

# Welcome to the Medical Staff of Torrance Memorial Medical Center

TMMC is a locally governed, non-profit, 401-bed, CMS approved, and Joint Commission accredited acute care hospital located in the city of Torrance, county seat of Los Angeles County, California.

Founded by Jared Sydney Torrance in 1925, the medical center offers general acute care services and serves as one of the only three burn centers in Los Angeles County. With approximately 2,700 employees, Torrance Memorial is one of the South Bay's largest employers. The hospital's medical staff includes more than 1,000 physicians encompassing a wide variety of specialties.



# 2024 MEDICAL STAFF OFFICERS AND CHAIRS



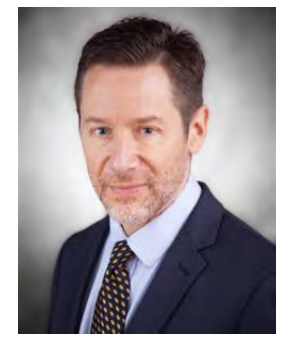
**Oren Zaidel, M.D.**  
Chief of Staff



**Victoria Shin, M.D.**  
Vice Chief of Staff



**Rashaan Ali-Jones, M.D.**  
Secretary/Treasurer



**Zachary Gray, M.D.**  
Past Chief of Staff



**Benjamin Carroll, M.D.**  
Chief of Anesthesia



**Brett Lorber, M.D.**  
Chief of Emergency



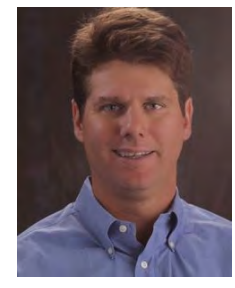
**Daniel Harvey, M.D.**  
Chief of Family Practice



**Tracy Bercu, M.D.**  
Chief of Medicine



**Cheryl Sanders, M.D.**  
Chief of OB/GYN



**John Kunesh, M.D.**  
Chief of Pathology



**Steven Jensen, M.D.**  
Chief of Pediatrics



**Jonathan Keon Park M.D.**  
Chief of Radiology



**Catherine Madorin, M.D.**  
Chief of Surgery



**Khalid Eltawil, M.D.**  
Member-At-Large



**Gretchen S. Lent M.D.**  
Member-At-Large



**Scott Swenson, M.D.**  
Member-At-Large

# Senior Management



**Keith Hobbs** MBA, FACHE  
President, & Chief Executive  
Officer (CEO)



**Zachary Gray, MD**  
Senior Vice President &  
Chief Medical Officer (CMO)



**Mary Wright, RN, MSN, CENP**  
Senior Vice President Patient  
Services & Chief Nursing  
Officer (CNO)



**Derek Berz**  
Senior Vice President  
Chief Operating Officer



**Bill Larson**  
Senior Vice - President  
Finance Chief Financial  
Officer (CFO)



**Bernadette Reid**  
Senior Vice President  
Information Technology Chief  
Information Officer (CIO)



**Ingrid Cob**  
Vice President  
Human Resources  
Assistant General Counsel



**Linda Dobie, RN, JD**  
Vice President Risk  
Management



**Shanna Hall, MBA,  
BSN, RN, NEA-BC**  
Vice President Nursing



**Heather Shay**  
Vice President Clinical Quality  
& Accreditation

# Torrance Memorial Values

## *Service*

**WE BELIEVE IN demonstrating our value of providing SERVICE to patients by:**

Treating patients and their loved ones with dignity, respecting their basic patients' rights, which include the need for privacy and confidentiality.

Relating to patients, their loved ones, physicians and each other, in a professional compassionate manner, recognizing the need for understanding and clear communication in receiving and delivering services.

Treating all people equally without regard to race, color, religion, ethnicity, age, sex, national origin or handicap.

Respecting spiritual and cultural beliefs of patients and staff.

Clarifying patient, physician and staff expectations for service in a timely manner in order to agree upon reasonable outcomes and each person's responsibility in reaching these goals.

# Torrance Memorial Values

## *Excellence*

**WE BELIEVE IN demonstrating our value of EXCELLENCE in providing services by:**

Providing a comprehensive and high quality range of nursing services and medical technologies so that residents have access within the community to a full spectrum of healthcare services.

Enhancing the quality of care through a process of performance improvement.

Being responsive to the needs of physicians who practice at the medical center, recognizing their unique contribution and essential role in defining medical practices and the needs of the community for medical technology and services.

Enhancing the coordination of patient care by updating information systems in order to provide all caregivers needed information in a timely manner.

Providing a supportive, cooperative work environment that encourages positive changes and regards employees in a market-competitive manner.

# Torrance Memorial Values

## *Knowledge*

**WE BELIEVE IN demonstrating our value of promoting KNOWLEDGE by:**  
Contributing to the ability of patients and community residents to make informed choices about healthcare and in promoting better health and improved quality of life by providing detection, prevention and treatment information.  
Promoting individual responsibility for learning as healthcare providers and healthcare consumers.  
Providing opportunities for continued education of physicians, nurses, and other allied health professionals, in order that they may enhance their skills and remain current in their medical and healthcare knowledge.

# Torrance Memorial Values

## *Stability*

**WE BELIEVE IN demonstrating our value of organizational STABILITY by:**

Maintaining local governance and control of the medical center.

Preserving the medical center's long-term commitment to providing healthcare services through the prudent and innovative management of resources.

Accepting individual responsibility as employees to provide excellent, knowledgeable service in a cost-effective manner.

Planning for the future of the medical center by projecting financial requirements and reinvesting retained earnings and philanthropic contributions into patient services, program development, and equipment to meet the community's needs.

# Torrance Memorial Values

## *Community*

**WE BELIEVE IN demonstrating our value of meeting COMMUNITY needs by:**

Assessing community health needs and responding to the identified needs through the development and implementation of a Community Benefits Plan, within the fiscal constraints of the medical center. Providing needed emergency services to the critically injured or ill who present for care, regardless of the patient's financial capabilities.

Being responsible for the medically indigent of the South Bay/Peninsula areas who are not served by government-sponsored programs, within the budgetary constraints of the medical center. Facilitating community involvement of medical center policy-making by electing to the Board of Trustees qualified representatives of the local community, who serve on a voluntary basis.

Promoting the importance of volunteerism by providing opportunities within the medical center for community members to contribute meaningful volunteer service.

Contributing to the overall community welfare by participating in civic matters, being sensitive to community concerns and acting as a responsible corporate citizen.

Working together as a community of employees of the medical center, in a supportive manner to provide excellent, knowledgeable services in a cost-effective manner.



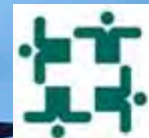
# Physician to Physician Communications

## Urgent Consultations:

- Require immediate physician-to-physician contact
- Consultation order must be documented in the patient medical record

## Non-Urgent Consultations:

- Require timely verbal communication, physician to physician, with the consultant
- Consultation order must be documented in the patient medical record.
- Consultant must provide adequate written or dictated documentation on the patient medical record



# ***Regulatory Requirements***

*The following slides define requirements and responsibilities of all members of the Medical Staff of Torrance Memorial Medical Center*

# Medical Record

## The Medical Record

- Is the method for communication among all healthcare providers involved in the patient's care.
- Is the basis for financial reimbursement to the hospital and all healthcare providers.
- Is a legal document for the patient and treating physicians.
- Is the legal document for the defense of malpractice claims and lawsuits.



# Medical Record

## Proper Documentation: A Patient's Record

- Must be clearly labeled with patient's complete name and medical record number.
- All patient care must be documented in the record.
- All entries must state the Month, Day, Year, and Time of the entry, and the Signature and Physician ID # of the provider making the entries.
- Entries should not contain any abbreviations on the DO NOT USE ABBREVIATION List.
- All records and tests (e.g. EKG's, EEG's, Fetal Monitoring tracings, etc.), must be properly labeled with patient's name, medical record number and when appropriate, Date and Time performed.
- Progress notes should indicate that the patient was kept informed of his/her condition, as well as the treatment plan. PROGRESS NOTES MUST BE TIMED, DATED AND SIGNED.



# Medical Record

- Entries are made via electronic medical record or on approved hospital medical record forms.
- Providers must never alter a patient record. One should not erase, obliterate or attempt to edit notes previously written.
- To make a correction, draw a single line through the error on hand written chart entries and write "error" with the date, time, and your initials. Hospital approved electronic correction process must be used when making corrections in the electronic medical record.
- All corrections, late entries, entries made out of time sequence, and addenda should be clearly marked as such in the record. Include date, time of correction, and signature.

***The Medical Record is used by hospital quality assurance and peer review committees, State licensing & regulator agencies, and other entities in assessing the quality of patient care by hospitals and health care providers;***

***In addition, the Medical Record is a key portion of hospital accreditation processes.***

# QUALITY

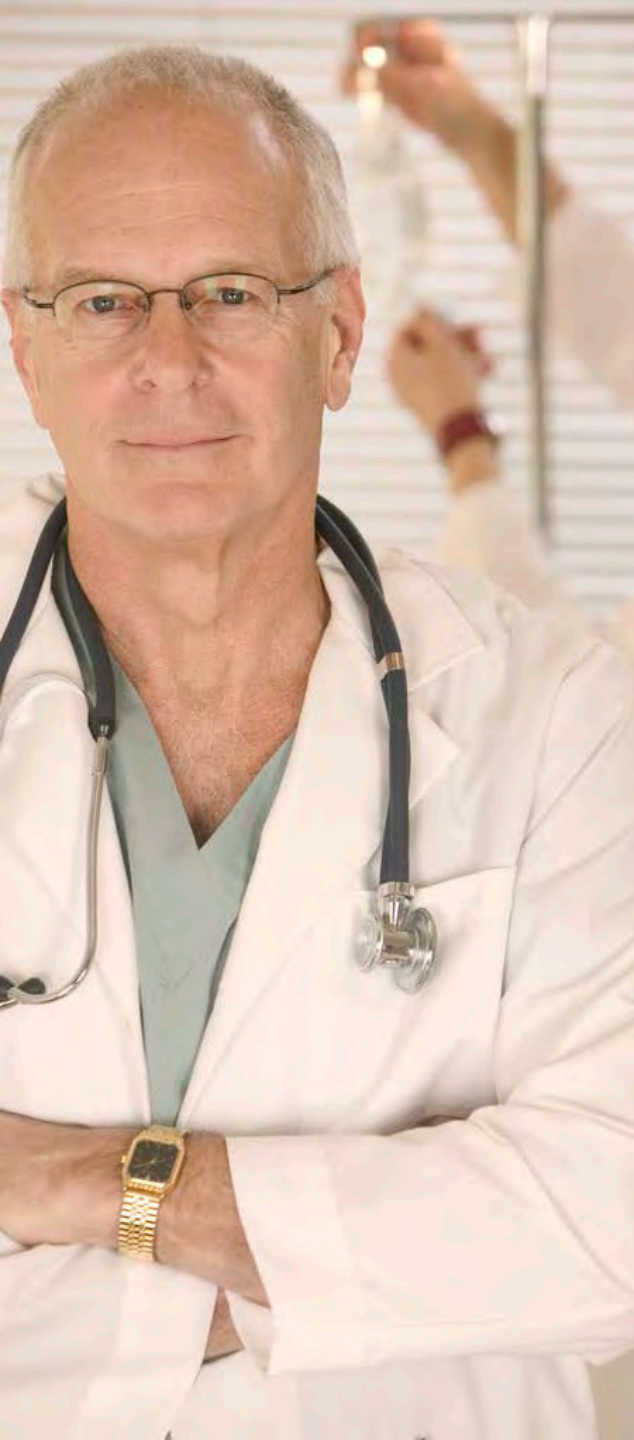
## **Torrance Memorial Medical Center**

is committed to providing patients the best and safest care possible. Processes are in place to report, evaluate and take actions to address safety or quality concerns of staff, members of the Medical Staff, patients, and family members.

## **Clinical Quality Department**

provides oversight for all processes related to Quality of Care, Patient/Staff/Visitor Safety and Infection Prevention. This department also coordinates the organization's collection and aggregation of patient care data for quality improvement and regulatory reporting.

**We** believe that efforts to improve safety and quality of care must focus on processes rather than individuals. We embrace a “Just Culture” philosophy when managing “near misses” or actual patient harm.



# Physician Related Data

1. **Torrance Memorial has developed** numerous protocols and clinical pathways for the care of patients diagnosed with AMI, CHF, pneumonia as well as the SCIP project (Surgical Care Improvement Project) to help reduce variation and ensure that care process are completed and documented. The use of these evidence-based pathways and protocols will help clinicians focus on other aspects of patient care.
2. **Physician/Specialty level data** is collected through CRIMSON and is available to physicians to help review practice patterns and improve patient care processes. Please contact Medical Staff Services/PI Department at (310) 517-4616 to discuss what data is available to you.
3. **Torrance Memorial utilizes Press Ganey** to conduct patient experience surveys. These surveys include questions regarding physician interactions with the patient and others.
4. If you have any suggestions regarding improving patient care process, please contact the Director of Medical Staff Services/PI at (310) 517-4616.

**Torrance Memorial promotes a culture of safety. Please be aware of the following:**

**Report any safety concerns** by calling Clinical Quality Department at (310) 257-7277. *Your concerns will be forwarded to the appropriate individual for action.*

**Report all “patient safety events” via Remote Data Entry** found in Torrance Memorial Intranet.



**Your role in an EMERGENCY:** care for your patients. *Torrance Memorial nursing staff and others will direct actions necessary when an event occurs which may require other actions.*

**FIRE:** Pull the nearest fire alarm station (*usually at an exit point such as stairwell or other exit*).

If a **CODE RED** (Fire) is paged overhead:

- ✓ Remain where you are (if safe to do so).
- ✓ Follow the instructions of the staff until the Code Red is cleared.



# Risk Management

## Reporting of Patient Safety Events/Incidents

### What is a Reportable Incident?

An incident is defined as any happening not consistent with the routine operation of the facility or routine care of a particular patient.

*Examples of reportable events include but are not limited to: Patient Injury; Pressure ulcers; Fall – patient or visitor; Behavioral actions/attitudes; Medication issues; Patient Identification errors*

### When Do I Report an Incident?

Once the patient care situation is stabilized, the individual who discovers, witnesses or is notified of the incident should immediately complete an incident report. Serious incidents require immediate verbal notification of the area manager.

### How Do I Report an Incident? *There are two options:*

1. **Electronic:** using remote data entry via the Torrance Memorial Intranet.
2. **Verbal:** contact the area manager .

### Why Report?

Reporting incidents may result in changes in policies, procedures and processes to protect patients, visitors and staff from similar occurrences. The gathering of incident data enables Torrance Memorial to define trends, develop preventative actions and addresses educational needs.



- **Torrance Memorial promotes a culture of safety. We encourage people to report patient safety events:**
  - Electronic incident reporting
  - Patient Safety Hotline at (310) 257-7277
    - » The hotline is to be used to report a situation that could cause harm to a patient and has not been resolved quickly using existing reporting chains. The hotline is available Monday thru Friday during normal business hours. For after hour's calls, please leave a message.

## ■ Why is it Important to Report Patient Safety Events?

- It is important to report events so we can learn from and prevent harm to our patients. Reporting events helps us understand the weaknesses in our systems and complex processes. By understanding these weaknesses, we can make changes to improve these systems and make the care for our patients safer.
- Torrance Memorial Medical Center is also required to report certain events to the California Department of Public Health (CDPH) and the Joint Commission requires TMMC to review sentinel events .



See “Adverse Events” policy for a list of CDPH Reportable and TJC Sentinel Events

## ■ What Should be Reported?

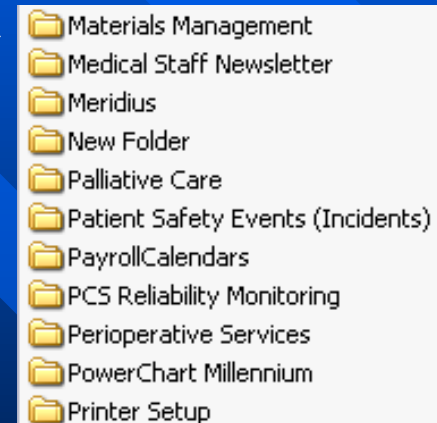
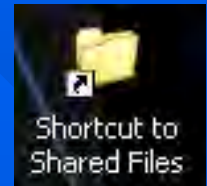
All patient safety events should be reported.

- **Incident**: an event that reached the patient, whether or not the patient was harmed
- **Near miss**: an event that did not reach the patient
- **Unsafe condition**: any circumstance that increases the probability of a patient safety event

# Patient Safety

## ■ How to report:

- Go to shared files on computer desktop →
- Select Patient Safety Events
- Select type of event



Blood or blood products  
Device or Medical-Surgical Supply  
Disruptive behavior  
Fall  
Healthcare-associated Infection  
Medication or Other Substance  
Perinatal  
Pressure Ulcer  
Surgery or Anesthesia  
Other

## ■ Just Culture

- Torrance Memorial Medical Center promotes a “Just Culture” as a means to create a culture of safety and quality. A just culture is a culture of trust in which people are encouraged to provide safety related information, but in which they are also clear about where the line must be drawn between acceptable and unacceptable behavior.

# Just Culture Algorithm

Start Here

## Deliberate Harm Test

Did the caregiver want to cause harm?  
(Actions as intended)

YES  
Were the consequences as intended?

YES  
**Contact Human Resources immediately**  
May result in:

- The duties should be suspended immediately
- Discipline and/or legal proceedings are warranted.
- Referral to licensing boards

## Incapacity Test

Does there appear to be evidence of ill health or substance abuse?

YES  
Does the individual have a known medical condition?

NO  
NO  
\*May result in:

- Refer to policy "Employees Suspected of Working While Impaired" HR.305
- The employee's performance should be evaluated to determine whether a temporary work suspension would be helpful
- Help should be actively offered to the caregiver
- Discipline is warranted if illegal substances were used

## Foresight Test

Did the individual knowingly violate safe operating procedure?

YES  
Were the policy and procedures available workable, intelligible, correct, and in routine use?

NO  
NO  
Is there evidence the individual took an unacceptable risk?

YES  
\*Consider:

- Coaching
- Corrective action
- Re-training
- Improved supervision
- Participate in teaching others the lessons learned

The system contributes to reckless/risky action and requires fixing. The caregiver is probably less accountable for the action, and system leaders share in the accountability.  
*(Does not apply to Incapacity test)*

## Substitution Test

Would three other individuals coming from the same professional group, possessing comparable qualifications, and experience behave in the same way in similar circumstances?

NO  
Were there any deficiencies in training, experience, or supervision?

NO  
NO  
\*Consider:

- Evaluate if the employee is in the wrong position
- Coaching
- Corrective action
- Transfer
- Reasonable adjustment to duties
- Employee Health referral
- Participate in teaching others the lessons learned

Is there a history of unsafe acts?

## System Failure

- The employee is not accountable
- The employee should participate in investigating why the error occurred and teach others about the results of the investigation

Refer to Culture of Patient Safety Policy 800.05.01

\* Consult Human Resources for all corrective action

## ■ Confidentiality

- Reports can be submitted anonymously. Information shared in the report is protected by the Patient Safety and Quality Improvement Act of 2005 (Public Law 109-41).
- Many providers fear that patient safety event reports could be used against them in medical malpractice cases or in disciplinary proceedings. The Act addresses these fears by providing Federal legal privilege and confidentiality protections to information that is assembled and reported by providers. The Act also significantly limits the use of this information in criminal, civil, and administrative proceedings.



# Guidelines for Respectful Management of Serious Clinical Events

- Priority 1: The patient and family
  - Perform a full clinical assessment
  - Provide appropriate, honest communication
    - » What happened, why it happened, what's being done to prevent it from happening again
  - Acknowledge their pain, make an empathetic statement “I’m sorry this happened”, and issue an apology after an appropriate assessment
  - Ensure there is ongoing support

# Guidelines for Respectful Management of Serious Clinical Events

- Notify the following:
  - Manager/Director/Designee
- Document the event
- Save evidence
- Refer billing questions to Risk Management



For the safety of patients and staff, as well as professional courtesy, Medical Staff members are expected to wear their picture **Identification Badge (ID)** when in the facility.

Your picture ID provides access to various areas of the facility. All physicians have access to all building entry points, physician lounges, and physician parking areas. If you need access to additional areas or experience problems with your badge, please contact the Medical Staff Services/PI Department at (310) 517-4616.

- **Designated Parking - Medical Staff members may park in physician designated parking spaces or in designated parking lots.** Use Identification Badge to gain entry.
- **Security escorts** are available to your vehicle by calling Security at 6500.
- **Report** any security concerns or suspicious activities to 6500.

*Security is available 24 hours a day at extension 6500*

# Peer Review

**Ongoing peer review is performed by the Medical Staff. Any patient care episode may be selected for peer review at any time. Peer Review activities are protected by State and Federal laws.**

Examples of peer review include but are not limited to re-admission within 30 days; unplanned admission to the ICU, return to surgery; patient complaints/incidents reported through Risk Management

**Peer review cases may go through one or more of the following processes:**

- 1. Clinical Department or Subspecialty Committee Review**
- 2. Medical Staff Peer Review**
- 2. Performance Improvement Committee Review**
- 3. MEC & Board Review**



# California State Law

## California Law (AB211)

Upon referral from the Department of Public Health (DPH), California Office of Health Information Integrity (OHII) may assess an administrative fine against any person or provider of health care for any violation under AB211 for **“Unlawful, unauthorized access, use or disclosure of patient medical information.”**

The DPH/Cal OHII can impose the following to the individual:

- i. Individual fines; from \$2,500.00 up to \$250,000.00 per breach
- ii. Can notify the physician licensing board to investigate and/or impose disciplinary action; and
- iii. The patient/victim can sue the individual for damages resulting from a privacy breach

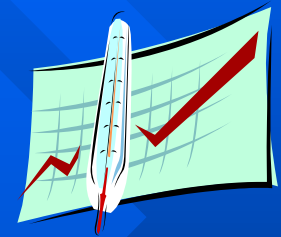
# HIPAA & PHI

The Health Insurance Portability and Accountability Act of 1996 (HIPAA) requires health care providers to protect patient's health information. Patient information protected by HIPAA is called Protected Health Information or PHI.

*HIPAA requires that PHI be protected, regardless of its form —verbal/oral, electronic, paper.*

## What qualifies as PHI?

- Information created or received by a health care provider, health plan, or health care clearinghouse. PHI includes some of the following: *patient name, address, social security number, telephone, email, health plan information, medical record, medical history, medications, test results, procedures and health condition information.*
- Information which relates to payment for health care or the physical or mental health condition of an individual.
- Information which identifies an individual.



PHI is protected by following these guidelines:

- Keep computer passwords private
- Refrain from texting, posting, emailing patient information
- Log off computers when not present
- Position computer screens so they are not visible to others
- Don't discuss patients in areas where you may be overheard
- Use care when discussing PHI over the phone
- Lock or secure areas where PHI is located
- Don't leave PHI documents unattended in non secure areas
- Discard PHI documents in bins designated as "Confidential"



# HIPAA & PHI

## Torrance Memorial protects PHI through use of:

- Email Encryption:**

Encryption, also known as encoding, takes text, data or other communications and encodes it. An encrypted file will appear as gibberish unless the message recipient has the electronic password or key necessary to decrypt (translate) the information.

- Password Protection:**

Members of the Medical Staff are issued individual access to PHI and are asked to maintain the confidentiality of their unique passwords.



For Information about how to decrypt email messages containing PHI, contact Information System at extension 5347

# Code of Conduct Compliance

Code of conduct compliance ensures quality patient care occurs in a manner which fully complies with all applicable state and federal laws and regulations. Torrance Memorial's Code of Conduct applies to relationships with patients, physicians, volunteers, board members, payers, suppliers, the community served and to each other.

## The key elements of Code of Conduct Compliance:

- Prevent, identify, and correct unlawful and unethical behavior at an early stage.
- Demonstrate the organization's commitment to honest and responsible corporate conduct.
- Use internal auditing and monitoring to minimize the exposures associated with improper activity and ensure compliance with the False Claims Act.
- Encourage open lines of communications without fear of retaliation.

Torrance Memorial maintains an anonymous "Compliance Hotline".  
Call extension 4751 to voice concerns or complaints.



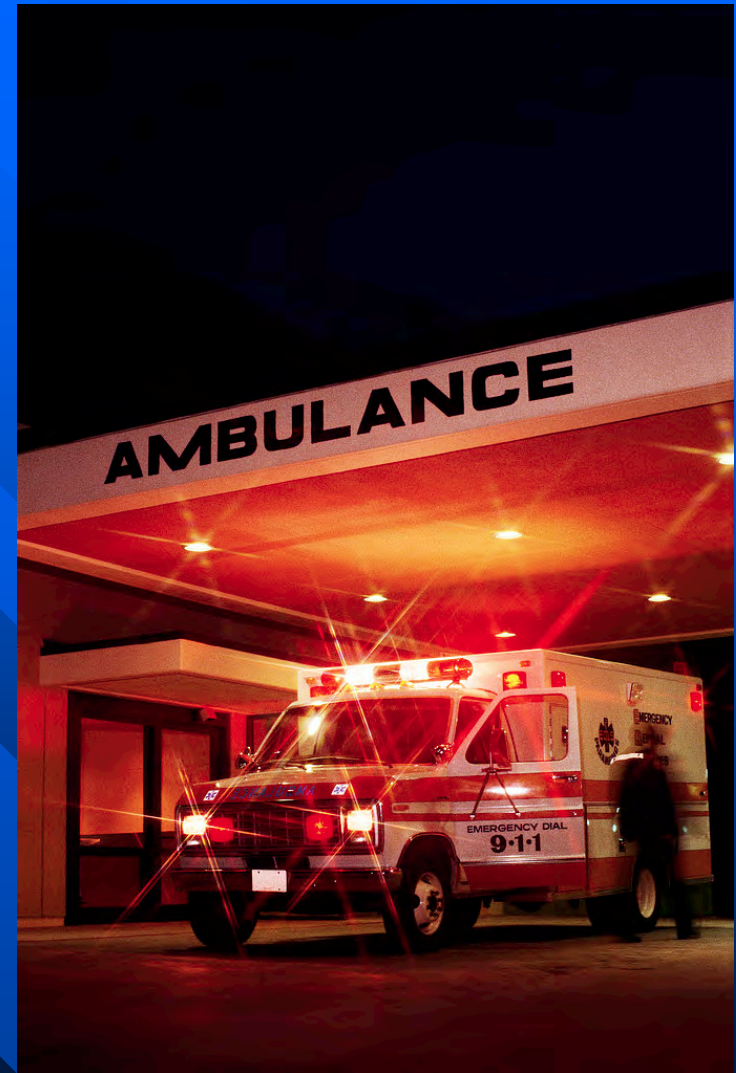
*Harsh legal penalties may be applied if, through the act of fraud or abuse, Torrance Memorial fails to comply with certain government rules. Penalties may include monetary settlements, exclusion from federally funded programs (Medicare & AHCCCS), and the possibility of criminal prosecution and incarceration.*



# EMTALA

Under the Emergency Medical Treatment and Active Labor Act (EMTALA) of 1986, any individual who "comes to the emergency department" seeking treatment for a medical condition must receive an appropriate screening examination and treatment/stabilization of emergency medical conditions.

If the screening examination reveals that the individual has an emergency medical condition, including when the individual is in labor, the hospital must either provide for further examination and treatment of the individual in order to stabilize the emergency condition or it must make an appropriate transfer of the individual to another facility.



# Patient Complaints

Torrance Memorial Medical Center's Patient Advocate researches patient concerns and/or complaints involving a patient's hospital experience. Following Conditions of Participation Guidelines established by the Centers for Medicare Services, the Patient Advocate acts as a liaison as needed between staff, physicians, and patients when a complaint is noted.

Unresolved complaints regarding physicians are forwarded to the Medical Staff Services/ Performance Improvement Department and are addressed according to Torrance Memorial's Medical Staff Policy and Procedures.



***Effective Hand Hygiene:***  
**There is no substitute!**

**Torrance Memorial Medical Center's expectation is 100% compliance with proper hand hygiene to reduce the incidence of Hospital Acquired Infections (HAI\*).**

The single most important means of preventing the spread of nosocomial infection, including Multi-Drug Resistant Organisms (MDRO) is a personal commitment to effective hand washing.



**\*HAI:** *infection acquired by patients while in the hospital, unrelated to the condition for which the patient was hospitalized*

# Communication Methodology

**Torrance Memorial Medical Center has adopted the SBAR (*Situation, Background, Assessment, Recommendation*) format for communicating a patient's condition from one healthcare professional to another. SBAR ensures all pertinent information is shared.**

## **S – Situation**

Admitting & Secondary Diagnosis; Current Issues

## **B – Background**

Pertinent Medical History; Physician & Ancillary Staff Consults  
Previous Tests & Treatments; Psychosocial Issues  
Allergies, Current Code Status

## **A – Assessment**

Head-to-Toe Physical Assessment; Vital Signs  
IV's, Drips, Line Site Assessment; Oxygen, Vent Settings  
Pain Status; Drains, Tubes, Wound Assessment & Care  
ADL's, Diet, Activity; Restrictions; Isolation, Fall, Bleeding  
Precautions, Fluid; Labs, Diagnostics  
Response to Treatments  
Care Partner, Family Updates

## **R – Recommendation**

Plan of Care; Needs to be Addressed  
Orders Pending Completion; Pending Treatment and Tests  
Discharge Planning, Issues, Barriers

# Patient Admissions

**Information requested for ADMISSION:** (please have the following information available)

- \* Patient Name
- \* Date of Birth
- \* Medical Record Number (if known)
- \* Diagnosis
- \* Admitting Physician Name
- \* Special Needs (e.g. Telemetry)
- \* Type of Admission (e.g. Full admission or up to 48 hour observation)
- \* Insurance Information

**Medically Unstable Patients:** - For patients requiring immediate medical intervention -  
**Please send the patient to the Emergency Department**

**Medically Stable Patients:**

Please keep the patient in your office until the House Supervisor or Resource Coordinator calls you back with a room number. Please keep in mind that during periods of high census, this process may take a bit longer.

When the hospital is full, the House Supervisor/Resource Coordinator may request that the patient be allowed to wait in the comfort of his/her own home until a bed is available. If agreeable, please provide a home telephone number to the House Supervisors/Resource Coordinator.

*Please **do not** send patients to wait for beds in the Hospital's main entrance.*

# Administrative Supervisors (AKA House Supervisors)



**Administrative Supervisors provide coverage 24 hours a day, every day.**

The Administrative Supervisor's main function is to manage the patient throughput & placement from either a direct admission or admission through the Emergency Department.

In addition to patient placement, Administrative Supervisors are a 24-hour resource for the following:

- Clinical back up for nursing
- Code Team
- Rapid response team members
- Knowledge of hospital policies & procedures
- Represents Administration outside of normal office hours
- After-hours Media contact and Public Relations
- General information
- Trouble shooting

# Case Management

**Torrance Memorial Medical Center's Department of Case Management offers the following:**

- Expedite acute care transfers.
- Facilitate discharges to home, skilled nursing facility (SNF), Rehabilitation Hospital, a higher level of care, or return the patient to his own health care system.
- Arrange for durable medical equipment (DME)
- Complete utilization review and communicate with payer sources.
- Network with international, national, state, county and local resources.
- Liaison between the behavioral health resources and Torrance Memorial for patients with psychiatric needs.
- Collaborates closely with the hospitalist physicians.
- Works closely with Adult Protective Services, Child Protective Services and other regulatory agencies.
- Works closely with Palliative Care, Hospice, Dialysis, and other specialty services.
- Provide information to assist families with financial concerns.





# ***Patient Care Departments***

***The following departments provide  
services to patients at Torrance  
Memorial Medical Center***





# Emergency Department



- 24/7 coverage
- 60,000 visits per year

- Emergency Department Approved for Pediatric Patients (L.A. County Department of Health Services)
- L.A. County Paramedic Base Station
- SRC - STEMI (Heart Attack) Receiving Center

- In the department, patients enjoy many improvements that contribute to the quality of care, as well as patient convenience and comfort. Special features include:
  - A two-bed trauma room that enhances quality of care and comfort for patients who may have suffered multiple injuries or may be too sick to be moved .
  - The South Bay's only decontamination unit, complete with a shower stall serviced with hot water that drains into an underground collection tank
  - Three pediatric rooms, one of which isolates a child who may have a communicable disease, such as chickenpox
  - Private rooms are provided for women who need obstetrical and gynecological care
  - A room specially equipped for problems involving the eyes, ears, nose and throat
  - Fast Track service that provides timely care for patients with less serious conditions
- From chest pains to migraines, from fevers to fractures, Torrance Memorial is equipped and staffed to provide state-of-the-art emergency caring



# Inpatient Wound Care

Torrance Memorial provides inpatient wound care assessment and treatment. A Wound, Ostomy & Continence Nurse Practitioner staff (WOCN) is available for all wound care patients.

A complete skin assessment is performed on all patients admitted. Per CMS guidelines, pressure ulcers which are present on admission (POA\*) must be documented by the Primary Care Physician or LIP.

Documentation may occur in the admission note, the History & Physical (H&P), or in the Progress Notes. A Photographic Wound Documentation form has a section for the physician's wound documentation and can be placed in the Progress Notes section of the patient record.

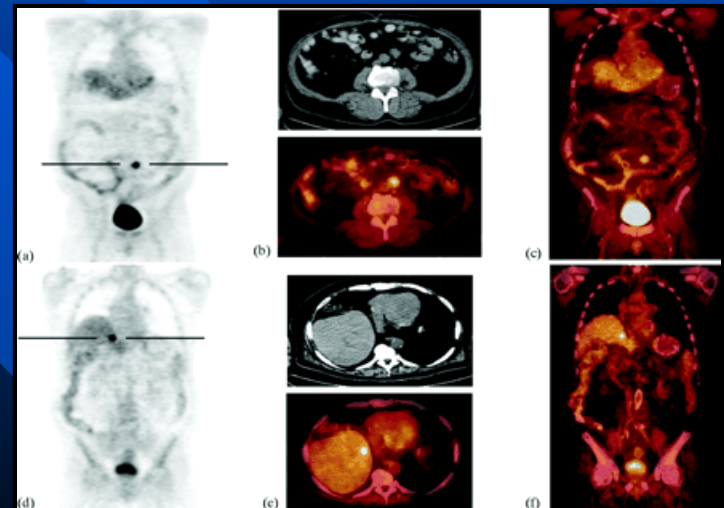
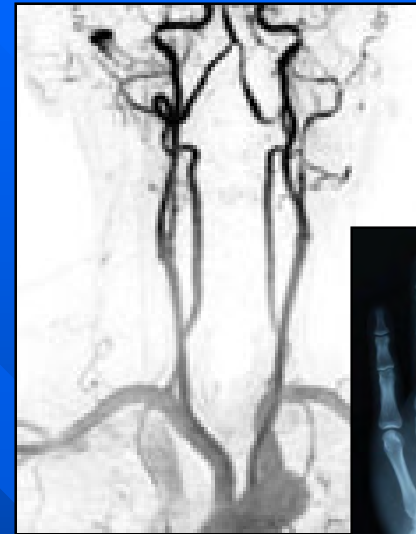
*\*Medical record documentation from any provider involved in the care and treatment of the patient may be used to support the determination of whether a condition was present on admission or not. The term "provider" means a physician or any qualified healthcare practitioner who is legally accountable for establishing the patient's diagnosis.*



# Diagnostic Imaging Services

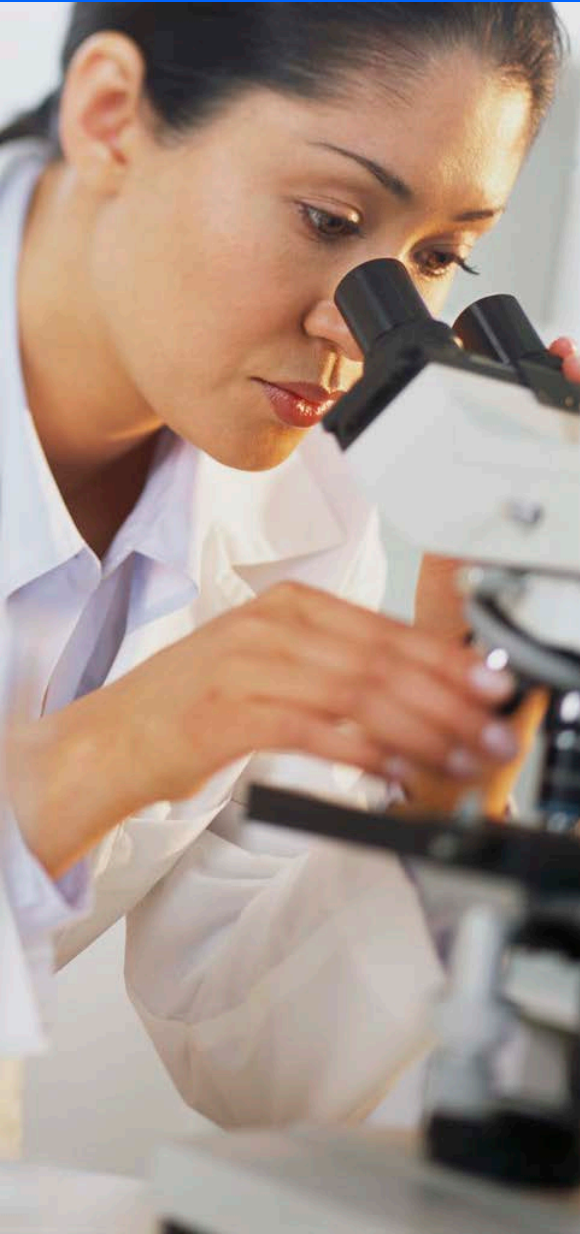
*Digital images are available through iSite on the Torrance Memorial intranet 24 hours a day*

- Digital and Computed Radiography
- Portable Radiography
- Fluoroscopy, Mobile C-Arms
- Bone Mineral Density
- CT Scanners (16 & 32 slice scanners available)
- *Mammography*
- *MRI*
- Nuclear Gamma Cameras
- PET/CT
- *Ultrasound*
- *Imaging available at four sites; Torrance Memorial Medical Center, Torrance Memorial Outpatient Imaging Center, Carson Imaging Center, Rolling Hills Imaging Center, and Manhattan Beach Imaging Center.*



*\*Modalities Accredited by the American College of Radiology*

# Laboratory



Torrance Memorial Medical Center offers a full range of laboratory testing on a 24-hour basis for inpatients.

Outpatient laboratory services are not scheduled and patients may walk in to complete their tests. Outpatient hours are as follows:

Monday through Friday from 7:00am to 10:00pm

Saturday and Sunday from 7:00am to 11:30am and 12:00pm to 3:30pm

For oral glucose tolerance testing, outpatients should plan to arrive between 7:00am and 8:00am

**Patients must bring their physician's orders and their insurance cards.**

Results of lab tests are sent to the patient's physician. Patients may obtain their results from the Health Information Management Department Monday through Friday during the hours of 7:30 am to 4 pm.

Test results may be obtained from the Laboratory Monday through Friday from 7:00am to 10:00pm and from 7:00am to 3:30pm Saturday and Sunday. Patients will be required to complete a HIPAA-17 form before receiving results. Test results cannot be provided by fax or telephone to the patient. The Lab is located on the second floor of the Outpatient Center.

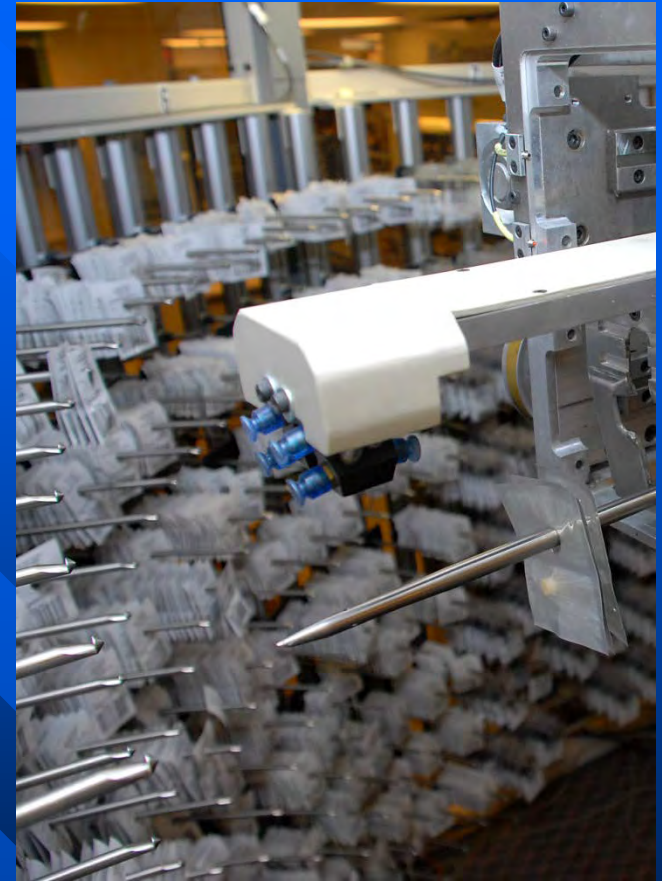
# Pharmacy

**The Pharmacy at Torrance Memorial operates to meet the pharmaceutical needs of patients by:**

- assuring appropriate patient specific pharmacotherapy,
- establishing effective drug use and control,
- providing education related to pharmaceutical care,
- disseminating valuable and accurate drug information
- Acting as a resource on the patient floors for immediate feedback and support to physicians and staff

The Inpatient Pharmacy operates 24 hours per day, 7 days a week to support the needs of the patients in the care of this facility.

Supported by leading edge technology, the pharmacy staff strive to ensure accurate dosing, eliminate medication dispensing errors, review of drug interaction effects, and availability of medication at the time needed.





# Support Services



# Health Information Management

## **Transcription & Clerical Support Services:**

Available 24 hours per day, seven days per week.

## **Clinical Documentation Team:**

Available on the floors to answer questions about how to document specific diagnoses.

## **Deficiency Analysis:**

Records are required to be completed within 14 days after patient discharge. Other chart completion deadlines are found in the General Rules and Regulations of the Medical Staff.

## **Cerner Power Chart Support:**

Contact the Help Desk at extension 4357.

*Health Information Management Department is located in the West Tower ground floor, across from the Medical Staff Services/PI Department.*

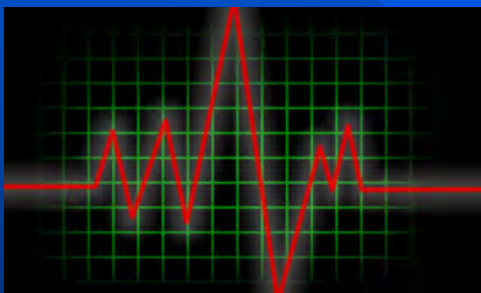


# Cardiac Rehab



**Inpatient Cardiac Rehabilitation education** is available by requesting “*Cardiac rehab*” on the physicians order sheet in the patient chart. Please indicate that Physical Therapy is preferred. RN level staff provides inpatient education and screening of patients referred to the outpatient cardiac rehabilitation program.

Torrance Memorial’s Cardiac Rehabilitation services offer medically supervised and individualized **outpatient exercise programs** for people who have had a heart attack, heart surgery, angina, stent placement, angioplasty, or other heart problems. The cardiac rehab health professionals assist each patient in setting goals and monitoring progress on a daily basis. A cardiac rehab nurse specialist and an exercise physiologist work with each patient and closely monitor electrocardiogram tracings and blood pressures during exercise sessions.



Risk factor and lifestyle modifications are important to successful cardiac rehabilitation. Health education classes are available. A physician referral is required for services covered by Medicare and insurance companies.



To make a referral, call extension 4737



# Transitional Care Unit (TCU)

Torrance Memorial Medical Center provides skilled nursing services in its onsite Transitional Care Unit.

The **Transitional Care Unit (TCU)**, is a 40-bed, skilled nursing facility that provides care for patients in transition between hospital and home or a long-term care facility. This unit is a separate facility and requires certification of skilled services and admission orders that meet the standards for SNF facilities.

Patient services include skilled short term rehabilitation and skilled nursing services including IV medication administration, wound care, respiratory care and end of life care as appropriate. Patients are admitted through the TCU Admissions Coordinator under a set of established criteria.





# IT Service Desk

*24 hour technical service*

Torrance Memorial's Information Systems Department operates a 24 hour Service Desk for assistance with computer software applications and service to facility-owned hardware components.

Service Desk Operators will strive to address technology concerns at the point of contact.

If the issue requires more specific technical intervention, the Service Desk will initiate a service call to address the issue.

Call Extension 4357 (HELP)

Email: [servicedesk@tmmc.com](mailto:servicedesk@tmmc.com)

*Here for you, 24 hours per day, 7 days a week*

# Medical Library



The Health Science Librarian can provide research services and obtain copies of articles from other libraries.

The Medical Library contains books and journals in the health sciences. Many books may be checked out for review.

Three Internet access computers are available for your use. The Medical Library has a subscription to *EBSCOhost Web* that provides access to full-text journals, most of which are available in PDF format. **Only individuals affiliated with Torrance Memorial are allowed access and a user ID and password is required.**

Automated MEDLINE/PUBMED bibliographic searches are performed free of charge. They are usually completed within 24 hours by the Health Sciences Librarian/C.M.E. Coordinator.

## Hours

Monday - Friday: 8:00 am - 4:30 pm

Weekends & Holidays: Closed

## Location

First floor, West Tower

## Telephone

310-517-4720

# Continuing Medical Education

- Torrance Memorial Medical Center is an Institute for Medical Quality/California Medical Association accredited provider of *AMA PRA Category I credit™* continuing medical education activities. The CME Program strives to keep physicians abreast of new advances in the ever-changing field of Medicine and to enhance the quality of health care. To accomplish these goals high-quality CME activities are planned, scheduled and promoted in order to meet the educational demands and needs of physicians and to expand their professional knowledge and skills in order to improve patient care.
- ***AMA PRA Category I credit™***  
CME activities sponsored by Torrance Memorial Medical Center are granted *AMA PRA Category I credit™* on an hour for hour basis toward the *CMA Certification in Continuing Medical Education* and the American Medical Association's Physician's Recognition Award.. They must also complete and sign an evaluation form.

## Hours

Monday - Friday: 8:00 am - 4:30 pm

Weekends & Holidays: Closed

For after hour access contact the Security Department at ext.6500

## Location

First floor, West Tower

## Telephone

310-517-4720



# Medical Staff Services/PI Department

The Medical Staff Services/PI Department processes applications for medical staff membership and privileges.

In addition this department also:

Provides notice of renewals (as applicable) for  
- California State Licensure, - DEA, - Certifications,  
- Flu shot Attestation and - Professional Liability Insurance.

Coordinate Department & Medical Staff Governance meetings  
*e.g. Credentials Committee; Performance Improvement  
Committee and Medical Executive Committee and All  
physician peer review activities*

Maintains medical staff roster of up-to-date names,  
addresses, telephone, fax, email,  
*(please keep this department informed of any changes to your  
contact information as they occur by calling (310) 517-4616)*



# Medical Staff Services

## Provisional Status

### **Physicians:**

Each new member of the medical staff is appointed to the *Provisional Staff* for at least six months.

- Physicians must complete proctoring requirements in order to advance to associate staff



# Medical Staff Services

- Practice Evaluation OPPE/FPPE
- Adverse Event
- Standard of Conduct
- Professional Relations Committee
- Return to Work
- Proctoring
- Cause for testing
- Patient Safety Reporting
- Bioethics

# Hospital Services

- Burn Center
- Emergency Care
- Imaging Services
- Radiation Oncology
- Family Birth Center
- Level III Neonatal Intensive Care
- Home Health & Hospice
- Palliative Care
- Bioethics
- Clinical Research Program
- Cancer Center
- Lundquist Cardiovascular Institute
- Rehabilitation Services
- Chemical Dependency Outpatient Treatment
- Hemodialysis
- Breast Diagnostic Center
- Sleep center
- Endoscopy center
- Cardiac Rehab
- Pulmonary Rehab
- Diabetes Care
- Stroke Center
- Surgery – Robotic
  - Robotic
  - Bariatric
  - Cardiothoracic
  - Orthopedic
  - Neuro
  - Vascular
  - Plastic
  - Ophthalmology
  - Urology
  - Otolaryngology



# Community Relations



Torrance Memorial offers a number of different classes, services, support groups and events to help advance a patient's health-related knowledge. Whether your patient is expecting a new baby, getting serious about losing weight or just wants to attend an informative lecture, Torrance Memorial has much to offer through the community education programs.

Throughout the year, Torrance Memorial also holds a number of events on campus, along with those sponsored by our community partners.

## Helpful Phone Numbers:

ADVANTAGE Program: 310-517-4666

Class Registration and Information: 310-517-4711

Physician Referral: 310-517-4700

CPR Classes: 310-517-4701

Pre-Natal Classes: 310-517-4702

HealthLinks: 310-325-9110 ext. 4225



# Amenities created with our Medical Staff in mind...

The Administration of **Torrance Memorial Medical Center** strives to make the practice of medicine as easy as possible. The provision of covered parking and dining amenities for physicians is designed to allow for more efficient use of clinicians' time.

Covered parking lots and dining/lounge areas are accessible by the use of the computerized Identification Badges issued to individual clinicians at the orientation. Use of these facilities is limited to members of the Medical Staff.



## COVERED PARKING

- **Two Locations**
  - *Main Parking Structure*
  - *West Parking Structure*



## PHYSICIAN DINING

Physician Dining Service is available on the first floor of the main hospital near by the West Discharge area and food is free of charge



## LOUNGES

- **Two Locations**
  - *Surgery*
  - *Labor & Delivery*
- **Dining Service** (*limited availability*)
- **Computer Access**




Community access to quality healthcare services has been a top priority for Torrance Memorial Medical Center for more than 80 years. We evaluate the needs of our community on an on-going basis and plan for the future according to those needs. In keeping with our strategic mission, our Board-level Community Benefits Committee regularly reviews the medical center's Community Needs Assessment Program and makes recommendations that are the basis for this report.

Remaining strong and stable for the future is our foremost goal. We want to make certain that our community can continue to turn to us for the outstanding health services and vital community programs that have distinguished Torrance Memorial Medical Center since 1925. Keeping this care accessible to all is important to us as well.

Last year, Torrance Memorial Medical Center provided just under \$40 million in Community Benefit and other significant financial contributions to members of its service area. Community benefit is defined as programs or activities that provide treatment or promote health and healing in response to an identified community need.

*As a not-for-profit community hospital, Torrance Memorial Medical Center seeks opportunities to enhance patient care, patient education, and access to healthcare in the local communities.*



# HEALTH CARE FOUNDATION

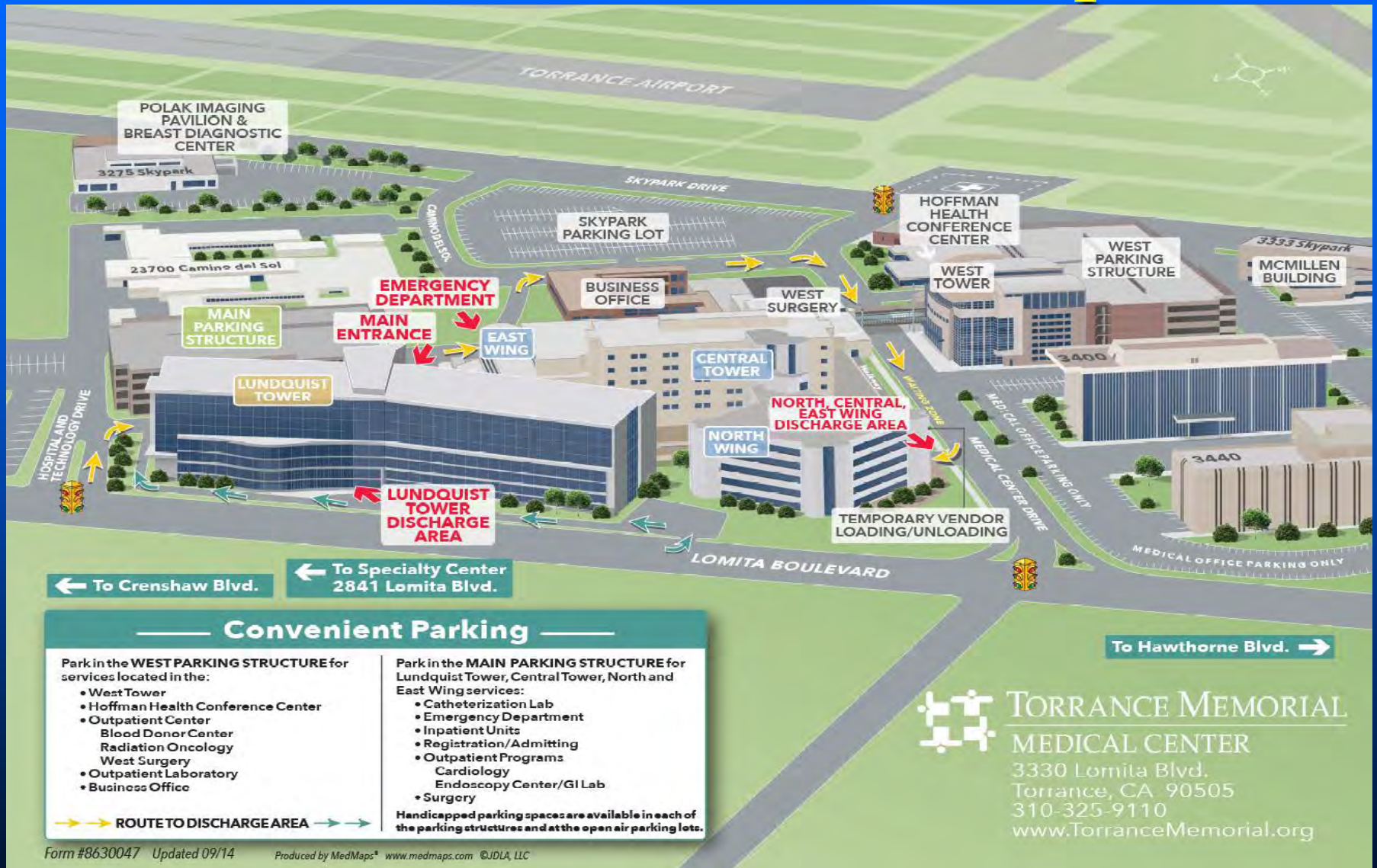
For more than 80 years patients have turned to Torrance Memorial Medical Center for excellent health care, and in return they have contributed generously to help grow programs, services, and to build facilities.

Torrance Memorial Health Care Foundation nurtures that long-standing partnership with the community. You can make a positive difference in your community's health care and medical services.

Torrance Memorial Health Care Foundation  
3330 Lomita Boulevard  
West Tower, Fourth Floor  
Torrance, CA 90505-5073  
310-517-4703

Torrance Memorial Health Care Foundation is a not-for-profit 501(c)(3): Our Federal Identification Number is 95-3528452

# Torrance Memorial Map



← To Crenshaw Blvd.

← To Specialty Center  
2841 Lomita Blvd.

To Hawthorne Blvd. →

### Convenient Parking

Park in the **WEST PARKING STRUCTURE** for services located in the:

- West Tower
- Hoffman Health Conference Center
- Outpatient Center
- Blood Donor Center
- Radiation Oncology
- West Surgery
- Outpatient Laboratory
- Business Office

Park in the **MAIN PARKING STRUCTURE** for Lundquist Tower, Central Tower, North and East Wing services:

- Catheterization Lab
- Emergency Department
- Inpatient Units
- Registration/Admitting
- Outpatient Programs
- Cardiology
- Endoscopy Center/GI Lab
- Surgery

Handicapped parking spaces are available in each of the parking structures and at the open air parking lots.

→ ROUTE TO DISCHARGE AREA →



**TORRANCE MEMORIAL**  
**MEDICAL CENTER**  
 3330 Lomita Blvd.  
 Torrance, CA 90505  
 310-325-9110  
[www.TorranceMemorial.org](http://www.TorranceMemorial.org)

# Torrance Memorial Map

## CAMPUS DIRECTORY

DEPARTMENT	LOCATION	FLOOR	DEPARTMENT	LOCATION	FLOOR
Admitting/Registration	Lundquist Tower	1	Interventional Radiology	Lundquist Tower Central Tower	2 1
Blood Donor Center	Outpatient Center	2	Labor and Delivery	East Wing	3
Breast Diagnostic Center	Polak Pavilion	1	Laboratory/Outpatient	Outpatient Center	2
Burn Intensive Care Unit	Lundquist Tower	4	Medical Nutrition Therapy	Specialty Center 2841 Lomita Blvd. Suite 335	2
Burn & Wound Care/ Outpatient	West Tower	5	Mother Baby	North Wing	3
Business Office	South Building	2	MRI / Radiology	Lundquist Tower East Wing Polak Pavilion	1 1 1
Cancer Resource Center	West Tower	1	Neonatal Intensive Care	Central Tower	3 & 5
Cardiac Rehabilitation	Specialty Center 2841 Lomita Blvd. Suite 335	1	Nuclear Medicine	East Wing	B
Cardiology Services	East Wing	B	Oncology Inpatient	Lundquist Tower	7
Cardiovascular Intensive Care	Lundquist Tower	4	Orthopedics Inpatient	Lundquist Tower	6
Cath Lab	Lundquist Tower	2	Pediatrics	Central Tower	4
Chapel	Lundquist Tower	1	PET/CT	East Wing	B
Chem Dependency Treatment	McMillen Building	2	Pharmacy Inpatient	Lundquist Tower	B
CONFERENCE ROOMS	Health Conference Ctr. Rooms 1-4 West Tower 3105 Lomita Blvd.	1 1 2, 4 and 5 1	Pharmacy Outpatient	Central Tower	1
CT / Radiology	Lundquist Tower East Wing Polak Pavilion	1 1 1	Pre-Registration/Pre-Testing	Lundquist Tower	1
Diabetes Education	Specialty Center 2841 Lomita Blvd. Suite 335	1	Pulmonary Rehabilitation	Specialty Center 2841 Lomita Blvd. Suite 335	1 B
DINING	Lundquist Tower	1	Radiation Oncology	Outpatient Center	B
Café	Central Tower	2	Radiology	Lundquist Tower Central Tower Polak Pavilion	1 1 1
Jared's Place	West Tower	2	REHABILITATION SERVICES	West Tower	5
Helena's Café	Central Tower	2	Neuro-Balance Center		
Vending Machines	Central Tower	2	Occupational Therapy		
Emergency Department	East Wing	1	Physical Therapy		
Family Birth Center	East Wing	3	Speech Therapy		
Gift Shops	Lundquist Tower North Wing	1 1	Sleep Disorders Center	McMillen Building	1
GI Lab/Endoscopy Center	East Wing	B	Surgery	Lundquist Tower Outpatient Center	2 1
Healing Garden	Lundquist Tower	1	Surgery Waiting	Lundquist Tower Outpatient Center Central Tower	2 1 1
HealthLinks	West Tower	1	Thelma McMillen Center for Alcohol and Drug Abuse	3333 Skypark Dr.	2
Heart Rhythm Center	Central Tower	1	TLC Sick Child Care	Central Tower	4
HealthCare Foundation	West Tower	4	Transitional Care Unit (TCU)	North Wing	1
HOME HEALTH & HOSPICE Home Health Hospice	23326 Hawthorne Blvd. Suite 100 A B	100 A B	Ultrasound	Lundquist Tower East Wing Polak Pavilion	1 1 1
Human Resources	West Tower	3	Volunteer Services	West Tower	4
Infusion Therapy	Specialty Center 2841 Lomita Blvd. Suite 335	1			
INPATIENT UNITS	Lundquist Tower	3-7			
Intensive Care Units		3 & 4			
Medical Surgical Units		5-7			
Progressive Care Units		3-5			

A banner featuring a photograph of a hospital building with "EAST WING" written on it, overlooking a body of water. Below the photo is a white banner with several logos and text.

**Center of Excellence**  
BARIATRIC SURGERY

Designated as a  
**Blue Distinction**<sup>®</sup>  
Center for Bariatric Surgery

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Blue Shield of California  
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