



Health Services
LOS ANGELES COUNTY

July 3, 2012

**Los Angeles County
Board of Supervisors**

Gloria Molina
First District

Mark Ridley-Thomas
Second District

Zev Yaroslavsky
Third District

Don Knabe
Fourth District

Michael D. Antonovich
Fifth District

TO: Each Supervisor

FROM: Mitchell H. Katz, M.D.
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 #78 (Agenda Item #S-1, July 3, 2012)**

This is to provide your Board with the 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 May 2012.

Census Trending (ADC includes Psychiatric & Newborn Patients)

The Average Daily Census (ADC) for the month of May was 558 out of 676 licensed beds, an estimated 81% utilization rate (83% occupancy). The census for Medical/Surgical units was an estimated 93% utilization rate (95% occupancy) for May 2012.

Emergency Department (ED) Indicators

Attachment #1 demonstrates decreases in key indicators such as Median ED Boarding, Left Without Being Seen (LWBS) and ED Wait Time. There was an increase in the Dangerously Overcrowded Level and Average Length of Stay (ALOS). The number of patients transferred out this period remained stable.

The Dangerously Overcrowded Level Comparison for this period was 6.2%, compared to 1.1% in April 2012.

If you have any questions or need additional information, please contact me or Pete Delgado, LAC+USC Chief Executive Officer, at (323) 409-2800.

PD:bh

Attachments

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

Mitchell H. Katz, M.D.
Director

Hal F. Yee, Jr., M.D., Ph.D.
Chief Medical Officer

Christina R. Ghaly, M.D.
Deputy Director, Strategic Planning

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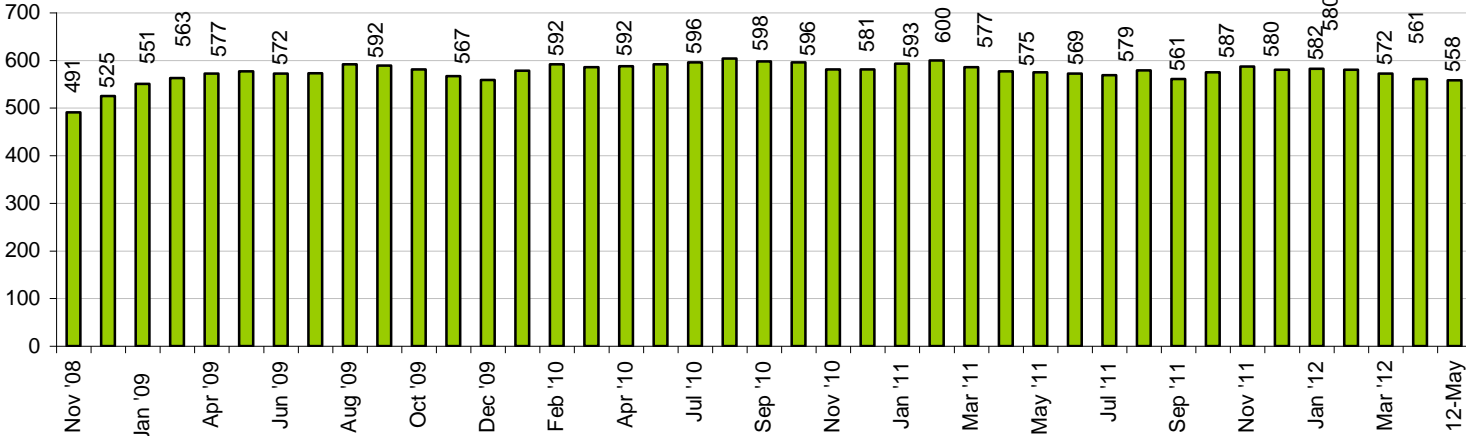
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To ensure access to high-quality, patient-centered, cost-effective health care to Los Angeles County residents through direct services at DHS facilities and through collaboration with community and university partners.



LAC+USC Medical Center
Operational Monitoring Report
Reporting Period –May 2012

Indicator	Definition	Data	Comments
Indicator #1 – Trends in Average Daily Census and Hospital Operations Metrics			
<p>1a. Average Daily Census (ADC)</p>	<p>ADC: A measure of the total number of inpatients occupying licensed beds on a daily basis reported as the arithmetic mean.</p> <p>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.</p> <p>Source of Data: Affinity</p>	<p style="text-align: center;">ADC</p>  <p>Note: Average Daily Census number reported includes Medical Center + Psych + Newborns Census.</p>	<p>ADC provided as background information.</p>

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<p>1b. Occupancy Rate LAC+USC Medical Center</p>	<p>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.</p> <p>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.</p> <p>Source of Data: Affinity</p> <p>Target: 95%</p>	<p>1. Medical Center Licensed Occupancy Rate (excluding Newborns) = $\frac{\text{Med Center Census} - \text{Newborns}}{600}$</p> <table border="1"> <caption>Medical Center Licensed Occupancy Rate (excluding Newborns) - % Occ</caption> <thead> <tr> <th>Month</th> <th>% Occ</th> </tr> </thead> <tbody> <tr><td>Nov '08</td><td>72%</td></tr> <tr><td>Dec '08</td><td>77%</td></tr> <tr><td>Jan '09</td><td>80%</td></tr> <tr><td>Feb '09</td><td>83%</td></tr> <tr><td>Mar '09</td><td>85%</td></tr> <tr><td>Apr '09</td><td>84%</td></tr> <tr><td>May '09</td><td>85%</td></tr> <tr><td>Jun '09</td><td>85%</td></tr> <tr><td>Jul '09</td><td>88%</td></tr> <tr><td>Aug '09</td><td>86%</td></tr> <tr><td>Sep '09</td><td>83%</td></tr> <tr><td>Oct '09</td><td>86%</td></tr> <tr><td>Nov '09</td><td>88%</td></tr> <tr><td>Dec '09</td><td>87%</td></tr> <tr><td>Jan '10</td><td>88%</td></tr> <tr><td>Feb '10</td><td>87%</td></tr> <tr><td>Mar '10</td><td>88%</td></tr> <tr><td>Apr '10</td><td>89%</td></tr> <tr><td>May '10</td><td>90%</td></tr> <tr><td>Jun '10</td><td>86%</td></tr> <tr><td>Jul '10</td><td>86%</td></tr> <tr><td>Aug '10</td><td>89%</td></tr> <tr><td>Sep '10</td><td>90%</td></tr> <tr><td>Oct '10</td><td>86%</td></tr> <tr><td>Nov '10</td><td>86%</td></tr> <tr><td>Dec '10</td><td>89%</td></tr> <tr><td>Jan '11</td><td>90%</td></tr> <tr><td>Feb '11</td><td>88%</td></tr> <tr><td>Mar '11</td><td>86%</td></tr> <tr><td>Apr '11</td><td>86%</td></tr> <tr><td>May '11</td><td>85%</td></tr> <tr><td>Jun '11</td><td>84%</td></tr> <tr><td>Jul '11</td><td>86%</td></tr> <tr><td>Aug '11</td><td>86%</td></tr> <tr><td>Sep '11</td><td>86%</td></tr> <tr><td>Oct '11</td><td>87%</td></tr> <tr><td>Nov '11</td><td>86%</td></tr> <tr><td>Dec '11</td><td>86%</td></tr> <tr><td>Jan '12</td><td>87%</td></tr> <tr><td>Feb '12</td><td>85%</td></tr> <tr><td>Mar '12</td><td>83%</td></tr> <tr><td>Apr '12</td><td>83%</td></tr> <tr><td>May '12</td><td>83%</td></tr> </tbody> </table>	Month	% Occ	Nov '08	72%	Dec '08	77%	Jan '09	80%	Feb '09	83%	Mar '09	85%	Apr '09	84%	May '09	85%	Jun '09	85%	Jul '09	88%	Aug '09	86%	Sep '09	83%	Oct '09	86%	Nov '09	88%	Dec '09	87%	Jan '10	88%	Feb '10	87%	Mar '10	88%	Apr '10	89%	May '10	90%	Jun '10	86%	Jul '10	86%	Aug '10	89%	Sep '10	90%	Oct '10	86%	Nov '10	86%	Dec '10	89%	Jan '11	90%	Feb '11	88%	Mar '11	86%	Apr '11	86%	May '11	85%	Jun '11	84%	Jul '11	86%	Aug '11	86%	Sep '11	86%	Oct '11	87%	Nov '11	86%	Dec '11	86%	Jan '12	87%	Feb '12	85%	Mar '12	83%	Apr '12	83%	May '12	83%	<p>For comparison, occupancy rates reported in the old facility were reported including newborns and were based on budgeted beds.</p>
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<p>2a. Median Emergency Department Boarding Time (EDBT)</p> <p>*Harris Rodde Indicator</p>	<p>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).</p> <p>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.</p> <p>Source of Data: Affinity</p> <p>Target: Less than 7 hours.</p>	<p style="text-align: center;">Median EDBT</p> <table border="1"> <caption>Median EDBT Data (hr:min)</caption> <thead> <tr> <th>Month</th> <th>Adult</th> <th>Peds</th> <th>Total</th> </tr> </thead> <tbody> <tr><td>Nov '08</td><td>4:28</td><td>2:18</td><td>4:12</td></tr> <tr><td>Dec '08</td><td>4:58</td><td>2:17</td><td>4:33</td></tr> <tr><td>Jan '09</td><td>5:22</td><td>2:21</td><td>4:28</td></tr> <tr><td>Feb '09</td><td>5:14</td><td>3:06</td><td>4:28</td></tr> <tr><td>Mar '09</td><td>6:06</td><td>2:22</td><td>4:44</td></tr> <tr><td>Apr '09</td><td>7:43</td><td>2:32</td><td>4:00</td></tr> <tr><td>May '09</td><td>6:08</td><td>2:31</td><td>4:34</td></tr> <tr><td>Jun '09</td><td>5:00</td><td>2:36</td><td>4:33</td></tr> <tr><td>Jul '09</td><td>5:37</td><td>2:35</td><td>4:32</td></tr> <tr><td>Aug '09</td><td>5:13</td><td>2:39</td><td>5:01</td></tr> <tr><td>Sep '09</td><td>5:37</td><td>2:58</td><td>4:41</td></tr> <tr><td>Oct '09</td><td>5:37</td><td>2:40</td><td>4:44</td></tr> <tr><td>Nov '09</td><td>4:36</td><td>2:32</td><td>3:57</td></tr> <tr><td>Dec '09</td><td>4:02</td><td>2:47</td><td>3:57</td></tr> <tr><td>Jan '10</td><td>5:55</td><td>2:34</td><td>4:02</td></tr> <tr><td>Feb '10</td><td>5:18</td><td>3:05</td><td>3:48</td></tr> <tr><td>Mar '10</td><td>6:47</td><td>2:43</td><td>4:45</td></tr> <tr><td>Apr '10</td><td>6:04</td><td>2:27</td><td>5:42</td></tr> <tr><td>May '10</td><td>6:23</td><td>2:28</td><td>5:10</td></tr> <tr><td>Jun '10</td><td>6:44</td><td>2:20</td><td>5:29</td></tr> <tr><td>Jul '10</td><td>10:26</td><td>2:16</td><td>5:48</td></tr> <tr><td>Aug '10</td><td>11:32</td><td>1:59</td><td>8:44</td></tr> <tr><td>Sep '10</td><td>7:57</td><td>2:14</td><td>9:03</td></tr> <tr><td>Oct '10</td><td>6:18</td><td>2:20</td><td>6:27</td></tr> <tr><td>Nov '10</td><td>6:39</td><td>2:07</td><td>5:11</td></tr> <tr><td>Dec '10</td><td>9:37</td><td>2:10</td><td>5:33</td></tr> <tr><td>Jan '11</td><td>7:44</td><td>2:08</td><td>8:36</td></tr> <tr><td>Feb '11</td><td>11:22</td><td>2:23</td><td>7:27</td></tr> <tr><td>Mar '11</td><td>7:09</td><td>2:04</td><td>6:09</td></tr> <tr><td>Apr '11</td><td>7:28</td><td>1:57</td><td>6:03</td></tr> <tr><td>May '11</td><td>5:49</td><td>2:00</td><td>6:10</td></tr> <tr><td>Jun '11</td><td>5:40</td><td>1:50</td><td>4:40</td></tr> <tr><td>Jul '11</td><td>5:40</td><td>1:54</td><td>5:49</td></tr> <tr><td>Aug '11</td><td>7:43</td><td>1:54</td><td>6:45</td></tr> <tr><td>Sep '11</td><td>6:06</td><td>2:03</td><td>4:00</td></tr> <tr><td>Oct '11</td><td>8:25</td><td>2:06</td><td>5:09</td></tr> <tr><td>Nov '11</td><td>6:16</td><td>1:49</td><td>5:26</td></tr> <tr><td>Dec '11</td><td>10:08</td><td>2:06</td><td>7:28</td></tr> <tr><td>Jan '12</td><td>9:04</td><td>2:07</td><td>7:28</td></tr> <tr><td>Feb '12</td><td>6:41</td><td>2:12</td><td>5:45</td></tr> <tr><td>Mar '12</td><td>6:18</td><td>2:26</td><td>5:20</td></tr> <tr><td>Apr '12</td><td>7:11</td><td>2:07</td><td>6:10</td></tr> <tr><td>May '12</td><td>5:57</td><td>2:04</td><td>5:08</td></tr> </tbody> </table> <p>May '12 data is Preliminary data</p>	Month	Adult	Peds	Total	Nov '08	4:28	2:18	4:12	Dec '08	4:58	2:17	4:33	Jan '09	5:22	2:21	4:28	Feb '09	5:14	3:06	4:28	Mar '09	6:06	2:22	4:44	Apr '09	7:43	2:32	4:00	May '09	6:08	2:31	4:34	Jun '09	5:00	2:36	4:33	Jul '09	5:37	2:35	4:32	Aug '09	5:13	2:39	5:01	Sep '09	5:37	2:58	4:41	Oct '09	5:37	2:40	4:44	Nov '09	4:36	2:32	3:57	Dec '09	4:02	2:47	3:57	Jan '10	5:55	2:34	4:02	Feb '10	5:18	3:05	3:48	Mar '10	6:47	2:43	4:45	Apr '10	6:04	2:27	5:42	May '10	6:23	2:28	5:10	Jun '10	6:44	2:20	5:29	Jul '10	10:26	2:16	5:48	Aug '10	11:32	1:59	8:44	Sep '10	7:57	2:14	9:03	Oct '10	6:18	2:20	6:27	Nov '10	6:39	2:07	5:11	Dec '10	9:37	2:10	5:33	Jan '11	7:44	2:08	8:36	Feb '11	11:22	2:23	7:27	Mar '11	7:09	2:04	6:09	Apr '11	7:28	1:57	6:03	May '11	5:49	2:00	6:10	Jun '11	5:40	1:50	4:40	Jul '11	5:40	1:54	5:49	Aug '11	7:43	1:54	6:45	Sep '11	6:06	2:03	4:00	Oct '11	8:25	2:06	5:09	Nov '11	6:16	1:49	5:26	Dec '11	10:08	2:06	7:28	Jan '12	9:04	2:07	7:28	Feb '12	6:41	2:12	5:45	Mar '12	6:18	2:26	5:20	Apr '12	7:11	2:07	6:10	May '12	5:57	2:04	5:08	
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Mar '11	9:48	3:57	8:47																																																																																												
May '11	11:14	4:02	9:58																																																																																												
Jul '11	11:23	4:07	11:10																																																																																												
Sep '11	11:50	4:40	11:18																																																																																												
Nov '11	10:36	3:54	10:18																																																																																												
Jan '12	10:34	3:56	9:31																																																																																												
Mar '12	11:42	4:15	9:28																																																																																												
May '12	12:11	4:05	10:19																																																																																												

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<p>2c. Left Without Being Seen (LWBS) *Harris Rodde Indicator</p>	<p>LWBS: The total number of patients who left the ED without being seen by a physician reported as a percentage of all ED visits.</p> <p>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.</p> <p>Source of Data: Affinity</p> <p>Target: No target value. Lower numbers are better.</p>	<p style="text-align: center;">Left Without Being Seen</p> <table border="1"> <caption>Approximate Data from 'Left Without Being Seen' Chart</caption> <thead> <tr> <th>Month</th> <th>Number of Patients (pts)</th> <th>Percent (%)</th> </tr> </thead> <tbody> <tr><td>Nov '08</td><td>1450</td><td>11%</td></tr> <tr><td>Dec '08</td><td>1300</td><td>10%</td></tr> <tr><td>Jan '09</td><td>1900</td><td>14%</td></tr> <tr><td>Feb '09</td><td>1400</td><td>10%</td></tr> <tr><td>Mar '09</td><td>1900</td><td>14%</td></tr> <tr><td>Apr '09</td><td>1950</td><td>14%</td></tr> <tr><td>May '09</td><td>1200</td><td>9%</td></tr> <tr><td>Jun '09</td><td>2200</td><td>18%</td></tr> <tr><td>Jul '09</td><td>1800</td><td>14%</td></tr> <tr><td>Aug '09</td><td>1450</td><td>11%</td></tr> <tr><td>Sept '09</td><td>1400</td><td>10%</td></tr> <tr><td>Oct '09</td><td>1550</td><td>12%</td></tr> <tr><td>Nov '09</td><td>1250</td><td>10%</td></tr> <tr><td>Dec '09</td><td>900</td><td>7%</td></tr> <tr><td>Jan '10</td><td>1400</td><td>10%</td></tr> <tr><td>Feb '10</td><td>1300</td><td>10%</td></tr> <tr><td>Mar '10</td><td>1550</td><td>12%</td></tr> <tr><td>Apr '10</td><td>1400</td><td>10%</td></tr> <tr><td>May '10</td><td>1350</td><td>10%</td></tr> <tr><td>Jun '10</td><td>1400</td><td>10%</td></tr> <tr><td>Jul '10</td><td>1600</td><td>12%</td></tr> <tr><td>Aug '10</td><td>1050</td><td>8%</td></tr> <tr><td>Sep '10</td><td>650</td><td>5%</td></tr> <tr><td>Oct '10</td><td>450</td><td>3%</td></tr> <tr><td>Nov '10</td><td>250</td><td>2%</td></tr> <tr><td>Dec '10</td><td>250</td><td>2%</td></tr> <tr><td>Jan '11</td><td>350</td><td>3%</td></tr> <tr><td>Feb '11</td><td>400</td><td>3%</td></tr> <tr><td>Mar '11</td><td>450</td><td>3%</td></tr> <tr><td>Apr '11</td><td>450</td><td>3%</td></tr> <tr><td>May '11</td><td>350</td><td>3%</td></tr> <tr><td>Jun '11</td><td>400</td><td>3%</td></tr> <tr><td>Jul '11</td><td>450</td><td>3%</td></tr> <tr><td>Aug '11</td><td>450</td><td>3%</td></tr> <tr><td>Sep '11</td><td>450</td><td>3%</td></tr> <tr><td>Oct '11</td><td>550</td><td>4%</td></tr> <tr><td>Nov '11</td><td>450</td><td>3%</td></tr> <tr><td>Dec '11</td><td>450</td><td>3%</td></tr> <tr><td>Jan '12</td><td>550</td><td>4%</td></tr> <tr><td>Feb '12</td><td>600</td><td>4%</td></tr> <tr><td>Mar '12</td><td>500</td><td>4%</td></tr> <tr><td>Apr '12</td><td>600</td><td>4%</td></tr> <tr><td>May '12</td><td>400</td><td>3%</td></tr> </tbody> </table> <p>May '12 data is Preliminary data</p>	Month	Number of Patients (pts)	Percent (%)	Nov '08	1450	11%	Dec '08	1300	10%	Jan '09	1900	14%	Feb '09	1400	10%	Mar '09	1900	14%	Apr '09	1950	14%	May '09	1200	9%	Jun '09	2200	18%	Jul '09	1800	14%	Aug '09	1450	11%	Sept '09	1400	10%	Oct '09	1550	12%	Nov '09	1250	10%	Dec '09	900	7%	Jan '10	1400	10%	Feb '10	1300	10%	Mar '10	1550	12%	Apr '10	1400	10%	May '10	1350	10%	Jun '10	1400	10%	Jul '10	1600	12%	Aug '10	1050	8%	Sep '10	650	5%	Oct '10	450	3%	Nov '10	250	2%	Dec '10	250	2%	Jan '11	350	3%	Feb '11	400	3%	Mar '11	450	3%	Apr '11	450	3%	May '11	350	3%	Jun '11	400	3%	Jul '11	450	3%	Aug '11	450	3%	Sep '11	450	3%	Oct '11	550	4%	Nov '11	450	3%	Dec '11	450	3%	Jan '12	550	4%	Feb '12	600	4%	Mar '12	500	4%	Apr '12	600	4%	May '12	400	3%	
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2d. ED Diversion	<p>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.</p> <p>Calculation: The total number of hours of ED diversion for a specific reason divided by the total number of available hours in a month.</p> <p>Source of Data: ReddiNet</p>	<p style="text-align: center;">Diversion of ALS Units due to ED Saturation</p> <table border="1" style="display: none;"> <caption>Diversion of ALS Units due to ED Saturation Data</caption> <thead> <tr> <th>Month</th> <th>% on Diversion</th> </tr> </thead> <tbody> <tr><td>Nov '08</td><td>50</td></tr> <tr><td>Dec '08</td><td>40</td></tr> <tr><td>Jan '09</td><td>58</td></tr> <tr><td>Feb '09</td><td>52</td></tr> <tr><td>Mar '09</td><td>58</td></tr> <tr><td>Apr '09</td><td>35</td></tr> <tr><td>May '09</td><td>35</td></tr> <tr><td>Jun '09</td><td>63</td></tr> <tr><td>Jul '09</td><td>52</td></tr> <tr><td>Aug '09</td><td>51</td></tr> <tr><td>Sep '09</td><td>59</td></tr> <tr><td>Oct '09</td><td>41</td></tr> <tr><td>Nov '09</td><td>32</td></tr> <tr><td>Dec '09</td><td>43</td></tr> <tr><td>Jan '10</td><td>60</td></tr> <tr><td>Feb '10</td><td>55</td></tr> <tr><td>Mar '10</td><td>59</td></tr> <tr><td>Apr '10</td><td>59</td></tr> <tr><td>May '10</td><td>69</td></tr> <tr><td>Jun '10</td><td>75</td></tr> <tr><td>Jul '10</td><td>81</td></tr> <tr><td>Aug '10</td><td>72</td></tr> <tr><td>Sep '10</td><td>53</td></tr> <tr><td>Oct '10</td><td>62</td></tr> <tr><td>Nov '10</td><td>77</td></tr> <tr><td>Dec '10</td><td>79</td></tr> <tr><td>Jan '11</td><td>74</td></tr> <tr><td>Feb '11</td><td>63</td></tr> <tr><td>Mar '11</td><td>61</td></tr> <tr><td>Apr '11</td><td>52</td></tr> <tr><td>May '11</td><td>42</td></tr> <tr><td>Jun '11</td><td>62</td></tr> <tr><td>Jul '11</td><td>42</td></tr> <tr><td>Aug '11</td><td>65</td></tr> <tr><td>Sep '11</td><td>52</td></tr> <tr><td>Oct '11</td><td>76</td></tr> <tr><td>Nov '11</td><td>65</td></tr> <tr><td>Dec '11</td><td>66</td></tr> <tr><td>Jan '12</td><td>63</td></tr> <tr><td>Feb '12</td><td>60</td></tr> <tr><td>Mar '12</td><td>51</td></tr> <tr><td>Apr '12</td><td>51</td></tr> <tr><td>May '12</td><td>51</td></tr> </tbody> </table>	Month	% on Diversion	Nov '08	50	Dec '08	40	Jan '09	58	Feb '09	52	Mar '09	58	Apr '09	35	May '09	35	Jun '09	63	Jul '09	52	Aug '09	51	Sep '09	59	Oct '09	41	Nov '09	32	Dec '09	43	Jan '10	60	Feb '10	55	Mar '10	59	Apr '10	59	May '10	69	Jun '10	75	Jul '10	81	Aug '10	72	Sep '10	53	Oct '10	62	Nov '10	77	Dec '10	79	Jan '11	74	Feb '11	63	Mar '11	61	Apr '11	52	May '11	42	Jun '11	62	Jul '11	42	Aug '11	65	Sep '11	52	Oct '11	76	Nov '11	65	Dec '11	66	Jan '12	63	Feb '12	60	Mar '12	51	Apr '12	51	May '12	51	<p>This is slightly lower than the before move diversion history which generally ranged between 50-60%.</p> <p>Key points:</p> <ul style="list-style-type: none"> -- 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".
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<p>2e. Surge Report</p>		<div style="text-align: center;"> <h2 style="margin: 0;">Crowding Level Comparison</h2> <p style="margin: 0;">New Facility Surge Plan Suspended New Facility Surge Plan Operational</p> <p style="margin: 0;">The chart displays the percentage distribution of crowding levels over time. The 'Not Busy' category (green circles) remains consistently near 0%. The 'Busy' category (blue asterisks) fluctuates between 0% and 15%. 'Extremely Busy' (yellow circles) ranges from 0% to 35%. 'OverCrowded' (orange triangles) shows significant peaks, reaching 60% in early 2012. 'Severely OC' (red squares) peaks at approximately 60% in late 2010. 'Dangerously OC' (black diamonds) shows the highest peaks, reaching 65% in late 2010 and early 2011.</p> </div>	

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3. & 4. Rancho Los Amigos Hospital (RLAH) Transfers	<p>Transfers: The volume of patients transferred to RLAH for acute hospitalization from the Emergency Department and from Inpatient Units.</p> <p>Data Source: Manual record keeping.</p> <p>Cancelled category includes patients whose condition changed leading to higher level of care or discharge home.</p>	<p><u>Month of May '12</u></p> <p><u>Referrals from ER:</u></p> <table border="1" style="width: 100%; border-collapse: collapse; margin-bottom: 10px;"> <thead> <tr> <th></th> <th>Med/Surg</th> <th>Acute Stroke</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td># Met transfer criteria</td> <td style="text-align: center;">34</td> <td style="text-align: center;">NA</td> <td style="text-align: center;">-</td> </tr> <tr> <td># Referred to RLAH</td> <td style="text-align: center;">34</td> <td style="text-align: center;">27</td> <td style="text-align: center;">61</td> </tr> <tr> <td style="padding-left: 20px;"># Transfers</td> <td style="text-align: center;">31</td> <td style="text-align: center;">27</td> <td style="text-align: center;">58</td> </tr> <tr> <td style="padding-left: 20px;"># Denied</td> <td style="text-align: center;">0</td> <td style="text-align: center;">NA</td> <td style="text-align: center;">-</td> </tr> <tr> <td># Cancelled</td> <td style="text-align: center;">3*</td> <td style="text-align: center;">NA</td> <td style="text-align: center;">-</td> </tr> <tr> <td># Patients refused*</td> <td style="text-align: center;">3</td> <td style="text-align: center;">NA</td> <td style="text-align: center;">-</td> </tr> </tbody> </table> <p><u>Referrals from Inpatients:</u></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th>Med/Surg</th> <th>Acute Stroke</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td># Met transfer criteria</td> <td style="text-align: center;">14</td> <td style="text-align: center;">NA</td> <td style="text-align: center;">-</td> </tr> <tr> <td># Referred to RLAH</td> <td style="text-align: center;">8</td> <td style="text-align: center;">4</td> <td style="text-align: center;">12</td> </tr> <tr> <td style="padding-left: 20px;"># Transfers</td> <td style="text-align: center;">8</td> <td style="text-align: center;">4</td> <td style="text-align: center;">12</td> </tr> <tr> <td style="padding-left: 20px;"># Denied</td> <td style="text-align: center;">0</td> <td style="text-align: center;">NA</td> <td style="text-align: center;">-</td> </tr> <tr> <td># Cancelled</td> <td style="text-align: center;">4*</td> <td style="text-align: center;">NA</td> <td style="text-align: center;">-</td> </tr> <tr> <td># Patients refused*</td> <td style="text-align: center;">0</td> <td style="text-align: center;">NA</td> <td style="text-align: center;">-</td> </tr> <tr> <td>Other /Pending</td> <td style="text-align: center;">2</td> <td style="text-align: center;">NA</td> <td style="text-align: center;">-</td> </tr> </tbody> </table>		Med/Surg	Acute Stroke	Total	# Met transfer criteria	34	NA	-	# Referred to RLAH	34	27	61	# Transfers	31	27	58	# Denied	0	NA	-	# Cancelled	3*	NA	-	# Patients refused*	3	NA	-		Med/Surg	Acute Stroke	Total	# Met transfer criteria	14	NA	-	# Referred to RLAH	8	4	12	# Transfers	8	4	12	# Denied	0	NA	-	# Cancelled	4*	NA	-	# Patients refused*	0	NA	-	Other /Pending	2	NA	-	
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		<div style="border: 1px solid black; padding: 10px; margin-bottom: 10px;"> <h3 style="text-align: center;">Rancho Med Surg Transfers Workload</h3> <table border="1" style="width: 100%; font-size: small; margin-top: 5px;"> <caption>Rancho Med Surg Transfers Workload Data</caption> <thead> <tr> <th>Month</th> <th>ER</th> <th>Inpt</th> </tr> </thead> <tbody> <tr><td>Nov '08</td><td>8</td><td>27</td></tr> <tr><td>Dec '08</td><td>10</td><td>29</td></tr> <tr><td>Jan '09</td><td>26</td><td>32</td></tr> <tr><td>Feb '09</td><td>24</td><td>24</td></tr> <tr><td>Mar '09</td><td>27</td><td>27</td></tr> <tr><td>Apr '09</td><td>34</td><td>24</td></tr> <tr><td>May '09</td><td>27</td><td>14</td></tr> <tr><td>Jun '09</td><td>52</td><td>24</td></tr> <tr><td>Jul '09</td><td>59</td><td>14</td></tr> <tr><td>Aug '09</td><td>49</td><td>26</td></tr> <tr><td>Sep '09</td><td>39</td><td>25</td></tr> <tr><td>Oct '09</td><td>50</td><td>25</td></tr> <tr><td>Nov '09</td><td>48</td><td>20</td></tr> <tr><td>Dec '09</td><td>52</td><td>18</td></tr> <tr><td>Jan '10</td><td>48</td><td>20</td></tr> <tr><td>Feb '10</td><td>33</td><td>24</td></tr> <tr><td>Mar '10</td><td>36</td><td>24</td></tr> <tr><td>Apr '10</td><td>41</td><td>16</td></tr> <tr><td>May '10</td><td>49</td><td>21</td></tr> <tr><td>Jun '10</td><td>47</td><td>20</td></tr> <tr><td>Jul '10</td><td>49</td><td>21</td></tr> <tr><td>Aug '10</td><td>48</td><td>23</td></tr> <tr><td>Sep '10</td><td>37</td><td>21</td></tr> <tr><td>Oct '10</td><td>35</td><td>16</td></tr> <tr><td>Nov '10</td><td>45</td><td>5</td></tr> <tr><td>Dec '10</td><td>49</td><td>4</td></tr> <tr><td>Jan '11</td><td>65</td><td>5</td></tr> <tr><td>Feb '11</td><td>48</td><td>10</td></tr> <tr><td>Mar '11</td><td>40</td><td>11</td></tr> <tr><td>Apr '11</td><td>37</td><td>11</td></tr> <tr><td>May '11</td><td>40</td><td>19</td></tr> <tr><td>Jun '11</td><td>42</td><td>10</td></tr> <tr><td>Jul '11</td><td>40</td><td>11</td></tr> <tr><td>Aug '11</td><td>37</td><td>10</td></tr> <tr><td>Sep '11</td><td>47</td><td>10</td></tr> <tr><td>Oct '11</td><td>49</td><td>9</td></tr> <tr><td>Nov '11</td><td>31</td><td>11</td></tr> <tr><td>Dec '11</td><td>54</td><td>14</td></tr> <tr><td>Jan '12</td><td>54</td><td>14</td></tr> <tr><td>Feb '12</td><td>45</td><td>6</td></tr> <tr><td>Mar '12</td><td>39</td><td>9</td></tr> <tr><td>Apr '12</td><td>37</td><td>5</td></tr> <tr><td>May '12</td><td>31</td><td>8</td></tr> </tbody> </table> </div> <div style="border: 1px solid black; padding: 10px;"> <h3 style="text-align: center;">Patients Transferred Out</h3> <table border="1" style="width: 100%; font-size: small; margin-top: 5px;"> <caption>Patients Transferred Out Data</caption> <thead> <tr> <th>Month</th> <th>Other Hospitals</th> <th>Rancho</th> </tr> </thead> <tbody> <tr><td>Nov '08</td><td>14</td><td>59</td></tr> <tr><td>Dec '08</td><td>20</td><td>68</td></tr> <tr><td>Jan '09</td><td>18</td><td>79</td></tr> <tr><td>Feb '09</td><td>29</td><td>77</td></tr> <tr><td>Mar '09</td><td>35</td><td>80</td></tr> <tr><td>Apr '09</td><td>37</td><td>82</td></tr> <tr><td>May '09</td><td>32</td><td>94</td></tr> <tr><td>Jun '09</td><td>33</td><td>101</td></tr> <tr><td>Jul '09</td><td>36</td><td>101</td></tr> <tr><td>Aug '09</td><td>58</td><td>139</td></tr> <tr><td>Sep '09</td><td>62</td><td>96</td></tr> <tr><td>Oct '09</td><td>70</td><td>98</td></tr> <tr><td>Nov '09</td><td>61</td><td>111</td></tr> <tr><td>Dec '09</td><td>52</td><td>90</td></tr> <tr><td>Jan '10</td><td>88</td><td>101</td></tr> <tr><td>Feb '10</td><td>81</td><td>93</td></tr> <tr><td>Mar '10</td><td>83</td><td>89</td></tr> <tr><td>Apr '10</td><td>98</td><td>87</td></tr> <tr><td>May '10</td><td>84</td><td>98</td></tr> <tr><td>June '10</td><td>100</td><td>111</td></tr> <tr><td>Jul '10</td><td>84</td><td>121</td></tr> <tr><td>Aug '10</td><td>90</td><td>102</td></tr> <tr><td>Sep '10</td><td>86</td><td>86</td></tr> <tr><td>Oct '10</td><td>85</td><td>94</td></tr> <tr><td>Nov '10</td><td>69</td><td>86</td></tr> <tr><td>Dec '10</td><td>81</td><td>90</td></tr> <tr><td>Jan '11</td><td>96</td><td>96</td></tr> <tr><td>Feb '11</td><td>109</td><td>97</td></tr> <tr><td>Mar '11</td><td>128</td><td>84</td></tr> <tr><td>Apr '11</td><td>137</td><td>87</td></tr> <tr><td>May '11</td><td>108</td><td>78</td></tr> <tr><td>Jun '11</td><td>87</td><td>83</td></tr> <tr><td>Jul '11</td><td>81</td><td>83</td></tr> <tr><td>Aug '11</td><td>73</td><td>87</td></tr> <tr><td>Sep '11</td><td>87</td><td>78</td></tr> <tr><td>Oct '11</td><td>95</td><td>99</td></tr> <tr><td>Nov '11</td><td>101</td><td>75</td></tr> <tr><td>Dec '11</td><td>102</td><td>78</td></tr> <tr><td>Jan '12</td><td>121</td><td>102</td></tr> <tr><td>Feb '12</td><td>97</td><td>77</td></tr> <tr><td>Mar '12</td><td>85</td><td>82</td></tr> <tr><td>Apr '12</td><td>79</td><td>71</td></tr> <tr><td>May '12</td><td>84</td><td>70</td></tr> </tbody> </table> </div> <p style="text-align: center;">Data was revised to reflect total # of patients (including stroke patients) referred to Rancho</p>	Month	ER	Inpt	Nov '08	8	27	Dec '08	10	29	Jan '09	26	32	Feb '09	24	24	Mar '09	27	27	Apr '09	34	24	May '09	27	14	Jun '09	52	24	Jul '09	59	14	Aug '09	49	26	Sep '09	39	25	Oct '09	50	25	Nov '09	48	20	Dec '09	52	18	Jan '10	48	20	Feb '10	33	24	Mar '10	36	24	Apr '10	41	16	May '10	49	21	Jun '10	47	20	Jul '10	49	21	Aug '10	48	23	Sep '10	37	21	Oct '10	35	16	Nov '10	45	5	Dec '10	49	4	Jan '11	65	5	Feb '11	48	10	Mar '11	40	11	Apr '11	37	11	May '11	40	19	Jun '11	42	10	Jul '11	40	11	Aug '11	37	10	Sep '11	47	10	Oct '11	49	9	Nov '11	31	11	Dec '11	54	14	Jan '12	54	14	Feb '12	45	6	Mar '12	39	9	Apr '12	37	5	May '12	31	8	Month	Other Hospitals	Rancho	Nov '08	14	59	Dec '08	20	68	Jan '09	18	79	Feb '09	29	77	Mar '09	35	80	Apr '09	37	82	May '09	32	94	Jun '09	33	101	Jul '09	36	101	Aug '09	58	139	Sep '09	62	96	Oct '09	70	98	Nov '09	61	111	Dec '09	52	90	Jan '10	88	101	Feb '10	81	93	Mar '10	83	89	Apr '10	98	87	May '10	84	98	June '10	100	111	Jul '10	84	121	Aug '10	90	102	Sep '10	86	86	Oct '10	85	94	Nov '10	69	86	Dec '10	81	90	Jan '11	96	96	Feb '11	109	97	Mar '11	128	84	Apr '11	137	87	May '11	108	78	Jun '11	87	83	Jul '11	81	83	Aug '11	73	87	Sep '11	87	78	Oct '11	95	99	Nov '11	101	75	Dec '11	102	78	Jan '12	121	102	Feb '12	97	77	Mar '12	85	82	Apr '12	79	71	May '12	84	70	
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Indicator	Definition	Data	Comments																																																									
Indicator #5 – Harris Rodde Indicators																																																												
<p>5.</p> <p>Average Length of Stay (ALOS)</p> <p>*Harris Rodde Indicator</p>	<p>LOS: The difference between discharge date and the admission date or 1 if the 2 dates are the same.</p> <p>Total LOS:</p> <p>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.</p> <p>Source of Data: Affinity</p> <p>Target: <5.5 days</p>	<p style="text-align: center;">ALOS</p> <table border="1" style="margin-top: 10px;"> <caption>ALOS Data Points</caption> <thead> <tr> <th>Period</th> <th>Actual ALOS</th> <th>Target ALOS</th> </tr> </thead> <tbody> <tr><td>FY 04-05 (Avg)</td><td>6.4</td><td>5.5</td></tr> <tr><td>FY 05-06 (Avg)</td><td>6.2</td><td>5.5</td></tr> <tr><td>FY 06-07 (Avg)</td><td>5.9</td><td>5.5</td></tr> <tr><td>FY 07-08 (Avg)</td><td>5.5</td><td>5.5</td></tr> <tr><td>FY 08-09 (Avg)</td><td>5.7</td><td>5.5</td></tr> <tr><td>FY 09-10 (Avg)</td><td>5.8</td><td>5.5</td></tr> <tr><td>FY 10-11 (Avg)</td><td>6.4</td><td>5.5</td></tr> <tr><td>Jul '11</td><td>6.1</td><td>5.5</td></tr> <tr><td>Aug '11</td><td>6.1</td><td>5.5</td></tr> <tr><td>Sept '11</td><td>6.1</td><td>5.5</td></tr> <tr><td>Oct '11</td><td>5.8</td><td>5.5</td></tr> <tr><td>Nov '11</td><td>6.2</td><td>5.5</td></tr> <tr><td>Dec '11</td><td>6.9</td><td>5.5</td></tr> <tr><td>Jan '12</td><td>6.3</td><td>5.5</td></tr> <tr><td>Feb '12</td><td>6.2</td><td>5.5</td></tr> <tr><td>Mar '12</td><td>6.4</td><td>5.5</td></tr> <tr><td>Apr '12</td><td>5.9</td><td>5.5</td></tr> <tr><td>May '12</td><td>6.3</td><td>5.5</td></tr> </tbody> </table> <p>*Healthcare Network ALOS - Preliminary data pending Auditor-Controller validation</p>	Period	Actual ALOS	Target ALOS	FY 04-05 (Avg)	6.4	5.5	FY 05-06 (Avg)	6.2	5.5	FY 06-07 (Avg)	5.9	5.5	FY 07-08 (Avg)	5.5	5.5	FY 08-09 (Avg)	5.7	5.5	FY 09-10 (Avg)	5.8	5.5	FY 10-11 (Avg)	6.4	5.5	Jul '11	6.1	5.5	Aug '11	6.1	5.5	Sept '11	6.1	5.5	Oct '11	5.8	5.5	Nov '11	6.2	5.5	Dec '11	6.9	5.5	Jan '12	6.3	5.5	Feb '12	6.2	5.5	Mar '12	6.4	5.5	Apr '12	5.9	5.5	May '12	6.3	5.5	<p>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.</p> <p>*As of July 2010 with the consolidation of Ingleside and Hawkins, all psychiatric services are now included. There were 12 patients discharged in May, 2012 with LOS > 100. Without the effect of these 12, ALOS would have been 5.7 rather than 6.3</p>
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LAC+USC Medical Center
Operational Monitoring Report
Reporting Period May 2012

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%	
		Jun-09	60%	64%	60%	75%	
		Jul-09	57%	72%	60%	80%	
		Nov-09	35%	64%	70%	70%	
		Mar -10	65%	68%	60%	75%	
		Apr-10	60%	64%	60%	80%	
		May -10	67.5%	68%	80%	80%	
		Jun -10	65%	64%	70%	80%	
		Jul -10	60%	68%	80%	85%	
		Aug -10	62%	68%	60%	85%	
		Sep -10	72.5%	60%	60%	80%	
		Nov-10	67.5%	48%	50%	70%	
		Dec -10	62%	60%	50%	65%	
		Feb -11	57%	68%	80%	80%	
		Apr-11	55%	64%	50%	75%	
		May -11	57%	56%	50%	80%	
		Jul -11	58%	44%	50%	70%	
		Aug -11	58%	44%	40%	75%	
		Sep -11	58%	40%	50%	75%	
		Nov-11	62%	60%	70%	75%	
		Dec-11	65%	40%	60%	70%	
		Jan -12	60%	52%	60%	75%	
		Feb-12	55%	56%	60%	70%	
Mar-12	55%	64%	50%	75%			
Apr- 12	53%	48%	50%	65%			
May -12	42%	40%	50%	70%			