



Washington Township Health Care District

2000 Mowry Avenue, Fremont, California 94538-1716 | 510.797.1111

Kimberly Hartz, Chief Executive Officer

Board of Directors

Jacob Eapen, MD
William F. Nicholson, MD
Bernard Stewart, DDS
Michael J. Wallace
Jeannie Yee

BOARD OF DIRECTORS MEETING

Wednesday, March 10, 2021 – 6:00 P.M.

Meeting Conducted by Zoom

<https://us02web.zoom.us/j/82973971533?pwd=MkdKLy95Y3lxdURBWWFBaUFTQVo4Zz09>

Password: 245640

AGENDA

- | | PRESENTED BY: |
|--|--|
| I. CALL TO ORDER & PLEDGE OF ALLEGIANCE | William Nicholson, M.D.
Board President |
| II. ROLL CALL | Dee Antonio
District Clerk |
| III. CONSENT CALENDAR
<i>Items listed under the Consent Calendar include reviewed reports and recommendations and are acted upon by one motion of the Board. Any Board Member or member of the public may remove an item for discussion before a motion is made.</i> | William Nicholson, M.D.
Board President

<i>Motion Required</i> |
| A. Consideration of Minutes of the Regular Meetings of the District Board: February 10, 22, and 24, 2021 | |
| B. Consideration of Special Care Nursery Digital Detector | |
| C. Consideration of Depuy Mini Fragment LCP System | |
| IV. COMMUNICATIONS | |
| A. Oral
<i>This opportunity is provided for persons in the audience to make a brief statement, not to exceed three (3) minutes on issues or concerns not on the agenda and within the subject matter of jurisdiction of the Board.. “Request to Speak” cards should be filled out in advance and presented to the District Clerk. For the record, please state your name.</i> | |
| B. Written | |

- V. PRESENTATION**
A. Washington Radiation Oncology: The State of the Art in Our Community
Emi Yoshida, M.D.
Medical Director & UCSF Health Radiation Oncologist
- VI. REPORTS**
PRESENTED BY:
A. Medical Staff Report
Prasad Kilaru, M.D.
Chief of Medical Staff
B. Service League Report
Debbie Feary
Service League President
C. Quality Report:
Quality Dashboard Quarter Ending December 31, 2020
Mary Bowron, DNP, RN, CIC, CNL, CPHQ
Chief of Quality & Resource Management
D. Finance Report
Chris Henry
Vice President & Chief Financial Officer
E. Hospital Operations Report
Kimberly Hartz
Chief Executive Officer
- VII. ANNOUNCEMENTS**
Kimberly Hartz
Chief Executive Officer
- VIII. ADJOURN TO CLOSED SESSION**
In accordance with Section 32106 and 32155 of the California Health & Safety Code, portions of this meeting may be held in closed session.
A. Report of Medical Staff and Quality Assurance Committee, Health & Safety Code section 32155
- IX. RECONVENE TO OPEN SESSION & REPORT ON PERMISSIBLE ACTIONS TAKEN DURING CLOSED SESSION**
William Nicholson, M.D.
Board President
- X. ADJOURNMENT**
William Nicholson, M.D.
Board President

A meeting of the Board of Directors of the Washington Township Health Care District was held on Wednesday, February 10, 2021 via Zoom in order to comply with California Governor Gavin Newsom's and Alameda County's mandatory orders as revised on January 25, 2021 to comply with social distancing measures and other restrictions necessary to control the spread of COVID-19. Director Nicholson called the meeting to order at 6:01 pm and led those in attendance of the meeting in the Pledge of Allegiance.

CALL TO ORDER

PLEDGE OF ALLEGIANCE

Roll call was taken: Directors present: Michael Wallace; William Nicholson, MD; Jeannie Yee; Bernard Stewart, DDS
Absent: Jacob Eapen, MD

ROLL CALL

Also present: Kimberly Hartz, Chief Executive Officer; Dee Antonio, District Clerk

Guests: Ed Fayen, Chris Henry, Tina Nunez, Stephanie Williams, Paul Kozachenko, Prasad Kilaru MD, John Costouros MD, Jeanie Ahn MD, Mary Bowron, John Lee, Angus Cochran, Jeff Stuart MD, Gisela Hernandez, Tigist Awel, Kirk Coffman, Ruth McGautha, Debbie Feary, Charlie Sax, Kel Kanady, Nick Legge, and Sri Boddu.

Director Nicholson welcomed any members of the general public to the meeting. He stated that Governor's Newsom's Executive Order N-29-20 explicitly waives The Brown Act provision that requires physical presence of members, the clerk or other personnel of the body, or of the public as a condition of participation in, or quorum for, a public meeting. He noted that Washington Township Health Care District continues to comply with the Brown Act in providing appropriate connection information in order to provide the public the opportunity to participate in the meeting and that Public Notice for this meeting, including connection information, was posted appropriately on our website.

OPENING REMARKS

Director Nicholson announced that this meeting, conducted via Zoom, will be recorded for broadcast at a later date. When asked if any members of the general public were in attendance and/or interested in speaking, there was no response.

Director Nicholson presented the Consent Calendar for consideration:

CONSENT CALENDAR

- A. Minutes of the Regular Meetings of the District Board: January 5, January 13, January 18, January 25, and January 27, 2021
- B. Siemens Symbia Intevo 6 SPECT/CT Camera
- C. Telcor Interfaces for Point-of-Care (POC) Devices in WHHS Laboratory
- D. Purchase of Construction Office Trailers, Bart Way and Civic Center Drive

In accordance with District law, policies, and procedures, Director Wallace moved that the Board of Directors approve the Consent Calendar, items A through D. Director Stewart seconded the motion.

Roll call was taken:

William Nicholson, MD – aye
Jeannie Yee – aye
Bernard Stewart, DDS – aye
Jacob Eapen, MD – absent

Michael Wallace – aye

The motion unanimously carried.
There were no Oral communications.

*COMMUNICATIONS:
ORAL*

There were no Written communications.

*COMMUNICATIONS:
WRITTEN*

Kimberly Hartz, CEO, introduced Dr. John G. Costouros, Shoulder Disorders Specialist and Shoulder Surgeon at the Institute for Joint Restoration and Research. Dr. Costouros talked about the comprehensive treatment of shoulder disorders, briefly describing the anatomy of the shoulder. He noted that the most common problem in his specialty practice is Rotator Cuff Tears. He spoke about the types of arthritis and various treatments. He also spoke on joint replacement. The shoulder is the most complex joint and can present a variety of problems across all ages. Dr. Costouros noted that most problems requiring surgery can be treated arthroscopically today.

*PRESENTATION:
CUTTING-EDGE
ADVANCEMENTS IN
SHOULDER SURGERY*

Dr. Prasad Kilaru reported there are 588 Medical Staff members including 355 active members. Dr. Kilaru reported that over 90% of the medical staff have been vaccinated for COVID-19. He reported that there will be a mock drill utilizing the Crisis Standard of Care which was approved by the Board of Directors on January 5, 2021. Dr. Kilaru commented that his term as Chief of Staff will end this June and mentioned the upcoming Medical Staff election.

*MEDICAL STAFF
REPORT*

Ms. Ruth McGautha, Service League President reported on the status of the Service League which has been on hiatus since March 2020 due to COVID-19. The Gift Shop reopened in October 2020 with reduced hours. Adult volunteers are also supporting the Laboratory by assembling COVID test kits. Ms. McGautha noted that the Service League has been having monthly Zoom meetings to keep volunteers informed with pandemic updates. She thanked CEO Kimberly Hartz for her attendance and support during these meetings.

*SERVICE LEAGUE
REPORT*

Tonight is Ms. McGautha's last report as Service League President. Following her report, Director Nicholson, Kimberly Hartz, and Director Yee commented on her service and accomplishments as Service League President.

Ms. McGautha introduced Debbie Feary who will succeed her as Service League President March 1st.

Kimberly Hartz introduced Charlie Sax, Director of Material Management who presented the Lean Management System for Supply Chain. Mr. Sax reviewed the functions and challenges for Purchasing, the General Storeroom, and Sterile Processing. He talked about the daily management integration of Frontline/Process Owner Boards and displayed his Director Board. He reviewed the FY21 metric trends and discussed the improvement outcomes for his departments. Noting that they will continue following the Supply Chain Strategic Plan.

*LEAN REPORT:
PROCESS
IMPROVEMENT IN
SUPPLY CHAIN*

Kimberly Hartz introduced Dr. Jeanie Ahn, Medical Director of Renal Dialysis Services. Dr. Ahn began her presentation with an overview of the dialysis services offered by Washington Hospital over the past twenty years: Hemodialysis, Peritoneal Dialysis, and Plasmapheresis. She reviewed the enhanced patient services and patient safety measures. Dr. Ahn talked about the monthly percentage of time out documentation, Hepatitis B antigen status, dialysis MRSA surveillance, and hand hygiene. She reviewed COVID prevention and control measures as related to dialysis patients as well as the water culture report and patient/staff education.

*QUALITY REPORT:
WASHINGTON
HOSPITAL DIALYSIS
PROGRAM*

Chris Henry, Vice President & Chief Financial Officer, presented the Finance Report for December 2020. The average daily census was 168.3 with admissions of 804 resulting in 5,217 patient days. Outpatient observation equivalent days were 178. The average length of stay was 5.67 days. The case mix index was 1.644. Deliveries were 109. Surgical cases were 332. Joint Replacement cases were 137. Neurosurgical cases were 21. Cardiac Surgical cases were 12. The Outpatient visits were 6,934; Emergency visits were 4,211; RSTU visits were 1,440. Total productive FTEs were 1,331.8. FTEs per adjusted occupied bed were 6.17.

FINANCE REPORT

Kimberly Hartz, Chief Executive Officer, presented the Hospital Operations Report for January 2021. Preliminary information for the month indicated total gross revenue at approximately \$185,114,000. It was noted that in January we saw the highest number of COVID-19 discharges at 198 since the start of the pandemic. In December. We had 141 discharges and prior to that the monthly average from March to November was 35 discharges; ranging from a low of 10 in March to a previous high of 86 in August. The Average Length of Stay was 7.49. The Average Daily Census was 181.3. It was noted that COVID-19 patients have a significantly higher than average acuity and length of stay. Of the 198 discharges in the month, 19 of them stayed between 16 and 39 days with one patient staying 286 days. Patient acuity during this period was not offset by less critical services since those services were limited in order to manage the availability of beds during the spike in COVID-19 cases. There were 5,620 patient days. There were 286 Surgical Cases and 330 Cath Lab procedures at the Hospital. Deliveries were 91. Non-Emergency Outpatient visits were 6,571. Emergency Room visits were 3,712. The RSTU was closed on December 14th. Total Government Sponsored Preliminary Payor Mix was 77.0%, against the budget of 71.2%. Total FTEs per Adjusted Occupied Bed were 6.09. The Washington Outpatient Surgery Center had 379 cases and the clinics had approximately 16,364 visits. The quarterly summary of homeless patient encounters shows through Fiscal Year to Date through December, there were 1,176 patient encounters representing 520 homeless patients of which 177 had more than one encounter during the period. The estimated total unreimbursed cost through December 2020 was about \$2.8M.

*HOSPITAL
OPERATIONS REPORT*

Director Yee accepted the virtual gavel to preside over consideration of this action item as Director Nicholson recused himself from discussion. Director Wallace moved for approval of the credentialing action items as approved by the Medical

*ACTION:
CONSIDERATION OF
MEDICAL STAFF
CREDENTIALING*

Executive Committee on January 18, 2021 with the exception of those credentialing action items pertaining to William Nicholson MD and Lucia Yumena MD.

ACTION ITEMS (January 18, 2021)

Director Stewart seconded the motion.

Roll call was taken:

William Nicholson, MD – aye
Jeannie Yee - aye
Bernard Stewart, DDS – aye
Jacob Eapen, MD – absent
Michael Wallace – aye

The motion carried.

Director Wallace moved for approval of the credentialing action items as approved by the Medical Executive Committee on January 18, 2021 pertaining to William Nicholson MD and Lucia Yumena MD.

Director Stewart seconded the motion.

Roll call was taken:

William Nicholson, MD – abstain
Jeannie Yee - aye
Bernard Stewart, DDS – aye
Jacob Eapen, MD – absent
Michael Wallace – aye

The motion carried.

- Rajvirinder Sandhu, Lead Clinical Lab Scientist, is the February Employee of the Month.
- COVID-19 Community Vaccination Clinic opened February 1, 2021. It is operated by Washington Township Medical Foundation. They gave 2,352 total community vaccinations during its first week. There are 12,23 scheduled appointments through March 1st with more than 37,500 phone calls to the center to date.
- The Foundation announced that with the support of the community and a generous gift from Fremont Bank, they have surpassed their goal for the COVID-19 Emergency Relief Fund, raising more than \$1.17M in support of vaccine distribution, testing, and other immediate COVID-19 related priorities at Washington Hospital.

ANNOUNCEMENTS

There being no further business, Director Nicholson adjourned the meeting at 8:15 pm.

ADJOURNMENT

William F. Nicholson, M.D.
President

Michael J. Wallace
Secretary

A meeting of the Board of Directors of the Washington Township Health Care District was held on Monday, February 22, 2021 via Zoom in order to comply with Alameda County's orders as issued on January 25, 2021 to slow the spread of COVID-19 and reduce the rate of transmission by sheltering at home and continued social distancing. 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; Jeannie Yee
Excused: Jacob Eapen; Michael Wallace

ROLL CALL

Also present: Shakir Hyder, MD; Tim Tsoi, MD; Jeff Stuart, MD; Prasad Kilaru, MD; Jan Henstorf, MD; Kranthi Achanta, MD; Kimberly Hartz, Chief Executive Officer; Stephanie Williams, Vice President & Chief Nursing 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 8:15 a.m. and reported no reportable action taken in closed session.

RECONVENE TO OPEN SESSION & REPORT ON CLOSED SESSION

There being no further business, the meeting adjourned at 8:15 a.m.

ADJOURNMENT

William Nicholson, M.D.
President

Michael Wallace
Secretary

A regular meeting of the Board of Directors of the Washington Township Health Care District was held on Wednesday, February 24, 2021 via Teleconference in order to comply with Alameda County's orders as issued on January 25, 2021 to slow the spread of COVID-19 and to maintain restrictions on movement and public gathering. Director Nicholson 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: William Nicholson, MD; Jeannie Yee; Bernard Stewart, DDS; Michael Wallace

ROLL CALL

Absent: Jacob Eapen, MD

Also present: Kimberly Hartz, Chief Executive Officer; Ed Fayen, Executive Vice President & COO; Chris Henry, Vice President & CFO; Tina Nunez, Vice President; Stephanie Williams, Vice President; Paul Kozachenko, Legal Counsel; Nicholas Kozachenko, Legal Counsel; Dee Antonio, District Clerk

There were no oral communications.

COMMUNICATIONS

There were no written communications.

Director Nicholson presented the Consent Calendar for consideration:

CONSENT CALENDAR

A. FY 21 Cisco Firewall Upgrade Project

In accordance with District law, policies, and procedures, Director Wallace moved that the Board of Directors approve the Consent Calendar, item A.

Director Stewart seconded the motion.

Roll call was taken:

William Nicholson, MD – aye
Jeannie Yee – aye
Bernard Stewart, DDS – aye
Jacob Eapen, MD – absent
Michael Wallace – aye

The motion carried.

In accordance with Health & Safety Code Sections 32106 and 32155 and California Government Code 54956.9(d)(2), Director Nicholson adjourned the meeting to closed session at 6:05 p.m., as the discussion pertained to a trade secret pursuant to Health & Safety Code section 32106, a Report of Medical Staff and Quality Assurance pursuant to Health & Safety Code Section 32155, and a conference involving Personnel Matters: Chief Executive Officer. Director Nicholson stated that the public has a right to know what, if any, reportable action takes place during closed session. Since this is a Teleconference call and we have no way of knowing when the closed session will end, the public was informed they could contact the District Clerk for the Board's report beginning February 25, 2021. He indicated that the minutes of this meeting will reflect any reportable actions.

*ADJOURN TO CLOSED
SESSION*

Director Nicholson reconvened the meeting to open session at 8:33 pm. The District Clerk reported that the Board approved the Medical Staff Credentials Report in closed session by unanimous vote of all Directors present:

*RECONVENE TO OPEN
SESSION & REPORT ON
CLOSED SESSION*

William Nicholson, MD – aye

Jeannie Yee – aye

Bernard Stewart, DDS – aye

Jacob Eapen, MD – absent

Michael Wallace – aye

There being no further business, Director Nicholson adjourned the meeting at 8:34 pm.

ADJOURNMENT

William Nicholson, M.D.
President

Michael J. Wallace
Secretary

DRAFT



Memorandum

DATE: February 19, 2021

TO: Washington Township Health Care District Board of Directors

FROM: Kimberly Hartz, Chief Executive Officer

SUBJECT: Request for Purchase the Canon Digital Detector for the Special Care Nursery

We are recommending moving forward with the purchase of the Canon CXDI-810C Wireless Digital Detector from California Radiographics Inc. This digital x-ray detector plate will be dedicated for use within the Special Care Nursery department. The detector is ideal for the imaging of babies managed within their care bassinet. The smaller profile of the device coupled with the high sensitivity of the digital system allows high-resolution images to be captured using less radiation. This is especially important for the infants within the Special Care Nursery. Additionally, this digital detector can serve in a wide range of x-ray imaging where the smaller size is advantageous.

Currently, the babies are transported to the Medical Imaging department for imaging. By purchasing this detector, the babies will remain in the bassinet and the Technologist will perform the imaging within the Special Care Nursery department. This high value upgrade to our imaging capabilities not only results in lower radiation exposures and faster results, but also provides an overall higher level of safety for our smallest patients.

In accordance with District Law, Policies and Procedures, the Board of Directors is requested to authorize the Chief Executive Officer to proceed with the purchase of the Canon DR Detector from California Radiographics Inc. for our Special Care Nursery, not to exceed \$37,000, which includes the tax. The total amount was included in the Fiscal Year 2020/21 Fixed Asset Capital Budget. The Washington Hospital Healthcare Foundation will be reimbursing the Hospital for this cost.



Memorandum

DATE: March 5, 2021

TO: Kimberly Hartz, Chief Executive Officer

FROM: Ed Fayen, Executive Vice President and COO

SUBJECT: Capital Purchase – Depuy Mini Fragment LCP System

The Operating Room currently utilizes in house instrumentation and implant sets for fixation of fractures. Our current sets are old and do not contain locking screws and locking plates, which eliminate the need to compress the bone to the plate for stabilization. Depending on the fracture, we utilize a mini fragment or large fragment system. With a purchase of the mini fragment system, Depuy has agreed to consign their large fragment system and a system to repair clavicle fractures, which has been needed with the addition of Dr. Costouros.

The FY 2021 Capital Budget includes \$97,983.41 to purchase the Depuy Mini Fragment LCP System. The quote comes to a total of \$67,841.93. While this is budgeted, the Foundation has agreed to cover this purchase from their surgical services fund.

In accordance with District Law, Policies and Procedures, it is requested that the Board of Directors authorize the Chief Executive Officer to proceed to utilize the surgical services fund in the Foundation for the purchase of the Depuy Mini Fragment LCP System in the amount of \$67,841.93.



WASHINGTON HOSPITAL
MONTHLY OPERATING REPORT

January 2021



**WASHINGTON HOSPITAL
INDEX TO BOARD FINANCIAL STATEMENTS
January 2021**

<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: March 4, 2021
TO: Board of Directors
FROM: Kimberly Hartz, Chief Executive Officer
SUBJECT: Washington Hospital – January 2020
Operating & Financial Activity

SUMMARY OF OPERATIONS – (Blue Schedules)

1. Utilization – Schedule Board 3

	January <u>Actual</u>	January <u>Budget</u>	Current 12 <u>Month Avg.</u>
<u>ACUTE INPATIENT:</u>			
Average Daily Census	181.3	142.9	146.9
# of Admissions	789	918	788
Patient Days	5,620	4,430	4,482
Discharge ALOS	7.49	4.83	5.50
<u>OUTPATIENT:</u>			
OP Visits	6,571	7,325	6,313
ER Visits, including RSTU	3,712	6,311	4,739
Observation Equivalent Days – OP	179	173	174

Comparison of January acute inpatient statistics to those of the budget showed a lower level of admissions and a higher level of patient days. The average length of stay (ALOS) based on discharged days was above 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 128.9 above budget. Total productive FTEs for January were 1,381.2, 130.9 above the budgeted level of 1,250.3. Nonproductive FTEs were 2.0 below budget. Productive FTEs per adjusted occupied bed were 5.39, 0.17 below the budgeted level of 5.56. Total FTEs per adjusted occupied bed were 6.09, 0.28 below the budgeted level of 6.37.

3. Income - Schedule Board 1

For the month of January the Hospital realized a loss of \$2,271,000 from operations.

Total Gross Patient Service Revenue of \$185,115,000 for January was 9.3% above budget.

Deductions from Revenue of \$145,909,000 represented 78.82% of Total Gross Patient Service Revenue. This percentage is above the budgeted amount of 77.65%, primarily due to payor mix.

Total Operating Revenue of \$39,646,000 was \$1,483,000 (3.9%) above the budget.

Total Operating Expense of \$41,917,000 was \$1,710,000 (4.3%) above the budgeted amount.

The Total Non-Operating Income of \$227,000 for the month includes an unrealized loss on investments of \$289,000 and property tax revenue of \$1,447,000.

The Total Net Loss for January was \$2,044,000, which was \$354,000 more than the budgeted loss of \$2,398,000.

The Total Net Loss for January using FASB accounting principles, in which the unrealized loss or income on investments, net interest expense on GO bonds and property tax revenues are removed from the non-operating income and expense, was \$2,059,000 compared to a budgeted loss of \$2,665,000.

4. Balance Sheet – Schedule Board 2

There were no noteworthy changes in assets and liabilities when compared to December 2020.

KIMBERLY HARTZ
Chief Executive Officer

KH/CH



**WASHINGTON HOSPITAL
STATEMENT OF REVENUES AND EXPENSES
January 2021
GASB FORMAT
(In thousands)**

January				YEAR TO DATE				
ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.		ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.
				OPERATING REVENUE				
\$ 130,902	\$ 107,499	\$ 23,403	21.8%	1	\$ 813,624	\$ 739,183	\$ 74,441	10.1%
54,213	61,791	(7,578)	-12.3%	2	416,612	429,196	(12,584)	-2.9%
185,115	169,290	15,825	9.3%	3	1,230,236	1,168,379	61,857	5.3%
(143,068)	(127,994)	(15,074)	-11.8%	4	(936,762)	(881,395)	(55,367)	-6.3%
(2,841)	(3,468)	627	18.1%	5	(24,805)	(23,933)	(872)	-3.6%
(145,909)	(131,462)	(14,447)	-11.0%	6	(961,567)	(905,328)	(56,239)	-6.2%
78.82%	77.65%			7	78.16%	77.49%		
39,206	37,828	1,378	3.6%	8	268,669	263,051	5,618	2.1%
440	335	105	31.3%	9	3,007	2,354	653	27.7%
39,646	38,163	1,483	3.9%	10	271,676	265,405	6,271	2.4%
				OPERATING EXPENSES				
19,884	17,519	(2,365)	-13.5%	11	133,055	119,366	(13,689)	-11.5%
6,466	6,712	246	3.7%	12	46,864	45,162	(1,702)	-3.8%
5,672	5,551	(121)	-2.2%	13	37,570	35,861	(1,709)	-4.8%
4,260	4,762	502	10.5%	14	33,609	33,717	108	0.3%
1,712	1,579	(133)	-8.4%	15	12,479	11,636	(843)	-7.2%
3,923	4,084	161	3.9%	16	28,003	28,147	144	0.5%
41,917	40,207	(1,710)	-4.3%	17	291,580	273,889	(17,691)	-6.5%
(2,271)	(2,044)	(227)	-11.1%	18	(19,904)	(8,484)	(11,420)	-134.6%
-5.73%	-5.36%			19	-7.33%	-3.20%		
				NON-OPERATING INCOME & (EXPENSE)				
261	316	(55)	-17.4%	20	2,020	2,214	(194)	-8.8%
29	-	29	0.0%	21	192	-	192	0.0%
(1,664)	(2,357)	693	29.4%	22	(12,836)	(13,892)	1,056	7.6%
443	283	160	56.5%	23	1,336	1,903	(567)	-29.8%
-	(39)	39	100.0%	24	(719)	(271)	(448)	-165.3%
-	-	-	0.0%	25	1,069	-	1,069	0.0%
1,447	1,443	4	0.3%	26	10,082	10,102	(20)	-0.2%
(289)	-	(289)	0.0%	27	(793)	-	(793)	0.0%
227	(354)	581	164.1%	28	351	56	295	526.8%
\$ (2,044)	\$ (2,398)	\$ 354	14.8%	29	\$ (19,553)	\$ (8,428)	\$ (11,125)	-132.0%
-5.16%	-6.28%			30	-7.20%	-3.18%		
\$ (2,059)	\$ (2,665)	\$ 606	22.7%	31	\$ (20,834)	\$ (10,336)	\$ (10,498)	-101.6%
-5.19%	-6.98%			NET INCOME MARGIN %	-7.67%	-3.89%		

**NET INCOME (FASB FORMAT) EXCLUDES PROPERTY TAX INCOME, NET INTEREST EXPENSE ON GO BONDS AND UNREALIZED GAIN(LOSS) ON INVESTMENTS



**WASHINGTON HOSPITAL
BALANCE SHEET**

SCHEDULE BOARD 2

January 2021
(In thousands)

ASSETS AND DEFERRED OUTFLOWS		January 2021	Audited June 2020	LIABILITIES, NET POSITION AND DEFERRED INFLOWS		January 2021	Audited June 2020
CURRENT ASSETS				CURRENT LIABILITIES			
1	CASH & CASH EQUIVALENTS	\$ 27,233	\$ 68,355	1	CURRENT MATURITIES OF L/T OBLIG	\$ 10,930	\$ 9,500
2	ACCOUNTS REC NET OF ALLOWANCES	68,804	61,017	2	ACCOUNTS PAYABLE	20,078	18,669
3	OTHER CURRENT ASSETS	13,070	12,523	3	OTHER ACCRUED LIABILITIES	108,696	116,193
4	TOTAL CURRENT ASSETS	109,107	141,895	4	INTEREST	8,042	11,247
				5	TOTAL CURRENT LIABILITIES	147,746	155,609
ASSETS LIMITED AS TO USE				LONG-TERM DEBT OBLIGATIONS			
6	BOARD DESIGNATED FOR CAPITAL AND OTHER	216,127	214,744	6	REVENUE BONDS AND OTHER	212,563	223,881
7	REVENUE BOND FUNDS	6,634	10,923	7	GENERAL OBLIGATION BONDS	328,830	331,992
8	BOND DEBT SERVICE FUNDS	18,802	31,387				
9	OTHER ASSETS LIMITED AS TO USE	10,257	10,155	OTHER LIABILITIES			
10	TOTAL ASSETS LIMITED AS TO USE	251,820	267,209	10	NET PENSION LIABILITY	15,666	31,798
12	OTHER ASSETS	245,540	222,268	11	SUPPLEMENTAL MEDICAL RETIREMENT	40,492	42,578
13	OTHER INVESTMENTS	11,843	11,679	12	WORKERS' COMP AND OTHER	8,657	8,440
14	NET PROPERTY, PLANT & EQUIPMENT	656,272	684,274	14	NET POSITION	512,281	531,834
15	TOTAL ASSETS	\$ 1,274,582	\$ 1,327,325	15	TOTAL LIABILITIES AND NET POSITION	\$ 1,266,235	\$ 1,326,132
16	DEFERRED OUTFLOWS	44,104	62,304	16	DEFERRED INFLOWS	52,451	63,497
17	TOTAL ASSETS AND DEFERRED OUTFLOWS	\$ 1,318,686	\$ 1,389,629	17	TOTAL LIABILITIES, NET POSITION AND DEFERRED INFLOWS	\$ 1,318,686	\$ 1,389,629



**WASHINGTON HOSPITAL
OPERATING INDICATORS
January 2021**

12 MONTH AVERAGE	January						YEAR TO DATE			
	ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.			ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.
	<u>PATIENTS IN HOSPITAL</u>									
146.9	181.3	142.9	38.4	27%	1	ADULT & PEDIATRIC AVERAGE DAILY CENSUS	156.0	138.3	17.7	13%
5.7	5.8	5.6	0.2	4%	2	OUTPATIENT OBSERVATION AVERAGE DAILY CENSUS	6.2	5.5	0.7	13%
7.3	5.5	9.5	(4.0)	-42%	3	NURSERY AVERAGE DAILY CENSUS	7.3	9.5	(2.2)	-23%
159.9	192.6	158.0	34.6	22%	4	TOTAL	169.5	153.3	16.2	11%
3.2	3.1	3.4	(0.3)	-9%	5	SPECIAL CARE NURSERY AVERAGE DAILY CENSUS *	2.7	3.5	(0.8)	-23%
4,482	5,620	4,430	1,190	27%	6	ADULT & PEDIATRIC PATIENT DAYS	33,539	29,741	3,798	13%
174	179	173	6	3%	7	OBSERVATION EQUIVALENT DAYS - OP	1,327	1,192	135	11%
788	789	918	(129)	-14%	8	ADMISSIONS-ADULTS & PEDIATRIC	5,581	6,067	(486)	-8%
5.50	7.49	4.83	2.66	55%	9	AVERAGE LENGTH OF STAY-ADULTS & PEDIATRIC	5.81	4.90	0.91	19%
1.577	1.743	1.431	0.312	22%	10	<u>OTHER KEY UTILIZATION STATISTICS</u> OVERALL CASE MIX INDEX (CMI)	1.632	1.472	0.160	11%
135	117	154	(37)	-24%	11	SURGICAL CASES JOINT REPLACEMENT CASES	1,000	1,119	(119)	-11%
21	18	20	(2)	-10%	12	NEUROSURGICAL CASES	164	145	19	13%
8	6	11	(5)	-45%	13	CARDIAC SURGICAL CASES	58	76	(18)	-24%
163	145	179	(34)	-19%	14	ALL OTHERS	1,205	1,272	(67)	-5%
327	286	364	(78)	-21%	15	TOTAL CASES	2,427	2,612	(185)	-7%
327	330	346	(16)	-5%	16	TOTAL CATH LAB PROCEDURES	2,459	2,500	(41)	-2%
118	91	143	(52)	-36%	17	DELIVERIES	814	980	(166)	-17%
6,313	6,571	7,325	(754)	-10%	18	OUTPATIENT VISITS	49,080	50,100	(1,020)	-2%
3,447	3,712	4,189	(477)	-11%	19	EMERGENCY VISITS, EXCLUDING RSTU VISITS	25,293	28,010	(2,717)	-10%
1,292	0	2,122	(2,122)	-100%	20	RSTU VISITS	11,196	14,718	(3,522)	-24%
1,311.7	1,381.2	1,250.3	(130.9)	-10%	21	<u>LABOR INDICATORS</u> PRODUCTIVE FTE'S	1,341.9	1,227.3	(114.6)	-9%
173.7	180.6	182.6	2.0	1%	22	NON PRODUCTIVE FTE'S	182.0	188.6	6.6	3%
1,485.4	1,561.8	1,432.9	(128.9)	-9%	23	TOTAL FTE'S	1,523.9	1,415.9	(108.0)	-8%
6.05	5.39	5.56	0.17	3%	24	PRODUCTIVE FTE/ADJ. OCCUPIED BED	5.69	5.61	(0.08)	-1%
6.86	6.09	6.37	0.28	4%	25	TOTAL FTE/ADJ. OCCUPIED BED	6.46	6.48	0.02	0%

* included in Adult and Peds Average Daily Census