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**Gail V. Anderson, Jr., M.D.**  
Interim Chief Medical Officer

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through leadership,  
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November 23, 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 #45 (Agenda Item #S-2, November 23, 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 October 2010.

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

The Average Daily Census (ADC) for the month of October was 596 out of 671 licensed beds, an estimated 88% utilization rate (90% occupancy). The census for Medical/Surgical units was an estimated 98% utilization rate (100% occupancy) for October 2010.

**Emergency Department (ED) Indicators**

As a result of the implementation of rapid medical evaluation and the performance of a Medical Screening Examination (MSE) on every patient within a goal of one hour of arrival to the ED and the addition of associated staff to perform ED functions, several measures have significantly improved. As shown in attachment #1, the following key indicators should be noted:

**ED Boarding Time** – the time from physician order for admission to time the patient is transferred to an inpatient bed has been reduced by 2.5 hours on average per patient.

**Left Without Being Seen** – the number of patients who left the ED without being seen as a percentage of all ED visits has reduced to approximately 3%, the lowest since the move to the Replacement Facility.

Crowding Level Comparison – the highest level of crowding has been reduced by more than 45% since August 2010.

Less significant reductions were noted in Average Length of Stay, Diversion and Patients Transferred Out. Contract negotiations with additional private hospitals for transfers out are ongoing.

**Additional Information Requested**

During the Board discussion regarding the LAC+USC progress report at the meeting held on November 9, 2010, Supervisor Antonovich requested that the Department provide a report on the average cost per bed (fixed and variable costs including overhead) for each of the County hospitals. This information will be provided in a separate report within the next two weeks.

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

JFS:CM:pm  
811:003

**Attachment**

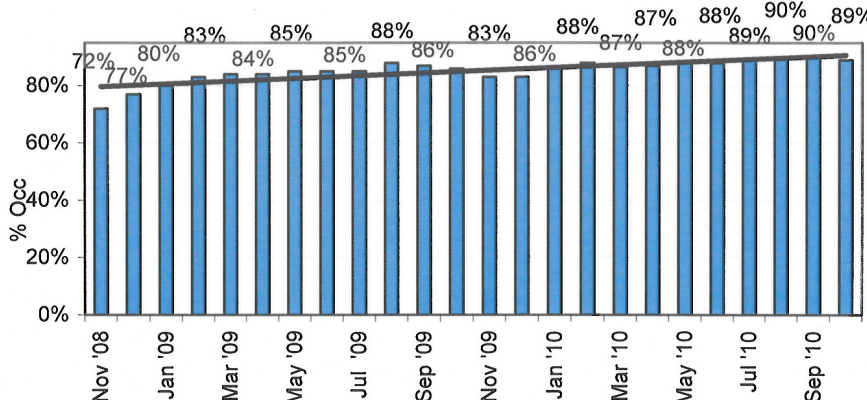
c: Chief Executive Office  
County Counsel  
Executive Office, Board of Supervisors



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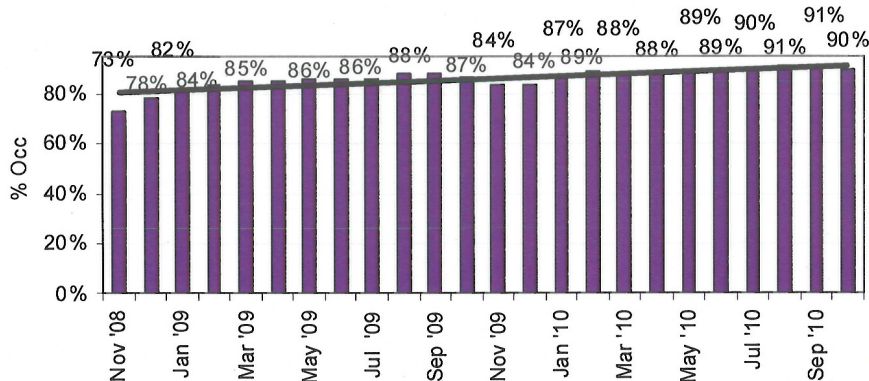
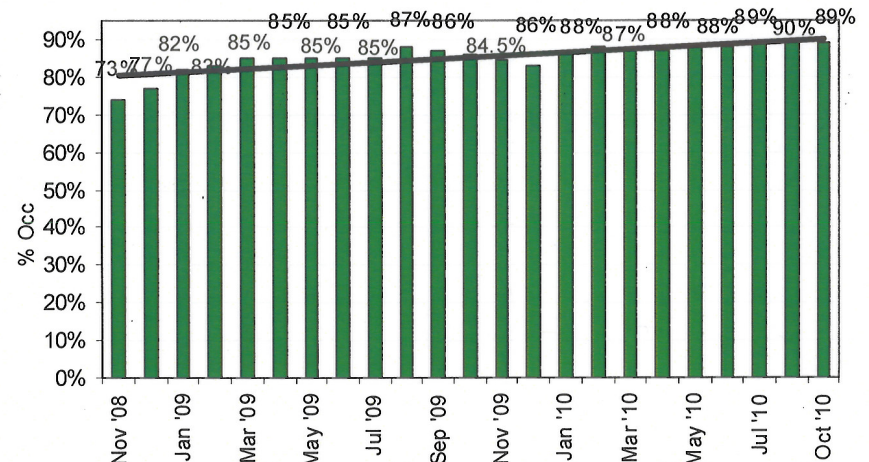
Indicator	Definition	Data	Comments
<b>Indicator #1 – Trends in Average Daily Census and Hospital Operations Metrics</b>			
1a. Average Daily Census (ADC)	<p><b>ADC:</b> A measure of the total number of inpatients occupying licensed beds on a daily basis reported as the arithmetic mean.</p> <p><b>Calculation: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

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1b.  Occupancy Rate LAC+USC Medical Center	<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>1. Medical Center Licensed Occupancy Rate (excluding Newborns) = <math>\text{Med Center Census} - \text{Newborns} / 600</math></p>  <table><caption>Medical Center Licensed Occupancy Rate (excluding Newborns)</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>84%</td></tr><tr><td>Apr '09</td><td>85%</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>86%</td></tr><tr><td>Oct '09</td><td>83%</td></tr><tr><td>Nov '09</td><td>86%</td></tr><tr><td>Dec '09</td><td>88%</td></tr><tr><td>Jan '10</td><td>87%</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>88%</td></tr><tr><td>May '10</td><td>89%</td></tr><tr><td>Jun '10</td><td>90%</td></tr><tr><td>Jul '10</td><td>90%</td></tr><tr><td>Aug '10</td><td>89%</td></tr><tr><td>Sep '10</td><td>89%</td></tr></tbody></table>	Month	% Occ	Nov '08	72%	Dec '08	77%	Jan '09	80%	Feb '09	83%	Mar '09	84%	Apr '09	85%	May '09	85%	Jun '09	85%	Jul '09	88%	Aug '09	86%	Sep '09	86%	Oct '09	83%	Nov '09	86%	Dec '09	88%	Jan '10	87%	Feb '10	87%	Mar '10	88%	Apr '10	88%	May '10	89%	Jun '10	90%	Jul '10	90%	Aug '10	89%	Sep '10	89%	<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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<b>Indicator #2 - Emergency Department Metrics</b>																																																																																																							
<p><b>2a.</b></p> <p><b>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><b>Median EDBT</b></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>3:00</td><td>4:44</td></tr> <tr><td>Mar '09</td><td>6:06</td><td>2:22</td><td>4:00</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>3:38</td></tr> <tr><td>Jun '09</td><td>5:00</td><td>2:36</td><td>3:52</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>2:53</td><td>4:41</td></tr> <tr><td>Oct '09</td><td>4:36</td><td>2:40</td><td>4:44</td></tr> <tr><td>Nov '09</td><td>4:02</td><td>2:32</td><td>3:57</td></tr> <tr><td>Dec '09</td><td>5:55</td><td>2:47</td><td>3:45</td></tr> <tr><td>Jan '10</td><td>5:30</td><td>2:34</td><td>4:02</td></tr> <tr><td>Feb '10</td><td>6:47</td><td>3:05</td><td>5:14</td></tr> <tr><td>Mar '10</td><td>6:04</td><td>2:43</td><td>4:45</td></tr> <tr><td>Apr '10</td><td>6:23</td><td>2:27</td><td>5:42</td></tr> <tr><td>May '10</td><td>6:44</td><td>2:28</td><td>5:10</td></tr> <tr><td>Jun '10</td><td>10:26</td><td>2:20</td><td>5:29</td></tr> <tr><td>Jul '10</td><td>9:03</td><td>2:16</td><td>8:44</td></tr> <tr><td>Aug '10</td><td>11:32</td><td>1:59</td><td>5:48</td></tr> <tr><td>Sep '10</td><td>7:57</td><td>2:14</td><td>6:27</td></tr> <tr><td>Oct '10</td><td>6:27</td><td>2:22</td><td>5:48</td></tr> </tbody> </table> <p>Oct '10 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	3:00	4:44	Mar '09	6:06	2:22	4:00	Apr '09	7:43	2:32	4:00	May '09	6:08	2:31	3:38	Jun '09	5:00	2:36	3:52	Jul '09	5:37	2:35	4:32	Aug '09	5:13	2:39	5:01	Sep '09	5:37	2:53	4:41	Oct '09	4:36	2:40	4:44	Nov '09	4:02	2:32	3:57	Dec '09	5:55	2:47	3:45	Jan '10	5:30	2:34	4:02	Feb '10	6:47	3:05	5:14	Mar '10	6:04	2:43	4:45	Apr '10	6:23	2:27	5:42	May '10	6:44	2:28	5:10	Jun '10	10:26	2:20	5:29	Jul '10	9:03	2:16	8:44	Aug '10	11:32	1:59	5:48	Sep '10	7:57	2:14	6:27	Oct '10	6:27	2:22	5:48	
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		<div><p>Median Boarding Time (Adult)*</p><p>Time (hrs:min)</p><table><tr><th>Month</th><th>Median Boarding Time (hrs:min)</th></tr><tr><td>Oct '06</td><td>4:34</td></tr><tr><td>Nov '06</td><td>5:21</td></tr><tr><td>Dec '06</td><td>3:43</td></tr><tr><td>Jan '07</td><td>3:37</td></tr><tr><td>Feb '07</td><td>3:43</td></tr><tr><td>Mar '07</td><td>3:44</td></tr><tr><td>Apr '07</td><td>5:00</td></tr><tr><td>May '07</td><td>5:00</td></tr><tr><td>Jun '07</td><td>4:25</td></tr><tr><td>Jul '07</td><td>3:09</td></tr><tr><td>Aug '07</td><td>3:45</td></tr><tr><td>Sep '07</td><td>3:40</td></tr><tr><td>Oct '07</td><td>4:46</td></tr><tr><td>Nov '07</td><td>4:26</td></tr><tr><td>Dec '07</td><td>3:21</td></tr><tr><td>Jan '08</td><td>2:43</td></tr><tr><td>Feb '08</td><td>4:00</td></tr><tr><td>Mar '08</td><td>2:35</td></tr><tr><td>Apr '08</td><td>2:34</td></tr><tr><td>May '08</td><td>4:42</td></tr><tr><td>Jun '08</td><td>4:58</td></tr><tr><td>Jul '08</td><td>5:18</td></tr><tr><td>Aug '08</td><td>5:22</td></tr><tr><td>Sep '08</td><td>6:06</td></tr><tr><td>Oct '08</td><td>7:43</td></tr><tr><td>Nov '08</td><td>04:34</td></tr><tr><td>Dec '08</td><td>3:54</td></tr><tr><td>Jan '09</td><td>5:00</td></tr><tr><td>Feb '09</td><td>5:37</td></tr><tr><td>Mar '09</td><td>5:13</td></tr><tr><td>Apr '09</td><td>5:37</td></tr><tr><td>May '09</td><td>4:36</td></tr><tr><td>Jun '09</td><td>4:02</td></tr><tr><td>Jul '09</td><td>5:55</td></tr><tr><td>Aug '09</td><td>5:30</td></tr><tr><td>Sep '09</td><td>6:47</td></tr><tr><td>Oct '09</td><td>6:04</td></tr><tr><td>Nov '09</td><td>6:23</td></tr><tr><td>Dec '09</td><td>6:44</td></tr><tr><td>Jan '10</td><td>10:26</td></tr><tr><td>Feb '10</td><td>11:28</td></tr><tr><td>Mar '10</td><td>7:57</td></tr><tr><td>Apr '10</td><td></td></tr><tr><td>May '10</td><td></td></tr><tr><td>Jun '10</td><td></td></tr><tr><td>Jul '10</td><td></td></tr><tr><td>Aug '10</td><td></td></tr><tr><td>Sep '10</td><td></td></tr></table></div> <p>Oct '10 data is Preliminary data</p>	Month	Median Boarding Time (hrs:min)	Oct '06	4:34	Nov '06	5:21	Dec '06	3:43	Jan '07	3:37	Feb '07	3:43	Mar '07	3:44	Apr '07	5:00	May '07	5:00	Jun '07	4:25	Jul '07	3:09	Aug '07	3:45	Sep '07	3:40	Oct '07	4:46	Nov '07	4:26	Dec '07	3:21	Jan '08	2:43	Feb '08	4:00	Mar '08	2:35	Apr '08	2:34	May '08	4:42	Jun '08	4:58	Jul '08	5:18	Aug '08	5:22	Sep '08	6:06	Oct '08	7:43	Nov '08	04:34	Dec '08	3:54	Jan '09	5:00	Feb '09	5:37	Mar '09	5:13	Apr '09	5:37	May '09	4:36	Jun '09	4:02	Jul '09	5:55	Aug '09	5:30	Sep '09	6:47	Oct '09	6:04	Nov '09	6:23	Dec '09	6:44	Jan '10	10:26	Feb '10	11:28	Mar '10	7:57	Apr '10		May '10		Jun '10		Jul '10		Aug '10		Sep '10		
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Indicator	Definition	Data	Comments
<b>Indicator #2 - Emergency Department Metrics</b>			
<b>2b. ED Wait Time</b>	<p><b>ED Wait Time:</b> Measured from time patient is triaged to time patient is either admitted or discharged reported as an arithmetic mean.</p> <p><u><b>Definition:</b></u> Sum of all wait time values during the monthly reporting period divided by the total number of values.</p> <p><b>Source of Data:</b> Affinity</p> <p><b>Target:</b> No target value. Lower numbers are better.</p>	<p style="text-align: center;"><b>Average ED Wait Time</b></p> <p>Adult Wait Time : *Excludes Psych, Pediatric, Observation Unit, and Jail patients</p> <p>Total ED Wait time: *Excludes Psych, Observation Unit, and Jail</p> <p>Oct '10 data is Preliminary data</p>	



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Indicator	Definition	Data	Comments
<b>Indicator #2 - Emergency Department Metrics</b>			
<b>2c.</b> <b>Left Without Being Seen (LWBS)</b>  <b>*Harris Rodde Indicator</b>	<p><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.</p> <p><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.</p> <p><b>Source of Data:</b>  Affinity</p> <p><b>Target:</b>  No target value. Lower numbers are better.</p>	<p style="text-align: center;"><b>Left Without Being Seen</b></p> <p style="text-align: center;">Oct '10 data is Preliminary data</p>	

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2d. ED Diversion	<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><b>Diversion of ALS Units due to ED Saturation</b></p> <table border="1"><thead><tr><th>Month</th><th>% on Diversion</th></tr></thead><tbody><tr><td>Oct '06</td><td>49</td></tr><tr><td>Nov '06</td><td>42</td></tr><tr><td>Dec '06</td><td>31</td></tr><tr><td>Jan '07</td><td>38</td></tr><tr><td>Feb '07</td><td>45</td></tr><tr><td>Mar '07</td><td>42</td></tr><tr><td>Apr '07</td><td>38</td></tr><tr><td>May '07</td><td>31</td></tr><tr><td>Jun '07</td><td>32</td></tr><tr><td>Jul '07</td><td>34</td></tr><tr><td>Aug '07</td><td>28</td></tr><tr><td>Sep '07</td><td>36</td></tr><tr><td>Oct '07</td><td>21</td></tr><tr><td>Nov '07</td><td>21</td></tr><tr><td>Dec '07</td><td>25</td></tr><tr><td>Jan '08</td><td>52</td></tr><tr><td>Feb '08</td><td>51</td></tr><tr><td>Mar '08</td><td>51</td></tr><tr><td>Apr '08</td><td>30</td></tr><tr><td>May '08</td><td>23</td></tr><tr><td>Jun '08</td><td>25</td></tr><tr><td>Jul '08</td><td>42</td></tr><tr><td>Aug '08</td><td>50</td></tr><tr><td>Sep '08</td><td>51</td></tr><tr><td>Oct '08</td><td>50</td></tr><tr><td>Nov '08</td><td>40</td></tr><tr><td>Dec '08</td><td>58</td></tr><tr><td>Jan '09</td><td>52</td></tr><tr><td>Feb '09</td><td>55</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>61</td></tr><tr><td>Apr '10</td><td>59</td></tr><tr><td>May '10</td><td>59</td></tr><tr><td>Jun '10</td><td>69</td></tr><tr><td>Jul '10</td><td>75</td></tr><tr><td>Aug '10</td><td>81</td></tr><tr><td>Sep '10</td><td>72</td></tr></tbody></table>	Month	% on Diversion	Oct '06	49	Nov '06	42	Dec '06	31	Jan '07	38	Feb '07	45	Mar '07	42	Apr '07	38	May '07	31	Jun '07	32	Jul '07	34	Aug '07	28	Sep '07	36	Oct '07	21	Nov '07	21	Dec '07	25	Jan '08	52	Feb '08	51	Mar '08	51	Apr '08	30	May '08	23	Jun '08	25	Jul '08	42	Aug '08	50	Sep '08	51	Oct '08	50	Nov '08	40	Dec '08	58	Jan '09	52	Feb '09	55	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	61	Apr '10	59	May '10	59	Jun '10	69	Jul '10	75	Aug '10	81	Sep '10	72	<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>
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Indicator	Definition	Data	Comments
2e. Surge Report		<p style="text-align: center;"><b>Crowding Level Comparison</b></p> <p style="text-align: center;">New Facility Surge Plan Suspended      New Facility Surge Plan Operational</p> <p>The chart displays the percentage distribution of crowding levels over time. The 'New Facility Surge Plan Suspended' period shows a significant peak in 'Dangerously OC' (dark grey) around 5/09, reaching nearly 60%. The 'New Facility Surge Plan Operational' period shows a similar peak around 9/10, also reaching nearly 60%. Other crowding levels like 'Severely OC' (red) and 'OverCrowded' (orange) also show peaks during these periods. 'Extremely Busy' (yellow) and 'Busy' (blue) levels are generally lower, while 'Not Busy' (green) is consistently near zero.</p>	

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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	<b>Transfers:</b> The volume of patients transferred to RLAH for acute hospitalization from the Emergency Department and from Inpatient Units.  <b>Data Source:</b> Manual record keeping.  Cancelled category includes patients whose condition changed leading to higher level of care or discharge home.	<b>Month of Oct '10</b>			
		<b>Referrals from ER:</b>			
			Med/Surg	Acute Stroke	Total
		# Met transfer criteria	40	NA	-
		# Referred to RLAH	39	26	65
		# Transfers	37	26	63
		# Denied	2	NA	-
		# Cancelled	1*	NA	-
		# Patients refused*	1	NA	-
		<b>Referrals from Inpatients:</b>			
	Med/Surg	Acute Stroke	Total		
# Met transfer criteria	37	NA	-		
# Referred to RLAH	33	2	35		
# Transfers	21	2	23		
# Denied	12	NA	-		
# Cancelled	4*	NA	-		
# Patients refused*	0	NA	-		
Other /Pending	0	NA	-		



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Indicator	Definition	Data	Comments
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Indicator	Definition	Data	Comments
<b>Indicator #5 – Harris Rodde Indicators</b>			
<b>5.</b>  <b>Average Length of Stay (ALOS)</b>          <b>*Harris Rodde Indicator</b>	<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><b>*Healthcare Network ALOS - Preliminary data pending Auditor-Controller validation</b></p> <p style="text-align: center;"><b>ALOS</b></p> <p>Legend: Target ALOS (blue line with diamonds), Actual ALOS (pink line with squares)</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>*As of July 2010 with the consolidation of Ingleside and Hawkins, all psychiatric services are now included.</p>



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Indicator	Definition	Data					Comments
Indicator #6 – Pediatric Metrics							
6.  Pediatric Bed Census and Occupancy (%)  Pediatric ICU (PICU)  Neonatal ICU (NICU)  Pediatric Unit  Adolescent Unit	<b>Census:</b> The total number admitted pediatric inpatients at 12:00 AM midnight of a designated pediatric ward.  <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.  <b>Source of Data:</b> 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%	
		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%	
		Jan -10	60%	68%	70%	70%	
		Feb -10	65%	84%	80%	80%	
		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%	
		Oct -10	60%	60%	60%	75%	