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September 27, 2011

TO: Each Supervisor

FROM: Mitchell H. Katz, M.D.
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 #64 (Agenda Item #S-1, September 27, 2011)**

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 is the full monthly operational report with trends to include the month of August 2011.

**Census Trending** (ADC includes Psychiatric & Newborn Patients)

The Average Daily Census (ADC) for the month of August was 579 out of 676 licensed beds, an estimated 84% utilization rate (86% occupancy). The census for Medical/Surgical units was an estimated 97% utilization rate (99% occupancy) for August 2011.

**Emergency Department (ED) Indicators**

Attachment #1 demonstrates increase in key indicators such as Median ED Boarding, ED Wait Time and Dangerously Overcrowding Level. The number of patients transferred out this period is 3% more than July 2011.

The Left Without Being Seen (LWBS) and Length of Stay (ALOS) indicators remained relatively stable during this period.

The Dangerously Overcrowding Level Comparison was 17.7% for this period, which reflects a 79% decrease from August 2010 (from same time last year)

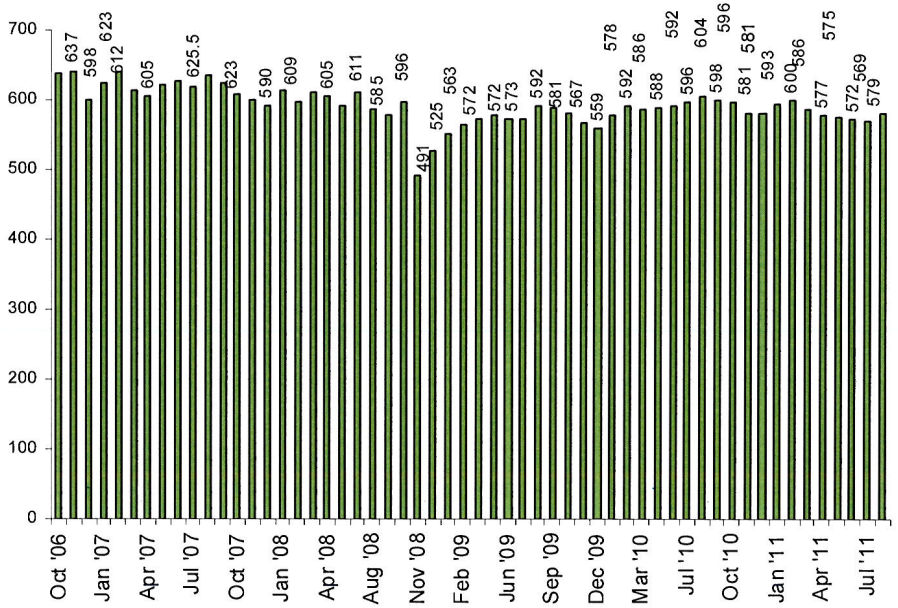
If you have any questions or need additional information please contact me or Pete Delgado, LAC+USC Chief Executive Officer at (323) 409-2800.

PD:bh

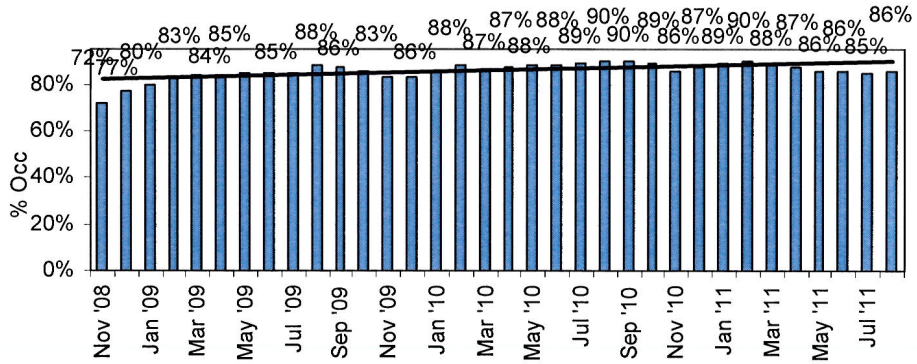
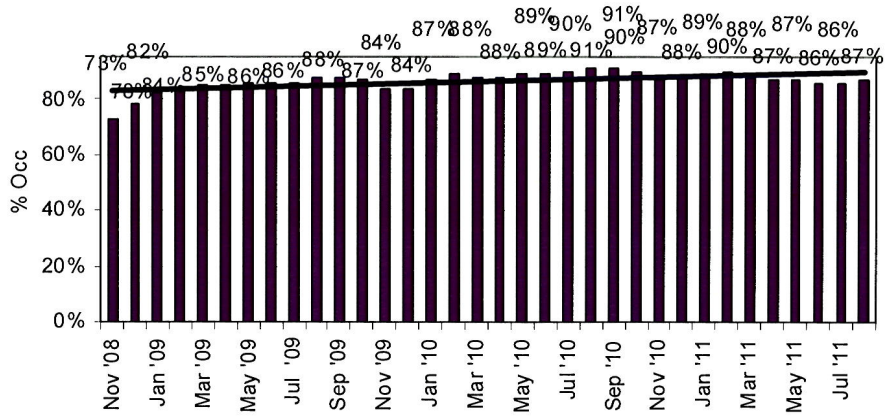
Attachments

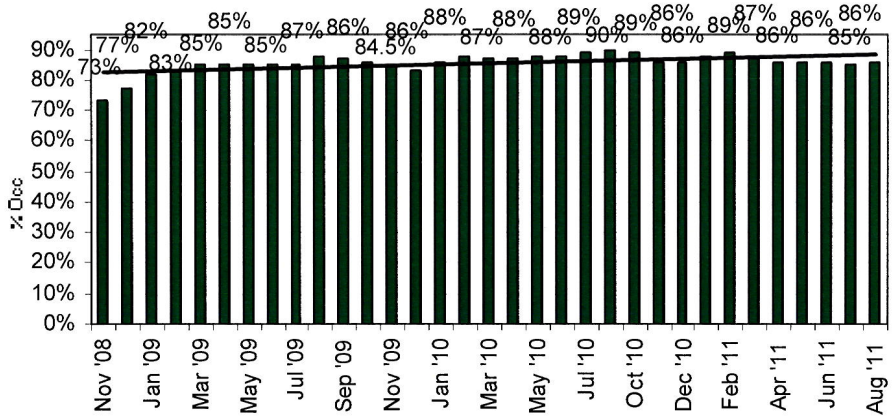
c: Chief Executive Office
County Counsel
Executive Office, Board of Supervisor

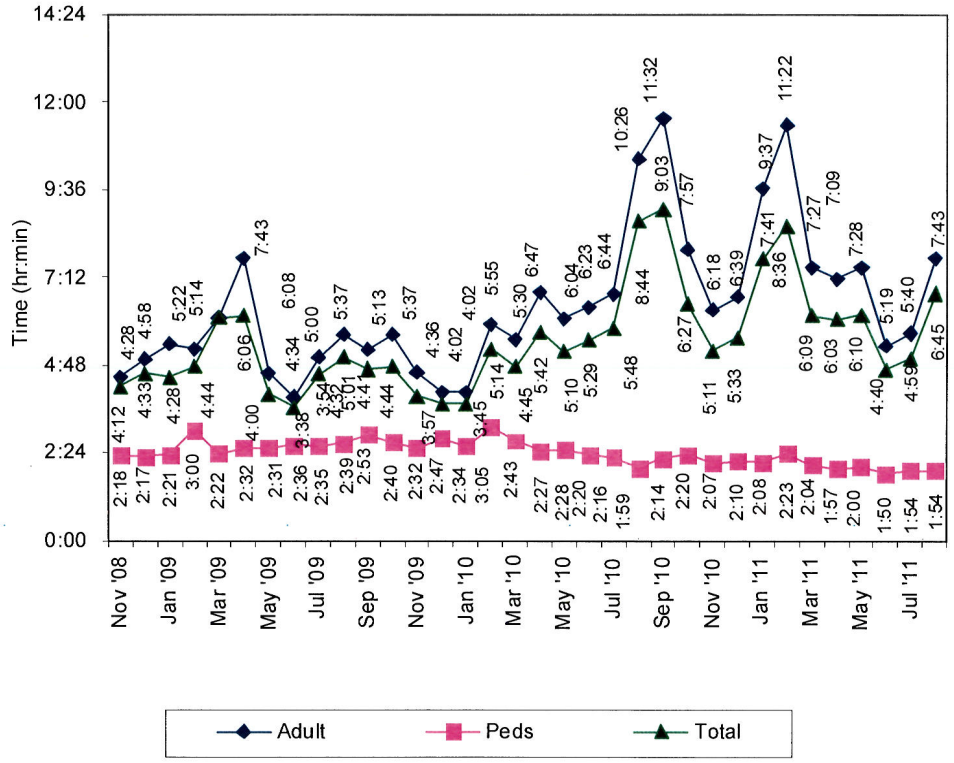
**LAC+USC Medical Center**
Operational Monitoring Report
Reporting Period – August 2011

| Indicator | Definition | Data | Comments |
|---|---|---|---|
| **Indicator #1 – Trends in Average Daily Census and Hospital Operations Metrics** | | | |
| **1a.**<br>**Average Daily Census (ADC)** | **ADC:**<br>A measure of the total number of inpatients occupying licensed beds on a daily basis reported as the arithmetic mean.<br>**Calculation:**<br>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.<br>**Source of Data:**<br>Affinity | **ADC**<br>  <br><br>Note: Average Daily Census number reported includes Medical Center + Psych + Newborns Census. | ADC provided as background information. |

**LAC+USC Medical Center**
Operational Monitoring Report
Reporting Period –August 2011

| Indicator | Definition | Data | Comments |
|---|---|---|---|
| **Indicator #1 – Trends in Average Daily Census and Hospital Operations Metrics** | | | |
| **1b.**<br>**Occupancy Rate LAC+USC Medical Center** | **Definition**:<br>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.<br>**Calculation:**<br>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.<br>**Source of Data:**<br>Affinity<br>**Target:**<br>95% | 1. Medical Center Licensed Occupancy Rate (excluding Newborns) =<br>Med Center Census - Newborns / 600<br>  <br><br>2. Medical Center Licensed Occupancy Rate (including Newborns)<br>Med Center Census + Newborn /600<br>  <br> | For comparison, occupancy rates reported in the old facility were reported including newborns and were based on budgeted beds. |

| Indicator | Definition | Data | Comments |
|---|---|---|---|
| | | 3. Healthcare Network Budgeted Occupancy<br>**Med Center Census + Newborns + Psych Hosp Census / 671**<br>  <br><br>Medical Center = New Facility<br>Healthcare Network = New Facility + Psychiatric Hospitals | |

| Indicator | Definition | Data | Comments |
|---|---|---|---|
| **Indicator #2 - Emergency Department Metrics** | | | |
| **2a.**<br>**Median Emergency Department Boarding Time**<br>**(EDBT)**<br><br>***Harris Rodde Indicator** | **Boarding Time:**<br>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).<br><br>**Calculation:**<br>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.<br><br>**Source of Data:**<br>Affinity<br><br>**Target**:<br>Less than 7 hours. | **Median EDBT**<br>  <br><br>Aug '11 data is Preliminary data | |

**LAC+USC Medical Center**
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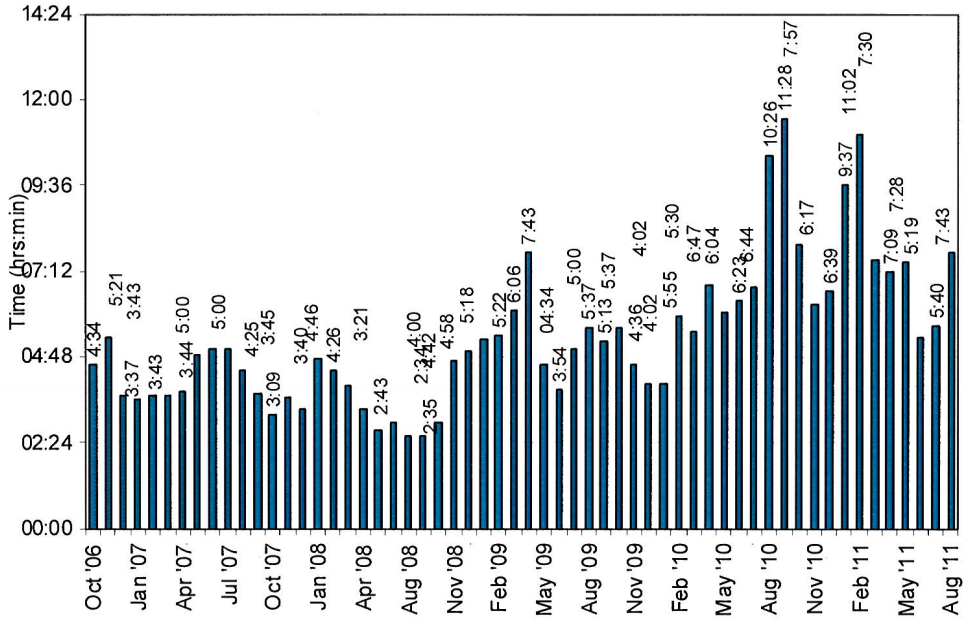
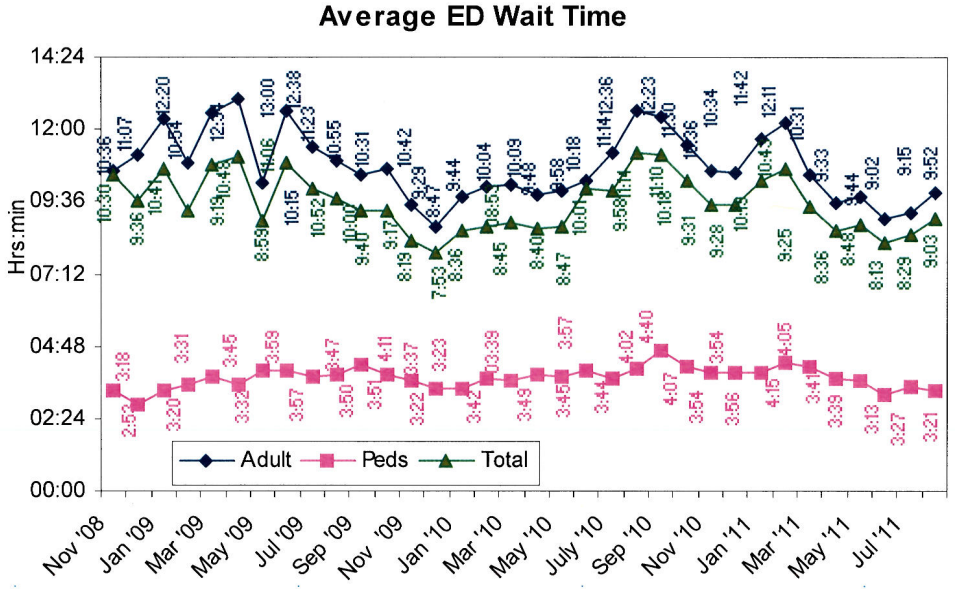
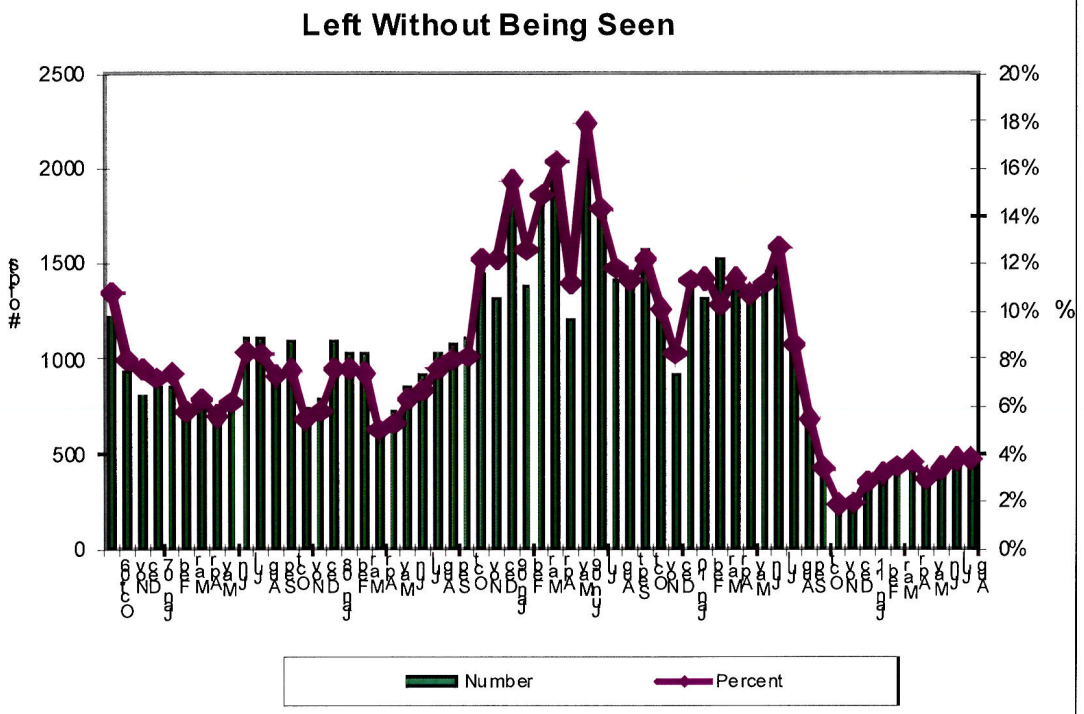
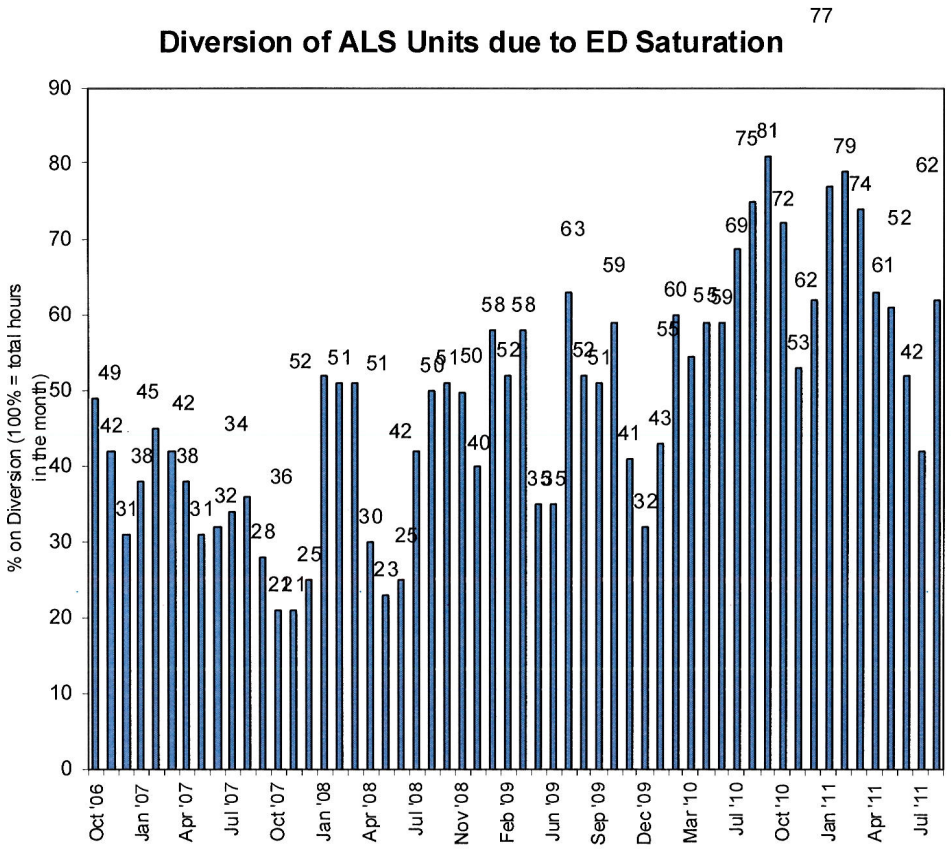
| Indicator | Definition | Data | Comments |
|---|---|---|---|
| | | **Median Boarding Time (Adult)***   Aug'11 data is Preliminary data | |

| Indicator | Definition | Data | Comments |
|---|---|---|---|
| **Indicator #2 - Emergency Department Metrics** | | | |
| **2b.**<br>**ED Wait Time** | **ED Wait Time:**<br>Measured from time patient is triaged to time patient is either admitted or discharged reported as an arithmetic mean.<br><br>**Definition:**<br>Sum of all wait time values during the monthly reporting period divided by the total number of values.<br><br>**Source of Data:**<br>Affinity<br><br>**Target:**<br>No target value. Lower numbers are better. |  <br>**Adult Wait Time :** *Excludes Psych, Pediatric, Observation Unit, and Jail patients<br><br>**Total ED Wait time:** *Excludes Psych, Observation Unit, and Jail<br><br>Aug '11 data is Preliminary data | |

| Indicator | Definition | Data | Comments |
|---|---|---|---|
| **Indicator #2 - Emergency Department Metrics** | | | |
| **2c.**<br>**Left Without Being Seen (LWBS)**<br><br>***Harris Rodde Indicator** | **LWBS:**<br>The total number of patients who left the ED without being seen by a physician reported as a percentage of all ED visits.<br><br>**Calculation:**<br>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.<br><br>**Source of Data:**<br>Affinity<br><br>**Target:**<br>No target value. Lower numbers are better. |  <br>Aug '11 data is Preliminary data | |

| Indicator | Definition | Data | Comments |
|---|---|---|---|
| **Indicator #2 - Emergency Department Metrics** | | | |
| **2d.**<br>**ED Diversion** | **ED Diversion:**<br>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.<br>**Calculation:**<br>The total number of hours of ED diversion for a specific reason divided by the total number of available hours in a month.<br>**Source of Data:**<br>ReddiNet |  | This is slightly lower than the before move diversion history which generally ranged between 50-60%.<br><br>Key points:<br><br>-- Diversion is for paramedic runs only; Basic Life Support ambulances still arrive.<br>-- 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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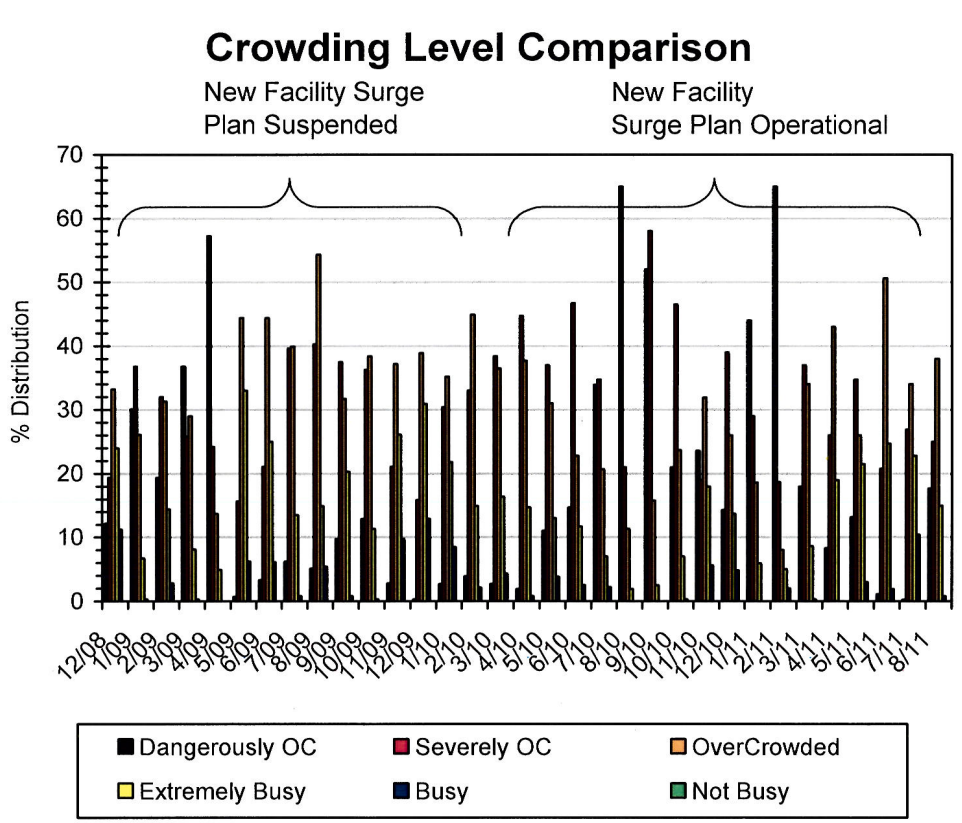
| Indicator | Definition | Data | Comments |
|---|---|---|---|
| **2e.**<br>**Surge Report** | |  | |

<table>
<tr><th>Indicator</th><th>Definition</th><th>Data</th><th>Comments</th></tr>
<tr><td colspan="4">Indicator #3 – Trends for Patient Diversions and Transfers & #4 – Transfers to Rancho Los Amigos Metrics</td></tr>
<tr><td>3. & 4.<br>Rancho Los Amigos Hospital (RLAH) Transfers</td><td>Transfers:<br>The volume of patients transferred to RLAH for acute hospitalization from the Emergency Department and from Inpatient Units.<br><br>Data Source:<br>Manual record keeping.<br><br>Cancelled category includes patients whose condition changed leading to higher level of care or discharge home.</td><td><u>Month of Aug '11</u><br><u>Referrals from ER:</u>
<table>
<tr><th></th><th>Med/Surg</th><th>Acute Stroke</th><th>Total</th></tr>
<tr><td># Met transfer criteria</td><td>43</td><td>NA</td><td>-</td></tr>
<tr><td># Referred to RLAH</td><td>42</td><td>25</td><td>67</td></tr>
<tr><td># Transfers</td><td>42</td><td>25</td><td>67</td></tr>
<tr><td># Denied</td><td>0</td><td>NA</td><td>-</td></tr>
<tr><td># Cancelled</td><td>1*</td><td>NA</td><td>-</td></tr>
<tr><td># Patients refused*</td><td>1</td><td>NA</td><td>-</td></tr>
</table>
<u>Referrals from Inpatients:</u>
<table>
<tr><th></th><th>Med/Surg</th><th>Acute Stroke</th><th>Total</th></tr>
<tr><td># Met transfer criteria</td><td>18</td><td>NA</td><td>-</td></tr>
<tr><td># Referred to RLAH</td><td>14</td><td>10</td><td>24</td></tr>
<tr><td># Transfers</td><td>10</td><td>10</td><td>20</td></tr>
<tr><td># Denied</td><td>4</td><td>NA</td><td>-</td></tr>
<tr><td># Cancelled</td><td>4*</td><td>NA</td><td>-</td></tr>
<tr><td># Patients refused*</td><td>0</td><td>NA</td><td>-</td></tr>
<tr><td>Other /Pending</td><td>0</td><td>NA</td><td>-</td></tr>
</table></td><td></td></tr>
</table>

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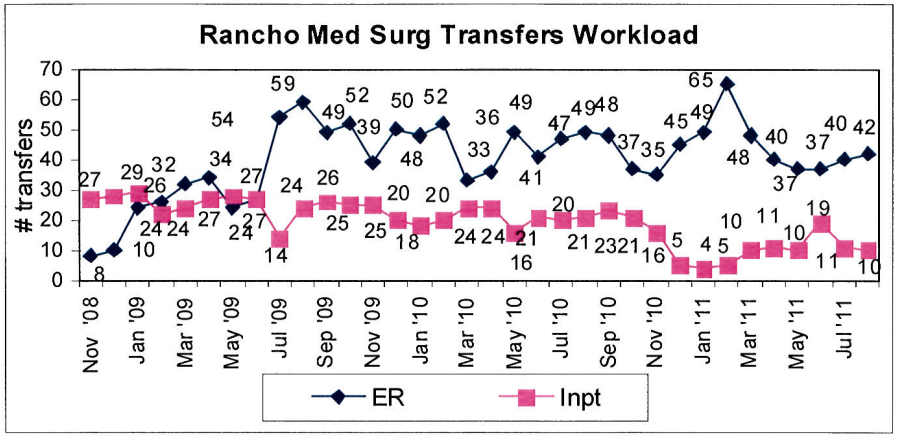
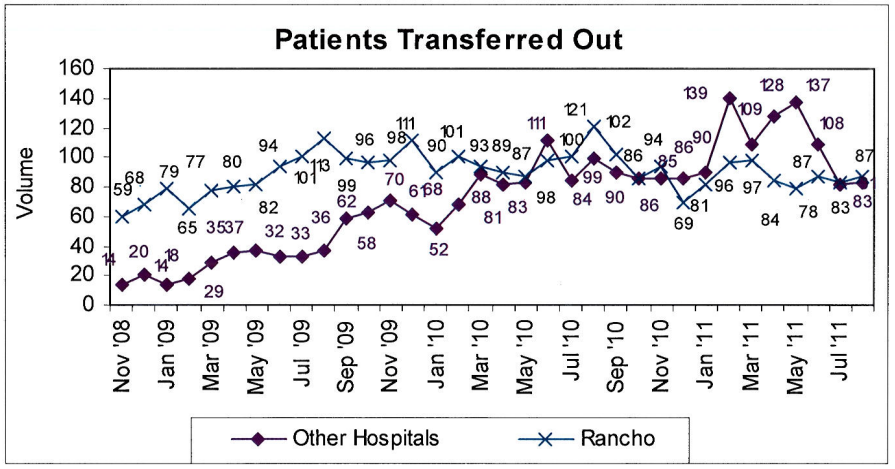
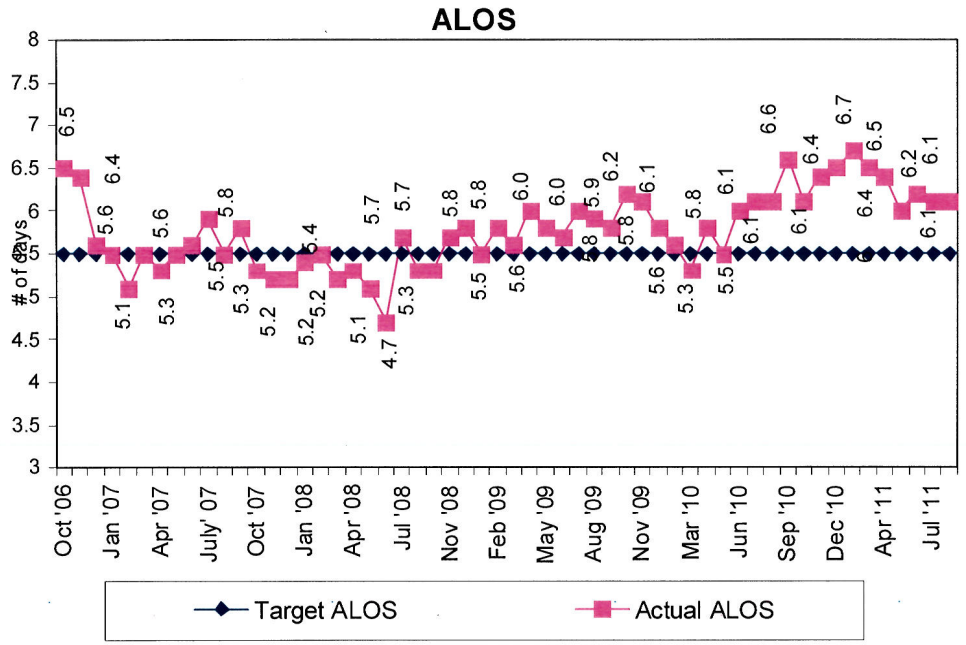
| Indicator | Definition | Data | Comments |
|---|---|---|---|
| | |  <br>  <br>Data was revised to reflect total # of patients (including stroke patients) referred to Rancho | |

| Indicator | Definition | Data | Comments |
|---|---|---|---|
| **Indicator #5 – Harris Rodde Indicators** | | | |
| **5.**<br><br>**Average Length of Stay (ALOS)**<br><br>***Harris Rodde Indicator** | **LOS:**<br>The difference between discharge date and the admission date or 1 if the 2 dates are the same.<br><br>**Total LOS:**<br><br>**Calculation:**<br>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.<br><br>**Source of Data:**<br>Affinity<br><br>**Target**: <5.5 days |  <br><br><br>***Healthcare Network ALOS -** Preliminary data pending Auditor-Controller validation | 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.<br><br>*As of July 2010 with the consolidation of Ingleside and Hawkins, all psychiatric services are now included.<br><br>There were 5 patients discharged in July, 2011 with LOS > 100. Without the effect of these 5, ALOS would have been 5.9 rather than 6.1 |

| 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% |
| 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% |
| 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% |
| Nov-10 | 67.5% | 48% | 50% | 70% |
| Dec -10 | 62% | 60% | 50% | 65% |
| Jan -11 | 55% | 60% | 70% | 70% |
| Feb -11 | 57% | 68% | 80% | 80% |
| Mar- 11 | 57% | 60% | 70% | 75% |
| Apr-11 | 55% | 64% | 50% | 75% |
| May -11 | 57% | 56% | 50% | 80% |
| Jun-11 | 70% | 52% | 60% | 75% |
| Jul -11 | 58% | 44% | 50% | 70% |
| Aug- 11 | 58% | 44% | 40% | 75% |