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August 3, 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 #39 (Agenda Item #S-1, August 3, 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 June 2010.

Census Trending (ADC includes Psychiatric & Newborn Patients)

The Average Daily Census (ADC) for the month of June was 592 out of 671 licensed beds, an estimated 86% utilization rate (88% occupancy). The census for Medical/Surgical units was an estimated 97% utilization rate (99% occupancy) for June 2010.

Emergency Department (ED) Indicators

Although the ADC and ED admission volumes did not increase, key indicators in attachment #1 such as ED Boarding Time, Left Without Being Seen, ED Wait Time and Average Length of Stay increased slightly.

The Crowding Level Comparison, an internal mechanism to trigger various patient flow activities within the hospital, demonstrated an increase in the percentage of time in the highest crowding level during the month of June. Because there was no increase in ED admissions, we reviewed other factors that the hospital has identified as contributors to this increase.

This is the period when significant changes occur within the medical training programs at all of the County hospitals. New residents transition into the hospitals while more experienced residents are transitioned out. This requires a learning curve and decreases the productivity during the months of June, July, and possibly August; which should resolve over the ensuing months.

Furthermore, surge data revealed that there was an increased number of higher acuity patients in the ED and hospital as demonstrated by the following factors:

1) Increased average number of patients in ED treatment rooms, up from 89 to 96 patients,

2) Increased number of patients on ventilators in ED, up from 12 to 21 ventilators/month,
3) Increased number of hours waiting for admission, up from 14 to 15 hours, and
4) Increased overall length of stay, up from 5.5 to 6.0 days.

As a result of the crowding level measures, internal processes previously described to the Board were all triggered, including increased numbers of patients transferred to other hospitals. In the six months prior to June, an average of 167 patients were transferred to Rancho Los Amigos National Rehabilitation Center (Rancho) and other private facilities. During the month of June, 209 patients were transferred (98 transfers to Rancho; 111 transfers to private facilities). This situation is being monitored on a daily basis to ensure that all patient flow activities are implemented.

Information in response to questions posed by the Board on June 20, 2010 will be provided in the next progress report.

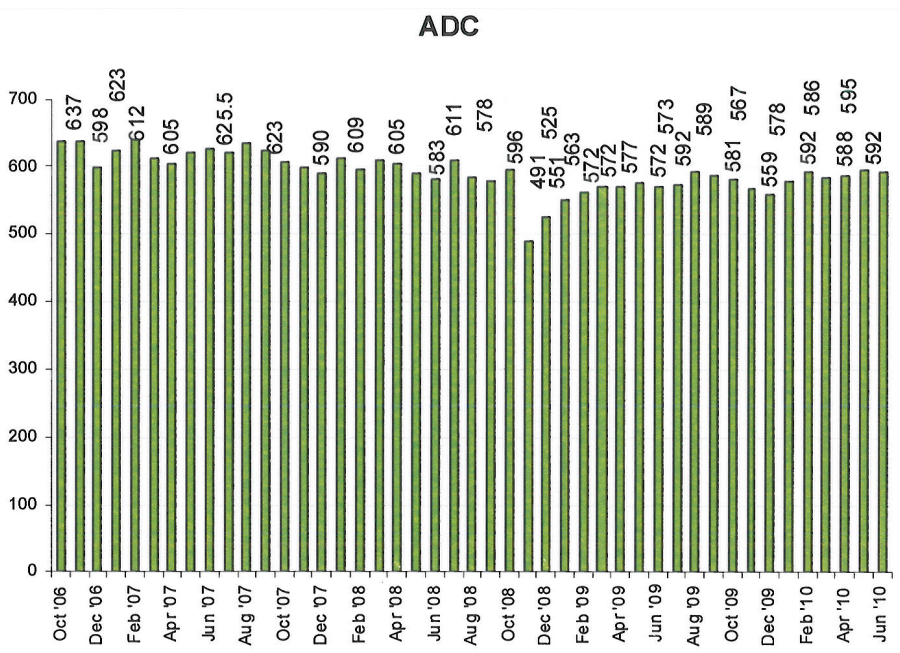
If you have any questions or need additional information please contact me or Carol Meyer, Chief of Operations at (213) 240-8370.

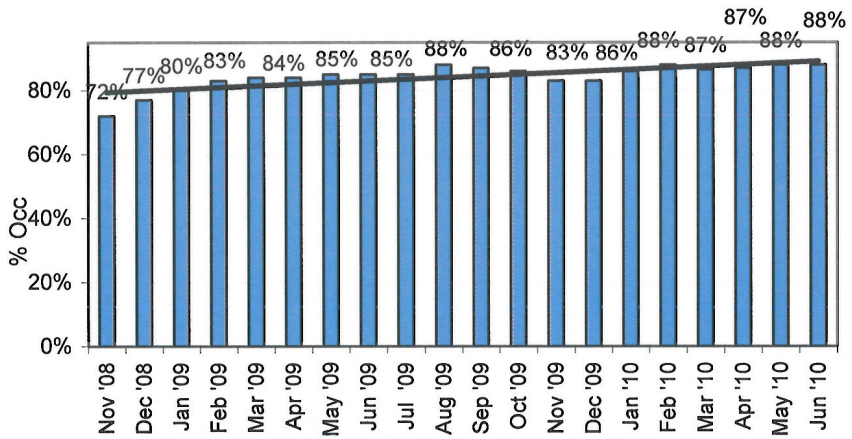
JFS:CM:pm
811:003

Attachments

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

LAC+USC Medical Center
Operational Monitoring Report
Reporting Period – June 2010

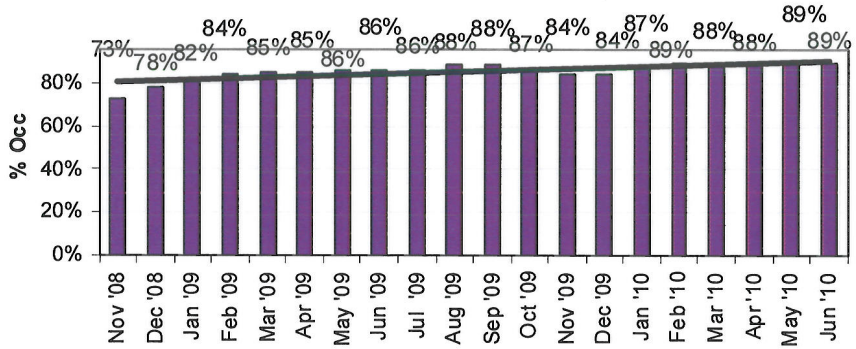
Indicator	Definition	Data	Comments
Indicator #1 – Trends in Average Daily Census and Hospital Operations Metrics			
1a. **Average Daily Census (ADC)**	**ADC:** A measure of the total number of inpatients occupying licensed beds on a daily basis reported as the arithmetic mean. **Calculation:** Total 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	 Note: Average Daily Census number reported includes Medical Center + Psych + Newborns Census.	ADC provided as background information.

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  	For comparison, occupancy rates reported in the old facility were reported including newborns and were based on budgeted beds.

Indicator	Definition	Data	Comments

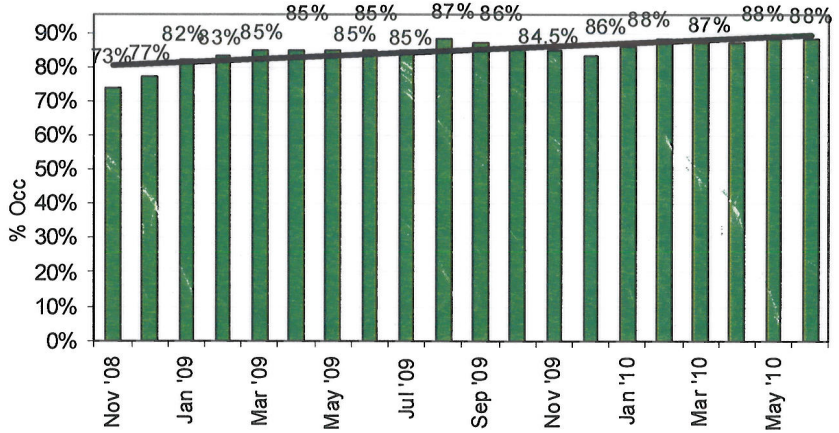
2. Medical Center Licensed Occupancy Rate (including Newborns)

Med Center Census + Newborn /600



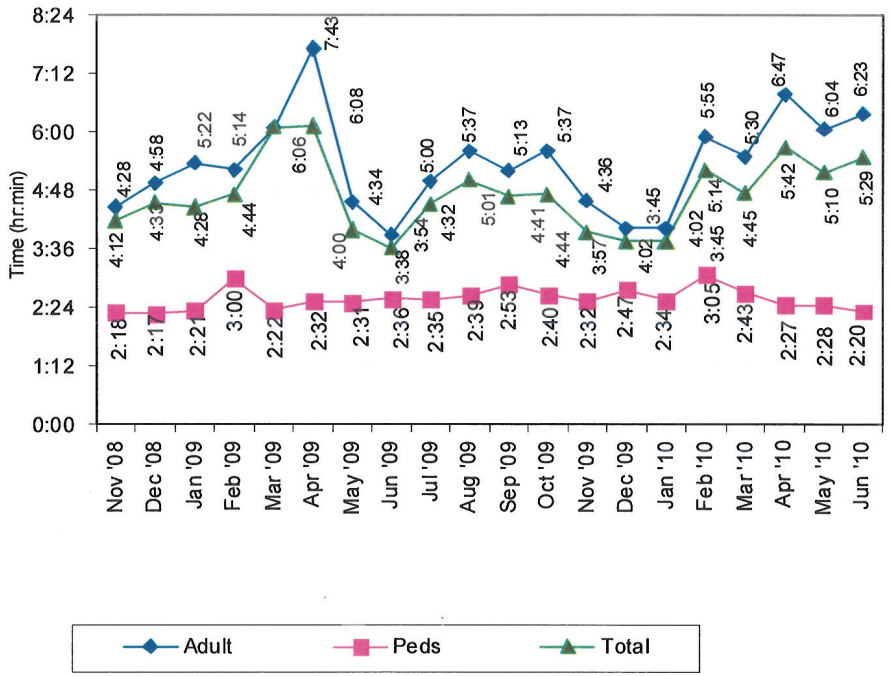
3. Healthcare Network Budgeted Occupancy

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.	**Median EDBT**  June '10 data is Preliminary data	

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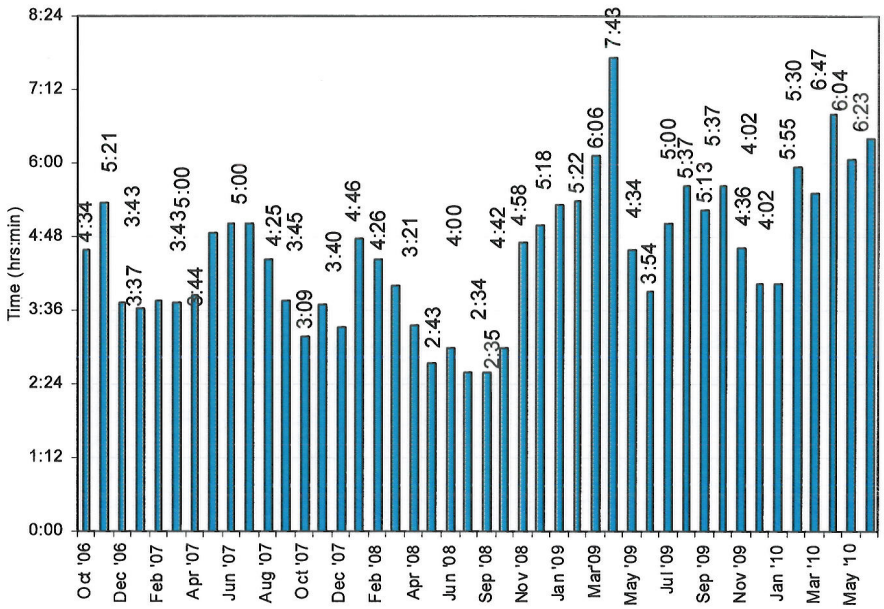
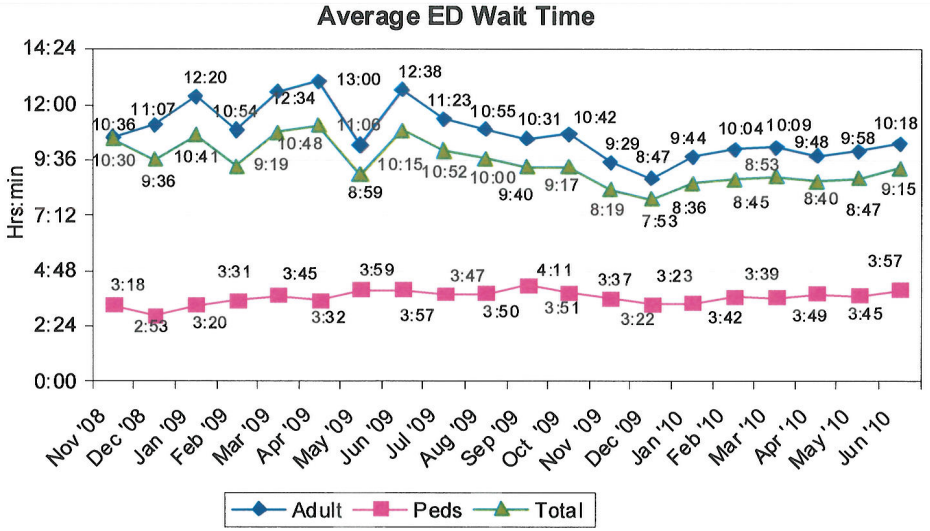
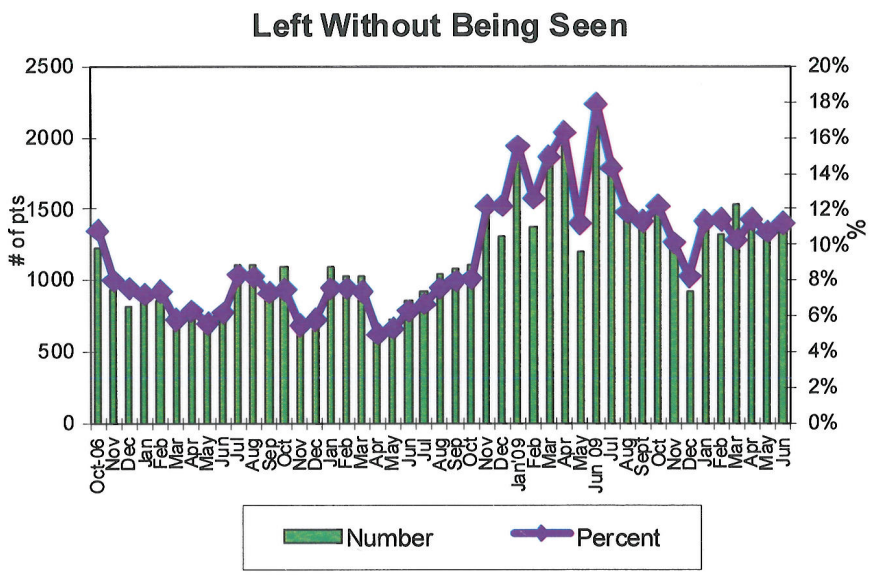
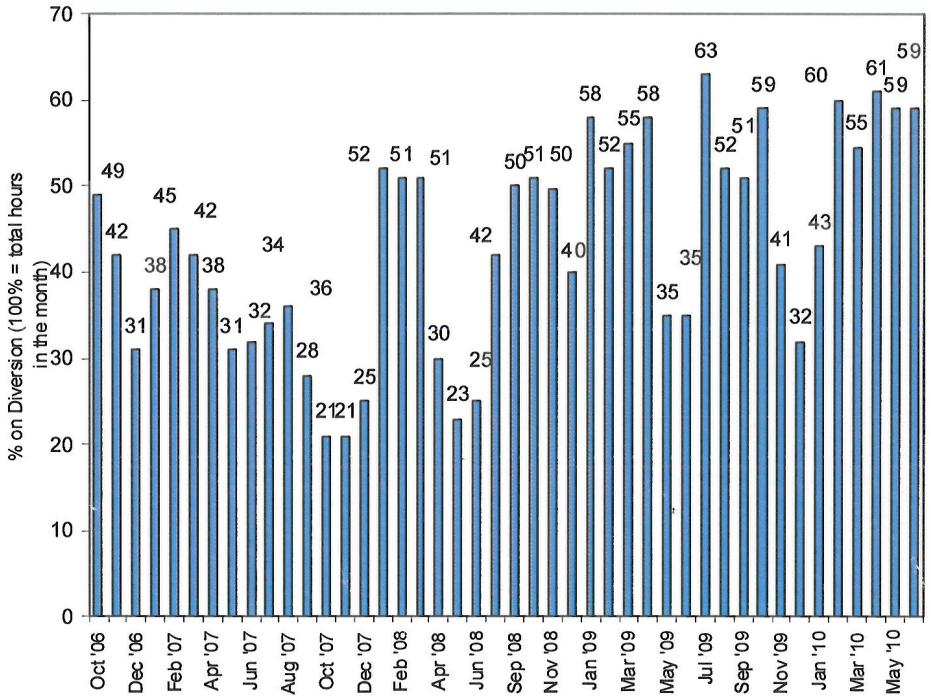
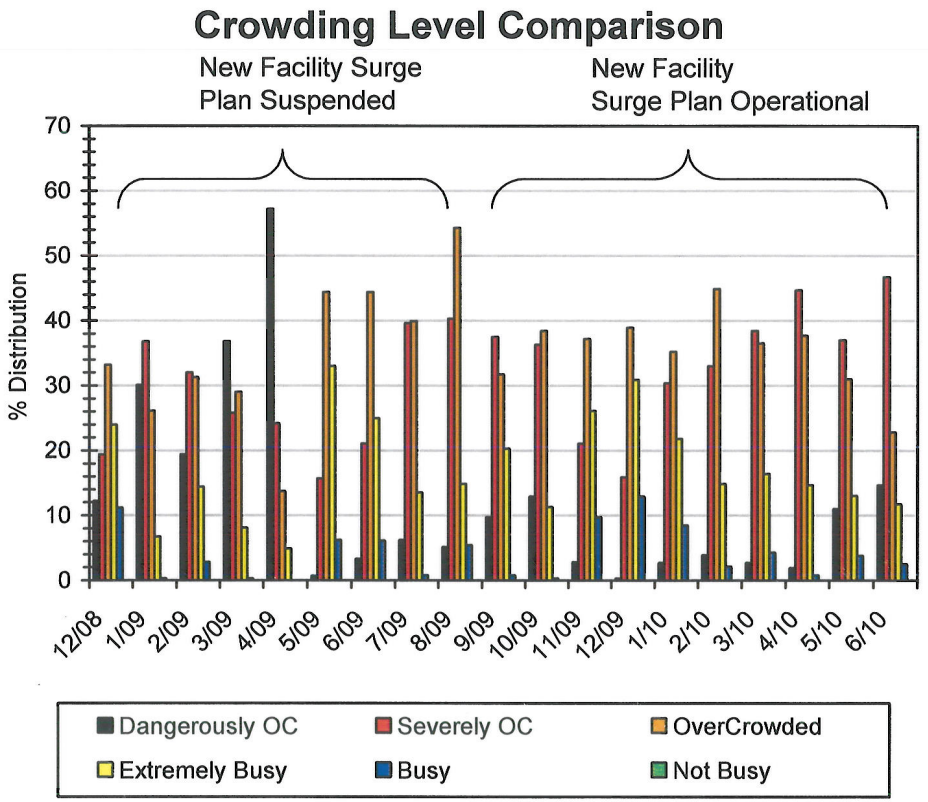
Indicator	Definition	Data	Comments
		Median Boarding Time (Adult)*  June '10 data is Preliminary data	

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.	 **Adult Wait Time :** *Excludes Psych, Pediatric, Observation Unit, and Jail patients **Total ED Wait time:** *Excludes Psych, Observation Unit, and Jail June '10 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.	 June '10 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	**Diversion of ALS Units due to ED Saturation**  	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**			

<table>
<tr><th>Indicator</th><th>Definition</th><th>Data</th><th>Comments</th></tr>
<tr><td colspan="4">Indicator #3 – Trends for Patient Diversions and Transfers & #4 – Transfers to Rancho Los Amigos Metrics</td></tr>
<tr><td>3. & 4.
Rancho Los Amigos Hospital (RLAH) Transfers</td><td>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.</td><td><u>Month of June '10</u>
<u>Referrals from ER:</u>
<table>
<tr><th></th><th>Med/Surg</th><th>Acute Stroke</th><th>Total</th></tr>
<tr><td># Met transfer criteria</td><td>47</td><td>NA</td><td>-</td></tr>
<tr><td># Referred to RLAH</td><td>44</td><td>28</td><td>72</td></tr>
<tr><td># Transfers</td><td>41</td><td>28</td><td>69</td></tr>
<tr><td># Denied</td><td>3</td><td>NA</td><td>-</td></tr>
<tr><td># Cancelled</td><td>3*</td><td>NA</td><td>-</td></tr>
<tr><td># Patients refused*</td><td>0</td><td>NA</td><td>-</td></tr>
</table>
<u>Referrals from Inpatients:</u>
<table>
<tr><th></th><th>Med/Surg</th><th>Acute Stroke</th><th>Total</th></tr>
<tr><td># Met transfer criteria</td><td>40</td><td>NA</td><td>-</td></tr>
<tr><td># Referred to RLAH</td><td>30</td><td>8</td><td>38</td></tr>
<tr><td># Transfers</td><td>21</td><td>8</td><td>29</td></tr>
<tr><td># Denied</td><td>9</td><td>NA</td><td>-</td></tr>
<tr><td># Cancelled</td><td>10*</td><td>NA</td><td>-</td></tr>
<tr><td># Patients refused*</td><td>0</td><td>NA</td><td>-</td></tr>
<tr><td>Other /Pending</td><td>0</td><td>NA</td><td>-</td></tr>
</table></td><td></td></tr>
</table>

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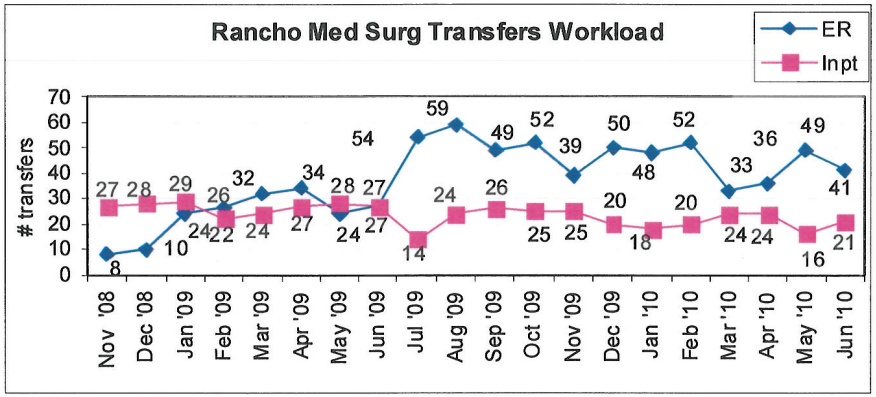
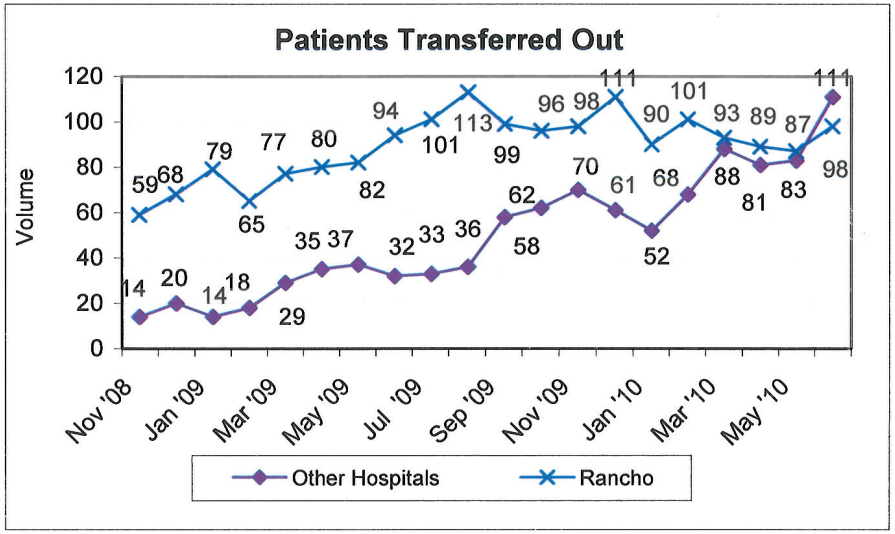
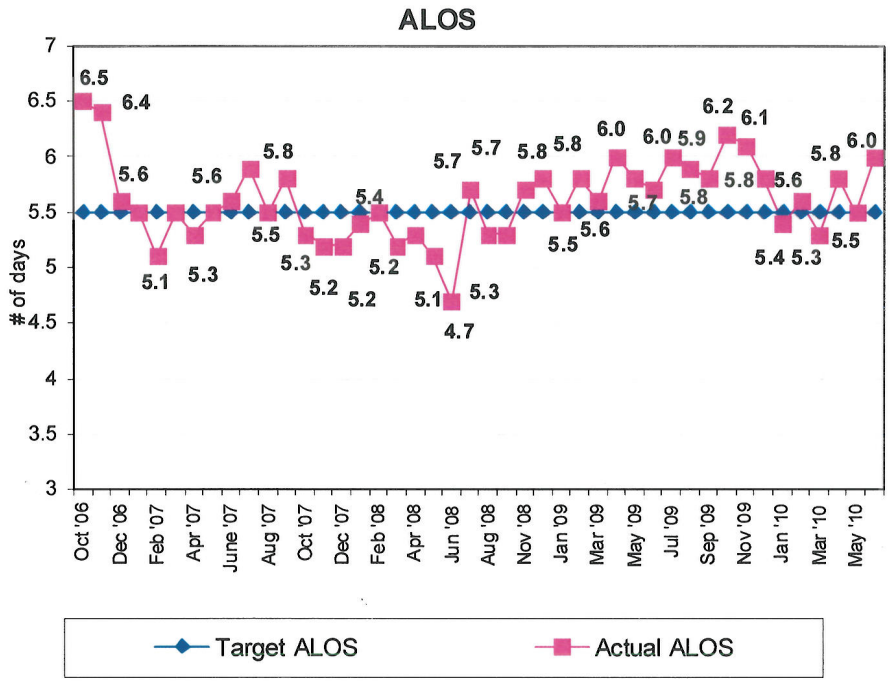
Indicator	Definition	Data	Comments
		  Data was revised to reflect total # of patients (including stroke patients) referred to Rancho	

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

<table>
<tr><th>Indicator</th><th>Definition</th><th>Data</th><th>Comments</th></tr>
<tr><td colspan="4">Indicator #6 – Pediatric Metrics</td></tr>
<tr><td>6.

Pediatric Bed Census and Occupancy (%)

Pediatric ICU (PICU)

Neonatal ICU (NICU)

Pediatric Unit

Adolescent Unit</td><td>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</td><td>
<table>
<tr><th>Date</th><th>NICU (40 Beds)</th><th>Peds Ward (25 Beds)</th><th>PICU (10 Beds)</th><th>Med/Surg Adolescent (20 Beds)</th></tr>
<tr><td>Nov-08</td><td>56%</td><td>54%</td><td>50%</td><td>33%</td></tr>
<tr><td>Dec-08</td><td>52%</td><td>60%</td><td>60%</td><td>40%</td></tr>
<tr><td>Jan-09</td><td>52%</td><td>68%</td><td>70%</td><td>75%</td></tr>
<tr><td>Feb-09</td><td>50%</td><td>80%</td><td>80%</td><td>85%</td></tr>
<tr><td>Mar-09</td><td>57%</td><td>72%</td><td>70%</td><td>80%</td></tr>
<tr><td>Apr-09</td><td>57%</td><td>60%</td><td>60%</td><td>75%</td></tr>
<tr><td>May-09</td><td>62%</td><td>72%</td><td>70%</td><td>80%</td></tr>
<tr><td>Jun-09</td><td>60%</td><td>64%</td><td>60%</td><td>75%</td></tr>
<tr><td>Jul-09</td><td>57%</td><td>72%</td><td>60%</td><td>80%</td></tr>
<tr><td>Aug-09</td><td>55%</td><td>64%</td><td>60%</td><td>80%</td></tr>
<tr><td>Sep-09</td><td>55%</td><td>68%</td><td>70%</td><td>80%</td></tr>
<tr><td>Oct-09</td><td>45%</td><td>60%</td><td>60%</td><td>80%</td></tr>
<tr><td>Nov-09</td><td>35%</td><td>64%</td><td>70%</td><td>70%</td></tr>
<tr><td>Dec-09</td><td>40%</td><td>64%</td><td>70%</td><td>65%</td></tr>
<tr><td>Jan -10</td><td>60%</td><td>68%</td><td>70%</td><td>70%</td></tr>
<tr><td>Feb -10</td><td>65%</td><td>84%</td><td>80%</td><td>80%</td></tr>
<tr><td>Mar -10</td><td>65%</td><td>68%</td><td>60%</td><td>75%</td></tr>
<tr><td>Apr-10</td><td>60%</td><td>64%</td><td>60%</td><td>80%</td></tr>
<tr><td>May -10</td><td>67.5%</td><td>68%</td><td>80%</td><td>80%</td></tr>
<tr><td>Jun -10</td><td>65%</td><td>64%</td><td>70%</td><td>80%</td></tr>
</table>
</td><td></td></tr>
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