SPECIAL HEALTH CARE COUNCIL MEETING AND TOUR
Martin Luther King, Jr. Community Hospital
October 2, 2015
10 – 11:30 a.m.

1. Welcome and Self Introductions

2. Welcome to the New MLK Community Hospital
   
   Elaine Batchlor, MD, MPH
   Chief Executive Officer
   Martin Luther King, Jr. Community Hospital

3. LA County’s Health Care Future
   
   Mark Ghaly, M.D.
   Director
   Community Health & Integrated Programs
   L.A. County Department of Health Services

4. Tour of MLK Community Memorial Hospital

Upcoming Events: October 7, 2015 – ACCESS City Hall

Next Council Meeting: November 6, 2015 from 10-11:30 a.m.
Assemblyman Rob Bonta, Chair of Assembly Committee on Health (invited)
John Baackes, New CEO of L.A. Care Health Plan
Elaine Batchlor, MD, MPH
Chief Executive Officer
Martin Luther King, Jr. Community Hospital

Dr. Batchlor is the driving force behind efforts to open a new, state-of-the-art, community oriented, safety net hospital that will provide compassionate, quality care and improve the health of the South Los Angeles community. Throughout her distinguished career, Dr. Batchlor’s number one priority has been to improve access and quality of care for underserved communities utilizing innovative and collaborative approaches. Her work to increase access for underserved populations has been recognized as an example of leading best practices and adopted throughout California.

Before assuming the helm of Martin Luther King, Jr. Community Hospital, Dr. Batchlor served on the executive leadership team of L.A. Care Health Plan, the nation’s largest public health plan that provided care to the County’s most vulnerable residents. As Chief Medical Officer, she was instrumental in developing a care delivery model that expanded access and resources to more than a million individuals throughout the County. She spearheaded provider adoption of health information technology, physician usage of electronic health records and telemedicine to improve access and provide integrated, patient-centered care for Los Angeles’ Medi-Cal (Medicaid) population. Under her leadership, L.A. Care established the Health Information Technology Extension Center.

Prior to L.A. Care, Dr. Batchlor served as Vice President of Health Care Finance, Organization and Operations at the California HealthCare Foundation, where she developed and oversaw research, policy analysis and programs aimed at improving health care financing and delivery. She served as Medical Director for the Los Angeles County Office of Managed Care and as a Chief Medical Officer for Prudential Health Care, with responsibility for a five state western region. Dr. Batchlor also worked for CIGNA Health Plan of California/Ross Loos Medical Group.

She served as the past chair and is currently on the board of Integrated Healthcare Association (IHA), the Public Health Institute, and on the advisory board for the California HealthCare Foundation Leadership program. Dr. Batchlor is also on the editorial board of Health Affairs, the leading peer-reviewed journal of health policy thought and research.

Dr. Batchlor received a Bachelor of Arts degree from Harvard University, a Masters of Public Health degree from the University of California, Los Angeles, and a Doctorate of Medicine degree from Case Western Reserve University. She completed her internship, residency, and fellowship in internal medicine and rheumatology at Harbor-UCLA Medical Center and is board-certified in both specialties.

She is married to a lawyer who has spent his career representing indigent clients, currently working for the Los Angeles County Public Defender’s Office. The couple has twin boys.
Mark Ghaly
Deputy Director for Community Health
Los Angeles County Department of Health Service

Mark Ghaly is the newly appointed Deputy Director for Community Health for the LA County Dept of Health Services. He is a pediatrician by training and recently moved to Los Angeles from San Francisco. His role at the Dept of Health Services focuses on how community resources and community efforts can help build a stronger and richer health services delivery system in the safety net. He has a particular focus on strengthening the service delivery network in South Los Angeles. Dr. Ghaly is also working to enrich the health care services provided to youth in the juvenile detention system and for children within the County's child welfare system.

Prior to his current position, Dr. Ghaly was the medical director at a San Francisco Dept of Public Health Clinic called Southeast Health Center in the Bayview Hunters Point community. He currently sees patients at the Juvenile Halls and Camps throughout the Los Angeles County. Dr. Ghaly attended Brown University and received his MD and his MPH in health policy from Harvard University. He completed his residency in pediatrics at UCSF.
At a time when private healthcare is increasingly connected and holistic, critics complain that Los Angeles County's sprawling public health system is neither.

A patient who arrives at a county hospital emergency room with a broken arm faces a bureaucratic maze. If he needs follow-up physical and mental health service, as well as substance abuse counseling through the county system, he might have to fill out different sets of forms at three different clinics. And his health professionals in one department won't have access to health records maintained by the other departments.

On Tuesday, the Los Angeles County Board of Supervisors took a significant step to change that. The board approved a sweeping reorganization of its $8-billion health system, combining three separate departments into one super agency with a mandate to cut red tape, boost efficiencies and improve the quality of the healthcare it provides.

The move will have far-reaching implications for the hundreds of thousands of people who receive healthcare services from the county.

The consolidation has sparked concerns in some quarters about whether such a massive bureaucracy will work and whether certain specialized services — or broader programs dealing with issues such as environmental health — will suffer from neglect. They noted that all three departments were once unified, but then separated in reforms intended to ensure that the county's huge system of hospitals and medical clinics didn't pull too much money and attention from other health programs.

But board members said Tuesday that it was time to try a more connected system.

The goal is "better patient care, better outcomes for communities," Supervisor Mark Ridley-Thomas said. "The systems will talk to each other effectively. That hasn't been the case."
The new health agency will be given the task of addressing an expansive range of issues, some of which fall outside the traditional healthcare realm. The priorities approved by the supervisors include connecting homeless patients to housing programs, improving health services for foster children and youths in the juvenile probation system and reducing overcrowding in psychiatric emergency departments at county hospitals.

The board has already assigned the Department of Health Services a major new responsibility: managing the diversion of mentally ill inmates from county jails and into treatment programs.

The Department of Health Services currently runs the county's four hospitals and 19 health centers, serving about 670,000 patients a year, while the mental health department provides treatment to 250,000 people a year in clinics, board and care facilities, juvenile halls and camps, and other facilities. Public health is responsible for a wide range of programs, including substance abuse treatment, HIV prevention programs, inspecting restaurants and nursing homes, and investigating disease outbreaks.

Some critics say that the new agency is taking on too much and won't be able to effectively manage the vast range of programs.

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Mitch Katz, the director of the Department of Health Services, who is likely to be chosen to run the new merged agency, said the adopted structure will prove more efficient, as well as being better able to bring in money through grants and other sources.

"It's always my belief that by working together, things cost less, not more," he said. "We haven't taken on any responsibilities that the county doesn't already have.... It's my hope that we have not taken on anything that is greater than our ability to handle."

The three departments will maintain their own budgets and directors under the larger umbrella organization. The supervisors voted unanimously Tuesday to formalize the new structure, which had been tentatively approved in August.

Earlier board hearings on the proposal were packed with supporters — including unions representing county doctors — and opponents. Tuesday’s vote was largely seen as a foregone conclusion and only a handful of audience members commented on either side. Several came to voice support for Katz. Others called for checks on his power, if he is chosen to lead the new agency.
One source of criticism has been the possibility that Katz would continue to directly manage the county's system of hospitals and clinics and be the chief executive of the new, larger health agency.

Under the framework approved Tuesday, the agency director would be responsible for evaluating the performance of the three departments' directors and would conduct "strategic review" of their budgets, although the supervisors would have the final say.

"The mental health and public health communities would be immensely concerned about the prospect of the [Department of Health Services] director also leading the health agency and technically reporting to himself with regard to the health department," said Bruce Saltzer, executive director of the Assn. of Community Human Service Agencies, part of a coalition that pushed back against the consolidation.

Saltzer said such an agency chief, wearing multiple hats, shouldn't be simultaneously "reviewing the budget of the other two departments, influencing the organizational structure, overseeing a very broad scope of operations and evaluating the performance of the department heads."

The board did not name a director of the new agency Tuesday or decide whether that person could also head of one of the three branches within the organization. The county is recruiting candidates for its top mental and public health positions.

Having settled the question of the agency's structure, several board members said they hope to quickly fill those management posts, which will be key to making the new mega-entity perform as hoped.

The organizational uncertainty had delayed the appointments, Supervisor Don Knabe said.

"You don't want to bring someone new into a situation where they don't know what they're getting into," he said.

Former public health Director Jonathan Fielding said continuity of leadership is important to the operations of his former agency.

"These times of uncertainty always can lead to morale issues and concern about the future, and that can detract from the job a little bit," he said.

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7:30 a.m. | Registration
8 a.m. | Breakfast Reception with Elected Officials
10 a.m. | City Council Session

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