



To: City of West Covina

Subject: Business Operations Plan

Date: July 11, 2024

The West Covina Medical Center (WCMC) is a one-story, for-profit licensed acute care hospital located at 725 South Orange Avenue in West Covina, California.

The project being submitted to planning is a four-story 42,000 square-foot psychiatric inpatient facility (WCMC Behavioral Health Addition) constructed on the east side of the WCMC site featuring three levels of nursing units over an at-grade arrival lobby. The total capacity for inpatient care will be 71 beds.

WCMC Behavioral Health Addition will have:

- 50 total number of staff
- 16 average number of staff during peak shift with staff shifts occurring from 7 am–7 pm and 7 pm–7 am
- Less than five visitors per day and general hours for visitors will be 9 am-5 pm
- Approximately 10 drop-offs per day number by emergency ambulance
- Average Length of stay for one inpatient is 8-10 days

General daily business operations:

All patients admitted to this proposed 71-bed psychiatric hospital will arrive via ambulance or non-medical emergency transport van, with very few exceptions. No sirens will be used. All patients admitted are called Direct Admit, meaning they don't go through an emergency room. Their physician/psychiatrist issues the order for the Direct Admit. These patients almost entirely come from their institutional place of living, such as skilled nursing and residential care facilities. Patients are NEVER discharged from the hospital to the street.

Upon admission, the ambulances/vans will arrive to awaiting staff at the rear entrance on the north side of the property next to the freeway. The same holds true when discharged. Upon admission, the patient will undergo a behavior health assessment and evaluation as a routine part of their inpatient care. Then, they will undergo intensive psychiatric treatment and rehabilitation, i.e., medication change(s) and attending group therapies. A comprehensive and safe discharge plan is developed so the patient can return to the originating facility or be referred to a lower level of care or a continuum of care facility, as needed.

This psychiatric hospital will be a satellite hospital for our L.A. Downtown Medical Center main campus located at 1711 W Temple Street, Los Angeles, visible from the 101 freeway between Glendale Blvd. and Alvarado Blvd., about 30 minutes away. L.A. Downtown Medical Center is a General Acute Care Hospital (GACH) that provides traditional hospital services such as Radiology, Labs, Operating Rooms, and hospital beds. If a patient is admitted to the West Covina Psychiatric Hospital is in need medical care, they will be transferred to the main campus in Los Angeles. Patients are admitted to the psychiatric hospital for non-medical reasons.

At West Covina Medical Center, we are no longer a General Acute Care Hospital, as we gave up the 13 medical surgical beds as unnecessary duplications with our Los Angeles Campus. The two Operating Rooms will instead become an Outpatient Surgery Center. The remaining 33-bed Sub Acute Hospital will continue, located next to the new psychiatric building. A Sub Acute is a level of care below a General Acute Care Hospital but above Skilled Nursing. They are all long-term patients likely to spend the remainder of their lives in this setting due to the severity of their illness/injury.

There is a Medical Office Building at the corner of Cameron Avenue and Orange Avenue, separate from the sub-acute and future psych hospital. On July 10, 2024, the tenants in the MOB (all on month-to-month leases) were issued a termination notice of their lease(s) and required to vacate the premises effective December 31, 2024. There is a Psychiatric Day Treatment Group Therapy Program with six (6) professional staff treating residents who come from residential care facilities to maintain their treatment. These individuals have a long history of psychiatric hospitalizations and need continued treatment. They are transported via three (3) minivans making multiple trips in the morning and returned by the same vehicles in the afternoon. The vehicles are required to use our main driveway and patient loading/unloading drop-off. We have about 30-40 Adult Day Care patients that attend this day program Monday through Friday. Others are via Telehealth. This program is slated for expansion on January 1, 2025, and will require two (2) additional professional staff. We will spread patients out between the third floor and the second floor for a more comfortable therapeutic environment.

Lastly, West Covina campus was approved by the State and Federal governments to be merged into LA Downtown Medical Center license, last January 1, 2023, allowing administrative staff to be consolidated at the LA Downtown campus which reduced the number of employees at WCMC sub-acute hospital by six (6).

Existing Sub Acute Hospital

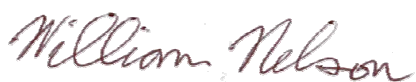
- 10 total number of staff during peak
- 8 drive and remaining use public transportation or are dropped off
- 1-2 visitors per day, Patients are long-term

Medical Office Building

- Zero tenants and no more visitors
- Eight (8) total number of professional staff (considering future expansion 1/1/2025)
- 30 – 40 patients per day dropped off by three minivans using main drop-off

The main building entrance to the new psychiatric hospital visible to the front will go mostly unused, although some staff may use it or maintenance workers performing duties around the campus, plus government inspectors. The few family member visitors that arrive may use this entrance as well, but that's pretty much it. The building will be discrete and will blend into the neighborhood, although we are largely hidden with the freeway to the north, Floor & Decor to the east, and our parking lot across the street to the south on Cameron Avenue. We anticipate the in and out traffic using the main driveway on Orange Avenue will be reduced. Our staff will no longer park on the main campus, utilizing our parking lot to the south on Cameron Avenue and Orange Avenue.

Submitted by



William A Nelson, MA
Chief Executive Officer