



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

August 3, 2018

MEETING NOTICE

A meeting of the Board of Directors of Washington Township Health Care District will be held on Wednesday, August 8, 2018. The meeting will be held in the Conrad E. Anderson, MD Auditorium, 2500 Mowry Avenue, Fremont, California, and will commence at 6:00 p.m.

Portions of this meeting may be held in closed session in accordance with Sections 1461, 1462, 32106 and 32155 of the California Health & Safety Code and Sections 54962 and 54954.5 of the California Government Code.

This notice is posted pursuant to Section 54954 of the California Government Code.

Dee Antonio

Dee Antonio
District Clerk



Washington Township Health Care District

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BOARD OF DIRECTORS' MEETING

Wednesday, August 8, 2018 – 6:00 P.M.

Conrad E. Anderson, MD Auditorium

AGENDA

- | | PRESENTED BY: |
|--|--|
| I. CALL TO ORDER & PLEDGE OF ALLEGIANCE | Michael Wallace
Board Member |
| II. ROLL CALL | Dee Antonio
District Clerk |
| III. EDUCATION SESSION: | |
| Green Team Tenth Anniversary Report | Paul Kelley, CBET
Director, Biomedical Engineering, the
Green Initiative & Asset Redeployment |
| IV. CONSIDERATION OF MINUTES | |
| July 11, 16, 23, and 25, 2018 | <i>Motion Required</i> |
| V. COMMUNICATIONS | |
| A. Oral | |
| B. Written | |
| From Timothy Tsoi, MD Chief of Staff,
dated July 23, 2018 requesting approval of
Medical Staff Credentialing Action Items. | <i>Motion Required</i> |
| VI. INFORMATION | PRESENTED BY: |
| A. Service League Report | Jeannie Yee
Service League |
| B. Medical Staff Report | Timothy Tsoi, MD
Chief of Staff |
| C. Hospital Calendar | Nancy Farber
Chief Executive Officer |
| D. Lean Report:
Obstetrics Inpatient Value Stream | Bettina Kurkjian, MD
Director, Kaizen Promotion Office

Dorothy Scull, RN
Nurse Manager, Birthing Center |

- E. Construction Report
Robert Alfieri
Chief, Facilities Services
- F. Quality Report:
Quality Dashboard: Quarter Ending June
2018
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 ITEMS

Motions Required

- A. CLOVERLEAF Interface Engine Upgrade
- B. Fibroscan (Medical Imaging)
- C. Grifols Blood Bank Analyzer and Abbott IM
- D. Back Up Storage Replacement in IT

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, July 11, 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; Prasad Kilaru MD, Vice Chief of Staff; Jeannie Yee, Service League President; Dee Antonio, District Clerk

Guests: Ed Fayen, Kimberly Hartz, Chris Henry, Tina Nunez, Larry Bowen, John Lee, Donald Pipkin, Kristin Ferguson, Rob Lanci, Paul Kozachenko.

Nancy Farber, Chief Executive Officer, introduced Jack Rose MD and Prabhjot Singh Khalsa MD, Co-Directors of WHHS Stroke Program who presented information on patient centered stroke care. Dr. Khalsa reviewed the stroke program performance data for CY 2017 which demonstrated that WHHS was significantly above goal in all measures.

*EDUCATION SESSION:
American Heart
Association Stroke
Awards and Presentation*

It was noted that Code Neuro was implemented in July 2016 which resulted in significantly faster arrival to CT reading, significantly faster arrival of ER MD, and significantly faster arrival for lab results for those patients for whom Code Neuro was called. 87% of eligible patients had a CT reading within 45 minutes of ED arrival.

Stroke education to the patients continues via booklet/material, 1:1 education by bedside nurse, rehab education, diabetes educator, pharmacy teaching, and individualized plan of care for each patient. Stroke education was provided to 40 new EMS providers in 2017 and is provided to the community through a variety of forums.

Ms. Farber introduced Elaina Gunn RN BSN, Senior Regional Director for Quality and Systems Improvement with the American Heart Association/American Stroke Association who presented WHHS with the 2018 Get With the Guidelines Stroke Honor Roll Elite Plus GOLD PLUS Achievement Award.

Director Nicholson moved for approval of the minutes of May 9, 29, and 31, 2018.

*APPROVAL OF
MINUTES OF June 13,
16, 25, and 27, 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 Prasad Kilaru, MD, Vice Chief of Staff, dated June 25, 2018 requesting approval of Medical Staff Credentialing Action Items as follows:

*COMMUNICATIONS:
WRITTEN*

Appointments

Dyal, Harleen MD; Gandhir, Garima DO; Htet, Natalie MD; Phillips, Nicholas MD; Ross, Michael MD

Temporary Privileges

Gandhir, Garima DO; Htet, Natalie MD

Reappointments – Two Year

Alvarez, Marcos MD; Becker, Robert MD; Bell, David MD; Boyer, Barbara MD; Doshi, Neeti MD; Eichbaum, Eldan MD; Eriksen, Leif MD; Frey, Marietta MD; Hein, Lance PA-C; Ho, Helen MD; Jha, Ritesh MD; Kong, LiKuo MD; Lee, Jay MD; Leiphart, Victoria MD; Lenchner, Jeffrey MD; McCabe, Robert MD; McGuire, James MD; Monticelli, Alisa MD; Patel, Hemant MD; Rose, Jack MD; Sehgal Seema MD; Sun, Yao MD; Treynor, Elizabeth MD; Unson, Dennis MD; Wang, Sean MD; Zhuo-Stine, Ming MD

Reappointments – One Year

Herscu, Gabriel, MD; Kunwar, Sandeep MD

Transfer in Staff Category

Ahmad, Shahzad MD; Alsofrom, Jessica MD; Alvarez, Marcos MD; Dao, Catherine MD; Guo, Lei MD; Gupta, Nisha MD; Hein, Lance PA-C; Kang, Yound MD; Luo, Cindy PA-C; Monticelli, Alisa MD; Umaphy, Krishnamurthy MD

Completion of Proctoring & Advancement in Staff Category

Admad, Shazad MD; Alvarez, Marcos MD; Dao, Catherine MD; Dupler, Suzanne DO; Garin, Karen PA-C; Guo, Lei MD; Gupta, Nisha MD; Hein, Lance PA-C; Kang, Young MD; Koo, Ralph MD; Monticelli, Alisa MD; Umaphy, Krishnamurthy MD

Completion of Proctoring Prior to Eligibility for Advancement in Staff Category

Kringoda, Ruwan MD

Extension of Proctorship and Provisional Category

Lee, YukFung PA-C; Ro, Jamie PA-C

Delete Privilege Requests

Alvarez, Marcos MD; Hein, Lance PA-C; Unson, Dennis MD

Leave of Absence

Charumathi, Raghu MD; Zasslow, Milford MD

Resignations

Cohen, Erik MD; Shah, Ami MD; Woomer, Bethany MD

Director Nicholson moved for approval of the credentialing action items presented

by Dr. Kilaru.

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.

Jeannie Yee, Service League, reported on the Service League activities, including a discussion as to how Volunteer Services and the Service League can assist with the transition to MHCCP. Sixty new volunteers attended the June Orientation.

*SERVICE LEAGUE
REPORT*

Dr. Prasad Kilaru reported there are 584 Medical Staff members which includes 348 active members.

*MEDICAL STAFF
REPORT*

The Hospital Calendar video highlighted the following events:

*HOSPITAL CALENDAR:
Community Outreach*

Past Health Promotions & Outreach Events

On Wednesday, July 4th, representatives from Washington Township Healthcare District Board of Directors, the Washington Hospital Service League, and the Washington Hospital Employee Association participated in the annual City of Fremont 4th of July parade. Thousands turned out to watch this event. Washington Hospital was a sponsor of the parade.

On Tuesday, July 10th, as part of the Caregiver series, J.B. Goodier, spiritual care coordinator, and Father Jeff Finley, palliative care coordinator, presented “Codependency and the Caregiver.” 29 people attended.

Upcoming Health Promotions & Community Outreach Events

The 2018 Central Park Summer Concert Series presented by Washington Hospital Healthcare System kicked off on Thursday, July 12th. This free six week concert series is open to the public and will be held at the Central Park Performance Pavilion on Thursdays from 6 to 8 pm. Washington Hospital will be providing health information and health screenings during this six week concert series.

On Tuesday, July 17th and Wednesday, July 18th Washington Sports Medicine is hosting sports physical clinics for high school students. Student athletes from all sports in the Fremont, Newark and Union City area are welcome. Each student will receive an assessment and physical to ensure they meet the California Interscholastic Federation requirements in order to play sports. Medical Director, Dr. Russell Nord, along with other providers from the Washington Township Medical Foundation will provide the examinations. Athletes will also receive orthopedic screenings by Certified Athletic Trainers. The events will take place at Irvington High School and Kennedy High School in Fremont. The cost is \$20. All proceeds will be donated back to the schools for their sports medicine programs.

Also on July 17th from 6 to 8 pm, Dr. Jeanie Ahn, nephrologist, will present Chronic Kidney Disease: Frequently Asked Questions.

On Thursday, July 19th, from 7 to 8:30 pm, as part of the Women Empowering Women series, Dr. Victoria Leiphart, gynecologist, will present "Navigating Health and Aging: Discussion on Preventive Screening."

On Tuesday, July 31st from 6 to 8 pm, Dr. Catherine Dao, cardiologist, will present "Atrial Fibrillation (Afib) What You and Your Family Should Know."

On Thursday, August 2nd from 7 to 8 pm, as part of the Diabetes Matters program, Anna Mazzei, registered dietitian and certified diabetes educator, will present Indian Asian Cuisine. This presentation will explore modifying traditional recipes to make them healthier without losing their distinctive flavors.

On Tuesday, August 7th from 6 to 8 pm Denise Lynch, RN and stroke program coordinator, and Alisa Curry, physical therapist and rehab clinical programs coordinator, are presenting "Recovering After a Stroke: A Patient and Family Guide." This seminar will provide an overview of the recovery process following a stroke, including home adjustment and physical conditions after a stroke.

On Saturday, August 25th from 10 am to 1 pm, Washington Hospital will host a PVD screening event. This free screening includes a Doppler study and an interpretation of results. This event is co-sponsored by Fremont Bank Foundation.

On Saturday, October 27th Washington Hospital and the Taylor McAdam Bell Neurosciences Institute will host the 9th Advances in Neurosciences Bay Area Symposium. The program coordinators are Dr. Sandeep Kunwar, neurosurgeon; Dr. David Larson, radiation oncologist and Dr. Moses Taghioff, neurosurgeon.

Bay Area Healthier Together

Washington Hospital and ABC7's Bay Area Healthier Together programming continues to raise awareness and educate the public about health issues and health care resources. In the month of June, Bay Area Healthier Together featured the UCSF – Washington Cancer Center, precision medicine and the importance of cancer screenings. More information is available at bayareahealthiertogether.com.

*HOSPITAL CALENDAR:
Bay Area Healthier
Together*

Washington Hospital Healthcare Foundation

On Saturday, October 13th, the Washington Hospital Healthcare Foundation will host the 32nd annual Top Hat dinner dance. This year's gala will be chaired by Marsha Badella, Dr. Carmen Agcaoili, medical director of the Intensive Care Unit, and Dr. Kadeer Halimi, medical director of the Emergency Department. The trustees of the Foundation have designated the proceeds from this year's Top Hat gala towards the support the new Intensive Care Unit in the Morris Hyman Critical Care Pavilion.

*HOSPITAL CALENDAR:
Washington Hospital
Foundation Report*

Washington Township Healthcare District Board of Directors

Washington Township Healthcare District Board Members attended the City of Fremont Fourth of July Parade.

*WASHINGTON
TOWNSHIP
HEALTHCARE
DISTRICT:*

Board of Directors

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 with 36,865 views.

*HOSPITAL CALENDAR:
Internet and Social Media
Marketing*

InHealth - Channel 78

During the month of June, Washington Hospital's cable channel 78, InHealth, captured new programming including two Health and Wellness programs titled "Fun Fresh Summer Foods" and "Preventive Screenings;" a Voices InHealth program on "Antimicrobial Stewardship;" and a Diabetes Matters program called "Eye Health."

*HOSPITAL CALENDAR:
InHealth*

In addition, InHealth aired four 2018 Women's Health Conference programs called "Women and Stroke," "Gender Matters: Why AFib is More Fatal for Women," "Quality of Life Before and After Cosmetic Surgery," and "Reclaiming Your Confidence." InHealth also aired a Health and Wellness program titled "Strategies for Lowering your Cholesterol and Blood Pressure," a Washington Hospital Experience special featuring the Washington Outpatient Rehabilitation Clinic and the June Board of Directors' Meeting.

Employee of the Month

Just before the start of high school, Harjinder Kaur immigrated to the United States with her large family. One of five children, Harjinder took on a role similar to the case manager she would later become. She explains, "I helped my parents by making medical appointments for them and for my sister who has Down syndrome. I sometimes acted as a translator and sometimes as an advocate." Harjinder earned her master's degree in social work from Cal State East Bay. She joined Washington Hospital as a Continuing Care Coordinator in 2011. She is both a social worker and a crisis case manager. As a social worker, she is assigned one area of the Hospital. As a crisis case manager, Harjinder can be asked to see patients throughout the Hospital, but she predominately works with the Emergency Department staff. The most challenging part of her job is helping patients or family members make difficult decisions. The most rewarding part of her job is knowing that every day she and other members of the Patient Care Services team give 100 percent effort to patients and on most days, the outcomes are gratifying.

*HOSPITAL CALENDAR:
Employee of the Month –
Harjinder Kaur*

Harjinder and her husband Guriqbal enjoy taking family trips with their two children. For their eighth wedding anniversary, they went to Cancun and recreated a photo from their honeymoon. They now have two photos from the same beautiful spot: one of a couple and one of a family.

Nancy Farber introduced Donald Pipkin, Chief of Strategic Management. Mr. Pipkin presented a Lean Certificate and Pin to Christy Casey and Elvie Ballar upon completion of their Lean Certification Training. This is a 12-18 month process that requires proficiency in Lean concepts and tools. To date, we have certified thirty-three Managers and two Physicians.

*LEAN UPDATE
Presentation of Lean
Certificates and Pins*

Ed Fayen presented the construction update on the Morris Hyman Critical Care Pavilion sharing photographs of the #5 elevator interior; first floor nurses station; auxiliary ED exit; containment area for changes for the lobby display wall; bollards at the ED ambulance entrance; guard rail at the ED ambulance area; striping at the ED parking area; overhead plumbing, top of wall sheathing and insulation for the new loading dock and passageway; sheathing, exterior framing and roofing at the passageway and new loading dock; placing concrete for grade beams at the new west side plaza entry area; new storm drain; preparations for completing the east side sidewalk, the old helipad area; and ending with the Site View. We are on time and within budget.

*CONSTRUCTION
REPORT
Construction Update*

Nancy Farber introduced Dianne Martin MD who presented the annual report on Antimicrobial Stewardship for FY 2017-18. It was noted that WHHS surpassed its goal for inpatient antibiotics days of therapy and for Intravenous to Oral Pharmacy-driven intervention. She talked about the process improvement in the focus area of Tuberculosis Screening and explained the new tuberculosis screening panel and outcomes.

*QUALITY REPORT:
Antimicrobial
Stewardship*

Dr. Martin noted that the C.difficile Infection case numbers have been lower the last three quarters and talked about the process improvement. The C.diff infection ratio has consistently dropped, reaching 0.79 in the last reported quarter.

Chris Henry, Chief Financial Officer, presented the Finance Report for May 2018. The average daily census was 145.6 with admissions of 1,012 resulting in 4,514 patient days. Outpatient observation equivalent days were 147. The average length of stay was 4.47 days. The case mix index was 1.459. Deliveries were 130. Surgical cases were 375. Joint Replacement cases were 153. Neurosurgical cases were 28. Cardiac Surgical cases were 12. The Outpatient visits were 7,481 and Emergency visits were 4,237. Total productive FTEs were 1,216.1. FTEs per adjusted occupied bed were 6.79.

FINANCE REPORT

Nancy Farber presented the Hospital Operations Report for June 2018. Preliminary information indicated gross revenue for the month of June at approximately \$169,282,000. The Average Length of Stay of 4.50 and there were 4,736 patient days. There were 385 Surgical Cases and 368 Cath Lab procedures at the Hospital. Deliveries for June were 122. Non-Emergency Outpatient visits were 7,110. FTEs per Adjusted Occupied Bed were 6.63. The Washington Outpatient Surgery Center had 508 cases and the clinics saw approximately 3,098 patients. Total Government Sponsored Preliminary Payor Mix was 72.1%, above the budget of 71.7%.

*HOSPITAL
OPERATIONS REPORT*

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 7:40 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 8:08 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 8:08 pm. *ADJOURNMENT*

Michael Wallace
President

William Nicholson, MD
Secretary

DRAFT

A meeting of the Board of Directors of the Washington Township Health Care District was held on Monday, July 16, 2018 in the Board Room, 2000 Mowry Avenue, Fremont, California. Director Wallace called the meeting to order at 6:00 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
Excused: Jacob Eapen, MD; Patricia Danielson, RHIT

ROLL CALL

Also present: Nancy Farber, Chief Executive Officer; Kimberly Hartz, Senior Associate Administrator; Tina Nunez, Associate Administrator; Dee Antonio, District Clerk; Paul Kozachenko, Attorney

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 Stewart adjourned the meeting to closed session at 6:00 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 7:08 p.m. and reported no reportable 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 6:43 p.m.

ADJOURNMENT

Michael Wallace
President

William Nicholson, MD
Secretary

A meeting of the Board of Directors of the Washington Township Health Care District was held on Monday, July 23, 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

ROLL CALL

Excused: Patricia Danielson, RHIT; Michael Wallace; Jacob Eapen

Also present: Timothy Tsoi, MD; Kranthi Achanta, MD; Peter Lunny, MD; Jan Henstorf, MD; Albert Brooks, MD; John Romano, MD; Nancy Farber, Chief Executive Officer

There were no oral or written communications.

COMMUNICATIONS

Director Nicholson 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 Nicholson 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

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, July 25, 2018 in the Board Room, 2000 Mowry Avenue, Fremont, California. Director Wallace called the meeting to order at 6:00 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
Excused: Patricia Danielson, RHIT; Jacob Eapen, MD

ROLL CALL

Also present: Nancy Farber, Chief Executive Officer; Ed Fayen, Sr. Associate Administrator; Kimberly Hartz, Sr. Associate Administrator; Chris Henry, Sr. Associate Administrator; 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 6:00 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 7:05 p.m. and reported no reportable action was taken in closed session.

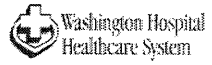
RECONVENE TO OPEN SESSION & REPORT ON CLOSED SESSION

There being no further business, Director Wallace adjourned the meeting at 7:05 p.m.

ADJOURNMENT

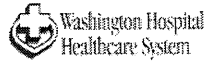
Michael Wallace
President

William Nicholson, MD
Secretary



WASHINGTON HOSPITAL
MONTHLY OPERATING REPORT

June 2018



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

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



Memorandum

DATE: August 2, 2018
TO: Board of Directors
FROM: Nancy Farber
SUBJECT: Washington Hospital – June 2018
Operating & Financial Activity

SUMMARY OF OPERATIONS – (Blue Schedules)

1. Utilization – Schedule Board 3

	<u>June Actual</u>	<u>June Budget</u>	<u>Current 12 Month Avg.</u>
<u>ACUTE INPATIENT:</u>			
Average Daily Census	158.0	169.2	.159.8
# of Admissions	984	979	1,037
Patient Days	4,740	5,075	4,861
Discharge ALOS	4.51	5.18	4.63
<u>OUTPATIENT:</u>			
OP Visits	7,110	7,296	7,250
ER Visits	4,129	4,376	4,320
Observation Equivalent Days – OP	184	181	137

Comparison of June 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 lower than budget. Emergency Room visits were below budget for the month.

2. Staffing – Schedule Board 3

Total paid FTEs were 89.1 below budget. Total productive FTEs for June were 1,212.2, 80.8 below the budgeted level of 1,293.0. Nonproductive FTEs were 8.3 below budget. Productive FTEs per adjusted occupied bed were 5.64, 0.10 below the budgeted level of 5.74. Total FTEs per adjusted occupied bed were 6.59, 0.10 below the budgeted level of 6.69.

3. Income - Schedule Board 1

For the month of June the Hospital realized income of \$5,371,000 from operations.

Total Gross Patient Service Revenue of \$168,732,000 for June was 4.7% below budget.

Deductions from Revenue of \$126,138,000 represented 74.76% of Total Gross Patient Service Revenue. This percentage is below the budgeted amount of 76.34%, primarily due to recognition of IGT (Inter Governmental Transfer) funds received, and receipt of additional MediCal reimbursement for fiscal years 2014 and 2015, related to newly eligible populations under the Affordable Care Act.

Total Operating Revenue of \$43,486,000 was \$385,000 (0.9%) above the budget.

Total Operating Expense of \$38,115,000 was \$2,681,000 (6.6%) below the budgeted amount.

The Total Non-Operating Income of \$1,515,000 for the month includes an unrealized loss on investments of \$160,000 and property tax revenue of \$1,356,000.

The Total Net Income for June was \$6,886,000, which was \$2,821,000 more than the budgeted income of \$4,065,000.

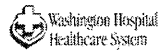
The Total Net Income for June using FASB accounting principles, in which the unrealized income on investments and property tax revenues are removed from the non-operating income and expense, was \$5,690,000 compared to budgeted income of \$2,710,000.

4. Balance Sheet – Schedule Board 2

There were no noteworthy changes in assets and liabilities when compared to May 2018.

NANCY FARBER
Chief Executive Officer

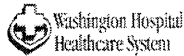
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WASHINGTON HOSPITAL
STATEMENT OF REVENUES AND EXPENSES
 June 2018
GASB FORMAT
 (In thousands)

June				YEAR TO DATE				
ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.		ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.
				1	OPERATING REVENUE			
\$ 124,040	\$ 133,053	\$ (9,013)	-6.8%	2	INPATIENT REVENUE	\$ 1,495,355	\$ 1,563,464	\$ (68,109) -4.4%
44,692	43,975	717	1.6%	3	OUTPATIENT REVENUE	506,143	538,532	(32,389) -6.0%
168,732	177,028	(8,296)	-4.7%	4	TOTAL PATIENT REVENUE	2,001,498	2,101,996	(100,498) -4.8%
(126,138)	(135,150)	9,012	6.7%	5	CONTRACTUAL ALLOWANCES	(1,507,662)	(1,615,251)	107,589 6.7%
74.76%	76.34%			6	CONTRACTUAL AS % OF REVENUE	75.33%	76.84%	
42,594	41,878	716	1.7%	7	NET PATIENT REVENUE	493,836	486,745	7,091 1.5%
892	1,223	(331)	-27.1%	8	OTHER OPERATING INCOME	11,646	11,133	513 4.6%
43,486	43,101	385	0.9%	9	TOTAL OPERATING REVENUE	505,482	497,878	7,604 1.5%
				10	OPERATING EXPENSES			
15,636	17,189	1,553	9.0%	11	SALARIES & WAGES	193,868	203,084	9,216 4.5%
5,796	6,065	269	4.4%	12	EMPLOYEE BENEFITS	73,003	71,755	(1,248) -1.7%
4,600	4,753	153	3.2%	13	SUPPLIES	54,969	56,778	1,809 3.2%
4,814	4,428	(386)	-8.7%	14	PURCHASED SERVICES & PROF FEES	55,707	53,293	(2,414) -4.5%
1,381	1,530	149	9.7%	15	INSURANCE, UTILITIES & OTHER	16,867	18,217	1,350 7.4%
2,560	3,169	609	19.2%	16	PROVISION FOR DOUBTFUL ACCOUNTS	42,345	37,836	(4,509) -11.9%
2,809	3,094	285	9.2%	17	DEPRECIATION	32,848	34,324	1,476 4.3%
519	568	49	8.6%	18	INTEREST EXPENSE	6,927	7,222	295 4.1%
38,115	40,796	2,681	6.6%	19	TOTAL OPERATING EXPENSE	476,534	482,509	5,975 1.2%
5,371	2,305	3,066	133.0%	20	OPERATING INCOME (LOSS)	28,948	15,369	13,579 88.4%
12.35%	5.35%			21	OPERATING INCOME MARGIN %	5.73%	3.09%	
				22	NON-OPERATING INCOME & (EXPENSE)			
323	284	39	13.7%	23	INVESTMENT INCOME	3,494	3,384	110 3.3%
(79)	-	(79)	0.0%	24	REALIZED GAIN/(LOSS) ON INVESTMENTS	(466)	-	(466) 0.0%
260	306	(46)	-15.0%	25	RENTAL INCOME, NET	3,005	3,669	(664) -18.1%
(185)	(185)	-	0.0%	26	AMORTIZATION OF INTANGIBLE ASSETS	(2,213)	(2,213)	- 0.0%
1,356	1,355	1	0.1%	27	PROPERTY TAX REVENUE	16,260	16,238	22 0.1%
(160)	-	(160)	0.0%	28	UNREALIZED GAIN/(LOSS) ON INVESTMENTS	(2,243)	-	(2,243) 0.0%
1,515	1,760	(245)	-13.9%	29	TOTAL NON-OPERATING INCOME & EXPENSE	17,837	21,078	(3,241) -15.4%
\$ 6,886	\$ 4,065	\$ 2,821	69.4%	30	NET INCOME (LOSS)	\$ 46,785	\$ 36,447	\$ 10,338 28.4%
15.83%	9.43%			31	NET INCOME MARGIN %	9.26%	7.32%	
				32	NET INCOME (LOSS) USING FASB PRINCIPLES**	\$ 32,768	\$ 20,209	\$ 12,559 62.1%
13.08%	6.29%				NET INCOME MARGIN %	6.48%	4.06%	

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

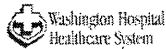


**WASHINGTON HOSPITAL
BALANCE SHEET**

June 2018
(In thousands)

SCHEDULE BOARD 2

ASSETS AND DEFERRED OUTFLOWS			LIABILITIES, NET POSITION AND DEFERRED INFLOWS				
	June 2018	Restated June 2017		June 2018	Restated June 2017		
CURRENT ASSETS			CURRENT LIABILITIES				
1	CASH & CASH EQUIVALENTS	\$ 31,346	\$ 49,180	1	CURRENT MATURITIES OF L/T OBLIG	\$ 7,200	\$ 5,306
2	ACCOUNTS REC NET OF ALLOWANCES	55,117	61,160	2	ACCOUNTS PAYABLE	40,621	42,211
3	OTHER CURRENT ASSETS	11,100	7,728	3	OTHER ACCRUED LIABILITIES	53,279	55,681
4	TOTAL CURRENT ASSETS	97,563	118,068	4	INTEREST	12,090	10,245
				5	TOTAL CURRENT LIABILITIES	113,190	113,443
ASSETS LIMITED AS TO USE			LONG-TERM DEBT OBLIGATIONS				
6	BOARD DESIGNATED FOR CAPITAL AND OTHER	172,782	141,155	6	REVENUE BONDS AND OTHER	231,469	238,414
7	GENERAL OBLIGATION BOND FUNDS	15,355	73,744	7	GENERAL OBLIGATION BONDS	338,739	340,646
8	REVENUE BOND FUNDS	47,409	46,956				
9	BOND DEBT SERVICE FUNDS	29,413	24,812	OTHER LIABILITIES			
10	OTHER ASSETS LIMITED AS TO USE	12,161	15,427	10	NET PENSION LIABILITY	42,389	61,754
11	TOTAL ASSETS LIMITED AS TO USE	277,120	302,094	11	WORKERS' COMP	8,118	8,670
				12	SUPPLEMENTAL MEDICAL RETIREMENT	39,742	37,236
13	OTHER ASSETS	175,600	156,106				
14	NET PROPERTY, PLANT & EQUIPMENT	723,185	668,477	14	NET POSITION	516,054	469,268
15	TOTAL ASSETS	\$ 1,273,468	\$ 1,244,745	15	TOTAL LIABILITIES AND NET POSITION	\$ 1,289,701	\$ 1,269,431
16	DEFERRED OUTFLOWS	36,474	33,232	16	DEFERRED INFLOWS	20,241	8,546
17	TOTAL ASSETS AND DEFERRED OUTFLOWS	\$ 1,309,942	\$ 1,277,977	17	TOTAL LIABILITIES, NET POSITION AND DEFERRED INFLOWS	\$ 1,309,942	\$ 1,277,977



**WASHINGTON HOSPITAL
OPERATING INDICATORS**

June 2018

12 MONTH AVERAGE	June						YEAR TO DATE			
	ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.			ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.
<u>PATIENTS IN HOSPITAL</u>										
159.8	158.0	169.2	(11.2)	-7%	1	ADULT & PEDIATRIC AVERAGE DAILY CENSUS	159.8	168.7	(8.9)	-5%
4.5	6.1	6.0	0.1	2%	2	OUTPATIENT OBSERVATION AVERAGE DAILY CENSUS	4.5	6.6	(2.1)	-32%
9.3	8.4	12.3	(3.9)	-32%	3	NEWBORN NURSERY AVERAGE DAILY CENSUS	9.3	11.2	(1.9)	-17%
173.6	172.5	187.5	(15.0)	-8%	4	TOTAL	173.6	186.5	(12.9)	-7%
4.2	5.4	5.7	(0.3)	-5%	5	SPECIAL CARE NURSERY AVERAGE DAILY CENSUS *	4.2	5.0	(0.8)	-16%
4,861	4,740	5,075	(335)	-7%	6	ADULT & PEDIATRIC PATIENT DAYS	58,332	61,578	(3,246)	-5%
1,037	984	979	5	1%	7	ADMISSIONS-ADULTS & PEDIATRIC	12,441	12,311	130	1%
4.63	4.51	5.18	(0.67)	-13%	8	AVERAGE LENGTH OF STAY-ADULTS & PEDIATRIC	4.63	5.00	(0.37)	-7%
<u>OTHER KEY UTILIZATION STATISTICS</u>										
1.484	1.551	1.531	0.020	1%	9	OVERALL CASE MIX INDEX (CMI)	1.484	1.531	(0.047)	-3%
<u>SURGICAL CASES</u>										
140	139	149	(10)	-7%	10	JOINT REPLACEMENT CASES	1,675	1,663	12	1%
24	22	28	(6)	-21%	11	NEUROSURGICAL CASES	285	324	(39)	-12%
9	12	14	(2)	-14%	12	CARDIAC SURGICAL CASES	113	131	(18)	-14%
184	212	207	5	2%	13	GENERAL SURGICAL CASES	2,212	2,431	(219)	-9%
357	385	398	(13)	-3%	14	TOTAL SURGICAL CASES	4,285	4,549	(264)	-6%
326	368	342	26	8%	15	TOTAL CATH LAB PROCEDURES	3,902	4,027	(125)	-3%
138	122	167	(45)	-27%	16	DELIVERIES	1,655	1,833	(178)	-10%
7,250	7,110	7,296	(186)	-3%	17	OUTPATIENT VISITS	87,005	85,319	1,686	2%
4,320	4,129	4,376	(247)	-6%	18	EMERGENCY VISITS	51,835	53,324	(1,489)	-3%
<u>LABOR INDICATORS</u>										
1,245.5	1,212.2	1,293.0	80.8	6%	19	PRODUCTIVE FTE'S	1,245.5	1,298.7	53.2	4%
183.0	204.0	212.3	8.3	4%	20	NON PRODUCTIVE FTE'S	183.0	187.9	4.9	3%
1,428.5	1,416.2	1,505.3	89.1	6%	21	TOTAL FTE'S	1,428.5	1,486.6	58.1	4%
5.82	5.64	5.74	0.10	2%	22	PRODUCTIVE FTE/ADJ. OCCUPIED BED	5.82	5.73	(0.09)	-2%
6.68	6.59	6.69	0.10	1%	23	TOTAL FTE/ADJ. OCCUPIED BED	6.68	6.55	(0.13)	-2%

* included in Adult and Peds Average Daily Census



Memorandum

DATE: July 16, 2018

TO: Nancy Farber, Chief Executive Officer

FROM: Ed Fayen, Associate Administrator of Operations and Support
John Lee, Chief Information Officer

SUBJECT: CLOVERLEAF Interface Engine Upgrade

The Cloverleaf Interface Engine is used to send information to and from various disparate systems including many EPIC applications, Blood Bank, external reference labs, imaging systems, and various Biomedical devices. Approximately a half million interface messages per day are sent over two hundred interface pathways. We have two installations of the Cloverleaf engine to manage message flow in the Sacramento and Fremont data centers. This request includes upgrades to both installations.

The last operating system and software upgrade was during the EPIC implementation in 2012. This upgrade includes an update to the linux operating system, software version, improved disaster recovery, and modification of the system architecture in order to scale to future needs. This upgrade will be optimized for the recently upgraded hardware and software in the Morris Hyman Critical Care Pavilion data center.

We calculate the hospital's costs to re-architect, upgrade, and test across all connected applications affected by the Cloverleaf Interface Engine are as follows:

• External Labor	\$35,000
• Internal Labor	\$26,884
• Contingency	\$ 2,996
	<hr/>
	\$ 64,880

The project will take approximately 12 months to fully complete and will be performed using internal labor and external contractor expertise.

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 implementation services for a total amount not to exceed **\$64,880**.



Memorandum

DATE: August 3, 2018

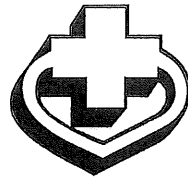
TO: Board of Directors
Washington Township Health Care District

FROM: Nancy Farber,
Chief Executive Officer

SUBJECT: Fibroscan 502

A fibroscan is a non-invasive, painless imaging study that evaluates the degree of liver stiffness or scarring known as fibrosis. It does this by determining the speed of sound waves through the liver utilizing a sonogram. Ultrasound elastography will separate patients with minimal or no fibrosis from those with advanced fibrosis or cirrhosis. In the absence of this procedure, a patient has to go through liver biopsy which can have several side effects. This equipment has been requested by several gastroenterologists who are sending their patients to other hospitals for this study. This test is covered by Medicare and other insurances.

In accordance with District Law, Policies and Procedures, it is requested that the Board of Directors authorize the Chief Executive Officer to proceed with the purchase of the Fibroscan 502 Touch for an amount not to exceed \$ 110,107. This was approved in the FY18/19 capital budget.



Memorandum

DATE: July 16, 2018

TO: Nancy Farber, Chief Executive Officer

FROM: Tina Nunez, Associate Administrator
Patricia Hui-Ng, Laboratory Director

SUBJECT: Grifols Blood Bank Analyzer and Abbott IM

We are requesting the replacement of our current blood bank analyzer, Ortho Provue. Ortho Provue is currently leased and this lease expires on November 17, 2018. Additionally, we would like to request approval to purchase Abbott Instrument Manager for the Blood Bank and Coag instruments due to data build requirements.

The current blood bank analyzer, Ortho Provue, is refurbished and estimated to be over 7 years old. We experienced 7 downtimes in 2017. The instrument is slow, used only to run routine specimens, does not have STAT access ability, and, therefore, STATs are done manually. Manual entry of results is not as reliable as automated resulting directly from the instrument. The Grifols analyzer offers random access for STAT testing, faster turnaround times, and interface capabilities. Abbott IM is required for the Bloodbank and Coag instruments for rule writing, interfacing with EPIC and auto-verification.

The project will take approximately 6 months to complete and will be performed using internal and external labor. 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 the hardware, software and implementation services, for a total amount not to exceed **\$469,747**.



Memorandum

DATE: July 25, 2018

TO: Nancy Farber, Chief Executive Officer

FROM: Ed Fayen, Associate Administrator of Operations and Support
Mark Moran, Executive Director of Applications and Projects

SUBJECT: Backup and Recovery System Replacement

WHHS purchased its current backup and recovery systems in 2012. Though these systems have been upgraded, they are currently out of support and we are unable to expand to meet the organization's future needs. Backup and recovery systems consist of hardware, specialized electronic storage designed for backups and recovery, and software to manage daily, weekly, monthly and ad hoc backups and, if necessary, restores.

The replacement solution is needed to accommodate backup storage for both the Morris Hyman Pavilion data center and the Sacramento data center, and provides the ability to backup and restore information and devices in both data centers. In addition, the replacement solution improves backup processes, has the ability to scale to WHHS' foreseeable needs, and improves support of newer software releases.

The project will take approximately 2 months to fully complete and will be performed using internal labor and vendor resources. The cost to install the system includes hardware, hardware installation services, software, and professional services.

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 implementation services for a total amount not to exceed **\$811,727**.