



Health Services
LOS ANGELES COUNTY

January 11, 2011

Los Angeles County
Board of Supervisors

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Fourth District

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Fifth District

TO: Each Supervisor

FROM: Mitchell H. Katz, M.D. *Mitchell H. Katz*
Director

SUBJECT: **STATUS REPORT ON KEY INDICATORS OF PROGRESS, HOSPITAL OPERATIONS, AND OTHER ISSUES RELATED TO THE TRANSITION TO THE NEW LAC+USC MEDICAL CENTER – PROGRESS REPORT #47 (Agenda Item #S-1, January 11, 2011)**

Mitchell H. Katz, M.D.
Director

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Chief Deputy Director

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www.dhs.lacounty.gov

To ensure access to high-quality, patient-centered, cost-effective health care to Los Angeles residents through direct services at DHS facilities and through collaboration with community and university partners.

This is to provide your Board with the bi-monthly report on the status of transitioning to the new LAC+USC Medical Center (LAC+USC). This report contains the full monthly operational report for November 2010 (delayed from last month due to cancelled Board meetings). Also included is the interim report of Emergency Department (ED) and hospital admission volumes as well as specialty services with trends to include the month of December 2010.

Census Trending (ADC includes Psychiatric & Newborn Patients)

The Average Daily Census (ADC) for the month of December was 581 out of 671 licensed beds, an estimated 86% utilization rate (87% occupancy). The census for Medical/Surgical units was an estimated 98% utilization rate (100% occupancy) for December 2010.

Emergency Department (ED) Indicators and Specialty Services

November 2010 Monthly Operational Report (Attachment 1) – The measures for ED Wait Time, ED Boarding Time, Diversion and Left Without Being Seen (LWBS), and overall Crowding Level Comparison have decreased during this reporting period. The Severely Overcrowded Level was 19% in November compared to 47% the previous month. The number of patients transferred out in November was consistent with the average number of patients transferred out over the last 4 months since July 2010. Average Length of Stay (ALOS) increased for November 2010.

December 2010 Interim Report (Attachments 2 and 3) – These attachments illustrate the trending of ED registration as well as admissions to both the ED and the hospital and specialty care trending. Hospital admissions were 2759 for December 2010 which represents a 0.5% decrease compared to the 2,772 admissions for November 2010. ED registration volumes were consistent. The ADC trends for specialty care areas of OB/GYN, Pediatrics, ICU, Psychiatry, Jail and Burn Units demonstrated no significant changes.



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Each Supervisor
January 11, 2011
Page 2

If you have any questions or need additional information, please contact me or Pete Delgado, LAC+USC Chief Executive Officer at (323) 409-2800.

MHK:PD:bh
811:003

Attachments

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

**LAC+USC Medical Center
Operational Monitoring Report
Reporting Period – Nov 2010**

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 align="center">ADC</p> <table border="1"> <caption>ADC Data Points</caption> <thead> <tr> <th>Month</th> <th>ADC</th> </tr> </thead> <tbody> <tr><td>Oct '06</td><td>637</td></tr> <tr><td>Jan '07</td><td>598</td></tr> <tr><td>Apr '07</td><td>612</td></tr> <tr><td>Jul '07</td><td>625.5</td></tr> <tr><td>Oct '07</td><td>623</td></tr> <tr><td>Jan '08</td><td>590</td></tr> <tr><td>Apr '08</td><td>605</td></tr> <tr><td>Jul '08</td><td>611</td></tr> <tr><td>Oct '08</td><td>596</td></tr> <tr><td>Jan '09</td><td>491</td></tr> <tr><td>May '09</td><td>577</td></tr> <tr><td>Aug '09</td><td>573</td></tr> <tr><td>Nov '09</td><td>567</td></tr> <tr><td>Feb '10</td><td>578</td></tr> <tr><td>May '10</td><td>595</td></tr> <tr><td>Aug '10</td><td>596</td></tr> <tr><td>Nov '10</td><td>581</td></tr> </tbody> </table> <p>Note: Average Daily Census number reported includes Medical Center + Psych + Newborns Census.</p>	Month	ADC	Oct '06	637	Jan '07	598	Apr '07	612	Jul '07	625.5	Oct '07	623	Jan '08	590	Apr '08	605	Jul '08	611	Oct '08	596	Jan '09	491	May '09	577	Aug '09	573	Nov '09	567	Feb '10	578	May '10	595	Aug '10	596	Nov '10	581	<p>ADC provided as background information.</p>
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<p>1b. Occupancy Rate LAC+USC Medical Center</p>	<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>	<p>1. Medical Center Licensed Occupancy Rate (excluding Newborns) = $\frac{\text{Med Center Census} - \text{Newborns}}{600}$</p> <table border="1"> <caption>Medical Center Licensed Occupancy Rate (excluding Newborns)</caption> <thead> <tr> <th>Month</th> <th>% Occ</th> </tr> </thead> <tbody> <tr><td>Nov '08</td><td>72%</td></tr> <tr><td>Dec '08</td><td>77%</td></tr> <tr><td>Jan '09</td><td>80%</td></tr> <tr><td>Feb '09</td><td>83%</td></tr> <tr><td>Mar '09</td><td>84%</td></tr> <tr><td>Apr '09</td><td>85%</td></tr> <tr><td>May '09</td><td>85%</td></tr> <tr><td>Jun '09</td><td>88%</td></tr> <tr><td>Jul '09</td><td>86%</td></tr> <tr><td>Aug '09</td><td>83%</td></tr> <tr><td>Sep '09</td><td>86%</td></tr> <tr><td>Oct '09</td><td>86%</td></tr> <tr><td>Nov '09</td><td>88%</td></tr> <tr><td>Dec '09</td><td>87%</td></tr> <tr><td>Jan '10</td><td>88%</td></tr> <tr><td>Feb '10</td><td>87%</td></tr> <tr><td>Mar '10</td><td>88%</td></tr> <tr><td>Apr '10</td><td>89%</td></tr> <tr><td>May '10</td><td>90%</td></tr> <tr><td>Jun '10</td><td>90%</td></tr> <tr><td>Jul '10</td><td>89%</td></tr> <tr><td>Aug '10</td><td>90%</td></tr> <tr><td>Sep '10</td><td>89%</td></tr> <tr><td>Oct '10</td><td>89%</td></tr> <tr><td>Nov '10</td><td>86%</td></tr> </tbody> </table>	Month	% Occ	Nov '08	72%	Dec '08	77%	Jan '09	80%	Feb '09	83%	Mar '09	84%	Apr '09	85%	May '09	85%	Jun '09	88%	Jul '09	86%	Aug '09	83%	Sep '09	86%	Oct '09	86%	Nov '09	88%	Dec '09	87%	Jan '10	88%	Feb '10	87%	Mar '10	88%	Apr '10	89%	May '10	90%	Jun '10	90%	Jul '10	89%	Aug '10	90%	Sep '10	89%	Oct '10	89%	Nov '10	86%	<p>For comparison, occupancy rates reported in the old facility were reported including newborns and were based on budgeted beds.</p>
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Reporting Period –Nov 2010

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<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 align="center">Median EDBT</p> <table border="1"> <caption>Median EDBT Data (hr:min)</caption> <thead> <tr> <th>Month</th> <th>Adult</th> <th>Peds</th> <th>Total</th> </tr> </thead> <tbody> <tr><td>Nov '08</td><td>4:12</td><td>2:18</td><td>4:28</td></tr> <tr><td>Dec '08</td><td>4:38</td><td>2:17</td><td>4:38</td></tr> <tr><td>Jan '09</td><td>4:28</td><td>2:21</td><td>5:22</td></tr> <tr><td>Feb '09</td><td>4:44</td><td>3:00</td><td>5:14</td></tr> <tr><td>Mar '09</td><td>6:06</td><td>2:22</td><td>6:06</td></tr> <tr><td>Apr '09</td><td>7:43</td><td>2:32</td><td>6:08</td></tr> <tr><td>May '09</td><td>4:34</td><td>2:31</td><td>6:08</td></tr> <tr><td>Jun '09</td><td>5:00</td><td>2:36</td><td>4:34</td></tr> <tr><td>Jul '09</td><td>5:37</td><td>2:35</td><td>4:32</td></tr> <tr><td>Aug '09</td><td>5:01</td><td>2:39</td><td>5:01</td></tr> <tr><td>Sep '09</td><td>5:13</td><td>2:53</td><td>4:44</td></tr> <tr><td>Oct '09</td><td>5:37</td><td>2:40</td><td>4:44</td></tr> <tr><td>Nov '09</td><td>4:36</td><td>2:32</td><td>4:36</td></tr> <tr><td>Dec '09</td><td>4:02</td><td>2:47</td><td>4:02</td></tr> <tr><td>Jan '10</td><td>5:55</td><td>2:34</td><td>5:14</td></tr> <tr><td>Feb '10</td><td>5:30</td><td>3:05</td><td>5:30</td></tr> <tr><td>Mar '10</td><td>6:47</td><td>2:43</td><td>4:45</td></tr> <tr><td>Apr '10</td><td>6:04</td><td>2:27</td><td>5:42</td></tr> <tr><td>May '10</td><td>6:23</td><td>2:28</td><td>5:10</td></tr> <tr><td>Jun '10</td><td>6:44</td><td>2:20</td><td>5:29</td></tr> <tr><td>Jul '10</td><td>8:44</td><td>2:16</td><td>10:26</td></tr> <tr><td>Aug '10</td><td>9:03</td><td>1:59</td><td>8:44</td></tr> <tr><td>Sep '10</td><td>11:32</td><td>2:14</td><td>9:03</td></tr> <tr><td>Oct '10</td><td>7:57</td><td>2:20</td><td>8:27</td></tr> <tr><td>Nov '10</td><td>6:17</td><td>2:07</td><td>6:17</td></tr> </tbody> </table> <p align="center">Nov '10 data is Preliminary data</p>	Month	Adult	Peds	Total	Nov '08	4:12	2:18	4:28	Dec '08	4:38	2:17	4:38	Jan '09	4:28	2:21	5:22	Feb '09	4:44	3:00	5:14	Mar '09	6:06	2:22	6:06	Apr '09	7:43	2:32	6:08	May '09	4:34	2:31	6:08	Jun '09	5:00	2:36	4:34	Jul '09	5:37	2:35	4:32	Aug '09	5:01	2:39	5:01	Sep '09	5:13	2:53	4:44	Oct '09	5:37	2:40	4:44	Nov '09	4:36	2:32	4:36	Dec '09	4:02	2:47	4:02	Jan '10	5:55	2:34	5:14	Feb '10	5:30	3:05	5:30	Mar '10	6:47	2:43	4:45	Apr '10	6:04	2:27	5:42	May '10	6:23	2:28	5:10	Jun '10	6:44	2:20	5:29	Jul '10	8:44	2:16	10:26	Aug '10	9:03	1:59	8:44	Sep '10	11:32	2:14	9:03	Oct '10	7:57	2:20	8:27	Nov '10	6:17	2:07	6:17	
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<p>2b. ED Wait Time</p>	<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 style="text-align: center;">Average ED Wait Time</p> <table border="1"> <caption>Average ED Wait Time Data (Hrs:min)</caption> <thead> <tr> <th>Month</th> <th>Adult</th> <th>Peds</th> <th>Total</th> </tr> </thead> <tbody> <tr><td>Nov '08</td><td>10:36</td><td>3:18</td><td>10:30</td></tr> <tr><td>Jan '09</td><td>11:07</td><td>2:53</td><td>9:36</td></tr> <tr><td>Mar '09</td><td>10:54</td><td>3:20</td><td>10:41</td></tr> <tr><td>May '09</td><td>12:20</td><td>3:31</td><td>9:19</td></tr> <tr><td>Jul '09</td><td>12:34</td><td>3:45</td><td>10:48</td></tr> <tr><td>Sep '09</td><td>13:00</td><td>3:59</td><td>8:59</td></tr> <tr><td>Nov '09</td><td>12:38</td><td>3:57</td><td>10:15</td></tr> <tr><td>Jan '10</td><td>11:23</td><td>3:47</td><td>10:52</td></tr> <tr><td>Mar '10</td><td>10:55</td><td>3:50</td><td>10:00</td></tr> <tr><td>May '10</td><td>10:31</td><td>4:11</td><td>9:17</td></tr> <tr><td>Jul '10</td><td>10:42</td><td>3:37</td><td>8:19</td></tr> <tr><td>Sep '10</td><td>9:29</td><td>3:23</td><td>7:53</td></tr> <tr><td>Nov '10</td><td>8:47</td><td>3:42</td><td>8:36</td></tr> <tr><td>Jan '11</td><td>9:44</td><td>3:49</td><td>8:45</td></tr> <tr><td>Mar '11</td><td>10:04</td><td>3:45</td><td>8:40</td></tr> <tr><td>May '11</td><td>10:09</td><td>3:57</td><td>10:18</td></tr> <tr><td>Jul '11</td><td>9:48</td><td>3:44</td><td>11:14</td></tr> <tr><td>Sep '11</td><td>9:58</td><td>4:02</td><td>11:10</td></tr> <tr><td>Nov '11</td><td>12:36</td><td>4:40</td><td>11:10</td></tr> <tr><td>Jan '12</td><td>12:23</td><td>4:07</td><td>10:18</td></tr> <tr><td>Mar '12</td><td>11:30</td><td>3:54</td><td>9:31</td></tr> <tr><td>May '12</td><td>10:36</td><td></td><td></td></tr> </tbody> </table> <p>Adult Wait Time : *Excludes Psych, Pediatric, Observation Unit, and Jail patients</p> <p>Total ED Wait time: *Excludes Psych, Observation Unit, and Jail</p> <p>Nov '10 data is Preliminary data</p>	Month	Adult	Peds	Total	Nov '08	10:36	3:18	10:30	Jan '09	11:07	2:53	9:36	Mar '09	10:54	3:20	10:41	May '09	12:20	3:31	9:19	Jul '09	12:34	3:45	10:48	Sep '09	13:00	3:59	8:59	Nov '09	12:38	3:57	10:15	Jan '10	11:23	3:47	10:52	Mar '10	10:55	3:50	10:00	May '10	10:31	4:11	9:17	Jul '10	10:42	3:37	8:19	Sep '10	9:29	3:23	7:53	Nov '10	8:47	3:42	8:36	Jan '11	9:44	3:49	8:45	Mar '11	10:04	3:45	8:40	May '11	10:09	3:57	10:18	Jul '11	9:48	3:44	11:14	Sep '11	9:58	4:02	11:10	Nov '11	12:36	4:40	11:10	Jan '12	12:23	4:07	10:18	Mar '12	11:30	3:54	9:31	May '12	10:36			
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<p>2c. Left Without Being Seen (LWBS) *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 style="text-align: center;">Left Without Being Seen</p> <table border="1"> <caption>Approximate Data from 'Left Without Being Seen' Chart</caption> <thead> <tr> <th>Month</th> <th>Number of Patients (Approx.)</th> <th>Percent (Approx.)</th> </tr> </thead> <tbody> <tr><td>Oct '06</td><td>1300</td><td>10%</td></tr> <tr><td>Nov '06</td><td>1000</td><td>8%</td></tr> <tr><td>Dec '06</td><td>800</td><td>7%</td></tr> <tr><td>Jan '07</td><td>900</td><td>8%</td></tr> <tr><td>Feb '07</td><td>700</td><td>6%</td></tr> <tr><td>Mar '07</td><td>800</td><td>7%</td></tr> <tr><td>Apr '07</td><td>700</td><td>6%</td></tr> <tr><td>May '07</td><td>700</td><td>6%</td></tr> <tr><td>Jun '07</td><td>1000</td><td>8%</td></tr> <tr><td>Jul '07</td><td>1000</td><td>8%</td></tr> <tr><td>Aug '07</td><td>900</td><td>7%</td></tr> <tr><td>Sep '07</td><td>1000</td><td>8%</td></tr> <tr><td>Oct '07</td><td>800</td><td>6%</td></tr> <tr><td>Nov '07</td><td>900</td><td>7%</td></tr> <tr><td>Dec '07</td><td>1000</td><td>8%</td></tr> <tr><td>Jan '08</td><td>900</td><td>7%</td></tr> <tr><td>Feb '08</td><td>900</td><td>7%</td></tr> <tr><td>Mar '08</td><td>600</td><td>5%</td></tr> <tr><td>Apr '08</td><td>700</td><td>6%</td></tr> <tr><td>May '08</td><td>700</td><td>6%</td></tr> <tr><td>Jun '08</td><td>800</td><td>7%</td></tr> <tr><td>Jul '08</td><td>900</td><td>7%</td></tr> <tr><td>Aug '08</td><td>1000</td><td>8%</td></tr> <tr><td>Sep '08</td><td>1000</td><td>8%</td></tr> <tr><td>Oct '08</td><td>1500</td><td>12%</td></tr> <tr><td>Nov '08</td><td>1500</td><td>12%</td></tr> <tr><td>Dec '08</td><td>1900</td><td>16%</td></tr> <tr><td>Jan '09</td><td>1400</td><td>11%</td></tr> <tr><td>Feb '09</td><td>1800</td><td>14%</td></tr> <tr><td>Mar '09</td><td>1900</td><td>15%</td></tr> <tr><td>Apr '09</td><td>1200</td><td>9%</td></tr> <tr><td>May '09</td><td>1400</td><td>11%</td></tr> <tr><td>Jun '09</td><td>2200</td><td>18%</td></tr> <tr><td>Jul '09</td><td>1800</td><td>14%</td></tr> <tr><td>Aug '09</td><td>1400</td><td>11%</td></tr> <tr><td>Sep '09</td><td>1500</td><td>12%</td></tr> <tr><td>Oct '09</td><td>1300</td><td>10%</td></tr> <tr><td>Nov '09</td><td>1400</td><td>11%</td></tr> <tr><td>Dec '09</td><td>1400</td><td>11%</td></tr> <tr><td>Jan '10</td><td>1300</td><td>10%</td></tr> <tr><td>Feb '10</td><td>1400</td><td>11%</td></tr> <tr><td>Mar '10</td><td>1300</td><td>10%</td></tr> <tr><td>Apr '10</td><td>1400</td><td>11%</td></tr> <tr><td>May '10</td><td>1300</td><td>10%</td></tr> <tr><td>Jun '10</td><td>1500</td><td>12%</td></tr> <tr><td>Jul '10</td><td>1000</td><td>8%</td></tr> <tr><td>Aug '10</td><td>600</td><td>5%</td></tr> <tr><td>Sep '10</td><td>400</td><td>3%</td></tr> <tr><td>Oct '10</td><td>200</td><td>1.5%</td></tr> <tr><td>Nov '10</td><td>100</td><td>0.8%</td></tr> </tbody> </table>	Month	Number of Patients (Approx.)	Percent (Approx.)	Oct '06	1300	10%	Nov '06	1000	8%	Dec '06	800	7%	Jan '07	900	8%	Feb '07	700	6%	Mar '07	800	7%	Apr '07	700	6%	May '07	700	6%	Jun '07	1000	8%	Jul '07	1000	8%	Aug '07	900	7%	Sep '07	1000	8%	Oct '07	800	6%	Nov '07	900	7%	Dec '07	1000	8%	Jan '08	900	7%	Feb '08	900	7%	Mar '08	600	5%	Apr '08	700	6%	May '08	700	6%	Jun '08	800	7%	Jul '08	900	7%	Aug '08	1000	8%	Sep '08	1000	8%	Oct '08	1500	12%	Nov '08	1500	12%	Dec '08	1900	16%	Jan '09	1400	11%	Feb '09	1800	14%	Mar '09	1900	15%	Apr '09	1200	9%	May '09	1400	11%	Jun '09	2200	18%	Jul '09	1800	14%	Aug '09	1400	11%	Sep '09	1500	12%	Oct '09	1300	10%	Nov '09	1400	11%	Dec '09	1400	11%	Jan '10	1300	10%	Feb '10	1400	11%	Mar '10	1300	10%	Apr '10	1400	11%	May '10	1300	10%	Jun '10	1500	12%	Jul '10	1000	8%	Aug '10	600	5%	Sep '10	400	3%	Oct '10	200	1.5%	Nov '10	100	0.8%	
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	<p>Source of Data: Affinity</p> <p>Target: No target value. Lower numbers are better.</p>	<p>Nov '10 data is Preliminary data</p>																																																																																																																																																										

**LAC+USC Medical Center
Operational Monitoring Report
Reporting Period –Nov 2010**

Indicator	Definition	Data	Comments																																																																																																						
Indicator #2 - Emergency Department Metrics																																																																																																									
<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 align="center">Diversion of ALS Units due to ED Saturation</p> <table border="1"> <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>Nov '06</td><td>42</td></tr> <tr><td>Dec '06</td><td>31</td></tr> <tr><td>Jan '07</td><td>38</td></tr> <tr><td>Feb '07</td><td>45</td></tr> <tr><td>Mar '07</td><td>42</td></tr> <tr><td>Apr '07</td><td>38</td></tr> <tr><td>May '07</td><td>31</td></tr> <tr><td>Jun '07</td><td>32</td></tr> <tr><td>Jul '07</td><td>34</td></tr> <tr><td>Aug '07</td><td>28</td></tr> <tr><td>Sep '07</td><td>36</td></tr> <tr><td>Oct '07</td><td>21</td></tr> <tr><td>Nov '07</td><td>25</td></tr> <tr><td>Dec '07</td><td>52</td></tr> <tr><td>Jan '08</td><td>51</td></tr> <tr><td>Feb '08</td><td>51</td></tr> <tr><td>Mar '08</td><td>30</td></tr> <tr><td>Apr '08</td><td>51</td></tr> <tr><td>May '08</td><td>23</td></tr> <tr><td>Jun '08</td><td>42</td></tr> <tr><td>Jul '08</td><td>25</td></tr> <tr><td>Aug '08</td><td>50</td></tr> <tr><td>Sep '08</td><td>51</td></tr> <tr><td>Oct '08</td><td>50</td></tr> <tr><td>Nov '08</td><td>150</td></tr> <tr><td>Dec '08</td><td>40</td></tr> <tr><td>Jan '09</td><td>58</td></tr> <tr><td>Feb '09</td><td>52</td></tr> <tr><td>Mar '09</td><td>55</td></tr> <tr><td>Apr '09</td><td>58</td></tr> <tr><td>May '09</td><td>35</td></tr> <tr><td>Jun '09</td><td>35</td></tr> <tr><td>Jul '09</td><td>63</td></tr> <tr><td>Aug '09</td><td>52</td></tr> <tr><td>Sep '09</td><td>51</td></tr> <tr><td>Oct '09</td><td>59</td></tr> <tr><td>Nov '09</td><td>41</td></tr> <tr><td>Dec '09</td><td>43</td></tr> <tr><td>Jan '10</td><td>60</td></tr> <tr><td>Feb '10</td><td>55</td></tr> <tr><td>Mar '10</td><td>61</td></tr> <tr><td>Apr '10</td><td>59</td></tr> <tr><td>May '10</td><td>59</td></tr> <tr><td>Jun '10</td><td>69</td></tr> <tr><td>Jul '10</td><td>75</td></tr> <tr><td>Aug '10</td><td>81</td></tr> <tr><td>Sep '10</td><td>72</td></tr> <tr><td>Oct '10</td><td>53</td></tr> <tr><td>Nov '10</td><td>53</td></tr> </tbody> </table>	Month	% on Diversion	Oct '06	49	Nov '06	42	Dec '06	31	Jan '07	38	Feb '07	45	Mar '07	42	Apr '07	38	May '07	31	Jun '07	32	Jul '07	34	Aug '07	28	Sep '07	36	Oct '07	21	Nov '07	25	Dec '07	52	Jan '08	51	Feb '08	51	Mar '08	30	Apr '08	51	May '08	23	Jun '08	42	Jul '08	25	Aug '08	50	Sep '08	51	Oct '08	50	Nov '08	150	Dec '08	40	Jan '09	58	Feb '09	52	Mar '09	55	Apr '09	58	May '09	35	Jun '09	35	Jul '09	63	Aug '09	52	Sep '09	51	Oct '09	59	Nov '09	41	Dec '09	43	Jan '10	60	Feb '10	55	Mar '10	61	Apr '10	59	May '10	59	Jun '10	69	Jul '10	75	Aug '10	81	Sep '10	72	Oct '10	53	Nov '10	53	<p>This is slightly lower 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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LAC+USC Medical Center
Operational Monitoring Report
 Reporting Period –Nov 2010

Indicator	Definition	Data	Comments
2e. Surge Report		<p style="text-align: center;">Crowding Level Comparison</p> <p style="text-align: center;">New Facility Surge Plan Suspended New Facility Surge Plan Operational</p> <p style="text-align: center;">% Distribution</p> <p style="text-align: center;"> ■ Dangerously OC ■ Severely OC ■ OverCrowded ■ Extremely Busy ■ Busy ■ Not Busy </p>	

LAC+USC Medical Center
Operational Monitoring Report
Reporting Period –Nov 2010

Indicator	Definition	Data	Comments		
Indicator #3 – Trends for Patient Diversions and Transfers & #4 – Transfers to Rancho Los Amigos Metrics					
3. & 4. Rancho Los Amigos Hospital (RLAH) Transfers	Transfers: The volume of patients transferred to RLAH for acute hospitalization from the Emergency Department and from Inpatient Units. Data Source: Manual record keeping. Cancelled category includes patients whose condition changed leading to higher level of care or discharge home.	Month of Nov '10			
		Referrals from ER:			
			Med/Surg	Acute Stroke	Total
		# Met transfer criteria	39	NA	-
		# Referred to RLAH	39	35	74
		# Transfers	35	35	70
		# Denied	3	NA	-
		# Cancelled	1*	NA	-
		# Patients refused*	1	NA	-
		Referrals from Inpatients:			
	Med/Surg	Acute Stroke	Total		
# Met transfer criteria	37	NA	-		
# Referred to RLAH	37	8	45		
# Transfers	16	8	24		
# Denied	10	NA	-		
# Cancelled	10*	NA	-		
# Patients refused*	0	NA	-		
Other /Pending	1	NA	-		

**LAC+USC Medical Center
Operational Monitoring Report
Reporting Period –Nov 2010**

Indicator	Definition	Data	Comments																																																																																																																								
		<div data-bbox="751 342 1549 748"> <p align="center">Rancho Med Surg Transfers Workload</p> <table border="1"> <caption>Rancho Med Surg Transfers Workload Data</caption> <thead> <tr> <th>Month</th> <th>ER</th> <th>Inpt</th> </tr> </thead> <tbody> <tr><td>Nov '08</td><td>8</td><td>27</td></tr> <tr><td>Jan '09</td><td>10</td><td>29</td></tr> <tr><td>Mar '09</td><td>26</td><td>24</td></tr> <tr><td>May '09</td><td>34</td><td>27</td></tr> <tr><td>Jul '09</td><td>59</td><td>14</td></tr> <tr><td>Sep '09</td><td>49</td><td>26</td></tr> <tr><td>Nov '09</td><td>52</td><td>25</td></tr> <tr><td>Jan '10</td><td>50</td><td>20</td></tr> <tr><td>Mar '10</td><td>33</td><td>24</td></tr> <tr><td>May '10</td><td>49</td><td>16</td></tr> <tr><td>Jul '10</td><td>47</td><td>21</td></tr> <tr><td>Sep '10</td><td>48</td><td>23</td></tr> <tr><td>Nov '10</td><td>35</td><td>16</td></tr> </tbody> </table> </div> <div data-bbox="751 764 1604 1263"> <p align="center">Patients Transferred Out</p> <table border="1"> <caption>Patients Transferred Out Data</caption> <thead> <tr> <th>Month</th> <th>Other Hospitals</th> <th>Rancho</th> </tr> </thead> <tbody> <tr><td>Nov '08</td><td>4</td><td>59</td></tr> <tr><td>Jan '09</td><td>20</td><td>68</td></tr> <tr><td>Mar '09</td><td>14</td><td>79</td></tr> <tr><td>May '09</td><td>29</td><td>65</td></tr> <tr><td>Jul '09</td><td>32</td><td>77</td></tr> <tr><td>Sep '09</td><td>33</td><td>80</td></tr> <tr><td>Nov '09</td><td>36</td><td>82</td></tr> <tr><td>Jan '10</td><td>58</td><td>94</td></tr> <tr><td>Mar '10</td><td>62</td><td>101</td></tr> <tr><td>May '10</td><td>70</td><td>113</td></tr> <tr><td>Jul '10</td><td>61</td><td>99</td></tr> <tr><td>Sep '10</td><td>68</td><td>96</td></tr> <tr><td>Nov '10</td><td>52</td><td>98</td></tr> <tr><td>Jan '11</td><td>88</td><td>111</td></tr> <tr><td>Mar '11</td><td>81</td><td>90</td></tr> <tr><td>May '11</td><td>83</td><td>101</td></tr> <tr><td>Jul '11</td><td>87</td><td>88</td></tr> <tr><td>Sep '11</td><td>98</td><td>89</td></tr> <tr><td>Nov '11</td><td>111</td><td>87</td></tr> <tr><td>Jan '12</td><td>84</td><td>111</td></tr> <tr><td>Mar '12</td><td>99</td><td>121</td></tr> <tr><td>May '12</td><td>90</td><td>100</td></tr> <tr><td>Jul '12</td><td>86</td><td>99</td></tr> <tr><td>Sep '12</td><td>86</td><td>102</td></tr> <tr><td>Nov '12</td><td>85</td><td>86</td></tr> </tbody> </table> </div>	Month	ER	Inpt	Nov '08	8	27	Jan '09	10	29	Mar '09	26	24	May '09	34	27	Jul '09	59	14	Sep '09	49	26	Nov '09	52	25	Jan '10	50	20	Mar '10	33	24	May '10	49	16	Jul '10	47	21	Sep '10	48	23	Nov '10	35	16	Month	Other Hospitals	Rancho	Nov '08	4	59	Jan '09	20	68	Mar '09	14	79	May '09	29	65	Jul '09	32	77	Sep '09	33	80	Nov '09	36	82	Jan '10	58	94	Mar '10	62	101	May '10	70	113	Jul '10	61	99	Sep '10	68	96	Nov '10	52	98	Jan '11	88	111	Mar '11	81	90	May '11	83	101	Jul '11	87	88	Sep '11	98	89	Nov '11	111	87	Jan '12	84	111	Mar '12	99	121	May '12	90	100	Jul '12	86	99	Sep '12	86	102	Nov '12	85	86	
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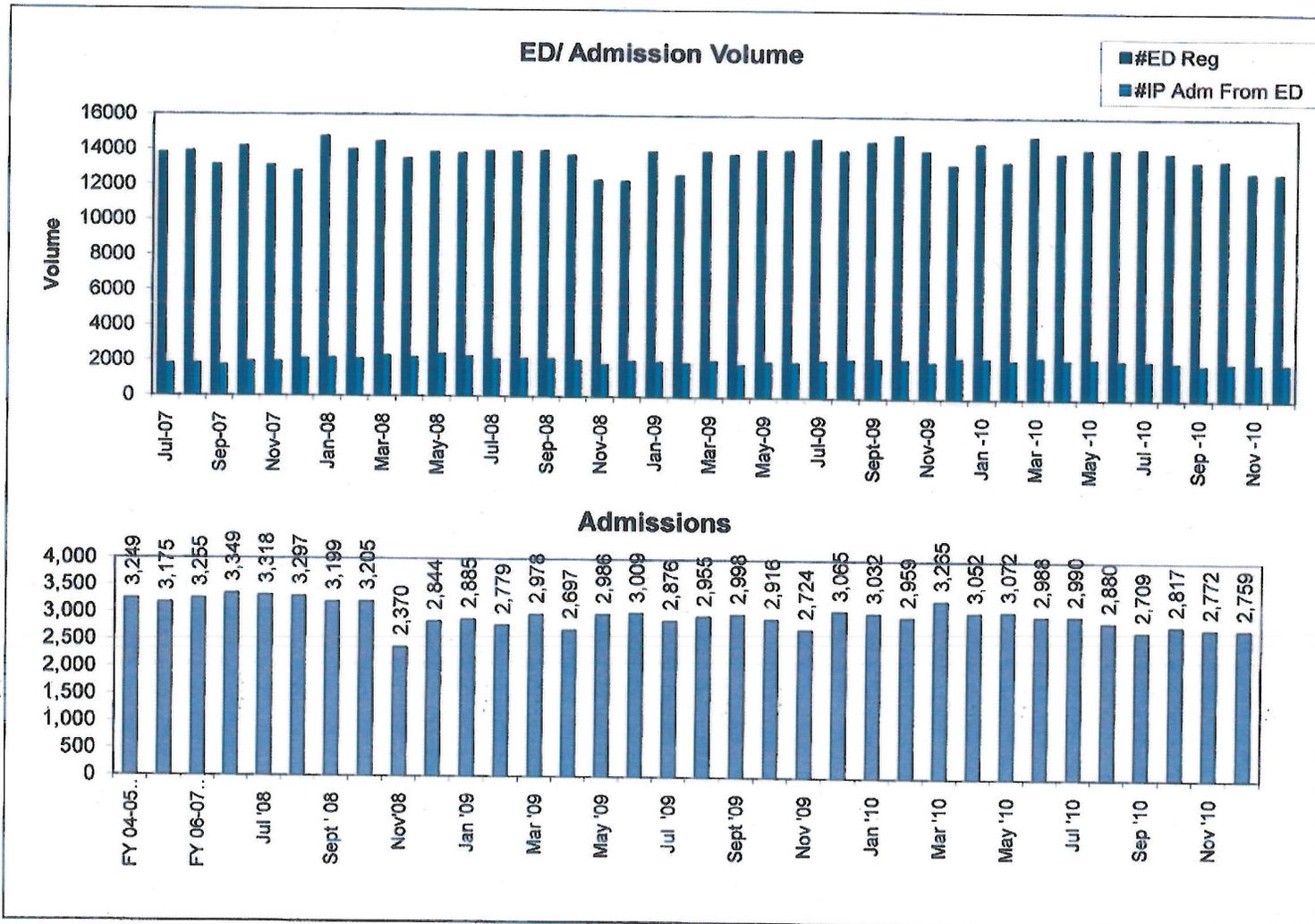
LAC+USC Medical Center
Operational Monitoring Report
Reporting Period –Nov 2010

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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>*Healthcare Network ALOS - Preliminary data pending Auditor-Controller validation</p> <p style="text-align: center;">ALOS</p> <table border="1"> <caption>Actual ALOS Data (from chart)</caption> <thead> <tr> <th>Month</th> <th>Actual ALOS</th> </tr> </thead> <tbody> <tr><td>Oct '06</td><td>6.5</td></tr> <tr><td>Dec '06</td><td>6.4</td></tr> <tr><td>Feb '07</td><td>5.6</td></tr> <tr><td>Apr '07</td><td>5.1</td></tr> <tr><td>June '07</td><td>5.3</td></tr> <tr><td>Aug '07</td><td>5.8</td></tr> <tr><td>Oct '07</td><td>5.5</td></tr> <tr><td>Dec '07</td><td>5.3</td></tr> <tr><td>Feb '08</td><td>5.2</td></tr> <tr><td>Apr '08</td><td>5.2</td></tr> <tr><td>Jun '08</td><td>4.7</td></tr> <tr><td>Aug '08</td><td>5.3</td></tr> <tr><td>Oct '08</td><td>5.7</td></tr> <tr><td>Dec '08</td><td>5.7</td></tr> <tr><td>Feb '09</td><td>5.8</td></tr> <tr><td>Apr '09</td><td>5.8</td></tr> <tr><td>Jun '09</td><td>5.5</td></tr> <tr><td>Aug '09</td><td>5.6</td></tr> <tr><td>Oct '09</td><td>6.0</td></tr> <tr><td>Dec '09</td><td>6.0</td></tr> <tr><td>Feb '10</td><td>5.9</td></tr> <tr><td>Apr '10</td><td>6.2</td></tr> <tr><td>Jun '10</td><td>6.1</td></tr> <tr><td>Aug '10</td><td>5.8</td></tr> <tr><td>Oct '10</td><td>5.6</td></tr> <tr><td>Dec '10</td><td>5.4</td></tr> <tr><td>Feb '11</td><td>5.3</td></tr> <tr><td>Apr '11</td><td>5.5</td></tr> <tr><td>Jun '11</td><td>6.0</td></tr> <tr><td>Aug '11</td><td>6.1</td></tr> <tr><td>Oct '11</td><td>6.6</td></tr> <tr><td>Dec '11</td><td>6.4</td></tr> </tbody> </table>	Month	Actual ALOS	Oct '06	6.5	Dec '06	6.4	Feb '07	5.6	Apr '07	5.1	June '07	5.3	Aug '07	5.8	Oct '07	5.5	Dec '07	5.3	Feb '08	5.2	Apr '08	5.2	Jun '08	4.7	Aug '08	5.3	Oct '08	5.7	Dec '08	5.7	Feb '09	5.8	Apr '09	5.8	Jun '09	5.5	Aug '09	5.6	Oct '09	6.0	Dec '09	6.0	Feb '10	5.9	Apr '10	6.2	Jun '10	6.1	Aug '10	5.8	Oct '10	5.6	Dec '10	5.4	Feb '11	5.3	Apr '11	5.5	Jun '11	6.0	Aug '11	6.1	Oct '11	6.6	Dec '11	6.4	<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> <p>*As of July 2010 with the consolidation of Ingleside and Hawkins, all psychiatric services are now included.</p>
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LAC+USC Medical Center
Operational Monitoring Report
Reporting Period –Nov 2010

Indicator	Definition	Data					Comments
Indicator #6 – Pediatric Metrics							
6. Pediatric Bed Census and Occupancy (%) Pediatric ICU (PICU) Neonatal ICU (NICU) Pediatric Unit Adolescent Unit	Census: The total number admitted pediatric inpatients at 12:00 AM midnight of a designated pediatric ward. Occupancy: The total number of admitted pediatric inpatients divided by the total number of licensed beds on that unit and reported as percentage. Source of Data: Affinity	Date	NICU (40 Beds)	Peds Ward (25 Beds)	PICU (10 Beds)	Med/Surg Adolescent (20 Beds)	
		Nov-08	56%	54%	50%	33%	
		Dec-08	52%	60%	60%	40%	
		Jan-09	52%	68%	70%	75%	
		Feb-09	50%	80%	80%	85%	
		Mar-09	57%	72%	70%	80%	
		Apr-09	57%	60%	60%	75%	
		Jun-09	60%	64%	60%	75%	
		Jul-09	57%	72%	60%	80%	
		Aug-09	55%	64%	60%	80%	
		Sep-09	55%	68%	70%	80%	
		Oct-09	45%	60%	60%	80%	
		Nov-09	35%	64%	70%	70%	
		Dec-09	40%	64%	70%	65%	
		Jan -10	60%	68%	70%	70%	
		Feb -10	65%	84%	80%	80%	
		Mar -10	65%	68%	60%	75%	
		Apr-10	60%	64%	60%	80%	
		May -10	67.5%	68%	80%	80%	
		Jun -10	65%	64%	70%	80%	
		Jul -10	60%	68%	80%	85%	
Aug -10	62%	68%	60%	85%			
Sep -10	72.5%	60%	60%	80%			
Oct -10	60%	60%	60%	75%			
Nov-10	67.5%	48%	50%	70%			

LAC+USC Medical Center Workload Summary



ED registration is the number of patients accessing the ED (Registrations) and includes the following categories:

- * Left without being seen
- * Transferred to the UADC on the same day
- * Admitted as an inpatient
- * Dispositioned from the ED
- * Women's Walk-in

LAC+USC Healthcare Network
 Average Daily Census by Nursing Unit Subset, July 2008 to Dec 2010
 Based on Affinity Nursing Unit Statistical Report

