

**Quality and Productivity Commission**  
**28<sup>th</sup> Annual Productivity and Quality Awards Program**  
**“Los Angeles County: Ahead of the Curve”**

**2014 APPLICATION**

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

**NAME OF PROJECT: INDIGENT PATIENT PRODUCT REIMBURSEMENT**

**DATE OF IMPLEMENTATION/ADOPTION:** 6-2010  
 (Must have been implemented at least one year - on or before June 30, 2013)

**PROJECT STATUS:**                       Ongoing             One-time only

**HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT?**                       Yes                       No

**EXECUTIVE SUMMARY:** Describe the project in 15 lines or less using Arial 12 point font. Summarize the problem, solution, and benefits of the project in a clear and direct manner.

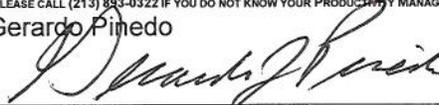
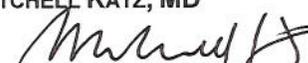
1 We have many patients that come through the Cardiac Catheterization Lab at Harbor-  
 2 UCLA. The “Cath Lab” is where we take care of patients that are having heart attacks  
 3 and possibly need the artery of their heart opened by a stent. The stent remains in the  
 4 heart to keep the artery open in the future.

5  
 6 Many of these patients that we care for do not have the financial means to pay for  
 7 services and care. In the past we identified a few companies that offered Indigent  
 8 Patient Product Reimbursement to the County for product to be replaced to us when a  
 9 patient cannot pay for services. For every case that is done on an indigent patient, we  
 10 get the product from that company sent back to us to replace the stock.

11  
 12 In January 2013 we engaged an existing vendor, Cardinal Health, to help us expand the  
 13 potential for savings by helping us more quickly identify eligible patients and submitting  
 14 the necessary paperwork on a deadline to realize the savings.  
 15

(1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE	(2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS	(3) ACTUAL/ESTIMATED ANNUAL REVENUE	(1) + (2) + (3) = TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT	SERVICE ENHANCEMENT PROJECT
\$	\$ <b>210,704.00</b>	\$	\$ <b>210,704.00</b>	<input type="checkbox"/>

ANNUAL = 12 MONTHS ONLY

<b>SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS</b> Cardiac Catheterization Lab Harbor-UCLA Medical Center 1000 W. Carson St., Torrance, Ca. 90509	<b>TELEPHONE NUMBER</b> 310-222-2546
<b>PROGRAM MANAGER'S NAME</b> Michelle Martinez	<b>TELEPHONE NUMBER</b> 310-222-2546  <b>EMAIL</b> mimartinez@dhs.lacounty.gov
<b>PRODUCTIVITY MANAGER'S NAME AND SIGNATURE</b> <small>(PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME)</small> Gerardo Pinedo 	<b>DATE</b> 7-14-14  <b>TELEPHONE NUMBER</b> 213-240-7948  <b>EMAIL</b> gpinedo@dhs.lacounty.gov
<b>DEPARTMENT HEAD'S NAME AND SIGNATURE</b> MITCHELL KATZ, MD 	<b>DATE</b> 7/14/14  <b>TELEPHONE NUMBER</b> 213-240-8101

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**1<sup>st</sup> FACT SHEET – LIMITED TO 3 PAGES ONLY:** Describe the **Challenge, Solution, and Benefits** of the project.

We have many indigent patients that require our services of care and do not have the means to pay for these services. The hospital is in turn not being paid for these services. A few companies offered a program that reimburses the products used for this patient population.

Most of our patients are lower income than those served by other facilities. With this program, we are able to offer our patients the best service and the best quality of products to meet their medical needs.

This program aids community health by ensuring that low-income patients become healthy and stay healthy. The patients are able to stay with their providers of choice in our hospital and in the community where they live. The hospital also benefits through cost savings and better ability to meet the great need for health services.

We began looking at achieving greater cost savings through product replacement programs in June of 2010. Initially it was difficult to ascertain which patients actually paid for hospital services and which ones didn't. Within the first two years, we were able to achieve cost savings of about \$75,000-\$80,000 in replaced products. It was very challenging to research and identify eligible patients and submit the paperwork within the 210-220 day timeframe from the procedure.

In January of 2013, we engaged an existing vendor, Cardinal Health, to help us more rapidly identify indigent patients that qualified for this program and submit the paperwork for reimbursement within the deadline period. Cardinal Health assisted in keeping all of the necessary paperwork together to follow this project. As a result, Cardinal Health has helped me use less time for this project and more time towards the patients that we serve within the Cath Lab. With this assistance, we have saved \$210,704.00 in product for the hospital.

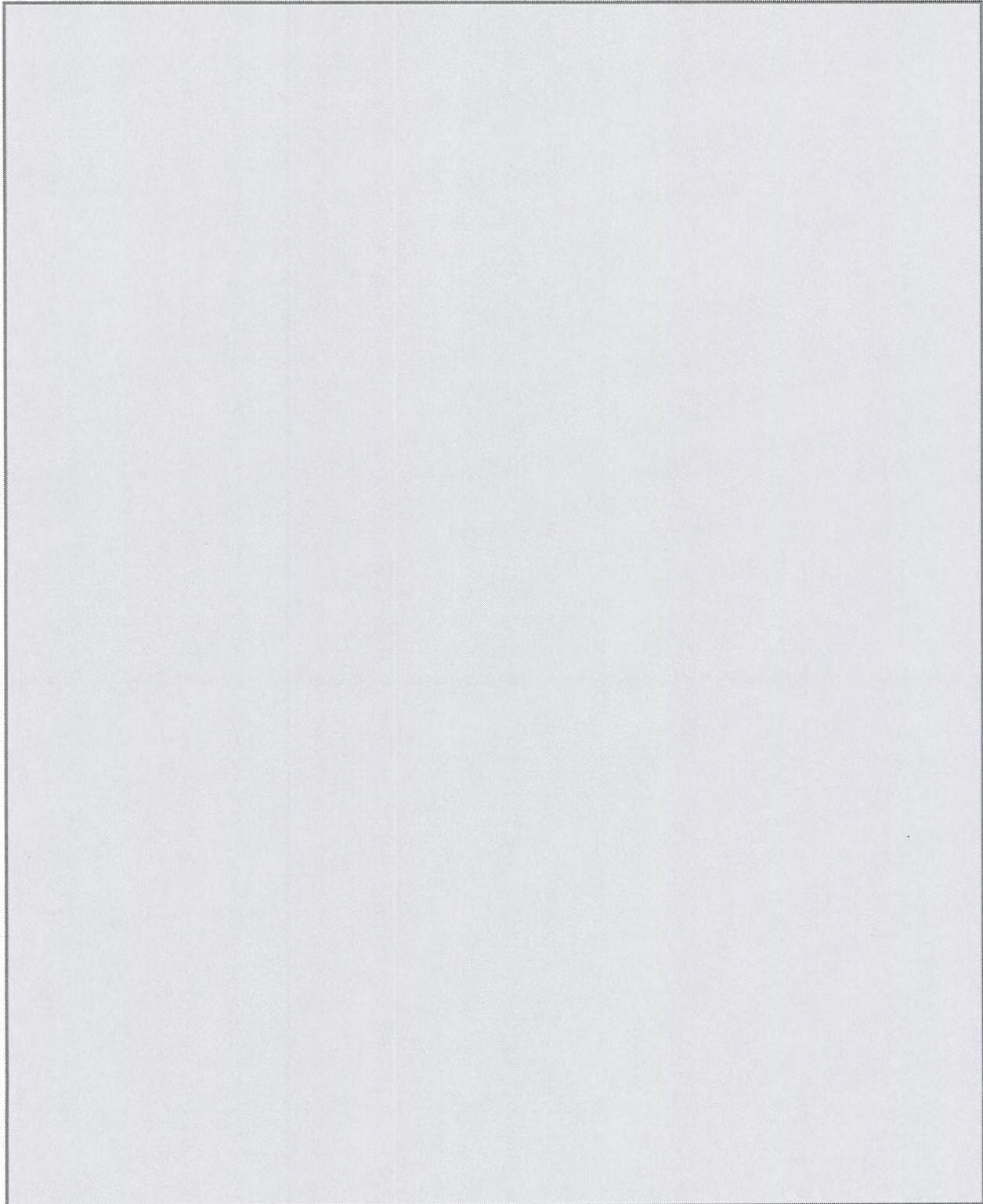
As we continue the program, we anticipate even greater savings in the future. Most importantly, we are better able to meet our mission to the community we serve and ensure that our most vulnerable patients receive high quality health care.

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LINKAGE TO THE COUNTY STRATEGIC PLAN (DETAIL IS REQUIRED FOR COUNTY DEPARTMENTS):

1. **OPERATIONAL EFFECTIVENESS: MAXIMIZE THE EFFECTIVENESS OF THE PROCESS, STRUCTURE, AND OPERATIONS TO SUPPORT TIMELY DELIVERY OF CUSTOMER-ORIENTED AND EFFICIENT PUBLIC SERVICE.**

2. **FISCAL SUSTAINABILITY: STRENGTHEN AND ENHANCE THE COUNTY'S CAPACITY TO SUSTAIN ESSENTIAL COUNTY SERVICES THROUGH PROACTIVE AND PRUDENT FISCAL POLICIES AND STEWARDSHIP.**

**3. INTEGRATED SERVICES DELIVERY: MAXIMIZE OPPORTUNITIES TO MEASURABLY IMPROVE CLIENT AND COMMUNITY OUTCOMES AND LEVERAGE RESOURCES THROUGH THE CONTINUOUS INTEGRATION OF HEALTH, COMMUNITY, AND PUBLIC SAFETY SERVICES.**

WITH THIS PROGRAM, WE HAVE BEEN ABLE TO TAKE ADVANTAGE OF THE VENDORS PROGRAMS TO ASSIST THE COMMUNITY AND HOSPITAL WITH THE APPROPRIATE COST SAVINGS.

1. THE NURSE THAT HAS BEEN GETTING THE INFORMATION ON EACH PATIENT AND SUPPLIES USED DURING THE PROCEDURES HAS BEEN ABLE TO TRANSFER SOME OF HER ROLE TO CARDINAL HEALTH TO OUT WITH THE PAPERWORK SO THAT THE NURSE IS ABLE TO CONTINUE IN CARING FOR THE PATIENTS THAT COME THROUGH THE CATH LAB.
2. THIS PROGRAM ALSO HELPS THE COMMUNITY IN THAT THEY ARE NOT WORRIED ABOUT PAYMENT FOR THEIR SERVICES DURING THEIR TIME OF NEED. THE PATIENT, PATIENT'S FAMILY, AND THE MEDICAL STAFF CAN FOCUS ON THE NEED AT HAND FOR THE PATIENT.
3. WE ARE ALSO ABLE TO PROVIDE THE BEST QUALITY OF CARE AND SERVICES TO OUR PATIENTS AND THE COMMUNITY.

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**COST AVOIDANCE, COST SAVINGS, AND REVENUE GENERATED (ESTIMATED BENEFIT):** If you are claiming cost benefits, include a calculation on this page. You must include an explanation of the County cost savings, cost avoidance or new revenue that matches the numbers in the box. Remember to keep your supporting documentation.

**Cost Avoidance:** Costs that are eliminated or not incurred as a result of program outcomes.

**Cost Savings:** A reduction or lessening of expenditures as a result of program outcomes.

**Revenue:** Increases in existing revenue streams or new revenue sources to the County as a result of program outcomes.

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With the Indigent Reimbursement Program, we are saving the County just over \$200,000.00 in the year of 2013. This is done by finding patients that are unable to pay for the services from our hospital and putting together all of the products that are able to be used within this program from each vendor. For an example, if a patient needs a stent placed in their heart to open block arteries, we are able to bundle the stent with any other products used from the same vendor. The average cost of product used per patient for a procedure is \$2000.00 - \$3500.00.

The products are then sent into the Cath Lab, with No Charge, giving us the reimbursement of products that were already purchased previously. As a result, we do not have to purchase more products to replace the usage. This is a big cost savings for the County.