



Health Services
LOS ANGELES COUNTY

January 16, 2007

Los Angeles County
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TO: Each Supervisor

FROM: Bruce A. Chernof, MD
Director and Chief Medical Officer

SUBJECT: **METROCARE IMPLEMENTATION PLAN UPDATE**

This is to provide your Board with a report on the status of the MetroCare Implementation Plan to date. The MetroCare Implementation Plan is on schedule and all actions have been completed on or ahead of the original timeline (Attachment 1 – MetroCare Update Week Ending January 13, 2007).

A number of actions on the Implementation Plan were accelerated due to the unanticipated withdrawal of approximately 250 Drew University residents on December 1, 2006. Actions that occurred ahead of schedule as a result of the loss of the residents include: 1) Establishment of a contract with California Emergency Physicians for management of the King-Drew Medical Center (KDMC) Emergency Department and Urgent Care Center; 2) Establishment of contracts with St. Francis and St. Vincent Medical Centers and associated physicians to provide interim inpatient medical-surgical beds and critical care services on an as needed basis; 3) Began opening 32 medical-surgical beds at Rancho Los Amigos; and 4) Closure of the psychiatric emergency room. These actions were completed on December 1, 2006 with the exception of opening 32 beds at Rancho which began on November 13, 2006. The withdrawal of the residents led to the need to establish a contract for hospitalist and intensivist physician services at KDMC. This was also accomplished on December 1, 2006.

There have been no significant disruptions in the availability of services as a result of the MetroCare transition or the withdrawal of the Drew residents and no negative outcomes have been reported.

BACKGROUND

On October 17, 2006 your Board approved the MetroCare Implementation plan. The MetroCare Implementation Plan was developed in response to the notification from CMS on September 22, 2006 that KDMC had failed 9 of 23 conditions of participation on its most recent CMS survey and that CMS would terminate KDMC's CMS contract effective November 30, 2006, resulting in an immediate loss of approximately \$200 million a year. The MetroCare plan transforms KDMC to Martin Luther King, Jr. – Harbor (MLK-Harbor) Hospital under the direct operational and clinical management of MetroCare regional executive leadership drawn from Harbor-UCLA Medical Center. MLK-Harbor will be a 114 bed community hospital providing general adult medical, surgical, and low-risk obstetrical and gynecological care with a basic emergency room. A new Multi-Service Ambulatory Care Center (MACC) will result in an

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expansion of outpatient services. Complete outpatient services continue at the hospital while the MACC is developed over the course of this year. The transition from KDMC to MLK-Harbor will result in no net loss of inpatient beds although they will be arrayed differently with other DHS hospitals opening beds as the number of beds at KDMC decrease. The MLK-Harbor emergency room will provide the same level of service and the same number of visits as the current emergency room.

SERVICE CHANGE #1

Service Change #1 was completed on schedule by November 30, 2006.

- NICU, PICU, Inpatient Pediatrics, and High Risk Obstetrics were transferred to Harbor-UCLA on November 28, 2006. All new beds and staffing were reviewed and approved by State DHS prior to operation.
- On October 19, 2006 DHS requested that CMS approve a 12 month extension to KDMC's Medicare certification. On November 21, 2006 CMS extended the termination of KDMC's Medicare provider agreement from November 31, 2006 to March 31, 2007.
- Patient transportation services between KDMC and Harbor-UCLA began on December 1, 2006. Current transportation services are available Monday through Friday, 7:00 a.m. to 5:00 p.m. Additional transportation services are being developed based on need.

In addition to actions in Service Change #1, DHS also implemented the following actions during this time period:

- Advanced Life Support (ALS) ambulances were stationed onsite at KDMC on December 1, 2006 to provide transportation to Harbor-UCLA and other DHS and contract hospitals.
- KDMC staff from the NICU, PICU, and High Risk Obstetrics were interviewed and staff were selected and relocated to Harbor-UCLA for retraining and assignment to these units.

SERVICE CHANGE #2

Service Change #2 was completed on schedule by December 15, 2006.

- Rancho Los Amigos National Rehabilitation Center began staffing medical-surgical beds on November 1, 2006 in anticipation of opening additional beds to serve KDMC patients.
- Olive View-UCLA Medical Center began staffing medical-surgical beds on December 1, 2006 in anticipation of opening additional beds to serve KDMC patients.
- The Psychiatric Emergency Room on the KDMC campus was closed on December 1, 2006. This action was completed ahead of schedule due to withdrawal of the Drew University residents.
- Management of adult inpatient psychiatric services on the KDMC campus was transferred to LAC+USC Medical Center on December 15, 2006.

SERVICE CHANGE #3

Service Change #3 is anticipated to be completed on schedule by March 1, 2007.

- Began opening 32 medical-surgical beds at Rancho Los Amigos on November 13, 2006. Rancho opened a 30 bed unit and increased staffing on another unit for a total of 32 beds. This action was completed ahead of schedule due to withdrawal of the Drew University residents.

- DHS deferred opening 23 medical-surgical beds at Olive View-UCLA Medical Center. Patients are currently being effectively served by Rancho and contract hospitals. These hospitals are more geographically convenient for KDMC patients and are able to meet the current demand for inpatient beds.
- DHS is currently going through the process of selecting KDMC staff who will be assigned to the new MLK-Harbor Hospital.
- Contracts with private hospitals (St. Francis/St. Vincent) to provide interim inpatient medical-surgical beds and critical care capacity on an as needed basis were completed on December 1, 2006. Negotiations are ongoing with additional hospitals. This action was completed ahead of schedule due to withdrawal of the Drew University residents.
- Contracts with private physicians at these hospitals for coverage of KDMC patients were also completed on December 1, 2006. This action was completed ahead of schedule due to withdrawal of the Drew University residents.

SERVICE CHANGE #4

Service Change #4 was completed on schedule by January 8, 2007.

- Management of the KDMC Urgent Care Center was transferred to the Emergency Department contractor (California Emergency Physicians) on December 1, 2006. This action was completed ahead of schedule due to withdrawal of the Drew University residents.
- Rancho Los Amigos has begun staffing recruitment in anticipation of opening additional medical-surgical beds at Rancho. Final selection is dependent on KDMC employee mitigation assignments anticipated in February 2007. Additional staffing for Olive View-UCLA Medical Center has been deferred since patients are currently being effectively served by Rancho and nearby contract hospitals.

SERVICE CHANGE #5

Service Change #5 is in progress. To date DHS has completed the first task of Service Change #5.

- Management of the KDMC Emergency Department was transferred to the contractor (California Emergency Physicians) on December 1, 2006. This action was completed ahead of schedule due to withdrawal of the Drew University residents.

KDMC SERVICE INDICATORS

DHS has been closely monitoring services provided at KDMC. At the request of State DHS and CMS in November 2006, the Department appointed a monitor who is responsible for assessing care at KDMC and reporting any concerns to DHS. A weekly review of progress and concerns is conducted by DHS with the State and CMS. On December 24, 2006 State licensing conducted a site visit to KDMC to review services in the ER and psychiatric unit. They reported no concerns.

The number of emergency department, urgent care, and ambulatory care visits for the weeks before and after the service changes has been generally level except for fewer visits during holiday weeks. There was little variation in total triage time in the emergency department (time in minutes from arrival in the ED to ED bed assignment) which was an average of 131 minutes in November 2006 and 137 minutes in December 2006. There was a modest decrease in the number of ED patients who left without being seen which was 7.7% in November 2006 and

5.0% in December 2006. Inpatient beds have moved from KDMC to other DHS and contract hospitals but there has been no net reduction in beds. From December 1st to December 31st, 2006 there were a total of 208 transfers from KDMC to other DHS or contract hospitals. DHS will continue to monitor these trends and will keep you informed of any significant changes in KDMC service levels.

EMPLOYEE MITIGATION AND TRANSFER

A staffing plan for MLK-Harbor is being completed. The Department is currently going through the process of identifying staff who will be offered positions at the new MLK-Harbor Hospital and developing a mitigation plan for the remaining KDMC employees. The majority of interviews with KDMC staff who requested to be interviewed for MLK-Harbor positions have been conducted and the remaining are scheduled to be completed in January. Shortly thereafter the Department will inform employees who were recommended for the new MetroCare model of their work assignment to be effective March 1, 2007. Employees who did not request to be interviewed for MLK-Harbor positions and those who interviewed but were not selected will be notified of their work assignments in February. Employees who are assigned to MLK-Harbor will receive training that is coordinated by Harbor-UCLA.

The significant upcoming milestones on the MetroCare Implementation Timeline and Bed Map are employee mitigation and transfer, opening of additional medical-surgical beds at Rancho, completion of additional contracts with private hospitals for interim inpatient medical-surgical beds and critical care capacity, and the opening of MLK-Harbor Hospital under MetroCare management with 42 beds (30 medical-surgical beds and 12 ICU-CCU beds) on March 1, 2007. In addition, DHS is continuing planning for the Multi-Service Ambulatory Care Center. Policies, procedures, and bylaws are under development and are anticipated to be effective with the opening of MLK-Harbor Hospital.

The Department is currently updating the MetroCare Implementation Timeline and Bed Map which your Board approved on October 17, 2006 and the Department will be reporting back to you soon. Please let me know if you have any questions.

BAC:ct

Attachment

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

**COUNTY OF LOS ANGELES – DEPARTMENT OF HEALTH SERVICES
METROCare UPDATE**

Week Ending January 13, 2007

Week Ending	Actions Related to MetroCare Timeline and Bed Map¹	Other MetroCare Actions	Service Indicators
09/23/06	Not Applicable.	On 09/22/06 Los Angeles County DHS (DHS) notified that King Drew Medical Center (KDMC) did not meet 9 of 23 conditions of participation on its most recent CMS survey. CMS terminated KDMC's CMS contract effective 11/30/06 resulting in the loss of approximately \$200 million a year.	Number of Inpatient Admissions ² - 187 Average Daily Census ³ - 171 ED visits Treated and released - 473 Admitted - 120 Urgent Care Visits - 285 Ambulatory Care Visits - 2982
09/30/06	Not Applicable.		Number of Inpatient Admissions ² - 205 Average Daily Census ³ - 169 ED visits Treated and released - 425 Admitted - 154 Urgent Care Visits - 260 Ambulatory Care Visits - 3096
10/07/06	Not Applicable.	On 10/03/06 the Los Angeles County Board of Supervisors approved MetroCare option and directed DHS to return to the Board with detailed plan in two weeks. On 10/04/06 ACGME notified Drew University officials that they must provide a plan for placement of all current KDMC residents in all existing ACGME-accredited residency programs by 10/16/06 with placement to be effective 12/01/06. On 10/05/06 Drew University officials indicate their intent to withdraw all residents from KDMC on 12/01/06.	Number of Inpatient Admissions ² - 183 Average Daily Census ³ - 164 ED visits Treated and released - 402 Admitted - 121 Urgent Care Visits - 262 Ambulatory Care Visits - 2904
10/14/06	Not Applicable.	On 10/13/06, DHS implemented weekly conference calls with CMS and State DHS to monitor and report on KDMC and MetroCare.	Number of Inpatient Admissions ² - 174 Average Daily Census ³ - 160 ED visits Treated and released - 454 Admitted - 104 Urgent Care Visits - 274 Ambulatory Care Visits - 2415
10/21/06	On 10/17/06 the Los Angeles County Board of Supervisors approved MetroCare implementation (Goal 10/17/06).	On 10/19/06 LAC DHS requested that CMS approve a 12 month extension to KDMC's Medicare certification and provide \$50 million for transition costs. Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.	Number of Inpatient Admissions ² - 163 Average Daily Census ³ - 158 ED visits Treated and released - 469 Admitted - 115 Urgent Care Visits - 269 Ambulatory Care Visits - 2985

**COUNTY OF LOS ANGELES – DEPARTMENT OF HEALTH SERVICES
METROCARE UPDATE**

Week Ending January 13, 2007

Week Ending	Actions Related to MetroCare Timeline and Bed Map	Other MetroCare Actions	Service Indicators
10/28/06	<p>On 10/23/06 DHS obtained State DHS review/approval for MetroCare implementation (Goal 11/01/06).</p>	<p>On 10/23/06 Governor Arnold Schwarzenegger sent a letter to Secretary of Health and Human Services supporting LAC DHS request for an extension of KDMC Medicare certification and \$50 million for transition costs.</p> <p>On 10/25/06 CMS responded to LAC DHS request of 10/19/06 with a request for additional information.</p> <p>On 10/26/06 LAC DHS responded to CMS request of 10/25/06 for additional information.</p> <p>Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.</p>	<p>Number of Inpatient Admissions² - 185 Average Daily Census³ – 165 ED visits Treated and released – 427 Admitted – 128 Urgent Care Visits – 263 Ambulatory Care Visits – 2789</p>
11/04/06	<p>On 10/30/06 DHS obtained CMS review/approval for MetroCare implementation (Goal 11/01/06).</p> <p>On 11/01/06 began staffing for medical-surgical beds at Rancho (Goal 11/30/06).</p>	<p>On 10/30/06 CMS responded to LAC DHS letter of 10/26/06 with informal approval of extension of KDMC Medicare certification to 3/31/07 pending confirmation from the Board of Supervisors that substantial KDMC restructuring will occur. CMS declines request for \$50 million for transition costs.</p> <p>On 11/01/06 DHS released a Request For Information (RFI) to identify companies to contract ED and Urgent Care Center services at KDMC.</p> <p>On 11/02/06 DHS released an RFI to identify companies specializing in hospitalist and intensivist services as potential contractors for KDMC.</p> <p>Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.</p>	<p>Number of Inpatient Admissions² - 182 Average Daily Census³ – 166 ED visits Treated and released – 441 Admitted – 131 Urgent Care Visits – 219 Ambulatory Care Visits – 2813</p>
11/11/06	<p>On 11/06/06 the Beilenson hearing was held to provide the public with the opportunity to comment on the proposed MetroCare changes (Goal 11/06/06).</p> <p>On 11/07/06 the Board of Supervisors gave final approval for service changes (Goal 11/14/06).</p>	<p>On 11/06/06 DHS released an RFI to identify hospitals and associated physicians to provide interim inpatient medical-surgical beds and critical care services.</p> <p>On 11/09/06 Harbor-UCLA chief executive officer (CEO), Tecla Mickoseff, was appointed to serve as interim CEO of MetroCare; KDMC CEO, Antonette Smith Epps, was appointed administrator of MLK-Harbor; and Harbor-UCLA Chief Medical Officer, Gail Anderson, serves as interim Chief Medical Officer for MetroCare.</p> <p>On 11/09/06 DHS released an RFI to identify companies to contract for Advanced Life Support (ALS) and Critical Care Transportation (CCT) ambulance services at KDMC.</p> <p>Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.</p>	<p>Number of Inpatient Admissions² - 183 Average Daily Census³ – 161 ED visits Treated and released⁴ – NA Admitted⁴ – NA Urgent Care Visits⁴ – NA Ambulatory Care Visits – 2302</p>

**COUNTY OF LOS ANGELES – DEPARTMENT OF HEALTH SERVICES
METRO CARE UPDATE**

Week Ending January 13, 2007

Week Ending	Actions Related to MetroCare Timeline and Bed Map	Other MetroCare Actions	Service Indicators
11/18/06	On 11/13/06 began opening 32 medical-surgical beds at Rancho (Goal 12/15/06) by opening additional beds on an existing unit.	On 11/15/06, at the request of CMS and State DHS, LAC DHS appointed a monitor who is responsible for assessing care at KDMC and reporting any concerns to DHS. On 11/15/06, State DHS reviewed and approved beds and staffing at Harbor-UCLA. Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.	Number of Inpatient Admissions ² - 179 Average Daily Census ³ - 151 ED visits Treated and released ⁴ - NA Admitted ⁴ - NA Urgent Care Visits ⁴ - NA Ambulatory Care Visits - 3027
11/25/06	On 11/21/06 CMS extended the termination of KDMC's Medicare provider agreement from 11/30/06 to 3/31/07 (Goal 11/30/06).	On 11/21/06, State DHS reviewed and approved beds and staffing at Rancho Los Amigos. Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.	Number of Inpatient Admissions ² - 145 Average Daily Census ³ - 144 ED visits Treated and released - 444 Admitted - 123 Urgent Care Visits - 167 Ambulatory Care Visits - 1769
12/02/06	On 12/01/06 transferred management of KDMC Emergency Department (ED) to ED contractor (California Emergency Physicians) (Goal 02/05/07). On 12/01/06 transferred management of KDMC urgent care to ED contractor (California Emergency Physicians) (Goal 01/08/07). On 12/01/06 completed contract with private hospitals (St. Vincent/St. Francis) to provide interim medical-surgical beds and ICU capacity on a PRN basis (Goal 12/15/06). Negotiations with additional hospitals ongoing. On 12/01/06 completed contract with private physicians at these hospitals for coverage of KDMC patients (Goal 12/15/06). On 11/28/06 transferred NICU to Harbor-UCLA (Goal 11/30/06). On 11/28/06 transferred PICU to Harbor-UCLA (Goal 11/30/06). On 11/28/06 transferred inpatient pediatrics to Harbor-UCLA (Goal 11/30/06).	On 11/28/06 the Board of Supervisors approved a series of recommendations granting authority to DHS to establish contracts with physician groups, private hospitals, and transportation vendors. On 11/29/06 in response to DHS request, the County of Los Angeles Department of Mental Health (DMH) notified DHS that effective 12/01/06 LPS Conditional Designation status would continue at the KDMC Augustus F. Hawkins Community Mental Health Center (AFH CMHC) with the restriction that AFH CMHC would no longer be able to accept involuntary admissions to inpatient units. At the request of DHS on 12/15/06 LPS designation was withdrawn. On 11/29/06 the County of Los Angeles Department of Mental Health notified DHS of extended Designation Agreement for LAC+USC Healthcare Network, applicable to 50 currently licensed beds at the Ingle side campus and up to 76 psychiatric inpatient beds at AFH CMHC, through 12/31/07. On 11/29/06 selected KDMC staff from the NICU, PICU, and High Risk Obstetrics were assigned to Harbor-UCLA for retraining and assignment to these units. On 12/01/06 Drew resident rotations ended at KDMC resulting in the loss of approximately 250 residents. Care of patients transferred to attending and contract physicians. On 12/01/06 implemented contract with Primary Critical Care Medical Group for hospitalist and intensivist physicians at KDMC. Physician services provided through this contract replace the Drew resident physicians.	Number of Inpatient Admissions ² - 121 Average Daily Census ³ - 126 ED visits Treated and released - 446 Admitted - 92 Urgent Care Visits - 229 Ambulatory Care Visits - 2741

**COUNTY OF LOS ANGELES – DEPARTMENT OF HEALTH SERVICES
METROCARE UPDATE**

Week Ending January 13, 2007

Week Ending	Actions Related to MetroCare Timeline and Bed Map ¹	Other MetroCare Actions	Service Indicators
12/02/06 (cont.)	<p>On 11/28/06 transferred high risk obstetrics to Harbor-UCLA (Goal 11/30/06).</p> <p>On 11/30/06 completed staffing for medical-surgical beds at OVMC (Goal 11/30/06).</p> <p>On 11/30/06 completed planning for Monday through Friday, 7:00 a.m. to 5:00 p.m., patient transportation services between KDMC and Harbor-UCLA which began on 12/01/06 (Goal 11/30/06). Seven day extended hour transportation services are being developed.</p> <p>On 12/01/06 closed KDMC Psych ER at Hawkins (Goal 12/15/06).</p> <p>SERVICE CHANGE #1 COMPLETED AS SCHEDULED BY 11/30/06</p>	<p>On 12/01/06 two Advanced Life Support (ALS) ambulances were stationed onsite at KDMC to provide transportation to Harbor-UCLA and other DHS and contract hospitals. ALS ambulance coverage is available onsite from 7:00 a.m. to 11:00 p.m.</p> <p>On 12/01/06 MAC (EMS agency) employee assigned to KDMC, 11:00 a.m. to 7:00 p.m., to participate on the transfer team that coordinates patient transport to other DHS and contract hospitals.</p> <p>On 12/01/06 2-1-1, a countywide toll-free information and referral hotline, began providing recorded bilingual information on the availability of KDMC services with an option to be transferred to KDMC operators.</p> <p>On 12/01/06 posters are produced promoting KDMC services and the 2-1-1 line for posting throughout KDMC campus.</p> <p>On 12/01/06 bilingual flyers promoting KDMC services and the 2-1-1 line are produced for distribution to KDMC patients, partners, and patient advocates.</p> <p>Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.</p>	
12/09/06		<p>DHS closely monitors KDMC, ED, contractors, and patient transfers to County and contract hospitals. All ED patients are served and inpatients are cared for. Psychiatric patients entering KDMC ED are appropriately dispositioned. There is no decrease in volume of patients served. No negative outcomes reported.</p> <p>Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.</p>	<p>Number of Inpatient Admissions² - 102 Average Daily Census³ – 101 ED visits Treated and released – 482 Admitted – 67 Urgent Care Visits – 303 Ambulatory Care Visits – 2411</p>
12/16/06	<p>On 12/15/06 transferred management of KDMC Adult Psych to LAC+USC (Goal 12/15/06).</p> <p>SERVICE CHANGE #2 COMPLETED AS SCHEDULED BY 12/15/06</p>	<p>On 12/15/06 DHS contracts with DMH for 10 additional temporary Short-Doyle beds to mitigate impact of Psych ER closure.</p> <p>DHS closely monitors KDMC, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported.</p> <p>Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.</p>	<p>Number of Inpatient Admissions² - 112 Average Daily Census³ – 91 ED visits Treated and released – 439 Admitted – 85 Urgent Care Visits – 250 Ambulatory Care Visits – 2390</p>
12/23/06		<p>DHS closely monitors KDMC, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported.</p> <p>Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.</p>	<p>Number of Inpatient Admissions² - 94 Average Daily Census³ – 89 ED visits Treated and released – 417 Admitted – 72 Urgent Care Visits – 267 Ambulatory Care Visits – 2294</p>

**COUNTY OF LOS ANGELES – DEPARTMENT OF HEALTH SERVICES
METROCare UPDATE**

Week Ending January 13, 2007

Week Ending	Actions Related to MetroCare Timeline and Bed Map ¹	Other MetroCare Actions	Service Indicators
12/30/06		<p>On December 24, 2006 State DHS licensing conducted a site visit to KDMC to review services in the ED and the LAC+USC operated psychiatric unit. They reported no concerns.</p> <p>DHS closely monitors KDMC, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported.</p>	<p>Number of Inpatient Admissions² - 103 Average Daily Census³ – 91 ED visits Treated and released – 465 Admitted – 89 Urgent Care Visits – 267 Ambulatory Care Visits – 1574 Transfers (12/01/06 – 12/31/06) Contract Hospitals – 43 2.76 Transfers – 60 Harbor-UCLA – 54 LAC+USC – 20 Olive View – 4 Rancho – 27 Total Transfers – 208</p>
01/06/07	<p>DHS deferred transferring 23 Med-Surg Beds (8 step down + 15 Med-Surg) from KDMC to OVMC. Patients currently being served by Rancho and contract hospitals in the vicinity of KDMC (Goal 01/01/07).</p>	<p>2-1-1 reported 311 KDMC related calls to the hotline between 12/01/06 and 01/03/07 (234 English and 97 Spanish).</p> <p>DHS closely monitors KDMC, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported.</p> <p>Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.</p>	<p>Number of Inpatient Admissions² - 88 Average Daily Census³ – 79 ED visits Treated and released – 422 Admitted – 67 Urgent Care Visits – 208 Ambulatory Care Visits – 1600</p>
01/13/07	<p>Started staffing for Rancho next increments (Goal 01/08/07). Staffing recruitment for Rancho next increments has begun. Final determination is dependent on KDMC employee mitigation assignments anticipated in February 2007. Additional staffing for OVMC has been deferred since patients are currently being served by Rancho and contract hospitals.</p> <p>SERVICE CHANGE #4 COMPLETED AS SCHEDULED BY JANUARY 8, 2007.</p>	<p>Conduct contract negotiations with additional private hospitals to provide interim Med-Surg and ICU capacity on a PRN.</p> <p>On 01/11/07 assigned hospitalist to KDMC ED, 7:00 a.m. to 7:00 p.m., to monitor patients assigned to transfer hospitals, provide medical continuity and patient information, and oversee successful transfer.</p> <p>DHS closely monitors KDMC, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported.</p> <p>Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.</p>	<p>Not Available.</p>

1. October 17, 2006 letter from DHS to Board of Supervisors, Approval of MetroCare Implementation, Attachment II.
2. Excluding Psych.
3. Excluding ED holding; Including Psych.
4. Data not available due to KDMC staff changes.