

Martin Luther King-Harbor Community Hospital Closure Analysis

June 20, 2007

Table of Contents

	Page
Martin Luther King-Harbor Community Hospital Patient Origin	2
Service Area Maps	3
Market Share by Service Line	7
Market Share by Payer	8
Travel Distance to other LA-DHS Facilities	9
Bed Size Comparison	10
YTD 2007 Martin Luther King-Harbor Community Hospital Utilization	11
Critical Care Bed Inventory	12
Emergency Department Inventory	16
Medical/Surgical Bed Inventory	20
Urgent Care Center Inventory	22
Conclusions and Concerns with the Closure of MLK-Harbor	23

Martin Luther King-Harbor Community Hospital Closure Analysis
Patient Origin Based on Inpatient Discharges
2005

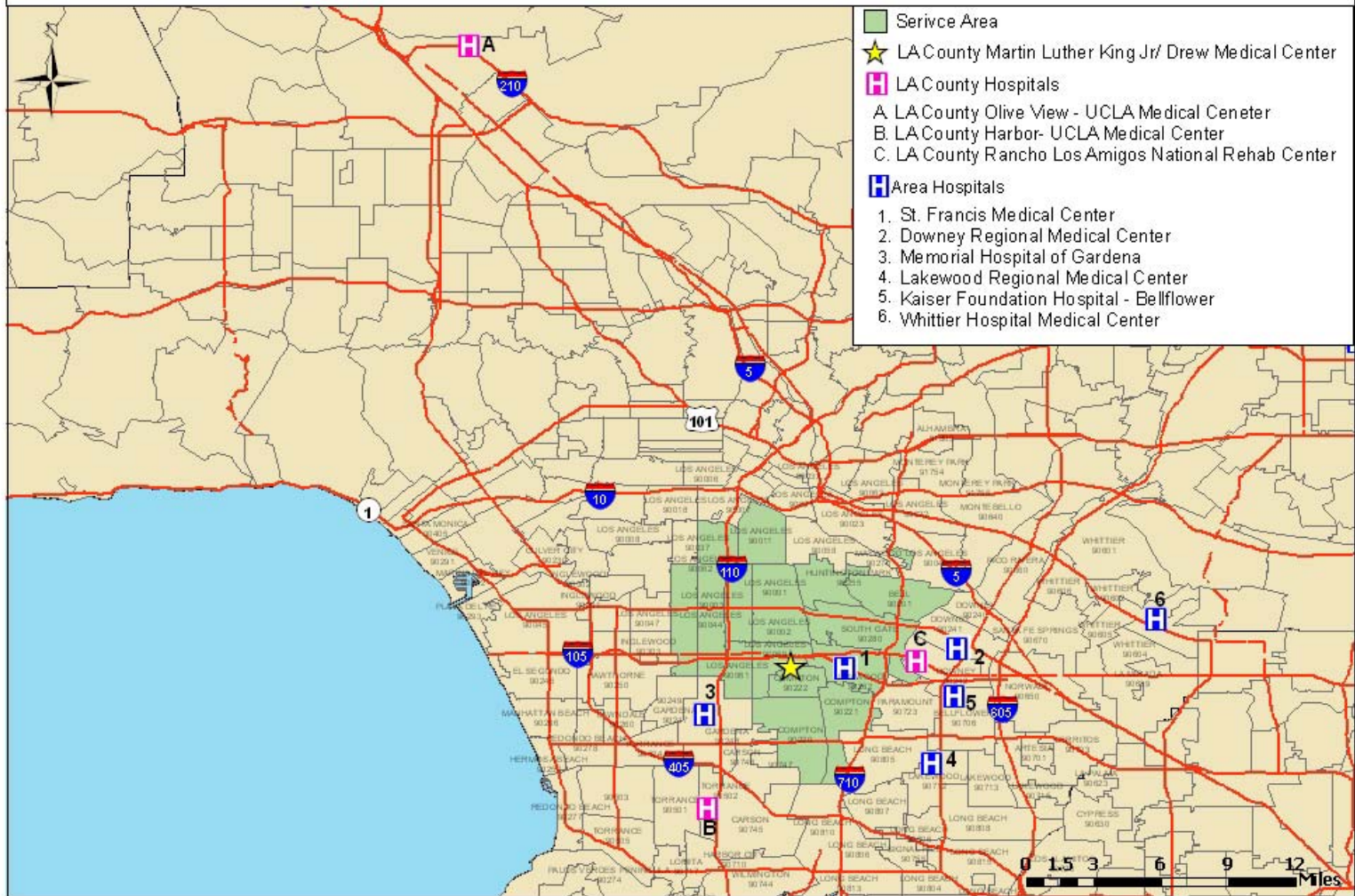
ZIP Code	Community	Discharges	% of Total	Cum %
90003	Los Angeles	1,063	9.7%	9.7%
90059	Los Angeles	1,034	9.4%	19.1%
90044	Los Angeles	1,029	9.3%	28.4%
90002	Los Angeles	930	8.4%	36.8%
90001	Los Angeles	769	7.0%	43.8%
90220	Compton	584	5.3%	49.1%
90222	Compton	562	5.1%	54.2%
90061	Los Angeles	476	4.3%	58.6%
90221	Compton	460	4.2%	62.8%
90011	Los Angeles	387	3.5%	66.3%
90262	Lynwood	333	3.0%	69.3%
90255	Huntington Park	268	2.4%	71.7%
90047	Los Angeles	260	2.4%	74.1%
90037	Los Angeles	255	2.3%	76.4%
90280	South Gate	255	2.3%	78.7%
90201	Bell	162	1.5%	80.2%
<i>Subtotal</i>		<u>8,827</u>	<u>80.2%</u>	
All Other		<u>2,180</u>	<u>19.8%</u>	100.0%
TOTAL		<u><u>11,007</u></u>	<u><u>100.0%</u></u>	

Source: OSHPD 2005

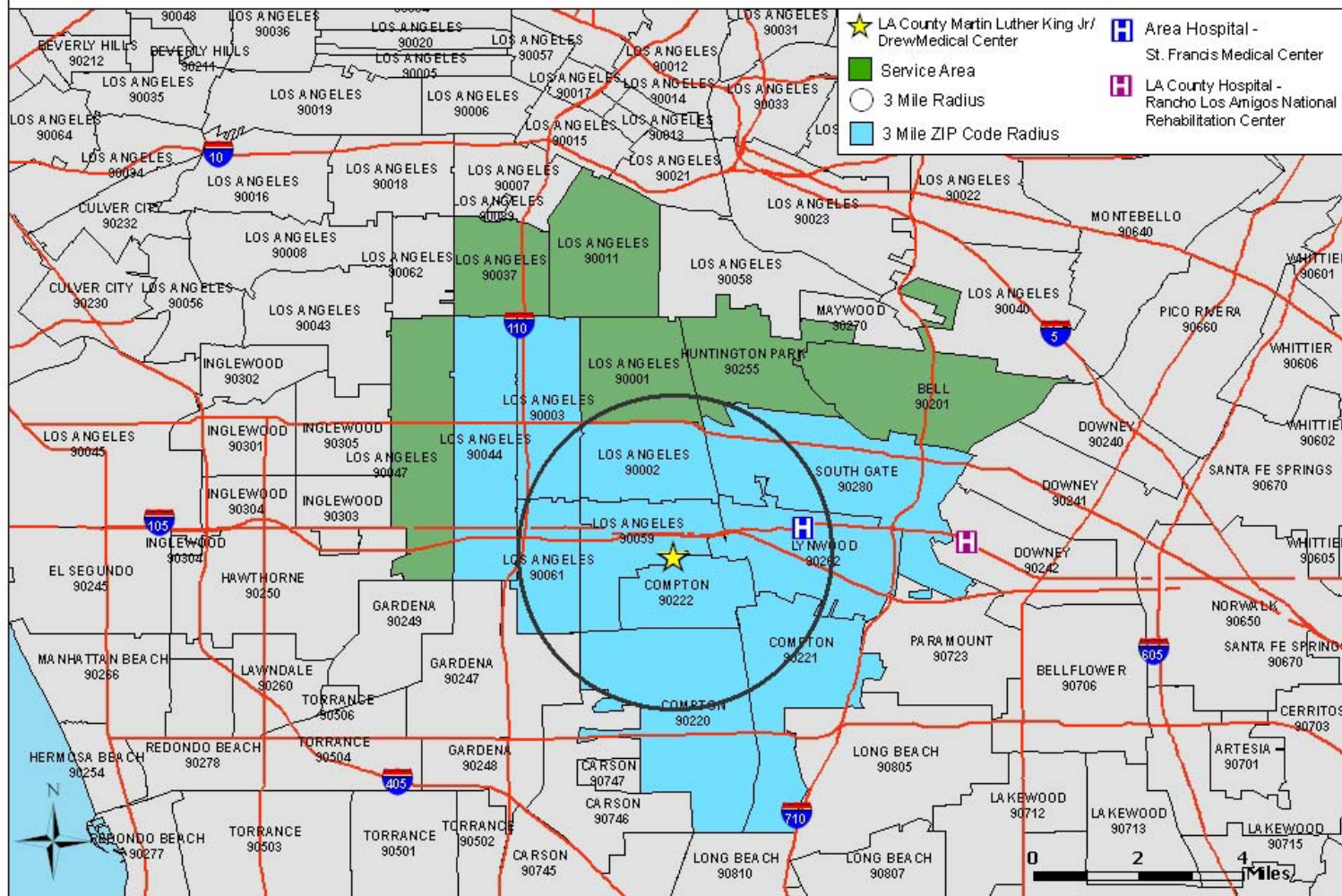
Note: Excludes normal newborns (DRG 391)

- The service area defined represents approximately 80 percent of patients served by Martin Luther King-Harbor Community Hospital (“MLK-Harbor”).
- The maps on the following pages show service areas of 3 miles, 5 miles, and 12 miles.
 - ▶ The 12 mile radius was identified at the recommendation of the Los Angeles County Emergency Medical Services Agency, regarding the “impact area” due to paramedic travel and emergency room spillover.

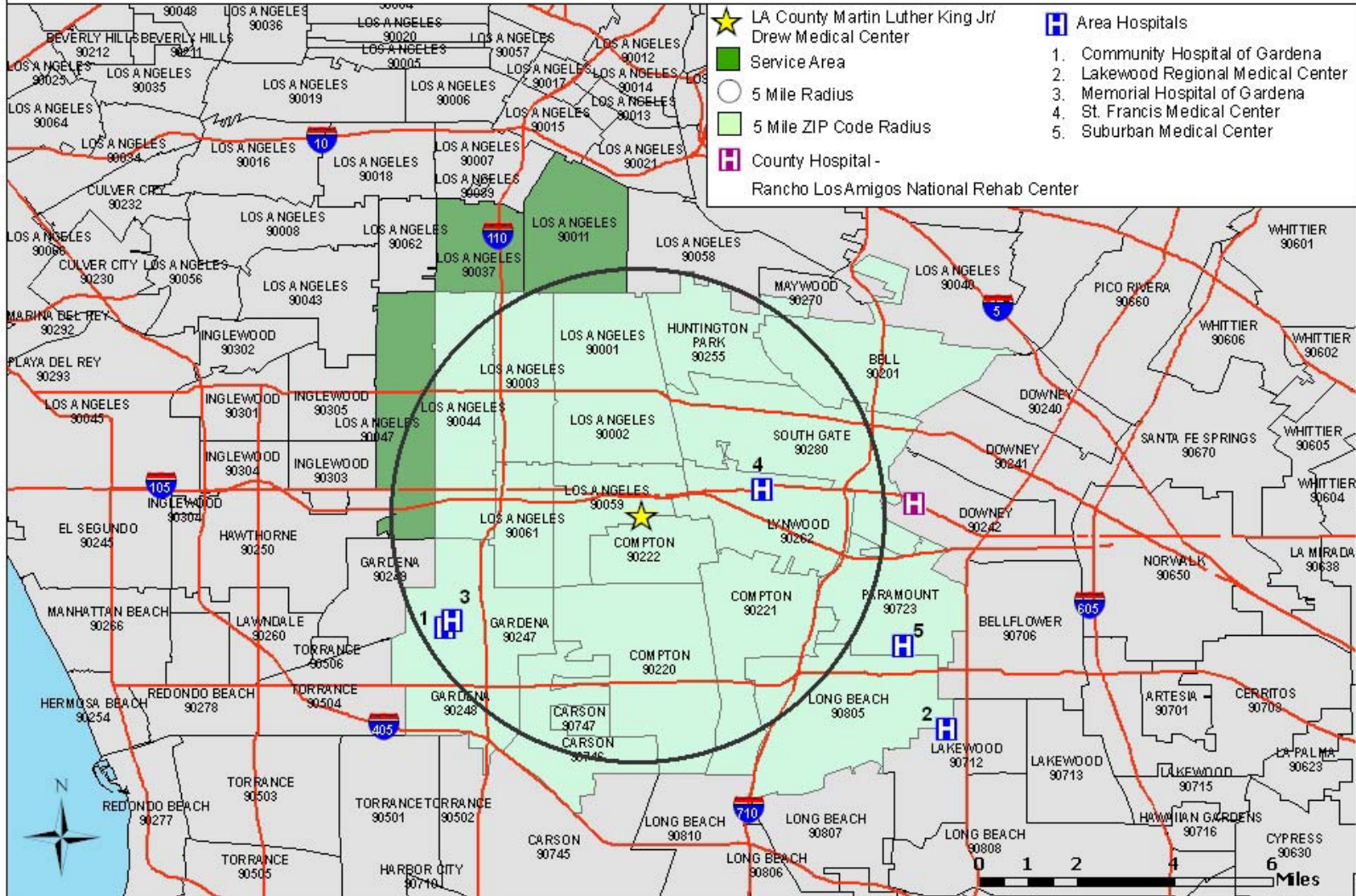
Los Angeles County Martin Luther King Jr./Drew Medical Center Service Area Map



Los Angeles County Martin Luther King Jr/Drew Medical Center 3 Mile Radius Map

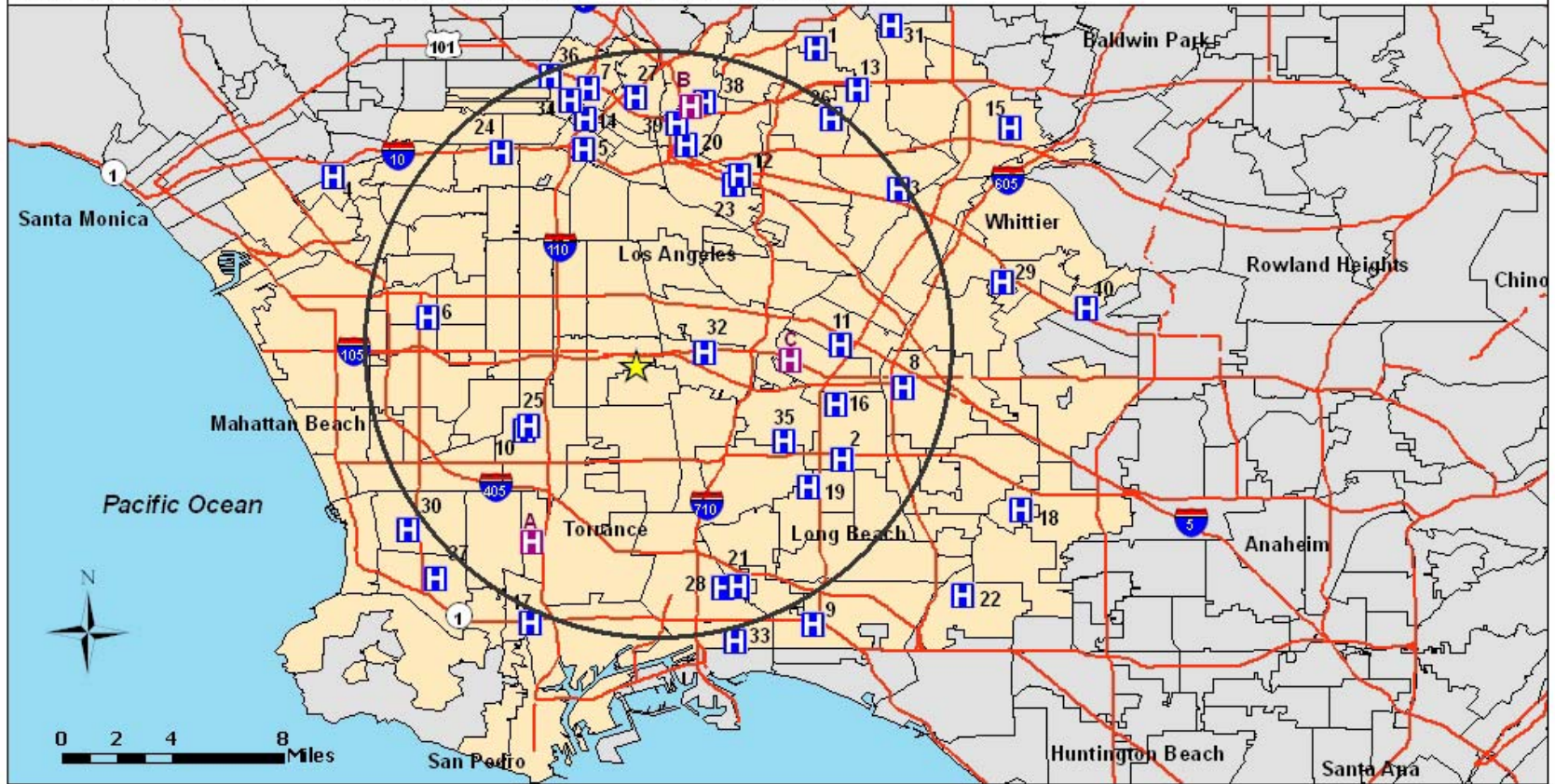


Los Angeles County Martin Luther King Jr/Drew Medical Center 5 Mile Radius Map



Los Angeles County Martin Luther King Jr/Drew Medical Center 12 Mile Radius Map

- | | | | |
|--|---|--|--|
| <p>H Area Hospitals</p> <ol style="list-style-type: none"> 1. Alhambra Hosp Med Ctr 2. Bellflower Med Ctr 3. Beverly Hosp 4. Brotman Med Ctr 5. California Hosp Med Ctr 6. Centinela Freeman Mem Hosp 7. City of Angels Med Ctr 8. Coast Plaza Doctors Hosp 9. Community Hosp Long Beach 10. Community Hosp of Gardena 11. Downey Regional Med Ctr | <ol style="list-style-type: none"> 12. East Los Angeles Doctors Hosp 13. Garfield Med Ctr 14. Good Samaritan Hosp 15. Greater El Monte Comm Hosp 16. Kaiser - Bellflower 17. Kaiser - Harbor City 18. La Palma Intercommunity Hosp 19. Lakewood Reg Med Ctr 20. Lincoln Hosp Med Ctr 21. Long Beach Mem Med Ctr 22. Los Alamitos Med Ctr 23. Los Angeles Comm Hosp 24. Los Angeles Metro Med Ctr | <ol style="list-style-type: none"> 25. Mem Hosp of Gardena 26. Monterey Park Hosp 27. Pacific Alliance Med Ctr 28. Pacific Hosp of Long Beach 29. Presbyterian Intercomm Hosp 30. Providence - Little Comp of Mary 31. San Gabriel Valley Med Ctr 32. St. Francis Med Ctr 33. St. Mary Med Ctr 34. St. Vincent Med Ctr 35. Suburban Med Ctr 36. Temple Comm Hosp 37. Torrance Mem Med Ctr | <ol style="list-style-type: none"> 38. USC University Hosp 39. White Mem Med Ctr 40. Whittier Hosp Med Ctr <p>★ LA County Martin Luther King Jr / Drew Medical Center</p> <p>■ 12 Mile ZIP Code Radius</p> <p>○ 12 Mile Radius</p> <p>H LA County Hospitals</p> <ol style="list-style-type: none"> A. LAC-Harbor-UCLA Med Ctr B. LAC/JUSC Med Ctr C. Rancho Los Amigos Rehab Ctr |
|--|---|--|--|



**MLK-Harbor Community Hospital
Service Area
Inpatient Discharge Market Share by Product Line *
2005**

Product Line	Service Area		Los Angeles County Martin Luther King Jr/Drew Medical Center	St. Francis Medical Center	Centinela/Daniel Freeman Memorial Hospital ⁽⁶⁾	California Hospital Medical Center - Los Angeles	Los Angeles County+USC Medical Center	Kaiser Foundation Hospital- Bellflower	Community And Mission Hospital of Huntington Park - Slauson	Los Angeles County Harbor- UCLA Medical Center	White Memorial Medical Center	Downey Regional Medical Center	All Other
	Num.	% of Total	% of Total	% of Total	% of Total	% of Total	% of Total	% of Total	% of Total	% of Total	% of Total	% of Total	% of Total
Cardiology - Diagnostic/Interventional	1,829	1.9%	1.7%	16.2%	13.9%	0.4%	4.6%	2.6%	0.3%	6.3%	5.1%	7.9%	41.0%
Cardiology - Medical	10,749	11.0%	14.7%	12.0%	9.2%	5.3%	5.0%	5.5%	3.8%	3.5%	2.3%	4.3%	34.3%
Cardiology - Surgery ⁽¹⁾	399	0.4%	0.0%	10.3%	7.5%	0.0%	5.5%	0.0%	0.0%	8.3%	4.0%	5.8%	58.6%
Chemical Dependency ⁽²⁾	668	0.7%	7.8%	4.6%	2.4%	2.2%	4.0%	2.4%	0.1%	3.4%	0.6%	0.6%	71.7%
Endocrine	3,642	3.7%	9.4%	13.9%	8.1%	4.2%	5.4%	5.6%	6.5%	4.4%	2.8%	2.7%	36.9%
ENT	103	0.1%	25.2%	5.8%	7.8%	8.7%	14.6%	1.9%	1.9%	5.8%	1.0%	0.0%	27.2%
Gastroenterology	8,233	8.4%	8.4%	11.2%	7.3%	4.7%	6.0%	5.3%	6.3%	4.7%	2.5%	4.1%	39.5%
General Medicine	6,924	7.1%	9.8%	11.9%	9.8%	4.9%	8.1%	5.6%	2.8%	6.9%	2.0%	2.5%	35.8%
General Surgery	6,091	6.2%	8.2%	13.2%	5.7%	6.7%	6.6%	5.7%	5.2%	7.7%	2.9%	3.3%	34.7%
Gynecology	2,261	2.3%	8.8%	9.4%	6.0%	4.3%	13.0%	10.1%	2.8%	5.5%	0.8%	2.9%	36.4%
Neonatal Intensive Care	5,732	5.9%	7.3%	21.0%	4.7%	12.0%	5.3%	3.8%	4.3%	2.3%	4.0%	1.8%	33.6%
Neurology	401	0.4%	3.5%	16.7%	8.0%	5.2%	2.0%	6.0%	5.2%	3.5%	1.7%	5.7%	42.4%
Neurosurgery	327	0.3%	5.5%	13.5%	10.7%	1.5%	6.7%	0.0%	0.0%	5.2%	0.9%	7.0%	48.9%
Obstetrics & Deliveries	25,601	26.2%	2.9%	22.8%	5.3%	9.9%	2.4%	4.7%	7.1%	0.9%	3.8%	1.9%	38.4%
Oncology	3,833	3.9%	7.4%	12.5%	6.6%	3.7%	10.4%	4.7%	1.1%	9.1%	1.4%	2.4%	40.6%
Orthopedics	5,532	5.7%	9.7%	11.1%	7.9%	4.1%	8.0%	4.6%	0.8%	9.5%	1.4%	3.0%	39.9%
Pediatrics	994	1.0%	10.0%	11.2%	3.3%	5.3%	4.7%	5.1%	9.4%	8.2%	3.2%	0.4%	39.1%
Plastic Surgery	550	0.6%	13.3%	9.8%	7.3%	4.0%	6.0%	3.1%	1.8%	9.1%	0.9%	0.9%	43.8%
Psychiatry	5,507	5.6%	2.6%	11.5%	1.4%	0.1%	1.7%	0.2%	0.1%	2.1%	3.7%	0.1%	76.5%
Pulmonary Medicine	1,360	1.4%	14.6%	12.8%	8.5%	7.0%	3.6%	3.8%	0.8%	4.6%	2.9%	4.8%	36.7%
Rehabilitation ⁽³⁾	1,000	1.0%	0.0%	0.0%	22.7%	5.2%	0.0%	0.0%	0.0%	0.0%	5.4%	0.0%	66.7%
Spine Surgery ⁽⁴⁾	344	0.4%	4.4%	3.2%	11.0%	0.6%	2.6%	0.0%	0.0%	3.8%	1.7%	2.6%	70.1%
Thoracic & Vascular Surgery	792	0.8%	2.0%	10.5%	18.4%	2.8%	2.9%	3.4%	0.4%	3.9%	1.9%	2.7%	51.1%
Transplant ⁽⁵⁾	66	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	10.6%	0.0%	0.0%	89.4%
Urology	4,843	5.0%	8.9%	11.7%	6.8%	4.2%	6.4%	5.6%	5.7%	6.9%	2.5%	3.5%	37.7%
TOTAL **	97,781	100.0%	7.2%	15.1%	6.9%	6.2%	5.1%	4.7%	4.4%	4.2%	2.9%	2.7%	40.5%

Source: OSHPD Inpatient Discharge Database, 2005

Note: Excludes normal newborns (DRG 391)

☐ - Indicates market share leader

* Only includes hospitals with greater than 2.0 percent market share

** Due to OSHPD masking, 16,816 discharges were not included in this analysis

(1) Kaiser - Sunset was the market share leader for Cardiology - Surgery with 12.8 percent

(2) Tarzana Treatment Center was the market share leader for Chemical Dependency with 12.8 percent

(3) LAC/ Rancho Los Amigos National Rehab Center was the market share leader for Rehabilitation with 22.2 percent

(4) Pacific Hospital of Long Beach was the market share leader for Spine Surgery with 13.9 percent

(5) St. Vincent Medical Center was the market share leader for Transplant with 28.8 percent

(6) Combines Centinela Freeman Regional Medical Center - Centinela & Memorial Campus data

- St. Francis Medical Center is the market share leader (2005) in the MLK-Harbor primary service area. Key service lines include: OB, pediatrics, neurology, diagnostic/interventional cardiology, and urology.

LOS ANGELES COUNTY MARTIN LUTHER KING JR/DREW MEDICAL CENTER
Service Area
Inpatient Discharge Market Share by Payer
2005

Hospital	Total Inpatient Discharges		Medicare			Private Coverage				Medi-Cal			All Other Payers ⁽¹⁾
	Num.	% of Total	Managed Care	FFS	Total	HMO	PPO	FFS	Total	Managed Care	FFS	Total	
Los Angeles County Martin Luther King Jr/Drew Medical Center *	8,827	7.7%	2.4%	5.0%	4.3%	0.1%	0.8%	8.7%	0.9%	6.7%	9.8%	9.0%	18.2%
St. Francis Medical Center *	16,809	14.7%	7.6%	16.0%	13.9%	8.0%	8.6%	14.2%	8.6%	20.7%	16.0%	17.3%	13.0%
Centinela/ Daniel Freeman Medical Center ⁽²⁾ *	8,090	7.1%	6.8%	15.1%	13.0%	7.6%	17.0%	2.0%	8.7%	6.9%	4.0%	4.8%	2.6%
California Hospital Medical Center - Los Angeles *	6,820	6.0%	3.7%	3.9%	3.8%	2.3%	2.0%	1.5%	2.2%	10.7%	7.2%	8.1%	5.8%
Los Angeles County USC Medical Center	5,802	5.1%	0.2%	1.3%	1.0%	0.0%	0.3%	5.8%	0.5%	3.1%	8.1%	6.7%	12.2%
Kaiser - Bellflower	5,335	4.7%	24.0%	0.1%	6.1%	23.2%	0.1%	0.6%	17.6%	1.5%	0.4%	0.7%	1.5%
Community and Mission Hospital of Huntington Park - Slauson *	5,294	4.6%	0.2%	3.4%	2.6%	1.2%	2.2%	1.7%	1.4%	8.5%	6.5%	7.0%	2.5%
Los Angeles County Harbor-UCLA Medical Center *	4,861	4.2%	0.4%	1.8%	1.4%	0.0%	0.0%	8.7%	0.7%	3.5%	5.8%	5.2%	10.5%
White Memorial Medical Center *	3,296	2.9%	0.7%	3.3%	2.6%	1.5%	2.2%	0.1%	1.5%	3.6%	3.7%	3.7%	1.7%
Downey Regional Medical Center *	3,141	2.7%	6.7%	5.0%	5.5%	4.8%	6.2%	5.7%	5.1%	1.6%	0.8%	1.0%	1.5%
<i>Subtotal</i>	68,275	59.6%	52.7%	54.9%	54.3%	48.6%	39.5%	48.9%	47.1%	66.9%	62.4%	63.6%	69.6%
All Other	46,322	40.4%	47.3%	45.1%	45.7%	51.4%	60.5%	51.1%	52.9%	33.1%	37.6%	36.4%	30.4%
TOTAL	114,597	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
			6,680	20,005	26,685	13,362	2,922	1,398	17,682	15,505	41,633	57,138	13,092
			5.8%	17.5%	23.3%	11.7%	2.5%	1.2%	15.4%	13.5%	36.3%	49.9%	11.4%

Source: OSHPD Inpatient Discharge Database, 2005

Notes: Excludes normal newborns (DRG 391)

☐ Denotes market share leader

* Payer and service line market share will not match due to reporting differences between payer classification and service line use

(1) Includes county indigent, other indigent, other government, other payers, workers' compensation and self-pay

(2) Data for Daniel Freeman Memorial Hospital and Centinela Hospital Medical Center were combined

- During 2005, Medicare and Medi-Cal patients, the dominant payers in the service area, receive care at a wide variety of hospitals throughout the community.

**Martin Luther King-Harbor Community Hospital Closure Analysis
Travel Distance**

From:	To:	LA County-DHS Hospitals (distance in miles)		
		Harbor- UCLA	Olive View- UCLA	Rancho Los Amigos
Martin Luther King-Harbor Community Hospital		11	41	8

Source: Windows Live Local Maps

- If MLK-Harbor is unavailable, patients are recommended to seek care from two sites within the LA County Department of Health Services (“LA County-DHS”) System, Harbor-UCLA Medical Center and Rancho Los Amigos National Rehabilitation Center. Harbor-UCLA and Rancho Los Amigos call for travel of 11 miles and 8 miles, respectively, from MLK-Harbor.
- Olive View-UCLA Medical Center, an alternative site, is 41 miles from MLK-Harbor, with a minimum travel time of 1 hour. The LA County DHS no longer believes Olive View is a viable alternative to MLK-Harbor.

Martin Luther King-Harbor Community Hospital Closure Analysis
Bed Size Comparison
2006 and 2007

	2007			2006	
	MLK-Harbor Community Hospital			MLK-Drew Medical Center	
	Part I 3/1/07	Actual 06/20/07	Part II 11/01/07	Bed Capacity	Average Daily Census
Service					
Medical/Surgical	30	42	90	269	100
Critical Care Unit	12	6	24	59	25
Total	42	48	114	328	125
Emergency Department	29	29	29	29	130 ⁽¹⁾
Urgent Care Clinic	10	10	10	N/A	N/A

(1) Average Daily Visits

- The bed capacity of the new MLK-Harbor is nearly 85 percent less than 2006, shrinking from 328 to 48 beds.
- Emergency medical services have continued with its existing number of stations (29) and an additional 10 stations provided via an urgent care center. Although it was assumed that utilization would decrease to 12,000-15,000 visits per year, 2007 utilization is on pace for nearly 25,000 visits, approximately 55 percent of 2006 volumes.

**Martin Luther King-Harbor Community Hospital Closure Analysis
Inpatient and Emergency Utilization
YTD 2007**

	Jan	Feb	Mar	Apr	May	Annualized 2007
Inpatient Activity						
Total Admissions	378	327	265	248	239	3,496
Average Daily Census ⁽¹⁾	74	61	47	43	41	53
Emergency Department Activity						
ED Volume	2,118	2,039	2,294	1,933	1,811	24,467
Urgent Care Volume	1,015	1,251	1,524	1,237	1,357	15,322

(1) Reduced bed capacity went into effect March 1, 2007.

- The assumed reduction in utilization, due to the downsized service structure, has not materialized. Emergency Department (“ED”) utilization is likely to exceed initial utilization projections. Combined with the Urgent Care Center, the service area volume has declined by only 10 percent from the 2006 utilization. In other words, approximately 5,000 ED visits were dispersed to providers located in the service area.

Martin Luther King-Harbor Community Hospital Closure Analysis
LA County and Community Hospital Inventory
Critical Care Bed Inventory
2005

Hospital	Critical Care ⁽¹⁾				
	Beds ⁽²⁾	Census Days	Average Daily Census	Occupancy Rate	Available Beds @ 75% Occupancy
LA County-DHS Hospitals					
Martin Luther King/Drew Medical Center	59	9,926	28	46.1%	22
Harbor-UCLA Medical Center	58	17,459	48	82.5%	(6) *
LA County+USC Medical Center	96	23,233	64	66.3%	11
Olive View-UCLA Medical Center	42	3,249	9	21.2%	30
Rancho Los Amigos National Rehab Center	24	1,218	4	13.9%	19
3 Mile Radius⁽³⁾					
St. Francis Medical Center	36	10,597	30	80.6%	(4) *
5 Mile Radius⁽⁴⁾					
Lakewood Regional Medical Center	31	5,560	16	49.1%	10
Memorial Hospital of Gardena	10	3,445	10	94.4%	(3) *

Source: OSHPD 2005 ALIRTS Annual Utilization Reports

Note: Numbers may not foot due to rounding

* Denotes facility is functionally full

(1) Includes intensive care, coronary care and acute respiratory beds

(2) Licensed beds

(3) Includes ZIP Codes: 90002, 90003, 90044, 90059, 90061, 90220, 90221, 90222, 90262, 90280

(4) Includes ZIP Codes in 3 mile radius, as well as: 90001, 90047, 90201, 90247, 90248, 90255, 90723, 90746, 90747, 90805

Martin Luther King-Harbor Community Hospital Closure Analysis
LA County and Community Hospital Inventory
Critical Care Bed Inventory
2005

Hospital	Critical Care ⁽¹⁾				
	Beds ⁽²⁾	Census Days	Average Daily Census	Occupancy Rate	Available Beds @ 75% Occupancy
12 Mile Radius⁽²⁾					
Bellflower Medical Center	10	2,412	7	66.1%	1
Beverly Hospital	25	6,295	18	69.0%	1
California Hospital Medical Center - Los Angeles	28	7,247	20	70.9%	1
Centinela Freeman Hospitals ⁽³⁾	49	16,235	45	90.8%	(11) *
Downey Regional Medical Center	18	5,509	16	83.9%	(3) *
East Los Angeles Doctors Hospital	10	2,511	7	68.8%	1
Garfield Medical Center	22	6,997	20	87.1%	(5) *
Good Samaritan Hospital - Los Angeles	68	11,665	32	47.0%	25
Greater El Monte Community Hospital	10	2,891	8	79.2%	(1) *
Kaiser Foundation Hospital - Bellflower	24	3,292	10	37.6%	11
Kaiser Foundation Hospital - Harbor City	20	5,509	16	75.5%	(1) *
La Palma Intercommunity Hospital	8	1,652	5	56.6%	1
Little Company of Mary Hospital	28	7,658	21	74.9%	0
Long Beach Memorial Medical Center	61	18,918	52	85.0%	(8) *
Los Alamitos Medical Center	17	5,015	14	80.8%	(2) *
Los Angeles Community Hospital	6	1,497	5	68.4%	(1) *
Los Angeles Metropolitan Medical Center	8	1,365	4	46.7%	3
Monterey Park Hospital	4	1,213	4	83.1%	(1) *
Pacific Alliance Medical Center, Inc.	9	1,988	6	60.5%	1
Pacific Hospital of Long Beach	16	1,600	5	27.4%	9
Presbyterian Intercommunity Hospital	24	5,191	15	59.3%	4
San Gabriel Valley Medical Center	19	4,569	13	65.9%	2
St. Mary Medical Center	47	6,122	17	35.7%	24
St. Vincent Medical Center	67	8,322	23	34.0%	36
Temple Community Hospital	12	1,968	6	44.9%	4
Torrance Memorial Medical Center	30	9,640	27	88.0%	(6) *
Tri-City Regional Medical Center	18	1,833	6	27.9%	10
USC University Hospital	44	13,428	37	83.6%	(5) *
White Memorial Medical Center	28	7,255	20	71.0%	1
Whittier Hospital Medical Center	16	3,652	11	62.5%	1

Source: OSHPD 2005 ALIRTS Annual Utilization Reports

Note: Numbers may not foot due to rounding

* Denotes facility is functionally full

(1) Includes intensive care, coronary care and acute respiratory beds

(2) Includes zip codes in 3 and 5 mile radius, as well as: 90005, 90006, 90007, 90008, 90010, 90011, 90012, 90013, 90014, 90015, 90016, 90017, 90018, 90019, 90020, 90021, 90022, 90023, 90026, 90031, 90032, 90033, 90037, 90043, 90045, 90047, 90056, 90057, 90062, 90063, 90066, 90230, 90232, 90240, 90241, 90242, 90245, 90249, 90250, 90254, 90260, 90266, 90270, 90274, 90277, 90278, 90293, 90301, 90302, 90303, 90304, 90305, 90501, 90502, 90503, 90504, 90506, 90601, 90602, 90605, 90606, 90620, 90623, 90630, 90638, 90640, 90650, 90660, 90670, 90701, 90703, 90706, 90710, 90712, 90713, 90715, 90716, 90717, 90720, 90731, 90732, 90744, 90745, 90755, 90804, 90806, 90807, 90808, 90810, 90813, 90815, 91733, 91770, 91776, 91801, 91803

(3) Combines Centinela Freeman Regional Medical Center - Centinela & Memorial Campus data

Martin Luther King-Harbor Community Hospital Closure Analysis
LA County and Community Hospital Inventory
Critical Care Bed Inventory
CY 2006

Hospital	Critical Care ⁽¹⁾				
	Beds ⁽²⁾	Census Days	Average Daily Census	Occupancy Rate	Available Beds @ 75% Occupancy
LA County-DHS Hospitals					
Martin Luther King/Drew Medical Center	59	9,119	25	42.3%	26
Harbor-UCLA Medical Center	58	17,612	49	83.2%	(7) *
LA County+USC Medical Center	96	23,548	65	67.2%	9
Olive View-UCLA Medical Center	42	4,394	13	28.7%	25
Rancho Los Amigos National Rehab Center	24	827	3	9.4%	20
3 Mile Radius⁽³⁾					
St. Francis Medical Center	36	11,690	33	89.0%	(8) *
5 Mile Radius⁽⁴⁾					
Lakewood Regional Medical Center	31	5,946	17	52.5%	8
Memorial Hospital of Gardena	10	3,498	10	95.8%	(3) *

Source: 2006 OSHPD ALIRTS Annual Utilization Reports

Note: Numbers may not foot due to rounding

* Denotes facility is functionally full

(1) Includes intensive care, coronary care and acute respiratory beds

(2) Licensed beds

(3) Includes ZIP Codes: 90002, 90003, 90044, 90059, 90061, 90220, 90221, 90222, 90262, 90280

(4) Includes ZIP Codes in 3 mile radius, as well as: 90001, 90047, 90201, 90247, 90248, 90255, 90723, 90746, 90747, 90805

- Sufficient critical care bed capacity is available within the LA County-DHS System as well as at Lakewood Regional Medical Center.
- The supply of critical care beds at Rancho Los Amigos serve as the most viable and closest option for patients that currently utilize MLK-Harbor for care.

Martin Luther King-Harbor Community Hospital Closure Analysis
LA County and Community Hospital Inventory
Critical Care Bed Inventory
CY 2006

- Within the 6 to 12-mile radius, 7 hospitals have capacity to absorb the 6 existing critical care beds operated by MLK-Harbor without exceeding their functional capacity.
- However, each hospital presents patient access challenges due to their distance and travel time from MLK-Harbor.

Hospital	Beds ⁽²⁾	Critical Care ⁽¹⁾			
		Census Days	Average Daily Census	Occupancy Rate	Available Beds @ 75% Occupancy
12 Mile Radius⁽³⁾					
Bellflower Medical Center	10	2,140	6	58.6%	2
Beverly Hospital	25	6,053	17	66.3%	2
California Hospital Medical Center - Los Angeles	NA	NA	NA	NA	NA
Centinela Freeman Hospitals ⁽⁴⁾	56	15,571	43	76.2%	(1) *
City of Angels Medical Center	12	1,437	4	32.8%	7
Downey Regional Medical Center - Downtown Campus	18	5,555	16	84.6%	(3) *
East Los Angeles Doctors Hospital	10	2,663	8	73.0%	(1)
Garfield Medical Center	22	5,269	15	65.6%	2
Good Samaritan Hospital - Los Angeles	68	10,341	29	41.7%	29
Greater El Monte Community Hospital	10	1,534	5	42.0%	3
Kaiser Foundation Hospital - Bellflower	24	5,857	17	66.9%	1
Kaiser Foundation Hospital - Harbor City	20	3,848	11	52.7%	5
La Palma Intercommunity Hospital	8	1,612	5	55.2%	1
Little Company of Mary Hospital	28	7,569	21	74.1%	0 *
Long Beach Memorial Medical Center	61	18,984	53	85.3%	(10) *
Los Alamitos Medical Center	17	5,074	14	81.8%	(2) *
Los Angeles Community Hospital	6	1,746	5	79.7%	(1) *
Los Angeles Metropolitan Medical Center	8	1,791	5	61.3%	1
Monterey Park Hospital	4	763	3	52.3%	0 *
Pacific Alliance Medical Center, Inc.	9	1,764	5	53.7%	2
Pacific Hospital of Long Beach	16	3,193	9	54.7%	4
Presbyterian Intercommunity Hospital	24	4,688	13	53.5%	7
San Gabriel Valley Medical Center	19	4,933	14	71.1%	0 *
St. Mary Medical Center	47	6,191	17	36.1%	24
St. Vincent Medical Center	NA	NA	NA	NA	NA
Temple Community Hospital	12	1,614	5	36.8%	5
Torrance Memorial Medical Center	30	9,020	25	82.4%	(3) *
Tri-City Regional Medical Center	18	2,032	6	30.9%	10
USC University Hospital	44	12,591	35	78.4%	(3) *
White Memorial Medical Center	47	9,631	27	56.1%	11
Whittier Hospital Medical Center	16	2,180	6	37.3%	8

Source: 2006 OSHPD ALIRTS Annual Utilization Reports

Note: Numbers may not foot due to rounding

* Denotes facility is functionally full

(1) Includes intensive care, coronary care and acute respiratory beds

(2) Licensed beds

(3) Includes zip codes in 3 and 5 mile radius, as well as: 90005, 90006, 90007, 90008, 90010, 90011, 90012, 90013, 90014, 90015, 90016, 90017, 90018, 90019, 90020, 90021, 90022, 90023, 90026, 90031, 90032, 90033, 90037, 90043, 90045, 90047, 90056, 90057, 90062, 90063, 90066, 90230, 90232, 90240, 90241, 90242, 90245, 90249, 90250, 90254, 90260, 90266, 90270, 90274, 90277, 90278, 90293, 90301, 90302, 90303, 90304, 90305, 90501, 90502, 90503, 90504, 90506, 90601, 90602, 90605, 90606, 90620, 90623, 90630, 90638, 90640, 90650, 90660, 90670, 90701, 90703, 90706, 90710, 90712, 90713, 90715, 90716, 90717, 90720, 90731, 90732, 90744, 90745, 90755, 90804, 90806, 90807, 90808, 90810, 90813, 90815, 91733, 91770, 91776, 91801, 91803

(4) Combines Centinela Freeman Regional Medical Center - Centinela & Memorial Campus data

Martin Luther King-Harbor Community Hospital Closure Analysis
LA County and Community Hospital Inventory
Emergency Department Inventory
2005

Hospital	Emergency Department				Available Stations @ 2,000 Visits/Station
	Stations	Visits	Admit Rate	Hrs on Diversion	
LA County-DHS Hospitals					
Martin Luther King/Drew Medical Center	29	47,232	10.0%	4,516	5
Harbor-UCLA Medical Center	40	73,605	22.7%	7,386	3
LA County+USC Medical Center	60	208,688	16.1%	7,297	(44) *
Olive View-UCLA Medical Center	15	30,110	0.0%	0	0
Rancho Los Amigos National Rehab Center	0	0	-	0	0
3 Mile Radius⁽¹⁾					
St. Francis Medical Center	30	49,368	12.9%	4,911	5
5 Mile Radius⁽²⁾					
Lakewood Regional Medical Center	14	33,125	14.5%	1,184	(3) *
Memorial Hospital of Gardena	10	26,039	13.0%	20	(3) *

Source: OSHPD 2005 ALIRTS Annual Utilization Reports

Note: Numbers may not foot due to rounding

* Denotes facility is functionally full

(1) Includes ZIP Codes: 90002, 90003, 90044, 90059, 90061, 90220, 90221, 90222, 90262, 90280

(2) Includes ZIP Codes in 3 mile radius, as well as: 90001, 90047, 90201, 90247, 90248, 90255, 90723, 90746, 90747, 90805

Martin Luther King-Harbor Community Hospital Closure Analysis
LA County and Community Hospital Inventory
Emergency Department Inventory
2005

Hospital	Emergency Department				Available
	Stations	Visits	Admit Rate	Hrs on Diversions	Stations @ 2,000 Visits/Station
12 Mile Radius⁽¹⁾					
Bellflower Medical Center	3	8,003	30.2%	4,666	(1) *
Beverly Hospital	17	30,801	17.8%	2,013	2
California Hospital Medical Center - Los Angeles	25	42,112	0.0%	5,680	4
Centinel Freeman Hospitals ⁽²⁾	38	75,005	7.9%	22	0
Downey Regional Medical Center	22	47,201	0.0%	3,777	(2) *
East Los Angeles Doctors Hospital	8	14,717	12.6%	1,548	1
Garfield Medical Center	21	23,305	21.8%	2,607	9
Greater El Monte Community Hospital	9	17,522	14.6%	1,045	0
Good Samaritan Hospital - Los Angeles	12	28,323	17.3%	3,805	(2) *
Kaiser Foundation Hospital - Bellflower	45	82,078	14.6%	2,111	4
Kaiser Foundation Hospital - Harbor City	29	58,221	19.7%	2,305	0
La Palma Intercommunity Hospital	10	16,886	15.0%	143	2
Little Company of Mary Hospital	29	52,852	15.3%	1,496	3
Long Beach Memorial Medical Center	44	48,455	30.1%	368	20
Los Alamitos Medical Center	12	27,294	19.7%	877	(2) *
Los Angeles Community Hospital	3	7,414	7.4%	0	(1) *
Los Angeles Metropolitan Medical Center	0	0	-	-	-
Monterey Park Hospital	6	11,736	21.1%	3,388	0
Pacific Alliance Medical Center, Inc.	0	0	-	-	-
Pacific Hospital of Long Beach	7	13,564	18.9%	1,067	0
Presbyterian Intercommunity Hospital	38	57,674	16.4%	1,699	9
San Gabriel Valley Medical Center	12	11,678	3.5%	1,368	6
St. Mary Medical Center	24	42,764	11.5%	206	3
St. Vincent Medical Center	8	7,296	37.8%	0	4
Temple Community Hospital	0	0	-	-	-
Torrance Memorial Medical Center	20	58,923	16.4%	0	(9) *
Tri-City Regional Medical Center	8	5,971	24.7%	1,076	5
USC University Hospital	0	0	-	-	-
White Memorial Medical Center	18	39,747	18.1%	19	(2) *
Whittier Hospital Medical Center	10	24,523	18.9%	2,240	(2) *

Source: OSHPD 2005 ALIRTS Annual Utilization Reports

Note: Numbers may not foot due to rounding

* Denotes facility is functionally full

(1) Includes ZIP Codes in 3 and 5 mile radius, as well as: 90005, 90006, 90007, 90008, 90010, 90011, 90012, 90013, 90014, 90015, 90016, 90017, 90018, 90019, 90020, 90021, 90022, 90023, 90026, 90031, 90032, 90033, 90037, 90043, 90045, 90047, 90056, 90057, 90062, 90063, 90066, 90230, 90232, 90240, 90241, 90242, 90245, 90249, 90250, 90254, 90260, 90266, 90270, 90274, 90277, 90278, 90293, 90301, 90302, 90303, 90304, 90305, 90501, 90502, 90503, 90504, 90506, 90601, 90602, 90605, 90606, 90620, 90623, 90630, 90638, 90640, 90650, 90660, 90670, 90701, 90703, 90706, 90710, 90712, 90713, 90715, 90716, 90717, 90720, 90731, 90732, 90744, 90745, 90755, 90804, 90806, 90807, 90808, 90810, 90813, 90815, 91733, 91770, 91776, 91801, 91803

(2) Combines Centinela Freeman Regional Medical Center - Centinela & Memorial Campus data

Martin Luther King-Harbor Community Hospital Closure Analysis
LA County and Community Hospital Inventory
Emergency Department Inventory
CY 2006

Hospital	Emergency Department				Available Stations @ 2,000 Visits/Station
	Stations	Visits	Admit Rate	Hrs on Diversion	
LA County-DHS Hospitals					
Martin Luther King/Drew Medical Center	27	44,261	15.2%	4,483	5
Harbor-UCLA Medical Center	40	73,605	22.0%	7,386	3
LA County+USC Medical Center	60	194,069	16.7%	5,506	(37) *
Olive View-UCLA Medical Center	15	30,323	28.6%	0	0
Rancho Los Amigos National Rehab Center	0	0	-	0	0
3 Mile Radius⁽¹⁾					
St. Francis Medical Center	33	43,646	15.2%	3,115	11
5 Mile Radius⁽²⁾					
Lakewood Regional Medical Center	14	35,431	14.3%	829	(4) *
Memorial Hospital of Gardena	10	22,174	8.1%	1,264	(1) *

Source: 2006 OSHPD ALIRTS Annual Utilization Reports

Note: Numbers may not foot due to rounding

* Denotes facility is functionally full

(1) Includes ZIP Codes: 90002, 90003, 90044, 90059, 90061, 90220, 90221, 90222, 90262, 90280

(2) Includes ZIP Codes in 3 mile radius, as well as: 90001, 90047, 90201, 90247, 90248, 90255, 90723, 90746, 90747, 90805

- With recently added stations, St. Francis has increased its capacity to absorb additional emergency visits. However, the hospital does not have the functional capacity to admit patients into their critical care unit. Their hours on diversion are likely to increase due to the influx of visits to their emergency room.

Martin Luther King-Harbor Community Hospital Closure Analysis
LA County and Community Hospital Inventory
Emergency Department Inventory
CY 2006

Hospital	Emergency Department				Available
	Stations	Visits	Admit Rate	Hrs on Diversion	Stations @ 2,000 Visits/Station
12 Mile Radius⁽¹⁾					
Bellflower Medical Center	3	12,083	22.9%	3,937	(3) *
Beverly Hospital	17	29,187	3.7%	901	2
California Hospital Medical Center - Los Angeles	NA	NA	NA	NA	NA
Centinela Freeman Hospitals ⁽²⁾	28	68,486	15.5%	89	(6) *
City of Angels Medical Center	0	0	-	0	-
Downey Regional Medical Center	22	48,008	15.2%	2,629	(2) *
East Los Angeles Doctors Hospital	8	15,945	11.2%	980	0 *
Garfield Medical Center	21	21,151	26.6%	1,739	10
Good Samaritan Hospital - Los Angeles	12	27,839	17.2%	1,729	(2) *
Greater El Monte Community Hospital	9	15,229	14.3%	717	1
Kaiser Foundation Hospital - Bellflower	45	81,121	17.6%	1,628	4
Kaiser Foundation Hospital - Harbor City	29	55,608	21.0%	18	1
La Palma Intercommunity Hospital	10	16,732	18.4%	68	2
Little Company of Mary Hospital	29	51,089	18.2%	1,151	3
Long Beach Memorial Medical Center	44	49,453	30.4%	70	19
Los Alamitos Medical Center	12	27,257	20.8%	635	(2) *
Los Angeles Community Hospital	3	5,900	29.3%	0	0 *
Los Angeles Metropolitan Medical Center	0	0	-	0	-
Monterey Park Hospital	6	11,408	18.3%	1,736	0 *
Pacific Alliance Medical Center, Inc.	0	0	-	0	-
Pacific Hospital of Long Beach	7	13,565	22.9%	432	0 *
Presbyterian Intercommunity Hospital	41	59,497	17.5%	515	11
San Gabriel Valley Medical Center	12	11,863	2.9%	960	6
St. Mary Medical Center	24	39,071	11.9%	313	4
St. Vincent Medical Center	NA	NA	NA	NA	NA
Temple Community Hospital	0	0	-	0	-
Torrance Memorial Medical Center	20	60,437	19.2%	0	(10) *
Tri-City Regional Medical Center	8	6,722	28.6%	471	5
USC University Hospital	0	0	-	0	-
White Memorial Medical Center	29	33,553	11.5%	137	12
Whittier Hospital Medical Center	10	19,353	21.6%	1,300	0 *

Source: 2006 OSHPD ALIRTS Annual Utilization Reports

Note: Numbers may not foot due to rounding

* Denotes facility is functionally full

(1) Includes ZIP Codes in 3 and 5 mile radius, as well as: 90005, 90006, 90007, 90008, 90010, 90011, 90012, 90013, 90014, 90015, 90016, 90017, 90018, 90019, 90020, 90021, 90022, 90023, 90026, 90031, 90032, 90033, 90037, 90043, 90045, 90047, 90056, 90057, 90062, 90063, 90066, 90230, 90232, 90240, 90241, 90242, 90245, 90249, 90250, 90254, 90260, 90266, 90270, 90274, 90277, 90278, 90293, 90301, 90302, 90303, 90304, 90305, 90501, 90502, 90503, 90504, 90506, 90601, 90602, 90605, 90606, 90620, 90623, 90630, 90638, 90640, 90650, 90660, 90670, 90701, 90703, 90706, 90710, 90712, 90713, 90715, 90716, 90717, 90720, 90731, 90732, 90744, 90745, 90755, 90804, 90806, 90807, 90808, 90810, 90813, 90815, 91733, 91770, 91776, 91801, 91803

(2) Combines Centinela Freeman Regional Medical Center - Centinela & Memorial Campus data

- Across the larger service area, White Memorial Medical Center has both the emergency department and critical care capacity necessary to treat patients. However, patient access from the MLK-Harbor service area is limited due to its location and associated traffic difficulties.
- Within the 3 and 5 mile radius areas, there is inadequate capacity to absorb MLK-Harbor volume.

Martin Luther King-Harbor Community Hospital Closure Analysis
LA County and Community Hospital Inventory
Med/Surg Bed Inventory
CY 2006

Hospital	Med/Surg				
	Beds ⁽¹⁾	Census Days	Average Daily Census	Occupancy Rate	Available Beds @ 80% Occupancy
LA County-DHS Hospitals					
Martin Luther King/Drew Medical Center	269	36,264	100	36.9%	144
Harbor-UCLA Medical Center	388	83,770	230	59.2%	100
LA County+USC Medical Center	1,086	166,990	458	42.1%	513
Olive View-UCLA Medical Center	202	41,198	113	55.9%	61
Rancho Los Amigos National Rehab Center	221	20,332	56	25.2%	151
3 Mile Radius⁽²⁾					
St. Francis Medical Center	192	50,752	140	72.4%	17
5 Mile Radius⁽³⁾					
Lakewood Regional Medical Center	122	29,354	81	65.9%	21
Memorial Hospital of Gardena	70	16,830	47	65.9%	11

Source: OSHPD 2005 ALIRTS Annual Utilization Reports

Note: Numbers may not foot due to rounding

* Denotes facility is functionally full

(1) Includes intensive care, coronary care and acute respiratory beds

(2) Licensed beds

(3) Includes ZIP Codes: 90002, 90003, 90044, 90059, 90061, 90220, 90221, 90222, 90262, 90280

(4) Includes ZIP Codes in 3 mile radius, as well as: 90001, 90047, 90201, 90247, 90248, 90255, 90723, 90746, 90747, 90805

- Across each of the hospitals in the LA County-DHS and immediate service area, medical/surgical bed capacity is available to absorb the volume associated with the existing 42 beds at MLK-Harbor.

**Martin Luther King-Harbor Community Hospital Closure Analysis
LA County and Community Hospital Inventory
Med/Surg Bed Inventory
CY 2006**

Hospital	Med/Surg				
	Beds ⁽¹⁾	Census Days	Average Daily Census	Occupancy Rate	Available Beds @ 80% Occupancy
12 Mile Radius⁽⁴⁾					
Bellflower Medical Center	85	10,834	30	34.9%	47
Beverly Hospital	170	30,248	83	48.7%	66
California Hospital Medical Center - Los Angeles	NA	NA	NA	NA	NA
Centinela Freeman Hospitals ⁽⁵⁾	422	83,960	231	54.5%	133
City of Angels Medical Center - Downtown Campus	105	14,094	39	36.8%	56
Downey Regional Medical Center	154	42,251	116	75.2%	9
East Los Angeles Doctors Hospital	78	12,310	34	43.2%	35
Garfield Medical Center	106	37,284	103	96.4%	(23) *
Good Samaritan Hospital - Los Angeles	235	45,038	124	52.5%	80
Greater El Monte Community Hospital	75	11,791	33	43.1%	34
Kaiser Foundation Hospital - Bellflower	242	42,208	116	47.8%	97
Kaiser Foundation Hospital - Harbor City	184	32,988	91	49.1%	70
La Palma Intercommunity Hospital	78	10,138	28	35.6%	43
Little Company of Mary Hospital	198	43,976	121	60.8%	47
Long Beach Memorial Medical Center	317	85,912	236	74.3%	22
Los Alamitos Medical Center	113	26,229	72	63.6%	23
Los Angeles Community Hospital	78	17,941	50	63.0%	15
Los Angeles Metropolitan Medical Center	91	16,162	45	48.7%	35
Monterey Park Hospital	89	14,476	40	44.6%	39
Pacific Alliance Medical Center, Inc.	100	15,867	44	43.5%	45
Pacific Hospital of Long Beach	55	11,407	32	56.8%	15
Presbyterian Intercommunity Hospital	302	50,214	138	45.6%	129
San Gabriel Valley Medical Center	130	26,450	73	55.7%	39
St. Mary Medical Center	289	35,869	99	34.0%	165
St. Vincent Medical Center	NA	NA	NA	NA	NA
Temple Community Hospital	138	12,189	34	24.2%	95
Torrance Memorial Medical Center	245	56,135	154	62.8%	52
Tri-City Regional Medical Center	119	12,893	36	29.7%	74
USC University Hospital	215	45,349	125	57.8%	59
White Memorial Medical Center	205	42,715	118	57.1%	57
Whittier Hospital Medical Center	112	26,293	73	64.3%	21

Source: 2006 OSHPD ALIRTS Annual Utilization Reports

* Denotes facility is functionally full

(1) Licensed beds

(2) Includes zip codes: 90002, 90003, 90044, 90059, 90061, 90220, 90221, 90222, 90262, 90280

(3) Includes zip codes in 3 mile radius, as well as: 90001, 90047, 90201, 90247, 90248, 90255, 90723, 90746, 90747, 90805

(4) Includes zip codes in 3 and 5 mile radius, as well as: 90005, 90006, 90007, 90008, 90010, 90011, 90012, 90013, 90014, 90015, 90016, 90017, 90018, 90019, 90020, 90021, 90022, 90023, 90026, 90031, 90032, 90033, 90037, 90043, 90045, 90047, 90056, 90057, 90062, 90063, 90066, 90230, 90232, 90240, 90241, 90242, 90245, 90249, 90250, 90254, 90260, 90266, 90270, 90274, 90277, 90278, 90293, 90301, 90302, 90303, 90304, 90305, 90501, 90502, 90503, 90504, 90506, 90601, 90602, 90605, 90606, 90620, 90623, 90630, 90638, 90640, 90650, 90660, 90670, 90701, 90703, 90706, 90710, 90712, 90713, 90715, 90716, 90717, 90720, 90731, 90732, 90744, 90745, 90755, 90804, 90806, 90807, 90808, 90810, 90813, 90815, 91733, 91770, 91776, 91801, 91803

(5) Combines Centinela Freeman Regional Medical Center - Centinela & Memorial Campus data

- All but one facility with reported data has the necessary capacity to absorb the medical/surgical volume from MLK-Harbor as well.

**Martin Luther King-Harbor Community Hospital Closure Analysis
12-Mile Radius Service Area Urgent Care Center Inventory
As of June 19, 2007**

Urgent Care Center	Street	City	Zip	Phone	Miles
MLK-Harbor Community Hospital	12021 Wilmington Avenue	Los Angeles	90059	(310) 668-4321	-
Morningside Urgent Care Medical Center	1704 W Manchester Ave Ste 203	Los Angeles	90047	(323) 778-6215	4.6
St. Francis Urgent Care	2700 E Slauson Ave	Huntington Park	90255	(323) 588-1586	4.7
Dusk to Dawn Urgent Care	16415 Colorado Ave Ste 307	Paramount	90723	(562) 808-2273	5.2
Maywood Urgent Care	4316 Slauson Ave	Maywood	90270	(323) 773-2020	5.3
Dr. Ghalili Sam Urgent Care	2101 S San Pedro St	Los Angeles	90011	(213) 745-8766	7.2
California Industrial Urgent Care	8292 Telegraph Rd	Downey	90240	(562) 928-5007	7.7
Airport Urgent Health Care Center	1117 W Manchester Blvd	Inglewood	90301	(310) 216-7100	8.2
Los Angeles Urgent Care Center	929 Georgia St.	Los Angeles	90015	(213) 861-5950	8.7
Memorial Urgent Care	450 E Spring St	Long Beach	90806	(562) 933-0800	8.3
Santa Fe Springs Urgent Care	11460 Telegraph Rd	Santa Fe Springs	90670	(562) 864-1000	8.8
Pico Urgent Care and Family Medical Centers	6632 Rosemead Blvd	Pico Rivera	90660	(562) 654-2828	9.3
Willow Urgent Care	2704 E Willow St	Signal Hill	90755	(562) 595-0203	9.4
Sunset Urgent Care	2010 Wilshire Blvd Ste 506	Los Angeles	90057	(213) 484-1281	9.5
Doctor's Urgent Care Medico Group	120 S. Montebello Blvd	Montebello	90640	(323) 726-0533	9.6
Culver Family and Urgent Care Medical Center	10732 Jefferson Blvd	Culver City	90230	(213) 413-5836	10.5
Sunmoon Urgent Care	1700 W Sunset Blvd	Los Angeles	90026	(213) 484-1289	10.7
Ocean Medical Family and Urgent Care, Inc. Urgent Care	1106 S Pacific Coast Hwy 8320 Lincoln Blvd Ste 103A	Redondo Beach Los Angeles	90277 90045	(310) 316-1661 (310) 645-2455	10.8 10.8
Dusk to Dawn Urgent Care	131 Camino De Las Colinas	Redondo Beach	90277	(310) 791-3296	11.0
Urgent Care America Corp.	13470 Telegraph Rd	Whittier	90605	(562) 906-7766	11.2
Playa Marina Walk In Urgent Care	4560 Admiralty Way Ste 100	Marina Del Rey	90292	(310) 827-3700	12.4

Source: Yellowpages.com, The Camden Group

F:\Clients\HASC\Metro Care Impact Analysis\[Urgent Care Ctrs.xls]Inventory

- 22 urgent care centers are located within the 12 mile radius area. However, the amount and proximity of capacity actually available to absorb MLK-Harbor volume cannot be identified.

Conclusions and Concerns with the Closure of MLK-Harbor

1. It appears that there is adequate capacity regarding access to medical/surgical beds.
2. It appears that Rancho Los Amigos has adequate critical care beds to absorb MLK-Harbor volume, however it does not have an ED.
3. St. Francis appears to have an additional 11 ED stations capacity, however, it has no critical care capacity.
4. Therefore, if MLK-Harbor closes, ED capacity appears to be inadequate within a 3-5 mile radius.
5. Regarding urgent care capacity, it is difficult to get an accurate inventory and current capacity to treat patients, since they are not licensed. It appears that:
 1. MLK-Harbor could and should keep the current urgent care center open for convenience, and;
 2. It would appear that MLK-Harbor urgent care volume may be absorbed by current providers.
 3. Rancho Los Amigos should be encouraged to add ED capacity of 20+ stations.
 4. St. Francis should be encouraged to add 4+ critical care beds.