Health Services
LOS ANGELES COUNTY

September 28, 2007

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TO: Each Supervisor

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

SUBJECT: **STATUS OF THE IMPLEMENTATION OF THE CONTINGENCY SERVICES PLAN AT MARTIN LUTHER KING, JR. – HARBOR HOSPITAL**

This is to provide your Board with the weekly report on the status of the Martin Luther King, Jr. - Multi-Service Ambulatory Care Center (MLK MACC), the impact of the closure of MLK-Harbor Hospital, and the progress of the plan to reopen MLK Hospital.

MLK MACC Service Indicators

Urgent Care

There were 454 total (adult and pediatric) urgent care visits in the week ending September 22, 2007 (Attachment I). This is a 5% increase from the prior week when 433 visits were provided.

There were 35 patients transferred out of the urgent care center to hospitals during the week ending September 22, 2007. One of these transfers was initiated through a call to 9-1-1.

The Department's Emergency Medical Services (EMS) Agency is coordinating a meeting with the Los Angeles County Fire Department and MLK MACC staff to review 9-1-1 response procedures for the MLK MACC and to update procedures if necessary. DHS will report on the outcome of this meeting in a future report.

Outpatient Primary and Specialty Care Visits

The number of outpatient primary and specialty care visits has remained level in September and is comparable to the number of visits provided in prior weeks (Attachment I). The number of outpatient primary and specialty care visits for the week ending September 22, 2007, was 1,971. This is a 4% decrease from the prior week when 2,050 visits were provided.

The Department will continue to monitor urgent, primary, and specialty care visits and will report on any trends.

Campaign to Inform the Community of Service Changes

The bilingual media campaign to educate South Los Angeles community residents about MLK service changes began on August 20, 2007. The key messages of the campaign are to notify residents that urgent care and clinic services are open and that emergency services are closed. The radio spots, newspaper print ads, interior bus signs, and bus shelter signs continue to run.

The 12,000 new flyers (3,000 each in Korean, Chinese, Vietnamese, and Khmer) were distributed through the MLK MACC and to community clinics and partners. These flyers are in addition to the original 100,000 English and Spanish flyers that were produced and distributed. During the last week, the Department also translated the flyer into Samoan and is in the process of distribution.

Impacted Hospitals – Emergency Department Volume and 9-1-1 Transports

As reported previously, EMS in collaboration with EMS field providers and surrounding hospitals, redrew the current ambulance services area to redirect 9-1-1 ambulances in an effective manner while limiting disruption to the EMS system to the greatest degree possible. Nine private hospitals were designated as "impacted" hospitals and were offered an agreement including reimbursement for uninsured 9-1-1 patients and priority for transfers into the County and MetroCare contract facilities.

The EMS Agency continues to closely monitor redirected ambulance traffic. The average daily number of patients registered in the emergency departments of the impacted hospitals and the average daily number of 9-1-1- transports has generally remained level for the last five weeks. All impacted hospitals continue to report a sustained increase in ambulance traffic and the hospitals are generally reporting that their inpatient beds are busier than usual for this time of year.

On September 25, 2007, the EMS Agency sent a memo to the impacted hospitals and fire departments to confirm the adjustments that were made to the method of directing ambulance transports as discussed during the September 20, 2007 meeting with these agencies. The adjustments were made to facilitate an appropriate distribution of 9-1-1 transports and maintain fire equipment within assigned communities. The EMS Agency will continue to monitor 9-1-1 transports and will work with these agencies to further refine 9-1-1 hospital destinations as needed.

It was reported in a recent newspaper article that Centinela Freeman Regional Medical Center has experienced a surge in emergency room visits. The EMS Agency has scheduled a meeting on October 1, 2007, with Centinela Freeman and the Los Angeles City Fire Department to discuss options for reducing the burden on Centinela Freeman.

Emergency Department Volume

The nine impacted private hospitals have a total of 273 emergency department treatment stations. During the week ending September 22, 2007 a daily average of 1,128 patients registered in the emergency departments of the eight hospitals that provided data (Attachment II). This reflects a 1% decrease from the daily average of 1,140 patients during the prior week. Harbor-UCLA Medical Center registered a daily average of 207 emergency department patients during the week ending September 22, compared to 218 the prior week. LAC+USC Medical Center registered a daily average of 417 patients during the week ending September 22, compared to 420 the prior week. This data is self-reported by the hospitals.

DHS is conducting additional analysis of the impact of the closure of MLK-Harbor Hospital on the nine impacted private hospitals. DHS is analyzing Office of Statewide Health Planning and Development (OSHPD) on emergency department visits in 2005 and 2006 to obtain baseline data for the nine impacted private hospitals. DHS will report on this data next week.

9-1-1 Transports

During the week ending September 22, 2007, there was a daily average of 232 9-1-1 transports to the eight impacted private hospitals that provided data (Attachment II). This reflects a decrease of 6% from the daily average of 248 9-1-1 transports during the prior week. Harbor-UCLA Medical Center had a daily average of 11 9-1-1 transports which was the same as the prior week and LAC+USC Medical Center had a daily average of 48 9-1-1 transports compared to 50 the prior week. This data is also self-reported by the hospitals.

Employee Mitigation and Transfer

As of today, 16 employees are waiting for assignments to other County Departments. Employee interviews with the other County Departments are continuing.

Confirmation of assignment letters were mailed to all MLK employees who were assigned to the MLK MACC and other DHS facilities. The facilities are compiling data on the in-processing of assigned employees and this information will be provided to the Board in a future report.

The Department is conducting a 100% payroll audit at the MLK MACC in October 2007 and will report the outcome in a future weekly report.

Progress to Reopen MLK-Harbor Hospital

The Department and Hammes met with the CEO and key staff to discuss the Request for Solutions (RFS) process and guidelines that Hammes will be following to conduct the RFS solicitations. Hammes has produced a draft RFS that has been submitted to County Counsel for review. Their proposed timeline for distribution of the RFS is to release it to organizations who have requested copies or that Hammes has identified as potentially qualified operators in the first

week of October. The RFS asks firms to submit their professional qualifications, length of time in business, experience in operating and managing healthcare facilities, experience of all proposed key staff, examples of experience with facilities similar to MLK, demonstration of financial stability, and their management solution to the reopening of the hospital. In addition to the RFS, Hammes has recommended a comprehensive set of informational documents that any potential operator will be permitted to review that will be held in a "data room" at MLK for them to review as well as having a detailed facility tour.

The final RFS will be distributed to your offices and posted the DHS website.

Once the RFS document is finalized, the balance of the schedule will be updated to reflect the actual date the RFS is sent out. The goal is to have the "preferred" solution and operator identified by early December.

At the Board's direction, the Director developed five-signature Board letters to the University of California, Catholic Healthcare West and the Daughters of Charity Health System requesting that their organizations to become involved in discussions with the County and Hammes regarding their interest in the operation of the hospital.

The Department is working with Hammes to arrange a public meeting to have a DHS senior management representative and the assigned Hammes consultant review the process and timeline for identifying potential operators for MLK and to solicit community input to inform their recommendations to the County. This meeting is scheduled for Wednesday, October 10, 2007, at 6:00 p.m. at the Hudson Auditorium at MLK. Notices in English and Spanish regarding this meeting are being distributed throughout the South Los Angeles community. Feedback from this meeting will be used by Hammes and the Department to assist in evaluation of responses to the RFS and to develop additional information requirements that may be needed to answer concerns raised at this meeting.

Conclusion

I will continue to update you on the status of the MLK contingency services plan on a weekly basis. If you have any questions or need additional information, please let me know.

BAC:cb
708:004

Attachments

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

Los Angeles County Department of Health Services
MARTIN LUTHER KING, JR. - MULTI-SERVICE AMBULATORY CARE CENTER
Urgent Care, Primary and Specialty Care Visits
Week Ending September 22, 2007[1]

Visit Type	8/11/2007	8/18/2007	8/25/2007	9/1/2007	9/8/2007	9/15/2007	9/22/2007	Trend Indicator[2]
Urgent Care[3]	296	246	355	342	343	433	454	↑
Primary and Specialty Care	1,867	2,050	2,036	2,017	1,535*	2,050	1,971	→

[1] Weekly statistics reflect activities beginning on Sunday 12:00 midnight and ending on Saturday 11:59 pm.

[2] Trend indicator is calculated by comparing current week to average of previous four weeks (unless otherwise adjusted): Up arrow indicates an increase of 5% or greater, down arrow indicates a decrease of 5% or greater.

[3] Urgent care visits include pediatric and adult urgent care visits.

* Number of visits is lower due to holiday on 9/3/07. This number is not included in the calculation of the trend indicator.

Date Prepared: 9/27/07 11:10 am

Los Angeles County Department of Health Services
SELF-REPORTED POLL OF HOSPITALS IMPACTED BY CLOSURE OF MLK-HARBOR HOSPITAL

Hospital	Average Daily Emergency Department (ED) Volume					
	Week of 8/19/07-8/25/07	Week of 8/26/07-9/1/07	Week of 9/2/07-9/8/07	Week of 9/9/07-9/15/07	Week of 9/16/07-9/22/07	Trend Indicator†
California Hospital Medical Center: 26 Emergency Department Treatment Stations						
# of Patients Registered in the Emergency Department	172	172	177	163	171	→
# of 9-1-1 Transports	57	55	61	54	55	→
Centinela Freeman Regional Medical Center: 36 Emergency Department Treatment Stations						
# of Patients Registered in the Emergency Department	168	166	169	169	159	↓
# of 9-1-1 Transports	54	55	59	57	56	→
Downey Regional Medical Center: 22 Emergency Department Treatment Stations						
# of Patients Registered in the Emergency Department	140	138	136	134	122	↓
# of 9-1-1 Transports	26	28	21	24	22	↓
Kaiser Foundation - Bellflower: 45 Emergency Department Treatment Stations						
# of Patients Registered in the Emergency Department	228	233	249	209	234	→
# of 9-1-1 Transports	26	25	27	32	28	→
Lakewood Regional Medical Center: 14 Emergency Department Treatment Stations						
# of Patients Registered in the Emergency Department	94	94	97	95	88	↓
# of 9-1-1 Transports	15	16	18	14	12	↓
Long Beach Memorial Medical Center: 53 Emergency Department Treatment Stations						
# of Patients Registered in the Emergency Department	*	*	*	*	*	*
# of 9-1-1 Transports	*	*	*	*	*	*
Memorial Hospital of Gardena: 10 Emergency Department Treatment Stations						
# of Patients Registered in the Emergency Department	83	75	85	82	81	→
# of 9-1-1 Transports	15	17	16	15	13	↓
St. Francis Medical Center: 39 Emergency Department Treatment Stations						
# of Patients Registered in the Emergency Department	179	179	191	174	163	↓
# of 9-1-1 Transports	35	36	39	34	34	↓
White Memorial Medical Center: 28 Emergency Department Treatment Stations						
# of Patients Registered in the Emergency Department	114	114	120	114	109	↓
# of 9-1-1 Transports	12	14	18	18	13	↓
TOTAL**						
# of Patients Registered in the Emergency Department	1,178	1,171	1,224	1,140	1,128	→
# of 9-1-1 Transports	240	246	259	248	232	↓
Harbor/UCLA Medical Center: 55 Emergency Department Treatment Stations						
# of Patients Registered in the Emergency Department	213	207	210	218	207	→
# of 9-1-1 Transports	9	11	13	11	11	→
LAC+USC Medical Center: 72 Emergency Department Treatment Stations						
# of Patients Registered in the Emergency Department	432	419	405	420	417	→
# of 9-1-1 Transports	46	45	54	50	48	→

* Not reported/available

These numbers have been updated based on revised information.

†Trend indicator is calculated by comparing current week to average of previous four weeks (unless otherwise adjusted): Up arrow indicates an increase of 5% or greater, down arrow indicates a decrease of 5% or greater. Trend indicator is reported for 8 hospitals where data is available.

**Due to hospitals not reporting data, the trend indicator for "Total" is calculated using 8 hospitals and excludes Long Beach Memorial Medical Center.

Date Pepared: 9/27/07 5:10 pm