Health Services
LOS ANGELES COUNTY

March 20, 2007

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TO: Each Supervisor

FROM: Bruce A. Chernof, M.D.
Director and Chief Medical Officer

SUBJECT: **METROCARE IMPLEMENTATION PLAN UPDATE**

This is to provide your Board with a report on the status of the MetroCare Implementation Plan. The MetroCare Implementation Plan continues to be on schedule (Attachment I – MetroCare Update Week Ending March 17, 2007). There have been no significant disruptions in the availability of services as a result of the MetroCare transition and no negative outcomes have been reported.

Since my last report to you dated February 13, 2007, DHS has continued to implement the MetroCare plan to transform King-Drew Medical Center (KDMC) to Martin Luther King, Jr. – Harbor Hospital (MLK-Harbor) under the direct operational and clinical management of MetroCare regional executive leadership drawn from Harbor-UCLA Medical Center. As reported to you on February 13, 2007, Service Changes 1 - 4 have been completed on or ahead of schedule. Service Change #5 is in progress.

SERVICE CHANGE #5

Service Change #5 is in progress and the following action has been taken since the last report:

- On March 1, 2007, KDMC began operating as MLK-Harbor Hospital with 48 beds under the management of MetroCare regional administration.
- On March 6, 2007, DHS completed a contract with an additional private hospital (Downey Regional Medical Center) to provide interim medical-surgical beds and ICU capacity on a PRN basis.
- DHS determined that management/operation of Laboratory, Radiology and Anesthesia will assigned to MLK-Harbor Hospital staff.

OTHER METROCARE ACTIONS

On February 16, 2007, DHS requested that the Centers for Medicare and Medicaid Services (CMS) extend the KDMC Medicare Provider Agreement until August 15, 2007, to allow for the completion of the transition and downsizing of the hospital. On February 27, 2007, Governor Schwarzenegger sent a letter to CMS to support the DHS request for the extension.

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KDMC SERVICE INDICATORS

DHS has been closely monitoring services provided at KDMC. At the request of State DHS and CMS in November 2006, the Department appointed a monitor who is responsible for assessing care at KDMC and reporting any concerns to DHS. A weekly review of progress and concerns is conducted by DHS with the State and CMS. The number of emergency department, urgent care, and ambulatory care visits for the weeks before and after the service changes has been generally level. The number of ED patients who left without being seen was 7.7% in November 2006, 6.3% in December 2006, 6.9% in January 2007, and 7.0% in February 2007. Inpatient beds have moved from KDMC to other DHS and contract hospitals but there has been no net reduction in beds. The number of transfers from KDMC to other DHS or contract hospitals was 208 in December 2006, 238 in January 2007, and 302 in February 2007. DHS will continue to monitor these trends and will keep you informed of any significant changes in MLK-Harbor service levels.

EMPLOYEE MITIGATION AND TRANSFER

On February 20, 2007, KDMC employees who were assigned to the new MLK-Harbor Hospital or to another DHS facility reported to their new assignments. Employees who are assigned to MLK-Harbor will receive training that is coordinated by Harbor-UCLA. On March 1, 2007 nineteen (19) KDMC physicians were reassigned to other DHS facilities.

Please let me know if you have any questions.

BAC:ct

Attachment

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

COUNTY OF LOS ANGELES – DEPARTMENT OF HEALTH SERVICES
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Week Ending March 17, 2007

Attachment I

Week Ending	Actions Related to MetroCare Timeline and Bed Map[1]	Other MetroCare Actions	Service Indicators
09/23/06	Not Applicable.	On 09/22/06 Los Angeles County DHS (DHS) notified that King Drew Medical Center (KDMC) did not meet 9 of 23 conditions of participation on its most recent CMS survey. CMS terminated KDMC's CMS contract effective 11/30/06 resulting in the loss of approximately $200 million a year.	Number of Inpatient Admissions[2] - 187 Average Daily Census[3] – 171 ED visits Treated and released – 473 Admitted – 120 Urgent Care Visits – 285 Ambulatory Care Visits – 2982
09/30/06	Not Applicable.		Number of Inpatient Admissions[2] - 205 Average Daily Census[3] – 169 ED visits Treated and released – 425 Admitted – 154 Urgent Care Visits – 260 Ambulatory Care Visits – 3096
10/07/06	Not Applicable.	On 10/03/06 the Los Angeles County Board of Supervisors approved MetroCare option and directed DHS to return to the Board with detailed plan in two weeks. On 10/04/06 ACGME notified Drew University officials that they must provide a plan for placement of all current KDMC residents in all existing ACGME-accredited residency programs by 10/16/06 with placement to be effective 12/01/06. On 10/05/06 Drew University officials indicate their intent to withdraw all residents from KDMC on 12/01/06.	Number of Inpatient Admissions[2] - 183 Average Daily Census[3] – 164 ED visits Treated and released – 402 Admitted – 121 Urgent Care Visits – 262 Ambulatory Care Visits – 2904
10/14/06	Not Applicable.	On 10/13/06, DHS implemented weekly conference calls with CMS and State DHS to monitor and report on KDMC and MetroCare.	Number of Inpatient Admissions[2] – 174 Average Daily Census[3] – 160 ED visits Treated and released – 454 Admitted – 104 Urgent Care Visits – 274 Ambulatory Care Visits – 2415

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10/21/06	On 10/17/06 the Los Angeles County Board of Supervisors approved MetroCare implementation (Goal 10/17/06).	On 10/19/06 LAC DHS requested that CMS approve a 12 month extension to KDMC's Medicare certification and provide $50 million for transition costs. Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.	Number of Inpatient Admissions[2] – 163 Average Daily Census[3] – 158 ED visits Treated and released – 469 Admitted – 115 Urgent Care Visits – 269 Ambulatory Care Visits – 2985
10/28/06	On 10/23/06 DHS obtained State DHS review/approval for MetroCare implementation (Goal 11/01/06).	On 10/23/06 Governor Arnold Schwarzenegger sent a letter to Secretary of Health and Human Services supporting LAC DHS request for an extension of KDMC Medicare certification and $50 million for transition costs. On 10/25/06 CMS responded to LAC DHS request of 10/19/06 with a request for additional information. On 10/26/06 LAC DHS responded to CMS request of 10/25/06 for additional information. Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.	Number of Inpatient Admissions[2] - 185 Average Daily Census[3] – 165 ED visits Treated and released – 427 Admitted – 128 Urgent Care Visits – 263 Ambulatory Care Visits – 2789
11/04/06	On 10/30/06 DHS obtained CMS review/approval for MetroCare implementation (Goal 11/01/06). On 11/01/06 began staffing for medical-surgical beds at Rancho (Goal 11/30/06).	On 10/30/06 CMS responded to LAC DHS letter of 10/26/06 with informal approval of extension of KDMC Medicare certification to 3/31/07 pending confirmation from the Board of Supervisors that substantial KDMC restructuring will occur. CMS declines request for $50 million for transition costs. On 11/01/06 DHS released a Request For Information (RFI) to identify companies to contract ED and Urgent Care Center services at KDMC. On 11/02/06 DHS released an RFI to identify companies specializing in hospitalist and intensivist services as potential contractors for KDMC. Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.	Number of Inpatient Admissions[2] - 182 Average Daily Census[3] – 166 ED visits Treated and released – 441 Admitted – 131 Urgent Care Visits – 219 Ambulatory Care Visits – 2813

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11/11/06	On 11/06/06 the Bellenson hearing was held to provide the public with the opportunity to comment on the proposed MetroCare changes (Goal 11/06/06). On 11/07/06 the Board of Supervisors gave final approval for service changes (Goal 11/14/06).	On 11/06/06 DHS released an RFI to identify hospitals and associated physicians to provide interim inpatient medical-surgical beds and critical care services. On 11/09/06 Harbor-UCLA chief executive officer (CEO), Tecla Mickoseff, was appointed to serve as interim CEO of MetroCare; KDMC CEO, Antionette Smith Epps, was appointed administrator of MLK-Harbor; and Harbor-UCLA Chief Medical Officer, Gail Anderson, serves as interim Chief Medical Officer for MetroCare. On 11/09/06 DHS released an RFI to identify companies to contract for Advanced Life Support (ALS) and Critical Care Transportation (CCT) ambulance services at KDMC. Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.	Number of Inpatient Admissions[2] - 183 Average Daily Census[3] – 161 ED visits Treated and released[4] – NA Admitted[4] – NA Urgent Care Visits[4] – NA Ambulatory Care Visits – 2302
11/18/06	On 11/13/06 began opening 32 medical-surgical beds at Rancho (Goal 12/15/06) by opening additional beds on an existing unit.	On 11/15/06, at the request of CMS and State DHS, LAC DHS appointed a monitor who is responsible for assessing care at KDMC and reporting any concerns to DHS. On 11/15/06, State DHS reviewed and approved beds and staffing at Harbor-UCLA. Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.	Number of Inpatient Admissions[2] - 179 Average Daily Census[3] – 151 ED visits Treated and released[4] – NA Admitted[4] – NA Urgent Care Visits[4] – NA Ambulatory Care Visits – 3027
11/25/06	On 11/21/06 CMS extended the termination of KDMC's Medicare provider agreement from 11/30/06 to 3/31/07 (Goal 11/30/06).	On 11/21/06, State DHS reviewed and approved beds and staffing at Rancho Los Amigos. Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.	Number of Inpatient Admissions[2] - 145 Average Daily Census[3] – 144 ED visits Treated and released – 444 Admitted – 123 Urgent Care Visits – 167 Ambulatory Care Visits – 1769

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12/02/06	On 12/01/06 transferred management of KDMC Emergency Department (ED) to ED contractor (California Emergency Physicians) (Goal 02/05/07). On 12/01/06 transferred management of KDMC urgent care to ED contractor (California Emergency Physicians) (Goal 01/08/07). On 12/01/06 completed contract with private hospitals (St. Vincent/St. Francis) to provide interim medical-surgical beds and ICU capacity on a PRN basis (Goal 12/15/06). Negotiations with additional hospitals ongoing. On 12/01/06 completed contract with private physicians at these hospitals for coverage of KDMC patients (Goal 12/15/06). On 11/28/06 transferred NICU to Harbor-UCLA (Goal 11/30/06). On 11/28/06 transferred PICU to Harbor-UCLA (Goal 11/30/06). On 11/28/06 transferred inpatient pediatrics to Harbor-UCLA (Goal 11/30/06). On 11/28/06 transferred high risk obstetrics to Harbor-UCLA (Goal 11/30/06). On 11/30/06 completed staffing for medical-surgical beds at OVMC (Goal 11/30/06). On 11/30/06 completed planning for Monday through Friday, 7:00 a.m. to 5:00 p.m., patient transportation services between KDMC and Harbor-UCLA which began on 12/01/06 (Goal 11/30/06). Seven day extended hour transportation services are being developed. On 12/01/06 closed KDMC Psych ER at Hawkins (Goal 12/15/06).	On 11/28/06 the Board of Supervisors approved a series of recommendations granting authority to DHS to establish contracts with physician groups, private hospitals, and transportation vendors. On 11/29/06 in response to DHS request, the County of Los Angeles Department of Mental Health (DMH) notified DHS that effective 12/01/06 LPS Conditional Designation status would continue at the KDMC Augustus F. Hawkins Community Mental Health Center (AFH CMHC) with the restriction that AFH CMHC would no longer be able to accept involuntary admissions to inpatient units. At the request of DHS on 12/15/06 LPS designation was withdrawn. On 11/29/06 the County of Los Angeles Department of Mental Health notified DHS of extended Designation Agreement for LAC+USC Healthcare Network, applicable to 50 currently licensed beds at the Ingleside campus and up to 76 psychiatric inpatient beds at AFH CMHC, through 12/31/07. On 11/29/06 selected KDMC staff from the NICU, PICU, and High Risk Obstetrics were assigned to Harbor-UCLA for retraining and assignment to these units. On 12/01/06 Drew resident rotations ended at KDMC resulting in the loss of approximately 250 residents. Care of patients transferred to attending and contract physicians. On 12/01/06 implemented contract with Primary Critical Care Medical Group for hospitalist and intensivist physicians at KDMC. Physician services provided through this contract replace the Drew resident physicians. On 12/01/06 two Advanced Life Support (ALS) ambulances were stationed onsite at KDMC to provide transportation to Harbor-UCLA and other DHS and contract hospitals. ALS ambulance coverage is available onsite from 7:00 a.m. to 11:00 p.m. On 12/01/06 MAC (EMS agency) employee assigned to KDMC, 11:00 a.m. to 7:00 p.m., to participate on the transfer team that coordinates patient transport to other DHS and contract hospitals. On 12/01/06 2-1-1, a countywide toll-free information and referral hotline, began providing recorded bilingual information on the availability of KDMC services with an option to be transferred to KDMC operators. On 12/01/06 posters are produced promoting KDMC services and the 2-1-1 line for posting throughout KDMC campus.	Number of Inpatient Admissions[2] – 121 Average Daily Census[3] – 126 ED visits Treated and released – 446 Admitted – 92 Urgent Care Visits – 229 Ambulatory Care Visits – 2741

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12/02/06 *(cont.)*	**SERVICE CHANGE #1 COMPLETED AS SCHEDULED BY 11/30/06**	On 12/01/06 bilingual flyers promoting KDMC services and the 2-1-1 line are produced for distribution to KDMC patients, partners, and patient advocates. Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.	
12/09/06		DHS closely monitors KDMC, ED, contractors, and patient transfers to County and contract hospitals. All ED patients are served and inpatients are cared for. Psychiatric patients entering KDMC ED are appropriately dispositioned. There is no decrease in volume of patients served. No negative outcomes reported. Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.	Number of Inpatient Admissions[2] – 102 Average Daily Census[3] – 101 ED visits Treated and released – 482 Admitted – 67 Urgent Care Visits – 303 Ambulatory Care Visits – 2411
12/16/06	On 12/15/06 transferred management of KDMC Adult Psych to LAC+USC (Goal 12/15/06). **SERVICE CHANGE #2 COMPLETED AS SCHEDULED BY 12/15/06**	On 12/15/06 DHS contracts with DMH for 10 additional temporary Short-Doyle beds to mitigate impact of Psych ER closure. DHS closely monitors KDMC, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported. Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.	Number of Inpatient Admissions[2] - 112 Average Daily Census[3] – 91 ED visits Treated and released – 439 Admitted – 85 Urgent Care Visits – 250 Ambulatory Care Visits – 2390
12/23/06		DHS closely monitors KDMC, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported. Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.	Number of Inpatient Admissions[2] - 94 Average Daily Census[3] – 89 ED visits Treated and released – 417 Admitted – 72 Urgent Care Visits – 267 Ambulatory Care Visits – 2294
12/30/06		On December 24, 2006 State DHS licensing conducted a site visit to KDMC to review services in the ED and the LAC+USC operated psychiatric unit. They reported no concerns. DHS closely monitors KDMC, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported.	Number of Inpatient Admissions[2] - 103 Average Daily Census[3] – 91 ED visits Treated and released – 465 Admitted – 89 Urgent Care Visits – 267 Ambulatory Care Visits – 1574 Transfers (12/01/06 – 12/31/06) Contract Hospitals – 43 2.76 Transfers – 60 Harbor-UCLA – 54 LAC+USC – 20 Olive View – 4 Rancho – 27 Total Transfers – 208

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01/06/07	DHS deferred transferring 23 Med-Surg Beds (8 step down + 15 Med-Surg) from KDMC to OVMC. Patients currently being served by Rancho and contract hospitals in the vicinity of KDMC (Goal 01/01/07).	2-1-1 reported 311 KDMC related calls to the hotline between 12/01/06 and 01/03/07 (234 English and 97 Spanish). DHS closely monitors KDMC, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported. Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.	Number of Inpatient Admissions[2] - 88 Average Daily Census[3] – 79 ED visits Treated and released – 422 Admitted – 67 Urgent Care Visits – 208 Ambulatory Care Visits – 1600
01/13/07	Started staffing for Rancho next increments (Goal 01/08/07). Staffing recruitment for Rancho next increments has begun. Final determination is dependent on KDMC employee mitigation assignments anticipated in February 2007. Additional staffing for OVMC has been deferred since patients are currently being served by Rancho and contract hospitals. **SERVICE CHANGE #4 COMPLETED AS SCHEDULED BY 01/08/07.**	Conduct contract negotiations with additional private hospitals to provide interim Med-Surg and ICU capacity on a PRN. On 01/11/07 assigned hospitalist to KDMC ED, 7:00 a.m. to 7:00 p.m., to monitor patients assigned to transfer hospitals, provide medical continuity and patient information, and oversee successful transfer. DHS closely monitors KDMC, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported. Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.	Number of Inpatient Admissions[2] - 106 Average Daily Census[3] – 78 ED visits Treated and released – 457 Admitted – 80 Urgent Care Visits – 286 Ambulatory Care Visits – 2531
01/20/07	On 01/14/07 operate remaining 75 medical surgical and ICU-CCU beds at KDMC (Goal 03/01/07).	DHS closely monitors KDMC, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported. Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.	Number of Inpatient Admissions[2] - 87 Average Daily Census[3] – 69 ED visits Treated and released – 467 Admitted – 76 Urgent Care Visits – 233 Ambulatory Care Visits – 1857

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02/17/07		On 02/16/07 DHS requested that CMS extend the KDMC Medicare Provider Agreement until 08/15/07 to complete the transition of the hospital. DHS closely monitors KDMC, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported. Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.	Number of Inpatient Admissions[2] - 74 Average Daily Census[3] – 58 ED visits Treated and released – 440 Admitted – 51 Urgent Care Visits – 310 Ambulatory Care Visits – 2334
02/24/07		On 02/20/07 KDMC employees who were assigned to the new MLK-Harbor Hospital or another DHS facility reported to their new assignments. On 02/27/07 Governor Schwarzenegger sent a letter to CMS to support the DHS request for an extension. DHS closely monitors KDMC, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported. Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.	Number of Inpatient Admissions[2] - 73 Average Daily Census[3] – 52 ED visits Treated and released – 445 Admitted – 50 Urgent Care Visits – 305 Ambulatory Care Visits – 2021 Transfers (02/01/07 – 02/28/07) Contract Hospitals – 76 2.75 Transfers – 80 Harbor-UCLA – 46 LAC+USC – 29 Olive View – 14 Rancho – 19 Total Transfers – 302
03/3/07	On 03/01/07 KDMC began operating as MLK-Harbor Hospital with 48 beds under the management of the MetroCare regional administration (Goal 03/01/07). DHS determined that management/operation of Laboratory, Radiology and Anesthesia will be assigned to MLK-Harbor Hospital Staff (Revised Goal 03/01/07)	On 03/01/07 nineteen (19) KDMC physicians were reassigned to other DHS facilities. DHS closely monitors KDMC, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported. Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.	Number of Inpatient Admissions[2] - 52 Average Daily Census[3] – 54 ED visits Treated and released – 390 Admitted – 43 Urgent Care Visits – 297 Ambulatory Care Visits – 2356
03/10/07	On 03/06/07 completed contract with an additional private hospital (Downey Regional) to provide interim medical-surgical beds and ICU capacity on a PRN basis (Goal 12/15/06; previous contracts completed 12/01/06 and 02/07/07).	DHS closely monitors KDMC, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported. Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.	Number of Inpatient Admissions[2] - 59 Average Daily Census[3] – 48 ED visits Treated and released – 450 Admitted – 43 Urgent Care Visits – 318 Ambulatory Care Visits – 2343

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01/27/07		DHS closely monitors KDMC, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported. Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.	Number of Inpatient Admissions[2] - 97 Average Daily Census[3] – 68 ED visits Treated and released – 471 Admitted – 78 Urgent Care Visits – 288 Ambulatory Care Visits – 2507 Transfers (01/01/07 – 01/31/07) Contract Hospitals – 40 2.76 Transfers – 89 Harbor-UCLA – 52 LAC+USC – 32 Olive View – 1 Rancho – 24 Total Transfers – 238
02/03/07		DHS closely monitors KDMC, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported. Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.	Number of Inpatient Admissions[2] - 99 Average Daily Census[3] – 69 ED visits Treated and released – 462 Admitted – 83 Urgent Care Visits – 327 Ambulatory Care Visits – 2341
02/10/07	On 02/06/07 KDMC employees received mitigation letters informing them that they were 1) transferred to another DHS facility or 2) assigned to the new MLK-Harbor Hospital effective 02/20/07 (Goal 02/01/07). On 02/07/07 completed contract with an additional private hospital (White Memorial) to provide interim medical-surgical beds and ICU capacity on a PRN basis (Goal 12/15/06; Previous contracts completed 12/01/06). Revised date to transfer management/operation of Lab, Radiology and Anesthesia to new groups to 03/01/07 (Original Goal 02/05/07). **SERVICE CHANGE #3 COMPLETED AS SCHEDULED BY 03/01/07.**	On 02/05/07 discontinued contracts with DMH for 10 additional temporary Short-Doyle beds. Inpatient psychiatric unit operated by LAC+USC at Augustus F. Hawkins is fully operational. On 02/09/07 CMS, State Licensure, and the State Health Officer conducted a site visit to KDMC and Harbor-UCLA to assess progress of the MetroCare Implementation Plan. On 02/09/07 Ranchos Los Amigos received State Licensure approval to operate 48 additional medical-surgical beds. On 02/10/07 DHS Chief Network Officer, Sharon Grigsby, was appointed to serve as interim CEO of MetroCare and Harbor-UCLA COO, Miguel Ortiz-Marroquin, was appointed to serve as interim CEO for Harbor-UCLA Medical Center. DHS closely monitors KDMC, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported. Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.	Number of Inpatient Admissions[2] - 81 Average Daily Census[3] – 65 ED visits Treated and released – 445 Admitted – 63 Urgent Care Visits – 309 Ambulatory Care Visits – 2423

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03/17/07		DHS closely monitors KDMC, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported. Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.	Not Available.

1. October 17, 2006 letter from DHS to Board of Supervisors, Approval of MetroCare Implementation, Attachment II.
2. Excluding Psych.
3. Excluding ED holding; Including Psych.
4. Data not available due to KDMC staff changes.