

June 27, 2017

Xavier Becerra
Attorney General

Attn: Wendi A. Horwitz
Deputy Attorney General
Department of Justice
Office of the Attorney General
300 South Spring Street, Suite 1702
Los Angeles, CA 90013

Re: Request Pursuant to Corp. Code Sec. 999.5(h) ("Subdivision h") –
St. Francis Medical Center ED Diversion

Dear Ms. Horwitz:

Pursuant to the provisions of Subdivision h, St. Francis Medical Center hereby requests approval of an amendment to the Conditions issued by the Attorney General in the decision issued December 15, 2015 on the Proposed Change in Governance and Control of the Daughters of Charity Health System, in particular Condition IV, paragraph g, of those Conditions as they relate to the Emergency Department Diversion hours of St. Francis Medical Center.

As background, SFMC has engaged in numerous changes completed over the past 18 months to decrease incidence of diversion. These include:

1. Redesign triage and registration to expedite lower level of care patient to faster access and treatment;
2. Allocated phlebotomy resources to the ED to hasten blood draws and results;
3. Implement ED throughput huddle 5X's daily to hasten and facilitate admitted patient's departure from ED;
4. Purchased mobile registration cart;



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5. Opened 6 bed in patient staging unit to provide appropriate safe beds for telemetry patients;
6. Increased telemetry bed capacity on the 7th floor by 9 beds for a total of 60 beds total;
7. Weekly throughput meeting with SFMC and Verity leadership to review opportunities;
8. Develop and implement new Telemetry policy to limit inappropriate admissions to telemetry;
9. Recruit and train over 50 new RN's to expand capacity on existing floors; and
10. Develop and open 30 new beds on 5th floor.

We also would like to point out several elements of the diversion program. Diversion is only selective and independent as to what specific clinical area is impacted. Second, trauma diversion is only called when both trauma teams are in surgery. Third STEMI diversion is only called when an actual patient is in the Cath lab undergoing a procedure. Fourth, diversion secondary to saturation is based on the capacity SFMC measures to provide care for emergency room patients. Finally, if diversion is called for saturation, we want to point out that SFMC remains open to accept trauma patients as well as STEMI patients.

Based on the current available providers (Trauma facilities) in similar socioeconomic geographic area, the ED diversion trends secondary to saturation, and other relevant data set forth on Attachment A hereto, St. Francis believes the applicable condition should be amended to 15% of total operational time of 8,760 hours (based on 24 hrs. x 365 days a year) or 1,314 hrs. per year. This would equate to 109 hrs. per month or roughly 27 hrs. per week. Saint Francis Medical Center has made significant improvement in their current rate of diversion, posting a reduction of 75% over the past 3 years. Comparing Saint Francis Medical Center to similar sized



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Trauma facilities with similar populations and trending their ED diversion hours over the past 3 years, the request of 1,314 hours per year for ED diversion secondary to saturation is appropriate.

Please contact me should you have any questions with respect to this request.

Very truly yours,

A handwritten signature in blue ink, appearing to read 'J. Mark Waxman', with a long horizontal flourish extending to the right.

J. Mark Waxman
General Counsel

Enclosure

cc: Mr. Andrei Soran, Chief Executive Officer, Verity Health System of California, Inc.
Gerald Kozai, Pharm. D., President & Chief Executive Officer,
St. Francis Medical Center

Attachment A:

Total diversion (Saturation, Trauma, and STEMI) for the past 5 years for not only Saint Francis Medical Center (SFMC) but comparable sized trauma facilities in similar socio-economic areas

Monthly Hour Diversion 2012														Total Diversion for the Year	Percentage of total diversion	Monthly Average
Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec					
SFMC	282	313	319	165	126	129	163	230	244	200	165	156	2492	28.4%	207.7	
Harbor- UCLA	372	368	438	388	327	367	342	498	475	319	252	238	4384	50.0%	365.3	
Long Beach Memorial	327	264	342	230	171	136	245	290	230	178	129	133	2675	30.5%	222.9	
St.Marys Medical Center	111	97	141	93	66	60	126	156	108	126	79	119	1282	14.6%	106.8	
California Hospital	81	104	126	50	29	36	37	59	86	52	57	66	783	8.9%	65.3	
Monthly Hour Diversion 2013																
Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total Diversion for the Year	Percentage of total diversion	Monthly Average		
SFMC	297	181	238	208	156	180	215	223	244	193	158	267	2560	29.2%	213.3	
Harbor- UCLA	431	275	200	122	126	237	319	275	280	245	144	156	2810	32.1%	234.2	
Long Beach Memorial	364	161	208	172	133	187	193	148	64	96	43	41	1810	20.7%	150.8	
St.Marys Medical Center	215	154	141	122	66	89	104	111	93	96	86	96	1373	15.7%	114.4	
California Hospital	156	80	89	64	52	64	29	81	43	89	43	104	894	10.2%	74.5	
Monthly Hour Diversion 2014																
Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total Diversion for the Year	Percentage of total diversion	Monthly Average		
SFMC	431	215	260	295	334	316	327	290	367	238	208	215	3496	39.9%	291.3	
Harbor- UCLA	275	127	171	180	74	57	74	81	115	119	230	126	1629	18.6%	135.8	
Long Beach Memorial	223	94	89	144	148	100	178	126	172	133	115	156	1678	19.2%	139.8	
St.Marys Medical Center	223	168	126	129	171	135	186	186	201	200	144	200	2069	23.6%	172.4	
California Hospital	178	80	96	64	96	79	96	119	144	89	151	126	1318	15.0%	109.8	
Monthly Hour Diversion 2015																
Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total Diversion for the Year	Percentage of total diversion	Monthly Average		
SFMC	431	315	290	230	223	180	163	223	187	148	86	89	2565	29.3%	213.8	
Martin Luther King CH								22	79	133	36	37	307			
Harbor- UCLA	312	168	171	108	148	187	208	133	288	178	115	74	2090	23.9%	174.2	
Long Beach Memorial	297	141	238	172	133	122	111	96	158	178	100	223	1969	22.5%	164.1	
St.Marys Medical Center	305	194	171	43	22	20	37	29	36	44	28	22	951	10.9%	79.3	
California Hospital	200	161	156	86	126	93	111	133	237	186	144	223	1856	21.2%	154.7	
Monthly Hour Diversion 2016																
Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total Diversion for the Year	Percentage of total diversion	Monthly Average		
SFMC	215	174	29	28	14	28	81	52	50	74	72	119	936	10.7%	78.0	
Martin Luther King CH	111	146	126	79	59	72	119	89	93	37	57	104	1092	12.5%	91.0	
Harbor- UCLA	163	180	104	151	52	122	126	81	79	116	93	74	1341	15.3%	111.8	
Long Beach Memorial	245	292	133	108	74	144	156	172	141	158	230	230	2009	22.9%	167.4	
St.Marys Medical Center	126	146	74	28	14	46	59	81	115	59	72	44	864	9.9%	72.0	
California Hospital	37	431	290	252	163	273	394	252	417	267	136	81	2993	34.2%	249.4	

** Data sourced from L.A. County Health Services, Emergency Medical Services Reports; Diversion report by Hospital & Region