



Health Services
LOS ANGELES COUNTY

December 5, 2008

REVISED

Los Angeles County
Board of Supervisors

Gloria Molina
First District

Mark Ridley-Thomas
Second District

Zev Yaroslavsky
Third District

Don Knabe
Fourth District

Michael D. Antonovich
Fifth District

TO: Each Supervisor

FROM: John F. Schunhoff, Ph.D. 
Interim Director

SUBJECT: **STATUS REPORT ON KEY INDICATORS OF PROGRESS,
HOSPITAL OPERATIONS, AND OTHER ISSUES
RELATING TO THE TRANSITION TO THE NEW LAC+USC
MEDICAL CENTER PROGRESS REPORT #2: NOV. 2008**

John F. Schunhoff, Ph.D.
Interim Director

Robert G. Splawn, M.D.
Interim Chief Medical Officer

On November 5, 2008, your Board instructed the Department of Health Services (DHS) and the Chief Executive Office (CEO) to provide bi-monthly written reports to the Board on hospital operation status, and any other issues relating to the transition of the new LAC+USC Medical Center, along with weekly verbal reports. A written report was provided on November 18; verbal reports were provided on November 12, 18 and 25. On November 25, 2008, Supervisor Molina amended her motion and instructed DHS to report verbally and in writing on a bi-monthly basis.

The last written report, provided on November 18, utilized October data as well as data from the first week of the move, November 8 through 13. This report provides monthly data for November as compared to prior months. Key indicators are summarized as follows:

- Emergency Department (ED) saturation diversion averaged 50% for the month of November. A high of 80% diversion during the first week has dropped down to an average of 33.6% during the last week of November. There has been no diversion related to trauma since the hospital move.
- The Average Daily Census (ADC) for the month of November was 436 (excluding psychiatric patients) or 72% occupancy which includes the first week at the old facility. Pediatric census is described in detail in the attachment.

Patient flow has significantly improved as hospital staff implemented new procedures to accommodate the facility's environment and technology.

If you have any questions, please contact me or contact Carol Meyer, Interim Chief Network Officer at (213) 240-8370.

JFS:cm

Attachment

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

313 N. Figueroa Street, Suite 912
Los Angeles, CA 90012

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Fax: (213) 481-0503

www.dhs.lacounty.gov

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through leadership,
service and education.*

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LAC+USC Medical Center
Operational Monitoring Report
Reporting Period – November 2008

Indicator	Definition	Data	Comments																														
Indicator #1 – Trends in Average Daily Census and Hospital Operations Metrics																																	
<p>1a. Average Daily Census (ADC)</p>	<p>ADC: A measure of the total number of inpatients occupying licensed beds on a daily basis reported as the arithmetic mean.</p> <p>Calculation: Total number of admitted inpatients at 12:00 AM midnight daily, summed over the month and divided by the total number of days in the month.</p> <p>Source of Data: Affinity</p>	<p style="text-align: center;">ADC</p> <table border="1" style="margin-top: 10px;"> <caption>ADC Data Points</caption> <thead> <tr> <th>Month</th> <th>ADC Value</th> </tr> </thead> <tbody> <tr><td>Oct '06</td><td>637</td></tr> <tr><td>Dec '06</td><td>598</td></tr> <tr><td>Feb '07</td><td>612</td></tr> <tr><td>Apr '07</td><td>605</td></tr> <tr><td>June '07</td><td>625.5</td></tr> <tr><td>Aug '07</td><td>623</td></tr> <tr><td>Oct '07</td><td>590</td></tr> <tr><td>Dec '07</td><td>609</td></tr> <tr><td>Feb '08</td><td>605</td></tr> <tr><td>Apr '08</td><td>583</td></tr> <tr><td>Jun '08</td><td>611</td></tr> <tr><td>Aug '08</td><td>578</td></tr> <tr><td>Oct '08</td><td>596</td></tr> <tr><td>Nov '08</td><td>491</td></tr> </tbody> </table> <p>Note: Average Daily Census number reported includes Medical Center + Psych + Newborns Census.</p>	Month	ADC Value	Oct '06	637	Dec '06	598	Feb '07	612	Apr '07	605	June '07	625.5	Aug '07	623	Oct '07	590	Dec '07	609	Feb '08	605	Apr '08	583	Jun '08	611	Aug '08	578	Oct '08	596	Nov '08	491	<p>ADC provided as background information.</p> <p>Data under development for future monthly reporting and trending.</p> <p>See cover memo for census from first six days after move.</p>
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1b. Occupancy Rate LAC+USC Medical Center	<p>Definition: A measure of the usage of the licensed beds during the reporting period that is derived by dividing the patient days in the reporting period by the licensed bed days in the reporting period.</p> <p>Calculation: The total number of admitted inpatients at 12:00 AM midnight, including women in labor, may include normal newborns and psychiatric inpatients divided by licensed or budgeted beds.</p> <p>Source of Data: Affinity</p> <p>Target: 95%</p>	<ol style="list-style-type: none"> 1. Medical Center Licensed Occupancy Rate (excluding Newborns) for period of Nov 9 -30th = 72% Med Center Census - Newborns / 600 2. Medical Center Licensed Occupancy Rate (including Newborns) for period of Nov 9 -30th = 73 % Med Center Census + Newborns / 600 3. Healthcare Network Budgeted Occupancy Rate for period of Nov 9 -30th = 73.7 % Med Center Census + Newborns + Psych Hosp Census / 671 <p>Medical Center = New facility Healthcare Network = New facility + Psychiatric Hospitals</p>	For comparison, occupancy rates reported in the old facility were reported including newborns and were based on budgeted beds.

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Indicator #2 - Emergency Department Metrics			
<p>2a. Median Emergency Department Boarding Time (EDBT)</p> <p>*Harris Rodde Indicator</p>	<p>Boarding Time: Time from MD Admit time (effective date and time of pre-admit) to time the patient actually leaves the ED en route to assigned bed (effective date and time of the ED disposition).</p> <p>Calculation: The middle value in the set of individual boarding times for the month arranged in increasing order. If there is an even number of values, then the median is the average of the middle two values.</p> <p>Source of Data: Affinity</p> <p>Target: Less than 7 hours.</p>	<p style="text-align: center;">Median Boarding Time (Adult)*</p> <p>Adult : Median Boarding time for the month of November = 4:42 (hrs:mins)</p> <p>Pediatrics: Median Boarding time for the month of November = 2:18 (hrs:mins)</p> <p>Total ED: Median Boarding time for the month of November = 4:12 (hrs:mins)</p> <p>*Preliminary data pending auditor controller validation</p>	

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2b. ED Wait Time	<p>ED Wait Time: Measured from time patient is triaged to time patient is either admitted or discharged reported as an arithmetic mean.</p> <p>Definition: Sum of all wait time values during the monthly reporting period divided by the total number of values.</p> <p>Source of Data: Affinity</p> <p>Target: No target value. Lower numbers are better.</p>	<p>Adult: Average ED Wait time for the month of November = 10:36 (hrs:mins)</p> <p>*Excludes Psych, Pediatric and Observation Unit patients</p> <p>Pediatrics: Average ED Wait time for the month of November = 3:18 (hrs:mins)</p> <p>Total ED: Average ED Wait time for the month of November = 10:30 (hrs:mins)</p>	

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<p>2c.</p> <p>Left Without Being Seen (LWBS)</p> <p>*Harris Rodde Indicator</p>	<p>LWBS: The total number of patients who left the ED without being seen by a physician reported as a percentage of all ED visits.</p> <p>Calculation: The total number of patients who left the ED without being seen divided by the total number of ED patient visits on a monthly basis.</p> <p>Source of Data: Affinity</p> <p>Target: No target value. Lower numbers are better</p>	<p style="text-align: center;">Left Without Being Seen</p> <table border="1"> <caption>Estimated Data for Left Without Being Seen</caption> <thead> <tr> <th>Month</th> <th>Number (Approx.)</th> <th>Percent (Approx.)</th> </tr> </thead> <tbody> <tr><td>Oct-06</td><td>1250</td><td>11%</td></tr> <tr><td>Nov</td><td>900</td><td>8%</td></tr> <tr><td>Dec</td><td>850</td><td>7%</td></tr> <tr><td>Jan</td><td>800</td><td>7%</td></tr> <tr><td>Feb</td><td>850</td><td>7%</td></tr> <tr><td>Mar</td><td>700</td><td>6%</td></tr> <tr><td>Apr</td><td>700</td><td>6%</td></tr> <tr><td>May</td><td>700</td><td>6%</td></tr> <tr><td>Jun</td><td>750</td><td>6%</td></tr> <tr><td>Jul</td><td>1100</td><td>8%</td></tr> <tr><td>Aug</td><td>1100</td><td>8%</td></tr> <tr><td>Sep</td><td>900</td><td>7%</td></tr> <tr><td>Oct</td><td>1100</td><td>8%</td></tr> <tr><td>Nov</td><td>700</td><td>6%</td></tr> <tr><td>Dec</td><td>750</td><td>6%</td></tr> <tr><td>Jan</td><td>1100</td><td>8%</td></tr> <tr><td>Feb</td><td>1050</td><td>7%</td></tr> <tr><td>Mar</td><td>1050</td><td>7%</td></tr> <tr><td>Apr</td><td>600</td><td>5%</td></tr> <tr><td>May</td><td>700</td><td>6%</td></tr> <tr><td>Jun</td><td>850</td><td>7%</td></tr> <tr><td>Jul</td><td>900</td><td>7%</td></tr> <tr><td>Aug</td><td>1050</td><td>7%</td></tr> <tr><td>Sep</td><td>1100</td><td>8%</td></tr> <tr><td>Oct</td><td>1200</td><td>9%</td></tr> <tr><td>Nov</td><td>1500</td><td>13%</td></tr> </tbody> </table>	Month	Number (Approx.)	Percent (Approx.)	Oct-06	1250	11%	Nov	900	8%	Dec	850	7%	Jan	800	7%	Feb	850	7%	Mar	700	6%	Apr	700	6%	May	700	6%	Jun	750	6%	Jul	1100	8%	Aug	1100	8%	Sep	900	7%	Oct	1100	8%	Nov	700	6%	Dec	750	6%	Jan	1100	8%	Feb	1050	7%	Mar	1050	7%	Apr	600	5%	May	700	6%	Jun	850	7%	Jul	900	7%	Aug	1050	7%	Sep	1100	8%	Oct	1200	9%	Nov	1500	13%	
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<p>2d. ED Diversion</p>	<p>ED Diversion: A percentage measure of the time the ED diverts ambulance traffic away from the ED, reported as a function of the reason for diversion on a monthly basis.</p> <p>Calculation: The total number of hours of ED diversion for a specific reason divided by the total number of available hours in a month.</p> <p>Source of Data: ReddiNet</p>	<p style="text-align: center;">Diversion of ALS Units due to ED Saturation</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <caption>Data for Diversion of ALS Units due to ED Saturation</caption> <thead> <tr> <th>Month</th> <th>% on Diversion</th> </tr> </thead> <tbody> <tr><td>Oct '06</td><td>49</td></tr> <tr><td>Dec '06</td><td>42</td></tr> <tr><td>Feb '07</td><td>31</td></tr> <tr><td>Apr '07</td><td>45</td></tr> <tr><td>Jun '07</td><td>38</td></tr> <tr><td>Aug '07</td><td>31</td></tr> <tr><td>Oct '07</td><td>34</td></tr> <tr><td>Dec '07</td><td>28</td></tr> <tr><td>Feb '08</td><td>21</td></tr> <tr><td>Apr '08</td><td>21</td></tr> <tr><td>Jun '08</td><td>25</td></tr> <tr><td>Aug '08</td><td>52</td></tr> <tr><td>Oct '08</td><td>51</td></tr> <tr><td>Dec '08</td><td>51</td></tr> <tr><td>Feb '09</td><td>30</td></tr> <tr><td>Apr '09</td><td>23</td></tr> <tr><td>Jun '09</td><td>25</td></tr> <tr><td>Aug '09</td><td>42</td></tr> <tr><td>Oct '09</td><td>40</td></tr> <tr><td>Dec '09</td><td>50</td></tr> <tr><td>Feb '10</td><td>51</td></tr> <tr><td>Apr '10</td><td>51</td></tr> <tr><td>Jun '10</td><td>50</td></tr> <tr><td>Aug '10</td><td>51</td></tr> <tr><td>Oct '10</td><td>50</td></tr> </tbody> </table>	Month	% on Diversion	Oct '06	49	Dec '06	42	Feb '07	31	Apr '07	45	Jun '07	38	Aug '07	31	Oct '07	34	Dec '07	28	Feb '08	21	Apr '08	21	Jun '08	25	Aug '08	52	Oct '08	51	Dec '08	51	Feb '09	30	Apr '09	23	Jun '09	25	Aug '09	42	Oct '09	40	Dec '09	50	Feb '10	51	Apr '10	51	Jun '10	50	Aug '10	51	Oct '10	50	<p>This is slightly higher than the before move diversion history which generally ranged between 50-60%.</p> <p>Key points:</p> <ul style="list-style-type: none"> -- Diversion is for paramedic runs only; basic life support ambulances still arrive. -- When diversion is requested but all hospitals in the area are on diversion, patients go to the closest hospital. Therefore, ambulances often arrive while "on diversion".
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<p>2e. Surge Report</p>		<p>Surge reporting suspended during move weeks. Data not available. Will provide when reinstated.</p>																																																					

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Indicator #3 – Trends for Patient Diversions and Transfers & #4 – Transfers to Rancho Los Amigos Metrics																																																															
3. & 4. Rancho Los Amigos Hospital (RLAH) Transfers	<p>Transfers: The volume of patients transferred to RLAH for acute hospitalization from the Emergency Department and from Inpatient Units.</p> <p>Data Source: Manual record keeping.</p> <p>Cancelled category includes patients who's condition changed leading to higher level of care or discharge home.</p>	<p>Month of November</p> <p>Referrals from ER:</p> <table border="1" data-bbox="675 517 1587 898"> <thead> <tr> <th></th> <th>Med/Surg</th> <th>Acute Stroke</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td># Met transfer criteria</td> <td>29</td> <td>N/A</td> <td>-</td> </tr> <tr> <td># Referred to RLAH</td> <td>13</td> <td>16</td> <td>29</td> </tr> <tr> <td># Transfers</td> <td>8</td> <td>16</td> <td>24</td> </tr> <tr> <td># Denied</td> <td>5</td> <td>N/A</td> <td>-</td> </tr> <tr> <td># Cancelled</td> <td>10</td> <td>N/A</td> <td>-</td> </tr> <tr> <td># Patients refused</td> <td>6</td> <td>N/A</td> <td>-</td> </tr> </tbody> </table> <p>Referrals from Inpatients:</p> <table border="1" data-bbox="675 949 1587 1386"> <thead> <tr> <th></th> <th>Med/Surg</th> <th>Acute Stroke</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td># Met transfer criteria</td> <td>47</td> <td>N/A</td> <td>-</td> </tr> <tr> <td># Referred to RLAH</td> <td>35</td> <td>10</td> <td>45</td> </tr> <tr> <td># Transfers</td> <td>27*</td> <td>10</td> <td>37</td> </tr> <tr> <td># Denied</td> <td>8</td> <td>N/A</td> <td>-</td> </tr> <tr> <td># Cancelled</td> <td>9</td> <td>N/A</td> <td>-</td> </tr> <tr> <td># Patients refused</td> <td>1</td> <td>N/A</td> <td>-</td> </tr> <tr> <td>Other /Pending</td> <td>2</td> <td>N/A</td> <td>-</td> </tr> </tbody> </table> <p>*Note = Includes 1 Lower Level of Care (LLOC) transfer</p>		Med/Surg	Acute Stroke	Total	# Met transfer criteria	29	N/A	-	# Referred to RLAH	13	16	29	# Transfers	8	16	24	# Denied	5	N/A	-	# Cancelled	10	N/A	-	# Patients refused	6	N/A	-		Med/Surg	Acute Stroke	Total	# Met transfer criteria	47	N/A	-	# Referred to RLAH	35	10	45	# Transfers	27*	10	37	# Denied	8	N/A	-	# Cancelled	9	N/A	-	# Patients refused	1	N/A	-	Other /Pending	2	N/A	-	<p>List of 21 lower level of care (LLOC) patients was submitted to Rancho -- 5 patients were reviewed—1 patient was accepted for transfer.</p>
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Indicator #5 – Harris Rodde Indicators																																													
<p>5.</p> <p>Average Length of Stay (ALOS)</p> <p>*Harris Rodde Indicator</p>	<p>LOS: The difference between discharge date and the admission date or 1 if the 2 dates are the same.</p> <p>Total LOS:</p> <p>Calculation: ALOS is the arithmetic mean calculated by dividing the Total LOS by the Total # of discharges in the monthly reporting period, rounded off to one decimal place.</p> <p>Source of Data: Affinity</p> <p>Target: <5.5 days</p>	<p style="text-align: center;">ALOS</p> <table border="1" style="margin-top: 10px;"> <caption>ALOS Data Points</caption> <thead> <tr> <th>Month</th> <th>Actual ALOS</th> <th>Target ALOS</th> </tr> </thead> <tbody> <tr><td>Oct '06</td><td>6.5</td><td>5.5</td></tr> <tr><td>Dec '06</td><td>6.4</td><td>5.5</td></tr> <tr><td>Feb '07</td><td>5.1</td><td>5.5</td></tr> <tr><td>Apr '07</td><td>5.3</td><td>5.5</td></tr> <tr><td>June '07</td><td>5.6</td><td>5.5</td></tr> <tr><td>Aug '07</td><td>5.5</td><td>5.5</td></tr> <tr><td>Oct '07</td><td>5.3</td><td>5.5</td></tr> <tr><td>Dec '07</td><td>5.2</td><td>5.5</td></tr> <tr><td>Feb '08</td><td>5.4</td><td>5.5</td></tr> <tr><td>Apr '08</td><td>5.2</td><td>5.5</td></tr> <tr><td>Jun '08</td><td>4.7</td><td>5.5</td></tr> <tr><td>Aug '08</td><td>5.3</td><td>5.5</td></tr> <tr><td>Oct '08</td><td>5.7</td><td>5.5</td></tr> </tbody> </table> <p style="text-align: center;">*Preliminary data pending Auditor-Controller validation</p>	Month	Actual ALOS	Target ALOS	Oct '06	6.5	5.5	Dec '06	6.4	5.5	Feb '07	5.1	5.5	Apr '07	5.3	5.5	June '07	5.6	5.5	Aug '07	5.5	5.5	Oct '07	5.3	5.5	Dec '07	5.2	5.5	Feb '08	5.4	5.5	Apr '08	5.2	5.5	Jun '08	4.7	5.5	Aug '08	5.3	5.5	Oct '08	5.7	5.5	<p>Overall trend in ALOS for the 2-year period prior to the move reduced to a low range of 4.7 – 5.5 days in 2008. Immediately prior to the move, the ALOS increased as the lower acuity patients were transferred to other facilities. This trend may continue depending on number of transfers.</p>
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Indicator	Definition	Data	Comments
Indicator #6 – Pediatric Metrics			
<p>6. Pediatric Bed Census and Occupancy (%)</p> <p>Pediatric ICU (PICU)</p> <p>Neonatal ICU (NICU)</p> <p>Pediatric Unit</p> <p>Adolescent Unit</p>	<p>Census: The total number admitted pediatric inpatients at 12:00 AM midnight of a designated pediatric ward.</p> <p>Occupancy: The total number of admitted pediatric inpatients divided by the total number of licensed beds on that unit and reported as percentage.</p> <p>Source of Data: Affinity</p>	<p style="text-align: center;">Pediatric Occupancy Rate by Unit</p> <p style="text-align: center;">Data period: Nov 8 –30, 2008</p>	