. Martinez, JD                |
| Supervisor Mark Ridley-Thomas, District 2 | William "Guy" McCloud, FACHE          |
| Supervisor Janice Hahn, District 4        | Elisa Nicholas, MD, MSPH              |
| Supervisor Sheila Kuehl, District 3       | Corinne Sánchez, JD                   |
| Supervisor Michael Antonovich             | Stanley Toy Jr., MD                   |
| Supervisor Janice Hahn, District 4        | Joanne Wolfe, RN                      |

## COMMISSION RESPONSIBILITIES

Consult with and advise the Board of Supervisors and as necessary, the Department of Health Services on all matters pertaining to health care policies and programs of the County Hospitals system, including but not restricted to:

- (1) the need for Health Services, facilities, and/or equipment;
- (2) the relationships of County Health Services, facilities, and other health care providers, public and private;
- (3) human resources policies and practices;
- (4) the appropriate utilization of County Health Services, facilities and equipment; and
- (5) the quality of County health care services, facilities and programs as provided by the County through public or private providers.

Conduct studies and make recommendations concerning health care policies and programs of the County Hospital System and to the request by the Board, the Department of Health Services and/or other officers of the County.

Act as liaison between the Director of Health Services, the Board and the public in matters relating to the County Hospital system.

Perform such other services, as from time to time, may be requested by the Board of Supervisors.

## STRATEGIC PRIORITIES

To address many of the complex health care issues in Los Angeles County, the Commission has put forth a set of strategic priorities in 2018. Within each strategic priority, the Commission focuses on specific areas listed below:

1. Consumer Access and Experience
2. Workforce
3. Integrated Care for the Whole Person

### Consumer Access and Experience

The Consumer Access and Experience section covers improving wait times for specialty care services, enhancing phone access and response and reviewing transportation/parking access.

Activities and accomplishments during annual reporting period:

- Implementing a site visit approach that focuses on the strategic strengths, weakness, opportunities and threats (SWOT) of the ambulatory care network (ACN) and hospitals
- Completing seven site visits attended by various commissioners
- Meeting with hospital leadership to align advocacy with and for the hospitals in LA County
  - See Site Visit form revised March 2019
  - See 2019-20 Site Visit Summary

### Workforce

The Workforce section covers streamlining hiring input, enhancing local input and integrating recruitment and employee retention.

Activities and accomplishments during annual reporting period:

- Review of the recurring human resources areas of growth across sites visited.
- Continue dialog with the DHS Chief People Officer regarding applicant and employer experiences in recruitment and hiring.
  - See 2019-20 Site Visit Summary
  - See letter to Dr. Ghaly dated January 17, 2020.

### Integrated Care for the Whole Person Care

The Integrated Care for the Whole Person Care section covers addressing behavioral health, advancing jail health and re-entry and Ambulatory Care.

Activities and accomplishments during annual reporting period:

- Integrating questions about delivery of mental health or substance use services at ambulatory care sites.
- Continuing review of relevant DHS dashboards on patient experience, access, and volume.

## Hospital and Health Care Delivery Commission Annual Report 2019-20

- Establishing ongoing communications among the Chairs of the Health and Hospital Commission, Mental Health Commission, and Public Health Commission to support integration of health services and community engagement.
  - See Site Visit form revised March 2019
  - See Joint Commissions' Call highlights

### Other accomplishments and activities during this period:

- Recommend modifying Commission quorum; Submitted request to Board of Supervisors.
  - See letter dated January 21, 2020 (Appendix B)
- Established a nominating committee within the Commission to ensure stability and continuity of the Commission into the COVID-19 resiliency and recovery period.
- Pivoting with DHS and Commission Services' guidance to host remote meetings of the commission as a result of COVID contingencies.

## COVID-19 Response

During the COVID-19 response, Commissioners conducted the following activities:

- Communications with Department of Public Health, Department of Health Services, and Department of Mental Health staff regarding emerging community needs during early COVID-19 crisis;
- Reviewing information on Hospital Preparedness Program and Disaster Resource Center hospitals that would assist with pandemic response;
- Contacting community clinics that are My Health LA partners to understand how they are responding or preparing;
- Assisted community members in scheduling COVID-19 testing using on-line portal;
- Monitored daily COVID-19 case/death/hospitals reports on Department of Public Health and Health Services COVID-19 dashboards;
- Reviewing COVID-19 information and relaying relevant information to constituents;
- Communications with the Long Beach Department of Health and Human Services throughout the COVID-19 crisis;
- Communications with the City of Long Beach, Assistant City Manager regarding the City response, with City officials regarding providers of homeless services to help assess and coordinate support for the city during COVID, and with local leaders regarding the possible reopening and re-organization of Community Hospital to address COVID needs;
- Communications between MemorialCare (major healthcare provider in Long Beach) and a philanthropic funding source to assess needs for PPE, readiness plans, and funding needs;
- Calls with numerous elected officials and their field representatives to learn, educate, and advocate for challenges faced by the community health center currently such as lack of testing supplies, personal protective equipment (PPE), funding, and economic challenges for communities of color and to coordinate donations of PPE;
- Participated in dialogues with local nonprofits focused on healthcare for underserved children regarding their priority funding needs during COVID;
- Participating in county, state, and national calls to share tips and experiences and gain knowledge from Health Resources and Services Administration, U.S. Centers for Disease Control, and other health centers regarding their COVID-19 response;



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- Participating as a member of the LA County Office of Women's Health (OWH) Advisory Council in discussions with OWH on impact of COVID on underserved women across all racial and social economic cohorts;
- Engaging in media interviews regarding COVID-19 and the unequal effects on African American and Latinx communities.
  - Long Beach Post Live Chat July 9, 2020: <https://lbpost.com/news/live-chat-the-disproportionate-effect-of-covid-19-on-minority-groups>
  - Long Beach Post article July 15, 2020: <https://lbpost.com/news/700000-federal-grant-will-help-long-beach-clinic-open-new-covid-19-test-centers>
  - Long Beach Post article July 27, 2020: <https://lbpost.com/news/a-tale-of-two-cities-where-you-live-in-long-beach-greatly-increases-your-chances-of-contracting-covid-19>
  - Long Beach Post article July 31, 2020: <https://lbpost.com/news/new-covid-19-testing-mandate-presents-challenges-for-local-clinics>

2019 Meeting Schedule

**First Thursday of each month  
10:30 a.m. to 12:30 p.m.**

Location: Department of Health Services  
Health Services Administration  
313 N. Figueroa Street  
Los Angeles, CA 90012

**Meeting location for all meetings is Conference Room 706**

|                   |                            |          |
|-------------------|----------------------------|----------|
| January 3, 2019   | <b>10:30 to 12:30 p.m.</b> | Room 706 |
| February 7, 2019  | <b>10:30 to 12:30 p.m.</b> | Room 706 |
| March 7, 2019     | <b>10:30 to 12:30 p.m.</b> | Room 706 |
| April 4, 2019     | <b>10:30 to 12:30 p.m.</b> | Room 706 |
| May 2, 2019       | <b>10:30 to 12:30 p.m.</b> | Room 706 |
| June 6, 2019      | <b>10:30 to 12:30 p.m.</b> | Room 706 |
| July 4, 2019      | <b>No meeting</b>          |          |
| August 1, 2019    | <b>10:30 to 12:30 p.m.</b> | Room 706 |
| September 5, 2019 | <b>10:30 to 12:30 p.m.</b> | Room 706 |
| October 3, 2019   | <b>10:30 to 12:30 p.m.</b> | Room 706 |
| November 7, 2019  | <b>10:30 to 12:30 p.m.</b> | Room 706 |
| December 5, 2019  | <b>10:30 to 12:30 p.m.</b> | Room 706 |

2020 Meeting Schedule

**First Thursday of each month  
10:30 a.m. to 12:30 p.m.**

Location: Department of Health Services  
Health Services Administration  
313 N. Figueroa Street  
Los Angeles, CA 90012

**Meetings via teleconference were initiated due to COVID until further notice.**

|                   |                            |                              |
|-------------------|----------------------------|------------------------------|
| January 2, 2020   | <b>No meeting</b>          |                              |
| February 6, 2020  | <b>10:30 to 12:30 p.m.</b> | Room 706                     |
| March 5, 2020     | <b>10:30 to 12:30 p.m.</b> | Room 706                     |
| April 2, 2020     | <b>10:30 to 12:30 p.m.</b> | Room 706 (Meeting Cancelled) |
| May 7, 2020       | <b>10:30 to 11:30 a.m.</b> | Teleconference               |
| June 4, 2020      | <b>10:30 to 12:00 p.m.</b> | Teleconference               |
| July 2, 2020      | <b>10:30 to 12:00 p.m.</b> | Teleconference               |
| August 6, 2020    | <b>10:30 to 12:00 p.m.</b> | Teleconference               |
| September 3, 2020 | <b>10:30 to 12:00 p.m.</b> | Teleconference               |
| October 1, 2020   | <b>10:30 to 12:30 p.m.</b> | Teleconference               |
| November 5, 2020  | <b>10:30 to 12:30 p.m.</b> | Teleconference               |
| December 3, 2020  | <b>10:30 to 12:30 p.m.</b> | Teleconference               |

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2019 Guest Speakers

**Frequency:** First Thursday of Each Month  
**Meeting Time:** 10:30 AM to 12:30 PM  
**Location:** Department of Health Services

Health Services Administration  
 313 North Figueroa St., Room 706  
 Los Angeles, CA 90012

| Date              | Guest speaker                                                                              |
|-------------------|--------------------------------------------------------------------------------------------|
| January 3, 2019   |                                                                                            |
| February 7, 2019  | Christina Ghaly, M.D.,<br>DHS Director                                                     |
| March 7, 2019     | Quentin O'Brien<br>CEO, Ambulatory Care Network (ACN)                                      |
| April 4, 2019     | Dr. Jonathan Sherin, DMH Director                                                          |
| May 2, 2019       | DHS Hospital CEO's                                                                         |
| June 6, 2019      | Dr. Paul Giboney                                                                           |
| July 4, 2019      | Commission Recess                                                                          |
| August 1, 2019    | No speaker                                                                                 |
| September 5, 2019 | Dr. Stephen Sener, Medical Director of Perioperative<br>Services at LAC+USC Medical Center |
| October 3, 2019   | Allan Wecker, DHS CFO                                                                      |
| November 7, 2019  | Ana M. Gaona, Director, Government Affairs                                                 |
| December 5, 2019  | Carlos Benavides, Commission on Disability<br>(rescheduled)                                |

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2020 Guest Speakers

**Frequency:** First Thursday of Each Month

**Meeting Time:** 10:30 AM to 12:30 PM

**Location:** Department of Health Services

Health Services Administration  
313 North Figueroa St., Room 706  
Los Angeles, CA 90012

| <b>Date</b>       | <b>Guest speaker</b>                                                               |
|-------------------|------------------------------------------------------------------------------------|
| January 2, 2020   | None                                                                               |
| February 6, 2020  | Christina Ghaly, M.D.,<br>DHS Director                                             |
| March 5, 2020     | Elizabeth Jacobi, Chief People Officer                                             |
| April 2, 2020     | Clemens Hong, M.D. (Cancelled meeting)                                             |
| May 7, 2020       | Cheri Todoroff, Acting Director, Housing for Health<br>(Speaker to be rescheduled) |
| June 4, 2020      | Cathy Chidester, Director, EMS Agency                                              |
| July 2, 2020      | Shari Doi and Dr. Erika Flores Uribe, COVID Testing                                |
| August 6, 2020    | Jacqueline Clark Weissman, Director, Correctional<br>Health Services               |
| September 3, 2020 | Dr. Jean Pallares, DHS Chief Pharmacy Officer                                      |
| October 1, 2020   | TBD                                                                                |
| November 5, 2020  | TBD                                                                                |
| December 3, 2020  | TBD                                                                                |

Site Visit Information Request (version as of March 2019)

**Facility Name:**

**Site Visit Proposed Date:**

Leadership,

Thank you in advance for completing this information request prior to the upcoming site visit scheduled for February 21, 2019. This will help facilitate the meeting between the visiting commissioners and your facility’s executive team. Kindly return this information request no later than (two weeks) prior to the site visit.

Respectfully,  
Los Angeles County Hospitals and Health Care Delivery Commission.

**SWOT ANALYSIS (List top 3-5 in each category)**

| STRENGTHS  | OPPORTUNITIES |
|------------|---------------|
|            |               |
| WEAKNESSES | THREATS       |
|            |               |

- What important issues are you addressing internally?
- Do you have issues we should bring to our Supervisors or DHS senior administration?

**DATA/INFORMATION NEEDED:**

*METRICS: last 12 months (should match metrics used throughout DHS as applicable)*

- Patient Satisfaction
- Specialty Referral Outliers
- Payor Mix
- Turnaround Time (patient cycle time)
- Profile (ethnicity) of patients
- Other metrics

*OPERATIONS STATUS:*

- Human Resources
- Facilities/Capital Management
- E-Consult
- ORCHID
- Surgical Navigation Access Plan
- Business Development
- Network Adequacy
- What is being done to identify and address social determinants of health?

What services are provided in conjunction with DPH, DMH, DPSS, especially behavioral health?

Substance Abuse – What treatment programs are available?

Mental Health – Types of services provided?

Provider Misconduct - What is the policy and procedures for reporting/addressing inappropriate provider behavior?

Patient Intake - What are your Patient Intake Protocols?

Chronic Disease – Types, treatment, and reduction efforts.

Sexually Transmitted Infections (STI) - Have the number of STI's increased or decreased in the past 12 months.

Homeless – How does this impact services?

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2019-20 Site Visit Summary

Due to COVID-19, site visits have been suspended until further notice.

| Date              | Location                                                                          | Commission Assistance Needed                                                                                                                                                                                                                                                         | SWOT Highlights                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-------------------|-----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| January 17, 2019  | No Site Visit                                                                     |                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| February 21, 2019 | EMS<br>10100 Pioneer Blvd. Suite 200<br>Santa Fe Springs, CA 90670                | Commissioners Clavreul, Factor, Farwell-Smith, and McCloud)<br><br>Advocate for streamlined recruitment and hiring                                                                                                                                                                   | S: Known nationally and worldwide as a leader in the field of prehospital care; coordination with hospital facilities, health departments<br>W: NA<br>O: NA<br>T: NA                                                                                                                                                                                                                                                                                                                                        |
| March 21, 2019    | Long Beach Comprehensive Health Center<br>1333 Chestnut Ave, Long Beach, CA 90813 | (Commissioners Clavreul, Siegel and Veniegas)<br>Advocate for more psychiatrists in the community; colocation of services; mental health services engagement; concerned about naltrexone expansion; reducing cumbersome processes for hiring, procurement and contracts; eliminating | S: Multiple space/facility, services expansion, and radiology improvements; dental capacity; efficiency in pharmacy wait times (average processing time of 7 min compared to 35 minutes DHS-wide)<br>W: Systems backlogs and wait times including –Rheumatology, Physical Therapy, Pain Clinic, Allergy and Immunology, Diagnostic Mammography, Pelvic Ultrasounds,<br>O: Trusted partners in the region including non-County providers and hospitals; ambulatory care network formation; mitigation funds. |



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|                |                                                             |                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                              |
|----------------|-------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                |                                                             | hold on interviews when replacing staff with no known exit date; reducing wait times for ophthalmology, orthopedics, and dermatology                                             | T: Concerns about expansion of medication assisted treatment; pollution in region; electronic health record productivity; park safety across the street; emergency care volume increases that could be better addressed via urgent care                                                                                                                      |
| April 18, 2019 | LAC+USC<br>2051 Marengo Street<br>Los Angeles, CA 90033     | (Commissioners Clavreul, Farwell-Smith, and McCloud)<br>Advocate for streamlined recruitment and hiring<br><br>Help with procurement/ordering process for supplies and equipment | S: Training environment, quality of care, volume handled, operating room transformation<br>W: Competition for patients; managing facilities with growing volume; increasing volume in low volume clinics; emergency department cycle time<br>O: Ability to empanel patients from outside insurance<br>T: Information not available.                          |
| May 16, 2019   | No Site Visit                                               |                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                              |
| June 20, 2019  | Harbor-UCLA<br>1000 W. Carson Street.<br>Torrance, CA 90502 | (Commissioners McCloud, Clavreul, and Siegel)<br><br>Help with procurement/ordering process for supplies and equipment                                                           | S: Patients priority; True North guiding principles; embedded Lean approaches; respect as a key value<br>W: High patient volume; aging facilities; ongoing repairs vs. improvements to facilities<br>O: Building on Master Plan to improve campus; improving communications with patients; streamlining patient registration<br>T: Information not available |
| July 18, 2019  | No Site Visit                                               |                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                              |

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|                    |                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                 |
|--------------------|---------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| August 15, 2019    | No Site Visit                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                 |
| September 19, 2019 | Rancho Los Amigos<br>7601 East Imperial Highway<br>Downey, CA 90242 | <p>(Commissioners Clavreul and Farwell-Smith)<br/>Advocate for streamlined recruitment and hiring; identify support/referrals for job training programs for patients;</p> <p>[From the May 2019 commission meeting with hospital leaders]<br/>Support for ensuring that facilities are prioritized for Rancho patients/community members rather than non-patient use; continuing to advance access for people with disabilities systemwide; Help with procurement/ordering process for supplies and equipment</p> | <p>S: Specialty care provision; massive renovation; pain management improvement over previous years<br/>W: Information not available<br/>O: Telehealth expansion; addressing social determinants of health<br/>T: Information not available</p> |
| October 17, 2019   | No Site Visit                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                 |

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|                          |                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|--------------------------|----------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>November 21, 2019</p> | <p>High Desert<br/>335 E Avenue I, Lancaster,<br/>CA 93535</p> | <p>(Commissioners Clavreul and Siegel)</p> <p>Look into PEPRA pension limits for waiver opportunity; remove nursing banding to allow for better and faster placement of candidates in the Antelope Valley; sort candidates from existing list to reflect only those in the North County region; develop long-term Hub space plan; address concerns about operating hours of the Hub; advocate for development of countywide integrated pain management protocols and procedures</p> | <p>S: Specialty care access; state of the art facility; upgrades to outlying facilities; scope of services; urgent care clinics with extended hours including evenings; staff empathy; ORCHID and ELM; high managed care enrollment; dedicated support services; ACN leadership &amp; support; collaboration with DPSS, DMH, and DPH for Hub Program; asthma mobile unit</p> <p>W: Select sites with limited hours, staffing and ability to provide patient follow up; distance from DHS Hospitals; hospital, ER, and OB care takes place outside of DHS system; recruitment of all levels of staff especially professional staff; ancillary &amp; nursing turnover; lack of localized recruiting; clinic access for new and return patients; inability to positively engage staff; limited space to expand Hub services</p> <p>O: Wellness center opening at Antelope Valley Health Center in 2020; other lab and service expansions; fully utilize ASC; improve coordination of care with local hospitals, and with DPSS for Medi-Cal; improve patient experience through the Patient Family Advisory Committee; expanded Specialty Care; demand and physical capacity to expand Primary Care; improve collaboration with community partners; collaboration on mental health and substance abuse; efforts to negotiate competitive provider salaries; expansion of</p> |
|--------------------------|----------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Hospital and Health Care Delivery Commission Annual Report 2019-20

|                   |                                    |                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-------------------|------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                   |                                    |                                                                                                                                                                      | <p>MAT at select sites; LA Care loan repayment program for residents willing to work in the region</p> <p>T: Patient experience ratings; transition of ASC leadership; leadership linkage; future provider turnover; inability to recruit qualified clinical staff, including providers and ancillary professionals</p>                                                                                                                                                                                                                                                |
| December 19, 2019 | No Site Visit                      |                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| February 20, 2020 | Roybal Comprehensive Health Center | <p>(Commissioners Clavreul, Siegel, and Veniegas)</p> <p>Recruitment, hiring, offers; flexibility in provider scheduling to allow split positions with benefits;</p> | <p>S: Patient-Centered Medical Home and NCQA Certification in December 2019 with Level 3 recognition; collocated DMH providers</p> <p>W: Data integration among delivery systems which is a priority for the three key departments DHS, DMH and DPH</p> <p>O: Preparing for ability to deliver medication assisted treatment for substance use disorders</p> <p>T: Recruiting and hiring medical assistants and providers; applicant experience with delayed hiring; changes in Medi-Cal funding; patients' immigration status prevents patients from seeking care</p> |

## Joint Commissions' Call



**Joint Commissions' Call  
County of Los Angeles  
Hospitals and Health Care Delivery Commission  
Mental Health Commission  
Public Health Commission**

**DATE:** Wednesday, February 19, 2020  
**TIME:** 3:00 to 4:00 p.m.  
**LOCATION:** Conference call

### **AGENDA AND HIGHLIGHTS**

1. Introductions Commission Chairs/Vice-Chairs
  - Representatives from all three commissions were on the call.
  
2. Calendar Availability Commission Chairs/Vice-Chairs
  - Please reply to Rose Veniegas ([rveniegas@calfund.org](mailto:rveniegas@calfund.org)) re: your availability for an in-person meeting. A call-in line will also be available.
  - March 19 10am-12pm or April 16 2-4pm (third Thursdays, not recurring)
  - Please consult with commission staff liaisons as needed re: Brown Act requirements.
  
3. Commissions' Priorities for Integration Commission Chairs/Vice-Chairs
  - Meet as a small subset of commission representatives
  - Share opportunities for site visits among commissions
  - Discuss integration priorities at next commission meeting and share with other commissions.
  
4. Next Steps
  - Continue joint commissions' communications
  - Consider interim approach to meeting/communications frequency
  - Attend other commission meetings if appropriate.
    - o Hospital and Healthcare Delivery: March 5, 10:30am-12:30pm, 313 N. Figueroa Street, LA, CA 90012, usually on the 7<sup>th</sup> floor
    - o Mental Health: February 27, 11:00 AM - 1:30pm, Kenneth Hahn Hall of Administration, Rm. 739, 550 W Temple St., LA, CA 90012
    - o Public Health: March 12, 10:30am at 241 N. Figueroa St. Rm. 152, LA CA 90012



**LOS ANGELES COUNTY  
HOSPITALS AND HEALTHCARE DELIVERY COMMISSION**  
313 N. Figueroa Street, Room 1014 Los Angeles, CA 90012  
Phone: (213) 288-8104 Fax: (213) 482-3646

**COMMISSIONERS**

January 17, 2020

Rosemary Veniegas, Ph.D.  
*Chair*

**Members:**

Barbara Siegel, MPH, JD  
Claude Martinez, JD  
Stacy Rummel Bratcher, Esq.\*  
Hildegard B. Aguinaldo, Esq., M.P.H.  
WN "Guy" McCloud, MHA, FACHE  
Charles Aronberg, M.D.\*  
Corinne Sánchez, Esq.  
Margaret Farwell Smith  
Elisa Nicholas, M.D.  
Genevieve M. Clavreul, RN, Ph.D.  
Joanne Wolfe, RN

Christina Ghaly, M.D.  
Director, Los Angeles County Department of Health Services  
313 N. Figueroa Ave.  
Los Angeles, CA 90012

Re: County Hiring Process for DHS

Dear Dr. Ghaly,

**Former Chairperson\***

Stacy Rummel Bratcher, Esq.\*  
Charles Aronberg, M.D.\*

**HEALTH FACILITIES**

**Hospitals:**

Harbor-UCLA Medical Center  
LAC+USC Medical Center  
Olive View UCLA Medical Center  
Rancho Los Amigos National  
Rehabilitation Center

**Multi-Service Ambulatory Care Centers:**

Martin Luther King, Jr. (MLK)  
Outpatient Center  
High Desert Regional Health Center

**Comprehensive Health Centers:**

Edward R. Roybal  
El Monte  
H. Claude Hudson  
Hubert H. Humphrey  
Long Beach  
Mid-Valley

In October 2018, this Commission corresponded with the County Board of Supervisors regarding observations on the County's Hiring Process (see attached letter dated September 6, 2018). The concerns raised in the October 2018 correspondence arose during our site visits to multiple County health facilities in the previous year. The Commission never received a response from the Department on any of the issues cited in the October 2018 correspondence. We were recently informed that the concerns were considered by the Department to be either unwarranted or based upon misinformation.

All of the concerns the Commission reported were voiced by the individuals who were directly involved with hiring and retention at the sites. Throughout 2017 these concerns were shared by the commission with the heads of Human Resources for the County and for the Department as well as with health deputies. Some of the concerns may have been addressed in advance of the October 2018 report to the Board. However, even during our recent site visits, we continued to hear about certain difficulties in the County hiring process.

We acknowledge the hiring innovations that have been implemented, most notably that physician hires are no longer banded and that incentives are available for physician positions far from the County metropolis (e.g. High Desert Regional Health Center). In addition, residents can now apply for staff positions six months before completing a residency, making it more likely that residents can be retained within the DHS system. We support further innovation to accelerate hiring and retention.

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However, it is still our understanding that banding continues to apply to nursing hires and that protracted hiring timelines are still problematic. Additionally, as recently as site visits in 2019, Commission members continued to hear of multiple on-boarding delays for newly hired staff. A new issue raised during site visits this year is the impact of the Public Employee's Pension Report Act (PEPRA) on the County's ability to attract the best health care professionals.

The Commission is happy to participate in discussions with local teams to correct and/or clarify any misinformation about the hiring process. We are very interested in current developments to address the issues identified as well as plans to expedite the DHS hiring process. What changes are in progress to streamline the process to allow the Department to hire and on-board new staff efficiently in a manner that best meets the Department's ongoing staffing needs? In addition, we would appreciate your constructive input regarding workforce development to help Commission members fulfill our duties to advise on the policies, services, programs, facilities and other matters pertaining to the County's delivery of health care services.

Commission members request that you respond to the issues raised by this and our October 2018 correspondence. We look forward to hearing from you.

On behalf of the Hospitals and Health Care Delivery Commission,

A handwritten signature in blue ink, appearing to read "Rosemary Veniegas". The signature is fluid and cursive, with the first name being the most prominent.

Rosemary Veniegas, Ph.D.  
Chair

cc: Dr. Hal Yee  
Liz Jacobi





**LOS ANGELES COUNTY  
HOSPITALS AND HEALTHCARE DELIVERY COMMISSION**  
313 N. Figueroa Street, Room 1014 Los Angeles, CA 90012  
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COMMISSIONERS

August 7, 2020

Rosemary Veniegas, Ph.D.  
*Chair*

Members:

Barbara Siegel, MPH, JD  
Claude Martinez, JD  
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Phillip Kurzner, M.D.

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High Desert HCG  
Martin Luther King, Jr. OPC  
Metro HCG  
San Fernando Valley HCG  
San Gabriel Valley HCG  
South Los Angeles HCG  
Juvenile Court Health Services

Dr. Barbara Ferrer

Director, Los Angeles County Department of Public Health  
313 N. Figueroa Ave.  
Los Angeles, CA 90012

Dear Dr. Ferrer,

On behalf of the Hospital and Healthcare Delivery Commission, I am writing to express our gratitude for your leadership as Los Angeles County addresses the COVID-19 crisis.

Throughout the crisis, you have communicated with compassion to the diverse communities in our county. Your regular briefings offer not only information about the progress of the virus, but also clear evidence-based guidance that will help us protect and maintain health for all. You have said that our shared work to combat COVID-19 must be guided by the value of equity and that we must first serve those who have the least ability or opportunity to seek such assistance.

You and your staff have modeled this by focusing on the needs of people experiencing homelessness or who are disproportionately impacted by the virus. We support the continued efforts to address symptoms and health of those who are in our jails, living in encampments, or housed in facilities serving seniors and medically fragile community residents. Your steadfast and empathetic leadership and your staff's guidance during this global crisis give us hope.

If we can be of assistance to you or your staff as we continue to move through this crisis and hopefully towards healing and resiliency, please do not hesitate to reach out to each of us.

Sincerely,

Rosemary C. Veniegas, Ph.D.  
Chair, Hospital and Healthcare Delivery Commission

cc: Supervisor Hilda Solis, First District  
Supervisor Mark Ridley-Thomas, Second District  
Supervisor Sheila Kuehl, Third District  
Supervisor Janice Hahn, Fourth District  
Supervisor Kathryn Barger, Fifth District





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Juvenile Court Health Services

Dr. Christina R. Ghaly,  
Director, Los Angeles County Department of Health Services  
313 N. Figueroa Ave.  
Los Angeles, CA 90012

Dear Dr. Ghaly,

On behalf of the Hospital and Healthcare Delivery Commission, I am writing to express our gratitude for your leadership as Los Angeles County addresses the COVID-19 crisis. In your regular briefings for our communities you have emphasized the importance of working together and using data to guide the decisions we are making each day on how to keep one another safe and healthy.

The Commission supports your continued efforts to address the symptoms and health of those who are in our jails, living in encampments, or housed in facilities serving seniors and medically fragile community residents. We appreciate the recent expansions of testing to address health disparities and equity across the County. The efforts of the Department of Health Services (DHS) to focus on the people who are most vulnerable, whether because of chronic health conditions or because of their experience with homelessness, attest to the mission of DHS and its values.

Thank you also for the support from DHS staff, Ana Gaona, Allen Gomez, and Brigitte Santana and the Commission liaisons who have been responsive to the commissioners' inquiries. We know that you are all covering multiple and new responsibilities during this time and appreciate the timely responses.

Your leadership and your staff's guidance during this global crisis give us hope. If we can be of assistance to you or your staff as we continue to move through this crisis and hopefully towards healing and recovery, please do not hesitate to reach out to each of us.

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