



The Meeting Transcript of  
The Los Angeles County Board of Supervisors

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2 **DR. J.A. SHAH:** GOOD AFTERNOON, I'M DR. SHAH. AND THANK YOU FOR  
3 ALLOWING ME TO COMMENT. I WORKED FOR THE L.A. COUNTY  
4 DEPARTMENT OF HEALTH FOR 31 YEARS. AND I HAVE SEEN MANY THINGS  
5 THAT WILL HELP YOU. IT'S LIKE AWAKENING CALL THAT EVERY FEW  
6 YEARS WE GET BUDGET PROBLEMS. THE ROOT CAUSE, I THINK, IS THE  
7 QUALITY OF MEDICAL CARE WHICH I AM TALKING ABOUT SINCE '79 AS  
8 THE DIRECTOR OF REHAB IN LONG BEACH GENERAL HOSPITAL, THAT WE  
9 HAVE TO CHANGE AND WE HAVE TO PROMOTE THOSE WHO ARE WHAT WE  
10 CALL FOR PATIENTS' RIGHTS AND QUALITY CARE. OF COURSE, SAME  
11 TIME YOU HAVE TO DEMOTE OR NOT PROMOTE THOSE WHO ARE  
12 RESPONSIBLE IN SUPERVISORY POSITIONS WHO JUST ALWAYS, ALWAYS  
13 NOT WHAT YOU CALL LEADER. BUT WE ARE PROMOTING IN COUNTY  
14 SYSTEM, THAT'S WHAT MY THINKING. I WANT YOU TO UNDERSTAND THAT  
15 IF YOU DO LIKE, AS I TOLD YOU BEFORE THREE TIMES, LIKE KAISER  
16 DO, FOR THE QUALITY CARE, THE RESEARCH THAT ALL OF THE 70,000  
17 EMPLOYEES IN L.A. COUNTY CAN USE OUR ALL SERVICES, BECAUSE ALL  
18 THE PEOPLE WHO USE OUR SERVICES IN COUNTY QUALITY WILL  
19 INCREASE. EVEN I KNOW THAT YOU ALL WANT BEST CARE, BUT I KEEP  
20 TELLING THAT WE HAVE TO TREAT PATIENTS AS OUR MOTHER, FATHER,  
21 BROTHER, SISTER, IF YOU DON'T HAVE THAT EMPATHY, YOU ARE  
22 TREATING LIKE NUMBERS. AND THAT'S BEEN GOING ON IN THE COUNTY  
23 FOR A LONG TIME. I MUST TELL YOU I HAVE BEEN READING THOUSANDS  
24 OF CHARTS, SINCE '78, AND I WILL TELL YOU THAT IT IS  
25 IMPOSSIBLE TO IMPROVE THE CARE BECAUSE OF THIS WHOLE SYSTEM OF



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1 BUREAUCRACY, SUPERVISORS WHO ARE INCOMPETENT IN MY SERVICE.  
2 EVEN THOUGH I'VE RECEIVED THREE FELLOWSHIPS, I HAVEN'T SEEN A  
3 PATIENT IN L.A. COUNTY SINCE MARCH '82. ONLY BECAUSE I WAS  
4 ARBITRATOR BEFORE, IN STATE MEDICAL RANCHO LOS AMIGOS IN '79.  
5 WHAT I SUGGEST IS PLEASE MAKE SURE THE QUALITY IMPROVES IN  
6 SUCH A WAY THAT OUR OWN PEOPLE, ALL OF US WHO ARE EMPLOYED IN  
7 L.A. COUNTY CAN USE OUR OWN FACILITIES. IF YOU DO THAT, YOU  
8 WILL NEVER LEARN WHAT THE PROBLEM. WE WILL NEVER KNOW ANY  
9 PROBLEM BECAUSE THERE 70,000 OF OUR OWN PEOPLE COMING TO OUR  
10 OWN FACILITY BECAUSE WE HAVE THE BEST QUALITY CARE. AND I DO  
11 FEEL BAD SOMETIMES THAT WHEN YOU HAVE TO GO TELL PEOPLE THAT  
12 OUR LEADERS IN MANY SUPERVISORY POSITIONS ARE WRONG. I WILL  
13 TELL YOU THAT EVEN THOUGH I AM A INJURED DOCTOR, I CAN WORK AT  
14 RANCHO OR UCLA, WHERE THOUSANDS OF PATIENTS ARE GETTING SO-  
15 CALLED PHYSICAL THERAPY, OCCUPATIONAL THERAPY OR OTHER CARE  
16 WITHOUT PROPER SUPERVISION. AND THIS IS VERY BAD FOR  
17 EVERYBODY. I KNOW THAT YOU WANT EVERYTHING BEST FOR YOUR  
18 PATIENTS. AND I WANT THAT TOO. AT LEAST YOU HAVE SOME INSIGHT.  
19 AND THANK YOU. THIS IS AWAKENING CALL FOR YOU. IT WILL SOLVE  
20 BUDGET. THANK YOU VERY MUCH AGAIN.  
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