

May 22, 2009

**Los Angeles County  
Board of Supervisors**

**Gloria Molina**  
First District

**Mark Ridley-Thomas**  
Second District

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Third District

**Don Knabe**  
Fourth District

**Michael D. Antonovich**  
Fifth District

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 #12 (Agenda Item #S-1,  
May 26, 2009)**

**John F. Schunhoff, Ph.D.**  
Interim Director

**Robert G. Splawn, M.D.**  
Interim Chief Medical Officer

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 period of April 2009.

313 N. Figueroa Street, Room 912  
Los Angeles, CA 90012

Tel: (213) 240-8101  
Fax: (213) 481-0503

**Census Trending (ADC includes Psychiatric & Newborn Patients)**

The Average Daily Census (ADC) for the month of April 2009 was 572 out of 671 licensed beds, an estimated 83% utilization rate (85% occupancy). This is the same ADC as March 2009, the highest level since the November move. The census for Medical/Surgical (Med/Surg) units was an estimated 94% utilization rate (96% occupancy).

**Diversion Data**

ED saturation diversion averaged 58% for the month of April 2009, a slight increase from the month of March 2009.

**Patient Flow Updates**

In an effort to manage increasing ED boarding times (EDBTs) and associated patient flow issues, several major initiatives have been implemented:

Licensing Program Flexibility -- On May 15, 2009, the California Department of Public Health (CDPH) approved LAC+USC's application for program flexibility with respect to 10 intensive care unit (ICU) beds. The facility requested that CDPH authorize the use of 10 ICU beds as Med/Surg ward level beds in an attempt to better meet patient care needs. Currently, there is a greater need for inpatient ward beds as opposed to ICU beds. ICU capacity remains sufficient for patients needing a higher level of care.

The approval allows the facility to staff the beds according to Med/Surg standards (1 nurse to 5 patients) instead of ICU ratios (1 nurse to 2 patients). These beds were opened and staffed on May 18, 2009. The beds can be reverted back to ICU status if there is a need; staffing would be adjusted accordingly.

[www.dhs.lacounty.gov](http://www.dhs.lacounty.gov)

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through leadership,  
service and education.*

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Temporary Overflow Med/Surg Beds -- LAC+USC has identified a patient care area of the Diagnostic and Treatment Tower that can be utilized on a temporary basis when the boarding time of patients waiting to be admitted becomes problematic due to lack of inpatient capacity. This overflow area is fully equipped and, when used, is appropriately staffed to manage patients as if assigned to a permanent bed as an interim measure until a bed is made available.

Transfers for Admission -- LAC+USC continues to arrange for transfers of eligible, consenting Med/Surg patients to Rancho Los Amigos Rehabilitation Center for admission. In addition, efforts to transfer patients to private facilities are increased when in-house Med/Surg capacity is maximized. For April 2009, 61 patients were transferred out for admission to Rancho and 35 were transferred to other hospitals for a total of 96 transfers.

The Department continues to look for additional options to decompress the ED during peak periods of activity and increase admission capacity as needed.

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

JFS:CM:pm  
811:003

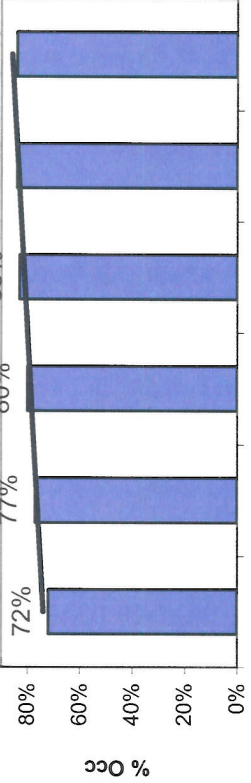
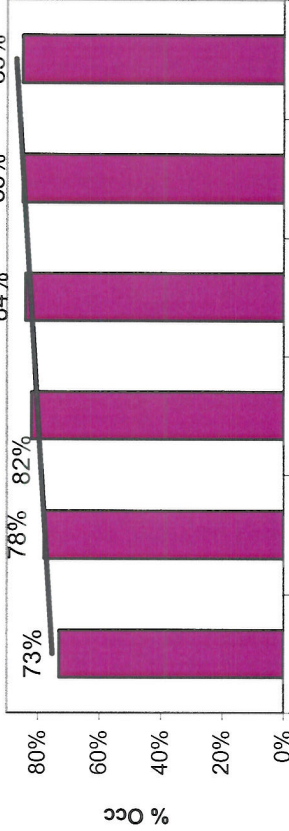
#### Attachments

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

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

Indicator	Definition	Data	Comments																																		
<b>Indicator #1 – Trends in Average Daily Census and Hospital Operations Metrics</b>  <b>1a. Average Daily Census (ADC)</b>	<p><b>ADC:</b> A measure of the total number of inpatients occupying licensed beds on a daily basis reported as the arithmetic mean.</p> <p><b>Calculation:</b> 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><b>Source of Data:</b> Affinity</p>	<p style="text-align: center;"><b>ADC</b></p> <table border="1"> <caption>ADC Data Points</caption> <thead> <tr> <th>Month</th> <th>ADC Value</th> </tr> </thead> <tbody> <tr><td>Oct '06</td><td>637</td></tr> <tr><td>Dec '06</td><td>598</td></tr> <tr><td>Feb '07</td><td>623</td></tr> <tr><td>Apr '07</td><td>612</td></tr> <tr><td>Jun '07</td><td>605</td></tr> <tr><td>Aug '07</td><td>625.5</td></tr> <tr><td>Oct '07</td><td>623</td></tr> <tr><td>Dec '07</td><td>590</td></tr> <tr><td>Feb '08</td><td>609</td></tr> <tr><td>Apr '08</td><td>605</td></tr> <tr><td>Jun '08</td><td>583</td></tr> <tr><td>Aug '08</td><td>578</td></tr> <tr><td>Oct '08</td><td>596</td></tr> <tr><td>Dec '08</td><td>491</td></tr> <tr><td>Feb '09</td><td>551</td></tr> <tr><td>Apr '09</td><td>572</td></tr> </tbody> </table>	Month	ADC Value	Oct '06	637	Dec '06	598	Feb '07	623	Apr '07	612	Jun '07	605	Aug '07	625.5	Oct '07	623	Dec '07	590	Feb '08	609	Apr '08	605	Jun '08	583	Aug '08	578	Oct '08	596	Dec '08	491	Feb '09	551	Apr '09	572	<p>ADC provided as background information.</p>
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<p><b>Indicator #1 – Trends in Average Daily Census and Hospital Operations Metrics</b></p> <p><b>1b. Occupancy Rate LAC+USC Medical Center</b></p>	<p><b>Definition:</b> 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><b>Calculation:</b> 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><b>Source of Data:</b> Affinity</p> <p><b>Target:</b> 95%</p>	<p><b>1. Medical Center Licensed Occupancy Rate (excluding Newborns) = <math>\frac{\text{Med Center Census} - \text{Newborns}}{600}</math></b></p>  <p><b>2. Medical Center Licensed Occupancy Rate (including Newborns) = <math>\frac{\text{Med Center Census} + \text{Newborn}}{600}</math></b></p> 	<p>For comparison, occupancy rates reported in the old facility were reported including newborns and were based on budgeted beds.</p>

LAC+USC Medical Center  
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		<p>2. Healthcare Network Budgeted Occupancy            Med Center Census + Newborns + Psych Hosp Census / 671</p> <p>Med Center Census + Newborns + Psych Hosp Census / 671</p> <table border="1"> <caption>Healthcare Network Budgeted Occupancy Data</caption> <thead> <tr> <th>Month</th> <th>Occupancy (%)</th> </tr> </thead> <tbody> <tr> <td>Nov '08</td> <td>73.7%</td> </tr> <tr> <td>Dec '08</td> <td>77%</td> </tr> <tr> <td>Jan '09</td> <td>82%</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>85%</td> </tr> </tbody> </table> <p>Medical Center = New Facility            Healthcare Network = New Facility + Psychiatric Hospitals</p>	Month	Occupancy (%)	Nov '08	73.7%	Dec '08	77%	Jan '09	82%	Feb '09	83%	Mar '09	85%	Apr '09	85%	
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<p><b>Indicator #2 - Emergency Department Metrics</b></p> <p><b>2a. Median Emergency Department Boarding Time (EDBT)</b></p> <p><b>*Harris Rodde Indicator</b></p>	<p><b>Boarding Time:</b> 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><b>Calculation:</b> 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><b>Source of Data:</b> Affinity</p> <p><b>Target:</b> Less than 7 hours.</p>	<p style="text-align: center;"><b>Median EDBT</b></p> <table border="1"> <caption>Median EDBT Data</caption> <thead> <tr> <th>Month</th> <th>Adult (hr:m)</th> <th>Peds (hr:m)</th> <th>Total (hr:m)</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>3:00</td> <td>4:44</td> </tr> <tr> <td>Mar '09</td> <td>6:06</td> <td>2:22</td> <td>6:06</td> </tr> <tr> <td>Apr '09</td> <td>8:14</td> <td>2:32</td> <td>6:38</td> </tr> </tbody> </table> <p>April '09 data is Preliminary data</p>	Month	Adult (hr:m)	Peds (hr:m)	Total (hr:m)	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	3:00	4:44	Mar '09	6:06	2:22	6:06	Apr '09	8:14	2:32	6:38	
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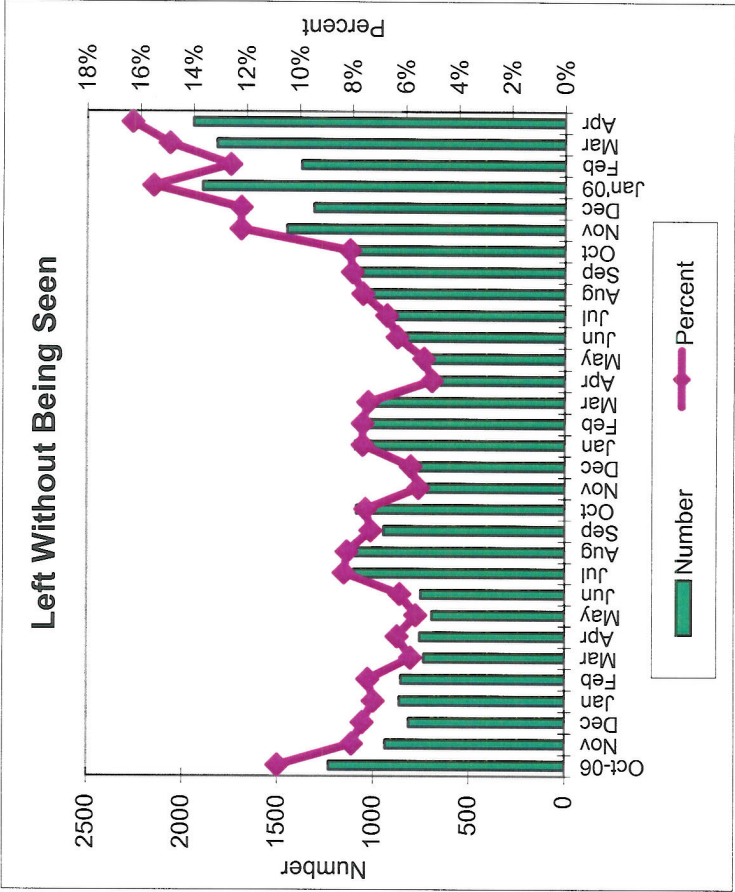
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<b>Indicator #2 - Emergency Department Metrics</b>  <b>2c.</b> <b>Left Without Being Seen (LWBS)</b>  <b>*Harris Rodde Indicator</b>	<b>Definition</b> <b>LWBS:</b> The total number of patients who left the ED without being seen by a physician reported as a percentage of all ED visits.  <b>Calculation:</b> 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.  <b>Source of Data:</b> Affinity  <b>Target:</b> No target value. Lower numbers are better.	 <p>April '09 data is Preliminary data</p>	

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<p><b>Indicator #2 - Emergency Department Metrics</b></p> <p><b>2d. ED Diversion</b></p>	<p><b>ED Diversion:</b> 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><b>Calculation:</b> 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><b>Source of Data:</b> ReddiNet</p>	<p style="text-align: center;"><b>Diversion of ALS Units due to ED Saturation</b></p>	<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"> <li>-- Diversion is for paramedic runs only; Basic Life Support ambulances still arrive.</li> <li>-- 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".</li> </ul>
<p><b>2e. Surge Report</b></p>		<p>Surge reporting suspended during move weeks. Data not available. Will provide when reinstated.</p>	

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<b>Indicator #3 – Trends for Patient Diversions and Transfers &amp; #4 – Transfers to Rancho Los Amigos Metrics</b>																																																															
<b>3. &amp; 4. Rancho Los Amigos Hospital (RLAH) Transfers</b>	<p><b>Transfers:</b> The volume of patients transferred to RLAH for acute hospitalization from the Emergency Department and from Inpatient Units.</p> <p><b>Data Source:</b> Manual record keeping.</p> <p>Cancelled category includes patients who's condition changed leading to higher level of care or discharge home.</p>	<p style="text-align: center;"><b>Month of April</b></p> <p><b>Referrals from ER:</b></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;">59</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;">59</td> <td style="text-align: center;">15</td> <td style="text-align: center;">74</td> </tr> <tr> <td># Transfers</td> <td style="text-align: center;">34</td> <td style="text-align: center;">15</td> <td style="text-align: center;">49</td> </tr> <tr> <td># Denied</td> <td style="text-align: center;">6</td> <td style="text-align: center;">NA</td> <td style="text-align: center;">-</td> </tr> <tr> <td># Cancelled</td> <td style="text-align: center;">19*</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;">12</td> <td style="text-align: center;">NA</td> <td style="text-align: center;">-</td> </tr> </tbody> </table> <p><b>Referrals from Inpatients:</b></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;">40</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;">40</td> <td style="text-align: center;">4</td> <td style="text-align: center;">44</td> </tr> <tr> <td># Transfers</td> <td style="text-align: center;">27</td> <td style="text-align: center;">4</td> <td style="text-align: center;">31</td> </tr> <tr> <td># Denied</td> <td style="text-align: center;">6</td> <td style="text-align: center;">NA</td> <td style="text-align: center;">-</td> </tr> <tr> <td># Cancelled</td> <td style="text-align: center;">7*</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;">1</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;">-</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	59	NA	-	# Referred to RLAH	59	15	74	# Transfers	34	15	49	# Denied	6	NA	-	# Cancelled	19*	NA	-	# Patients refused*	12	NA	-		Med/Surg	Acute Stroke	Total	# Met transfer criteria	40	NA	-	# Referred to RLAH	40	4	44	# Transfers	27	4	31	# Denied	6	NA	-	# Cancelled	7*	NA	-	# Patients refused*	1	NA	-	Other /Pending	-	NA	-	
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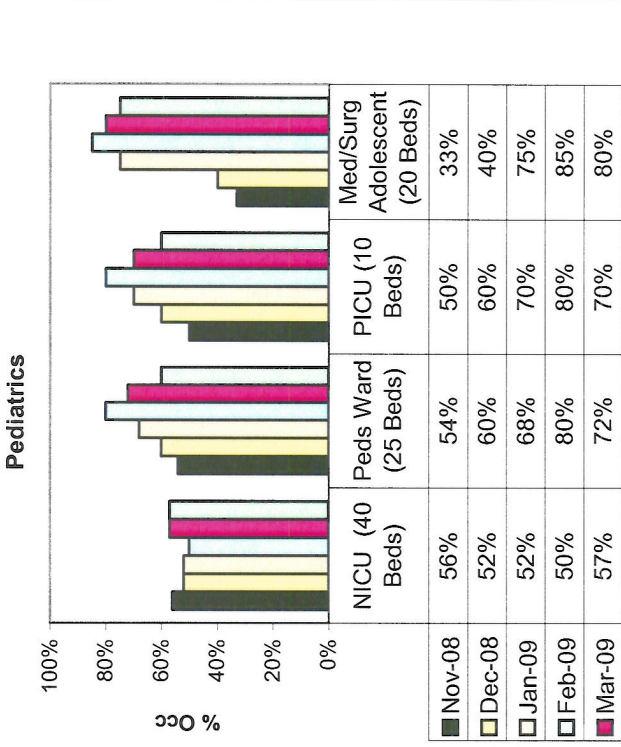
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		<div style="display: flex; justify-content: space-around;"> <div data-bbox="337 535 846 1369"> <p><b>Rancho Transfers Workload</b></p> <table border="1"> <thead> <tr> <th>Month</th> <th>ER</th> <th>Inpt</th> </tr> </thead> <tbody> <tr> <td>Nov '08</td> <td>8</td> <td>27</td> </tr> <tr> <td>Dec '08</td> <td>10</td> <td>28</td> </tr> <tr> <td>Jan '09</td> <td>24</td> <td>29</td> </tr> <tr> <td>Feb '09</td> <td>26</td> <td>22</td> </tr> <tr> <td>Mar '09</td> <td>32</td> <td>24</td> </tr> <tr> <td>Apr '09</td> <td>34</td> <td>27</td> </tr> </tbody> </table> </div> <div data-bbox="878 535 1386 1369"> <p><b>Patients Transferred Out</b></p> <table border="1"> <thead> <tr> <th>Month</th> <th>Other Hospitals</th> <th>Rancho</th> </tr> </thead> <tbody> <tr> <td>Nov '08</td> <td>14</td> <td>33</td> </tr> <tr> <td>Dec '08</td> <td>20</td> <td>38</td> </tr> <tr> <td>Jan '09</td> <td>14</td> <td>53</td> </tr> <tr> <td>Feb '09</td> <td>18</td> <td>48</td> </tr> <tr> <td>Mar '09</td> <td>29</td> <td>56</td> </tr> <tr> <td>Apr '09</td> <td>35</td> <td>61</td> </tr> </tbody> </table> </div> </div>	Month	ER	Inpt	Nov '08	8	27	Dec '08	10	28	Jan '09	24	29	Feb '09	26	22	Mar '09	32	24	Apr '09	34	27	Month	Other Hospitals	Rancho	Nov '08	14	33	Dec '08	20	38	Jan '09	14	53	Feb '09	18	48	Mar '09	29	56	Apr '09	35	61	
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<p><b>Indicator #5 – Harris Rodde Indicators</b></p> <p><b>5. Average Length of Stay (ALOS)</b></p> <p><b>*Harris Rodde Indicator</b></p>	<p><b>LOS:</b> The difference between discharge date and the admission date or 1 if the 2 dates are the same.</p> <p><b>Total LOS:</b></p> <p><b>Calculation:</b> 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><b>Source of Data:</b> Affinity</p> <p><b>Target:</b> &lt;5.5 days</p>	<p style="text-align: center;"><b>ALOS</b></p> <p style="text-align: center;"> <span style="color: blue;">◆</span> Target ALOS      <span style="color: red;">■</span> Actual ALOS         </p>	<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 style="text-align: center;"><b>*Healthcare Network ALOS - Preliminary data pending Auditor-Controller validation</b></p>	

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<b>Indicator #6 – Pediatric Metrics</b>  <b>6. Pediatric Bed Census and Occupancy (%)</b>  <b>Pediatric ICU (PICU)</b> <b>Neonatal ICU (NICU)</b> <b>Pediatric Unit Adolescent Unit</b>	<p><b>Census:</b> The total number admitted pediatric inpatients at 12:00 AM midnight of a designated pediatric ward.</p> <p><b>Occupancy:</b> The total number of admitted pediatric inpatients divided by the total number of licensed beds on that unit and reported as percentage.</p> <p><b>Source of Data:</b> Affinity</p>	<p style="text-align: center;"><b>Pediatrics</b></p>  <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th></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> </thead> <tbody> <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> </tbody> </table>		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%	
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