



# Washington Township Health Care District

2000 Mowry Avenue, Fremont, California 94538-1716 • (510) 797-1111

Nancy Farber, Chief Executive Officer

## Board of Directors

Patricia Danielson, RHIT

Jacob Eapen, M.D.

William F. Nicholson, M.D.

Bernard Stewart, D.D.S.

Michael J. Wallace

## BOARD OF DIRECTORS' MEETING

Wednesday, March 14, 2018 – 6:00 P.M.  
Conrad E. Anderson, MD Auditorium

### AGENDA

- |                                                                                                                                         | <b>PRESENTED BY:</b>                                                              |
|-----------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|
| <b>I. CALL TO ORDER &amp; PLEDGE OF ALLEGIANCE</b>                                                                                      | Michael Wallace<br>Board Member                                                   |
| <b>II. ROLL CALL</b>                                                                                                                    | Dee Antonio<br>District Clerk                                                     |
| <b>III. EDUCATION SESSION:</b><br>Healthgrades Awards & Presentation                                                                    | Katharine Mongoven<br>Director of Quality Solutions at<br>Healthgrades            |
| <b>IV. CONSIDERATION OF MINUTES</b><br>February 14, 26, and 28, 2018                                                                    | <i>Motion Required</i>                                                            |
| <b>V. COMMUNICATIONS</b>                                                                                                                |                                                                                   |
| A. Oral                                                                                                                                 |                                                                                   |
| B. Written                                                                                                                              |                                                                                   |
| From Timothy Tsoi, MD Chief of Staff,<br>dated February 28, 2018 requesting<br>approval of Medical Staff Credentialing<br>Action Items. | <i>Motion Required</i>                                                            |
| <b>VI. INFORMATION</b>                                                                                                                  | <b>PRESENTED BY:</b>                                                              |
| A. Service League Report                                                                                                                | Jeannie Yee<br>Service League                                                     |
| B. Medical Staff Report                                                                                                                 | Timothy Tsoi, MD<br>Chief of Staff                                                |
| C. Hospital Calendar                                                                                                                    | Nancy Farber<br>Chief Executive Officer                                           |
| D. Lean Report:<br>Perioperative Services – Elective Neuro<br>Surgery                                                                   | Nicholas Legge<br>Asst. Chief, System Operations &<br>Management Support Services |

- E. Construction Report  
Ed Fayen  
Senior Associate Administrator
- F. Quality Report:  
American College of Surgeons: National  
Surgical Quality Improvement Program  
2018 Update  
Mary Bowron, DNP, RN, CIC  
Senior Director of Quality & Resource  
Management
- G. Finance Report  
Chris Henry  
Senior Associate Administrator and  
Chief Financial Officer
- H. Hospital Operations Report  
Nancy Farber  
Chief Executive Officer

**VII. ACTION**

- A. Consideration of Medtronic External  
Pacemaker Generators *Motions Required*
- B. Consideration of End Tidal CO2 Modules  
for PACU
- C. Consideration of Giraffe Warmers in  
Special Care Nursery

**VIII. ADJOURN TO CLOSED SESSION**

*In accordance with Section 1461, 1462, 32106 and  
32155 of the California health & Safety Code and  
Sections 54962 and 54954.5 of the California  
Government Code, portions of this meeting may be  
held in closed session.*

- A. Report and discussion regarding California  
Government Code section 54957:  
Personnel matters
- B. Conference regarding medical audit  
reports, quality assurance reports and  
privileging pursuant to Health & Safety  
Code Section 32155.
- C. Report involving a trade secret pursuant to  
Health & Safety Code section 32106

**IX. RECONVENE TO OPEN SESSION &  
REPORT ON CLOSED SESSION**

Michael Wallace  
Board Member

**X. ADJOURNMENT**

Michael Wallace  
Board Member

A meeting of the Board of Directors of the Washington Township Health Care District was held on Wednesday, February 14, 2018 in the Conrad E. Anderson, MD Auditorium, 2500 Mowry Avenue, Fremont, California. Director Wallace called the meeting to order at 6:00 pm and led those present in the Pledge of Allegiance.

*CALL TO ORDER*

Roll call was taken: Directors present: Michael Wallace; Bernard Stewart, DDS; Jacob Eapen, MD; William Nicholson, MD. Directors absent: Patricia Danielson, RHIT

*ROLL CALL*

Also present: Nancy Farber, Chief Executive Officer; Kranthi Achanta MD, Past Chief of Medical Staff; Debbie Jackson, Service League President; Dee Antonio, District Clerk

Guests: Ed Fayen, Kimberly Hartz, Chris Henry, Bryant Welch, Stephanie Williams, Mary Bowron, Albert Brooks MD, Larry Bowen, John Lee, Rob Lanci, Paul Kozachenko.

Nancy Farber, Chief Executive Officer introduced Sabrina Valade, Strategic Projects Senior Analyst, PRIME. Ms. Valade collaborates with operational teams to achieve improvements in care and expand service delivery, in alignment with PRIME.

*EDUCATION SESSION:  
Public Hospital Redesign  
and Incentives in Medi-  
Cal Program (PRIME)*

Ms. Valade gave a brief history of the various Medi-Cal waiver programs that have come into being in the last fifteen years, three of which were related to health care reform. She reviewed the 2010 Bridge to Reform waiver and the 2020 Medi-Cal waiver. PRIME is a five year program, funded through the Waiver. The WHHS plan was approved in 2016. From a menu of eighteen projects, WHHS chose Improved Perinatal Care and Comprehensive Advanced Illness Planning and Care.

With the support of PRIME, WHHS created and opened a Prenatal Diagnostic Clinic which served 200 patients in its first three months (623 in the last six months). Ms. Valade highlighted some of the project's successes including a reduction in Caesarean deliveries and the implementation of an OB Hemorrhage Safety Bundle comprised of sixteen components/best practices, proven to improve care.

WHHS also launched its inpatient and outpatient Palliative Care teams which, to date, have served 338 patients. We are working on educating providers and the community on Palliative Care and considering how to add to the community education forums.

Director Nicholson moved for approval of the minutes of January 10, 22, and 24, 2018.

*APPROVAL OF  
MINUTES OF January  
10, 22, and 24, 2018*

Director Stewart seconded the motion.

Roll call was taken:

Michael Wallace – aye  
Bernard Stewart, DDS - aye  
Jacob Eapen, MD – aye  
William Nicholson, MD - aye  
Patricia Danielson, RHIT – absent

The motion carried.

There were no oral communications.

COMMUNICATIONS:  
ORAL

The following written communication received from Kranthi Achantai, MD, Past Chief of Staff, dated January 22, 2018 requesting approval of Medical Staff Credentialing Action Items as follows:

COMMUNICATIONS:  
WRITTEN

Appointments

Asrani Hiya MD; Carrington, David MD; Fox, Alex MD; Kestler, Air MD; Wozniak, Curt MD

Temporary Privileges

Kestler, Ari MD

Reappointments – Two Year

Bhatti, Naveenpal MD; Bodnar, Shelli MD; Chan, Steven DDS; Cheney, Tamara MD; Cohn, James MD; DaRoza, Ricardo MD; Dudyala, Vijaya MD; Hadiwidjaja, Angelina MD; Hogberg, Ingrid MD; Japra, Romesh MD; Kahlon, Vasdeep MD; Koo, Ralph MD; Kumar, Mrudula MD; Lilja, James MD; Lou, Ly-Hwa MD; Maish, Mary MD; Naimi, Nasrin MD; Nair, Lakshmi MD; Sarda-Maduro, Mary Ann MD; Shibuya, Barry MD; Shih, Chuanfang MD; Singh, Devinder MD; Taylor, Claribel MD; Wong, Clifford MD; Zheng, Hui MD

Reappointments – One Year

Jain, Ashit MD; Nicholson, William MD; Reen, Ranjit MD

Transfer in Staff Category

Hadiwidjaja, Angelina MD; Japra, Romesh MD; Koo, Ralph MD; Nair, Lakshmi MD; Shih, Chuanfang MD; Zheng, Hui MD

Completion of Proctoring & Advancement in Staff Category

Koo, Ralph MD; Nair, Lakshmi MD

Extension of Proctorship and Provisional Category

Navani, Annu MD

New Privilege Requests

Karamloo, Sara DPM

Delete Privilege Requests

Carnes, Stephanie PA-C; Lilja, James MD; Nicholson, William MD

Withdrawal of Application

Li, Annie PA-C

Director Nicholson moved for approval of the credentialing action items presented by Dr. Achanta with the exception of those credentialing action items pertaining to William Nicholson MD.

Director Stewart seconded the motion.  
Roll call was taken:

Michael Wallace – aye  
Bernard Stewart, DDS - aye  
Jacob Eapen, MD – aye  
William Nicholson, MD – aye  
Patricia Danielson, RHIT – absent

The motion carried.

Director Stewart moved for approval of the credentialing action items pertaining to William Nicholson MD as presented by Dr. Achanta.

Director Eapen seconded the motion.

Roll call was taken:

Michael Wallace – aye  
Bernard Stewart, DDS - aye  
Jacob Eapen, MD – aye  
William Nicholson, MD – abstained  
Patricia Danielson, RHIT – absent

The motion carried.

Debbie Jackson, Service League, reported on the Service League activities, including the Annual Meeting that was held on February 13, 2018. During the month of January, information and orientation sessions were held for a total of 23 new volunteers. The total volunteer staffing hours for the month of January 2018: 2,809.

*SERVICE LEAGUE  
REPORT*

Dr. Kranthi Achanta reported there are 582 Medical Staff members which includes 342 active members.

*MEDICAL STAFF  
REPORT*

**The Hospital Calendar video highlighted the following events:**

*HOSPITAL CALENDAR:  
Community Outreach*

**Past Health Promotions & Outreach Events**

On Thursday, February 1<sup>st</sup>, Washington Sports Medicine provided pre-participation physicals for high school student athletes. The physicals were held at Newark Memorial High School and athletes from all local schools were invited to participate. Drs. Russell Nord, Michael Goldin, and Steven Zonner participated. 162 athletes received physicals.

On Wednesday, February 7<sup>th</sup> community members joined the staff of the Washington Township Medical Foundation at an Open House at the Nakamura clinic in Union City. 23 people attended.

The Mental Health Education Series began on February 8<sup>th</sup> with “Crisis Intervention, a presentation by Mark Rahman, Senior Family Advocate (retired), Family Education and Resource Center. 56 people attended.

**Upcoming Health Promotions & Community Outreach Events**

On Thursday, February 15, Dr. Victoria Leiphart will continue the Women Empowering Women series with “Women’s Heart Health.”

The Mental Health Education Series continues with expert speakers on various areas of mental health. Upcoming topics include:

- **February 22:** Understanding Anxiety Disorders, presented by Dr. Seema Sehgal.
- **March 8:** Understanding Mood Disorders, presented by Dr. Seema Sehgal.
- **March 22:** Understanding Psychotic Disorders, presented by Dr. Seema Sehgal.
- **April 5:** The Link between Substance Abuse and Mental Health Disorders, presented by Carmen Masson, PhD, UCSF
- **April 19:** When Depression Occurs with Other Medical Conditions, presented by Simone Madan, PhD, UCSF
- **May 3:** Mental Wellness, presented by Michele Williams-Smith, Senior Family Advocate, Family Education and Resource Center and Dr. Victoria Leiphart.
- **May 17:** Family Support: Caring for those with Mental Health Disorders, presented by Michele Williams-Smith, Senior Family Advocate, Family Education and Resource Center.

On Tuesday, February 20th from 10 a.m. to noon, the Stroke Education series continues with "Life After Stroke." This presentation provides an overview to better understand your condition and how to move forward after a stroke.

On Wednesday, February 20, from 1 to 3 p.m., Dr. Catherine Dao, Cardiologist, will present: Women's Heart Health. Dr. Dao will discuss the critical signs of heart disease and heart attack that females can experience.

On Saturday, February 24th from 10 am to 2 pm, Lucy Hernandez, community outreach project manager, will provide blood pressure screenings along with health and nutrition information at the "Healthy Living in a Stress-Filled World" event hosted by Prince of Peace and Our Savior Lutheran Church in Fremont.

#### **Washington Hospital Healthcare Foundation**

On January 29, the Foundation held its annual general meeting for trustees and members. Marsha Badella, Brad Hatton and Patti Montejano were elected as new trustees. Nicole Dutra was elected as a new member.

On February 9, District Board members attended The Elegant Affaire, an event hosted by the League of Volunteers.

The Foundation will host the 33rd Annual Golf Tournament at Castlewood Country Club on Thursday, May 3, 2018. Held in memory of long-time Fremont businessman, Gene Angelo Pessagno, the tournament promises a day of great golf and fun surprises.

The Foundation will host the 33rd Annual Golf Tournament at Castlewood Country Club on Thursday, May 3, 2018.

#### **Washington Hospital Employee Association, W.H.E.A.**

*HOSPITAL CALENDAR:  
Washington Hospital  
Foundation Report*

*WASHINGTON  
TOWNSHIP*

The Employees of Washington Hospital elected new 2018 board members for the Washington Hospital Employee Association (WHEA). The 2018 officers are:

- Jahneen Zayad, President
- Laura Ibanez, Vice President
- Christine Santos, Secretary
- Kerri Chavez, Treasurer

*HEALTHCARE  
DISTRICT:  
Washington Hospital  
Employee Association,  
W.H.E.A.*

On Tuesday, January 30, WHEA hosted a blood drive to support the Red Cross appeal for blood donations. 22 pints of blood were collected.

On Friday, February 16, with a donation of \$500 WHEA will be a sponsor for the City of Fremont Senior Center Crab Feed fundraiser.

### **Washington On Wheels Mobile Health Clinic, W.O.W.**

During the month of January, the Washington On Wheels Mobile Health Clinic (W.O.W.) continued to serve community members in the North Bay impacted by the October wild fires. Damage to the Santa Rosa Community Health Vista clinic created a need for our mobile clinic.

*HOSPITAL CALENDAR:  
Washington On Wheels  
Mobile Health Van*

### **Internet and Social Media Marketing**

Washington Hospital's website serves as a central source of information for the communities the District serves and beyond. The most viewed page was About WHHS.

*HOSPITAL  
CALENDAR:  
Internet and Social  
Media Marketing*

### **InHealth - Channel 78**

During the month of January, Washington Hospital's cable channel 78, InHealth, captured the January Citizens' Bond Oversight Committee meeting. In addition, InHealth aired the January Board of Directors meeting, and the following programs: Strategies to Reduce the Risk of Cancer Recurrence; How to Talk to Your Doctor; Understanding HPV: What You Need to Know and two Diabetes Health Fair presentations titled: Heart Health & Diabetes: What is the Connection? and Quick Meals On A Budget.

*HOSPITAL  
CALENDAR:  
InHealth*

### **Hospice Room**

Ms. Farber spoke about Mr. Jim Stone who passed away in September 2015. He was a former DEVCO board member and was also a founding member of the board of trustees of the Washington Hospital Healthcare Foundation. In appreciation for his commitment to Washington Hospital, DEVCO, and the Foundation, a second hospice room has been named in his honor.

### **Employee of the Month**

Our February Employee of the Month is Madhu Dayal who has been a member of the WHHS Food and Nutrition Services Department for nearly eighteen years. Working in catering services, Madhu is responsible for the logistics of the orders, set-up, and service. She performs her job efficiently, beautifully presenting the right amount of quality food in the right location at the right time. But it's the small gestures that make Madhu stand out. At many luncheons or other catering events,

*HOSPITAL  
CALENDAR:  
Employee of the Month –  
Madhu Dayal*

you may see her standing unobtrusively in the back. When someone is having difficulty handling a water pitcher, Madhu is there to assist; when someone has special dietary needs, Madhu is there to advise which dishes she has prepared to meet those needs. Madhu performs her work with the care and passion of someone who loves her job.

Madhu was born and raised in Fiji. There, she owned and operated a restaurant, so when she emigrated to California, working in food services at Washington Hospital was a good fit. Madhu says, "Food is a form of medicine to our patients. It both helps them to be strong and also comes with kind words or a smile that they might need. I feel lucky that the leader of our department, (Director of Food and Nutritional Services), Kimberlee Alvani, lives the Patient First Ethic every day." Madhu has also been recognized by members of the Niles Rotary Club who meet weekly at Washington Hospital and benefit from her excellent service. She has been honored with the Paul Harris Fellow award twice.

But Madhu's early years at the Hospital were not without struggle. Her husband was still in Fiji and due to the political climate in both Fiji and the United States, his emigration was delayed. Madhu worked hard, saved money, and enjoyed her second family—her co-workers. Her patience paid off and soon, Shiv was able to join her both at home and at work. Shiv Dayal is also a valuable member of the Food and Nutritional Services department. Together, with help from family, they were able to buy a house and through excellent medical care, their son Sahil was born at Washington Hospital nine years ago. She appreciatively declares, "Washington Hospital has provided my American Dream."

Nancy Farber introduced Angus Cochran, Chief of Community Support Services and Executive Director of the Foundation and Board liaison for the Service League. Mr. Cochran presented an update on the Washington Hospital Healthcare Foundation beginning with the Foundation Mission: *To enhance the Washington Hospital Healthcare System by increasing public awareness and by providing financial support.* Mr. Cochran presented the rosters for the Officers and Trustees and showed photographs from Foundation events such as the Top Hat Gala, Golf Tournament, and Trees of Angels. He noted that the largest annual contribution to date from the Foundation to the Hospital was \$4,119,282.

WASHINGTON  
HOSPITAL  
HEALTHCARE  
FOUNDATION  
REPORT  
Angus Cochran

Ed Fayen presented the construction update on the Morris Hyman Critical Care Pavilion sharing photographs of the first floor main lobby; installation of glass for the atrium skylight; first floor nurse station; first floor x-ray room; second floor ICU nurse station; third floor patient room sink and plumbing fixtures; installation of bollards south side ED entrance; installation of new voice/data vaults on the south side; installation of fire water line and hydrant on the east side; forming the stair access on the northeast corner; starting the grade adjustments on the north side; construction of the new loading dock; and ending with the Site View. The construction timeline was reviewed and Mr. Fayen noted that the construction is proceeding on time and within budget although the contingency amounts are shrinking.

CONSTRUCTION  
REPORT  
Construction Update



Mary Bowron, Senior Director of Quality and Resource Management presented the Quality Dashboard for the quarter ending December 2017 comparing WHHS statistics to State and National benchmarks. Venous Thromboembolism: VT Prevention held at 95% and ICU VT Prevention increased to 100%. Stroke: Our performance was perfect for Discharge Meds to Prevent Clots, Stroke Education and Rehab Assessment this quarter. Central Line Associated Bloodstream Infections: Our infection rate was higher than predicted. C-Difficile: We were higher than predicted for five of the past six quarters. Catheter Associated Urinary Tract Infections: We had fewer CAUTI events than predicted. MRSA Bloodstream Infections: We had no MRSA Bloodstream infections. Hospital Acquired VRE Infections: We had no VRE infection which was better than our internal benchmark. Surgical Site Infections: We had no infections following colon surgery which was below the predicted number of infections. We had no infections following abdominal hysterectomy which was below the predicted number of infections. Our moderate fall with injury rate was equal to the CalNOC benchmark for the quarter.

*QUALITY REPORT:  
Quality Dashboard  
Quarter Ending  
December 2017*

The National Patient Safety Goals were reviewed. The Hand Off Communication was better than the Joint Commission Goal of 90% for the last quarter, as well as over the past two years. Patient Identification was slightly below the goal of 100% in the last quarter. The Procedure Time Out was slightly below the goal of 100% compliance. Hand Hygiene was at 91.7% and it was noted that since implementation of this tool in 2014, we have consistently performed better than the goal of 90%.

We had a lower percent of 30-day medicare pneumonia readmissions compared to the CMS national benchmark (13.8% versus 16.9%) as well as 30-day CHF readmissions (19.4% versus 21.6%). Our 30-day readmission rate for AMI discharges was higher than the CMS benchmark (22.6% versus 16.3%).

Chris Henry, Chief Financial Officer, presented the Finance Report for December 2017. The average daily census was 168.5 with admissions of 1,067 resulting in 5,225 patient days. Outpatient observation equivalent days were 125. The average length of stay was 4.68 days. The case mix index was 1.513. Deliveries were 155. Surgical cases were 353. Joint Replacement cases were 117. Neurosurgical cases were 32. Cardiac Surgical cases were 7. The Outpatient visits were 6,877 and Emergency visits were 4,568. Total productive FTEs were 1,196.3. FTEs per adjusted occupied bed were 6.59.

*FINANCE REPORT*

Nancy Farber presented the Hospital Operations Report for January 2018. Preliminary information indicated gross revenue for the month of January at approximately \$181,989,000. The Average Length of Stay of 4.90 and there were 5,753 patient days. There were 381 Surgical Cases and 308 Cath Lab procedures at the Hospital. Deliveries for January were 134. Non-Emergency Outpatient visits were 7,292. FTEs per Adjusted Occupied Bed were 6.05. The Washington Outpatient Surgery Center had 435 cases and the clinics saw approximately 3,991 patients.

*HOSPITAL  
OPERATIONS REPORT*

Director Stewart moved for the presentation of the Commendation for Debbie Jackson for the work she has done for Washington Hospital Health Care District as a three-consecutive-year President of the Service League.

*CONSIDERATION OF  
COMMENDATION FOR  
DEBRA JACKSON*

Director Nicholson seconded the motion. Director Wallace read the Commendation in its entirety.

Directors Eapen seconded the motion.

Roll call was taken:

Michael Wallace – aye  
Bernard Stewart, DDS - aye  
Jacob Eapen, MD – aye  
William Nicholson, MD – aye  
Patricia Danielson, RHIT – absent

The motion carried.

In accordance with District Law, Policies and Procedures, Director Nicholson moved that the Board of Directors authorize the Chief Executive Officer to proceed with the purchase of the Microscan for an amount not to exceed \$195,645.51.

*CONSIDERATION OF  
MICROSCAN PROJECT*

Director Eapen seconded the motion.

Roll call was taken:

Michael Wallace – aye  
Bernard Stewart, DDS - aye  
Jacob Eapen, MD – aye  
William Nicholson, MD - aye  
Patricia Danielson, RHIT – absent

The motion carried.

In accordance with District Law, Policies and Procedures, Director Nicholson moved that the Board of Directors authorize the Chief Executive Officer to enter into the necessary contracts and proceed with the purchase of the Triton Mobile Platform in an amount not to exceed \$32,000.00.

*CONSIDERATION OF  
TRITON LABOR &  
DELIVERY BLOOD  
LOSS MONITORING  
SYSTEM*

Director Eapen seconded the motion.

Roll call was taken:

Michael Wallace – aye  
Bernard Stewart, DDS - aye  
Jacob Eapen, MD – aye  
William Nicholson, MD - aye  
Patricia Danielson, RHIT – absent

The motion carried.

In accordance with District Law, Policies and Procedures, Director Nicholson moved that the Board of Directors authorize the Chief Executive Officer to enter into the necessary contracts to proceed with the purchase of implementation services

*CONSIDERATION OF  
CIRIUS GROUP  
BILLING SOFTWARE*

for the CIRIUS Group Billing Software for a total amount not to exceed \$50,820.00.

Director Eapen seconded the motion.

Roll call was taken:

Michael Wallace – aye  
Bernard Stewart, DDS - aye  
Jacob Eapen, MD – aye  
William Nicholson, MD - aye  
Patricia Danielson, RHIT – absent

The motion carried.

In accordance with District Law, Policies and Procedures, Director Nicholson moved that the Board of Directors authorize the Chief Executive Officer to enter into the necessary contracts to proceed with the purchase of the hardware, software, and implementation services of the Epic Bed Planning, Transport and EVS Module for a total amount not to exceed \$308,169.00.

*CONSIDERATION OF  
EPIC BED PLANNING,  
TRANSPORT, and EVS  
MODULE*

Director Eapen seconded the motion.

Roll call was taken:

Michael Wallace – aye  
Bernard Stewart, DDS - aye  
Jacob Eapen, MD – aye  
William Nicholson, MD - aye  
Patricia Danielson, RHIT – absent

The motion carried.

In accordance with District Law, Policies and Procedures, Director Nicholson moved that the Board of Directors authorize the Chief Executive Officer to approve Resolution No. 1185, tentative agreements to be incorporated inside a Memorandum of Understanding with the Engineers and Scientists of California, Local 20, IFPTE, AFL/CIO & CLC, implemented in their entirety effective on the various dates specified with the Memorandum.

*CONSIDERATION OF  
RESOLUTION 1185*

Director Eapen seconded the motion.

Roll call was taken:

Michael Wallace – aye  
Bernard Stewart, DDS - aye  
Jacob Eapen, MD – aye  
William Nicholson, MD - aye  
Patricia Danielson, RHIT – absent

The motion carried.

In accordance with Health & Safety Code Sections 1461, 1462 and 32106 and Government Section 54954.5(h) Director Wallace adjourned the meeting to closed session at 7:56 pm, as the discussion pertained to Hospital trade secrets, Human Resources matters, and Risk Management.

*ADJOURN TO CLOSED  
SESSION*

Director Wallace reconvened the meeting to open session at 9:22 pm and reported no action was taken in closed session.

*RECONVENE TO OPEN  
SESSION & REPORT ON  
CLOSED SESSION*

There being no further business, Director Wallace adjourned the meeting at 9:22 pm.

*ADJOURNMENT*

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Michael Wallace  
President

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William Nicholson, MD  
Secretary

DRAFT

A meeting of the Board of Directors of the Washington Township Health Care District was held on Monday, February 26, 2018 in the Board Room, Washington Hospital, 2000 Mowry Avenue, Fremont, California. Director Nicholson called the meeting to order at 7:30 a.m.

*CALL TO ORDER*

Roll call was taken. Directors present: William Nicholson, MD; Bernard Stewart DDS; Jacob Eapen, MD  
Excused: Patricia Danielson, RHIT; Michael Wallace

*ROLL CALL*

Also present: Timothy Tsoi, MD; Kranthi Achanta, MD; Peter Lunny, MD; Jan Henstorff, MD; Albert Brooks, MD; John Romano, MD; Nancy Farber, Chief Executive Officer; Stephanie Williams, Associate Administrator

There were no oral or written communications.

*COMMUNICATIONS*

Director Stewart adjourned the meeting to closed session at 7:30 a.m. as the discussion pertained to Medical Audit and Quality Assurance Matters pursuant to Health & Safety Code Sections 1461 and 32155.

*ADJOURN TO CLOSED SESSION*

Director Stewart reconvened the meeting to open session at 9:00 a.m. and reported no reportable action was taken in closed session.

*RECONVENE TO OPEN SESSION & REPORT ON CLOSED SESSION*

There being no further business, the meeting was adjourned at 9:00 a.m.

*ADJOURNMENT*

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Michael Wallace  
President

William Nicholson, MD  
Secretary

A meeting of the Board of Directors of the Washington Township Health Care District was held on Wednesday, February 28, 2018 in the Board Room, 2000 Mowry Avenue, Fremont, California. Director Wallace called the meeting to order at 6:10 p.m. and led those present in the Pledge of Allegiance.

*CALL TO ORDER*

Roll call was taken. Directors present: Michael Wallace; Bernard Stewart, DDS; William Nicholson, MD; Jacob Eapen, MD  
Excused: Patricia Danielson, RHIT

*ROLL CALL*

Also present: Nancy Farber, Chief Executive Officer; Kimberly Hartz, Sr. Associate Administrator; Ed Fayen, Sr. Associate Administrator; Chris Henry, Sr. Associate Administrator; Stephanie Williams, Associate Administrator; Paul Kozachenko, Attorney; Dee Antonio, District Clerk

There were no oral communications.

*COMMUNICATIONS*

There were no written communications.

In accordance with Health & Safety Code Sections 32106 and California Government Code 54957, Director Wallace adjourned the meeting to closed session at 6:10 p.m., as the discussion pertained to Hospital trade secrets, personnel matters, and Conference with Legal Counsel regarding existing litigation pursuant to California Government Code Section 54956.9.

*ADJOURN TO CLOSED SESSION*

Director Wallace reconvened the meeting to open session at 7:54 p.m. and reported no reportable action was taken in closed session.

*RECONVENE TO OPEN SESSION & REPORT ON CLOSED SESSION*

In accordance with District Law, Policies and Procedures, Director Nicholson moved that the Chief Executive Officer be authorized to proceed with the purchase of the Digital Upgrade of the Existing Fluoroscopy Equipment for an amount not to exceed \$89,367.

*CONSIDERATION OF DIGITAL UPGRADE OF EXISTING FLUOROSCOPY EQUIPMENT*

Director Eapen seconded the motion.

Roll call was taken:

Michael Wallace – aye  
Bernard Stewart, DDS – aye  
William Nicholson, MD – aye  
Jacob Eapen, MD – aye  
Patricia Danielson, RHIT – absent

The motion carried.

There being no further business, Director Wallace adjourned the meeting at 7:56 p.m.

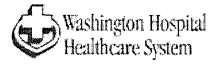
*ADJOURNMENT*

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Michael Wallace  
President

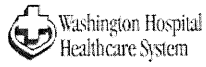
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William Nicholson, MD  
Secretary



**WASHINGTON HOSPITAL**  
**MONTHLY OPERATING REPORT**

January 2018



**WASHINGTON HOSPITAL**  
**INDEX TO BOARD FINANCIAL STATEMENTS**  
**January 2018**

<b><u>Schedule Reference</u></b>	<b><u>Schedule Name</u></b>
<b>Board - 1</b>	Statement of Revenues and Expenses
<b>Board - 2</b>	Balance Sheet
<b>Board - 3</b>	Operating Indicators





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# Memorandum

**DATE:** March 7, 2018  
**TO:** Board of Directors  
**FROM:** Nancy Farber  
**SUBJECT:** Washington Hospital – January 2017  
Operating & Financial Activity

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## SUMMARY OF OPERATIONS – (Blue Schedules)

### 1. Utilization – Schedule Board 3

<u>ACUTE INPATIENT:</u>	January <u>Actual</u>	<u>Budget</u>	Current 12 <u>Month Avg.</u>
Average Daily Census	185.6	189.0	167.9
# of Admissions	1,204	1,183	1,054
Patient Days	5,753	5,860	5,101
Discharge ALOS	4.90	4.95	4.83

<u>OUTPATIENT:</u>	January <u>Actual</u>	<u>Budget</u>	Current 12 <u>Month Avg.</u>
OP Visits	7,292	6,863	7,154
ER Visits	4,954	4,665	4,437
Observation Equivalent Days – OP	128	197	150

Comparison of January acute inpatient statistics to those of the budget showed a higher level of admissions and a lower level of patient days. The average length of stay (ALOS) based on discharged days was below budget. Outpatient visits were higher than budget. Emergency Room visits were above budget for the month.

2. **Staffing – Schedule Board 3**

Total paid FTEs were 123.0 below budget. Total productive FTEs for January were 1,294.7, 92.5 below the budgeted level of 1,387.2. Nonproductive FTEs were 30.5 below budget. Productive FTEs per adjusted occupied bed were 5.31, 0.26 below the budgeted level of 5.57. Total FTEs per adjusted occupied bed were 6.05, 0.37 below the budgeted level of 6.42.

3. **Income - Schedule Board 1**

For the month of January the Hospital realized income of \$6,374,000 from operations.

Total Gross Patient Service Revenue of \$181,989,000 for January was 4.4% below budget.

Deductions from Revenue of \$137,808,000 represented 75.72% of Total Gross Patient Service Revenue. This percentage is below the budgeted amount of 77.09%, primarily due to better payment rates and supplemental outpatient Medical reimbursement amounts recorded during the month.

Total Operating Revenue of \$48,689,000 was \$624,000 (1.3%) above the budget.

Total Operating Expense of \$42,315,000 was \$863,000 (2.0%) below the budgeted amount.

The Total Non-Operating Income of \$796,000 for the month includes an unrealized loss on investments of \$829,000 and property tax revenue of \$1,356,000.

The Total Net Income for January was \$7,170,000, which was \$523,000 more than the budgeted income of \$6,647,000.

The Total Net Income for January using FASB accounting principles, in which the unrealized loss on investments and property tax revenues are removed from the non-operating income and expense, was \$6,643,000 compared to budgeted income of \$5,292,000.

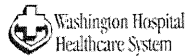
4. **Balance Sheet – Schedule Board 2**

Prepaid expenses and other receivables increased by \$4.8 million in January, primarily due to recognition of the \$4.1 million receivable from the Washington Hospital Healthcare Foundation for the Foundation's 2018 donation to the Hospital. Bond Debt Service Funds and Accrued Interest Payable decreased due to the January 1 semi-annual interest payments on the Revenue Bonds.

There were no other noteworthy changes in assets and liabilities when compared to December 2017.

NANCY FARBER  
Chief Executive Officer

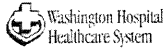
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**WASHINGTON HOSPITAL**  
**BALANCE SHEET**  
 January 2018  
*(In thousands)*

SCHEDULE BOARD 2

ASSETS AND DEFERRED OUTFLOWS			January 2018	Audited June 2017	LIABILITIES, NET POSITION AND DEFERRED INFLOWS			January 2018	Audited June 2017
<b>CURRENT ASSETS</b>					<b>CURRENT LIABILITIES</b>				
1	CASH & CASH EQUIVALENTS	\$ 29,184	\$ 49,180	1	CURRENT MATURITIES OF L/T OBLIG	\$ 7,226	\$ 5,306		
2	ACCOUNTS REC NET OF ALLOWANCES	58,512	61,160	2	ACCOUNTS PAYABLE	33,682	42,211		
3	OTHER CURRENT ASSETS	13,854	7,728	3	OTHER ACCRUED LIABILITIES	61,284	55,681		
4	TOTAL CURRENT ASSETS	<u>101,550</u>	<u>118,068</u>	4	INTEREST	8,530	10,245		
				5	TOTAL CURRENT LIABILITIES	<u>110,722</u>	<u>113,443</u>		
<b>ASSETS LIMITED AS TO USE</b>					<b>LONG-TERM DEBT OBLIGATIONS</b>				
6	BOARD DESIGNATED FOR CAPITAL AND OTHER	169,055	141,155	6	REVENUE BONDS AND OTHER	231,835	238,414		
7	GENERAL OBLIGATION BOND FUNDS	34,896	73,744	7	GENERAL OBLIGATION BONDS	339,059	340,646		
8	REVENUE BOND FUNDS	47,236	46,956						
9	BOND DEBT SERVICE FUNDS	16,903	24,812	<b>OTHER LIABILITIES</b>					
10	OTHER ASSETS LIMITED AS TO USE	15,451	15,427	10	NET PENSION LIABILITY	44,253	61,754		
11	TOTAL ASSETS LIMITED AS TO USE	<u>283,541</u>	<u>302,094</u>	11	WORKERS' COMP	9,114	8,671		
				12	SUPPLEMENTAL MEDICAL RETIREMENT	43,017	41,235		
13	OTHER ASSETS	168,453	156,106						
14	NET PROPERTY, PLANT & EQUIPMENT	693,104	668,477	14	NET POSITION	488,486	465,268		
15	TOTAL ASSETS	<u>\$ 1,246,648</u>	<u>\$ 1,244,745</u>	15	TOTAL LIABILITIES AND NET POSITION	<u>\$ 1,266,486</u>	<u>\$ 1,269,431</u>		
16	DEFERRED OUTFLOWS	25,128	33,232	16	DEFERRED INFLOWS	5,290	8,546		
17	TOTAL ASSETS AND DEFERRED OUTFLOWS	<u>\$ 1,271,776</u>	<u>\$ 1,277,977</u>	17	TOTAL LIABILITIES, NET POSITION AND DEFERRED INFLOWS	<u>\$ 1,271,776</u>	<u>\$ 1,277,977</u>		

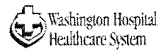


**WASHINGTON HOSPITAL  
OPERATING INDICATORS**

January 2018

12 MONTH AVERAGE	January						YEAR TO DATE			
	ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.			ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.
167.9	185.6	189.0	(3.4)	-2%	1	ADULT & PEDIATRIC AVERAGE DAILY CENSUS	160.3	161.2	(0.9)	-1%
4.9	4.1	6.4	(2.3)	-36%	2	OUTPATIENT OBSERVATION AVERAGE DAILY CENSUS	4.4	6.5	(2.1)	-32%
9.9	8.8	9.8	(1.0)	-10%	3	WELLBORN NURSERY AVERAGE DAILY CENSUS	9.7	10.9	(1.2)	-11%
182.7	198.5	205.2	(6.7)	-3%	4	TOTAL	174.4	178.6	(4.2)	-2%
4.1	5.6	5.7	(0.1)	-2%	5	SPECIAL CARE NURSERY AVERAGE DAILY CENSUS *	4.3	4.8	(0.5)	-10%
5,101	5,753	5,860	(107)	-2%	6	ADULT & PEDIATRIC PATIENT DAYS	34,467	34,659	(192)	-1%
1,054	1,204	1,183	21	2%	7	ADMISSIONS-ADULTS & PEDIATRIC	7,367	6,984	383	5%
4.83	4.90	4.95	(0.05)	-1%	8	AVERAGE LENGTH OF STAY-ADULTS & PEDIATRIC	4.61	4.96	(0.35)	-7%
<b>OTHER KEY UTILIZATION STATISTICS</b>										
1,511	1,424	1,531	(0.107)	-7%	9	OVERALL CASE MIX INDEX (CMI)	1.486	1.531	(0.045)	-3%
<b>SURGICAL CASES</b>										
138	163	153	10	7%	10	JOINT REPLACEMENT CASES	931	947	(16)	-2%
25	21	32	(11)	-34%	11	NEURO SURGICAL CASES	178	181	(3)	-2%
10	7	8	(1)	-13%	12	CARDIAC SURGICAL CASES	66	71	(5)	-7%
184	190	209	(19)	-9%	13	GENERAL SURGICAL CASES	1,255	1,407	(152)	-11%
357	381	402	(21)	-5%	14	TOTAL SURGICAL CASES	2,430	2,606	(176)	-7%
343	308	340	(32)	-9%	15	TOTAL CATH LAB PROCEDURES	2,295	2,283	12	1%
141	134	137	(3)	-2%	16	DELIVERIES	1,002	1,049	(47)	-4%
7,154	7,292	6,863	429	6%	17	OUTPATIENT VISITS	50,738	48,959	1,779	4%
4,437	4,954	4,665	289	6%	18	EMERGENCY VISITS	30,743	30,883	(140)	0%
<b>LABOR INDICATORS</b>										
1,258.2	1,294.7	1,387.2	92.5	7%	19	PRODUCTIVE FTE'S	1,242.8	1,258.9	16.1	1%
179.4	180.7	211.2	30.5	14%	20	NON PRODUCTIVE FTE'S	191.0	196.2	5.2	3%
1,437.6	1,475.4	1,598.4	123.0	8%	21	TOTAL FTE'S	1,433.8	1,455.1	21.3	1%
5.67	5.31	5.57	0.26	5%	22	PRODUCTIVE FTE/ADJ. OCCUPIED BED	5.84	5.75	(0.09)	-2%
6.49	6.05	6.42	0.37	6%	23	TOTAL FTE/ADJ. OCCUPIED BED	6.73	6.64	(0.09)	-1%

\* included in Adult and Peds Average Daily Census



**WASHINGTON HOSPITAL**  
**STATEMENT OF REVENUES AND EXPENSES**  
 January 2018  
**GASB FORMAT**  
 (In thousands)

January				YEAR TO DATE					
ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.		ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.	
				<b>1</b>	<b>OPERATING REVENUE</b>				
\$ 138,533	\$ 144,541	\$ (6,008)	-4.2%	<b>2</b>	INPATIENT REVENUE	\$ 882,013	\$ 877,740	\$ 4,273	0.5%
43,456	45,780	(2,324)	-5.1%	<b>3</b>	OUTPATIENT REVENUE	289,521	314,771	(25,250)	-8.0%
<b>181,989</b>	<b>190,321</b>	<b>(8,332)</b>	<b>-4.4%</b>	<b>4</b>	<b>TOTAL PATIENT REVENUE</b>	<b>1,171,534</b>	<b>1,192,511</b>	<b>(20,977)</b>	<b>-1.8%</b>
<b>(137,808)</b>	<b>(146,710)</b>	<b>8,902</b>	<b>6.1%</b>	<b>5</b>	<b>CONTRACTUAL ALLOWANCES</b>	<b>(884,448)</b>	<b>(916,422)</b>	<b>31,974</b>	<b>3.5%</b>
<b>75.72%</b>	<b>77.09%</b>			<b>6</b>	<b>CONTRACTUAL AS % OF REVENUE</b>	<b>75.49%</b>	<b>76.85%</b>		
<b>44,181</b>	<b>43,611</b>	<b>570</b>	<b>1.3%</b>	<b>7</b>	<b>NET PATIENT REVENUE</b>	<b>287,086</b>	<b>276,089</b>	<b>10,997</b>	<b>4.0%</b>
4,508	4,454	54	1.2%	<b>8</b>	OTHER OPERATING INCOME	7,345	7,689	(344)	-4.5%
<b>48,689</b>	<b>48,065</b>	<b>624</b>	<b>1.3%</b>	<b>9</b>	<b>TOTAL OPERATING REVENUE</b>	<b>294,431</b>	<b>283,778</b>	<b>10,653</b>	<b>3.8%</b>
				<b>10</b>	<b>OPERATING EXPENSES</b>				
17,359	18,488	1,129	6.1%	<b>11</b>	SALARIES & WAGES	114,872	115,701	829	0.7%
6,649	6,849	200	2.9%	<b>12</b>	EMPLOYEE BENEFITS	43,784	41,270	(2,514)	-6.1%
4,955	5,042	87	1.7%	<b>13</b>	SUPPLIES	31,054	32,352	1,298	4.0%
4,682	4,386	(296)	-6.7%	<b>14</b>	PURCHASED SERVICES & PROF FEES	33,104	31,332	(1,772)	-5.7%
1,294	1,515	221	14.6%	<b>15</b>	INSURANCE, UTILITIES & OTHER	9,630	10,437	807	7.7%
3,945	3,426	(519)	-15.1%	<b>16</b>	PROVISION FOR DOUBTFUL ACCOUNTS	24,826	21,465	(3,361)	-15.7%
2,877	2,877	-	0.0%	<b>17</b>	DEPRECIATION	19,551	19,551	-	0.0%
554	595	41	6.9%	<b>18</b>	INTEREST EXPENSE	4,278	4,308	30	0.7%
<b>42,315</b>	<b>43,178</b>	<b>863</b>	<b>2.0%</b>	<b>19</b>	<b>TOTAL OPERATING EXPENSE</b>	<b>281,099</b>	<b>276,416</b>	<b>(4,683)</b>	<b>-1.7%</b>
<b>6,374</b>	<b>4,887</b>	<b>1,487</b>	<b>30.4%</b>	<b>20</b>	<b>OPERATING INCOME (LOSS)</b>	<b>13,332</b>	<b>7,362</b>	<b>5,970</b>	<b>81.1%</b>
<b>13.09%</b>	<b>10.17%</b>			<b>21</b>	<b>OPERATING INCOME MARGIN %</b>	<b>4.53%</b>	<b>2.59%</b>		
				<b>22</b>	<b>NON-OPERATING INCOME &amp; (EXPENSE)</b>				
294	283	11	3.9%	<b>23</b>	INVESTMENT INCOME	1,924	1,972	(48)	-2.4%
(88)	-	(88)	0.0%	<b>24</b>	REALIZED GAIN/(LOSS) ON INVESTMENTS	(186)	-	(186)	0.0%
248	307	(59)	-19.2%	<b>25</b>	RENTAL INCOME, NET	1,723	2,141	(418)	-19.5%
(185)	(185)	-	0.0%	<b>26</b>	AMORTIZATION OF INTANGIBLE ASSETS	(1,291)	(1,291)	-	0.0%
1,356	1,355	1	0.1%	<b>27</b>	PROPERTY TAX REVENUE	9,480	9,463	17	0.2%
(829)	-	(829)	0.0%	<b>28</b>	UNREALIZED GAIN/(LOSS) ON INVESTMENTS	(1,765)	-	(1,765)	0.0%
<b>796</b>	<b>1,760</b>	<b>(964)</b>	<b>-54.8%</b>	<b>29</b>	<b>TOTAL NON-OPERATING INCOME &amp; EXPENSE</b>	<b>9,885</b>	<b>12,285</b>	<b>(2,400)</b>	<b>-19.5%</b>
<b>\$ 7,170</b>	<b>\$ 6,647</b>	<b>\$ 523</b>	<b>7.9%</b>	<b>30</b>	<b>NET INCOME (LOSS)</b>	<b>\$ 23,217</b>	<b>\$ 19,647</b>	<b>\$ 3,570</b>	<b>18.2%</b>
<b>14.73%</b>	<b>13.83%</b>			<b>31</b>	<b>NET INCOME MARGIN %</b>	<b>7.89%</b>	<b>6.92%</b>		
				<b>32</b>	<b>NET INCOME (LOSS) USING FASB PRINCIPLES**</b>	<b>\$ 15,502</b>	<b>\$ 10,184</b>	<b>\$ 5,318</b>	<b>52.2%</b>
<b>13.64%</b>	<b>11.01%</b>				<b>NET INCOME MARGIN %</b>	<b>5.27%</b>	<b>3.59%</b>		

\*\*NET INCOME (FASB FORMAT) EXCLUDES PROPERTY TAX INCOME AND UNREALIZED GAIN/(LOSS) ON INVESTMENTS



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# Memorandum

**DATE:** March 8, 2018

**TO:** Nancy Farber, Chief Executive Officer

**FROM:** Ed Fayen, Sr Assoc Administrator, Operations & Management Support Services

**SUBJECT:** Medtronic External Pacemaker Generators

In May of 2014, Medtronic discontinued service and support of all of the External Pacemakers we own. Currently we own eighteen Single and eleven Dual Chamber Generators. Moving forward, we wish to purchase only Dual Chamber generators to simplify training and distribution of devices. This one device will perform both functions.

The Medtronic Model 5392 external pacemaker operates with both single and dual chamber pacing capability, and it is designed for temporary stimulation of the heart in case of rhythm disturbances and conduction defects.

ECRI Institute describes this technology as follows. "Used for inpatient, short-term cardiac rhythm support for patients whose normal heart rhythm is too slow (bradycardic) or has some form of electrical conduction problem such as heart block, via temporary pacing wires/electrodes in the heart. These leads are then connected to the external pacemaker device and the physician can set both the rate and the power level to ensure the electrical impulse being generated by the external pacemaker is sufficient to stimulate the heart at the desired rate and rhythm."

We have negotiated a discount of 20%, and will receive with trade-in another 20% discount. The company will support these new devices for seven years. This purchase is included in the FY18 Fixed Asset Capital Budget.

In accordance with District Law, Policies and Procedures, it is requested that the Board of Directors authorize the Chief Executive Officer to enter into the necessary contracts to proceed with the purchase of the Medtronics External Pacemaker Generators, for a total amount not to exceed **\$119,000.00**.



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# Memorandum

**DATE:** March 8, 2018

**TO:** Nancy Farber, Chief Executive Officer

**FROM:** Ed Fayen, Sr Assoc Administrator, Operations & Management Support Services

**SUBJECT:** Philips End Tidal CO2 (ETCO2) modules

End Tidal CO2 (ETCO2) is the partial pressure or maximal concentration of carbon dioxide (CO2) at the end of an exhaled breath, which is expressed as a percentage of CO2 or mmHg.

MDBuyline's overview states: "Capnography is the measurement of exhaled carbon dioxide (CO2) levels. This technology may also be referred to as End Tidal CO2 monitoring. A capnometer monitors the level of exhaled carbon dioxide to assess ventilator status. CO2 monitoring is considered to be the parameter that best represents the adequacy of ventilation". Brian Smith MD, Chief of Anesthesiology says: "Capnography is a much better monitor of the adequacy of respiration than pulse oximetry. A patient who is hypoventilating will trigger an apnea or elevated exhaled CO2 level alarm on the capnograph significantly earlier than they will desaturate, yielding precious time to intervene before a full-blown respiratory arrest and desaturation. The PACU is the one place in the hospital where severe respiratory depression is an expected daily event".

We wish to purchase eight Phillips M3015A Microsteam CO2 Extension modules for the PACU Physiological monitors for an amount not to exceed \$42,000.00. This purchase was included in the FY2018 Fixed Asset Capital Budget.

In accordance with District Law, Policies and Procedures, it is requested that the Board of Directors authorize the Chief Executive Officer to enter into the necessary contracts to proceed with the purchase of End Tidal CO2 Modules, for a total amount not to exceed **\$42,000.00**.





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# Memorandum

**DATE:** March 8, 2018

**TO:** Nancy Farber, Chief Executive Officer

**FROM:** Stephanie Williams, Associate Administrator and Chief Nursing Officer

**SUBJECT:** BOARD APPROVAL - GIRAFFE WARMER: SPECIAL CARE NURSERY

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I am recommending that we purchase four (4) Giraffe Warmers for the Special Care Nursery (SCN). These will be used to replace warmers that are currently outdated. The Giraffe Warmer helps provide a nurturing, life-sustaining environment that fosters growth. Additionally, warmers are used to resuscitate newborn babies after delivery.

The total cost of the 4 warmers is \$90,933.05; this includes installation and fees. Funds will be provided from the Foundation.

In accordance with District Law, Policies and Procedures, it is requested that the Board of Directors authorize the Chief Executive Officer to enter into the necessary contracts and proceed with the purchase of four (4) Giraffe Warmers for the SCN for a total amount not to exceed \$90,933.05.