

**DEPARTMENT OF HEALTH SERVICES**  
**COUNTY OF LOS ANGELES**



**SUBJECT:** CRM -ORGANIZATIONAL STRUCTURE FOR INPATIENT  
CLINICAL PATHWAYS

**POLICY NO.** 296.2

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**PURPOSE::** To provide an organizational structure for Clinical Resource Management (CRM) Inpatient Clinical Pathways (ICPs).

**POLICY::** **SYSTEM-WIDE**

**CRM Medical Director:** Provides leadership and shall be responsible for the Clinical Resource Management program throughout the Department of Health Services.

**CRM Steering Committee:** Provides systemwide oversight and approval of ICP tools and processes and shall be responsible for consistent practice across all DHS facilities.

Membership shall be divided into two components:

1. Executive Steering Committee - Chaired by the Director of Health Services:

- DHS Chief Operations Officer
- Chief Executive Officer from each facility
- Medical Director/Chief Medical Officer from each facility
- Chief Nursing Officer from each facility
- CRM Medical Director
- Core Steering Committee Members

2. Core Steering Committee - Co-chaired by the CRM Medical Director and one Facility Medical Director:

- Chairs of the Clinical Pathway Oversight Team (CPOST)
- Chairs of the Inflation Technology Oversight Team (ITOST)
- CRM Physician and Nurse from each facility
- DHS Waiver Office Representatives
- Labor Representatives

**Clinical Pathway Oversight Team (CPOST):** Responsible for oversight of all aspects of ICP development.

Co-chaired by two clinical leaders, physician and nurse, each from a different facility. Membership shall include:

- Physician and Nurse from each facility .Labor Representatives
- CRM Medical Director, ex-officio member .Other DHS staff, as appropriate

**Diagnosis-specific Clinical Content Teams:** Responsible for determining the clinical content of specific ICPs. The multidisciplinary teams are organized by disease or disease groupings.

Co-Chaired by two physician experts from two different facilities. Membership shall include:

- Physician and Nurse with diagnosis-specific expertise from each facility .CPOST Member Liaison
- CRM Medical Director, ex-officio member .Other allied professionals, as needed

**Information Technology Oversight Team (ITOST)** : Responsible for identifying and developing the technological solutions for ICP development, implementation, data collection, analysis, and reporting.

Membership shall include:

- Information Technology representatives from each facility and Health Services Administration.
- Central CRM Staff
- CRM Medical Director, ex-officio member

#### **FACILITY -SPECIFIC**

**Facility Executive Implementation Team (FEIT)**: Responsible for the strategic direction of ICP implementation including overall deployment and evaluation.

**Facility Implementation Oversight Team (FIOT)**: Responsible for implementing ICPs at the facility. The FIOT shall guide development of facility specific policies and operations.

**Clinical Pathway Implementation Work Groups (CPWIG)**: Responsible for the implementation of one or more domain- specific ICPs. Obtaining ongoing feedback from pathway users and providing feedback to the Implementation Teams, shall also be part of this group's responsibilities.

CRM Facility Staff: Responsible for the direct implementation and training of hospital staff on ICPs at the facility. The staff shall act as a resource to the facility with ICPs, ensure compliance with ICPs and recommend and implement changes as needed.

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**EFFECTIVE DATE:** Jul 01, 2001

**SUPERCEDES:**

**APPROVED:** Signature on File

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