



Health Services
LOS ANGELES COUNTY

January 11, 2011

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. *Mitchell Katz*
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 #47 (Agenda Item #S-1, January 11, 2011)**

Mitchell H. Katz, M.D.
Director

John F. Schunhoff, Ph.D.
Chief Deputy Director

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

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

www.dhs.lacounty.gov

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

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 contains the full monthly operational report for November 2010 (delayed from last month due to cancelled Board meetings). Also included is the interim report of Emergency Department (ED) and hospital admission volumes as well as specialty services with trends to include the month of December 2010.

Census Trending (ADC includes Psychiatric & Newborn Patients)

The Average Daily Census (ADC) for the month of December was 581 out of 671 licensed beds, an estimated 86% utilization rate (87% occupancy). The census for Medical/Surgical units was an estimated 98% utilization rate (100% occupancy) for December 2010.

Emergency Department (ED) Indicators and Specialty Services

November 2010 Monthly Operational Report (Attachment 1) – The measures for ED Wait Time, ED Boarding Time, Diversion and Left Without Being Seen (LWBS), and overall Crowding Level Comparison have decreased during this reporting period. The Severely Overcrowded Level was 19% in November compared to 47% the previous month. The number of patients transferred out in November was consistent with the average number of patients transferred out over the last 4 months since July 2010. Average Length of Stay (ALOS) increased for November 2010.

December 2010 Interim Report (Attachments 2 and 3) – These attachments illustrate the trending of ED registration as well as admissions to both the ED and the hospital and specialty care trending. Hospital admissions were 2759 for December 2010 which represents a 0.5% decrease compared to the 2,772 admissions for November 2010. ED registration volumes were consistent. The ADC trends for specialty care areas of OB/GYN, Pediatrics, ICU, Psychiatry, Jail and Burn Units demonstrated no significant changes.



www.dhs.lacounty.gov

Each Supervisor
January 11, 2011
Page 2

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

MHK:PD:bh
811:003

Attachments

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

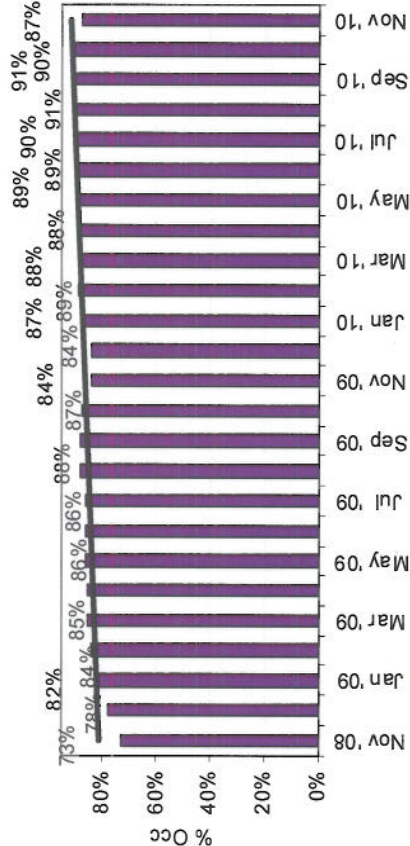
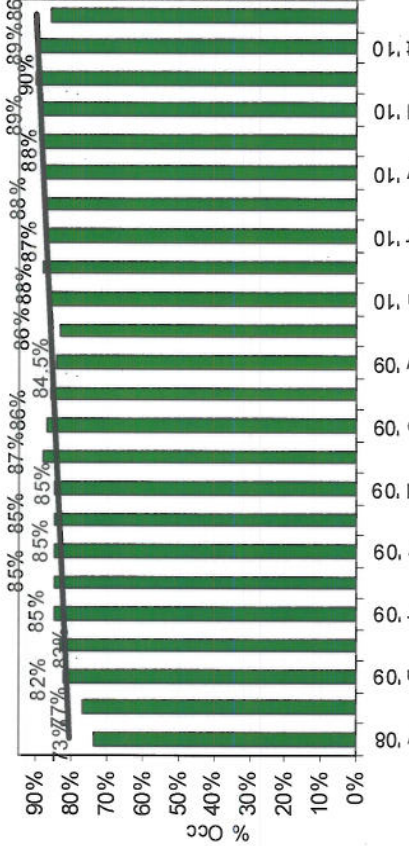
LAC+USC Medical Center
Operational Monitoring Report
Reporting Period – Nov 2010

Indicator	Definition	Data	Comments																																												
<p>Indicator #1 – Trends in Average Daily Census and Hospital Operations Metrics</p> <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>ADC</p> <table border="1"> <caption>ADC Data from Chart</caption> <thead> <tr> <th>Month</th> <th>ADC</th> </tr> </thead> <tbody> <tr><td>Oct '06</td><td>637</td></tr> <tr><td>Jan '07</td><td>598</td></tr> <tr><td>Apr '07</td><td>612</td></tr> <tr><td>Jul '07</td><td>605</td></tr> <tr><td>Oct '07</td><td>623</td></tr> <tr><td>Jan '08</td><td>590</td></tr> <tr><td>Apr '08</td><td>609</td></tr> <tr><td>Jul '08</td><td>611</td></tr> <tr><td>Oct '08</td><td>491</td></tr> <tr><td>Jan '09</td><td>551</td></tr> <tr><td>Apr '09</td><td>563</td></tr> <tr><td>Jul '09</td><td>577</td></tr> <tr><td>Oct '09</td><td>573</td></tr> <tr><td>Jan '10</td><td>581</td></tr> <tr><td>Apr '10</td><td>589</td></tr> <tr><td>Jul '10</td><td>578</td></tr> <tr><td>Oct '10</td><td>596</td></tr> <tr><td>Jan '11</td><td>581</td></tr> <tr><td>Apr '11</td><td>598</td></tr> <tr><td>Jul '11</td><td>581</td></tr> <tr><td>Oct '11</td><td>581</td></tr> </tbody> </table> <p>Note: Average Daily Census number reported includes Medical Center + Psych + Newborns Census.</p>	Month	ADC	Oct '06	637	Jan '07	598	Apr '07	612	Jul '07	605	Oct '07	623	Jan '08	590	Apr '08	609	Jul '08	611	Oct '08	491	Jan '09	551	Apr '09	563	Jul '09	577	Oct '09	573	Jan '10	581	Apr '10	589	Jul '10	578	Oct '10	596	Jan '11	581	Apr '11	598	Jul '11	581	Oct '11	581	<p>ADC provided as background information.</p>
Month	ADC																																														
Oct '06	637																																														
Jan '07	598																																														
Apr '07	612																																														
Jul '07	605																																														
Oct '07	623																																														
Jan '08	590																																														
Apr '08	609																																														
Jul '08	611																																														
Oct '08	491																																														
Jan '09	551																																														
Apr '09	563																																														
Jul '09	577																																														
Oct '09	573																																														
Jan '10	581																																														
Apr '10	589																																														
Jul '10	578																																														
Oct '10	596																																														
Jan '11	581																																														
Apr '11	598																																														
Jul '11	581																																														
Oct '11	581																																														

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

Indicator	Definition	Data	Comments
Indicator #1 – Trends in Average Daily Census and Hospital Operations Metrics 1b. Occupancy Rate LAC+USC Medical Center	<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) = Med Center Census - Newborns / 600</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
Operational Monitoring Report
Reporting Period –Nov 2010

Indicator	Definition	Data	Comments																																																								
		<p>2. Medical Center Licensed Occupancy Rate (including Newborns) Med Center Census + Newborn / 600</p>  <table border="1"> <caption>Medical Center Licensed Occupancy Rate (including Newborns)</caption> <thead> <tr> <th>Month</th> <th>% Occ</th> </tr> </thead> <tbody> <tr><td>Nov 08</td><td>73%</td></tr> <tr><td>Jan 09</td><td>82%</td></tr> <tr><td>Mar 09</td><td>85%</td></tr> <tr><td>May 09</td><td>86%</td></tr> <tr><td>Jul 09</td><td>86%</td></tr> <tr><td>Sep 09</td><td>88%</td></tr> <tr><td>Nov 09</td><td>87%</td></tr> <tr><td>Jan 10</td><td>84%</td></tr> <tr><td>Mar 10</td><td>88%</td></tr> <tr><td>May 10</td><td>88%</td></tr> <tr><td>Jul 10</td><td>90%</td></tr> <tr><td>Sep 10</td><td>91%</td></tr> <tr><td>Nov 10</td><td>91%</td></tr> </tbody> </table> <p>3. Healthcare Network Budgeted Occupancy Med Center Census + Newborns + Psych Hosp Census / 671</p>  <table border="1"> <caption>Healthcare Network Budgeted Occupancy</caption> <thead> <tr> <th>Month</th> <th>% Occ</th> </tr> </thead> <tbody> <tr><td>Nov 08</td><td>73%</td></tr> <tr><td>Jan 09</td><td>82%</td></tr> <tr><td>Mar 09</td><td>85%</td></tr> <tr><td>May 09</td><td>85%</td></tr> <tr><td>Jul 09</td><td>85%</td></tr> <tr><td>Sep 09</td><td>86%</td></tr> <tr><td>Nov 09</td><td>86%</td></tr> <tr><td>Jan 10</td><td>86%</td></tr> <tr><td>Mar 10</td><td>88%</td></tr> <tr><td>May 10</td><td>88%</td></tr> <tr><td>Jul 10</td><td>88%</td></tr> <tr><td>Sep 10</td><td>89%</td></tr> <tr><td>Oct 10</td><td>89%</td></tr> </tbody> </table> <p>Medical Center = New Facility Healthcare Network = New Facility + Psychiatric Hospitals</p>	Month	% Occ	Nov 08	73%	Jan 09	82%	Mar 09	85%	May 09	86%	Jul 09	86%	Sep 09	88%	Nov 09	87%	Jan 10	84%	Mar 10	88%	May 10	88%	Jul 10	90%	Sep 10	91%	Nov 10	91%	Month	% Occ	Nov 08	73%	Jan 09	82%	Mar 09	85%	May 09	85%	Jul 09	85%	Sep 09	86%	Nov 09	86%	Jan 10	86%	Mar 10	88%	May 10	88%	Jul 10	88%	Sep 10	89%	Oct 10	89%	
Month	% Occ																																																										
Nov 08	73%																																																										
Jan 09	82%																																																										
Mar 09	85%																																																										
May 09	86%																																																										
Jul 09	86%																																																										
Sep 09	88%																																																										
Nov 09	87%																																																										
Jan 10	84%																																																										
Mar 10	88%																																																										
May 10	88%																																																										
Jul 10	90%																																																										
Sep 10	91%																																																										
Nov 10	91%																																																										
Month	% Occ																																																										
Nov 08	73%																																																										
Jan 09	82%																																																										
Mar 09	85%																																																										
May 09	85%																																																										
Jul 09	85%																																																										
Sep 09	86%																																																										
Nov 09	86%																																																										
Jan 10	86%																																																										
Mar 10	88%																																																										
May 10	88%																																																										
Jul 10	88%																																																										
Sep 10	89%																																																										
Oct 10	89%																																																										

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

Indicator	Definition	Data	Comments																																																								
Indicator #2 - Emergency Department Metrics	Emergency Department Metrics																																																										
2a. Median Emergency Department Boarding Time (EDBT)	<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 style="text-align: center;">Median EDBT</p> <table border="1"> <caption>Median EDBT Data (Estimated from Graph)</caption> <thead> <tr> <th>Month</th> <th>Adult (hr:min)</th> <th>Peds (hr:min)</th> <th>Total (hr:min)</th> </tr> </thead> <tbody> <tr><td>Nov '08</td><td>4:28</td><td>4:12</td><td>4:38</td></tr> <tr><td>Jan '09</td><td>4:58</td><td>4:33</td><td>4:45</td></tr> <tr><td>Mar '09</td><td>5:22</td><td>4:44</td><td>5:00</td></tr> <tr><td>May '09</td><td>7:43</td><td>4:00</td><td>5:06</td></tr> <tr><td>Jul '09</td><td>6:08</td><td>3:38</td><td>4:34</td></tr> <tr><td>Sep '09</td><td>5:37</td><td>5:01</td><td>5:13</td></tr> <tr><td>Nov '09</td><td>5:37</td><td>4:44</td><td>5:13</td></tr> <tr><td>Jan '10</td><td>4:36</td><td>4:57</td><td>4:45</td></tr> <tr><td>Mar '10</td><td>5:55</td><td>5:14</td><td>5:30</td></tr> <tr><td>May '10</td><td>6:47</td><td>5:42</td><td>6:04</td></tr> <tr><td>Jul '10</td><td>6:44</td><td>5:10</td><td>5:29</td></tr> <tr><td>Sep '10</td><td>10:26</td><td>8:44</td><td>9:03</td></tr> <tr><td>Nov '10</td><td>11:32</td><td>8:27</td><td>9:11</td></tr> </tbody> </table> <p>Nov '10 data is Preliminary data</p>	Month	Adult (hr:min)	Peds (hr:min)	Total (hr:min)	Nov '08	4:28	4:12	4:38	Jan '09	4:58	4:33	4:45	Mar '09	5:22	4:44	5:00	May '09	7:43	4:00	5:06	Jul '09	6:08	3:38	4:34	Sep '09	5:37	5:01	5:13	Nov '09	5:37	4:44	5:13	Jan '10	4:36	4:57	4:45	Mar '10	5:55	5:14	5:30	May '10	6:47	5:42	6:04	Jul '10	6:44	5:10	5:29	Sep '10	10:26	8:44	9:03	Nov '10	11:32	8:27	9:11	
Month	Adult (hr:min)	Peds (hr:min)	Total (hr:min)																																																								
Nov '08	4:28	4:12	4:38																																																								
Jan '09	4:58	4:33	4:45																																																								
Mar '09	5:22	4:44	5:00																																																								
May '09	7:43	4:00	5:06																																																								
Jul '09	6:08	3:38	4:34																																																								
Sep '09	5:37	5:01	5:13																																																								
Nov '09	5:37	4:44	5:13																																																								
Jan '10	4:36	4:57	4:45																																																								
Mar '10	5:55	5:14	5:30																																																								
May '10	6:47	5:42	6:04																																																								
Jul '10	6:44	5:10	5:29																																																								
Sep '10	10:26	8:44	9:03																																																								
Nov '10	11:32	8:27	9:11																																																								
*Harris Rodde Indicator	<p>Source of Data: Affinity</p> <p>Target: Less than 7 hours.</p>																																																										

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

Indicator	Definition	Data	Comments																																																																																																				
		<p style="text-align: center;">Median Boarding Time (Adult)*</p> <table border="1"> <caption>Median Boarding Time (Adult) Data</caption> <thead> <tr> <th>Month</th> <th>Median Boarding Time (hrs:min)</th> </tr> </thead> <tbody> <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>3:37</td></tr> <tr><td>Jan 07</td><td>3:43</td></tr> <tr><td>Feb 07</td><td>3:37</td></tr> <tr><td>Mar 07</td><td>3:43</td></tr> <tr><td>Apr 07</td><td>3:44</td></tr> <tr><td>May 07</td><td>5:00</td></tr> <tr><td>Jun 07</td><td>5:00</td></tr> <tr><td>Jul 07</td><td>3:44</td></tr> <tr><td>Aug 07</td><td>4:25</td></tr> <tr><td>Sep 07</td><td>3:09</td></tr> <tr><td>Oct 07</td><td>3:45</td></tr> <tr><td>Nov 07</td><td>3:40</td></tr> <tr><td>Dec 07</td><td>4:46</td></tr> <tr><td>Jan 08</td><td>4:26</td></tr> <tr><td>Feb 08</td><td>3:21</td></tr> <tr><td>Mar 08</td><td>2:43</td></tr> <tr><td>Apr 08</td><td>4:00</td></tr> <tr><td>May 08</td><td>2:34</td></tr> <tr><td>Jun 08</td><td>2:35</td></tr> <tr><td>Jul 08</td><td>4:42</td></tr> <tr><td>Aug 08</td><td>4:58</td></tr> <tr><td>Sep 08</td><td>5:18</td></tr> <tr><td>Oct 08</td><td>5:22</td></tr> <tr><td>Nov 08</td><td>6:06</td></tr> <tr><td>Dec 08</td><td>7:43</td></tr> <tr><td>Jan 09</td><td>04:34</td></tr> <tr><td>Feb 09</td><td>3:54</td></tr> <tr><td>Mar 09</td><td>5:00</td></tr> <tr><td>Apr 09</td><td>5:37</td></tr> <tr><td>May 09</td><td>5:13</td></tr> <tr><td>Jun 09</td><td>5:37</td></tr> <tr><td>Jul 09</td><td>5:13</td></tr> <tr><td>Aug 09</td><td>4:02</td></tr> <tr><td>Sep 09</td><td>4:36</td></tr> <tr><td>Oct 09</td><td>4:02</td></tr> <tr><td>Nov 09</td><td>5:55</td></tr> <tr><td>Dec 09</td><td>5:30</td></tr> <tr><td>Jan 10</td><td>6:47</td></tr> <tr><td>Feb 10</td><td>6:04</td></tr> <tr><td>Mar 10</td><td>6:47</td></tr> <tr><td>Apr 10</td><td>6:23</td></tr> <tr><td>May 10</td><td>6:44</td></tr> <tr><td>Jun 10</td><td>10:26</td></tr> <tr><td>Jul 10</td><td>11:28</td></tr> <tr><td>Aug 10</td><td>7:57</td></tr> <tr><td>Sep 10</td><td>6:17</td></tr> <tr><td>Oct 10</td><td>6:17</td></tr> </tbody> </table>	Month	Median Boarding Time (hrs:min)	Oct 06	4:34	Nov 06	5:21	Dec 06	3:37	Jan 07	3:43	Feb 07	3:37	Mar 07	3:43	Apr 07	3:44	May 07	5:00	Jun 07	5:00	Jul 07	3:44	Aug 07	4:25	Sep 07	3:09	Oct 07	3:45	Nov 07	3:40	Dec 07	4:46	Jan 08	4:26	Feb 08	3:21	Mar 08	2:43	Apr 08	4:00	May 08	2:34	Jun 08	2:35	Jul 08	4:42	Aug 08	4:58	Sep 08	5:18	Oct 08	5:22	Nov 08	6:06	Dec 08	7:43	Jan 09	04:34	Feb 09	3:54	Mar 09	5:00	Apr 09	5:37	May 09	5:13	Jun 09	5:37	Jul 09	5:13	Aug 09	4:02	Sep 09	4:36	Oct 09	4:02	Nov 09	5:55	Dec 09	5:30	Jan 10	6:47	Feb 10	6:04	Mar 10	6:47	Apr 10	6:23	May 10	6:44	Jun 10	10:26	Jul 10	11:28	Aug 10	7:57	Sep 10	6:17	Oct 10	6:17	
Month	Median Boarding Time (hrs:min)																																																																																																						
Oct 06	4:34																																																																																																						
Nov 06	5:21																																																																																																						
Dec 06	3:37																																																																																																						
Jan 07	3:43																																																																																																						
Feb 07	3:37																																																																																																						
Mar 07	3:43																																																																																																						
Apr 07	3:44																																																																																																						
May 07	5:00																																																																																																						
Jun 07	5:00																																																																																																						
Jul 07	3:44																																																																																																						
Aug 07	4:25																																																																																																						
Sep 07	3:09																																																																																																						
Oct 07	3:45																																																																																																						
Nov 07	3:40																																																																																																						
Dec 07	4:46																																																																																																						
Jan 08	4:26																																																																																																						
Feb 08	3:21																																																																																																						
Mar 08	2:43																																																																																																						
Apr 08	4:00																																																																																																						
May 08	2:34																																																																																																						
Jun 08	2:35																																																																																																						
Jul 08	4:42																																																																																																						
Aug 08	4:58																																																																																																						
Sep 08	5:18																																																																																																						
Oct 08	5:22																																																																																																						
Nov 08	6:06																																																																																																						
Dec 08	7:43																																																																																																						
Jan 09	04:34																																																																																																						
Feb 09	3:54																																																																																																						
Mar 09	5:00																																																																																																						
Apr 09	5:37																																																																																																						
May 09	5:13																																																																																																						
Jun 09	5:37																																																																																																						
Jul 09	5:13																																																																																																						
Aug 09	4:02																																																																																																						
Sep 09	4:36																																																																																																						
Oct 09	4:02																																																																																																						
Nov 09	5:55																																																																																																						
Dec 09	5:30																																																																																																						
Jan 10	6:47																																																																																																						
Feb 10	6:04																																																																																																						
Mar 10	6:47																																																																																																						
Apr 10	6:23																																																																																																						
May 10	6:44																																																																																																						
Jun 10	10:26																																																																																																						
Jul 10	11:28																																																																																																						
Aug 10	7:57																																																																																																						
Sep 10	6:17																																																																																																						
Oct 10	6:17																																																																																																						
		<p>Nov '10 data is Preliminary data</p>																																																																																																					

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

Indicator	Definition	Data	Comments																																																								
Indicator #2 - Emergency Department Metrics																																																											
2b. ED Wait Time	<p>ED Wait Time: Measured from time patient is triaged to time patient is either admitted or discharged reported as an arithmetic mean.</p> <p>Definition: Sum of all wait time values during the monthly reporting period divided by the total number of values.</p> <p>Source of Data: Affinity</p> <p>Target: No target value. Lower numbers are better.</p>	<p style="text-align: center;">Average ED Wait Time</p> <table border="1"> <caption>Approximate Average ED Wait Time Data from Chart</caption> <thead> <tr> <th>Date</th> <th>Adult (HH:MM)</th> <th>Peds (HH:MM)</th> <th>Total (HH:MM)</th> </tr> </thead> <tbody> <tr><td>Nov 08</td><td>12:20</td><td>3:18</td><td>2:53</td></tr> <tr><td>Jan 09</td><td>11:07</td><td>3:31</td><td>3:32</td></tr> <tr><td>Mar 09</td><td>12:34</td><td>3:45</td><td>3:50</td></tr> <tr><td>May 09</td><td>10:54</td><td>3:59</td><td>3:57</td></tr> <tr><td>Jul 09</td><td>11:23</td><td>3:47</td><td>3:50</td></tr> <tr><td>Sep 09</td><td>10:55</td><td>4:11</td><td>3:51</td></tr> <tr><td>Nov 09</td><td>10:42</td><td>3:37</td><td>3:23</td></tr> <tr><td>Jan 10</td><td>9:29</td><td>3:23</td><td>3:39</td></tr> <tr><td>Mar 10</td><td>9:44</td><td>4:02</td><td>3:45</td></tr> <tr><td>May 10</td><td>10:09</td><td>3:57</td><td>3:42</td></tr> <tr><td>Jul 10</td><td>10:18</td><td>4:07</td><td>3:49</td></tr> <tr><td>Sep 10</td><td>11:14</td><td>4:07</td><td>3:44</td></tr> <tr><td>Nov 10</td><td>12:36</td><td>4:40</td><td>3:54</td></tr> </tbody> </table>	Date	Adult (HH:MM)	Peds (HH:MM)	Total (HH:MM)	Nov 08	12:20	3:18	2:53	Jan 09	11:07	3:31	3:32	Mar 09	12:34	3:45	3:50	May 09	10:54	3:59	3:57	Jul 09	11:23	3:47	3:50	Sep 09	10:55	4:11	3:51	Nov 09	10:42	3:37	3:23	Jan 10	9:29	3:23	3:39	Mar 10	9:44	4:02	3:45	May 10	10:09	3:57	3:42	Jul 10	10:18	4:07	3:49	Sep 10	11:14	4:07	3:44	Nov 10	12:36	4:40	3:54	
Date	Adult (HH:MM)	Peds (HH:MM)	Total (HH:MM)																																																								
Nov 08	12:20	3:18	2:53																																																								
Jan 09	11:07	3:31	3:32																																																								
Mar 09	12:34	3:45	3:50																																																								
May 09	10:54	3:59	3:57																																																								
Jul 09	11:23	3:47	3:50																																																								
Sep 09	10:55	4:11	3:51																																																								
Nov 09	10:42	3:37	3:23																																																								
Jan 10	9:29	3:23	3:39																																																								
Mar 10	9:44	4:02	3:45																																																								
May 10	10:09	3:57	3:42																																																								
Jul 10	10:18	4:07	3:49																																																								
Sep 10	11:14	4:07	3:44																																																								
Nov 10	12:36	4:40	3:54																																																								
		<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>Nov '10 data is Preliminary data</p>																																																									

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

Indicator	Definition	Data	Comments
Indicator #2 - Emergency Department Metrics 2c. Left Without Being Seen (LWBS) *Harris Rodde Indicator	<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> <p style="text-align: center;">Legend: Number (Green Bar), Percent (Purple Line)</p>	
		<p>Nov '10 data is Preliminary data</p>	

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

Indicator	Definition	Data	Comments
<p>Indicator #2 - Emergency Department Metrics</p> <p>2d. ED Diversion</p>	<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>Diversion of ALS Units due to ED Saturation</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"> -- 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".

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

Indicator	Definition	Data	Comments
<p>2e. Surge Report</p>		<p>Crowding Level Comparison</p> <p>The chart displays the percentage distribution of crowding levels over time. The Y-axis represents the percentage distribution from 0 to 70. The X-axis shows dates from 12/08 to 11/10. The data is grouped into three phases: 'New Facility Plan Suspended' (12/08-10/09), 'New Facility Surge' (10/09-11/10), and 'New Facility Surge Plan Operational' (11/10). The legend indicates six categories: Dangerously OC (black), Extremely Busy (yellow), Severely OC (red), Busy (blue), OverCrowded (orange), and Not Busy (green). A significant increase in 'Dangerously OC' is observed during the 'New Facility Surge' phase, peaking at approximately 65% in 10/09.</p>	

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

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.	Month of Nov '10 Referrals from ER: <table border="1" data-bbox="451 491 829 1415"> <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>39</td> <td>NA</td> <td>-</td> </tr> <tr> <td># Referred to RLAH</td> <td>39</td> <td>35</td> <td>74</td> </tr> <tr> <td># Transfers</td> <td>35</td> <td>35</td> <td>70</td> </tr> <tr> <td># Denied</td> <td>3</td> <td>NA</td> <td>-</td> </tr> <tr> <td># Cancelled</td> <td>1*</td> <td>NA</td> <td>-</td> </tr> <tr> <td># Patients refused*</td> <td>1</td> <td>NA</td> <td>-</td> </tr> </tbody> </table>		Med/Surg	Acute Stroke	Total	# Met transfer criteria	39	NA	-	# Referred to RLAH	39	35	74	# Transfers	35	35	70	# Denied	3	NA	-	# Cancelled	1*	NA	-	# Patients refused*	1	NA	-					
	Med/Surg	Acute Stroke	Total																																
# Met transfer criteria	39	NA	-																																
# Referred to RLAH	39	35	74																																
# Transfers	35	35	70																																
# Denied	3	NA	-																																
# Cancelled	1*	NA	-																																
# Patients refused*	1	NA	-																																
	Data Source: Manual record keeping.																																		
	Cancelled category includes patients whose condition changed leading to higher level of care or discharge home.	Referrals from Inpatients: <table border="1" data-bbox="927 512 1360 1415"> <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>37</td> <td>NA</td> <td>-</td> </tr> <tr> <td># Referred to RLAH</td> <td>37</td> <td>8</td> <td>45</td> </tr> <tr> <td># Transfers</td> <td>16</td> <td>8</td> <td>24</td> </tr> <tr> <td># Denied</td> <td>10</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>1</td> <td>NA</td> <td>-</td> </tr> </tbody> </table>		Med/Surg	Acute Stroke	Total	# Met transfer criteria	37	NA	-	# Referred to RLAH	37	8	45	# Transfers	16	8	24	# Denied	10	NA	-	# Cancelled	10*	NA	-	# Patients refused*	0	NA	-	Other /Pending	1	NA	-	
	Med/Surg	Acute Stroke	Total																																
# Met transfer criteria	37	NA	-																																
# Referred to RLAH	37	8	45																																
# Transfers	16	8	24																																
# Denied	10	NA	-																																
# Cancelled	10*	NA	-																																
# Patients refused*	0	NA	-																																
Other /Pending	1	NA	-																																

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

Indicator	Definition	Data	Comments																																										
		<p>Rancho Med Surg Transfers Workload</p> <table border="1"> <caption>Rancho Med Surg Transfers Workload</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>Jan '09</td><td>10</td><td>22</td></tr> <tr><td>Mar '09</td><td>26</td><td>24</td></tr> <tr><td>May '09</td><td>27</td><td>27</td></tr> <tr><td>Jul '09</td><td>24</td><td>14</td></tr> <tr><td>Sep '09</td><td>49</td><td>25</td></tr> <tr><td>Nov '09</td><td>39</td><td>25</td></tr> <tr><td>Jan '10</td><td>52</td><td>18</td></tr> <tr><td>Mar '10</td><td>48</td><td>24</td></tr> <tr><td>May '10</td><td>36</td><td>24</td></tr> <tr><td>Jul '10</td><td>47</td><td>21</td></tr> <tr><td>Sep '10</td><td>49</td><td>23</td></tr> <tr><td>Nov '10</td><td>48</td><td>16</td></tr> </tbody> </table>	Month	ER	Inpt	Nov '08	8	27	Jan '09	10	22	Mar '09	26	24	May '09	27	27	Jul '09	24	14	Sep '09	49	25	Nov '09	39	25	Jan '10	52	18	Mar '10	48	24	May '10	36	24	Jul '10	47	21	Sep '10	49	23	Nov '10	48	16	
Month	ER	Inpt																																											
Nov '08	8	27																																											
Jan '09	10	22																																											
Mar '09	26	24																																											
May '09	27	27																																											
Jul '09	24	14																																											
Sep '09	49	25																																											
Nov '09	39	25																																											
Jan '10	52	18																																											
Mar '10	48	24																																											
May '10	36	24																																											
Jul '10	47	21																																											
Sep '10	49	23																																											
Nov '10	48	16																																											
		<p>Patients Transferred Out</p> <table border="1"> <caption>Patients Transferred Out</caption> <thead> <tr> <th>Month</th> <th>Other Hospitals</th> <th>Rancho</th> </tr> </thead> <tbody> <tr><td>Nov '08</td><td>4</td><td>59</td></tr> <tr><td>Jan '09</td><td>20</td><td>68</td></tr> <tr><td>Mar '09</td><td>14</td><td>77</td></tr> <tr><td>May '09</td><td>29</td><td>80</td></tr> <tr><td>Jul '09</td><td>32</td><td>82</td></tr> <tr><td>Sep '09</td><td>33</td><td>101</td></tr> <tr><td>Nov '09</td><td>36</td><td>99</td></tr> <tr><td>Jan '10</td><td>52</td><td>70</td></tr> <tr><td>Mar '10</td><td>61</td><td>88</td></tr> <tr><td>May '10</td><td>68</td><td>83</td></tr> <tr><td>Jul '10</td><td>81</td><td>98</td></tr> <tr><td>Sep '10</td><td>84</td><td>100</td></tr> <tr><td>Nov '10</td><td>86</td><td>102</td></tr> </tbody> </table>	Month	Other Hospitals	Rancho	Nov '08	4	59	Jan '09	20	68	Mar '09	14	77	May '09	29	80	Jul '09	32	82	Sep '09	33	101	Nov '09	36	99	Jan '10	52	70	Mar '10	61	88	May '10	68	83	Jul '10	81	98	Sep '10	84	100	Nov '10	86	102	<p>Data was revised to reflect total # of patients (including stroke patients) referred to Rancho</p>
Month	Other Hospitals	Rancho																																											
Nov '08	4	59																																											
Jan '09	20	68																																											
Mar '09	14	77																																											
May '09	29	80																																											
Jul '09	32	82																																											
Sep '09	33	101																																											
Nov '09	36	99																																											
Jan '10	52	70																																											
Mar '10	61	88																																											
May '10	68	83																																											
Jul '10	81	98																																											
Sep '10	84	100																																											
Nov '10	86	102																																											

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

Indicator	Definition	Data	Comments																																																																																																						
5. Average Length of Stay (ALOS)	<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>*Healthcare Network ALOS - Preliminary data pending Auditor-Controller validation</p> <table border="1"> <caption>Actual ALOS Data (from graph)</caption> <thead> <tr> <th>Month</th> <th>Actual ALOS</th> </tr> </thead> <tbody> <tr><td>Oct 06</td><td>5.1</td></tr> <tr><td>Nov 06</td><td>5.3</td></tr> <tr><td>Dec 06</td><td>5.2</td></tr> <tr><td>Jan 07</td><td>5.2</td></tr> <tr><td>Feb 07</td><td>5.2</td></tr> <tr><td>Mar 07</td><td>5.1</td></tr> <tr><td>Apr 07</td><td>5.3</td></tr> <tr><td>May 07</td><td>5.5</td></tr> <tr><td>Jun 07</td><td>5.3</td></tr> <tr><td>Jul 07</td><td>5.5</td></tr> <tr><td>Aug 07</td><td>5.6</td></tr> <tr><td>Sep 07</td><td>5.4</td></tr> <tr><td>Oct 07</td><td>5.8</td></tr> <tr><td>Nov 07</td><td>5.3</td></tr> <tr><td>Dec 07</td><td>5.2</td></tr> <tr><td>Jan 08</td><td>5.2</td></tr> <tr><td>Feb 08</td><td>5.1</td></tr> <tr><td>Mar 08</td><td>5.3</td></tr> <tr><td>Apr 08</td><td>5.1</td></tr> <tr><td>May 08</td><td>5.3</td></tr> <tr><td>Jun 08</td><td>4.7</td></tr> <tr><td>Jul 08</td><td>5.1</td></tr> <tr><td>Aug 08</td><td>5.3</td></tr> <tr><td>Sep 08</td><td>5.2</td></tr> <tr><td>Oct 08</td><td>5.2</td></tr> <tr><td>Nov 08</td><td>5.2</td></tr> <tr><td>Dec 08</td><td>5.2</td></tr> <tr><td>Jan 09</td><td>5.6</td></tr> <tr><td>Feb 09</td><td>5.5</td></tr> <tr><td>Mar 09</td><td>5.6</td></tr> <tr><td>Apr 09</td><td>5.8</td></tr> <tr><td>May 09</td><td>5.8</td></tr> <tr><td>Jun 09</td><td>6.0</td></tr> <tr><td>Jul 09</td><td>5.9</td></tr> <tr><td>Aug 09</td><td>6.0</td></tr> <tr><td>Sep 09</td><td>6.2</td></tr> <tr><td>Oct 09</td><td>6.1</td></tr> <tr><td>Nov 09</td><td>6.1</td></tr> <tr><td>Dec 09</td><td>6.1</td></tr> <tr><td>Jan 10</td><td>6.1</td></tr> <tr><td>Feb 10</td><td>6.1</td></tr> <tr><td>Mar 10</td><td>6.1</td></tr> <tr><td>Apr 10</td><td>6.1</td></tr> <tr><td>May 10</td><td>6.1</td></tr> <tr><td>Jun 10</td><td>6.1</td></tr> <tr><td>Jul 10</td><td>6.1</td></tr> <tr><td>Aug 10</td><td>6.1</td></tr> <tr><td>Sep 10</td><td>6.1</td></tr> <tr><td>Oct 10</td><td>6.1</td></tr> <tr><td>Nov 10</td><td>6.6</td></tr> </tbody> </table>	Month	Actual ALOS	Oct 06	5.1	Nov 06	5.3	Dec 06	5.2	Jan 07	5.2	Feb 07	5.2	Mar 07	5.1	Apr 07	5.3	May 07	5.5	Jun 07	5.3	Jul 07	5.5	Aug 07	5.6	Sep 07	5.4	Oct 07	5.8	Nov 07	5.3	Dec 07	5.2	Jan 08	5.2	Feb 08	5.1	Mar 08	5.3	Apr 08	5.1	May 08	5.3	Jun 08	4.7	Jul 08	5.1	Aug 08	5.3	Sep 08	5.2	Oct 08	5.2	Nov 08	5.2	Dec 08	5.2	Jan 09	5.6	Feb 09	5.5	Mar 09	5.6	Apr 09	5.8	May 09	5.8	Jun 09	6.0	Jul 09	5.9	Aug 09	6.0	Sep 09	6.2	Oct 09	6.1	Nov 09	6.1	Dec 09	6.1	Jan 10	6.1	Feb 10	6.1	Mar 10	6.1	Apr 10	6.1	May 10	6.1	Jun 10	6.1	Jul 10	6.1	Aug 10	6.1	Sep 10	6.1	Oct 10	6.1	Nov 10	6.6	<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>
Month	Actual ALOS																																																																																																								
Oct 06	5.1																																																																																																								
Nov 06	5.3																																																																																																								
Dec 06	5.2																																																																																																								
Jan 07	5.2																																																																																																								
Feb 07	5.2																																																																																																								
Mar 07	5.1																																																																																																								
Apr 07	5.3																																																																																																								
May 07	5.5																																																																																																								
Jun 07	5.3																																																																																																								
Jul 07	5.5																																																																																																								
Aug 07	5.6																																																																																																								
Sep 07	5.4																																																																																																								
Oct 07	5.8																																																																																																								
Nov 07	5.3																																																																																																								
Dec 07	5.2																																																																																																								
Jan 08	5.2																																																																																																								
Feb 08	5.1																																																																																																								
Mar 08	5.3																																																																																																								
Apr 08	5.1																																																																																																								
May 08	5.3																																																																																																								
Jun 08	4.7																																																																																																								
Jul 08	5.1																																																																																																								
Aug 08	5.3																																																																																																								
Sep 08	5.2																																																																																																								
Oct 08	5.2																																																																																																								
Nov 08	5.2																																																																																																								
Dec 08	5.2																																																																																																								
Jan 09	5.6																																																																																																								
Feb 09	5.5																																																																																																								
Mar 09	5.6																																																																																																								
Apr 09	5.8																																																																																																								
May 09	5.8																																																																																																								
Jun 09	6.0																																																																																																								
Jul 09	5.9																																																																																																								
Aug 09	6.0																																																																																																								
Sep 09	6.2																																																																																																								
Oct 09	6.1																																																																																																								
Nov 09	6.1																																																																																																								
Dec 09	6.1																																																																																																								
Jan 10	6.1																																																																																																								
Feb 10	6.1																																																																																																								
Mar 10	6.1																																																																																																								
Apr 10	6.1																																																																																																								
May 10	6.1																																																																																																								
Jun 10	6.1																																																																																																								
Jul 10	6.1																																																																																																								
Aug 10	6.1																																																																																																								
Sep 10	6.1																																																																																																								
Oct 10	6.1																																																																																																								
Nov 10	6.6																																																																																																								

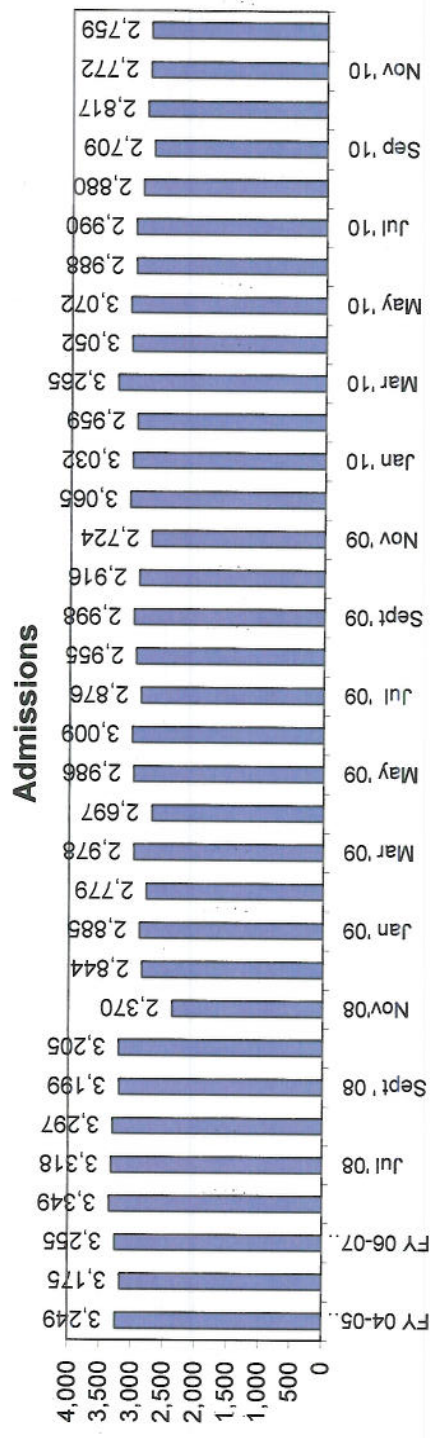
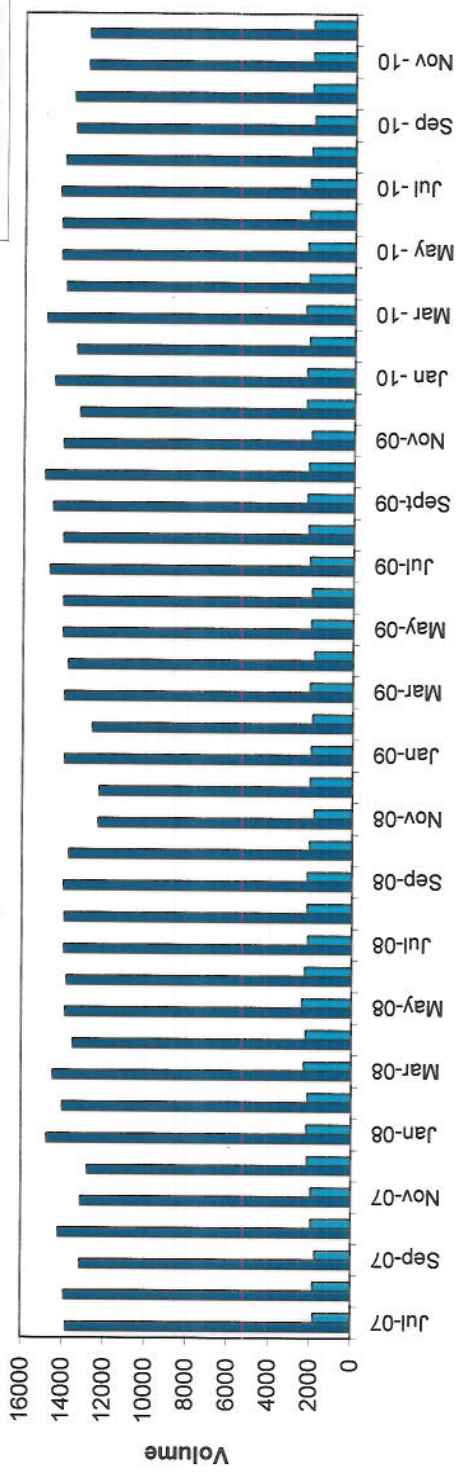
LAC+USC Medical Center
 Operational Monitoring Report
 Reporting Period –Nov 2010

Indicator	Definition	Data						Comments
Indicator #6 – Pediatric Metrics								
6. Pediatric Bed Census and Occupancy (%)	Census: The total number admitted pediatric inpatients at 12:00 AM midnight of a designated pediatric ward.	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%		
		Nov-10	67.5%	48%	50%	70%		

LAC+USC Medical Center
Workload Summary

ED/ Admission Volume

■ #ED Reg
■ #IP Adm From ED



ED registration is the number of patients accessing the ED (Registrations) and includes the following categories:

- * Left without being seen
- * Transferred to the UADC on the same day
- * Admitted as an inpatient
- * Dispositioned from the ED
- * Women's Walk-in

LAC+USC Healthcare Network

Average Daily Census by Nursing Unit Subset, July 2008 to Dec 2010
Based on Affinity Nursing Unit Statistical Report

