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May 23, 2005

TO: Each Supervisor

FROM: Thomas L. Garthwaite, M.D.   
Director and Chief Medical Officer

Kae Robertson  
Managing Director   
Navigant Consulting, Inc.

SUBJECT: **KING/DREW MEDICAL CENTER ACTIVITY REPORT – WEEK ENDING  
May 20, 2005**

This is to provide you with an activity report for the week ending May 20, 2005 for King/Drew Medical Center (KDMC). This report details activities conducted by the Director of Department of Health Services (DHS) and Navigant Consulting, Inc.

**DHS DIRECTOR**

- Led a planning meeting on the alignment of community health needs in SPA 6 and health care programs at KDMC. Participants included DHS, Drew University, Navigant, Hospital Advisory Board members, and representatives from community organizations.
- Was interviewed for a segment on the television show "Life and Times" on new funding for the care of undocumented residents in emergency rooms.
- Participated in Board of Supervisors meeting on May 17, 2005.
- Delivered a lecture on patient safety to the DHS Patient Safety Seminar. This DHS-sponsored seminar provided education on new concepts in health care quality and patient safety and was attended by leaders in these areas from across the Department, including KDMC.

- Participated in an exit conference with the Harvey Rose Accountancy Corporation and the Los Angeles County Civil Grand Jury regarding the draft report on a new governance structure for DHS.
- Made rounds in hospital. Surgery clinic findings include improved functioning with the elimination of block scheduling and markedly improved chart availability. The clinic staff is also now reporting multiple measures of clinic function to the ambulatory care coordinator on a daily basis. Inpatient pharmacy findings included inadequate space layout for efficient workflow. This has been previously identified by KDMC staff and Navigant and several improvements are in process.
- Participated in the KDMC Oversight meeting between DHS and Navigant. The Chief Administrative Officer and the Health Deputy for the Second Supervisorial District also attended.
- Participated in Ad Hoc Steering Committee of KDMC Hospital Advisory Board meeting to review operational concerns. Key issues were scope of Ad Hoc Steering Committee, issues for the week (see Navigant report below), and physician morale and timecard issues.
- Met with members of the Department of Family Practice, whose key concerns are appointment of permanent leadership for the Department and for Hubert H. Humphrey Comprehensive Health Center. Interviews have been held for the position of Humphrey Comprehensive Health Center administrator and I anticipate a selection will be made within the next week.

#### **NAVIGANT CONSULTING, INC.**

- ***Pressing Issues***
  - The Office of Public Safety (OPS), in conjunction with KDMC administration, has implemented the majority of the recommendations for improvement in security previously identified in OPS and administrative reviews conducted in June 2004. Equipment required to meet the remaining recommendations has been ordered. Over the next few weeks, OPS and KDMC administration will be evaluating additional security improvements. Security audits will be conducted on a regular basis going forward.
- ***Progress Made in KDMC Quality Turnaround Plan***
  - Further review has been requested for one patient death. If there is any follow-up required, it will be provided under the peer review process and 1157 protection.
  - KDMC Quality Turnaround Plan
    - The Hospital Advisory Board has appointed an ad hoc Steering Committee to oversee operational issues, which held its first meeting last week. Key issues the Steering Committee will be addressing include process on staff and executive recruitment, physician and staff morale, progress on the Plan of Correction submitted to the Centers for Medicare and Medicaid Services,

hospital operation issues such as Pediatric Intensive Care Unit staffing needed to accept admissions, and emergency department physician staffing needs.

- Physicians
  - The Chair of the Emergency Medicine met with the physicians to discuss the resignations recently of several of the faculty and steps that can be taken to improve recruitment and retention. Among the issues raised were compensation levels, increased shift coverage requirements, time available for academic responsibilities, high emergency room patient census, lack of inpatient beds to which to admit patients that results in patients having to be held in the emergency department.
  - Physician coverage for radiology services is improving and additional contracts and teleradiology options are still being pursued.
- Nursing
  - The Pediatric Intensive Care Unit still has insufficient nurse staffing to accept new admissions. Training existing pediatric nursing staff to work in the intensive care unit is one option being evaluated.
- Human Resources
  - Five disciplinary cases were closed this week. Additionally, eight pending cases were closed; five related to nursing staff and three to medical and ancillary staff.
- Other
  - Navigant leadership made two presentations to community groups. One was specific to the status of executive recruitment efforts and the other included an update on progress on the Quality Turn-around Plan, Joint Commission on the Accreditation of Healthcare Organizations accreditation efforts, and the status of nursing and executive recruitment activities.

Please let us know if you have any questions.

TLG:KR:mm

c: Chief Executive Officer  
County Counsel  
Executive Officer, Board of Supervisors