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January 26, 2010

TO: Each Supervisor

FROM: John F. Schunhoff, Ph.D.
Interim 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 #28 (Agenda Item #S-1, January 26, 2010)**

This is to provide your Board with the bi-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 December 2009.

Census Trending (ADC includes Psychiatric & Newborn Patients)

The Average Daily Census (ADC) for the month of November was 559 out of 671 licensed beds, an estimated 82% utilization rate (84% occupancy). The census for Medical/Surgical units was an estimated 91% utilization rate (93% occupancy) for December 2009.

Emergency Department (ED) Indicators

In the last month's report, all ED metrics demonstrated improvement as compared to the prior 6-8 months. In December, these improvements continue with reductions in Median Board Time, Left Without Being Seen and ALS Diversion.

Crowding Level Comparison -- This reporting period shows continued reductions in high levels of overcrowding, with near zero percent time in the Dangerously Overcrowded level and additional 5% reduction in the Severely Overcrowded level.

Transfers Out of Hospital -- The number of transfers out was 173 for the month of December, another 10% increase compared with November. This is reducing the levels of overcrowding, wait time indicators, and patients Left Without Being Seen.

Trends in Average Daily Census

The Average Length of Stay (ALOS) trending is downward at 5.8 days for December, 2009, the lowest since mid-2009, approaching the target of 5.5 days.

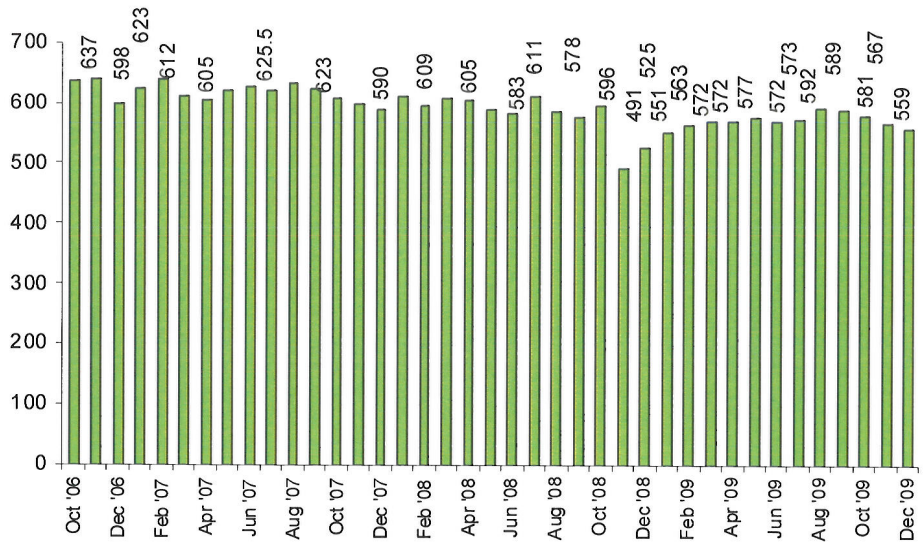
If you have any questions or need additional information please contact me or Carol Meyer, Chief Network Officer at (213) 240-8370.

JFS:CM:pm
811:003

Attachments

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

LAC+USC Medical Center
Operational Monitoring Report
Reporting Period –December 2009

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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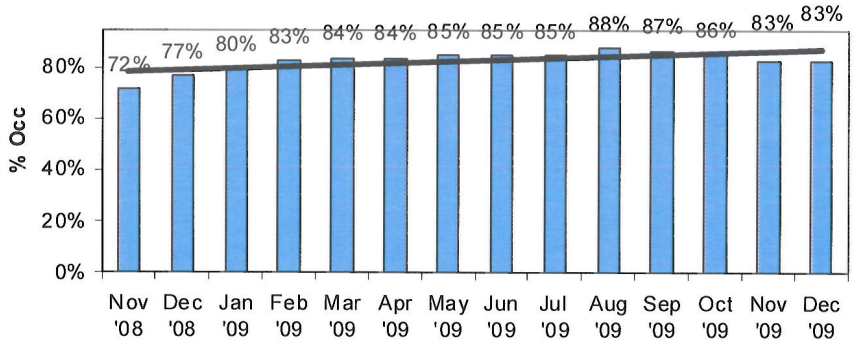
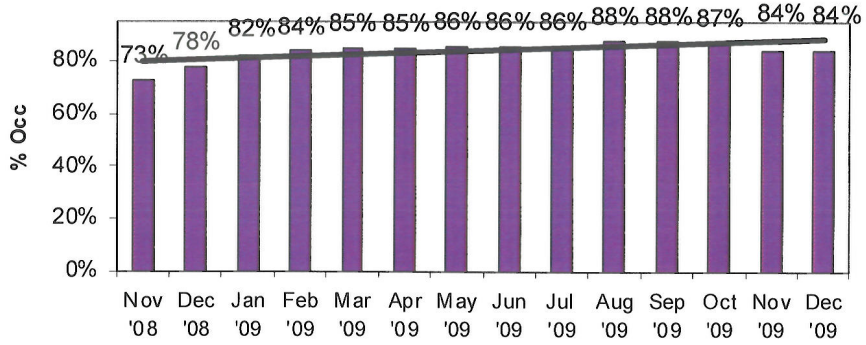
Indicator	Definition	Data	Comments
Indicator #1 – Trends in Average Daily Census and Hospital Operations Metrics			
1b. **Occupancy Rate LAC+USC Medical Center**	**Definition**: A measure of the usage of the licensed beds during the reporting period that is derived by dividing the patient days in the 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 Med Center Census – Newborns / 600  2. Medical Center Licensed Occupancy Rate (including Newborns) Med Center Census + Newborn /600 Med Center Census + Newborns / 600  	For comparison, occupancy rates reported in the old facility were reported including newborns and were based on budgeted beds.

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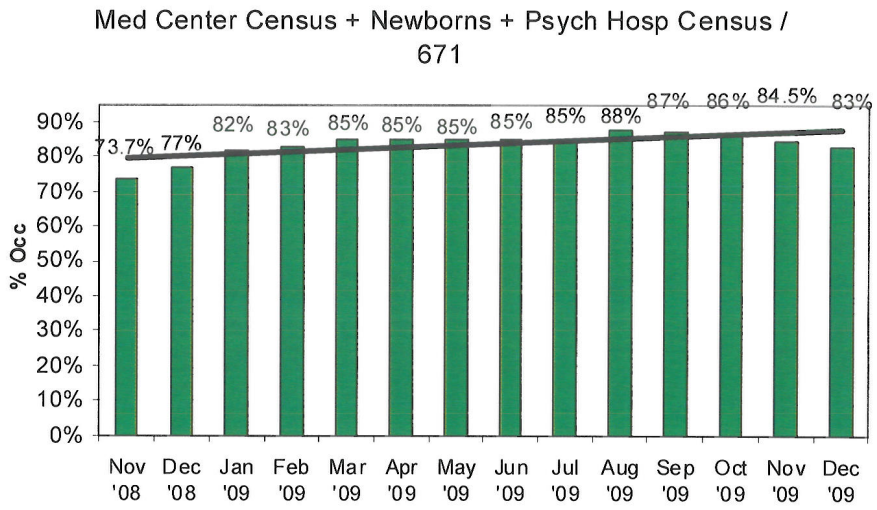
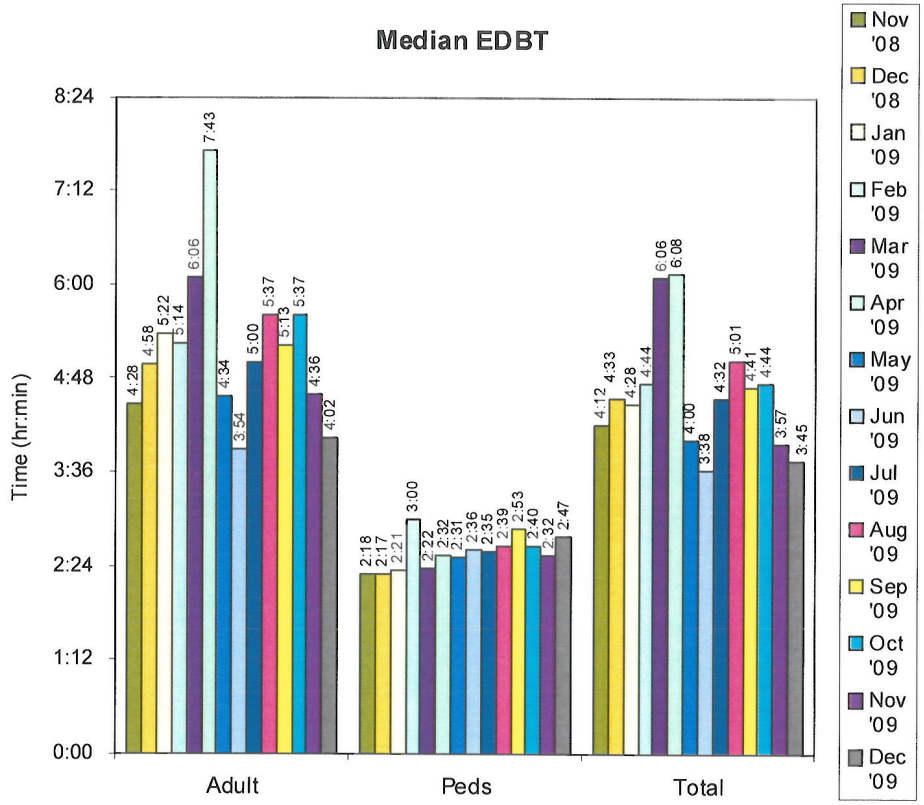
Indicator	Definition	Data	Comments
		3. Healthcare Network Budgeted Occupancy Med Center Census + Newborns + Psych Hosp Census / 671  Medical Center = New Facility Healthcare Network = New Facility + Psychiatric Hospitals	

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.	 Dec '09 data is Preliminary data	

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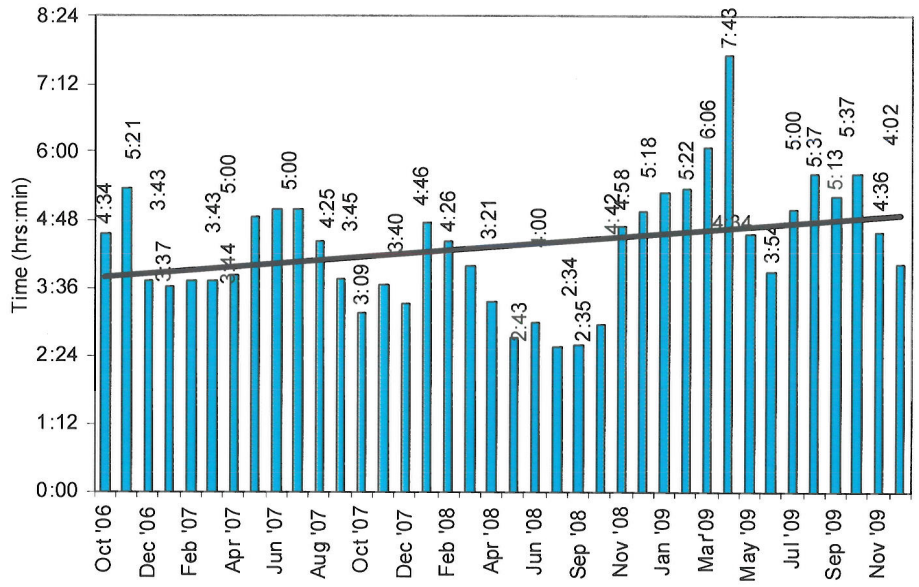
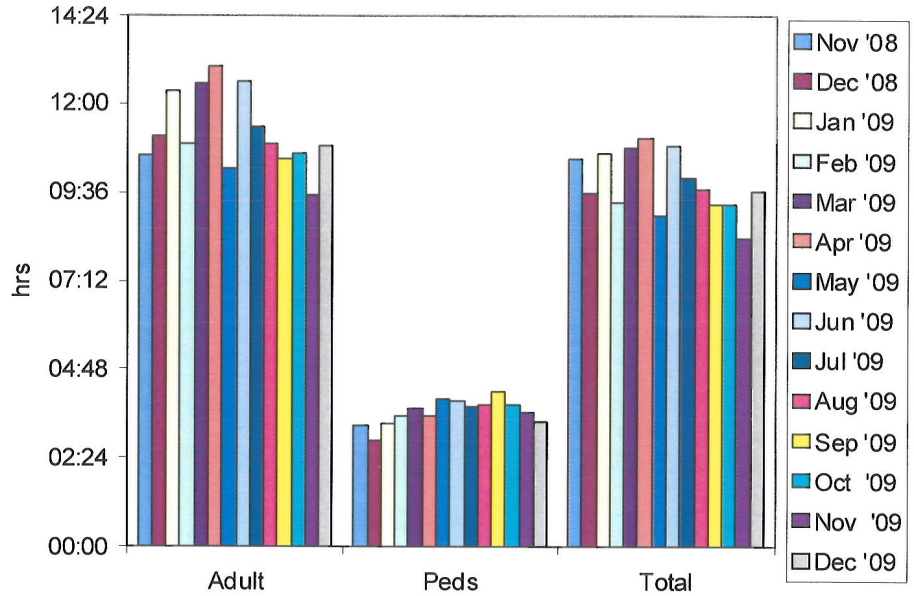
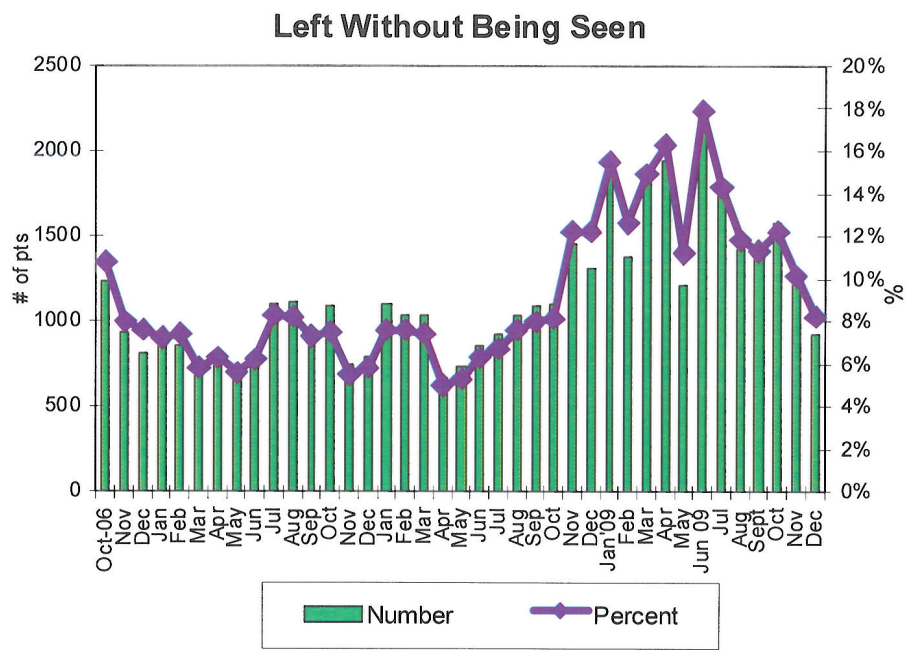
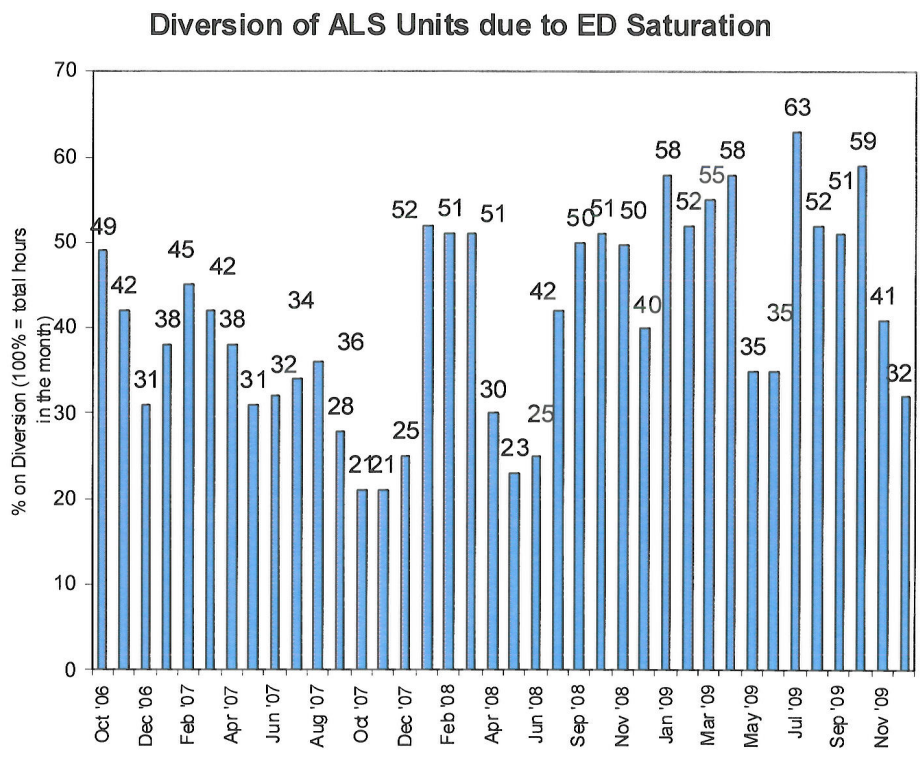
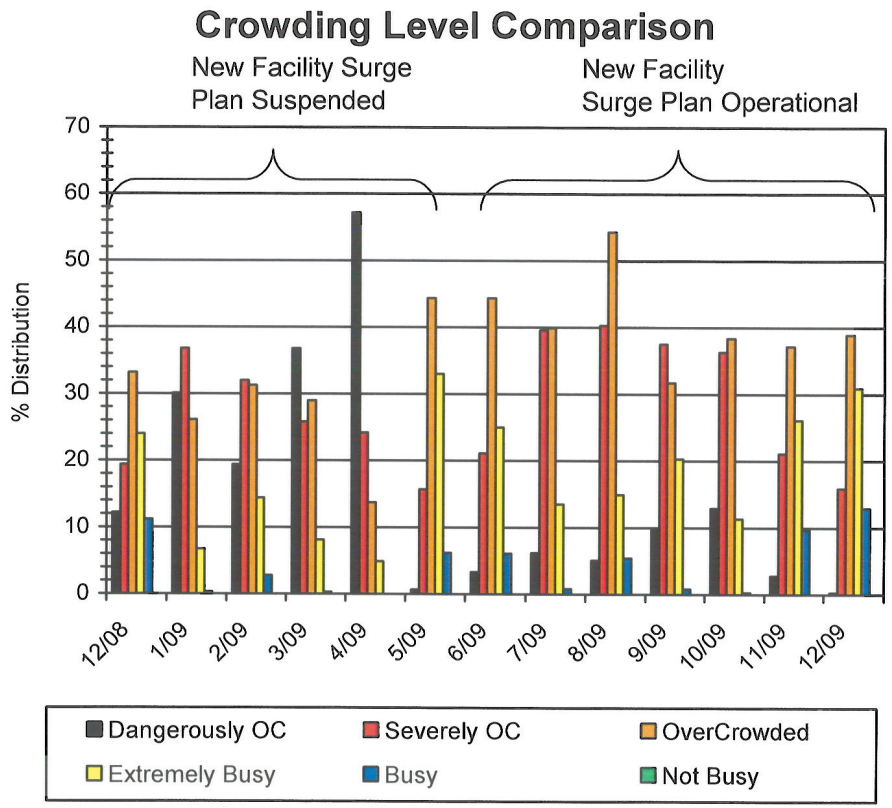
Indicator	Definition	Data	Comments
		Median Boarding Time (Adult)*  Dec '09 data is Preliminary data	

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.	**ED Average Wait Time**  **Adult Wait Time :** *Excludes Psych, Pediatric, Observation Unit, and Jail patients **Total ED Wait time:** *Excludes Psych, Observation Unit, and Jail Dec '09 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.	 Dec '09 data is Preliminary data	

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		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".

Indicator	Definition	Data	Comments
2e. **Surge Report**			

Indicator	Definition	Data	Comments
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 Dec** **Referrals from ER:** **Referrals from Inpatients:**	

Referrals from ER:

	Med/Surg	Acute Stroke	Total
# Met transfer criteria	71	NA	-
# Referred to RLAH	64	30	94
# Transfers	50	30	80
# Denied	14	NA	-
# Cancelled	7*	NA	-
# Patients refused*	4	NA	-

Referrals from Inpatients:

	Med/Surg	Acute Stroke	Total
# Met transfer criteria	39	NA	-
# Referred to RLAH	39	11	50
# Transfers	20	11	31
# Denied	7	NA	-
# Cancelled	12*	NA	-
# Patients refused*	0	NA	-
Other /Pending	0	NA	-

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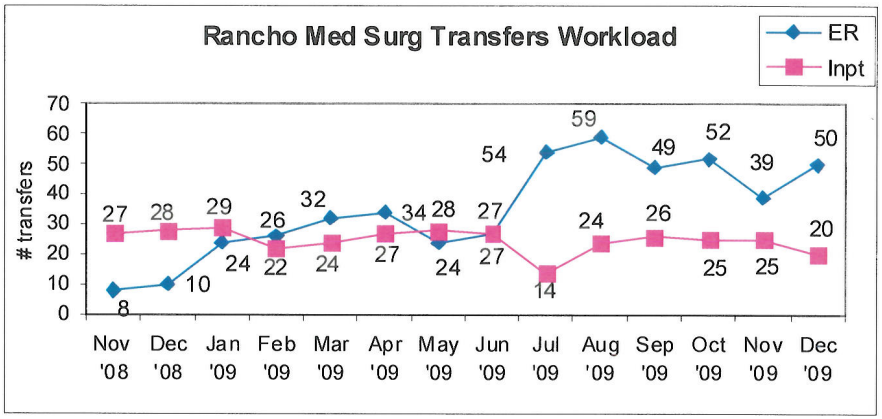
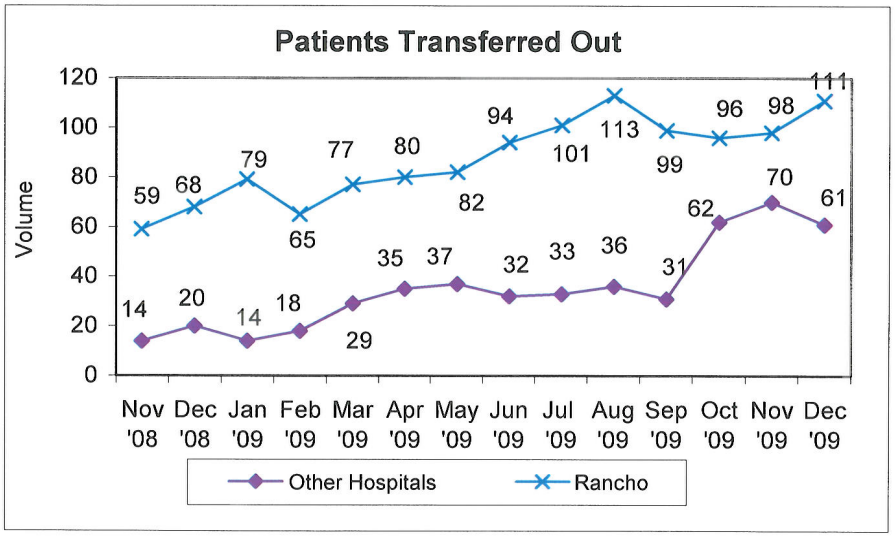
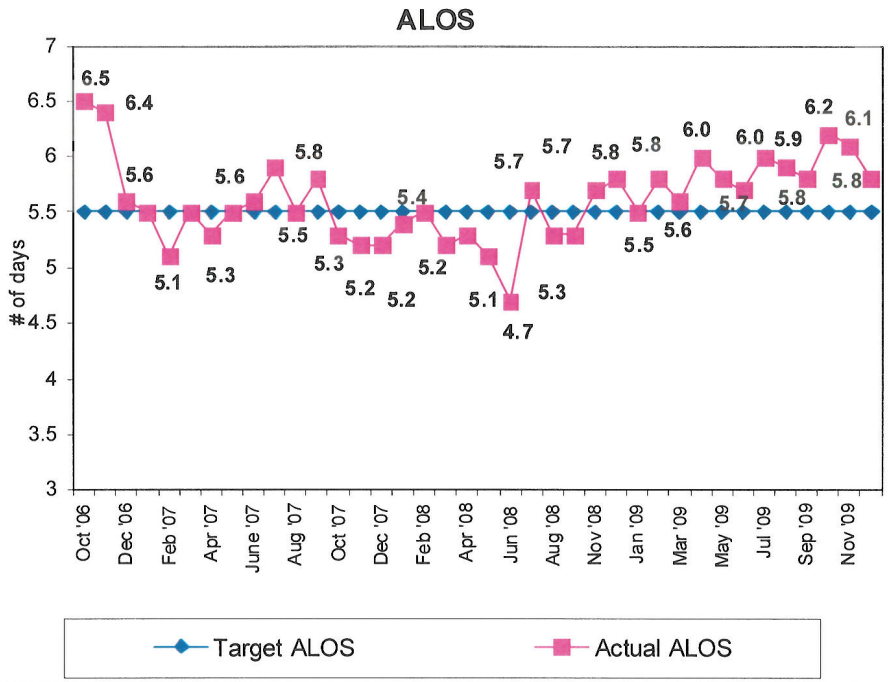
Indicator	Definition	Data	Comments
		  Data was revised to reflect total # of patients (including stroke patients) referred to Rancho	

Indicator	Definition	Data	Comments
Indicator #5 – Harris Rodde Indicators			
5. **Average Length of Stay (ALOS)** ***Harris Rodde Indicator**	**<u>LOS:</u>** The difference between discharge date and the admission date or 1 if the 2 dates are the same. **Total LOS:** **<u>Calculation:</u>** 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.

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)
Nov-08	56%	54%	50%	33%
Dec-08	52%	60%	60%	40%
Jan-09	52%	68%	70%	75%
Feb-09	50%	80%	80%	85%
Mar-09	57%	72%	70%	80%
Apr-09	57%	60%	60%	75%
May-09	62%	72%	70%	80%
Jun-09	60%	64%	60%	75%
Jul-09	57%	72%	60%	80%
Aug-09	55%	64%	60%	80%
Sep-09	55%	68%	70%	80%
Oct-09	45%	60%	60%	80%
Nov-09	35%	64%	70%	70%
Dec-09	40%	64%	70%	65%