



**Health Services**  
LOS ANGELES COUNTY

June 28, 2013

**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: 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 #89**

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

**Hal F. Yee, Jr., M.D., Ph.D.**  
Chief Medical Officer

**Christina R. Ghaly, M.D.**  
Deputy Director, Strategic Planning

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 May 2013.

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

The Average Daily Census (ADC) for the month of May was 525 out of 676 licensed beds, an estimated 76% utilization rate (78% occupancy). The census for Medical/Surgical units was an estimated 86% utilization rate (88% occupancy) for May 2013.

**Emergency Department (ED) Indicators**

The attachment demonstrates a decrease in the average daily census (ADC) and the rate of patients who left without being seen (LWBS). ED wait times and boarding times were stable. The number of patients transferred out remained the same for this period. The Dangerously Overcrowding Level Comparison for May 2013 was 2.7% compared to 11.7% in April 2013.

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

CG:ab

Attachment

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

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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.*



**LAC+USC Medical Center**  
**Operational Monitoring Report**  
 Reporting Period: May 2013

Indicator	Definition	Data	Comments																																
1a. Average Daily Census (ADC)	<p><b>ADC:</b>                      A measure of the total number of inpatients occupying licensed beds on a daily basis reported as the arithmetic mean.</p> <p><b>Calculation:</b>                      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><b>Source of Data:</b>                      Affinity</p>	<p style="text-align: center;"><b>ADC</b></p> <table border="1"> <caption>Average Daily Census (ADC) Data</caption> <thead> <tr> <th>Month</th> <th>ADC</th> </tr> </thead> <tbody> <tr><td>Jan '11</td><td>593</td></tr> <tr><td>Mar '11</td><td>586</td></tr> <tr><td>May '11</td><td>575</td></tr> <tr><td>Jul '11</td><td>569</td></tr> <tr><td>Sep '11</td><td>575</td></tr> <tr><td>Nov '11</td><td>587</td></tr> <tr><td>Jan '12</td><td>582</td></tr> <tr><td>Mar '12</td><td>572</td></tr> <tr><td>May '12</td><td>558</td></tr> <tr><td>Jul '12</td><td>573</td></tr> <tr><td>Sep '12</td><td>585</td></tr> <tr><td>Nov '12</td><td>534</td></tr> <tr><td>Jan '13</td><td>573</td></tr> <tr><td>Mar '13</td><td>545</td></tr> <tr><td>May '13</td><td>525</td></tr> </tbody> </table> <p>Note: Average Daily Census number reported includes Medical Center + Psych + Newborns Census.</p>	Month	ADC	Jan '11	593	Mar '11	586	May '11	575	Jul '11	569	Sep '11	575	Nov '11	587	Jan '12	582	Mar '12	572	May '12	558	Jul '12	573	Sep '12	585	Nov '12	534	Jan '13	573	Mar '13	545	May '13	525	ADC provided as background information. Graphs depict data from January 2011 to present.
Month	ADC																																		
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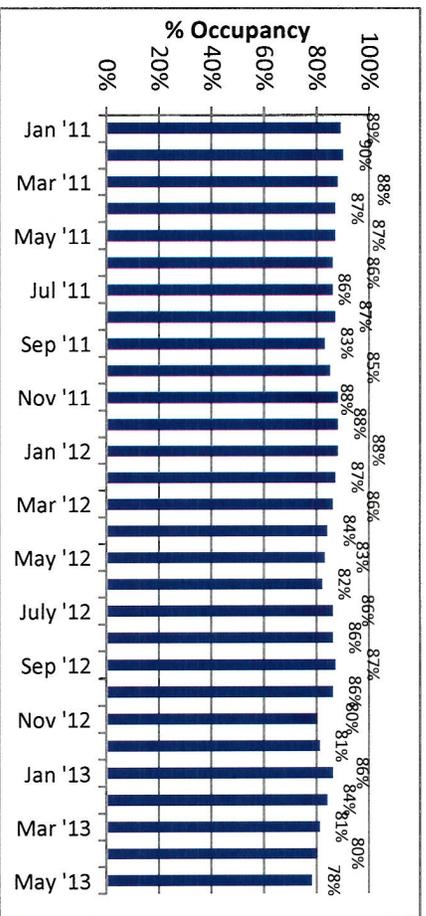
**LAC+USC Medical Center**  
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**Indicator #1 – Trends in Average Daily Census and Hospital Operations Metrics**

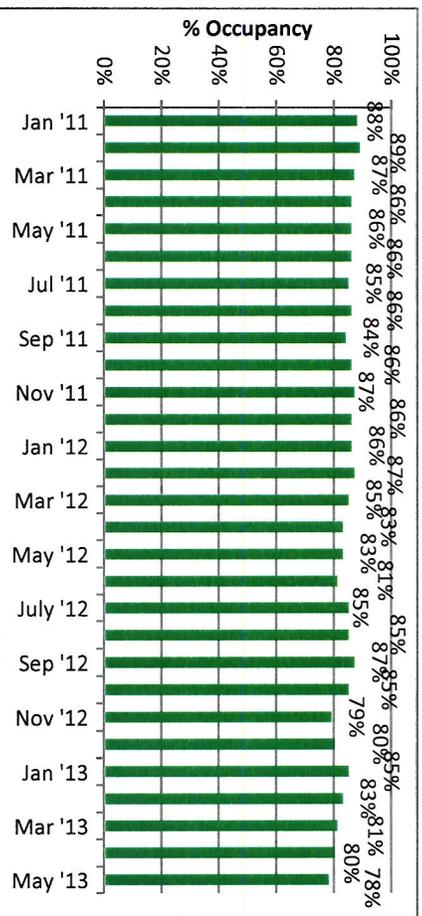
<p><b>1b. Occupancy Rate LAC+USC Medical Center</b></p>	<p><b>Definition:</b>  A measure of the usage of the licensed beds during the reporting period that is derived by dividing the patient days in the reporting period by the licensed bed days in the reporting period.</p> <p><b>Calculation:</b>  The 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><b>Source of Data:</b>  Affinity</p> <p><b>Target:</b>  95%</p>	<p>Medical Center Licensed Occupancy Rate (excluding Newborns) = <b>Med Center Census - Newborns / 600</b></p> <table border="1"> <caption>% Occupancy Data</caption> <thead> <tr> <th>Month</th> <th>% Occupancy</th> </tr> </thead> <tbody> <tr><td>Jan '11</td><td>89%</td></tr> <tr><td>Mar '11</td><td>88%</td></tr> <tr><td>May '11</td><td>87%</td></tr> <tr><td>Jul '11</td><td>85%</td></tr> <tr><td>Sep '11</td><td>85%</td></tr> <tr><td>Nov '11</td><td>87%</td></tr> <tr><td>Jan '12</td><td>86%</td></tr> <tr><td>Mar '12</td><td>85%</td></tr> <tr><td>May '12</td><td>83%</td></tr> <tr><td>Jul '12</td><td>81%</td></tr> <tr><td>Sep '12</td><td>85%</td></tr> <tr><td>Nov '12</td><td>79%</td></tr> <tr><td>Jan '13</td><td>85%</td></tr> <tr><td>Mar '13</td><td>84%</td></tr> <tr><td>May '13</td><td>77%</td></tr> </tbody> </table>	Month	% Occupancy	Jan '11	89%	Mar '11	88%	May '11	87%	Jul '11	85%	Sep '11	85%	Nov '11	87%	Jan '12	86%	Mar '12	85%	May '12	83%	Jul '12	81%	Sep '12	85%	Nov '12	79%	Jan '13	85%	Mar '13	84%	May '13	77%	<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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**Medical Center Licensed Occupancy Rate (including Newborns) Med  
 Center Census/600**



**Medical Center Budgeted Occupancy  
 Med Center Census + Newborns + Psych Hosp Census / 676**



Medical Center = New Facility + Psychiatric Hospital

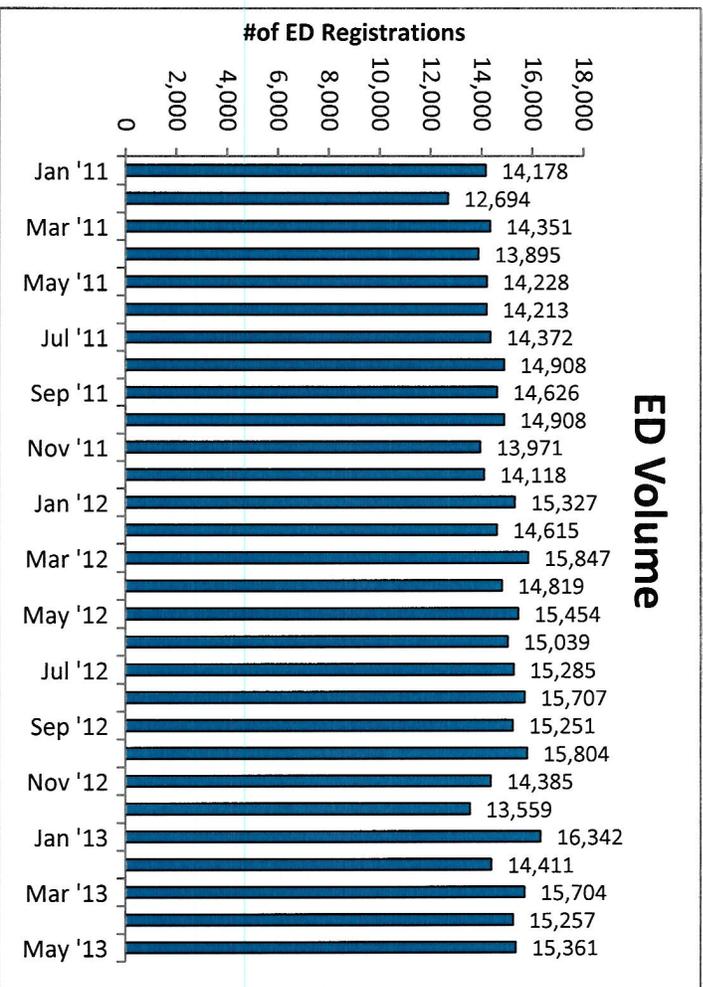
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**Indicator #2 - Emergency Department Metrics**

**2a. ED Volume**

**ED Volume:**  
 Measured by total number of Emergency Department patient registrations.

**Source of Data:**  
 Affinity



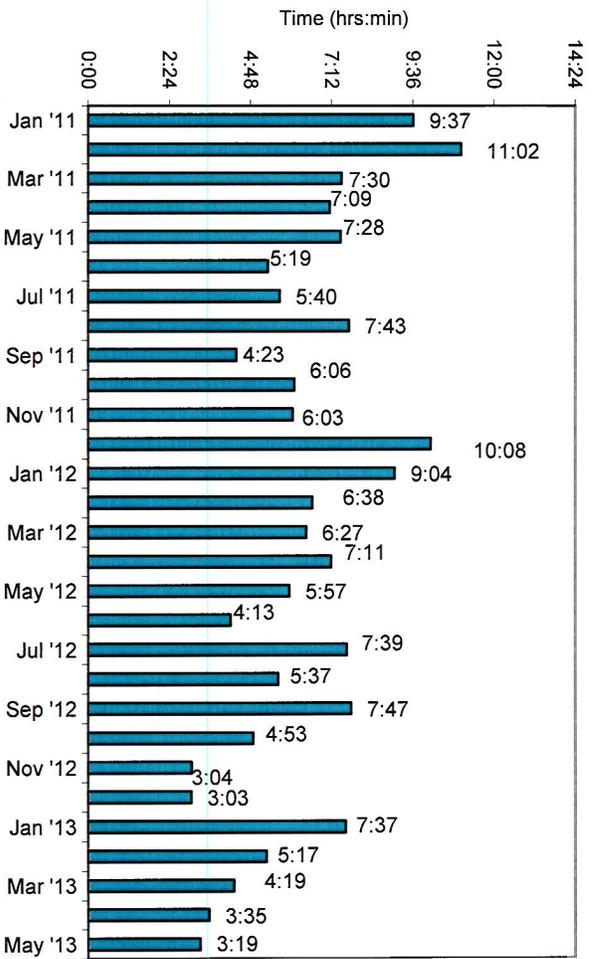
The annual total ED Volume for FY 10-11 was 164,700 which increased to 178,004 in FY 11-12. If the current increase in ED monthly volume is maintained, the annual total ED volume for FY 12-13 will surpass the FY 11-12 amount.

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<p><b>2b. Median Emergency Department Boarding Time (EDBT)</b></p> <p><b>*Harris Rodde Indicator</b></p>	<p><b>Boarding Time:</b> 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><b>Calculation:</b> 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><b>Source of Data:</b> Affinity</p> <p><b>Target:</b> Less than 7 hours.</p>	<p align="center"><b>Median EDBT</b></p> <p>Time (hr:mm)</p> <p>Legend: Adult (blue diamonds), Peds (red squares), Total (green triangles)</p> <p>May '13 data is Preliminary data</p>
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**Median Boarding Time (Adult)\***



May '13 data is Preliminary data

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Indicator #2 - Emergency Department Metrics

<p><b>2c. ED Wait Time</b></p> <p><b>ED Wait Time:</b> Measured from time patient is triaged to time patient is either admitted or discharged reported as an arithmetic mean.</p> <p><b>Definition:</b> Sum of all wait time values during the monthly reporting period divided by the total number of values.</p> <p><b>Source of Data:</b> Affinity</p> <p><b>Target:</b> No target value. Lower numbers are better.</p>	<p><b>Average ED Wait Time</b></p> <table border="1"> <caption>Approximate Average ED Wait Time Data</caption> <thead> <tr> <th>Month</th> <th>Adult (hrs:mm)</th> <th>Peds (hrs:mm)</th> <th>Total (hrs:mm)</th> </tr> </thead> <tbody> <tr><td>Jan '11</td><td>11:02</td><td>3:56</td><td>4:05</td></tr> <tr><td>Mar '11</td><td>10:31</td><td>3:41</td><td>4:05</td></tr> <tr><td>May '11</td><td>9:44</td><td>3:59</td><td>3:59</td></tr> <tr><td>Jul '11</td><td>9:52</td><td>3:13</td><td>3:27</td></tr> <tr><td>Sep '11</td><td>10:01</td><td>3:27</td><td>3:35</td></tr> <tr><td>Nov '11</td><td>10:26</td><td>3:29</td><td>3:29</td></tr> <tr><td>Jan '12</td><td>10:02</td><td>3:29</td><td>3:29</td></tr> <tr><td>Mar '12</td><td>9:57</td><td>3:45</td><td>3:45</td></tr> <tr><td>May '12</td><td>9:22</td><td>3:50</td><td>3:50</td></tr> <tr><td>Jul '12</td><td>9:42</td><td>3:23</td><td>3:23</td></tr> <tr><td>Sep '12</td><td>9:47</td><td>3:20</td><td>3:20</td></tr> <tr><td>Nov '12</td><td>9:47</td><td>3:43</td><td>3:41</td></tr> <tr><td>Jan '13</td><td>10:53</td><td>3:59</td><td>3:59</td></tr> <tr><td>Mar '13</td><td>9:27</td><td>3:13</td><td>4:03</td></tr> <tr><td>May '13</td><td>9:44</td><td>4:00</td><td>4:22</td></tr> </tbody> </table> <p><b>Adult Wait Time :</b> *Excludes Psych, Pediatric, Observation Unit, and Jail patients</p> <p><b>Total ED Wait time :</b> *Excludes Psych, Observation Unit, and Jail</p> <p>May '13 data is Preliminary data</p>	Month	Adult (hrs:mm)	Peds (hrs:mm)	Total (hrs:mm)	Jan '11	11:02	3:56	4:05	Mar '11	10:31	3:41	4:05	May '11	9:44	3:59	3:59	Jul '11	9:52	3:13	3:27	Sep '11	10:01	3:27	3:35	Nov '11	10:26	3:29	3:29	Jan '12	10:02	3:29	3:29	Mar '12	9:57	3:45	3:45	May '12	9:22	3:50	3:50	Jul '12	9:42	3:23	3:23	Sep '12	9:47	3:20	3:20	Nov '12	9:47	3:43	3:41	Jan '13	10:53	3:59	3:59	Mar '13	9:27	3:13	4:03	May '13	9:44	4:00	4:22	
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**Indicator #2 - Emergency Department Metrics**

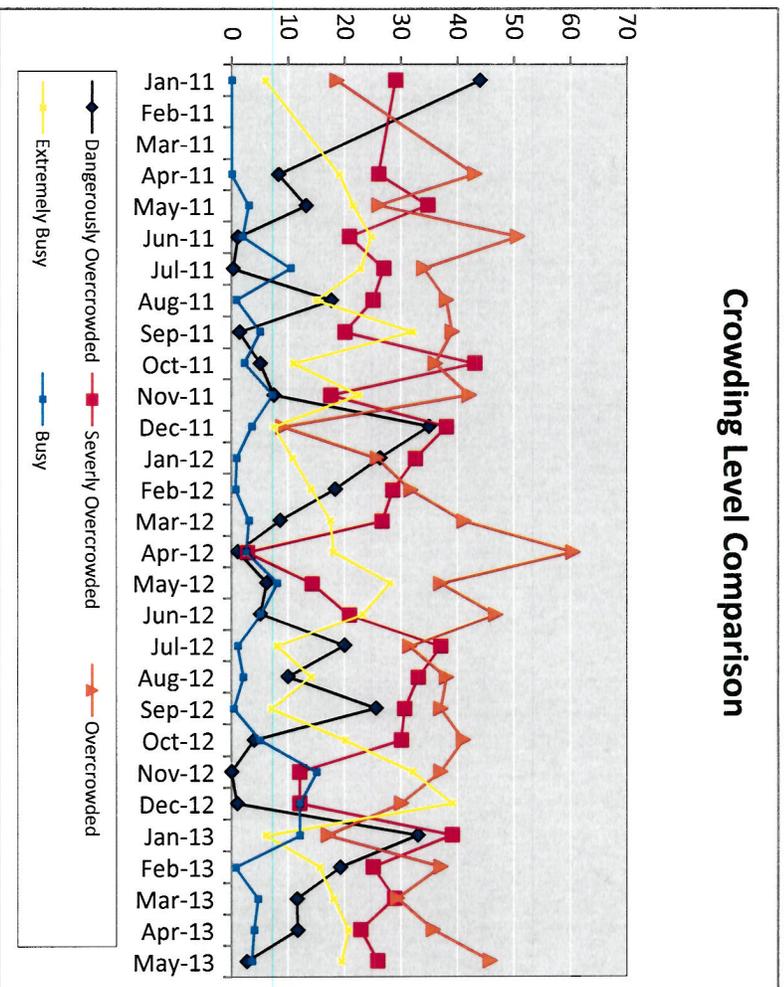
<p><b>2d. Left Without Being Seen (LWBS)</b></p> <p><b>*Harris Rodde Indicator</b></p>	<p><b>LWBS:</b> The total number of patients who left the ED without being seen by a physician reported as a percentage of all ED visits.</p> <p><b>Calculation:</b> The total number of patients who left the ED without being seen divided by the total number of ED patient visits on a monthly basis.</p> <p><b>Source of Data:</b> Affinity</p> <p><b>Target:</b> No target value. Lower numbers are better.</p>	<p style="text-align: center;"><b>Left Without Being Seen</b></p> <p>May '13 data is Preliminary data</p>
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**Indicator #2 - Emergency Department Metrics**

<p><b>2e. ED Diversion</b></p>	<p><b>ED Diversion:</b>          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.  <b>Calculation:</b>          The total number of hours of ED diversion for a specific reason divided by the total number of available hours in a month.  <b>Source of Data:</b>          ReddinNet</p>	<div style="text-align: center;"> <p><b>Diversion of ALS Units due to ED Saturation</b></p> <table border="1"> <caption>Diversion of ALS Units due to ED Saturation Data</caption> <thead> <tr> <th>Month</th> <th>% on Diversion</th> </tr> </thead> <tbody> <tr><td>Jan '11</td><td>77, 79</td></tr> <tr><td>Mar '11</td><td>74</td></tr> <tr><td>May '11</td><td>63, 61</td></tr> <tr><td>Jul '11</td><td>42</td></tr> <tr><td>Sep '11</td><td>42</td></tr> <tr><td>Nov '11</td><td>65, 52</td></tr> <tr><td>Jan '12</td><td>76</td></tr> <tr><td>Mar '12</td><td>65, 66, 63, 60</td></tr> <tr><td>May '12</td><td>51, 56</td></tr> <tr><td>July '12</td><td>77, 69</td></tr> <tr><td>Sep '12</td><td>78, 54</td></tr> <tr><td>Nov '12</td><td>38, 36</td></tr> <tr><td>Jan '13</td><td>81, 72</td></tr> <tr><td>Mar '13</td><td>59, 58</td></tr> <tr><td>May '13</td><td>57</td></tr> </tbody> </table> </div>	Month	% on Diversion	Jan '11	77, 79	Mar '11	74	May '11	63, 61	Jul '11	42	Sep '11	42	Nov '11	65, 52	Jan '12	76	Mar '12	65, 66, 63, 60	May '12	51, 56	July '12	77, 69	Sep '12	78, 54	Nov '12	38, 36	Jan '13	81, 72	Mar '13	59, 58	May '13	57	<p><b>Key points:</b></p> <ul style="list-style-type: none"> <li>-- Diversion is for paramedic runs only; Basic Life Support ambulances still arrive.</li> <li>-- When diversion is requested but all hospitals in the area are on diversion, patients go to the closest hospital.</li> <li>Therefore, ambulances often arrive while "on diversion".</li> </ul>
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2f.  
 Surge  
 Report



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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**

**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 May '13**

**Referrals from ER:**

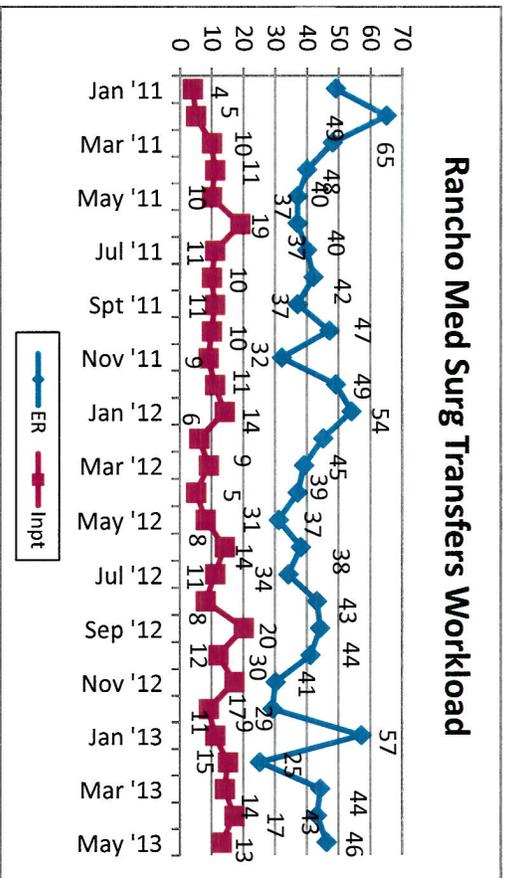
	Med/Surg	Acute Stroke	Total
# Met transfer criteria	24	NA	-
# Referred to RLAH	24	22	46
# Transfers	24	22	46
# Denied	0	NA	-
# Cancelled	0	NA	-
# Patients Refused of Those Cancelled	0	NA	-

**Referrals from Inpatients:**

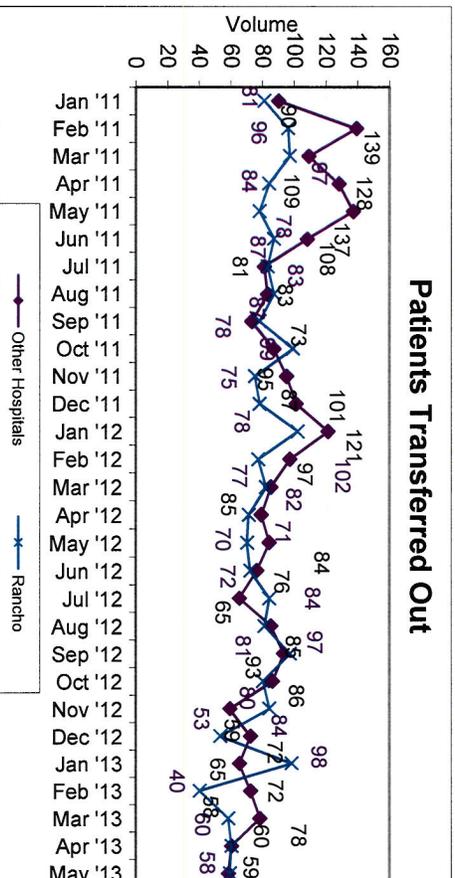
	Med/Surg	Acute Stroke	Total
# Met transfer criteria	21	NA	-
# Referred to RLAH	21	1	22
# Transfers	12	1	13
# Denied	1	NA	-
# Cancelled	4	NA	-
# Patients Refused of Those Cancelled	0	NA	-
Other /Pending	4	NA	-

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Rancho Med Surg Transfers Workload



Patients Transferred Out

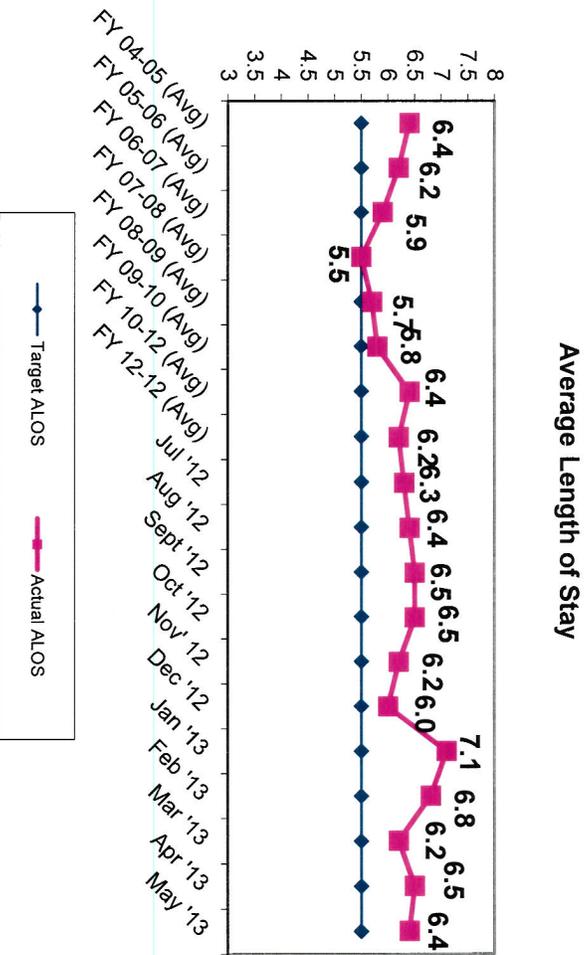


\* Other hospitals = Silver Lake (0), Managed Care Repatriation (58)  
 Data was revised to reflect total # of patients (including stroke patients) referred to Rancho

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**Indicator #5 – Harris Rodde Indicators**

<p><b>5.</b></p> <p><b>Average Length of Stay (ALOS)</b></p> <p><b>*Harris Rodde Indicator</b></p>	<p><b>LOS:</b> The difference between discharge date and the admission date or 1 if the 2 dates are the same.</p> <p><b>Total LOS:</b></p> <p><b>Calculation:</b> 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><b>Source of Data:</b> Affinity</p> <p><b>Target:</b> &lt;5.5 days</p>	<p>The increasing length of stay observed in January and February is largely attributed to the discharge of several patients with extended lengths of stay. In May 2013, there were no patients who were discharged with LOS &gt; 100.</p> <p>*As of July 2010 with the consolidation of Ingleside and Hawkins, all psychiatric services are now included.</p>
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\*Medical Center (New Facility + Psychiatric Hospital) ALOS - Preliminary data pending Auditor-Controller validation

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**Indicator #6 – Pediatric Metrics**

6. Pediatric Bed Census and Occupancy (%)	<b>Census:</b> The total number admitted pediatric inpatients at 12:00 AM midnight of a designated pediatric ward.				
Pediatric ICU (PICU)	<b>Occupancy:</b> The total number of admitted pediatric inpatients divided by the total number of licensed beds on that unit and reported as percentage.				
Neonatal ICU (NICU)	<b>Source of Data:</b> Affinity				
Pediatric Unit Adolescent Unit					
Date	NICU (40 Beds)	Peds Ward (25 Beds)	PICU (10 Beds)	Med/Surg Adolescent (20 Beds)	
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%	
Sep-11	58%	40%	50%	75%	
Oct-11	55%	52%	60%	70%	
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%	
Aug-12	57%	48%	50%	75%	
Sep-12	62.5%	56%	50%	80%	
Oct-12	57.5%	64%	60%	70%	
Nov-12	62.5%	44%	50%	45%	
Dec-12	72.5%	36%	60%	50%	
Jan-13	62.5%	48%	70%	70%	
Feb-13	50%	48%	70%	75%	
Mar-13	53%	44%	60%	75%	



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**Reporting Period: May 2013**

**Indicator #7 – Med Surg / ICU / OB/GYN Metrics**

<p><b>7. Med Surg / ICU Bed Census and Occupancy (%)</b></p>	<p><b>Census:</b> The total number admitted pediatric inpatients at 12:00 AM midnight of a designated pediatric ward.</p> <p><b>Occupancy:</b> The total number of admitted inpatients divided by the total number of licensed beds on that unit and reported as percentage.</p>	<table border="1"> <thead> <tr> <th>Date</th> <th>Med Surg (309 beds)</th> <th>Jail (24 Beds)</th> <th>ICUs (120 Beds)</th> <th>Burn* (20 Beds)</th> <th>OB/GYN (Med Surg) (32 beds)</th> </tr> </thead> <tbody> <tr> <td>Nov-12</td> <td>87%</td> <td>83%</td> <td>83.5 %</td> <td>51%</td> <td>87%</td> </tr> <tr> <td>Dec-12</td> <td>88%</td> <td>71%</td> <td>83%</td> <td>44%</td> <td>83%</td> </tr> <tr> <td>Jan-13</td> <td>95%</td> <td>73%</td> <td>85%</td> <td>55%</td> <td>98%</td> </tr> <tr> <td>Feb-13</td> <td>93%</td> <td>59%</td> <td>87%</td> <td>61%</td> <td>95%</td> </tr> <tr> <td>Mar-13</td> <td>91%</td> <td>62%</td> <td>82%</td> <td>47%</td> <td>93%</td> </tr> <tr> <td>Apr-13</td> <td>88%</td> <td>82%</td> <td>85%</td> <td>57%</td> <td>99%</td> </tr> <tr> <td>May-13</td> <td>88%</td> <td>66%</td> <td>82%</td> <td>57%</td> <td>90%</td> </tr> </tbody> </table>	Date	Med Surg (309 beds)	Jail (24 Beds)	ICUs (120 Beds)	Burn* (20 Beds)	OB/GYN (Med Surg) (32 beds)	Nov-12	87%	83%	83.5 %	51%	87%	Dec-12	88%	71%	83%	44%	83%	Jan-13	95%	73%	85%	55%	98%	Feb-13	93%	59%	87%	61%	95%	Mar-13	91%	62%	82%	47%	93%	Apr-13	88%	82%	85%	57%	99%	May-13	88%	66%	82%	57%	90%	
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<p><b>OB/GYN Unit (Med Surg)</b></p>	<p><b>Source of Data:</b> Affinity</p>	<p>* Burn= Both ward (10) and ICUs (10)</p>																																																	