

A meeting of the Board of Directors of the Washington Township Health Care District was held on Wednesday, December 14, 2016 in the Conrad E. Anderson, MD Auditorium, 2500 Mowry Avenue, Fremont, California. Director Wallace called the meeting to order at 6:00p.m. and led those present in the Pledge of Allegiance.

CALL TO ORDER

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

ROLL CALL

Also present: Nancy Farber, Chief Executive Officer; Kranthi Achanta, Chief of Medical Staff; Cherie Gamardo, Service League 1st President; Dee Antonio, District Clerk

Guests: Ed Fayen, Chris Henry, Bryant Welch, Stephanie Williams, Tina Nunez, Kristin Ferguson, Mary Bowron, John Lee, Albert Brooks, MD, Angus Cochran, Donald Pipkin

Director Stewart read Resolution No. 1176, Resolution and Order of the Board of Directors of Washington Township Health Care District acknowledging the election of Patricia Danielson and William Nicholson as Directors of the Board of Directors of Washington Township Health Care District.

*APPROVAL OF
RESOLUTION NO. 1176,
CERTIFICATE OF
NOVEMBER 8, 2016
GENERAL ELECTION,
BOARD OF DIRECTORS*

Director Eapen seconded the motion.

Roll call was taken:

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

The Oath of Office was administered to Directors Patricia Danielson and William Nicholson by the Honorable Richard Keller.

*OATH OF OFFICE:
DIRECTORS
DANIELSON AND
NICHOLSON*

Director Danielson moved for the following slate of Board officer for the calendar year 2017:

*ELECTION OF
OFFICERS*

President: William Nicholson
First Vice President: Bernard Stewart
Second Vice President: Michael Wallace
Treasurer: Jacob Eapen
Secretary: Patricia Danielson

Director Stewart seconded the motion.

Roll call was taken:

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

The motion unanimously carried. Director Nicholson assumed the Chair as President of the Board for 2017.

Nancy Farber, Chief Executive Officer, introduced Kristin Ferguson, Chief of Compliance. Ms. Ferguson presented Assembly Bill 1234 on Ethics Training. She spoke about the Code of Professional Conduct and Web-based training. Ms. Ferguson explained the Basic Ethical Principles for Public Service Officials and the four categories of Public Service Ethics Law which include: laws related to personal gain, laws related to personal advantages and "perks", government transparency laws, and laws related to fair processes. Public officials are stewards of the public's trust and it was noted that earning and holding that trust is based on attention to ethical principles and public service ethics laws.

*EDUCATION SESSION:
AB 1234 Ethics Training*

Director Stewart moved for approval of the minutes of November 9, 21, and 28, 2016.

*APPROVAL OF
MINUTES OF
NOVEMBER 9, 21 AND
28, 2016*

Director Wallace seconded the motion.

Roll call was taken:

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

The motion unanimously carried.

There were no oral communications.

*COMMUNICATIONS:
ORAL*

The following written communication received from Kranthi Achanta, MD., Chief of Staff, dated November 28, 2016 requesting approval of Medical Staff Credentialing Action Items as follows:

*COMMUNICATIONS:
WRITTEN*

Appointments:

Anacius, Elisabeth, MD; Angroola, Amardeep, MD; Chickaballapur, Ajith, MD; Kang, Young, MD; Khoury, Basel, MD; Van der Hagen, Lois, MD

Temporary Privileges:

Angroola, Amardeep, MD; Chickaballapur, Ajith, MD; Kang, Young, MD; Van der Hagen, Lois, MD

Reappointments:

Adie, Elisabeth, MD; Chari, Sumitra, MD; Do, Hanh-Nguyen, MD; Kambo, Vineet, DPM; Karamloo, Sara, DPM; Lam, Manuel, MD; Lin, Roy, MD; Lyell, Deidre, MD; Maxwell, Andrew, MD; Mehigan, John, MD; Mitarai, Tsuyoshi, MD; Peela, Bhaskari, MD; Prato, Steven, CCP; Saxena, Gunjan, MD; Sharma, Ranjana, MD; Swan, Megan, MD; Taylor, Daniel, MD; Veerappan, Annamalai, MD; Vo, Phuong, MD

Conditional Reappointments

Dearborn, John, MD

Transfer in Staff Category

Goldberg, Roger, MD

Completion of Proctoring & Advancement in Staff Category

Nguyen, Tam, MD

Completion of Proctoring Prior to Eligibility & Advancement in Staff Category

Hsu, Wendy, MD

New Privilege Requests

Adie, Elizabeth, MD; Do, Hanh-Nguyen, MD; Sunkavally, Rao, MD; Mitarai, Tsuyoshi, MD

Delete Privilege Requests

Sharma, Ranjana, MD; Lyell, Deirdre, MD, Maxwell, Andrew, MD

Resignations:

Patel, Kapilkumar, MD; Silva, Raymond, MD; Strehlow, Anja, PA-C; Wong, Christina, MD

Director Stewart moved for approval of the credentialing action items presented by Dr. Achanta.

Director Wallace seconded the motion.

Roll call was taken:

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

The motion unanimously carried.

Cherie Gamardo, Service League, presented the Service League Report. Ms. Gamardo reported on the success of the Masquerade Jewelry Sale. The Service League also conducted a toy drive for the SAVE organization and Ms. Gamardo reported that they are hoping this will continue to be an annual event. The Gift Shop had their Annual Holiday Show which was also successful.

*SERVICE LEAGUE
REPORT*

Dr. Kranthi Achanta reported there are 582 Medical Staff members.

*MEDICAL STAFF
REPORT*

The Hospital Calendar video highlighted the following events:

*HOSPITAL CALENDAR:
Community Outreach*

Past Health Promotions & Outreach Events

On Thursday, November 10th, Washington Hospital hosted a special Community Forum featuring Leslie D. Michelson, author of *The Patient's Playbook*. Mr. Michelson's "Finding the Non-Mistake Zone: Lessons from The Patient's Playbook"

presentation highlighted lifesaving strategies and decision-making tools for community members to become more savvy health care consumers. A book signing followed the forum. 97 people attended.

Also on Thursday, November 10th, the Washington Hospital Sports Medicine Program provided athletic trainers and hosted a first aid booth at the Tri-City area Special Olympics Soccer Tournament. The tournament was held at American High School in Fremont. 252 student athletes participated.

On Saturday, November 12th, Washington Hospital hosted the 8th annual Diabetes Awareness Health Fair which featured presentations by Dr. Jack Meyer, endocrinologist, Dr. Steven Zonner, family practice, and Anna Mazzei, Registered Dietician. Dr. Prasad Katta, endocrinologist, moderated the event. 137 people attended.

On Wednesday, November 16th, Maggie Guting provided a "Healthy Holiday Cooking Demonstration." 24 people attended.

On Thursday, November 17th, as part of the Women Empowering Women series, Dr. Victoria Leiphart, gynecologist, presented "Mindful Eating for the Holidays." 15 people attended.

On Saturday, November 26th, Washington Hospital sponsored the 1st Annual Guy Emanuele Tip-Off Showcase at James Logan High School. The showcase offered health information and featured a high school basketball tournament with 20 teams from the Bay Area. Over 4,000 people attended.

On Tuesday, December 6th, as part of the Stroke Education Series, Dr. Ash Jain, cardiologist, and Melissa Reyes, RN, presented "Acute Management of Stroke: Chronic Care and Stroke Rehabilitation."

Upcoming Health Promotions & Community Outreach Events

On Thursday, December 15th, from 7:00 to 8:30 pm, as part of the Women Empowering Women series, Dr. Victoria Leiphart, gynecologist, will present "Conquering the Holiday Blues."

On Tuesday, January 3rd, 2017, from 6:00 to 8:00 pm, as part of the Stroke Education series, Dr. Ash Jain, cardiologist, and Melissa Reyes, RN, will present, "Stroke Prevention and Other Disease Processes / Health Lifestyle Be Smart and Avoid Stroke."

On Thursday, January 7th from 6:00 to 8:00 pm, as part of the Diabetes Matters series, Anna Mazzei, Registered Dietician, will present, "Mindful Eating in the New Year."

Washington Hospital Healthcare Foundation

Washington Hospital Healthcare Foundation rang in the holiday season with the Trees of Angels celebration, which raises funds for hospice care and palliative care in the Washington Township Healthcare District. This year marks the 21st

*HOSPITAL CALENDAR:
Washington Hospital
Foundation Report*

anniversary of the founding of Trees of Angels.

The festivities began on Monday, November 28th, when Fremont Mayor Bill Harrison lit the angel tree at the Bernardin Family McDonald's Restaurant at the corner of I-680 and Mission Boulevard. Over 80 District residents joined the Foundation for the occasion and were treated to seasonal music sung by the Mission San Jose High School Chamber Chorale and the "What the Dickens!" Victorian performers.

On Monday, December 5th, the Foundation partnered with the City of Newark to light the holiday tree at Newark City Hall. President of the Foundation, Rod Silveira, spoke on behalf of the Foundation and the Cougar Choraliers from Newark Memorial High School entertained the crowd of 150 in attendance.

On Wednesday, December 7th, President of the Foundation, Rod Silveira lit the tree in the Washington West Lobby. Attendees included many families from the Little Washington Kidango child care facility in the building. The crowd enjoyed a holiday performance from the Tap Dancing Christmas Trees and the bell choir from the Prince of Peace Lutheran Church.

On Friday December 9th, the Foundation and the City of Union City joined together to light a holiday tree at city hall in Union City. Carol Dutra Vernaci, mayor of Union City and Past President of the Foundation, threw the switch to light the holiday tree.

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

During the month of November, The Washington Hospital Employee Association joined the Washington Hospital Service League to kick off the holiday season at the Gift Shop Holiday Sale. WHEA held a free drawing and provided Cookies and beverage for Hospital Employees and Volunteers.

On December 9th, WHEA Donated \$1000 in food, clothing and gift cards to SAVE, Safe Alternatives for Violent Environments. These items will be distributed to those served by SAVE during the holiday season.

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

During the month of September, the Washington On Wheels Mobile Health Clinic (W.O.W.) continued to serve community members at the Fremont Family Resource Center, the Fremont Senior Center and the Ruggieri Senior Center in Union City. W.O.W. also provided occupational health services, including influenza vaccines at AlterG, a Fremont medical device company creating mobility enhancement products for physical therapy and athletic training and Fremont Bank, a retail and commercial bank.

The total number of community members receiving health care from the Washington On Wheels Clinic during the month of November was 246.

Internet Marketing

There were 16,033 visits to the hospital website in the month of September. The

*HOSPITAL CALENDAR:
Washington Hospital
Employee Association,
W.H.E.A.*

*HOSPITAL CALENDAR:
Washington On Wheels
Mobile Health Van*

*HOSPITAL
CALENDAR:
Internet Report*

hospital's Employment section was the most viewed webpage with 16,649 page views, followed by the About WHHS section with 9,407 page views and the Physicians section with 5,600 page views. The Volunteers section had 2,152 page views and the Women's Health and Pregnancy section had 1,131 page views.

InHealth - Channel 78

During the month of November, Washington Hospital's cable channel 78, InHealth, captured new programming including a Health and Wellness Program titled "Respiratory Health and Lung Cancer Prevention and Detection," a Sports Medicine Program named "Nutrition and Athletic Performance," a Diabetes Matters program titled "Hypoglycemia," and a Family Caregiver Series program called "Loss, Grief and Recovery."

In addition, InHealth aired a Palliative Care program names "Demystified" and the November Citizen's Bond Oversight Committee Meeting and Board of Directors meeting.

Employee of the Month

Carpenter, Zach Heald, is December's Employee of the Month. Zach joined Washington Hospital's Engineering department as a Utility Worker in 2009 where he was assigned to assist the carpenters and the painter. He was selected to participate with the Local 39 Apprenticeship Training Program in 2012. After four years of classroom training and field experience, Zach completed the training program in 2016 and was awarded the Journey Level Carpenter position upon his graduation. He is now a part of the team at Washington Hospital that is responsible for the many major internal remodeling and construction projects that not only show his quality work, but result in huge cost savings to the facility and the department's budget. His excellent communication and interpersonal skills have resulted in many compliments and praises from both the hospital and departmental staff.

Nancy Farber, Chief Executive Officer, introduced Elizabeth Kurkjian, MD, Director of the Kaizen Promotion Office and Tina Nunez, Associate Administrator. Together they presented the "Women's Center Lean Journey." In 2015, a patient wrote a letter to Ms. Farber outlining her experience from positive biopsy to surgery. Ms. Nunez reviewed the Lean Vision and its commitment to the patient first ethic and to improve patient experience. A series of workshops were scheduled beginning February 2016 and improvements to the processes to obtain authorization, schedule treatments, and registration were implemented resulting in a nearly 50% reduction in wait time for the patient. Patient Flow and Transportation were reviewed in a June 2016 workshop and those processes were also improved for greater patient satisfaction. The November workshop targeted Patient Navigation and Coordination and resulted in a decrease in time to obtain a general surgery appointment (from 15 days to 7) as well as the creation of a patient information binder. Other improvements resulting from this Lean exercise include the implementation and use of Savi Scout which replaces the wire localization procedure for patients undergoing lumpectomy and eliminates the need for transport from the Women's Center to the surgery site. Also, the nuclear medicine tech goes to the Women's Center at the

*HOSPITAL
CALENDAR:
InHealth*

*HOSPITAL
CALENDAR: Employee
of the Month – Zachary
Heald*

*LEAN/KAIZEN
UPDATE*

time of the Savi Scout procedure, thus eliminating the need for the patient to go to the nuclear medicine department. The last workshop (5S) is scheduled for January 2017.

Nancy Farber, Chief Executive Officer, introduced Ed Fayen, Senior Associate Administrator. Mr. Fayen presented the construction update on the Morris Hyman Critical Care Pavilion. Mr. Fayen shared photos of the exterior metal panels and glass curtain wall on the north and east sides, the exterior metal panels and window glazing on the south side, and the exterior metal panels, curtain wall framing, and window glazing on the west side. He also shared photos of the painted walls in the MDF room on the ground floor, closing the perimeter walls on the first floor, framing for the physicians' work area on the first floor, the beginning of drywall on the second floor, the framing for window walls at the landscape garden area on the second floor, and the terrace area north end on the third floor. Mr. Fayen stated there have been no delays to the construction schedule, even with wet weather. He noted that we will be able to see the garden areas from the outside.

*CONSTRUCTION
REPORT
Construction Update*

Nancy Farber, Chief Executive Officer introduced Mary Bowron, Senior Director of Quality & Resource Management. Ms. Bowron presented the Quality Dashboard for the Quarter Ending September 2016. She shared the data for the two of the core measures, comparing to State and National benchmarks: Venous Thromboembolism (VTE) and Stroke. Ms. Bowron also reviewed the Infection Prevention Indicators for Central Line Associated Bloodstream Infections standardized infection ratio, the C-Difficile standardized infection ratio, the Catheter Associated Urinary Tract Infection standardized infection ratio, Hospital Acquired MRSA Bloodstream Infection standardized infection ratio, Hospital Acquired VRE Infections per 1000 patient days, Colon Surgery Surgical Site Infection standardized infection ratio, and Abdominal Hysterectomy Surgical Site Infection standardized infection ratio. Ms. Bowron also reviewed the data for Hospital Acquired Pressure Ulcers, Inpatient Falls, and Inpatient Falls with Injury. The National Patient Safety Goals were reviewed including Hand Off Communication, Patient Identification, Procedure Time Out, and Hand Hygiene. Readmission Rates for Pneumonia, Heart Failure, and Heart Attack (Acute Myocardial Infarction) Medicare patients were also reviewed.

*QUALITY REPORT:
Quality Dashboard –
Quarter Ending
September 2016.*

Chris Henry, Chief Financial Officer, presented the Finance Report for October 2016. The average daily census was 141.2 with admissions of 921 resulting in 4,378 patient days. Outpatient observation equivalent days were 236. The average length of stay was 4.52 days. The case mix index was 1.500. Deliveries were 147. Surgical cases were 364. Joint Replacement cases were 129. Neurosurgical cases were 24. Cardiac Surgical cases were 7. The Outpatient visits were 6,767 and Emergency visits were 4,338. Total productive FTEs were 1,195.8. FTEs per adjusted occupied bed were 6.68.

FINANCE REPORT

Ms. Farber presented the Hospital Operations Report for November 2016. Preliminary information indicated inpatient revenue for the month of November at approximately \$158,600,000. The Average Length of Stay of 4.58 and there were

*HOSPITAL
OPERATIONS REPORT*

4,538 patient days. There were 403 Surgical Cases and 78 Cath Lab procedures at the Hospital. Deliveries for November were 145. Non-Emergency Outpatient visits were 6,833. FTEs per Adjusted Occupied Bed were 6.07. The Washington Outpatient Surgery Center had 464 cases and the clinics saw approximately 3,772 patients.

In accordance with District Law, Policies and Procedures, Director Stewart moved the Chief Executive Officer be authorized to proceed with the purchase of the hardware, software, and implementation services for the Epic 2016 Upgrade Capital Budget for a total amount not to exceed \$2,748,610. This was included in the Fiscal Year 2017 Capital Budget.

*APPROVAL OF THE
EPIC 2016 UPGRADE
CAPITAL PROJECT*

Director Danielson seconded the motion.

Roll call was taken:

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

The motion unanimously carried.

In accordance with Health & Safety Code Sections 1461, 1462 and 32106 and Government Section 54954.5(h) Director Nicholson adjourned the meeting to closed session at 8:13 p.m., as the discussion pertained to Hospital trade secrets, Human Resources matters and Risk Management.

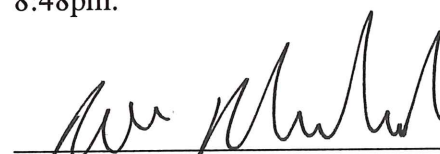
*ADJOURN TO CLOSED
SESSION*

Director Nicholson reconvened the meeting to open session at 8:48p.m. and reported no action was taken in closed session.

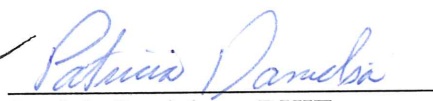
*RECONVENE TO OPEN
SESSION & REPORT ON
CLOSED SESSION*

There being no further business, Director Nicholson adjourned the meeting at 8:48pm.

ADJOURNMENT



 William Nicholson, MD
 President



 Patricia Danielson, RHIT
 Secretary