



Westchester County Medical Center

WESTCHESTER COUNTY
MEDICAL CENTER

ANDREW P. O'ROURKE
County Executive

September 16, 1991

Westchester County Board of Legislators
County Office Building 1
White Plains, New York 10601

Dear Members of the Board of Legislators:

The Westchester County Medical Center's Hospital Advisory Board held a special meeting on August 23rd and its regular meeting on September 11th, 1991. At both meetings the County Executive's nomination of Mr. Mack Carter to be Commissioner of Hospitals was discussed. It was unanimously agreed at these meetings that this letter should be sent to the County Board of Legislators.

Without questioning Mr. Carter's personal qualities, it is apparent that at the present time he does not have the qualifications or experience which are essential to this position.

The Westchester County Medical Center is an extremely complex institution which includes a large, high-technology tertiary care teaching hospital, the Ruth Taylor Institute, the Psychiatric Institute and the Mental Retardation Institute. It has an extensive staff and a large cash flow. New York Medical College is its major affiliate. Most of the physicians are in private practice and are not employees of the County. It is an exceedingly complex grouping of institutions and interests, requiring a commissioner who has broad experience at the highest level of hospital policy making, finance, medical student education and administration.

Mr. Carter has been employed by the New York City Health and Hospitals Corporation at Lincoln Hospital in the Bronx, as the Director of Professional Services. This is a third level position, reporting to the Director of Operations, NOT to the Executive Director. It primarily addresses daily operating and housekeeping needs of the hospital's various patient services. Hands-on management in areas such as: policy formulation, finances, labor relations, affiliation contracts, staffing, planning and numerous other arenas which require specific experience and expertise are not within Mr. Carter's responsibilities and never have been in any of the positions he has held.

Every year the County of Westchester makes a substantial contribution to both the operating and capital budgets of the

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Medical Center. The Medical Center, through the leadership of the Commissioner, has, each year, used less of the tax levy as a proportion of the County's budget. It now stands at a precarious and fragile financial point. It is absolutely essential that the commissioner have the experience and innovative capabilities, which develop from that experience, necessary to keeping it fiscally sound. The County cannot afford to maintain even a status quo situation. Elected Legislators, have the ultimate responsibility of and for the Medical Center. They and the taxpayers of the County should not have to bear the financial burden of Mr. Carter's on-the-job training. Nor is there time for this if the Medical Center is going to progress and remain viable.

Lincoln Hospital, where Mr. Carter is now employed, has a large patient load of injuries and illnesses at a primary and secondary care level; WCMC is a tertiary care facility. Lincoln Hospital's physicians are all full time employees of the Health and Hospitals Corporation; WCMC physicians are mostly private practice. Lincoln Hospital has between 2500 and 3000 employees, of which 700 report to Mr. Carter; WCMC has 3500 employees and all 3500 report directly or indirectly to the Commissioner. Mr. Carter's experience does not encompass the number of employees, the degree of supervision, the category of care delivered, the variety of physician practice, nor the diversity of patient's needs which are characteristic of the Medical Center.

In short, we unanimously feel that at the present time Mr. Carter's appointment is not in the best interests of the County and its taxpayers. He might some day be given consideration for a second level position in a major medical center, in which he might acquire some of the experience which he is presently lacking.

It should be noted that the County Executive himself established a search committee, at which four of the six members were from his own staff. The committee was empowered to make recommendations for the position of Commissioner based upon qualifications set by both the County Executive and the Hospital Advisory Board and, from which, Mr. O'Rourke would make his selection. That committee interviewed Mr. Carter and did not recommend him. By selecting Mr. Carter, Mr. O'Rourke has discarded the very selection procedure he established. If he was dissatisfied with candidates submitted to him it would have been more appropriate to ask his committee to continue the search and present a different slate for his consideration.

Very truly yours,

signatures attached

Westchester County Medical Center Hospital Advisory Board

cc/County Executive Andrew O'Rourke



Westchester County Medical Center

ANDREW P. O'ROURKE
County Executive

WESTCHESTER COUNTY
MEDICAL CENTER

EDWARD A. STOLZENBERG
Acting Commissioner

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[Signature]
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 Mary J. Biell
 Ellen G. Pappas
 Sanford Allen Johnson
 Joseph Turbone
 [Signature]
 Erik M. Warren
 Anthony Ludovica *
 Joseph L. Colosimo *
 Ann McDonnell *

* Signed, by Carol Finlay,
at each of these individual
Board Member's request