



**Health Services**  
LOS ANGELES COUNTY

October 26, 2007

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Senior Medical Officer

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 495 total (adult and pediatric) urgent care visits in the week ending October 20, 2007 (Attachment I). This is a 4% increase from the prior week when 475 visits were provided.

There were 37 patients transferred out of the urgent care center to hospitals, primarily to Harbor-UCLA Medical Center, during the week ending October 20, 2007, compared to 38 patients the prior week. One of these transfers was initiated through a call to 9-1-1.

**Outpatient Primary and Specialty Care Visits**

The number of outpatient primary and specialty care visits has generally been level (Attachment I). The number of outpatient primary and specialty care visits for the week ending October 20, 2007, was 2,192. This is a 25% increase from the prior week when 1,754 visits were provided. The number of visits was lower in the prior week due to a holiday on October 8, 2007.

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

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

As reported previously, the Emergency Medical Services (EMS) Agency in collaboration with EMS field providers and surrounding hospitals redrew the 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 “impacted” hospitals were offered an agreement including reimbursement for uninsured 9-1-1 patients from the MLK geographical area

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and priority for transfers into the County and MetroCare contract facilities. Additional funding was allocated for physician reimbursement of 9-1-1 and walk-in patients. To date, seven of the nine hospitals have signed the agreement.

The EMS Agency continues to closely monitor redirected ambulance traffic. The average daily number of patients registered in the emergency departments (ED) of the impacted hospitals and the average daily number of 9-1-1 transports has generally remained level since the closure of MLK-Harbor Hospital. 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.

#### Emergency Department Volume

The nine impacted private hospitals have a total of 273 ED treatment stations. During the week ending October 20, 2007, a daily average of 1,155 patients registered in the EDs of the eight hospitals that have provided data each week (Attachment II). This reflects less than a 1% increase from the daily average of 1,147 patients during the prior week. Harbor-UCLA Medical Center registered a daily average of 211 ED patients during the week ending October 20, compared to 228 the prior week. LAC+USC Medical Center registered a daily average of 423 patients during the week ending October 20, compared to 424 the prior week. This data is self-reported by the hospitals.

#### 9-1-1 Transports

During the week ending October 20, 2007, there was a daily average of 224 9-1-1 transports to the eight impacted private hospitals that have provided data each week (Attachment II). This reflects a 3% decrease from the daily average of 231 9-1-1 transports during the prior week. Harbor-UCLA Medical Center had a daily average of 14 9-1-1 transports, compared to 11 the prior week and LAC+USC Medical Center had a daily average of 49 9-1-1 transports compared to 50 the prior week. This data is also self-reported by the hospitals.

The EMS Agency has continued to monitor the EMS system and is working closely with field personnel and fire departments to evaluate the impact on the pre-hospital care system. Data to confirm the impact is being collected however data from the fire departments has been delayed due to the number of fires in and around Los Angeles County. Once the fire departments are able to resume data collection, the analysis will be completed and the results will be reported to your Board.

The EMS Agency met with St. Francis Medical Center staff on October 18, 2007, to answer questions and ensure the "round robin" process is being utilized effectively. On October 23, 2007, EMS Agency staff visited Downey Regional Medical Center to ensure that 9-1-1 provider agencies were transporting patients following the "round robin" rules. On October 24, 2007, the Acting Director of the EMS Agency met with Los Angeles City paramedics to answer questions and obtain feedback regarding patient destination issues in the South Los Angeles area. A meeting with Memorial Hospital of Gardena is scheduled for November 1, 2007, to discuss their service area and emergency department census.

#### Impacted Hospital Transfer Program

From October 1 - 20, 2007, the impacted hospitals referred 89 eligible patients to the EMS Agency for transfer into DHS and other hospitals. Of these, 44 were accepted for transfer and 45 were not. The main reasons why eligible patients were not transferred are that the patients were

discharged (17), patient had a complex diagnosis that required specialty care and there were no beds available in County or other hospitals that had the capacity to provide the required level of care (6), the request was cancelled by the sending facility (4), and the patients no longer had an acute care need (4).

The Department is working to increase bed capacity and the ability to accept more transfers from the impacted hospitals. The EMS Agency is working with Harbor-UCLA Medical Center on a plan to assign Medical Alert Center staff to Harbor to work with ED staff to identify lower acuity patients who would be appropriate to transfer to Rancho Los Amigos National Rehabilitation Center and other hospitals. The goal is to increase the number of beds available at Harbor-UCLA Medical Center for higher acuity patients from the impacted hospitals who require specialty care services. In addition, the Department is working with St. Vincent Medical Center to establish procedures to facilitate transfers from impacted hospitals to St. Vincent Medical Center.

### **Employee Mitigation and Transfer**

As requested, detailed reports on employee mitigation and transfer and financial implications are being prepared and will be submitted under separate cover by the Department and Chief Executive Officer.

### **Progress to Re-open MLK-Harbor Hospital**

Since the last report, Hammes Company has informed the Department that a fourth potential operator has submitted a Letter of Intent expressing interest in operating MLK Hospital. This brings the total number of interested parties to seven. Discussions are continuing with all seven parties.

### **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 and Primary and Specialty Care Visits  
 Week Ending October 20, 2007<sup>1</sup>

Visit Type	8/11/2007	8/18/2007	8/25/2007	9/1/2007	9/8/2007	9/15/2007	9/22/2007	9/29/2007	10/6/2007	10/13/2007	10/20/2007	Trend Indicator <sup>2</sup>
Urgent Care <sup>3</sup>	296	246	355	342	343	433	454	488	440	475	495	↑
Primary and Specialty Care	1,867	2,050	2,036	2,017	1,535*	2,050	1,971	2,102	1,930	1,754*	2,192	↑

<sup>1</sup> Weekly statistics reflect activities beginning on Sunday 12:00 midnight and ending on Saturday 11:59 pm.

<sup>2</sup> 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.

<sup>3</sup> Urgent care visits include pediatric and adult urgent care visits.

\* Number of visits is lower due to holidays. This number is not included in the calculation of the trend indicator.

**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										Trend Indicator <sup>3</sup>
	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	Week of 9/23/07- 10/6/07	Week of 10/7/07- 10/13/07	Week of 10/14/07- 10/20/07	Week of 10/21/07- 10/27/07	Week of 10/28/07- 11/3/07	
California Hospital Medical Center: 26 Emergency Department Treatment Stations # of Patients Registered in the Emergency Department # of 9-1-1 Transports	172 57	177 61	188 55	168 53	169 55	164 55	170 48	→	→	→	
Centinela Freeman Regional Medical Center: 36 Emergency Department Treatment Stations # of Patients Registered in the Emergency Department # of 9-1-1 Transports	166 54	169 55	161 55	172 60	167 58	169 55	168 50	→	→	→	
Downey Regional Medical Center: 22 Emergency Department Treatment Stations # of Patients Registered in the Emergency Department # of 9-1-1 Transports	140 25	136 21	134 22	122 24	130 23	128 21	133 26	→	→	→	
Kaiser Foundation - Bellflower: 45 Emergency Department Treatment Stations # of Patients Registered in the Emergency Department # of 9-1-1 Transports	228 26	249 27	209 32	234 28	259 22	239 22	231 25	→	→	→	
Lakewood Regional Medical Center: 14 Emergency Department Treatment Stations # of Patients Registered in the Emergency Department # of 9-1-1 Transports	94 15	97 18	95 13	88 13	91 15	86 12	94 14	→	→	→	
Long Beach Memorial Medical Center: 53 Emergency Department Treatment Stations # of Patients Registered in the Emergency Department # of 9-1-1 Transports	227 233	* *	* *	* *	* *	248 *	252 *	* *	* *	* *	
Memorial Hospital of Gardena: 10 Emergency Department Treatment Stations # of Patients Registered in the Emergency Department # of 9-1-1 Transports	83 15	85 16	82 15	81 13	88 16	83 16	82 18	→	→	→	
St. Francis Medical Center: 39 Emergency Department Treatment Stations # of Patients Registered in the Emergency Department # of 9-1-1 Transports	179 35	191 39	174 34	163 34	171 28	167 35	163 26	→	→	→	
White Memorial Medical Center: 28 Emergency Department Treatment Stations # of Patients Registered in the Emergency Department # of 9-1-1 Transports	114 12	120 18	114 18	109 13	111 17	111 15	114 17	→	→	→	
<b>TOTAL**</b>	1,178 239	1,224 259	1,140 247	1,126 233	1,168 235	1,147 231	1,155 224	→	→	→	
Harbor/UCLA Medical Center: 55 Emergency Department Treatment Stations # of Patients Registered in the Emergency Department # of 9-1-1 Transports	213 9	210 13	218 11	207 13	209 11	228 11	211 14	→	→	→	
LAC-USC Medical Center: 72 Emergency Department Treatment Stations # of Patients Registered in the Emergency Department # of 9-1-1 Transports	432 45	419 54	405 50	417 48	416 48	424 50	423 49	→	→	→	

\* Not reported/available  
 These numbers have been updated based on revised information.  
<sup>1</sup>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.  
<sup>2</sup>Due to hospitals not reporting data, the trend indicator for "Total" is calculated using 8 hospitals and excludes Long Beach Memorial Medical Center.