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

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September 4, 2012

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 #80 (Agenda Item #S-1, September 4, 2012)**

This is to provide your Board with the 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 July 2012.

Census Trending (Average Daily Census includes Psychiatric & Newborn Patients)

The Average Daily Census (ADC) for the month of July was 573 out of 676 licensed beds, an estimated 83% utilization rate (85% occupancy). The census for Medical/Surgical units was an estimated 93% utilization rate (95% occupancy) for July 2012.

Emergency Department Indicators

Attachment #1 demonstrates increases in key indicators such as Median Emergency Department (ED) Boarding, ED Wait Time, Left Without Being Seen (LWBS), Average Length of Stay (ALOS) and the Dangerously Overcrowded level. The number of patients transferred out this period remained the same.

The Dangerously Overcrowded Level Comparison for this period was 20%, compared to 5.1% in June 2012. The increases in overcrowding and wait times were due to closure of several sections of the ED because of the loss of 15 ED nurses over a six month period. The 15 nurses went out of service for a variety of reasons that included: retirement, promotion, health reasons, discharge, and employment closer to home. The East area was temporarily closed on July 16, 2012 and re-opened on August 6, 2012. Registry staff and 10 new nurses, who completed the ED training program on July 29, 2012, allowed for the re-opening. The ED has also been approved to hire 20 additional nurses. The candidates have been selected and will start the ED training program in September 2012.

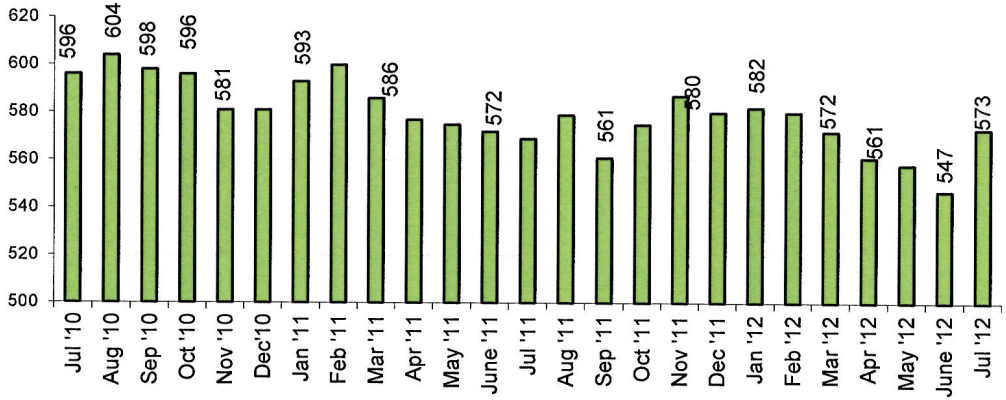
If you have any questions or need additional information please contact me or Pete Delgado, LAC+USC Chief Executive Officer, at (323) 409-2800.

PD:bh

Attachments

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

LAC+USC Medical Center
Operational Monitoring Report
Reporting Period –July 2012

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

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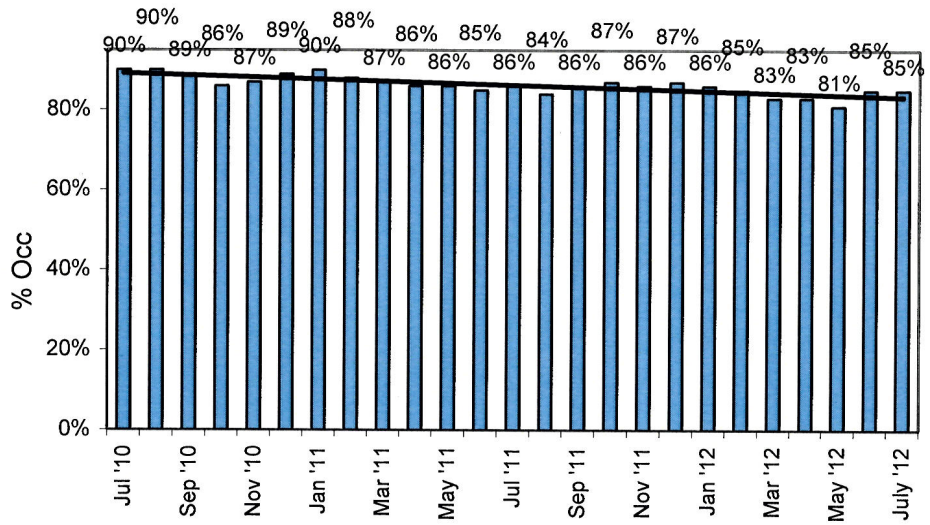
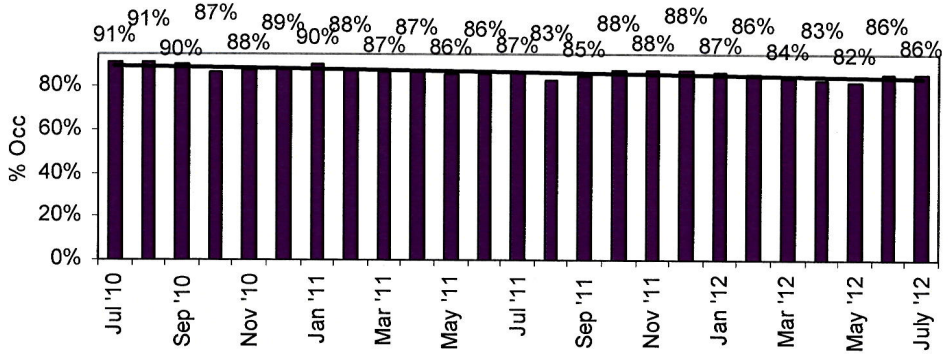
Indicator	Definition	Data	Comments
Indicator #1 – Trends in Average Daily Census and Hospital Operations Metrics			
1b. **Occupancy Rate LAC+USC Medical Center**	**Definition**: A measure of the usage of the licensed beds during the reporting period that is derived by dividing the patient days in the reporting period by the licensed bed days in the reporting period. **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. **Source of Data:** Affinity **Target:** 95%	1. Medical Center Licensed Occupancy Rate (excluding Newborns) = Med Center Census - Newborns / 600  	For comparison, occupancy rates reported in the old facility were reported including newborns and were based on budgeted beds.

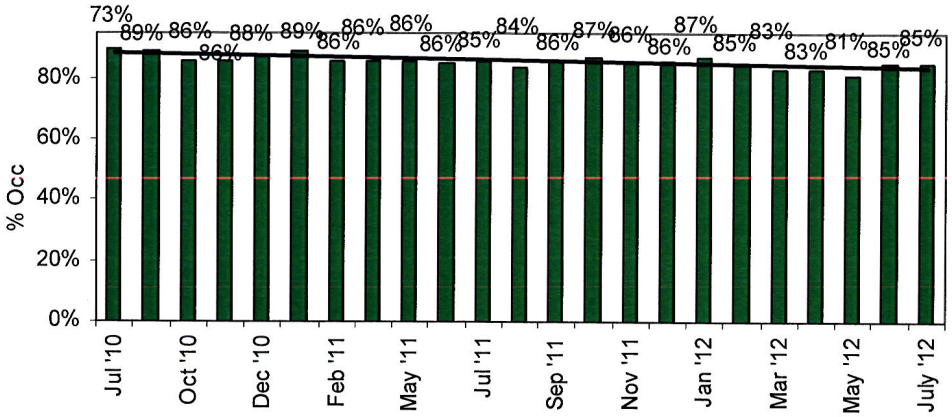
Indicator	Definition	Data	Comments

2. Medical Center Licensed Occupancy Rate (including Newborns) Med Center Census + Newborn /600

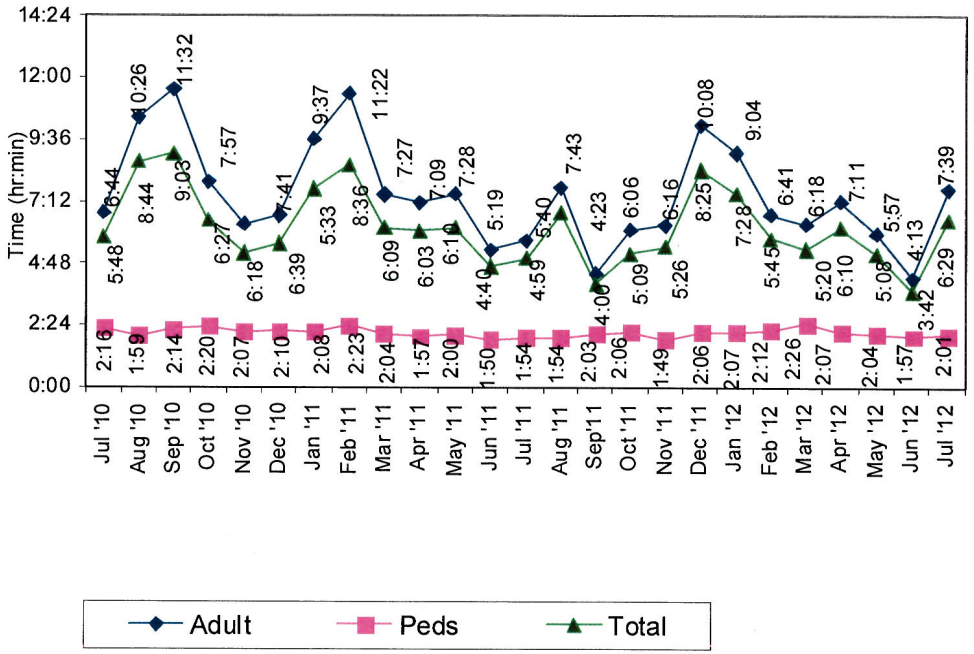


Healthcare Network Budgeted Occupancy

Med Center Census + Newborns + Psych Hosp Census / 676



Medical Center = New Facility
Healthcare Network = New Facility + Psychiatric Hospitals

Indicator	Definition	Data	Comments
Indicator #2 - Emergency Department Metrics			
2a. **Median Emergency Department Boarding Time** **(EDBT)** ***Harris Rodde Indicator**	**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). **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. **Source of Data:** Affinity **Target**: Less than 7 hours.	**Median EDBT**  July '12 data is Preliminary data	

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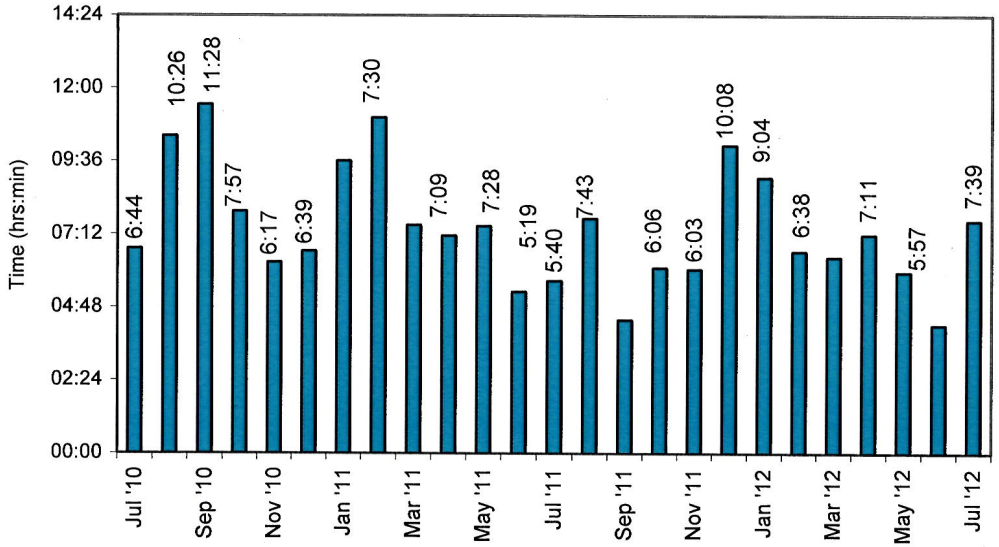
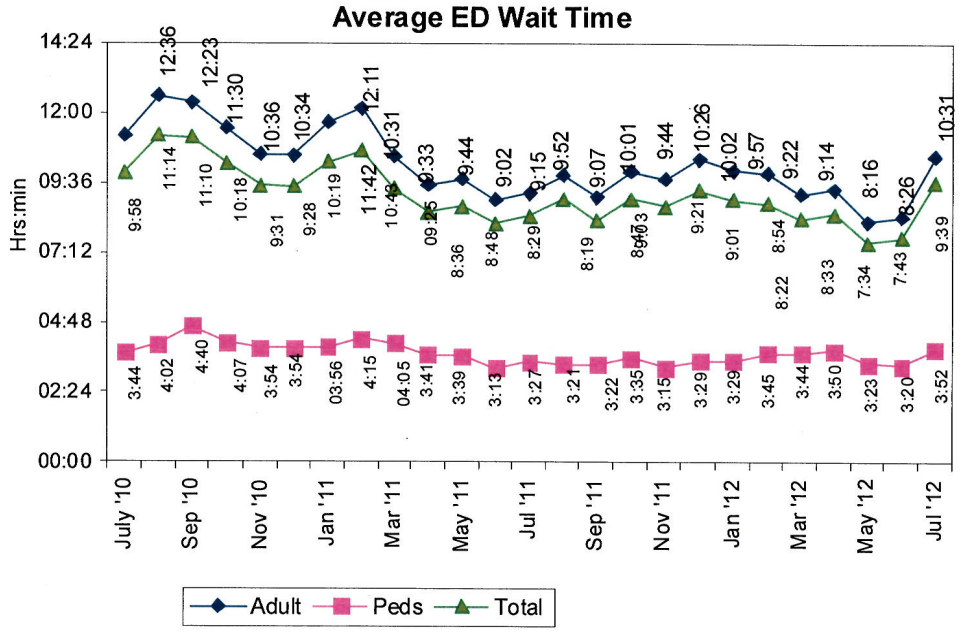
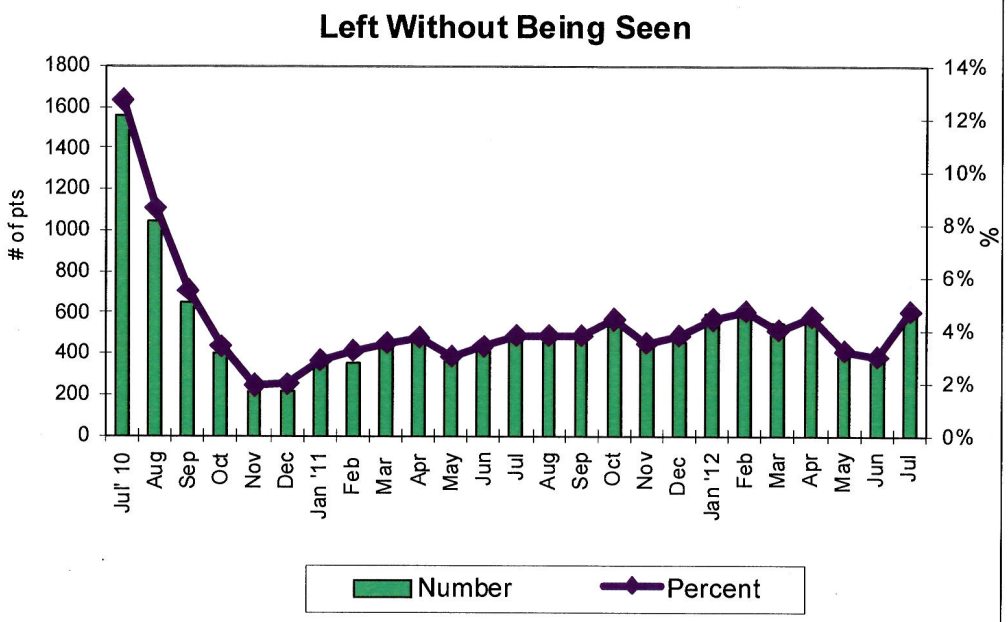
Indicator	Definition	Data	Comments

Median Boarding Time (Adult)*



July '12 data is Preliminary data

Indicator	Definition	Data	Comments
Indicator #2 - Emergency Department Metrics			
2b. **ED Wait Time**	**ED Wait Time:** Measured from time patient is triaged to time patient is either admitted or discharged reported as an arithmetic mean. **Definition:** Sum of all wait time values during the monthly reporting period divided by the total number of values. **Source of Data:** Affinity **Target:** No target value. Lower numbers are better.	 **Adult Wait Time :** *Excludes Psych, Pediatric, Observation Unit, and Jail patients **Total ED Wait time:** *Excludes Psych, Observation Unit, and Jail July '12 data is Preliminary data	

Indicator	Definition	Data	Comments
Indicator #2 - Emergency Department Metrics			
2c. **Left Without Being Seen** **(LWBS)** ***Harris Rodde Indicator**	**LWBS:** The total number of patients who left the ED without being seen by a physician reported as a percentage of all ED visits. **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. **Source of Data:** Affinity **Target:** No target value. Lower numbers are better.	 July '12 data is Preliminary data	

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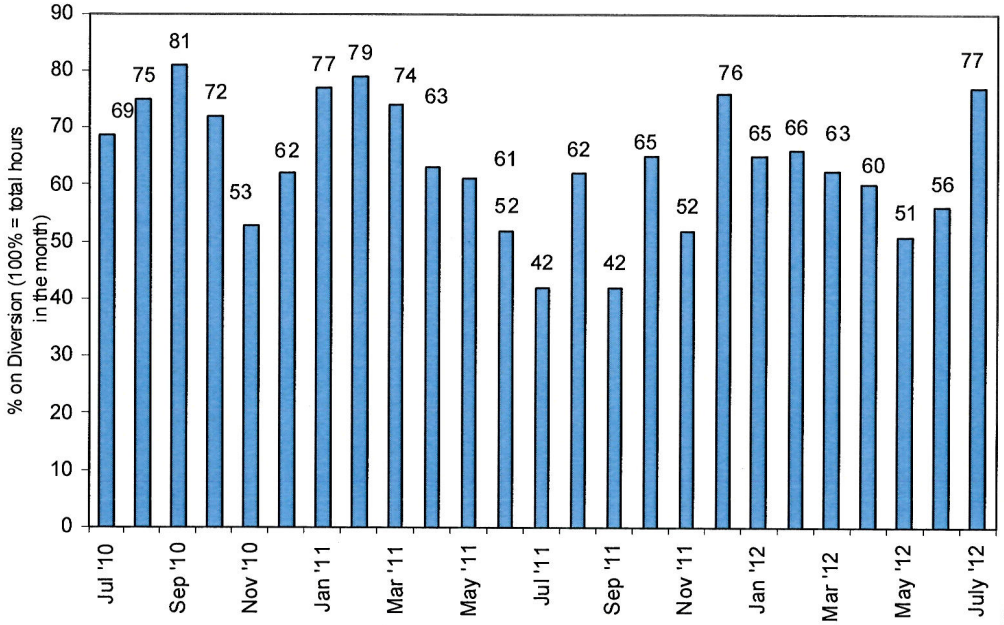
Indicator	Definition	Data	Comments
Indicator #2 - Emergency Department Metrics			
2d. **ED Diversion**	**ED Diversion:** A percentage measure of the time the ED diverts ambulance traffic away from the ED, reported as a function of the reason for diversion on a monthly basis. **Calculation:** The total number of hours of ED diversion for a specific reason divided by the total number of available hours in a month. **Source of Data:** ReddiNet	**Diversion of ALS Units due to ED Saturation**  	This is slightly lower than the before move diversion history which generally ranged between 50-60%. Key points: -- 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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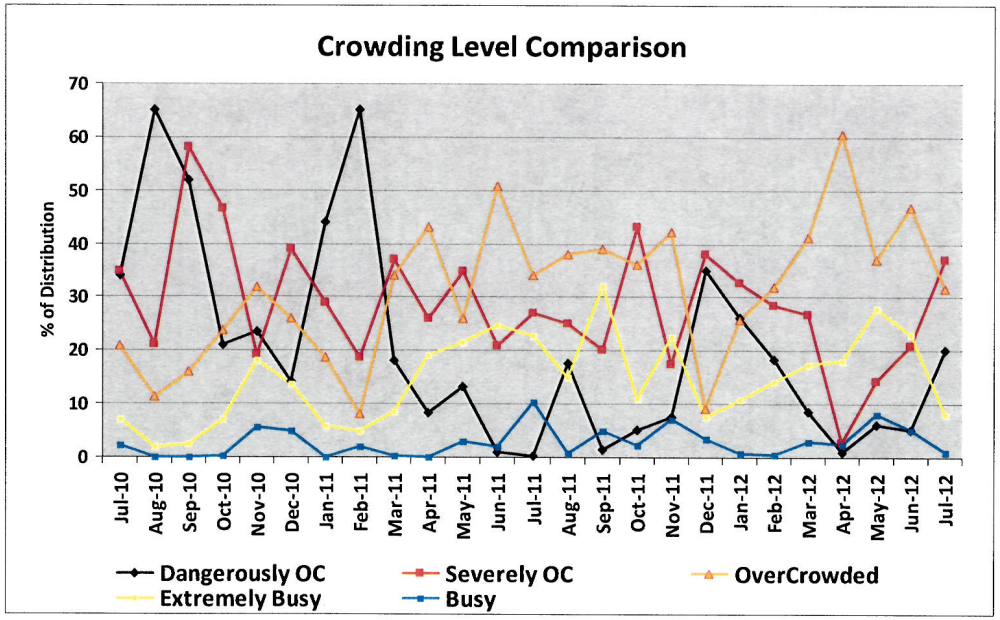
Indicator	Definition	Data	Comments
2e. **Surge Report**			

<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.
Rancho Los Amigos Hospital (RLAH) Transfers</td><td>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.</td><td><u>Month of July '12</u>
<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>34</td><td>NA</td><td>-</td></tr><tr><td># Referred to RLAH</td><td>34</td><td>35</td><td>69</td></tr><tr><td># Transfers</td><td>34</td><td>35</td><td>69</td></tr><tr><td># Denied</td><td>0</td><td>NA</td><td>-</td></tr><tr><td># Cancelled</td><td>0*</td><td>NA</td><td>-</td></tr><tr><td># Patients refused*</td><td>0</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>13</td><td>NA</td><td>-</td></tr><tr><td># Referred to RLAH</td><td>13</td><td>4</td><td>17</td></tr><tr><td># Transfers</td><td>11</td><td>4</td><td>15</td></tr><tr><td># Denied</td><td>1</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>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>
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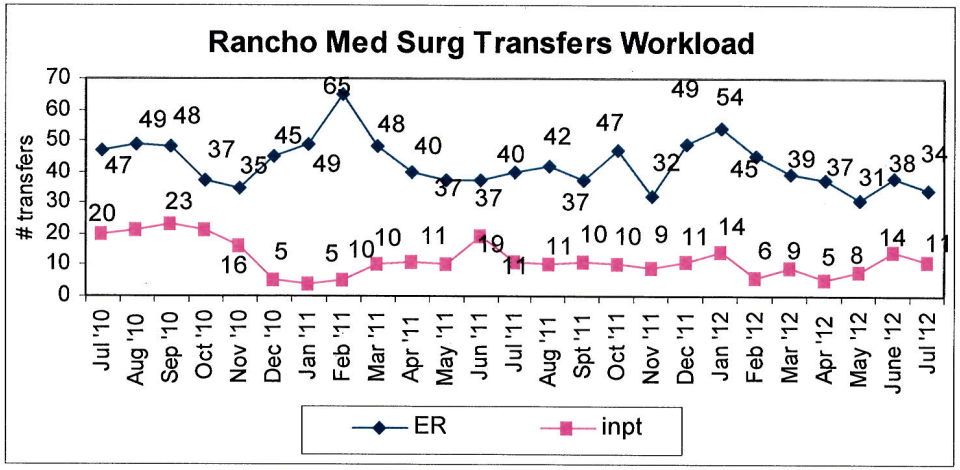
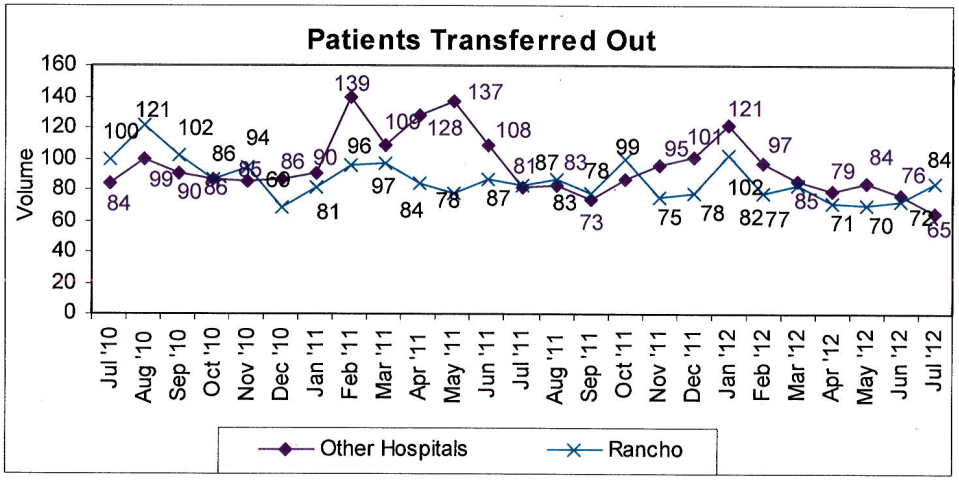
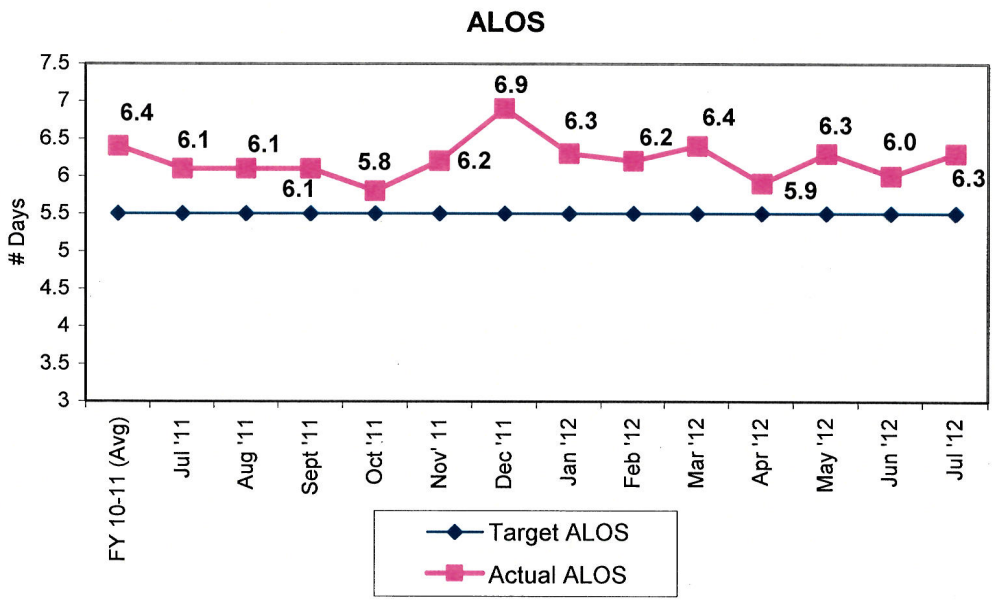
Indicator	Definition	Data	Comments





Data was revised to reflect total # of patients (including stroke patients) referred to Rancho

Indicator	Definition	Data	Comments
Indicator #5 – Harris Rodde Indicators			
5. **Average Length of Stay (ALOS)** ***Harris Rodde Indicator**	**LOS:** The difference between discharge date and the admission date or 1 if the 2 dates are the same. **Total LOS:** **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. **Source of Data:** Affinity **Target**: <5.5 days	 ***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. *As of July 2010 with the consolidation of Ingleside and Hawkins, all psychiatric services are now included. There were 4 patients discharged in July, 2012 with LOS > 100. Without the effect of these 4, ALOS would have been 6 rather than 6.3

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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)
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%
Feb -11	57%	68%	80%	80%
Apr-11	55%	64%	50%	75%
May -11	57%	56%	50%	80%
Jul -11	58%	44%	50%	70%
Aug- 11	58%	44%	40%	75%
Sep -11	58%	40%	50%	75%
Nov-11	62%	60%	70%	75%
Dec-11	65%	40%	60%	70%
Jan -12	60%	52%	60%	75%
Feb-12	55%	56%	60%	70%
Mar-12	55%	64%	50%	75%
Apr- 12	53%	48%	50%	65%
May -12	42%	40%	50%	70%
Jun-12	37.5%	44%	50%	60%
Jul -12	45%	48%	60%	80%