



Health Services
LOS ANGELES COUNTY

June 6, 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 #77 (Agenda Item #S-2, June 6, 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 April 2012.

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

Census Trending (ADC includes Psychiatric & Newborn Patients)

The Average Daily Census (ADC) for the month of April was 561 out of 676 licensed beds, an estimated 81% utilization rate (83% occupancy). The census for Medical/Surgical units was an estimated 94% utilization rate (96% occupancy) for April 2012.

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

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

Emergency Department (ED) Indicators

www.dhs.lacounty.gov

Attachment #1 demonstrates decreases in key indicators such as Dangerously Overcrowding and Average Length of Stay (ALOS). The Left Without Being Seen (LWBS) and ED Wait Time indicators remained stable during this period. There was an increase in Median ED Boarding. The number of patients transferred out this period is 10% less than March 2012.

The Dangerously Overcrowding Level Comparison for this period was 1.1%, compared to 6.6% in March 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

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.

www.dhs.lacounty.gov



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

Indicator	Definition	Data																																																						
1a. Average Daily Census (ADC)	ADC: A measure of the total number of inpatients occupying licensed beds on a daily basis reported as the arithmetic mean. Calculation: Total number of admitted inpatients at 12:00 AM midnight daily, summed over the month and divided by the total number of days in the month. Source of Data: Affinity	<div style="text-align: center;">ADC</div> <table border="1"> <thead> <tr> <th>Month</th> <th>ADC</th> </tr> </thead> <tbody> <tr><td>Nov '08</td><td>491</td></tr> <tr><td>Jan '09</td><td>525</td></tr> <tr><td>Apr '09</td><td>551</td></tr> <tr><td>Jun '09</td><td>563</td></tr> <tr><td>Aug '09</td><td>577</td></tr> <tr><td>Oct '09</td><td>572</td></tr> <tr><td>Dec '09</td><td>592</td></tr> <tr><td>Feb '10</td><td>567</td></tr> <tr><td>Apr '10</td><td>592</td></tr> <tr><td>Jul '10</td><td>592</td></tr> <tr><td>Sep '10</td><td>596</td></tr> <tr><td>Nov '10</td><td>598</td></tr> <tr><td>Jan '11</td><td>596</td></tr> <tr><td>Mar '11</td><td>581</td></tr> <tr><td>May '11</td><td>593</td></tr> <tr><td>Jul '11</td><td>600</td></tr> <tr><td>Sep '11</td><td>577</td></tr> <tr><td>Nov '11</td><td>575</td></tr> <tr><td>Jan '12</td><td>569</td></tr> <tr><td>Feb '12</td><td>579</td></tr> <tr><td>Mar '12</td><td>579</td></tr> <tr><td>Apr '12</td><td>561</td></tr> <tr><td>May '12</td><td>587</td></tr> <tr><td>Jun '12</td><td>580</td></tr> <tr><td>Jul '12</td><td>582</td></tr> <tr><td>Aug '12</td><td>580</td></tr> </tbody> </table> <p>Note: Average Daily Census number reported includes Medical Center + Psych + Newborns Census.</p>	Month	ADC	Nov '08	491	Jan '09	525	Apr '09	551	Jun '09	563	Aug '09	577	Oct '09	572	Dec '09	592	Feb '10	567	Apr '10	592	Jul '10	592	Sep '10	596	Nov '10	598	Jan '11	596	Mar '11	581	May '11	593	Jul '11	600	Sep '11	577	Nov '11	575	Jan '12	569	Feb '12	579	Mar '12	579	Apr '12	561	May '12	587	Jun '12	580	Jul '12	582	Aug '12	580
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LAC+USC Medical Center
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Indicator	Definition	Data																																												
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> <table border="1"> <caption>Medical Center Licensed Occupancy Rate (excluding Newborns)</caption> <thead> <tr> <th>Month</th> <th>Occupancy Rate (%)</th> </tr> </thead> <tbody> <tr><td>Nov '08</td><td>77%</td></tr> <tr><td>Jan '09</td><td>80%</td></tr> <tr><td>Mar '09</td><td>84%</td></tr> <tr><td>May '09</td><td>85%</td></tr> <tr><td>Jul '09</td><td>86%</td></tr> <tr><td>Sep '09</td><td>83%</td></tr> <tr><td>Nov '09</td><td>86%</td></tr> <tr><td>Jan '10</td><td>88%</td></tr> <tr><td>Mar '10</td><td>87%</td></tr> <tr><td>May '10</td><td>88%</td></tr> <tr><td>Jul '10</td><td>89%</td></tr> <tr><td>Sep '10</td><td>90%</td></tr> <tr><td>Nov '10</td><td>86%</td></tr> <tr><td>Jan '11</td><td>90%</td></tr> <tr><td>Mar '11</td><td>88%</td></tr> <tr><td>May '11</td><td>86%</td></tr> <tr><td>Jul '11</td><td>85%</td></tr> <tr><td>Sep '11</td><td>84%</td></tr> <tr><td>Nov '11</td><td>86%</td></tr> <tr><td>Jan '12</td><td>87%</td></tr> <tr><td>Mar '12</td><td>85%</td></tr> </tbody> </table>	Month	Occupancy Rate (%)	Nov '08	77%	Jan '09	80%	Mar '09	84%	May '09	85%	Jul '09	86%	Sep '09	83%	Nov '09	86%	Jan '10	88%	Mar '10	87%	May '10	88%	Jul '10	89%	Sep '10	90%	Nov '10	86%	Jan '11	90%	Mar '11	88%	May '11	86%	Jul '11	85%	Sep '11	84%	Nov '11	86%	Jan '12	87%	Mar '12	85%
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		<p>2. Medical Center Licensed Occupancy Rate (including Newborns) Med Center Census + Newborn / 676</p> <p>Healthcare Network Budgeted Occupancy</p> <p>Med Center Census + Newborns + Psych Hosp Census / 676</p> <p>Medical Center = New Facility Healthcare Network = New Facility + Psychiatric Hospitals</p>

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Indicator	Definition	Data
<p>Indicator #2 - Emergency Department Metrics</p> <p>2a. Median Emergency Department Boarding Time (EDBT)</p> <p>*Harris Rodde Indicator</p>	<p>Boarding Time: Time from MID 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> <p>Time (hr:min)</p> <p>Legend: ◆ Adult, ■ Peds, ▲ Total</p> <p>April '12 data is Preliminary data</p>

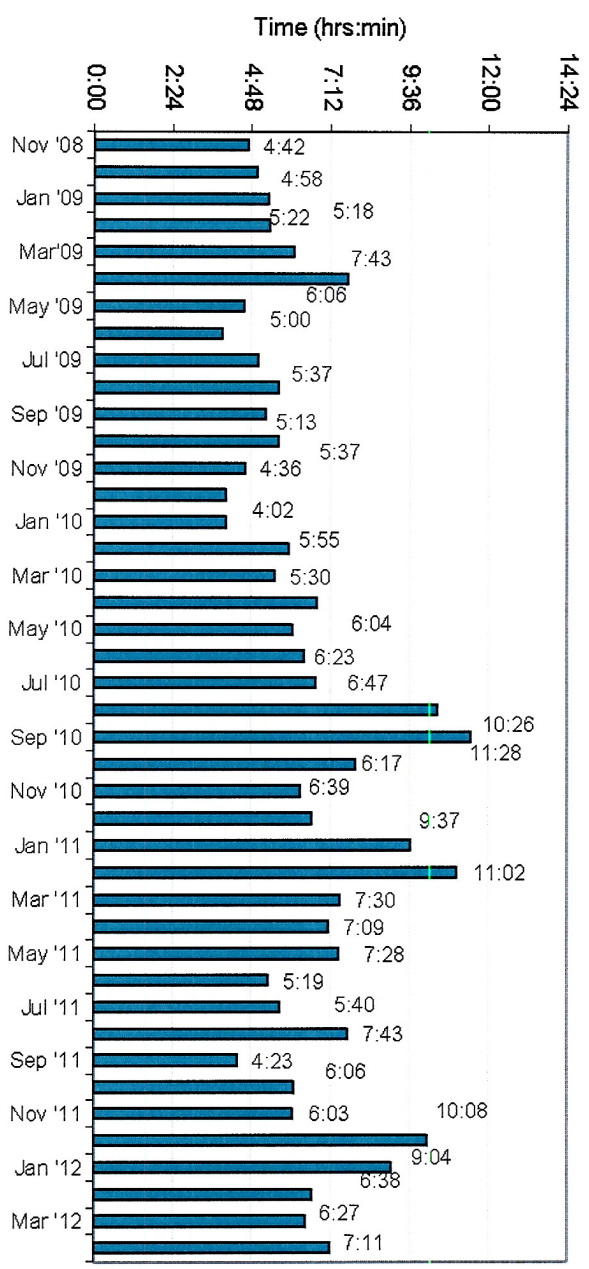
LAC+USC Medical Center
 Operational Monitoring Report
 Reporting Period April 2012

Indicator

Definition

Data

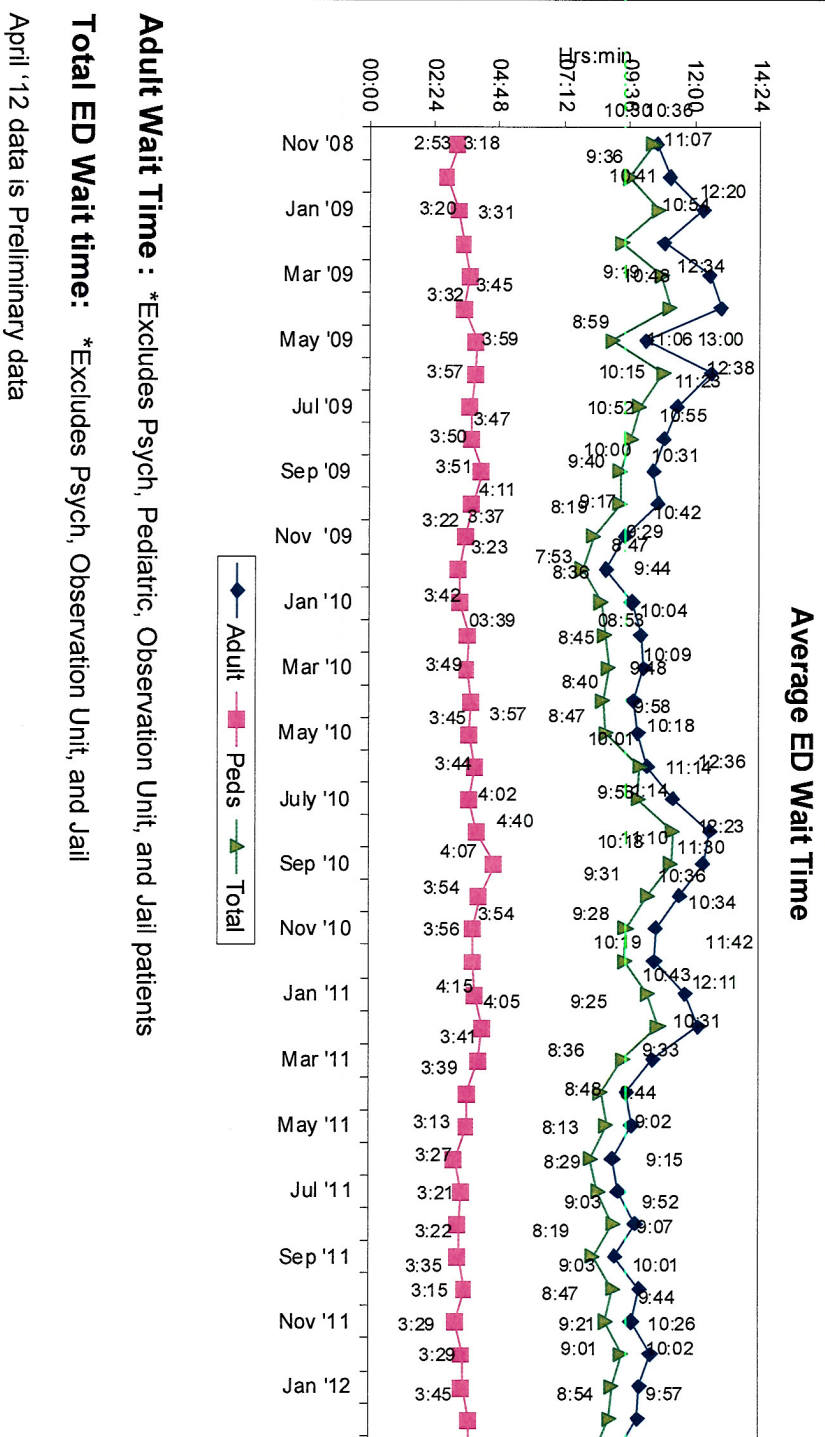
Median Boarding Time (Adult)*



April '12 data is Preliminary data

LAC+USC Medical Center
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Indicator	Definition	Data
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>Indicator #2 - Emergency Department Metrics</p>



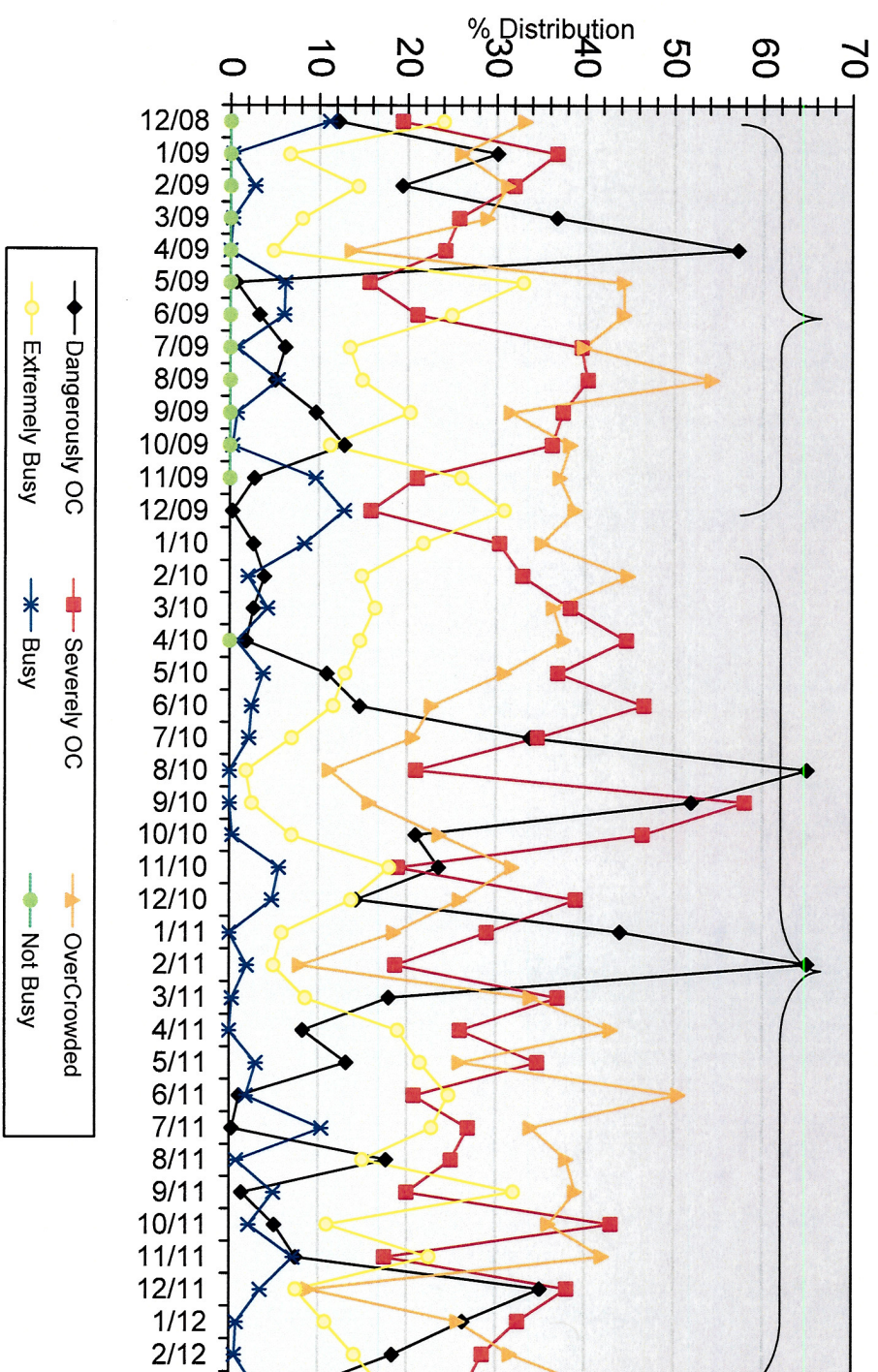
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<p>Indicator #2 - Emergency Department Metrics</p> <p>2c. Left Without Being Seen (LWBS)</p> <p>*Harris Rodde Indicator</p>	<p>LWBS: The total number of patients who left the ED without being seen by a physician reported as a percentage of all ED visits.</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> <p style="text-align: center;"># of pts</p> <p style="text-align: center;">Legend: ■ Number ◆ Percent</p> <p>April '12 data is Preliminary data</p>

LAC+USC Medical Center
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2d. ED Diversion	ED Diversion: A percentage measure of the time the ED diverts ambulance traffic away from the ED, reported as a function of the reason for diversion on a monthly basis. Calculation: The total number of hours of ED diversion for a specific reason divided by the total number of available hours in a month. Source of Data: ReddInet	<p style="text-align: center;">Diversion of ALS Units due to ED Saturation</p> <table border="1"> <caption>Diversion of ALS Units due to ED Saturation Data</caption> <thead> <tr> <th>Month</th> <th>Value 1</th> <th>Value 2</th> </tr> </thead> <tbody> <tr><td>Nov '08</td><td>50</td><td>40</td></tr> <tr><td>Jan '09</td><td>58</td><td>52</td></tr> <tr><td>Apr '09</td><td>58</td><td>35</td></tr> <tr><td>Jun '09</td><td>35</td><td>35</td></tr> <tr><td>Aug '09</td><td>63</td><td>52</td></tr> <tr><td>Oct '09</td><td>51</td><td>41</td></tr> <tr><td>Dec '09</td><td>59</td><td>32</td></tr> <tr><td>Feb '10</td><td>60</td><td>43</td></tr> <tr><td>May '10</td><td>59</td><td>55</td></tr> <tr><td>Jul '10</td><td>59</td><td>69</td></tr> <tr><td>Sep '10</td><td>75</td><td>81</td></tr> <tr><td>Nov '10</td><td>72</td><td>53</td></tr> <tr><td>Jan '11</td><td>62</td><td>77</td></tr> <tr><td>Mar '11</td><td>79</td><td>74</td></tr> <tr><td>May '11</td><td>63</td><td>61</td></tr> <tr><td>Jul '11</td><td>52</td><td>42</td></tr> <tr><td>Sep '11</td><td>62</td><td>42</td></tr> <tr><td>Nov '11</td><td>65</td><td>52</td></tr> <tr><td>Jan '12</td><td>76</td><td>66</td></tr> </tbody> </table>	Month	Value 1	Value 2	Nov '08	50	40	Jan '09	58	52	Apr '09	58	35	Jun '09	35	35	Aug '09	63	52	Oct '09	51	41	Dec '09	59	32	Feb '10	60	43	May '10	59	55	Jul '10	59	69	Sep '10	75	81	Nov '10	72	53	Jan '11	62	77	Mar '11	79	74	May '11	63	61	Jul '11	52	42	Sep '11	62	42	Nov '11	65	52	Jan '12	76	66
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Data

Crowding Level Comparison
 New Facility Surge Plan Suspended
 New Facility Surge Plan Operational



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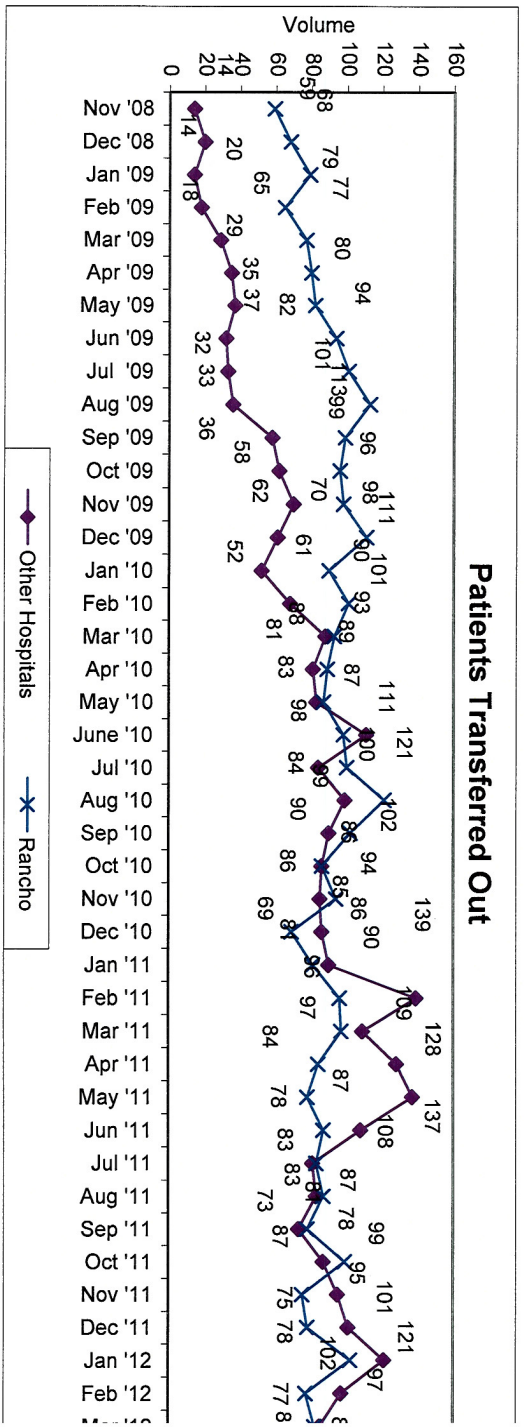
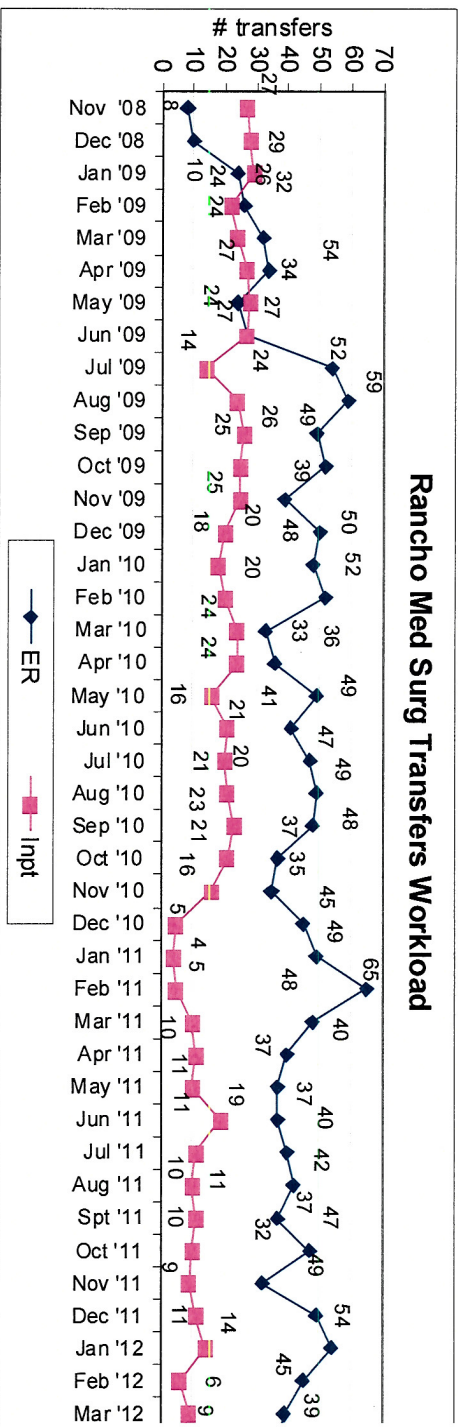
Indicator	Definition	Data																															
3. & 4. Rancho Los Amigos Hospital (RLAH) Transfers	Indicator #3 – Trends for Patient Diversions and Transfers & #4 – Transfers to Rancho Los Amigos Metrics Transfers: The volume of patients transferred to RLAH for acute hospitalization from the Emergency Department and from Inpatient Units. Data Source: Manual record keeping.	Month of April '12 Referrals from ER: <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th style="text-align: center;">Med/Surg</th> <th style="text-align: center;">Acute Stroke</th> <th style="text-align: center;">Total</th> </tr> </thead> <tbody> <tr> <td># Met transfer criteria</td> <td style="text-align: center;">37</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;">37</td> <td style="text-align: center;">23</td> <td style="text-align: center;">60</td> </tr> <tr> <td style="padding-left: 20px;"># Transfers</td> <td style="text-align: center;">37</td> <td style="text-align: center;">23</td> <td style="text-align: center;">60</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;">0*</td> <td style="text-align: center;">NA</td> <td style="text-align: center;">-</td> </tr> <tr> <td style="padding-left: 20px;"># Patients refused*</td> <td style="text-align: center;">0</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	37	NA	-	# Referred to RLAH	37	23	60	# Transfers	37	23	60	# Denied	0	NA	-	# Cancelled	0*	NA	-	# Patients refused*	0	NA	-			
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LAC+USC Medical Center
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Reporting Period April 2012

Indicator

Definition

Data



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

LAC+USC Medical Center
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5. Average Length of Stay (ALOS) *Harris Rodde Indicator	<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 Target: <5.5 days</p>	<p style="text-align: center;">ALOS</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actual ALOS</th> <th>Target ALOS</th> </tr> </thead> <tbody> <tr><td>FY 04</td><td>6.4</td><td>5.5</td></tr> <tr><td>FY 05</td><td>6.2</td><td>5.5</td></tr> <tr><td>FY 06</td><td>5.9</td><td>5.5</td></tr> <tr><td>FY 07</td><td>5.5</td><td>5.5</td></tr> <tr><td>FY 08</td><td>5.7</td><td>5.5</td></tr> <tr><td>FY 09</td><td>5.8</td><td>5.5</td></tr> <tr><td>FY 10</td><td>6.4</td><td>5.5</td></tr> <tr><td>FY 11</td><td>6.1</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> </tbody> </table> <p style="text-align: center;">*Healthcare Network ALOS - Preliminary data pending Auditor-Controller validation</p>	Year	Actual ALOS	Target ALOS	FY 04	6.4	5.5	FY 05	6.2	5.5	FY 06	5.9	5.5	FY 07	5.5	5.5	FY 08	5.7	5.5	FY 09	5.8	5.5	FY 10	6.4	5.5	FY 11	6.1	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
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FY 06	5.9	5.5																																																									
FY 07	5.5	5.5																																																									
FY 08	5.7	5.5																																																									
FY 09	5.8	5.5																																																									
FY 10	6.4	5.5																																																									
FY 11	6.1	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																																																									

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Indicator	Definition	Data				
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%
		Jan-11	55%	60%	70%	70%
		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%		
Oct-11	55%	52%	60%	70%		
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%		