



October 2, 2012

Los Angeles County Board of Supervisors

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Second District

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Fifth District

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

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

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 #81 (Agenda Item #S-1, October 2, 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 August 2012.

Census Trending (ADC includes Psychiatric & Newborn Patients)

The Average Daily Census (ADC) for the month of August was 576 out of 676 licensed beds, an estimated 83% utilization rate (85% occupancy). The census for Medical/Surgical units was an estimated 91% utilization rate (93% occupancy) for August 2012.

Emergency Department (ED) Indicators

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

The Dangerously Overcrowded Level Comparison for this period was 10%, compared to 20% in July 2012. As noted in the previous report, the ER has been approved to hire an additional 20 nurses. Since last month, 18 nurses have been hired: three nurses already had ED experience and 15 nurses started the ED Nurse Training Program on September 25, 2012. We will continue to update the Board until the additional positions are filled.

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

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

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Fax: (213) 481-0503

www.dhs.lacounty.gov

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.

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LAC+USC Medical Center
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Indicator	Definition	Data	Comments																												
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	<p align="center">ADC</p> <table border="1"> <thead> <tr> <th>Month</th> <th>ADC</th> </tr> </thead> <tbody> <tr><td>Jul '10</td><td>596</td></tr> <tr><td>Sep '10</td><td>598</td></tr> <tr><td>Nov '10</td><td>581</td></tr> <tr><td>Jan '11</td><td>593</td></tr> <tr><td>Mar '11</td><td>586</td></tr> <tr><td>May '11</td><td>572</td></tr> <tr><td>Jul '11</td><td>561</td></tr> <tr><td>Sep '11</td><td>580</td></tr> <tr><td>Nov '11</td><td>582</td></tr> <tr><td>Jan '12</td><td>572</td></tr> <tr><td>Mar '12</td><td>561</td></tr> <tr><td>May '12</td><td>547</td></tr> <tr><td>Jul '12</td><td>573</td></tr> </tbody> </table> <p>Note: Average Daily Census number reported includes Medical Center + Psych + Newborns Census.</p>	Month	ADC	Jul '10	596	Sep '10	598	Nov '10	581	Jan '11	593	Mar '11	586	May '11	572	Jul '11	561	Sep '11	580	Nov '11	582	Jan '12	572	Mar '12	561	May '12	547	Jul '12	573	ADC provided as background information.
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<p>1b. Occupancy Rate LAC+USC Medical Center</p>	<p>Indicator #1 – Trends in Average Daily Census and Hospital Operations Metrics</p> <p>Definition: A measure of the usage of the licensed beds during the reporting period that is derived by dividing the patient days in the reporting period by the licensed bed days in the reporting period.</p> <p>Calculation: The total number of admitted inpatients at 12:00 AM midnight, including women in labor, may include normal newborns and psychiatric inpatients divided by licensed or budgeted beds.</p> <p>Source of Data: Affinity</p> <p>Target: 95%</p>	<p>1. Medical Center Licensed Occupancy Rate (excluding Newborns) = 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>Jul '10</td><td>86%</td></tr> <tr><td>Sep '10</td><td>87%</td></tr> <tr><td>Nov '10</td><td>89%</td></tr> <tr><td>Jan '11</td><td>90%</td></tr> <tr><td>Mar '11</td><td>87%</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>86%</td></tr> <tr><td>May '12</td><td>83%</td></tr> <tr><td>July '12</td><td>81%</td></tr> </tbody> </table>	Month	Occupancy Rate (%)	Jul '10	86%	Sep '10	87%	Nov '10	89%	Jan '11	90%	Mar '11	87%	May '11	86%	Jul '11	85%	Sep '11	84%	Nov '11	86%	Jan '12	87%	Mar '12	86%	May '12	83%	July '12	81%	<p>For comparison, occupancy rates reported in the old facility were reported including newborns and were based on budgeted beds.</p>
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		<p align="center">2. Medical Center Licensed Occupancy Rate (including Newborns) Med Center Census + Newborn / 600</p> <p align="center">Healthcare Network Budgeted Occupancy</p> <p align="center">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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<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 MD Admit time (effective date and time of pre-admit) to time the patient actually leaves the ED en route to assigned bed (effective date and time of the ED disposition).</p> <p>Calculation: The middle value in the set of individual boarding times for the month arranged in increasing order. If there is an even number of values, then the median is the average of the middle two values.</p> <p>Source of Data: Affinity</p> <p>Target: Less than 7 hours.</p>	<p style="text-align: center;">Median EDBT</p> <table border="1"> <caption>Median EDBT Data (hr:min)</caption> <thead> <tr> <th>Month</th> <th>Adult</th> <th>Peds</th> <th>Total</th> </tr> </thead> <tbody> <tr><td>Jul '10</td><td>6:44</td><td>2:16</td><td>5:48</td></tr> <tr><td>Aug '10</td><td>10:26</td><td>1:59</td><td>8:44</td></tr> <tr><td>Sep '10</td><td>11:32</td><td>2:14</td><td>9:03</td></tr> <tr><td>Oct '10</td><td>7:57</td><td>2:20</td><td>6:27</td></tr> <tr><td>Nov '10</td><td>7:41</td><td>2:07</td><td>6:18</td></tr> <tr><td>Dec '10</td><td>9:37</td><td>2:10</td><td>6:39</td></tr> <tr><td>Jan '11</td><td>11:22</td><td>2:08</td><td>5:33</td></tr> <tr><td>Feb '11</td><td>7:27</td><td>2:23</td><td>8:36</td></tr> <tr><td>Mar '11</td><td>7:09</td><td>2:04</td><td>6:09</td></tr> <tr><td>Apr '11</td><td>7:28</td><td>1:57</td><td>6:03</td></tr> <tr><td>May '11</td><td>5:19</td><td>2:00</td><td>6:16</td></tr> <tr><td>Jun '11</td><td>5:40</td><td>1:50</td><td>4:40</td></tr> <tr><td>Jul '11</td><td>7:43</td><td>1:54</td><td>4:59</td></tr> <tr><td>Aug '11</td><td>4:23</td><td>1:54</td><td>4:00</td></tr> <tr><td>Sep '11</td><td>6:06</td><td>2:03</td><td>5:09</td></tr> <tr><td>Oct '11</td><td>6:16</td><td>2:06</td><td>5:26</td></tr> <tr><td>Nov '11</td><td>10:08</td><td>1:49</td><td>8:25</td></tr> <tr><td>Dec '11</td><td>9:04</td><td>2:06</td><td>5:26</td></tr> <tr><td>Jan '12</td><td>6:41</td><td>2:07</td><td>7:28</td></tr> <tr><td>Feb '12</td><td>6:18</td><td>2:12</td><td>5:45</td></tr> <tr><td>Mar '12</td><td>7:11</td><td>2:26</td><td>6:10</td></tr> <tr><td>Apr '12</td><td>5:57</td><td>2:07</td><td>5:20</td></tr> <tr><td>May '12</td><td>4:13</td><td>2:04</td><td>6:10</td></tr> <tr><td>Jun '12</td><td>7:08</td><td>1:57</td><td>3:42</td></tr> <tr><td>Jul '12</td><td>5:37</td><td>2:01</td><td>6:06</td></tr> <tr><td>Aug '12</td><td>5:37</td><td>2:10</td><td>4:57</td></tr> </tbody> </table> <p>Aug '12 data is Preliminary data</p>	Month	Adult	Peds	Total	Jul '10	6:44	2:16	5:48	Aug '10	10:26	1:59	8:44	Sep '10	11:32	2:14	9:03	Oct '10	7:57	2:20	6:27	Nov '10	7:41	2:07	6:18	Dec '10	9:37	2:10	6:39	Jan '11	11:22	2:08	5:33	Feb '11	7:27	2:23	8:36	Mar '11	7:09	2:04	6:09	Apr '11	7:28	1:57	6:03	May '11	5:19	2:00	6:16	Jun '11	5:40	1:50	4:40	Jul '11	7:43	1:54	4:59	Aug '11	4:23	1:54	4:00	Sep '11	6:06	2:03	5:09	Oct '11	6:16	2:06	5:26	Nov '11	10:08	1:49	8:25	Dec '11	9:04	2:06	5:26	Jan '12	6:41	2:07	7:28	Feb '12	6:18	2:12	5:45	Mar '12	7:11	2:26	6:10	Apr '12	5:57	2:07	5:20	May '12	4:13	2:04	6:10	Jun '12	7:08	1:57	3:42	Jul '12	5:37	2:01	6:06	Aug '12	5:37	2:10	4:57	
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<p>2b. ED Wait Time</p>	<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>Average ED Wait Time Data (Hrs:min)</caption> <thead> <tr> <th>Month</th> <th>Adult</th> <th>Peds</th> <th>Total</th> </tr> </thead> <tbody> <tr><td>July '10</td><td>12:36</td><td>3:44</td><td>9:58</td></tr> <tr><td>Sep '10</td><td>12:23</td><td>4:02</td><td>11:14</td></tr> <tr><td>Nov '10</td><td>1:30</td><td>4:40</td><td>11:10</td></tr> <tr><td>Jan '11</td><td>10:36</td><td>4:07</td><td>10:18</td></tr> <tr><td>Mar '11</td><td>10:34</td><td>3:54</td><td>9:31</td></tr> <tr><td>May '11</td><td>12:11</td><td>3:54</td><td>10:19</td></tr> <tr><td>Jul '11</td><td>9:33</td><td>4:15</td><td>11:42</td></tr> <tr><td>Sep '11</td><td>9:31</td><td>04:05</td><td>10:43</td></tr> <tr><td>Nov '11</td><td>9:44</td><td>3:4</td><td>8:36</td></tr> <tr><td>Jan '12</td><td>10:01</td><td>3:39</td><td>9:25</td></tr> <tr><td>Mar '12</td><td>9:44</td><td>3:13</td><td>8:48</td></tr> <tr><td>May '12</td><td>10:26</td><td>3:27</td><td>8:29</td></tr> <tr><td>Jul '12</td><td>10:02</td><td>3:21</td><td>9:15</td></tr> <tr><td>Aug '12</td><td>9:57</td><td>3:22</td><td>8:19</td></tr> <tr><td> </td><td>9:22</td><td>3:35</td><td>9:03</td></tr> <tr><td> </td><td>9:14</td><td>3:15</td><td>8:47</td></tr> <tr><td> </td><td>8:16</td><td>3:29</td><td>9:2</td></tr> <tr><td> </td><td>8:26</td><td>3:29</td><td>9:01</td></tr> <tr><td> </td><td>8:43</td><td>3:45</td><td>8:22</td></tr> <tr><td> </td><td>9:30</td><td>3:44</td><td>8:54</td></tr> <tr><td> </td><td>10:31</td><td>3:50</td><td>8:33</td></tr> <tr><td> </td><td>9:42</td><td>3:23</td><td>7:34</td></tr> <tr><td> </td><td>8:43</td><td>3:20</td><td>7:43</td></tr> <tr><td> </td><td>9:30</td><td>3:52</td><td>8:16</td></tr> <tr><td> </td><td>10:31</td><td>3:47</td><td>9:42</td></tr> </tbody> </table> <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>Aug '12 data is Preliminary data</p>	Month	Adult	Peds	Total	July '10	12:36	3:44	9:58	Sep '10	12:23	4:02	11:14	Nov '10	1:30	4:40	11:10	Jan '11	10:36	4:07	10:18	Mar '11	10:34	3:54	9:31	May '11	12:11	3:54	10:19	Jul '11	9:33	4:15	11:42	Sep '11	9:31	04:05	10:43	Nov '11	9:44	3:4	8:36	Jan '12	10:01	3:39	9:25	Mar '12	9:44	3:13	8:48	May '12	10:26	3:27	8:29	Jul '12	10:02	3:21	9:15	Aug '12	9:57	3:22	8:19		9:22	3:35	9:03		9:14	3:15	8:47		8:16	3:29	9:2		8:26	3:29	9:01		8:43	3:45	8:22		9:30	3:44	8:54		10:31	3:50	8:33		9:42	3:23	7:34		8:43	3:20	7:43		9:30	3:52	8:16		10:31	3:47	9:42	
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Indicator #2 - Emergency Department Metrics 2c. Left Without Being Seen (LWBS) *Harris Rodde Indicator	LWBS: The total number of patients who left the ED without being seen by a physician reported as a percentage of all ED visits. 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. Source of Data: Affinity Target: No target value. Lower numbers are better.	<p align="center">Left Without Being Seen</p> <table border="1"> <caption>Estimated Data for Left Without Being Seen</caption> <thead> <tr> <th>Month</th> <th>Number of pts (Green Bars)</th> <th>Percent (Purple Line)</th> </tr> </thead> <tbody> <tr><td>Jul '10</td><td>1650</td><td>13%</td></tr> <tr><td>Aug</td><td>1000</td><td>8%</td></tr> <tr><td>Sep</td><td>500</td><td>4%</td></tr> <tr><td>Oct</td><td>300</td><td>3%</td></tr> <tr><td>Nov</td><td>250</td><td>2%</td></tr> <tr><td>Dec</td><td>200</td><td>2%</td></tr> <tr><td>Jan '11</td><td>250</td><td>2%</td></tr> <tr><td>Feb</td><td>300</td><td>2%</td></tr> <tr><td>Mar</td><td>350</td><td>3%</td></tr> <tr><td>Apr</td><td>300</td><td>2%</td></tr> <tr><td>May</td><td>350</td><td>3%</td></tr> <tr><td>Jun</td><td>300</td><td>2%</td></tr> <tr><td>Jul</td><td>350</td><td>3%</td></tr> <tr><td>Aug</td><td>300</td><td>2%</td></tr> <tr><td>Sep</td><td>350</td><td>3%</td></tr> <tr><td>Oct</td><td>300</td><td>2%</td></tr> <tr><td>Nov</td><td>350</td><td>3%</td></tr> <tr><td>Dec</td><td>300</td><td>2%</td></tr> <tr><td>Jan '12</td><td>350</td><td>3%</td></tr> <tr><td>Feb</td><td>300</td><td>2%</td></tr> <tr><td>Mar</td><td>350</td><td>3%</td></tr> <tr><td>Apr</td><td>300</td><td>2%</td></tr> <tr><td>May</td><td>350</td><td>3%</td></tr> <tr><td>Jun</td><td>300</td><td>2%</td></tr> <tr><td>Jul</td><td>350</td><td>3%</td></tr> <tr><td>Aug</td><td>300</td><td>2%</td></tr> </tbody> </table> <p align="center">Aug '12 data is Preliminary data</p>	Month	Number of pts (Green Bars)	Percent (Purple Line)	Jul '10	1650	13%	Aug	1000	8%	Sep	500	4%	Oct	300	3%	Nov	250	2%	Dec	200	2%	Jan '11	250	2%	Feb	300	2%	Mar	350	3%	Apr	300	2%	May	350	3%	Jun	300	2%	Jul	350	3%	Aug	300	2%	Sep	350	3%	Oct	300	2%	Nov	350	3%	Dec	300	2%	Jan '12	350	3%	Feb	300	2%	Mar	350	3%	Apr	300	2%	May	350	3%	Jun	300	2%	Jul	350	3%	Aug	300	2%	
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<p>2d. ED Diversion</p>	<p>ED Diversion: A percentage 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: RediNet</p>	<p 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>% on Diversion</th> </tr> </thead> <tbody> <tr><td>Jul '10</td><td>69</td></tr> <tr><td>Sep '10</td><td>75</td></tr> <tr><td>Nov '10</td><td>72</td></tr> <tr><td>Jan '11</td><td>53</td></tr> <tr><td>Mar '11</td><td>62</td></tr> <tr><td>May '11</td><td>77</td></tr> <tr><td>Jul '11</td><td>79</td></tr> <tr><td>Sep '11</td><td>74</td></tr> <tr><td>Nov '11</td><td>63</td></tr> <tr><td>Jan '12</td><td>61</td></tr> <tr><td>Mar '12</td><td>52</td></tr> <tr><td>May '12</td><td>42</td></tr> <tr><td>Jul '12</td><td>42</td></tr> <tr><td>Sep '11</td><td>65</td></tr> <tr><td>Nov '11</td><td>52</td></tr> <tr><td>Jan '12</td><td>76</td></tr> <tr><td>Mar '12</td><td>65</td></tr> <tr><td>May '12</td><td>66</td></tr> <tr><td>Jul '12</td><td>63</td></tr> <tr><td>Sep '11</td><td>60</td></tr> <tr><td>Nov '11</td><td>51</td></tr> <tr><td>Jan '12</td><td>60</td></tr> <tr><td>Mar '12</td><td>56</td></tr> <tr><td>May '12</td><td>56</td></tr> <tr><td>Jul '12</td><td>69</td></tr> </tbody> </table>	Month	% on Diversion	Jul '10	69	Sep '10	75	Nov '10	72	Jan '11	53	Mar '11	62	May '11	77	Jul '11	79	Sep '11	74	Nov '11	63	Jan '12	61	Mar '12	52	May '12	42	Jul '12	42	Sep '11	65	Nov '11	52	Jan '12	76	Mar '12	65	May '12	66	Jul '12	63	Sep '11	60	Nov '11	51	Jan '12	60	Mar '12	56	May '12	56	Jul '12	69	<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. <p>Therefore, ambulances often arrive while "on diversion".</p>
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2e. Surge Report		<p style="text-align: center;">Crowding Level Comparison</p> <p>The chart displays five data series representing different crowding levels over time. The Y-axis represents the count of cases, ranging from 0 to 70. The X-axis shows months from July 2010 to August 2012. The 'Dangerously OC' series (black diamonds) shows the highest values, peaking at approximately 65 in July 2010 and July 2011. The 'OverCrowded' series (orange triangles) also shows high values, peaking at about 60 in July 2012. The 'Severely OC' series (red squares) fluctuates between 20 and 40. The 'Extremely Busy' series (yellow squares) and 'Busy' series (blue squares) generally show lower values, mostly below 20.</p>	

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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 Aug '12																																	
		Referrals from ER: <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <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;">44</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;">43</td> <td style="text-align: center;">30</td> <td style="text-align: center;">73</td> </tr> <tr> <td style="padding-left: 20px;"># Transfers</td> <td style="text-align: center;">43</td> <td style="text-align: center;">30</td> <td style="text-align: center;">73</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;">1*</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	44	NA	-	# Referred to RLAH	43	30	73	# Transfers	43	30	73	# Denied	0	NA	-	# Cancelled	1*	NA	-	# Patients refused*	0	NA	-					
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Feb '12	97	82																																																																																																																																																																			
Mar '12	102	77																																																																																																																																																																			
Apr '12	97	85																																																																																																																																																																			
May '12	84	71																																																																																																																																																																			
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Indicator	Definition	Data	Comments																																													
<p>5. Average Length of Stay (ALOS) *Harris Rodde Indicator</p>	<p>LOS: The difference between discharge date and the admission date or 1 if the 2 dates are the same.</p> <p>Total LOS:</p> <p>Calculation: ALOS is the arithmetic mean calculated by dividing the Total LOS by the Total # of discharges in the monthly reporting period, rounded off to one decimal place.</p> <p>Source of Data: Affinity</p> <p>Target: <5.5 days</p>	<p style="text-align: center;">ALOS</p> <table border="1"> <caption>ALOS Data (FY 10-11 (Avg) to Aug '12)</caption> <thead> <tr> <th>Month</th> <th>Actual ALOS</th> <th>Target ALOS</th> </tr> </thead> <tbody> <tr><td>Jul '11</td><td>6.1</td><td>5.5</td></tr> <tr><td>Aug '11</td><td>6.1</td><td>5.5</td></tr> <tr><td>Sept '11</td><td>6.1</td><td>5.5</td></tr> <tr><td>Oct '11</td><td>5.8</td><td>5.5</td></tr> <tr><td>Nov '11</td><td>6.2</td><td>5.5</td></tr> <tr><td>Dec '11</td><td>6.9</td><td>5.5</td></tr> <tr><td>Jan '12</td><td>6.3</td><td>5.5</td></tr> <tr><td>Feb '12</td><td>6.2</td><td>5.5</td></tr> <tr><td>Mar '12</td><td>6.4</td><td>5.5</td></tr> <tr><td>Apr '12</td><td>5.9</td><td>5.5</td></tr> <tr><td>May '12</td><td>6.3</td><td>5.5</td></tr> <tr><td>Jun '12</td><td>6.0</td><td>5.5</td></tr> <tr><td>Jul '12</td><td>6.3</td><td>5.5</td></tr> <tr><td>Aug '12</td><td>6.4</td><td>5.5</td></tr> </tbody> </table> <p>*Healthcare Network ALOS - Preliminary data pending Auditor-Controller validation</p>	Month	Actual ALOS	Target ALOS	Jul '11	6.1	5.5	Aug '11	6.1	5.5	Sept '11	6.1	5.5	Oct '11	5.8	5.5	Nov '11	6.2	5.5	Dec '11	6.9	5.5	Jan '12	6.3	5.5	Feb '12	6.2	5.5	Mar '12	6.4	5.5	Apr '12	5.9	5.5	May '12	6.3	5.5	Jun '12	6.0	5.5	Jul '12	6.3	5.5	Aug '12	6.4	5.5	<p>Overall trend in ALOS for the 2-year period prior to the move reduced to a low range of 4.7 – 5.5 days in 2008. Immediately prior to the move, the ALOS increased as the lower acuity patients were transferred to other facilities. This trend may continue depending on number of transfers.</p> <p>*As of July 2010 with the consolidation of Ingleside and Hawkins, all psychiatric services are now included. There were 10 patients discharged in July, 2012 with LOS > 100. Without the effect of these 10, ALOS would have been 5.9 rather than 6.4</p>
Month	Actual ALOS	Target ALOS																																														
Jul '11	6.1	5.5																																														
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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	Indicator #6 – Pediatric Metrics					
		Date	NICU (40 Beds)	Peds Ward (25 Beds)	PICU (10 Beds)	Med/Surg Adolescent (20 Beds)	
		Jul -10	60%	68%	80%	85%	
		Aug -10	62%	68%	60%	85%	
		Sep -10	72.5%	60%	60%	80%	
		Nov-10	67.5%	48%	50%	70%	
		Dec -10	62%	60%	50%	65%	
		Feb -11	57%	68%	80%	80%	
		Apr-11	55%	64%	50%	75%	
		May -11	57%	56%	50%	80%	
		Jul -11	58%	44%	50%	70%	
		Aug -11	58%	44%	40%	75%	
		Sep -11	58%	40%	50%	75%	
		Nov-11	62%	60%	70%	75%	
		Dec-11	65%	40%	60%	70%	
Jan -12	60%	52%	60%	75%			
Feb-12	55%	56%	60%	70%			
Mar-12	55%	64%	50%	75%			
Apr -12	53%	48%	50%	65%			
May -12	42%	40%	50%	70%			
Jun-12	37.5%	44%	50%	60%			
Jul -12	45%	48%	60%	80%			
Aug -12	57%	48%	50%	75%			